

# STRATEGIC FIVE-YEAR STATE WORKFORCE DEVELOPMENT PLAN

Title I of The Workforce Investment Act of 1998  
And the Wagner-Peyser Act



## GROWING North Dakota

North Dakota Workforce Development Council

"Making Good Things Happen for North Dakotans"

**GOVERNOR  
EDWARD T. SCHAFER  
STATE OF NORTH DAKOTA**

**For the Period of**

**July 1, 2000 - June 30, 2005**

**STATE PLAN  
February 25, 2000  
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# WORKFORCE DEVELOPMENT STRATEGIC PLAN

## Preface

This strategic plan for workforce development is a product of collaboration among the North Dakota Workforce Development Council (NDWDC) and the state agencies, community entities, and private sector representatives on the Unified State Plan Working Group (USPWG). This draft and future revisions will be posted to the USPWG web site <http://www.state.nd.us/wia> for public review and comment. Questions, suggestions and other feedback regarding this plan can be forwarded to the Director, North Dakota Workforce Development Council (NDWDC), Fraine Zeitler, at 701-328-5345, via email at [fzeitler@state.nd.us](mailto:fzeitler@state.nd.us) (or fax at 701-328-5395) OR Duane Bergeson, Chief Employer Relations and Placement, Job Service North Dakota, at 701-328-2850 or via email at [dbergeso@state.nd.us](mailto:dbergeso@state.nd.us) (or fax at 701-328-4894).

Since North Dakota is a single service delivery area under the Workforce Investment Act of 1998 (WIA), this workforce development strategic plan reflects several important features. First, the North Dakota Workforce Development Council serves as the state workforce investment board and the local workforce investment board as outlined in WIA. Governor Schafer has elected to use the alternative entity clause in the WIA, thus keeping the NDWDC as the main governance body for WIA. Second, this state strategic plan also serves as the local WIA plan. Finally, this plan implements the ***North Dakota Workforce Development System***, which includes the workforce investment system outlined in the WIA.

This plan is a living document in that it will be revised periodically to reflect the needs of the citizens of North Dakota and to meet the demands of an ever-changing global marketplace.

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# NORTH DAKOTA WORKFORCE DEVELOPMENT STRATEGIC PLAN

## PREAMBLE

North Dakota is envisioned as a state where all citizens are committed to creating new wealth and dedicated to improving their standard of living with expected higher than average per capita incomes. As a result, North Dakota will be viewed as a state where well paying jobs are not an exception and where workforce skills are second to none. North Dakota will be seen as a state with a business climate that fosters the expansion of existing successful businesses and the formation of new firms who are contributors and participants in the overall economic well being of the state.

## EXECUTIVE SUMMARY

This Workforce Development Strategic Plan is a culmination of planning efforts that started in 1993, shortly after Governor Edward T. Schafer was elected to office in 1992. In 1997, the North Dakota Workforce Development Council was organized under Executive Order 1995-01. Since 1997, the Council has developed a workforce development system model, a planning framework, and four key strategies for enhancing the state's labor force as a competitive factor in the global economy. In October 1998, the Unified State Plan Working Group (USPWG) was formed to help draft the workforce development strategic plan for the implementation of the Workforce Investment Act of 1998 (WIA). This state strategic plan will be implemented on July 1, 2000, and marks a significant step forward in North Dakota's efforts to diversify its economy and to capture a leadership role in high technology industries. This plan builds on the existing strengths of an educated and skilled workforce, low workforce turnover, and North Dakota's current focus on wealth creation through targeted business retention, expansion and recruitment efforts.

This Plan covers six important issues: The workforce development system; core values needed for a competitive workforce system; the New Emerging Economy and its impact on North Dakota; a focused and targeted approach to economic and workforce development investment; collaboration, partnerships, and alliances; and accountability and performance improvement measures.

The North Dakota **Workforce Development System** is a relationship of functions, entities, and influences that facilitates the preparation of an educated and skilled workforce in response to the changing needs of the marketplace. It includes those formal and informal education and training activities that provide current and potential workers new or enhanced knowledge, skills and attitudes necessary for successful employment in the global marketplace. It is characterized as long-term with an emphasis on broad concepts and principles associated with life-long learning. Job or workforce training are those formal and informal education and training activities that provide current and potential workers specific new or enhanced knowledge, skills and attitudes necessary for successful employment in a particular job, cluster or company. It is characterized as short-term, narrow and focused. Workforce training is just one part of the system. The desired system outcomes are increased productivity, better wages, and improved self-sufficiency. The system is business driven; it is a demand versus a supply system. A more detailed description of the system can be found at Appendix A. The North Dakota Workforce Development System is built around **eight core values**. These values are: Wealth and job

creation; local execution; business driven workforce requirements; focus on qualified employees with skill sets, not categories or labels; informed individual choices and responsibilities; unique individual skill sets and values; the participation of all citizens; and partnerships, collaboration, and alliances linked by common values and effective communication.

The **Emerging New Economy** presents several challenges and opportunities for the workforce development system. This new era can be summarized as an information or knowledge-based economy using new technology and sophisticated techniques in an environment of ever-increasing rate of change. Quality and value are the entrance requirement into the global marketplace. Customer choice and mass customization will require skill sets that are constantly changing. Choices will offer new opportunities to employees as well, especially those who have critical and much needed skill sets and values. Computer literacy will be critical along with teamwork, problem solving/analytical skills, and communication abilities for initial entry into the workforce. The rate of change will increase and will also require frequent skill standard updates. States will start to target resources to foster those skill sets that are in most demand for their economic growth and sustainability. Industry and national--NOT federal--skill standards will become the primary documents for communicating requirements between education and the private sector. Life long learning will be critical to building a competitive workforce for the long run. Jobs and job descriptions will fade as work to be completed becomes paramount. Skill sets and attitudes rather than gender, color, ability status will be much more important in the recruitment and retention process. Industry hires people BUT buys skill sets or competencies and values that meet their current and projected work needs.

With its limited human and financial resources, North Dakota must adopt **a focused and targeted approach to economic and workforce development investment**. Federal and state funds will be invested in skill set development that support high wage, high growth, and sustainable, new wealth creating work clusters. Individuals will be assessed to determine the areas that they have the greatest potential for success and productivity. Information critical to both economic and workforce development will be collected, organized, and disseminated to both employers and employees. Additional emphasis will be placed on modernizing the K-12 education system as a long-run strategy to keep North Dakota's workforce competitive and responsive to ever increasing changes in the global marketplace.

**Collaboration, partnerships and alliances** are the primary means of executing this plan. The rapidly changing economic environment requires the use of existing services and providers. While North Dakota's small population is sometimes viewed as a disadvantage, it offers the potential to move more quickly because of close day-to-day personal relationships in government and across business. The emphasis has always focused on getting the job done versus building an elaborate bureaucracy. The Council defines the vision and strategic actions and uses personal and collective persuasion to build the necessary mass and leverage for action. Eight state agencies, as many community and tribal entities, and more than 40 people were involved in the drafting of this plan and the associated implementing actions. The plan will be successful in direct proportion to the commitment and effort given by the state agencies to the strategies and tactics listed in this document and with the cooperation and full participation of the private sector.

In the workforce development system, **accountability and performance improvement measures** will shift from the required program input and output indicators to system performance. The first years

of the strategic plan will be devoted to streamlining and facilitating the rapid collection of wage data, placement history, certification and customer satisfaction information, and system responsiveness to technology changes and new skill set requirements. More emphasis will be placed on relationships and the ability to communicate across a wide variety of users and providers. Outcomes will become more critical and important in policy and resource allocation decisions. Improved data collection, storage and analysis capabilities will help in designing more leading indicators so that system investments can be future focused and more responsive.

## **I. PLAN DEVELOPMENT PROCESS**

### **A. Process**

The strategic planning process began shortly after the North Dakota Workforce Development Council was formed in February 1997. Mission and vision statements were drafted, and a workforce development system model was designed by April 1998 (See Appendix A: Workforce Development System Model). Strategies and tactics were developed and approved by the Council in May 1999. Concurrently, a Unified State Plan Working Group (USPWG) was formed in October 1998 to draft the policies and procedures for implementing the workforce development system and the provisions of the Workforce Investment Act of 1998 (WIA). This collaborative joint planning effort began with agency representatives for the programs outlined in Title I of the WIA. As the planning progressed, tribal representatives and other community-based organizations were added to the USPWG. (See Appendix B: USPWG Representatives) Task teams were established under the USPWG to focus on specific areas that included: Accountability, Performance Measurement and Continuous Improvement; Eligible Training Provider; Governance; Marketing; One-Stop Centers; State Assessment; Target Industry Occupations; and Youth Council.

### **B. Public Review and Comment**

A web site was established, <http://www.state.nd.us/wia>, for the USPWG to post task team meeting summaries, working drafts of policy and initial plan drafts, milestone charts. Links to other federal and state WIA planning information/working sites were also added. Policy drafts were prepared by the USPWG, reviewed and approved by the Council, and then incorporated into the strategic plan draft. These policy papers and drafts were also posted on the web site for public review and comment. The draft Plan was reviewed by the Council and also shared with the public over the web site and through four public review and comment sessions. A summary of those public comments can be found at Appendix J. An implementation milestone chart is at Appendix C.

## **II. STATE VISION AND GOALS**

### **A. North Dakota Economic Development Goals and Objectives**

With the advent of new technology, North Dakota is no longer limited by geography in becoming a global competitor. North Dakota's highly trained workforce, excellent education system, and quality of life factors have created new interest in business expansion, retention, and recruitment efforts. To

maximize its return on investment, state and community economic development efforts are being focused or targeted. The Department of Economic Development and Finance is putting priority on the retention and expansion of existing primary sector businesses--those that generate new wealth for the state. Recruitment and start-up targets include: value added agriculture, advanced manufacturing, information technology, shared services, and aircraft parts and equipment. (See Appendix D, North Dakota Target Industries.) North Dakota is also a participant in the Western Governors Association project, Centers of Excellence in Rural America (CERA). Through the CERA project, communities are increasing their economic growth and viability through technology applications in business, education, community services and government. By concentrating on those investments that leverage workforce advantages and technology, new wealth generating businesses are brought into the rural areas. Turnover costs are reduced and high quality information and knowledge-based services can be delivered anywhere in the world via modern telecommunications. Partnerships between public and private sectors, especially in education and economic development, are increasing and greater emphasis is devoted to developing community capacity, competitive advantage, and leadership. Technical assistance, research services and products, and gap financing is offered by state agencies to leverage local and private investment dollars. In summary, through focused investment strategies and diversification of primary sector industries, North Dakota is increasing its competitive position in the global economy and raising the standard of living for all its citizens.

## **B. North Dakota Workforce Development Goals and Objectives**

### **Planning Framework:**

The Council's vision is that North Dakota's workforce will attain world-class status by being technologically current, highly educated, highly skilled, team based, and diversified. With active leadership, coordinated planning, and targeted investments, the workforce development system should help the state attain this vision. More importantly, the quality of life will be improved as North Dakotans are continually prepared to succeed and prosper in the global market place.

This new systems approach to workforce development requires an understanding of several key terms:

*Economic development* refers to the creation of new wealth that raises the standard of living and quality of life for individuals, communities, regions, and the state. Jobs are important but the creation of new or additional wealth is the key objective.

*Primary sector* industries are those that engage in the creation of products and/or services that are sold outside the region or state. The majority of these sales result in new or additional money brought to the state.

*Skill sets* are broad outcomes or competencies that result from: an instructional system based on standards designed to satisfy specific industry work requirements; an accumulation of knowledge, skills and attitudes developed over a period of time through informal work and learning experiences; or a combination thereof. These skill sets may include basic and technical skills mastery.

*Workforce development* is the life-long process of providing individuals with the knowledge, skills, and attitudes needed to compete in the global workforce. The process takes place within three main settings:

- a. The future workforce, which includes the students served by the K-12, post-secondary, and proprietary institutions. In this component, the students are the direct customers of the service delivery system.
- b. The existing workforce that is unemployed, displaced, disadvantaged or under-employed and has been traditionally served by state and federal employment and training programs. In this component, individuals are the direct customers of the service delivery system.
- c. The existing employed workforce. Many employed individuals take advantage of life-long learning and continuing education opportunities to upgrade their job skills, but this component usually involves training and education provided to the employees by or through the business itself. In this component, the individual is the primary beneficiary of the training, with support and arrangements usually provided by the employer.

*Workforce training, or jobs training*, is one subset of the overall workforce development delivery system, and refers to the more immediate service relationships involved in responding to short-term business and industry needs. It is business and industry driven and often involves customized or contract training. The business is usually the direct client of the services delivered.

In summary, workforce development is concerned with the primary training needs of individuals including providing continuing education and life-long learning; whereas workforce training is oriented toward serving the training needs of business and industry. (GNDA Report, “Developing a World-Class Workforce Training System in North Dakota,” pages 3-4.)

### **Strategies and Tactics:**

The NDWDC will have oversight for all strategies. For each tactic there is a *lead* agency that will ensure that supporting actions are incorporated in the appropriate state agency supporting plans. Those agencies or entities that have secondary or coordinating responsibilities are called *partners*. Since no one agency can accomplish a specific strategy or tactic alone; there must a collaborative effort with continuous communication.

**STRATEGY ONE:** Develop a delivery system for worker life-long learning and training which is high quality, responsive to worker and employer needs, and cost-effective.

**Tactic 1:** Encourage higher education to consider workforce development as a core mission for all its institutions. Higher education is a major resource for making life-long learning a reality.

**Tactic 2:** Develop legislative support for the changes that will enable higher education to become the delivery system for worker life-long learning and training that includes: Geographic service areas; appropriate flexibility that allows targeted program duplication; adequate state funding for a workforce training delivery system; and a reduction of regulation, monitoring, and reporting required of higher education institutions.

**Tactic 3:** Provide a timely, accurate, and comprehensive labor market intelligence system that meets the needs of employers, economic developers, education and training providers, employees, and students.

**STRATEGY TWO:** Assist the Department of Public Instruction and the North Dakota University System with their responsibility to ensure that their educational programs remain current in a rapidly changing world.

**Tactic 1:** Computer technology skills must be considered as a basic skill along with reading, writing, and arithmetic, and is incorporated into the core curriculum.

**Tactic 2:** Emphasize educator technology training and the requirement of keeping educators technologically current.

**Tactic 3:** Keep technology infrastructure technologically current.

**Tactic 4:** Implement an integrated K-12 curriculum that emphasizes career planning and awareness, and student portfolios for all students.

**STRATEGY THREE:** Retain a greater number of young people in the state who are native to North Dakota and those who are out-of-state students. North Dakota has to compete for people.

**Tactic 1:** Support programs which encourage and assist communities in their efforts to enhance their quality of life and life style choices; i.e., education, healthcare, recreation, cultural events, entertainment, etc.

**Tactic 2:** Increase the number of good jobs by promoting high value added, high performance work organizations.

**STRATEGY FOUR:** Implement an accountability and continuous improvement system that will ensure workforce development system investments are effective and meeting client needs.

**Tactic 1:** Assess the computer and technology capacity and capability of the K-16 education system to ensure its ability to attain world-class standards.

**Tactic 2:** Develop a graduate survey approach for all education and training programs that focuses on customer satisfaction and quality of instruction.

**Tactic 3:** Install a continuous improvement program that addresses individual workforce development functions and system deficiencies.

The Council endorses the Follow-Up Information on North Dakota Education and Training (FINDET) system as a foundation piece in the overall state effort to determine system performance and assess program and agency accountability.

## **North Dakota Workforce Development System Indicators and Performance Goals**

The primary emphasis of the first five years is to ensure that the information management systems and databases associated with the current 17 mandatory WIA indicators are in place (See Appendix E, State Performance Indicators and Goals.) Additionally, as we gain more experience in this new system's environment, we would expect to consolidate like tasks and reduce or eliminate duplication of effort. For example, we should develop a single protocol for conducting wage analysis to include entry and retention wages in unsubsidized employment, and wage earnings six months after entry into unsubsidized employment. Our intent is to use as many existing agency databases as possible, exchange key data elements, and avoid creating new or parallel databases whenever possible. This initiative will be an ongoing effort by the USPWG.

An objective of the Council is to develop a single system indicator that would quickly show skill sets provided versus the total skill set demand. This would give us a quick measure of our ability to deliver needed skill sets. It would also reflect the system's effectiveness and responsiveness. Action continues on developing such an indicator.

At the end of the first five years, leading, versus trailing, system indicators should be developed. The focus of these new indicators would include the following issues:

Measuring the ability of the system to identify, capture, organize, and distribute skill set requirements of state employers, especially primary sector and targeted industries. Since skill set requirements are the genesis of education and training activities, effective and responsive delivery of needed skill set education and training is dependent upon reliable, accurate employer information and the rapid distribution of that information to service providers.

Measuring the ability of the system to respond quickly to new skill set requirements and emerging technology. This includes evaluating the size, accuracy, and capacity of competitive intelligence capabilities of various workforce and economic development entities and education and training providers.

The Council is primarily interested in identifying and measuring those factors that directly reflect outcomes and results. As a very rural state with limited population and financial resources, it is critical to our survival to spend more scarce dollars on skill set development with a smaller but more deliberate amount of money invested in selected, meaningful outcome and performance area indicators.

### **Services streamlined in five years**

In five years, more of the services offered through the North Dakota Workforce Development System will be provided through the Internet in a self-help environment. This will allow staff to devote more time to clients that need more one-on-one personal attention.

The Youth Development Council will seek to develop more coordination among providers and less duplication of effort. With more emphasis on coordination, the Youth Development Council should be

able to provide greater information to the public on available youth services. WIA funds will be used to fill the gaps in the services needed but not offered. Youth will become important customers of the workforce development system. A special teen website, <http://www.state.nd.us/jsnd.teenpage.htm>, has been created for North Dakota youth by Job Service North Dakota that categorizes services and providers. As a result of these activities, North Dakota should be able to retain more of its youth.

### **Programs and funding streams supporting service delivery through the One-Stop Delivery System**

Programs authorized under the Workforce Investment Act Title I for adults, dislocated workers, youth, Job Corps, Native Americans, and Migrant and Seasonal Farmworkers will be major funding streams. In addition, Job Service North Dakota, as the One-Stop operator, will have funding for Wagner-Peyser, Job Insurance, JOBS, Welfare-to-Work, LMI, veterans', TAA/NAFTA, and the Senior Community Service Employment Program (SCSEP) under Title V of the Older Americans Act. Other funding sources include: Adult Education and Literacy activities, Vocational Rehabilitation, Community Services Block Grant activities, Department of Housing and Urban Development activities, postsecondary vocational education activities under the Carl D. Perkins Vocational and Applied Technology Act, and Green Thumb and AARP activities under Title V of the Older Americans Act. Program costs will be based on the fair share allocation as determined by the MOU.

### **Information and services provided and customers' access**

Information on programs and services will be provided through the Internet as a self-help service, with more personal one-on-one assistance provided by the One-Stop Delivery System staff. A PC based system of information sharing is being developed. This system, Customer-Referral Information System (CRIS) will provide information by program and service. It will include a description of the program and service, eligibility criteria, application procedures, referral process, and contact person, etc. Partners will be responsible for keeping information on their programs and services up to date. Where necessary, information will also be made available in written format for use by all partner staff as well as customers. This will enable partner staff and customers to have the most current information for individual career planning decisions.

### **Informed customer choice and the use of the Individual Training Accounts (ITAs)**

Labor Market Information, occupational demands, eligible training providers and their curriculum will be available on the Internet, and at One-Stop Delivery System Partner sites. Assessment services will be available to customers, including assessment of the individual's aptitudes, skills and interests. This information will allow customers to make choices by matching their skills and needs with target and demand occupation skill requirements and opportunities.

### **Integration of Wagner-Peyser Act and unemployment insurance services**

Wagner-Peyser and unemployment insurance (Job Insurance in North Dakota) are already fully integrated into the current Job Service system. Both programs are an integral part of the One-Stop Center. Job Service North Dakota, administrative entity for both programs, serves as the One-Stop

Center Operator in the state. The full range of labor exchange services, including Job Insurance is available in the One-Stop Centers. Job Service North Dakota's and America's Job Banks are available on the Internet, and at the One-Stop Centers.

To the extent possible, One-Stop Delivery System staff will be cross-informed about services, and where appropriate, cross-trained to ensure that the customer is receiving the right mixes of services.

Wagner-Peyser and Workforce Investment Act services provide the foundation of Core Services available through the One-Stop Centers. Labor market and other information will enable customers to make informed choices and choose, to some degree, the level of service which best meets their needs.

Job Insurance claimants will continue to file their claims by telephone, in person, and by using the Interactive Voice Response system. They will be able to register for work using a PC based Client Self Service (self-registration) system. Other services include TAA, NAFTA, WOTC, W-T-W Tax Credit, veterans' services, MSFW, and outreach to Native American and rural areas.

### **Workforce investment system and goals of the State's welfare, education, and economic development systems**

North Dakota's Workforce Development System will play a key role in helping to achieve welfare, education, and economic development system goals. Workforce investment system goals as described in section II, State Vision and Goals were developed to enhance and support the goals of the welfare, education, and economic development systems.

#### **Youth programs**

The North Dakota Youth Development Council will encourage North Dakota schools to provide student's K-12 career information, career awareness and planning resources, a description of the State's economic outlook, career opportunity projections, and local job availability.

With an improved workforce investment system, individuals will become less dependent on public assistance, and should have improved marketable skills. Employers will have access to more qualified applicants. With the additional investment in our youth their expected retainability, businesses will be attracted to North Dakota, thus increasing economic development.

The North Dakota Youth Development Council will support and encourage changes to the North Dakota University System teacher preparation curriculum that will provide new and current teachers with the skills to implement the above recommendation.

WIA funds may be used to support programs that teach participants the importance of job retention, acceptable social skills, and the Secretary's Commission on Achieving Necessary Skills (SCANS) foundation skills and competencies. This investment can help build relationships with employers and encourage their participation in these skill improvement programs.

### **C. Performance indicators and goals to track progress**

The NDWDC will adopt the performance indicators required under Section 136 of the Workforce Investment Act. See Appendix E for the performance levels to be achieved for each of the following indicators.

- Adults, Dislocated Workers and Youth 19-21
  1. Entry into Unsubsidized Employment
  2. 6-Months Retention in Unsubsidized Employment
  3. 6-Month Earnings Received in Unsubsidized Employment
  4. Attainment of Educational or Occupational Skills Credential by education participants who enter unsubsidized employment, or by youth who enter postsecondary, advanced training or unsubsidized employment
- Youth 14-18
  1. Attainment of Basic Skills, Work Readiness and/or Occupational Skills
  2. Attainment of Secondary School Diplomas/Equivalents
  3. Placement and Retention in Post-Secondary Education/Advance Training, Military, Employment, or qualified Apprenticeships
- Customer Satisfaction Indicator for Job and Training Seekers and Employers

### III. Assessment

#### A. Market Analysis

**The Emerging New Economy:** This new era can be summarized as information or knowledge-based driven economy using new technology and sophisticated techniques at an ever-increasing rate of change. A 1999 policy paper by the National Governors Association, "The New Economy: An Overview", contains some pertinent insights on this issue:

**"The new economy is global.** Between 1929 and 1970, combined imports and exports averaged only 9.5 percent of gross domestic product (GDP); today they now exceed 25 percent of GDP.

**Knowledge and innovation are the key inputs of the "weightless" new economy.** Energy and raw materials were the inputs of the old economy, but the microchip is replacing the car as the major product of the next century. Today, the nation's GDP is five times greater than in 1947, yet the total physical weight of American's output has not grown because of the shift from heavy manufacturing to knowledge-based products.

**The new economy places a premium on skills and education.** In 1997 the average college graduate made 77 percent more than the average high school graduate, and the average wage of an information technology worker exceeded the industry average wage by the same percent.

**Small, fast-growing firms power job growth.** Between 1993 and 1996, 70 percent of new job growth came from small, fast-growing firms (20 percent growth per year) and the small-firm sector is expected to supply about 60 percent of all new jobs through 2005.

**Information technology is at the core of all business.** Whether work occurs in an office, at home, or on a factory floor, information technology (IT) is integral to any successful business. Today, 50 percent of all business capital spending goes to IT, compared with just 7 percent in 1970. Moreover, the Internet is revolutionizing how business does business. In 1998 Internet business-to-business transactions reached an estimated value of \$43 billion. By 2003, they are expected to reach an astounding \$1.3 trillion, surpassing 9 percent of total business sales.

