



Delaware's Demand Driven Five -Year Workforce Investment Plan



**Title I of the Workforce Investment
Act and Wagner-Peyser Act
01/07/2012 to 06/30/2017
Jack A. Markell, Governor
Mathew P. Denn, Lt. Governor**



Table of Contents

State Workforce Strategic Plan	3
Governor’s Vision	3
Economic and Workforce Information Analysis	5
State Strategies	27
Partnerships	31
Leveraging Resources	37
Policy Alignment	45
Desired Outcomes	48
State Operational Plan	51
State Board	53
Operating Systems and Policies	56
Services To Target Populations	64
Wagner-Peyser Agricultural Outreach	70
Services to Employers	71
Trade Adjustment Assistance (TAA)	78
Appendices	
The Castle Rule	A
I-ADAPT Executive Order	B
Veterans MOU	C
Health Care Tax Credit MOU	D
Mission Essential Task List (METL)	E
Board of Directors Roster	F
Organization Chart	G
Board Committee	H
Executive Order Creating DWIB	I
MOU Between DWIB, DOL-DET, and Governor	J
Outline Showing Cross Functional Plan Preparation	K
DOL-DET Policy 5	L
Agricultural Service Plan	M
Generic Rapid Response Presentation	N
Initial Contact with Employers Rapid Response	O
Rapid Response Survey	P
Common Measures Waiver.....	Q
Funds Transfer Waiver	R

Section I. State Workforce Strategic Plan

A state's Integrated Workforce Plan must identify the programs included in the plan, and include the following key elements. Please note that, where appropriate, narratives in each section of the plan may contain Web links to external supporting documents.

Governor's Vision: This portion of the Integrated Workforce Plan must describe the governor's strategic vision for the state's economy and overarching goals for the state's workforce system. This vision should provide the strategic direction for the state workforce system and guide investments in workforce preparation, skill development, education and training, and major initiatives supporting the governor's vision. The plan also must specifically address the governor's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service, and how programs and activities described in the plan will support the state's economic development needs and the employment and training needs of all working-age youth and adults in the state. The plan must include a description of the methods used for joint planning, and coordination of the programs and activities included in the plan. (WIA Sections 111(d)(2), 112(a)-(b), W-P Section 8(c).)

Gov. Markell envisions an integrated workforce development approach moving Delawareans through a lifelong educational cycle starting with K thru 12 schools. The developmental years focus on four specific skill-sets --- Science, Technology, Engineering, and Math (STEM) skills; Thinking Skills, Workplace Skills, and Citizenship Skills. Students, benefiting from anticipated improvement in graduation rates, move to post secondary education and/or training via several tracks including, but not limited to, Delaware's University system, Delaware's Technical Community College System, and other professional or trades training programs.

The Workforce Investment Board will use demand occupation data from the state's Office of Occupational and Labor Market Information (OOLMI), the DWIB's private industry members, intelligence from the Delaware Economic Development Office; (DEDO); and also information gleaned through the Delaware Department of Labor's, Division of Employment and Training (DOL-DET) outreach efforts of its Business Services Unit to develop and constantly refine the demand occupations list. This list is the primary source for approving and developing training programs. This integrated approach mirrors the cross-department and cross divisional cooperation the governor demands for all pieces of the workforce system.

Gov. Markell also envisions a small business environment where businesses with Delaware roots become the mainstay and engine of the state's workforce structure. Properly incentivized, these businesses will allow the state to insulate itself, to some degree, from the devastation of large scale layoffs, like those experienced during the Great Recession. A Delaware homegrown firm employing homegrown and trained talent is the end state.

Although the focus of our integrated approach is a "Grow Our Own" Entrepreneurial and Small Business base, Gov. Markell sees a more robust role for larger business recruitment and

retention. This recruiting and retention effort will require a synchronized approach where the state's economic developers, workforce developers, and educators increase the amount and quality of cross-communications to ensure an agility, which identifies new inbound businesses, training needs for staff of those firms, and creates a platform for delivering the needed training.

Delaware Youth are an essential part of Gov. Markell's vision for the future. He believes any system must have accessible career developmental opportunities for all of the state's children, including those who are traditionally defined as the hardest to serve. The Governor, in collaboration with the Lieutenant Governor, envisions meshing of already existing successes with several new initiatives. Chief among these are greater parental involvement in education; attacking the achievement gap by addressing poverty and its causes; early childhood education; school improvement; after school enrichment; sustaining successful youth programs; and closer coordination between cabinet agencies.

While all segments, of the state's workforce are important, Gov. Markell envisions greater emphasis being applied to long term unemployed, non-High School Diploma Graduates, the traditional hardest to serve adults and youth, dislocated workers, ex-offenders, and returning warriors. Though starkly dissimilar, these populations will likely require increased retraining and honing of job skills. Even so much has already occurred with these groups from the establishment of Adult Basic Education / General Education Development, to the establishment intense Reemployment Services, to the initiation of the Individual Assessment, Discharge and Planning Team (I-ADAPT) for ex-offenders, and other new approaches such as the state's tax credits for businesses hiring returning veterans.

Gov. Markell demands that all the pieces of his public workforce system demonstrate Agility, Initiative, Depth, Synchronization, and Versatility (AIDS-V). The system has to be Agile enough to take advantage of unplanned opportunities, such as the new Amazon Distribution Site, as well as setbacks, such as the plant closures we experienced in recent years. This requires leaders in the publicly funded system to not only demonstrate sound judgment, but also demonstrate the decisive Initiative that acts quickly to exploit opportunities or set the conditions for immediate and future success. The publicly funded system must have a Deep bench of thoughtful staff and leaders who can leverage knowledge and experience when resources dry up or become difficult to find. Gov. Markell believes Synchronization between divisions and departments is critical to ensure the entirety of state government is using scarce resources to exploit success and not reinforce failure. Governor Markell envisions a Versatile system that can quickly, competently and enthusiastically handle disparate challenges and ensure Delawareans get need services and businesses get needed workers.

Economic and Workforce Information Analysis: The Integrated Workforce Plan must describe the labor market and economic context in which the state's workforce system (including all the programs in the Integrated Workforce Plan) is operating, based on accurate and timely labor-market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations. (WIA Sections 112(b)(4), 112(b)(17)(A)(iv), 112(b)(18), W-P Sections 8(b) and 15.) This description should include an assessment of the needs of constituents within the state who will become, or currently comprise, the state's workforce, particularly those needs which can be addressed by the programs included in the Integrated Workforce Plan.

The state's analysis of the current economy and future trends of the economy forms the foundation for strategic planning. For its analysis, the state may use the workforce information produced by the state workforce agency as well as other data available from Federal, state, and private sector sources, and informed by the business representatives of the state workforce investment board (STATE BOARDS). The Integrated Workforce Plan must include the following specific information, consistent with Section 112(b)(4) of the Act:

Overview of Employment by Industry

Construction

Employment in the Construction sector was essentially flat in Delaware from 2010 to 2011, measured as annual averages for each year. There were 19,290 private sector jobs here during 2010, and 19,280 in 2011. However, measured from December 2010 to December 2011, the industry lost 1,170 jobs. This difference between annual averages, where employment was nearly unchanged, and calendar 2011, where jobs fell by nearly six percent, reflects the economic bottom which occurred early in 2010, and an economic recovery which began in mid-2010, and lost momentum in mid-2011. Private industry employment was 27,420 in 2007, just prior to the recession. There are an additional 1,500 construction workers employed by state government, but they are included under State Government in this report.

Construction employed 4.8 percent of the state's workforce and paid 5.0 percent of the total wages in Delaware in 2011, just over \$1 billion. This is down by over \$340 million from the peak in this industry in 2006. The average wage here increased by 6.8 percent in 2011, to \$52,468. This varies considerably by county, with the Sussex County average at \$41,515; Kent County at \$43,410, and New Castle County at \$54,815. The number of jobs fell by 330 in New Castle County from 2010, by 80 in Kent County, and by 40 in Sussex County (these declines were almost completely offset by an increase in employment at firms classified as multi-county, to leave state employment down by only 10 jobs). Since the recession began in 2007, Construction jobs dropped relatively more in Kent County, where they fell by 43 percent. The decline in Sussex County was 33 percent, and in New Castle County, 30 percent. In 2011, there were 12,590 Construction jobs in New Castle County, 3,720 in Sussex County, and 2,020 in Kent County.

There are three sub-sectors which make up the Construction industry: Construction of Buildings, Heavy and Civil Engineering Construction, and Specialty Trade Contractors. Over the past year, this last sub-sector increased employment by 280 jobs in the state (2.4 percent). The number of jobs in building construction fell by 80 (1.7 percent), while there was a relatively large decline in Heavy and Civil Engineering private employment of 210 jobs (8.1 percent).

Since 1990, the lowest number of jobs in this industry was 18,260, in 1994. The peak was 29,260 in 2006. The Construction industry has stabilized, but not yet begun to recover from the recession. Its 2011 total is between the levels achieved in the state in 1994 and 1995.

Manufacturing

Employment in Manufacturing declined by 480 jobs, or 1.8 percent, from 2010 to 2011, continuing a long-term trend. This sector has gained jobs in Delaware in only 4 out of the past 21 years. The 2011 average of 25,670 jobs represents 6.4 percent of Delaware's total employment. Total wages paid in 2011 were \$1.44 billion, which was 7.1 percent of all wages paid in the state. The average wage in this sector was \$56,203 in 2011, a decline of 1.5 percent from 2010. The average wage shows great variation across the counties, in part due to the different types of manufacturing in different areas of the state.

There are 20 sub-sectors in Manufacturing. Food Manufacturing is by far the largest among them in Delaware, with 8,760 jobs in 2011, more than one-third the sector's total. Food Manufacturing represents nearly three-quarters of Sussex County's Manufacturing employment. It is also a relatively low-paying industry, leading to average pay in Manufacturing in Sussex County of \$34,481 in 2011. In Kent County, Food Manufacturing makes up 23 percent of total Manufacturing jobs, with Paper Manufacturing just slightly larger. Average annual pay in Manufacturing in Kent County was \$51,674 in 2011. Computer and Electronic Product Manufacturing is the largest sub-sector in New Castle County, accounting for 24 percent of jobs in the sector. Chemical Manufacturing and Plastics and Rubber Products Manufacturing are the next largest subsectors. All pay relatively high wages, leading to New Castle County's \$76,855 average wage in 2011. In 2011, there were 11,740 Manufacturing jobs in New Castle County, 10,550 in Sussex County, and 3,250 in Kent County.

Industry sub-sectors which gained jobs in 2011 were led by Petroleum and Coal Products Manufacturing, which added 270 jobs. Fabricated Metal Product Manufacturing and Plastics and Rubber Products Manufacturing were the next biggest gainers, with each adding 140 jobs. Job losses came mainly in Chemical Manufacturing, which declined by 710 jobs, though that was primarily due to an administrative re-classification of jobs into another industry. There were 130 jobs lost in Transportation Equipment Manufacturing.

Jobs in Manufacturing in Delaware are down by 7,900 (23.5 percent) since 2007, but this period looks less like a recession than a continuation of a much longer trend in this industry. After declining from the modern peak of 46,010 jobs in 1990, Manufacturing gained jobs at the end of the 1990's, but has been in near-steady decline since then, with cumulative job losses of over 19,000 jobs.

Wholesale Trade

Employment in the Wholesale Trade sector was basically unchanged in 2011, with a total of 12,490 jobs in 2011, compared to 12,500 in 2010. Employment remains substantially below the total of 14,830 recorded in 2007 before the recession.

While a relatively small industry sector, employing 3.1 percent of Delaware's workforce, it pays 5.1 percent of the state's total wages, an amount just over \$1 billion. The average wage of \$82,537 was fourth highest among the 19 industry sectors for which we publish wage data (wage data in the Utilities sector are not published due to confidentiality rules). The high average wage comes from the jobs in New Castle County, where more than two-thirds of the state's total jobs in this industry are located. The average wage in New Castle County was \$91,840 in 2011. It was \$53,488 in Sussex County and \$44,513 in Kent County.

There are three sub-sectors in this industry: Merchant Wholesalers of Durable Goods, Merchant Wholesalers of Nondurable Goods, and Electronic Markets and Agents and Brokers. In 2011, gains in the first sub-sector were largely offset by losses in the last. Employment in the Electronic Markets sub-sector took off beginning in 2001, growing from 600 jobs in the year 2000 to over 3,000 jobs by 2008. It has declined in each year since, falling to 2,260 in 2011. The other two sub-sectors appear to have at least stabilized, with the increase in durable goods probably tied to the pick-up in car sales.

Retail Trade

Not long ago Delaware's biggest industry in terms of jobs, Retail Trade has fallen behind the fast-growing Health Care and Social Assistance industry sector. Retail Trade employs 12.6 percent of the state's workforce, but pays only 6.5 percent of the state's total wages, in part due to the high proportion of part-time workers. The total wage bill in this sector was just over \$1.3 billion in 2011, with an average annual wage of \$25,965.

Employment increased by 720 jobs in 2011, but remains more than 3,700 jobs below where it was at the start of the recession. There were job gains in both New Castle and Kent Counties, but employment was flat in Sussex County, where Retail is the top employer, with 11,540 jobs in both 2010 and 2011. The number of jobs in Sussex County Retail is above the level of 2007; the other two counties have not yet fully recovered from the recession.

There are 12 sub-sectors in Retail Trade; seven gained jobs in 2011, while five declined. The largest gainers were General Merchandise Stores (+780), Electronics and Appliance Stores (+210), and Motor Vehicle and Parts Dealers (+150). The sub-sectors losing the greatest number of jobs were Sporting Goods, Hobby, Book, and Music Stores (-210), Food and Beverage Stores (-130), and Miscellaneous Store Retailers (-120).

Since 1990, Retail Trade's lowest job totals came in 1991, at 42,220 jobs. Employment grew at a fairly steady pace through 2007, when the number of jobs peaked at 54,320. After modest growth in 2010, Retail Trade posted a healthy 1.4 percent increase in jobs in 2011.

Transportation and Warehousing

Total private employment in this sector was 8,800 jobs in 2011, amounting to 2.2 percent of the state's workforce. This number excludes the more than 3,400 jobs engaged in this industry under federal, state, and local government employment. It also excludes the estimated 1,350 railroad employees, as they are not covered under unemployment insurance laws. Total wages for the workers reported in this sector amounted to \$357 million in 2011, 1.8 percent of the state's total wage bill, and the average annual wage was \$40,221.

Employment grew modestly in 2011, with 130 total jobs added, mainly in Truck Transportation and Support Activities, but the number of jobs is still more than 1,000 below the 2007 peak of 10,400. Growth occurred in New Castle and Sussex Counties, while employment in Kent County fell by 40 jobs. The average wage was somewhat higher in New Castle County, where 62 percent of the sector's jobs are located, at \$44,047 in 2011. Average wages were lowest in Sussex County, at \$30,704.

Information

The already small Information industry sector continued to shrink in 2011, dropping below 6,000 total jobs for the first time in 15 years. It employs 1.4 percent of the state's workforce and pays 1.6 percent of its total wages, \$325 million in 2011. The average wage was \$57,419 in 2011. This varied less across the counties than many other industries. In New Castle County, where 80 percent of the jobs are located, the average wage was \$58,513. In Kent County, it was \$46,861, and in Sussex County, \$49,445. The number of jobs fell in 2011 in all three counties.\

There are six sub-sectors in this industry, the largest being Telecommunications, which had 2,700 workers in 2011. The only other sub-sector with more than 1,000 employees is ISPs, Search Portals, and Data Processing, which had 1,150. Publishing, which at one time had nearly 1,800 workers, continued to decline and had 960 jobs in 2011.

From a low point of 4,070 jobs in 1992, the Information sector grew rapidly, peaking at 8,150 jobs in the year 2000. Since then, it has declined almost as rapidly as it grew, with the recession having a less noticeable impact than the longer term technology-driven trend.

Finance and Insurance

There was a very modest gain of 90 jobs in the Finance and Insurance industry sector from 2010 to 2011, leaving total employment at just below 37,000 jobs, which is 9.2 percent of the state's workforce. The \$3.1 billion in wages is the highest of any industry sector in the state, making up 15.3 percent of the state's total wages. The average annual wage of \$84,266 is exceeded by only two industries for which data are published, Management of Companies and Enterprises, and Professional, Scientific, and Technical Services.

New Castle County has 89 percent of the jobs in Finance and Insurance, and was the only county with job gains (450 net new jobs) in this sector in 2011. Average wages are also higher there, at \$87,150 in 2011, compared with \$62,553 in Kent County and \$44,217 in Sussex County.

There are four sub-sectors, with the largest by far being Credit Intermediation and Related Activities (this sub-sector includes banks). The 24,900 jobs here represented a decline of 840 jobs from 2010. This banking sector has been losing jobs in Delaware for over a decade. (The data show a spike in jobs of over 7,500 in 2003, but that was just an administrative industry re-classification.) The job losses in banking were almost exactly offset by gains in the Securities, Commodity Contracts, and Investments sub-sector, which gained 820 jobs in 2011. The Insurance sub-sector added 120 jobs, for a 2011 average of 6,820, while the sub-sector Funds, Trusts, and Other Financial Vehicles went from a total of 330 jobs down to 320 jobs.

The Finance and Insurance sector's number of jobs peaked in 2001, corresponding to the peak in the banking sub-sector. With the exception of a small dip in 2003 and 2004, the Securities sub-sector has grown steadily since 1991, with very little negative impact from the recent recession. Employment in the Insurance sub-sector appears to be highly cyclical in Delaware, where jobs were lost in each of the last three recessions, then gained back during economic expansions. The number of jobs in Insurance in 2011 was about the same as in 1997, with two peaks and valleys in between.

