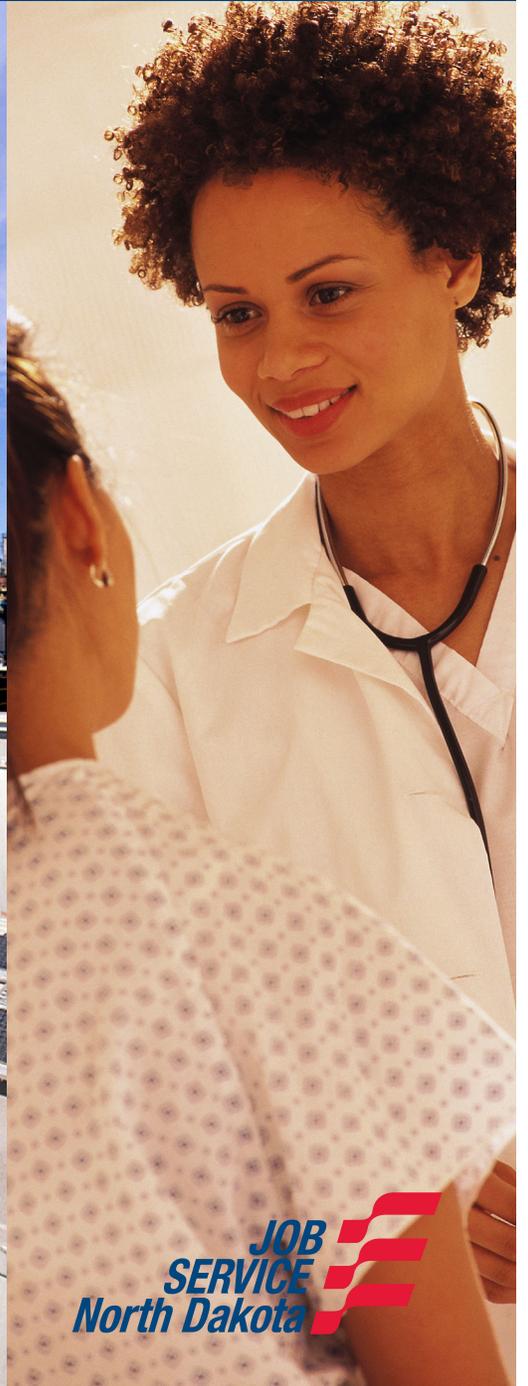


# Workforce Investment Act

## Annual Report



**JOB  
SERVICE**  
North Dakota



**Program Year 2008**

# Table of Contents

- Workforce Investment Act Success ..... 2
- One-Stop Career Center System ..... 3
- Program Services, Cost Benefit, and Evaluation ..... 7
- Service to Adults and Dislocated Workers ..... 8
- Service to Youth..... 9
- Evaluation of Workforce Investment Activities .....10
- Level of Service .....12
- Cost Benefit and Evaluation.....14
- Workforce Investment Act Waivers .....15
- The Success of Workforce Investment Act Involvement .....16
- Reporting and Performance Measure Tables ..... 20-26

## **Workforce Investment Act (WIA) Success**

The state of North Dakota implemented several contracts as part of a statewide workforce strategy to attract, retain and expand the state's workforce. Service to Adult, Dislocated Worker and Youth program participants is targeted toward creating better job candidates to meet the current and emerging workforce needs of North Dakota. The WIA contracts support the North Dakota Talent Initiative by funding innovative workforce development and educational activities to expand, attract and retain the talent of North Dakota workers.

WIA Title I Discretionary (15%) contract activities include:

- **Skills Development Project**  
New Americans, underemployed or unemployed individuals will receive manufacturing and healthcare industry job skill training through the Skills Development Project located in the Skills and Technology Training Center. Eligible participants received instruction in one or more of the following programs: Workplace Language, Manufacturing Sector Training Skills Development Project or Certified Nursing Assistant (CNA).
- **Jobs for America's Graduates (JAG) pilot programs**  
The pilot programs serve at-risk youth with the goal of keeping them in school or assisting them to return to school and connecting them to career employment at the end of their high school education. The JAG pilot programs were established in school districts with significant numbers of drop-outs and at-risk students using the JAG, Inc. model and principles. The expectation is to meet or exceeded established performance measures. An advisory group was established to manage the JAG pilot programs.
- **Information Technology Career Awareness Program**  
Information Technology is one of the Governors' targeted industries. Due to a significant IT workforce shortage, the Information Technology (IT) Career Awareness Program was developed to inform students, parents and educators of IT career opportunities in North Dakota. The classes targeted for the program include freshman career classes, science, math, English and communication. The IT program provided opportunities for interaction with students, parents and educators through classroom visits, job fairs, teacher in-services and conventions, and Marketplace for Kids and Entrepreneurs. Promotional information was developed and distributed to the state's Regional Educational Associations for dissemination to the school counselors.

## One-Stop Career Center System

The state of North Dakota is a single local area under the Workforce Investment Act. The Workforce Development Council serves as both the state and local Workforce Investment Board as outlined in the Workforce Investment Act. Job Service North Dakota (JSND) is the state and local administrative entity that provides services under Title IB, which serves adults, dislocated workers, and youth.

Job Service North Dakota and the North Dakota Workforce Development Council recognize that a successful workforce development system requires partnership with all workforce development partners and organizations in the State. Our vision states,

*“Job Service North Dakota strengthens the economy of North Dakota as a strategic partner in the delivery of workforce services.”*

Job Service North Dakota’s mission is,

*“JSND as a provider of customer-focused services to meet the current and emerging workforce needs of the state.”*

The North Dakota One Stop Career Centers known as Job Service North Dakota Customer Service Offices are the focal point of North Dakota’s One-Stop service delivery system. The Customer Service Offices address the workforce needs of business and the employment needs of job seekers. Employers use JSND Customer Service Offices to recruit workers and job seekers utilize employment and educational training services to build their skills. Businesses and job seekers benefit from an on-line self-service system or from the assistance of trained professional staff members. Job Service North Dakota has sixteen Customer Service offices, with a presence on two Native American reservations. In addition, Job Service North Dakota maintains a dynamic web presence.

