



Martin D. @WORK

September 23, 2019

Day 1 Presentations: Training Model, Assessments, & Supportive Services

Work to Date

1. Selected in-demand industries:
 - a. Construction, Manufacturing, Information, Healthcare, Transportation & Warehousing, & Finance & Insurance
2. Selected in-demand occupations
 - a. 129, 3-5 star occupations in the 6 industry sectors

Next Steps:

1. Select *target occupations* for **occupational skills training and apprenticeships**



Topics Related to Target Occupations & Workforce Area Policy Development

- Delivery of training services
- Amount of funding provided for occupational skills training & apprenticeships
- Assessments
- Supportive Services

Purpose of Today's Meeting:

Make **Policy Decisions** for the Workforce Development Area Related to Occupational Skills Training and Supportive Services

1. Determine *target occupations selected for occupational skills training & apprenticeships*
2. Determine *amount of funding for occupational skills training and apprenticeships*
3. Select *assessments* to be used in workforce area
4. Select *supportive services* provided to program participants



Martin D. @WORK

Training Services: Design Recommendations

Background: Workforce Services Provided to Job Seekers

All customers seeking job-search assistance receive workforce services (as needed), including:

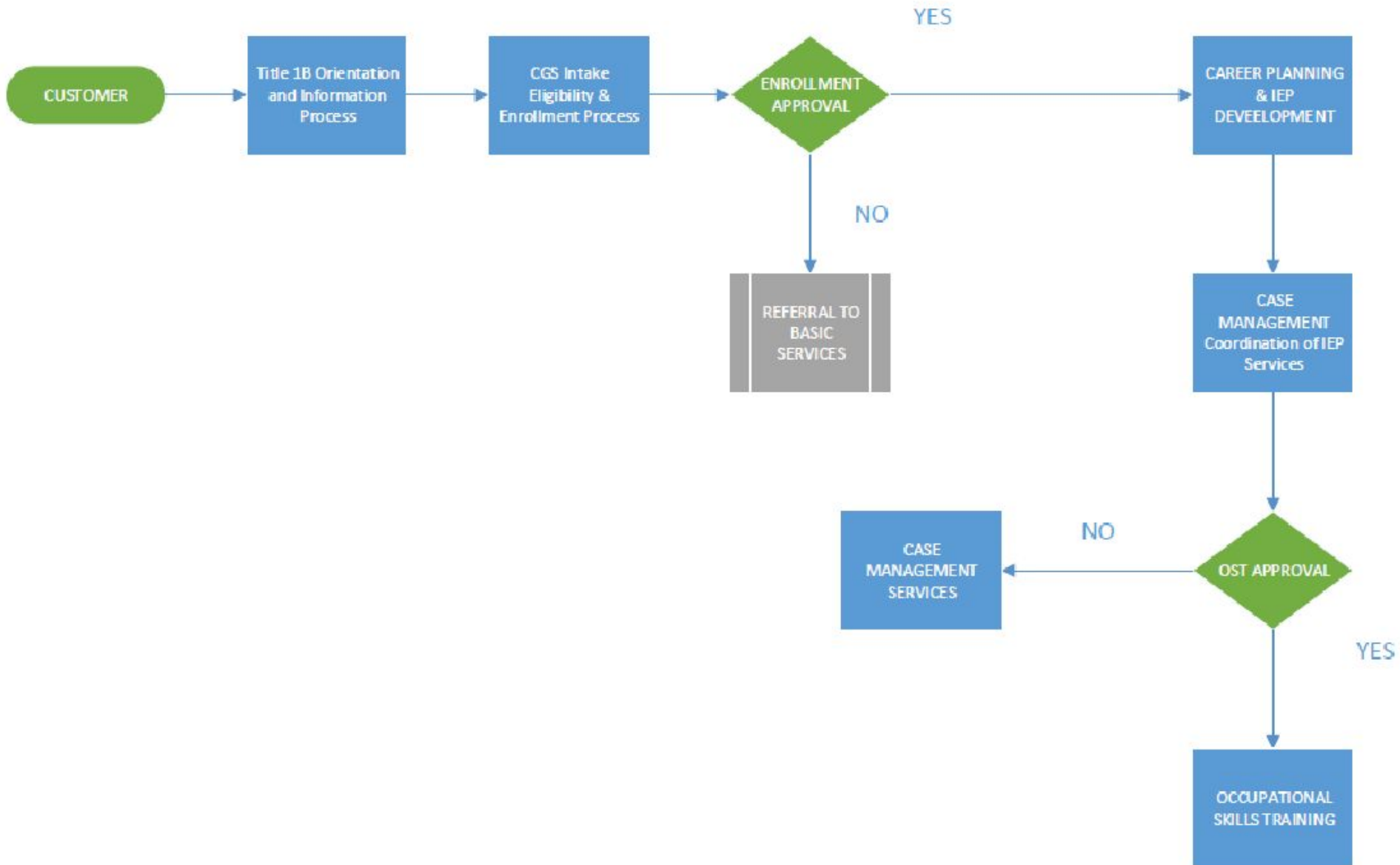
- Skills Assessments
- Job search workshops
- Resume assistance
- Interview preparation assistance
- Referrals to employers
- Supportive Services (e.g., transportation assistance, housing/utility support, child care assistance)

Job Seeker Training

- Customers seeking employment may be eligible to receive funding for **Occupational Skills Training (OST) or Apprenticeships**.

