

**MODIFICATION TWO**

**STATE OF NORTH DAKOTA**

**STRATEGIC FIVE-YEAR STATE PLAN**

**For**

**TITLE I OF THE WORKFORCE INVESTMENT ACT OF 1998**

**And**

**THE WAGNER-PEYSER ACT**

**GOVERNOR  
JOHN HOEVEN  
STATE OF NORTH DAKOTA**

**For the Period of**

**July 1, 2009 - June 30, 2010  
(Year Five of the Five Year-Planning Cycle)**

**North Dakota Workforce Development Council  
1600 East Century Avenue, Suite 2  
Bismarck ND 58502-2057  
701-328-5345  
701-328-5320 (fax)  
[www.ndworkforce.com](http://www.ndworkforce.com)**

**STATE OF NORTH DAKOTA  
STRATEGIC FIVE-YEAR STATE PLAN**

**TABLE OF CONTENTS**

EXECUTIVE SUMMARY .....	i
PLAN DEVELOPMENT PROCESS .....	iii
<b>I. CONTEXT, VISION, STRATEGY .....</b>	<b>1</b>
ECONOMIC AND LABOR MARKET CONTEXT .....	1
JOB OPENINGS, RESUMES AND OCCUPATIONAL PROJECTIONS .....	9
STATE VISION AND PRIORITIES .....	25
GOVERNOR’S VISION FOR THE WORKFORCE SYSTEM .....	25
A.) GOVERNOR’S VISION FOR YOUTH .....	26
OVERARCHING STATE STRATEGIES .....	29
SERVICE DELIVERY STRATEGIES, SUPPORT FOR TRAINING.....	32
<b>II. SERVICE DELIVERY .....</b>	<b>36</b>
STATE GOVERNANCE AND COLLABORATION .....	36
RE-EMPLOYMENT SERVICES AND WAGNER-PEYSER ACT SERVICES.....	37
ADULT AND DISLOCATED WORKER SERVICES.....	39
YOUTH SERVICES.....	43
VETERANS PRIORITY OF SERVICE .....	45
SERVICE DELIVERY TO TARGETED POPULATIONS.....	46
INDIVIDUALS WITH DISABILITIES .....	47
LVER/DVOP STAFF .....	48
DVOP SPECIALISTS.....	48
LVER STAFF .....	49
LIMITED ENGLISH PROFICIENT PERSONS .....	50
MIGRANT AND SEASONAL FARM WORKERS & AGRICULTURE EMPLOYERS .....	50
STATE’S STRATEGIES TO ENHANCE INTEGRATED SERVICE DELIVERY FOR AMERICAN INDIANS .	51
<b>III. OPERATIONS.....</b>	<b>52</b>
TRANSPERANCY AND PUBLIC COMMENT .....	52
PUBLIC REVIEW AND COMMENT .....	52
INCREASING SERVICES FOR UNIVERSAL ACCESS .....	52
LOCAL PLANNING .....	53
PROCUREMENT .....	53
TECHNICAL ASSISTANCE .....	54
MONITORING AND OVERSIGHT .....	54

ACCOUNTABILITY AND PERFORMANCE.....	56
RECOVERY ACT ACCOUNTABILITY .....	57
SPECIAL POPULATION PROGRAMS .....	57
<b>IV. ASSURANCES.....</b>	<b>59</b>
PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES.....	60

**ATTACHMENTS:**

A) PUBLIC COMMENT .....	62
B) NORTH DAKOTA WORKFORCE SYSTEM ORGANIZATIONAL CHART.....	63
C) NORTH DAKOTA WORKFORCE DEVELOPMENT COUNCIL MEMBERSHIP .....	64
D) DRAFT “ONE-STOP CAREER CENTER CERTIFICATION POLICY” .....	68
E) ND STATE & LOCAL AREA GRIEVANCE AND APPEALS PROCEDURES .....	70

## EXECUTIVE SUMMARY

Governor John Hoeven is providing state leadership focused on expanding the economy of the state, expanding high-skill employment opportunities, creating new wealth and increasing the personal income of the State's residents. Governor Hoeven has focused resources on six pillars to support building North Dakota's future. These six pillars are education, economic development, agriculture, energy, technology, and quality of life. These six pillars are important to preparing the state and tribal workforce for economic development.

The Governor supports a demand-driven (market driven) workforce system that ensures that North Dakota business and industry has access to an available and qualified pool of talent, that workers have access to life-long learning, and that no worker is left behind.

By expanding the North Dakota workforce system's capacity to be market-driven, responsive to local economic needs, and a contributor to the economic well-being of the state, Governor Hoeven is promoting North Dakota's workforce quality, enhanced productivity, and economic competitiveness.

The North Dakota Demand Driven Workforce System supports a collaborative response to the workforce challenges of North Dakota business and industry and the North Dakota workforce which includes:

- Targeting investment of resources and support for private and public sector partnerships to ensure the development of workers' skills in high-growth demand occupations based on industry need;
- Increasing integration of education and training providers' efforts with business and the public workforce system activities to meet the training needs for the skills required in high growth targeted industries; and
- Providing workers with career ladder/lattice paths to opportunities in high growth demand occupations and expanding the North Dakota workforce system's capacity to be market-driven and responsive to local economic needs.

The Modification Two: to the North Dakota Five-Year Strategic Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act supports both Governor Hoeven's vision of a demand driven delivery system and the vision of The American Recovery and Reinvestment Act intended to preserve and create jobs, promote the nation's economic recovery, and to assist those most impacted by the recession.

North Dakota is a single state workforce investment area under the Workforce Investment Act of 1998 (WIA). The North Dakota Workforce Development Council serves as both the State and local workforce investment board as outlined in WIA. (SEE ATTACHMENT C FOR COUNCIL MEMBERSHIP) This state Strategic Plan also serves as the local WIA Plan.

To support the Governor's vision for a demand driven workforce system, several Target Industries were selected based on a comprehensive study by Angelou Economics (AE) as a part of their work in developing the North Dakota Economic Development Foundation Strategic Plan in September 2002. The Target Industries include:

- Advanced Manufacturing
- Value-Added Agriculture
- Energy
- Technology-Based Business
- Tourism

The North Dakota Workforce Development Council has expanded upon the Target Industries to include additional industries targeted by Regional Economic Development Organizations and industries with high-demand and high-wage occupations deemed essential to supporting quality of life. These additional target industries include:

- Life Science Industry
- Bio Tech Industry
- Healthcare industry
- Transportation Industry
- Construction Industry

## PLAN DEVELOPMENT PROCESS

**Modification Two:** The North Dakota State Five-Year Strategic Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act represents a collaborative process among State Agencies, State policymakers, Economic Development professionals, Education and training providers, Private Sector, and American Indian Tribes to create a shared understanding of the State's workforce investment needs; a shared vision of how the workforce investment system can be designed to meet those needs, and agreement on the key strategies to attain the State's vision. (SEE ATTACHMENT B FOR ORGANIZATIONAL CHART OF MANDATORY AND OPTIONAL PARTNERS)

North Dakota faces a number of unique Human Resource Challenges:

1. We continue to have one of the lowest unemployment rates in the nation;
2. We have one of the highest Labor Force Participation rates in the nation;
3. We are experiencing youth flight; and
4. We have an aging population.

All this is occurring at the same time North Dakota has a growing and expanding economy. Many North Dakota businesses are reporting workforce shortages and skill gaps that are limiting growth.

The State's Talent Strategy provides a framework for the workforce delivery system partners to respond to the workforce challenges facing the State. The Strategy is built upon a strong foundation which includes qualitative and quantitative workforce intelligence driving all decisions, reinforced by collaboration and coordination by partners of the workforce delivery system. The North Dakota Talent Strategy has three supporting pillars or principles:

1. Talent Expansion
2. Talent Attraction
3. Talent Retention

The North Dakota Talent Strategy has three primary goals:

1. Increase quantity and quality of workforce
2. Transition from a workforce to a talent force (skill focus)
3. Reduce unemployment in areas above the state average

The accountability and performance metrics established to determine if the system is effectively implementing the North Dakota Talent Strategy include:

1. Net populations gains across the state
2. Increase in annual income
3. Increase labor force participation rate
4. Increase participation retention in North Dakota

The Workforce Development Division of the North Dakota Department of Commerce provides administrative support to the North Dakota Workforce Development Council (State and Local Workforce Investment Board). The division also has legislated responsibility to develop and implement the state's talent strategy, develop statewide intelligence coordination strategy, develop a Single Consolidated Biennial Statewide Plan for Workforce Development, Workforce Training and Talent Attraction, and develop a system of performance indicators for the workforce delivery system in North Dakota.

The Planning process for Modification Two formally began in March 2009, with the North Dakota Workforce Development Council Planning Committee's appointment of a Plan Modification Workgroup. The Plan Modification Workgroup's membership consisted of the members on the North Dakota Workforce Development Council Planning Committee as well as members from all of the mandatory partners and the private sector.

The Workgroup held their meetings throughout the months of April and the first week of May 2009, to develop specific sections of the Plan, provide ongoing information to partners and State agency heads and to solicit input from technical experts in the field of adult, youth, and dislocated worker services. Public comment was solicited during the period of May 15, 2009 through May 31, 2009.

The Modification Two: State Strategic Five-Year Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act was approved by the North Dakota Workforce Development Council during its June 11, 2009 meeting.

# I. CONTEXT, VISION AND STRATEGY

## ECONOMIC AND LABOR MARKET CONTEXT

The National Bureau of Economic Research (NBER) is the entity generally accepted for declaring periods of economic activity (expansion, or recession) for the United States. The NBER has identified December of 2007 as the period in which the current national recession began. The definition used by NBER is, “A recession is a significant decline in economic activity spread across the economy, lasting more than a few months, normally visible in production, employment, real income, and other indicators. A recession begins when the economy reaches a peak of activity and ends when the economy reaches its trough. Between trough and peak, the economy is in an expansion.”<sup>1</sup>

At the time of this writing, it has been approximately 16 months since the beginning date of the economic downturn. North Dakota’s economy has been in expansion since 2000. The national recession has not had the same effect on the state’s economy as it has for the balance of the nation. North Dakota only began to see the impact of the national recession beginning in October of 2008.

Gross Domestic Production<sup>2</sup>, produced by the Bureau of Economic Analysis (BEA), is one measure of economic activity. However, these data are only available on an annual basis with 2007 being the most current year available. The 2008 data will be available on June 2, 2009. Looking at GDP from 2000 to current show North Dakota’s output expanded in every year of the period. Over the whole period, the state also outpaced the nation expanding its GDP output a robust 56.2%.

### Annual Indicators

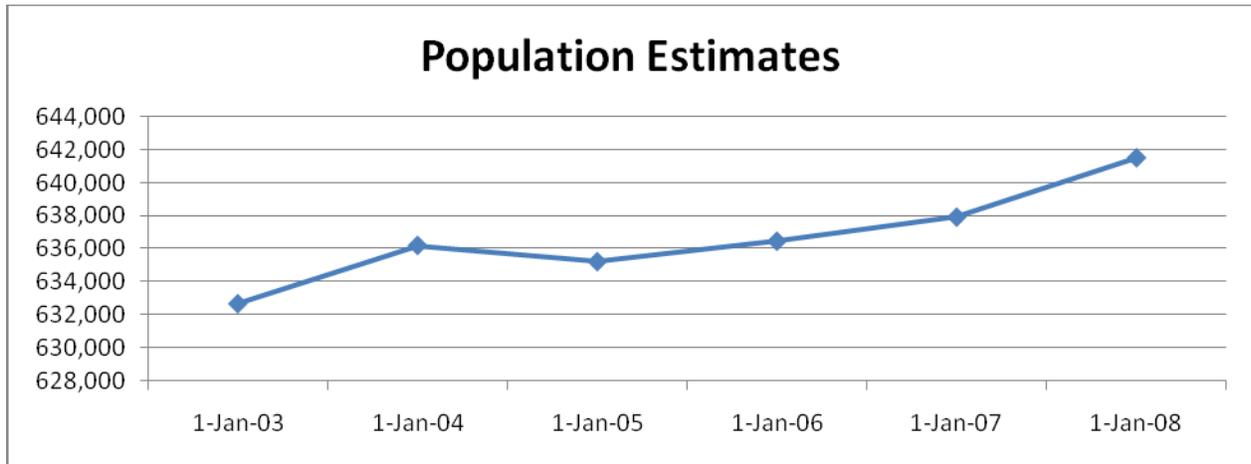
FIPS	State	2000	2001	2002	2003	2004	2005	2006	2007	Change over the period
[00]	United States	9,749,103	10,058,168	10,398,402	10,886,172	11,607,041	12,346,871	13,119,938	13,743,021	
	Change from prior year		3.2%	3.4%	4.7%	6.6%	6.4%	6.3%	4.7%	41.0%
[38]	North Dakota	17,752	18,527	19,880	21,672	22,739	24,648	25,851	27,725	
	Change from prior year		4.4%	7.3%	9.0%	4.9%	8.4%	4.9%	7.2%	56.2%
Source: Bureau of Economic Analysis--Gross Domestic Product: Data are in Millions of Current Dollars										

The state’s economic production gains have outpaced those of the nation. Further positive news was the goods producing components of the economy have increased. These generally have a greater multiplying effect as they require purchases of raw materials and other supplies from vendors. As well, they are generally better paying positions than those in the service industry as a whole. Production was led by gains in mining and followed by the state’s largest industry, agriculture, which also showed recent strength.

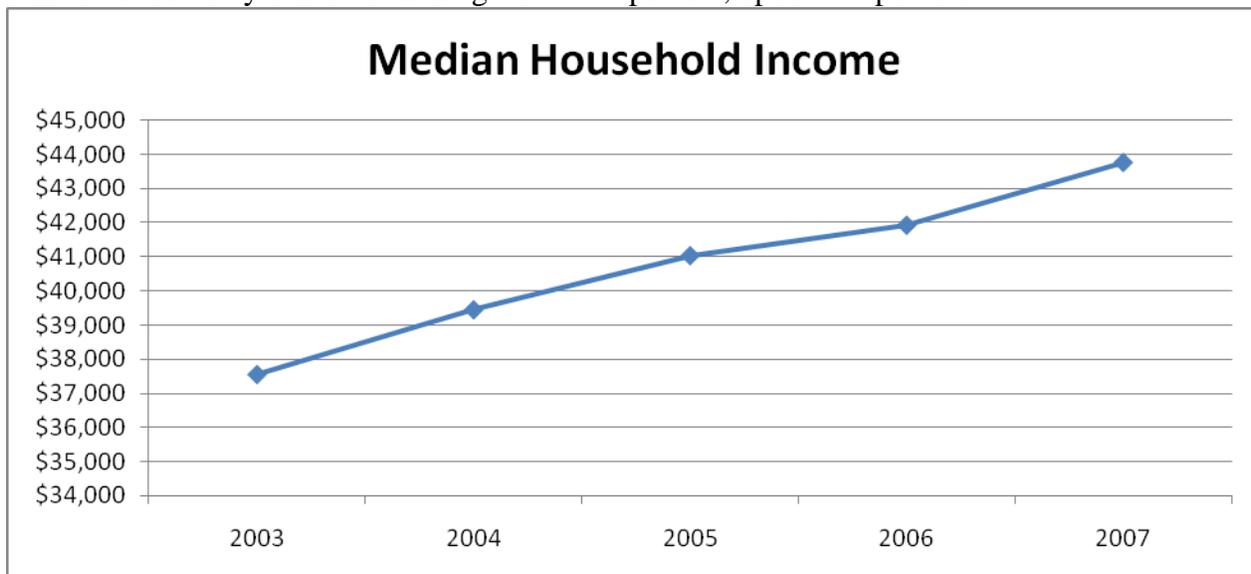
<sup>1</sup> National Bureau of Economic Research. <http://www.nber.org/cycles/dec2008.html>

<sup>2</sup> <http://www.bea.gov/regional/gsp/>

The recent period of economic strength, especially in the mining industry, has influenced recent population trends. In the past five years the state has been able to stabilize and even grow its population. The most recent population estimate<sup>3</sup> (July 2008) came in at 641,481 persons. That was an increase of 3,577 persons from prior year, and placed the state very near its Decennial Census level of 642,200. Even more positive has been that the population gains were spread out geographically across the state over the year. Eighteen counties posted gains, with thirteen of them being western. The population distribution within the counties was also favorable, as about 55 percent of the gain was in the relatively more urban eastern part of the state and the remaining 45 percent out west. North Dakota's median age has also remained stable over the most recent period at 37.1 years.



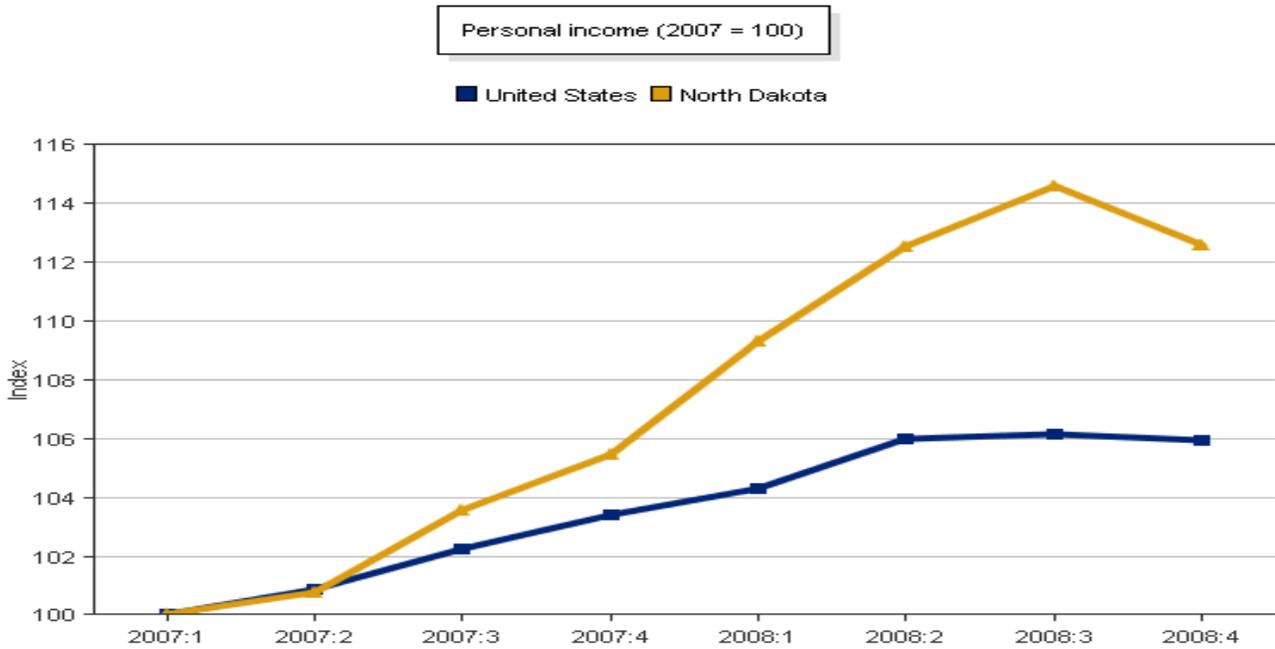
Median household income during the period 2003 to 2007 has been positive. It has risen from approximately \$37,554 in 2003 to \$43,753 in 2008, the most current year available. Poverty rates also remained fairly stable fluctuating from 11.2 percent, up to 12.1 percent.



