

REQUEST FOR PROPOSAL

Staff Development Coordination

STATE OF DELAWARE
DEPARTMENT OF LABOR
DIVISION OF EMPLOYMENT AND TRAINING
4425 N. MARKET STREET
P.O. BOX 9828
WILMINGTON, DE 19809-0828

Issued April 4, 2012

EO Assurance

As a condition to the award of financial assistance from the Department of Labor, Division of Employment and Training the grant application assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;

Title VII of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against individuals with disabilities;

The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant applicant also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

REQUEST FOR PROPOSAL STAFF DEVELOPMENT COORDINATION

Overview

The mission of the Delaware Department of Labor, Division of Employment and Training (DET) is “to provide services enabling employers and job seekers to make informed employment and training choices leading to employment.”

DET operates a statewide labor exchanges system serving both employers and job seekers. DET administers numerous federal and state funded employment services and training programs that assist employers and those individuals with social, economic, educational, and other barriers, to make the transition to employment.

The four local offices and one satellite office are the cornerstones of the State’s One-Stop Career Center system. The Resource Rooms provide customers with staff facilitated service. In addition, customers are offered help with their job search or are provided case management and/or training services for rapid re-entry into the workforce. The centers provide flexibility and a service level path. Depending on the needs of the customer, services range from self-directed job search to staff-supported services.

The front-line staff who provide services directly to our customers, both job seekers and employers are titled Employment Service Specialists (ESS). Within this job classification there are three levels, ESS I, ESS II and ESS III.

The Division of Employment & Training with the issuance of this Request for Proposal is requesting proposals to implement, coordinate, and monitor the staff training program for the Division statewide.

Background

On October 25, 2010 the Delaware Workforce Investment Board (DWIB) held a Strategic Planning Retreat to begin a strategic planning process.

One of the results of the strategic planning process was the creation of a goal to improve initial staff training, to promote a desired future state of knowledgeable staff, and improved staff morale. Action items included: meeting with the DET director, identifying best practices for training, designating a training leader, researching existing training programs and selecting training materials.

A work group was created to conduct an organizational needs assessment for the division, to identify needed competencies that are common to successful staff, to research existing training programs, select training materials, and develop framework for the training program. This has been accomplished, see Attachment A.

Cost Estimate

The funding estimate for 12 months of this service is \$33,000 (1000 hours).

Scope of Work

This Request for Proposal covers tasks required to train all Employment Service Specialists (ESS) to a common specific standard through a systematic ongoing approach. There are common core skills for all ESS staff with additional specific skills identified by program for Labor Exchange and Training staff.

This training program will train staff in the competencies needed to get where we want to go with the resources we have. It may need to be revised in the future to better support existing work objectives, adapt to new work objectives, or take advantage of new opportunities.

The ESS Training program will cover three basic areas of need. Within each area specific competencies were identified. They include Programs, Systems and Personal Development.

Programs: to include such topics as Wagner-Peyser and WIA Laws, Rules and Regulations. Case Management, Interviewing, Job Search, Assessment/Testing, Labor Market Information

Systems: would include various computer systems, and software need to perform the daily functions of the ESS. Some of these topic would include; Delaware JobLink, Microsoft Outlook, Excel, Word and effective use of the internet.

Personal Development: this would include classes which would enable the ESS to create a basic foundation that could be built on to create personal growth. Some of these topics would include written communication, organizational skills, dealing with difficult customers and conflict resolution. Areas of human services would also be included such as sociology and psychology.

In this program, classes will be identified at each ESS level which would enable the employee to build on their competencies and work in conjunction with their requirements for the next step in the career ladder. When an ESS is first hired, they will be given a map which will outline the menu of courses required to be completed at each pay grade. These required courses will be part of the employee's performance plan and annual review. A file will be kept in each local office with copies of the training plan, and verification of the courses that have been completed. At the completion of each course, the employee is required to provide feedback regarding the course they have taken. When this feedback is received, it will also act as a tracking mechanism for the employee's training plan.

The tracking of the courses completed by each employee will be done centrally. The tracking mechanism will be viewable by staff and managers when needed. This tracking

will show what courses have been completed and what courses are needed for the employee to progress to the next level.

At a minimum, the selected Contractor will oversee the process and develop/provide portions of the training as well as document the process. The individual in this position would also evaluate the program on an on-going basis and make recommendations for updated or additional training required by staff. This individual would be responsible to review training feedback provided by staff and ensure that each employee is progressing in their training plan.

