To: County Council

From: Craig Howard, Senior Legislative Analyst
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Subject: **Cultural Competency in Montgomery County Workforce Development Services**

The Montgomery County Department of Economic Development, Division of Workforce Services (DWS) provides workforce development services to businesses and residents under the direction of the County's Workforce Investment Board (WIB). As part of a broader effort to review and better understand the cultural competency of various County Government services, the Council asked the Office of Legislative Oversight (OLO) to: summarize the workforce development services provided to adults by DWS; describe the characteristics of those who participate in these services; review efforts to provide these services in a culturally competent manner; and review program performance data.

Overview of Key Findings and Conclusions

- The WIB and DWS collect several types of demographic data on job-seeking customers: including race/ethnicity, gender, age, employment status, salary range, and education level. These data collection efforts exceed the minimum requirements under Federal and State law, and provide a key element for ensuring that that workforce programs and initiatives align with the background and experiences of the job seeking customer. The WIB and DWS also currently exceed State and Federal targets for program performance, while receiving well over 50,000 customer visits annually at the one-stop centers.

- The WIB and DWS have taken a proactive approach to addressing cultural competency in workforce development services. As part of the request-for-proposal process for operating the County's one-stop workforce centers, the County formally requires that "cultural competency and bilingual capacity must be a major focus of the Contractor's statement of work and proposed services." The WIB and DWS should continue to ensure the cultural competency is a core principle for program staff and contractors.

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L O FFICE OF LEGISLATIVE OVERSIGHT

A. Overview of Workforce Development Services for Adults in Montgomery County

The federal Workforce Investment Act (WIA) of 1998 establishes a structure for State and local governments to provide services designed to move jobless individuals into permanent, self-sustaining employment. [1] The WIA requires each state to establish a state-level workforce investment board, and to designate local workforce investment areas with corresponding local workforce investment boards. The local workforce boards must then provide services through "one-stop" centers where information about and access to job training, education, and employment services are available in a single location.

Montgomery County is one of 12 local workforce investment areas in Maryland designated by the Governor. In accordance with the WIA, Montgomery County has a 30-member Workforce Investment Board (WIB) comprised of business representatives, community leaders, and public officials appointed by the County Executive and approved by the County Council. The WIB's stated mission is to:

> [E]nsure that the County's workforce is well-prepared, educated, trained, and adaptable, with the tools and resources to meet the current and future needs of local businesses and successfully compete in a global economy. [2]

The Department of Economic Development's Division of Workforce Services (DWS) operates programs under the direction of the WIB. DWS ensures that "the county has a well-prepared, educated, trained and adaptable workforce to meet the current and future needs of business, and that the county's workforce has the tools and resources to successfully compete in a global economy." [3]

Workforce Services for Jobseekers. Montgomery County operates the required one-stop career system under the name MontgomeryWorks. MontgomeryWorks provides an array of vocational assessment, job readiness and training, and job placement services to dislocated workers, low-income adults, older workers, disadvantaged workers and youth – referred to as MontgomeryWorks' "customers." Overall, MontgomeryWorks provides services at three locations: one-stop centers in Wheaton and Germantown that are open to the public and a center in the Montgomery County Correctional Facility for inmates.

The County Government provides services at the one-stop centers through a contract with a vendor. The one-stop centers also include services provided by other County agencies, the Federal government, the State, and local non-profit partners, including:

- U.S. Department of Health and Human Services;
- Job Corps;
- MD Department of Labor, Licensing, and Regulations' Division of Workforce Development;
- MD Department of Labor, Licensing, and Regulations' Veterans Employment Services;
- MD Division of Rehabilitation Services;
- Montgomery County Department of Correction and Rehabilitation;
- Montgomery College;
- Housing Opportunities Commission;
- Jewish Council for the Aging;
- MD Multicultural Youth Center/LAYC;
- Manna Food Bank; and
- TransCen, Inc.

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[1] 29 U.S.C. § 2801 et seq.
[2] http://montgomeryworks.org/wib.asp.
[3] http://www.choosemontgomerymd.com/programs-incentives/workforce-development/#.U-EgmuNdVKZ.