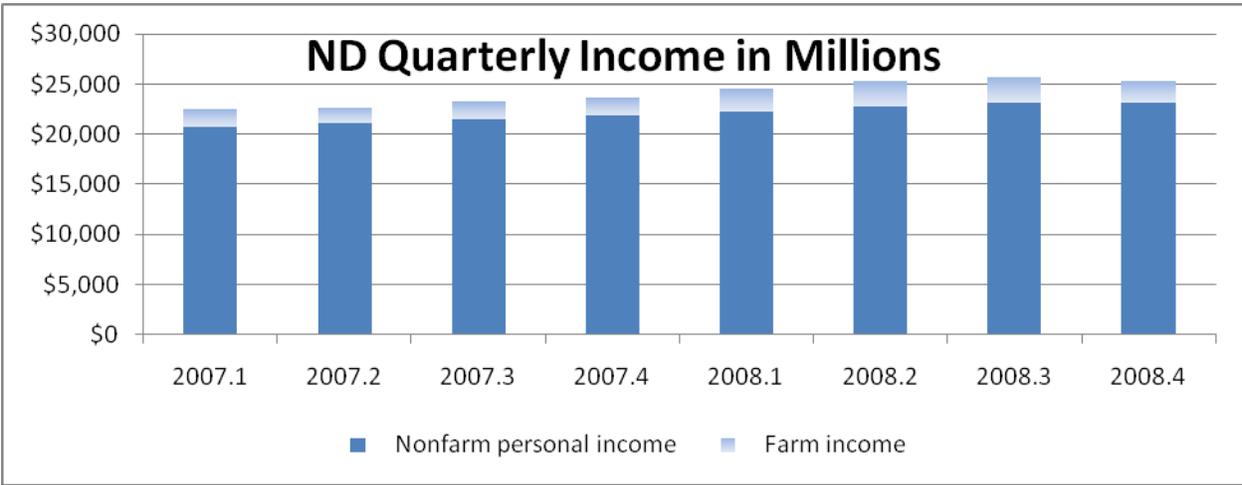
<sup>3</sup> U.S. Census Bureau interim population estimates [www.census.gov](http://www.census.gov)

## Quarterly Indicators

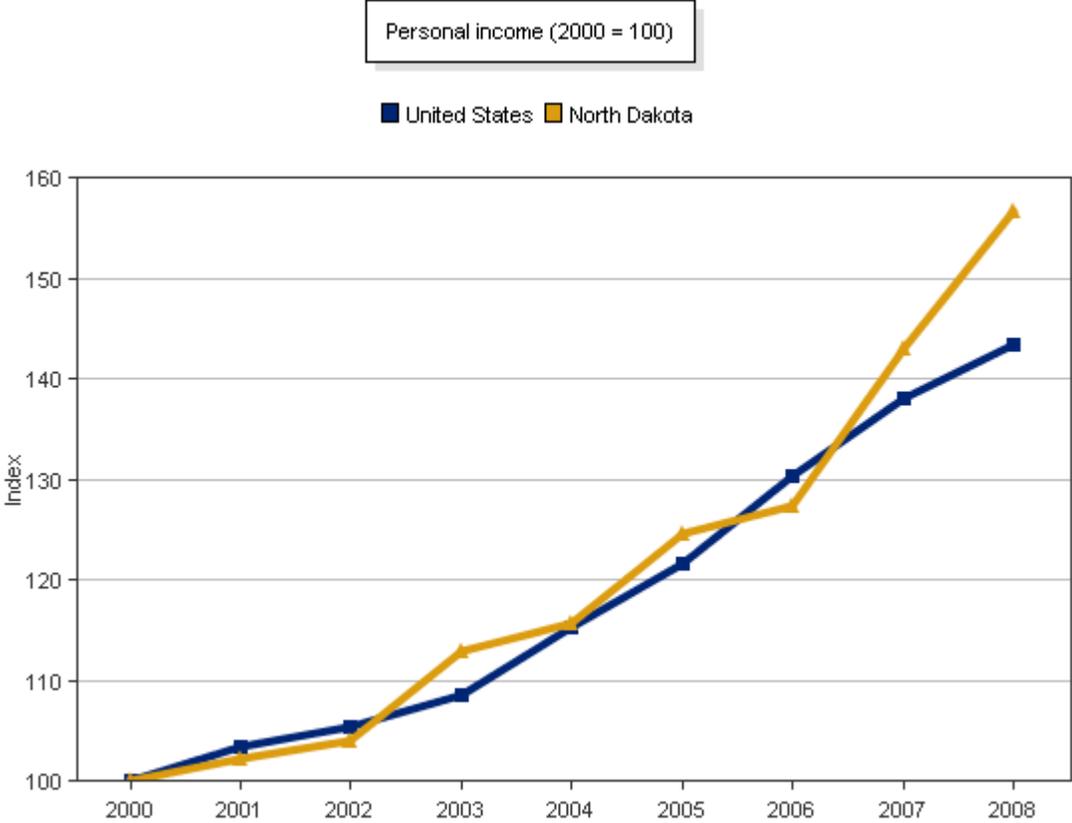
Personal income data from the BEA are available on a quarterly basis and contain more recent time periods. The following graph displays North Dakota's personal income outpaced nation for most of the past two years, buoyed by strong energy and agricultural sectors. Only in the most recent quarter available has the state's total personal income slipped.



North Dakota's seasonally adjusted personal income contains nonfarm and farm components. The chart below displays how they have changed over the period. As mentioned, agriculture is an industry vitally important to the state's economy and its contribution remained strong over the period. The aggregate of the nonfarm economy is larger than agriculture by itself which can be viewed below.

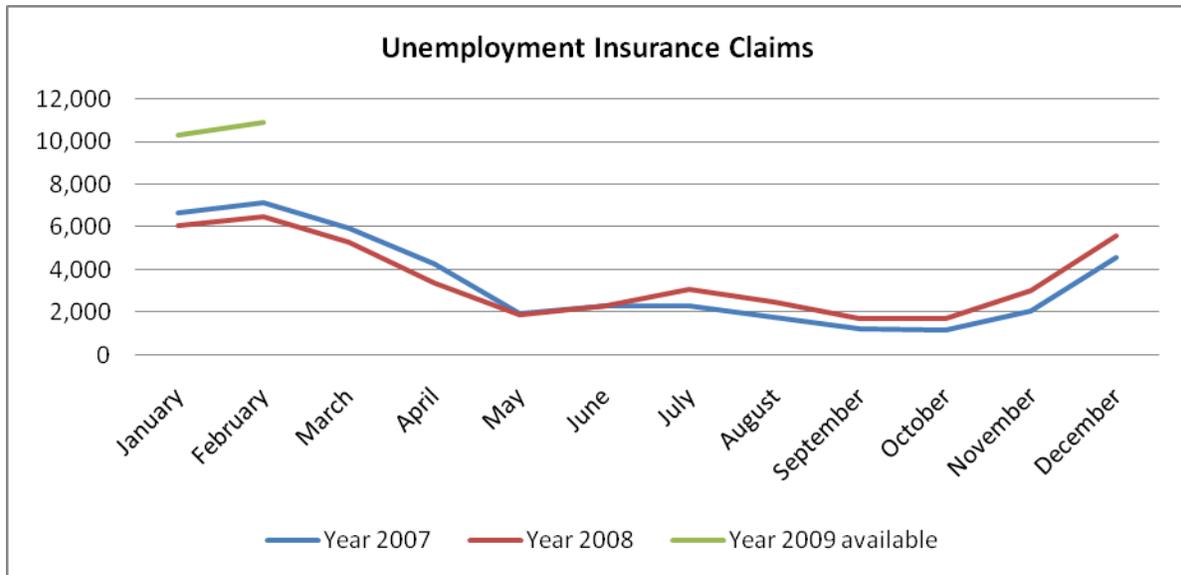


The per capita personal income of the state was on par with national growth rates for most of the period since 2000, before beginning to accelerate in the latest two years.



## Monthly Indicators

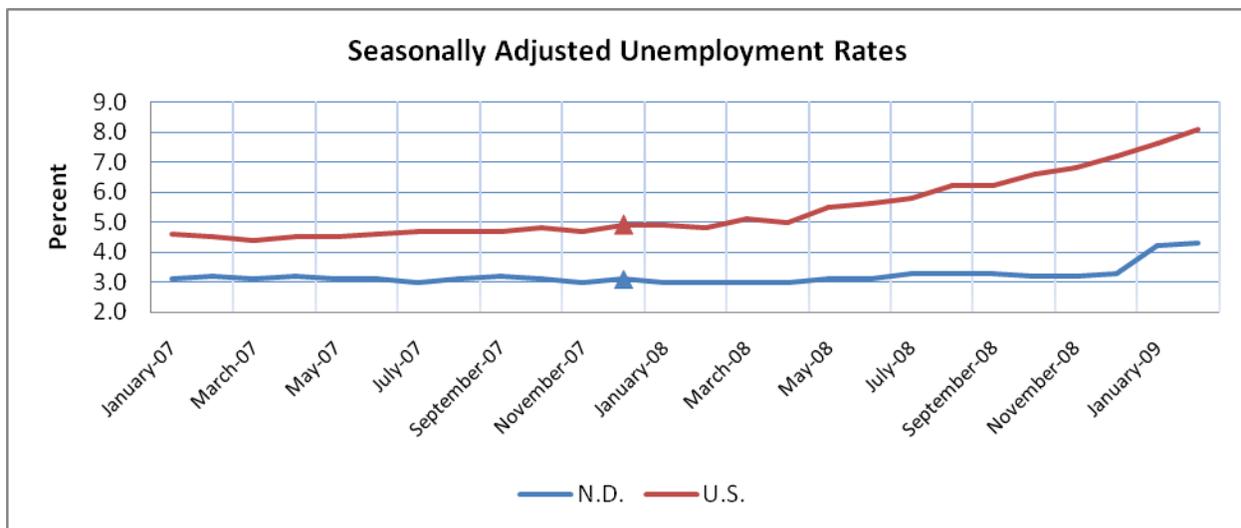
One of the high profile statistics used to gauge an area's economic condition is its unemployment rate. One of the most important inputs into the model producing the statistic is unemployment insurance (UI) claims<sup>4</sup>. The chart below shows the seasonality of claims with highest levels near the beginning of a new year. During 2007 and 2008 claims activity were fairly consistent, with a slight increase in the second half of 2008. Activity spiked in January of 2009 with temporary layoff activity at Bobcat Company, a major employer in the State, and other smaller employers, during that and the following month.



Beginning in early 2009, the previously mentioned increased claims activity reflected on seasonally adjusted unemployment rates<sup>5</sup> for North Dakota, and can be viewed on the following graph. The nation began showing steady unemployment rate increases already in 1<sup>st</sup> quarter of 2008, much closer to the start date of the recession (December 2007).

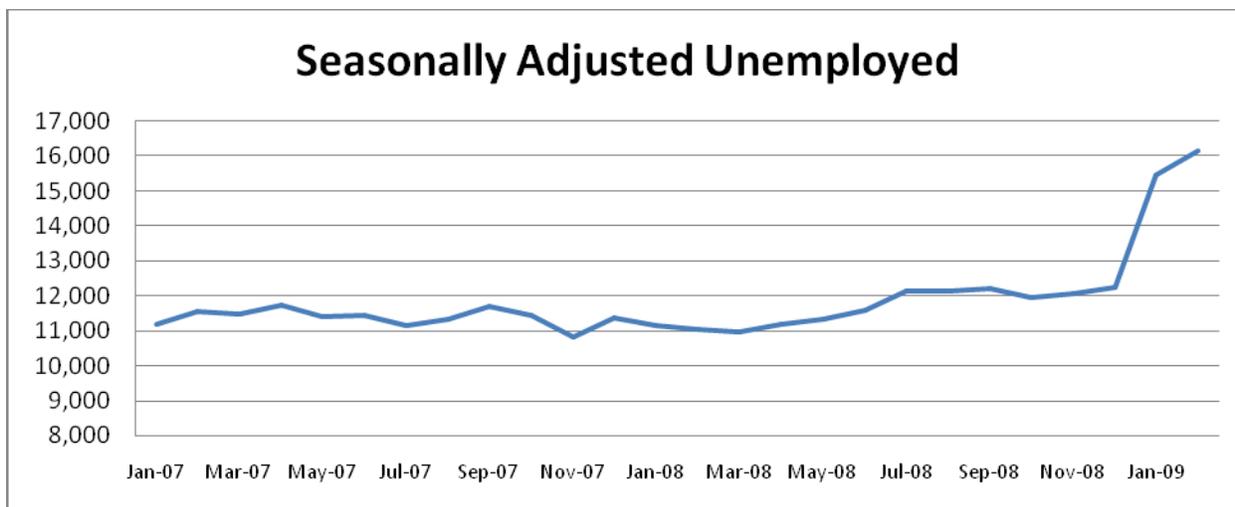
<sup>4</sup> Source: Job Service North Dakota Unemployment Insurance Program [www.jobsnd.com](http://www.jobsnd.com)

<sup>5</sup> Source: Bureau of Labor Statistics. Local Area Unemployment Statistics Program [www.bls.gov](http://www.bls.gov)

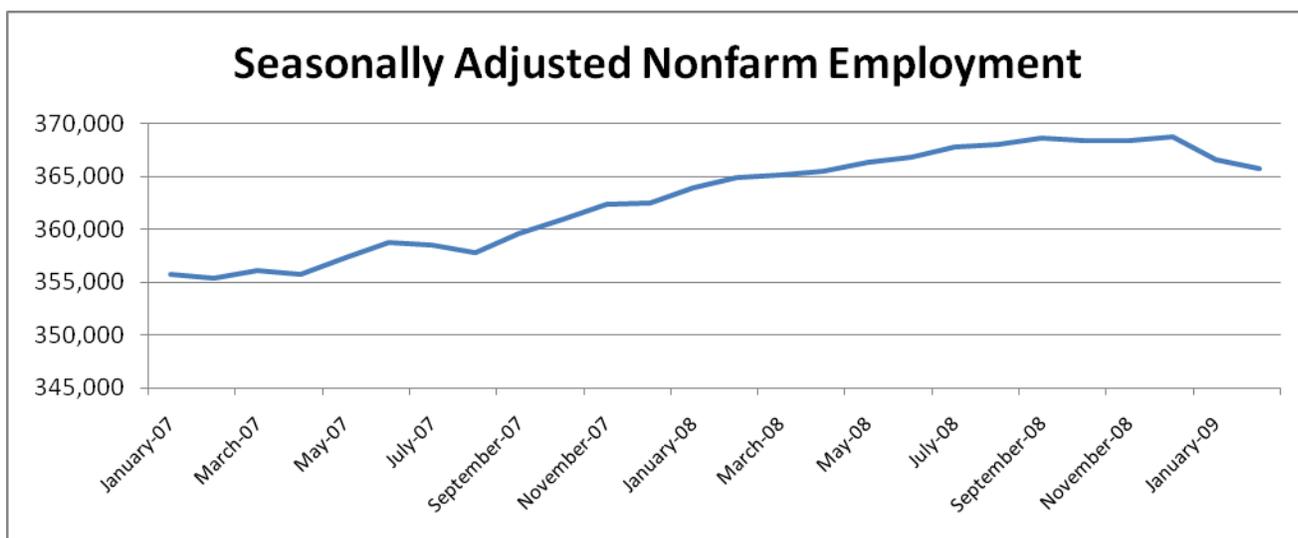


Directly related to the seasonally adjusted unemployment rate are the number of North Dakotans looking for work over the period. As with the rate, the number of persons unemployed<sup>4</sup> remained very stable with an increase realized in January 2009. The magnitude of increase was largely attributable to the temporary layoffs at Bobcat and related companies including assorted suppliers and vendors of theirs. As well, the winter of 2009 was the harshest in several years. That caused earlier and deeper layoff levels among the more seasonal industries such as mining, construction and certain subsets of manufacturing. One other contributing factor to relatively higher unemployed levels during the latter part of the period was a decline in prices for crude oil. This slowed some activity in oil & gas activity in the mining industry. Beside the weaker price for their commodity, oil & gas companies were also affected by the deep snow and cold weather of the winter, which made reaching and working on drilling sites more difficult.

Over the most recent six month period, unemployment has been impacted by a number of business closures and announced reductions in force. Most significant business closures include: Alien Technology, Fargo, Sykes in Minot, American Express in Linton and Dickinson, indefinite layoffs with Bobcat in Bismarck and Gwinner, and others. For the period July 1, 2008 through May 7, 2009, there were a total of 867 workers affected by plant closures and another 1,086 workers affected by temporary layoffs resulting from the slow down in business. Midwest Teleservices International, Inc. announced the opening of a new Center in Linton which employ up to 50 individuals the first year. This will help address the loss of jobs due to the American Express closure in that community. While it is expected that some of the affected workers will find employment opportunities with other North Dakota businesses, some will need to retrain or relocate to find similar employment opportunities. This also creates additional competition for the available jobs which has an adverse impact on entry-level and disadvantaged job seekers.



Just as UI claims are an important input in the unemployment rate computation, the number of nonfarm jobs estimated in the state is an input into the employed side of the labor force series. This series has also experienced a healthy period of expansion that has recently been interrupted in early 2009. The series would largely rebound with the return of the previously mentioned workers who were temporarily laid off.