- OSTs & apprenticeships are funded using **individual training accounts (ITAs)**
 - Financial subsidy in form of voucher
 - Allows qualified WIOA customers to access eligible training programs in the ETPL
 - Participants are expected to utilize information such as skills assessments, labor market conditions/trends, and training providers' performance, and to take an active role in managing their employment future through the use of ITAs.

Current State



Other WIOA-Approved Trainings

- Incumbent Worker Training
- Customized Training
- On the Job Training
- Work Experience (WEX) for Adults/DW
- Apprenticeship

*Separate workforce area policies will be developed for these types of training at a later date.

Current Training Model: *Informed Customer Choice*

Process Description:

- Participant typically has an idea of what training is desired
- Utilization of evidence based assessments
- Career Guidance Specialist works with participant to complete a “training packet”
 - Occupational research
 - Labor market research
 - Training provider/program research
- Program is approved/not approved based on research provided

Pros

- Research based
- Customer focused

Cons

- Tends to be ETPL/Training Provider lead
- Every training request must be reviewed individually

Pima Model

The plan includes an analysis of 10-year occupation projections from the Tucson Metro Area that defines demand occupations within five broad groupings:

1. Healthcare/Health Sciences
2. Business Management, Operations, Support
3. Production/Aerospace/Defense/Security
4. Construction, Building/Grounds Maintenance, Installation, Repair
5. Transportation/Material Handling/Logistics

The WIB identified target occupations within these groups that meet these criteria:

- Educational Requirements at Associate's level and below,
- Median Wage at or above the median wage for the region,
- At least 10 projected openings per year and/or significant rate of growth,
- Additional target occupations identified based on overriding labor-market conditions

Pima Model

Based on these criteria, the Pima WIB currently has 82 approved occupations

Model allows for training programs for non-targeted occupations but limits the number to two per month

A business, organization, or individual may request addition of new target occupations by completing a request form and justifying the addition with the criteria above. The WIB reviews these requests

This model includes the use of a priority point system to include the following:

- Laid off (Dislocated Worker)
- Basic Skills Deficient
- Target-Sector training or Support Service
- Unmarketable Skills
- Work Ethic/Motivation
- Barriers to Employment



A proud partner of the AmericanJobCenter network

Pima Model

Pros and Cons of Pima Model

Pros

- Labor Market focused
- Ensures a livable wage
- Allows for additional occupations through a review process
- Allows for a small number of non-target occupational training

Cons

- Is it too restrictive for a large, diverse local area?

WorkAdvance Model

The WorkAdvance model combines elements of sector-based initiatives with postemployment retention and advancement support. It has five components:

1. **Intensive screening** of program applicants for motivation and readiness.
2. Sector-appropriate **pre-employment and career readiness services**, including orientation to the sector and career advancement coaching
3. Sector-specific **occupational skills training** aligned with employer needs and leading to certifications that are in demand in the regional labor market.
4. Sector-specific **job development and placement services** based on strong relationships with employers.
5. Post-employment **retention and advancement services**, including ongoing contact, coaching, skills training, and rapid reemployment help if needed.

Pros

- Evidence-based relying on data/LMI
- Sector-focused program serving job seekers and employers alike
- Incorporates both technical and work readiness skills into training
- Retention focuses not only on keeping the job but advancing into the next

Cons

- Does the intensive screening filter out qualified or individuals in need?