Job Service North Dakota continues to implement enhancements to the JSND Customer Service Office’s service delivery to align with the North Dakota Talent Initiative. The North Dakota Talent Initiative is a single statewide strategic plan for education, workforce development and workforce training. The three pillars of the Talent Initiative are talent attraction, talent expansion and talent retention.

Job Service North Dakota’s services are aligned to meet the workforce needs of the State. JSND’s goal is to help job seekers who use One Stop services become better job candidates. North Dakota job seekers may receive skill assessment and skill enhancement using tools such as KeyTrain™ and WorkKeys® to establish awareness of current skill levels. Skill levels of job seekers are compared to desired occupation to ascertain how closely individual’s skills match those required for the occupational goal.

Skill development opportunities are available through KeyTrain™, as well as other training programs, to increase the skill levels of job seekers when needed and desired. A Workforce Intelligence Council consolidates, analyzes and disseminates workforce information to all partners and stakeholders. JSND is a primary contributor of data to support decisions made regarding workforce training. Workforce intelligence is compiled and disseminated to promote the careers in high demand in North Dakota offering high wages. North Dakota has identified five target industries including advanced manufacturing, energy, value added agriculture, technology based business and tourism services that are key to the North Dakota Talent Initiative.

The North Dakota One-Stop system gives businesses, students, job seekers, and the public access to all federally-funded workforce development programs, as well as several state-funded programs.

Funding streams for One-Stop Career Center services include:

- Workforce Investment Act Title IB
  - Adults
  - Dislocated Workers
  - Youth
- Wagner-Peyser
- Unemployment Insurance
- Job Opportunities and Basic Skills (JOBS)
- Labor Market Information (LMI)
- Veterans Employment and Training Programs
- Trade Adjustment Assistance
- Work Opportunity Tax Credit
- Parental Responsibility Initiative for the Development of Employment (PRIDE)
- Basic Employment Skills Training (BEST)
- North Dakota Workforce 20/20
- North Dakota New Jobs Training

One-Stop Career Center system partners' funding sources include:

- Job Corps
- Adult Education and Family Literacy Act
- Vocational Rehabilitation
- Community Services Block Grant
- Department of Housing and Urban Development
- Post-secondary Vocational Education under the Carl D. Perkins Vocational and Applied Technology Act
- Experience Works under the Senior Community Service Employment Program (SCSEP)

North Dakota capitalizes on the strengths each partner brings to the system while reducing or eliminating duplication of products and services. The simplicity in the structure with defined roles and responsibilities of all partners allow case managers and providers to deliver the services necessary for North Dakota's growth and competitive edge. Program costs are based on the fair share allocation as determined by the State Memorandum of Understanding (MOU).

The Wagner-Peyser and Unemployment Insurance Programs are fully integrated within Job Service North Dakota. Both programs are integral components of the One-Stop Career Center system.

Internet access to Job Service North Dakota ([www.jobsnd.com](http://www.jobsnd.com)) and *Career OneStop* ([www.careeronestop.org](http://www.careeronestop.org)) is available at the JSND Customer Service Offices. Well-trained JSND Customer Service Office staff members ensure customers receive the appropriate services to meet their needs.

One-on-one assistance is available from JSND staff members. Job seekers are assessed to identify current skill levels and gaps. The assessment information is used to determine skill development opportunities within the targeted industries and high demand occupations.

Information gathered from business assessments is used to identify workforce strategies included in a service plan for the business. A new feature of the JSND on-line system is the capability to design business usage reports. These reports and the workforce strategies allow JSND staff to offer additional services beyond self service, such as improved job description and recruitment methods.

JSND's on-line system ([jobsnd.com](http://jobsnd.com)) is a single job listing site that provides fast access to a database of thousands of jobs. Job Spidering is a powerful on-line employment search tool that captures job listings from other sources such as corporate web sites, on-line newspaper listings, and other private job boards. These job openings are added to Job Service North Dakota's internal job listings.

Employers benefit from Job Spidering as more job seekers view job openings on [jobsnd.com](http://jobsnd.com) than would otherwise be viewed on the corporate website. Employers may compare their job openings to similar real-time openings of competitors for wage and benefit comparisons. This information is useful in remaining competitive. Employers can see a very localized and specific view of workforce recruitment activities.

Job Spidering benefits job seekers by providing a single portal for access to jobs from multiple sources. This saves job seekers time by providing a single interface for job search and a standard job listing format. Job Spidering provides easy access to a large number of jobs from a wide range of sites.

On-line services for Job Seekers include access to:

- Job openings for all occupations and various sources.
- Create, save, and send resumes, job applications, and cover letters.
- Labor market information for progressive career planning.
- A Virtual Recruiter to notify job seekers of available jobs.
- Assistance in planning a career, obtaining an education, and finding an employer.

On-line services for Employers include access to:

- Thousands of resumes or job applications.
- Exposure of job openings to the largest applicant pool in North Dakota.
- Labor market information to gain a competitive advantage.
- A Virtual Recruiter to notify businesses of available applicants.
- Assistance in enhancing the current workforce with education and career planning opportunities.

The SHARE (Sharing How Access to Resources Empowers) Network is a web-based self-help referral system connecting the One-Stop system customers with providers of services for obtaining, retaining, or advancement in employment. The SHARE Network, developed by North Dakota, is the model utilized by the national Center for Faith-Based and Community Initiatives. The convenience of the SHARE Network enables JSND Customer Service Office staff members and faith-based and community organizations to make informed referrals throughout the One-Stop system.

Over 800 workforce development, faith-based organizations, community organizations, businesses, and government agencies offering over 115 service options ranging from Abuse Counseling to Youth Services have joined the Network. The primary focus of the SHARE Network is to provide a listing of agencies and services to help individuals overcome barriers to sustainable employment.

Job Service North Dakota participates as a stakeholder in the Transition from Prison to Community Initiative (TPC). The TPC is the statewide initiative to transition inmates back to the community from incarceration at the Department of Corrections and Rehabilitation in a safe, effective manner. The efforts include work on issues that impede successful inmate transition.

