

REGIONAL FORUMS FINAL REPORT

Prepared by TATC Consulting for
The U.S. Department of Labor
Employment & Training Administration



**U.S. Department of Labor
Employment and Training Administration**

**Regional Recovery and Reemployment Forums
Final Report**

June 26, 2009

Submitted to:

Dr. Helen N. Parker
Regional Administrator, Region 3
Employment and Training Administration
U.S. Department of Labor

Submitted by:

TATC Consulting
7315 Wisconsin Ave.
Suite 1200W
Bethesda, MD 20814
(240) 482- 3800



This report was prepared by Cheryl Martin, Elaine Kolodny, Chris Dang and Omri Malul of TATC Consulting, Inc. under Contract No. DOLJ061A20356, Task Order 17, for ETA'S Office of Regional Innovation and Transformation. While our intent was to accurately record the questions, technical assistance needs, and ideas generated at the Forums, the content does not necessarily represent the official opinion or policy of the U.S. Department of Labor, Employment & Training Administration.

TABLE OF CONTENTS

U.S. DOL / Employment & Training Administration

Regional Recovery and Reemployment Forums: Final Report

SECTION 1: EXECUTIVE SUMMARY	1
SECTION 2: INTRODUCTION	10
2.1 History and Background	
2.2 Forum Overview	
2.3 Report Purpose and Process	
2.4 Organization of the Report	
SECTION 3: FORUMS BY THE NUMBERS	14
SECTION 4: FORUM CONTENT “AT A GLANCE”	15
4.1 Major Themes and Focus Areas	
4.2 Topical Overview	
SECTION 5: MAJOR FORUM OUTCOMES	21
5.1 Evaluation Data	
5.2 What Participants Said	
5.3 Regional Assessments	
SECTION 6: POLICY RECOMMENDATIONS DIRECTED TO DOL/ETA	27
SECTION 7: QUESTIONS AND TECHNICAL ASSISTANCE NEEDS RAISED	35
SECTION 8: HIGHLIGHTED STATE AND LOCAL SOLUTIONS.....	51
SECTION 9: ACTION STEPS COMMITTED TO AT FORUMS	60
SECTION 10: LOOKING FORWARD: FORUM FOLLOW-UP	68
APPENDIX 1: REGION 1	
APPENDIX 2: REGION 2	
APPENDIX 3: REGION 3	
APPENDIX 4: REGION 4	
APPENDIX 5: REGION 5	
APPENDIX 6: REGION 6	
APPENDIX 7: DESIGNING REEMPLOYMENT (DREEM) TEAM MEMBERS	
APPENDIX 8: REEMPLOYMENT ARCHITECTS AND DESIGNERS (RAD) TEAM MEMBERS	
APPENDIX 9: WHERE TO FIND FORUM RESOURCES	

SECTION 1: EXECUTIVE SUMMARY

Forum Purpose

ETA's Regional Recovery and Reemployment Forums were implemented to provide timely and regionally-customized technical assistance to the system in a mode that enabled wide system participation. The Forums were envisioned as a follow-up to the *ReemploymentWorks!* Summit held January 27-29, 2009 in Baltimore. They represented a significant component of the larger Reemployment initiative undertaken by ETA in late summer of 2008, with leadership from ETA's Designing Reemployment (DREEM) Team. The Forums were integrally tied to other aspects of the Reemployment efforts to date, including the Reemployment Architects and Designers (RAD) group and the Reemployment Works Community of Practice.

Forum Overview

The first of the six Regional Forums was held March 30 – April 1 in Kansas City and the last on June 10 - 11 in San Francisco. The Forums had a combined total attendance of 2,201 participants, with representatives from all 50 states and three of four territories. About 11% of Forum participants (236 individuals) indicated that they had previously attended the national Baltimore Summit which brought together 640 participants. Clearly, the Forums afforded an opportunity to expand the work started at the Baltimore Summit to a much larger group.

Forum Focus

All of the Regional Forums focused on immediate and effective implementation of the American Recovery and Reinvestment Act (ARRA) and enhancing the effectiveness of system-wide Reemployment efforts. Green jobs and summer youth programs also received significant attention at all Forums.

Each Forum offered multiple plenary sessions, and a total of 143 breakout session options were available across the six Forums. Workshops covered all of the seven "reemployment buckets" identified by the RAD group, ARRA-related topics, and a variety of other topics including Green Jobs and Youth. According to a regional topic assessment, the most frequently covered workshop topics were Flexible Service Delivery, Skills Assessment, Technology and Tools, and Actionable Workforce Data.

Final Report

The Regional Forum Final Report was developed to provide an overview for ETA leadership and to provide ETA regional and national office staff with "actionable" data

and information that can be used to continue supporting the State and local area staff who are on the front lines of ETA's recovery and reemployment efforts. The Final Report begins with overview information and a summary of Forum outcomes. The bulk of the report consists of topically-organized summaries of Policy Recommendations Directed to DOL, Questions and Technical Assistance Needs Raised, Highlighted State and Local Solutions, and Action Steps Committed to at Forums. The Report's final section, "Looking Forward," concludes with a set of recommended next steps for ETA's technical assistance efforts. The key points of the Final Report are summarized in this Executive Summary; in the case of Section 10: Looking Forward, the recommended next steps are repeated in their entirety as part of the Executive Summary.

Summary: Policy Recommendations and Questions and Technical Assistance Needs

Following are highlights of policy recommendations, questions and technical assistance needs expressed around the most frequently raised topic areas. The full Final Report includes more details, as well as information on other topic areas raised less frequently. It should be noted that, on every topic raised, participants' requests for models and best practices permeated the Forum discussions.

Reemployment: Given the theme of the conference, the recommendations, questions and technical assistance needs related to reemployment covered many topics:

- *Training on effective use of data with customers:* People who staff One Stops need training on how to translate labor market impact and economic outlook data into service and training recommendations for their customers.
- *Use of data in strategic planning:* States need training in using LMI data for strategic planning efforts. Related: How to use ARRA resources wisely to invest in LMI efforts.
- *Models for integrated front-line service.* This includes requests for examples of how local areas are providing Reemployment Services to UI claimants.
- *Stackable assessments and training:* Implementing stackable assessments and stackable training designed to help clients receive credentials, find a job, and build a career.
- *Regions and sectors:* Continuing to focus on regional economies and growth industry sectors.

- *Common intake:* Establishing a common intake process for all RES programs. Implementing a universal automated application that can be used by all workforce partners when reviewing client information and/or processing cases.
- *Case manager training:* Providing case managers with training on triaging, determining transferable skills, and advising customers during intake on longer term training options, employment goals and the possible need to relocate in today's low-growth or no-growth environment. Help case managers build a strategy of serving a customer more than once over time to get a sustainable wage.
- *Rapid Response:* Developing meaningful layoff aversion strategies. Look at viable practices to determine the reemployment needs of employers.
- *Training options:* Looking at flexible training options, including OJT, apprenticeship and other learn and earn opportunities.

Green Jobs: As a relatively new and undefined topic, Green Jobs garnered possibly the largest number of questions and technical assistance needs of any of the forum topics. There was strong interest coupled with uncertainties about how to proceed. Among the questions raised: What are green jobs? Where are the green jobs? What are green skills? How will green jobs impact the labor exchange process in the States? Technical assistance was requested around all of these areas, particularly defining green jobs and also asking for a coordinated approach around green jobs training, industry fundamentals, green job specific credentials, and partnering with apprenticeship, labor and other Federal agencies.

ARRA: Recommendations, questions and technical assistance needs related to the ARRA clustered around several major themes: mapping ARRA assets by agency, having an impact now, and planning an ARRA exit strategy. There were many requests for DOL to connect the dots for the system as to what other Federal agencies are doing with their ARRA funds and how these agencies are being asked to relate to the workforce system. There were also questions related to how ARRA resources can be used immediately to get people back to work quickly, how they can be used to help build a sustainable economy over the long term, and how to plan ahead now to prevent problems when ARRA funds end.

Youth: Not surprisingly the highest interest focused on the 2009 summer jobs program. Documenting youth eligibility poses an immediate and significant challenge to the summer jobs program's effectiveness. In addition, discussion focused on how areas which have not had a summer program for years can

quickly gear up. Most of the questions raised and technical assistance needs expressed were concentrated on technical “how to” issues, such as: What is the proper payment for summer youth? Are Job Corps graduates eligible for WIA summer programs? Does ETA have a recommended assessment for Work Readiness? What are promising practices on worksite supervision and monitoring?

Partnerships: Participants clearly articulated the need for strong partnerships with other agencies as well as across workforce silos. They emphasized the need to provide seamless services to clients through integration of UI/WIA/ES services, and communicated that ETA must commit to support for such partnerships. They viewed interagency collaboration as essential since much of the ARRA funds for jobs and training are going to other agencies, and stressed that these collaborations must have the commitment of top management at all levels. Forum participants asked for suggestions on how to pull partners in and how to get partners working together towards a common goal when there are so many competing priorities. They asked for federal encouragement of state/local communication and partnerships to facilitate the establishment of partnerships within the system.

Employer and Education Relationships: Employer and education partnerships were seen as particularly critical.

Presenters and participants articulated the need to “Remember our business customers” and to tie every training program to employment, which requires building strong relationships with employers. Participants asked for best practices to engage the employer community and real time information on strategies to determine the reemployment needs of employers.

An emphasis on working with community colleges and four year higher education institutions was a focal point of much of the forum discussions. Participants requested technical assistance/guidance on working with community colleges to develop more flexible open entry/exit training. Stackable credentials will require working with community colleges and higher level collaboration with the US Department of Education. Taking advantage of community college relationships with employers and even putting One Stop representatives on various community college industry advisory councils were raised.

WIA Performance/Reporting: Participants urged a review and redesign of current performance standards for state and local partners. For example, during the WIA reauthorization “listening” sessions, participants noted that current performance standards negatively impact innovation and decrease risk taking because standards are structured such that state/local service providers work

out of a position of fear. Performance standards should be designed to drive high expectations while at the same time encouraging innovation. Reporting requirement should not drive the program for their own sake; rather the report elements should provide information as to the effectiveness and efficiency of the program.

Capacity Building: As RA Helen Parker put it, “More staff training (and more and more) was probably the most consistent theme I heard in Atlanta.” This sentiment resonated throughout the Forums with participants expressing a need for front line training; training on the use of available LMI tools and data; cross training of staff; training on O*NET tools; case management training in the areas of triage, assessment and skills transferability analysis; training on the Trade Act; and training on Rapid Response and early warning networks, especially for new staff.

Branding/Outreach: Participants in several of the Forums indicated that the image of the workforce system and its capabilities are not well enough known to potential business and jobseeker customers. They voiced a need for a “first-stop” outreach/re-branding campaign to improve the image of the workforce system as a viable provider of quality talent and the best place to find a job or start a career.

Highlighted State and Local Solutions

While it is apparent from the Questions and Technical Assistance section that there is still much to be done, promising practices and practical, usable solutions do exist. Forum participants freely shared their ideas and successes with each other and a number of the solutions highlighted at the Forums are identified in the Regional Forums Final Report. The following are examples of the many solutions highlighted in the Final Report:

- Nebraska has several innovative ways for aggregating and using data from the Autocoder system.
- A California WIB has hired one group of summer youth enrollees to interview other youth program participants and produce their stories in print and radio media formats.
- Newark, Oakland and Trenton are training local residents for housing energy efficient jobs.
- The I-Best model used by Wisconsin and Washington combine basic skills and technical training.
- Tennessee is considering using a telephone system which identifies career shortages and does a basic assessment of callers’ skills. It also refers callers to the correct job center.

- To assist job seekers who find it hard to navigate the many web-based job sites available, Texas and California are working on using available software to leverage all the electronic job boards to better target the job search to an individual's needs.
- Florida is bringing in partners from State and local levels to develop strategies and work on policy issues. They are establishing workgroups around subjects such as trade and have a very active group working with the Florida State Training Institute to look at staff training, especially for new staff coming on as a result of ARRA.
- Boston, MA and Mobile, AL were cited as having two outstanding models for addressing the high school drop-out problem.

Action Steps Committed to at Forums

At several of the Forums, time was allocated for Regional Architect and Designers (RAD) meetings and state action planning sessions. States worked together to identify key focus areas, derive state-specific desired outcomes, and develop concrete action steps towards these outcomes. These ideas closely mirrored many of the areas summarized above in Recommendations, Questions, and Technical Assistance Needs Raised. Steps that States committed to include:

- Utilizing stackable assessments and training.
- Developing common intake processes.
- Translating LMI into actionable workforce information.
- Utilizing LMI data to create green jobs opportunities.
- Establishing effective partnerships and communication among agencies involved with workforce.
- Working closely with community colleges.
- Emphasizing staff training, especially for front line staff, and cross training partner staff.
- Reaching out to business customers.
- Coordinating with other State agencies to maximize ARRA dollars.

ETA Regional Offices also committed to various Forum follow-up actions, including the following examples:

- Leveraging the Reemployment Works! Community of Practice to develop workgroups to strategize technical assistance activities raised in Reemployment and Recovery Forums. (Region 1)
- Supporting Asset Mapping at the state and local levels, connecting all the ARRA resources at the local level. (Region 2)
- Supporting those states in the region that have expressed an interest in replicating the Forum at the state and local levels to engage more people all the way to the front lines. (Region 3)

- Repeating popular Forum workshops via webinars to the 11-state region. (Region 4)
- Scheduling a series of TAA topic-specific conference calls. (Region 5)
- Exploring the use of social networking modalities to share ARRA Success Stories across the Region, and maintaining the shared investments “Better Together” database and maps. (Region 6)

Looking Forward: Forum Follow Up

After “digesting” the outcomes of their respective forums, following up with State and local leaders, and analyzing the initial results of the Regional Readiness Assessments, the Regions, along with members of the DREEM team, reached consensus on providing follow-up technical assistance efforts in the areas specified below and suggested that this assistance be offered in a variety of ways, also specified below.

Note that this “Looking Forward” Section (which is also found in Section 10 of the Final Report) is repeated in its entirety in this Executive Summary, due to its importance.

Technical Assistance Focus Areas:

- **Reemployment Services.** The need for continuing to concentrate technical assistance resources on Reemployment Services for UI claimants remains high, particularly as States use ARRA resources to ramp up Reemployment Services (RES) functions with new staff. ETA should focus on reemployment services technical assistance from two perspectives:
 - Strategic: Using RES/UI data to identify **where** services are necessary and **what** services would best meet those needs; and
 - Mechanics: **How** to deliver these services effectively and efficiently.
- **Green Jobs.** As the green jobs area evolves, there continue to be many questions out in the system requiring technical assistance attention. Defining green jobs, identifying job requirements, and interfacing with green job initiatives underway in other Federal agencies are just a few of the many areas around which both formula and non-formula grantees need help. One region suggests that, if ETA is going to push for green initiatives, it may make sense to include green questions in the core monitoring guide.
- **Trade and Rapid Response.** The need for continuing TA in the area of the Trade Program Reauthorization and Expansion was mentioned by several of the regions. Broad orientation of the system about TAA as well as case

management training for Trade staff will be important, especially in states where this function for Trade participants is not taken up by experienced staff in the One Stops. In the rapid response arena, the need for continuing to respond to the automotive industry layoffs is a key technical assistance area highlighted. Focusing on meeting the needs of “high end” dislocated workers, including creating virtual one-stop services for this tech savvy group, was suggested.

- **Using Data to Drive Reemployment.** While there are pockets of staff in some states sophisticated in the use of data to target reemployment investments and efforts, knowledge about what data is available and how it can be used remains spotty at best. Several regions suggested involving the Regional Architects and Designers group to help target ETA’s TA approaches in this area.
- **Front-line Staff Training.** Effective, consistent front-line staff training and cross training of staff is an essential TA area. Because front-line staff are being asked to be better prepared to act in a triage role, it is necessary to provide them with the necessary training and tools to do the job. With so many retirements in the system, these efforts should include basic/101 training.
- **Building Partnerships.** Reaching out to potential Federal, State and local partners was stressed by participants and speakers at all of the Forums. ETA’s TA efforts in this area should address what partnerships are already underway at the Federal level (e.g., ETA and HUD), models of successful partnerships at the State and local levels, and a “how to” approach to developing strong and effective partnerships.
- **Technology.** Effective uses of relevant technology and available tools should be woven through the technical assistance provided in all of the above areas.