A proud partner of the AmericanJobCenter network

Training Model Recommendations

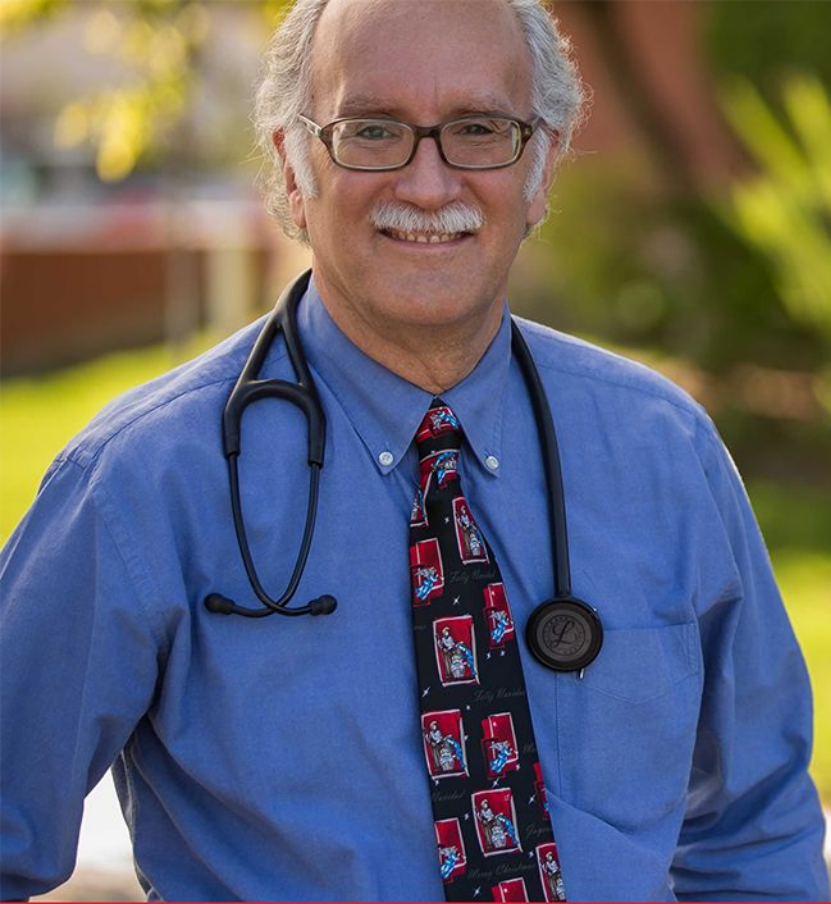
Recommend a “blended” model that includes key factors from other models into its design:

1. **Select Target Occupations for OST & Apprenticeships**

- Selection should be driven by employer and labor market needs with requirements on projected occupational growth rates
- Selected occupations should ensure a livable wage above the minimum wage – identify an entry level wage
- Criteria for selecting occupations should be based on local area performance for graduation, credential, and employment rates

2. **Standardized Assessment Process**

- Provide a more standardized process for participant assessment.
 - Criteria for occupational skills training eligibility should include comprehensive and specialized assessments to determine skills, values, barriers, and aptitudes
- **Today:** Focus will be on selection of assessments used in local area
 - Process discussion for later date



Gordon G. @WORK

Dr. Gordon G. @WORK



Selection of Target Occupations: OST & Apprenticeships

Selecting Target Occupations

- Best Practice Approach: Directs use of funds to maximize impact
- Subset of in-demand occupations **approved for OST & apprenticeship funding**
- Training or educational component related to occupation
 - Industry recognized credential or certificate
- Selection driven by employer needs, labor market needs, local knowledge/wisdom, provides a living wage
- Selection criteria approved by board



Key Question for Workgroup

Selection Criteria: How do we select target occupations?

Proposed Selection Criteria: Target Occupations

- **Educational Attainment:** Bachelor's or below
- **Living Wages:** \$11.90 or above
- **Faster Growth Rate:** 9.1% or above
- **Projected Annual Openings:** 75 or more
- **Overriding Labor Market Conditions:** Local knowledge/wisdom

Data Used:

- 129, 3-5 Star, in-demand occupations selected by MCWDB
- 2018-2023 Occupational Growth Projections
- 2018 Occupational Employment & Wage Estimates
- [MIT Living Wage Calculator](#)
- Historical training outcomes data

Result

83 Target Occupations

-List provides diverse options in each sector

List is NOT Static

-Target occupations list will be revised annually

-May

-Occupations may be added to target occupations list via formal request process

-Pima model

Industry	Number of Occupations
Construction	13
Finance & Insurance	15
Health Care & Social Assistance	21
Information (IT-Occupations)	11
Manufacturing	10
Transportation & Warehousing	6
Other: Retail, Culinary, & Business/Professional Services	7
Total	83

	# Target Occupations	2018 Jobs	2023 Jobs	Average Wages
Construction	13	57,881	65,214	\$23.72
Finance & Insurance	15	94,113	108,944	\$30.59
Health Care & Social Assistance	21	115,068	136,298	\$26.29
Information (IT-Occupations)	11	62,690	70,089	\$40.44
Manufacturing	10	65,698	68,565	\$22.57
Transportation & Warehousing	6	61,755	68,848	\$22.21
Other: Retail, Culinary, & Business/Professional Services	7	138,342	152,876	\$21.22

Key Question for Workgroup

How do we select target occupations?

Selection Criteria:

-Utilized Best-Practice Criteria & Cut-offs as Implemented throughout US

- **Educational Attainment:** Bachelor's or below
- **Wages:** \$11.90 or above
- **Growth Rate:** 9.1% or above
- **Projected Annual Openings:** 75 or more
- **Overriding Labor Market Conditions**

How do we select target occupations?

Workgroup Discussion

Key Question for Workgroup

How Restrictive Should the Maricopa Workforce Area be in the use of Funds for OST & Apprenticeships?