## Program Services, Cost Benefit, and Evaluation

A customer-focused approach, including an initial assessment of skill levels, abilities, and support services for individuals, is available through the JSND Customer Service Offices. This approach is used to determine the needs of various population groups including:

- Dislocated workers including displaced homemakers
- Individuals with multiple barriers to employment including disabilities
- Job Opportunities and Basic Skills (JOBS) clients
- Low-income individuals
- Migrants and seasonal farm workers
- Minorities
- New Americans
- Older individuals
- School dropouts
- Young men and women
- Veterans

A high-wage and high-demand occupation is the goal for all individuals and includes non-traditional choices. The North Dakota Talent Initiative identifies five targeted industries; Value-Added Agriculture, Energy, Advanced Manufacturing, Technology Based Business, and Tourism. The Governor has identified these five targeted industries based on their positive impact in supporting the North Dakota economy. In addition, attention is focused on the high wage/high demand support industries including but not limited to transportation and healthcare.

### WIA TRAINING ENROLLMENT NUMBERS WITHIN TARGETED INDUSTRIES AND HIGH WAGE/HIGH DEMAND OCCUPATIONS

|                                  | Adult      |             | Dislocated Worker |             | Youth      |             | Total Training |
|----------------------------------|------------|-------------|-------------------|-------------|------------|-------------|----------------|
|                                  | Number     | Percent     | Number            | Percent     | Number     | Percent     |                |
| Energy                           | 23         | 6.8%        | 4                 | 2.7%        | 8          | 6.8%        | 35             |
| Advanced Manufacturing           | 34         | 10%         | 21                | 14.8%       | 6          | 5.1%        | 61             |
| Value-added Agriculture          | 0          | 0%          | 0                 | 0%          | 4          | 3.4%        | 4              |
| Technology                       | 7          | 2%          | 18                | 12.6%       | 6          | 5.1%        | 31             |
| Healthcare                       | 143        | 42.3%       | 39                | 27.3%       | 74         | 62.7%       | 256            |
| Transportation                   | 69         | 20.3%       | 26                | 18.1%       | 5          | 4.2%        | 100            |
| Support Occupations <sup>1</sup> | 19         | 5.6%        | 24                | 16.8%       | 0          | 0%          | 43             |
| Other <sup>2</sup>               | 44         | 13%         | 11                | 7.7%        | 15         | 12.7%       | 70             |
| <b>Total</b>                     | <b>339</b> | <b>100%</b> | <b>143</b>        | <b>100%</b> | <b>118</b> | <b>100%</b> | <b>600</b>     |

<sup>1</sup> Includes occupations supporting all targeted industries including financial, administrative, legal, human resources, and marketing.

<sup>2</sup> Includes occupations such as social service workers, automotive technology, and peace officers.

Eighty eight percent (88%) of the total training enrollments are specific to the Governors targeted industries and high wage/high demand occupations.

Veterans are provided priority of service in all Department of Labor funded programs when eligibility criteria are met.

**Service to Adults and Dislocated Workers**

The full range of core, intensive, and training services is available to adult and dislocated worker participants based upon results of ongoing assessment of needs. The funds provide support, employment/employability assistance, and training to eligible participants.

A priority of service is offered to economically disadvantaged individuals seeking and unable to locate employment leading to self-sufficiency.

Dislocated workers qualifying for eligibility may include those who have been laid off, notified of layoff, profiled, terminated, are displaced homemakers, and self-employed individuals who for various reasons are unable to sustain their business. The Dislocated Worker Office (DWO) within JSND, functions as a centralized point of contact for receiving notices of layoffs/closures. The DWO supplies packets of information to JSND Rapid Response Coordinators to conduct Rapid Response activities. JSND Rapid Response Coordinators around the state utilize an established framework for conducting informational meetings.

The DWO maintains an electronic spreadsheet listing the reported business dislocations with specific impacted occupations. This allows JSND staff members to access information regarding the availability of skilled workers, thereby providing opportunities for these workers to find suitable employment within the state. The spreadsheet is shared at JSND's monthly economic briefing meetings attended by internal staff as well as partners from the ND Department of Commerce and higher education. This provides information to those partners whose activities directly impact North Dakota's economic health.

The services provided to adults and dislocated workers follow a three-tiered approach to service delivery:

*Core Services:*

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 and provision of support services, information on completing Unemployment Insurance claims and certifications, and follow-up services.

*Intensive Services:*

Available for individuals who have completed core services but are unable to attain self-sufficiency or those employed but need assistance in order to reach a sustainable wage. The services include: comprehensive and specialized assessment; individual employment planning; group, individual, and career counseling; case management for training services; out of area job search assistance; relocation assistance; short-term vocational services; and basic skills training.

*Individual Training Services:*

Available for those who complete core and intensive services but are still unable to attain self-sufficiency. The services to increase participant's skill levels may include occupational training by way of classroom instruction, on-the-job and customized training.

The Governor's vision for increasing training access and opportunities for individuals is identified as one of the areas of continued improvement under the North Dakota Talent Initiative. Staff focuses on workforce improvement, preparation, and lifelong learning by educating participants on the training and educational programs available.

The number of individuals enrolled in training significantly increased in PY 08 compared to PY 07. The table below illustrates the increase in individuals receiving training.

**INDIVIDUALS ENROLLED IN WIA TRAINING**

|                   | PY 07 | PY 08 |
|-------------------|-------|-------|
| Adult             | 195   | 298   |
| Dislocated Worker | 99    | 123   |
| Youth             | 100   | 111   |
| Total             | 294   | 532   |

**Service to Youth**

The JSND Customer Service Offices develop and implement youth activities in accordance with recommendations of the North Dakota Youth Development Council. JSND Youth Coordinators assess youth to determine the program activities that best meet their needs. Job Service North Dakota ensures that individual youth receive appropriate program elements as needed, whether provided by JSND or a service provider.