Ways to Deliver Technical Assistance

In planning ETA’s technical assistance efforts, ETA must be mindful of State budgets, travel restrictions, furloughs and staff demands. Suggested approaches include:

- **Identify and catalog verified best practices** and make them available to the workforce system. One approach would be to continue to identify and capture best practices on the *ReemploymentWorks!* Website and to promote this site. If so, the site needs to be reorganized and restructured to identify which information/documents are best practices which actually work (the system is starved for these) and which are proposed strategies and presentations.

- **Conduct post-forum webinars** on the most popular topics identified at each of the Forums.
- **Offer in-person training** at regional and/or national meetings. Perhaps hold additional topic-related training sessions, such as the performance and reporting session held June 17-18 in Baltimore.
- **Use the RADs** to support technical assistance efforts as appropriate.
- **Tie Recovery Forum and Readiness Consultations next steps together.** These were just different venues for asking the same question: "How can we help you?"
- **Have Regions set individual technical assistance priorities** for states and locals. Then, collaborate across Regions, if appropriate. Pool resources where common needs occur but allow Regions to customize technical assistance. For example, Region 3 states want state and local forums; Region 2 states do not.

Conclusion

Clearly, the Forums afforded an opportunity to expand the work started at the Baltimore *Reemployment Works!* Summit – in terms of both the number of participants who attended and the topics covered. Many of the 2,201 Regional Forum participants would not likely have been able to participate in a national meeting given travel and budget restrictions. And the timing of the Forums meant that the ETA Regional staff planning them could address not only the core Reemployment topics but also additional timely subjects such as ARRA implementation, youth summer programs, green jobs, and trade.

While Forum participants overwhelmingly indicated that they took away information and ideas that they will put to use, the gatherings also provided an opportunity for ETA's regional offices to determine what else their States and local areas need with respect to technical assistance. In providing this additional technical assistance (TA) one region emphasized – and doubtless all would agree: **“We need to move as quickly as possible to deliver TA; the need (and the opportunity to make a difference) is now!”**

SECTION 2: INTRODUCTION

2.1 History and Background

ETA's "Reemployment Works!" initiative began in late summer of 2008 and resulted in a number of initiatives including the "Reemployment Works!" Summit held January 27 - 29, 2009 in Baltimore, Maryland. The focus on Reemployment turned out to be a prescient undertaking, given the subsequent loss of millions of jobs in the U.S. in the fourth quarter of 2008. The January 2009 Reemployment Works! Summit also coincided with Congressional consideration of the American Recovery and Reinvestment Act (ARRA), which was subsequently signed by President Obama on February 17, 2009. The Summit was attended by 640 participants and focused entirely on Reemployment topics at what turned out to be a very critical time for the nation's workforce system to do so.

The Summit was designed and orchestrated by an ETA-wide volunteer team called the Designing Reemployment (DREEM) Team. The Reemployment effort was originally led by Grace Kilbane, Regional Administrator from ETA's Region 1/Boston, until the baton was handed to Helen N. Parker, Regional Administrator from ETA's Region 3/Atlanta in March 2009.

A primary planning strategy of the DREEM Team was the formation of the Reemployment Architects and Designers (RAD) Team, which is composed of two members from each State and Territory (108 Architects and Designers in all). RAD Team members were selected from nominations made by State Workforce Agency Administrators and ETA regional offices. RAD Team members participated in a pre-Summit focus group to re-envision and redesign reemployment. Members of the DREEM Team and RAD Team are listed in Appendices 7 and 8.

2.2 Forum Overview

Following the Reemployment Works! Summit, ETA extended the sharing of practices and information that occurred at the Summit by sponsoring a series of six Regional Recovery and Reemployment Forums in spring and early summer of 2009. Planned by ETA's regional offices, the Forums served to continue and expand the work begun by the DREEM Team and the RAD Team.

ETA's six Regional Recovery and Reemployment Forums were held as follows:

Date	Region	Location
March 28 - April 1, 2009	Region 5	Kansas City, KS
April 28 - 30, 2009	Region 1	Boston, MA
May 5 - 7, 2009	Region 4	Dallas, TX
May 12 -14, 2009	Region 2	Baltimore, MD
May 27 - 29, 2009	Region 3	Atlanta, GA
June 10 - 11, 2009	Region 6	San Francisco, CA

The Forums had a combined total attendance of 2,201 participants, with representatives from all 50 states and three of four territories. About 11% of Forum participants (236 individuals) indicated that they had previously attended the national Baltimore Summit. Clearly, the Forums afforded an opportunity to expand the work started at the Baltimore Summit to a much larger group.

Numerical and topical overviews of the forums are found in Sections 3 and 4 respectively.

2.3 Report Purpose and Process

This report was developed by TATC Consulting, the contractor supporting the Forums, with the intention of providing an overview for ETA leadership, as well as providing ETA regional and national office staff with “actionable” data and information that can be used to continue supporting the State and local area staff who are on the front lines of ETA’s recovery and reemployment efforts.

As such, the report does not attempt to reiterate everything that was shared at the Forums. That information is largely available on the *Reemployment Works!* Community of Practice of ETA’s *Workforce3One* web site, in the form of presentation slides and handouts. (See Appendix 9 for information on finding specific Forum resources on that web site.)

Sources used to prepare this report include each region’s prepared summary of its forum (based on a standard template developed by the contractor); TATC notes of all plenary sessions; regional notes for workshops and appropriate pre-Forum sessions; information gathered from overall and session evaluations; and data from TATC’s on-line registration system. The report’s format is based on a draft outline prepared by TATC in consultation with the Reemployment Forums lead, Helen N. Parker.

Given the intended purpose of this report, it focuses on providing summary and overview information, as well as detailed summaries (organized by topic) of the policy recommendations made to DOL, questions and technical assistance needs raised, state and local solutions highlighted, and action steps committed to. The report concludes with “looking forward” recommendations from ETA’s Regional Offices for continuing to provide support to the nation’s workforce system on the important issues of recovery and reemployment.

Several types of information are *not* included in this Final Report:

- This report is intended to provide an overview of the Forums as a whole and thus does not, for the most part, identify questions or technical assistance needs by region. Certain sections of the report are region-specific (e.g., commitments made) and Appendices 1-6 present additional information for each region, including the Forum agenda for each, an attendee and evaluation summary, a topics chart, and the Region’s own Forum Report.
- Section 7 presents questions and technical assistance needs raised. To the extent possible, many note-takers captured presenter responses to questions raised during their sessions. Since the answers have not been vetted and only represent one speaker’s on-the-spot response and the many different note-takers’ best recollections of those responses, the answers are not included in this Final Report. However, notes that include the answers given have been provided in a separate document for further use as appropriate by ETA staff.
- Regional note-takers were asked to indicate which speakers and sessions they would recommend for future webinars, conferences, and other events. This information has been compiled and shared internally within ETA but is not included in the Final Report.
- Finally, while listening sessions related to reauthorization of the Workforce Investment Act (WIA) were held at two of the later forums, reports from those sessions are being prepared separately by the regions involved.

2.4 Organization of the Report

Sections 6, 7, and 8 of this Final Report, which comprise the bulk of the topic-related content, are organized by the topics in the chart below. The topics include the seven reemployment themes or “buckets” identified by the Reemployment Architects and Designers group out of the Baltimore Summit, as well as ARRA-related topics and other topics that were consistent themes in Forum planning or that emerged from the Forums themselves.

The table of topics below is repeated at the beginning of each content-related section, with an indication of which themes are covered in each section. It is anticipated that the report’s format should enable Community of Practice leads and ETA staff to easily find relevant Forum comments and information on their area(s) of interest.

	Reemployment Topics	ARRA Topics	Additional Topics
	Reemployment General	ARRA General	Green Jobs
	Early Warning/ Rapid Response	ARRA Performance/Reporting	Youth
	Actionable Workforce Data		Apprenticeship
	Skills Assessment		Trade
	Skills Transferability		Partnerships
	Flexible Service Delivery		WIA Performance/Reporting
	UI System Integration		WIA Reauthorization
	Technology and Tools		Veterans
			Capacity Building
			Branding/Outreach
			Organizational Change

SECTION 3: FORUMS BY THE NUMBERS

The first of the six Regional Forums was held March 30 – April 1 in Kansas City and the last on June 10 - 11 in San Francisco. The Forums had a combined total attendance of 2,201 participants, with representatives from all 50 states and 3 of 4 territories. Approximately 11% of Forum participants (236 individuals) indicated that they had previously attended the national Baltimore Summit, which had brought together 640 participants. Clearly, the Forums afforded an opportunity to expand the work started at the Baltimore Summit to a much larger group.

	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Total
WHEN AND WHERE							
Forum Dates	April 28-30	May 12-14	May 27-29	May 5-7	Mar 30-Apr 1	June 10-11	
Forum Locations	Boston	Baltimore	Atlanta	Dallas	Kansas City	San Francisco	
WHO							
Overall Attendance	226	274	367	571	440	323	2201
Attendees	135	203	257	458	375	252	1680
Speakers	33	13	35	50	26	27	184
Federal Staff/ Contractors	58	58	75	63	13	44	311
Participants who attended the Baltimore Forum	57	57	56	34	Data not available	32	236
WHAT							
Number of Breakout Sessions (includes pre-Forum Sessions)	18	25	21	35	20	24	143

SECTION 4: FORUM CONTENT “AT A GLANCE”

4.1 Major Themes and Focus Areas

All of the Regional Forums focused on immediate and effective implementation of the American Recovery and Reinvestment Act (ARRA) and enhancing the effectiveness of system-wide Reemployment efforts. Green jobs and summer youth programs also received significant attention.

Each Forum offered multiple plenary sessions, and a total of 143 breakout session options were available across the six Forums (including pre-Forum sessions). Workshops covered all of the seven “reemployment buckets” identified by the RAD Team, ARRA-related topics, and a variety of other topics. According to a regional topic assessment, the most frequently covered workshop topics were Flexible Service Delivery, Technology and Tools, Skills Assessment, and Actionable Workforce Data.

The major themes and focus areas addressed at each of the regional forums are presented below, as described by each Region.

Region 1 - Boston

Theme: Recovery, with a focus on the reemployment tools and approaches identified at the Baltimore Reemployment Works! Summit. This two-part strategy was based on the philosophy of deploying ARRA resources along with guiding themes for getting people back to work.

Focus Areas:

- Strategic and accountable investment of American Recovery and Reinvestment Act (ARRA) funding.
- Integration and alignment of programs, staff and service delivery.
- Green Jobs.
- Youth engagement and talent development.
- Operational and service delivery issues and improvements, including skills transferability, skills assessments, training strategies, actionable workforce information and rapid response and early warning networks.

Features: Regional Architects and Designers (RAD) planning session. State team action planning sessions designed to advance both short term and long term opportunities for innovation and system transformation, to support ARRA implementation, and to prepare states to complete the state plan modification process.

Plenary Sessions:

- American Recovery and Reinvestment Act
- American Recovery and Reinvestment Act Panel Discussion
- Strengthening One-Stop Career Centers
- State Report-Outs and Closing Session

Region 2 – Philadelphia

Theme: Recovery

Focus Areas:

- Workforce reinvigoration strategies for the new economy.
- Addressing the challenges impacting agencies' reemployment efforts in the context of the new economy.
- Connecting the unemployed to current and future career opportunities.
- Highlighting energy and environmental concerns through investments in green jobs.
- Maximizing federal, state and local resources by serving customers more efficiently.
- Shaping performance and reporting information for Recovery Act funds.

Features: Workshops developed to support ARRA implementation and to assist states in making the necessary modifications to reemployment strategies for the current economy, and a Health Care Tax Credit (HCTC) exhibit.

Plenary Sessions:

- The American Recovery and Reinvestment Act
- Labor Market Impacts of the Economic Crisis in the Mid-Atlantic Region
- Mobilizing Youth and the American Recovery and Reinvestment Act
- Trade Policy Update and Guidance
- Congressional Perspectives on the ARRA

Region 3 – Atlanta

Theme: The Region 3 forum agenda was built around the vision identified by the RADs at the Baltimore Reemployment Works! Summit and targeted to specific regional needs and priorities associated with advancing economic recovery and reemployment.

Focus Areas:

- Intake: Effective management of increased service requests.
- Process: Addressing customer needs in a timely and effective manner.
- Services: Providing beneficial service options to customers.
- Analysis: Using labor market information (LMI) to identify challenges and develop solutions.
- Tools: Incorporating automated decision-making tools and resources to improve services.
- Policy Guidance: Expert guidance on complex issues, i.e. ARRA, Youth, Trade Adjustment Assistance.

Features: WIA Reauthorization listening session, RAD and State action planning sessions, and three stakeholder exhibits (Reemployment Works! Community of Practice, IRS and HCTC, EBSA and COBRA).

Plenary Sessions:

- The Road to Recovery and Reemployment
- Challenges and Opportunities in Recovery and Reemployment: An Interactive Audience Session
- Implementing Recovery Act Investments: A Discussion with State and Federal Leadership
- State Report Out
- Recovery and Reemployment: National Program Administrators' Panel
- Next Steps on Recovery and Reemployment: An On-Going State and Federal Dialogue

Region 4 – Dallas

Theme: Recovery and Reemployment. Sub-themes and topics were shaped by the reemployment principles and feedback from the state planning committee, which consisted of state staff from the 11-state region.

Focus Areas:

- Transparency requirements and strategic planning and implementation of ARRA funding.
- Integration and alignment of UI and Reemployment.
- Green Jobs.
- Group discussions on the reemployment principles, green jobs, and Youth to improve integration of programs and improve delivery of services.

- Planning and accountability of ARRA investments.
- Integration and alignment of all ETA programs, including staff and service delivery.
- Summer Youth and effective practices on talent development surrounding the Youth program.
- Collaboration and building of community partnerships.
- Workforce tools and assessments.
- Using workforce data (labor market information) to drive decisions.

Features: Development of strategic doing plans around the seven reemployment areas.

Plenary Sessions:

- Transforming the Workforce System through the American Recovery and Reinvestment Act
- Where Are We and Where are We Going: An Overview and Outlook of Our Current Economic Situation
- Employment & Training Programs with a Greener Demeanor
- Strategies for Moving Forward: State Dialogues
- Where Do We Go From Here?

Region 5 – Chicago

Theme: Forum was organized around tracks including reemployment, using data to inform reemployment, early intervention and rapid response, green jobs, and youth programming. There was also substantial focus on implementing ARRA in general (beyond the SYEP) and apprenticeship.

Focus Areas:

- Early warning networks and rapid response/transition management.
- Actionable workforce data and information.
- Skills assessments; skills transferability.
- Flexible service delivery and training options.
- Unemployment insurance system integration.
- Technology.
- Strategic partnerships and resource leveraging.
- Integrated one-stop processes.
- Integration and alignment of programs, staff, and service delivery.

Features: Significant plenary and break-out time devoted to having participants develop state-specific Strategic Doing plans shaped around the seven reemployment topics.

Plenary Sessions:

- The Economic Road to Recovery in the Heartland
- Implementing the American Recovery and Reinvestment Act
- Call to Action: State Report Outs on their Strategic Doing Plans

Region 6 – San Francisco

Theme: San Francisco's Recovery and Reemployment Forum was based on three major themes: Implementation of the American Recovery and Reinvestment Act of 2009; Reemployment of Unemployment Insurance Claimants and Dislocated Workers; and Workforce Preparation for the Emerging Green Economy.

Focus Areas:

- Overview of the American Recovery and Reinvestment Act.
- Creating the context for workforce development in today's economy.
- Creating an understanding of the intent of Congress and the new Administration in responding to the economic crisis and the implications for the workforce development system.
- Partnerships with Energy agencies at the State and local levels.
- Preparing young adults with barriers to employment for careers in the emerging clean-green economy.

Features: WIA Reauthorization Listening Session.