How Restrictive Should the Maricopa Workforce Area be in the Use of Funds for OST & Apprenticeships?

Option 1: Provide funding for only Target Occupations

Option 2: Provide funding for Target Occupations +3 non-target per month (36 non-target, per year)

Target Occupations Only

- Ensure investments are strategically aligned with needs of jobseekers and employers
- Based on labor market conditions
- Focus limited funding on key occupations in the region-->make an impact in community
- Limiting # to make choices less overwhelming

- Lack of flexibility- May omit pivotal opportunities for specific job seekers

Target Occupations +3 Non-Target Occupations

- Flexibility to provide training funding that would benefit a job seekers with very specific needs
- Flexibility to quickly adjust for shifting local labor market conditions

- Funding less strategically focused
- Program staff would have to develop a process for implementation

Service Provider Recommendations

- **Recommend Option 1**

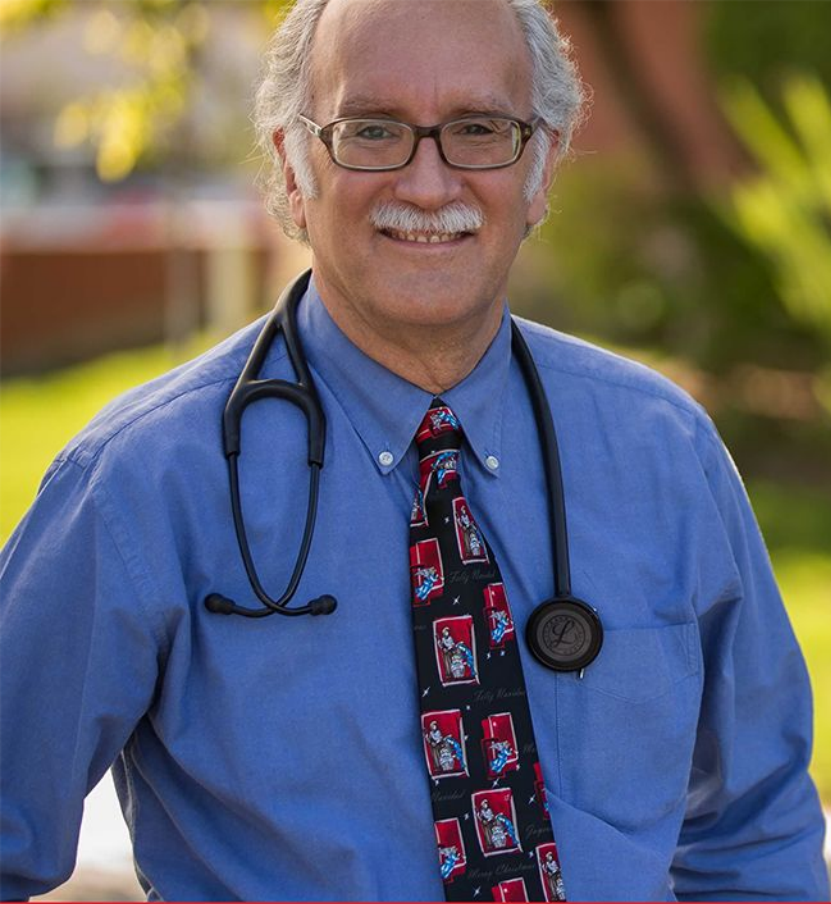
- Limit Occupational Skills Training & Apprenticeships to the approved occupational list only
- Allow for some flexibility with a formal review process in which additional occupations may be added



A proud partner of the AmericanJobCenter[®] network

*How Restrictive Should the Maricopa
Workforce Area be in the Use of Funds for OST
& Apprenticeships?*

Workgroup Discussion



Gordon G. @WORK

Dr. Gordon G. @WORK



Individual Training Accounts Limits

Individual Training Accounts (ITAs) Limits

Reviewed:

1. Selection criteria for target occupations ✓
2. Selection of occupations approved for training funding ✓

Next Step:

3. Amount of funding- Board sets limits for individual training accounts (ITAs) for the local workforce development area

Individual Training Account Limits: Current State

- **Adults:** Receive up to \$3,000 for training in non-target sectors for duration of IEP; up to \$4,000 for training in target sectors for duration of IEP.
- **Dislocated Worker:** Receive up to \$4,000 (regardless of sector)
- **Youth:** Receive an award of up to \$8,000 based on ISS

-Additional funding may be considered based on career pathways

- Limits were determined by using a regionalized approach

Individual Training Account Limits: Future State

Consistent Approach to ITA Limits Across Adult/DW/Youth Programs

- **Training costs are identical**
- Provide equivalent level of support for ALL job seekers who need it regardless of program enrolled in
- **Straightforward** for program implementation

Duration

- One ITA -- Cannot exceed one year
- Second ITA may be approved if:
 - Participant **successfully completed one ITA-funded course** & requests a training program in the same/related subject/field (i.e., **along a career pathway**), which will provide additional skills to support their move toward self-sufficiency
 - The ITA provides training in a field where the participant is **able to use transferable skills**

Key Question for Workgroup

What consistent approach should we adopt for setting ITA limits?