Real Estate and Rental and Leasing

This small industry sector became a little smaller in 2011, losing 250 jobs to a level of 5,490. This amounts to 1.4 percent of Delaware's employment. The \$228 million paid in wages was 1.1 percent of the state's total. The average wage in 2011 was \$41,527.

There was a gain of 40 jobs in New Castle County, which was more than offset by losses in each of the other two counties. There were 3,380 jobs in New Castle County, paying an average of

\$46,437 in 2011. Sussex County came next, with 1,630 jobs paying an average \$32,168, while Kent County had only 410 jobs, paying \$33,202.

There are only two sub-sectors in this industry, Real Estate, and Rental and Leasing Services. They have followed a similar pattern of growth and decline, peaking at different times. The number of jobs in Real Estate peaked just prior to the recent recession at 4,890 jobs in 2006. This is the well-known real estate bubble. The number of jobs here has fallen every year since. Employment in Rental and Leasing Services peaked much earlier, in 2000, at 2,400 jobs. This peak corresponds to the height of video rental services, which by now have largely moved out of brick and mortar locations. The impact of the recession is barely discernible here, as compared to the impact of technological change.

Professional and Technical Services

The Professional and Technical Services industry sector, which includes legal, accounting, engineering, design, and consulting services, among others, along with scientific research, added 700 jobs in 2011. The job numbers show a gain of over 2,000 jobs, but most of it was due to administrative reclassification. Nonetheless, actual growth of about 3.5 percent in one year is quite healthy. The actual job gains came in Computer Systems Design and Architectural and Engineering Services. Most of the apparent gains, which were really just administrative reclassification out of other industries, came in research and development in biotechnology and life sciences.

The nearly 26,000 jobs in Professional and Technical Services (there are no sub-sectors in this industry) represent 6.4 percent of Delaware's workforce. The \$2.3 billion paid in wages was 11.4 percent of the state's total. The average wage was \$89,618 in 2011.

Eighty-five percent of the jobs in this industry are located in New Castle County, where the average annual wage of \$94,898 is nearly twice that in Kent County (\$52,442) and Sussex County (\$51,561). Employment was nearly flat in the two southern counties, with all of the job gains in 2011 in New Castle County.

Employment declined dramatically in the early 1990's, falling from 28,000 down to 21,000. It then rose just as dramatically, peaking at over 27,000 by the year 2000. The number of jobs then bounced around for a few years before being hit hard by the recent recession, with the bottom of 23,680 jobs coming in 2010.

Management of Companies and Enterprises

This industry sector, which has no sub-sectors, consists of establishments whose main purpose is to manage the operations of the larger enterprise, commonly known as headquarters. It also includes holding companies, which typically report only one employee. There are several

thousand of these in Delaware. There were job losses in this sector in 2011, although not as many as the data appear to show. Just under 1,000 of the jobs were administratively reclassified into the Professional and Technical Services industry, leaving a real decline of just under 600 jobs. These tend to be very well-paying jobs, however, as the industry's \$128,334 average wage in 2011 was the highest of all industry sectors. The 8,070 employees here are 2.0 percent of the state's workforce, but the \$1 billion payroll represents 5.1 percent of Delaware's total wages.

Ninety-five percent of the jobs in Management of Companies and Enterprises are located in New Castle County, with Kent and Sussex Counties having 160 jobs each. The average wage varies greatly: \$130,136 in New Castle County, \$98,576 in Sussex County, and \$68,993 in Kent County. Employment peaked in the year 2000, and a gradual decline was made steeper by the recent recession. There have been no signs of a recovery in employment here.

Administrative and Waste Services

There was a gain of 440 jobs, or 2.1 percent, in the Administrative and Waste Services industry sector in 2011, coming on the heels of a slightly smaller gain the previous year. The 21,800 employment level represents 5.4 percent of the state's employment, while the \$714 million in total wages was 3.5 percent of the state's total wage bill. The average wage of \$32,743 is among the lowest in the state.

New Castle County has 70 percent of the jobs and accounted for most of the gain in 2011, adding 570. Sussex County increased employment in this sector by 80 jobs to 2,710, while Kent County employment declined, dropping from 2,760 jobs in 2010 to 2,520 in 2011. The average wage is similar in the two southern counties, \$28,577 in Kent County and \$28,717 in Sussex County, and a little higher in New Castle County, at \$34,024.

There are two sub-sectors in this industry. Administrative and Support Services, which includes temporary help, telemarketing, janitorial, security, and landscaping services, has the bulk of the sector's employment, with 20,640 jobs in 2011. Waste Management and Remediation is the other sub-sector; employment there increased by 60 jobs last year, to a total of 1,160.

Employment in Administrative and Waste Services peaked in Delaware in 1999 at just under 27,000 jobs. It fell off rapidly in the recession of 2001, grew moderately after that, and then fell off again in the recent recession. Employment appears to have bottomed out in 2009 and has now grown the past two years.

Educational Services

Educational Services has several features which sets it apart from other industries. The ownership structure encompasses privately-owned establishments, local government public education, and state-owned schools. The service provided ranges from elementary through

vocational to university level. The broad industry across these ownerships and service levels provided 33,190 jobs in 2011, 410 more than in 2010, and representing 8.2 percent of the state's total jobs. There were \$1.7 billion in wages paid, which was 8.2 percent of the state's total. The average annual wage of \$50,527 in 2011 was \$23 more than Delaware's overall average of \$50,504.

Local government employs 56 percent of the total education workforce through the public school system, accounting for more than all of the gain in jobs in 2011 (state government education declined). The average wage here was \$47,900 in 2011. Excepting a small decline of fewer than 250 jobs in 2002, the trend has been continually upward, from 12,690 jobs in 1990 to 18,670 in 2011.

State government education includes charter schools, the community college system, and public universities. There were 10,080 jobs at these institutions in 2011, not including student workers. This was down by 110 from 2010. The average wage at state-owned schools was \$59,808 in 2011. The long term job trend is not as uniform as for local education. There was a decline of 900 jobs through the first five years of the 1990s, followed by steady gains to a peak of 10,700 jobs in 2002.

Private education is the smallest employer of the three, with 4,430 jobs in 2011, 70 more than in 2010. The average wage is lowest here, as well, at \$40,680 in 2011. The number of jobs in private education increased rapidly from just below 3,000 in 2001 to over 4,200 in 2006. Since then, it has fluctuated within a fairly narrow band of several hundred jobs.

Health Care and Social Assistance

In 2007, Health Care and Social Assistance surpassed Retail Trade as Delaware's top industry sector in terms of employment. The gap between them has widened each year since then. There were 57,620 jobs in privately-owned facilities in 2011, an increase of 1,440 jobs from 2010. In addition, there were 5,410 jobs in federal and state government facilities. The private employment accounts for 14 percent of Delaware's total workforce. The \$2.8 billion in wages was 13.9 percent of the 2011 total wages in the state, making the \$49,003 average annual wage slightly below the overall state average.

Sixty-six percent of the jobs are in New Castle County. This proportion has increased in recent years, as most of the new jobs have been there. Jobs in New Castle County in this industry increased by 970 from 2010 and by 5,620 from 2007 levels. Sussex County, with the second highest job total of 9,460 in 2011, increased by 390 from 2010 and by 1,310 from 2007. Kent County has not seen such rapid growth; jobs there increased by 430 from 2007, and by 30 from 2010, for a 2011 total of 7,850 jobs. Average pay was also lower in Kent County, at \$38,622 in 2011. In Sussex County, the average pay was \$46,868, and in New Castle County, \$51,571.

There are four sub-sectors in this industry sector. The largest, if we include government-owned facilities, is Hospitals, with 22,170 jobs in 2011. Just over 3,000 jobs have been added at Delaware Hospitals since 2007. Ambulatory Health Care Services, which includes the offices of health care practitioners, grew the most from 2010 to 2011, when 720 jobs were added. There were 18,470 jobs in this sub-sector in 2011, up by 2,230 from 2007. The fastest-growing sub-sector since 2007 has been Nursing and Residential Care Facilities. Jobs there went from 8,340 in 2007 to 10,570 in 2011, an increase of 27 percent. The smallest and slowest-growing sub-sector is Social Assistance, which includes child day care. There were 9,300 jobs in this sub-sector in 2011, up from 9,240 in 2010, and 8,230 in 2007.

Job growth in Health Care and Social Assistance has been remarkably steady for more than two decades. Recessions have not shown an appreciable impact.

Arts, Entertainment, and Recreation

The Arts, Entertainment, and Recreation industry sector showed healthy job growth for the second consecutive year in 2011, adding 230 jobs (+2.7 percent), after gaining 390 jobs in 2010. Its 8,760 jobs in 2011 represented 2.2 percent of the state's total employment, while the \$245 million in total wages was 1.2 percent of the overall total. The average wage was \$28,074. Over half of this sector's jobs are in New Castle County, but recent growth has been in the other two counties. The number of jobs in New Castle County declined by 10 from 2010; jobs are down by 60 since 2007 there. In Sussex County, there were 60 jobs gained in 2011, leaving total jobs there 100 more than in 2007. Kent County has seen the biggest increases, adding 280 jobs in 2011. Job totals in this sector in Kent County are 560 more than in 2007. Average wages are similar in New Castle County (\$29,081) and Kent County (\$28,354), but lower in Sussex County (\$22,501).

There are three sub-sectors in this industry. Performing Arts and Spectator Sports employed 730 in 2011, down by 10 from 2010, and down by 80 from 2007. Museums, Historical Sites, Zoos, and Parks has moved in the opposite direction, adding 50 jobs from 2007 to get to a total of 800 jobs in 2010, then remaining at that level in 2011. Amusements, Gambling, and Recreation is the biggest sub-sector and the fastest-growing, adding 240 jobs in 2011, for a total of 7,230. Since 2007, this sub-sector has gained 650 jobs.

Arts, Entertainment, and Recreation grew throughout the 1990s, about doubling in size to peak at nearly 9,000 jobs in 2005. It began losing jobs prior to the recession, but also recovered early. It is now up nearly 1,000 jobs from its low point in 2009.

Accommodation and Food Services

Employment in the Accommodation and Food Services industry sector continued to grow in 2011, adding 730 jobs, a 2.2 percent annual growth rate. Since the recession began in 2007, this sector has added 1,770 jobs, representing 5.4 percent growth. The 34,380 jobs in 2011

represented 8.5 percent of the state's total, while the industry paid \$563 million in wages, 2.8 percent of the total wages paid in the state. The \$16,393 average annual wage in 2011 was the lowest of all major industry sectors. This figure does not include tips.

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Fifty-eight percent of the jobs, and nearly all the job growth, were in New Castle County in 2011. There were 860 jobs added there, for a total of 19,930. Kent County saw an increase of 90 jobs, while Sussex County lost 200. The average wage is also highest in New Castle County, at \$16,852. In Sussex County it was \$16,617 in 2011, and in Kent County, \$13,849.

There are two sub-sectors in this industry, Accommodation, with a workforce of 3,140 in 2011, and Food Services, which had 31,240. While employment in Food Services has increased in nearly a straight line since 1990, job growth in Accommodation has been more uneven. Employment fell from 1990 through the mid-1990s by almost 700 jobs, and then rebounded through 2007 to almost 1990 levels. A post-recession rebound began in 2009, sending employment in Accommodation to its current-all-time high.

Other Services

The industry sector Other Services showed stable employment in the number of Unemployment Insurance covered employees in 2011, but there are a large number of non-covered workers in this industry, particularly at religious institutions. Good data on their numbers do not exist, but we estimate there are about 7,000 such workers in the state, who are not included in these figures.

The 13,060 covered employees in 2011 were an increase of 30 over 2010, and represented 3.2 percent of the state's total covered employment. The sector paid \$360 million in wages, 1.8 percent of the overall total. The average annual wage in 2011 was \$27,599.

Two-thirds of this sector's employment was in New Castle County. The average wage was also highest there, at \$28,874. Sussex County had slightly more workers than Kent County, 2,190 versus 1,810. Wages were also slightly higher in Sussex County, \$25,005 versus \$23,976. There are four sub-sectors: Repair and Maintenance, with 3,250 jobs in 2011; Personal and Laundry Services, which had 4,310 jobs; Membership Associations and Organizations, the largest at 4,710 jobs, and Private Households, with 790. Employment in all the sub-sectors has been relatively stable in recent years, with only Repair and Maintenance showing much change since 2007, losing 350 jobs.

Government

Government does not really fit in with the other industry sectors, as it is an ownership concept, not a functional concept. Functionally, employees at a federal government hospital would be listed under Health Care, not Government. In a strictly functional hierarchy, the jobs not falling

under one of the other industry sectors would be classified as Public Administration, not Government. Practically, there is a tendency to place jobs in an ownership context first, then to place private employment into functional industry sectors, so here we include all Government workers. There will be some overlap with the number of jobs reported in other industries, such as Education.

There were an average of 60,440 people working in all levels of government in Delaware in 2011, a decrease of 30 from 2010, but up by 1,670 since the recession began in 2007. This represents 15 percent of the total employment in the state. There were \$3.0 billion in wages paid, representing 14.9 percent of all wages paid. The \$50,288 average wage was just slightly below the overall average of \$50,504.

State Government is the largest employer of the three levels of government, with 29,000 workers in 2011. This was down by 170 from 2010, but up by 370 from 2007. The average wage for State Government workers was \$50,086 in 2011. State Government includes the charter schools, community colleges and public universities, as well as administrative agencies. Local Government, which includes county and city/town governments, as well as public schools, had 25,630 workers in 2011, up by 460 from 2010, and up by 1,000 from 2007. The average pay in Local Government was \$47,475 in 2011. Federal Government, which includes the Post Office, various agencies, and civilian military jobs (but not service members), had 5,810 workers in Delaware in 2011, down by 320 in 2010, but up by 300 from 2007. The 2010 job number was somewhat inflated by temporary hiring for the Census. The average annual pay in Federal Government in the state was \$63,691 in 2011.

By county, the bulk of employment for all levels of government was in New Castle County. At the federal level, there were 3,280 jobs there in 2011, 1,980 in Kent County, and 550 in Sussex County. There were 15,610 State Government jobs in New Castle County, 11,690 in Kent County, and 1,590 in Sussex County. In Local Government, 14,770 jobs were in New Castle County, 5,050 in Kent County, and 5,810 in Sussex County.

Labor Market Statistics by Demographic Group

This section presents statistics for various demographic groups in the state. The data come from the Current Population Survey (CPS) of households conducted by the US Bureau of the Census for the US Bureau of Labor Statistics. The monthly sample size in the state is around 1,000 households, too small to avoid large changes in estimates due simply to statistical sampling variability, so these data are averages from the period July 2011 to June 2012. Averaging data over a 12 month period reduces sampling variability and seasonal variability.

It should be noted that while statistics such as the unemployment rate and labor force participation rate can be calculated for demographic groups, skills and skills gaps are individual in nature, and should not be applied to groups. Skills are specific to an individual or occupation. All demographic groups of any appreciable size contain individuals with a variety of degrees of every skill the labor market demands. The skills required to be a good surgeon are the same for individuals of any background, and the methods of acquiring those skills are invariant with regards to background.

Civilian Labor Force Participation Rate (LFPR)

The LFPR for any group is the proportion of that group engaged in the labor force by either being employed or actively seeking work. Mathematically, it is the employed + the unemployed, divided by the non-institutional population 16 years of age and older. It tends to vary mostly by age group, although it also varies along other characteristics. The LFPR can also change through time, typically rising during economic expansions, as more people enter the workforce, and falling during periods of slow growth, as discouraged workers cease looking for work and drop out of the labor force.

Overall, 62.5 percent of the state's non-institutional population 16 years of age and older were either working or actively seeking work during the 12 month period ending in June 2012. Delaware's LFPR has fallen in every year since its most recent peak of 69.8 percent in 2000. It is lowest among the 65+ age group, at 19.7 percent for men and 15.6 percent for women. The next lowest labor force participation is among teenagers, at 31.1 percent for males 16 to 19, and 36.6 percent for females 16 to 19. LFPR peaks at 88.6 percent for males between the ages of 25 to 34. The highest rate for women is 77.5 percent in the 45 to 54 age group.

Among everyone age 20 and over, the difference between male and female participation rates is greatest among the Hispanic population, where the male LFPR is 84 percent and the female LFPR is 52.8 percent. In the White population, the male LFPR is 67.8 percent and the female LFPR is 60 percent, while in the Black population the male LFPR is 70.9 percent, while the female LFPR is 62.6 percent.

Employment

The average total employment level over the 12 month period is 412,000, with 344,000 usually working full-time. Among the 68,000 residents who usually work part-time, only 17,700 would prefer to work full-time.

Employment is almost evenly split between genders, with 206,500 males employed and 205,500 females employed. By race/ethnicity, employment levels are 310,600 White, 80,800 Black, and 35,000 Hispanic. There were 2,500 new entrants to the labor force during the period (people who have not worked before).

Unemployment

The unemployment rate, which is the number of people who are willing, able, and actively seeking work divided by the labor force, varies greatly across different demographic groups. Hispanic males over the age of 19 have the lowest unemployment rate at 4.3 percent, while Black teens have an unemployment rate of 42.6 percent.