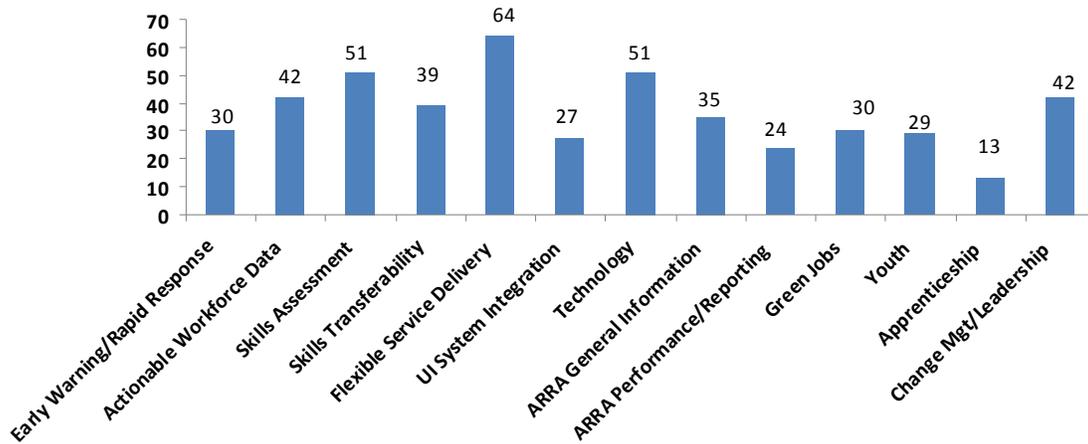
Plenary Sessions:

- An Overview of the American Recovery and Reinvestment Act
- Creating the Context for Workforce Leaders
- Washington Update
- Job Creation with Energy
- Workforce Preparation for the Green Economy – Pathways Out of Poverty

4.2 Topical Overview

As can be seen from Chart 4, the variety and frequency of topics offered provided an enormously rich learning opportunity for Forum participants. Individual regional topic charts are included in Appendices 1-6.

Chart 4: Forum Session Topic Frequency



SECTION 5: MAJOR FORUM OUTCOMES

Below we provide a look at the Forum outcomes from three perspectives: the evaluation data from Overall Forum Evaluations; a sampling of participant comments and “take-away” ideas in their own words, gleaned from Overall and Session Evaluations; and each region’s anecdotal assessment of its Forum’s results and impact, as provided in the Regional Forum Reports.

5.1 Evaluation Data

The following data were compiled from responses provided on overall session evaluations. Approximately 23% of participants returned overall evaluations.

Statement from Overall Evaluation	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Average
The Forum provided valuable information about the American Recovery and Reemployment Act (ARRA)	4.0	4.5	4.3	3.9	n/a ¹	4.5	4.2
The Forum provided valuable information and strategies for our reemployment efforts	4.2	4.2	4.2	3.9	n/a	4.3	4.1
I am taking away ideas I can put to use	4.3	4.2	4.2	4	n/a	4.5	4.2
Overall, the topics covered at this forum were useful	4.2	4.3	4.4	4	3.9 ²	4.3	4.2

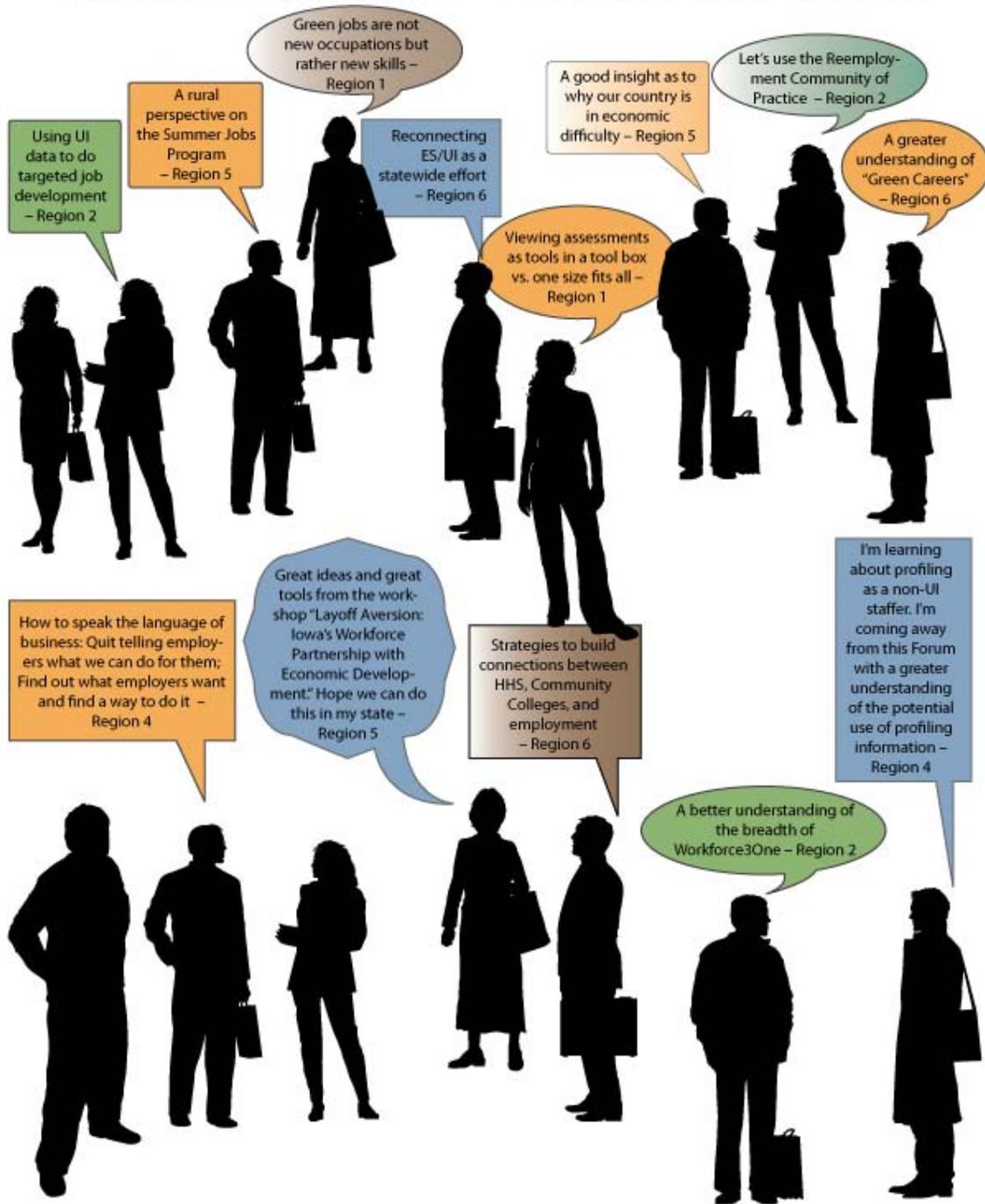
5.2 What Participants Said

The next two pages include a sampling of participant comments and take away ideas, mostly provided in the form of written comments on Overall and Session Evaluations. The Session Evaluations, in particular, asked participants to identify “Take-away ideas I found useful.”

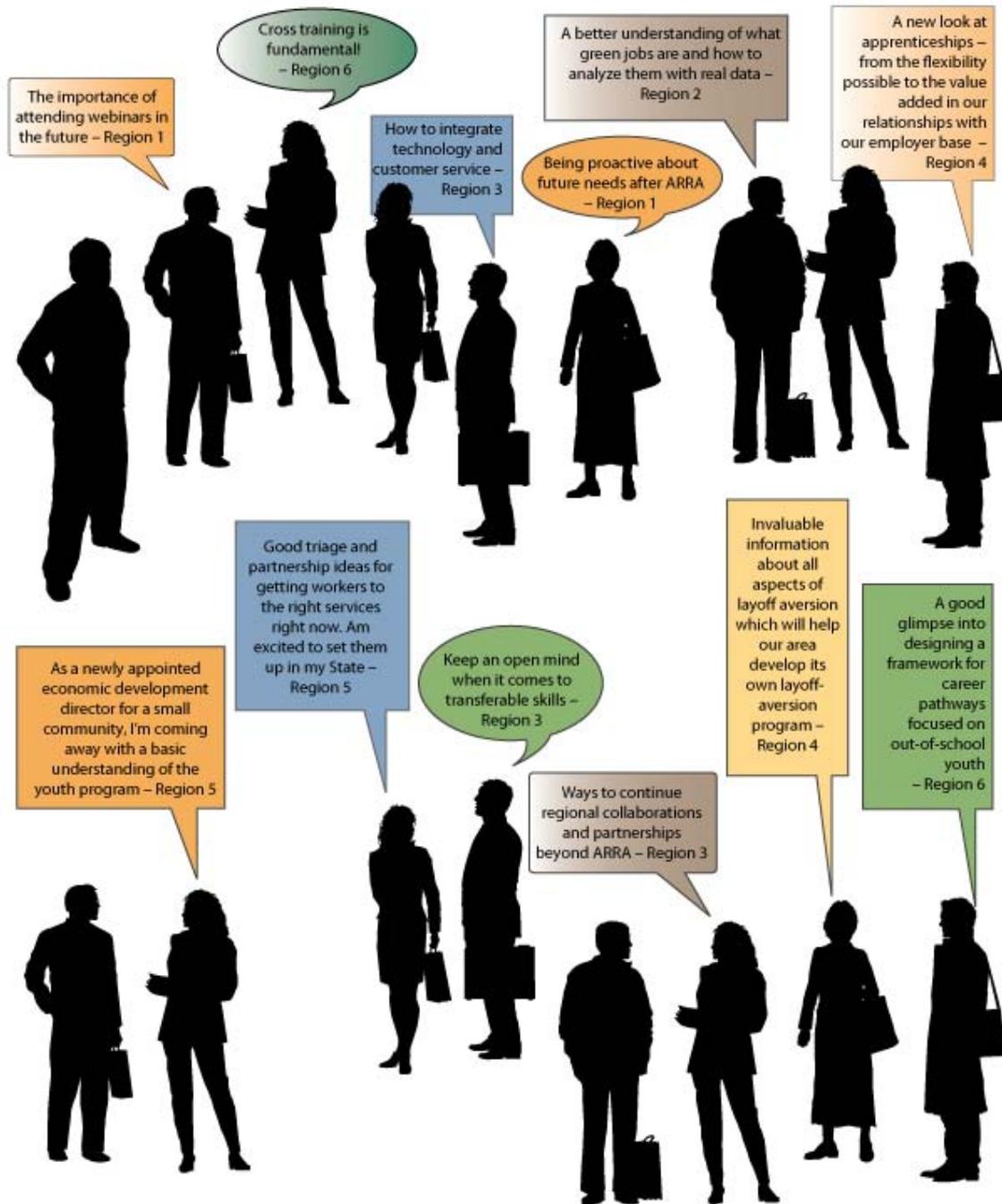
¹ A different evaluation form was used for Region 5 so equivalent information was not available.

² Region 5 question: What was your overall rating of the event?

PARTICIPANTS TOOK AWAY.....



PARTICIPANTS TOOK AWAY.....



5.3 Regional Assessments

Regions were asked to provide an assessment of the impact of the Forums as part of their Regional Forum Reports. They provided the following initial perspectives.

Region 1 - Boston

The Forum afforded the opportunity to engage local level program operators in a technical assistance event, which has not occurred for some time in this region. Registration roughly reflected this participation with approximately 80 state and 50 local attendees. The Region hopes to continue to build this relationship going forward. In addition, as a result of the Forum there is now a broader discussion occurring regarding reemployment tools, strategies, and approaches, and desired outcomes. In the case of certain states, the Forum also provided an opportunity not otherwise available for state-level employees to work together to develop new ideas and ways of working together. Finally, the forum provided attendees the opportunity to work with their state FPOs on preparing for the ARRA Readiness Consultations.

Region 2 - Philadelphia

Stating outcomes would be premature at this time; rather, the Region is focusing on what we learned about attendees' recovery readiness through participation in the Forum sessions. The Region's hope is that the information presented will be taken back to the Workforce system and shared through training, webinars, and staff meetings. We anticipate that this shared information will be the basis for attendees planning future actions. Many participants commented that Paul Harrington's presentation was especially enlightening as he related the specifics of this Recession to their Workforce areas, and some approached him about conducting a similar analysis in their respective areas. It was also evident from the many questions directed to the Congressional panel that attendees were seeking guidance on implementation of ARRA initiatives.

Region 3 - Atlanta

State and local leadership that attended the Region 3 Recovery and Reemployment Forum were positive and enthusiastic about the opportunity to come together to share ideas. This enthusiasm has continued after the Forum; state leadership has informed Dr. Helen Parker, the Region 3 Regional Administrator, of their desire and commitment to continuing their work together across states and localities. Region 3's state leadership has specifically asked that opportunities be created that would allow them to come together, to converse across state and local boundaries, and to learn from each other by sharing ideas and innovations. Many states are also considering replicating the Forum at the state and local level to ensure as many workforce professionals, including front-line staff, are engaged and involved.

Common themes raised throughout the Forum included staff training in career development/counseling; stackable assessments and training designed to help someone find a job and build a career; the need to redesign the workforce system to be more flexible and responsive to employer/client needs; reconsideration of performance standards; and the need to automate and integrate the workforce system. In short, what the system seems to want most is the opportunity to work together and with the Department of Labor to effect positive, viable, effective workforce system transformation and growth.

Region 4 - Dallas

The meeting allowed the 11-state region to network, learn, and strategize on next steps surrounding reemployment and recovery. The 500+ attendees included representatives from state and local workforce agencies, one-stop center staff, training providers, Indian and Native American organizations, colleges and universities, and chamber of commerce. Federal partners also attended to share their agency's ARRA efforts. This included the Women's Bureau, the Office of Apprenticeship, Veterans Employment and Training Service, Education, Small Business Administration, Health and Human Services, Department of Transportation, Government Accountability Office, Wage and Hour, and the Bureau of Labor Statistics.

Attendees were very pleased with the workshops, especially the pre-forum workshops that focused on the technical aspects and requirements of ETA programs. The most popular workshops focused on the "how to" of service delivery and implementation.

Region 5 - Chicago

The Heartland Conference included a pre-conference meeting with key state administrators with a detailed discussion of the changes coming to the Trade Program, the major elements of UI Modernization, WIA and Wagner-Peyser. It gave the Regional Office the opportunity to share ETA planned rollout activities, to hear about state ARRA implementation activities, to query the states about policy questions and training / technical assistance needs, to highlight probable oversight and reporting requirements, and to pound home with state administrators the imperative to mount substantial summer youth programs during 2009. State administrators queried one another, and shared planned approaches and concerns among themselves and with ETA staff.

The Heartland Conference provided all attendees with an overview of ETA expectations for ARRA implementation. (Key state and local administrators got their own specific presentation and discussion opportunities during pre-conference sessions.) The Heartland had a major "GREEN" theme, with notation in the event program asking, "What's GREEN at the Heartland Conference?" and listing more than 20 ways we worked to be GREEN. For example, the conference program was produced on recycled paper, the tote bags and badge holders were made out of recycled material, and a jump

drive was provided to all participants for downloading conference presentations. Heartland conferees not only heard repeatedly in workshops and plenary sessions about the seven reemployment focus areas, they got to work with these critical elements of change in state-specific “strategic doing” sessions and to create action plans for implementing aspects of these reemployment activities when they returned home.

Region 6 – San Francisco

The San Francisco Forum’s successes relied upon timely, substantive, and critical information provided by speakers, presenters, and panelists; facilitated sessions that encouraged interaction and the sharing of ideas; and the overall opportunity for networking and information exchange. The Regional Office targeted system leaders, as evidenced by the many system administrators, executive directors, managers, and supervisors in attendance as well as representatives from the community college system. The Forum accomplished the following:

- Workforce system leaders received important information about the Recovery Act, its expectations and congressional intent; regional economic trends and outlook; availability and accessibility of resources, and ETA program areas of emphasis.
- Workforce system leaders were provided an opportunity to exchange ideas, hear what others are doing, and enhance collaboration as they face the challenges of Recovery Act implementation.
- Recovery Act readiness was enhanced for Region 6 jurisdictions through targeted technical assistance with emphasis on performance, reporting, accountability, transparency, and financial and administrative requirements. The Forum also created an understanding of the importance of spending with efficiency and expediency.
- Green workforce preparation approaches were explored; attendees received information about states’ strategies to identify emerging green jobs, assimilate green jobs concepts in education and training, and develop comprehensive workforce preparation plans.
- Opportunities were provided to explore creative training strategies and various service delivery models to increase reemployment of dislocated workers and unemployment insurance claimants.
- Resources were identified and shared to connect disconnected youth to education and employment opportunities and to ensure work readiness through appropriate service strategies.

SECTION 6: POLICY RECOMMENDATIONS DIRECTED TO DOL/ETA

Many of the Forum participants, particularly the plenary speakers, offered policy ideas and recommendations for enhancing future program and services development and implementation. This section captures many of these ideas along with identifying their sources. Recommendations are organized by topic; the following chart shows which topics are covered.

Note that while listening sessions related to reauthorization of the Workforce Investment Act (WIA) were held at two of the later forums, reports from those sessions are being prepared separately by the regions involved.

