

October 15, 2009

<b>DIRECTIVE:</b> <b>JOB CORPS PROGRAM INSTRUCTION NO. 09-21</b>
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**TO:**                    ALL JOB CORPS NATIONAL OFFICE STAFF  
                          ALL JOB CORPS REGIONAL OFFICE STAFF  
                          ALL JOB CORPS CENTER DIRECTORS  
                          ALL JOB CORPS CENTER OPERATORS  
                          ALL NATIONAL TRAINING AND SUPPORT CONTRACTORS

**FROM:**                LYNN A. INTREPIDI  
                          Interim National Director  
                          Office of Job Corps

**SUBJECT:**            Career Technical Training Funds for Program Year 2009

1.     Purpose. To inform the Job Corps community of available funds to support:  
(1) a strategic planning process for developing a 3-year Career Pathways Plan in each Job Corps region and career technical training (CTT) program change requests that will take place within the framework of each regional Career Pathway Plan; (2) CTT modernization in operations and equipment; and (3) staff training leading to instructor certifications.

2.     Background. Department of Labor Secretary Hilda Solis has identified three Departmental goals that align with Job Corps' mission:

- a.     increase workers' incomes and narrow wage and income inequality;
- b.     prepare workers to succeed in a knowledge-based economy; and
- c.     help workers find a path to the middle class.

By taking a more strategic regional approach to planning around CTT, Job Corps will be fully positioned to support the Secretary's goals while efficiently utilizing resources, and programmatically implementing training focused squarely on the needs of industry and on creating multiple avenues to success for its students.

Over the past 3 years, Job Corps has made great strides using a career clustering approach by grouping families of related occupations together. Career clusters offer students a roadmap for exploring a wide range of career choices in a field of interest or aptitude, and provide relevant contexts for learning. Thus, career clusters provide the foundation for "career pathways" – a phrase found in numerous education and workforce policy positions of the Obama administration. Career pathways offer clear stepping stones for education and career advancement. Recent federal legislative and budget proposals define career pathways as "a

series of connected education and training programs and support services that enable individuals to secure employment within a specific industry or occupational sector, and to advance over time to successively higher levels of education and employment in that sector.”

3. “Career Pathways” Relevance to Job Corps, and Regional Guidance. While Job Corps has organized its career technical offerings into “occupational family” groupings based on high-growth industry sectors, and Training Achievement Records (TARs) have been aligned with industry certifications, Job Corps has not yet adopted a career pathways model system-wide. Therefore, for the purpose of planning within Job Corps, **a career pathway is defined as a series of connected education and training opportunities and support services that enable students to gain entry-level employment within a specific occupation or industry sector, and to advance over time to successively higher levels of education and employment in that sector.** Each step on a career pathway is designed explicitly to prepare individuals for the next level of education and employment in a given or related industry sector.

A strategic plan, then, will serve as the framework for a national (region-specific) approach to pathway development. On a practical level, regional plans will also serve as a coordinated, thoughtful means for requesting funds for CTT program changes, CTT modernization, and staff training leading to instructor certification. Broadly, plans should reflect a strategy around career (industry) pathways and trades that support sustainable development in those areas. The regional plan will provide the framework for decisions to be made around specific center offerings, ensuring that each center in the region supports the regional pathway plan, that duplication will be minimized, and that a focused, more cohesive mix of offerings is available at centers and within the region.