MontgomeryWorks serves businesses, adults, and youth and also provides targeted service delivery for groups such as dislocated workers, persons with disabilities, veterans, older Americans, migrants, and ex-offenders. MontgomeryWorks provides different levels of services for individuals – core services, intensive services, and training – with varying eligibility requirements. Core services are available to all who show up at a one-stop center, including people who do not live in Montgomery County. Similarly, Montgomery County residents can show up to one-stop centers in other jurisdictions and access core services. Intensive and training services are reserved for Montgomery County residents who meet certain eligibility criteria, e.g., income level requirements, laid-off from a job, unable to obtain a job through core services. The Workforce Investment Act requires that individuals receiving intensive services provide proof of:

- Montgomery County residency;
- Unemployment;
- U.S. citizenship or legal residence; and
- Eligibility to work in the United States.

The table below summarizes the types of services provided by MontgomeryWorks.

Table 1. Examples of Services Provided by MontgomeryWorks

Service Type	Examples
Core Services for Individuals	- Resources such as computers, copiers, and access to job banks - Work-readiness assessments - Job readiness classes (e.g., resume writing, interviewing, job search, computer software basics) - Career advising - Accessibility for disabled customers and staff who speak various languages
Intensive Services for Individuals	- Comprehensive assessments - Career counseling/planning (including labor market information and interpretation) - Individual employment plans - Case management - Approval and determination of occupational skills training
Training Services for Individuals	- GED and other continuing education services - English as a second language classes - Apprenticeship programs - Occupational skills training at Montgomery College or other local career schools
Business Services	- Recruitment services - Locations to recruit and interview job candidates - Job listings in Maryland Workforce Exchange - Rapid response outplacement for displaced workers

Source: DED Division of Workforce Services

B. Funding and Staffing for Workforce Development Services

Funding Levels and Sources. The County's Workforce Investment Board oversees federal, state, and local funding for the County's workforce services. Federal funding for workforce services more than doubled between FY10 and FY14 – increasing from $1.3 million to $2.8 million. The table below summarizes sources of workforce development funding between FY10 and FY14.

Table 2. Workforce Services Funding, FY10-FY14

Source of Funding	FY10	FY11	FY12	FY13	FY14
Federal WIA Allocation	$2.6 million*	$2.1 million	$2.35 million	$2.6 million	$2.8 million
County General Fund**	$1.0 million	$0.9 million	$0.4 million	$0.5 million	$0.5 million
State Discretionary Grants	$0.5 million	$0.8 million	$0.7 million	$0.7 million	$0.6 million
Total	**$4.1 million**	**$3.8 million**	**$3.45 million**	**$3.8 million**	**$3.9 million**

Source: DED Division of Workforce Services
*Includes $1.3 million in American Recovery and Reinvestment Act funding; **Includes DWS salaries

DED Staff. Three program staff in the Department of Economic Development's Division of Workforce Services provide overall administrative support of the WIA grants, and are responsible for fiscal monitoring and accounting, program monitoring and review, new program development and grants, legislative development, and contract management of several service providers for the WIA and County programs.

Contractor Staff. The staff at the one-stop centers are provided by a contractor. The table below describes the number and type of workforce development staff at each location.

Table 3. Current Contractor Staff at Workforce Development Locations

Location	Service Type	# of Staff	Positions
Wheaton One-Stop	Core	10	Director, Supervisor, Job Search Specialists, Veterans Case Manager
	Intensive Training	15	CEO, HR Director, Operations Director, Fiscal Specialist, Case Managers, Internal Training Team
	Business	4	Includes Veteran representative
	Youth	n/a	TransCen staff presence
Germantown One-Stop Intensive/Training	Core	4	Supervisor, Job Search Specialists
	Intensive Training	n/a	Wheaton staff rotate to Germantown during week
	Business	n/a	Wheaton staff rotate to Germantown during week
	Youth	n/a	MMYC staff presence
Montgomery County Correctional Facility	Core	3	Supervisor, Job Search Specialists
TransCen	Youth	4	Supervisor, Case Managers
MD Multicultural Youth Center (MMYC)	Youth	7	Supervisor, Case Managers, Job Readiness Specialists

Source: DED Division of Workforce Services

C. Efforts to Incorporate Cultural Competency in Programs and Services

This section describes the strategies and efforts taken to ensure that Montgomery County's workforce development services are accessible to all potential customers. The section highlights cultural competency-related and language requirements established by the Workforce Investment Board within the MontgomeryWorks Request for Proposals (RFP) and contract for services, community outreach practices in place at MontgomeryWorks, and the language capabilities of MontgomeryWorks staff.