	Reemployment Topics		ARRA Topics		Additional Topics
x	Reemployment General	x	ARRA General	x	Green Jobs
	Early Warning/ Rapid Response		ARRA Performance/Reporting	x	Youth
	Actionable Workforce Data				Apprenticeship
	Skills Assessment			x	Trade
	Skills Transferability			x	Partnerships
	Flexible Service Delivery			x	WIA Performance/Reporting
	UI System Integration				WIA Reauthorization
	Technology and Tools				Veterans
				x	Capacity Building
				x	Branding/Outreach
					Organizational Change

REEMPLOYMENT

- *BLS Data*: System should be able to access quality, timely national data by occupation, geography, etc. through BLS. (Region 3, State Administrators)
- *Economic Impact Data Implications for Workforce Planning*: LMI information and economic data show that the greatest magnitude of job loss is in construction and manufacturing. This finding impacts retraining strategies. Cannot retrain a construction worker for healthcare in a short time. (Region 2, Paul Harrington, Associate Director of Center for Labor Market Studies, Northeastern University, "Labor Market Impacts of the Economic Crisis in the Mid-Atlantic Region") People who staff one-stop centers need labor market impact and economic outlook data before recommending training and other options to their clients. (Region 2, Lenita Jacobs-Simmons)
- *Eligible Training Provider List*: Eliminate the bureaucracy of the Eligible Training Provider List (ETPL). (Region 1, Participant) The system needs more flexibility with the demand occupation list and eligible trainer provider system. (Region 4, Participant)

- *Family Educational Rights and Privacy Act*: The Family Educational Rights and Privacy Act leads to unintended consequences, such as accessing UI wage data to demonstrate program effectiveness to state legislatures and the merging of workforce and public education records and post-secondary education records. (Region 4, Participant)
- *Incumbent Workers/Rapid Response*: Increase focus on incumbent worker training to facilitate career progression and open up entry level positions. Focus on serving the needs of the underemployed as well as the unemployed. Establish a response and service policy that is proactive in early intervention, i.e. before people are laid off and/or unemployed. (Region 3 State Administrators)
- *Needs Related Payments*: A policy for Needs Related Payments must be issued. (Region 1, Participant)
- *Partnerships/Integration*: We are in our most serious economic crisis in years. Only if we come together and work across silos can we solve the problems our fellow citizens are facing. The people we serve do not care where the funding comes from or the political affiliation of the person helping them; all they care about is help in finding a job. (Region 3, Michael L. Thurmond, Commissioner, Georgia Department of Labor) An integrated front-line service model needs to be adopted. Though funds may be appropriated in “silos,” this should be transparent and not impact the client when they interact with the workforce system, i.e. separate and distinct UI and RES staff. (Region 3, State Administrators)
- *Policy Development*. Senior management and leadership should understand and incorporate a program perspective when creating policy. (Region 3, State Administrators)
- *Stackable Skills and Credentials*: Provide clients with stackable skills, training, and credentials that can be used to build a career as well as get a job. (Region 3, State Administrators)
- *Technology and Labor Market Data Utilization (frequent)*: Utilize technology and LMI to increase service efficiency and effectiveness. Use technology to effectively provide automated services that help front-line staff serve customers (for example, effective profiling to identify UI claimants that can return to work with little help from the system), provide services to clients in remote areas, and streamline data collection, information, and reporting. Encourage the use of LMI by the workforce system in strategic planning. Understand the importance of LMI and the need to invest in it through staff training and technology resources, i.e. GIS Mapping. (Region 3, State Administrators)
- *Technology and the Personal Touch*: We’re in a high tech, high touch business. Have to make our high tech processes more high touch. Make clients feel the personal touch even if we’re serving them through technology. (Region 3, Helen Parker, ETA Regional Administrator)
- *UI Claimants Training*: Address retraining in the context of UI claimants receiving benefits for a longer number of weeks (79 weeks vs. 26 weeks). (Region 3, State Administrators)

ARRA

- *Exit Strategy:* Identify a viable exit strategy related to the use of ARRA funds. Focus on a two-pronged strategy as related to the use of ARRA funds:
 - First, what we can do with the money now to get people back to work as quickly as possible.
 - Second, how we can strategically invest ARRA funds to ensure sustainable system transformation. (Region 3, State Administrators)
- *Long Term Impact:* Recovery Act dollars must pave the way for longer term economic opportunities. The ARRA dollars are great but just have an 18-month spending window. Spend smart, quick and honest. (Region 2, Thomas Perez, Secretary, Maryland Department of Labor, Licensing and Regulation)
- *Partnerships/Connections:* It is critical that DOL connect the dots for the system as to what other Federal agencies are doing with their ARRA funds and how they are being asked to relate to the Workforce system. (Region 1, Participant)
- *Spend!* Most importantly: spend the ARRA funds now and spend efficiently. It helps us advocate for the programs. If the bulk of dollars are not used when reauthorization comes up in 6-9 months we're going to be up a creek. A large summer program has to be a part of the effort. (John Colbert, NCEE, Region 6 Forum)
- *Telling the Story:* We don't have a brand so it's hard to tell the stories. System staff should invite district congressional staff to visit your One-Stops, develop a relationship, and fill them in monthly on results, anecdotes. Invite member of Congress to visit to show them your successes. (John Colbert, NCEE, Region 6 Forum)

GREEN JOBS

- *Consumer Education:* A change in consumer behavior towards energy efficient lifestyles is needed; more consumer education needed. (Region 1, Aaron Fichtner, "Green Jobs: What are the Opportunities and Challenges")
- *Gender Bias:* Policy leadership needed to address the gender bias in Green Jobs industries in order to open up construction jobs to more women and minorities. (Region 1, Participant)
- *Identifying and Counting Green Jobs:* In establishing a definition for green jobs, identify possible job requirements through the use of LMI and workforce expertise. (Region 3, State Administrators) Defining and counting green jobs using traditional data is a challenge, as these jobs are in both new and existing occupations. (Region 1, Aaron Fichtner, "Green Jobs: What are the Opportunities and Challenges")
- *Energy Partnerships:* There is significant ARRA funding coming out from Department of Energy. Come help us spend our money! Help us accomplish our goals while you accomplish yours! There aren't a lot of rules so creativity and aggressiveness are called for. Your job is to see the need and take action - hasten

change and make things happen. So, anything you suggest to the energy folks with global warming and green will be warmly received. Weatherization is the most fertile place for you to find jobs. Get to know the energy people – you should know the name of the energy person in your state! They have \$5 billion and they want to spend and it's a perfect entry level position for workers! Thieves and scallywags always get involved so I want you involved to be sure the money gets spent well. Go visit a wind energy site. They are dying for techs to build, tune, and maintain wind towers. Most techs in California are being imported from FL. This is a perfect partnership for the workforce system. (Brian Quirke, Director of Communications, U.S. Department of Energy, Chicago, IL, Region 6 Forum)

- *Identifying an expert:* Identify and designate a green jobs expert in a local area since this is a very complex issue and it would be more beneficial to have one person who can focus on it rather than trying to get everyone up to speed. That person can track development of green training and education in the state to determine where the gaps are and where to build new training. (Region 4, Jennifer Cleary, Senior Project Manager, Heldrich Center for Workforce Development, Rutgers University)
- *Job Skills Standards:* There is a great opportunity now to at least agree on standards for the green job skills and then focus on the curriculum and credentialing later. (Region 2, Participant)
- *Partnerships:* Building relationships between state and local workforce system entities and utilities and energy companies locally as well as with employers, unions, education is critical. Access available union training in building and construction trades relevant to green jobs industries. These relationships are key in identifying priority hiring needs, existing program and skills gaps, and necessary certifications. (Region 1, Aaron Fichtner, "Green Jobs: What are the Opportunities and Challenges")
- *Public Policy:* A strong understanding of Green Jobs public policy at both the federal and state level provides a critical roadmap for WIBs and One Stops. (Region 1, Aaron Fichtner, "Green Jobs: What are the Opportunities and Challenges") Greening of the economy will only occur as quickly as Feds/States provide laws, regulations and guidance. (Region 2, Participant)

YOUTH

- *Determining the Youth Population Need:* When determining the youth population need in your area, pay attention only to the youth employment rate. Unemployment rate for youth doesn't matter because kids quit looking when they can't get a job. (Region 2, Paul Harrington, Associate Director of Center for Labor Market Studies, Northeastern University, "Labor Market Impacts of the Economic Crisis in the Mid-Atlantic Region")

- *Eligibility:* We're from a relatively low income area but getting kids eligible for the program has been very difficult. The income levels required are so low that they aren't relevant for today. DOL really needs to look at eligibility requirements and income levels. (Region 4 participant from local area in Arizona)
- *Value of Work Experience:* Solid work experience in high school can raise one's lifetime earnings by 3%. Workforce has to change strategies towards giving kids work experience, maybe through subsidized employment, OJT, etc. Kids need the fundamental labor-market savvy (i.e. showing up on time, etc.) developed through working. (Region 2, Paul Harrington, Associate Director of Center for Labor Market Studies, Northeastern University, "Labor Market Impacts of the Economic Crisis in the Mid-Atlantic Region")

TRADE

- *Policy Guidance (frequent):* Official guidance on TAA policy is needed.

PARTNERSHIPS

- *Education Relationships:* It is essential to marry education and workforce with states and even at the Federal level. MD now has education and workforce in one Department to capture the synergies. (Region 2, Thomas Perez, Secretary, Maryland Department of Labor, Licensing and Regulation, Opening Plenary) Look for partnerships around education – check out the Innovation Fund through Department of Education. (John Colbert, NCEE, Region 6 Forum)
- *Economic Development:* Understand the role the workforce system can play in economic development by working with community action agencies, non-profit organizations, and employers. (Region 3, State Administrators)
- *Energy:* Seek partnerships with other government programs such as weatherization, State and local energy offices. (John Colbert, NCEE, Region 6 Forum)
- *Employer Relationships:* Economic crisis offers opportunities to forge new relationships with business and to cement existing relationships, including those with workforce boards and chambers of commerce. Employers are interested in incumbent worker training and layoff prevention training among other things. (Region 2, Thomas Perez, Secretary, Maryland Department of Labor, Licensing and Regulation, Opening Plenary) Every training program must be tied to employment – essential to build strong relationships with employers. The labor market is a social institution as it turns out. The effectiveness of our efforts will be based on whether we can build these employer relationships. (Region 2, Paul Harrington, Associate Director of Center for Labor Market Studies, Northeastern University, "Labor Market Impacts of the Economic Crisis in the Mid-Atlantic Region")

- *HUD*: Seek out partnerships with HUD to get WIBs and public housing agencies to work more closely. (John Colbert, NCEE, Region 6 Forum)
- *Industries*: Target the temp agencies – they will be the first beneficiaries of the improving economy. The construction industry won't need help because their workers are out there and waiting to be hired back. (Brad Kemp, Director of Regional Research, Beacon Economics, Region 6 Forum)
- *Interagency Collaborations*: Interagency collaboration is essential since much of the ARRA funds for jobs and training are going to other agencies (i.e. Housing getting weatherization funds for jobs and training); workforce can help with the training and fill the jobs. Essential that these collaborations have the commitment of the top management. Work toward spending collaboratively and tracking dollars spent. (Region 2, Thomas Perez, Secretary, Maryland Department of Labor, Licensing and Regulation, Opening Plenary)
- *Pell Grants*: Need to work with US Department of Education to look at/address the Pell Grants definition of an adult. Currently, unless individuals applying for a Pell Grant are 21-years or older, married, or legally orphaned, individuals must provide their parents' financial information. However, in many hard to serve populations (such as disadvantaged youth), individuals may not be able to provide this information for various reasons. In these cases, individuals are precluded from utilizing the Pell Grant (and the associated training/education) for 3 to 4 years until they turn 21. (Region 3, State Administrators)
- *Performance Accountability and Privacy Issues*: Performance accountability and data privacy must be addressed when sharing information among agencies. Two specific examples include:
 - The need to address the exchange of data between the Department of Education and the workforce system.
 - The need to enhance the UI wage record to address/identify Occupational Identifiers and Wage Rates. (Region 3, State Administrators)
- *Stackable Credentials*: Need collaboration with the US Department of Education on stackable credentials. (Region 2, Participant)

WIA PERFORMANCE/REPORTING

- *Cost Effectiveness of Services*: While the workforce development system currently has a bias to training, it undervalues the labor exchange function which research shows is more cost effective. Intensive services are monitored and valued more than core services when this shouldn't necessarily be the case. (Region 1, Louis Jacobson, Strengthening One Stop Career Centers)
- *Earnings Measure*: The earnings measure is a post measure, not a true measure of service as it is happening. (Region 1, Louis Jacobson, Strengthening One Stop Career Centers)

- *Employee Benefits Consideration:* Performance measures should be adjusted to consider benefits such as health care coverage, 401K match, paid leave, etc., in addition to the salary/wage paid. (Region 3, Participants)
- *Hard-to-Serve Population:* Long-term measures can be problematic and difficult to capture for hard-to-serve populations. Including innovative measures such as recidivism rates would more accurately capture program performance. In addition, include short-term measures such as services provided. (Region 3, Participants)
- *Impact on Program Innovation:* Current performance standards negatively impact innovation and decrease risk taking. Standards are structured such that state/local service providers work out of a position of fear. Performance standards should be designed to drive high expectations while at the same time encouraging innovation. Report requirement should not drive the program; rather, the report requirements should provide information on the effectiveness and efficiency of the program. (Region 3, Participants)
- *Interim/Adjustable Measures:* Need to establish interim/adjustable performance measures. Need to establish a two-tiered structure for performance measures:
 - State level measures, which would focus on strategic measures, continuous improvement, etc.
 - Local level measures, which would primarily focus on program and staff performance. (Region 3, Participants)
- *Overall Penetration of the Workforce System:* Performance measures should reflect the penetration of the workforce system overall and not just the number of people in training. For example, the percentage of unemployed workers vs. the number of people being served by the workforce system. (Region 3, Participants)
- *Return on Investment:* Current One Stop accountability system provides insufficient feedback on return on investment (i.e. most effective programs, value of core vs. intensive services). A high quality accountability system for One-Stop outcomes is needed which measures value added and factors in return on investment, and raises minimum standards, holding them accountable for effective counseling/assessment and the value of training. This system should:
 - Measure Job Search Outcomes.
 - Compare actual outcomes to outcomes without services (value added).
 - Compare benefits to costs.
 - Examine benefits to taxpayers (social returns) and benefits to jobseekers (private returns). (Region 1, Louis Jacobson, Strengthening One Stop Career Centers)
- *Underemployed Workers EER Rates:* Underemployed workers are coming to the One Stops more frequently, and EER is not being reported for these individuals. This could impact performance. (Region 1, Louis Jacobson, Strengthening One Stop Career Centers)

- *Using Performance/Reporting Data to Promote One-Stop Value:* The effectiveness and value of One Stop services not generally recognized by Federal and State lawmakers – they need to be made aware of system capacity to serve claimants, jobseekers, employers, and the nation as a whole, (providing \$4 in benefits for every \$1 spent). (Region 1, Louis Jacobson, Strengthening One Stop Career Centers)

CAPACITY BUILDING

- *Consistent Staff Competencies:* Front-line training needs to be consistent across states as much as possible. Though programs available to the client may vary across states, the competencies required to ensure front-line staff provide capable career counseling and development will remain consistent regardless of location. (Region 3, State Administrators)
- *Cross Training:* There must be staff development and cross training of staff, scaling capacity to meet demand. (Region 1, States)
- *Global Career Development Facilitator Training:* Need to establish/encourage use of the Global Career Development Facilitator training. (Region 3, State Administrators)
- *Importance of Staff Training:* Front-line staff must be adequately trained in career counseling, triage, skills assessment, and using available workforce tools among other areas. With staff retirements and the hiring of new staff under ARRA, capacity building is even more critical. (Region 1, Participants) Despite the current economic crisis situation, policy leaders must understand the need to continue staff training. (Region 3, State Administrators)
- *Team Building:* DOL funding for staff team building is encouraged as states move from an employment to training focus. (Region 1, States)

BRANDING/OUTREACH

- *Re-Branding Campaign:* There is a need to establish a “first-stop” outreach/re-branding campaign to improve the image of the workforce system as a viable provider of quality talent and the best place to find a job/start a career. (Region 3, State Administrators)

SECTION 7: QUESTIONS AND TECHNICAL ASSISTANCE NEEDS RAISED

Participants were encouraged throughout each of the Forums to make their technical assistance needs known. This section offers many of the areas and topics around which Forum participants would appreciate further guidance. The issues compiled here were raised in a variety of formats – as questions to speakers, in writing on the session evaluations in response to the item, “Questions I Would Still Like Answered,” or on the overall Forum evaluations. They are a mix of “can we” and “how to” questions plus requests for various types of information. It is apparent from the extensive list that there is still much guidance to be offered to the system.