**Markets and businesses are dynamic.** Between 1995 and 1996, 697,457 new firms created 5.9 million jobs while nearly 5 million jobs were lost to 606,426 dying firms. In the new economy, new jobs and businesses are being born while almost as many are dying, customer choices are expanding dramatically, and new products are reaching the market faster than ever before."

In the January 1999 Department of Labor special report, "21<sup>st</sup> Century Skills for 21<sup>st</sup> Century Jobs", states the impact of this new emerging economy is found at all levels.

" . . . As computers and advanced technology become commonplace features across American workplaces — on factory floors, in small grocery stores, and in client-service operations — the basic and technical skill requirements of traditional jobs are changing. And, as American companies embed more knowledge in their product offerings and explore new, more team-oriented working models, the average worker will need greater skills."

Finally, the emphasis within the workplace is changing from jobs to a focus on the work that needs to be completed. Rigid job descriptions are being replaced by broad definitions of the work and the associated skill sets and values required to complete the work. Learning is replacing training and learning experiences can take place in a variety of settings, formal and informal.

In brief, the contrast between the recent past and the new economic era is best summarized in the following chart from the same report.

### Jobs Are Changing Due to Shifts in Organization and Management<sup>1</sup>

Element	Old System	New System
<b>Workplace organization</b>	Hierarchical Function/specialized Rigid	Flat Networks of multi/cross-functional teams Flexible
<b>Job design</b>	Narrow Do one job Repetitive/simplified/standardized	Broad Do many jobs Multiple responsibilities
<b>Employee skills</b>	Specialized	Multi/cross-skilled
<b>Workforce management</b>	Command/control systems	Self-management

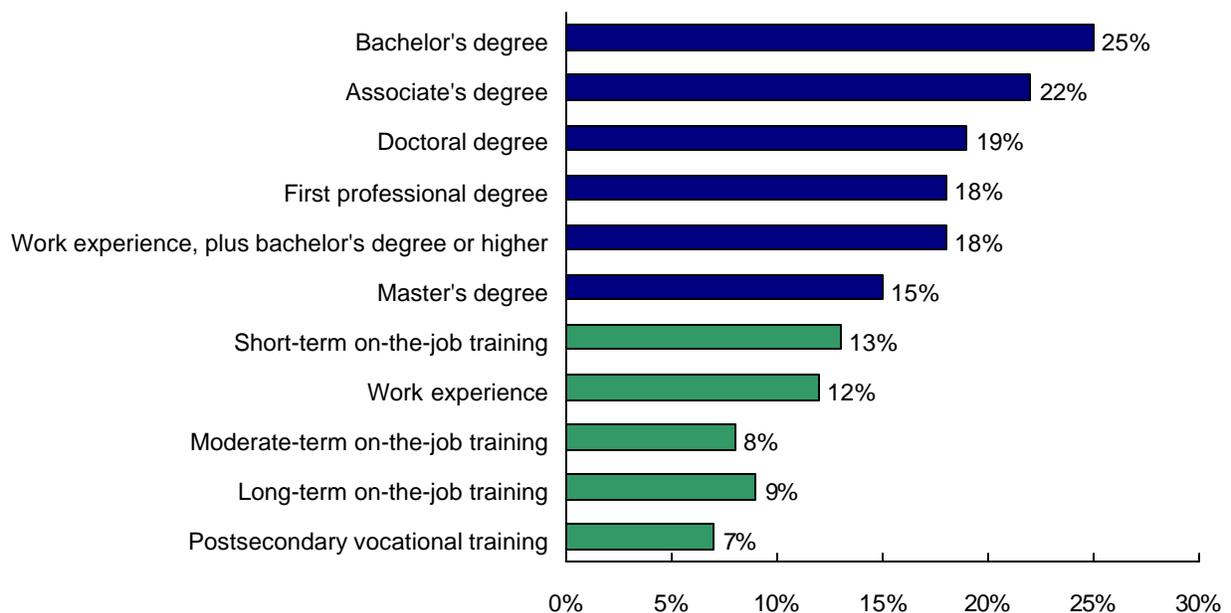
<b>Communications</b>	Top down Need to know	Widely diffused Big picture
<b>Decision making responsibility</b>	Chain of command	Decentralized
<b>Direction</b>	Standard/fixed operating procedures	Procedures under constant change
<b>Worker autonomy</b>	Low	High
<b>Employee knowledge of organization</b>	Narrow	Broad

**Implications for the Workforce:** If America is to compete successfully in the global economy, then we must make better use of our existing workforce. This country will compete on the basis of its people--their innovation and creativity and ability to apply new technology. Shifts will occur from labor-intensive strategies to knowledge-based entities; significant growth will take place in the service sector. Again from the Department of Labor special report, we see a relationship between high growth and high skills in the following chart. It should be noted, though, that only 20 percent of the future jobs would require an education level at or beyond the bachelor's level. Of the remaining 80 percent, 60 percent will require advanced skill sets. There is some contention that America does not suffer from a lack of employees but an inadequate distribution of skill sets and values.

America does not suffer from a lack of employees but an inadequate distribution of skill sets and values.

### Jobs Requiring High Skills Will Experience Fastest Employment Growth

Projected Percent Change in Employment, 1996–2006



- Growing faster than the national average
- Growing below the national average

Note: The employment growth for all occupations is 14 percent

The one downside in all the projections is the realization that those lacking the basic skills and strong values needed in the global workplace will find the number of jobs with minimum skill set requirements rapidly diminishing. Future skill sets fall into four broad categories. From "21<sup>st</sup> Century Skills for 21<sup>st</sup> Century Jobs" this breakout and explanation:

### Employers Seek a Variety of Skills

**Basic Skills:** The academic basics of reading, writing, and computation are needed in jobs of all kinds. Reading skills are essential as most employees increasingly work with information — on computer terminals, forms, charts, instructions, manuals, and other information displays. Computation skills are needed to organize data for analysis and problem solving. Writing is an essential part of communications, conveying guidance to others, and in establishing a permanent base of information.

**Technical Skills:** Computer skills are well on their way to becoming baseline requirements for many jobs. Workers use a growing array of advanced information, telecommunications, and manufacturing technologies, as employers turn to technology to boost productivity and efficiency, and to deliver services to customers in new ways. In 1986, business spending on information technology represented 25 percent of total business equipment investment. By 1996, information technology's share had risen to 45 percent. For some industries — such as communications, insurance, and investment brokerages — information technology constitutes over three-quarters of all equipment investment. Forty-two percent of production and non-supervisory employees in manufacturing and service establishments now use computers. Moreover, information technology changes rapidly, requiring workers to frequently upgrade their skills for competency in successive generations of technology.

**Organizational Skills:** New systems of management and organization, as well as employee-customer interactions, require a portfolio of skills in addition to academic and technical skills. These include communication skills, analytical skills, problem-solving and creative thinking, interpersonal skills, the ability to negotiate and influence, and self-management. More than half of non-managerial employees participated in regularly scheduled meetings to discuss work-related problems, indicating the need for these skills.

**Company Specific Skills:** New technology, market changes, and competition drive companies to innovate, constantly upgrade products and services, and focus on continuous improvement of work processes. As a result, employees must frequently acquire new knowledge and skills specifically relevant to the company's products and services, and their production processes or service delivery modes.

Considerable attention must be devoted to building strong basic and technical skills if the "working poor" and less prepared individuals are to obtain high wage, rewarding, and self-sufficient unsubsidized employment. While employers hire people, they are really buying skill sets and values that meet their current and future work needs.

**The Implications for North Dakota:** When compared to other parts of the country, the growth in North Dakota has been small; however, North Dakota experienced a 7.7 percent increase from 1994 to 1998 in nonagricultural employment or 22,650 new jobs. Growth for North Dakota is expected to continue, albeit at a slower rate. This reduced rate is influenced by a continued volatility in the mining industry, difficulties for small farm operations, an uneven distribution of people in urban areas, and an aging population. The growth experienced in the goods-producing sector of the state's economy from 1994 to 1998 has been in manufacturing, especially durable goods, and this trend is expected to continue. At the same time, the services-producing sector is expected to grow. The industries providing the most new jobs in the state will be business services, health services, self-employed/entrepreneurial operations, eating and drinking establishments, social services and industrial machinery and equipment. Industries that are expected to experience contraction are agricultural production, coal mining, railroads, and education.

Unemployed persons will need to be linked with training or education opportunities that will help them develop the knowledge, skills, and abilities needed to connect them with North Dakota's employers. By the year 2006, approximately 18.6 percent of all jobs in the State will require at least a bachelor's degree. The remainder of the jobs will require an associate's degree or less in education, additional technical skills, and some work experience. Most of North Dakota's job activity will occur in the Red River Valley.

Of the eight major occupational categories used to present summary information on jobs in North Dakota, the largest projected job openings is in the service occupations. This is followed by professional specialty occupations, which when combined with service occupations, account for over 40 percent of the projected job openings. The following table shows the relative growth by occupational category.

<b>Composition of Job Openings From 1996 to 2006 by Occupational Group</b>	
<b>Occupational Group</b>	<b>Percent Total Openings</b>
Managerial and Administrative	6.1
Professional Specialty	19.0
Marketing/Sales	13.9
Clerical and Administrative Support	10.4
Service Occupations	24.9
Agricultural, Forestry and Fishing	3.8
Precision Production, Craft and Repair	9.4
Operators, Fabricators, and Laborers	12.5

The smallest growth opportunity by occupational group is in the agricultural occupations.

North Dakota’s projected labor requirements show an increase of technical and vocational trained individuals with some growth for four-year or more college. When compared to other states, North Dakota has one of the lowest average weekly wage rates. Thus, the opportunities for trained (either formally, on-the-job, or both) workers within the state are dependent on new or expanding markets and increased weekly wages.

<b>Projected Training Requirements</b>	
<b>Category of Training or Education</b>	<b>Percent of all Jobs</b>
Short-term on the Job Training	41.4
Moderate-term on the Job Training	10.6
Long-term on the Job Training	13.3
Work-Related Experience	6.0
Associate/Applied Technology	10.1
Bachelor’s Degree and higher	18.6

Both employers and job seekers are customers of the workforce investment system. Job seekers include individuals who are entering the workforce for the first time, switching jobs, or trying to reenter the workforce. This includes adults, dislocated workers, and youth ages 14 – 21 years.

The employer customer includes all North Dakota employers. Some of these employers may currently be in the process of hiring, while others may only be interested in labor market information, unemployment insurance information, or other employer concerns for future consideration and planning.

Many individuals identified may be deficient in one or more of the skills that enhance their employability. Training programs must meet a number of needs of business and workers. For individuals with unsuccessful or no job experience there is a need for basic work skills such as balancing household and work responsibilities, getting to work on time, working as part of the team. Individuals lacking basic academic skills will need remedial education. Other individuals with obsolete job specific skills will need up-grades or new skills training. People skills are a critical requirement for all work activities.

To take advantage of the growing demand for computer related jobs, career information should combine the latest wage data to make sure new entrants to the labor market are aware of the rewards of a technical education. Math and computer skills are not only important for today’s growing jobs, but also for the emerging occupations of the future.

The projected North Dakota job training requirements, by category, are shown in the preceding chart. One-Stop services are accessible by all individuals and employers regardless of customer segment.

(The information in this section is a condensation of data from the Annual Planning Report and Employment Projections published by Job Service North Dakota.)

In summary, here are the current major trends that will have a significant impact on determining future workforce development tactics.

- The North Dakota and national workforce will grow slowly and unemployment is likely to remain low. Specific population segments are identified in Appendix F: North Dakota Demographic Matrix; Population and Category Breakouts for 2000 and 2005."
- The North Dakota population's average age will continue to increase while population growth remains stagnant.
- North Dakota K-12 student enrollment will continue to decline and school district consolidations will likely continue.
- Farms will continue to grow in size and production agriculture will employ fewer people, and communities that rely predominately on production agriculture will continue to experience a population decline.
- North Dakota's population will continue to shift from its smaller communities to its larger population centers.
- North Dakota's economy will continue to diversify away from its dependence on production agriculture and energy.
- North Dakota's welfare caseload will continue to drop but at a slower rate.
- The greatest concentration of unemployed workers and youth at risk will continue to be on the Native American reservations.
- North Dakota will continue to face skill set shortage versus a shortage of workers.
- Recruitment and retention strategies must include an emphasis on high wage, high skill jobs in high growth clusters.

## **B. State Readiness Assessment**

**Leadership:** In early 1994, Governor Edward T. Schafer established a task force to review workforce trends and possible ways to improve the state's approach to strategic workforce development. On January 3, 1995, Governor Schafer issued Executive Order 1995-01 that contained the implementing authorization for a North Dakota Workforce Development Council (NDWDC). In July 1995, Governor Schafer sent letters to over 30 business leaders in the state asking for their views on his NDWDC concept and new approach to strategic planning for workforce development as well as nominations of potential candidates for the new NDWDC. With input from these business leaders and the hiring of a NDWDC director in late December 1995, the Governor established a Coordinating Group (later to become the Unified State Plan Working Group) in June 1996 of state agency and private sector representatives that had interests in and responsibilities for workforce development. The purpose of the Coordinating Group was to develop an organizational framework for the new Council and to help identify individuals and organizations that could provide future Council member recommendations. The Governor also invited the state legislature to name representatives from the House and Senate to serve with the Coordinating Group. Only the Senate chose to send a member. The Workforce Development Council was officially organized in February 1997 under the provisions of the Job Training Partnership Act (JTPA). In October 1999, the Council passed a policy resolution to invite representatives of both the majority and minority parties of the state House and Senate and the tribal chairmen to all future regular meetings of the Council. On December 31, 1999, Governor Schafer designated the Council as the state's workforce investment board in accordance with section 111(e) of

the Workforce Investment Act of 1998 (WIA). Periodic oral reports on the state strategic plan as well as WIA implementation have been provided the Interim Commerce and Labor Committee since July 1999. The Council consists of 25 members and is supported by three entities: A Policy Group of 16 members, with a majority from business; a Youth Development Council of 14; and a Unified State Plan Working Group (USPWG). The USPWG is a voluntary group that contains representatives from state agencies and public community-based and private sector organizations with responsibilities or interests in workforce development. The Council Chair, who must be from the business sector, also chairs the Policy Group. In so far as possible, business members should represent the primary sector to include agriculture and agriculture processing, manufacturing, export services, energy and environment plus the computer, health services and telecommunications areas.

Based on the findings of the initial task group, the Coordinating Group, and the business leaders who responded to Governor Schafer's July 1998 letter, numerous business and Chamber groups, professional associations, economic developers, and state education, labor, and community-based entities were invited by the Governor to submit nominations for the NDWDC. He was seeking individuals who were persons of integrity, possessed good personal skills, leaders in their community or constituency group, knowledgeable of various workforce development facets, and able to articulate their positions. The Governor also wanted private sector candidates who were business owners or company senior managers who had operating experience and financial and hiring authority. It was also determined that all candidates had to be willing to commit some time to the NDWDC and the initial planning work. This candidate and Council member selection approach will continue as the operating standard over the plan's duration.

**Governance:** The Council is an Advisory versus a Regulatory body with responsibility for eight broad functions: (1) Drafting the state's 5-year strategic workforce development plan; (2) identifying the One-Stop Center Operator with the agreement of the Governor, identify eligible service providers for youth, adult and dislocated workers; (3) developing a Council budget; (4) providing oversight of the workforce development system in partnership with the Governor; (5) assisting the Governor in setting and negotiating workforce development performance measures; (6) assisting the Governor in the development of a statewide labor market information system; (7) coordinating workforce development system activities with state and local economic development strategies and developing employer linkages; and (8) promoting the active participation of the private sector employers in the workforce development system and encouraging partnerships and alliances between public/private sector entities as well as with the One-Stop Center Operator.

While the Council has very limited authority for spending public dollars, North Dakota law is quite clear as to conflict of interest issues. NDCC 48-02-12 states, "No governing board, nor any member, or employee, or appointee thereof, shall be pecuniarily interested or concerned directly or indirectly in any public contract, either verbal or written, that may be entered into by any such board or officer." Members of the Council and its sub entities shall not use his/her position to benefit themselves or the organization they represent nor shall any member cast a vote or participate in any decision-making capacity on any matter which would provide direct or indirect financial benefits to that member or his/her organization.

Appointment to the Council, Policy Group, and the Youth Development Council, for members outside

of state government, shall be made by the Governor and are normally for 3-year terms. Council meetings are normally held on a quarterly basis with the USPWG meeting monthly or more often as required. Council members, other than state employees, will be reimbursed for travel and per diem for regularly scheduled meetings at the current approved state rate. Honorariums are available for those required to pay for substitutes at their place of employment for the day of the meeting. Meeting notices are published on the WIA web site

[www.state.nd.us/wia](http://www.state.nd.us/wia) and also provided to the Secretary of State's Office for inclusion in the Official Notices. In addition, each USPWG member receives a copy of the NDWDC meeting agendas to share with their respective constituency groups. These notices include a notation for persons of disabilities to contact the NDWDC Director for any special services required at the meetings. One of the main criteria used in selecting NDWDC meeting sites is their accessibility by persons with disabilities. Meeting minutes are also posted on the WIA web site. The web site will include a notation for persons with disabilities to contact their nearest One-Stop Center for additional information or special formats. All One-Stop Centers are handicap accessible and special formats can be provided upon request. More detailed Council information and an organization chart can be found at Appendix G.

**Allocation Guidelines:** In keeping with the above policies, the Council has set these initial allocation formulas for the workforce development system. Adjustments will be made, by the One-Stop Center Operator CEO, as the system matures and there are changes in functions, resources, and other influences.

#### Adult Block Grant

Priority	Area	Allocation
1	Statewide Activities	15%
	- Council Operation, operation of One-Stop Centers, technical assistance, management information systems, performance measurement (Administration cannot exceed 5% of total grant)	
	Local Programs	85%
1	- Core Services/Operation of One-Stop Centers	
1	- Intensive Services *If dollars are limited then Intensive Services funded at: - Priority Clients (80%) - All other clients (20%)	
2	Training Services (1) Target Industries (60%) (2) Demand Occupations (40%)	Use all funds remaining after Core & Intensive Services have been funded
(3)	- Priority Clients (Minimum level of 60%) - Incumbent Workers & Other Clients (Not to exceed 40% of remain funds after Priority Clients have been served.)	

#### Dislocated Worker Block Grant

Priority	Area	Allocation
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1	Statewide Activities	Up to 40%
	- Council Operation, workforce development system building, technical assistance, management information systems, performance measurement - Rapid Response Activities (Administration cannot exceed 5% of total grant)	15%  Up to 25%
	Local Programs	60%
1	- Core Services/Operation of One-Stop Centers	
1	- Intensive Services	
2	Training Services  (1) Target Industries-60% (2) Demand Occupations-40%	Use all funds remaining after Core & Intensive Services have been funded

#### Youth Block Grant

Priority	Area	Allocation
	Statewide Activities	15%
1	- Youth Development Council, workforce development system building, technical assistance, management information systems, performance measurement (Administration cannot exceed 5% of total grant)	
	Local Programs	85%
1	- Core Services/Operation of One-Stop Centers	
2	- Youth Activities & Services that: (1) Keep Youth in K-12 until completion (2) Support Alternative Program, Job Corps, GED (3) Provide Basic Work Skills for ALL Youth	

**State Policies and Requirements:** For the North Dakota Workforce Development System to work effectively, all clients must have timely, current, and accurate information for business planning, economic development, education and training forecasts, and individual career planning decisions. All clients must receive quality products and services in a responsive manner. At the same time, targeted training investments will move more workers into higher wage jobs. All those seeking employment must have minimum basic skills to even be considered for a job. Universal access to labor market and career information are of primary importance in the Council's policy and resource allocation priorities. Local areas and communities need access to training funds for critical infrastructure jobs as well as those industries that support the primary sector and targeted industries. Allocation policies must have flexibility so public funds can be invested where they will meet the needs of the designated population plus provide upward job mobility for incumbent workers. In the One-Stop Delivery System concept,

North Dakota can capitalize on the various strengths that each partner brings to the system while reducing or eliminating duplication of products and services. Simplicity in structure with clearly defined roles and responsibilities of all Partners allow case managers and providers to deliver the services and skill sets necessary for North Dakota's growth and competitive edge in the global economy. The One-Stop Center is a major component of the workforce development system and is one of the key Information Systems and Linking Activities (See Appendix H, One-Stop Center System Model, and Appendix I, One-Stop Center Memorandum of Understanding.)

### **Allocation method for distribution of funds for adult employment and training funds and youth funds**

As a single local area state no allocation method is needed for distribution of funds. All 85% funds are distributed to the single local area.

### **Allocation formula for dislocated worker funds**

As a single local area state no allocation method is needed for distribution of funds. All funds not reserved for administration and statewide rapid response are distributed to the single local area. The Governor will reserve up to 25 percent for statewide rapid response activities.

### **Formula allocation to each local area for the first fiscal year for each funding stream**

As a single local area state, no formula allocations are needed.

### **Competitive and non-competitive bid process**

To avoid duplication, the One-Stop Center Operator will provide services and activities under Title I of WIA. If it is determined that specific services needed may be provided more efficiently or effectively by another entity, a service provider will be selected and contracts developed using the Selection of Service Providers Policy found in Appendix K. This policy will be available on the One-Stop Center Operator website along with information on how to be added to the potential service provider lists. Sole source procurement will be used when no providers respond to a request for proposal and when service providers are selected in accordance with sections B and C of the Selection of Providers Policy in Appendix K.

As directed by the governor or his designee, the State Administrative Entity will award grants and contracts at the state level. The service provider will be selected and contracts developed following sections A, B, and C of the Selection of Service Providers Policy found in Appendix K. If the lists developed according to the policy are not appropriate for the state level award, the request for proposals will be done through formal advertisement. Sole source procurement will be used when no providers respond to a request for proposal and when service providers are selected in accordance with sections B and C of the Selection of Service Providers Policy in Appendix K.

### **Youth Activities and Service Providers**

The One-Stop Operator will develop youth activities in accordance with recommendations of the Youth Development Council. All youth will be assessed to determine what activities best meet their needs. The One-Stop Operator will ensure that individual youth receive any or all of the ten required program elements as needed, whether provided by the operator or by a contracted service provider.

The Youth Development Council for identifying effective and ineffective youth activities of the One-Stop Operator and the contracted service providers will use the following criteria, along with WIA performance measures:

- Offer youth a comprehensive menu of program activities;
- Focus on the education needs of youth, especially completion of high school or its equivalent;
- Provide youth exposure to the world of work through appropriate work experience;
- Provide youth support in meeting their career goals;
- Offer preparation for post-secondary education and employment;
- Offer linkages between academic and occupational learning;
- Focus on developmental needs of youth; and
- Provide follow-up support; and
- Collect data to assess and evaluate effectiveness.

### **State Policies and Requirements:**

#### **Selection of One-Stop Center Operator**

Job Service North Dakota has provided training and employment services through a one-stop delivery system working in partnership with many entities prior to enactment of WIA. In accordance with WIA Section 121(e), the Workforce Development Council and the Governor, designated Job Service North Dakota as the One-Stop Center Operator.

#### **Process to certify existing One-Stop Center Operator**

As a single local area state, the Workforce Development Council serves as both the State and local board and the Governor serves as the local Chief Elected Official.

#### **Procedures to resolve impasse situations in developing MOUs**

MOU impasse situations, which cannot be resolved between the Workforce Development Council and required Partner(s), will be forwarded to the Governor for resolution. If the impasse continues the situation will be reported to the United States Secretary of Labor and to the head of any other Federal agency with responsibility for oversight of a partner's program.

If an impasse cannot be resolved, any Partner who fails to execute an MOU may not be permitted to serve on the North Dakota Workforce Development Council, North Dakota Youth Development Council or the Unified State Planning Work Group (USPWG).

#### **Workforce Development Council run programs**

As a single local area, state the Workforce Development Council assumes the role of a local council. The Council will not run programs but retains oversight of program performance.

### **Performance information OJT and customized training providers must provide**

Employers with no history of on-the-job training through the Job Training Partnership Act or the Workforce Investment Act and customized training providers that have not previously provided the training will not be required to provide performance information. Others will be required to provide the following:

- ◆ Training completion rate.
- ◆ Six-month retention rate.
- ◆ Wage increase.