Period of Performance

The period of performance for the initial contract period will be May 1, 2012 through April 30, 2013. This contract may be extended in 12 month intervals up to 3 times. Extension period(s) will begin on May 1 and run through the month of April.

Definitions

Definitions for the purposes of this RFP:

Bidder – Person, organization, or company submitting a proposal in order to obtain a contract with DET MANAGEMENT.

Contractor – Bidder whose proposal has been accepted by DET MANAGEMENT and is awarded a formal written contract.

Department of Labor - (DOL)

Division of Employment and Training - (DET)

Request for Proposal - (RFP)

POLICIES

The services provided by Contractor through this proposal will be readily accessible to disabled individuals and will conform with all non discrimination and Equal Opportunity laws and regulations covered by Section 188 of the Workforce Investment Act.

The following costs are not allowable charges:

- Costs of fines and penalties resulting from violation, or failure to comply with Federal, State or Local laws and regulations
- Back pay
- Entertainment Costs
- Bad debts expense
- Insurance policies offering protection against debts established by the Federal Government

- Contributions to a contingency reserve or any similar provision for unforeseen events
- Costs prohibited by 29CFR part 96 (Lobbying)
- Costs of activities prohibited in 627.205 (Public service employment prohibition)l and 627.210 (non-discrimination)

Profit is an allowable expense for a for profit contractor. All profit is negotiable and no profit will be allowed until all contracted performance is achieved.

INSTRUCTIONS TO BIDDERS

RFP Coordinator

The RFP Coordinator for this solicitation is located at the Department of Labor, Division of Employment & Training. All communication between the bidder and the DET Management upon receipt this RFP shall be with the RFP Coordinator.

Rachel Gold, RFP Coordinator
Division of Employment and Training
4425 N. Market Street – Third Floor
P.O. Box 9828
Wilmington, DE 19809-0828
Phone: (302) 761-8136
Fax: (302) 761-6617
Internet: rachel.gold@state.de.us

Submission of Proposals

Bidders are required to submit an original and three (3) copies of the proposal. The proposal, whether mailed or hand delivered, must arrive at DET at the address above no later than 4:00 p.m., April 20, 2012. Faxed or e-mailed proposals will not be accepted.

The proposal shall be addressed to the RFP Coordinator at the address noted above. The envelope should be clearly marked to the attention of the RFP Coordinator.

Bidders mailing proposals should allow for normal mail delivery time to ensure timely receipt of their proposals by the RFP Coordinator. Late proposals will not be accepted and will be automatically disqualified from further consideration.

All proposals and any accompanying documentation become the property of DET MANAGEMENT and will not be returned.

The existence and contents of proposals are confidential and as such will not be discussed with any proposer or outside party by DET Management prior to award notification.

Proposers should be aware that they are competitors and should not discuss the contents of proposals with others.

The Division may at its sole discretion, reject any/all proposals.

Pre-Proposal Questions

All prospective bidders must notify the RFP Coordinator of their interest when the Proposal is obtained from the State's Bid Solicitation Directory website at <http://bids.delaware.gov/> (Bids website).

DET MANAGEMENT will accept questions concerning this RFP via e-mail until 4:00 p.m., April 13, 2012, to Rachel Gold (rachel.gold@state.de.us). Please contact Rachel Gold, RFP Coordinator, at (302) 761-8136, if any special accommodations are required to submit questions.

A copy of the questions and answers from all questions will be sent to each prospective bidder who receives a copy of the RFP and will be posted on the Bids website.

DET MANAGEMENT shall be bound only to written answers to questions. Any oral responses given shall be considered unofficial.

Estimated Schedule of Activities

April 4, 2012	Issue Request for Proposal
April 13, 2012	RFP questions due
April 20, 2012	Proposals Due
April 27, 2012	Announce Selected Proposal
April 30, 2012	Meeting between DET MANAGEMENT and the selected contractor to finalize details and the contract
May 1, 2012	Contract Begins

Rejection of Proposals

DET MANAGEMENT reserves the right, at its sole discretion, to reject without penalty any or all proposals received. The final selection, if any, will be that proposal, that in the opinion of DET MANAGEMENT after review of all submissions by the Proposal Review Committee, best meets the requirements set forth in this RFP and is in the best interest of the State of Delaware. DET MANAGEMENT also reserves the right, at its sole discretion, to waive minor administrative irregularities contained in any proposal.