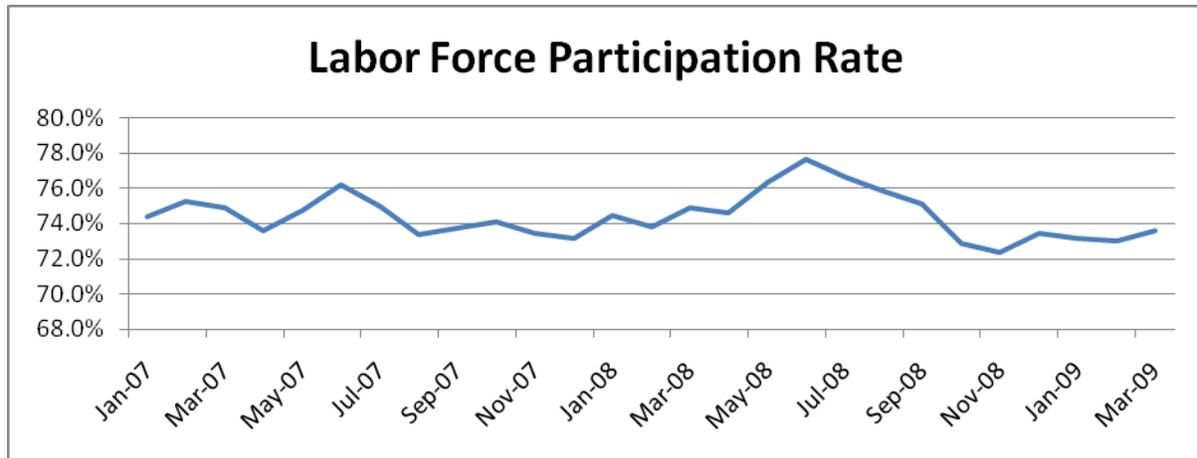
The relationship between the number of potential workers in a labor force and the actual number actively engaged in it are computed as a Labor Force Participation rate (LFPr)<sup>6</sup>. North Dakota has traditionally held a very high LFPr. This high rate generally signifies a strong economy with job opportunities for persons who may not usually be strongly attached to the labor force. These groups of people may include:

<sup>6</sup> Source: Current Population Survey- [www.bls.gov](http://www.bls.gov)

Represents the number who are in the labor force for every 100 non-institutionalized persons in the population that are 16 years of age and older. A participation rate of 62.1 means that 62.1 percent of the non-institutionalized population 16 years and older is in the labor force (that is, either employed or unemployed)

- Student aged
- Retirement aged
- Disabled
- Caregivers
- Those not interested in working

Mid summer months tend to produce the highest participation rates, and the current period peaked in June 2008. Since then there has been a gradual decrease until November of the same year, before the series reversed direction and began trending upward again. The series from January 2007 to current is on the following graph:



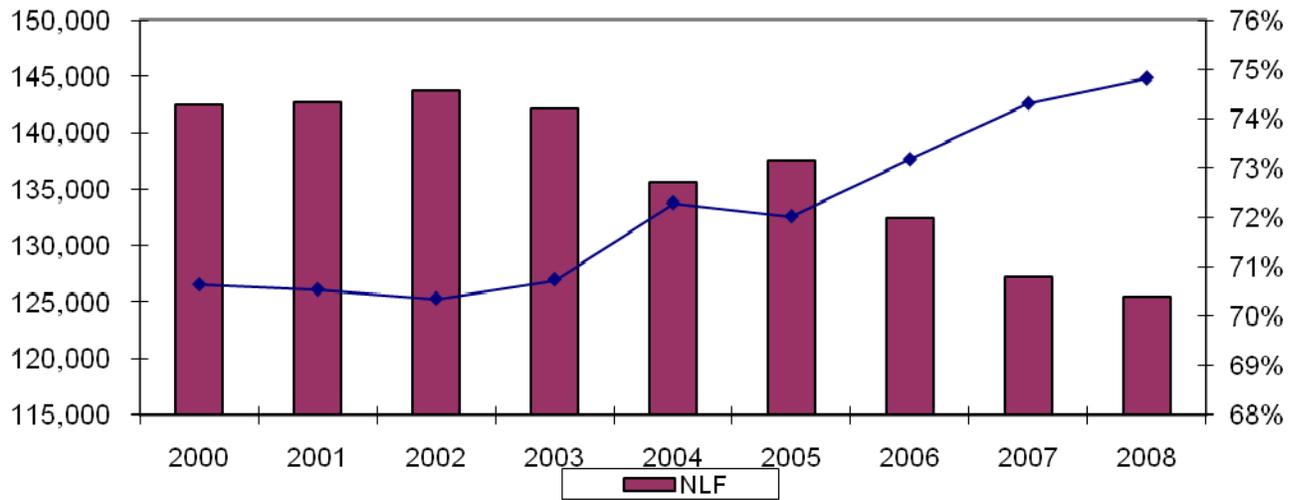
North Dakota has experienced a relatively long phase of economic expansion. During the period 2000-2008, the state has realized steady labor force growth. This expansion occurred during a time the state’s total population remained relatively flat. One of the primary reasons this trend occurred has been the strength of the state’s (LFPr). What this means is the economy has been able to continue attracting a larger percentage of the total employment aged persons into working, or actively seeking work.

This attraction of a high percentage of the potential worker pool into the workforce is important. At any time in an economy there are persons of working ages who do not have, or possibly want, jobs. These persons are considered “Not in Labor Force<sup>7</sup>” (NLF). Nationally about one-third of the population falls into this category, compared to about one-fourth in North Dakota. The inverse relationship between LFPr and number of persons not in the labor force can be viewed on the following chart.

---

<sup>7</sup> The percent of the total population 16 years and over who are civilians (not on active duty in the U.S. Armed Forces) and were neither "at work" nor "with a job but not at work" during the reference week, nor "looking for work during the last 4 weeks." The reference week is the calendar week preceding the date on which the respondents completed their questionnaires.

### Not in Labor Force Population vs. Labor Force Participation Rates



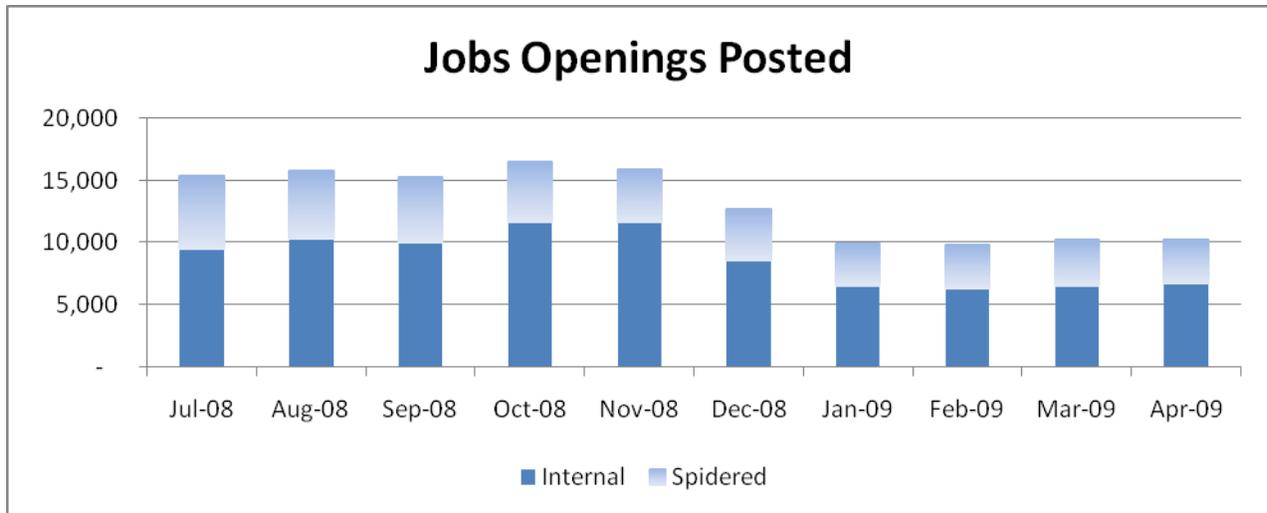
Quantifying the CPS annual average NLF population, for the state over the period of interest, was computed by subtracting its labor force component from the working aged population on the table below. The 2008 NLF population annual average figure is computed to be 125,476. As mentioned above, all members of this pool are not likely candidates for attraction into the labor force, as it contains students, retirees, caregivers, etc.

	2000	2001	2002	2003	2004	2005	2006	2007	2008
<b>CPS Pop</b>	485,178	484,533	484,780	485,871	489,326	491,383	493,410	495,390	498,370
<b>CPS LF</b>	342,711	341,788	341,054	343,720	353,749	353,898	361,027	368,111	372,894
<b>NLF</b>	142,467	142,745	143,726	142,151	135,577	137,485	132,383	127,279	125,476
<b>LFPr</b>	70.6%	70.5%	70.4%	70.7%	72.3%	72.0%	73.2%	74.3%	74.8%

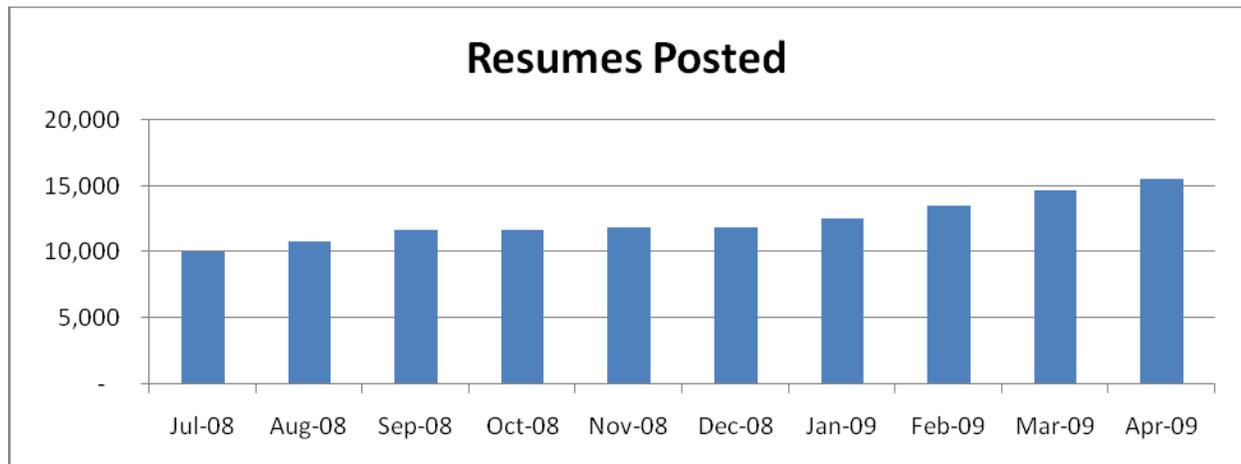
### JOB OPENINGS, RESUMES AND OCCUPATIONAL PROJECTIONS

A measure of the demand side of the state's labor market is the number of job openings posted by businesses. For the past several years many businesses have had difficulty finding enough workers due to an expanding economy, coupled with a stable in size, but aging population. Some of the increased demand for workers was accommodated by increased labor force participation rates, attracting nontraditional pools into the workforce as well, employees holding multiple jobs, and the attraction of commuter workers from neighboring states, especially Michigan and western Minnesota residents into Red River counties.

Tracking of job openings, posted directly with Job Service North Dakota (JSND) on its Virtual One Stop (VOS) system, and spidered in from external sources, has been available in consistent form since July 2008. The chart below illustrates the activity in the most recent months. A longer data series would be preferable to make determinations as to whether worker demand has changed since the recession began, because there is seasonality to employers seeking workers during different times of the years. Beginning in the final month of 2008 openings fell slightly and have remained fairly consistent for all four months available in 2009.



Also available from the VOS system are number of resumes posted by job seekers. As can be seen on the following graph use by job seekers has risen from about 10,000 resumes in July to 15,000 in April. Part of this increase can be attributed to public awareness and marketing of the new system.



Another indicator, as to what the near term (two years out) industry and occupational projections are expected to be, are also produced by JSND. The most recent set available is from base period 2007 through 2009. These projections were produced using standardized methodology provided by the federal partners. Much has changed economically, especially in light of the recession beginning in December of 2007. But, the current set of short term projections still remain the best estimates of future condition. As can be seen on the following table, all industries, with the exception of agriculture and manufacturing, are expected to grow in the near term.

Short Term Industry Employment & Projections Data in North Dakota from Base Year 2007 to Projected Year 2009				
Industry Title	2007 Estimated Employment	2009 Projected Employment	Total Annual Avg. Percent Change	Total 2007-2009 Employment Change
<b>Total Employment, All Jobs</b>	411,391	417,207	0.7%	5,816
<b>Accommodation and Food Services</b>	29,422	30,461	1.8%	1,039
<b>Administrative Support and Waste Mgmt Services</b>	13,084	13,296	0.8%	212
<b>Agriculture, Forestry, Fishing and Hunting</b>	36,111	35,622	-0.7%	-489
<b>Arts, Entertainment, and Recreation</b>	3,550	3,650	1.4%	100
<b>Construction</b>	19,256	19,354	0.3%	98
<b>Educational Services</b>	35,890	36,178	0.4%	288
<b>Finance and Insurance</b>	15,906	16,214	1.0%	308
<b>Health Care and Social Assistance</b>	48,285	49,614	1.4%	1,329
<b>Information</b>	7,583	7,665	0.5%	82
<b>Management of Companies and Enterprises</b>	4,141	4,320	2.2%	179
<b>Manufacturing</b>	26,109	25,784	-0.6%	-325
<b>Mining, Quarrying, and Oil and Gas Extraction</b>	5,117	6,001	8.6%	884
<b>Other Services (except Public Administration)</b>	15,893	15,937	0.1%	44
<b>Professional, Scientific, and Technical Services</b>	12,079	12,768	2.9%	689
<b>Real Estate and Rental and Leasing</b>	3,321	3,374	0.8%	53
<b>Retail Trade</b>	43,048	43,328	0.3%	280
<b>Transportation and Warehousing</b>	13,032	13,624	2.3%	592
<b>Utilities</b>	3,286	3,354	1.0%	68
<b>Wholesale Trade</b>	19,291	19,514	0.6%	223

Projections are also made for occupations within the state. For the current period, all major occupational groups are expected to grow with the exception of two (management and farming), which are both expected to fall slightly. Numerically office and administrative occupations are expected to produce the most annual openings, followed closely by sales and food preparation jobs.

Short Term Occupational Employment Projections in North Dakota for a base year of 2007 and a projected year of 2009							
Occupational Title	2007 Estimated Employment	2009 Projected Employment	Total 2007-2009 Employment Change	Total Annual Avg. Percent Change	Annual Avg. Openings Due to Growth	Annual Avg. Openings Due to Replacement	Total Annual Avg. Openings
<b>Total, All Occupations</b>	411,391	417,207	5,816	0.7%	3,564	8,996	12,560
<b>Management</b>	48,117	47,907	-210	-0.2%	110	577	687
<b>Business and Financial Operations</b>	12,477	12,725	248	1.0%	127	191	318
<b>Computer and Mathematical</b>	5,250	5,424	174	1.6%	91	119	210
<b>Architecture and Engineering</b>	4,513	4,628	115	1.3%	71	96	167
<b>Life, Physical, and Social Science</b>	2,952	3,013	61	1.0%	34	74	108
<b>Community and Social Services</b>	6,337	6,483	146	1.1%	73	92	165
<b>Legal</b>	1,552	1,564	12	0.4%	7	24	31
<b>Education, Training, and Library</b>	22,059	22,334	275	0.6%	145	424	569
<b>Arts, Design, Entertainment, Sports, and Media</b>	5,155	5,195	40	0.4%	35	127	162
<b>Healthcare Practitioners and Technical</b>	20,446	21,014	568	1.4%	285	347	632
<b>Healthcare Support</b>	12,274	12,565	291	1.2%	149	104	253
<b>Protective Service</b>	4,744	4,808	64	0.7%	32	156	188
<b>Food Preparation and Serving Related</b>	31,405	32,309	904	1.4%	452	1,288	1,740
<b>Personal Care and Service</b>	15,555	15,760	205	0.7%	108	397	505
<b>Sales and Related</b>	39,772	40,269	497	0.6%	282	1,428	1,710
<b>Office and Administrative Support</b>	61,338	62,081	743	0.6%	508	1,310	1,818
<b>Farming, Fishing, and Forestry</b>	6,584	6,550	-34	-0.3%	2	165	167
<b>Construction and Extraction</b>	23,263	24,003	740	1.6%	382	392	774

<b>Installation, Maintenance, and Repair</b>	16,892	17,153	261	0.8%	145	280	425
<b>Production</b>	23,518	23,522	4	0.0%	135	473	608
<b>Transportation and Material Moving</b>	30,069	30,512	443	0.7%	261	659	920

A utility has also been developed to rank jobs using long term growth projections and their individual wage criteria. Job seekers, students, program providers, and other stakeholders have found this approach to be useful in career and program planning. This allows resources to be focused on occupations found to be the most high wage and high demand in the state. An excerpt of these HOTJobs<sup>8</sup> for the state follows. It also contains the most common education/training requirements of the jobs, and the common skills exhibited by successful workers in the occupation.