For on-the-job training, the data is only for individuals trained through WIA or JTPA.

### **Reallocation policies**

As a single local area state this does not apply to North Dakota.

### **Transfer authority (not to exceed 20%) between Adult and Dislocated Worker funding streams**

The One-Stop Center Operator CEO has the authority to transfer up to 20% between the Adult and Dislocated Worker funding streams as needed.

### **Priority of service for recipients of public assistance and other low-income individuals**

When Title I adult funds allocated for employment and training activities are limited, priority of service will be to given public assistance recipients and other low income adults as defined by the Act.

As shown in the priority of service table on page 17, a small percentage of funds may be used to serve other adults as the case manager determines the need.

Job Service North Dakota, in collaboration with the Veterans' Employment and Training Service, will continue to be the primary source of employment and training services provided to North Dakota's veterans. All services to veterans and eligible persons will be provided in accordance with veterans' priority of service legislation under the Wagner-Peyser Act, 20 CFR 1001, and U.S.C. Title 38, chapters 41 and 42.

### **Displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training**

A customer-focused approach including an initial assessment of skill level, aptitudes, abilities and

support service needs for each individual shall be available through the One-Stop Center. This approach will be used to determine the needs of:

- Disabled individuals
- Dislocated workers
- Displaced homemakers
- Individuals with multiple barriers to employment
- Low-income individuals
- Migrants and seasonal farm workers
- Minorities
- Older individuals
- Veterans, and
- Women

High-skill, high-wage occupations should be the goal for all individuals and will include non-traditional choices.

### **Individual Training Accounts (ITA)**

Individual Training Account (ITA) amounts for an individual customer will be based on their assessment and employment plan. The assessment includes a financial determination of the customer's current resources and expenses, including financial aid from schools and family support. Recipients will be required to apply for Pell Grant and other alternative fund sources where appropriate. Statewide limits on ITAs will be followed. ITA amounts may be adjusted for multi-year programs when eligible providers increase costs from year to year if the individual does not have other resources available to cover these increased costs.

Training will be limited to programs that result in a certificate or degree in a demand or target occupation within 3 years. Customers will be required to attend training on a full-time basis, unless an assessment supports the need to attend part-time. Reasons for approval of part time attendance include, but are not limited to disabilities and employment to support training expenses.

Individuals will not be eligible to receive ITAs if they are currently enrolled in a post-secondary training program.

ITAs will be disbursed incrementally and participants will be required to maintain a satisfactory level of progress, as defined by the training provider, in order to receive continued funding.

Contracts may be developed when the One-Stop Center Operator CEO determines that there is a local training services program of demonstrated effectiveness offered by a community based or private organization that serves special participant populations facing multiple barriers to employment. If this option is used, barriers to employment will involve those listed in 20 CFR 663.430 (b) and other hard to serve populations, which will be defined by the Governor or his designee at that time.

ITAs will not be utilized for On-the-Job Training and Customized Training. Contracts will be developed for these training activities. Selection of providers will be based on performance information defined

earlier. If performance information is not available, suitability for on-the-job training contracting will be determined considering wage scale, fringe benefits normally provided, employee-to-supervisor ratio, and training outline. Suitability for customized training providers will be determined considering trainer-to-trainee ratio and training outline. Other factors such as the cost of training, training content and availability will be reviewed during selection of OJT and customized training providers.

### **Consultation with local boards and local Chief Elected Officials**

Policies were established by the North Dakota Workforce Development Council, which acts as both the state and local boards. The Governor is also the local Chief Elected Official.

### **State policies or requirements that act as an obstacle to developing a successful statewide workforce investment system**

None

## **2. Services:**

### **One-Stop integrated service delivery system**

Job Service North Dakota provides Wagner-Peyser, Workforce Investment Act, Job Corps, Job Insurance, Senior Community Service Employment Program, Welfare to Work, JOBS and a host of other employment and training services. Job Service North Dakota has had an on-going relationship with other workforce development agencies. Many of the required One-Stop partners and several of the optional partners have been working with the Workforce Development Council, for several months, to develop a seamless workforce development system for North Dakota.

### **Existing Collaboration**

Twenty agencies/entities designated as mandatory/optional partners in WIA and the Workforce Development Council have been working on the development of a North Dakota Workforce Investment System for several months. Job Service North Dakota, as the designated one-stop operator, has a close working relationship with Vocational Rehabilitation, State Board for Vocational and Technical Education, Department of Human Services, and many of the other partner agencies. Job Service North Dakota delivers Wagner-Peyser, Veterans, Job Training Partnership Act, Job Insurance, Welfare-to-Work, JOBS, Senior Community Service Employment Programs (in some areas), TAA/NAFTA, and does recruitment and placement for Job Corps.

Vocational Rehabilitation and Job Service North Dakota share information and develop employment plans on mutual customers on a regular basis. Job Service North Dakota uses a PC based Client Self Service (self-registration) system for those customers who chose to register for Core services using a personal computer. At the present time it is available in the Resource Area of Job Service North Dakota offices. A pilot project is currently underway with the Bismarck Regional Vocational Rehabilitation office to allow their clients to register for Core services from the Vocational Rehabilitation office. The long-range plan is to allow customers access to this system from One-Stop Delivery System

Partner sites. A computer interface between Cass County Social Services and the Fargo Job Service enables staff to save time in accessing and communicating information on customers.

Job Service North Dakota staff serves on numerous boards and advisory councils for other community agencies and training programs. Close working relationships are maintained with other state agencies that provide employment and training and support services. Coordination is reinforced through the use of cooperative agreements and letters of understanding with Greater North Dakota Association, North Dakota Building and Construction Trades, Economic Development and Finance, Small Business Development Center, Center for Rural Health, National Occupational Information Coordinating Committee, Department of Human Services, Bureau of Apprenticeship and Training, and the North Dakota Workforce Development Council.

Job Service North Dakota has an internal Memorandum of Agreement with the Program Support Area Labor Market Information Section to enable Mass Layoff Statistics Program collaboration with the Dislocated Worker Office.

Upon receipt of a Worker Adjustment and Retraining Notification (WARN), the information is forwarded to the following entities to alert them of the potential request to assist in the rapid response and provision of services: Department of Public Instruction, State Board for Vocational and Technical Education, Department of Economic Development and Finance, Department of Human Services, North Dakota University Systems, Division of Community Services, Veterans Employment and Training Service, Small Business Development Center, North Dakota Building and Construction Trades Council, Greater North Dakota Association, and North Dakota AFL-CIO. If a WARN notice relates to a health care delivery business, the notice is passed on to the Center for Rural Health Care.

Internally, the Dislocated Worker Office collaborates with staff responsible for dislocated worker training programs, business and employer services, Trade Adjustment Assistance (TAA/NAFTA), Trade Readjustment Assistance, Job Insurance, and mass layoff statistics program for planning, coordinating, and enhancing services. The Job Service North Dakota office manager nearest the dislocation site takes the lead in providing a cooperative network of resource services for strategies to avert closings or mass layoffs. The Partners may include Department of Economic Development and Finance, Small Business Development Center, Greater North Dakota Association, local economic development organizations, and Regional Development Councils.

The Workforce Development Council, Job Service North Dakota, Department of Economic Development and Finance, and North Dakota University System are working on several pilot projects designed to prepare and position rural communities for potential economic growth opportunities. The projects focus on assessing area and regional existing and potential workforce capabilities, and providing the needed workforce training to enhance the area or region's competitive position. Individual inventories and assessment plus labor market information services are provided through the One-Stop Centers. The North Dakota University System will coordinate immediate and future skill set development and industry training. Economic Development and Finance assists the regional leadership team with its economic vision setting, provides business model technical details and establishes client contacts. The North Dakota Workforce Development Council, through its Director, provides the joint state team project management, leadership, and coordination. Other state agencies and providers will be added as necessary to achieve the goals set by the regional community leadership. These projects

are based on economic interests and shared community goals, not political entities or subdivisions.

These pilot projects are broken into two broad categories:

1. Multi-community or multi-county project: The goal is to put together sufficient people and skill sets, financial, and facility resources needed to either attract a single client for one location or a client that can establish a cluster of operations within a reduced radius.
2. Spoke-Hub project: The goal is to locate and disperse smaller units of a larger operation, either in a state population center or from a parent location outside of the state, to rural state communities.

### **3. System Infrastructure**

#### **Local Workforce Investment Area**

North Dakota is a Single Service Delivery Area with the entire state being a local area. This is the same as under the Job Training Partnership Act.

#### **Process used to designate local area**

North Dakota's population, approximately 634,000, is not sufficient to meet the requirements to have more than one local area. The Workforce Development Council assumes the role and responsibility of a local area board.

#### **Appeal of local area designation**

There have been no requests for a designation as a local area. None are anticipated. Should a request be made, the Workforce Development Council will make a recommendation for the Governor to use in making a final decision. If the decision does not result in a designation, the Governor's decision may be appealed to the United States Secretary of Labor. All background information and a report of the process used in the State will be included with the appeal.

#### **Regional Planning**

All planning and performance measures are done statewide as the state is one local area. No interstate planning has taken place. No interstate regions have been established.

#### **Selection of Service Providers for Individual Training Accounts**

Job Service North Dakota, the designated One-Stop Center Operator and administrative agency, will develop and maintain the Eligible Training Provider List. As a single local area state they will also be responsible for the application process.

To establish the Eligible Training Provider List, an initial eligibility application will be sent to all North Dakota institutions that have provided training services to JTPA customers in the past two years. A public notice will be published in various newspapers around the state in an attempt to reach those providers that were not currently approved for JTPA funding. Those responding to the notice will be sent an application. Completed applications will be submitted to Job Service North Dakota, who will establish a list of eligible providers, including the required performance and cost information by July 1, 2000.

Initial eligibility applications will also be available on the One-Stop Center Operator website. The applications will be accepted at any time. All applications will include at a minimum the name of the institution or entity, the program(s) to be considered for eligibility, when and where they will be offered, the costs of such programs, and performance information if required. The application will also include a certification that information provided is true and accurate and the provider will meet performance and cost requirements. Once the application is approved and the program(s) is/are determined eligible, the provider will be added to Eligible Training Provider List.

The initial eligibility criteria for providers is as follows:

Law establishes automatic initial eligibility for the following providers:

- Post-secondary educational institutions eligible to receive Federal funds under Title IV of the Higher Education Act of 1965 and providing a program that leads to an associate degree, baccalaureate degree or certificate.
- Entities that carry out National Apprenticeship Act programs.

Training programs of other public or private providers must have been approved by an appropriate state, federal or professional entity. If they have been providing training services, they must also meet established performance levels:

- Program completion rates for all individuals participating in the applicable program conducted by the provider.
- Employment rates for all individuals participating in the applicable program conducted by the provider.
- Wage at placement in employment of all individuals participating in the applicable program.

Reciprocal agreements with Minnesota, Montana, and South Dakota, will be negotiated, so eligible providers on the list in their state of residence are also eligible in North Dakota.

Subsequent eligibility will be determined annually based on annual performance as of June 30<sup>th</sup>. Providers determined eligible between January 1<sup>st</sup> and June 30<sup>th</sup> of that year will be exempt from the subsequent eligibility process for that year. Training providers wishing to continue their eligibility must submit an application that includes the following information for the applicable training program:

- For all students: completion rate, entered employment rate, and wage at entered employment; and

- For WIA supported students: percentage who completed the program, retention rates at six months for completers, wages for completers at six months, and rates of licensure, degree or certification attainment.
- Program costs (tuition, fees, books and supplies).

Providers not meeting performance levels established for that year will be removed from the list. A provider denied eligibility and removed from the list may appeal, within ten days of notice, to Job Service North Dakota. A decision will be issued within 30 days. If Job Service North Dakota denies eligibility, the provider may request, within ten days of the decision, a hearing. The hearing will be scheduled and a decision issued within 60 days.

### **Recommendations in the development of these policies and procedures**

An Eligible Training Provider Team was assigned the task to develop the eligible training provider policies and procedures. Participants included representatives from Community Action Agency, Vocational Rehabilitation, USDOL Bureau of Apprenticeship and Training, North Dakota University Systems, State Board for Vocational and Technical Education, Job Service North Dakota, Quentin Burdick Job Corps Center, and the Follow-up Information on North Dakota Education and Training (FINDET) system. The policies and procedures were also available for review by the full Unified State Planning Work Group. As part of the state plan, they were available for public comment.

### **Maintenance of the provider list**

Job Service North Dakota staff will compile a list of eligible providers and assure the list is sent to all Partners in the One-Stop Delivery System and states with reciprocal agreements. The list will also be available on the One-Stop website. All Partners in the One-Stop Delivery System, states with reciprocal agreements, and the One-Stop website will be updated as changes to the list occur. The web site will include a notation for persons with disabilities to contact their nearest One-Stop Center for additional information or special formats. All One-Stop Centers are handicap accessible and special formats can be provided upon request.

### **Performance information available at One-Stop center**

Those providers in the initial year of eligibility that have not previously conducted the training program, will have no performance information available, only program costs (tuition, fees, books, supplies). Those providers in the initial year of eligibility that have previously conducted the training program will have the following performance information available:

1. Program completion rates for all individuals participating in the applicable program conducted by the provider.
2. Employment rate for all individuals participating in the applicable program conducted by

the provider.

3. Program costs (tuition, fees, books, supplies).

Those providers with subsequent eligibility will have the following performance information available:

1. For all students in the program: completion rate, entered employment rate, and wage at entered employment
2. For WIA supported students in the program: percentage who completed the program, retention rates at six months for completers, wages for completers at six months, and rates of licensure, degree or certification attainment.
3. Program costs (tuition, fees, books and supplies).

The One-Stop Center Operator has the electronic capacity to provide customers access to the statewide list of eligible training providers and their performance information. Once the information is compiled it will be available on the One-Stop web site, to all Partners in the One- Stop Delivery System and states with reciprocal agreements. The web site will include a notation for persons with disabilities to contact their nearest One-Stop Center for additional information or special formats. All One-Stop Centers are handicap accessible and special formats can be provided upon request.

If state staff determines that a provider has intentionally provided inaccurate information on an application, that provider will lose eligibility for two years from the date of such determination. All One-Stop Delivery System Partners and states with reciprocal agreements will be notified immediately not to utilize that provider and the information will be available on the website.

If state staff determine that a provider has substantially violated any requirement under WIA, that provider may lose eligibility for a certain period of time, or another sanction may be imposed. All One-Stop Delivery System Partners and states with reciprocal agreements will be notified and the website updated immediately on what conditions have been imposed.

Any provider whose eligibility is terminated due to the previous two situations will be liable for repayment of all funds received for the program during the period of noncompliance. Eligibility will not be reinstated unless repayment has been made.

If the annual review and reporting process indicates that a provider did not meet the applicable performance criteria during the previous year, that provider will be removed from the Eligible Training Provider List.

A provider denied eligibility and removed from the list may appeal within ten days of notice, to Job Service North Dakota, the agency responsible for the eligible training provider process. The administrative manager will issue a decision within 30 days. If the administrative manager denies eligibility, the provider may request, within ten days of the decision, a hearing. The hearing will be scheduled and a decision issued within 60 days.

Discrimination complaints will be processed in accordance with our Methods of Administration (MOA) for nondiscrimination and equal opportunity. The MOA will be revised, as required, for compliance with 29 CFR part 37.

### **State's Current Capacity**

The Labor Market Information (LMI) Center provides labor market information to a wide range of users in both the public and private sectors. The majority of the information is gathered, analyzed, and published for use by the business community and government agencies.

All employers covered by unemployment insurance laws are required to submit a quarterly Employer's Contribution and Wage Report. Information on the report includes the number of employees by month, total payroll, taxable payroll, and contributions. Although the primary purpose of the program is to provide unemployment benefits, statistical data obtained from these reports provides a wealth of information.

A report that makes extensive use of this data is the annual publication, North Dakota Employment and Wages. The LMI Center has published this report since 1984. Employment and wages are listed by month with an annual average for the state, the eight planning regions, and all counties. Quarterly wages, summarized for the year, together with annual average earnings per job are computed. This information is displayed by major industry division at the county and regional levels, but is in finer detail at the state level, providing information for relatively specific industry groups. Data on employment and earnings compared to the previous year and benefit payments under the job insurance programs are additional tables included in the publication.

The quarterly report on covered employment and wages (ES-202) is compiled five months after the close of the quarter. This delay requires that another system be used to estimate employment on a current, continuing basis. This program, known as the Current Employment Statistics (CES-790) Program, is operated by the Labor Market Information Center in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.

Each month more than 3,300 employers in North Dakota supply information on their employment and the earnings and hours worked by their employees. This information is used as a basis for estimating employment each month, in industrial detail, for the state and the three Metropolitan Statistical Areas (MSAs): Fargo-Moorhead, Grand Forks, and Bismarck. Estimates of the number of hours worked by production workers in the manufacturing industry and their earnings are produced each month for the state and the Fargo-Moorhead MSA.

Because the monthly data related to employment, hours, and earnings are estimates based on a statistical sample under the CES program, they are subject to revision. A process, referred to as "benchmarking," is an annual activity conducted in October and November. Under normal circumstances, the current and the preceding year are revised. The major source of the benchmarked data is derived from the Employer's Wage and Contribution Report. This universe employment, which is covered by unemployment insurance, is combined with employment data of those entities not covered

by unemployment insurance. Primarily, this includes churches, church-supported elementary and secondary schools, railroads and elected government officials. All benchmarked data are available, on a request basis, in February or March. By obtaining updated information, the user will be able to maintain a current, historic series that can be used in future studies.

The monthly labor market information publication, the Labor Market Advisor (LMA), contains tables on nonagricultural employment, manufacturing hours and earnings, consumer and producer price indices, and the official estimates of the labor force, employment, unemployment, and unemployment rates for the state, MSAs, and all counties. Most tables have data for the current month, the previous month, and the current month one year ago. Each month there is a narrative relating to LMI issues.

The Occupational Employment Statistics (OES) Survey is a mail survey, conducted by Job Service, that samples nonfarm establishments to obtain wage and salary employment by occupation. There are 11 major industry categories surveyed during a three-year period. These data are used to estimate total employment by occupation. The data is then used to create occupational employment projections.

The OES survey is also used to collect occupational wage data. The data is to be used for the Alien Certification Program, as a means of obtaining occupational prevailing wages. Occupational wages will be obtained for the state, the three MSAs, and the balance of state (state minus MSAs).

Local Employment Surveys (LES) are conducted every two years on a rotating basis in fourteen major areas in North Dakota: Bismarck, Devils Lake, Dickinson, Fargo, Grafton, Grand Forks, Jamestown, Mandan, Mercer County, Minot, Rolette County, Valley City, Wahpeton, and Williston. The surveys try to obtain a universe of employment in each city and then the data is compiled by industry. The surveys also gather data on full- and part-time employment, female employment, self-employed, and unpaid family workers. The compiled results are published in tabular form comparing the current survey with the previous survey. A brief narrative highlights some of the survey findings. Primary users of the information include local employers as well as employers thinking of moving into the area. Other users include economic development offices, planners, counselors, and the news media.

The Annual Planning Report (now known as Roadmap 2000) is a comprehensive publication containing both tabulated data and an analysis of North Dakota's socio-economic conditions. Published each November, the APR tries to provide a synopsis of recent economic conditions and a short-term outlook for national, regional, and state labor markets. The deepest level of economic examination involves the eight planning regions. Historic data concerning employment and earnings for North Dakota's counties are presented in tabular form along with selected comparable national data and sources for those interested in pursuing each locality's role in the national economy. Population and labor force supply trends, along with supporting survey-based industry and occupational results for North Dakota, are also canvassed in the publication.

The Local Area Unemployment Statistics (LAUS) program is a cooperative project contracted between the Bureau of Labor Statistics (BLS), the Department of Census, and Job Service North Dakota. The LAUS program calculates local area unemployment rates. BLS is responsible for the methodology and accuracy of LAUS results. The Department of Census is responsible for the Current Population Survey (CPS) data that are collected each month. Job Service has the duty of collecting the

input data, doing the actual calculations, and disseminating the results. LAUS data consist of the total labor force, employment, unemployment, and unemployment rates for the state, 53 counties and 3 Metropolitan Statistical Areas (MSAs). In 1994, additional areas called Labor Market Areas were computed. Labor Market Areas consist of economically related contiguous counties. LAUS data are calculated for each month of the year and for annual averages. This series is available for 1974 through 1998, and the current months of 1999. The LMI Center's monthly publication, the North Dakota Labor Market Advisor, contains this and related information.

The Annual Planning Report provides the reader with an overview of recent economic conditions and a short-term outlook for national, regional and state labor markets. Historic data concerning employment and earnings for North Dakota's counties are presented in tabular form along with selected comparable national data and sources for those interested in pursuing each locality's role in the national economy. Population and labor supply trends, along with supporting survey-based industry and occupational results for North Dakota, are also canvassed in the publication.

One of the most important delivery systems for labor market information is the Job Service North Dakota website: <http://www.state.nd.us/jsnd/lmi.htm>.

Publications that are available:

1. Annual Planning Report
2. Benefits Surveys
3. Census At A Glance
4. Employment and Wages
5. Job Insurance Handbook
6. Labor Market Advisor
7. North Dakota Occupational Wages 1997
8. Projections to 2006
9. Religious Employment in North Dakota 1997
10. Up and Down the River: The 1997 Flood Impact on Employment and Wages in Grand Forks County
11. Women At Work
12. Local Employment Surveys
13. Largest Employer List
14. Labor Availability Surveys

Other items available include:

1. Nonagricultural Wage and Salary Employment
2. Labor Force Data
3. Bureau of Economic Analysis (BEA) Data (per capita income, state domestic product)
4. Database of businesses
5. Occupational Information System
6. Alien Labor Certifications
7. License (Occupational) information

Copies of publications, specific data, or additional information on any of the programs listed above may be obtained free of charge by calling toll-free 1-800-732-9787. Inquiries originating in the Bismarck-Mandan area should be directed to (701) 328-2868. Our TTY number is 1-800-366-6888. Written requests should be addressed to:

Job Service North Dakota  
Labor Market Information  
P.O. Box 5507  
Bismarck, North Dakota 58506-5507

### **Wagner-Peyser Interactions**

The employment services (Wagner-Peyser) portion of Job Service North Dakota delivers job insurance work test and feedback activities. Job Service staff, including those who work with the Job Insurance program have access to the Job Service North Dakota automated system, which provides registration, job referrals, referral results, and information about other services provided to job insurance claimants.

Job Service staff work with job insurance claims and provide re-employment services. Individuals are given five days to register with Job Service and if not done, the claim is automatically stopped. An issue is written immediately when work or referral to a job is refused.

Wagner-Peyser staff participates in the re-employment review program by assessing the feasibility of claimants finding work using knowledge of local labor market conditions and making appropriate referrals.

The same staff members who take claims do Re-employment Reviews. During the Re-employment Review, client records are examined to see if there are any job refusals, refusal of referral, or if not following up on other re-employment activities.

Job Insurance and Wagner-Peyser staffs are cross-trained. Thus, the individual may need to see only one person to receive all services.

### **C. Assessment of Strengths and Improvement Opportunities:**

#### **Strengths**

The system is designed to meet the state's vision. This joint planning process is helping all partners to become more focused on the vision and the benefit of working in partnership to achieve it.

This planning has resulted in the development of a user-friendly Customer-Referral Information System (CRIS).

#### **Weaknesses**

Current client information and reporting systems need extensive modification to meet the requirements of

WIA. In addition, each partner maintains separate systems.

The compliance and accountability requirements of the many individual funding streams make coordination of the partner's services extremely difficult.

### **Priorities**

The joint planning process will be continued to include review of performance and customer satisfaction measures and development of action steps for continuous improvement.

## **IV. STRATEGIES FOR IMPROVEMENT:**

### **A. Leadership**

The state is a single local area. One-Stop services can be accessed at all One-Stop Centers throughout the state.

Through coordinated efforts of the Unified State Planning Work Group, the North Dakota Youth Development Council and the North Dakota Workforce Development Council the state will continue to develop cooperative approaches for delivering employment and training services by all Partners.

### **Waivers to Regulations and Policy**

No waivers or work flex authority is being requested.