1. Requirements established in RFP/Contract

As part of the Request for Proposals process for selecting a vendor to operate the MontgomeryWorks one-stop centers, the Workforce Investment Board has proactively sought vendors that are capable of providing services in a culturally competent manner. RFPs issued in 2007 and 2013 seeking a vendor required that submitted proposals discuss cultural competency, specifically stating that **"[s]taff for the program should be competent in dealing with the target population therefore cultural competency and bilingual capacity must be a major focus of the Contractor's statement of work and proposed services."**

The 2013 RFP also includes several other references to providing services at the one-stop centers in a culturally competent manner. These portions of the RFP are described in Table 4.

Table 4. Cultural Competency Requirements in Workforce Services RFP, November 8, 2013

RFP Section	RFP Language
Background	"There is a continued increase of the working poor, a large increase of immigrants and non-English speakers, and a great need for trained workers by the County's employers."
Scope of Services: Operating Principles	• "Service strategies will meet changing needs and expectations of customers and the marketplace." • "Services will be accessible to all and will be delivered in ways that meet the diverse needs of customers." • "Ongoing evaluation will provide data to access continuously the outcomes and appropriateness of programs and delivery systems for which the County is accountable."
Scope of Services: Services Provided	"Information about services must be provided in accessible formats for those with various disabilities and differing learning styles and languages."
Scope of Services: Staffing	"The Contractor must hire qualified programmatic and technical staff with the expertise to meet the goals, objectives and requirements of this RFP… at least one [Intensive Services Trainer] must be bilingual in Spanish in order to meet the needs of Spanish speaking customers…."
Proposal Submissions: Staffing Plan for Employees	"Staff for the program should be competent in dealing with the target population therefore cultural competency and bilingual capacity must be a major focus of the Contractor's statement of work and proposed services."

Source: Request for Proposals #1028048 for Workforce Services to be provided in Montgomery County One-Stop Systems

2. **Description of Programming and Outreach Efforts**

On a daily basis, MontgomeryWorks' one-stop centers provide services to several hundred customers with diverse backgrounds. To better understand their customers, MontgomeryWorks staff collect and annually compile customer demographic data. New customers coming to MontgomeryWorks for the first time fill out a sign-in form that asks customers voluntarily to provide demographic data. The form asks for information about:

- Ethnicity
- Age
- Gender
- Education level
- Employment status

- Veteran status
- Disability status
- Most recent job
- Most recent salary
- Need for assistance such as food, housing, childcare, family problems, utilities, and cash assistance

While MontgomeryWorks staff typically do not use the demographic data to reach out to specific populations, staff do monitor changing trends in customers who visit the one-stop centers to identify potential gaps in services. For example, staff noted marked increases in West African, French-speaking customers in 2011-2012 and in Ethiopian, Amharic-speaking customers in 2013-2014 and ensured that French- and Amharic-speaking MontgomeryWorks staff were available to help these customers.

Some customer demographic data collected by MontgomeryWorks do allow staff to identify additional programs or services for which customers may be eligible, such as Federal or County Health and Human Services programs or assistance from Manna Food Bank. MontgomeryWorks' Operations Manager also regularly reaches out to and solicits input from over 300 community organizations about MontgomeryWorks' services and programs.

3. **Language Capacity and Use**

MontgomeryWorks provides access to its services for customers whose primarily language is not English, and provides some specialized programs and opportunities for customers seeking to improve their English language skills as part of their workforce development.