Failure to Comply

The bidder is specifically notified that failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive. Each proposal must provide evidence of the ability to implement all or most RFP tasks as a complete package. Bids for single tasks will be deemed non-responsive. Bids from teams under the auspices of one major bidder are acceptable.

Revisions to the RFP

In the event it becomes necessary to revise any part of the RFP, addenda will be provided to all persons who receive the RFP and posted on the Bids website. If any prospective bidder has reason to doubt whether DET MANAGEMENT is aware of the bidder's interest, it is incumbent on the bidder to notify DET MANAGEMENT to be sure that addenda are received. Mail, fax, or call such notice to the RFP Coordinator.

Most Favorable Terms

DET MANAGEMENT reserves the right to make an award in whole or in part without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially on the most favorable terms that the bidder can propose. There will be no best and final offer process. Bidders should be prepared to accept language from this RFP and their own proposal for incorporation into the contract resulting from this RFP. It is understood that the proposal will become a part of the official file on this matter without obligation to DET MANAGEMENT.

Obligation to Contract

This RFP does not obligate State of Delaware or DET MANAGEMENT to contract for services specified herein.

EVALUATION AND CONTRACT AWARD

Proposals are competitive. Competitive elements to be considered are 1)Product Description, 2)Bidder References and Prior Experiences, and 3) Cost.

Evaluation Team

Proposals will be reviewed and evaluated by a committee consisting of members selected by DET MANAGEMENT. Written submittals and, if necessary, oral presentations will be used to select the winning proposal. If there are more than five responses to this RFP, DET MANAGEMENT may select three firms as finalists for an oral presentation to determine final contract award.

Evaluation Scoring and Criteria

The following weights will be assigned to the proposal for evaluation purposes:

Product Description 25 points

This includes evaluation of the overall plan for getting the tasks done completely and on schedule as described in the Proposal. The technical proposal will be judged on the basis of clarity, comprehensiveness, and responsiveness to the specifications described in the RFP and Attachment A.

Bidder References and Prior Experience 35 points

Professional experience and qualifications of key project staff (including subcontractors) named in management proposals will be evaluated. The bidder's knowledge of and experience in employee training programs will also be evaluated.

Cost Proposal 40 points

Cost proposals will be evaluated on quality and clarity. Evaluators will assess whether the budget appears realistic.

Total Possible 100 points

Proposal Forms

Division of Employment and Training
STATE OF DELAWARE

BIDDERS SIGNATURE FORM

Name of Bidder _____

Type in Name of Authorized Person _____

Title of Authorized Person _____

Street Name/Number _____

City, State, and Zip Code _____

Contact Person _____

Telephone Number _____

Fax Number _____

E-Mail Address _____

Bidder's Federal Employers Identification No. _____

Signature Of Authorized Person _____

Date _____

THE FOLLOWING MUST BE COMPLETED BY THE VENDOR

AS CONSIDERATION FOR THE AWARD AND EXECUTION BY THE DET
MANAGEMENT OF THIS CONTRACT, THE (COMPANY NAME)
_____ HEREBY GRANTS, CONVEYS, SELLS, ASSIGNS, AND
TRANSFERS TO THE STATE OF DELAWARE ALL OF ITS RIGHTS, TITLE AND
INTEREST IN AND TO ALL KNOWN OR UNKNOWN CAUSES OF ACTION IT
PRESENTLY HAS OR MAY NOW HEREAFTER ACQUIRE UNDER THE
ANTITRUST LAWS OF THE UNITED STATES AND THE STATE OF DELAWARE,
RELATING THE PARTICULAR GOODS OR SERVICES PURCHASES OR
ACQUIRED BY THE DELAWARE'S DEPARTMENT OF LABOR, DIVISION OF
EMPLOYMENT AND TRAINING MANAGEMENT , PURSUANT TO THIS
CONTRACT

Certification Sheet

As the official representative for the contractor, I certify on behalf of the agency that:

- a. They are a regular dealer in the services being procured,
- b. they have the ability to fulfill all the requirements specified for the development within this RFP,
- c. they are accurately representing their type of business and affiliations,
- d. they have or will secure a Delaware Business License,
- e. they have independently determined their prices,
- f. they have acknowledged any contingency fees paid to obtain award of this contract.

The following condition is understood and agreed to:

No charges, other than those specified in the cost proposal, are to be levied upon the State as a result of a contract.