### **B. Services**

Program staff is available in each of the One-Stop Center Resource Areas to assist customers with self-registration and other self-service activities. They provide veterans, persons with disabilities, older workers, youth, migrant and seasonal farmworkers with program information and schedule them for appropriate services when necessary. The One-Stop Center in Fargo and the Cass County Social Service office have access to initial information on the TANF clients in each other's computer systems.

Bilingual staff is available, during the summer months, in the four Job Service offices located in the Red River Valley to work with migrant and Spanish speaking applicants. Two of these offices have permanent bilingual staff. During growing season an itinerant office is located in Hillsboro and outreach contacts are made to migrants and seasonal farmworkers and farmers.

Refugees are provided initial registration and explanation of our services during their initial orientation at Lutheran Social Services. Once they are in need of more intense employment services, they are scheduled in to meet with a case manager.

Outreach to the employers' place of business is conducted upon receipt of a WARN notice or a smaller layoff or closing. All affected employees are provided information on registering for employment

services, job insurance and dislocated worker services. If applicable, special workshops, such as Job Search Assistance, resume writing, etc., are conducted for individuals affected by the layoff. All tax credit program information is provided to employers through one-on-one outreach as well as quarterly newsletters and special notices.

Each One-Stop Center has a staff person designated as a contact person for persons with disabilities. They schedule appointments with other program administrators for specific employment and training services that may be needed.

### **Adult Employment and Training Activities**

Participants will be afforded the full range of core, intensive and training services based on the results of assessment and their on-going needs. A detailed description of services available is included in the Memorandum of Understanding.

### **Reduction/Elimination of Duplication of Services and Products**

A Customer-Referral Information System (CRIS) is being created for use on the Internet. This system will provide information to partner staff initially and customers at a later date. The system will include the name of programs/service provided by each partner, description of program/service, eligibility requirements, application process, referral procedures, program contact person, telephone, e-mail, address, and scheduling information. A prototype has been designed and is being reviewed by partner agencies. The MOU will give responsibility to each agency to enter and maintain program/service information for which they are responsible. Hot links to partner web sites will be an integral part of CRIS.

A cross-informational awareness plan is being prepared for partners to use to ensure that all staff is aware of CRIS and how to use it. This session will include an overview of the system, logic behind the system, how it fits into the concept of one-stop and seamless entry into the workforce development system, and how to get the most out of it.

Through our linkages with labor and community based organizations we will be able to ensure that participants are given the best possible exposure to any and all resources available and that they are able to take advantage of employment and training opportunities throughout the region.

The MOU will address the issue of duplicative labor exchange services and how partners will deliver services to avoid duplicate services.

### **Leveraging of Federal Funds**

Job Service North Dakota delivers many of the required programs and activities included in the Workforce Investment Act. Administrative costs are already shared and leveraged for these funds sources. The sharing and leveraging of funds with other partner agencies is addressed in the MOU.

Wagner-Peyser section 7(b) 10 percent funds will be used to provide outreach services to rural areas

and Native American reservations. An outreach worker is designated in each of the eight largest Job Service offices. They maintain periodic contacts with Job Information Centers in each county seat community and communities of at least 1,000 population. They maintain contact with County Social Services, schools, employers, and other organizations in these areas. Job Service has staff out stationed at each of the four Native American reservations in the state. Toll free telephone numbers are available in eleven offices. All offices have fax and e-mail capability.

The CRIS system described above will make information available to all service providers and those customers who have access to the Internet. This will allow customers to make informed career choices by having access to this information. Use of CRIS will also allow staff to make more appropriate referrals to service providers.

### **Nondiscrimination and Equal Opportunity**

All applicant customers will have access to Core services. Through the Client Self-Registration system and staff assistance, where necessary, customers will be able to identify their job-related skills and qualifications. Customers, including persons with disabilities, will be selected and referred to job openings based upon the skills and qualifications required by the employer. Customers, unable to locate employment through Core Services, will be referred to Intensive Services for an in-depth assessment and provision of specialized services. Those who still experience difficulties in finding employment after Intensive Services will be considered for Training Services based on priority and funds available for training. Customers with special needs will be referred to other partner agencies that can best provide service to meet those needs.

Special emphasis is being placed on further recruitment of older workers by using newspaper ads, flyers, radio and television advertising and monthly presentations to agencies and community-based organizations and by visiting rural areas to identify older workers in need of services.

Services to minorities are delivered by assisting them to identify their skills and other job related qualifications. Affirmative action file searches are completed on job orders identified as such by employers. Staff has been trained to be sensitive to the needs of job seekers and to ensure they receive appropriate services such as counseling, training, and referral to supportive services.

Special emphasis is placed on the identification of Migrant and Seasonal Farm Worker (MSFW) customers. Applications are reviewed to determine if the individual, by virtue of their work history, is an MSFW. An MSFW conference is held annually to review all procedures used to identify and document MSFW's properly. Other organizations that provide service to MSFW's, including Motivation, Education, and Training, Inc. (Met); Migrant Legal; Migrant Health; Federal Wage and Hour; and the Red River Sugar Beet Growers Association participate in the conference to review their programs and provide an outlook for the season. Most of the MSFW's are located in the Red River Valley. The four Job Service North Dakota offices in the Red River Valley have bilingual staff available full-time to help with registering MSFW applicants, filing job insurance claims, receiving job orders and providing complete, personal service to MSFW's. Outreach is a vital part of the services provided to MSFW's to enable them to participate in the services offered.

We must also realize that there may be a special need for employment counseling services among other groups such as women, economically disadvantaged, youth, persons with disabilities, older workers, job insurance re-employment clients and dislocated workers. All programs work together to assure we are meeting counseling needs.

Applicants groups with special needs will have access to all services and be encouraged to use them. In cases where these services do not meet their needs, customized workshops, job clubs, training, etc. may be developed.

The role of rapid response is outreach to enable affected workers to access services to aid in and make easier their transition to reemployment. Rapid response information includes the services of Job Service and other community service providers, identifying when and how to contact them for assistance. The dislocated worker packet of brochures, handbooks, and fact sheets cover questions frequently asked, dislocated worker services, job insurance, internet and applicant placement services, workshops, testing, pension/healthcare, community services, needs survey, layoff survival, and applications. Labor market information for the area is covered. On-site meetings and services can be provided. When rapid response, as appropriate, is offered to the employer, a brochure and in person meeting present the option to discuss the perceived status and possible outcomes of those affected plus plan for early intervention activities for the affected employees.

### **Limited Adult Funds and Priority of Services**

See state policy on page 21.

### **Employer Requirements Process**

Job Service North Dakota maintains personal and telephone contact with the employer community through the use of Job Service staff serving as “Business Consultants.” All Job Service offices are members of the local Chamber of Commerce and have individual staff members serve on committees of the chamber.

Employer job openings can be placed with Job Service North Dakota by phone, mail, or e-mail. Employers are informed of the capability to list their job openings directly onto America’s Job Bank. They are also informed that they can search for resumes using America’s Job Bank. Job Service offices offer employers the use of interview space to those employers who request it.

The Job Service North Dakota web site at [www.state.nd.us/jsnd](http://www.state.nd.us/jsnd) offers employers a wealth of current labor market information, the federal tax credit program, and training opportunities.

Job Service North Dakota staff continually assesses employer needs and try to identify areas where we can assist them. Input may be gathered from local educators at the secondary and post secondary level; other human service agencies including vocational rehabilitation, housing authorities, social services, Community Action agencies, employers, veterans' groups and others.

The single most mentioned needs are for upgrade training of existing workers in areas where new

technologies are prevalent, specialized training for specific employer needs, and more emphasis on transition from school to work in high school and junior high. Training for Internet navigation and Web page designers and programmers was also mentioned.

Computer software skill shortages are frequently mentioned as a shortage area. Other areas also mentioned as being shortage areas are health care, including RN's OTA's, CNA's; skilled mechanics, computerized bookkeeping and accounting, cooks and other food service occupations, commercial drivers and skilled construction trades, such as carpentry, plumbing, and electrician. Employers mentioned that many applicants for manufacturing occupations often do not have the basic knowledge of work in a production environment. They see a need for training on customer service, problem solving, teamwork, and communication skills.

Educators indicate many youth leave high school with no goal, only one goal, and for those who are not college bound, virtually no job prospects. The job market for those who finish high school without job specific skills is shrinking, and the need to learn these skills in school is increasing.

Job Development is a tool that will be emphasized to promote applicants with strong job skills to employers who can use those skills. We will promote the benefits of Job Development activity. We will develop and improve skills and knowledge of staff to increase its use and make use of automated capabilities to store potential Job Development information.

We continue to develop and carry out quality improvement strategies through continual review of those services. We will continue to develop; plan and implement enhanced one-stop career center services.

### **Worker Profiling and Reemployment Services**

The Program Support Area's Employer and Applicant Services cooperates with Customer Service Area V and Job Service North Dakota offices to comply with P.L. 103-152, which establishes a profiling system. Profiling has become a key component of the overall effort to help claimants, likely to exhaust regular unemployment compensation and will need job search assistance services to make a successful transition to new employment.

For claimants initiating a new claim, the statistical model is used to profile the probability of exhaustion and creates a list of ranked claimants per a Re-employment Service Indicator. The next day's pool of profiled claimants is available for selection for reemployment services. As selected, an appointment is scheduled for profiling orientation and assessment via the case management automated system. A profiling notice identifying the appointment is then generated to the selected profiled claimant. The orientation describes the services available and an opportunity to develop the individualized service plan.

Scheduling for appointments and completion of specific activities are all tracked through the agency's case management system via certain service codes. The activities are determined after the assessment is done and the individualized service plan is developed with specific strategies jointly identified.

The service plan will be an effort of the claimant and Job Service personnel in identifying the services required to obtain employment. These activities may pertain to job search assistance, job placement

services including counseling, testing, occupational and labor market information, assessment, job search workshops, job clubs, referrals to employers, and other similar services.

Follow up information is collected relating to the services received by such claimants and their employment outcomes. An evaluation component is being developed to measure the effectiveness of the profiling system regarding special services provided and accuracy of the profiling model.

Profiling compliments the reemployment process, which is integrated into the one-stop concept.

### **Wagner-Peyser Funding Strategies for Persons with Disabilities**

The One-Stop Centers will continue to identify and refer applicants with disabilities who meet the employers' qualifications. Those applicants who are not job ready will be referred to Vocational Rehabilitation for counseling, training, and supportive services as necessary to enhance their marketable work skills. One-Stop Center staff will help special applicant groups by first identifying them through the intake process and through referral from other agencies.

In addition to registering with a One-Stop Center, applicant customers will be encouraged to place their resume on America's Job Bank for access by employers. Resource Areas being developed in One-Stop Centers are reviewing assistive technology needed for persons with disabilities. Four One-Stop Centers have adjustable PC tables for wheel chair users and two have large screen PC monitors.

North Dakota uses a telecommunications relay service that provides full telephone accessibility to people with hearing impairments. This service is known as Relay North Dakota. When necessary, signers will be obtained for individuals in need of a signer.

Job Service North Dakota staff serves on each of the local Mayor's Committees, State Rehabilitation Council, Governor's Committee on Employment of People with Disabilities, State Council on Developmental Disabilities, and State ADA Workgroup. In addition, many staff members are involved in a variety of community and public service clubs and will continue to promote the capabilities of applicants with disabilities.

A staff person in each One-Stop Center is assigned to monitor services to applicants with disabilities. Duties include periodic review of applicant records and reports to determine parity of service. This person will also notify management and staff of any development or observations that may help with service delivery.

One-Stop Center staff will continue to network with disability advocacy groups and community developmental disability service providers whenever possible to insure that we give individuals with multiple and severe disabilities exposure to employment opportunities.

One-Stop Center staff will continue to participate in the North Dakota Hires program to link qualified workers with disabilities to available jobs.

## **Service to Veterans**

Wagner-Peyser services will be provided to veterans through Job Service North Dakota, as the One-Stop Center Operator. Veterans will receive priority of service as identified in 38 U.S.C., chapters 41 and 42, Wagner-Peyser and 20 CFR 1001. Each Job Service North Dakota office has staff dedicated to serving veterans. Local Veteran Employment Representatives (LVER) are responsible to assure that priority of service to veterans is provided. Disabled Veteran Outreach Program (DVOP) staff is out stationed on a part-time basis in veteran's organizations such as the VA Hospital and local service organizations.

Veterans receive referral priority to all new job openings by staff completing a job match and contacting veterans prior to other applicants.

The Director of Veterans Employment and Training (DVET) concurs with the filling of veteran's staff vacancies to ensure the legislative requirements are met.

Job Service North Dakota is the provider of veteran's services through the DVOP/LVER agreement with the United States Department of Labor. The DVET monitors this agreement to ensure these services are provided in accordance with the agreement

See Attachment A for the Job Service North Dakota Service to Veterans Plan.

## **Wagner-Peyser Services to the Agricultural Community--Migrant and Seasonal Farmworkers and Agricultural Employers**

Migrant and seasonal farmworkers are offered the full range of services. Each of the eight largest Job Service North Dakota offices has an outreach worker who provides service to employers and applicants in rural areas. Offices in the Red River Valley have bilingual, Spanish speaking, staff during the sugar beet growing season. Two of these offices have bilingual staff year around. Migrants are contacted by outreach and provided assistance in finding work in agricultural and nonagricultural occupations. MSFW's in need of other services are referred to the appropriate agency for that service.

To reach our vision of easily accessible, quality, "seamless" services, we have developed a number of goals, which are necessary to achieve as we develop a quality One-Stop Delivery System that provides those services to customers regardless of where they reside.

- Identify the needs of our Employer customers.
- Identify the needs of our Job Seeker customers.
- Provide a plan that exploits technology and develops new methods of delivering services that utilizes new partnerships with other employment and training providers.

The current and future needs of rural job seekers, including Welfare to Work and Job Corps customers, cannot be met by merely providing a physical presence in a community on an itinerant basis. It is important to be able to provide quality services, and the full range of services, that would be available to them if they entered into a One-Stop Center. By using current and expanding technological abilities, we

will be able to provide better quality services to our rural customers. Customers can access our services through various remote service locations, such as; Internet access to the One-Stop Center Operators website from home, other public Internet access points, (schools, libraries, etc) or other One-Stop Partner locations.

The full range of job-seeker services, including self-registration, LMI, job training eligibility, job hunting skills, resume preparation, etc. are already on the One-Stop Center Operators website or will be available shortly. Our challenge will be to inform the rural job seeker and develop ways to bring the necessary technology to them.

The One-Stop Center Operator's implementation plan states that increased emphasis will be placed on employer customers. The plan describes a number of new and expanded services that will be provided to businesses. One of the founding principles of a One-Stop Delivery System is universal access to services. Services provided to businesses must be made available to all businesses in the service area. In order to do this new methods of delivering services will have to be developed and employers educated so they can gain access to those services. Already in place, on the One-Stop Center Operators website is the ability for employers to access many basic services such as; place a job order with the One-Stop Center, link to countless sources of labor market information, list an order for nationwide recruitment and search for qualified applicants by doing a resume search.

An ongoing need exists to send staff to the rural areas to provide assisted services, but the focus of their efforts will be the development of relationships that will lead to workforce development. Staff will visit local employers, community leaders, county officials and local economic development groups, and educate and inform them of the technological advances and products that will assist them in maintaining and developing their local workforce.

The Job Service North Dakota Monitor Advocate and Central Office staff provides information to the public, participates in public meetings, grower association meetings. They maintain an on-going working relationship with Motivation, Education and Training Inc. (402 grantee), Migrant Legal Services, and Migrant Health Services, etc. This includes having each of these groups participate in an annual MSFW training conference.

### **Wagner-Peyser Funding of Three-Tiered Labor Exchange Services**

The Resource Area of each One-Stop Center is designed for customer self-service. PCs are available to complete self-registration, view jobs and enter resumes on America's Job Bank. PCs are also available to use CHOICES, career decision-making software, write resumes and access labor market information on the web. The Resource Areas have a wide variety of printed materials. The Resource Areas have staff available to assist those who need help with PC tools, identification of skills, qualifications, assessment of need for other services.

Customers can access self-assisted services in all Job Service North Dakota offices. Offices are equipped with PCs for customers to register with Job Service through our Client Self Service System, self-refer to jobs using the self-referral system, post resumes and conduct job searches on America's Job Bank, access labor market information on the Job Service North Dakota website, and utilize

career decision making software. For those customers that need assistance in using the PCs in the Resource Centers, Job Service North Dakota staff is available to show them how to use the equipment and provide assistance as needed.

One-Stop Center staff will continue to develop and implement quality improvement initiatives surrounding the most common areas of employer dissatisfaction with our referral process by preventing quality failure with “*unmet expectations*” through managing and setting appropriate service expectations of job listing, matching and screening choices/concepts. Staff will operate with the understanding that job order taking is an assessment and consultation task versus a clerical dictation task. Preventing quality failure with “*no or few referrals*” through the provision of guidance to employers on prevailing labor market conditions. Emphasis will be placed on the prevention of quality failure with “*follow-up*” of referrals to ascertain status of the job order and/or to reset expectations including any necessary job order revisions, to seek employer satisfaction with process. Preventing quality failure with “*cycle time*” through collection of customer data, setting service benchmarks and measuring cycle time between job order and first referral and job order and listing/searching.

The North Dakota Century Code at 54-44.3-30 states that Job Service North Dakota is required to be a merit system agency. Job Service North Dakota, as the One-Stop Center Operator will be delivering Wagner-Peyser services. All Job Service North Dakota employees are public merit staff employees.

### **Rapid Response Procedures**

Following either a permanent closure or mass layoff at a plant, facility, or enterprise, or a natural or other disaster resulting in a mass job dislocation, Job Service North Dakota’s office managers have the responsibility for initiating rapid response in their administrative areas, as warranted. When a WARN notice is received by the Dislocated Worker Office, immediate contact is made with the Job Service office manager to initiate the contact for rapid response with the employer plus employee representatives, if organized labor is affected. The Dislocated Worker Office notifies the 11 partners (as listed on page 24) of the WARN notice and potential request for their assistance. The Job Service office manager or designee coordinates the response.

Policies describe natural disaster definition, other disasters, and general (public) announcement of closure. When the manager becomes aware of a potential or current dislocation (non-WARN), a personal contact is made with the employer to explain rapid response services and obtain essential information on the impending dislocation. Representatives of the employees may also be involved.

Flexibility of the service plan is essential and may include:

Facilitate the possibility of averting the dislocation. Adequate lead-time prior to the dislocation is important. The manager may determine whether to call in state or regional economic development specialists.

Explore the potential for establishment of a Transition Assistance Committee to coordinate and provide services to employees who are losing their jobs. A committee would consist of an equal number of members representing both labor and management under the leadership of a neutral chairperson.

Explore the potential for an additional Community Advisory Committee, which involves community leaders, company management, and employees or their union representative. They would address community and dislocation concerns as well as identify additional community-based services, which may be helpful to affected workers.

Determine actual dislocated worker services to be provided. The Dislocated Worker Needs Survey enables the initial identification of needed services.

Meet with affected employees to inform them of programs and services available and answer questions. This may be accomplished through the rapid response information meetings, which generally cover:

- Unemployment insurance benefits
- Understanding typical reactions to job loss
- Dislocated worker services (job placement, labor market information, job training, resource rooms, job search assistance, needs survey, information packets including internet sources (comprehensive One-Stop Delivery System services).
- Medical insurance, credit card insurance, and credit counseling
- Clarification of the employee's responsibility and the role of the Rapid Response team of service providers who assist them through the transition period to employment
- Information on Trade Act (Trade Adjustment Assistance program and the NAFTA-TAA program) as warranted

Provide services by informing the employees of dates and times, locations, and activity descriptions. If the need exists, special workshops may be arranged to cover specific topics in more detail. The services may be arranged on an individual basis also.

Coordinate and/or fund where other public or private resources are not available, preliminary assessment of the advisability of conducting a comprehensive study exploring the feasibility of having a company or group, including the workers, purchase the plant and continue its operation.

Employers and employees are encouraged to cooperate in beginning readjustment services immediately and prior to the layoff date.

For NAFTA related dislocations, rapid response assistance will be provided. This is based on 1) the worker's petition meeting the defined criteria of the Trade Act, and 2) the preliminary finding being affirmative. The response will be initiated through the Dislocated Worker Office while re-employment services will be provided through the One-Stop Centers.

### **Entity Responsible for Rapid Response**

The Dislocated Worker Office of the One-Stop Center Operator is the entity responsible for providing rapid response services through the One-Stop Center managers' direct provision of these services.

The local Chief Elected Official is the Governor who is informed of any dislocation notifications received and the planned rapid response activities. The option is ongoing for the Governor to be involved with larger dislocations per his request or by One-Stop Center Operator's request. For WARN notices, the Governor is updated immediately as is the contact at Economic Development and Finance. The same communication goes to specific state level service providers so they are aware of the possibility of being called upon to assist in the rapid response.

For a WARN notice, the community chief elected official receives an original notice from the company and is contacted directly by the Job Service office manager in planning the response effort. When a non-WARN dislocation occurs, the Job Service office manager in that area may also contact the community chief elected official for planning when a rapid response is determined to be appropriate.

As a single local area state, there is no additional level of allocation to describe for rapid response. The Dislocated Worker Office is responsible for the rapid response services being directly provided through Job Service North Dakota offices.

### **Assistance Available to Employers and Dislocated Workers**

The determination as to what assistance is required, based on the type of layoff, is made by the Job Service office manager and the initial contact with the employer; human resources staff; and others at the dislocation site. Additional types of assistance may be determined by discussion at the Rapid Response Information Meeting. The use of a dislocated worker needs survey helps to convey the level of assistance needed by the affected workers at that site. It enables planning for specific workshops, on-site services, and assessment of funds available for training.

Early intervention strategies for intensive or training services are based on the initial assessment of the dislocated worker coupled with the needs survey. Those individuals filing for benefits are required to have an individualized service plan developed with service strategies identified. This begins the collaborative path of an array of re-employment services, appointments, and case management to enable transition into the workforce again.

Aversion tactics are continuous due to the partnership with Economic Development and Finance and community economic development entities.

### **Comprehensive Youth Services**

The North Dakota Youth Development Council will coordinate partnerships with the one-stop delivery system and the high schools to start assessments, and to identify individual youth most in need, including youth with disabilities. The One-Stop Center will be able to use student's Individual Educational Plan (IEP), if one has been established. Otherwise, an Employability Development Plan (EDP) will be developed. All organizations providing services to youth will meet periodically. Coordination is needed to avoid duplication and maximize federal and state funds. All youth will have access to all One-Stop Delivery System services through the One-Stop Center.

All youth enrolled in Title I activities that are not attending high school or an alternative school setting, will be re-engaged into the educational setting. Tutoring, study skills training and instruction leading to secondary school completion will be available to move youth toward the goal of a high school diploma. Youth will be informed of the opportunities available at Job Corps and enrollment will be an alternative considered when developing youth service strategies.

North Dakota has one designated Empowerment Zone that comprises all of Steele County and one census tract in Griggs County (cities of Hannaford and Binford). In addition there are qualifying Native American programs in the state. In the event any of these areas receives funding through a youth opportunity grant, the One-Stop Delivery System would partner with the program to assist in making the initiative a success.

All current partnerships that work well to serve youth will be identified and replicated throughout North Dakota. In addition to the above-mentioned agencies, Job Service North Dakota currently works with the Department of Human Services, Juvenile Justice agencies on referrals for youth in foster care and correctional facilities, housing agencies, law enforcement agencies, ESL programs, pregnancy prevention, teen parenting classes, and the Vocational Rehabilitation.

### **Youth Products and Services**

The design framework of the youth program will include all the requirements outlined in the Act, specifically, objective assessments, employment planning (individual service strategies) and referral processes. All youth services will be accessible through the One-Stop Centers. All youth, including youth with disabilities, entering the service delivery process will receive an objective assessment. Assessment will follow the guidelines in WIA section 129, including a review of academic and occupational skills, interests, aptitudes, as well as, developmental and supportive service needs. Assessments will provide the needed information and data to complete employment plans that identify employment and educational goals with the service strategies necessary to reach the goals. Assessment information and employment strategies will be shared with appropriate partners to encourage consistent and accurate information that will help foster a continuum of services rather than short interventions.

Information and referral processes will be implemented to help expose youth to the wide array of applicable services that are available through the One-Stop Delivery System. Those applicants who do not meet eligibility criteria, or otherwise cannot be served by WIA funds, will receive further assessment to identify other programs and funding streams that can meet their individual needs.