In instances where the technical assistance needs were raised during Q&A sessions with speakers, answers were recorded by note-takers for many of the questions. However, since the answers have not been vetted and only represent one speaker’s on the spot response and the many different note-takers’ best recollections of those responses, the answers are not included in this Regional Forums Final Report. However, notes that include the answers given have been provided in a separate document for further use as appropriate by ETA staff.

The Questions and Technical Assistance Needs identified below are organized by topic; the following chart shows which topics are included:

	Reemployment Topics		ARRA Topics		Additional Topics
x	Reemployment General	x	ARRA General	x	Green Jobs
x	Early Warning/ Rapid Response	x	ARRA Performance/Reporting	x	Youth
x	Actionable Workforce Data			x	Apprenticeship
x	Skills Assessment			x	Trade
x	Skills Transferability			x	Partnerships
x	Flexible Service Delivery			x	WIA Performance/Reporting
x	UI System Integration			x	WIA Reauthorization
x	Technology and Tools			x	Veterans
				x	Capacity Building
				x	Branding/Outreach
					Organizational Change

REEMPLOYMENT - GENERAL

- *Community of Practice:* How can we integrate the ReEmployment Works! Community of Practice into day-to-day business?
- *Definitions:* Please provide definitions of WPRS/REA/ERP/RES.
- *Models:* Please establish a repository of authenticated “best practices” information.

REEMPLOYMENT - EARLY WARNING/RAPID RESPONSE

- *Definitions:* We need definitions of high skill/high wage and high demand jobs.
- *Funding:* Is layoff aversion funding centralized, or allocated to local WIBs? Especially important for incumbent worker training.
- *Models:* Would like to have real-time strategies and practices that assist to determine the Reemployment needs of *employers*. Need promising practices on training activities such as OJT. Provide guidance (maybe a template) on how a local area can determine business needs.
- *On-site services:* How can we address rapid response when employers prefer that staff not respond and provide on-site information?
- *Skills Determination:* How can we determine what skills will be needed in the next two years? Is there available data for labor jobs as well as CTE education prep?
- *Staff Development:* Front line staff needs more sessions on rapid response and layoff aversions.

REEMPLOYMENT - ACTIONABLE WORKFORCE DATA

- *Data Sharing:* How can we collect information across systems (WIA, UI, Wagner-Peyser) in a way that can be effectively shared?
- *Green jobs:* Requesting more information on conducting a local labor market study on green jobs versus relying on state agency data. More discussion is warranted around the question of locals duplicating the state versus reciprocal local and state LMI sharing as a helpful exercise.
- *Identifying Jobs:* How does the workforce system identify and train for jobs that do not yet exist? Where can in-demand occupation lists be found?
- *Models:* Develop and pilot a program where LMI analysts develop customizable timely data in an easy to understand format.
- *Real-Time Data:* How can the system access real-time LMI Data? Need information on how to address the timeliness of Federal/State LMI data (specifically, wage information).
- *Staff Training (frequent):* Need more Statistical Packages for the Social Sciences (SPSS) tutorials. Need staff training on the effective use and application of LMI. Need to develop a workforce certification for becoming proficient in the use of LMI.

REEMPLOYMENT - SKILLS ASSESSMENTS

- *Common Assessment Model:* Developing a minimum common assessment for the system that will match client skills to job skills would be most helpful.
- *Hands-On Skills:* Need more hands-on skills for doing skills assessments.
- *New customers:* Need guidance in how to assess new customer pools such as “professional” workers.
- *Tools (frequent):* Information on customer assessment and triage processes and tools is needed. Which models work best for which customers (WorkKeys, Autocoder, others?) System needs assistance in getting Autocoder software installed and implemented.

REEMPLOYMENT - SKILLS TRANSFERABILITY

- *Available Tools:* Need inventories of available employment opportunities and skills requirements and a tool to map and link these inventories. Would like to have Web addresses for accessing skills transferability tools.
- *Certification:* What is the relationship between community colleges and training certification?
- *Determining skills:* How can local areas identify what skills will be needed in the next two years? How can they forecast of what new/emerging jobs will be created? Please provide specifics on how skills from one occupation transition to an occupation where jobs are available, e.g., manufacturing to healthcare.
- *Models:* Please identify current effective practices on developing virtual job fairs by industry sectors, virtual job clubs (professional on-line networking), and video workshops.
- *Staff Training:* Case managers need support in accomplishing their two different roles, triage manager and directive counselor, with good performance measures to ensure they are best serving the client. Additional training, information, and tools are needed for case managers in the areas of triage, assessment, and skills transferability analysis.
- *TORQ:* Can the TORQ application be used by a counselor, sitting across from a jobseeker to provide guidance on probable occupations?
- *Transferable skills vs. transferable occupations:* Please provide clarification and guidance on transferable skills vs. transferable occupations.

FLEXIBLE SERVICE DELIVERY

- *Eligibility:* Is it required that case workers collect and document all eligibility options?
- *Hard to serve:* Would like specifics on the “hardest to serve” that need more training and time.
- *Health Care Targeted Tax Credit (HCTC):* More information requested.

- *Needs-Related Payments*: What is the range of approaches on Needs-Related Payments? The system could benefit from info sharing and best practices in this area. A policy for Needs-Related payments would be helpful.
- *Pell grants*: Need to know more about the eligibility and application process for Pell grants and other financial assistance.
- *Sectors*: Why should the system continue training in “high growth” industries when these industries tend to have a surplus of workers?
- *Supportive Services (frequent)*: Can supportive service money be used to supplement UI payments for UI claimants in training? Otherwise UI clients cannot support themselves while continuing in training. How can we direct more funding to supportive services; i.e., how to address the increased need for supportive services.
- *TANF*: Our workforce area would like to be able to refer appropriate TANF participants to WIA training, but, under TANF, training is not an acceptable work participation activity and the majority of TANF clients must be put into work participation. Is there any chance of a waiver of this TANF work participation measure to include training?
- *Training (frequent)*: We are training people to go where? There may be an extended lag time before folks get a job - what is ETA going to do? Would like more information on the use of flexible training options including OJT. Would like models of demand-driven approaches to training. Please provide a webinar on creative training strategies. Would like more information on sustainability of programs in terms of future funding.
- *Waivers*: DOL stated that workforce boards could work on the programs while waiting on the approval of the waivers. Would the boards be delivering the services?

REEMPLOYMENT - UI SYSTEM INTEGRATION

- *Common Application*: An exportable common application that could be used as an entry point for all Workforce services would be most helpful.
- *Eligibility*: How do you validate that a UI claimant applying for a Pell grant does not have enough income to pay for his training?
- *Funding*: How can we use RES funds, WPRS and REA together with WIA sources to ensure the unemployed talent pool have the skills to meet the demands of high growth and green jobs?
- *Integrating UI/One Stop (frequent)*: How can we strengthen the UI/One Stop link? It would be helpful to share successful models. How can we develop a seamless integration between UI claimants and WIA information and services? Provide ways to link UI claimants to training. Need information on how to alleviate and address UI issues when assisting UI claimants with educational opportunities.
- *Models*: Examples of local area protocols and procedures in determining Reemployment Services expenditures and services to UI claimants.

- *Profiling*: Provide information on the pros and cons of worker profiling models. Would like to have more information about numbers of UI claimants vs. number of claimants profiled.
- *Work Test*: Need clarification on what is required for “one-on-one” meetings regarding the work test, and if this is required.

REEMPLOYMENT - TECHNOLOGY & TOOLS

- *Assessment Tools*: What are the differences and types of assessment tools that can be used?
- *LED Tool*: Will LED add occupational data? LED should incorporate Federal and Military employment and also look at ethnicity and educational attainment needs.
- *Resource Information (frequent)*: Need open access to various sites, technology, and tools. A repository of tools complete with an evaluation of these tools and guidance in selecting the right ones is needed. Develop a clean tech resource manual including the engagement of One-Stop staff in development, training, and reassessing after initial use.
- *Sharing Information*: How can we best share information among all levels of the workforce system and with partners/programs/stakeholders about available workforce related tools and technologies?
- *Staffing*: More personnel needed until able to upgrade MIS and technology.
- *Strategic Doing Tool*: How many organizations are currently using the Strategic Doing tool and to what effect?

ARRA: GENERAL

- *Asset Mapping*: Need assistance in finding out about ARRA investments in each state. How can we connect to all federal investments? How can we do ARRA asset mapping to help identify jobs created as a result of other federal and state agency ARRA projects?
- *Authorization vs. Appropriation*: What is the difference between authorization and appropriation?
- *Co-enrollments*: How should local areas be approaching co-enrollments? Are mass co-enrollments expected?
- *Community/Technical College Involvement*:
 - How can Community Colleges contribute to the ARRA effort? While ARRA has given us flexibility with class size, we have a conundrum in trying to do ARRA and our regular programs at the same time. Regarding skills, certifications, etc., we have a system that is built around occupations and the two do not align themselves very well. For example, if we don't have engineering on our targeted occupations list we can't train someone who has been an engineer with IBM for 20 years but has

been told that if he had a project management certification he'd have a better chance at jobs. How do we resolve this?

- Our college has suffered a 14% budget reduction, which has resulted in RIFs. So the short-term nature of ARRA doesn't really provide us with what we need in terms of infrastructure to increase classes. Are there other options?
- How do tribal colleges get involved with ARRA and access this money?
- Guidance requested from tribal college on creative ways to use ARRA funds, such as creative arts projects like those carried out by the New Deal in the 1930s.
- *Competitive Grants (frequent):* What is the WIB's role in applying for a Green Jobs competitive grant? When will RFPs for competitive grants be issued? Is there a place where we can get a list of the full range of discretionary investments? Need ideas on how to apply for new competitive green stimulus grants and more information about DOL's next generation of discretionary grant categories.
- *Expenditures:* How can we achieve 67% expenditures in training, etc. for ARRA.
- *Funding:* We've heard talk of a second stimulus packages where we can take the infrastructure we've developed and really run with it. What is the word on that?
- *Hard to Serve Populations:* What role do MSFWs and other hard to serve populations have under the ARRA?
- *HCTC:* How is Health Coverage Tax Credit (HCTC) program administered? Please provide clarification regarding caps on COBRA benefits and receipt of HCTC. What is the definition of eligible HCTC recipient under the Recovery Act? Need clarification regarding COBRA premium reduction for those who involuntarily lose jobs.
- *NEG grants under ARRA:*
 - Please provide clarification concerning the requirement for a National Farmworker Jobs Program grantee to provide letter of support from Local Workforce Investment Board when applying for a Recovery Act NEG that impacts multiple LWIAs.
 - How will cost-per-participant within Recovery Act NEGs be considered by ETA?
 - Can a Regional WIB apply for an NEG that covers two states?
 - What information on the status of State Dislocated Worker funds must be provided by a LWIA applying for an NEG?
 - What types of services are available under Dislocated Worker Formula Funds Replenishment (DWFFR) NEG? What steps should LWIAs take with their state when they have exhausted funds and want to apply for DWFFR NEG?
- *Partnerships:* What is being done at the national level to help states and locals to partner with Departments of Correction, Justice, etc. to serve underserved groups? Is there any consideration of incentives to push all agencies to share jobs?
- *Recapturing Funds:* What is a State's ability to recapture local funds?

- *State Role*: What is the intent of ARRA with regard to the state's role in local interpretations of TEGs?
- *State Set-Aside Funds*: Can state set-aside funds be used for pilot projects to serve special populations? Need policy guidance on use of state set-aside funds.
- *Timeframes*: What is the timing for using ARRA workforce funds?

ARRA: PERFORMANCE/REPORTING

- *Allowable costs*: Need guidance in the areas of: disallowed costs; high risk areas; and internal controls. Has the TEG 06-99 formula for state obligations changed?
- *Competitive Procurement*: Some states are rolling ARRA funds into existing contracts, but the information about competitive procurement seems to conflict with that. Can you balance that?
- *Discretionary grant funding (frequent)*: More information requested on timing, who is eligible, etc. with respect to the ARRA discretionary grants.
- *Eligibility*: What establishes low income for WIA?
- *Exiting*: At the end of the grant, if participants are still on, should participants be hard exited at the end of the NEG? Will the N.O. wait until they show up on WIASRD? (This would eliminate the 90 day lag)
- *ITAs*: What is the maximum allowable amount for ITAs?
- *LMI*: Are there any measures being developed concerning LMI with regards to ARRA?
- *Monitoring (frequent)*: Will there be changes to Core Monitoring Guide with respect to ARRA? Guidance on how to conduct program ARRA monitoring needed. States, service providers, and LWIAs would like examples of worksite and monitoring tools related to ARRA programs.
- *Obligations*: How to minimize cash on hand, ensure quick liquidation of obligations and efficient expenditure. This has serious implications for validating the need for ARRA resources, and to avoid Congressional actions such as last year's rescissions.
- *Obligations*: What is the difference between obligations and expenditures of ARRA money?
- *Performance goals*:
 - Will performance goals be renegotiated?
 - How will ARRA reports affect WIA's incentives/future funding?
 - Results and numbers lag, so how can we help you show success – not just in quarterly or monthly reports?
 - If 18 months from now the needle has not moved on unemployment, what are the prospects of the system as a whole?
 - In my region unemployment is at 14% and we just saw a decrease in funding. My big fear is that we're going to train a lot of people and then have trouble getting them into jobs next year. Then congress will look at our results. Any advice?

- *Reporting*: Could we be required to report on expenditures by project - for everything that gets funded, for each contract (what is the definition of “project” in this case)? How do we report supportive services? Need information on the supplemental report for youth and youth measures. Please discuss the change in frequency of reporting. Please provide clarification on various responsibilities of states and sub-recipients related to 1512 reporting.
- *Staff salary allocation (frequent)*: Our state is giving confusing and conflicting information. Can administrative staff (e.g., financial staff) be funded with ARRA dollars for the percent of time they work on this? Regarding spending ARRA money simultaneously with regular funds, do we charge ARRA up to our staff time? What staffing costs can we charge to ARRA funds? There seems to be a difference between WIA programs and UI and Wagner-Peyser – can we charge current staff to ARRA at all?
- *Supplanting*: What is “Supplanting” with respect to ARRA funds?
- *Transparency*: How can you expect transparency if each state is defining the report elements? What will the impact of these ARRA reports be on WIA incentives and future funding?
- *Training*: If we used adult WIA formula funds prior to ARRA for training, but now the individual has another semester, can we use ARRA funds for the next semester?
- *Wagner-Peyser (frequent)*: What is acceptable use of Wagner-Peyser money under ARRA? We have a question of whether an activity is something that is Wagner-Peyser specific or whether it generally supports the system. Where do you draw the line? Please provide TA on obligation of Wagner-Peyser dollars and creative ways to increase spending.

GREEN JOBS

- *Allowable costs*: What are allowable administrative costs for green job projects?
- *Certification/Credentialing (frequent)*:
 - Need information on existing renewable energy, energy efficiency, and other certificate programs in order to build client skills and educate towards these certifications.
 - Need a coordinated approach and credentialing around basic training, industry fundamentals and job specific credentials and need for regional collaborative around the approval.
 - Identify and share nationwide standards/credentials now and communicate them to the field - provide examples from energy industries, solar industries.
 - Need assistance with the strong need for national certification for green jobs. Request consideration for creating a national list of green certifications.
- *Classification/definition of (frequent)*:

- What are green jobs? Green and non-green overlap.
- What are the green skills?
- Need a definition of green jobs that all states can use.
- When will green jobs be included in O*Net?
- How will the system classify green occupations and how can grantees document “green” within current or new systems?
- Improved, alternative data sources capturing all Green Jobs, (beyond construction) are needed.
- Data needs to specifically capture the ‘green” activity within a job.
- Who are the green employers?
- Requesting more information on conducting a local labor market study on green jobs versus relying on state agency data. More discussion is warranted around the question of locals duplicating the state versus reciprocal local and state LMI sharing as a helpful exercise.
- *Funding*: Need more information on ARRA funding to support green jobs creation.
- *Labor exchange*: How will green jobs impact the labor exchange process in the states; will employers with new ARRA-funded green jobs be required to list these jobs with the state employment service? How will employers know if their job is green?
- *Labor unions*: What is the relationship of green jobs to labor unions?
- *Locations*: Where are the green jobs? Need better information about the drivers (technology, energy policy, state policy, and the economy) of Green Jobs in regional areas to identify where current and future Green Jobs will be. How to access labor market information to identify where the green jobs are?
- *Models (frequent)*: Would like information on local and municipal Green Job efforts. More green job project examples please. How can organizations get involved and “in the door”? Please identify project examples that have been successful, which may include relationships to labor unions and apprenticeship. This could be done by hosting a green jobs forum on what the system is doing.
- *Partnerships (frequent)*: How to construct viable partnerships to develop fundable green job projects? Who would need to be involved in these partnerships? Need coordination of all federal efforts around green jobs to include other agencies such as Energy, EPA, etc. In building green careers, strategies are needed for outreach to the trades and to current contractors who may be resistant to change. Need more information/guidance on partnering definition.
- *Return on investment*: Would like data, research, and anecdotal evidence on cost saving resulting from housing energy efficient efforts.
- *Strategies*: System needs short and long-term strategies for workforce development in this arena.
- *Sustainability*: Most of these green opportunities are short term by nature. How can they be applied to the longer term?