The Youth Development Council uses the following criteria, along with WIA Common Measures, for identifying the most effective youth activities provided by Job Service North Dakota and the contracted service providers:

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

Within the program foundation are the concepts of improving educational achievement, preparing for and succeeding in employment, supporting youth, and offering services in an effort to develop the leadership potential of young people. Funds provide support, employment/employability assistance, and training to eligible participants age fourteen to twenty-one.

The individuals qualifying for eligibility include those who are economically disadvantaged. Individuals must also face a defined barrier to academic or employment success by demonstrating inclusion in one of the following categories:

- Deficient in basic literacy skills
- School dropout
- Homeless, runaway, or foster child
- Pregnant or parenting
- Offender; or
- An individual who requires additional assistance to complete an educational program, or to secure and hold employment.

Up to five percent of youth participants served by youth programs may be individuals who do not meet the income criterion for eligible youth, provided that they are within one or more of the following categories:

- School dropout
- Basic skills deficient
- Are one or more grade levels below the grade level appropriate to the individual's age
- Pregnant or parenting
- Possess one or more disabilities, including learning disabilities
- Homeless or runaway
- Offender; or
- Face serious barriers to employment as documented by the case manager.

Although a minimum of thirty percent of Youth Program funds must be spent on out-of-school youth, a greater focus continues to be placed on serving this population.

## **Evaluation of Workforce Investment Activities**

North Dakota is a single state service delivery area with Job Service North Dakota (JSND) designated as the WIA Title I Fiscal Agent, Grant Sub-recipient, State Administrative Entity, and the One-Stop Career Center Operator. Within JSND is the Systems Management unit. Systems Management is the internal program monitoring unit responsible for the reporting of WIA program performance data and monitoring of WIA activities. Systems Management uses a number of methods to evaluate WIA activities. These methods include, but are not limited to: 1.) Monthly desk reviews; and 2.) Annual on-site visits to the JSND Customer Service Offices to conduct WIA program monitoring and WIA data element validation.

Monthly desk reviews include the monthly monitoring of participant WIA expenditures. This monthly monitoring is conducted to ensure the JSND Customer Service Offices are using program funds responsibly and the payment process policies and procedures are adhered to by all staff. The results of the monthly participant WIA expenditure reviews are documented and compiled in a formal report and disseminated to the WIA managers, supervisors, and customer service staff for response and, as warranted, corrective action.

In the fall of 2008, staff from Systems Management conducted the annual on-site WIA monitoring of the JSND Customer Service Offices for PY 2007. WIA adult, dislocated worker, and youth client files were sampled and reviewed for compliance with federal WIA regulations and JSND WIA policy and procedure directives. At the conclusion of each on-site visit, staff from Systems Management shared the results and recommendations of the monitoring with the WIA managers and supervisors. Also, a written report identifying deficiencies and recommendations for improvement is disseminated to the WIA managers, supervisors, and customer service staff for response and, as warranted, corrective action. This monitoring enables WIA managers, supervisors, and customer service staff to readily see how well they are performing in case management and where improvements are needed. Despite minor non-compliance issues involving JSND WIA policy and procedures, the PY 2007 monitoring results showed overall compliance with Federal WIA regulations. On-site WIA monitoring for PY 2008 will start in October 2009.

As in previous years, the PY 2007 WIA data element validation coincided with the annual on-site WIA monitoring visits. WIA data element validation verifies the accuracy of WIA participant data used to generate the WIA performance reports. The process requires states to locate specified source documentation and to verify that the state's case management MIS system participant record is correct as compared to the source documentation. For PY 2007, a sample of 474 WIA adult, dislocated worker, and youth participant files were reviewed at the JSND Customer Service Offices in accordance with USDOL ETA policy. The results for the PY07 WIA data element validation revealed areas that need improvement. These areas include: 1.) Collecting source documentation consistent with USDOL ETA acceptable source documentation; 2.) Accuracy of data entered into the WIA case management MIS system; and 3.) Maintenance and retention of source documentation. All JSND Customer Service Office managers and supervisors were informed of the results in their area. In addition, the deficiencies and recommendations for improvements were documented in a formal report and disseminated to WIA managers, supervisors, and customer service staff as a tool to improve data quality. WIA data element validation for PY 2008 will start in October 2009.

## Level of Service

The assessed needs, existing skills, and personal situation of the customer determines the level of services provided to customers, whether adults, dislocated workers, or youth. Job Service North Dakota accounts for the cost categories required by the Workforce Investment Act, not for the costs by activity.

Under the Adult and Dislocated Worker Programs, the comprehensive array of services provided (those described in core, intensive, and training services) correlate with the level of program expenditures for an individual. Each level of service results in additional expenditures.

Tables D and G show the comparison between customers receiving core and intensive services with customers receiving training services. The following is an analysis of the differences in results:

- **Adult Entered Employment**

Individuals who received only core and intensive services had a lower Entered Employment rate than those individuals who received training services. When training is provided, it is for occupations currently in demand. JSND utilizes KeyTrain to better assess the skill levels of individuals. Workforce Intelligence, aimed at skills in demand, helps influence decisions of a job seeker to locate skill development within a training component to meet employer needs.

- **Dislocated Worker Entered Employment**

Individuals who received only core and intensive services had a higher Entered Employment rate than those individuals who received training services. This is consistent with the WIA concept of providing services based on individual need. Those receiving only core and intensive services need only minimal assistance to become reemployed and retain employment because they have the skills in demand in the current job market. Individuals receiving training may find it more difficult to find and retain employment because they have not demonstrated application of new skills in the workplace.

- **Adult Average Earnings**

There is a significant difference in the Average Earnings. Skills attained through participation in training services enable the customers to become employed at a higher skill level than prior to participation. The average earnings for individuals who do not receive training services are often lower due to lower skill levels. A correlation exists between average earnings and training as higher skill levels result in earning potential.

- **Dislocated Worker Average Earnings**

Individuals who received training had higher Average Earnings than those individuals receiving only core and intensive services. Skills attained through participation in training services enable the customers to become employed at a higher skill level and higher wage. Although the timeframe to secure employment may be longer for those completing training, the wages are significantly higher. The average earnings for individuals who do not receive training services is often lower due to lower skill levels. A correlation exists between average earnings and training as higher skill levels result in earning potential.