What consistent approach should we adopt for setting ITA limits?

Option 1: Flat Rate Approach: One Training Funding Limit for ALL Training

Option 2: Tiered Approach: Training Funding Based on Training Cost for Occupation

Option 1: Flat Rate Approach

-\$7000 for ALL training:

-Covers costs of majority of PY18 trainings in target industries:

-Average cost was \$3,532 A/DW; \$4,784 OSY

-Only 4.2% of OSTs were >\$7000

-All apprenticeships <\$7000

-Additional funding available for other training initiatives: Incumbent Worker Training, OJT, Customized Training, WEX

OST: A/DW/Y	# People Trained	Average Cost Per Person	Min. Cost per Person	Max. Cost Per Person
Adult/DW: Target	341	\$3,532.04	\$110	\$8,004
Youth: Target	114	\$4,784.25	\$441	\$8,000
Target Industries	455	\$3,845.78	\$110	\$8,004

Construction Apprenticeships	# People Trained	Average Cost Per Person	Min. Cost per Person	Max. Cost Per Person
Adults	848	\$898.67	\$97.11	\$4,000
Youth	4	\$1,399	\$1,239	\$1,599

Option 2: Tiered Approach

Based on:

- Target occupations & corresponding training cost
- Refer to handout

Data Used:

- Cost of training in ETPL (when available)*
- Funding provided to participants in PY18
- Determined limits that would ensure multiple training providers' costs fit within upper limit for each target occupation (when appropriate)
 - Up to \$3,000
 - Up to \$5,000
 - Up to \$7,000

** When training cost not available, used upper limit of similar occupations.*

Tiered Approach

- *Ensures training providers don't adjust training cost to match an upper limit (\$7,000).*
- Ensures ITA funding aligns with vendors' current training costs for the occupation
- Provides additional funding for adults/DW to better match training costs
- Minimal impact on Ps & service provision
 - Majority of applicable trainings would be covered at similar levels as PY18
- More difficult for staff to track, as limits now occupations based vs. program type based.
- May impact customers' training decisions.

Flat Rate Approach

- Minimal impact on Ps & service provision
 - Majority of applicable trainings would be covered at similar levels as PY18
- Provides maximum training support for all job seekers
- Straightforward approach
- May lead to training providers increasing prices to maximum cap.
 - Difficult to ascertain "true" training costs.
- May provide vastly different training funding for same occupation based on schools' training costs.

Tiered Approach

PY18	# Adults Trained	# Youth Trained
Healthcare	98	79
Manufacturing	2	10
Construction	1	2
Finance & Insurance	5	1
Transportation & Warehousing	200	17
Information	35	5
Total	341	114



What consistent approach should we adopt for setting ITA limits?

Option 1: Flat rate for All Training

Up to: \$7,000

Option 2: Tiered Approach by Occupation

Up to: \$3,000, \$5,000, \$7,000

Service Provider Recommendations

- Using a tiered funding limit up to \$3,000, \$5,000, and \$7,000 identified by occupation.



A proud partner of the AmericanJobCenter[®] network

*What consistent approach should we adopt
for setting ITA limits?*

Workgroup Discussion



Eric R. @WORK

Assessments: Adult, DW, & Youth

Assessments & WIOA

- Local Workforce Development Boards must identify assessments to be used in the local workforce area.
- Used to determine:
 - Eligibility
 - Training program/career path
- Includes:
 - Initial assessment
 - Objective assessment

Goal: Determine assessments to be used in local workforce area.

Assessments Background

Assessments are used for:

Career counseling

- Counselors
- Clients

Training

- Remedial or advanced
- Predicative
- Progress

Development

- Career
- Guidance

Background

“A test provides *only part of the picture* about a person. The assessment process combines and evaluates all the information gathered about an individual or a group of individuals to provide career guidance or to select individuals for training or development programs.”

- Tests
- Assessment process

What makes a good test?

- Measures what it claims to measure
- Consistent and reliable
- Purpose-relevant

Assessment: Definition

Process to assist staff with the identification of an individual's strengths, skills, interests, work values, and personal priorities as they relate to employment.

Objective Assessment: Should include the full composite of interviews, career exploration, interests, basic skill levels and behavioral observations.

Assessments: Current State

What assessments are used?

- Youth and adult
- Purpose of assessment
- What constructs do each of these address?
- Format: paper-and-pencil or computer application
- Level of standardization?

How do these fit in within the larger intake and career counseling process?