The overall unemployment rate for the 12 month period is 7.0 percent. For whites, it is 5.9 percent, for Blacks, 11.0 percent, and for Hispanics, it is 7.7 percent. Males of all races have an unemployment rate of 7.4 percent; females have an unemployment rate of 6.5 percent. By age group, male teens have the highest unemployment rate at 20.9 percent and female teens the next highest at 17.8 percent. For males 20 to 24, the rate falls to 13.2 percent; females in that age group have a 7.4 percent unemployment rate. Male rates continue to fall until the 55 to 64 age group: ages 25 to 34, 8.2 percent; 35 to 44, 5.7 percent; 45 to 54, 4.9 percent. Male rates then rise to 5.5 percent for the age group 55 to 64 and to 9.8 percent for males 65 and older. Women have a slightly different pattern. The rate rises from 7.4 percent for females in their early twenties to 9.1 percent in the 25 to 34 age group. The rates are then similar for all older age groups: 35 to 44, 5.4 percent; 45 to 54, 4.4 percent; 55 to 64, 5.2 percent, and 4.4 percent for women 65 and older.

Marginal Attachment

One issue that has gained attention recently is that when individuals without jobs cease looking for work, they are no longer considered unemployed. While this is necessary to keep people who do not want jobs from being considered unemployed, and hence in the labor force, the CPS does collect information on what is known as marginal attachment to the labor force.

There are 265,700 state residents over the age of 15 who are not in institutions and are not in the labor force. Of these, 247,500 say they do not want a job now, while 18,300 say they do want a job now. Half of these 18,300 say they searched for work at some time during the previous year and half did not search for work during the previous year. Among the people who did search, 1,400 are not currently available for work, leaving 7,800 who are available for work, want a job, have searched during the past year, but are not currently searching. About one-third of these people, 2,400, are not looking because they are discouraged over job prospects. These discouraged workers are down somewhat from 2010, when they numbered 3,500, but still up from earlier in the decade, when there would usually be about 1,000 discouraged workers in any given year.

Education

One out of eight Delawareans (12.3 percent) over the age of 24 has an education below the level of a high school diploma or equivalency. While this level of education was sufficient for 25.9

percent of the state's jobs, the unemployment rate for people with less than a high school diploma was 12 percent in 2011 in Delaware, the highest of any education level. With just under one-quarter of the new jobs projected by 2020 having an entry-level education requirement below a high school diploma, the total percentage of jobs at this education level is expected to fall only slightly by 2020, to 25.7 percent of all jobs. One reason for such high unemployment rates among people with less than a high school diploma, when it appears they would be qualified for a large number of jobs, is that people with a higher educational attainment also compete for many of those jobs. The two occupations with the most jobs in Delaware where less than a high school diploma may be acceptable are Retail Salespersons and Cashiers. Across the US, 76 percent of Retail Salespersons do have a high school diploma or equivalent, 9 percent have a bachelor's degree, and only 11 percent less than a high school diploma. For Cashiers, 42 percent have less than a high school diploma, 37 percent are high school graduates, and 14 percent have some college but no degree. Regardless of the educational level of the people holding them, the jobs which require less than a high school diploma are the lowest-paying, with an average wage of \$23,418 in Delaware in 2010. Other occupations at this education level with the most projected job growth are fast food workers, landscaping workers, janitors, and home health aides.

Almost one-third (32.7 percent) of the state's residents over 24 years old have a high school diploma or equivalent as their highest level of education. This is close to the 38.8 percent of the state's jobs in 2010 requiring this level of education, but again, people with just a high school diploma compete with individuals with higher education levels for these jobs. The three most common jobs at this level in the state are Automotive Service Technicians or Mechanics, General Office Clerks, and Customer Service Representatives. Nationally, 88 percent of mechanics have some college, 4 percent have associate's degrees, and only 8 percent just a high school diploma. Among office clerks, 52 percent have the minimum required high school diploma, 34 percent have bachelor's degrees, and 12 percent some college, but no degree. Just under half of the customer service representatives have a high school diploma, 24 percent some college, and 23 percent have an associate's degree.

Postsecondary vocational education is a category of educational attainment in our job projections, but the Census does not provide any data on the number of people with this level of training. If the jobs that require postsecondary vocational education are added to those which require a high school diploma, they total 43.1 percent of the state's current jobs, and 46 percent of the projected new jobs by 2020. The Delaware unemployment rate in 2011 among people with just a high school diploma was 8.3 percent; no data are available for those with postsecondary vocational education. The average wage in the state for jobs requiring a high school diploma was \$40,188 in 2010. The average for postsecondary vocational education jobs was \$39,135.

Associate's degree was the highest educational attainment for 7.2 percent of Delaware's residents in 2010, while 5.9 percent of all jobs required that level of education. Just under one in five (19.3 percent) of the new jobs projected through 2020 will require associate's degrees, raising the expected proportion of all jobs then to 6.3 percent. The occupation at this level with the greatest number of jobs in the state by far is Registered Nurses. It also dominates the projected new jobs – the 2,500 new Registered Nursing positions projected by 2020 are greater than all other occupations requiring an associate's degree combined. Nationally, 64 percent of Registered Nurses hold associate's degrees, 29 percent bachelor's degrees, and 4 percent have some college with no degree. The unemployment rate in Delaware for people with this education level was 4.6 percent in 2011, while the 2010 average wage was \$74,317.

People holding bachelor's degrees and no higher degree made up 16.5 percent of the population over 24 years of age in 2010. Just under 16 percent (15.9 percent) of jobs required bachelor's degrees. Only 14.5 percent of the new jobs in the state through 2020 will require a bachelor's degree, pushing the expected total down to 15.8 percent by 2020. The occupations at this level with the most jobs in the state in 2010 were Accountants and Auditors, Elementary School Teachers, Secondary School Teachers, and Computer Systems Analysts. These are also the occupations with the most expected growth. At the national level, 79 percent of Accountants have bachelor's degrees, 9 percent master's degrees, and 5 percent associate's degrees. Among Elementary School Teachers, 75 percent have bachelor's degrees and 25 percent master's degrees, while 87 percent of their secondary school counterparts had bachelor's degrees and 13 percent master's degrees. Computer Systems Analysts tend to have lower levels of formal education, with 41 percent holding associate's degrees, 26 percent bachelor's degrees, and 16 percent master's degrees. The unemployment rate for Delaware residents holding bachelor's degrees was 4.2 percent in 2011, while the average wage for those employed in jobs requiring a bachelor's degree was \$75,003 in 2010.

Graduate or professional degrees are held by 11.3 percent of Delaware's residents, but only 3.4 percent of the state's jobs required them in 2010. That proportion should increase slightly in the coming decade, as 4.3 percent of the new jobs projected by 2020 will require this highest level of educational attainment. The most common occupations in Delaware where a master's degree is considered a requirement are Social Workers, School Counselors, and Elementary and Secondary School Administrators. Nationally, the actual education breakdown for Social Workers is 85 percent hold master's degrees, 11 percent hold bachelor's degrees, and 4 percent hold a doctorate or professional degree. Among School Counselors, 97 percent hold master's degrees and 2 percent bachelor's degrees. Eighty-four percent of School Administrators hold master's degrees, 9 percent hold bachelor's degrees, and 7 percent doctorates or a professional degree. In Delaware, Social Workers and School Counselors are projected to increase by the greatest amount, with Speech-Language Pathologists and Occupational Therapists projected to add the next-highest amount of new positions. The unemployment rate for people holding

master's degrees was 3 percent in Delaware in 2011. The occupations listed as requiring a master's degree paid an average of \$62,118 in the state in 2010.

The occupations which require a doctorate or professional degree with the greatest numbers in Delaware in 2010 were Lawyers, Physicians and Surgeons, and Pharmacists. Nationally, 92 percent of all Lawyers hold a professional degree and 8 percent hold master's degrees. Two-thirds of Pharmacists hold a doctorate or professional degree, 17 percent hold a bachelor's degree, and 13 percent hold master's degrees. Physicians and Surgeons almost universally hold doctorate or professional degrees. The unemployment rate for Delawareans holding a doctorate or professional degree was just 0.4 percent in 2011. The average wage for those occupations which require one was \$144,558 in 2010.

Education	Total Openings 2010-2020	Percent of Total Openings	New Jobs	Annual Percent Growth	2011 Unemployment Rate
Ph.D./Professional	3,985	2.6%	1,625	1.2%	0.4%
Master's	2,480	1.6%	959	1.4%	3.0%
Bachelor's	24,201	15.7%	7,478	0.9%	4.2%
Associate's	9,515	6.2%	4,741	1.7%	4.6%
Some College	899	0.6%	284	1.2%	7.8%
Vocational Educ.	7,244	4.7%	3,608	1.7%	Not Available
High School Grad.	58,837	38.2%	19,871	1.0%	8.3%
Less than HS	46,998	30.5%	12,000	1.0%	12.0%

Source: Delaware 2020 Occupation and Industry Projections, DE Dept. of Labor.

Disability

According to the 2010 American Community Survey, there were 60,128 non-institutionalized Delaware residents between the ages of 18 and 64 (inclusive) with at least one disability. This represents 10.9 percent of the state's total non-institutionalized population in that age group. The labor force refers to people who are either working for pay (the employed) or who are able, available, and actively seeking work (the unemployed). The rest of the population in question is considered out of the labor force, a status that can be either voluntary or involuntary. The percentage of the population with disabilities in the labor force (either employed or unemployed) was 43.5 percent, just over half the 81.2 percent labor force participation rate of the population without disabilities. (Note that these data do not match similar data from the Bureau of Labor Statistics (BLS); the BLS population universe is all non-institutionalized civilians 16 years old and older, with no upper age limit.) This means that 56.5 percent of people with a disability are out of the labor force, compared with 18.8 percent of those without a disability. Among those in the labor force, the employment rate for people with disabilities was less than half that of those without disabilities, while the unemployment rate was more than double that of people without disabilities. Just over one-third, 35.1 percent, of the population with a disability was employed; almost three-quarters, 74.3 percent, of the population without a disability was employed. Among

those with jobs, full-time work was less prevalent for people with a disability. Just over half (50.8 percent) were employed full-time. Almost two-thirds (65.4 percent) of the employed with no disability worked full-time.

Among those with earnings, individuals with a disability tended to have a lower income than those with no disability. The median income for an individual with a disability was \$20,369. This was 36 percent below the median income for individuals without a disability. The difference was slightly larger among women, compounding the usual gender difference in pay. Females with a disability had a median income that was 52 percent lower than males with no disability.

The unemployment rate, which is the number of people who are able, available, and actively seeking work divided by the labor force (not population), was 19.3 percent for individuals with a disability, versus 8.4 percent for those without a disability. People with a disability made up 10.9 percent of the population, 6.1 percent of the labor force, 5.4 percent of the employed, and 13 percent of the unemployed.

Labor market experience varies greatly by type of disability. Individuals with a hearing difficulty were most likely to be engaged in the labor force, with only 32 percent out of the labor force. Nearly 60 percent (58.9 percent) of people with a hearing difficulty were employed, and 13.3 percent were unemployed. There were 7,173 Delaware residents with a hearing difficulty in the labor force in 2010.

Just under half of the residents with a vision difficulty were engaged in the labor force, with 51.7 percent out of the labor force. Those with jobs made up 44.3 percent of the population with vision difficulties. The unemployment rate of 8.3 percent was comparable to residents without a disability, and the lowest among the six types of disability for which data are provided. There were 4,643 residents with a vision disability in the labor force in 2010.

Just over one-quarter of residents with a cognitive disability were employed (25.9 percent), but 62.7 percent were out of the labor force. The unemployment rate among the 9,449 individuals with a cognitive disability was 30.7 percent.

Over two-thirds (68.9 percent) of residents with an ambulatory difficulty were out of the labor force. Just under one-quarter (24.2 percent) were employed, and the unemployment rate among this group was 22.1 percent. There were 9,443 residents with an ambulatory difficulty in the labor force in 2010.

Eighteen percent of Delaware residents with a self-care difficulty were employed in 2010, but 73.7 percent were out of the labor force. Nearly one-third (31.6 percent) of those in the labor

force were unemployed. There were 2,447 residents with a self-care difficulty in the labor force in 2010.

Individuals with an independent living difficulty were least likely to be employed or in the labor force. Their employment rate was only 17.1 percent, while 75.3 percent were out of the labor force. The unemployment rate for this group was 30.5 percent. There were 4,430 residents with an independent living difficulty in the labor force in 2010.

	With a Disability	No Disability
Labor Force Participation Rate	43.5%	81.2%
Percent of Population Employed	35.1%	74.3%
Percent of Labor Force Unemployed	19.3%	8.4%

Source: 2010 American Community Survey 1-Year Estimates

Disability Type	Percentage of Population Employed	Percentage of Labor Force Unemployed	Percentage Out of the Labor Force
Hearing Difficulty	58.9%	13.3%	32.0%
Vision Difficulty	44.3	8.3	51.7
Cognitive Difficulty	25.9	30.7	62.7
Ambulatory Difficulty	24.2	22.1	68.9
Self-Care Difficulty	18.0	31.6	73.7
Independent Living Difficulty	17.1	30.5	75.3

Source: 2010 American Community Survey 1-Year Estimates

Skills

The US Department of Labor, Employment and Training Administration, has developed a skills assessment for each occupation in the Occupational Information Network (O*NET), where a numerical score is assigned to each skill, indicating its importance for success in the occupation. The 35 basic and cross-functional skills are listed below. The list comes from a March 2010 report by Suzanne Tsacoumis and Shannon Willison of The Human Resources Research Organization, which describes the process used to develop the skill ratings.

Skill Definitions by Category

Skills are proficiencies that are developed through training or experience. The 35 skills in the O*NET database (*italicized*) are divided into basic skills and cross-functional skills. Basic skills, such as reading, facilitate the acquisition of new knowledge. Cross-functional skills, such as problem solving, extend across several domains of activities. Under these two broad headers, the skills are grouped into smaller categories.

Basic Skills: Developed capacities that facilitate learning or the more rapid acquisition of knowledge.

- ❖ Content — Background structures needed to work with and acquire more specific skills in a variety of different domains
 - *Reading Comprehension* — Understanding written sentences and paragraphs in work related documents.
 - *Active Listening* — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
 - *Writing* — Communicating effectively in writing as appropriate for the needs of the audience.
 - *Speaking* — Talking to others to convey information effectively.
 - *Mathematics* — Using mathematics to solve problems.
 - *Science* — Using scientific rules and methods to solve problems.
- ❖ Process — Procedures that contribute to the more rapid acquisition of knowledge and skill across a variety of domains
 - *Critical Thinking* — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
 - *Active Learning* — Understanding the implications of new information for both current and future problem-solving and decision-making.
 - *Learning Strategies* — Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.
 - *Monitoring* — Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

Cross-Functional Skills: Developed capacities that facilitate performance of activities that occur across jobs.

- ❖ Social Skills — Developed capacities used to work with people to achieve goals
 - *Social Perceptiveness* — Being aware of others' reactions and understanding why they react as they do.

- *Coordination* — Adjusting actions in relation to others' actions.
- *Persuasion* — Persuading others to change their minds or behavior.
- *Negotiation* — Bringing others together and trying to reconcile differences.
- *Instructing* — Teaching others how to do something.
- *Service Orientation* — Actively looking for ways to help people.
- ❖ **Complex Problem Solving Skills** — Developed capacities used to solve novel, ill-defined problems in complex, real-world settings
 - *Complex Problem Solving* — Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.
- ❖ **Technical Skills** — Developed capacities used to design, set-up, operate, and correct malfunctions involving application of machines or technological systems
 - *Operations Analysis* — Analyzing needs and product requirements to create a design.
 - *Technology Design* — Generating or adapting equipment and technology to serve user needs.
 - *Equipment Selection* — Determining the kind of tools and equipment needed to do a job.
 - *Installation* — Installing equipment, machines, wiring, or programs to meet specifications.
 - *Programming* — Writing computer programs for various purposes.
 - *Operation Monitoring* — Watching gauges, dials, or other indicators to make sure a machine is working properly.
 - *Operation and Control* — Controlling operations of equipment or systems.
 - *Equipment Maintenance* — Performing routine maintenance on equipment and determining when and what kind of maintenance is needed.
 - *Troubleshooting* — Determining causes of operating errors and deciding what to do about it.
 - *Repairing* — Repairing machines or systems using the needed tools.

- *Quality Control Analysis* — Conducting tests and inspections of products, services, or processes to evaluate quality or performance.
- ❖ **Systems Skills** — Developed capacities used to understand, monitor, and improve socio-technical systems
 - *Judgment and Decision Making* — Considering the relative costs and benefits of potential actions to choose the most appropriate one.
 - *Systems Analysis* — Determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes.
 - *Systems Evaluation* — Identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system.
- ❖ **Resource Management Skills** — Developed capacities used to allocate resources efficiently
 - *Time Management* — Managing one's own time and the time of others.
 - *Management of Financial Resources* — Determining how money will be spent to get the work done, and accounting for these expenditures.
 - *Management of Material Resources* — Obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work.
 - *Management of Personnel Resources* — Motivating, developing, and directing people as they work, identifying the best people for the job.