The assessment process will identify those youth with the aptitudes and interests necessary to pursue post-secondary educational opportunities. Participants will be supported in this process by tutoring services and study skills training which will lead to the completion of secondary school. The community colleges and higher education Partners will assist youth make the transition into post-secondary opportunities.

Similar to the school-to-work effort, which promotes linkages between academic and occupational learning, WIA youth activities will focus on integrating work-based learning with school-based learning. By learning SCANS foundation skills and competencies within the context of performing work on an

actual job, youth will quickly associate the value of education in the world of work. One area that will be developed to link academic and occupational learning is project-based learning activities. All of these activities engage youth in real work issues and require them to learn and apply specific skills as they complete the project.

Preparation for unsubsidized employment opportunities will begin with assessment information to identify interests and aptitudes, including pre-employment and work maturity skills. Participants will have the opportunity to participate in paid and unpaid work experience activities, including internships and job shadowing. This will not only help provide skills and experience, but it will help youth understand what is associated with “real work” and what employers require of employees. Additionally, youth will have access to services provided at the One-Stop Centers, including assistance with work search, resume writing, interviewing, work maturity and career exploration. They will also have access to employment services to connect workers with unsubsidized employment opportunities.

Providing alternative secondary school services will be vital to re-engage youth that have not responded to traditional school settings. This service will be provided through coordination with local school districts.

Summer employment opportunities, paid and unpaid work experience and occupational skills training will be directed at preparing youth for success in employment. Summer employment opportunities will be directly linked to academic and occupational learning. In most rural areas in North Dakota, many youth are first introduced to jobs through summer employment opportunities. Youth activities will continue to focus on pre-employment and work maturity skills and the SCANS Competencies and Foundation Skills. Older youth will focus on occupational skill training. However, the individual plan of each youth will be guided by the needs identified through the assessment process.

Youth will be provided leadership development opportunities. Mentoring opportunities with caring adults will be sought to provide consistent guidance and support. Activities and projects that improve communities, provide citizenship skills, life skills training, and increase positive social skills, will be used to develop leadership qualities.

Employment counselors will provide ongoing case management for all youth participants. Based on the assessment, youth will be referred to appropriate services, including specialized counseling and guidance. Information will be shared with other partners involved in the assessment to help unify and enhance the guidance and counseling process.

The One-Stop Center will provide supportive services to youth as needed to assist individuals in completing their employment plans.

All youth will be provided follow-up services for at least 12 months after participation ends. The intensity and duration of follow-up services will be based on individual need. Follow-up services may include continued mentoring, contact with employers to address work-related problems and assistance in career development and educational opportunities.

### **C. System Infrastructure**

## **Performance information on training providers**

As a single local area, the state information system will be used to manage individual training accounts. The One-Stop Center will issue an authorization to enroll to the selected eligible training provider to establish a training account for an individual. The authorization will be for the amount of WIA funds necessary for the individual to complete the requested training. The school will bill the One-Stop Center Operator for those costs.

As schools will be required to report performance information, and that information will be available to the general public, it will be in the best interest of the training providers to keep improving performance in order to attract any student, not just one funded by the workforce system. The level of performance required to maintain continued eligibility would also be modified to assure continuous improvement.

When the Wage Record Information System (WRIS) is used for follow-up placement data, we will be supplying the schools with placement information. Placement data integrity won't be an issue since the information will come from WRIS. The One-Stop Center Operator will verify a sample of other information received from schools. Findings of incorrect performance data will be addressed with the individual school as necessary.

## **Technical and staff capacity to provide services to customers**

One-Stop Center staff all have access to the electronic labor exchange including America's and North Dakota's Job Banks. Employers are encouraged to list their job openings directly on AJB and conduct file searches for resumes. Applicants are encouraged to enter their resumes on AJB in order to be found by employers looking for resumes. Job Line has been used by One-Stop Centers for years and will continue to be an integral part of providing information to the public.

Staff either have received or will receive training on marketing AJB to employers and how AJB can be used by front line staff. Additional training will be provided based on an assessment of staff training needs.

## **Employment statistics system improvements**

Labor market information and employment statistics are constantly being changed and updated. The information is reviewed to ensure that it is user friendly and is the type of information that customers are seeking. This information is placed on the One-Stop Center Operators website on an on-going basis so it is timely for use by customers. The Program Support Area Labor Market Section of Job Service North Dakota is always looking for research topics that are pertinent to the development of labor market information for use by customers. Computer hardware and software is continuously being updated in order to process information in a timely manner.

<b>V. PERFORMANCE MANAGEMENT:</b>
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## **North Dakota Workforce Development System Core Indicators**

North Dakota is a single state local area as defined in the Workforce Investment Act (1998), section 116. Therefore, the core indicators have been established as statewide indicators. We anticipate that the U.S. Department of Labor (USDOL) will issue statistical models that will allow for unique economic characteristics to be taken into account for each state. Attainment of core indicators, review of the performance of our various training activities, customer satisfaction surveys, and the application of the continuous improvement method will enable us to measure how we're progressing toward our goal of total customer satisfaction.

### **Data Systems and Reporting Procedures**

The One-Stop Center Operator's data system currently allows access to a wide range of information about individuals who receive services from various one-stop partners. Although not all encompassing, the system does track the full range of core, intensive, and training services required by WIA as well as all welfare-to-work activity. Additionally, there are existing relationships with the Department of Public Instruction's Adult Education and the Title V Senior Community Services Program, which have their own data systems. Through information sharing with the State's Department of Human Services and the Board for Vocational and Technical Education, potential for an even more comprehensive data system exists. It is anticipated that enhancements will be added to the data system, which will acknowledge individuals' participation in other programs under the WIA umbrella

Quarterly wage record information is also accessible in this data system and can be matched to recipients of workforce investment services on an individual basis. The full manner in which wage record information is used will be defined largely by the performance standard system established by the USDOL.

The One-Stop Center Operator is committed to continuous improvement of its information and data systems.

During year one of WIA implementation, the One-Stop Center Operator intends to explore the feasibility of installing the One-Stop Operating System (OSOS) being developed by a consortium of states or a similar system. The objective is consolidating programmatic databases into a single database as much as possible, while providing a common graphical user interface.

### **Customer Satisfaction**

As part of its continuous improvement strategy, the One-Stop Center Operator is working toward the development of an easy to use, easy to manage customer satisfaction measurement system. North Dakota has used surveys based on the Sirota and Associates' model to measure customer satisfaction for Job Service North Dakota; however, this strategy is not in compliance with the Baldrige model being advocated by the USDOL.

Individual One-Stop Centers currently use quick, informal questionnaires to gather customer feedback and use the information to make service improvements. Focus groups have recently been held to gather customer input on our labor market information products. The information gained from the focus groups will be used when products are revised or new products are developed.

Under WIA, we plan to measure customer satisfaction of employers and job seekers using a design that is supported by the USDOL. The USDOL suggests an integrated system for collecting customer satisfaction data, analyzing the information, and using the information in a continuous improvement process, a process North Dakota strongly adheres to.

Surveys and focus groups will be used to determine what is important to customers and how satisfied they are with the services they have received.

- A baseline customer satisfaction indicator of performance will be established.
- A process for suggesting changes and program improvements will be designed and implemented.
- A coding system will be established to distinguish targeted applicant groups as required under WIA Title I, the Wagner-Peyser Act and Title 38.

We will also explore methods to measure and improve employee morale.

### **Collaboration and Continuous Improvement**

The Workforce Development Council will take a number of actions to ensure collaboration with key Partners and continuous improvement for the statewide workforce investment system.

The Governor has grand fathered the Workforce Development Council (WDC) to serve as the state workforce investment board. This will provide an open forum to discuss cost effectiveness, operational collaboration, and coordination of programs and activities in the service delivery system.

Memorandums of understanding between the Workforce Development Council and all One-Stop Delivery System Partners will be established and contain, among other WIA requirements: the services to be provided through the One-Stop Delivery System; the methods of referral between the one-stop operator and the one-stop partners; and a statement relating to assurances that avenues will be taken to avoid duplication of services and encourage optimum coordination.

The Governor, with assistance from the Workforce Development Council, will utilize the Baldrige organizational assessment criteria or a similar measure as a vehicle for supporting continuous improvement of the workforce investment system.

The One-Stop Center Operator and the current WDC will establish a comprehensive customer survey for both individuals and employers. This survey will provide one of the key foundation components of North Dakota's outcome based, performance measurement system designed to instill continuous improvement of services to customers into the workforce investment system. The surveys will be periodically reviewed recommendations made based on the results established benchmarks.

In addition to the customer survey, the Workforce Development Council will assist the Governor in the development of comprehensive performance measures to assess the effectiveness and assure the continuous improvement of the state's workforce investment system.

### **Performance Accountability/Evaluation**

Performance of the system will be evaluated in two main ways: 1) evaluation of performance measures as negotiated with the Secretary; 2) evaluation of customer surveys--both individuals and employers. Where performance falls short of expectations, every effort will be made to provide expertise and technical assistance.

Continuous improvement will be assured by the application of a Baldrige Quality Assessment process or similar criterion across the system. This assessment will provide North Dakota with the ability to benchmark against accepted criteria for high performance organizations into the future.

### **Common Data System and Reporting Processes**

The One-Stop Center Operator is working with the United States Department of Labor to determine if the One-Stop Operating System (OSOS) or a similar system will be utilized in North Dakota. If implemented this will provide the data needed to track progress for Title I activities of the Workforce Investment Act of 1998. Additionally the agency is looking at participating in the Wage Record Information System (WRIS) being developed by the United States Department of Labor. A number of the one-stop partners currently use the Follow-up Information on North Dakota Education and Training (FINDET) system.

<b>VI. ASSURANCES:</b>
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1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)

2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -

(A) the State has implemented the uniform administrative requirements referred to in section 184(a)(3);

(B) the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and

(C) the State has taken appropriate action to secure compliance pursuant to section 184(a)(5). (§184(a)(6).)

3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this plan. (§112(b)(12)(B).)

4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, to the extent practicable. (§112(b)(17)(B).)

5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)

6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).

7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)

8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented ((§188.))

9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).

10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

- General Administrative Requirements:

29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)

29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act

OMB Circular A-87 --Cost Principles (as amended by the Act)

- Assurances and Certifications:

SF 424 B --Assurances for Nonconstruction Programs

29 CFR part 31, 32 --Nondiscrimination and Equal Opportunity Assurance (and regulation)

CFR part 93 --Certification Regarding Lobbying (and regulation)

29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

- Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.

12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.

13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees.

14. The State certifies that Workforce Investment Act section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans and that affirmative action plans have been included for designated offices.

15. The State assures that it will comply with the annual Migrant and Seasonal Farmworker significant office requirements in accordance with 20 CFR part 653.

16. The State has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.

17. The State assures that it will comply with section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq).

18. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act legislation, regulations, written Department of Labor Guidance, and all other applicable Federal and State laws.

**VII. LOCAL PLANNING GUIDANCE FOR SINGLE WORKFORCE INVESTMENT AREA STATES**

## **Plan Development Process**

Numerous Task Teams, as part of the Unified State Planning Work Group, provided input on various portions of the plan. One-Stop Center managers were asked on June 10, 1999 to submit comments. Job Service North Dakota Program Administrators and the Director of the Workforce Development Council reviewed the input and prepared the narrative for the plan.

The draft Five-Year Strategic Plan was placed on the Internet, at [www.state.nd.us/wia](http://www.state.nd.us/wia), for review and comment by the general public. Public comment sessions were held at four locations in the state. The dates/locations were January 31—Bismarck, February 1—Wahpeton, February 2—Devils Lake, and February 3—Williston. These public comment sessions took place on the campus of the state colleges in each of these communities. All facilities were accessible to individuals with disabilities. The Chief of Employer Relations and Placement for Job Service North Dakota serves on the State Rehabilitation Council and has gathered input from the group on an on-going basis. The Director of the Workforce Development Council and Job Service North Dakota's Chief of Employer Relations and Placement participated in an information meeting at the United Tribes Technical Training Center January 12, 2000 and gathered input regarding Native American program activities. On February 1, 2000 the Fargo-Moorhead Human Resource Association was briefed on WIA and the draft plan.

## **Comments Received on the Local Plan**

A summary of comments received on the draft WIA Strategic plan can be found in Appendix J.

## **Services**

Information relating to the One-Stop Delivery System can be found beginning on page 33 of this plan.

## **Memorandum of Understanding**

A copy of the memorandum of understanding (MOU) is located in Appendix I.

## **Adult and Dislocated Worker Employment and Training Activities**

See page 34 for information regarding the type and availability of adult and dislocated worker employment and training activities.

## **Youth Activities**

See page 43 for information regarding the type and availability of youth activities.

## **System Infrastructure**

## **Entity responsible for the disbursement of grant funds**

Job Service North Dakota is the recipient for state and local grant funds and disburses funds in

accordance with policy direction of the North Dakota Workforce Development Council as approved by the Governor.

**Competitive process to award the grants and contracts for WIA Title I activities**

Service providers will be selected and contracts developed using the Selection of Service Providers Policy found in Appendix K.

**Program Administration Designees and Plan Signature**

**Name of WIA Title I Grant Recipient/Administrative Agency; and Wagner-Peyser Act Grant Recipient/State Employment Security Agency:**

**Address:** Job Service North Dakota  
1000 East Divide Avenue  
P.O. Box 5507  
Bismarck, North Dakota 58506-5507

**Telephone Number:** (701) 328-2836

**Facsimile Number:** (701) 328-1612

**E-mail Address:** [jgladden@state.nd.us](mailto:jgladden@state.nd.us)

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**Name of WIA Title I and State Employment Security Agency Signatory Official:**

**Address:** Jennifer Gladden, Executive Director  
Job Service North Dakota  
1000 East Divide Avenue  
P.O. Box 5507  
Bismarck, North Dakota 58506-5507

**Telephone Number:** (701) 328-2836

**Facsimile Number:** (701) 328-1612

**E-mail Address:** [jgladden@state.nd.us](mailto:jgladden@state.nd.us)

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**Name of WIA Title I Liaison:**

**Address:** Jennifer Gladden, Executive Director  
Job Service North Dakota  
1000 East Divide Avenue  
P.O. Box 5507  
Bismarck, North Dakota 58506-5507

**Telephone Number:** (701) 328-2836

**Facsimile Number:** (701) 328-1612

**E-mail Address:** [jgladden@state.nd.us](mailto:jgladden@state.nd.us)

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As the Governor, I certify that for the State of North Dakota, the agency and official designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser grant programs. Subsequent changes in the designation of officials will be provided to the United States Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

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Edward T. Schafer, Governor

(Date)

# Appendixes

- A** North Dakota Workforce Development System  
Attachment: ND Workforce Development System and Life Cycle Models
- B** The Unified State Plan Working Group Representatives
- C** Implementation Milestone Chart
- D** North Dakota Target Industries
- E** State Performance Indicators and Goals
- F** North Dakota Demographic Matrix; Age and Category Breakouts for 2000 and 2005
- G** North Dakota Workforce Development Council
- H** One-Stop Delivery System Model
- I** One-Stop Delivery System Memorandum of Understanding
- J** Comments Summary
- Z** Definitions

# WORKFORCE DEVELOPMENT STRATEGIC PLAN

## APPENDIX A

### "The North Dakota Workforce Development System Model"

#### DEFINITIONS

The **Workforce Development System** is a relationship of functions, entities, and influences that facilitates the preparation of an educated and skilled workforce in response to the changing needs of the marketplace.

**Workforce Development:** Are those formal and informal education and training activities that provide current and potential workers new or enhanced knowledge, skills and attitudes necessary for successful employment in the global marketplace. It is characterized as long-term with an emphasis on broad concepts and principles associated with life-long learning.

**Job or Workforce Training:** Are those formal and informal education and training activities that provide current and potential workers specific new or enhanced knowledge, skills and attitudes necessary for successful employment in particular job, cluster or company. It is characterized as short-term, narrow and focused.

#### DESIRED SYSTEM OUTCOMES

1. Increased Productivity.
2. Better Wages.
3. Improved Self Sufficiency.

#### SYSTEM COMPONENTS

##### Core Values

1. Wealth and job creation drives economic and workforce development.
2. Economic and workforce development execution is a local decision.
  - a. Communities must develop the leadership base, capacity, and vision for their town or region.
  - b. Communities must be responsible for creating the relationships and quality of life values that support their vision and targets of opportunity.
3. Business requirements are the genesis of the workforce development knowledge supply chain. Employers hire people but buy skill sets (competencies) needed to compete successfully.
4. Employers need qualified employees—not categories.
  - a. At a minimum, employees must be able to speak, write, read, listen, or otherwise communicate, and demonstrate critical thinking, problem solving and computing skills with or without accommodation.
  - b. All employees must express a desire to learn.
5. Individuals have a Choice. However, that choice must be accompanied by a responsibility for one's decisions and accountability for one's career actions. Making informed choices is central to building an

effective career plan.

**APPENDIX A**  
**System Model**  
**Page 2**

6. All individuals have skills that can be employed somewhere in the workplace.
  - a. Individuals are unique.
  - b. Job structures may require modification to accommodate the available workforce.
7. All North Dakotans are needed for a sustainable, growing economy.
8. Accurate information, partnerships, continuous communication, and integrated planning are critical for an effective workforce development system.

### **Functions**

**Determine Requirements:** What are the skill sets and numbers of people needed in the workforce as determined by business? Sources of this information include: National and industry skill standards, standards established under authorized apprenticeship programs, job orders placed with Job Service North Dakota, requirements identified by state and local economic developers in their contacts with businesses, in state and those desiring to locate to North Dakota, and through contacts between business and the community college workforce training divisions.

**Assess the Workforce:** This function includes those activities that identify general and specific skill sets at all levels. For example, the Armed Forces Skills and Aptitude Test given to many high school students is a general indicator of skill sets. Industry tests, like those prepared by the Information Technology Association of America, identify more specific skill sets and capability for careers in the Information Technology occupations. The thrust is to identify specific skill sets and capture that data for career planning, placement, and future training activities. The assessment is a voluntary action on the part of the individual.

**Conduct Education and Training:** Once requirements and individual potential have been identified, education and training can take place in a deliberate and focused manner. These requirements form the basis of general education as well as specific job training needed in a particular business or industry.

**Place the Workforce:** This involves helping employers, employees, and students in determining the right fit for their individual skill sets and talent. Accurate trend information for individual occupations, wage projections, future skill requirements and specific industry growth help in making individual and corporate decisions on placing individuals in the appropriate job.

**Evaluation and Follow-Up:** Accountability, performance measurement, and continuous improvement are the key elements in this function. Systematic examination of the workforce development system, providers, and client satisfaction are necessary to ensure that the investments in the system are appropriate and when needed, to change the level and focus of system investment in response to client needs. This function could take the form of written and oral surveys, one-on-one interviews, client satisfaction reports, and employment rates for targeted industries. This information is critical for policy making and resource allocation decision making.

### **Information Systems and Linking Activities**

**Information Systems:** These are the public entity data bases that contain pieces of information regarding workforce requirements, current skill sets, education and training capabilities and production, client assessment of the workforce development products and services provided and performance measurement. Examples of this would include the Wage Records in the employment service area, school curriculum and student achievement in the public information systems, and population data gathered by the United States Census Bureau and the Bureau of Labor Information.

**Linking Activities:** Collaborative efforts such as the Unified State Plan Working Group (USPWG), the Follow-Up Information on North Dakota Education and Training (FINDET) system, and interagency memorandums are examples of linking activities. The One-Stop Centers are another example of linking activities. Entities involved with the workforce development system are given a relationship through these formal and informal linking activities.

### **System Influences**

**Laws, Rules, and Policies:** This is the influence of local, state, and federal government upon the way the system operates. The greater the degree of government involvement, the more complex will be the flow of information plus more limited flexibility within the system to respond to rapid or significant changes--like technology.

**Culture:** Are those family, community, and organizational values and beliefs that influence individuals and groups or people decision making process. For example, if the family culture defines success as having a degree from a 4-year institution of higher education, then the probability of a child from that family going into a technical field with some specialized training versus a 4-year degree is reduced considerably from a family culture that allows a child to enter any field as long as the career is satisfying to the individual. Organizations also develop cultures that are receptive to change and innovation or have hierarchical controls and all ideas must emanate from the top level of ownership. Company culture is critical as we enter an era of rapid change, global markets, and knowledge-based competitive strategies.

**Resources:** This includes money, people, equipment, and ideas. What can various entities and individuals bring to the workforce development system that will allow for increased productivity, better wages and improved self-sufficiency? It is important that the appropriate resources be brought to bear at the right time and over the period of time necessary for changes and innovations to take effect upon the entire system.

**Leadership:** This involves having the appropriate people at all levels who have the vision, understanding, and passion for creating the necessary workforce in response to current and future global marketplace demands. Leadership allows improvements in the system even when the influence of government, culture, and resources negatively impact upon current planning and opportunities for economic growth and

sustainability.



## WORKFORCE DEVELOPMENT STRATEGIC PLAN

### APPENDIX B

#### "The Unified State Plan Working Group Representatives"

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# WORKFORCE DEVELOPMENT STRATEGIC PLAN

## APPENDIX C

### Workforce Development System Implementation

<i>Date</i>	<i>Action</i>
October 30, 1998	Conduct Initial Information Meeting with Applicable Agencies
November 9, 1998	Proposed Plan Outline to ND Workforce Development Council
November 16, 1998	Council Reviews and Updates Unified State Plan Outline Draft
January 15, 1999	Revised Unified State Plan Outline Draft mailed to Council Members
January 27, 1999	Council Reviews and Finalizes Unified State Plan Draft <ul style="list-style-type: none"><li>- Guidelines for Investments and Targets</li><li>- Strategic Plan-Goals and Objectives</li></ul>
January 28, 1999	Revised Plan Guidance Sent to Agency Directors and Representatives
February 15, 1999	Adult Education Plan Draft/Title II Released
April 1, 1999	Initial Team Products/Policy Drafts Prepared and Sent to USP Working Group facilitator
April 1, 1999	Adult Education Plan Finalized
April 2, 1999	ND Adult Education Plan forwarded to Secretary of Education For Review and Approval
June 30, 1999	Review of WIA and DOL Regulations Completed
June 30, 1999	Task Teams Complete Initial Drafts of Assigned Plan Sections
July 1, 1999	Adult Education Plan/Title II Implemented State Board for Vocational & Technical Education Perkins Plan Implemented
July 7, 1999	North Dakota recommendations for Department of Labor WIA Interim Final Regulations forward to DOL



**APPENDIX C**  
**MILESTONES**  
**Page 2**

September 15, 1999	First draft of Plan sent to all Agencies and posted on Web
September 17, 1999	USPWG Monthly Meeting; Review First Draft, Review Governance, MOUs, One-Stop Centers, Funding and Youth Council policy proposals.
September 30, 1999	Coordination of First Draft Completed with All Agencies
October 27, 1999	Council Meeting; Policy Decisions: Governance, MOUs, One-Stop Centers, Funding, Youth Council
January 10, 2000	Second Draft Provided to Council, All Agencies and to Public for Review and Comment (Posted to Web Site)
January, 10-20 2000	Public Comment Sessions at Four Locations
January 27, 2000	Public Review Comments Resolved and Plan Updated Plan Changes Reviewed with Council
February 7, 2000	Third Draft Sent to Council for Review and Approval
February 8, 2000	Draft MOUs to all Workforce Center Partners
February 15, 2000	Unified State Plan Sent to Governor for Review and Signature
March 1, 2000	Unified State Plan Delivered to Secretary of Labor for Approval
April 1, 2000	Workforce Center MOUs Signed
April 1, 2000	Youth Program Implemented
July 1, 2000	ND Workforce Development Strategic and Unified State Plan Implemented

# WORKFORCE DEVELOPMENT STRATEGIC PLAN

## APPENDIX D

### North Dakota Target Industries

SIC	INDUSTRY
2045	Prepared Flour Mixes & Doughs
2053	Frozen Bakery Products, Except Bread
3523	Farm Machinery & Equipment
3672	Printed Circuit Boards
3728	Aircraft Parts & Auxiliary Equipment
3824	Totalizing Fluid Meters & Counting Devices
3841	Surgical & Medical Instruments & Apparatus
No SIC	Shared Services (Back Office) & Call Centers At Higher Wage Rates—Customer Support Centers, Client relations Centers, Financial Processing Centers, Technical Support Centers
3479	Coating, Engraving & Allied Services
7371	Software (Development & Services)

These industries were selected as economic development targets based on a comprehensive study of North Dakota's economic competitiveness in 1997, "Enhancing Growing North Dakota (EGND)." The criteria for the selection were: high growth, high wage, high skill, and match with North Dakota's workforce and economic development ability and capacity. Part of that study resulted in a report, "North Dakota Target Industry Study," dated October 14, 1997, which was prepared by Flour Daniel Consulting. Copies of the target industry report and the EGND are available from the North Dakota Department of Economic Development and Finance.