Assessments: Current State

Preliminary assessment: Via intake form

Needs Assessment: identify and document barriers

- BESI-Barrier to Employment Success Inventory

Basic Skills Assessment: Proficiency level of an individual in reading, writing, and mathematics

- TABE-Test for Adult Basic Education
- OPAC-Office Proficiency Assessment and Certification

Assessments: Current State

- **Interests Measures: Assess a client's career-related interests**
AZCIS-Arizona Career Information System
My Next Move.org
- **Skills Assessments: Predicting success in jobs and in training and training needs**
OPAC-Office Proficiency Assessment and Certification
ACRC-Arizona Career readiness Credential
- **Personality Inventory: Individual's personal, emotional, and social traits and behaviors.**
Carl Jung Briggs Myers Personality Test
- **Values Assessment: Relative importance of job activities and conditions to them.**
AZCIS-Arizona Career Information System

Purpose Statement

Adult system is largely based on individual needs. The youth program has a standardized use of assessments required by law at enrollment.

Future state?

- Prepare program staff to properly prescribe and interpret assessments to best meet the needs of the individual without creating unnecessary barriers.

Our Process

- Reviewed skills that were needed by the job seekers
- What types of assessments tests were they given?
- How does it measure the skills sets for that job?
- Does the assessment measure the following:
 - Motivation
 - Interest
 - Basic skills
 - Employability/soft skills
 - Personality traits
- What I the duration of the assessment?
- Do you have a user guide?
 - If so, does it provide a technical report?

Challenges

- Many assessments out there
- Difficult to draw conclusions without all staff having used assessment
- Staff perspectives

Key Question for Workgroup

What assessments should be used when providing services to youths and adults?

Recommendation

Preliminary Assessment: Intake form/process will stay the same

Needs Assessment: Keep BESI in paper form

Basic Skills Assessment: Youth-OPAC or Rio Salado will provide TABE

Interests Measures: Keep My Next Move

Skills Assessments: Keep OPAC

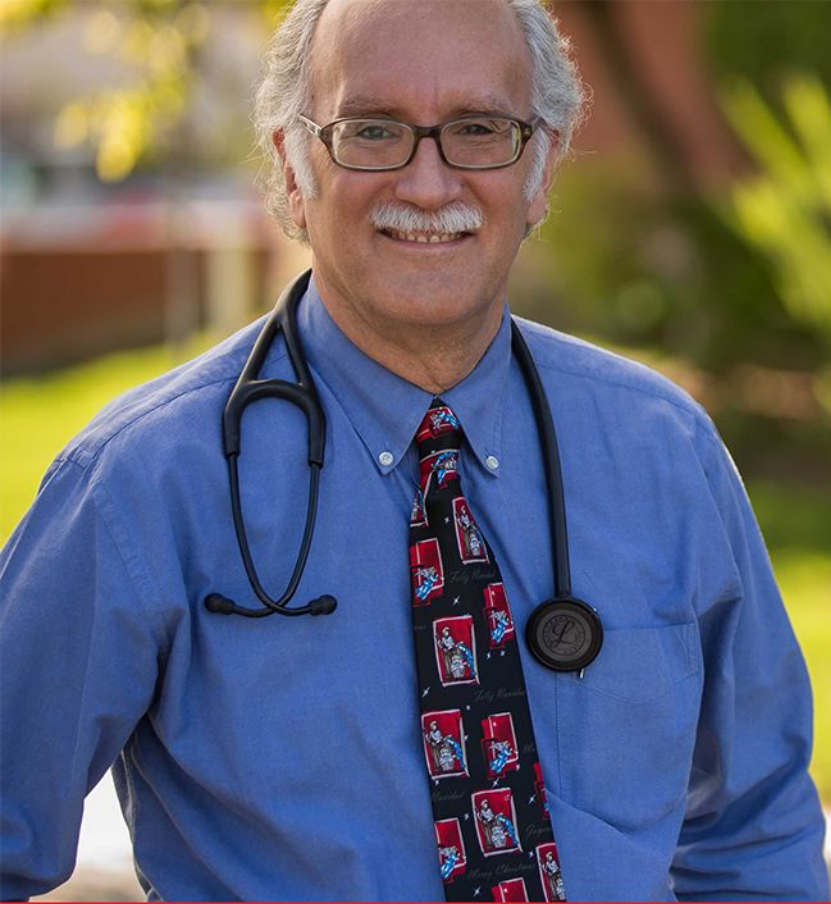
Personality Inventory: Keep Carl Jung Briggs Myers

Values Assessment: Replace AZCIS with CareerScope

Career Readiness: Keep ACRC

What assessments should be used when providing services to youths and adults?

Workgroup Discussion



Gordon G. @WORK

Dr. Gordon G. @WORK



Supportive Services

Supportive Services

- **Defined:** Services that are necessary to enable an individual to successfully participate in program activities.
- Available to adult, DW, and youth program participants.
- Service needs typically identified through assessment process.