To make this applicable to Delaware's future job market, the skill scores were applied to the 50 occupations projected to add the most jobs in the state by 2020. Combined, these occupations make up 47 percent of all current jobs and 62 percent of the projected new jobs. Each skill score was weighted by the number of new jobs expected in each occupation, so a skill important to an occupation with many expected new jobs receives a higher score than a skill important to an occupation with fewer expected new jobs. The weighted scores for each skill were summed to arrive at the skills most important (and least important) for future employment in the state. At the top of the list are communication skills: Active Listening, followed by Speaking. As the most important skill, Active Listening was assigned a score of 100; every other skill's score reflects its proportion of total points as compared to Active Listening. For example, the skill Systems Evaluation received half as many total points as Active Listening across the 50 top growth occupations, so its assigned score is 50. All 35 skills, ranked in order of their importance to Delaware's economy over the next seven years, are listed below:

Skill	Score
Active Listening	100
Speaking	97
Social Perceptiveness	89
Critical Thinking	88
Service Orientation	86
Reading Comprehension	86
Coordination	85
Monitoring	83
Time Management	79
Judgment and Decision Making	78
Writing	74
Complex Problem Solving	73
Active Learning	72
Persuasion	71
Instructing	68
Negotiation	66
Learning Strategies	61
Management of Personnel Resources	60
Mathematics	56
Operation Monitoring	53
Systems Analysis	52
Systems Evaluation	50
Quality Control Analysis	44
Operation and Control	38
Operations Analysis	35
Troubleshooting	32
Management of Material Resources	31
Management of Financial Resources	27
Science	24
Equipment Selection	19
Technology Design	19
Equipment Maintenance	15
Repairing	14
Programming	14
Installation	8

State Strategies: The Integrated Workforce Plan must describe the key strategies the state intends to implement, based on its economic analysis, to achieve the governor's vision and goals.

Cross-Program Strategies – The plan must discuss integrated cross-program strategies for specific populations and sub-populations identified in the state's economic analysis, strategies for meeting the workforce needs of the state's employers, and regional and sector strategies tailored to the state's economy.

Non-High School Diploma Graduates. Of the more than 160 jobs the Delaware Workforce Investment Board has identified as high demand for PY 2012 only about 19 percent of them were open to people with less than a high school diploma. Of those about 70 percent earned less than \$25,000 per year, with only four earning more than \$30,000 per year. 90 percent of these jobs required short term on the job training or no OJT at all. These jobs tended to have a high turnover with some needing to annually recruit almost half of the people for replacement workers. Although it is axiomatic that people with lower educated attainment earn less, they also are likely to leave low paying jobs for other low paying jobs, thus creating a constant cycle of poverty. To ensure we address this challenge the DWIB, DOL-DET and DOE are aggressively pushing Adult Basic Education and GED (ABE/GED) attainment through the One Stop system as well as partnering with local governments to promote existing ABE/GED programs. To that end the DWIB has voted to invest \$9,000 for GED testing for PY 12.

Veterans. 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. 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) opportunities that continue to present themselves resulting from the growth at Aberdeen Proving Ground in Md. We have established an informal relationship with the Susquehanna Workforce Network (SWN). SWN forwards job fair announcements to the DWIB which forwards them to Delaware's One Stop centers, the Delaware National Guard Joint Headquarters, the Delaware National Guard family support network, Dover Air Force Base, which in turn passes the announcements on to the Reserve Component Air Wings. This informal relationship has resulted in direct coordination between SWN and all military branches and components residing in Delaware. Delaware's military Support Group, Delaware Boots On The Ground (<http://debotg.org/about>), Delaware's Veterans Commission (<http://veteransaffairs.delaware.gov/default.shtml>) and the MOU signed between the Delaware Department of Labor, Veterans Administration, and the Delaware National Guard outline current and future cooperation priorities which will facilitate a smoother transition for our state's returning warriors. Even so in the day-to-day operations Delaware's veterans receive priority of service as outline later in this plan.

In and Out of School Youth. The State of Delaware will continue to focus youth services on those most in need. Delaware’s definition of “neediest youth” includes school dropouts (including those most at risk of dropping out), those in foster care (particularly those who are aging out), youth offenders, youth with disabilities, children of incarcerated parents, homeless and runaway youth.

Delaware will continue to build on existing relationships with state agencies, Community Based Organizations (CBO’s), and Youth service providers through the activities of the DWIB Youth Council. The Youth Council will ensure youth most in need of assistance have the opportunity to develop and achieve career goals. In addition to providing oversight and coordination to youth activities throughout the State, the youth council will:

- Work to ensure youth served in alternative programs receive high quality instruction.
- Assure that all programs are outcome focused
- Promote coordination across agencies
- Leverage resources
- Work with employers to develop demand driven models to assure that youth receive the training necessary to be successful in the 21st century
- Promote services to the neediest youth
- Reevaluate the current youth services plan to assure that comprehensive integrated services will be provided in an efficient and effective manner.

The DWIB and DOL-DET are also working closely with the Delaware Department of Labor’s Division of Vocational Rehabilitation (DVR) as partners in the Team Approach in Reaching Goals through Education and Training (TARGET). This program, which will be discussed in great detail under the Leveraging Resources section, is intended to help at risk youth and youth with disabilities, ages 14 to 24, to obtain vocational skills and knowledge leading to employment outcomes. Delaware not only serves at risk youth once they leave school, but also works to preempt that dislocation by sponsoring work transition programs at every public High School

See the Leveraging resources section for a more detailed discussion of funding youth programs.

WIA Adult and Dislocated Worker. Although there are several new approaches in Delaware’s delivery approach at the operational level, the focal point of serving these populations continues to be a robust One Stop System where Delawareans can access resources both in person and in a virtual environment. The DWIB, in concert with DOL-DET, has increased the pressure on providers to achieve results In Accordance with (IAW) published performance measures. The DWIB has adopted a more thorough approach to analyzing its return and training investments by embracing a mathematically based formula known as the Castle Rule (see Appendix A). Moreover a more hardnosed approach to the application of Labor Market Information to subsequent renewals and initial training provider applications will continue to whittle down the number of providers, ensure we are spending on training where it counts, and providing

Delaware employers with a ready and trained workforce. The DWIB's partner, DOL-DET is addressing some of the needs of the long termed unemployed through a federal On The Job Training Grant; a National Emergency Grant; and a restructuring of the resume function in Delaware JobLink making it easier for employers and job seekers to find each other. For a more detailed discussion see the "Leveraging Resources" section of this plan.

Ex-offenders --Recognizing an urgent need for coordinated and intensified collaborative action to address the growing issue of prisoner reentry throughout Delaware, Governor Jack Markell initiated a Cabinet Level Coalition to develop a reentry program to decrease offender recidivism. The coalition consists of the departments of Correction, Health and Social Services, Labor, Education and the State Housing Authority. On May 15 2009, the Governor issued Executive Order 7 establishing the Individual-Assessment and Discharge Planning Teams (I-ADAPT). See the text Governor Markell's executive order at Appendix B.

The DWIB, DOL-DET and I-ADAPT Team have begun working together to leverage resources in hopes of establishing policies and priorities that will set the conditions giving ex-offenders the best chance of gaining employment and contributing to their communities. The hope is to prepare as many offenders before they are released for the rigors of returning from incarceration. An example of that partnership is the DWIB has already set aside \$50,000 of state blue collar funds through DOL-DET to facilitate the training of specific ex-offenders for specific in demand occupations. The DWIB, DOL-DET and the I-ADAPT team plan to review ex-offender obstacles and determine which paths forward will provide the best potential to mitigate those blockades.

Citizens Needing Remote One Stop Access. The DWIB has initiated several ways to reach citizens who cannot access services at the state's four One Stop Service Centers. These initiatives include the Sharing How Access to Resources Empowers (SHARE) Network Access Points (SNAPs) and working closely with the Delaware Division of Libraries. After a successful two year pilot, which saw SHARE network partners get jobs for more than 300 people, facilitate several job fairs for job seekers of all skill levels, and a push to make MS certification available to several hundred inner city residents, the DWIB intends to reinvigorate and refine the SNAP program over the next five years. Delaware's Division of Libraries has partnered with the DWIB and DOL-DET to establish job centers at the state's 32 participating libraries as part of the an American Recovery and Reinvestment Act. The Division of Libraries received \$1.9 million in federal stimulus funds to help bridge the technological divide, boost employment, and improve education in the First State. Delaware was named as one of the recipients of funding from the Broadband Technology Opportunities Program (BTOP), administered by the U.S. Commerce Department's National Telecommunications and Information Administration (NTIA). While a more detailed discussion of BTOP is available at the Leveraging Resources section below, suffice it to say the libraries will provide another access point to that state's job seekers and

employers needing remote access. Remote access opportunities are further bolstered by the use of Delaware's Mobile One Stop, which has up to 12 satellite link-capable computer stations for resume development, job searching, and other work readiness activities. This is all possible due to Delaware's investment in technology and the refinement of its labor exchange system -- Delaware JobLink

Businesses. The DWIB, DOL-DET, and the Delaware Economic Development Office (DEDO) will continue to work closely to bring new businesses to Delaware, provide timely training where needed, and ensure a ready workforce. These partners are also working together to identify Delaware business that may need mass recruiting assistance, specific skill training assistance and other resources including mass layoff rapid response efforts. This plan will detail some specific measures in the leveraging resources.

- The “one stop” serves as a primary hiring resource for employers locating or expanding in Delaware. Whether partnering directly with the business or with the business along with their staffing contractor, the business services unit as well as other “one-stop” staff develop hiring plans and implement the targeted services needed by the employer. These services are customized to meet the business needs.
- Training needs are usually identified by our partner DEDO. Through joint planning, training is developed. Our goal is to combine funding with our partners in this effort on a dollar for dollar basis utilizing the State funding when necessary to meet business needs. Training efforts are linked with the “hiring” services.
- Delaware is working with its Management Information System provider (America's JobLink Alliance) to improve the job seekers experience in creating and posting their resume and the employer's experience in posting jobs and finding and reaching qualified job applicants. Phase one is in process at the time of the plan submission. In January of 2013, Delaware expects to fully implement the resume piece. Utilizing a simple question and answer format it is expected that nearly all clients will be able to complete a resume that provides a good representation of their qualifications without staff intervention. Customer choice will continue to be a key component allowing the customer to utilize either the resume writer, customize a resume developed with the resume writer or upload a resume to place a resume in the system. The same assist technology will be available to assist employers to place job orders in the system. Following completion of these items, improvements will continue focusing on allowing employers to view multiple resumes at the same time, placing resumes in a cart to view later and creating a robust notification process to enable job seekers to be notified by employers and staff.

Partnerships – The plan must include a discussion of key strategic partnerships that are necessary to successfully implement the strategies, specify roles of specific state entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population. (WIA Sections 111(d)(2), 112(b)(8), W-P Section 8(c).)

Partners. Gov. Markell’s vision for an integrated workforce system is strongly evidenced by the breadth of partnership brought to the workforce development table. Some workforce partnerships are formal relationships with Memorandums of Understanding, while others are informal information sharing interactions. The following are in no specific order and no ranking is implied. Mandatory Partners are identified with an asterisk

***DEDO** --The mission of the Delaware Economic Development Office (DEDO) is to be responsible for attracting new investors and business to the State, for promoting the expansion of existing industry, for assisting small and minority-owned businesses, for promoting and developing tourism, and for creating new and improved employment opportunities for all citizens in Delaware.

DEDO is an important part of the state’s workforce system as it is often the first entity to identify inbound business and any training and employment needs those businesses may have. This organization is, in many ways, the first access point new employers use when coming to Delaware. DEDO is an active promoter of the state’s publicly funded labor exchange system. As a member of the board, the executive director of DEDO provides actionable intelligence to the DWIB and DOL-DET in establishing a training or staffing pipeline, which is fed directly through the One Stops system. This cabinet-level Director is also a member of DWIB. Even though it will become clearer throughout the plan, it is important to note that the linkage between DEDO, DWIB, and DOL-DET is an important part of our strategic and operation action. At the strategic level DEDO representatives have and continue to be active in the DWIB strategic planning process. DEDO also works to bring employer training needs to our attention and these needs are acted by developing training programs through postsecondary educators or professional trade schools. As you will read later on, the DWIB and DEDO have come together to put aside \$250,000 of state funds to develop skill training programs for new inbound employers to the state to facilitate the hiring of Delawareans.

Providers. From Delaware Technical Community College, to members of Delaware’s University System to the state’s Small Business and Trade Schools, Delaware has established demand driven training system that requires a stable of agile and dependable providers who can quickly field training courses based on changing employer needs. While no two providers are exactly the same, this plan will discuss provider selection in the leveraging resources and assurances section.

***Division of Vocational Rehabilitation (DVR)** –The mission is to provide opportunities and resources to eligible individuals with disabilities, leading to success in employment and independent living.

DVR, DOL-DET and the DWIB have a long history of working together. The relationship has become closer in recent years as resources grow more constrained. DVR and DOL-DET have partnered in recent years on the US DOL Employment and Training Administration's (ETA) TARGET grant to help at risk youth develop employment skills. This grant will be discussed in greater detail in the leveraging resources section. While DVR is not a formal member of the board, the DOL Secretary voices the division's concerns and issues. Even so DVR is an active member of the Youth Council and the DVR director is a habitual member of the Request For Proposal adjudication process during the annual youth funding cycle. DVR also runs the Client Assistance Program (CAP); Authorized by the Vocational Rehabilitation Program Parts A and B of the Title I of the Rehabilitation Act (29 USC 720)

***Division of Unemployment Insurance (UI).Mission:** To assist in the promotion of statewide economic stability and vitality by providing temporary, partial income maintenance to workers who become unemployed through no fault of their own, and by making referrals of unemployed workers to re-employment services. Ensure adequate funding for the payment of unemployment benefits through the collection of employer taxes. Administers programs authorized under State Unemployment Compensation Laws (In accordance With Federal Law)

Contribute to the development of an adequate workforce by collecting a statewide training tax from employers to provide funds for the training of dislocated workers, school-to-work transition, industrial training, and other training initiatives.

Recent years have seen the evolution of the relationship between UI and DOL-DET. The two have – to a great extent – reinforced their partnerships with such initiatives as Single Point Data Capture and a working together to meet the Provision of RES and REA Services to Tier1 EUC and Tier 2 EUC Claimants.

Delaware Division of Libraries (DDOL).The mission of the Delaware Division of Libraries is to provide leadership and support for the timely development of Delaware's libraries, to ensure convenient access to, and encourage use of current information resources and reading material by all Delawareans. The members of the Delaware library community are unified in the values of service, access, and excellence, and are committed to the vision of progressive libraries and the transformational impact they have on the people who use them. Now more than ever -- Libraries are essential in a democracy to ensure that citizens have equal access to information they need to form sound opinions and make informed decisions about their government; Libraries provide materials and programs to improve literacy, educational achievement, and lifelong learning;

Libraries provide materials and programs to support individuals and communities in achieving their full potential.

For more than three years the DOL-DET and DWIB have been key partners with DDOL in fact the two are founding members of DDOL's, Delaware Libraries Community Resources Exchange (<http://guides.lib.de.us/cre>) which lists many community resources unemployed Delawareans may access. Besides promoting and educating library about the potential of Delaware's labor exchange website, Delaware JobLink at <https://joblink.delaware.gov>, the DWIB and Delaware DOL are key partners in the division's Broadband Technology Opportunities Program (BTOP), administered by the U.S. Commerce Department's National Telecommunications and Information Administration (NTIA). We will discuss this program in greater DOL-detail in Leveraging resources section.

Faith Based and Community Organizations (FBCO) Partners. Since late 2007 the DWIB has reached out to Faith Based and Community Organizations (FBCO) to create a set of neighborhood entry points where people can access workforce services if they had the resources and the knowledge to do it at home. An offshoot of the Sharing How Access to Resources Empowers (SHARE) initiative originating from the U.S. DOL's Center for Faith Based Initiatives, Delaware has kept its program alive. More than eight FBCOs are currently have SHARE Network access points in all of Delaware's counties. A complete discussion of the SNAP program is in the leveraging resources section.

Office of Occupational and Labor Market Information (OOLMI). The mission of the Office of Occupational & Labor Market Information is to: Translate raw occupational and labor market data into concise workforce, employment, economic and demographic analyses; Provide occupational and labor market reports as part of the U.S. DOL- Bureau of Labor of Statistics' national economic reporting network; and Provide career and labor market information at the state and county levels. OOLMI's contribution to the demand driven aspect of Delaware's publicly funded workforce system will be discussed in the Policy alignment section of the plan. Even so it is important to note that LMI drives the train.

Susquehanna Workforce Network(SWN)-- The Susquehanna Workforce Network, Inc. (SWN) is a private, non-profit corporation that oversees, coordinates, or plans workforce development programs and services for businesses and individuals in Cecil and Harford Counties in northeastern Maryland. SWN seeks to identify needs and develop solutions that maximize regional economic success and worker potential. SWN represents an affiliation of more than 50 local businesses, institutions, and agencies that work collaboratively to implement and maintain a system of education, training, employment, and outreach programs or services that are responsive to local economic challenges and designed to meet the needs of businesses, workers,

and youth. Our Board of Directors also functions as the Susquehanna Region's Workforce Investment Board.

The SWN is our key regional partner concerning Base Realignment And Closure (BRAC) activities occurring primarily at Maryland's Aberdeen Proving Ground and other military installations which are further away from the Delaware/Maryland state line.

Delaware Military Units – The DWIB and Delaware National Guard have had a close relationship for many years. The DWIB receives job fair and BRAC-based job announcements from SWN and in turn pushes them to the Delaware National Guard headquarters, which in turn pushes the announcements to its units. Moreover, the Delaware Department of Labor has worked closely with all its reserve and active component partners to ensure a seamless transition of from as members return to civilian life either after a reserve component call up or service members ending their term of service. To that end the Department a memorandum of understanding between the VA, Delaware National Guard, state office of Employer Support to the Guard and Reserve. (See Appendix C)

***Delaware Division of Housing** -- The mission of the Delaware State Housing Authority is to efficiently provide, and assist others to provide, quality, affordable housing opportunities and appropriate supportive services to responsible low- and moderate-income Delawareans. This partner conducts Employment and Training activities carried out by the Department of Housing and Urban Development. This cabinet-level Director is also a member of DWIB.