	<b>Occupation Title</b>	<b>2006 Estimate</b>	<b>2016 Projection</b>	<b>10 Year Growth</b>	<b>10 Year Replacement</b>	<b>2008 Typical Wage</b>	<b>Education</b>	<b>Experience #1 Skill Required</b>
1	<b>Computer Software Engineers, Systems Software</b>	382	555	173	38	\$68,111	Bachelor's degree	Complex Problem Solving
2	<b>Computer and Information Systems Managers</b>	533	673	140	97	\$77,280	Bachelor's or higher degree, plus work experience	Reading Comprehension
3	<b>Industrial Engineers</b>	368	495	127	89	\$65,997	Bachelor's degree	Critical Thinking
4	<b>Physician Assistants</b>	309	401	92	47	\$70,669	Bachelor's degree	Active Listening
5	<b>Mechanical Engineers</b>	448	580	132	123	\$64,655	Bachelor's degree	Mathematics
6	<b>Engineering Managers</b>	362	433	71	72	\$88,785	Bachelor's or higher degree, plus work experience	Reading Comprehension
7	<b>General and Operations Managers</b>	3,816	4,296	480	720	\$77,134	Bachelor's or higher degree, plus work experience	Active Listening
8	<b>Computer Software Engineers, Applications</b>	733	1,013	280	72	\$55,703	Bachelor's degree	Programming

<sup>8</sup> Labor Market Information Center Job Service North Dakota HOTJobs publication: <http://www.ndworkforceintelligence.com/gsipub/index.asp?docid=339>

9	Electrical Engineers	399	476	77	78	\$78,005	Bachelor's degree	Active Listening
10	Sales Managers	690	811	121	127	\$68,351	Bachelor's or higher degree, plus work experience	Active Listening
11	Marketing Managers	360	429	69	66	\$71,595	Bachelor's or higher degree, plus work experience	Critical Thinking
12	Civil Engineers	567	690	123	90	\$60,554	Bachelor's degree	Mathematics
13	Chief Executives	990	1,108	118	187	\$128,598	Bachelor's or higher degree, plus work experience	Judgment and Decision Making
14	Financial Analysts	255	313	58	38	\$66,735	Bachelor's degree	Reading Comprehension
15	Financial Managers	1,273	1,417	144	182	\$74,474	Bachelor's or higher degree, plus work experience	Time Management
16	Computer Systems Analysts	826	1,109	283	93	\$50,513	Bachelor's degree	Active Learning
17	Business Teachers, Postsecondary	336	422	86	76	\$58,366	Master's degree	Instructing
18	Dental Hygienists	614	746	132	52	\$55,396	Associate degree	Active Listening
19	Registered Nurses	7,130	8,514	1384	1492	\$51,253	Associate degree	Active Listening
20	Physical Therapists	620	708	88	61	\$62,827	Master's degree	Active Listening
21	Pharmacists	713	785	72	138	\$85,171	First professional degree	Active Listening
22	Derrick Operators, Oil and Gas	349	493	144	101	\$47,707	Moderate-term on-the-job training	Equipment Maintenance
23	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	628	741	113	165	\$55,447	Moderate-term on-the-job training	Speaking
24	Management Analysts	387	459	72	53	\$58,077	Bachelor's or higher degree, plus work experience	Critical Thinking
25	Architects, Except Landscape and Naval	177	254	77	20	\$50,703	Bachelor's degree	Active Listening

26	<b>Medical and Health Services Managers</b>	649	729	80	126	\$63,772	Bachelor's or higher degree, plus work experience	Active Listening
27	<b>Database Administrators</b>	256	360	104	26	\$48,378	Bachelor's degree	Active Learning
28	<b>Network and Computer Systems Administrators</b>	534	696	162	59	\$47,416	Bachelor's degree	Reading Comprehension
29	<b>Education Teachers, Postsecondary</b>	242	308	66	55	\$53,240	Doctoral degree	Instructing
30	<b>Network Systems and Data Communications Analysts</b>	378	549	171	45	\$46,655	Bachelor's degree	Equipment Selection
31	<b>Rotary Drill Operators, Oil and Gas</b>	335	474	139	97	\$46,988	Moderate-term on-the-job training	Equipment Maintenance
32	<b>Construction Managers</b>	567	638	71	103	\$62,729	Bachelor's degree	Reading Comprehension
33	<b>Service Unit Operators, Oil, Gas, and Mining</b>	627	869	242	182	\$42,528	Moderate-term on-the-job training	Equipment Maintenance
34	<b>First-Line Supervisors/Managers of Construction Trades and Extraction Workers</b>	1,549	1,782	233	263	\$48,045	Work experience in a related occupation	Time Management
35	<b>Nursing Instructors and Teachers, Postsecondary</b>	250	314	64	56	\$47,606	Doctoral degree	Reading Comprehension
36	<b>Cost Estimators</b>	594	729	135	133	\$43,078	Work experience in a related occupation	Active Listening
37	<b>Electricians</b>	1,825	2,126	301	361	\$43,976	Long-term on-the-job training	Installation
38	<b>First-Line Supervisors/Managers of Production and Operating Workers</b>	1,533	1,756	223	321	\$45,706	Work experience in a related occupation	Active Listening
39	<b>Loan Officers</b>	957	1,055	98	154	\$52,591	Bachelor's degree	Active Listening
40	<b>Accountants and Auditors</b>	3,139	3,644	505	593	\$42,755	Bachelor's degree	Mathematics

Just as the HOTJobs publication helps to index occupations with high wage high demand criteria, a North Dakota Careers by Education<sup>9</sup> product has also been developed that sorts individual occupations by training and educational requirements. Excerpts of the publication are included in the following tables:

<sup>9</sup> <http://www.ndworkforceintelligence.com/gsipub/index.asp?docid=494>

North Dakota Careers Associates Degree		2008 Typical ND Wage	2006-2016 Total ND Growth	2006-2016 Total ND Replacements	Examples of Tasks Performed	Education/ Training
1	Dental Hygienists	\$55,396	132	52	Clean teeth, examine gums, develop x-ray film, & watch for signs of decay or gum disease.	AD
2	Registered Nurses	\$51,253	1,384	1,492	Monitor all aspects of patient care, modify treatment, & consult with healthcare team.	AD
3	Funeral Directors	\$63,261	1	54	Arrange funeral details, prepare remains for burial, & offer counsel to family & friends.	AD
4	Electrical and Electronic Engineering Technicians	\$50,005	35	49	Test electronic units, analyze results, evaluate performance & determine adjustment needs.	AD
5	Radiologic Technologists and Technicians	\$41,877	61	74	Operate x-ray equipment, process radiographs, & review & evaluate x-ray images.	AD
6	Respiratory Therapists	\$40,937	55	87	Set up & operate devices such as mechanical ventilators for specified treatment.	AD
7	Civil Engineering Technicians	\$40,620	52	64	Calculate dimensions, profile & component specifications, & material quantities.	AD
8	Industrial Engineering Technicians	\$41,592	45	49	Recommend revision to methods of operation or other changes to increase production.	AD
9	Radiation Therapists	\$65,765	10	15	Administer prescribed doses of radiation to patients, using radiation therapy equipment.	AD
10	Computer Support Specialists	\$32,269	213	126	Answer user inquiries regarding computer software or hardware to resolve problems.	AD
11	Mechanical Engineering Technicians	\$44,393	30	23	Inspect lines & figures for clarity & return erroneous drawings to designer for correction.	AD
12	Diagnostic Medical Sonographers	\$59,814	14	11	Determine images to include, looking for differences between healthy & pathological areas.	AD

13	<b>Medical and Clinical Laboratory Technicians</b>	\$33,115	64	117	Perform medical research, including chemical analysis, to further control & cure disease.	AD
14	<b>Agricultural and Food Science Technicians</b>	\$34,859	60	49	Conduct standardized tests on food & beverages to ensure compliance with regulations.	AD
15	<b>Medical Equipment Repairers</b>	\$40,069	25	54	Inspect & test malfunctioning medical & related equipment.	AD
16	<b>Medical Records and Health Info. Technicians</b>	\$26,446	104	91	Protect the security of medical records to ensure that confidentiality is maintained.	AD
17	<b>Biological Technicians</b>	\$28,020	90	74	Participate in the research & development of medicinal & pharmaceutical preparations.	AD
18	<b>Forest and Conservation Technicians</b>	\$34,331	3	55	Train & lead forest & conservation workers in seasonal activities.	AD
19	<b>Nuclear Medicine Technologists</b>	\$55,237	5	6	Calculate, measure & record radiation dosage or radiopharmaceuticals received & used.	AD
20	<b>Paralegals and Legal Assistants</b>	\$39,594	30	21	Prepare legal documents, including briefs, pleadings, appeals, wills, & contracts.	AD
21	<b>Fish and Game Wardens</b>	\$54,692	1	9	Patrol-assigned areas to enforce game, fish, or boating laws & manage wildlife programs.	AD
22	<b>Cardiovascular Technologists and Technicians</b>	\$35,504	22	21	Monitor patients' blood pressure & heart rate during diagnostic & therapeutic procedures.	AD
23	<b>Environmental Engineering Technicians</b>	\$43,780	8	11	Perform environmental quality work, conduct surveys & produce assessment reports.	AD
24	<b>Veterinary Technologists and Technicians</b>	\$27,207	37	18	Administer anesthesia to animals, perform lab tests, & administer first aid.	AD
25	<b>Interior Designers</b>	\$29,680	30	20	Advise client on design, estimate material costs, & present design to client for approval.	AD

North Dakota Careers Bachelor Degree & Beyond		2008 Typical ND Wage	2006-2016 Total ND Growth	2006-2016 Total ND Replacements	Examples of Tasks Performed	Education/ Training
1	Chief Executives	\$128,598	118	187	Direct an organization to fund operations, maximize investments, & increase efficiency.	BD+
2	General and Operations Managers	\$77,134	480	720	Oversee activities directly related to making products or providing services.	BD+
3	Financial Managers	\$74,474	144	182	Process loans, prepare financial statements, & coordinate financial planning.	BD+
4	Pharmacists	\$85,171	72	138	Review prescriptions for accuracy, ascertain ingredients, & evaluate their suitability.	PD
5	Computer and Information Systems Managers	\$77,280	140	97	Manage backup, security & user help systems.	BD+
6	Sales Managers	\$68,351	121	127	Monitor customer preferences, determine price schedules, & resolve complaints.	BD+
7	Engineering Managers	\$88,785	71	72	Coordinate projects & direct the integration of technical activities.	BD+
8	Electrical Engineers	\$78,005	77	78	Confer with engineers & customers to discuss existing or potential engineering projects.	BD
9	Computer Software Engineers, Systems Software	\$68,111	173	38	Modify existing software, adapt it to new hardware & upgrade interfaces.	BD
10	Mechanical Engineers	\$64,655	132	123	Read & interpret blueprints, technical drawings, schematics & computer-generated reports.	BD
11	Industrial Engineers	\$65,997	127	89	Analyze statistical data & establish quality & reliability objectives of finished product.	BD
12	Lawyers	\$72,530	43	102	Advise clients, prosecute or defend lawsuits, or legal rights & obligations.	PD

13	<b>Medical and Health Services Managers</b>	\$63,772	80	126	Direct, supervise & evaluate work activities of medical, technical & service personnel.	BD+
14	<b>Physician Assistants</b>	\$70,669	92	47	Examine patients to obtain information about their physical condition.	BD
15	<b>Agricultural Sciences Teachers, Postsecondary</b>	\$80,341	50	58	Prepare course materials such as syllabi, assignments, & handouts on agricultural topics.	DD
16	<b>Marketing Managers</b>	\$71,595	69	66	Develop pricing strategies, balance firm objectives & customer satisfaction.	BD+
17	<b>Optometrists</b>	\$84,051	22	84	Examine eyes to determine visual acuity & to diagnose diseases & abnormalities.	PD
18	<b>Civil Engineers</b>	\$60,554	123	90	Analyze reports, maps, blueprints & other topographical or geologic data to plan projects.	BD
19	<b>Construction Managers</b>	\$62,729	71	103	Confer with contractors & others to discuss & resolve construction matters.	BD
20	<b>Education Administrators, Elementary &amp; Secondary</b>	\$66,223	19	124	Review, modify or approve new programs, & submit program proposals to school board.	BD+
21	<b>Physical Therapists</b>	\$62,827	88	61	Prepare & carry out individually designed programs of physical treatment for patients.	MD
22	<b>Computer Software Engineers, Applications</b>	\$55,703	280	72	Confer with systems analysts, engineers & programmers to design software systems.	BD
23	<b>Electronics Engineers, Except Computer</b>	\$77,339	36	40	Design electronic components, software, products or systems for various applications.	BD
24	<b>Business Teachers, Postsecondary</b>	\$58,366	86	76	Prepare & deliver lectures to undergraduate/graduate students on various business topics.	MD
25	<b>Financial Analysts</b>	\$66,735	58	38	Recommend investments & investment timing to companies, investment staff, or the public.	BD

North Dakota Careers <b>Vocational Training</b>		2008 Typical ND Wage	2006-2016 Total ND Growth	2006-2016 Total ND Replacements	Examples of Tasks Performed	Education/ Training
1	<b>Mobile Heavy Equipment Mechanics, Except Engines</b>	\$41,615	55	139	Test mechanical products & equipment to ensure proper performance & compliance.	VT
2	<b>Bus &amp; Truck Mechanics &amp; Diesel Engine Specialists</b>	\$36,206	110	259	Perform routine maintenance such as lubricating equipment & machinery.	VT
3	<b>Real Estate Sales Agents</b>	\$44,502	39	124	Promote sales of properties & present purchase offers to sellers for consideration.	VT
4	<b>Licensed Practical and Licensed Vocational Nurses</b>	\$33,876	97	664	Observe patients, chart & report changes in patients' conditions.	VT
5	<b>Automotive Service Technicians and Mechanics</b>	\$32,091	134	512	Examine vehicles, compile estimates of repair costs, & secure approval to perform repairs.	VT
6	<b>Commercial Pilots</b>	\$56,085	13	70	Pilot airplanes, check aircraft, & determine flight plans using navigation systems.	VT
7	<b>Aircraft Mechanics and Service Technicians</b>	\$43,996	58	77	Read & interpret manuals to determine feasibility & method of repairing components.	VT
8	<b>Electrical &amp; Electronics Repairers, Substation</b>	\$65,749	0	42	Construct, test, maintain, & repair substation relay & control systems.	VT
9	<b>Mechanical Drafters</b>	\$38,939	36	59	Develop detailed design drawings & specifications for mechanical equipment.	VT
10	<b>Farm Equipment Mechanics</b>	\$30,723	15	166	Maintain, repair & overhaul farm machinery, & test & replace electrical components.	VT
11	<b>Architectural and Civil Drafters</b>	\$35,937	38	59	Produce drawings using computer-aided drafting systems (CAD) or other devices.	VT
12	<b>Electrical &amp; Electronics Repairers, Comm'l Equip.</b>	\$48,017	12	28	Perform scheduled preventive maintenance tasks, to detect & prevent problems.	VT
13	<b>Nursing Aides, Orderlies, and Attendants</b>	\$22,657	445	856	Observe patients' conditions, reposition bedridden patients, & administer medications.	VT

14	<b>Medical Transcriptionists</b>	\$28,303	60	100	Transcribe dictation for a variety of medical reports.	VT
15	<b>Surgical Technologists</b>	\$35,757	43	28	Provide technical assistance to surgeons, surgical nurses & anesthesiologists.	VT
16	<b>Travel Agents</b>	\$23,756	52	157	Determine mode of transportation, travel dates, & financial considerations for customers.	VT
17	<b>Hairdressers, Hairstylists, and Cosmetologists</b>	\$22,562	179	478	Determine & recommend beauty treatment, suggest hair styles, & cut hair.	VT
18	<b>Court Reporters</b>	\$52,405	5	11	Take notes in shorthand & provide transcripts of proceedings.	VT
19	<b>Emergency Medical Technicians and Paramedics</b>	\$28,348	60	56	Administer first-aid treatment & life-support care to persons in a pre-hospital setting.	VT
20	<b>Legal Secretaries</b>	\$27,790	22	114	Prepare & process legal documents & papers.	VT
21	<b>Preschool Teachers, Except Special Education</b>	\$23,581	109	78	Provide a variety of materials & resources for children to explore, manipulate & use.	VT
22	<b>Appraisers and Assessors of Real Estate</b>	\$36,142	10	31	Prepare written reports that estimate property values.	VT
23	<b>Computer, Automated Teller &amp; Office Mach. Repairer</b>	\$35,078	0	54	Converse with customers in order to determine details of equipment problems.	VT
24	<b>Medical Secretaries</b>	\$25,015	21	129	Schedule & confirm patient diagnostic appointments, surgeries & medical consultations.	VT
25	<b>Electrical and Electronics Drafters</b>	\$36,223	13	26	Use computer-aided drafting equipment, conventional drafting stations & drafting tools.	VT

North Dakota Careers <b>Work Experience</b>		2008 Typical ND Wage	2006-2016 Total ND Growth	2006-2016 Total ND Replacements	Examples of Tasks Performed	Education/ Training
1	<b>Sales Rep., Wholesale &amp; Mfg, Except Tech. Products</b>	\$42,627	546	1,061	Answer customers' questions about products, prices & credit terms.	MT
2	<b>First-Line Super./Mgr, Mechanics &amp; Repair Workers</b>	\$52,737	110	342	Determine schedules, sequences & assignments for work activities.	WE
3	<b>First-Line Super./Mgr, Construction Trades Workers</b>	\$48,045	233	263	Examine & inspect work progress, equipment & construction sites.	WE
4	<b>First-Line Super./Mgr, Production &amp; Operating Workers</b>	\$45,706	223	321	Direct & coordinate activities of employees engaged in production or processing of goods.	WE
5	<b>Electricians</b>	\$43,976	301	361	Assemble, install, test & maintain electrical or electronic wiring & equipment.	LT
6	<b>Sales Rep., Wholesale &amp; Mfg, Tech. Products</b>	\$55,447	113	165	Contact new & existing customers to discuss specific products & services.	MT
7	<b>First-Line Super./Mgr, Office Admin. Support Workers</b>	\$39,392	181	616	Resolve customer complaints & answer questions regarding policies.	WE
8	<b>Truck Drivers, Heavy and Tractor-Trailer</b>	\$34,474	954	1,066	Maneuver & drive trucks, & follow safety procedures when transporting goods.	MT
9	<b>Service Unit Operators, Oil, Gas, and Mining</b>	\$42,528	242	182	Operate controls that raise derricks & level rigs, & analyze unserviceable wells.	MT
10	<b>Operating Engineers &amp; Other Const. Equip. Oprs.</b>	\$37,730	193	556	Operate different types of large power equipment at construction or excavation sites.	MT
11	<b>Derrick Operators, Oil and Gas</b>	\$47,707	144	101	Inspect derricks or order their inspection in order to maintain proper working conditions.	MT
12	<b>Plumbers, Pipefitters, and Steamfitters</b>	\$42,856	155	190	Cut, thread & hammer pipe to specifications, using various tools.	LT

13	<b>Postal Service Mail Carriers</b>	\$45,518	0	279	Obtain signed receipts for registered, certified, & insured mail, sort, & deliver mail.	ST
14	<b>Electrical Power-Line Installers and Repairers</b>	\$55,943	6	194	Adhere to safety practices & procedures, such as checking equipment regularly.	LT
15	<b>Compliance Officers, Except Ag., Const., Health</b>	\$51,078	25	182	Issue licenses to individuals meeting standards.	LT
16	<b>Rotary Drill Operators, Oil and Gas</b>	\$46,988	139	97	Direct & train rig crews, observe pressure gauges, & maintain & adjust machinery.	MT
17	<b>Police and Sheriff's Patrol Officers</b>	\$41,360	42	265	Provide for public safety by enforcing laws & responding to emergencies.	LT
18	<b>Cost Estimators</b>	\$43,078	135	133	Analyze blueprints & other documents to prepare time, cost, materials, & labor estimates.	WE
19	<b>Executive Secretaries &amp; Administrative Assistants</b>	\$32,806	199	722	Manage & maintain executives' schedules, prepare agendas & record minutes in meetings.	MT
20	<b>First-Line Super./Mgr, Transportation Workers</b>	\$47,003	77	138	Plan equipment allocations, & interpret transportation & tariff regulations.	WE
21	<b>Purchasing Agents, Except Wholesale, Retail &amp; Farm</b>	\$47,626	65	137	Purchase the highest quality merchandise at the lowest possible price, in correct amounts.	WE
22	<b>First-Line Super./Mgr, Non-Retail Sales Workers</b>	\$47,157	71	128	Listen to & resolve customer complaints, monitor sales performance, & inventory stock.	WE
23	<b>Welders, Cutters, Soderers, and Brazers</b>	\$33,075	286	482	Weld & solder components, dismantle metal assemblies, & analyze blueprints.	LT
24	<b>Carpenters</b>	\$31,283	421	484	Measure & mark cutting lines on materials, shape or cut materials, & study blueprints.	LT
25	<b>Industrial Machinery Mechanics</b>	\$43,798	52	162	Disassemble machinery & equipment to remove parts & make repairs.	LT

**KEY: Overtime and bonuses are not reflected in the typical wage. North Dakota Careers in red have also been identified as North Dakota HOT JOBS.**

**ST** [Short-term, on-the-job training]

**MT** [Moderate-term, on-the-job training]

**LT** [Long-term, on-the-job training]

**WE** [Work experience in a related occupation]

**VT** [Postsecondary vocational training]

**AD** [Associate's degree]

**BD** [Bachelor's degree]

**MD** [Master's degree]

**DD** [Doctoral degree]

**PD** [First professional degree]

**BD+** [Bachelor's or higher degree, plus work experience]

## STATE VISION AND PRIORITIES

The American Recovery and Reinvestment Act, is intended to preserve and create jobs, promote the nation's economic recovery, and to assist those most impacted by the recession. These goals are shared by Governor Hoeven.