- **Adult Retention Rate**

Individuals who received only core and intensive services had lower retention rates than those individuals who received training services. When training is provided, it is for occupations currently in demand. Training strengthens the retention rate by preparing workers for skill demands for the current job market. Workforce Intelligence, aimed at skills in demand, helps influence decisions of a job seeker to seek skill development to meet employer needs.

- **Dislocated Worker Retention Rate**

Dislocated workers who received only core and intensive services had slightly lower Retention rates than those individuals who received training services. During PY 08, the low unemployment rate afforded dislocated workers with transferable skills the ability to more quickly enter employment. However training strengthens retention rate by preparing workers for skill demands for the current job market.

The level of involvement in the ten Youth Program elements or activities correlates with the level of program expenditures for an individual. Although participation in each activity cannot be evaluated separately, the level of services provided resulted in the state exceeding the required 100 percent overall average for all youth performance measures.

Adult, Dislocated Worker, and Youth Program performance outcomes are summarized in Table O of this report.

## Cost Benefit and Evaluation

The state of North Dakota is a single local area; therefore, no allocation method is needed for distribution of adult, dislocated worker, and youth funds. All funds not reserved for statewide activities, including rapid response, are distributed to the single local area. The Governor reserves \$125,000 dislocated worker funds for statewide rapid response activities.

North Dakota evaluates the effectiveness of program activities and costs based upon an individual's positive results for WIA performance measures. The outcomes are for the same reporting periods utilized for the corresponding WIA performance measures. Cost per participant and cost per positive outcome is computed for the Adult, Dislocated Worker, and Youth Programs. The overall cost per participant served for all programs was \$2813. This reflects an increase of \$496 per participant from PY 2007. The overall cost per positive outcome for participants from all programs was \$3,977 an increase of \$723 from PY 2007.

The positive outcomes for Adults, Dislocated Workers, and Older Youth Programs include individuals who met the criteria for the entered employment and employment retention performance measures. For youth, the positive outcomes include individuals who met the criteria for placement in employment or education, attainment of degree or certificate and literacy and numeracy gains performance measure.

An individual may have more than one positive outcome. Each positive outcome enhances the individual's ability to achieve and sustain long-term employment. The statewide data for expenditures, cost per participant, and positive outcome is displayed in the following table.

| Program      | Program Expenditures | Total <sup>1</sup> Served | Cost per Participant | Total Positive Outcomes | Cost per Positive Outcome |
|--------------|----------------------|---------------------------|----------------------|-------------------------|---------------------------|
| Adult        | \$1,720,390          | 809                       | \$2,127              | 616                     | \$2,793                   |
| Dislocated   | \$781,516            | 209                       | \$3,739              | 179                     | \$4,366                   |
| Youth        | \$1,804,671          | 513                       | \$3,518              | 288                     | \$6,266                   |
| <b>TOTAL</b> | <b>\$4,306,577</b>   | <b>1,531</b>              | <b>\$2,813</b>       | <b>1,083</b>            | <b>\$3,977</b>            |

<sup>1</sup>Includes WIA Staff Assisted Services

Analysis of WIA performance measures is the primary method of program evaluation used this program year. North Dakota exceeded the required 100 percent overall average for the Adult, Dislocated Worker and Youth measures considered in determination of incentives and sanctions.

## **Workforce Investment Act Waivers**

Existing waivers give North Dakota flexibility to design and deliver services that meet the needs of employers and job seekers. Waivers constitute a vital part of the improvement of service delivery to our customers. Existing waivers are described below.

### **Common Performance Measures**

North Dakota has an approved waiver that replaced the 17 (15 core and two customer satisfaction) indicators of performance for employment and training activities authorized under Section 136(b) of the Workforce Investment Act with the new common performance measures articulated by the U.S. Department of Labor in TEGL 17-05. Utilization of this waiver enabled North Dakota to achieve positive outcomes for employment, retention and wage gain.

North Dakota strives to simplify and streamline the performance accountability system for all stakeholders, and focus on workforce development. Job Service North Dakota staff members strive to meet the needs of business and job seekers by making each job seeker a better candidate and connecting the right workers to the right jobs. This focus results in job attainment, retention and earnings gain, and reduced time and energy spent managing performance outcomes. This waiver supports North Dakota's Talent Initiative to expand, attract and retain workers to meet the current and emerging needs of business. North Dakota has moved from individual program measures to integrated services, and utilizes the simplified reporting of only Common Measures as the method of accomplishing the integration.

### **Eligible Training Providers - Subsequent Eligibility**

North Dakota has an approved waiver to postpone the implementation of the subsequent eligibility process for Eligible Training Providers as described in the Workforce Investment Act, Section 122 (c)(5).

North Dakota's smaller population facilitates strong relationships between Job Service North Dakota and the state's training institutions. Tracking training outcomes at the level of detail required without the waiver is burdensome to these providers with a proven history of positive performance. This waiver eliminates the subsequent eligibility requirements from training providers to ensure continued participation from a greater number of providers, which in turn increases healthy competition among providers.

### **Youth Competitive Procurement**

North Dakota is currently working under an approved waiver that removed the requirement for competitive procurement of training providers for three youth program elements: 1) paid and unpaid work experience, including internships and job shadowing; 2) supportive services; and 3) follow-up services for not less than 12 months after the completion of participation.

JSND WIA Youth Coordinators provide case management for all services to WIA Youth Program participants. Although participants may be enrolled in multiple elements, they receive services coordinated by one case manager. Based on this case management approach, relationships are formed between participants and youth coordinators. This service delivery method fosters a strong connection that is maintained throughout the duration of the program enrollment. This continuity of service enhances our ability to understand the needs of each participant and better meet their needs. This is demonstrated with the successful measures of youth performance reflected in Table O.