## OPTIONAL TABLE FOR STATE PERFORMANCE INDICATORS AND GOALS

### APPENDIX E

The following table includes the North Dakota Performance Indicators and Goals as negotiated with the Department of Labor. Negotiations started with baseline data calculated in accordance with TEGL 8-99, Attachment B, except for the Dislocated Worker Earnings Replacement Rate. Participants with no earnings in the 2<sup>nd</sup> and 3<sup>rd</sup> quarter prior to application were excluded from the calculation of the Dislocated Worker Earnings Replacement Rate because long-term unemployed are not considered dislocated workers under WIA. SPIR data from October 1, 1997 through September 30, 1998 was used as required with the corresponding wage record data.

North Dakota's baseline performance levels for the Adult and Older Youth Entered Employment Rates and Older Youth Retention Rates may be less than the national projected average due to out migration of the state's workforce. This population is more likely to move out of state for employment. As a result, the employment is not included in the North Dakota wage record system.

North Dakota's baseline performance level for the Adult Earnings Change may be lower than the national projected average because North Dakota's per capita income is lower than the national average. North Dakota's per capita rank is 46<sup>th</sup> according to the Bureau of Economic Analysis 1997 income data. North Dakota's Annual Pay as a percentage of the U.S. Annual Pay has been decreasing from 1994 to 1998, with an average of 73% in 1998. If you take 73% of the Adult Earnings Change projected national average of \$3,700, it is \$2,701, which is in line with North Dakota's baseline of \$2,761. The percentage of change in the North Dakota Annual Pay has been comparable or lower than the U.S. Annual Pay.

The Youth Aged 19-21 Earnings Change is much higher than the national average. Because the number of participants is very low, only 34, one participant can have a major impact on this measure. Removing four participants with the highest post quarter wages dropped the increase in earnings to \$3,255. This level is our first year's expected performance level. The expected levels of performance in the second and third year provide for improved performance of 1% per year.

For the remaining goals with baseline data available, the state set the first year's expected levels of performance equal to the baseline data. This level is expected because half of the measurement period for the first year has already occurred and no changes will have been implemented until the fourth quarter of the measurement year. No major changes are expected in the economy or the population served. Also, the turmoil caused during the process of implementing major changes during the first year may have a negative impact on performance. The expected levels of performance in the second and third year provide for improved performance of 1% per year.

The Employment and Credential level is based on a definition of credential that includes nationally/state/locally-recognized degrees or certificates. Credentials include, but are not limited to, a high school diploma, GED or other recognized equivalents, post-secondary degrees/certificates, recognized skill standards, and licensure or industry-recognized certificates. It is estimated that 75% of our training enrollments will lead to a credential with an 80% completion rate. This provides for 60% of those enrolled in training having the potential to achieve a credential. The Entered Employment level for the category was then taken times the 60% to determine the first year's expected performance level. The expected levels of performance in the second and third year provide for improved performance of 1% per year.

**APPENDIX E**  
**STATE PERFORMANCE INDICATORS AND GOALS**  
**Page 2**

The Younger Youth Skill Attainment level for the first year is based on the PY98 SPIR national values, rather than the projected average based on PY97 SPIR, since it is most current and likely more reflective of future results. In addition, the process of implementing major program changes may negatively impact performance. The expected levels of performance in the second and third year provide for improved performance of 1% per year.

The Younger Youth Diploma or Equivalent level for the first year is based on the national average. The expected levels of performance in the second and third year provide for improved performance of 1% per year.

The Customer Satisfaction level for the first year is lower than projected average because it is expected that the turmoil caused during the process of implementing major changes will result in lower customer satisfaction. Many customers are familiar with the Job Training Partnership Act and come to Job Service North Dakota specifically for training assistance. Under WIA, a customer is not considered for training assistance until they have received core and intensive services. In addition, North Dakota is not an enterprise member, which was the basis for the national average levels. The expected levels of performance in the second and third year provide for improved performance of 1% per year.

## STATE PERFORMANCE INDICATORS AND GOALS

WIA Requirement At Section 136(b)	Baseline Data Period 10/1/97- 9/30/98	State Expected Levels of Performance Out-Years		
		1	2	3
<b>ADULTS</b>				
Entered Employment Rate	70%	70%	71%	72%
Employment Retention Rate	81%	81%	82%	83%
Earnings Change	\$2,760	\$2,760	\$2,788	\$2,816
Employment and Credential Rate	Not Available	45%	46%	47%
<b>DISLOCATED WORKERS</b>				
Entered Employment Rate	77%	77%	78%	79%
Employment Retention Rate	88%	88%	89%	90%
Earnings Replacement Rate	92%	92%	93%	94%
Employment and Credential Rate	Not Available	46%	47%	48%
<b>YOUTH AGED 19-21</b>				
Entered Employment Rate	60%	60%	61%	62%
Employment Retention Rate	76%	76%	77%	78%
Earnings Change	\$4,271	\$3,255	\$3,288	\$3,321
Employment and Credential Rate	Not Available	36%	37%	38%
<b>YOUTH 14-18</b>				
Skill Attainment Rate	Not Available	66%	67%	68%
Diploma or Equivalent Attainment Rate	Not Available	55%	56%	57%
Retention Rate	72%	72%	73%	74%
<b>CUSTOMER SATISFACTION</b>				
Participants	Not Available	64%	65%	66%
Employer	Not Available	62%	63%	64%

**APPENDIX E**  
**STATE PERFORMANCE INDICATORS AND GOALS**  
**Page 4**

Performance Indicators and Goals are Calculated as follows:

**Adult Entered Employment Rate**

*Of those who are not employed at registration:*

# of adults who have entered employment by the end of the 1<sup>st</sup> Qtr. after exit

---

# of adults who exit during the quarter

**Adult Employment Retention Rate**

*Of those who are employed at registration or in 1<sup>st</sup> Qtr. after exit:*

# of adults who are employed in 3<sup>rd</sup> Qtr. after exit

---

# of adults who exit during the quarter

**Adult Earnings Change**

*Of those who are employed at registration or in 1<sup>st</sup> Qtr. after exit:*

[Total Post-Program Earnings (earnings in Qtr 2 + Qtr 3 after exit)] - [Pre-Program Earnings (earnings in Qtrs 2 + 3 prior to registration)]

---

# of adults who exit during the quarter

**Adult Employment and Credential Rate**

*Of those enrolled in training:*

# of adults who were employed in the 1<sup>st</sup> Qtr. after exit and received a credential by the end of 3rd quarter after exit

---

# of adults who exited services during the quarter

*Dislocated Worker Measures*

**Dislocated Worker Entered Employment Rate**

# of dislocated workers who have entered employment by the 1<sup>st</sup> Qtr. after exit

---

# of dislocated workers who exit during the quarter

**Dislocated Worker Retention Rate**

*Of those who are employed in the 1<sup>st</sup> Qtr. after exit:*

# of dislocated workers who are employed in 3<sup>rd</sup> Qtr. after exit

---

# of dislocated workers who exit during the quarter

**APPENDIX E**  
**STATE PERFORMANCE INDICATORS AND GOALS**  
**Page 5**

**Dislocated Worker Earnings Replacement Rate**

*Of those who are employed in the 1<sup>st</sup> Qtr. after exit:*

Total Post-Program Earnings (earnings in Qtr 2 + Qtr 3 after exit)

---

Pre-Dislocation Earnings (earnings in Qtrs 2 +3 prior to dislocation)

(For dislocated workers with no date of dislocation, Qtrs. 3 + 4 prior to registration will be used)

**Dislocated Worker Employment and Credential Rate**

*Of those enrolled in training:*

# of dislocated workers who were employed in the 1<sup>st</sup> quarter after exit and received credential by the end of 3rd quarter after exit

---

# of dislocated workers who exit during the quarter

*Older Youth (19-21 years old) Measures*

**Older Youth Entered Employment Rate**

*Of those who are not employed at registration and do not move on to post-secondary education or advanced training:*

# of older youth who have entered employment by the end of the 1<sup>st</sup> Qtr. after exit

---

# of older youth who exit during the quarter

**Older Youth Employment Retention Rate**

*Of those who are employed at registration or in 1<sup>st</sup> Qtr. after exit and who do not move on to post-secondary education or advanced training:*

# of older youth who are employed in 3<sup>rd</sup> Qtr. after exit

---

# of older youth who exit during the quarter

**Older Youth Earnings Gain Rate**

*Of those who are employed at registration or in 1<sup>st</sup> Qtr. after exit and who do not move on to post-secondary education or advanced training:*

[Total Post-Program Earnings (earnings in Qtr 2 + Qtr 3 after exit)] - [Pre-Program Earnings (earnings in Qtrs 2 + 3 prior to registration)]

---

# of older youth who exit during the quarter

**Older Youth Credential Rate**

# of older youth who were in employment/post-secondary education/advanced training by the end of the

first Qtr. after exit and received a credential by the end of 3rd Qtr. after exit

---

# of older youth who exited during the quarter  
*Younger Youth (14-18 years old) Measures*

## **APPENDIX E**

### **STATE PERFORMANCE INDICATORS AND GOALS**

#### **Page 6**

#### **Younger Youth Skill Attainment Rate**

Total # of attained basic skills + # of attained WR skills + # of attained Occ. skills

---

Total # of basic skills goals + # of WR skills goals + # of Occ. skills goals

#### **Younger Youth Diploma or Equivalent Attainment Rate**

*Of those who register without a diploma or equivalent:*

# who attained secondary school diploma or equivalent during the quarter

---

# who did not attain diploma/equivalent and who exited during the quarter (except those still in secondary school) + # who have attained diploma/equivalent during the quarter

#### **Younger Youth Retention Rate**

# of participants found in one of the following in the 3<sup>rd</sup> Qtr. after exit:

- post secondary education
- advanced training
- employment
- military service
- qualified apprenticeships

---

# of younger youth who exited during the quarter (except those still in secondary school)

#### **Customer Satisfaction**

To meet the customer satisfaction measurement requirements of WIA, the Department will use customer satisfaction surveys. The Department will use the American Customer Satisfaction Index (ACSI) which is the most widely used index currently in practice. The ACSI is a single score created by combining scores from three specific questions that address different dimensions of customers' experience.

**WORKFORCE DEVELOPMENT STRATEGIC PLAN**

**APPENDIX F**

**NORTH DAKOTA DEMOGRAPHIC MATRIX; AGE AND CATEGORY BREAKOUTS FOR 2000 AND 2005**

Market Analysis Matrix

(Draft/15 Sep 99)

CATEGORY	1990 CENSUS	2000 ESTIMATE	2005 ESTIMATE
Total Population	638,800	642,297	644,428
Male	318,201	322,743	325,732
Female	320,599	319,554	318,696
<b>Civilian Non-Institutionalized Population 16-64 Minus those with work disability unable to work</b>		368,074	369,295
Total	366,070	184,912	186,625
Male	182,310	183,162	182,670
Female	183,760		
Youth, 14-21, Total	76,524	77,169	70,516
Male	40,020	40,141	36,755
Female	36,504	37,028	33,761
Seniors, 65-69, Total	24,950	24,814	26,719
Male	11,917	12,303	13,384
Female	13,033	12,511	13,335
Persons w/ Work Disabilities, <b>16-64</b> ,			
Total	26,274	26,418	26,506
Male	14,756	14,967	15,106
Female	11,518	11,451	11,400
Veterans, Total ( <b>16-65</b> )	48,405	48,670	48,831
Male	46,365	46,619	46,774
Female	2,040	2,051	2,057
<b>Number of Households</b>	241,802	243,126	243,933
<b>Households receiving Public Assistance</b>	15,105	15,188	15,238

<b>Individuals Below Poverty 18-65</b>	46,384	23,203	11,513
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# WORKFORCE DEVELOPMENT STRATEGIC PLAN

## APPENDIX G

### NORTH DAKOTA WORKFORCE DEVELOPMENT COUNCIL

**Purpose:** Advise the Governor and the Public concerning the nature and extent of workforce development and economic development needs in North Dakota, and how to meet these needs effectively while maximizing the efficient use of available resources and avoiding unnecessary duplication of effort. (Executive Order 95-01)

**Mission:** Establish an effective and responsive workforce development system and supporting policies that will provide every North Dakotan the opportunity for self-sufficiency and a superior workforce that can compete in the global marketplace.

**Organization:** The Council was organized in February 1997 under the provisions of the Job Training Partnership Act (JTPA). On December 31, 1999, Governor Edward T. Schafer designated the Council as the state's workforce investment board in accordance with section 111(e) of the Workforce Investment Act of 1998 (WIA). The Council consists of 25 members and is supported by three entities: A Policy Group of 16 members, all from outside of state government and with a majority from business; a Youth Development Council of 17; and a Unified State Plan Working Group (USPWG) that contains representatives from state agencies and community-based and public and private sector organizations with responsibilities or interests in workforce development. The Council Chair, who must be from business, also chairs the Policy Group. In so far as possible, business members should represent the following areas: agriculture and agriculture processing, manufacturing, retail and export services, energy and environment plus the computer, health services and telecommunications areas. A full-time director supports the Council. Job Service North Dakota and the Department of Economic Development and Finance provide administrative and funding support.

#### **Responsibilities:**

- **Council as a Whole:** The Council is an Advisory versus a Regulatory body with responsibility for eight broad functions: (1) Drafting the state's 5-year strategic workforce development plan; (2) identifying the One-Stop Center operator with the agreement of the Governor, identify eligible service providers for youth, adult and dislocated workers; (3) developing a Council budget; (4) providing oversight of the One-Stop Delivery System in partnership with the Governor; (5) assisting the Governor in setting and negotiating workforce development performance measures; (6) assisting the Governor in the development of a statewide labor market information system; (7) coordinating workforce development system activities with state and local economic development strategies and developing employer linkages; and (8) promoting the active participation of the private sector employers in the workforce development system and encouraging partnerships and alliances between public/private sector entities as well as with the One-Stop Center operator.

## APPENDIX G

### NDWDC

#### Page 2

- **Policy Group:** Workforce development policy proposals and system expectations will be initiated by the Policy Group. Recommendations will be provided to the Governor through the Council, thus allowing state agency input prior to the Governor's approval.

- **Youth Development Council:** The Youth Development Council has both a strategic planning and policy recommendation role and oversight of certain portions of youth development. Their duties include: (1) Developing the youth activities and services portion of the state unified plan; (2) recommending eligible providers of youth services to the NDWDC; (3) conducting oversight of eligible providers of youth services/activities; (4) coordinating youth activities authorized under the WIA; and (5) other duties as deemed appropriate by the Chair, NDWDC.

- **Unified State Plan Working Group:** Ensures that workforce development system operation and planning are effectively coordinated with appropriate public and private entities prior to execution. As the staffing arm of the Council, the USPWG is responsible for drafting the State's strategic workforce development plan from the vision, goals, and system expectations issued by the Policy Group and the Council and approved by the Governor.

**Key Concepts:** The major focus is on policy, vision setting, and strategic planning with emphasis on the workforce development system output and performance versus input and compliance. The actual delivery of goods and services (daily operations) is the responsibility of the state agency directors as are daily compliance tasks. The Council sets benchmarks and standards and provides detached oversight. Local employer needs and community leadership determine economic and workforce development with state government providing technical and financial assistance when requested. Jobs drive workforce development and welfare reform.

**Terms of Office:** Appointment to the Council, Policy Group, and the Youth Development Council, for members outside of state government, shall be made by the Governor and are normally for 3-year terms.

**Meeting Frequency:** Council meetings are normally held on a quarterly basis with the USPWG meeting monthly or more often as required.

**Member Expenses:** Council members, other than state employees, will be reimbursed for travel and per diem for regularly scheduled meetings at the current approved state rate. Honorariums are available for those required to pay for substitutes at their place of employment for the day of the meeting.

**Staff Point of Contact:** Fraine C. Zeitler; Director, North Dakota Workforce Development Council; 701-328-5345 (Fax: 701-328-5320/95)

**Organization - Alternative Entity w/Youth Development Council**

<b>COUNCIL</b>		
(25)		
Chair - Business (At Large)		
<b>Business &amp; Industry (9)</b>	<b>Community Based (6)</b>	<b>State Government (6)</b>
Primary Sector	Secondary Education	Economic Development
Target Industries	Vocational Education	Job Service ND
Demand Industries	Higher Education	Human Services
	School Boards	Public Instruction
	Economic Development	Higher Education
	Human Services Provider	Vocational Education
<b>Organized Labor &amp; Employee Groups</b>		
Organized Labor - 3		
ND Teachers Group - 1		
Ex Officio & Secretary: Director, ND Workforce Development Council		

<b>YOUTH DEVELOPMENT COUNCIL</b>	<b>POLICY GROUP</b>	<b>UNIFIED STATE PLAN WORKING GROUP</b>
*Children's Services Coordinating Committee Chair-- Youth Council Chair *Other Voting Members are A Representative of: JSND-One-Stop Operator ND Corrections Center Judiciary Juvenile Court Native American Tribes Alternative Schools Housing Authority State School to Work Office Burdick Job Corps Center Parents of eligible youth Students eligible for Youth Services Job Corps Graduate Business-NDWDC K-12 Education-NDWDC Ex Officio & Secretary: NDWDC Director	Chair - Business (Council Chair)  Business - 8 Organized Labor - 1 Economic Development Higher Education Human Services Job Service ND Secondary Education Vocational Education   Ex Officio & Secretary: NDWDC Director	Chair: NDWDC Director  Agencies - Job Service - Economic Development - Public Instruction - Higher Education - Vo-Technical Education - Human Services - Labor - Management & Budget - Workers Comp NDSOICC FINDET Job Corps Tribal Representatives Community Groups

**THE NORTH DAKOTA WORKFORCE DEVELOPMENT COUNCIL**  
**July 1, 1999 - June 30, 2000**

NAME	CATEGORY	APPOINTMENT
Ms. Susan "Sue" Boyd 505 South 15 <sup>th</sup> Street Bismarck ND 58504 701-333-1230	Organized Labor and Professional Groups - Communication Workers of America	July 1, 1999 - June 30, 2001
Mr. Daniel "Dan" Calkins 3906 155 R Avenue SE Durbin ND 58059 701-347-5057	Organized Labor and Professional Groups - Sheet Metal Workers Local Union #10	July 1, 1999 - June 30, 2002
Ms. Cathi Christopherson PO Box 5650 (918 E Divide) Bismarck ND 58506 701-222-7959 ChristoC@MDUResources.com	Business - MDU Resources Group	July 1, 1999 - June 30, 2002
Mr. Ron Cizek 2100 15 <sup>th</sup> Street North Wahpeton ND 58075 701-642-8711, Ext 1122 recizek@imation.com	Business - Imation	July 1, 1998 - June 30, 2001
Mr. Kevin Cramer 1833 East Bismarck Expressway Bismarck ND 58504-6708 701-328-5300 kcramer@state.nd.us	State Agency - Executive Director, Dept of Economic Development & Finance	Open-ended (Executive Committee)
Mr. James "Jim" Dahlen PO Box 879 Devils Lake ND 58301-0879 701-662-4933 <a href="mailto:FORWARDdl@stellarnet">FORWARDdl@stellarnet</a>	Community Group - (Economic Development) Forward Devils Lake Corporation	July 1, 1998 - June 30, 2001
Ms. Jennifer Gladden 1000 East Divide Avenue Bismarck ND 58502-5507 701-328-2836 <a href="mailto:jgladden@state.nd.us">jgladden@state.nd.us</a>	State Agency - Executive Director, Job Service North Dakota	Open-ended
Mr. Terry Hoff PO Box 5020 Minot ND 58702-5020 701-857-5114 <a href="mailto:terry.hoff@minot.org">terry.hoff@minot.org</a>	Business - Trinity Medical Center	July 1, 1998 - June 30, 2001

**APPENDIX G****NDWDC****Page 5**

<b>NAME</b>	<b>CATEGORY</b>	<b>APPOINTMENT</b>
Mr. Larry Isaak 600 East Boulevard Ave Bismarck ND 58505-0230 701-328-2962 larry_Isaak@ndus.nodak.edu	State Agency- Chancellor, North Dakota University System	Open-ended
Mr. Al Lukes 1600 East Interstate Avenue Bismarck ND 58501 701-221-4401 alukes@bepc.com	Business - Dakota Gasification Company	July 1, 1999 - June 30, 2002 (Executive Committee)
Ms. Ethel Keeley 800 North Eighth Avenue Bismarck ND 58501 701-221-3437 ethel_keeley@educ8.org	Community Group - (Secondary Education) (Bismarck Public Schools)	July 1, 1998 - June 30, 2001
Mr. David Kemnitz 1323 East Front Avenue Bismarck ND 58504 701-223-0784 dkemnitz@ndaflcio.org	Organized Labor and Professional Groups - President ND AFL-CIO	July 1, 1997 - June 30, 2000
Mr. Max Laird PO Box 5005 Bismarck ND 58502-5005 701-223-0450 mlaird@NEA.org	Organized Labor and Professional Groups - President ND Education Association	July 1, 1999 - June 30, 2002 (Executive Committee)
Mr. Owen Larson 605 - 27 <sup>th</sup> Street SE Minot ND 58702-1030 701-852-1014 mvaw@minot.com	Community Group - (Human Services Provider) Minot Vocational Adjustment Workshop	July 1, 1998 - June 30, 2001
Mr. Robert "Bob" Maeyaert Rural Route 1, Box 704 Dickinson ND 58601 701-225-4444 robertm@bakerboy.com	Business - Baker Boy	July 1, 1997 - June 30, 2000
Mr. William "Bill" MacBride 2604 Highway 20 North Jamestown ND 58401 701-253-3403 bill.macbride@trw.com	Business - Lucas Aerospace Flight Structures	July 1, 1998 - June 30, 2000

**APPENDIX G****NDWDC****Page 6**

<b>NAME</b>	<b>CATEGORY</b>	<b>APPOINTMENT</b>
Ms. Carol Olson 600 East Boulevard Avenue Bismarck ND 58505-0250 701-328-2310 socols@state.nd.us	State Agency - Executive Director, Department of Human Services	Open-ended
Mr. Mel C. Olson 600 East Boulevard Avenue Bismarck ND 58505-0610 701-328-2259 molson@state.nd.us	State Agency - State Director, State Board of Vocational and Technical Education	Open-ended
Dr. Joanne Quick 308 DeMers Avenue Grand Forks ND 58206 701-746-2205, Ext 117 Joanne_Quick @fc.grand-forks.k12.nd.us	Community Group - (Vocational Education) Grand Forks Public Schools	July 1, 1998 - June 30, 2001
Dr. Wayne Sanstead 600 East Boulevard Avenue Bismarck ND 58505-0440 701-328-4572 wsanstea@mail.dpi.state.nd.us	State Agency - State Superintendent, Department of Public Instruction	Open-ended
Mr. Steven "Steve" L. Spilde 815 Bryan Trail Mandan ND 58554 701-224-1988 spilsl@NDIRF.com	Community Group - (Local School Boards) CEO, ND Insurance Reserve Fund	July 1, 1997 - June 30, 2000
Dr. Donna Thigpen Box 5587 Bismarck ND 58506-5587 701-224-5430 thigpen@gwmail.nodak.edu	Community Group - (Higher Education) President, Bismarck State College	July 1, 1998 - June 30, 2001
Mr. David "White Thunder" Trottier PO Box 266 Dunseith ND 58329-0266 701-244-5242, Ext 124 david.trottier@turtlemtn.com	Business - Chiptronics, Inc.	July 1, 1997 - June 30, 2000