Delaware Chamber of Commerce – The “Chamber” has taken on a more important role in recent years with inclusion of its president as one of the DWIB members. Besides being a key partner and information resource about business statuses in Delaware, nominations for business representation on the DWIB must be generated from the State Chamber because of that organization's breadth of candidates.

***Job Corps**– A Memorandum of Understanding (MOU) between Delaware's One-Stop system and Job Corps ensures outreach, admissions, and placement activity assistance. The on-site Job Corps Transitional Specialist works with One-Stop staff and also provides information to the One-Stop Centers statewide.

The Division of Industrial Affairs (DIA)- State Apprenticeship and Training program is partnered and co-located within the Pencader One Stop. Employer information can be shared and exchanged and One-Stop staff can promote apprenticeship as part of their demand-driven and customer focused outreach efforts.

***Delaware Department of Education (DDOE)**.DDOE enhances Workforce development and prosperity by focusing on people. Workforce development addresses issues such as low-skilled

workers and the need for more employees in an existing industry or industries that can relocate in Delaware. Economic development enhances the state's economic stability by focusing on the needs of current businesses and on the development of a positive business environment that will bring new industry into the state, including the exiting of a flexible job ready workforce. The DOL-DET is also a member of the state's Interagency Council on Adult Literacy (ICAL).

County Adult Education Divisions. All Delaware Counties have Adult Basic Education (ABE) programs that work directly with the One Stop Centers to deliver ABE/GED instruction in the basic skills of reading, writing, and mathematics for individuals who are preparing to enter the labor market or upgrade their present level of employment. Instruction is individualized to enable students to progress at their own pace. Most businesses, schools, government agencies, and the military recognize the GED credential. .

***Delaware Department of Health and Social Services.** Its mission is "To improve the quality of life for Delaware's citizens by promoting health and well-being, fostering self-sufficiency, and protecting vulnerable populations." It administers Welfare to Work Programs Authorized Under Section 403(a) (5) of the Social Security Act (42 USC 603 (a) (5); Employment and Training Activities Carried out under the Community Services Block Grant (42 USC 9901); Delaware Department of Health and Social Services, Division of Aging Adults with Physical Senior Community Service Employment Activities Authorized under title V of the Older Americans Act of 1965 (42 USC 3056) Vocational Rehabilitating Programs Authorized under Parts A and B of Title I of the Rehabilitation Act (29 USC 720). This cabinet-level secretary is a member of DWIB. It is important to note that DOL-DET's specialized One Stop is Collocated the Division of Public Health at the Hudson State Service Center.

***Temporary Aid to Needy Families (TANF)** -- The goal of Delaware's TANF Program is to provide a welfare system based on a philosophy of mutual responsibility. In working toward that goal, the State will strive to place individuals in private or public sector unsubsidized employment that enables them to enter and maintain meaningful jobs and interrupts the intergenerational welfare dependency cycle. To that end, TANF creates positive incentives for families to become employed, and expects families to accept responsibility to become self-supporting. The Division of Social Services (DSS), State of Delaware Department of Health and Social Services administer TANF. While DHSS is the lead agency, program administration is accomplished through a partnership of DSS, Department of Labor (DOL), Delaware Economic Development Office (DEDO), and the Delaware Transit Corp (DTC). In carrying out its partnership responsibilities, The Department of Labor, Division of Employment and Training utilizes its contract development and management expertise to insure the provision of necessary services to the TANF population. Not only does the TANF employment and training program benefit from the management efficiencies created in the DWIB programs, TANF clients benefit because in addition to contracted services they gain access to a full array of WIA services. In

addition to the TANF funding, the State provides funding to the Department of Labor to support this collaboration.

Leveraging Resources – The plan must discuss how the state will coordinate discretionary and formula-based investments across programs and in support of the governor’s vision. The state’s planned commitment of Federal and non-Federal funds to these investments must be included. The plan must also describe how the state will use program funds to leverage other Federal, state, local, and private resources, in order to effectively and efficiently provide services. (WIA Section 112(b)(10).)

Leveraging Resources. The Delaware publicly funded workforce system operates as an interconnected system that aggressively seeks opportunities to create relationships that may result in grant opportunities supplementing existing program funds, the use of in kind resources for meetings, and the borrowing of subject matter experts for assistance in charting paths forward. Moreover, Delaware believes that leveraging resources starts with good stewardship. The DWIB, in conjunction with DOL-DET annually review its funding priorities and develop the state’s funding guidelines which governs all the use of all workforce development funds. While leveraging of monies is an important consideration it should be noted that one of the most common ways DOL-DET and DWIB effectively and efficiently provide services is through partnerships. This allows DOL-DET/DWIB and partnering agencies to utilize each other’s expertise instead of operating in silos and duplicating efforts. DOL-DET’s partnership with Delaware’s Department of Health and Social Services, Division of Social Services (DSS) is a good example. Currently, DOL-DET and DSS partner to carry out the Employment and Training Activities associated with TANF and Food Supplement Program. For TANF, DSS uses DOL-DET’s established contract unit to execute and monitor contracts with TANF funds to ensure the required employment and training activities are provided. Because of this established relationship, DOL-DET and DSS were able to pull resources together to implement a large scale summer youth program in 2010. The DSS management information system to used in 2009 and 2010 to conduct outreach via a mass mailing to public assistance recipients. Another example is DOL-DET and UI’s partnership. This partnership relies on UI doing what they do best-issuing a benefit to a client-and DOL-DET doing what they do best-connecting jobseekers and employers. Most recently this was best illustrated with the Reemployment and Eligibility Assessment Program. Although a UI program, DOL-DET is providing the required employment and training activities, while UI ensures clients are receiving proper benefits and makes all eligibility DOL-determinations about UI. Overall, it is about maintaining relationships and understanding partner services so that services can be provided in the most efficient and effective manner.

Broadband Technology Opportunities Program (BTOP). Leaders of Delaware’s publicly funded workforce system will continue to look for partnerships that result in serving more people from multiple platforms and leveraging resources from diverse funding cites. A case in point is BTOP, a \$1.9 million grant using federal stimulus funds to help bridge the technological divide, boost employment, and improve education in the First State. While a lengthy description of BTOP follows, it is important to describe the linkage between it, the One Stop System, and DOL-DET.

DOL-DET has taken an “adopt a library” approach to BTOP where each One Stop is aligned with four anchor libraries. This alignment has created a train-the-trainer atmosphere with DWIB staff teaching librarians to use Delaware Joblink (DJL) resume preparation, interviewing skills, and job search methodologies. The One Stops and anchor libraries refer clients to each other based on the complexity of barriers the client faces (DOL staff serving the hardest to serve and libraries helping those clients that are more self-service ready). The two entities will also refer client to each depending on the volume of clients in any one location. Simply described, the four anchor libraries (in Dover, Wilmington, Georgetown, and Seaford) are mentored by the DOL-DET One Stops, use DJL as the primary job search portal, and pass this technical assistance on to 28 other smaller libraries. DOL and DOL-DET also provide a basic load of publications to facilitate job searching. These include, but are not limited to, The Ultimate Job Search veterans’ pamphlet, DOL Personal Data books, and a host of other on hand locally produced pamphlets and “how to” documents.

Due in large part to the involvement of the DWIB and DOL, Delaware was named as one of the recipients a grant administered by the U.S. Commerce Department’s National Telecommunications and Information Administration (NTIA).

Federal funds will be matched by a \$750,000 grant from the Bill & Melinda Gates Foundation. The foundation will also provide \$150,000 to help Delaware secure additional federal E-rate funding to sustain broadband connection costs in the future.

The combined grant award will fund a program to create specialized computer centers in four major libraries to improve workforce skills, assist with job searches, and provide adult education. Those same services will be delivered electronically to all 32 Delaware libraries. The program will bring mobile service to every library in the State, as well as videoconferencing equipment and workforce development training. The approximately half a million people with Delaware library cards will be able to access the new services.

The Delaware Library Job/Learning Labs project will involve all public libraries in the state and will provide broadband education, access, equipment, and support to vulnerable populations in all three counties. The Delaware Division of Libraries will partner with government agencies, educational institutions, and local businesses to expand these services.

For the thousands of Delawareans who do not have computers or Internet access at home, their public library is an especially important place in a world where employers, schools, and government are relying much more heavily on electronic communication. The grant will be used to upgrade public computer centers at all 32 public libraries statewide, to deploy additional new computers, improve Internet access speeds and reduce waiting periods for library computers.

Last year, the Bill & Melinda Gates Foundation partnered with the Delaware Division of Libraries and library systems in 13 other states to help public libraries compete for federal broadband stimulus funding. States participating in the Gates Foundation's Opportunity Online broadband grant program received technical and consulting assistance to develop competitive funding proposals for BTOP.

Team Approach to Reaching Goals through Education and Training (TARGET) An excellent example of the State's ability to leverage resources is the \$1.4 million TARGET grant, which is a federally funded grant program of the United States Department of Labor, Employment and Training Administration, Disability Employment Initiative (DEI) wherein DVR, in collaboration with the DWIB, the DOL-DET, and the Delaware Department of Education (DDOE), and the statewide Delaware Technical Community College (DTCC), are teaming to increase the employment preparation and outcomes for youth with disabilities, assisting youth in achieving their maximum self-sufficiency. Acting as the State Level, DVR will bring the Integrated Resource Team (IRT) model into communities throughout the state by meeting with youth in the schools, the youth detention system, WIA Youth Providers, and the One-Stop system. The project will also build on the SHARE Network, a project that encourages community centers and faith-based organizations to develop local employment resource centers, to the development of fully accessible, youth-focused, employment drop-in centers for youth and young adults, ages 14 to 24. The TARGET project will incorporate the five principles of *Guideposts for Success* by tying together school-based, work-based, leadership, connecting, and family/advocate involvement, coordinated by and through the Project Manager and the Disability Resource Coordinators in partnership with community resources. As you can see this program is an excellent example of expanding employment service capacity through a multi-party approach. It is important to note that DOL-DET increased its opportunities for this and future programs by attaining "Employment Network Designation." This program also increases capacity at the One Stops Centers due to the presence of disability coordinators at each site. The coordinators provide hands-on servicers to disabled clients

Limited Investment for Financial Traction (LIFT) loan program and the **Delaware New Jobs Infrastructure Fund**. Delaware further demonstrates its commitment to leveraging dollars in support of employment by the LIFT program and the state's \$40 million infrastructure fund to help established Delaware businesses and to recruit new players to take advantage of Delawareans talented workforce. The LIFT program allows participating small businesses to defer interest payments on their line of credit for a two-year period. Although it may not be readily apparent, the program provides the DWIB and DOL-DET opportunities for placing more workers, thru DEDO -- identifying training needs, and developing potential leads to bolster business outreach activities. Simply, anything that helps Delaware business provides avenues for Delaware workers.

To take advantage of this program, businesses must meet the following requirements:

- Have been in business for at least three years
- Have an existing line of credit with a Delaware commercial bank
- Have between 3 - 50 employees

The participating bank recommends the small business borrower to DEDO. After that, the business will repay the state the amount borrowed over the next five years at zero percent interest.

In other words, during the first two years of the program, the Delaware Economic Development Office will pay to the bank the monthly interest on the borrower's line of credit. During the remaining five years of the loan, the borrower makes principle-only payments as the loan has no interest. The maximum size loan to any borrower is \$25,000.

The Delaware New Jobs Infrastructure Fund. A substantial investment by the Governor and legislature to expand existing larger businesses and recruit new ones to the First State, pursuant to Section 39 (b)(1) of Senate Bill 130, the Fiscal Year 2012 Bond and Capital Improvements Act, the Delaware New Jobs Infrastructure Fund (the "Fund") was established to provide economic assistance for renovation, construction or any other type of improvements to roads, utilities and related infrastructure in order to attract new businesses to Delaware, or for the expansion of existing Delaware businesses, when such an economic development opportunity would create a significant number of direct, permanent, quality, full-time jobs ... The General Assembly appropriated \$40,000,000 to the Fund in the Fiscal Year 2012 Final Bond and Capital Improvement Act. In addition, the General Assembly authorized the issuance of bonds, to which the state shall pledge its full faith and credit, such bonds to be issued in such principal amount as necessary to provide proceeds to the State in the amount of \$15,000,000. Although it may not be readily apparent, the program provides the DWIB and DOL-DET opportunities for placing more workers, thru DEDO – identifying worker training needs, and developing potential leads to bolster business outreach activities. Simply, anything that helps Delaware business provides avenues for Delaware workers.

Blue Collar Funds. Delaware has long been a believer in supplementing federal training money with its own Blue Collar funding to ensure we are casting as wide a net as possible to when it comes to qualifying Delawareans for skill training who might not meet some of the more stringent federal requirements. To do that the state codified a special assessment in Title 39 of Delaware Code which reads in part: (a) In addition to all other payments to the State due under this title, each employer liable for assessments under Chapter 33 of this title shall also be liable for a special assessment which shall be levied at the rate of .15 percent on all taxable wages, as defined in § 3302(19) of this title, payable by each such employer ... All moneys collected under this chapter shall be deposited in the Special Administration Fund of the Department of Labor and shall be dedicated to the establishment and implementation of programs to provide for the

counseling, training and placement of dislocated workers, to assist in school-to-work transition activities such as vocational guidance, training, placement and job development, to provide for industrial training, to provide for career advancement training for state employees and to pay the administrative costs of such programs. The Blue Collar funds allow the DWIB and DOL-DET a level of agility it otherwise might not have. The DWIB recently voted to approve a joint initiative between DEDO and DOL-DET where the two organizations will match each other dollar for dollar in a special training fund to develop specific training programs for employers who provide the greatest opportunity to hire Delawareans, but may need to upgrade individual skill training to meet staffing needs. DEDO and DWIB will donate \$250,000 into the fund.

Youth Programs. In school and out of school youth programs are an excellent example of Delaware's dedication to making every resource count. The DWIB and DOL-DET annually release an RFP, which funds programs using federal WIA funds and Delaware Blue Collar funds. This year that combination of dollars exceeded \$4 million.

Adult Programs. An Adult RFP is also issued the same time as the In School and Out of School youth to provide training opportunities for Delaware adults who may not qualify for federal programs. The Blue Collar expenditure for Program year 2012 is a little more than \$1.8 million.

Share Network Access Points (SNAPs). As previously mentioned the SHARE Network was established about for years ago and has resulted in several FBCOs opening access points to serve local community members who may not be able to access the One Stop service because of transportation or other challenges. This is an excellent of leveraging resources to fulfill two key tasks. The first task is to promote the use of labor market information so job seekers and employers can make informed choices. This was accomplished by using money from the Labor Market Information grant to buy laptop computers and distribute the machines to FBCOs. Staff at the sites were trained how to use the state LMI site (<http://www.delawareworks.com/oolmi/Home.aspx>). This approach also allows local centers to access job seeker resources through Delaware's labor exchange system www.joblink.delaware.gov. This initiative promotes labor market information to facilitate quality decision making, while helping people develop self service skills. The goal is to teach people "to do what they could at home if they had the knowledge and equipment." The SNAP program has expanded to several Delaware prison transition sites, which prepare inmates for return to civilian life. The SNAPs are mentored by the DOL-DET One Stops, use DJL as the primary job search portal. DOL and DOL-DET also provide a basic load of publications to facilitate job searching. These include, but are not limited to, The Ultimate Job Search veterans' pamphlet, DOL Personal Data books, and a host of other o- hand locally produced "how to" manuals.

Delaware Department of Education (DDOE). Adult Education (meaning ABE/GED and Groves Diploma) is a key factor in addressing the needs of low skilled workers without the academic skills needed to enter specific skills training. Once trained, these workers have the skills necessary to interview for better paying and higher skilled jobs. So, adult basic education supports workforce development and economic development. Currently 13 percent of all Delawareans, age 25 and older, do not possess a secondary credential. These adults find it especially hard to access good jobs and/or training in preparation for sustainable wage jobs. Obtaining their GED/Diploma is the first step in entering training at DOL, the Vocational Technical schools, private business and trade school, union apprenticeships, Delaware Tech, U/D, DSU or other institutions of higher learning.

The connection to DOL-DET is in the DOL State Plan that requires each state to:

- Assess workforce skills and knowledge individuals need to find current and future employment, particularly those skills and knowledge identified by employers as necessary for economic growth, including educational criteria
- Assess the skill and education gaps for all individuals particularly those individuals targeted by the programs included in the State Plan
- Assess the challenges associated with the state’s population attain the education, skills and training needed to obtain employment
- Determine strategies to meet the skill needs of employers in the state and close any skills gaps

Since Adult Education is Title 2 of WIA, Adult Education is a key component in assisting low skilled workers to attain academic skills/credentials needed to access trainings. Delaware is currently researching the potential of using Career Pathways; US DOE is working to establish career pathways in every state. DOE and DOL-DET are working closely to delivery many services, but the main effort is currently the deliver of GED service throughout the state.

