



**Training Proposal for:  
National Veterans Transition Services, Inc.**

**Agreement Number: ET17-0178**

**Panel Meeting of:** August 26, 2016

**ETP Regional Office:** San Diego

**Analyst:** H. Bernard

**PROJECT PROFILE**

Contract Attributes:	New Hire Veterans	Industry Sector(s):	Technology/IT Services Communication  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	N/A		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL:**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$141,900		\$22,704 20%		\$164,604

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire Veterans	Business Skills, Computer Skills, Continuous Impr	43	8-200	0	\$3,828	\$12.77
				Weighted Avg: 150			

\*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**Minimum Wage by County:** \$12.77 in San Bernardino and Ventura Counties; \$13.72 for San Diego County; \$13.73 for Los Angeles County; and \$13.76 for Orange County

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Participating employers may use health benefits to meet the Post-Retention Wage.

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff		5
IT Staff		5
Manager/Supervisor		5
Technical Support Staff		28

**INTRODUCTION**

Founded in 2010, National Veterans Transition Service, Inc. (NVTSI) (<http://www.nvt.si.org/>) is a San Diego based non-profit organization dedicated to assisting veterans in adjusting to civilian life and securing meaningful employment. NVTSI's mission is to assist veterans in many facets of life including: employment and career; education; living situation; personal effectiveness/well-being; and community-life functioning. NVTSI is eligible for ETP funding as a Workforce Investment Act Funding recipient. This proposal will be an ETP Veterans initiative project.

To accomplish its mission NVTSI developed a comprehensive military-to-civilian transition program, REBOOT, designed to address the personal and social aspects of transition, targeted at increasing the self-esteem and self-efficacy of veterans. Taking a holistic approach, REBOOT builds upon a service member's military training and skills to help participants redefine their personal identity, purpose in life, and desired occupation. This program is designed to help bridge the gap between military and civilian worlds. NVTSI serves both active duty individuals as well as veterans.

NVTSI's services are funded through a variety of sources including individual donors. However it primarily relies on funding from foundations such as the Bank of America Charitable Foundation, Wells Fargo Charitable Foundation and the San Diego Foundation. Additionally, the organization has recently implemented a social enterprise model in which it recruits

businesses who pay membership fees and in return are provided workforce development services by NVTSI. The organization currently has 25 member employers but is looking to expand this model in the next 5 years to reach over 1000 businesses.

### **Employer Demand**

NVTSI's employer membership annual fees are in exchange for workforce development services and veteran job candidate referrals. These member employers offer feedback on training curriculum and employees trained by NVTSI. This feedback is given via employer surveys and meetings held with NVTSI staff. Additionally NVTSI has an advisory board which consists of elected officials, workforce development professionals, military personnel and employers. NVTSI also works closely with up to 600 non-member employers across Southern California each year. NVTSI representatives meet with these employers to identify hiring goals and determine how hiring veterans will assist the companies.

Utilizing data from Indeed.com and Labor Market Information Data provided by EDD, NVTSI identified a significant need for project management skills, projecting 3,800 project management positions opening in San Diego in the next few years. Additionally, information from NVTSI's aforementioned survey of local employers cited a need for skills consisting of project management, computer, problem solving, communication, collaboration (with information technology teams), negotiation, project management software, action-planning, time management and waste reduction.

### **PROJECT DETAILS**

The ETP project will fund veteran trainees who have been discharged from military service. Active duty military personnel will be funded by NVTSI's other funding sources. NVTSI has committed to train 43 unemployed veterans who have been discharged from military service. NVTSI plans to place these trainees in employment as Administrative Staff, IT Staff, Managers/Supervisors and Technical Support Staff across Southern California. All training will occur at NVTSI's San Diego location.

### **Curriculum Development**

NVTSI's curriculum was created to include basic skills found in the REBOOT program and vocational skills (Project Management and Computer Skills) found in the REBOOT Plus program. The REBOOT Plus portion of the curriculum was developed by New Horizons Learning Group. New Horizons will provide training on Project Management Fundamentals, MS Office and Windows 10. [New Horizons regularly surveys California manufacturers and service companies to identify training needs. For the computer industry, training is constantly updated to keep up with technological advances.]

### **Training Plan**

Newly Hired Veteran trainees will receive up to 150 hours of a combination of basic skills (70 hours but not to exceed 50% of total training hours per trainee) and vocational skills (80 hours). Trainees will attend training daily, 40 hours per week for 5 weeks. All training will be provided at NVTSI's San Diego location.

**Business Skills (60%)** – Training will be offered to all trainees in job preparation skills to teach trainees business fundamentals. These skills will focus on communication skills, action planning, goal setting and leadership skills in order to prepare trainees leaving the armed forces to work in a new business environment. Additionally, trainees will learn project management skills and time management.

**Computer Skills (20%)** – Training will be offered to all trainees in vocational computer skills. Computer skills will be offered by both NVTSI and New Horizons Training Group. Classes offered by NVTSI will include Hardware and Security, Outlook and Internal Customer Applications. Classes provided by New Horizons will include Microsoft Office and Project Management Fundamentals and Essentials.