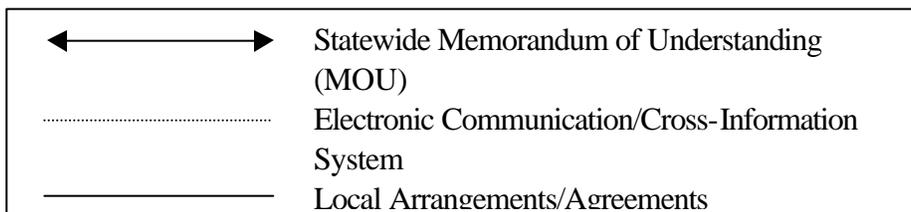
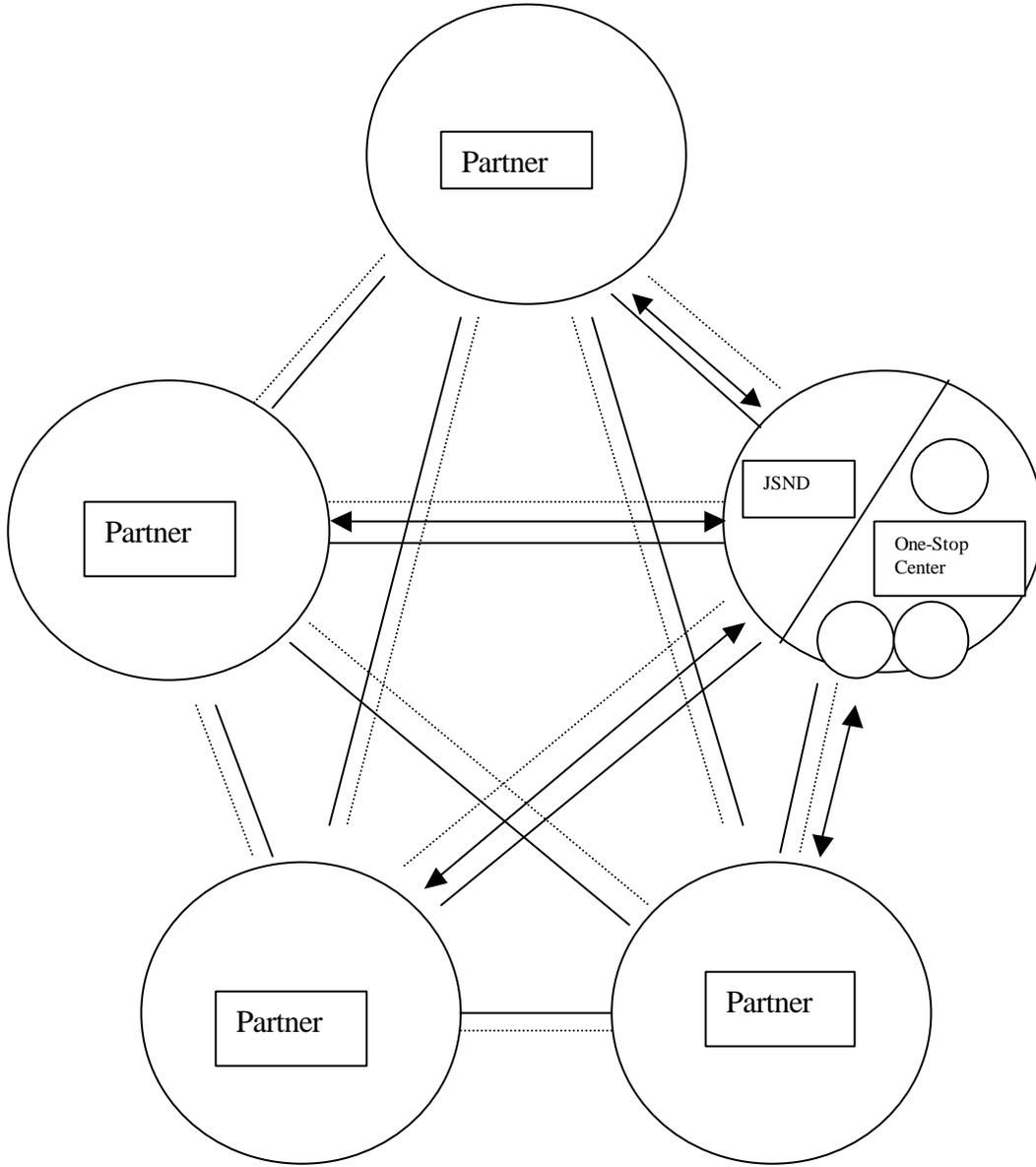
**APPENDIX G****NDWDC****Page 7**

<b>NAME</b>	<b>CATEGORY</b>	<b>APPOINTMENT</b>
Ms. Jodi Uecker-Rust 1701 - 38 <sup>th</sup> Street SW Fargo ND 58103 701-281-6805 <a href="mailto:juecker@GreatPlains.com">juecker@GreatPlains.com</a>	Business - Great Plains Software	July 1, 1999 - June 30, 2000 (Council President & Executive Committee Chair)
Mr. Bruce Walker 219 South Main Minot ND 58701 701-852-0136 <a href="mailto:cb@minot.com">cb@minot.com</a>	Business - Coldwell Banker, 1 <sup>st</sup> Minot Realty	July 1, 1999 - June 30, 2002
Mr. Fraine C. Zeitler 1833 E Bismarck Expressway Bismarck ND 58504-6708 701-328-5345 <a href="mailto:fzeitler@state.nd.us">fzeitler@state.nd.us</a>	Ex Officio Member/No Vote Council Director and Secretary	Open-ended (Executive Committee)

# WORKFORCE DEVELOPMENT STRATEGIC PLAN

## APPENDIX H

### ONE-STOP DELIVERY SYSTEM MODEL



**One-Stop Delivery System Desired Outcomes**

**A. Customer Satisfaction**

- 1) Develop a common customer-service understanding with which all partners agree.
  - a) Develop a referral philosophy. “We won’t let the customer out of our sight until they are prepared to go where they want to go.”
  - b) Establish a formal customer-satisfaction feedback process.
  - c) Develop a common protocol for intake by One-Stop Delivery System Partners. (What do we ask the customer after the initial “Hello, How Are You, How may I help you?” questions.)
  - d) Establish referral guidelines on what is needed to refer customers to another service provider.

Create a 2-person team to develop the philosophy, feedback process, protocol, and guidelines.

- 2) Customer satisfaction is based in cross-informing staff rather than in cross-training them. Cross-informing means having access to information about other agencies, services, schedules, etc. for customers. Cross-training may occur up to the point of initial intake, and means training staff in how to do other staff’s work.

**B. Communications and Cross-Informational Tool**

- 1) Develop an electronic, web-based communication and cross-informational tool that provides staff with the information about other agencies/services/schedules/etc to provide satisfactory customer service. Develop the tool initially for use by service providers, then to be made available to customers for self-service.
  - a) Step 1—Develop the tool for sharing of program/service information.
  - b) Step 2—Interface the tool with various agency’s databases if the interface proves useful and cost effectiveness.

Create a 2 person team 1) do a high-level design of the system, 2) get an estimate of effort/cost to build, and 3) develop a prototype to demonstrate the tool to users and department heads. Users would be involved in approving of the system concept. To gather information for the system, they would look at other systems, such as the TEEM system, for ideas.

- 2) Standardize the kind of information provided, how it is presented, and how it is provided, so staff and customers become familiar with getting information in a uniform way.
- 3) Each agency names a person to be responsible for the web-site information. A webmaster would be selected by partners.

## **APPENDIX H**

### **ONE STOP**

#### **Page 3**

- 3) Provide training in what the tool is and benefits of use. Training should be able to be accomplished in 15-30 minutes. Use of the tool should be self-evident.

#### **C. Memorandum of Understanding**

- 1) Develop one general state-wide MOU for all mandatory partners to sign. Develop local agreements to clarify local issues, establish local work arrangements, etc.
- 2) The state-wide MOU should be signed by the North Dakota Workforce Development Council, the One-Stop Delivery System Partners and the One-Stop Center operator.
- 3) One-Stop Centers may have any number of co-located partners as determined locally and covered by a local agreement between the Center and the partner(s). The model suggests that co-located partners have a presence both at the Center and at their local agency office.

**WORKFORCE DEVELOPMENT STRATEGIC PLAN**

**APPENDIX I**

**STRATEGIC FIVE-YEAR STATE  
WORKFORCE DEVELOPMENT PLAN**

**Title I of The Workforce Investment Act of 1998  
And the Wagner-Peyser Act**



**GROWING**  
North Dakota

North Dakota Workforce Development Council

*"Making Good Things Happen for North Dakotans"*

**MEMORANDUM OF UNDERSTANDING**  
*(15 Feb 2000)*

**For the Period of**

**July 1, 2000 - June 30, 2005**

**ONE-STOP DELIVERY SYSTEM**

North Dakota Workforce Development Council    1833 East Bismarck Expressway  
Bismarck ND 58504-6708    701-328-5345

[www.state.nd.us/wia](http://www.state.nd.us/wia)

# MEMORANDUM OF UNDERSTANDING

## State of North Dakota One-Stop Delivery System Partners

### Introduction

The purpose of this Memorandum of Understanding (MOU) is to provide and improve workforce development services to all North Dakota citizens through a One-Stop Delivery System. This MOU between the North Dakota Workforce Development Council (NDWDC), the One-Stop Center Operator (Job Service North Dakota) and the One-Stop Delivery System Partners is a requirement of the Workforce Investment Act of 1998. Guidelines for creating and maintaining effective collaborative working relationships under this concept are outlined in this MOU. A more detailed explanation of the North Dakota workforce development system and the delivery of client services can be found in the Strategic 5-Year State Workforce Development Plan.

### Preamble

North Dakota is envisioned as a state where all citizens are committed to creating new wealth and dedicated to improving their standard of living with expected higher than average per capita incomes. As a result, North Dakota will be viewed as a state where well paying jobs are not an exception and where workforce skills are second to none. North Dakota will be seen as a state with a business climate that fosters the expansion of existing successful businesses and the formation of new firms who are contributors and participants in the overall economic well being of the state.

### Core Values

- Wealth and job creation drives economic and workforce development.
- Economic and workforce development execution is a local decision.
  - a. Communities must develop the leadership base, capacity, and vision for their town or region.
  - b. Communities must be responsible for creating the relationships and quality of life values that support their vision and targets of opportunity.
- Business requirements are the genesis of the workforce development knowledge supply chain. Employers hire people but they buy skill sets (competencies) needed to compete successfully.
- Employers need qualified employees—not categories.
  - a. At a minimum, employees must be able to speak, write, read, listen, or otherwise communicate, and demonstrate critical thinking, problem solving and computing skills with or without accommodation.
  - b. All employees must express a desire to learn.

- Individuals have a choice. However, that choice must be accompanied by a responsibility for one’s decisions and accountability for one’s career actions. Making informed choices is central to building an effective career plan.
- All individuals have skills that can be employed somewhere in the workplace.
  - a. Individuals are unique.
  - b. Job structures may require modification to accommodate the available workforce.
- All North Dakotans are needed for a sustainable, growing economy.
- Accurate information, active partnerships, continuous communication, and integrated planning are critical for an effective workforce development system.

**Purpose of the One-Stop Delivery System Partnership**

The One-Stop Delivery System consists of service providers, clients, centers, linking activities, information, and relationships all focused on providing customized, responsive, and effective workforce development services. To this end, all of the One-Stop Delivery System Partners, hereafter referred to as Partners, agree to:

- Provide quality service to all clients.
- Reduce or eliminate duplication of products and services and focus on helping other Partners perform their assigned mission as effectively as possible.
- Review and discuss this agreement periodically as a means for making continuous improvements in the workforce development system.
- Make the best possible use of all funding sources in providing our clients quality, responsive, and customized products and services.
- Be flexible and innovative in the design and delivery of services and products consistent with legal, ethical, and overall efficiency requirements.
- Make North Dakota's workforce globally competitive through this collaborative partnership.

**MANDATORY ONE-STOP DELIVERY SYSTEM PARTNERS AND PROGRAMS**

<b>PROGRAM</b>	<b>ENTITY</b>	<b>REPRESENTATIVE</b>
WIA & One-Stop Delivery System Oversight	North Dakota Workforce Development Council	Ms. Jodi Uecker-Rust Council President
One-Stop Center Operation	Job Service North Dakota	Ms. Jennifer Gladden Executive Director
Adult Programs-WIA Title I	Job Service North Dakota	Ms. Jennifer Gladden Executive Director
Adult Education-WIA Title II	Department of Public Instruction	Dr. Wayne Sanstead Superintendent of Public Instruction

<b>PROGRAM</b>	<b>ENTITY</b>	<b>REPRESENTATIVE</b>
Client Assistance Program WIA-Title IV	Department of Human Services	Ms. Carol Olson Executive Director
Community Service Block Grant	Division of Community Services	Ms. Dina Butcher Executive Director
Dislocated Worker WIA- Title I	Job Service North Dakota	Ms. Jennifer Gladden Executive Director
Employment Service	Job Service North Dakota	Ms. Jennifer Gladden Executive Director
Indian & Native American Programs	Three Affiliated Tribes  Standing Rock Sioux Tribe  Turtle Mountain Band of Chippewa Spirit Lake Nation  Sisseton-Wahpeton Sioux Tribe Trenton Indian Service Area	Mr. Tex Hall Chairman Mr. Charles Murphy Chairman Mr. Richard LaFromboise Chairman Mr. Phillip Longie Chairman Mr. Andrew J. Grey, Sr. Chairman Mr. Everette Enno Chairman
Job Corps	Burdick Job Corps Center  Job Service North Dakota	Ms. Lyn Dockter-Pinnick Center Director Ms. Jennifer Gladden Executive Director
Job Insurance	Job Service North Dakota	Ms. Jennifer Gladden Executive Director
Migrant Seasonal Farm Workers Programs	Motivation, Education & Training, Inc.	Mr. Lee Starken Regional Director
NAFTA Transitional Adjustment Assistance	Job Service North Dakota	Ms. Jennifer Gladden Executive Director
Postsecondary Vocational Education Programs - Perkins	State Board for Vocational & Technical Education North Dakota University System	Mr. Mel C. Olson State Director Mr. Larry Isaak Chancellor
Trade Adjustment Assistance	Job Service North Dakota	Ms. Jennifer Gladden Executive Director

<b>PROGRAM</b>	<b>ENTITY</b>	<b>REPRESENTATIVE</b>
Title V--Older Americans Act	Job Service North Dakota  Green Thumb  AARP	Ms. Jennifer Gladden Executive Director Ms. Connie McBride State Project Director Ms. Cherrie Davis Acting State Director
Veterans' Employment & Training Service, Title 38	Veterans' Employment & Training Service	Mr. Richard D. Ryan State Director
Vocational Rehabilitation Title IV- WIA	Vocational Rehabilitation	Mr. Gene Hysjulien Director
Welfare-to-Work	Job Service North Dakota	Ms. Jennifer Gladden Executive Director
Youth WIA, Title I	Job Service North Dakota	Ms. Jennifer Gladden Executive Director

## **MEMORANDUM OF UNDERSTANDING PROVISIONS**

### **Services To Be Provided Through The One-Stop Centers**

The Governor has designated Job Service North Dakota as the One-Stop Centers Operator. These One-Stop Centers will be located initially in Fargo, Grand Forks, Bismarck and Minot. Other sites and partners will be electronically linked to the Centers thus creating a virtual workforce development system provider network. The client will have ease of access to a seamless workforce development system. One-Stop Delivery System Partners should provide program information to all Partners. This will ensure that all Partners are knowledgeable of each other's programs and will assist the One-Stop Center staff in meeting client needs and making appropriate referrals. As a minimum, this information should include a brief description of the program and services available; eligibility requirements; application procedures; point of contact to include name, telephone number, fax number, address, and email address; and the Partner's web site address if applicable. Partners are responsible for informing each other when or if the availability of a service may be affected by a funding shortfall or there is a significant change in program services and products.

The One-Stop Centers are one of many entry points into the workforce development system. Those clients who access services or request assistance directly through the One-Stop Centers will be provided initial core services by the One-Stop Center staff. Once it has been determined that the client could be better served by a Partner(s) other than the One-Stop Center, the client will be physically or electronically referred to the appropriate Partner(s)(positive handoff).

Likewise, when other Partners determine that the client could be better served by a different

Partner(s) or the One-Stop Center, the client will be referred or "handed off" to the appropriate Partner(s). The Partner responsible for the services and products designated in the Partner's program will retain responsibility for the client until the services are provided or the client terminates the request for services.

This MOU does not relieve any Partner of program administration, performance, and accountability responsibilities outlined in the governing program Act or Law. It is not the intent of this MOU to interfere with a Partner's responsibility for administering assigned programs, where they are the federal or state grantee, to include case management, eligibility determination, performance standards, and the service plan for the client. It is the expectation of this MOU that Partners will provide clients with the best services while making the optimum use of available resources. WIA funds are funds of last resort and, therefore, a collaborative, responsive team approach is critical to meeting the needs of the client.

Client pathways for obtaining core services from the One-Stop Centers will be determined and developed locally.

### **Customer Referral Information System (CRIS)**

A critical linking piece in the One-Stop Delivery System is the Customer Referral Information System (CRIS).

This is an Internet-based "information warehouse" containing workforce development program services and products details. All WIA mandatory Partners participating in the One-Stop Service Delivery System are expected to contribute to the design, development, operation, and maintenance of the CRIS if the One-Stop Delivery System is to be viable. Costs of the CRIS will be negotiated among the mandatory Partners. A task team of the Unified State Plan Working Group (USPWG) is developing the CRIS, which should be available sometime in the third quarter of Calendar Year (CY) 2000. (The USPWG is a voluntary entity consisting of mandatory WIA Partner members and other community-based organizations that provide workforce development services and products. This working group is a part of the NDWDC structure and is facilitated by the Director, NDWDC.) In those instances where the state entity or grantee receives program funds which are allocated to a subgrantee or local organization, participation in the CRIS will be a local entity decision. The local entity will enter into an agreement with the One-Stop Center manager for any participation in the CRIS to include cost sharing with the other Partners. Unless otherwise authorized, a Partner will not charge for services and products they provide or for which they receive specific federal or state funding. But a Partner(s) is expected to share in the cost of a new service or product that he/she requests if that new service or product is not funded in any authorizing program legislation.

The NDWDC and the One-Stop Delivery System Partners, through the USPWG, will develop common protocols and processes and offer system solutions that can reduce administrative costs and improve the delivery of client services. This working group brings together a wide variety of expertise and experience that can be focused for problem solving and system investment recommendations. USPWG projects may include common intake procedures, sharing of official public information, performance measurement data, customer satisfaction surveys, and the use of wage information for mandatory reporting. When required, the necessary agency confidentiality

and privacy agreements will be completed to protect the privacy of individual clients. The USPWG is committed to making the best use of existing processes, management information systems and data bases while designing new innovative approaches to workforce development.

### **Conflict Resolution and Grievance Procedures**

Conflicts with or grievances by clients, between Partners, or between Partners and the NDWDC, should be negotiated and resolved at the lowest level possible. A clear written statement of the issue or problem, actions taken by all parties, and the desired outcomes expected from each party should form the framework for resolution. Clients should be advised of the grievance procedures used by the respective Partner(s) involved in the grievance action as soon as possible, and the clients should be kept abreast of the grievance processing in a timely manner until the matter is resolved.

When conflicts or grievances between Partners cannot be resolved satisfactorily, these issues will be elevated to the NDWDC for resolution. Matters that cannot be satisfactorily resolved by the NDWDC will be referred to the Governor for review and additional remediation. The grievance may be taken to the federal level depending on the nature of the grievance and the governing Act or Law.

### **Duration and Modification of Plan**

This Memorandum of Understanding will be in effect July 1, 2000, and it will remain in effect until June 30, 2005 or until any or all of the One-Stop Delivery System Partners request a revision. This MOU will be reviewed by all Partners at least annually. Any Partner may request, in writing, amendments to the MOU at any time from the NDWDC. However, the other Partners must be afforded the opportunity to comment on the proposed amendments before they are presented to the NDWDC. All requests will be presented to the Council for final approval. State agencies and providers using federal or state funds should request a change in this MOU from the NDWDC when funding allocations or program services are either eliminated or significantly reduced by Federal or State legislative action.

If a One-Stop Delivery System Partner does not sign the original MOU or future amendments, the Chair of the North Dakota Workforce Development Council will notify the Governor. If the impasse cannot be resolved between the Partners and the Council through further negotiation or mediation, the Governor will then attempt to remedy the points of contention. Should that action by the Governor fail to obtain written agreement to the MOU or future amendments, the Governor shall notify the Secretary of Labor and the national office of the Partner who has not signed the MOU. Required WIA Partners who do not sign the MOU may be removed from the NDWDC, the Youth Development Council and the USPWG by the Governor.

### **Special Provisions**

The North Dakota Workforce Development Council and the One-Stop Operator have developed a lead entity Memorandum of Understanding (MOU) which is general in nature. This sets the direction and provides enough flexibility so each Partner may develop more detailed local agreements with other Partners to address specific requirements unique to that region or Center. Costs for any new services outlined in local agreements that are not covered under this MOU should be negotiated at the local level. Partners should also include the name of the person who will have final review and approval authority for their portion of the local agreements, especially when fiscal responsibilities are retained at a higher level.

One-Stop Delivery System Partners will ensure that their programs and services are accessible to persons with disabilities, and that information will be made available in accessible formats upon the individual's request.

Oversight of this MOU will be the responsibility of the North Dakota Workforce Development Council.

**Signatures**

_____ <b>(Chair/NDWDC)</b>	_____ <b>(Date)</b>
_____ <b>(One-Stop Center Operator)</b>	_____ <b>(Date)</b>
_____ <b>(Superintendent of Public Instruction)</b>	_____ <b>(Date)</b>
_____ <b>(Executive Director, Department of Human Services)</b>	_____ <b>(Date)</b>
_____ <b>(Executive Director, Div of Community Services)</b>	_____ <b>(Date)</b>
_____ <b>(Chairman, Three Affiliated Tribes)</b>	_____ <b>(Date)</b>
_____ <b>(Chairman, Standing Rock Sioux Tribe)</b>	_____ <b>(Date)</b>
_____ <b>(Chairman, Turtle Mountain Band of Chippewa)</b>	_____ <b>(Date)</b>
_____ <b>(Chairman, Spirit Lake Nation)</b>	_____ <b>(Date)</b>
_____ <b>(Chairman, Sisseton-Wahpeton Sioux Tribe)</b>	_____ <b>(Date)</b>

**Signatures (Continued)**

_____ <b>(Chairman, Trenton Indian Service Area)</b>	_____ <b>(Date)</b>
_____ <b>(Center Director, Burdick Job Corps Center)</b>	_____ <b>(Date)</b>
_____ <b>(Regional Director, MET, Inc.)</b>	_____ <b>(Date)</b>
_____ <b>(State Director, State Board of Vocational &amp; Technical Education)</b>	_____ <b>(Date)</b>
_____ <b>(Chancellor, North Dakota University System)</b>	_____ <b>(Date)</b>
_____ <b>(State Project Director, Green Thumb)</b>	_____ <b>(Date)</b>
_____ <b>(Acting State Director, AARP)</b>	_____ <b>(Date)</b>
_____ <b>(State Director, Veterans Employment &amp; Training Services)</b>	_____ <b>(Date)</b>
_____ <b>(Vocational Rehabilitation Services)</b>	_____ <b>(Date)</b>

# WORKFORCE DEVELOPMENT STRATEGIC PLAN

## APPENDIX J

### COMMENTS SUMMARY

#### Bismarck

ISSUE	SUGGESTION/COMMENT
Definitions	Please include a definition of skill sets in Appendix Z
Skill Standards	Should there be more coverage of national and industry skill standards? Include in Definitions, Appendix Z?
Youth Development	The Youth Development Council should consider more extensive Support Groups for youth that leave the Youth Correctional Facility in Mandan
Youth Development	Encourage the new Youth Development Council to devote more time to preventive strategies
Industry Skill Standards	Can the Council provide the business sector and training providers more information on where industry and national skill standards can be obtained?