MontgomeryWorks employs staff at the one-stop centers who speak a variety of languages to assist customers whose primary language is not English. MontgomeryWorks' Core services and some Intensive services are available in languages other than English. MontgomeryWorks training services, which are provided by outside organizations such as Montgomery College, are available only in English. In September 2014, MontgomeryWorks staff spoke several languages in addition to English, including:

- African languages (at least four, including Amharic)
- French
- German
- Italian
- Mandarin

- Persian
- Portuguese
- Russian
- Spanish
- Tagalog

MontgomeryWorks staff also have access to the Maryland Department of Labor, Licensing and Regulation's language line for translation services if a customer speaks a language not spoken by a MontgomeryWorks staff member.

In addition to providing staff with foreign language skills, the Workforce Investment Board has a Memorandum of Understanding on behalf of MontgomeryWorks with the Literacy Council of Montgomery County (LCMC) for the LCMC to provide instructional services on English language skills, assessments, and advising to MontgomeryWorks customers. MontgomeryWorks also provides classes to help non-English speakers develop job-related English language skills, such as "Workplace English for Hospitality," a class targeted to individuals who are high intermediate-level English language learners and interested in working in the hospitality industry. MontgomeryWorks also provide several forms and handouts in languages other than English – including Spanish and French.

MontgomeryWorks also provides access to services for people with disabilities through a variety of assistive technologies such as specialized computer systems for persons with visual impairments, and interpreters for hearing impaired individuals.

D. Program Participation and Performance Data

MontgomeryWorks tracks data on the number of people who use its programs, on the demographic characteristics of its customers, on federal and County performance measures, and on survey responses from MontgomeryWorks customers. Staff in the Division of Workforce Services compile these data annually and report some to the State and Federal governments. This section summarizes data from FY09 to FY14.

1. Overall Data on Participation

MontgomeryWorks collects and reports participation data in three different ways: 1) the total customer visits for all programs and locations (including repeat visits by the same customer); 2) the number of unique customers that made one or more visits during the year; and, 3) the number of new customers (i.e., unique customers who participated in MontgomeryWorks for the first time).

Table 5 presents MontgomeryWorks FY09 to FY14participation data for the Wheaton and Germantown one-stop centers from. These data show:

• Each year since FY09, MontgomeryWorks has had over 50,000 total customer visits, at least 12,500 unique customers, and has served a minimum of 7,900 new customers.

• The number of total customer visits were highest in FY09-11, roughly coinciding with the most recent recession.

• The average number of visits per unique customer during the entire data period ranged from a low of 3.6 to a high of 4.4.

Table 5. MontgomeryWorks Participation Data, FY09-FY14

MontgomeryWorks Customers	FY09	FY10	FY11	FY12	FY13	FY14
Total Visits by All Customers	55,437	56,710	57,746	50,822	52,386	51,279
Annual % Change	*--*	*2%*	*2%*	*-12%*	*3%*	*-2%*
Number of Unique Customers	13,393	14,019	13,176	12,539	14,414	14,333
Annual % Change	*--*	*5%*	*-6%*	*-5%*	*15%*	*-1%*
Number of New Customers	9,643	10,111	8,716	8,192	8,679	7,918
Annual % Change	*--*	*5%*	*-14%*	*-6%*	*6%*	*-9%*
Avg. Visits per Unique Customer	4.1	4.0	4.4	4.1	3.6	3.6

Source: DED Division of Workforce Services

2. **Data on Characteristics of MontgomeryWorks Customers**

This section summarizes the demographic data on ethnicity, gender, age, employment status, salary range, and education level for new MontgomeryWorks participants from FY09-FY14. These data are tabulated by DWS staff based on information provided on Customer Sign-In forms at the MontgomeryWorks one-stop centers. DWS staff report that other information collected via the Customer Sign-In forms (veteran status, disability status, need for additional services/assistance for food, housing, childcare, utilities, etc.) are used to help the customer at that time and are not aggregated.

Providing demographic data to MontgomeryWorks staff is voluntary, and not all customers choose to provide demographic information or fill out each category. As a result, the data may not fully represent all new program participants each year. However, while the specific proportion of new customers that provide demographic information varies by category and the fiscal year, the overall response rate is relatively strong with typically at least 75% of new customers providing data.