Delaware Health Coverage Tax Credit (DEHCTC) Procedure

To supplement the Health Care Tax, created by the Trade Act of 2002, and administered by the Internal Revenue Service (IRS), Delaware has developed a temporary “gap filler” to the HCTC because it normally takes about three months for the HCTC to begin. The gap filler, The Delaware Health Coverage Tax Credit (DEHCTC), can assist with up to three months premiums. DEHCTC is designed to help during the initial gap in coverage. Delaware and Maryland have signed an interstate agreement to leverage resources between the two states and free up staff to better serve residents that may use this tax credit. (See Appendix D)

DEHCTC pays 72.5 percent of medical premiums. Other separate charges, such as dental or vision are not covered by Federal HCTC or DEHCTC. Additionally, COBRA participants are charged a 2percent administrative fee by the COBRA provider which will not be covered by the

Federal HCTC or DEHCT. DEHCTC applications are available from either a Delaware DOL-DOL-DET or a DOL-UI office.

Recent Legislative Initiative *The Veterans Tax Credits.*

Even though on November 21, 2011, President Obama signed into law the Vow to Hire Heroes Act of 2011, which amends and expands the definition of WOTC's Veteran target groups, Delaware recently passed its own Veterans Opportunity Tax Credit.

Standing with veterans and members of the Delaware National Guard, Governor Jack Markell and legislative leaders recently announced a new effort to help put recent combat veterans to work when they return from service. The "Veterans Opportunity Tax Credit" would give companies a \$1,500 annual tax credit for each recent veteran they hired.

Traditionally, veterans have an unemployment rate that's below the national average, but that has not held true for veterans who have served since 2001. In fact, their unemployment rate nationally has actually been higher—averaging more than 12percent in 2011. As recently as January 2011, the unemployment rate for recently returning veterans was a disturbing 15.2percent. Efforts such as President Obama's "Vow to Hire Heroes Act" have helped focus national attention on this issue, and are having an impact. However, the January 2012 national unemployment rate among recently returning veterans was 9.1percent, still well above the national average of 8.3percent.

The Veterans Opportunity Tax credit will allow any business can take a tax credit of 10percent of the gross wages paid to qualified veterans, with a cap of \$1,500. The cap would continue for 3 tax years, so the total benefit to the employer could be \$4,500 per veteran hired. The credit could be taken by any private sector business, and can be credited against personal income taxes, corporate income taxes, bank franchise taxes and insurance premium taxes. Because the tax credit is refundable, businesses without tax liabilities can use the tax credits immediately. Because the Veterans' Opportunity Tax Credit is more significant than some other job creation programs launched during the Markell administration, businesses would not be able to double-count a qualifying veteran as a new hire under the New Economy Jobs Program tax credit, or tax credits for qualified investment in business facilities and targeted areas.

The credit focused on helping combat veterans, would be available only for hiring a veteran who has served recently in a hostile theatre, as evidenced by receipt of an Afghanistan Campaign Medal, Iraq Campaign Medal, or Global War on Terrorism Expeditionary Medal (which covers the Middle East, portions of Africa, and many other countries). Those medals are available to service members who served 30 continuous days (or 60 days if non-continuous) in the relevant

theatre. The time requirement is waived for service members who took part in combat or were wounded in the line of duty while in theatre.

Delaware JobLink. The state's labor exchange and reporting system (JobLink.delaware.gov) is a dollar multiplier for Delaware. It allows not only DOL-DET to use state and federal money for workforce development issues, but it provides non-DOL-DET organizations a reporting platform they can use when applying for grants and other aid. This saves a large amount of money, by facilitating ease of reporting and fiscal monitoring. An example of this is TARGET's use of JobLink as its reporting and tracking arm. DJL is the prime driver for SNAPs, BTOP and prison reentry programs.

Policy Alignment – The plan must discuss how the state will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlined in WIA Section 121(b). (WIA Sections 111(d)(2)(A), 112(b)(8)(A), 121(b), 20 CFR 661.205(b)(1).)

Policy Alignment. As part of its internal strategic plan the DWIB and D-DOL went through great pains to clearly identify the Rules, Roles and Responsibilities throughout the state’s public workforce system by analyzing all specified and implied tasks imbedded in the Workforce Investment Act (WIA), the original state bylaws establishing the DWIB, the original memorandum of understanding – and its addendum – between the DWIB, DOL-DET, and the office of the Governor of Delaware. These tasks were analyzed and a Mission Essential Task List (METL) was established using the Responsible, Accountable, Consulted, and Informed (RACI) model. A thorough discussion of the model can be found at http://www.valuebasedmanagement.net/methods_raci.html. Regardless, the METL clearly identifies who does what, in what sequence, and who is to be informed and consulted with each essential task. This task list (See Appendix E) creates a policy methodology ensuring all pieces of the publicly funded workforce system are interactive, non-duplicative (where redundancy is not sought after), and of sufficient breadth to ensure unity of effort at the strategic and operational level of Delaware’s system.

Because Delaware is a single service delivery state and because of its unique organizational structure – that dictates the DWIB and DOL are co-administrative entities – policy alignment occurs formally, through board and committee members and informally, through partnered workgroups and ad hoc teams used for special projects.

The formal piece of policy alignment is initially driven by joint staff operations of the DWIB and DOL-DET where issues are researched, discussed, and recommendations are developed for discussion at quarterly board meeting. The board meetings are when action is taken on strategic policies needing DWIB action/approval. The DWIB’ six committees come together and weight workforce efforts through the application of resources and/or the adoption of demand driven policies. These also include consultation and information sharing with the DWIB operational partner DOL-DET. These DWIB’s committees are:

- Executive Committee. Provides governance, leadership and direction. Approves and negotiates federally mandated performance measures
- Performance Measures. Monitors local and state performance indicators. Negotiates performance levels for annual reporting to the Feds
- Proposal Review & Certification Committee. Certifies and monitors the Eligible Training Provider List (Individual Training Account (ITA) Voucher System); Implements the

funding guidelines and assists in the development of criteria for awarding Contract Services for Blue Collar Training Funds ; (RFP – Request for Funding Proposals)

- Public Relations and Outreach. Creates a public forum and outreach program for public/employers to increase the use of Delaware’s public workforce system
- Youth Council. Develops a youth vision and oversees the delivery of youth services for neediest and at-risk youth, both in-school and out of school
- Financial Oversight. Works with fiscal agent (Department of Labor) to oversee financial matters (i.e. funding allocations, budget, training provider cost issues, etc.)

These meetings, which often include voting to apply resources as needed, ensure the mitigation of redundancy and clarified vision. Even so, the DWIB’s current strategic planning process goes to great lengths to be especially inclusive. Not only does the DWIB invite its mandated partners, but also reaches out to clients, staff, providers, non-mandated partners, and etc. This “wider net” approach ensures the DWIB develops an actionable plan with ownership from the broad spectrum of people who are impacted by DWIB decisions.

Strategic Planning. As alluded to earlier, the DWIB strategic planning process strives to be more inclusive and synergistic than previous planning methodologies. It has eschewed a traditional planning approach for a more dynamic approach that holds people and impromptu committees accountable for specific goal attainment. The current plan lists six goals. The goals were developed at a Strategic Planning Retreat. The power of the goal teams is that they include representatives from DDOE, UI, DEDO, private business, DWIB, DOL, DOL-DET leadership and front line staff, and other organizations which may have specific technical input such as OOLMI. To ensure the developed goals were worked on and monitored goal leads were assigned from within and without the DWIB, DOL. Simply the DWIB leveraged talent from every available stratum. Goals were reviewed monthly at special goal meetings where progress and milestone were reviewed, updated, and adjusted as needed. Five of the six goals are listed as complete even though the five will require monitoring, but Goal six is being extended pending the reconstruction of the resume function in DJL.

It is important to note that Delaware employers, business leaders and DOL-DET are working closely with America’s Job Link Alliance (AJLA) to develop the improved resume function. AJLA retooling of its resume piece is a direct result of Delaware’s goal process and its hardnosed approach.

- **Goal 1:** To strengthen and formalize relationships that the DWIB has with existing 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 investments to those training programs that offer the highest R.O.I.s and best job/career opportunities for our clients.
- **Goal6:** To make the One Stops the first place the business community in Delaware goes for their employment needs though better defining and communicating the services offered. Our primary focus will be to define, create and then communicate a Division of Employment and Training (DOL-DET)/DWIB “Menu of services” to state’s businesses, trade and community organizations using a more effective database of our business community.

The DWIB will hold its second Strategic Planning Retreat, October 23, 2012 and as of early September 2012, the retreat will to develop goals addressing:

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

Desired Outcomes: The Integrated Workforce Plan must describe and provide specific quantitative targets for the desired outcomes and results for the programs included in the plan. Table 1 may be used for WIA/W-P programs. The plan should also describe any additional established indicators and system measures, beyond those required by programs' authorizing statutes. (WIA Sections 112(b)(3), 136(b)(1)(A)(ii), (b)(2)(C), 20 CFR 666.110, 666.120(g), 666.300.)

In addition to the state's program performance goals, the state may also discuss the other goals it intends to achieve. Does the state examine broader economic and social indicators? For example, is the state attempting to increase the percentage of workers employed in family wage jobs; increase earnings to support a better quality of life; increase the number of employers with job opportunities; or increase high school and college graduation rates as metrics? In sum, the state should describe its desired results for the state workforce investment system and the metrics it is using to measure those results.

The State performance accountability system focuses on the nine required WIA common measures. Additional goals beyond the nine are not planned at this time. As Delaware consists of a single statewide workforce investment area, State performance levels are established to promote accountability while supporting the Governor's desire to assure that Delaware's employment and training system is open to the hardest to serve adults and youth with special needs and barriers to employment. In setting Delaware's performance levels, the DWIB considered the U.S. DOL PY 12 Regression Targets, labor market conditions, past State performance trends, past national average performance trends, U.S.DOL Government Performance and Results Act (GPRA) goals, continuous improvement expectations, and the USDOL youth vision.

The State's goals reflect an expectation of improved performance and an effort to support the U.S.DOL in achieving the GPRA goals, however, due to mass layoffs that continue to occur, coupled with the Governor's commitment to continue to target the hardest to serve, some goals are lower than the GPRA levels

Table 1

Optional Table for State WIA/W-P Performance Indicators and Goals

WIA Requirement at Section 136(b)	Previous Year Performance	Performance Goal
Adults:		
Entered Employment Rate	66%	68%
Employment Retention Rate	81%	80%
Average Six-Months Earnings	\$10,517	\$10,886
Certificate Rate	N/A	N/A
Dislocated Workers:		
Entered Employment Rate	78%	79%
Employment Retention Rate	90%	89%
Average Six-Months Earnings	\$16,431	\$17,089
Certificate Rate	N/A	N/A
Youth, Aged 19-21:		
Entered Employment Rate	N/A	N/A
Employment Retention Rate	N/A	N/A
Six-Months Earnings Change	N/A	N/A
Certificate Rate	N/A	N/A
Youth, Aged 14-18:		
Skill Attainment Rate	N/A	N/A
Diploma or Equivalent Attainment Rate	N/A	N/A
Retention Rate	N/A	N/A
Youth Common Measures¹:		
Placement in Employment or Education	63%	60%
Attainment of a Degree or Certificate	75%	69%
Literacy and Numeracy Gains	59%	52%
Customer Satisfaction:		
Participant Customer Satisfaction	N/A	N/A
Employer Customer Satisfaction	N/A	N/A
Additional State-Established Measures		
W-P Requirement at Section 13(a)	Previous Year Performance	Performance Goal
Entered Employment Rate	43%	48%
Employment Retention Rate	77%	80%
Average Six-Months Earnings	\$12,316	\$12,500

¹ Goals are negotiated for these measures by states reporting common performance measure outcomes only. The DWIB and DOL-DET will use regression targets, labor market information, and past performance to develop Delaware's proposal.

Section II. State Operational Plan

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Overview of the Workforce System: The State Operational Plan must present an overview of the workforce system in the state.

Organization – The overview must describe organization and delivery systems at the state and local levels for the programs covered in the plan, particularly how this organization effectively supports the coordination and alignment of the state’s workforce programs and supports integrated service delivery. The overview must include a description of the key state administrative personnel of the programs described in Section I of the Integrated Workforce Plan, and the organizational structure and membership roster of State Board members and their organizational affiliation (See Appendix F)

Overview of the Workforce System. The Delaware Workforce System is a demand driven, partner-shaped organization, which serves its citizens through four One Stop Service Centers in its three counties and a specialized One Stop Center in Newark Delaware to handle Trade, National Emergency Grant (NEG) and On the Job Training Initiatives. The system is an agile one which leverages Delaware’s relationship-based culture to gather intelligence, meet businesses where they live, and prepare the workforce for the jobs of today and tomorrow.

Delaware Workforce Investment Board (DWIB) members are appointed by, and serve at the pleasure the Governor. The Governor’s Cabinet members including Secretaries of Labor; Education; and Health and Human Services as well as the Directors of Economic Development and State Housing Authority are appointed by the Governor, confirmed by the State Senate and serve at the pleasure of the Governor. The Chairman of the Board is a private sector Board Member. He, too, is appointed and serves at the pleasure of the Governor. Governor Markell’s Labor Policy Advisor attends all Executive and Board meetings and serves as DWIB’s primary liaison to ensure that positive partnerships are maintained across all State agencies and that DWIB maintains a focus on the Governor’s goals for workforce and economic development. The lines of authority are delineated in a Memorandum of Understanding signed on September 27, 2005 between the Governor of the State of Delaware, the Chief Elected Official (CEO) for the Statewide Workforce Investment Area, and the Chairman of the Workforce Investment Board. Delaware is designated as a Single Workforce Area. An Organizational Chart for the DWIB as it relates to the Delaware Government is at Appendix G, The DWIB internal Organizational Chart is at Appendix H. The Executive order which created the DWIB in 2000 is at Appendix I. The CEO and the Workforce Investment Board are partners in the implementation of the Act. In a Memorandum of Understanding between the Governor and the Workforce Investment Board, the roles and responsibilities are established (See Appendix J). Among these are the following:

- The Department of Labor, Division of Employment and Training (DOL-DET) and the Delaware Workforce Investment Board (DWIB) will jointly be the Administrative Entity under WIA.
- DOL-DET is designated as the One-Stop Operator
- DOL-DET is designated as the Grant Recipient for funds allocated under the WIA.

DOL-DET is housed in the Department of Labor and reports to the Secretary of Labor. Within that Department 9 of the 16 funding streams addressed in the One-Stop memorandums of understanding are housed and co-located all reporting to the Secretary. Of the remaining 7 programs, 5 are administered by departments whose Secretary's serve along with the Secretary of Labor on the Governor's Cabinet. This linkage through the Governor's Cabinet meetings permits very effective communication and cooperation among funding streams and helps to eliminate unintentional duplication of services. The availability of services in the one-stops is also used to align the delivery of services. Nine of the 16 programs identified in Section 112(b)(8)(A) of the act are administered in the Department of Labor and services are housed within the one-stop

State Board– The State Operational Plan must describe how the State Board effectively coordinates and aligns the resources and policies of all the programs included in the plan, and specifically, must include the following items related to the State Board

How the board collaborated in the development of the plan, and how it will collaborate in carrying out the functions described in WIA Section 111(d). (WIA Sections 111(a), (b), (d), 112(b)(1); 20 CFR 661.205.)

The collaboration of the DWIB was handled in several phases. Both the DOL-DET and DWIB staff worked together and through the Board and its members to gain input and consensus for the plan’s development. The DWIB Deputy Director and DOL-DET Administrator were charged with ensuring cross functional collaboration and for ensuring senior leaders were updated on the plans status at executive committee meetings and quarterly full board meetings. Bi-weekly In Progress Reviews were established and were held concurrently with the DOL-DET management team meeting. A robust email updating process was initiated.

The work group responsible for developing the plan established a shared drive and the DWIB website became a learning platform where stakeholders could review progress and make recommendations as needed. Finally, the DWIB and DOL forwarded the plan to all partners for review prior to opening it to public comment. A matrix highlighting the development is located at Appendix K.

How the State Board member who represents Vocational Rehabilitation (VR) will effectively represent the interests, needs, and priorities of the VR program and how the employment needs of individuals with disabilities in the state will be addressed. (Only applicable to states which: (1) do not have the state VR agency director on its STATE BOARD; or (2) in cases where the state uses an alternative entity as its STATE BOARD, that entity does not provide for representative membership by individuals in these categories as required by WIA sec. 111(b), (WIA Sections 111(b)(1), 111 (e), 112(b)(8)(A)(iii), W-P Section 8(b), Rehabilitation Act Section 101(a)(2)(B), 20 CAR 661.200(i)(3), 661.205(b)(1), 661.210(c).)

The Secretary for the Delaware Department of Labor is the representative VR. During his staff meetings and in one-on-one conversations with the director of VR, the secretary DOL- Determines what matters need DWIB attention and champions them at DWIB meetings. He can do this informally or through the formal meeting process. The Delaware Secretary of Labor is also a member of the Executive Committee and can also champion DVR issues at the venue.

Local Areas – The State Operational Plan must also describe the WIA title I local workforce investment areas in the state, including:

An identification of local workforce investment areas designated in the state, and the process used for designating local areas. (WIA Sections 111(d)(4), 112(b)(5), and 116(a), 20 CFR 661.205(d), 661.250-.270.)

N/A Delaware is a single service delivery area. The Division of Employment Training was named the One Stop Provider. See MOU at Appendix J.

The designation of intrastate regions and interstate regions, as defined in 20 CFR 661.290, and their corresponding performance measures. For interstate regions, describe the roles of the respective governors, and state and local workforce investment boards. (WIA Section 116(c).) States may also discuss other types of regional structures here.