Authorized Signature _____

Title _____

Date _____

Proposal Contents

1. Product Description

Describe how you/your agency will accomplish the goals and tasks of this RFP as described in the Scope of Work and Attachment A.

2. Bidder References and Prior Experience

List all contracts with State of Delaware agencies during the last five years. Provide the name of the contracting agency, period of performance, contact person in the respective agency and telephone number, and a brief description.

List any contracts the bidder or subcontractors may have had during the last five years that relate to the bidder's ability to perform the services called for under this RFP. List contract titles, name of contracting agency, period of performance, contact persons and telephone numbers, and provide a brief description.

Supply names, addresses, and telephone numbers of three client references, and briefly describe the type of service provided in the contracts.

3. Cost Proposal

DET will provide work space on site including a phone, computer and office supplies. DET will pay on an hourly rate. The budget should include the hourly rate and how many hours it would take to accomplish the task/goal of the RFP. The budget should also include any other expenses that you foresee.

You must include a line item budget.

**Delaware Department of Labor
Division of Employment and Training
Program Year 2012 ESS Training
Program**

**Approved by: DET/DWIB
Date: October 25, 2011, revised 2/22/2012
Prepared by: Goal 4 Team**

Introduction

The mission of the Delaware Department of Labor, Division of Employment and Training (DET) is “to provide services enabling employers and job seekers to make informed employment and training choices leading to employment.”

DET operates a statewide labor exchanges system serving both employers and job seekers. DET administers numerous federal and state funded employment services and training programs that assist employers and those individuals with social, economic, educational, and other barriers, to make the transition to employment.

The four local offices and one satellite office are the cornerstones of the State’s One-Stop Career Center system. The Resource Rooms provide customers with staff facilitated service. In addition, customers are offered help with their job search or are provided case management and/or training services for rapid re-entry into the workforce. The centers provide flexibility and a service level path. Depending on the needs of the customer, services range from self-directed job search to staff-supported services.

Background

On October 25, 2010 the Delaware Workforce Investment Board (DWIB) held a Strategic Planning Retreat. The goal of the retreat was to educate or re-educate DWIB members on:

- Background, mission, and vision of the DWIB
- WIA performance measures
- Survey and focus group outcomes for job seekers, businesses, providers, and DET employees
- Delaware employment and growth trends
- DEDO strategic planning process & opportunities for collaboration
- National best practices in workforce development

Four priority areas, identified by the executive committee, were presented to the board members:

1. Improve cooperation between partner organizations
2. Improve results on key performance measures
3. Improve our working relationships with businesses
4. Apply our funding to get the best return on investment

Another goal of the retreat was to brainstorm the 2011-2013 Strategic Plan around the four priority areas. This included setting two stretch goals for each priority, identifying action steps, and establishing timelines.

Priority 2 included a stretch goal to improve initial staff training to promote a desired future state of knowledgeable staff and improved staff morale. Action items included: meeting with the DET director, identifying best practices for training, designating a training leader, researching existing training programs and selecting training materials. In addition it was identified there are approach inconsistencies throughout the One-Stop system.

This plan will provide the outline of the Employment Services Specialist (ESS) training program system which is specific to each pay grade.

Current Standard

Currently, there is no specific standard for Employment Service Specialists (ESS) training program. The current process is a combination of hands on, courses offered by the State of Delaware both through the Department of Labor and Office of Management and Budget, and College level courses. These courses vary depending on the employee and the location.

These courses are also coordinated to provide the necessary qualifications needed by an ESS to progress through the current career ladder from ESS I to ESS II, and ESS II to ESS III.

Description of Proposed ESS Training Program

The desired future state would be to train all ESS staff to a common specific standard through a systematic ongoing approach. There are common core skills for all ESS staff with additional specific skills identified by program for Labor Exchange and Training staff.

This training program will train staff in the competencies needed to get where we want to go with the resources we have. It may need to be revised in the future to better support existing work objectives, adapt to new work objectives, or take advantage of new opportunities.

The identified competencies are an outcome of an organizational needs assessment. Internal staff and management were interviewed. Office of Management and Budget position requirements were researched and reviewed. Additionally research was performed on the employee Performance Plans against program requirements.

The ESS Training program will cover three basic areas of need. Within each area specific competencies were identified. They include Programs, Systems and Personal Development.