Ethnicity. Table 6 shows ethnicity data for new MontgomeryWorks customers from FY09 to FY14. Except for FY09, at least three-quarters of all new customers provided ethnicity data each year. The data show:

- In FY14, the largest proportion of new customers were African American/Black (36%), followed by White (22%), Hispanic/Latino (21%), and Asian (10%) Overall, the breakdown of new customer ethnicity was relatively stable between FY09-14

- In comparison, the general Montgomery population in 2013 was 47% White (non-Hispanic/Latino), 18% Hispanic/Latino, 17% African American/Black, and 14% Asian.[4]

Table 6. Ethnicity of New MontgomeryWorks Customers, FY09-14

New Customer Demographics	FY09	FY10	FY11	FY12	FY13	FY14
Ethnicity						
Total Respondents (% of new customers)	6,252 (65%)	7,609 (75%)	7,927 (91%)	7,216 (88%)	7,504 (86%)	7,126 (90%)
African American/Black	39%	39%	40%	38%	35%	36%
White	21%	21%	19%	21%	26%	22%
Hispanic/Latino	21%	21%	21%	21%	21%	21%
Asian	8%	8%	8%	9%	9%	10%
African Native	5%	5%	5%	5%	4%	4%
Two or more races	3%	3%	3%	3%	3%	3%
Other	2%	2%	2%	2%	2%	2%
American Indian/Alaskan Native	1%	1%	1%	1%	1%	1%
Hawaiian Native/Other Pacific Islander	<1%	<1%	<1%	<1%	<1%	<1%

Source: DED Division of Workforce Services. Totals may not equal 100% due to rounding.

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[4] General population data from the U.S. Census Bureau's 2013 American Community Survey Demographic and Housing, 1-Year Estimates.

Gender and Age. Table 7 shows gender and age data for new MontgomeryWorks customers from FY09 to FY14. Except for the age category in FY09, at least three-quarters of all new customers provided age and gender data each year. The data show:

• A relatively even distribution of male and female participants over the past four years, a change from FY08 and FY09 when the program served a greater proportion of male customers. For comparison purposes, the gender breakdown for the entire County population in 2013 was 52% female and 48% male.[5]

• The distribution of age ranges among new customers also remained relatively consistent from FY09-14.

Table 7. Gender and Age of New MontgomeryWorks Customers, FY09-14

New Customer Demographics	FY09	FY10	FY11	FY12	FY13	FY14
Gender						
Total Respondents (% of new customers)	7,238 (75%)	8,505 (84%)	8,212 (94%)	7,522 (92%)	7,798 (90%)	7,305 (92%)
Male	54%	54%	51%	50%	50%	49%
Female	46%	46%	49%	50%	50%	51%
Age						
Total Respondents (% of new customers)	6,073 (63%)	7,586 (75%)	7,856 (90%)	7,081 (86%)	7,402 (85%)	6,993 (88%)
14-17 years	5%	2%	2%	1%	1%	2%
18-21 years	9%	10%	10%	9%	7%	7%
22-29 years	20%	18%	19%	18%	17%	17%
30-39 year	21%	22%	21%	20%	21%	22%
40-49 years	20%	23%	21%	23%	22%	22%
50-59 years	17%	19%	19%	19%	20%	19%
60+ years	6%	8%	8%	9%	12%	10%

Source: DED Division of Workforce Services

Employment Status, Salary Range, and Education Level. Table 8 shows data on employment status, most recent salary, and education level for new MontgomeryWorks customers from FY09 to FY14. In most years, at least three-quarters of all new customers provided requested data for most of the categories. The data show:

• Over 90% of new customers each year since FY11 have been unemployed, aligning with the MontgomeryWorks goal of giving first priority to unemployed customers.

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[5] General population data from the U.S. Census Bureau's 2013 American Community Survey Demographic and Housing, 1-Year Estimates.

- Each year from FY09-14, between 19% and 25% of customers reported a most recent annual salary of less than $10,000. The proportion of customers who reported a most recent annual salary of $70,000 or more grew from 7% in FY09 to 13% in FY14.

- In FY14, 13% of MontgomeryWorks customers did not complete high school, 43% had a high school degree or equivalent, and 44% had an associate's degree or higher.