- *Training opportunities:* Guidance on embracing the “Green” future, identifying Green Training Opportunities (in particular for youth), green elements to incorporate in training programs, ideas on starting green training programs.
- *WIA-Certification:* Will the requirement for a course to be WIA-certified be waived for emerging fields in order to facilitate getting workforce ready for the new green jobs?

YOUTH

- *Age Requirements:* Would it make sense to focus on 16-24 year olds rather than 14-15 year olds? Is someone eligible to participate in the youth program if they would turn 25 years old before they finished the program?
- *Choosing Worksites/Screening Service Providers:* Under the ARRA summer youth employment program, are states allowed to utilize non-profits with religious affiliations as worksites? What are the options for requesting background checks for providers handling youth?
- *Common Measures:* How do we meet common measures for youth? How can youth numeracy and literacy gains (a common measure), particularly the educational level measure, be accomplished?
- *Completion:* If a youth drops out before completing the summer program, can his slot be refilled from a waiting list? What if a youth is picked up by an employer before the end of his summer period, would he then be a completer?
- *Definitions:* Clarify the terms “project”, “work experience”, “work readiness skills indicator”, “wage”, and “stipend” under the Summer Youth Program.
- *Eligibility (frequent):* A refresher on youth eligibility and determinations related to income would be helpful. Need guidance on how to deal with eligibility guidelines and unrealistically low income levels that make it difficult to screen youth into the program. Existing eligibility guidelines and income levels make it difficult to screen youth into the program – technical assistance is needed in this area.
- *Eligibility Documentation (frequent):* Is there any chance that there will be a change to the summer youth eligibility documentation requirements? When youth cannot produce the required low-income documentation, is it possible that Congress would accept a solution whereby youth are deemed eligible for the summer program if they live in high-poverty income tracks?
- *Employer Payments:* Once employers agree to provide jobs, do employers pay wages as does workforce?
- *Enriched Summer Experiences:* Need guidance on how to properly program summer youth experiences/programs to build upon experiences.
- *Follow Up:* Clarification is needed on 12 month follow-up procedures for youth.
- *Future Legislation:* How will robust summer programs this year influence future legislation?

- *In-School Youth*: Can in-school youth work on the summer program before they are out of school for the summer? Do they need to complete the program before they return to school? Is a basic skills assessment required for in-school youth?
- *Job Corps*: Can Job Corps use the results of a local WIA area's work readiness assessment for youth completing WIA summer experience and then applying for Job Corps? Are JC graduates eligible for WIA summer program? How can we affect links for students between WIA and Job Corps?
- *Models (frequent)*: Would like information on smaller WIB areas' youth services best practices. Would appreciate resources, tools, successful models and promising practices from summer youth programs operated in prior years. Would like to have samples of materials developed by employers for youth. Need examples of: ideas for successful youth engagement; personal stories of good outcomes for youth; promising practices on worksite supervision and monitoring; and youth do's and don'ts surrounding service delivery and training.
- *Out-of-School Youth*: If we serve 100% out of school youth, are we okay? Please provide a definition of out-of-school youth.
- *Payment (frequent)*: Do local areas have the flexibility to determine whether the proper payment for summer youth is wages with withholding or stipend? Do we pay minimum wages or prevailing wages for summer youth? Does the discretion re proper payment reside at the state level or local level? Is system limited to paying minimum wage or can system choose to pay more? Provide clarification on whether existing local plans for payment of WEP wages have to be rewritten in order to pay higher WEP wages for using ARRA funds?
- *Procurement of Providers*: If a WIA area is spending 50% of its summer funds this year and gets a waiver on procurement requirements for youth summer providers, is the waiver good only for THIS summer? If a state secures an emergency affidavit allowing local areas to secure providers as necessary for their summer youth programs, is it still necessary to secure the summer youth procurement waiver for these areas?
- *Required Hours*: Clarify the minimum number of hours a job must offer to be considered "summer" employment under the Youth Program.
- *Screening and Placing Youth*: How do you verify that youth participants are work ready? Is the youth job match based on interviews and his/her desires?
- *Staff Time Costs*: Clarification is needed on whether WIA PY08 formula funds can be used to support staff activities related to establishing a summer program or whether all staff time spent on summer employment activities must be coded towards stimulus dollars for these youth activities. Is it allowable to fund staff salaries with 100% local PY08 formula allocations and fund youth activities 100% with youth stimulus funds?

- *Work Experience (Frequent):* Can job shadowing be considered work experience? If a youth is enrolled in the recovery program and his work experience falls through, would the youth be subject to all our measures or would he just fail the work readiness measure? Can having a Work Experience component be enough to meet a work readiness goal?
- *Work Readiness (frequent):* Does ETA have a recommended assessment for work readiness? What kind of work readiness gain could be used in the Youth Program? How many locals are expecting to define work readiness gain without state help? Does a work readiness assessment have to be performed for ARRA summer youth?
- *Work Readiness Guidelines (frequent):* Guidelines are needed for work readiness and for local areas' decision authority in Work Experience programs. With no parameters or guidelines for work readiness contained in DOL's TEGE on youth summer employment, why can't local areas determine when to administer the post test? How does a program make sure to capture work readiness gains before youth leaves?
- *YouthBuild:* If youth (16-24) participating in YouthBuild are receiving an Americorps stipend and education award, does this count as income? Would those participants still be income eligible for the WIA adult or youth program(s)?

APPRENTICESHIP

- *ATELS:* Are our apprenticeship programs aligned with ATELS?
- *Employer Participation:* What was the response of the employers in the overall participation of the Apprenticeship program from a year ago compared to now, being that a large number of baby boomer are now beginning to exit the programs? How did the economic downturn affect employers participating in apprenticeship programs?
- *Green Jobs:* Are there related apprenticeship programs for green jobs?
- *Math Skills:* We perceive that the biggest problem in pre-apprenticeship and apprenticeship programs is the lack of focus on math skills. Is this issue being addressed?
- *Models:* Please provide case studies of actual successes beyond the construction trades.
- *OA vs. SAC States:* What is the difference between OA states and SAC states?
- *Pacing Enrollment:* How do we pace the number of apprentices in relationship to the placement opportunities available?
- *Post-Apprenticeship Employment:* After an apprentice has completed the program, are they required to sign a contract stating that they will work for the company that trained them?
- *Pre-Apprenticeship Programs:* How will you track pre-apprenticeship participants? How do you certify pre-apprenticeship programs?

- *Program Integration:* What are ways to integrate apprenticeship with the Workforce system? Need guidance on how to align the Registered Apprenticeship program operations and the WIA performance measures in relation to the use of Individual Training Accounts and the Eligible Training Provider List.
- *Program Flexibility:* Please provide clarification on exactly what regulations changes were made and how these changes create more flexibility.
- *Tax Breaks:* How hard is it to get tax breaks for using apprentices on the job?
- *Tech-based Learning Grant:* Will the tech-based learning grant be renewed and can it be used to enhance apprenticeship programs?
- *Veterans Benefits:* How long can Veterans who enter the Apprenticeship program still collect their benefits while in training? Assistance requested in making connections for veterans between pre-apprenticeship and apprenticeship training programs and veterans transition programs.
- *YouthBuild:* Does apprenticeship have a relationship with YouthBuild?

TRADE

- *Approval Criteria:* Please provide guidance regarding approval criteria. Currently the criteria specify that participants must be in training immediately before and after a break in training. It is recommended that language be changed to say “immediately after or return to suitable work.” Also please provide standards for suitable employment. Approval criteria should not penalize parties who return to suitable employment. What is the impact of job loss on the eligibility of a part-time employee who is enrolled part-time in TAA approved training?
- *Customer’s Perspective:* How does the Trade Act work from a customer’s standpoint?
- *Education:* If a worker already has started on a degree, is he eligible for training under Trade? Under Pell, can a person be trained if they already have a degree? If participant is in last semester working toward an Associate’s degree and 12 hours is considered full time, but participant only needs 6 hours to graduate, if documentation exists in the file that 6 hours is full time for that course, would 6 hours be accepted as full time?
- *Fees for Training:* Is the prohibition on approval of training that the customer is required to pay a fee for still in effect?
- *Gap Filler:* Will there still be a need for gap filler?
- *HCTC Eligibility:* Is a claimant still HCTC eligible after going on RTAA, then getting laid off, and then returning to UC?
- *Incumbent Workers (frequent):* For incumbent workers who are eligible, will there need to be some sort of petition, certification? For incumbent workers who are now eligible for TRA, do they still have to go through Trade petition and certification process? If an incumbent worker quits his job before his layoff date and has already started training funded by TAA, does he have to pay back the

training costs? If an incumbent worker quits his job before layoff date, will he have to leave his training under TAA?

- *Merit Staffing (frequent)*: Will all TAA staff be under merit staffing under proposed rules? Could case managers still be non-merit staffed? What about using non-merit One Stop case managers? How did the letter to governors that went out recently on TAA address merit staffing? States expressed concern about language in the recent governor/secretary agreement regarding merit staffing for state Trade employees. What is happening with this? Can states get a waiver from doing merit staffing for TAA Case management?
- *Number of Training Programs*: Is only one training program per participant still allowable to be funded under TAA?
- *Regulations*: When will Trade Act regulations be issued?
- *Relocation*: If an individual is seeking employment in a new area, do they qualify for relocation expenses?
- *Spending Requirements*: What are State spending requirements under TAA?
- *Subpoena Letter*: Re Subpoena Letter, will the Office of National Response go after the Trade affected employer?
- *Trade and Globalization Act*: How are states affected by the Trade and Globalization Adjustment Assistance Act in terms of business process? (There may be changes that states are not ready to execute)

PARTNERSHIPS

- *CBOs*: How can we bring community-based organizations into the workforce partnership/consortium and be successful with resource and economic development efforts?
- *Community Colleges (frequent)*: How to establish working relationships between community colleges and local WIBs? How can community colleges become more flexible on a regular basis through SLCC'S open-entry/open exit programs? Identify how colleges can work more closely with the local boards to identify and meet the high-growth job needs. Need more information on the working relationships between community colleges and LWIBs.
- *Employers*: Please provide best practices on engaging the employer community.
- *Federal Leadership*: Would like to see more Federal encouragement of state/local communication and partnerships.
- *Models (frequent)*: Please provide more specifics on how Federal and state agencies are partnering with other agencies or are being asked to partner with other agencies. Would like Peer to peer guidance or an "how to guide" for developing partnerships. Would like examples of contracts/documents to establish partnerships with the partners' respective responsibilities stated.
- *Partner/Resource Leveraging (frequent)*: How can we get all our partners working towards a common goal when there are so many competing priorities? How to partner with organizations that have different agendas or goals? One of the

difficulties One-Stops had from the beginning was the issue of mandated partners, because other than the resource sharing agreements, there was not much incentive. Some One-Stops did better than others – but this became more difficult as funding went down. Can you provide suggestions on how to pull partners in?

- *Rapid Response/TAA*: How can we build better connections with respect to RR/TAA state/locals (particularly new service industries)?
- *Trade associations/unions/apprenticeship*: How can we work with them to understand demand jobs and improve assessment and job matching?

WIA PERFORMANCE/REPORTING

- *Shared Outcomes*: The system needs shared outcomes and information on who benefits and how.
- *Tracking*: Please provide tracking mechanisms for systems.

WIA REAUTHORIZATION

- *Allocation Formula (frequent)*: What is the outlook on changes to the current formula allocations? Who is working on the issue of a new formula for distribution of funds so we're not stuck with 1980 analysis, and where do you see the formula being reconstructed in reauthorization?
- *Performance and Reauthorization*: With regard to performance and WIA Reauthorization, our state and most of our local areas want to enter into re-negotiation to bring their performance requirements down. How is that going to be reviewed by policy makers in congress when we've been given all this funding? The trend over the last few years has been incremental rising of performance numbers.
- *Private Sector Stimulus*: What kinds of incentives are being talked about in WIA to ensure job growth, stimulate private sector response to growing jobs?
- *Status (frequent)*: What is happening with WIA reauthorization?

VETERANS

- *Apprenticeship links*: Assistance in making connections for veterans between pre-apprenticeship and apprenticeship training programs and veteran's transition programs.
- *Pell Grants*: How does the State of Florida link Pell Grant information to UI Veterans claimants?
- *Post Traumatic Brain Injury Training*: How does a State/grantee receive Post Traumatic Brain Injury Training?
- *Priority of Service (frequent)*: Would like "how to" models for the implementation of Priority of Service at the local level, including state policy. How do we measure priority of service for self-service/remote job seekers and customers? For instance,

is purchasing an extra computer for the resource room and dedicating it to veterans considered to be a priority of service? If a veteran asks for help after funds have been exhausted, does someone have to be removed from the program and, if so, how late into the program? What is the status of the GAO recommendation to Congress that the term “priority of service” be standardized across all programs?

- *Tracking veterans:* Provide information on who enters the codes in the system that tracks veterans.

CAPACITY BUILDING

- *O*NET Tools:* Training is needed on O*NET tools so that front line staff can be comfortable in using them.
- *Performance Measures:* Please provide information on good performance measures for case managers to use to ensure they are best serving the client
- *Rapid Response:* Training is needed on Rapid Response and early warning networks, especially for staff new to the system.
- *Strategic Doing:* Would like assistance in how to apply this tool locally.
- *Trade Act, HCTC, COBRA:* Training is needed on the Trade Act and on use of HCTC and COBRA.
- *Triage, assessment and skills transferability:* Provide support for case managers in accomplishing their two different roles, triage manager and directive counselor. Please provide training, information, and tools for case managers in the areas of triage, assessment, and skills transferability analysis.
- *Workforce3One/Community of Practice:* The system needs help with using Workforce3One and the Community of Practice effectively.

BRANDING/OUTREACH

- *Marketing Guide:* Assistance and models for the development of a marketing guide/strategy to assist local boards promote the available services for employers and individuals would be helpful.
- *System Re-Branding:* Assistance is needed on the “marketing” and re-branding of the workforce system.

SECTION 8: HIGHLIGHTED STATE AND LOCAL SOLUTIONS

While it is apparent from the Questions and Technical Assistance section that there is still much to be done, promising practices and practical, usable solutions do exist. Forum participants freely shared their ideas and successes with each other. This section briefly documents a sampling of the many ideas that are being tried out in the system. Contact information is provided where possible.