Modification Two of the plan provides focus on integrating the Governor's vision for expanding green job training options for emerging careers in the fossil fuels and renewable energy sector, healthcare sectors, advanced manufacturing sector, life sciences sector and information technology sector. American Recovery and Reinvestment Act funding will expand training opportunities for public assistance clients, low income individuals, veterans, migrant and seasonal farm workers, American Indians, and others who are most severely impacted by the recession. The vision is to provide transparency and full disclosure of the opportunities available and being created under ARRA to these special populations to assist them in upgrading their skills to meet requirements to qualify for the demand careers being created by business and industry in North Dakota. This will be accomplished by making available and encouraging all jobs created with ARRA funding to be posted on the [www.FindJobsND.com](http://www.FindJobsND.com) website. This site is the official job vacancy portal listing all job positions in North Dakota which are listed on any website. Stimulus funding under the American Recovery and Reinvestment Act will allow for investments by the workforce delivery system and One-Stop Career Center Operator into transformational efforts throughout the State which will support an invigorated, more innovative public workforce system that is capable of training more individuals and supporting future economic growth.

Governor John Hoeven and his administration have established "**Excellence in Education**" as one of the pillars **supporting his economic development and workforce agenda**. Education is the bedrock on which North Dakota will build for the future. Excellence in education will enable us to achieve our greatest potential, as individuals and as a state. Schools produce the human wealth on which our progress depends.

As a result of rapid innovation and introduction of new technologies, the workforce system and the education and training system must be market driven. The availability of qualitative and quantitative economic and workforce intelligence will allow the system partners to rapidly respond to the talent needs of North Dakota business and industry. Opportunities to access life-long learning in basic and job specific skill training for all citizens is a goal for the system and will allow the workforce to stay competitive and prepared for the opportunities being created by North Dakota employers. Education and training opportunities need to be available, accessible, affordable and flexible in order to address the needs of the North Dakota workforce. This has been a focus of the Hoeven administration.

## GOVERNOR'S VISION FOR THE WORKFORCE SYSTEM

Governor John Hoeven has been proactive in his efforts to help drive the North Dakota economy by ensuring that North Dakota has both a favorable business climate and workforce climate that is ready and able to respond to the changing needs of the citizens and business and industry in the state.

The Governor's vision of bringing together all key players is illustrated through his leadership in working with key industries in the State and effectively addressing specific workforce issues

brought to his attention. An example is the Governor's role in bringing all partners to the table to help develop a plan to respond to the emerging worker shortage in the energy industry. The Energy Education Program is an example of how leadership from the Governor's Office can advance the concept of a demand driven workforce system. North Dakota has taken additional steps to insure that education, workforce and economic development efforts are fully integrated and working toward the same goals by being the first State in the nation to require development of a Single Biennial State Strategic Plan for all of workforce development, workforce training and talent attraction.

This concept was further strengthened by legislation enacted by the 2009 Legislature which sets the requirement that annually, Job Service North Dakota, the Department of Career and Technical Education, the Department of Commerce, and the State Board of Higher Education, submit a report to the Division of Workforce Development relating to their respective current workforce initiatives and activities and their plan for future workforce initiatives and activities. The Division of Workforce Development shall consider these reports in preparing the Consolidated Biennial Statewide Strategic Plan for the state's system for workforce development, workforce training and talent attraction. In addition, before November first of each even-numbered year, Job Service North Dakota, the Department of Career and Technical Education, the Department of Commerce, and the State Board of Higher Education shall present their agencies' workforce-related budget initiatives for the upcoming biennium, including alignment of their initiatives with the Consolidated Biennial Statewide Strategic Plan, to the North Dakota Workforce Development Council. The North Dakota Workforce Development Council members shall consider potential areas for collaboration.

The Governor in his 2009-2011 Biennial Budget request proposed \$1.2 million for implementation of Operation Intern as a way to expand Internship and work experience opportunities for North Dakota Higher Education and Secondary students with North Dakota employers. The North Dakota Legislature approved \$900,000 in funding for this program.

## **A. GOVERNOR'S VISION FOR YOUTH**

Governor John Hoeven envisions excellence in education as a cornerstone to the State's future. North Dakota has one of the highest high school graduation rates in the country. Our youth are among the brightest in the country. Governor Hoeven has been proactive in increasing funding for K-12 and higher education in the State. Each of his biennial budgets has included funding to provide schools with state of the art software, computers and teacher training. He has increased teacher salaries to ensure that we retain our best and brightest teachers.

Governor Hoeven also recognizes the need to provide alternatives to help connect those youth who are disconnected or at risk of dropping out of school. The Governor supports a number of pathways to education and training, including support for expansion of Alternative Schools, Job Corps programs, General Education Diplomas, and Jobs for America's Graduates (JAG) programs in the State.

The American Recovery and Reinvestment Act funding will be used to support youth during the economic downturn by creating opportunities to expand the Jobs for America's Graduates Program in the State, provide summer work experience opportunities with both the public and private sector employers to improve on work readiness skills for youth. Decision on where to

focus funding will be based on workforce intelligence to insure that those areas of the State with the highest number of potential eligible youth and the lowest number of employment opportunities receive priority to insure that those most impacted by the economic downturn are given priority for service. The State will focus on an expanded summer employment program linked to classroom training, as well as, expanding the full range of WIA youth services across the State. The goal of the summer youth employment program will be to provide youth with a choice of worksites in both the public and private sector which are able to provide the youth with career exploration opportunities and build on their work readiness skills.

The planned use of the American Recovery and Reinvestment Act funding will support the State's overall vision by providing additional focus on those at-risk youth and provide additional opportunities for those youth who are most impacted by the economic downturn in our State. The ARRA funds will be integrated where possible and will be used to provide matching funds to establish long-term transformation and systemic changes in how youth are served by the workforce delivery system and how disconnected youth can access alternatives to obtain their diploma or GED.

Governor Hoeven is also focused on ensuring that no young person in North Dakota is left behind. Even though North Dakota ranks among the top in high school graduates, there are young people who drop out of school or do not continue with their education. Governor Hoeven's vision is to identify and reach these young people as early as possible to assist them with reconnecting to education and careers.

North Dakota will apply the majority of Recovery Act funds to a 2009 Summer Youth program. The program includes work experience for all participants and statewide contracted leadership and career exploration courses for most youth. Local areas may also contract for other activities in conjunction with the work experience opportunity. Much of North Dakota is still experiencing a need for workers. It may not be difficult for youth to obtain summer employment, provided they are not competing with laid off adults for the jobs. The focus for Summer Youth services is on rural areas. However, when participants are enrolled in larger communities, it will be with the understanding that those youth participants fit targeted populations, such as those with disabilities or unable to get or keep employment, and that placing youth in work experience opportunities does not cause competition for workers.

Remaining ARRA funds will leverage regular PY WIA youth funds in comprehensive year-round programs, including JAG. North Dakota will seek an opportunity to develop a JAG out-of-school program to expand service to out of school youth. North Dakota will apply the majority of Recovery Act funds to a 2009 Summer Youth Program. Focusing on summer youth activities meeting the intent of the Recovery Act and exposing youth to greater work readiness, skills development and leadership activities, it also provides North Dakota with a pipeline to disconnected youth who may benefit from participation in a year round program or occupational skills training, including Adult Individual Training accounts. Summer programs will consist primarily of career readiness-based work experience and leadership, and career exploration activities with workstations at both public and private sector sites. North Dakota is also developing work experience opportunities whereby older youth are placed in local One-Stops to assist in resource centers. Skilling up North Dakota's youth aligns with the Governor's vision for a highly skilled workforce to support the State's economic growth and increases per-capita

income. The Governor's key workforce investment system priorities for the state's workforce investment system include:

1. **Qualitative and quantitative workforce intelligence** is basis for all decisions.
2. **Career Promotion** needs to replace Career Information.
3. **Move to a demand driven service delivery model** (concentrate on target industry clusters).
4. **Expand the workforce participation rate.** (customized service delivery approaches for special population groups).
5. Provide **timely, customized, workforce training** to meet business demands. (Provide what is needed, when it is needed).

Access to qualitative and quantitative workforce intelligence and using this as the basis for all decisions will insure that the workforce delivery system is both responsive to the employers of the State and to the citizens of the State. The system can make decisions on prioritizations and use of scarce resources, business and industry will have information on their talent pipeline and workers and youth will have information on which occupations and industries are high-growth and expanding in the State. This will support the State's vision by insuring that the system partners are focusing on delivery of services that support skill development which will lead to employment.

Moving from a model of career information to career promotion will insure that students, parents, educators, and other career influencers are aware of the career opportunities which are being created by North Dakota business and industry and the requirements for those opportunities. This will support the State's vision by insuring that youth and others have information on careers specific to North Dakota and their region at their disposal to assist them in making career choices which will lead to employment in North Dakota.

Moving to a demand driven delivery model will insure that we focus on target industries' needs and other high-demand and high growth industries' needs for talent. These are the identified industries that are and will in the future drive North Dakota's economic growth. This will support the State's vision of focusing on Target Industries and High-Demand and High-Wage occupations where there are career opportunities and which will drive the future of North Dakota's economic growth.

Expanding the workforce participation rate will insure that underutilized populations are provided an opportunity to participate in North Dakota's economic expansion by providing customized delivery approaches designed to meet the needs of these population groups. This will support the State's vision by insuring the customized service delivery approaches are developed to serve special populations so that no one is left behind and that all who want to have the opportunity to participate in the State's workforce.

By providing timely, customized workforce training to meet business demands will insure that our investments in training capacity meet business needs and include business and industry in the planning and evaluation process. This will support the State's vision by insuring that the

workforce system is responding to the needs of North Dakota business and industry and that citizens have access to the training which will lead to career employment in the State.

## **OVERARCHING STATE STRATEGIES**

North Dakota will continue to strive for a strong comprehensive workforce system that enables adults to move easily between employment and skill improvement to advance their careers, achieve their occupational goals, and contribute to a growing economy. The workforce system includes partners in delivery of labor exchange services, labor market information, workplace training, skills development and education, along with partners in business, industry and economic development.

Collaboration among partners for comprehensive delivery of services and for leverage of ARRA dollars will include identification of skill needs and training gaps, and addressing training needs. The Governor's five Target Industries, as well as high wage/high demand occupations in support industries will be the primary focus of skill development strategies for the State. In its implementation of ARRA WIA Youth Funds, North Dakota will focus on a 2009 summer program. However, ARRA Youth Funds remaining after the summer program, and regular formula WIA Youth Funds will be used to help targeted youth populations access jobs and occupational training opportunities that will keep them connected with their communities and North Dakota's labor market.

The North Dakota workforce development and training system receives Federal and State funding support, and in many cases matching funds are also provided by the private sector. WIA Title I funds are used to help leverage other Federal fund sources such as Pell Grants and student loans. In addition, WIA funds are used to help leverage state and private sector funds available to address workforce training. Co-enrollments of participants are encouraged to maximize the total resources available for preparation of the workforce to meet employment needs. Examples of funds leveraged with WIA include: Title II Adult education; Carl Perkins; Trade Adjustment Act; Tribal WIA and Tribal 477 programs; Motivation, Education and Training (MET); Job Opportunities and Basic Skills (JOBS), the employment and training portion of TANF; Vocational Rehabilitation; state funded Workforce 20/20 and North Dakota New Jobs Training. These efforts combined with additional funding support from the private sector and WIA mandatory partners will continue to be coordinated to support North Dakota's Talent Initiative goals to expand, attract, and retain talent to meet the state's workforce needs.

Recovery Act funds will be used to bolster existing WIA and Wagner-Peyser activities and to develop new creative solutions to North Dakota's workforce needs. Focus will be placed on preparing or retraining individuals for high wage/high demand occupations in the Governor's Target Industries (advanced manufacturing, energy, technology-based business, tourism and value-added agriculture), as well as in support industries, such as transportation and health care. Analysis of the current and future job market using Labor Market Information and workforce intelligence, determination of skill gaps, and ensuring the necessary training to meet those gaps will be a priority in deploying WIA and WP funds to serve North Dakota. The strong connection with UI claimants will provide the impetus for serving increased numbers of individuals and for rapid re-employment results. Leverage among programs will continue through deployment of Recovery Act funds. Programs such as Parental Responsibility Initiative for the Development of Employment (PRIDE), Job Opportunities and Basic Skills (JOBS, the TANF employment

activity), TAA, Migrant Employment and Training (MET), and Refugee Services all aim toward a skilled, employed workforce. Program delivery agents all work together to best achieve that goal for their participants.

ARRA Youth Funds have been rapidly deployed to the 2009 summer program. The majority of youth funds will be used to place targeted youth in work experience activities and provide them with leadership training and career exploration projects. Adult and Dislocated Worker implementation plans will be developed to ensure rapid deployment of additional funds for core, intensive and training activities. The pool of Unemployment Insurance claimants required to participate in re-employment activities will be expanded, as will the depth of re-employment services provided to this group.

Collaboration among WIA, Wagner-Peyser, Unemployment Insurance, business and industry, the North Dakota University System, TrainND (state funded employee training), Career and Technical Education (Carl Perkins), Adult Basic Education, Refugee Services, foster care providers, the State Penitentiary System, and many more partners will result in:

- Expanded awareness and leverage of programs/funds designated to serving targeted populations, often served by multiple entities;
- Rapid development and deployment of programs and activities unique to economic and employment needs for North Dakota's workforce;
- Access to increased numbers of persons in need of assistance, including low skilled, low income, individuals with disabilities, disaffected youth, veterans, dislocated workers, and individuals residing in high unemployment areas, including Native Americans.

Rapid response and ongoing service to dislocated workers and other job seekers will include analysis of transferrable skills, using a product such as TORQ (Transferrable Relationship Quotient) software and trained research analyst staff. Skill gaps of affected workers will be addressed through WIA funding for training and if necessary, curriculum development.

North Dakota's eligible training provider list makes available training opportunities from nearly all of the state's public and private institutions. Approved online training is also available, for increased training accessibility. Individual Training Accounts assist with tuition and fee costs for short term training as well as one to two years of occupational skills training. Needs based payments and other supportive services are being increased to provide trainees with a more realistic means of support during training. Increased WIA funding will increase the number of enrollments in training. Funding will also be utilized for curriculum development if needed, to meet the changing skill needs of employers. When existing training opportunities lack the flexibility or do not address the needs of adult learners, ARRA WIA funds will be used for contracting with institutions of higher education for curriculum development or adaptation. For example, North Dakota is pursuing adapted online training opportunities for industry-recognized system networking certification courses that could be provided to the adult population in rural areas. The desirable curriculum will be open entry, self-paced, short in duration, involve trained facilitators, and via flexible hours. Demand is substantiated with Labor Market Information. If curriculum development or modification is necessary, WIA may be used to contract directly with an institution of higher education for the work. Rapid deployment of the training will be critical.

Collaboration among higher education, career and technical education, industry and the workforce system will be directed at development of training opportunities that provide Adult and Dislocated Worker populations with flexible, short term training, resulting in industry recognized credentials.

Job Service North Dakota is positioned to meet the challenges of the state's workforce needs and address the dual customer approach simultaneously. One-Stop business liaisons and labor market staff determine the skill needs of employers and One-Stop Customer Service staff communicate those skill needs to job seekers resulting in career counseling and promotion based on the state's targeted industries. Service delivery focuses on skill assessment and development, and incorporates workforce intelligence to meet the needs of emerging and expanding workforce needs. This system allows the One-Stop partners to effectively respond to the talent needs of North Dakota's business and industry. The Recovery Act funds will provide the resources for training that many job seekers lack. One-Stop staff understands how Recovery Act funds can assist job seekers and will promote the training opportunities available to them. Staff will promote funding for tuition and explain how needs-related payments will support training attendance. As new programs and curricula developed by North Dakota's training facilities to address identified skill gaps emerge, the One-Stops will promote them. Examples of new programs are Civil Engineering and Surveying Technology and Wind Energy Technician. Enrollments in these training programs will be supported by Recovery Act funds and will lead to increased earning potential.