**Since several regions have already invested significant time and resources to develop regional career pathway plans for targeted industry sectors, this requirement is intended to build on and leverage those efforts and the experiences gained to date within the Job Corps system.** If a region has already completed some of the proposed steps as outlined below, it can simply report its findings (not repeat the process/step). To that end, the following criteria and guidelines should be followed by each region to develop a 3-year Regional Career Pathways Plan (PY 2009-2011):

- a. *Criteria for Development of a Career Pathways Plan.* Criteria include the following:
  - (1) supported by comprehensive labor market information, including quantitative data from various national, regional, state, and local sources, but also validated by community-level reality gathered through interactions with employers, economic development officials, etc.;
  - (2) consistent with the identified economic and educational priorities of other major entities in the region;
  - (3) demonstrated integration of core academic, technical, and employability skills critical to entry-level employment in the targeted industries;

- (4) opportunities for movement to advanced training, community college, work-based learning, and additional education and training opportunities within a given career pathway as part of the Job Corps experience;
- (5) demonstrated linkages to other key education and training partners, including but not limited to high schools (for recruitment purposes), community colleges, and registered apprenticeship programs;
- (6) evidence of ability to place graduates in entry-level jobs with opportunities for career advancement; and
- (7) evidence that graduates will be prepared for entry into postsecondary education and training programs for advancement in their chosen career path.

b. *Regional Career Pathways Development Guidelines (Steps).*

STEP #1: Collect and analyze labor market data and information from existing national, state, and regional/local sources to determine dominant industries and employers with sustainable labor demands in the region, as well as documented projected demand for growth in specific industry sectors and expected high-demand occupations within those industry sectors.

STEP #2: Identify the critical industry sectors (current and emerging) within the region and the projected high-demand occupations within those sectors that are most likely to provide the “best fit” based on the Job Corps student profile (male and female) and your regional capacity. (See Attachment A – Template for Targeted Sectors and Occupations.)

STEP #3: For targeted recruitment purposes, review and revise the region’s Geographic Assignment Plan (GAP) to ensure that accurate data and information about existing program offerings across the region are considered, as applicable. Where multiple-instructor programs exist, cohort models should be integrated into the regional plan to more efficiently support the implementation of industry (employer-focused) career pathways.

STEP #4: Conduct a gap analysis between the projected high-growth industry sectors and high-demand occupations and those currently offered in the region. Identify areas of strength and areas where potential opportunities exist to enhance program offerings and build program capacity. Regions should also consider new and emerging occupations as part of the planning process and how female recruitment and trade selections might be impacted.

STEP #5: Based on the data analysis, select the six industry areas the region will focus on developing over the next 3 years (i.e., two each year for the next 3 years).

STEP #6: Complete the Job Corps Career Pathways roadmaps for the two industry areas prioritized for PY 2009, including proposed linkages with relevant community partners such as community colleges or major employers. (See Attachment B – Template for Regional Career Pathways.) NOTE: Two additional Career Pathways roadmaps will be developed each year for the following 2 years.

c. *Guidelines for the Development of CTT Program Modifications and Change Requests.*

The process instituted in PY 2008 for requesting and reporting on CTT program modifications, CTT program change requests, and staff training will generally remain the same for PY 2009.

There is one major difference. Beginning this year, requests for (1) CTT modification in operations and/or equipment, (2) CTT program changes, and (3) staff training leading to instructor certifications must be made within the framework of the Regional Career Pathways Plan. The planning process is intended to help regions establish priorities based on critical labor market information, and to identify gaps or areas that need strengthening. Used in this way, the CTT funds begin to be more strategically focused to strengthen the capacity of the overall Job Corps system.

In developing funding requests, preference should be given to the two industry sectors targeted for the development of detailed Career Pathways Plans for PY 2009. However, the National Office will consider requests applying to the other four targeted industry areas THIS YEAR ONLY. The intent is to begin to focus both planning efforts and resources on a predictable 3-year schedule, based on targeted industry sectors and Regional Career Pathways Plans.