**APPENDIX J**

**Comments Summary**

**Page 2**

**Wahpeton**

<b>ISSUE</b>	<b>SUGGESTION/COMMENT</b>
Communication	Please consider other means of getting the Plan and MOU information out to the public and the different providers
Targeted Investments	(The group agreed with the need to invest limited training dollars in those areas that are growing and have excellent wages and also will help the state to diversify)
Partnerships	Stress the partnership concept more in the Plan and in the daily contacts of the Council
Wage Level	Are you going to consider setting a wage level for an occupation to be placed on the demand occupation listing?
Customer Referral Information System	(Group thought this was an excellent idea-- need more of this cross-sharing of program information)
Marketing	How does the Council intend to market the Plan and the One-Stop Delivery System?
Attitudes	Group agreed that new employees and job seekers need to develop attitudes that employers are seeking like solid work ethic, punctuality, customer service, willingness to learn, honesty

**APPENDIX J**

**Comments Summary**

**Page 3**

**Devils Lake**

<b>ISSUE</b>	<b>SUGGESTION/COMMENT</b>
Workforce Training	The four community colleges responsibility for workforce training should be expanded in the State Plan
Workforce Training and Relationship to Primary and Secondary Sectors (Appendix D)	The four community colleges are required to serve more than just primary sector businesses
Workforce Training Relationships (Appendix Z)	The four community colleges must develop long-term relationships with their business clients to provide responsive training services
Language	The Plan reads like a Job Service Plan versus a ND Workforce Development Council Plan; revise and write in broader terms; stress partnerships
Language	The Plan reads like a compliance document versus a strategic planning piece
Other Programs	Should be stronger reference to School-to-Work
Industry Skill Standards	What are the workforce training providers (NDUS) to do when the business client doesn't want or care about industry skill standards?

**APPENDIX J**

**Comments Summary**

**Williston**

<b>ISSUE</b>	<b>SUGGESTION/COMMENT</b>
One-Stop Delivery System	Why isn't Workers Comp a part of the System?
Persons with Disabilities	What happened to the North Dakota HIREs initiative that was started almost 2 years ago? This was a much needed program and ties in with the concepts outlined in the Plan
Customer Referral Information System	Good concept! Need more of this
Local Agreements	Williston State College has been very successful in providing workforce training because all of the local entities are working together in a partnership--Job Service, Vocational Rehabilitation, Community Service, WSC; allow for more local agreements to meet local and regional needs
Workforce development system	This new approach makes sense; how will you educate other audiences about this approach?

# WORKFORCE DEVELOPMENT STRATEGIC PLAN

## APPENDIX K

### SELECTION OF SERVICE PROVIDERS

#### **Background:**

Core and intensive services for adults and dislocated workers may be provided directly through the One-Stop Center Operator or through contracts with service providers approved by the local board.

Training services for adults and dislocated workers may be provided through contract, rather than individual training accounts, for programs of demonstrated effectiveness offered by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment.

The WIA requires the local board (NDWDC) to identify eligible providers of youth activities by awarding grants or contracts on a competitive basis, based on the recommendations of the Youth Council and on the criteria contained in the State plan; and to conduct oversight of the providers.

#### **Policy:**

##### **A. General**

To avoid duplication, the One-Stop Center Operator will provide services and activities under Title I of WIA. If it is determined that specific services needed may be provided more efficiently or effectively by another entity, a service provider will be selected using the following competitive process except when partnering and collaboration are part of the project development.

The State WIA Administrative Entity will develop two lists of potential service providers that have submitted a written expression of interest in providing adult/dislocated worker activities and youth activities. Solicitation of interested providers will be done through statewide advertisement to begin the initial lists and will be repeated every two years to reach new providers. Providers may be added to the lists at any time by submitting a written expression of interest in providing adult/dislocated worker activities or youth activities.

When it is determined that specific services needed may be provided more efficiently or effectively by another Partner or entity, the State WIA Administrative Entity will develop a request for proposal identifying the program design requirements and expected outcomes. The expected outcomes will be established based on the activity and the characteristics of the customers to be served. The outcomes established may not be the same as the core indicators of performance, but will result in achieving desired project outcomes, as well as, continuously improving system performance. The request for proposal will be sent to all providers on the appropriate list, either adult/dislocated worker or youth, for the geographic area.

All proposals received will be reviewed and rated uniformly by State WIA Administrative Entity. (See attached Provider Contracting Rating Sheet) The rating process will include an evaluation to determine that the proposal addresses all program design requirements, a cost analysis, and a review of the provider's past performance. In addition, the rating process will evaluate the key program design requirements versus the desired expected outcomes.

The highest rated provider will be selected. If only one proposal is received, it will be rated to determine it meets the minimum requirements before the provider is selected.

Before a contract is negotiated, a pre-award review will be completed by the State WIA Administrative Entity to evaluate the provider's ability to administer and complete the contract.

**B. Training Services for Special Populations**

A contract for services may be developed when it is determined there is a training services program of demonstrated effectiveness offered by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment. The following criteria will be used to determine demonstrated effectiveness:

- a. Financial capacity of the organization;
- b. Demonstrated performance in measures appropriate to the program, including completion rates, attainment of skills, certificates or degrees, placement in unsubsidized employment, and retention in employment; and
- c. How the specific program relates to the workforce investment needs identified in the local plan.

Special participant populations that face multiple barriers to employment are populations of low-income individuals that are included in one or more of the following categories:

- a. Individuals with substantial language or cultural barriers;
- b. Offenders;
- c. Homeless individuals;
- d. Deficient in basic literacy skills;
- e. School dropout;
- f. Single parent;
- g. Individuals in rural areas with limited employment opportunities; and
- h. Other hard-to-serve populations that may be defined by the Governor.

**C. Partnering and Collaboration Projects**

Service providers will not be competitively selected when projects are developed through local collaboration and partnering. Before a local agreement is negotiated, a pre-award review will be completed by the One-Stop Center Operator to evaluate the provider's ability to administer and complete the project.

**D. Reporting**

1. Adult and Dislocated Worker Services

The One Stop Center Operator will provide the NDWDC a summary of the request for proposal, rating and selection process and quarterly contract status and performance reports. Based on the evaluation of the reports, the NDWDC will determine the continuation of provider contracts.

2. Youth Services

The Youth Development Council and/or the One-Stop Center Operator may determine the need for contracted youth services.

The State WIA Administrative Entity will provide the Youth Development Council a summary of the request for proposal, rating and selection process and quarterly contract status and performance reports. Based on the evaluation of the reports, the Youth Development Council will make recommendations to the NDWDC on the continuation of provider contracts.

**1 Attachment**

Provider Contracting Rating Sheet



**PROVIDER CONTRACTING RATING SHEET**  
 JSND/EMPLOYER & APPLICANT SERVICES  
 SFN 51929 (R. 5-00)

Contract \_\_\_\_\_ Responder \_\_\_\_\_  
 Review Team \_\_\_\_\_  
 Review Date \_\_\_\_\_

Criteria	Points	
1. Did the responder address each of the required areas?	0 - 5	
Comments:		
2. Cost Analysis:	0 - 10	
Comments:		
3. Ability to meet program design requirements.	0 - 25	
A.	5	
B.	5	
C.	5	
D.	5	
E.	5	
Comments:		
4. Integrity, Business Ethics.		
Attorney General - Consumer Fraud Division	10	
Comments:		
5. General Quality of the Proposal.	10	
Comments:		
TOTAL POINTS (Max = 60)		

**Job Service North Dakota is an equal opportunity employer/program provider.  
 Auxiliary aids and services are available upon request.**

# WORKFORCE DEVELOPMENT STRATEGIC PLAN

## APPENDIX Z

### Definitions

*Economic development* refers to the creation of new wealth that raises the standard of living and quality of life for individuals, communities, regions, and the state. Jobs are important but the creation of new or additional wealth is the key objective.

*Mandatory Partners:* These include members of the One-Stop Delivery System who are the providers of the following programs: Adult, Dislocated Worker, Youth, Employment Service, Adult Education, Postsecondary Vocational Education, Vocational Rehabilitation, Welfare-to-Work, Title V of the Older Americans Act, Trade Adjustment Assistance (TAA), NAFTA Transitional Adjustment Assistance, Veterans Employment & Training Programs, Community Service Block Grant, HUD Employment & Training Activities, Job Insurance, Job Corps, Indian & Native American Programs, Migrant and Seasonal Farm Worker Programs

*Memorandums of Understanding:* An agreement between the Council and the One-Stop Delivery System Partners, with the approval of the Governor, to govern the Operation of the One-Stop Delivery System. The agreement must include provisions that address: services to be provided, costs, methods of referral of clients, and the duration and process for amending the memorandum.

*The One-Stop Delivery System* consists of service providers, clients, centers, linking activities, information, and relationships all focused on providing customized, responsive, and effective workforce development services.

*One-Stop Center:* A seamless system of service delivery that is created through the collaboration of entities responsible for separate workforce development funding streams. Is designed to enhance access to services and improve outcomes for individuals seeking assistance.

*One-Stop Center Services (WIA-Three Levels):*

- *Core Services (Level One):* Determination of eligibility for services, intake and orientation services, assessment of skills, job search to include placement and career counseling, labor market information, program and program performance information, information on support services, information on completing Job Insurance forms, eligibility determination for welfare-to-work, and follow-up services.
- *Intensive Services (Level Two):* Available for unemployed individuals who have completed Core but unable to get a job or those employed but need help to reach a sustainable wage. Services include: comprehensive and specialized assessment, individual employment planning, group counseling, individual and career counseling, case management for training services, short-term vocational services, and basic skills.
- *Individual Training (Level Three):* Available only to those who complete Core and Intensive Services and still can't obtain employment. Services may include: basic skills, occupational skills, customized instruction, cooperative education, employability training, and private sector upgrade and retraining.

## APPENDIX Z

### Definitions

#### Page 2

- *Individual Training Accounts (ITAs)*: An authorization issued only to eligible providers for eligible clients to enroll with priority given to welfare and low-income individuals.

*One-Stop Center Operator*: The entity or individual responsible for administering the One-Stop Center and their role may range from simply coordinating the service providers in the center to being the primary provider of services at the center.

*Primary sector* industries are those that engage in the creation of products and/or services that are sold outside the region or state. The majority of these sales result in new or additional money brought to the state.

*Skill sets* are broad outcomes or competencies that result from: an instructional system based on standards designed to satisfy specific industry work requirements; an accumulation of knowledge, skills, and attitudes developed over a period of time through informal work and learning experiences; or a combination thereof. These skills may include basic and technical skills mastery.

*Skill standards* identify what people need to know and be able to do to successfully perform work-related functions within an industry sector. Specifically standards define the work to be performed, how well the work must be done, and the level of knowledge and skill required.

*Workforce development* refers to the overall umbrella comprising the three primary components of the workforce development system:

- a. The future workforce, which includes the students served by the K-12, post-secondary, and proprietary institutions. In this component, the students are the direct customers of the service delivery system.
- b. The existing workforce that is unemployed, displaced, disadvantaged or under-employed and has been traditionally served by the state and federal employment and training programs. In this component, individuals are the direct customers of the service delivery system.
- c. The existing employed workforce. Many employed individuals take advantage of life-long learning and continuing education opportunities to upgrade their job skills, but this component usually involves training and education provided to the employees by or through the business itself. In this component, the individual is the primary beneficiary of the training, with support and arrangements usually provided by the employer.

*Workforce training*, or *jobs training*, is one subset of the overall workforce development delivery system, and refers to the more immediate service relationships involved in responding to short-term business and industry needs. It is business and industry driven and often involves customized or contract training. The business is usually the direct client of the services delivered.

## **OTHER PLANS TO BE INCLUDED IN THE UNIFIED STATE PLAN**

### **ATTACHMENTS**

- A. Veterans' Services Plan
- B. Adult Education and Literacy
- C. Vocational Rehabilitation

# **JOB SERVICE NORTH DAKOTA**

## **VETERANS' SERVICES PLAN**

Activities authorized under chapters 41 & 42 of Title 38, USC, and 20 CFR 1001 (Veterans Programs, including Veterans Employment, Disabled Veterans' Outreach Program, and Local Veterans' Employment Representative Program)

For

July 2000 – June 30, 2005

Based on activities authorized under chapters 41 and 42 of title 38, U.S.C., Job Service North Dakota will provide maximum employment and training opportunities to veterans with priority given to disabled, recently separated, Vietnam-Era, and other veterans. Implementation of these activities identified in 38 U.S.C., chapters 41 and 42 will be in accordance to the U.S. Department of Labor's regulations defined in 20 C.F.R. 1001. We shall strive to attain and exceed the goals set forth in the Veterans Performance Standards as outlined in the negotiated preference points for Option 3 (22 and over) and determined by our agency and the director of the Veterans Employment and Training Service (VETS).

Those goals shall be accomplished through support of management for the provision of services to veterans based on the mandated duties and responsibilities outlined in our contract/grant with the Veterans Employment and Training Service. Provision of service to veterans, shall be provided by all Job Service staff in fulfillment of our responsibilities under the Wagner/Peyser Act. Veterans will be given priority in referral to job openings, training opportunities, and all other services provided by Job Service North Dakota.

Job Service North Dakota will continue its cooperative agreement with the Department of Veterans Affairs (VA) in the provision of services to veterans. This includes outreach/outstation activity at the VA Hospital, Vet Centers, and mutual referral of veterans in need of services. The Veterans Employment Coordinator at the state level and the LVERs and DVOPs at the local level will continue to maintain a viable relationship with all veteran organizations in the state. Job Service North Dakota will maintain a close working relationship with the North Dakota Department of Veterans Affairs and with all of the county veteran service officers to coordinate information and activity for service to all veterans.

The Transition Assistance Program (TAP) will continue to receive the support that Public Law 101-510 provides in service to our veterans. Job Service will continue to assist with the TAP. Job Service will devote the amount of staff time required for TAP facilitation at the Grand Forks and Minot Air Force Bases. Up to 5 percent of the total DVOP/LVER staff time available will be devoted to this activity. If appropriate, based on available personnel resources concerning Grand Forks and Minot Air Force Bases, Job Service will assign other trained and qualified staff to fulfill the TAP facilitation role.

Regional LVERs and DVOPs will maintain and develop relationships with all community-based organizations, utilize the news media, and contact employers to promote the employment and training of veterans. They will also work closely with other state agencies to provide the maximum of service to veterans without duplication of effort. The dedication and cooperation of the LVER, DVOP, and other staff in the customer support areas of Job Service North Dakota will ensure a high level of service to veterans.

## **Intake, Assessment, and Registration**

1. Veterans will be allowed to register at all Job Service North Dakota locations which offers registration using standardized data elements as prescribed by Federal guidelines. Individual needs of veterans may be assessed to access core services, intensive services, and training services, as needed, in all one-stop delivery systems, to determine the appropriate level of service to be provided. If veterans' needs cannot be met at the point of intake, veterans will be referred promptly to the appropriate service provider. If requested by a veteran, access to an LVER or DVOP staff member will be provided.
  1. Job Service North Dakota staff will encourage Veterans to identify themselves in order to establish their eligibility for priority for services funded by the Wagner-Peyser Act. Veterans will be provided the options to:
    - A. self-register for core services
    - B. request assessment for intensive services, and/or
    - C. request assessment for training services as appropriate to meet their needs.
  2. Qualified veterans will be provided priority in all services provided under the Wagner-Peyser act at the point of intake and in assessment for all services.
  3. Performance will be measured by comparing needs to veterans as identified at the point of intake with the service provided at the point of exit. Based on guidance from VETS, measures of performance will be client-centered, outcome-orientated and will include timeliness of services provided.

## **Mediated and Non-mediated Services in Placement, Development of Jobs And Job Training Opportunities**

1. Veterans assessed, as being "job ready" will be provided with priority access to job information services, including all types of job referrals funded by the Wagner-Peyser Act. In those instances where appropriate job listings are not available, veterans will be instructed in the use of self-directed job search techniques and technology. Veterans who are unsuccessful in accessing job opportunities will be identified and provided job development services.
2. Veterans will be provided with maximum access to labor market information. Services provided will be customer driven. Where available, veterans will be trained in the use of technology, Internet resources, and other career information delivery systems including ALMIS.
3. DVOP and LVER staff will provide technical assistance and training to Job Service North Dakota staff relative to programs, resources and the priority of services for veterans. LVER staff, as functional supervisors for veterans' services, will make recommendations to Job Service North

Dakota for improvements in services to veterans. DVOP and LVER staff will, where feasible, provide direct services or assist Job Service North Dakota staff in the provision of priority services for veterans under the Wagner-Peyser Act.

4. Job Service North Dakota will be responsible for assuring priority services for veterans leading to achievement of performance standards for veterans' services within the one-stop delivery system. Measures of Performance for veterans' services will be negotiated between VETS and Job Service North Dakota.

#### Outreach/Out-stationing of LVER/DVOP Staff

1. LVER and DVOP staff will provide outreach services to veterans at Job Service North Dakota Offices that have no LVER or DVOP assigned. However, DVOP Staff assigned to these one-stop delivery systems may not be used to fulfill the mandated out-stationing requirement of Chapter 41 of 38 U.S.C. Outstation may include Transition Assistance Program (TAP) sites, Department of Veterans Affairs (DVA) facilities, or other sites, as appropriated and agreed to. All out-stationing sites of LVER and DVOP staff will be coordinated with the State VETS Director. DVOPs and LVERs are to conduct outreach to employers, community agencies, veterans' organizations, etc. and share the information gained from these contacts with Job Service North Dakota staff.
2. Veterans will be provided with options to obtain assistance at out-station sites, during scheduled outreach visits, at full-service centers, or by electronic access points. Other organizations and agencies will be encouraged to establish links to America's Job Bank.
3. Out-station/outreach sites will be encouraged to enter into formalized Memorandums of Understanding (MOU) to define the range of services available to veterans and the responsibilities of DVOP and LVER staff providing such services. MOUs will assure that veterans are provided priority in the services funded by the Wagner-Peyser Act at the center.
4. Measures of performance will include an annual assessment of all formal and informal agreements established to facilitate priority of services for veterans for Wagner-Peyser Act funded activities in one-stop delivery systems, including out-station and out-reach sites.

#### **Federal Contractor Program (FCP) and Veterans' Preference for Federal Jobs**

1. Federal Contractor Program job information and listings of Federal jobs will be available at all Job Service North Dakota Offices. LVER staff that is designated as Monitors for the workforce investment area will provide training to Job Service North Dakota staff relative to the Federal Contractor Job Listing Program and Complaint systems as well as Federal employment opportunities for veterans. Where feasible, the one-stop delivery system will establish a linkage with America's Job Bank using Internet technology to provide access to Federal Contractor and Federal Agencies job listings. Job Service North Dakota staff, in cooperation with LVER

Monitors; will promote the establishment of AJB links at other Community Based Organizations and Department of Veterans Affairs (State and Federal) offices.

2. Veterans will be provided both printed and electronic Federal Contractor Program and Federal job information, including information relative to filing complaints with the State VETS Director. Federal Contractors and Federal Agencies will be provided with recruitment assistance in accordance with their obligation for Affirmative Action and veterans' preference requirements pursuant to Chapter 42 of 38 U.S.C.
3. The FCP and Federal job opening listings will be integrated into all one-stop delivery systems to assure that veterans, Federal Contractors and Federal Agencies have full access to job listings, qualified applicants and program information. Veterans will be provided information in the filing of complaints as necessary. LVER and DVOP staff will provide technical assistance and staff training to Job Service North Dakota staff relative to Federal Contractor Programs.
4. Performance will be measured by comparing needs to veterans as identified at the point of intake with the service provided at the point of exit. Based on guidance from VETS, measures of performance will be client-centered, outcome-orientated and will include timeliness of services provided.

### **Case Management Services for Targeted Veterans**

1. LVER and DVOP and appropriate Job Service North Dakota staff will provide case Management services for targeted veterans. These Case Management services will parallel similar services provided for other customers within Job Service North Dakota.
2. Case Management services for targeted veterans will be client focused and client driven. Targeted veterans will be provided choices based upon need and the resources available to meet those needs. When necessary and when appropriate, clients will be assisted in accessing resources outside the one-stop delivery system.
3. Case Management services for veterans through the LVER and DVOP staff will include the resources of Job Service North Dakota and the Department of Veterans Affairs Vocational Rehabilitation and Counseling (VR&C) system. VETS will define the procedures and services to be provided to target veteran clients who are case managed. Case Management training at the National Veterans Training Institute (NVTI) will be requested for Job Service North Dakota staff, DVOP staff and LVER staff who will be providing case management services to veterans.
4. Measures of performance will track veterans who have been referred to the one-stop delivery system for Case Management Services by the DVA. Measures of performance will include the number of such veterans referred, the number of such veterans entered into case management, and the outcomes resulting from case managed systems. Common definitions of data will be negotiated

between VETS, Job Service North Dakota, and the DVA VR&C to insure standardized reporting of outcomes by each system.

**Role and Responsibilities of Public Employment Service Management and Staff in the Provision of Services to Veterans**

1. Compensation, personnel actions, terms and conditions of employment, including performance appraisals of LVERs and DVOPs will remain under the authority of Job Service North Dakota. LVERs will monitor and provide quarterly reports to the State VETS Director on the universality of veteran services provided by Job Service North Dakota staff and the access and receipt of these veteran services.
2. To assist customers to make an informed choice, Job Service North Dakota staff will provide information during the intake process that advises veterans of the advantages of registration to access special programs and services for veterans and the availability of special staff to discuss employment issues.
3. Job Service North Dakota staff will encourage and promote all programs participating in the Workforce Investment system to provide the maximum of employment and training opportunities to veterans.

Job Service North Dakota staff will be held responsible for assuring priority services for veterans where Wagner-Peyser, LVER, DVOP or public employment service resources are used. Measures of Performance for veterans' services will be negotiated between VETS and Job Service North Dakota. Program activity and program costs will be reported in accordance with the DVOP/LVER grant agreement

**PERFORMANCE STANDARDS OPTION 3 (22 AND OVER)  
PROGRAM YEAR 2000**

**Percentage for:**

**Individuals Placed/Obtained Employment**

Veterans and Eligible Persons	115%
Vietnam-Era Vets	120%
Disabled Vets	125%

**FCJL Placements**

Vietnam-Era Vets	120%
Special Disabled Vets	125%

**Counseling**

Veterans and Eligible Persons	115%
Vietnam-Era Vets	120%
Disabled Vets	125%

**Placed in Training**

Veterans and Eligible Persons	115%
Vietnam-Era Vets	120%
Disabled Vets	125%

**Job Development Contacts**

Veterans and Eligible Persons	115%
Vietnam-Era Vets	120%
Disabled Vets	125%

**Received Some Reportable Services**

Veterans and Eligible Persons	115%
Vietnam-Era Vets	120%
Disabled Vets	125%

**JOB SERVICE NORTH DAKOTA PERFORMANCE STANDARDS  
PROGRAM YEAR 2000**

**OPTION 3 (22 AND OVER)**

The negotiated preference points for Option 3 veterans' performance standards are as follows:

- a. Individuals Placed/Obtained Employment (22 and Over)
  - (1) Veterans and eligible persons shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 15 percent.
  - (2) Vietnam-Era veterans shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 20 percent.
  - (3) Disabled veterans shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 25 percent.
  
- b. FCJL Placements
  - (1) Vietnam-Era veterans shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 20 percent.
  - (2) Special disabled veterans shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 25 percent.
  
- c. Counseling
  - (1) Veterans and eligible persons shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 15 percent.
  - (2) Vietnam-Era veterans shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 20 percent.
  - (3) Disabled veterans shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 25 percent.

d. Placed in Training

- (1) Veterans and eligible persons shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 15 percent.
- (2) Vietnam-Era veterans shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 20 percent.
- (3) Disabled veterans shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 25 percent.

e. Job Development Contacts

- (1) Veterans and eligible persons shall be provided services at a rate, which exceeds the rate the measure service is provided to nonveterans by 15 percent.
- (2) Vietnam-Era veterans shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 20 percent.
- (3) Disabled veterans shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 25 percent.

f. Received Some Reportable Service

- (1) Veterans and eligible persons shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 15 percent.
- (2) Vietnam-Era veterans shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 20 percent.
- (3) Disabled veterans shall be provided services at a rate, which exceeds the rate the measured service is provided to nonveterans by 25 percent.

Effective Date

This Agreement shall be fully executed and effective as of the date of the signing of this document. The Agreement shall be automatically renewed on October 1st of each subsequent year, absent an express written notice of intent not to renew by all signatories at least 30 days prior to the October 1 renewal date. This agreement may be amended if agreed to by all parties.

**Principal Signatures**

\_\_\_\_\_  
Jennifer Gladden, Executive Director  
Job Service North Dakota

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
Rick Ryan, Director  
Veterans Employment and Training Service

\_\_\_\_\_  
(Date)