The connection of skill development and identified employer skill needs supports Governor Hoeven's goal for economic development, which includes workforce development. Partnerships among federal, state, and local governments will produce a highly skilled workforce that strengthens businesses and the economy of the State. Individuals seeking work in the present downturned economy require a complete assessment of their needs. Today's job seeker may need to increase skills or improved math, reading, and language abilities to connect with the next job. Some individuals need additional support to meet personal responsibilities until their period of unemployment has come to an end. One-Stops assess each job seeker to determine the type of assistance to transition into re-employment. North Dakota has an increased population of New Americans and there are plans to sponsor an additional 250 New American families in the next 18 to 24 months. One-Stops link adult education and English literacy programs. Adult education has offerings that incorporate English literacy with occupational skills training that is closely aligned with local economies.

Additional Recovery Act resources will make training a reality for many who would otherwise not have considered skill development. Increased emphasis on support services and needs related payments, address job seekers' concerns and reluctance to enter training due to financial constraints. Increasing the numbers of participants who receive training grows North Dakota's workforce and advances trainees educationally and within the workforce. Training, together with financial supports, moves individuals closer to their career goals. Skills development meets the demands of employers, improves the workforce system and improves North Dakota's economy.

The state of North Dakota has been proactive in development of partnerships with business and industry, education, economic development, and the workforce development system to continuously identify and address workforce challenges. The North Dakota Talent Initiative is the basis for full statewide collaboration on workforce vision, goals, and issues. The Talent Initiative and ongoing partnership development facilitates recovery solutions through strong relationships among partners. The Workforce Development Council, community colleges, business and labor, the state apprenticeship office, and TrainND the state funded customized training entity all work closely with Job Service to identify workforce needs and address training solutions.

Job Service North Dakota has laid the foundation with the state apprenticeship office to improve opportunities to coordinate pre-apprenticeship or pre-employment training programs. Job Service North Dakota and the state apprenticeship office are collaborating to expand work experience opportunities to registered apprenticeships offered by employers. Job Service North Dakota, the Information Technology Council of North Dakota (ITCND), Division of Career and Technical Education and the North Dakota University System are working to identify flexible training opportunities in IT Networking, designed to meet the learning styles of adult workers, available on an open-entry basis, and facilitated by trained staff. Rapid turnaround is critical in this effort, so that laid off workers can gain the skills necessary to become reemployed and earn a sustainable income. Efforts are also underway to identify collaborative workforce solutions among partners such as the Community Action Program, weatherization, and a potential entrepreneurial program.

#### **SERVICE DELIVERY STRATEGIES - SUPPORT FOR TRAINING**

Universal Delivery Systems - North Dakota has performed extensive collaborative work in developing and establishing its One-Stop Career Center System. The One-Stop Career Center System has flourished under local flexibility and community-based innovation. For this purpose, North Dakota has developed minimum guidelines for operating comprehensive One-Stop Centers to ensure consistency and quality of service delivery throughout the system. The North Dakota Talent Initiative has driven the direction in the service delivery in the One-Stop Career Centers. The One-Stop Career Centers play a role in all three organized pillars, principles and priorities of the Talent Initiative: expand, attract and retain talent in North Dakota. An advisory team, consisting of One-Stop staff from around the state, and the Customer Service Management Team ensure that all One-Stop centers deliver services according to the model and with the quality expected.

Skill getting units will offer opportunities for job seekers to understand what skills they possess, what skills are in demand and how they can improve their skills to meet demands. These tools include: O'Net for interest and abilities features; WorkKeys to assess and certify skills and measure work styles; SkillCheck to measure proficiency; and KeyTrain to improve common skills required for success in the workplace. Identifying workers' skills aids in re-employment and recognizing skill gaps which lead to training opportunities.

Staff will provide career promotion for current demand occupations and target industries in North Dakota and will enroll job seekers in WIA training for short-term, and degree programs to expand skills to meet workforce needs of North Dakota business. The increased funds for

supportive services and needs-related payments lessen the financial burden and substantially increase the numbers of customers served and receiving training.

Increased Training Opportunities - Higher Education has been assigned primary responsibility for workforce training in North Dakota. The state funded Workforce Enhancement Grants provide a mechanism for community colleges to apply for funding to help create or enhance training programs that address the workforce needs of private sector employers in North Dakota. The grant may be used for curriculum development, recruitment of participants and training and certification of instructors. The grant projects require private sector participation and one dollar of matching funds for each dollar of state funds. Matching funds must be either funds from the private sector partners or funds facilitated through the collaboration of the private sector partners with other funding sources.

TrainND is the statewide training organization providing business and industry with the customized training their employees need to enhance productivity and global competitiveness in today's fast changing economy. TrainND is dedicated to providing responsive, accessible, and flexible delivery of innovative world-class employee training. Increases in the enrollment of participants into OJT and customized training will be accomplished through co-enrollment, as appropriate, with other state funded programs and through Registered Apprenticeship.

Workforce 20/20 is a state funded program to assist North Dakota businesses and industries in retraining and upgrading workers' skills to meet the demands of new technologies and work methods. Workforce 20/20 provides funding assistance for employers to leverage training investments for current workers and new employees. The assistance is to upgrade worker skills when new technologies and/or new production work methods are introduced. These objectives will help communities attract and retain companies and make North Dakota a destination in which to work, live, and do business.

Business Services - support business with information to upgrade incumbent worker skills, techniques to improve hiring/selection, and assessing for skills for enhanced employee/position matches.

Rapid Response - a federal initiative which coordinates services with an employer and employees to either maximize efforts to avert a planned layoff or to minimize the disruption for individuals who are laid off. The benefits of a Rapid Response system are to quickly and efficiently gather the appropriate state and local resources (ideally at the site of a dislocation event), and to provide services to affected workers. Affected workers will be served with a new analytical tool being introduced to assist in reemployment of dislocated workers. TORQ, the transferrable Relationship Quotient, links occupations based on the knowledge, abilities and skills required by workers for a vast number of occupations. TORQ will be used by rapid response teams and One-Stop staff to outline how workers' current skills transfer to new occupations or identify skill gaps for mapping of career pathways. Training opportunities can be recognized based on the results of a TORQ analysis.

Skill getting units within the One-Stop Career Centers offer opportunities for job seekers to understand what skills they possess, what skills are in demand, and how they can improve their skills to meet demands. Individuals seeking work in the present downturned economy require a complete assessment of their needs. Today's job seeker may need to increase occupational skills

or improve math, reading, and language abilities to connect with the next job. Individuals whose assessment indicates a need for increased academic skills will be referred to adult education for basic skills remediation. Some individuals need additional supports to meet personal responsibilities until their period of unemployment has come to an end. One-Stops assess each job seeker to determine the type of assistance, including support services needed to transition into re-employment. As new American families reach North Dakota, One-Stops link adult education and English literacy programs. Adult education has offerings that incorporate English as a second language programs with occupational skills training that is closely tied to local economies. Additional Recovery Act resources will make training a reality for many who would otherwise not have considered skill development. One-Stop Career Center staff will promote support services and needs related payments to address job seekers' concerns and reluctance to enter training due to financial constraints. Training and skill development are vital for employment in family-supporting jobs. Skills development meets the demands of employers, improves the workforce system and improves North Dakota's economy. Existing training available through an institution of higher education is the initial consideration for training enrollments. When training needs are identified for an emerging occupation or industry, WIA may be used to contract with higher education for curriculum development or modification.

The North Dakota State Legislature has enacted legislation that establishes a Common Measures Accountability Reporting for all Federal and State funded workforce development and workforce training programs. The North Dakota Department of Commerce is responsible for the development of this report and reporting back to the Legislature. The Common Measures Accountability Report covers Federal and State funded programs being administered through the Department of Human Services, Job Service North Dakota, and the North Dakota University System. The Common Measures Accountability Report covers the number of individuals trained, the number of individuals employed 12 months after the training as a result of each department's workforce development and training programs, the State's investment, the areas of occupational training, and the average increase in earnings twelve months after completion of training. This information provides the state with a tool for assessing program value and results. The states' Talent Initiative focuses on life-long skill building.

Keeping the Recovery Act's well defined intent in mind, Job Service North Dakota is well positioned to meet the objectives set forth to stimulate the economy. Youth enrollments will emphasize Summer Employment, provide youth with a meaningful work experience and generate an income. As emphasized for youth, Job Service North Dakota staff collaborated with partners and agencies to recruit eligible youth. Worksites are being developed for youth to provide a much needed connection to the workforce.

The additional adult funds offer the opportunity to significantly increase the number of individuals served. Low-income individuals now have the resources available to enter training. Funding for training plus support services, including needs related payments, will advance workers' skills to enter emerging North Dakota jobs. Training opportunities will include occupation skills training and on-the-job training and registered apprentice partnerships. New Americans in North Dakota will be connected with English as a second language and other adult education offerings.

Dislocated worker services will center on individual needs for re-entry into the workforce. A new analytical tool is being introduced to assist in re-employment of dislocated workers. TORQ,

the transferrable Relationship Quotient, links occupations based on the knowledge, abilities and skills required by workers for a vast number of occupations. TORQ will be used by rapid response teams and One-Stop staff to outline how workers' current skills transfer to new occupations or identify skill gaps for mapping of career pathways. Training opportunities can be recognized based on the results of a TORQ analysis.

Job Service North Dakota has identified strategies that will move individuals into employment rapidly. Effective, expeditious re-employment benefits a wide spectrum of the economy. High quality work experiences for older out-of-school youth will be developed and used as a means to transition into training opportunities for further skill development and enhancement. On-the-job training and connections to registered apprenticeship increase skill levels of workers and supply immediate financial support. Job Service North Dakota has laid the foundation with the state apprenticeship office to initiate and develop opportunities to coordinate pre-apprenticeship or pre-employment training programs. Job Service North Dakota and the state apprenticeship office are collaborating to determine how to establish and expand work experience opportunities to registered apprenticeships offered by employers.

To maximize the use of resources in North Dakota, Governor John Hoeven leads a demand driven workforce system to ensure that North Dakota business and industry have access to an available and qualified pool of talent, and that no worker is left behind. Rapid innovation and the introduction of new technologies demand that workforce development and education systems are market driven, and utilize qualitative and quantitative economic and workforce intelligence as the basis for response to the state's talent needs. Governor Hoeven has identified industries targeted for broadening the state's economy – value added agriculture, energy, tourism, technology-based business and advanced manufacturing. These industries, along with supporting high wage/high demand industries such as healthcare and transportation are the focus of workforce development in North Dakota.

North Dakota's workforce system is dependent upon strong partnership among business and industry, education, and training, and community for its development of a skilled talent force.

- Economic development officials define the target and high growth industries and occupations that are currently in demand and will be in demand in the future.
- Industry representatives define the workforce challenges including delivering career and skill information to young people charting their education and career courses; accessing new talent pools; defining core competencies for success on the job; worker training; and building the capacity of educational institutions to train workers.
- The education and training providers assist in developing competency models and curricula to build core competencies, and train workers.
- The public workforce system prepares workers by providing them with the skills necessary to compete in a global economy.

Opportunities to access learning in basic and job specific training are vital to quality of life. North Dakota leverages state and federal workforce and education funds to ensure that all citizens have access to the training and educational opportunities necessary to achieving their occupational goals.

## II. Service Delivery

### STATE GOVERNANCE AND COLLABORATION

North Dakota is a single state workforce investment area under the Workforce Investment Act of 1998 (WIA). The North Dakota Workforce Development Council serves as both the State and local workforce investment board as outlined in WIA. This state Strategic Plan also serves as the local WIA Plan.

The Workforce Development Division of the North Dakota Department of Commerce provides administrative support to the North Dakota Workforce Development Council (State and Local Workforce Investment Board). The division also has legislated responsibility to develop and implement the state's talent strategy, develop statewide intelligence coordination strategy, develop a Single Consolidated Biennial Statewide Plan for Workforce Development, Workforce Training and Talent Attraction, and develop a system of performance indicators for the workforce delivery system in North Dakota.

The State of North Dakota recognizes to grow and prosper economically it must develop its workforce. An essential economic development initiative is mutual support and collaboration between all entities in the public workforce system. Especially essential to economic development efforts in our state is the retention of our youth. A specific emphasis is placed on this special population in the North Dakota Talent Initiative. Increasingly, the State of North Dakota is targeting collaboration between the university system, Job Corps, tribal nations, and employers in an effort to offer employment opportunities attractive to the State's youth. Of particular note is a collaboration between the public workforce system and employers in our state to offer internship opportunities to our State's youth.

The 2007 Legislature enacted legislation requiring the development of a Single Biennial State Plan for workforce development, workforce training and talent attraction. State Agencies identified in the legislation included: North Dakota Department of Commerce, Job Service North Dakota, North Dakota Department of Public Instruction, Career and Technical Education and the North Dakota Department of Human Service. The legislative intent was to insure State agencies who administer workforce development, education, and economic development programs were cooperating, collaborating, integrating services and fully committed to a common vision and set of goals.

This requirement for cooperation and collaboration among State Agencies that administer workforce programs is further supported by legislation enacted by the 61<sup>st</sup> Legislative Assembly. Job Service North Dakota, the Department of Commerce, the Department of Career and Technical Education, and the State Board for Higher Education are required annually to submit a report to the Workforce Development Division relating to the respective agencies' current workforce initiatives and activities, and future plans for inclusion in the Consolidated Biennial Statewide Strategic Plan for workforce development, workforce training, and talent attraction in North Dakota. In addition, the legislation will require before November 1st of each even-number year, Job Service North Dakota, the Department of Commerce, the Department of Career and Technical Education, and the State Board of Higher Education to present the respective agencies' biennial budget request to the North Dakota Workforce Development Council for comment.

## **RE-EMPLOYMENT SERVICES AND WAGNER-PEYSER SERVICES**

Re-employment services are provided to Unemployment Insurance (UI) claimants in order to help them return to work as quickly as possible. Services are directed at claimants who are not returning to a previous employer selected from the profiling pool, created in compliance with P.L. 103.52. 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.

Non-job attached claimants from the profiling pool with a score that places them in the top 50% of those most likely to exhaust benefits are required to participate in re-employment services. Automated services include orientation to UI, re-employment information, and job search assistance. Mandatory participation in an interview skills workshop provides assistance with job search techniques, development of resumes and cover letters, and additional topics such as coping with job loss. Because interview skills workshops are conducted in our One-Stops, claimants can easily connect with all available employment and WIA services. Veteran claimants in the top 50% of the profiling pool are referred directly to the Local Veterans Employment Representative (LVER) in their nearest One-Stop. Re-employment activities are monitored through the Job Service North Dakota Unemployment Insurance automated system, UI ICE. Failure to complete the activities timely will result in a stop to UI payment until issues are resolved.

Job Service North Dakota received a grant from the Department of Labor to automate portions of the re-employment and eligibility assessment (REA) activities and provide direct re-employment services to selected claimants. Claimants in the top 50% of the profiling pool whose Social Security Number ends in 3, 5, 7 or 9, and who are located in the service area of one of our four major cities, are required to participate in the REA project. Each participant receives one-on-one case management services via telephone. Case management includes assessment for barriers to employment, guidance on job search and available jobs, assistance with UI concerns, and steps to conduct the job search process. Employment plans are created with participants, and are designed to assist with specific re-employment needs. Follow-up interviews are conducted to determine whether participants are on track with the tasks in their employment plans. North Dakota has been in the process of expanding REA services to claimants in the top 50% of the profiling pool and whose SSN ends in the number one.

The Governor's vision for building the future of North Dakota focuses on six pillars: education, economic development, agriculture, energy, technology, and quality of life. Increasing per-capita income, supporting the needs of employers, keeping workers employed, and improving workforce skills all stem from this vision. Mitigation of business loss is a key strategy, and rapid re-employment of affected workers is critical. Rapid response and layoff intervention activities support efforts to keeping North Dakota's economy growing.

Wagner-Peyser Core Services align with the Governor's vision, but flat funding has limited the contribution. However, by delivering Wagner-Peyser services in concert with state and federal programs that build upon workforce skills, North Dakota maximizes funds and ensures continuity of service and vision. Because Job Service North Dakota administers UI, Re-employment Services through Wagner-Peyser, and the Workforce Investment Act, coordination among services is easily facilitated and seamless to the customer. Claimant access to One Stop

services involves limited transition. While claimant compliance with work search requirements is monitored by the Unemployment Insurance Area, key re-employment services are provided in One-Stop resource centers. The Re-employment and Eligibility Assessment (REA) project provides intensive services to selected claimants via one-on-one case management and coordination with One-Stop services. One-Stop staff members communicate freely with UI staff to address questions and assist with the re-employment services specific to each claimant.

Wagner-Peyser, Unemployment Insurance and Workforce Investment Act programs are all delivered by the same provider in North Dakota (Job Service North Dakota). This ensures connectivity between programs and seamless continuous service to affected workers. Expanded use of the profiling pool will increase the number of claimants required to participate in re-employment services, which include activities in the One-Stops. Current reporting mechanisms will be modified to ensure communication among UI and ES staff, and if possible, communication between UI and ES management information systems. Skill assessments, career guidance including labor market information, job search assistance and access to WIA assistance are available to all UI claimants. Recovery Act funds allow for expansion of the number of claimants selected from the UI profiling pool for case management, including development of individual service plans and intensive, guided service designed to rapidly reemploy claimants. The UI profiling pool will be the tool utilized to target UI claimants for expanded re-employment services. Currently, 50% of the individuals in the pool are selected for re-employment services, with a portion of them engaged further via the REA project. North Dakota believes that the statistical modeling behind the pool selection provides the best method of identifying claimants for targeted services.

North Dakota integrates LMI data in its workforce planning as well as in its assistance to individual job seekers, career developers and career explorers. A product to assess transferrable skills of laid off populations, such as TORQ (Transferrable Relationship Quotient) software will be utilized to determine skill gaps and training needs.

North Dakota's Labor Market Information Center publishes two-year employment projections, with the most recent publication covering 2007 to 2009. This information is being reviewed by the LMI Center, along with job openings information from the state's online labor exchange system, Findjobsnd.com, to determine whether recent economic volatility affects the 'Hot Jobs' previously identified.

The Labor Market Information Center's online information source is the North Dakota Workforce Intelligence Network or NDWIN. NDWIN is accessible through Jobsnd.com and serves as the state's premier up-to-date workforce resource for economic developers, career planners, educators, and policy makers.