4. Allocation of Resources. A total of \$3.5 million will be distributed among the regions based on CTT slots, as follows:

**Available PY 2009 Funding**

Region	Slots	Share of Funds
Boston	5302	\$463,404
Philadelphia	7275	\$635,847
Atlanta	5473	\$478,349

Dallas	7943	\$694,231
Chicago	5715	\$499,501
San Francisco	8337	\$728,668
Totals	40045	\$3,500,000

5. Guidelines for Use of PY 2009 Regional CTT Funds Summary Report. Regional Offices will use the attached PY 2009 Regional Career Technical Training Funds Summary Report (Attachment C is an example; Attachment D is the Summary Report template) for three purposes:

a. To pursue the following national direction in support of the elements below:

- (1) *Strategic Planning* – to support the development of a 3-year Regional Career Pathways Plan.
- (2) *Staff Training* – for investment in instructor training leading to industry-based certification, in support of the Regional Career Pathways Plan.
- (3) *Program Modernization* – to purchase equipment, curriculum, and material upgrades in support of the Regional Career Pathways Plan.

b. To identify funding allocations to centers. The column entitled “Allocated” will be filled in and the region will submit the report to the National Office according to the following time frame:

- |                   |  |
|-------------------|--|
| October 30, 2009  | National Office will distribute center performance data and allocate modernization funds to regions.   |
| December 11, 2009 | Regional Office will submit Career Pathways Plan (referencing Attachments A and B) to the National Office for approval.  |
| January 29, 2010  | Regional Offices will submit Section I, Section II, and Section III of the Regional Career Technical Training Funds Summary Report to the National Office for review. The Report must identify the center(s) receiving funds, the amount allocated, and a description of the use of the funds. (See the Attachment C example.) |

June 29, 2010

Regional Offices must have obligated PY 2009 career technical training funds.

- c. To identify funds expended on centers during the program year. Regions will fill out the column entitled "Expended" next to the completed allocations column and the report will be re-submitted to the National Office by the following date:

September 28, 2010

Regional Offices must submit a completed PY 2009 Regional CTT Funds Summary Report (Attachment D) to the National Office, Attention: Division of Educational Services (DES), outlining how funds were expended.

While Regional Offices have discretion in distributing funds to centers, the following requirements must be met in preparing the Summary Reports:

- (1) This year's funding will pertain strictly to (a) CTT program changes; (b) CTT modifications in operations, construction and rehabilitation, and equipment; and (c) training of instructors leading to certification. Regions will use three parts of the Regional Career Technical Training Funds Summary Report. Section I will address CTT program changes; Section II will be for CTT Modifications; and Section III will be for Staff Training Leading to Certification. In Sections I and II, regions must clearly identify the appropriate category for the funding: A for operations; B1 for construction and rehabilitation, and B2 for equipment. In Section III centers must specify funding requests related to instructor and manager training leading to certification. Any separate requests for facility construction or rehabilitation must be approved first by the Regional Office, and then forwarded to the Office of Job Corps Support, Attn: Chris Conboy, for review and submission of recommendations to the National Director.
- (2) The National Office will approve all CTT program changes before any related funds are authorized by the Regional Office and provided to the center.
- (3) In considering which CTT program changes to forward to the National Office for review, Regional Directors should give first priority to centers that are **replacing low-performing programs** with those that have demonstrated opportunities for sustained employment and career growth based on the local market index and employer involvement. Regions must ensure that all proposed changes support the Regional Pathways Plan. Industry Councils must also play a key role in the selection and replacement of CTT offerings and provide well-informed input to these recommendations.

6. Action. Regional Offices must coordinate with center operators, NTCs, and center directors to ensure compliance with the guidelines and schedules specified in this Program Instruction.

Addressees are to ensure that this Program Instruction is distributed to all appropriate staff.

7. Expiration Date. September 28, 2010.

8. Inquiries. Inquiries should be directed to Tracy Bradshaw-Morris at (202) 693-8000 or [bradshaw-morris.tracy@dol.gov](mailto:bradshaw-morris.tracy@dol.gov).

#### Attachments

A – Template for Targeted Sectors and Occupations

B – Template for Regional Career Pathways

C – PY 2009 Regional Career Technical Training Funds Summary Report (Example)

D – PY 2009 Regional Career Technical Training Funds Summary Report (Template)