NA Delaware is a single service area and currently has no regions.

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Operating Systems and Policies Supporting the State's Strategies: The State Operational Plan must describe:

State operating systems that support coordinated implementation of state strategies (e.g. labor market information systems, data systems, communication systems, etc.). (WIA Section 112(b)(8)(A).)

Formal Labor Market Information (LMI) is the initial driver of the state's workforce system. The state's Office of Occupational and Labor Market Information (OOLMI) annually prepares a demand occupation list. The DWIB reviews the list and occupations with ≥ 20 vacancies are considered high demand occupations and qualify for inclusion in the Individual Training Account (ITA). ITA providers may submit training programs for initial inclusion and subsequent renewal based on the demand occupation list. Although, a detailed discussion is included in the state assurances, it is safe to say that the first gate in any approval is the demand occupation list. Programs can also be approved using the DWIB's Provider List Adjustment Form (PLAF).

Overview. PLAF allows the DWIB to make adjustments to its ITA Provider list to meet changing needs in labor market dynamics. These changing needs include, but are not limited to:

- a. The growth of emerging occupations which may not have a North American Industry Classification System (NAICS) code or Standard Occupation Classification (SOC) code developed and therefore are not on any Labor Market Information (LMI) index or projection;
- b. Previously unidentified training opportunities, which have strong possibility of leading employment;
- c. Training opportunities resulting from the analysis qualitative information gathering from employers not reflected in quantitative data developed by the usual LMI sources.

Once a program is approved it is entered into the state's labor exchange system <https://joblink.delaware.gov> (JobLink) where case managers, job seekers, and dislocated workers can see it. JobLink is also the primary communications tool between job seekers, employers, and staff. This site enables employers and job seekers to find each through its resume functions. Job link also provides wage data, long and short term job opening data and educational requirements needed by citizens to make good hiring and career decisions. Job link also provides a portal to meet federal reporting requirements, DWIB reporting tools, and other tools, and providers.

State policies that support the coordinated implementation of the state's strategies. (WIA Section 112(b)(8)(A).)

The State will implement its General Policy 05 – Coordination and Non Duplication of Services. This policy will be communicated to all one-stop partners, one-stop staff, DWIB/ DOL-DET contractors and ITA providers. This is a formalization of the policy of DWIB/DOL-DET to work jointly in the implementation of workforce programs and to assume a proactive role in evaluating the effectiveness of workforce programs. This applies to programs operated within the Department of Labor by the Divisions of Employment and Training, Vocational Rehabilitation, Labor Market Information and Unemployment Insurance as well as other one-stop partners. The DWIB membership represents the funding streams identified in section 112(b)(8)(A) of the law. In addition the DWIB and DOL-DET will also host a biannual meeting of staff from these programs to facilitate non duplication and coordination focusing on practical steps to facilitate this process. (See Appendix L for DET's General policy #5)

How the delivery of services to jobseeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA Sections 111(d)(2), 112(b)(8).)

The key function to facilitate alignment that is used to insure that implementation and planning is coordinated is communication. To some extent, the alignment between employers and job seekers is automatic when employers and job seekers register in JobLink. Job seekers build job agents which alert them when job meeting their criteria are entered and employers can easily screen applicants using the resume search function. As stated earlier DOL-DET and DWIB are working to improve those key JobLink functions. The alignment is also accomplished through a variety of regular meetings. Including the following:

- Quarterly meetings of the Delaware Workforce Investment Board
- Department of Labor Management Team meetings that in addition to the Secretary of Labor include The Directors of each Division.
- Management Team Meetings every two weeks—including DOL-DET/DWIB staff – to ensure administrative staff is fully aware of all activities.
- Monthly meetings with WIA Youth, Blue Collar and TANF welfare to work contractors to develop and communicate policy as well as discuss emerging workforce items.
- Monthly Meetings with One-stop staff to develop and communicate policy as well as discuss emerging workforce issues.

The availability of services in the one-stops is also used to align the delivery of services. Eight of the 15 programs identified in Section 112(b)(8)(A) of the act are administered in the Department of Labor and services are housed within the one-stop. In addition, two others relating to the Food Stamp program of 1977 have a specific agreement with the Division of Employment and Training regarding the sharing of data and the provision of services within the one-stop. Adult Education and Literacy services are available within three out of four traditional One Stop Centers and the Hudson Service State Service Center's specialized One Stop are funded (The fourth is to be accomplished in PY 2012 as soon as space issues are resolved) and overseen by the our partner at the Department of Education. Other funds are provided by DOL-DET/DWIB to support this effort and other DOE vendors are utilized as a referral source for customers.

Our alignment with programs funded with postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.) is accomplished both within and outside the one-stops. These programs also fall under the auspices of the Delaware Department of Education. In three of our one-stops, the Vocational and Technical School Districts, a primary provider of the Carl Perkins activities, provide basic computer instruction for customers without basic computer literacy skills. They also are the providers of the ABE/GED services in four of the five one-stops and in the case of the fifth one stop, the local Vocational and Technical School district is the anticipated provider.

Carl Perkins funded programs and providers are also multiply aligned as a referral source for customers, ITA providers and as contractors of services.

The remaining programs are primarily linked as customers utilizing our web based electronic job match system.

The linkage to Apprenticeship and Training is two-fold. Business Relations Representatives will market Apprenticeship and enable their business customers to contact the program in order to develop a program. In addition, utilizing the list of apprenticeship sponsors, DOL-DET staff will inform individuals with appropriate skills (but without journeyman certification) of the employers in their skill area and try to enable a match.

How the state will provide WIA rapid response activities to dislocated workers from funds reserved under Section 133(a)(2), including designating a state rapid response unit. (WIA Sections 112(b)(17)(A)(ii), 133(a)(2), 134(a)(2)(A).)

There are several tools that are used when conducting Rapid Response activities. See the initial contact information data sheet at appendix N, the workshop PowerPoint at appendix O, and the post workshop survey at Appendix P.

The State performs rapid response activities to dislocated workers primarily through employer outreach. Employers who are contacted are identified through WARN notices, and other notifications of mass lay-offs. Certainly no two layoffs are identical. The needs of employers and dislocated workers will differ, as will the type and scale of need for services, the impact on the economy and the availability of job opportunities. While Rapid Response must be consistent across all layoffs with respect to the quality, effectiveness and timeliness of service delivery, it must be customized and responsive to each specific event. For example, layoffs can differ across same type of industries. Some may layoff all at once, while others may phase or stagger their layoffs.

The most common activity is to provide information to dislocated workers in the form of group settings or rapid response workshops. Workshops are held on site at the employer location, union halls, community centers and other locations within the community. On site rapid response workshops are generally held when there are larger groups of dislocated workers. Rapid Response activities are primarily performed through scheduled workshops facilitated in conjunction with the Division of Employment and Training and the Division of Unemployment Insurance. For the Division of Employment and Training the Business Service Unit provides these activities.

In these workshops, topics are covered such as services available through the local One-Stops including Job Search and Training opportunities. General UI information and other services, which are available through Dept of Labor.

At the conclusion of each workshop, feedback is provided from the participants regarding other services they are interested in and suggestions how to improve the RR workshop. Once we have the worker survey results and other information, RR provides a comprehensive array of service to accelerate reemployment. While most of the effort is usually expended in the early stages of a dislocation event or an impending dislocation, it is important to continue Rapid Response services until all worker and employer needs are met.

Common data-collection and reporting processes used for all programs and activities present in One-Stop Career Centers. (WIA Section 112(b)(8).)

DJL presents both an Internet and Intranet presence. The Intranet components provide for a single information system serving the major mandatory WIA partners housed within our four One-Stop Career Centers: WIA Youth, WIA Adults, WIA Dislocated Workers, Wagner-Peyser Labor Exchange, Local Veterans Employment Representative Program, Disabled Veterans Outreach Program, Migrant and Seasonal Farm Workers Program, Alien Labor Certification, Trade Act, ARRA and UI Profiling Reemployment Services, as well as the State Blue Collar. Customers of other mandatory one-stop partners seeking services through the One-Stop Career Centers are offered appropriate services, and tracked as they receive services.

DJL Internet offers employers and job seekers, staff, and training providers seamless self-service access to a wide range of employment and training services and information including the Delaware Workforce Investment Board's interactive list of Certified ITA Providers and Courses; Delaware's Job Bank; Delaware's Resume Talent Bank; One-Stop Career Center services, bulletins, and links to related sites; as well as links to national electronic workforce information tools such as O*Net Online.

State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system. (WIA Sections 111(d)(2), (d)(6)-(8), 112(b)(3), 136; W-P Section 15; 20 CFR 666.205(f)-(h), 661.220(c), and 20 CRF part 666.)

DJL data extracts are utilized by a Data Analysis and Reporting Tool (DART), a multipurpose report-writing tool developed and maintained by America's JobLink Alliance (AJLA), to produce the full range of DOL/ETA performance reports and participant records. DART also produces State designed performance and tracking reports, and is fully compliant with the requirements of the USDOL/ETA Data Validation Initiative.

State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information. (WIA Section 136(f)(2), 20 CFR 666.150)

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Quarterly Delaware Unemployment Insurance wage records, complemented by additional wage records obtained through active participation in the Wage Record Interchange System (WRIS), are utilized to determine employment, retention, and wage gain related outcomes. Quarterly extracts of information for all workers on the Delaware wage record database are maintained by the Division; Access is restricted to designated DOL-DET staff. This comprehensive, historic wage record database facilitates the computation of the required USDOL employment related performance levels and also allows for the adoption of similar measures across the entire one-stop system in order to track and set goals for the continuous improvement of the quality and effectiveness of services provided to customers.

Services to State Target Populations: The State Operational Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them. This is an opportunity for the state to describe how One-Stop Career Center services will address more specific needs of targeted sub-populations identified in the economic analysis. The State Operational Plan must describe how the state will:

Serve employment, re-employment, and training needs of unemployment compensation claimants; the long-term unemployed; the under-employed; dislocated workers (including trade-impacted dislocated workers and displaced homemakers); low-income individuals (including recipients of public assistance); migrant and seasonal farm workers; veterans; individuals with limited English proficiency; homeless individuals; ex-offenders; older workers; individuals training for nontraditional employment; and individuals with multiple challenges to employment. (WIA Sections 112(b)(17)(A), (b)(17)(B), (b)(8)(A), 20 CFR 652.207, 663.600-.640, 29 CFR part 37.)

All individuals enter the Delaware “One Stop” system in the same manner. The initial service is an orientation to the services available in the “one stop”. Customers are encouraged to choose the services that most interest them. Supports are provided as needed. Generally staff does not target specific groups of individuals focusing instead on general functions; registration/ resource room, intensive/training, re-employment and Business Services. Only two exceptions exist, Veterans and Prison to Work (I-ADAPT)

The portal to the one stop system (registration) is the primary door through which claimants, long term unemployed, underemployed, low income, Dislocated Workers, farm workers, veterans, ex- offenders etc. enter the employment and training system. The paths from this point vary based on needs and interests. Many claimants chose to conduct a job search on their own and now having been made aware of how to access the job matching capabilities of Delaware Job Link, they continue in a self-directed manner. Others move forward to utilize the resource rooms to conduct their job searches with some assistance. Others choose to move forward to more intensive services. Regardless of the path the customer chooses, they are encouraged to come back at any time for additional services.

All unemployment insurance claimants are required in Delaware to register for employment with the Division of Employment and Training, the one-stop operator. This can be accomplished by coming into the office or registering on line. The majority of claimants still register at the physical one stop location. Individuals that register on line are required to come into the one-stop if they apply for extended benefits. As a result, it can be stated that nearly 100 percent of claimants visit the one stop offices. Since individuals on extended benefits come into the office at each extension, long term unemployed are a part of our daily mix of clients
Individuals (claimants and non-claimants) enter the one-stop either by registering or updating their registration. Immediately prior to completing this process, they receive an orientation to the entire array of services available by video and their areas of interest are determined. Customers

provide staff with information on the services that they are interested in or need more information on following registration. In general, this is a customer choice model but there is one notable exception. Individuals unable to complete their registration with minimal help are required to attend a basic computer literacy class prior to completing their registration. This step has been included in order to insure that the maximum number of clients have the computer literacy to complete employment applications on line. After basic computer training, the customer can either complete their registration on line, in the office with one on one help (if necessary) and/or take the training again. Each individual that registers in the one-stop or updates their registration has a properly coded resume and ten years of work history (when appropriate) in the system so that employers/staff can find them for employment opportunities.

Currently there are two specific services targeted to long term unemployed and Dislocated Workers receiving unemployment compensation in the one stop in cooperation with the Division of Unemployment Insurance. Both are mandatory services based on screening criteria. While they highlight a successful partnership, both partners continue to look for ways to work together. Re-employment Services (RES) targets individuals determined likely to exhaust their unemployment benefits. The central service for this group is job clubs designed both to create synergy around job searching as well as realistic career planning. The second service, Reemployment and Eligibility Assessment, expected to end in December 2012, targets long term unemployed on extended benefits. It has been focused similarly to RES services, but the core services are workshops.

Individuals interested in training proceed to an orientation to training workshop which is followed by one-on-one services. There are two primary sources of Training funding. The Dislocated Worker funding serves Dislocated Workers which includes Displaced Homemakers and the under-employed. The WIA Adult funding is targeted to low-income individuals including recipients of public assistance, long term unemployed and the underemployed. Veterans interested in veterans' services meet with LVER or DVOP veterans staff. Depending on their needs, they may be enrolled in case management services. This includes both recently separated and Disabled Veterans. Many Veterans choose to be served by general one-stop staff. Veterans and eligible spouses (Covered Persons) are given priority of service for the receipt of employment and training services provided under all Delaware Division of Employment and Training funded programs. Veterans and eligible spouses are entitled to be this priority of service. This means that 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. In addition veterans' organizations like the Disabled American Veterans visit the one-stop on a regularly scheduled basis to assist veterans.

While individuals with unidentified disabilities usually receive services within the general population due to personal choice, when disabilities are identified specific services are available.

The Division of Employment and Training partners with the Division of Vocational Rehabilitation (VR) in a Grant (Target) that provides staffing to the “one-stops”. This Grant provides a staff person to assist the disabled individual and the one stop staff to design and implement a plan of services for the development of employment opportunities and job placement. This disability expert working with other one-stop staff enables services to be provided effectively in the one-stop. When determined necessary by the Target staff individuals occasionally are referred to VR for services. Often VR refers individuals with disabilities to the one-stop when services are not immediately available at VR. Both agencies are housed within the one stop and work closely together.

Other Target groups and a brief description of services follow:

- At risk youth - Job Corp staff is housed within the one-stop. Contracted programs utilizing WIA and Blue Collar funds also serve these youth and can be accessed via the one-stop.
- Migrant and Seasonal Farm workers – served through the Migrant and Seasonal staff person housed in the one-stop as well as part of the general population.
- Individuals with Limited English Proficiency –The one significant non English language in the State is Spanish. Each one-stop has at a minimum one Spanish speaker. When the one-stop encounters a significant language need as it recently did with the layoff at Allen Foods, because many laid off workers spoke only Creole, staff with the necessary language skills are hired. In individual cases, interpreter or interpreting services are utilized as necessary.
- Homeless Individuals – Served in the general client population and through SNAP remote Delaware JobLink locations as well as partners providing one-on-one services such as Goodwill and the Libraries.
- Older Workers - Served in the general client population and through SNAP remote Delaware JobLink locations as well as partners providing one-on-one services such as Goodwill and the Libraries.
- Individuals Training for Non Traditional Employment – Encouraged in our customer choice model. Served with case management services for Intensive/Training services
- Individuals with multiple challenges to employment – This is a very broad category. Wherever possible these clients are served directly in the one-stop. Many times partner services are used when one-on-one services are required. This is accomplished by referral.
- Ex-offenders –
 - I-ADAPT – This program is a Governor’s Special Initiative. Dedicated staff see clients one-on-one when they arrive in the one-stop. They are pre-registered for services prior to release and participate in Job Clubs as a central activity.
 - Other Prison to Work – Service is focused on individuals in work release with the goal being to get them employed prior to release. Although minimally staffed,

clients are seen in work release centers and the one-stop. In the future, it is expected that remote resource rooms will be developed in the work release centers. Currently DOL-DET dedicates computers in the Resource Rooms to serve this populations

- Mobile One-Stop – This Mobil Resource Room brings services to the work release centers as well as TANF Work Programs.

Communication regarding clients and services is essential to delivering a flexible and comprehensive set of services to clients. At monthly meetings of staff each month, policy/procedure is developed, finalized and discussed. This assists in providing consistent services across one-stop offices.

Serve the employment and training needs of individuals with disabilities. The discussion must include the state's long-term strategy to improve services to and employment outcomes of individuals with disabilities, including plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities. (W-P Section 8(b); WIA Section 112(b)(17)(A)(iv), 20 CFR 663.230, 663.640, 667.275(a).)

While individuals with unidentified disabilities usually receive services within the general population due to personal choice, when disabilities are identified specific services are available. The Division of Employment and Training partners with the Division of Vocational Rehabilitation (VR) in a TARGET Grant. This Grant provides a staff person to assist the disabled individual and the one stop staff to design and implement a plan of services for the development of employment opportunities and job placement. As stated earlier, DOL-DOL-DET is an Employment Services Network site. This disability expert working with other one-stop staff enables services to be provided in the one-stop. When determined necessary by the Disability Resource Coordinator, individuals are occasionally referred to VR for services. VR often refers individuals with disabilities to the one-stop when services are not immediately available at VR. Both agencies are housed within the one stop and work closely together.

Deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment. (WIA Section 112(b)(18)(A).) The discussion must include how the state coordinates youth activities, including coordination of WIA Youth activities with the services provided by the Job Corps program in the state. Job Corps services include outreach and admissions, center operations, and career placement and transition services. (WIA Sections 112(b)(18)(C), 129.)

Job Corp staff is housed within the one-stop, a Job Corps representative is active on the Youth Council and Job Corp staff participates in the funding decisions made by the DWIB. Youth Services are primarily coordinated through the Youth Council that has 21 member representing 13` organizations and includes representatives interested in serving the at risk youth population. All youth services are contracted and the DWIB provides approximately an additional eighty cents of state funds for every Federal dollar of funding contracted. Approximately forty five percent of state blue collar funds are concentrated on out of school. All youth served (with federal and non- federal funds) must have a barrier identified in the law. Each youth receives comprehensive services centered on an individual service strategy in line with the DWIB's guidelines for working with youth with barriers. Moreover, an individual who requires additional assistance to complete an educational program, or to secure and hold employment is defined by the DWIB as: "An individual whose educational level is two or more grade levels below the grade level appropriate to the age of the individual or an individual identified as at risk in TEGL 03-04 & TEGL 28-05 not specifically identified in Section 101 (13) (c) including youth at risk of dropping out, dropouts, aging out of foster care, court involved youth, children of incarcerated parents, migrants, Indian and Native American youth and youth with disabilities." Therefore, the state uses the flexibility in defining this youth barrier to ensure youth with significant barriers are being served.

Wagner-Peyser Agricultural Outreach: Each state workforce agency shall operate an outreach program in order to locate and to contact migrant and seasonal farm workers (MSFWs) who are not being reached by the normal intake activities conducted by the local offices. To this end, each state agency must include in its State Operational Plan an annual agricultural outreach plan, setting forth numerical goals, policies, and objectives. Regulations at 20 CFR 653.107 require that the outreach plan include the following elements:

See the full plan at Appendix M.

Services to Employers: The State Operational Plan must describe how the state will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. The State Operational Plan should also describe how the state will use program funds to expand the participation of business in the statewide workforce investment system. (WIA Sections 111(d)(2), 112(a), 112(b)(8), 112(b)(10), W-P Section 8, 20 CFR 661.205(b)(1).)

The Division of Employment and Training's Business Services Unit (BSU) is the primary resource that DET uses to provide services to Employers. The unit currently consists of five Business Service Representatives (BSR) and a Supervisor. Although the BSRs report directly to the BSU Supervisor, they are housed within the local One Stops throughout the State. Each BSR is assigned to a specific region in the state and they are responsible to provide services to employers who fall within their territory. They provide outreach to employers through various ways including but not limited to; community meetings, chamber of commerce, career fairs, and on site visits.

The services that are provided to an employer vary depending the employers needs and wants. The services can include individual employer services or providing services to groups of employers through larger scale events such as a job fair. The services that a BSR provides to employers can range from assisting with posting jobs in Delaware Job Link (DJL), recruiting, screening, holding large hiring events. In some instances the BSU has assisted new employers with securing real estate, acquiring business licenses and starting up their company in Delaware.

One of the main goals of the BSU is to ensure every employer in the State of Delaware is aware of the services that are available to them through the Division of Employment and Training. The main tool that is used by the unit and employers is DJL. This is an online talent bank which job seekers and employers can connect via resumes and job orders. Although the BSU provides staff assistance to enter job orders on behalf of an employer, the unit also focuses on moving employers to create , post and recruit their job orders on their own.

Some of the services can include; hiring and recruiting assistance, labor market information, bonding and Work Opportunity Tax Credit information. To better ensure employers have a positive experience, referrals who DET send to employers are prescreened. This ensures the best qualified candidates are referred. Each One Stop Center has a dedicated job referral specialist who is responsible for screening the DJL job seeker database against job orders to create linkages. They work hand in hand with the BSR to ensure the employers are serviced in a timely and efficient manner.

The BSU also partners with other agencies such as DEDO to identify training and hiring needs of current and future employers within the state of Delaware. The unit and its partners meet monthly to discuss upcoming employer events such as job fairs and identified needs of specific employers or industries throughout the state. The Delaware Department of Labor is working across divisional lines to ensure maximum coverage of employers. The DOL-DET business services reps work closely with DVR's Business Services Reps, and DOL's Veteran Reps to prospect for business contacts and job orders.

WIA Single-Area States Only – Additional WIA Title I Requirements: In states where there is only one local workforce investment area, the governor serves as both the state and local chief elected official. In such cases, the state must submit with its State Operational Plan any information required in the local plan. Therefore, states with a single workforce area should also include in their State Operational Plan:

Any comments from the public comment period that represent disagreement with the Plan. (WIA Sections 118(c)(3), 112(b)(9), 20 CFR 661.220(d), .350(a)(8).)

No comments were received.

The entity responsible for the disbursement of grant funds, as determined by the governor, if different from that for the state. (WIA Section 118(b)(8), 20 CFR 661.350(a)(9).)

DOL-DET is the Recipient of Grant funds IAW Memorandum of Agreement at Appendix J

The type and availability of WIA title I Youth activities, including an identification of successful providers of such activities. (WIA Section 118(b)(6), 20 CFR 661.350(a)(7).)

In School youth and Out of School youth are served under WIA Title I. In School youth at time of enrollment will be enrolled in school, Basic Skills Deficient, or at least two (2) grade levels below their expected grade level, and be at risk of dropping out of school. Out of School youth served at time of enrollment, will be a school dropout or a youth who has received a secondary school diploma or its equivalent but is basic skills deficient, and unemployed or underemployed. Both In School and Out of School providers at a minimum must ensure the following services are available: tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies; alternative secondary school services, as appropriate; summer employment opportunities that are directly linked to academic and occupational learning; as appropriate, paid and unpaid work experiences, including internships and job shadowing; occupational skill training, as appropriate; leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate; supportive services; adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months; follow-up services for not less than 12 months after the completion of participation, as appropriate; comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate. Currently, Jobs for Delaware Graduates, Delaware Tech – Wilmington Campus, and Pathways to Success are among the successful providers providing such services for In School Youth and The Challenge Program and Delaware Skills Program for our Out of School youth.

The DWIB, on an annual basis, will issue a Request for Proposal for Youth Services consistent with recommendation of the youth council for youth services specified in the act. From the proposal submitted, the DWIB, based on recommendations of the Youth Council, will fund youth programs to provide youth services. When viewed in their entirety, these contracts will “provide eligible youth seeking academic and employment success, effective and comprehensive activities, which shall include a variety of options for improving educational and skill competencies and provide effective connections to employers.”

In the review and rating of proposals past performance will be a major criteria in the selection and funding of youth contracts. At a minimum, the criteria will include historical performance on the youth common measures and day one and day thirty outcome rates. This information will be taken from performance data collected by DOL-DET/DWIB. New proposers will be enabled to provide supplemental information to be considered. Other criteria for funding may include, but is not limited to demonstrated ability, program design, proposed results, linkages, intensity, and duration of training.

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(Optional) WIA Waiver Requests: States wanting to request waivers as part of their Operational Plan submission must attach a waiver plan, as required by 20 CFR 661.420(c), that includes the following information for each waiver requested:

Statutory and/or regulatory requirements for which a waiver is requested.

A description of the actions the state or local area has undertaken to remove state or local statutory or regulatory barriers.

A description of the goals of the waiver, how those goals relate to Integrated Workforce Plan goals, and expected programmatic outcomes if the waiver is granted.

A description of individuals impacted by the waiver.

A description of the processes used to monitor implementation, provide notice to any local workforce investment board affected by the waiver, provide affected local workforce investment boards an opportunity to comment on the waiver request, and ensure meaningful public comment, including comment from business and labor.

See Waiver Requests at Appendix Q and R .

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Trade Adjustment Assistance (TAA): States must describe how TAA will coordinate with WIA/W-P to provide seamless services to participants and address how the state:

Provides early intervention (e.g. rapid response) to worker groups on whose behalf a TAA petition has been filed. (WIA Sections 112(b)(17)(A)(ii), 134(a)(2)(A), 20 CFR 665.300-.340.)

Our early intervention to worker groups on whose behalf a TAA petition has been filed is the same as our WIA Rapid Response activities. Delaware has the distinct advantage of ensuring seamless service delivery for affected workers receiving Rapid Response services because the DOL-DET Rapid Response unit is part of the One-Stop Career Center integrated service design. In most cases, by the time a TAA petition is filed, WIA rapid response activities have already taken place. Once we learn a TAA petition has been filed, we provide the additional information specific to Trade, for example ensuring workers are aware of particular deadlines.

We understand the primary purpose of Rapid Response is to enable affected workers to return to work as quickly as possible following a layoff, or to prevent their layoff altogether. This process starts with our Business Service Representatives (BSRs). The BSRs cover the state and report to one person, a State Rapid Response Coordinator. The BSRs are looking for ways to help employers, whether it is to help them get started with getting new employees or help them with layoff aversion. They also, try to promote the effectiveness of our services including our Rapid Response services. We want the employers to be educated about their responsibilities to issue notifications of layoffs and closures. We want these conversations to be held before any layoff and should help us with our relationship with a firm, because it illustrates to them we may be offering quality services and are really there to help them in many ways. If employers know that we are there to help them and have different resources available to us, they may be encourage to work with us before it is too late. The BSR unit meets monthly to gather information from each other and have an active conversation with each other on economic trends, new labor market information, new businesses and impending hires and layoff, funding resources, training resources, etc. We want everyone on the team to have the same information, so they can pick up trends and perhaps come up with plans for themselves and for the team.

Furthermore, in order to have proactive monitoring of any pending layoff , we feel it is important to have a very active approach with employers, employer organizations, communications with Unemployment Insurance(U.I.) about any increase in U.I. claims, press attention, Worker Adjustment and Retraining Notification Act (WARN), union organizations, etc. Rapid Response teams are proactive, so they can assess the potential dislocation. Early intervention can help with the Trade Adjustment Assistance (TAA) petition process. Similarly, early intervention can assist with fact-gathering for a strong National Emergency Grant (NEG) application if the dislocation is one that cannot be accommodated within the state's existing formula-based Dislocated Worker

resources. These discussions should be held at the employer site whenever possible, but meetings are and have been held at nearby facilities. Our mobile One Stop has been deployed at times to insure effective communications. It has been important to us that the team remains flexible and customizes its approaches to that employer and affected workers can all be accommodated. We do feel being proactive is the best policy. Therefore, we are continually trying to build and maintain relationships with our various stakeholders to include many employers, labor organizations, workforce and economic development agencies, training institutions, service providers and community organization, especially with our BSRs and other employment and training staff.

When Rapid Response sessions are held after a WARN or other announcement of layoff, it is a time to not only communicate information to the affected workers about services and benefits (including DOL-DET services, unemployment insurance, health insurance, the Health Care Tax Credit, severance and retirement pay, and potentially social services related to financial management, child care, housing and legal issues), but it is also a time to gather information. We ask them to complete a survey, so that we can have a wide array of information on the demographics, skill sets, and training needs of the workforce. Sometimes these face-to-face sessions cannot be repeated, so we make sure that we are well-prepared in advance to gather and shared, as appropriately, and then analyze the responses. In the past, we have used survey results to analyze where affected workers reside and analyze the service that are requested/needed to plan and implement. Once we have the worker survey results and other information, we try to provide a comprehensive array of service to accelerate reemployment. Using the survey results help provide the desired services in an area that the affected workers can access. This increases our success in rapid reengagement into the workforce.

While no two layoffs are the same, DOL-DET in collaboration with UI, does have an established procedure including presentation tools and materials as well as experienced staff conducting rapid response sessions for any employer as already described. For worker groups on whose behalf a TAA petition has been filed, it is likely, that they have already received at least one rapid response session or contact with DOL-DET staff prior to the TAA petition being filed. Once we know that a petition is filed, we outreach the workers, labor unions, and employer again to ensure TAA information including how to access TAA services is communicated.

More specifically, we have established a Specialized One Stop office at the Floyd I. Hudson State Service Center (Hudson). Hudson has served as a central place where workers affected by mass layoffs can go for services. Hudson does not only serve as a One Stop Center to receive core, intensive, and training services that is equipped with a resource room where clients can register with DOL-DET, take assessments, and conduct job search, but more importantly, it has served as an outreach center that really strives towards engaging the affected workers, labor unions, and employers rapidly when a mass layoff occurs. We have continuous training for staff

for both Trade and NEG type layoffs. Policies and procedures are continually being reviewed and updated and then shared with staff. We have used a Self-Assessment Rapid Response Tool to help determine areas of needed improvement. We continue to strive for improvement that can lead to early intervention and rapid reengagement into the workforce.

Provides core and intensive services to TAA participants, as indicated in the encouragement of co-enrollment policies provided in TEGL 21-00. The description should provide detailed information on how assessments are utilized to identify participants' service needs, including whether participants need training according to the six criteria for TAA-approved training. (20 CFR 617.21(c), 617.22(a))

The timely provision of core and intensive services to trade-impacted workers are an important step toward improving both the efficiency and effectiveness of the Trade Act programs. The first step for any client is to register and build a resume with DOL-DET. This registration is an enrollment in the state's Wagner Peyser program (WP) in which they are given an orientation and therefore provided at least one core service. Our case management, information management, and reporting system (DJL) is an integrated system covering, WP, WIA, TAA, among other programs. When TAA affected workers enter any of our One Stops prior to a TAA petition being filed or approved, they are a Dislocated Worker and can be served under WIA as well as already be enrolled in WP upon registration. When any client is enrolled in WIA, case managers begin intensive services with clients that include assessment of skill levels and service needs, including diagnostic testing and the use of other assessment tools (i.e. Career Scope and CASAS). In depth interviewing and evaluation occurs and an Individual Service Strategy (ISS) is jointly developed to identify and address barriers, support service needs, and appropriate employment and education goals. Information on training available in local and regional areas, information on individual counseling to determine which training is suitable training, and information on how to apply for such training including financial aid is discussed. Short-term prevocational services', including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for employment or training is an ongoing service.

When we learn that a TAA petition has been approved, we then opened an enrollment in TAA, thus creating multiple enrollments in WP, WIA, and TAA. Delaware being a small state, if it makes geographical sense, the case will be transferred to a dedicated TAA case manager operating out of the Hudson Center. In cases where this is not feasible for the client, the client will remain with their WIA case worker and receive all of the TAA services they entitled to. This is accomplished by having one person in each One Stop serve as a Trade specialists as well as constant communication at the management level. If a trade affected worker decided to begin receiving services after a petition is approved, they will receive the same service described above. All trade affected workers, like all of our clients, are given an orientation to our services and receive specialized program materials, such as pamphlets and information sheets. To address the six criteria for TAA-approved training, the case manager will sign the Trade Adjustment Assistance Training Justification form after several discussions and answering six questions with the trade-impacted worker.

Has developed and managed resources (including electronic case management systems) to integrate data provided through different agencies administering benefits and services (TAA, Trade Readjustment Allowances, Unemployment Insurance, Employment Security, WIA, etc.) in order to ensure consistent program administration and fiscal

For Information about the State's integrated one stop management information reporting system-DJL, (see Section II Operating Systems/Policies Supporting State Strategies). DJL is an electronic case management, information management, and reporting system that serve many programs that include TAA, WIA, and WP. As a result of this integrated system, a client can be co-enrolled when they are in need of other local office services, such as supportive services, veteran's services, attending various E & T workshops, etc. As many trade-affected workers as possible are case managed, so that services can be provided as early as possible and consistently.

For Trade Act, DOL-DET administers TAA (employment and training activities), while the Division of Unemployment Insurance (UI) administers the various types of payments to clients such as Unemployment Insurance (UI) as well as all allowed payments under the Trade Act (Trade Readjustment Allowances (TRA), Alternative Trade Assistance Act (ATAA) and Reemployment Trade Assistance Act (RTAA)). UI is also responsible for all reporting required for Health Care Tax Credit HCTC. Therefore, all payments to clients (TRA, ATAA, RTAA, and UI) are processed within the UI system. An interface with the UI system and DOL-DET's DJL enable the state to effectively and efficiently collect and report all data as required on the trade activity participant report (TAPR). The partnership between DOL-DET and UI begins at the Rapid Response sessions since both DOL-DET and UI staff conduct them together. In order to share information between DOL-DET and UI, processes are in place. For information regarding waivers, the UI system automatically generates a notification to DOL-DET on nearly expired waiver who will need staff attention. For any specific question about a payment, UI and DOL-DET have one point of contact so that information can be easily obtained for both divisions. All training is administer by DOL-DET, processed in DJL, and is the same process for WIA training. When we pay for training or other services, the process is worked on initially at the local office where case manager requests funds in DJL and a Supervisor, Manager or designee can approve the request. Once there is local approval, the request goes to our Fiscal Unit for review and payment. If there is an issue, it gets addressed quickly. DOL-DET informs UI when a client begins and ends training to ensure appropriate payments are made to the client. All performance reporting is completed by DJL. Through DJL, data is queried and analyzed by a designated staff. The results are presented to management so issues and concerns can be addressed.

II - Operational Plan

Branding. The State of Delaware intends to incorporate the “American Job Center” brand into Delaware’s “one stop” system in the spring of 2013. In order to accomplish this, an implementation plan will be finalized in the fourth calendar quarter of 2012