## **The Success of Workforce Investment Act Involvement**

The Workforce Investment Act programs positively impact the lives of JSND Customer Service Office customers on a daily basis. WIA success benefits both the individuals in becoming increasingly self-sufficient and North Dakota businesses seeking skilled job candidates. Examples of successful WIA involvement follow:

### **Dislocated Workers Success Stories**

Quentin\*, a dislocated worker from Wisconsin (WI) completed his education in Machine Tool Technology, worked for a short time in tool & die and mold-making, but was laid off shortly after starting a job. He received Unemployment Insurance benefits in WI, but was not able to secure another position in his field. He moved to North Dakota hoping to gain experience in machine tool technology and find employment.

Once in North Dakota, Quentin contacted the Minot Customer Service Office (CSO) to begin the eligibility process and discuss the possibility of On the Job Training (OJT).

An employer with a successful history of OJTs and Work Experience contacted the Minot CSO about working with Quentin and as a result developed an OJT proposal. The OJT is providing this participant with hands on experience in mold making and he is being paid while learning. The experience coupled with his education in Machine Tool Technology will increase his employment potential in this high wage occupation. Advanced manufacturing is a target industry and, in this case, intersects with another target industry, energy, as the employer manufactures molds for solar panel parts.

The employer benefits from the financial assistance received to offset the costs of training. The employer has direct impact in developing the future workforce for this industry and will have a trained employee.

The projected outcome for Quentin is permanent employment with the sponsoring employer and job retention.

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Jonathan\* was dislocated from a low-paying position with no advancement potential. He came to the Fargo Customer Service Office seeking assistance to improve his skills and become employed. Adult funds were used to provide Jonathan with short term (6 weeks) Commercial Drivers License (CDL) truck-driver training which is a high demand occupation. The transition from being out of work to completing CDL training to new employment was approximately 8 weeks.

Jonathan called the Fargo CSO case manager to thank him for the assistance he provided and explained that he was calling from the cab of the truck of his new employer. (It should be noted that the client had stopped at a rest area at the time of the call!)

### **Adult Success Stories**

Clarissa\*, a 23 year-old single mother had worked seasonally for Head Start as a paraprofessional for the past 4 years. She also worked seasonally for an area farmer grading potatoes in the warehouse. In 2009 she started working for Migrant Health as a Community Outreach Worker and while working at Migrant Health became interested in a career in nursing.

Clarissa hoped to take a Certified Nurse Assistant (CNA) training class to help build her skills for a high demand medical career path. The training is short-term and CNA is a high demand occupation. Based on Clarissa's limited seasonal income the Grafton Customer Service Office was able to utilize WIA Adult funds for the training and support services. The WIA Adult funding allowed her to take the first step. Her goal is to continue employment with Migrant Health and advance her career in nursing through further education. Migrant Health also benefits as this incumbent worker increases knowledge and skills.

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Casey\*, a young man from rural North Dakota (ND) was a low income single parent and an offender. The Minot Customer Service Office (CSO) placed him in an On-the-Job Training (OJT)/apprenticeship opportunity in a high wage, high demand occupation with continued employment potential. This opportunity allows him to live, learn and earn in rural ND.

An established partnership between the Joint Electrical Apprenticeship and Training Committee (JATC), the potential employer and the Minot CSO resulted in this OJT contract.

The OJT contract and required books were supported with WIA Adult funds. Ensuring that the apprentice has the required materials for the classroom component of apprenticeship contributes to his overall success.

Casey started as an apprentice with no post secondary education, but the educational facility arranged for previous electrical experience to count as apprenticeship hours. The hours accumulated in the apprenticeship apply to

Journeyman status and will eventually lead to Master Electrician. Due to the mobile nature of the occupation, JSND may be able to assist with relocation expenses when he finds employment within ND.

This OJT/apprenticeship provides Casey with an opportunity to support his family and be a positive role model for his child. He can develop a credible work history and employment reputation and will have the potential to work in a variety of positions within the industry. The participant is excited about earning a self-sufficient wage and welcomes the opportunity to retain a job.

### **Youth Success Stories**

Jordan Kay was paralyzed at an early age and confined to wheelchair, yet he was determined to succeed as a welder. After graduating from high school he attended the North Dakota State College of Science (NDSCS) in Wahpeton.

After completing his first year, he contacted the Minot Customer Service Office (CSO) asking for assistance in finding a summer job. JSND staff contacted every welding shop in Minot and within a 60 mile radius to find a Work Experience site, but to no avail.

Jordan returned to NDSCS in the fall, but started to question his career choice. After much thought and the support of family and friends, he decided to persevere in the trade he loves. The faculty at NDSCS wanted him to succeed and teamed up with Jordan to design a wheelchair that allows him to stand while welding. Their determination and ingenuity opened up a world of opportunity for this young man. With the assistance of the “lift wheelchair” Jordan is able to complete the welding fabrication tasks that require him to stand.

The lift wheelchair brought international attention to Jordan and his NDSCS instructors. They were featured in Welding Journal (Sept. 2009) as well as several local newspapers and TV stations.

The publicity may have helped Jordan secure his first WIA Youth funded Work Experience. He successfully completed the Work Experience and efforts are underway to secure permanent employment for him.

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Brandon\*, a young man from a rural area, with learning disabilities and no previous work history was seeking work experience. The Valley City Customer Service Office (CSO) placed him in a WIA Youth funded Work Experience at a locally owned apparel and sign printing business. The entrepreneur has a Master’s degree in Special Education and was well equipped to plan job duties and supervise him.

In the beginning job duties for Brandon had a short task analysis with a likely success rate. They included cleaning responsibilities, checking in and folding newly arrived stock, getting the mail and weeding. Weeding is a time consuming task for

vinyl printers that involves separating unwanted material from the vinyl pressed onto apparel. He was given a paper copy of the desired end result to use as a reference, the use of tools was explained and his work was observed for a short time. Brandon's level and rate of completion was immediately satisfactory.

Even though Brandon needed to have step-by-step training, extra time for response and re-teaching of a job, he responded with interest. He finished work in a timely manner, wanted to do more and was always willing to learn new tasks.

With some behind-the-scene assistance, he began delivering orders to customers, buying general supplies for the store and taking deposits to the bank. Brandon also assisted with many of the sign printing tasks and completed them successfully. He was pleased to be given such responsibilities.