	Reemployment Topics		ARRA Topics		Additional Topics
x	Reemployment General	x	ARRA General	x	Green Jobs
x	Early Warning/ Rapid Response		ARRA Performance/Reporting	x	Youth
x	Actionable Workforce Data			x	Apprenticeship
x	Skills Assessment				Trade
x	Skills Transferability			x	Partnerships
x	Flexible Service Delivery				WIA Performance/Reporting
x	UI System Integration				WIA Reauthorization
x	Technology and Tools			x	Veterans
				x	Capacity Building
				x	Branding/Outreach
				x	Organizational Change

REEMPLOYMENT - GENERAL

- *Best Practice Committees:* Alabama has established committees as a result of the Baltimore Summit to look at best practices.
- *State/Local Workgroups:* Florida is bringing in partners from State and local levels to develop strategies and work on policy issues. They are establishing workgroups around subjects such as trade and have a very active group working with the FL State Training Institute to look at staff training, especially for new staff coming on as a result of ARRA.
- *Strategic Doing:* The Strategic Doing sessions at Regions 4 and 5's Forums produced a series of Strategic Doing plans; several of these include innovative approaches to enhancing reemployment in the states. The state plans are posted on the Reemployment Community of Practice at:
<http://reemploymentworks.workforce3one.org/page/resources/1000909738457166761>
<http://reemploymentworks.workforce3one.org/view/1000909738707798991/info>

REEMPLOYMENT – EARLY WARNING/RAPID RESPONSE

- *Round Tables:* Use of Rapid Response Round Tables throughout the state to improve RR services through collaboration and strategic planning. Used as a way to convene and share practices, etc. (Region 6)

REEMPLOYMENT - ACTIONABLE WORKFORCE DATA

- *Competency Models:* Check out the Industry Competency Model builder from ETA and Career Ladder/Lattice builder from ETA. (Pam Frugoli, U.S. DOL, ETA, Session 4.9)
- *LMI Data Use in Strategic Planning:* States should consider putting some of their stimulus funds into their LMI system. Examples of how LMI data can be used by the workforce system in strategic planning include:
 - Use in the identification of training programs – what jobs are vacant now/what jobs will employers be looking to fill.
 - Career counseling and development – identify skills needed to be employed now alongside skills needed to advance in the future.
 - Identify where the jobs are – clients may have to consider relocating to take advantage of viable opportunities.
 - Establish effective community outreach programs – in addition to unemployed clientele, identify underemployed clientele.
- *Real Time Jobs in Demand tool:* Developed by New Jersey.
- *Regional Economic Development Coalition.* Oklahoma has a model for this. (Kerry Manning, Big Five Community Services, Inc., Session 4.9)
- *Sectoral Initiatives:* The Oklahoma Department of Commerce has industry studies and a “Grow Oklahoma” Industry-based Career Development website. (Terry Watson, Oklahoma Department of Commerce, Session 4.9)

REEMPLOYMENT - SKILLS ASSESSMENTS

- *Autocoder:* Nebraska has several innovative ways for aggregating and using data from the Autocoder system.
- *Client feedback:* It would be a good idea to have a workforce client attend a Forum or State or local training session on case management and give his view on the value of the services he received. (Region 5, Participant)
- *Telephone assessments:* Tennessee is considering a telephone system which identifies career shortages and does a basic assessment of callers’ skills. It also refers callers to the correct job center.

REEMPLOYMENT - SKILLS TRANSFERABILITY

- *TORQ*: It is recommended that the system use TORQ (or a similar tool) to assist both front line staff and policy makers in making well-informed decisions related to skills transferability. (Region 1, Participant)

REEMPLOYMENT - FLEXIBLE SERVICE DELIVERY

- *Basic skills /technical training*: The I-Best model used by Wisconsin and Washington combine basic skills and technical training. (Region 2, Gerri Fiala, "Congressional Perspectives on the ARRA,")
- *Computer-based client services*: Use of high quality computer systems makes it easier for job seekers to identify openings and automatically notify clients of relevant new listings. Oregon and Washington mentioned as having good systems. Oregon's voice activated system calls individuals and matches them to potential jobs. (Region 1, Louis Jacobson, Strengthening One Stop Career Centers)
- *Counseling and assessment importance*: Strong counseling and assessment essential to ensure client services are aligned with skills and the labor market – One Stops serving as "honest brokers." (Region 1, Louis Jacobson, Strengthening One Stop Career Centers)
- *Entrepreneurship*: The University of Kentucky is developing an Entrepreneurship Curriculum which will be on line in next few months.
- *In-person interviews*: One-on-one interviews are more effective - California study mentioned. (Region 1, Louis Jacobson, Strengthening One Stop Career Centers)
- *Low unit certificate programs*: Community colleges use "low unit certificate programs" which provide shorter term skills training with college credit that can be applied toward AA or higher level degree or certificate programs. (Region 6)
- *Public Labor Exchange*: North Carolina has a good public labor exchange system. (Region 1, Louis Jacobson, Strengthening One Stop Career Centers)
- *Support services*: Discretionary grantees partner with LWIAs and community colleges to assist with unanticipated support service needs and to explore available resources to bolster grant participants' success. (Region 6)

REEMPLOYMENT - UI SYSTEM INTEGRATION

- *Dual enrollment*: Integration of the reemployment process is being done through a WorkSource Oregon Registrant Program (WORP) that dual enrolls. IT staff have linked programs with WORP and iMatch; this linkage enables them to automatically populate information back and forth, thus cutting down on the labor intensive work from past practices. (Region 4, Session 4.26)
- *Job Search*: Accompany claimant call-ins with high quality Job Search. (Region 1, Louis Jacobson, Strengthening One Stop Career Centers)

REEMPLOYMENT - TECHNOLOGY & TOOLS

- *Electronic Job Boards:* Job seekers find it hard to navigate the many web-based job sites available. There is good software available to leverage all the electronic job boards to better target the job search to an individual's needs. Texas and California are working in this arena. (Region 3, Don Peitersen, American Institute for Full Employment)
- *EMSI Green Jobs Data:* EMSI makes data available for green jobs; tool can assess green sectors by skill clusters or regions.
- *Job Search Systems:* There are good automated systems available for job search workshops. (Region 3, Don Peitersen, American Institute for Full Employment)
- *LED Tool:* LED tool connects UI claimant information about businesses with Census Bureau data to marry where people live to where the jobs are. Also reflects which One-Stops will get which type of traffic. Can't be all things to all people, so LED helps target resources strategically by industry sector. LED should incorporate Federal and Military employment and also look at ethnicity and educational attainment needs.
- *Real Time Jobs In Demand tool:* A creative idea for helping to match job seekers with jobs currently available.
- *Selling LMI Tool to Employers:* Package the LMI tool from "Tools for Improving Recovery Act Service Delivery" and sell to employers as a "fee for service."
- *Sharing information with clients:* Identify those technologies and tools that help with reemployment services and let potential clients know about them.
- *TABE CASAS/Work Keys:* TABE CASAS is predominantly used for pre- and post-employment. Work Keys can be used for assessment to find out basic skills deficiencies.

ARRA: GENERAL

- *Governor's Leadership:* The Georgia governor put an ARRA team together across the State for cross collaboration and integration. Each team member had to do a business plan for its use of funds pointing out the plan's innovative features and how the plan will move the economy forward. In California, the Governor sent a letter identifying the workforce system and boards as having a front line role in the recovery and said green jobs and other employment-related efforts should be coordinated through LWIBs.

GREEN JOBS

- *Apprenticeship and pre-apprenticeship role:* Involve apprenticeship and pre-apprenticeship service deliverers as partners in Green Jobs efforts. (Region 1, Aaron Fichtner, "Green Jobs: What are the Opportunities and Challenges")

- *Careers*: A Clean Energy project sponsored by an ETA Community Based Job Training Grant provides clean energy trades, sales, and marketing training to dislocated workers and returning veterans. Introduction to Clean Energy Systems and Careers training will be provided to the local One-Stop staff to increase understanding of green jobs and to better serve clients. (Region 6)
- *Clean Technology Sector*: Creation of partnerships/alliances consisting of businesses, workforce agencies, banks, educational institutions, local governments and others working together to make the growing clean technology sector a fixture of the regional economy. (Region 6)
- *Curriculum*: Community college system uses environmental scan reports of green jobs to fill gaps for curriculum development; illustrating green industries and clusters through ArcGIS mapping. (Region 6)
- *Definitions*: State Building Trades Council producing video to explain the green economy and what “green” means, highlighting the work of construction unions. Also, developing a journeyman upgrade program to keep construction workers up-to-date on new materials and technology. (Region 6)
- *Elements of a Successful Local Green Jobs Approach*: To build successful Green Jobs strategies, WIBs and One Stops should incorporate the following elements into their approach: (Region I, Aaron Fichtner, “Green Jobs: What are the Opportunities and Challenges”)
 - Designate a Green Jobs Expert.
 - Initially focus on construction, installation, maintenance related jobs.
 - Participate in statewide and regional coordination efforts.
 - Focus on education and training geared to industry-recognized credentials and build from there.
 - Track effects of key drivers of Green Jobs growth.
 - Create a Green Jobs Talent Network.
 - Focus on existing industry clusters and skill sets.
 - Focus on modifying curriculum and training, rather than totally replacing.
 - Realize that incumbent workers will not need to train from the ground up – but rather workers will need to augment or modify existing skills. The same principle will apply to curriculum.
- *Funding for training*: Leveraging of public and private training funds with funds provided to business for green initiatives that include the training and support of special populations, including at-risk youth, ex-offenders, individuals with barriers, and veterans. (Region 6)
- *Grants Application Consortia*: Florida has groups working with NASWA and BLS on green job grant opportunities. State is considering having other State LMI shops join FL and apply for a green jobs grant as a consortium. (FL)
- *Green Justice Coalition*: City of Boston has a Green Justice Coalition in conjunction with Massachusetts AFL/CIO. (Region 1, Participant)
- *Job Corps*: The Ella Baker center in Oakland is working with Oakland Green Jobs Corp. Most graduates are being put into unionized jobs using pre-apprenticeship

- programs. The program hasn't been super green before, but we got them to partner with Laney College in Oakland to put out some green curriculum, certifications, and college credits. We didn't want to train people for jobs that don't exist so we built a green jobs council. A lot of Job Corps have one big employer but green jobs are with small employers so we needed to build multiple partnerships based on employer demand. In this tough economy we're still seeing significant number of job placements with solar companies and other green companies. (Ian Baker, Ella Baker Center, Region 6 Forum)
- *LMI Green Jobs Survey*: Florida and four other State LMI shops worked together on a green jobs survey. Florida has done a paper on defining green jobs which can be made available to all States.
 - *New York Green Jobs effort*: Major Green Jobs effort in New York City. (Region 1, Participant)
 - *Partnerships*: Building relationships between state and local workforce system entities and utilities and energy companies locally as well as with employers, unions, education is critical. Work with Unions that are training in building and construction trades, both key to Green Jobs industries. These relationships are essential for identifying priority hiring needs, existing program and skills gaps as well as for learning about necessary certifications. (Region I, Aaron Fichtner, "Green Jobs: What are the Opportunities and Challenges")
 - *Renewable energy database*: Database of state incentives for renewable energy: www.dsirusa.org. (Region 1, Aaron Fichtner, "Green Jobs: What are the Opportunities and Challenges")
 - *State Council*: Established under the purview of the State Workforce Investment Board, California's Green-Collar Jobs Council is tasked with understanding the workforce needs of the clean/green economy and developing a comprehensive workforce development plan for the State. (Region 6)
 - *State Resources and Examples*: Resources, state examples on slide 27&29 of Aaron Fichtner's power point: <http://reemploymentworks.workforce3one.org/page/resources>.
 - *Training for housing energy efficient jobs*: Newark, Oakland and Trenton are training local residents for housing energy efficient jobs. (Region 1, Aaron Fichtner, "Green Jobs: What are the Opportunities and Challenges")

YOUTH

- *Branding*: Branding of the Summer Youth Employment Program (SYEP), e.g., California Youth@Work. (Region 6)
- *Career Exploration website*: www.CareerVoyages.gov – a free career exploration site.
- *Career Pathways Model*. Oregon has a model. (Region 6)
- *Foster Care/Teen Workgroup Models*: Youth Practitioners workshop identified several key websites and best practice information on foster care and teen

workgroups. Workshop presenters: Toyce Newton, Arkansas-Based Phoenix Youth and Family Services, Inc.; Eric Steiner, Casey Family Programs; Mary Ann Rojas, Coastal Bend WIB; Jenny Emmons, American YouthWorks. (Region 4, Session 4.16)

- *Orientation to workforce system:* Orientation to SYEP is used to encourage participants to become “evangelists” for the WIA system. State uses Oregon Underwater and Volcanic Exploration Team video (with STEM implications) to inspire. (Region 6)
- *School Drop-Out Model:* Boston, MA and Mobile, AL have two outstanding models for addressing the high school drop-out problem. (Region 5)
- *Telling the story:* LWIAs are developing Recovery Act SYEP multi-media products to describe outcomes and to share with local media, elected officials, and other stakeholders. One recommended including media consent forms as part of youth employment application in order to record and submit youth employment narrative stories for capture in a national website. Local areas are launching wiki sites for input information, success stories, questions, or other information. (Region 6)
- *Youth First Initiative:* Alaska has this program. (Region 6)

APPRENTICESHIP

- *Connecting apprenticeship with education:* Alaska has a good way of connecting apprenticeship with youth and education.
- *Reemployment strategy:* Alaska uses apprenticeship as reemployment strategy and works with smaller employers to help them recognize the value and benefits of apprenticeship; also introduces apprenticeship as a school-to-work strategy. Emphasizes financial literacy, safety training and certificates, and soft skills training as important components. (Region 6)
- *Staff Training:* Add apprenticeship training to staff capacity tool box.

PARTNERSHIPS

- *Business Incubator space:* MS is considering offering free spaces in one-stops for use as business incubators. This provides a great partnering opportunity between One-Stop and economic development.
- *Business outreach:* SC is providing information to the Department of Commerce for its use in targeting businesses and developing better training programs.
- *Long-term training:* SC is increasing opportunities in longer term training courses, in fields such as healthcare and advanced nursing training. It is offering scholarships for the Nurse’s training; recipients have to agree to teach in the nursing field for three years once they receive their degree. Blue Cross is looking at partnering in this effort.

- *Stackable credentials/short-term training through Community Colleges:* SC is using a good portion of its funds to provide a larger percentage of UI claimants with short term training through community colleges leading to stackable entry level credentials.
- *UI/Pell grant connection:* Contra Costa Colleges have examples of working with the unemployed and Pell grants.
- *UI/TANF/Workforce on-site cooperation:* Perry County, TN provides a model of how partners can work together. UI in a short period of time set up a claims adjudication system in the county. The Department of Human Resources put in \$5 million in order to allow workforce to work with TANF clients. Through joint efforts between UI, workforce, and human resources, over 300 jobs have been created in the county.

VETERANS

- *Priority of Service On-line Training:* Develop on-line courses around priority of service for state and local staff. This may include using blackboard technology, blogs, or a “learning laboratory” so other states that are not as far along as such states as Colorado could benefit from their practices. (Maria Weidmark, U.S. DOL, ETA)
- *Veterans Information Website:* Florida has one.

CAPACITY BUILDING

- *Staff training:* Community college provides ongoing training of One-Stop Career Center staff regarding career track courses at colleges in the district. This helps to bridge the gap in communication between WIBs and colleges. (Region 6)
- *State Training Institute:* Florida has an active State Training Institute.

BRANDING/OUTREACH

- *Media Release:* Have youth sign a media release as part of their application process. (Region 6, Session 6.12)
- *Media Publicity about applicants:* MS has an Applicant of the Week feature. Uses local television stations to advertise high skilled dislocated workers on local news shows.
- *Media Success Stories:* GA has news media flocking to local career centers wanting success stories. Staff have been on TV.
- *Newsletter:* An Arizona local area participant mentioned developing a newsletter with ARRA stories to send out to members of Congress. (Region 6, Session 6.12)
- *Outreach:* One California local WIB is using a group of summer youth to gather and report on success stories among other summer youth.

- *Televised Job Fairs:* GA does TV promotion of its career expos and has just had its 15th televised job fair.

ORGANIZATIONAL CHANGE

- *State Structure for Accessing Grant and Foundation Funds:* Economic crisis has begotten other creative ideas: MD Workforce Corporation (built on Massachusetts Model) has been formed to provide a proper legal structure to go after grants, foundation dollars, etc. (Region 2, Thomas Perez, Secretary, Maryland Department of Labor, Licensing and Regulation, Opening Plenary.

SECTION 9: ACTION STEPS COMMITTED TO AT FORUMS

At several of the Forums, time was allocated for Regional Architects and Designers (RAD) meetings and state action planning sessions. States worked together to identify key focus areas, derive state-specific desired outcomes, and develop concrete action steps towards these outcomes. State planning teams went away from the Forums eager to implement many of the ideas from Forum sessions back home.

This section looks at the commitments made by ETA Regional Offices to assist their region as well as State and RAD commitments for follow up in their own systems. The ideas are both short and long-term in nature and provide a rich look at activity ETA can anticipate in the system over the next months and year.

REGIONAL COMMITMENTS

REGION 1 COMMITMENTS

- Region 1 suggests that we Leverage *Reemployment Works!* Community of Practice to develop workgroups to strategize technical assistance activities raised in Reemployment and Recovery Forums. These workgroups and the ARRA Readiness Consultations should help drive the national, regional and state specific technical assistance. Workgroups should be modeled after the former Dislocated Worker Workgroup and focus on the following key themes:
 - Skills Assessments
 - Skills Transferability
 - Training Strategies
 - Actionable Workforce Information
 - Rapid Response/Early Warning Networks

REGION 2 COMMITMENTS

- Region 2 sponsored a Performance and Reporting conference for states and locals across the country in recognition of the need to ensure that ARRA requirements are understood and met. At this Leaders' Meeting, held in Baltimore on June 17 and 18, the concerns about the level of ARRA spending and activity were driven home.
- Region 2, working in conjunction with Regional and National Office colleagues, will respond to identified needs by:
 - Helping the workforce system in each state operationalize its vision.
 - Providing information on best practice on an array of topics identified in the Region 2 Forum report.