**Continuous Improvement (20%)** – Training will be offered to all trainees focusing on decision making, conflict resolution and problem solving. NVTSI will work with trainees to enhance communications and interpersonal communications, build teamwork and reduce conflict. Trainees will be taught how to identify and utilize problem solving techniques to make decisions and implement solutions that will help them reduce and eliminate inefficiencies in the workplace.

### **Recruitment/Support Costs**

NVTSI uses its resources to work with partner agencies across San Diego County to recruit recently separated veterans to the program. Partnerships include the San Diego Veterans Coalition, San Diego Career Centers, and California Department of Veterans Affairs. Additionally NVTSI works with military branches in San Diego and receives referrals of service members who will be leaving active service within 90 days. NVTSI states that there is a wait list of up to 550 transitioning service members who are waiting to get into the REBOOT program and has found an overabundance of veterans in need of its services.

NVTSI requests support costs of 20% for Veterans in Job Number 1 for trainee outreach and recruitment, job placement and employer outreach and recruitment to ensure trainees are placed with viable, ETP-eligible employers. Staff recommends approval of the support costs.

### **Placement and Retention**

Part of the REBOOT program (not funded by ETP) focuses on resume writing and mock interviewing to help prepare trainees for the civilian workforce. It also offers courses that assist trainees in learning their personality traits and communication styles so they utilize that information to be successful in the workplace. NVTSI has a job board for participants and has built relationships with many employers in Southern California who are interested in hiring veterans.

The organization also works with agencies and employers across San Diego County as well as its member employers and has built relationships with those entities to assist trainees in finding employment. NVTSI has two dedicated staff focused on relationships with employers and partner agencies to ensure trainee success and employment. NVTSI has a track record of successfully placing veterans in jobs: In 2014, of 140 trainees who attended the REBOOT, 127 were placed into jobs (90%) and in 2015 of the 160 trainees in the program, 141 were placed into employment (88%).

### **Trainer Qualifications**

All NVTSI instructors are Veterans with a minimum of four years of instructional experience and instructors are considered to be subject matter experts in their respective fields. Instructors are evaluated regularly by students and NVTSI staff. New Horizons Learning Centers' instructors average 10 years' experience providing training in their respective fields.

## **Training Coordinator**

NVTSI's Executive Director will manage the proposed ETP project. NVTSI will also utilize a Program Coordinator who will be responsible for conducting needs assessments, scheduling training and collecting ETP rosters. National Training Company, Inc. will provide administrative services for the proposed training plan and will assist with inputting data into the ETP Online Systems.

NVTSI schedules all REBOOT training courses on site at its San Diego location and communicates with all instructors of those training sessions. The REBOOT Plus Project Management section of training, will also occur at NVTSI's San Diego location. NVTSI's Executive Director and Program Coordinator will work with the Project Coordinator at New Horizons to schedule training and collect ETP rosters.

## **Tuition Reimbursement**

In accordance with Title 22, CCR, Section 4412.1, NVTSI represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

## **Veterans Program**

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Higher support costs are provided to enable entities to reach participants for this program.

- Incidental Placement: Placement with public and nonprofit entities is permissible, not to exceed 25%.
- Curriculum: At least 50% of total training must consist of vocational skills training.
- Retention: Full-time employment definition is reduced 30 hours per week during the consecutive 90-day retention period.

## **Trainer-to-Trainee Ratio**

The trainer-to-trainee ratio for new-hires is 1:15. NVTSI is requesting a waiver to hold classes at 1:20 because the REBOOT classes are normally held with between 20-25 trainees per trainer which has proven to be the most effective class size in which trainees bond with one another and create more of a "buy-in." The trainer-to-trainee ratio will not be more than 1:20.

In order to ensure that the training model is meeting the needs of trainees, each trainee fills out a pre- and post-program survey to determine if their needs were met while in the program. NVTSI also asks each trainee to fill out a course critique after each module of training to ensure that both instructors and the class sizes are meeting the needs of the students. ETP Staff recommends the waiver to increase the trainer-to-trainee ratio to 1:20.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

NVTSI retained National Training Company Inc. in Irvine to assist with development of this proposal for a flat fee of \$10,000.

**ADMINISTRATIVE SERVICES**

NVTSI also retained National Training Company Inc. to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

KML Enterprises Career Development, LLC dba New Horizons Learning Group of Anaheim has been retained to provide training for Business Skills, Computer Skills, and Continuous Improvement for a fee of \$61,000. Other trainers will be identified for ETP record-keeping purposes, as they are retained.

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8 - 200

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Business Processes
- Communication Skills
- Creating Action Plans
- Goal Setting
- Project Management
- Time Management

#### **COMPUTER SKILLS**

- Cybersecurity
- Internet Security Systems
- Information Technology Solutions/Internet Tools
- MS Office (Beginning, Intermediate and Advanced)
- MS Project
- Website Social Networking
- Windows Server Support and Maintenance
- Windows Techniques

#### **CONTINUOUS IMPROVEMENT**

- Coaching
- Critical Thinking Skills
- Decision Making
- Goal Setting
- Leadership Skills
- Measuring for Success
- Process Analysis
- Problem Solving and Resolution
- Team Building

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.