At times, he became distracted from his work and needed someone to keep him on task. His disabilities occasionally caused him to make mistakes which had to be corrected, but the mistakes did not overshadow his value.

His future plans include the culinary field and possibly opening a family business. He learned a great deal about running a business in this Work Experience. He needs to continue a Work Experience to maintain the employment skills he has developed and to build additional skills. Brandon likes to work, wants to go to school and has a bright future.

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*To protect the identity of the participants, the names followed by an asterisk\* are fictitious.*

## Reporting and Performance Measure Tables

### Table B - Adult Program Results At-A-Glance

<sup>1</sup>Exit Period Covered by Measures—October 2007 through September 2008

<sup>2</sup>Exit Period Covered by Measures—April 2007 through March 2008

|  | Negotiated Performance Level | Actual Performance Level |           |
|--|------------------------------|--------------------------|-----------|
| Entered Employment Rate <sup>1</sup>   | 77.0                         | 72.6                     | 268       |
|  |                              |                          | 369       |
| Employment Retention Rate <sup>2</sup> | 83.5                         | 79.1                     | 348       |
|  |                              |                          | 440       |
| Average Earnings <sup>2</sup>          | 9,400                        | 10,542.90                | 3,668,919 |
|  |                              |                          | 348       |

**Table C – Outcomes for Adult Special Populations**<sup>1</sup>Exit Period Covered by Measures—October 2007 through September 2008<sup>2</sup>Exit Period Covered by Measures—April 2007 through March 2008

| Reported Information                   | Public Assistance Recipients Receiving Intensive or Training Services <sup>3</sup> |         | Veterans  |         | Individuals With Disabilities |         | Older Individuals |         |
|--|--|---------|-----------|---------|-------------------------------|---------|-------------------|---------|
|  |  |         |           |         |                               |         |                   |         |
| Entered Employment Rate <sup>1</sup>   | 75.3   | 64      | 75.0      | 21      | 64.3                          | 27      | 73.3              | 11      |
|  |  | 85      |           | 28      |                               | 42      |                   | 15      |
| Employment Retention Rate <sup>2</sup> | 81.5   | 75      | 70.6      | 24      | 77.0                          | 47      | 85.7              | 18      |
|  |  | 92      |           | 34      |                               | 61      |                   | 21      |
| Average Earnings <sup>2</sup>          | 9,069.30   | 680,198 | 15,450.10 | 370,802 | 9,505.50                      | 446,758 | 11,366.60         | 204,599 |
|  |  | 75      |           | 24      |                               | 47      |                   | 18      |

<sup>3</sup>Public assistance is determined at the time of registration and is not updated during enrollment.**Table D – Other Outcome Information for the Adult Program**<sup>1</sup>Exit Period Covered by Measures—October 2007 through September 2008<sup>2</sup>Exit Period Covered by Measures—April 2007 through March 2008

| Reported Information                   | Individuals Who Received Training Services |           | Individuals Who Received Only Core and Intensive Services |           |
|--|--|-----------|---|-----------|
|  |  |           |   |           |
| Entered Employment Rate <sup>1</sup>   | 81.0                                       | 64        | 70.3  | 204       |
|  |  | 79        |   | 290       |
| Employment Retention Rate <sup>2</sup> | 85.5                                       | 94        | 77.0  | 254       |
|  |  | 110       |   | 330       |
| Average Earnings <sup>2</sup>          | 12,899.50                                  | 1,212,557 | 9,670.70  | 2,456,362 |
|  |  | 94        |   | 254       |

**Table E – Dislocated Worker Program Results At-A-Glance**

<sup>1</sup>Exit Period Covered by Measures—October 2007 through September 2008

<sup>2</sup>Exit Period Covered by Measures—April 2007 through March 2008

|  | Negotiated Performance Level | Actual Performance Level |           |
|--|------------------------------|--------------------------|-----------|
| Entered Employment Rate <sup>1</sup>   | 84.5                         | 85.6                     | 89        |
|  |                              |                          | 104       |
| Employment Retention Rate <sup>2</sup> | 90.5                         | 85.7                     | 90        |
|  |                              |                          | 105       |
| Average Earnings <sup>2</sup>          | 11,400                       | 13,578.50                | 1,222,070 |
|  |                              |                          | 90        |

**Table F – Outcomes for Dislocated Worker Special Populations**

<sup>1</sup>Exit Period Covered by Measures—October 2007 through September 2008

<sup>2</sup>Exit Period Covered by Measures—April 2007 through March 2008

| Reported Information                   | Veterans  |         | Individuals With Disabilities <sup>3</sup> |        | Older Individuals |        | Displaced Homemakers <sup>3</sup> |     |
|--|-----------|---------|--|--------|-------------------|--------|-----------------------------------|-----|
|  |           |         |  |        |                   |        |                                   |     |
| Entered Employment Rate <sup>1</sup>   | 90.9      | 10      | 60.0                                       | N/A    | 92.9              | 13     | 75.0                              | N/A |
|  |           | 11      |  | N/A    |                   | 14     |                                   | N/A |
| Employment Retention Rate <sup>2</sup> | 92.9      | 13      | 83.3                                       | 5      | 70.0              | 7      | 100.0                             | N/A |
|  |           | 14      |  | 6      |                   | 10     |                                   | N/A |
| Average Earnings <sup>2</sup>          | 13,864.50 | 180,238 | 11,675.0                                   | 58,375 | 9,720.40          | 68,043 | 9,026.80                          | N/A |
|  |           | 13      |  | 5      |                   | 7      |                                   | N/A |

<sup>3</sup> The number in numerator and denominator was too small to report.