To ensure that jobs generated through the Recovery Act are accessible and available to all customers, those jobs will be posted on [www.FindJobsND.com](http://www.FindJobsND.com) web site.

The One-Stop Career Center Delivery system uses the three-tiered delivery system to deliver services to all customers.

1. Self-Service: either on-line from remote locations, or within the One-Stop Career Center Resource area.

2. **Facilitated Self-Help:** Either on-line through electronic media (e-mail) or telephone assistance for those who need help with PC system tools, identification of skills and qualifications, job order development, and assessment of need for other services. It also includes this same type of assistance within the One-Stop Career Center Resource rooms.
3. **Staff-Assisted services:** These are available to customers who physically visit a One-Stop Career center. The customers who request or are perceived to need more one-on-one assistance may receive in-depth services in the form of skill assessment, qualifications identification for available jobs, career counseling/promotion based on the state's targeted industries and workforce intelligence gathered by staff and through utilization of labor market information. In addition, skill getting activities such as on-site skill development tools, short term industry specific skill training, and possible degree programs are options that are available to those who utilize the staff-assisted service tier.

All of these delivery methods will be utilized in identifying and promoting the jobs generated through the American Recovery and Reinvestment Act of 2009 (ARRA).

### **ADULT AND DISLOCATED WORKER SERVICES**

Core services are available to adults and dislocated workers through the One-Stop Career Center delivery system. Services available include:

- Determinations of individuals' eligibility for WIA assistance.
- Outreach, intake, and orientation on information and services available.
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs.
- Job search and placement assistance with career counseling as appropriate.
- Labor market information.
- Eligible training provider program performance and cost information.
- Information on performance against local area performance measures.
- Information on availability of support services and referral to appropriate services.
- Information regarding filing claims for unemployment compensation.
- Assistance establishing eligibility for financial aid assistance for training and education.
- Follow-up services.

The One-Stop Career Center Delivery system uses the three tiered delivery system to deliver the universal access services. Information on programs and services are provided through the Internet as a self-help service. Job seekers' and employers can access enhanced on-line services at [www.jobsnd.com](http://www.jobsnd.com), including viewing job openings, registration, entering electronic resumes, entering job orders, and establishing virtual recruiters. Linkages with partner websites are also made available through [jobsnd.com](http://jobsnd.com). In addition, the website easily links users to [www.sharenetworknd.com](http://www.sharenetworknd.com) and the services of over 712 members. The SHARE Network (Sharing How Awareness of Resources Empowers) is an Internet-based, electronic referral system connecting North Dakota's One-Stop Centers with providers of services that help customers/clients obtain, retain, or advance in employment. This unique partnership is working together to help customers transition to self-sufficiency.

In line with the North Dakota Talent Initiative: “Workforce Development for Economic Development” customers who access services at a physical location will be given the choice to access services either via self-service and facilitated self-help or via staff assisted services.

Each One-Stop Career Center has a resource area designed for customer self-service, with public access personal computers available to customers. Those PCs are available to access a wide range of software, including CHOICES, career decision-making software, resume’ writing software, and programs that allow access to labor market information, and other enhanced on-line services. The resource areas also contain a wide variety of printed materials. Staff is available for facilitated self-help services to assist those who need help with PC tools, identification of skills, qualifications, job order development, and assessment of need for other services.

Current one-stop service delivery has been redesigned to accommodate integration and the focus of the ND Talent Initiative. Skill assessment and career counseling/promotion will be routinely provided to job seekers utilizing the one-stop. Initial assessment will determine seekers’ current workplace skills and determine whether skill development is necessary for employment goals or a referral to job getting activities. Career guidance/promotion is based on the state’s targeted industries and workforce intelligence gathered by the business liaisons and labor market information. Skill getting activities range from on-site skill development tools to short term industry specific skill training to degree programs. Job getting activities include online registration to job search workshops to job development. This sequence of services is designed to make each job seeker visiting the one-stop a better job candidate.

This customer focused approach includes an initial assessment of skill levels, interests, need for career guidance and support services. The additional Recovery Act funds will allow staff to discuss training opportunities and encourage individuals to explore careers that seemed out of reach. North Dakota One-Stop Career Centers will take advantage of the availability of needs related payments so that customers can pursue their career goals. All support services such as transportation, child care, and housing will be provided to ensure the completion of training.

The One-Stop Career Centers will be adopting a common application process for customers who wish to receive staff-assisted services. The common application process will create a Wagner-Peyser and Workforce Investment Act participation record. These customers will then receive staff-assisted services that will enable them to identify and build their skills so they may obtain employment in a North Dakota target or high wage, high demand industry. The blend of staff assisted services that will be provided will vary depending on the customer needs that will be addressed. Customers may be directed to self-service only, job getting services, or skill development services based on their initial assessment results. Co-enrollment will be utilized in order to provide the most appropriate funding source for those services that best meet the customer’s needs in a cost effective manner.

Job Service North Dakota, the designated One-Stop operator, delivers services funded by the Adult, Dislocated Worker, and Youth Programs of the Workforce Investment Act, Wagner-Peyser, Veteran’s Employment and Training, Unemployment Insurance, Trade Adjustment Assistance, JOBS, Food Stamp Employment and Training Program (in some centers).

Job Service North Dakota has Wagner-Peyser services and WIA Title I integrated within all One-Stops. Initial assessments and services provide a wide range of supports. Workers who have difficulty navigating on-line services are referred to computer classes funded by WIA. New Americans will receive job search assistance and referral to English literacy. When workers list their education level below a secondary completion, referrals are made to GED classes and funding provided for testing. One-Stop staff will have knowledge of the support services available to sustain individuals during a job search. Support services will assist low-income individuals during the re-employment process and after securing employment. Financial assistance after employment until a full paycheck is received is as important as assistance during the job search.

Low-income individuals will have difficulty advancing in the workforce if lacking occupational skills. Training related to targeted industries, local economies and identified skill gaps are presented during orientation to services provided at One-Stops. Occupational skill options at community colleges and short term training through TrainND are presented to job seekers. Funding possibilities are promoted, as well as guidance on how support services and needs-related payments enable individuals to engage in and afford training. The additional resources will generate interest and motivate people to consider training and advance in the workplace. North Dakota has many organizations and agencies dedicated to economic and workforce development. Efforts to strengthen cross-understanding of services and products and to share workforce intelligence help to maximize access to career exploration, guidance, and training assistance for North Dakota's workforce. Development of partnerships between higher education, training, industry, business and Tribal representatives continues in an effort to best meet the Governor's vision of improved skills and income levels for all.

Strong collaboration among colleges, training providers and WIA results in availability of a broad array of opportunities for individuals in North Dakota. State funded programs such as TrainND and Workforce 20/20 (worker training), and Workforce Enhancement Grants (assist colleges in expanding offerings) leverage federally funded programs. Collaboration among partners extends to use of ARRA funds as well. Partners will work together to find appropriate mixes of funds to provide expanded training opportunities, particularly those that can be made available quickly, are flexible and are short in duration. When new curriculum is developed, it will focus on occupations with North Dakota's targeted high wage/high demand industries. Industry involvement in identifying training needs and occupations in demand, as well as its financial contribution has been and will continue to be critical to the development of new training opportunities in North Dakota. If developed, contracts with institutions of higher education and other providers will target curriculum and training opportunities that are short-term, flexible, designed to meet skill needs of employers of high wage/high demand occupations and address the skill development needs of the available workforce. Rapid turnaround of curriculum and course offering will be critical. Training development need is projected to focus on information technology occupations, healthcare, and other occupations within the Governor's target industries of Energy, Value-Added Agriculture, Tourism, Technology-Based Business and Advanced Manufacturing.

The North Dakota Workforce Development Council has adopted a policy for certification of One-Stop Career Centers. (SEE ATTACHEMENT D). All One-Stops in North Dakota follow a common Business Consultation model for understanding employers' businesses and workforce needs. The *Business and Industry Sector Handbook* lays out the duties and responsibilities of staff, the services and methods of delivery, and guidance on business consultation. The handbook

provides detailed guidance on applying the principles of the model, based on the following basic outline:

1. Develop a quality profile of the business.
2. Conduct an assessment of needs.
3. Establish a service plan.
4. Follow up on service and customer satisfaction.
5. Ensure communication with seeker services staff so they can prepare applicants appropriately.

Consistency in service delivery as well as standardized record keeping and a common management information system support the quality and consistency demanded of One-Stop business services staff. Each One-Stop in North Dakota follows guidance developed for implementation of the Talent Initiative model for service delivery. This includes requirements and details on the method of conducting an initial assessment of need, followed by ongoing assessment as needed. Depth of assessment is determined by One-Stop staff, based on the results of the initial assessment. A common management information system supports consistency in recording assessment results. An advisory team, consisting of One-Stop staff members assesses quality and need for improvement among processes, One-Stops and individuals.

Strong partnership with TANF and BEST (food stamp) programs, local relationships with county social services entities and schools, vocational rehabilitation, juvenile services and foster care providers all serve to connect low income individuals and individuals with disabilities to workforce services, including Workforce Investment Act and Wagner-Peyser services. The Workforce Development Council emphasizes priority service to low income adults, adults receiving public assistance and individuals with disabilities that make it difficult to find or maintain self-sufficient employment.

Representatives from Job Service North Dakota, the Wagner-Peyser and WIA provider, partner with representatives from the penal system, refugee services, adult education, and other service and training entities via participation on transition teams, advisory boards and work groups. Involvement in partner activities expands all members' awareness of target populations and services available to assist them with employment, support and training services.

The Talent Initiative model of service delivery implemented by Job Service North Dakota in 2007 supports streamlined service to job seekers and WIA participants. An initial 'quick assessment' of all One-Stop customers helps identify need for core services and facilitate rapid response to those needs. The quick assessment helps One-Stop staff to deliver skills-focused services and ultimately assist the job seeker to become a better job candidate through the level of service that suits him. Customer response to a series of short questions helps staff to assess the following:

- Opportunities for providing or referring to skill building activities
- Opportunities to promote high wage/high demand and target industries
- Job Service tools that could benefit the seeker
- Referral possibilities to internal and external programs/partners
- Whether a visit with a veterans representative is appropriate

Subsequent levels of service, including provision of intensive services and training as needed involves limited transition among staff within the One-Stop. Wagner-Peyser, WIA, Unemployment Insurance and several other programs are delivered by the One-Stop provider. Partner collocation opportunities in a number of One-Stop sites provide even broader access to services. By ensuring that staff is capable of smoothly transitioning individuals through the service delivery model based on their needs, we strive for seamless service delivery. Increased activity due to the economic downturn and due to the availability of WIA and Wagner-Peyser funds may result in additional temporary staff to mitigate breaks in service and long waits.

## **YOUTH SERVICES**

Job Service North Dakota has designed the Youth program under the Recovery Act for broad engagement of youth. Program design for younger, in-school WIA Youth Funds under the Recovery Act has a strong emphasis on creating summer employment opportunities. Summer employment opportunities will be complemented with classroom-based learning. Classroom-based learning activities are integrated into the work experience activities. Leadership and career exploration activities are elements available to youth. Leadership training consists of decision making, determining priorities, team building, and responsibility. Career exploration activities are also integrated into the work experience activity providing exposure to post-secondary educational opportunities, high wage/high demand occupations in North Dakota, business tours and assessments of youth career interests and knowledge.

Program design for older out of school WIA Youth Funds under the Recovery Act also has a strong emphasis on creating summer employment opportunities. Work experiences will be used to steer older youth who lack a clear occupational goal towards demand occupations within the state. Summer employment opportunities will connect older out-of-school youth to the workforce and to the One-Stop system and may transition into occupational skill training enrollments. Occupational skill training opportunities are ideal for older out-of-school youth. Funding for occupational skills training may follow a meaningful summer employment opportunity that reinforces career choices. A meaningful work experience with relevant application to course work benefits college students. Older out-of-school youth also have leadership and career exploration activities incorporated into work experiences. Apprenticeships will be developed wherever possible. Job Service North Dakota has laid the foundation with the state apprenticeship office to initiate and develop opportunities to coordinate pre-apprenticeship or pre-employment training programs. Job Service North Dakota and the state apprenticeship office are collaborating to determine how to establish and expand work experience opportunities to registered apprenticeships offered by employers. On-the-job training is an excellent tool for skill building. Existing skills are expanded and strengthened while new abilities are developed. Youth generate income quickly and employers grow their workforce.

Worksites are being identified and developed to incorporate Green Work Experiences. Green industries such as wind energy, bio-fuels and weatherization are emerging in North Dakota. Soil conservation offices, city parks, weatherization agencies, tribal housing authorities and colleges are some of the targeted connections. The Department of Agriculture and North Dakota State University Extension offices are anxious to promote summer employment opportunities. North Dakota intends to use the Recovery Act funds for the 2009 summer employment program. Youth activity in the summer 2009 will make use of the majority of the Recovery Act funds. Any funds remaining following the summer employment program will be applied to the year-round program.

Job Service North Dakota will operate the summer employment opportunity program. Job Service North Dakota will recruit for summer employment opportunities, develop worksites and enroll youth. Contracted classroom-based learning will be arranged to complement work experience. Classroom-based learning includes statewide leadership training and a career exploration session including local business tours. Job Service North Dakota has a wide variety of worksites for summer employment. Worksites will be developed to meet the varying needs of youth. Worksites will be developed for work readiness basic concepts, rural considerations, and occupationally relevant experiences for older youth. Worksites promoting Native American cultural awareness provide significant experiences for youth. Examples of private worksite development include automotive repair, retail, grocery, food service, and telecommunication companies. Public worksite development includes schools, parks, municipalities, boys and girls clubs, soil conservation agencies, community action, weatherization, Department of Agriculture and hospitals. Public work experiences to alleviate the effects of spring flooding will be developed. Many cities across North Dakota will benefit from youth summer employment for clean-up and landscaping.

Summer employment opportunities will be complemented with classroom-based learning. Leadership activities are integrated into the work experience activity training in decision making, determining priorities and responsibility. Career exploration activities are also integrated into the work experience activity providing exposure to postsecondary educational opportunities, high wage/high demand occupations in North Dakota, business tours and assessments of youth career interests and knowledge. Classroom-based learning is intended to inspire youth concerning the opportunities within North Dakota and promote training in the high wage/high demand occupations in North Dakota. Occupational skills training funding will be offered to older out-of-school youth. Reaching youth and sharing information regarding the Governor's targeted industries of energy, advanced manufacturing, value-added agriculture, technology and tourism is critical for youth retention in North Dakota. Retaining talent is one of the three pillars of the North Dakota Talent Initiative.

Job Service North Dakota is prepared to utilize all services available through the Recovery Act to ensure enrolled out-of-school youth succeed. Support services are an integral component in determining individual service strategies when developing employment plans. Supportive services will be especially important to youth beginning a summer employment opportunity. The financial structure is restricted to issuing payroll checks once per month. Because of the significant delay between the first day of work and the first paycheck, support services are necessary to meet the existing financial needs of enrolled older youth. All allowable forms of support services will be considered such as transportation assistance, housing, and child care.

Initial and ongoing assessment will determine the need for support services. Occupational skill training opportunities are ideal for older out-of-school youth during the non-summer months. Funding for occupational skills training may follow a meaningful summer employment opportunity that reinforces career choices. North Dakota has updated its policies on needs-based payments. All youth in skills development training will have needs-based payments determinations as part of their objective assessment. Assisting youth during this economic downturn, establishing a skilled workforce for North Dakota and meeting the needs of the state's employers is the ultimate goal for success. Job Service North Dakota expects to serve approximately 600 youth in summer employment opportunities created with Recovery Act funds.

## VETERANS PRIORITY OF SERVICE

Veterans and eligible spouses of veterans - covered persons - will receive priority of service. 20 CFR Part 1010.110 adopts the term “covered person” to define those veterans and spouses of eligible veterans who are eligible for priority of service. A veteran meets the definition of covered person when he or she has served in the active military, naval, or air service and was discharged under conditions other than dishonorable. An eligible spouse of a veteran meets this definition when he or she is married to a veteran who: died of a service-connected disability; is listed as missing in action, captured in line of duty, or forcibly detained or interned; has a total disability resulting from a service-connected disability; or, died while a total service-connected disability was in existence.

Job Service North Dakota (JSND) will continue to be the primary source of employment and training services provided to North Dakota’s covered persons. All services to covered persons will be provided in accordance with veterans’ priority of service pursuant to 20 CFR 1010, and U.S.C. Title 38, chapters 41 and 42, as amended by Public Law 107-288.

Priority of service means the right of eligible covered persons to take precedence over eligible non-covered persons in obtaining services. Taking precedence may mean:

- a. The covered person receives access to the service or resource earlier in time than the non-covered person; or,
- b. If the service or resource is limited, the covered person receives access to the service, or resource instead of, or before the non-covered person.

Priority of service will be provided in all employment and training programs and activities funded by the Department of Labor. Job Service North Dakota will identify covered persons at the point of entry to program and/or services to afford them the opportunity to take full advantage of priority of service. Point of entry includes a physical visit to a JSND Customer Service Office and/or through self-service virtual registration. JSND will assure that covered persons are aware of:

- a. Their entitlement to priority of service.
- b. The programs and services that are available to them; and,
- c. The applicable eligibility requirements for those programs and services.

The quarterly Manager’s Report on Services to Veterans will outline how priority of service is being observed in each Customer Service Area. In addition, the ETA 9002 and VETS 200 Reports will be reviewed each quarter to ensure priority of service to veterans. Compliance with the approved State Veterans’ Program and Budget Plan will be monitored by the State Veterans’ Coordinator on a quarterly basis using the ETA 9002 Reports, VETS 200 Reports, Manager’s Report on Services to Veterans, Crystal Reports, and through reporting options available in the Virtual One-Stop Management Information System. Veteran Service Representatives in each Customer Service Area will monitor compliance with priority of service in the Customer Service Offices they serve. The State Veterans’ Program Coordinator will assist the Director of Veterans Employment and Training Service with on-site monitoring and technical assistance visits to Customer Service Offices.

## **SERVICE DELIVERY TO TARGET POPULATIONS**

The North Dakota Workforce Development Council recognizes that certain persons with barriers to employment are in need of additional one-on-one career guidance, employment counseling services, case management, and job development and mentoring services in order to successfully compete in the competitive job market and/or training activity. The North Dakota Workforce Development Council's policy is to support outreach, marketing and public awareness activities focused on identification of special populations in need of career guidance, employment counseling services, case management, and job development and mentoring services in order to successfully compete in the competitive job market and/or training activity.