Policy:

- Local Workforce Development Boards must develop a supportive services policy for the workforce area
- Policy should address:
 - What services will be funded?
 - Amount of funding for services?
 - Duration of supportive services?

Goal: Answer these key questions.

Purpose

- Review current Supportive Services policy
- Determine if a policy update is recommended

Our Process

- Research best practices related to jobseekers and support services; WIOA and Non-WIOA workforce programs
- Obtain input from WIOA Title 1b Staff and Management
- Obtain input from Title Partners

Challenges

- Identifying mutual WIOA “title” clients to minimize duplication and support overall goals
- Procurement of Supportive Services, including contracting vendors

Supportive Services Current State: WIOA Funded Supportive Services by Title

Title I Adult, Dislocated Worker & Youth	Title II Adult Ed. & Family Literacy Act	Title III Wagner-Peyser Act	Title IV Rehabilitation Act
<ul style="list-style-type: none">● Refer to Handout, will review during Option 1	<ul style="list-style-type: none">● No WIOA Funded Supportive Services	<ul style="list-style-type: none">● No WIOA Funded Supportive Services	<ul style="list-style-type: none">● Support Services determined to be necessary to enable the client to participate in approved VR services. Such as:● Transportation (bus pass -\$200/yr, monthly check for gas/dial-a-ride -\$200/yr, taxi - \$300 per case)● Child care (\$1,000 per case)● Maintenance -such as food, clothing and rent that are in excess of the individual's normal expenses and that are necessitated by participation in an assessment for determining eligibility, participation in IPE planning or receipt of services under an IPE (limit \$500)● Interpreting services● Dental: Limit N/A – Need manager approval● Auto repair: Limit \$4,000 per case



Key Questions for Workgroup

- 1. What supportive services should be provided for eligible ARIZONA@WORK Title 1b job seekers?***
- 2. What level of funding?***
- 3. Do we have the necessary mechanisms to pay for and deliver supportive services to clients with immediate needs?***

Options

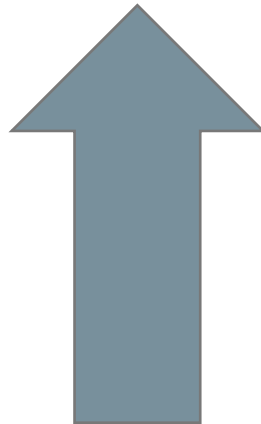
1

**Keep the
Current
Supportive
Services Policy
as is?**



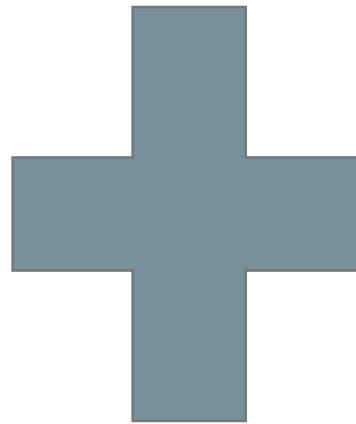
2

**Increase
recommended
limits?**



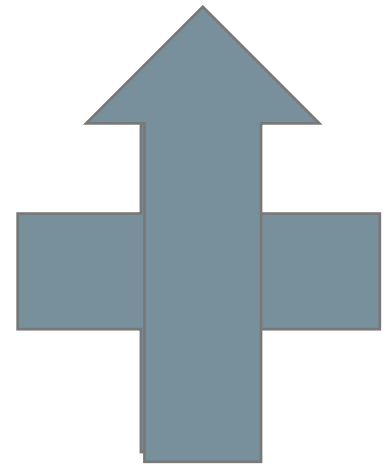
3

**Add
Incentives?**



4

**Increase
recommended
limits and add
Incentives?**



* Duration: Basic Enrollment - Program Year; Individualized Enrollment - WIOA Program Participation

Option 1

Title Ib – Adult, Dislocated Worker and Youth Current Policy

- Keep the current WDD Supportive Services policy the

Support Service	Recommended Limits
Child Care (if not eligible for or to supplement DES or <u>other</u> subsidized child care.) (Must follow DES Child Care Services program guidelines) ¹ **	\$2,500.00
Certification/licensing/testing ²	\$600.00
Text Books / Educational Materials	\$1000.00
Education Related Registration Fees	\$200.00
Tools	\$1,500.00
Shoes – Safety and others required for work	\$200.00
Professional Clothing ³	\$600.00
Eye Care (eye exam & glasses or contacts) **	\$300.00
Utilities (one-time assistance if not available through the local CAP office)	\$500.00
Rental Assistance (Participant's portion)	\$1,000.00
Bicycle, Helmet, Lights, & Lock**	\$300.00
Auto Repair **	\$1,000.00
Bus passes	\$500.00
Gas Cards	\$500.00
Taxi, Uber, Lyft, etc...	\$500.00
Background Check for Employment	\$100.00
Drug Screen for Employment	\$100.00
Fingerprint Clearance Card for Employment	75.00
Emergency Meals/Food	\$500.00