**Table 8. Employment Status, Salary Range, and Education Level
for New MontgomeryWorks Customers, FY09-14**

New Customer Demographics	FY09	FY10	FY11	FY12	FY13	FY14
Employment Status						
Total Respondents (% of new customers)	6,470 (67%)	7,399 (73%)	7,642 (88%)	6,197 (76%)	6,747 (78%)	6,376 (81%)
Unemployed	84%	88%	92%	92%	94%	92%
Employed	16%	12%	8%	8%	6%	8%
Most Recent Salary						
Total Respondents (% of new customers)	6,414 (67%)	6,874 (68%)	7,067 (81%)	6,242 (76%)	6,573 (75%)	6,174 (78%)
$0 – 9,999	23%	23%	25%	24%	19%	24%
$10,000 - 19,999	16%	16%	15%	14%	12%	12%
$20,000 - 29,999	17%	17%	17%	17%	15%	14%
$30,000 - 39,999	17%	17%	14%	14%	15%	14%
$40,000 - 49,999	11%	11%	10%	10%	11%	10%
$50,000 - 59,999	6%	6%	7%	7%	8%	7%
$60,000 - 69,999	3%	3%	4%	5%	5%	5%
$70,000 and above	7%	7%	8%	9%	14%	13%
Education Level						
Total Respondents (% of new customers)	5,689 (59%)	7,468 (74%)	7,754 (89%)	6,611 (81%)	6,766 (78%)	6,622 (84%)
Less than 9th Grade	4%	3%	3%	3%	3%	4%
Some High School	11%	11%	10%	9%	8%	9%
High School Graduate	40%	38%	39%	40%	37%	37%
GED	8%	7%	7%	8%	7%	6%
Associates degree	10%	10%	10%	9%	10%	9%
Bachelors degree	16%	20%	21%	21%	22%	23%
Masters degree	9%	8%	7%	7%	9%	9%
Professional degree	2%	2%	2%	1%	2%	2%
Doctorate degree	1%	1%	1%	2%	2%	2%

Source: DED Division of Workforce Services

3. **Montgomery County Performance Data**

Montgomery County's WIB evaluates the success of workforce services in a variety of ways. These include federally-mandated performance measures and County performance measures tracked by CountyStat. This subsection describes these measures and recent outcomes.

State/Federal Requirements. The Workforce Investment Act includes annual data reporting requirements to measure how the system is meeting the needs of businesses and the workforce. For workforce services provided to adults, the Division of Workforce Services compiles data annually to track three measures:

- **Entered employment** – the percent of adults working during the 1st quarter after leaving a workforce services program.
- **Employment retention** – the percent of adults still working in the 2nd and 3rd quarters after leaving a workforce services program.
- **Average earnings** – six-month average earnings for adults employed for the first three quarters after leaving a workforce services program.

Each year, individual states negotiate performance targets for the three measures based on program design, characteristics of program participants, and local labor markets.[6] The table below summarizes data on Montgomery County's performance for FY12, FY13, and for the four quarters ending 3/31/14. In each time period, Montgomery County's workforce development system exceeded the Maryland targets for all three performance measures.

Table 9. WIA Maryland Performance Targets for Adults and Montgomery County Outcomes

Performance Measure	FY12		FY13		Rolling Four Quarters Ending 3/31/214	
	Maryland Target	MoCo Outcome	Maryland Target	MoCo Outcome	Maryland Target	MoCo Outcome
Entered Employment	84%	93%	82%	87%	82%	89%
Employment Retention	84%	88%	84%	93%	87%	91%
Average Earnings	$13,100	$18,294	$13,100	$16,421	$15,800	$16,633

Source: DED Division of Workforce Services, U.S. Department of Labor Employment and Training Administration, http://wiadashboards.org/Workforce_Investment_Act_Performance_Measures_Dashboard.html

CountyStat. Two County Government performance measures for the Department of Economic Development relate to the Division of Workforce Services:

- The number of job seekers placed in jobs by Workforce Services, and

- The number of unique businesses assisted with recruitments, trainings, and lay-offs by Workforce Services.