- Supporting Asset Mapping at the state and local levels, connecting all the ARRA resources at the local level.
- Providing Trade 101 to our states new to TAA and supporting National Office efforts to provide 2009 operational guidance and training.
- Supporting the development of information on “Green” jobs.
- Helping the Workforce system make the Recovery Act and WIA reauthorization connection.

REGION 3 COMMITMENTS

- Region 3 will continue to work with State leadership to create opportunities for them to come together across programs and from all levels to continue learning from each other.
- Region 3 will support the efforts of those states in the region that have expressed an interest in replicating the Forum at the state and local levels to engage more people all the way to the front lines.

REGION 4 COMMITMENTS

- Region 4 will follow up on the topical discussions of the seven Reemployment topics by: sending the results of the Reemployment topical group discussions to all attendees, along with the Strategic Doing Pack document; and identifying ways to follow-up on the action steps articulated during the topical group discussions, which will include identifying TAT projects as a result of the continued discussions.
- States will continue to involve local areas in Strategic Doing Exercises.
- Region 4 has committed to repeat the popular workshops via a webinar to the 11-state region, including “Recovery and Reconnections for Youth” with Gregg Weltz and ARRA Financial and Administrative Requirements with Judi Fisher.
- Region 4 will continue to follow up on questions and issues raised in the workshops, especially the “Youth Practitioners Share Their Lessons Learned” workshop.
- Region 4 RADs will reenergize and encourage state and local areas to share reemployment practices through the Community of Practice. They will promote and encourage regular state local and regional meetings around reemployment.

REGION 5 COMMITMENTS

- Region 5 is committed to communicating with the Regional Architects and Designers (RADs) going forward, with an initial focus around capturing progress on the state Strategic Doing plans prepared during the Conference.

- In response to the many requests for information and guidance from Trade program staff related to implementing provisions of the reauthorized program, Region 5 Office staff participated in drafting operating instructions for the program and are communicating with staff in all ten states. A series of topic-specific conference calls has been scheduled.

REGION 6 COMMITMENTS

- Build on Actionable Workforce Information sessions through in-house training for staff and externally-available webinars that are currently under development.
- Explore the use of social networking modalities to share ARRA Success Stories across the Region.
- Maintain the shared investments Better Together database and maps, and share the information with state and local partners.
- Train DoD transition staff so they may better inform about-to-be separated service personnel about workforce development resources available to them after discharge.
- Support stronger partnerships between State Workforce Agencies and the Department of Energy to promote understanding of potential job creation.

STATE COMMITMENTS – BY TOPIC

REEMPLOYMENT - GENERAL

- Expand the REA program. (FL)
- Expand the reach of RE services to meet the needs of a diverse population (for example, language translation services are being considered). (FL)
- Hold local/regional forums to reenergize workforce leadership/staff as well as continue the development of viable, innovative workforce strategies. (TN)
- See: <http://reemploymentworks.workforce3one.org/view/1000909738707798991/info> for the Region 5 states' Strategic Doing Plans.
- See: <http://reemploymentworks.workforce3one.org/page/resources/1000909738457166761> for Region 4's Topical Areas' Strategic Doing Plans.

REEMPLOYMENT - EARLY WARNING/RAPID RESPONSE

- Beef up State's early warning systems. (CT)
- Enhance the rapid response system so that displaced workers are fully informed of all services available and how to connect with those services. (IN)
- Create a business information network with incentives from state to retool early warning networks and rapid response/transition management in order to reduce the number of layoff events, keep people employed, and keep business operating or expanding. (MO)

- Establish programs that allow people who are underemployed to upgrade/learn skills before they are laid off. (MS)
- Transition rapid response into rapid reemployment. Provide necessary services at rapid response sites, such as intake, UI claims, and skills assessment and transferability analysis.

REEMPLOYMENT - ACTIONABLE WORKFORCE DATA

- Develop better real time data collection and use of LMI data. (MA) (NJ) (VT)
- Develop an integrated system that reduces need for duplicative data and enhances data sharing among the various programs. (IL)
- Translate LMI into actionable information workforce clients will be able to understand and use. (FL) (GA)
- Identify and work towards implementing necessary legislative changes to enable the provision of more LMI services for UI claimants. (SC)
- Research and consider state investments in LMI technology and tools. (TN)

REEMPLOYMENT - SKILLS ASSESSMENTS

- Bring back more one-on-one services with better assessment and triage tools. (FL) (MA)
- Implement Autocoder software with assistance of ETA and ITSC. (Region 5)
- Establish a common intake process for all RES programs. Implement an application and case management process and automated system that can be used by all partners in the workforce system. (AL) (NC) (SC) (TN)
- Establish weekly orientation meetings for job seekers that provide information, fact sheets, and counseling. (KY)
- Design a telephone system that does a basic assessment of a caller's skills, identifies available job opportunities that match the caller's skills, and refers them to the appropriate job center. (TN)

REEMPLOYMENT - SKILLS TRANSFERABILITY

- Use the TORQ tool. (CT)
- Identify and make use of appropriate assessments to identify and capitalize on transferable skills in order to get more people trained and employed in healthcare occupations. (NE)

REEMPLOYMENT - FLEXIBLE SERVICE DELIVERY

- Expand use of OJT and how it can be provided to UI claimants with minimum impact to their benefits. (AL) (ME) (RI) (VT)

- Look at alternative flexible service delivery options such as online training, internships, mentoring. (ME)
- Figure out how to deal with clients in ways different from the one on one approach. (VT)
- Pay better attention to customers, limit wait time, and eliminate duplication of services. (RI) (SC)
- Establish “just-in-time” training modules focused on rapid ramp-up training. (GA)
- Continue to build ongoing career pathways for clients to move beyond their first job. (NJ)
- Develop more flexible service delivery and training options with more flexible waivers, expanded approved training provider lists, increased OJT opportunities, stackable credentials and a state policy specific to ARRA .(MI) (MN)
- Develop an early intervention system to reduce the number of visits required for the customer to receive services from the various programs at the one stop centers. (OH)
- Shift towards concentrating on industry sectors identified by government as key areas, i.e. technology, health and green jobs. (ME)
- Improve and update the training provider list. Simplify and decrease the time it takes for providers to be added to the list. (FL) (TN)
- Catalog flexible training options available to clientele. (MS)

REEMPLOYMENT - UI SYSTEM INTEGRATION

- Implement a profiling model. (RI)
- Reestablish UI/ES/One Stop connections. (CT) (RI) (TN) (VT)
- Provide career center seminars for all UI claimants. (MA)
- Commit to stronger partnerships with UI program and LMI leadership, staff, programs, and services. (AL) (FL) (GA)

REEMPLOYMENT - TECHNOLOGY & TOOLS

- Upgrade technical capabilities and technology to collect data. (NJ) (PR)
- Better lateral and vertical communication and information sharing; establish an information repository easily accessible by front-line staff.
- Develop an integrated technology and data management system, focusing first on key databases and systems working with UI and RES systems. (KS)
- Continue to utilize, implement, improve, and streamline automated RE services at the state and local level.
- Applying social network analysis tools at the frontline staff level, leverage technology for increased impact on skills assessment and skills development processes. (MO)
- Work with State to have them accept new internet communication methods, such as blogging. (CT)

ARRA: GENERAL

- Use ARRA dollars for programs for the economic disadvantaged population. (RI)
- Coordinate with other State agencies with ARRA projects; offer workforce services to do training related to other agencies' ARRA projects; provide One Stop customers with information on other ARRA jobs and opportunities. (MA)
- Establish a taskforce between key agencies to develop coordinated policy that ensure state/local ARRA policies are unified across state/local agencies. (NC)

ARRA: PERFORMANCE/REPORTING

- Focus on importance of measurable results. (ME) (NJ)

GREEN JOBS

- Utilize LMI data to create green jobs opportunities. (VT)
- Enhance skills transferability around the green job market growing out of the wind energy industry. (KS)
- Beginning with a career ladder/lattice around new green jobs (e.g., weatherization, solar installation, electrical lineman, methane field technician, nuclear power plant technician, electrical engineer), create a skilled workforce with transferrable skills that benefit both employer and worker. (MO)
- Utilize green jobs as a point of sales approach with employers. (MS)

YOUTH

- Increase sustainable youth investments. (RI)

APPRENTICESHIP

- Expand use of apprenticeship opportunities. (ME) (NH) (RI) (VT)

PARTNERSHIPS - GENERAL

- Achieve long-term vision of a Statewide collaboration with timely communication, shared resources and connected services. (NJ)
- Build broad partnerships. (VT)
- Align education with economic development. (ME)
- Expand existing good partnerships with community colleges, community-based job training grants and regional agencies on a Statewide basis. (MS) (NJ)
- Co-locate workforce partners and establish/facilitate the expectation of honor and mutual respect between partners. (KY)

- Strengthen the connection between workforce and economic development. An example would be to offer free space in one-stop centers to employers for use as business incubators. Identify a common message/mission that workforce/economic development partners can deliver. (MS)
- Cross train partners. (MS)

PARTNERSHIPS - EMPLOYER RELATIONSHIPS

- Concentrate on identifying employers with available jobs. (CT)
- More effective marketing to employers. Identify ways to encourage business to utilize the services and talent provided through the workforce system. (SC) (VT)
- Better matching of employer needs with client skills. (ME) (VT)
- Learn from business retention models. (RI)
- Build stronger partnerships with business community. (ME) (RI) (SC)
- Put a One-Stop representative on already existing Industry advisory councils of Community Colleges. (NJ)
- Use businesses currently involved with the One-Stops to serve as “champions” to encourage other businesses to see the value of One Stops. (NJ)
- Use employer surveys to identify where training is needed for emerging occupations, and then provide customized training delivered through e-learning and modular curriculum and tailored to meet employer needs. (NE)
- Bolster State’s centralized job bank and market to employers. (CT)

PARTNERSHIPS - EDUCATION RELATIONSHIPS

- Utilize community colleges to help with the training of state staff resources. (GA)
- Develop a system of training on in- demand occupations in community colleges, with modular courses with credentials after each step open entry/open exit, a virtual component allowing self paced learning, and just-in-time training. (GA) (KS)
- Work with community colleges on business model for training, including shorter term training. (NH)
- Build on Community Colleges relationships. (RI)
- Align education with economic development. (ME)
- Put a One-Stop representative on already existing Industry advisory councils of Community Colleges. (NJ)
- Research/develop a career life success program for K-16. Encourage schools, businesses, Chambers of Commerce, and other relevant partners to participate/buy-in to the program. (GA)
- Establish education beyond a high school diploma/GED as a priority. Establish a “Did you know” marketing campaign focused on high school students (for example, did you know people with a bachelor’s degree earn a million dollars more than those with only a high school diploma?). (SC)

CAPACITY BUILDING

- Increase business services staff. (CT)
- Provide staff training on the use of available LMI tools and data. (NH) (NJ)
- Place an emphasis on staff training and development and cross training of staff, using multiple training media. (AL) (MA) (MS)
- Use temporary staff, such as dislocated and older workers, to provide in-person service and free up WIA staff. (GA)

ORGANIZATIONAL CHANGE

- As part of the State's economic development efforts to keep college graduates in NH, offer incentives such as tuition assistance to those agreeing to stay. (NH)
- Revamp Agency. (PR)
- Revamp service delivery – change how field staff is doing business. (VT)
- Convince legislators of the value of using TORQ and LED tools. (NH)
- Eliminate program silos. (PR)
- Retain professionals so that they can use their skills to help others. (PR)
- Develop a reemployment plan; ramp up Reemployment Assistance. (RI) (VT)

BRANDING/OUTREACH

- Design and implement a marketing/re-branding campaign that utilizes marketing group research. (TN)

SECTION 10: LOOKING FORWARD: FORUM FOLLOW-UP

After “digesting” the outcomes of their respective forums, following up with State and local leaders, and analyzing the initial results of the Regional Readiness Assessments, the Regions, along with members of the DREEM team, reached consensus on providing follow-up technical assistance efforts in the areas specified below and suggested that this assistance be offered in a variety of ways, also specified below.

Technical Assistance Focus Areas:

- **Reemployment Services.** The need for continuing to concentrate technical assistance resources on Reemployment Services for UI claimants remains high, particularly as States use ARRA resources to ramp up Reemployment Services (RES) functions with new staff. ETA should focus on reemployment services technical assistance from two perspectives:
 - Strategic: Using RES/UI data to identify **where** services are necessary and **what** services would best meet those needs; and
 - Mechanics: **How** to deliver these services effectively and efficiently.
- **Green Jobs.** As the green jobs area evolves, there continue to be many questions out in the system requiring technical assistance attention. Defining green jobs, identifying job requirements, and interfacing with green job initiatives underway in other Federal agencies are just a few of the many areas around which both formula and non-formula grantees need help. One region suggests that, if ETA is going to push for green initiatives, it may make sense to include green questions in the core monitoring guide.
- **Trade and Rapid Response.** The need for continuing TA in the area of the Trade Program Reauthorization and Expansion was mentioned by several of the regions. Broad orientation of the system about TAA as well as case management training for Trade staff will be important, especially in states where this function for Trade participants is not taken up by experienced staff in the One Stops. In the rapid response arena, the need for continuing to respond to the automotive industry layoffs is a key technical assistance area highlighted. Focusing on meeting the needs of “high end” dislocated workers, including creating virtual one-stop services for this tech savvy group, was suggested.
- **Using Data to Drive Reemployment.** While there are pockets of staff in some states sophisticated in the use of data to target reemployment investments and efforts, knowledge about what data is available and how it can be used remains

spotty at best. Several regions suggested involving the Regional Architects and Designers group to help target ETA's TA approaches in this area.

- **Front-line Staff Training.** Effective, consistent front-line staff training and cross training of staff is an essential TA area. Because front-line staff are being asked to be better prepared to act in a triage role, it is necessary to provide them with the necessary training and tools to do the job. With so many retirements in the system, these efforts should include basic/101 training.
- **Building Partnerships.** Reaching out to potential Federal, State and local partners was stressed by participants and speakers at all of the Forums. ETA's TA efforts in this area should address what partnerships are already underway at the Federal level (e.g., ETA and HUD), models of successful partnerships at the State and local levels, and a "how to" approach to developing strong and effective partnerships.
- **Technology.** Effective uses of relevant technology and available tools should be woven through the technical assistance provided in all of the above areas.

Ways to Deliver Technical Assistance

In planning ETA's technical assistance efforts, ETA must be mindful of State budgets, travel restrictions, furloughs and staff demands. Suggested approaches include:

- **Identify and catalog verified best practices** and make them available to the workforce system. One approach would be to continue to identify and capture best practices on the *ReemploymentWorks!* Website and to promote this site. If so, the site needs to be reorganized and restructured to identify which information/documents are best practices which actually work (the system is starved for these) and which are proposed strategies and presentations.
- **Conduct post-forum webinars** on the most popular topics identified at each of the Forums.
- **Offer in-person training** at regional and/or national meetings. Perhaps hold additional topic-related training sessions, such as the performance and reporting session held June 17-18 in Baltimore.
- **Use the RADs** to support technical assistance efforts as appropriate.
- **Tie Recovery Forum and Readiness Consultations next steps together.** These were just different venues for asking the same question: "How can we help you?"

- **Have Regions set individual technical assistance priorities** for states and locals. Then, collaborate across Regions, if appropriate. Pool resources where common needs occur but allow Regions to customize technical assistance. For example, Region 3 states want state and local forums; Region 2 states do not.

Conclusion

Clearly, the Forums afforded an opportunity to expand the work started at the Baltimore *Reemployment Works!* Summit – in terms of both the number of participants who attended and the topics covered. Many of the 2,201 Regional Forum participants would not likely have been able to participate in a national meeting given travel and budget restrictions. And the timing of the Forums meant that the ETA Regional staff planning them could address not only the core Reemployment topics but also additional timely subjects such as ARRA implementation, youth summer programs, green jobs, and trade.

While Forum participants overwhelmingly indicated that they took away information and ideas that they will put to use, the gatherings also provided an opportunity for ETA's regional offices to determine what else their States and local areas need with respect to technical assistance. In providing this additional technical assistance (TA) one region emphasized – and doubtless all would agree: **“We need to move as quickly as possible to deliver TA; the need (and the opportunity to make a difference) is now!”**