Basic Support Service	Recommended Amounts
Fee to obtain vital documents	\$100.00 maximum – lifetime
Transportation (bus passes)	\$50.00 maximum
Certificate & Training (food <u>handlers</u> card & other)	\$100.00 maximum - lifetime

Option 1

Keep Current Policy

Pros

- Current process is clear for staff

Cons

- Increase of clients w/ barriers
- Not supporting needs of current AD/DW clients - employment outcomes
- Recommended limits below requests in certain categories
- Max per Participant
 - Basic – Max \$100 per lifetime
 - Childcare limit doesn't consider how many children a client has
- No Needs-Related Payments (Ex: Income Support to Participate in FT training)
- Procurement
 - Limitation of non-contracted vendors
 - Regional alignment - Reimbursements allowable in WIOA, but not allowable in current Maricopa policy



Increase Recommended Limits

Option 2

Keep the current WDD Supportive Services policy the same, but increase the total amount to \$6,000 and recommended limits for:

- Childcare
- Certification/licensing/testing
- Education related registration fees
- Rental assistance and utilities
- Auto repair
- Eye care and dental
- Transportation (including basic)
- Reasonable accommodations
- Add additional categories: Emergency Housing, Needs Related Payments, Professional Resume Writing, YOUTH Follow-up Bus Passes/Gas Cards



Option 2

Increase Recommended Limits

Pros

- Increase in clients w/barriers; increasing amounts better supports needs
 - Support clients overcome barriers
- Increased amounts align with actual request amounts; market cost

Cons

- Procurement/contracting providers throughout Maricopa

Option 3 Add Incentives

Keep the current WDD Supportive Services policy the same and offer incentive payments to promote successful completion/participation in WIOA Training Services or Work Experience.

AZDES WIOA Policy Manual Excerpt - INCENTIVES

Incentives may only be paid to a participant:

- *Upon receipt of a federally-recognized credential*
- *For achievements during a work experience or training activities, including demonstration of soft skills, such as attendance/ punctuality and interpersonal relationships, obtainment of job skills as specified in the training plan, and specific task completion; and.*
- *Upon successful completion of a work experience*

Option 3 Add Incentives

Pros

- Encourages successful completion of training service or work experience
- Positively reinforces clients
- Supports Career Guidance Specialist & Client relationship
 - Builds rapport
 - Increase contact success
 - Performance outcomes

Cons

- Determining what incentivizes clients
- Procurement of incentives



Option 4 Increase Recommended Limits & Add Incentives

Update the WDD Supportive Services policy to increase the recommended limits and offer incentive payments to promote successful completion/participation in WIOA Training Services or Work Experience.



Option 4

Increase Recommended Limits & Add Incentives

Pros

- Increase in clients w/barriers; increased amounts better supports needs
 - Support clients overcome barriers
- Increased amounts align with actual request amounts; market cost
- Encourages successful completion of training service or work experience
- Positively reinforces clients
- Supports Career Guidance Specialist & Client relationship
 - Builds rapport
 - Increase contact success
 - Performance Outcomes

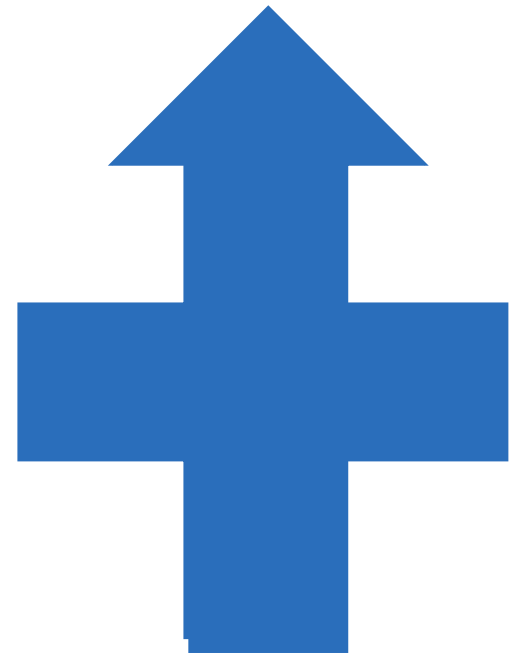
Cons

- Determining what incentivizes clients
- Procurement and contracting incentive vendors and Supportive Service providers throughout Maricopa

Recommendation

Option 4+

Increase Recommended Limits,
Add Incentives
AND
Contract a Vendor to Deliver
Supportive Services





Key Questions for Workgroup

- 1. What supportive services should be provided for eligible ARIZONA@WORK Title 1b job seekers?***
- 2. What level of funding?***
- 3. Do we have the necessary mechanisms to pay for and deliver supportive services to clients with immediate needs?***

Workgroup Discussion

Future State of Applicant Process: Title 1 Funded Training Programs