**Table G – Other Outcome Information for  
the Dislocated Worker Program**

<sup>1</sup>Exit Period Covered by Measures—October 2007 through September 2008

<sup>2</sup>Exit Period Covered by Measures—April 2007 through March 2008

| Reported Information                   | Individuals Who Received Training Services |         | Individuals Who Received Only Core and Intensive Services |         |
|--|--|---------|---|---------|
|  |  |         |   |         |
| Entered Employment Rate <sup>1</sup>   | 78.0                                       | 39      | 92.6  | 50      |
|  |  | 50      |   | 54      |
| Employment Retention Rate <sup>2</sup> | 87.5                                       | 49      | 83.7  | 41      |
|  |  | 56      |   | 49      |
| Average Earnings <sup>2</sup>          | 15,701.50                                  | 769,374 | 11,041.40   | 452,696 |
|  |  | 49      |   | 41      |

**Table H.1 – Youth (14-21) Results At-A-Glance**

<sup>1</sup>Exit Period Covered by Measures—October 2007 through September 2008

|   | Negotiated Performance Level | Actual Performance Level |     |
|---|------------------------------|--------------------------|-----|
|   |                              |                          |     |
| Placement in Employment or Education <sup>1</sup> | 64.0                         | 66.7                     | 148 |
|   |                              |                          | 222 |
| Attain Degree or Certificate <sup>1</sup>         | 43.5                         | 53.8                     | 127 |
|   |                              |                          | 236 |
| Literacy or Numeracy Gains                        | 20.0                         | 23.6                     | 13  |
|   |                              |                          | 55  |

**Table L - Other Reported Information**<sup>1</sup>Exit Period Covered by Measures—January 2006 through December 2007<sup>2</sup>Exit Period Covered by Measures—October 2007 through September 2008

|                    | 12 Month Employment Retention Rate <sup>1</sup> |     | 12 Month Earnings Change (Adults & Older Youth) <sup>1</sup> or 12 Month Earnings Replacement (Dislocated Workers) <sup>1</sup> |           | Placements for Participants in Nontraditional Employment <sup>2,3</sup> |     | Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment <sup>2</sup> |           | Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services <sup>2</sup> |    |
|--------------------|---|-----|---|-----------|---|-----|---|-----------|---|----|
|                    |   |     |   |           |   |     |   |           |   |    |
| Adults             | 84.7  | 355 | 3,830.90  | 1,601,314 | 0.7   | N/A | 4,126.80  | 1,105,984 | 51.6  | 33 |
|                    |   | 419 |   | 418       |   | N/A |   | 268       |   | 64 |
| Dislocated Workers | 94.5  | 103 | 90.2  | 1,368,579 | 2.2   | N/A | 6,511.80  | 579,550   | 56.4  | 22 |
|                    |   | 109 |   | 1,516,689 |   | N/A |   | 89        |   | 39 |

<sup>3</sup> The number in numerator and denominator was too small to report**Table M - Participation Levels**<sup>1</sup>Period Covered by Measures—July 2008 through June 2009<sup>2</sup>Period Covered by Measures—April 2008 through March 2009

|                               | Total Participants Served <sup>1</sup> | Total Exiters <sup>2</sup> |
|-------------------------------|--|----------------------------|
| Total Adult Customers         | 25,650                                 | 18,435                     |
| Total Adult Self Service only | 24,272                                 | 17,719                     |
| WIA Adults                    | 25,361                                 | 18,331                     |
| WIA Dislocated Workers        | 332                                    | 124                        |
| Total Youth (14-21)           | 861                                    | 258                        |
| Out-of-School Youth           | 356                                    | 133                        |
| In-School Youth               | 505                                    | 125                        |

**Table N - Cost of Program Activities**

| Program Activity   |  | Total Federal Spending |
|--|--|------------------------|
| Local Adults   |  | 1,720,390              |
| Local Dislocated Workers   |  | 781,516                |
| Local Youth  |  | 1,804,671              |
| Rapid Response<br>(up to 25%) §134 (a) (2) (A)   |  | 110,299                |
| Statewide Required and Allowable Activities <sup>1</sup><br>(up to 15%) §134 (a) (2) (B) |  | 803,054                |
| Statewide Allowable Activities<br>§134 (a) (3)   |  |                        |
|  |  |                        |
|  |  |                        |
|  |  |                        |
|  |  |                        |
|  |  |                        |
|  |  |                        |
|  |  |                        |
|  |  |                        |
|  |  |                        |
| <b>Total of All Federal Spending Listed Above</b>  |  | <b>5,219,930</b>       |

<sup>1</sup>Includes expenditures for required and allowable activities. North Dakota does not account separately for individual statewide activities.

**Table O - Local Performance**  
**(Include This Chart for Each Local Area in the State)**

|  |                           |                                     |                                 |
|--|---------------------------|-------------------------------------|---------------------------------|
| Local Area Name<br><u>State of North Dakota</u>  | Total Participants Served | Adults                              | 25,361                          |
|  |                           | Dislocated Workers                  | 332                             |
|  |                           | Youth                               | 861                             |
| ETA Assigned #<br><u>38005</u>   | Total Exiters             | Adults                              | 18,331                          |
|  |                           | Dislocated Workers                  | 124                             |
|  |                           | Youth                               | 258                             |
|  |                           | <b>Negotiated Performance Level</b> | <b>Actual Performance Level</b> |
| Entered Employment Rate  | Adults                    | 77.0                                | 72.6                            |
|  | Dislocated Workers        | 84.5                                | 85.6                            |
| Retention Rate   | Adults                    | 83.5                                | 79.1                            |
|  | Dislocated Workers        | 90.5                                | 85.7                            |
| Average Earnings (Adults/DWs)<br>Six Months Earnings Increase (Older Youth)  | Adults                    | 9,400                               | 10,542.90                       |
|  | Dislocated Workers        | 11,400                              | 13,578.50                       |
| Placement in Employment or Education   | Youth (14 – 21)           | 64.0                                | 66.7                            |
| Attain Degree or Certificate   | Youth (14 – 21)           | 43.5                                | 53.8                            |
| Literacy or Numeracy Gains   | Youth (14 – 21)           | 20.0                                | 23.6                            |
| Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance")) |                           | N/A                                 | N/A                             |
| Overall Status of Local Performance  | <b>Not Met</b>            | <b>Met</b>                          | <b>Exceeded</b>                 |
|  | 3                         | 0                                   | 6                               |

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