The data in the table on the next page summarize these data from FY10-FY13.

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[6] See http://wiadashboards.org/Workforce_Investment_Act_Performance_Measures_Dashboard.html.

Table 10. Performance Measure Results for Division of Workforce Services, FY10-FY13

Performance Measure	Performance Measure Results				Performance Measure Projections FY14-FY16
	FY10	**FY11**	**FY12**	**FY13**	
Headline Performance Measures					
# of Job Seekers Placed in Jobs	5,025	4,393	4,898	5,934	4,700
# of Unique Businesses Assisted	1,178	696	595	676	600
Supporting Performance Measures					
# of Job Seekers that Received Career and Employment Assistance	--	--	11,409	14,414	--
# of Target Recruitment Events and Job Fairs	--	--	79	65	--

Source: CountyStat Presentation on FY13 Department of Economic Development Performance Review (May 28, 2014)

4. Survey Data and Information

The WIB's Quality Assurance Committee conducts an annual survey of job seeker satisfaction to obtain feedback from those who have used the MontgomeryWorks system. Specifically, the survey solicits input from job seekers who exited the MontgomeryWorks system in the prior program year.

One of the survey's 36 questions asks whether MontgomeryWorks staff "demonstrated respect for different cultures, different races and different ethnic groups." Between 2011 and 2013, 72-88% of people responding to the survey agreed or strongly agreed that the MontgomeryWorks staff was respectful of different cultures, races and ethnic groups. The data in the table below summarize the survey results.

Table 11 . Summary of Job Seeker Customer Satisfaction Survey Results, Program Years 2011-2013

Q: Staff demonstrated respect for different cultures, different races and different ethnic groups.			
Level of Agreement	**2011**	**2012**	**2013**
Strongly Agree	42%	48%	60%
Agree	38%	24%	28%
Somewhat Agree	11%	14%	12%
Somewhat Disagree	2%	--	--
Disagree	2%	--	--
Strongly Disagree	2%	--	--
No Response Provided	3%	15%	--
Overall Survey Response Rate	7% (94 of 1,331)	11% (18 of 195)	5% (25 of 481)

Source: Workforce Investment Board Quality Assurance Committee's Job Seeker Customer Satisfaction Survey, Program Years 2011, 2012, 2013

E. Findings and Conclusions

OLO offers the following findings and conclusions based on the information presented in this memorandum report.

• The Workforce Investment Board (WIB) and Division of Workforce Services (DWS) collect several types of demographic data on program customers – including race/ethnicity, gender, age, employment status, salary range, and education level. These data collection efforts exceed the minimum requirements under Federal and State law, and provide a key element for ensuring that workforce programs and initiatives align with the background and experiences of customers. While providing most of the demographic data is voluntary for MontgomeryWorks customers, the overall response rate is relatively strong, with typically at least 75% of new customers providing data each year. The WIB and DWS also currently exceed State and Federal targets for program performance, while receiving well over 50,000 customer visits annually at the one-stop centers.

• MontgomeryWorks employs staff at the one-stop centers who speak a variety of languages to assist customers whose primary language is not English. In September 2014, MontgomeryWorks staff spoke approximately 13 languages in addition to English. Staff also have access to the Maryland Department of Labor, Licensing and Regulation's language line for translation services if a customer speaks a language not spoken by a MontgomeryWorks staff member.

• While MontgomeryWorks staff typically do not use the demographic data to reach out to specific populations, staff do monitor changing trends in customers who visit the one-stop centers to identify potential gaps in services. For example, staff noted marked increases in West African, French-speaking customers in 2011-2012 and in Ethiopian, Amharic-speaking customers in 2013-2014 and ensured that French- and Amharic-speaking MontgomeryWorks staff were available to help these customers.

• The WIB and DWS have taken a proactive approach to addressing cultural competency in workforce development services, formally requiring as part of the request-for-proposal process for operating the County's one-stop workforce centers that "cultural competency and bilingual capacity must be a major focus of the Contractor's statement of work and proposed services." **The WIB and DWS should continue to ensure the cultural competency is a core principle for program staff and contractors**