Programs: to include such topics as Wagner-Peyser and WIA Laws, Rules and Regulations. Case Management, Interviewing, Job Search, Assessment/Testing, Labor Market Information

Systems: would include various computer systems, and software need to perform the daily functions of the ESS. Some of these topic would include; Delaware JobLink, Microsoft Outlook, Excel, Word and effective use of the internet.

Personal Development: this would include classes which would enable the ESS to create a basic foundation that could be built on to create personal growth. Some of these topics would include written communication, organizational skills, dealing with difficult customers and conflict resolution. Areas of human services would also be included such as sociology and psychology.

In this program, classes will be identified at each ESS level which would enable the employee to build on their competencies and work in conjunction with their requirements for the next step in the career ladder. When an ESS is first hired, they will be given a map which will outline the menu of courses required to be completed at each pay grade. These required courses will be part of the employee's performance plan and annual review. A file will be kept in each local office with copies of the training plan, and verification of the courses that have been completed. At the completion of each course, the employee is required to provide feedback regarding the course they have taken. When this feedback is received, it will also act as a tracking mechanism for the employee's training plan.

The tracking of the courses completed by each employee will be done centrally. The tracking mechanism will be viewable by staff and managers when needed. This tracking will show what courses have been completed and what courses are needed for the employee to progress to the next level.

Since this program will require training, support and monitoring from managers and supervisors, additional training on that level may be indentified to support this initiative.

Training Budget

Many of the required courses are available internally through DOL and OMB/CEP with no cost associated. The tuition reimbursement per ESS is estimated at \$4,500 per fiscal year. This is the average cost of three college level courses.

A part-time consultant (approx 20 hours per week) would be hired to oversee the process and provide some of the training. The individual in this position would also evaluate the program on an on-going basis and make recommendations for updated or additional training required by staff. This individual would be responsible to review training feedback provided by staff and ensure that each employee is progressing in their training plan. Funds have been identified for the cost associated with this position. We have estimated the cost at \$25-30/hour and 1,000 hours per year. For a total estimated cost of \$25,000-\$30,000.

Overview of Training Goals and Outcomes

Goals: This program will ensure ESS staff is knowledgeable and fully capable of performing all required duties and deliver program services in accordance with the law. It will provide coordination of training needs with the promotional standards of the ESS Career Ladder to ensure staff is given tools/opportunities to advance within the Career Ladder. Lastly this program will provide a foundation for life-long learning for all three Employment Service Specialist levels.

Outcomes: By implementing this program we will achieve several desired outcomes. They include services provided throughout all DET locations will be consistent to all job seekers, training seekers and employers. The staff will be fully knowledgeable and motivated to continually learn in order to advance in their career.

Performance Measure: The results will be measured by yearly customer service satisfaction surveys, tracking customer complaints and resolutions, employee reviews

and the timeliness of career ladder promotions. Performance plans will be updated to include the identified competencies and requirements of each ESS level, annual reviews will be used to measure each individual employee's performance. By performing yearly customer satisfaction surveys a proactive approach can be taken to determine where training needs exist and if it is agency wide or a local office.

Outline of training plan for Employment Service Specialist pilot (estimated start date 7/1/2012)

In order to effectively implement the program, a pilot will be conducted starting July 1, 2012. The pilot to consist of 10 recently hired DET staff to be completed within six months. The topics will include the following:

1. DOL Orientation
2. DET Orientation
3. DJL
4. Registration/resource room
5. Reemployment services/profiling
6. Veteran services (role of DVOP/LVER)
7. Wagner-Peyser
8. WIA/Fiscal Link
9. Labor Market Information
10. Resume Preparation & Cover letters
11. Job search to include navigating the internet
12. Assessment/testing
13. Microsoft Outlook

The above pilot will also include assessing the recently hired employee for additional elective classes within 90 days. The classes will be identified based on the employee's current competencies and should work in conjunction with their career ladder promotion.

Proposed Schedule for Review of Training Plan Requirements:

Submission of Proposal/Overview to DET/WIB	11/09/2011
Proposal feedback from DET/DWIB due	11/23/2011
Submit draft of training plan-pilot to DET/WIB	02/28/2012
DET/WIB 30 day review	03/23/2012
Finalize training plan-pilot	04/20/2012
Implement training plan-pilot	07/01/2012-12/31/2012
Pilot assessment	01/01/2013-03/31/2013
Projected to implement Divisionwide	07/01/2013