Through the One-Stop System, Special Populations will be provided with customer focused services including, initial assessment of skill level, skill development activities, career counseling/promotion, and support service needs to compete in the job market or a training activity. Special Populations who are eligible for and qualify for Intensive and/or Training services will, to the extent that program funding is available, be provided these services to prepare them for non-traditional and high-demand/high-wage occupations available in North Dakota. Statewide employment and training projects conducted with reserve funds for innovative programs can be used to support increased opportunities for special populations if they are designed to increase the number of individuals trained or placed in non-traditional employment, or high demand/high-wage occupations in North Dakota.

The North Dakota Workforce Development Council strongly supports the removal of One-Stop System Partner barriers to allow each partner access to appropriate employment and training records within the system to improve service to the special population groups and allow the system partners to provide accurate and up-to-date information and necessary Federal reporting on their clients. A customer-focused approach including an initial assessment of skill level, skill development, career counseling/promotion 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:

- Individuals with disabilities
- Dislocated workers
- Displaced homemakers
- Individuals with multiple barriers to employment
- JOBS clients
- Non-custodial parents
- Low-income individuals
- Migrants and seasonal farm workers
- Minorities
- New Americans
- Older individuals
- School dropouts
- Young women
- Veterans

- Women
- Others with multiple barriers to employment and training

High-demand and high-wage occupations will be the goal for all individuals and will include non-traditional choices. Veterans will be provided priority of service in all Department of Labor funded programs when they meet eligibility criteria.

### **Individuals with Disabilities**

The One-Stop Career Centers will continue to identify and refer individuals with disabilities who meet the employers' qualifications. In coordination with Vocational Rehabilitation, individuals who are not job ready may receive core intensive training and supportive services, including assistive technology, necessary to enhance their marketable work skills. Vocational Rehabilitation continues its work in support of the Americans with Disability Act (ADA). Assigned the leadership role by the Governor in the implementation of the ADA within the state, Vocational Rehabilitation serves as the chief resource for ADA information and referrals in the state.

Services to inform businesses of the benefits of hiring individuals with disabilities and to assist them in finding solutions to other disability-related issues, will be coordinated with North Dakota Vocational Rehabilitation's Rehabilitation Consulting & Services Program. These services also include: providing qualified job applicants, information on the financial incentives available for hiring individuals with disabilities and for making their businesses accessible, key information on reasonable accommodation and accessibility, and education for staff on diversity, disability awareness, and etiquette.

North Dakota farmers and ranchers who have permanent injuries, illness, or impairments can also access services through Vocational Rehabilitation's program. Designed to aid these agri-business operators maintain their farm or a ranch operation, this program provides key information and assistance through assessment and modifications.

Job seekers will be encouraged to place their resumes on [jobsnd.com](http://jobsnd.com) enhanced online services for access by employers. Resource Areas in One-Stop Career Centers have assistive technology needed for persons with disabilities. Adjustable workstations, Read & Write 7, Dragon Naturally Speaking Professional Solutions 8, headsets, ergonomic keyboards and TTY access are available. As new assistive technology is included in the One-Stop Career Centers, staff is trained on the benefits of the equipment to fully promote the use to customers with disabilities receiving services. As it applies to the Job Service web site, [www.jobsnd.com](http://www.jobsnd.com), the web site must meet certain requirements set forth under WCAG (Web Content Accessibility Group) Priority 2 (<http://www.w3.org/TR/WAI-WEBCONTENT/full-checklist.html>) and Section 508 (<http://www.section508.gov/>).

Agency Webmaster runs Watchfire's "Bobby" each month prior to release of the website updates. In addition the North Dakota state Information Technology Department (ITD) also runs routine compliance checks of the website also utilizing Watchfire's "Bobby" tool to generate a report for the State Auditor's office.

Job Service North Dakota staff and other WIA Partners serve local Mayor's Committees, the North Dakota State Rehabilitation Council, and the North Dakota State Council on Developmental Disabilities. In addition, many staff members are involved in a variety of community and public

service clubs and will continue to promote the capabilities and employment of individuals with disabilities.

The One-Stop Career Centers are staffed to monitor services to individuals with disabilities. Duties include periodic review of job seeker records and reports to determine parity of service. This person will also notify management and staff of any development or observations that may help improve service delivery. One-Stop Career Center staff will continue to network with disability advocacy groups and community developmental disability service providers whenever possible to ensure that individuals with multiple and severe disabilities have necessary exposure to employment opportunities.

### **Role of Local Veterans' Employment Representative/Disabled Veterans' Outreach Program (LVER/DVOP) Staff**

Title 38, as amended by P.L. 107-288 generally defines the responsibilities of DVOP specialists and LVER staff. In order to best serve veteran clients effectively and efficiently, VETS, through the development of roles and responsibilities for each program, provides a framework that includes required core roles of a DVOP specialist and LVER staff, and examples of responsibilities appropriate for each of the core roles. This dual structure is intended to provide states with the ability to tailor DVOP specialist and LVER staff performance responsibilities to more closely reflect their unique service delivery structure while maintaining the differences between the two programs.

### **DVOP Specialists**

The following guidelines should be used in performance plans developed by the SWA.

DVOP specialists facilitate intensive services to veterans with special employment and training needs. Training courses are available on intensive services using the case management approach through the National Veterans' Training Institute (NVTI). In order to qualify as intensive services, DVOP specialists may include any combination of the following services, but at a minimum the first two are required.

- Conduct an assessment (minimum requirement)
- Develop plan of action that is documented (minimum requirement)
- Provide career guidance
- Coordinate supportive services
- Make job development contacts
- Provide referrals to training
- Make referrals to job openings

DVOP specialists should target services to Special Disabled veterans, disabled veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment especially homeless veterans. In order to maximize services to those veterans, DVOP specialists conduct outreach activities at a variety of sites including but not limited to:

- Vocational Rehabilitation and Employment programs
- Homeless Veterans Reintegration Project grantees

- Department of Veterans Affairs medical centers and Vet Centers
- Homeless shelters
- Civic and service organizations
- Community Stand Downs
- Military installations
- WIA partners
- State Vocational Rehabilitation Agencies

As an integral part of the State's Labor Exchange System, DVOP specialists provide a full range of employment and training services to veterans, with the primary focus on meeting the needs of veterans and other eligible persons who are unable to obtain employment through core services. DVOP specialists facilitate Transition Assistance Program (TAP) Employment Workshops as approved in the State Plan.

### **LVER Staff**

The following guidelines should be used in performance plans developed by the SWA.

As an integral part of the State's Labor Exchange System, LVER staff work with other service providers to promote veterans as job seekers who have highly marketable skills and experience. LVER staff advocate for veterans for employment and training opportunities with business, industry, and community-based organizations. To accomplish this, LVER staff participate in a variety of outreach activities including, but not limited to:

- Planning and participation in job fairs.
- Coordinating with unions, apprenticeship programs, and business organizations to promote employment and training opportunities for veterans.
- Promoting credentialing and training opportunities for veterans with training providers and licensing agencies.

LVER staff establishes, facilitates, and/or maintains regular contact with employers to include federal contractors. They should coordinate with employer relations representatives as part of the One-Stop system to include veterans in their marketing efforts.

LVER staff provides and facilitates a full range of employment, training, and placement services to meet the needs of veterans with priority given to targeted categories identified and approved in the State Plan. These services may include, but are not limited to:

- Conducting job search assistance workshops
- Providing job development and referrals
- Providing vocational guidance
- Providing labor market information
- Providing referrals to training and supportive services

LVER staff facilitates TAP employment workshops as approved in the State Plan. LVER staff coordinates with the Service Delivery Point Manager in the preparation of the Manager's Report on Services to Veterans.

### **Limited English Proficient Persons**

Job Service North Dakota makes every attempt to ensure the needs of customers with limited English speaking skills are met. To provide interpretation services in a timely manner, Job Service North Dakota uses AT&T Language Line Services, bilingual staff (Spanish-English) and interpreting services. Additionally, written materials are available in regularly encountered languages other than English.

Services are provided in coordination with partners with special programs, such as, the Lutheran Social Services Refugee Program and the Adult Learning Centers. English as a Second Language classes are provided by Adult Learning Centers. WIA Incentive Grant funds have been provided to expand the availability of English as a Second Language classes in areas of the State where the need is the greatest.

### **Migrant and Seasonal Farm Workers and Agricultural Employers**

Migrant and seasonal farm workers (MSFWs) are offered the full range of services. All Job Service North Dakota offices provide outreach services 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, with the Plan to reach 700 MSFWs annually. MSFWs in need of other services are referred to the appropriate agency for that service.

The current and future needs of rural job seekers 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 a One-Stop Center. By using current and expanding technological abilities, we are able to provide better quality services to our rural customers. Job Service North Dakota has an Internet-based self-service system for customers to access Core services. The services can be accessed at home, in One-Stop Career Center resource rooms, at partner sites or any public site providing Internet access. The full range of job-seeker services, including viewing jobs, registration, entering resumes, and establishing virtual recruiters, LMI, job training eligibility, job hunting skills, resume preparation, etc., are available on the Job Service North Dakota website, *jobsnd.com*.

Job Service North Dakota coordinates their outreach efforts with public and private community service agencies. Migrant Health Services, Migrant Legal Service, Migrant Employment & Training, Centro Cultural, Migrant Headstart, county agents, etc., are contacted to bring better understanding and knowledge to those entities that directly affect the life and ultimately the performance of MSFW workers and their families in North Dakota.

The WIA Title 1 funds leveraged with MLS 167 grant funding will enhance and increase training opportunities for MSFWs by providing eligible participants opportunities for on the job training as well as class room training that is available through the 167 grant programs. WIA Title I funds when used in conjunction with WIA 167 grant funding, will provide additional opportunities to improve

the MSFW life style by improving their livelihood through better paying jobs that provide opportunities for promotions, etc.

The ARRA Youth Summer Employment Program will be promoted to MSFWs between the ages of 14 through 24. Job Service North Dakota outreach workers will make connections with MSFW families and with partners such as Migrant Legal Services, Motivational and Educational Training and Migrant Health Services.

### **State's Strategies to Enhance Integrated Service Delivery for American Indians**

Both the United States and the North Dakota workforce of the 21<sup>st</sup> Century are facing a very different set of opportunities and challenges than that of previous generations. Demographic and economic trends indicate that the size and composition of the labor force, as well as the characteristics of many jobs, are changing in the 21<sup>st</sup> Century. For example, the labor force is projected to grow much more slowly and to become older and much more racially and ethnically diverse. In addition, increasing global interdependence, technological change, and the growth of the knowledge-based economy will likely continue to change the skills that employers need in many sectors of the economy. Implementing the North Dakota Talent Initiative is a major part of the solution to address these concerns.

Two of the major goals of the Talent Initiative are to expand and retain local talent. Increasing the labor force participation rate is one of the success indicators for the Talent Initiative. The North Dakota labor force participation rate for 2000 was 71 percent, the 11<sup>th</sup> highest rate in nation. Minnesota's labor force participation rate, at 75.1 percent, was the highest in the nation in 2000. By 2004, the North Dakota labor force participation rate had risen to 72.3 percent, the 5<sup>th</sup> highest rate in nation. By 2004, Minnesota's labor force participation rate had decreased to 74.6 percent, but remained the highest in the nation in 2004. Labor force participation rates for the five North Dakota Reservations are also available for 2000. The rates ranged from a low of 52.6 percent to a high of 59.4 percent, with an average rate of 56.3 percent. With a lower labor force participation rate for American Indians, the North Dakota American Indian population has the opportunity to provide potential workers to increase the labor force participation rate.

Job Service North Dakota, the One-Stop Center Operator, in collaboration with the tribal leaders and programs will respond to this workforce challenge and opportunity through participation in the Talent Initiative by leveraging resources to more efficiently and effectively meet these needs. Specifically planned, mutual actions include:

- Work toward developing a customer-centric approach to demonstrate success towards Talent Initiative goals.
- Prepare workers for jobs (skill assessment, skill remediation, training and upgrading, etc.).
- Maximize resources to serve more individuals.
- Generate and distribute workforce intelligence to guide response to demands.
- Reengineer service delivery model to support Talent Initiative and goals to expand, attract and retain talent.
- Structure programs so that they are driven by employer needs.
- Build partnerships to develop solutions to workforce challenges individuals face while residing on the reservations (e.g., transportation, housing, and childcare).

### III. OPERATIONS

#### TRANSPARENCY AND PUBLIC COMMENT

The North Dakota Workforce Development Council made every effort to provide transparency and to solicit input from partners and stakeholders as well as the public during the plan modification process.

Agendas and minutes of the Plan Modification Workgroup were posted on the [www.ndworkforce.com](http://www.ndworkforce.com) web site and the draft plan was posted on this site along with the [www.jobsnd.com](http://www.jobsnd.com) website to obtain public input and comment.

A notice was placed in the State of North Dakota's official paper (Bismarck Tribune) on May 13, 2009, to provide notice that the draft plan would be posted to the two above mentioned websites on May 15, 2009, and that public comment would be accepted through May 31, 2009.

The following is the notice that was placed in the Bismarck Tribune.

#### PUBLIC REVIEW AND COMMENT

A website, [www.ndworkforce.com](http://www.ndworkforce.com), was utilized to allow the Council to post workgroup and committee meeting summaries and drafts of sections of the Plan for public comment. The draft Plan was posted to the website on May 15, 2009 for public input. Notification of the Plan and request for public input was placed in the official state newspaper.

**NOTICE: The North Dakota Workforce Development Council is providing the general public with an opportunity to comment on a proposed Modification Two: State Strategic Five-Year Plan for Workforce Investment Act Title I and Wagner-Peyser. The "draft" Plan will be posted on May 15, 2009, and can be found on the North Dakota Department of Commerce website at [www.ndworkforce.com](http://www.ndworkforce.com) and the Job Service North Dakota website at [www.jobsnd.com](http://www.jobsnd.com). If you have questions about the proposed draft plan or are unable to access the plan from the website, please contact James J. Hirsch, Director, North Dakota Workforce Development Council, 1600 East Century Avenue, P. O. Box 2057, Bismarck, North Dakota 50502-2057. Telephone: (701) 328-5345 Fax: (701) 328-5320 or E-mail: [jhirsch@nd.gov](mailto:jhirsch@nd.gov). Written comments must be submitted on or before May 31, 2009.**

A summary of those public comments can be found in **Attachment A**.

#### INCREASING SERVICE FOR UNIVERSAL ACCESS

Facilitated and staff assisted services continue to be available via sixteen One-Stop sites across the State. Wagner-Peyser ARRA funds will expand reemployment services to claimants and other unemployed workers, and assist employed individuals in improving their current work situations. While North Dakota is not experiencing a hiring freeze, the one-time funds will not be used to increase permanent staffing levels. Temporary staff and/or contracts for service will be utilized to ensure quick and easy access to services in One-Stop resource centers. Experienced staff will provide training and support to temporary staff, while continuing to serve job seekers and employers.

North Dakota's primary labor exchange system is available through the Job Service website JOBSND.com, or directly via Findjobsnd.com. This online service provides labor exchange for ND employers and job seekers nationwide. As a side effect, the system helps to mitigate the increased job seeker traffic flow in One-Stops.

Partners within North Dakota's workforce system collaborate to enhance services and expand access. Information sharing and familiarity with partner services allows agencies to effectively assist job seekers with career exploration, assessment, training, and job search needs.

ARRA Wagner-Peyser funds will be applied to a project that will connect Unemployment Insurance claimants and other job seekers to demand occupations via assessment of current occupational skills and skill gaps, and identification or development of appropriate short-term training for rapid re-employment. In conjunction with WIA, this project will support assessment of training needs, identification of training opportunities, and assistance with the costs of training.

Job Service North Dakota conducts job fairs to connect employers with job seekers. These vary in nature, some directed at specific populations such as employees laid off from a substantial employer, to ex-offenders, to veterans. Some job fairs are for employers of specific occupations, including our springtime construction job fairs. These job fairs are local in nature but promoted to job seekers statewide. WIA funds will be used as appropriate to assist job seekers with the cost of in-state travel to job fairs.

Job Service North Dakota has established a North Dakota State and Local Area Grievance and Appeals Procedures for handling all WIA complaints that allege unlawful discrimination, non-criminal violations of the Act, and criminal violations of the Act; or which allege violations of other employment-related laws. (SEE ATTACHMENT E)

## **LOCAL PLANNING PROCESS**

North Dakota is a Single State Workforce Investment Area. As such the State Plan serves as both the State and Local Plan.

The North Dakota Workforce Development Council, through member appointments from across the State, provides opportunity for local input into the State Strategic Planning process.

## **PROCUREMENT**

North Dakota is a single local area state 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. To avoid duplication, Job Service North Dakota through the One-Stop Career Centers will provide services and activities under Title I of WIA.

If it is determined specific services may be provided more efficiently or effectively by another entity, a service provider will be selected and contracts developed using the State Procurement Guidelines manual issued by North Dakota's Office of Management and Budget (OMB) State Procurement Guidelines. All state level awards follow the procurement requirements in OMB's

State Procurement Guidelines manual, provided the procurements conform to applicable Federal law.

Job Service North Dakota maintains an Eligible Training Provider's List and an Eligible Youth Provider's List. For contract proposals costing less than \$25,000, a minimum of three informal bids or proposals are obtained by contacting the training providers who have listed a program or service that meets a required service need. Proposals for contracted services in excess of \$25,000 require formal sealed competition through the Request for Proposal (RFP) process. Potential bidders are made aware of funding to be competitively awarded through the posting of RFP's on the Job Service North Dakota website and by contacting all interested parties maintained on the training provider lists.

These are the policies in place for the competitive and non-competitive processes that will be used to award contracts for summer employment activities and to institutions of higher education and other training providers for training services involving multiple individuals under Title I of WIA.

#### **TECHNICAL ASSISTANCE**

Job Service North Dakota will develop and deliver on-site training and technical assistance to One-Stop staff on the implementation of the summer employment program. On-site training and technical assistance is targeted for existing One-Stop staff and temporary staff hired to increase the capacity of the workforce system to deliver services. Recovery Act funds will fund the costs of the on-site training. Weekly training sessions are held by interactive video network (IVN) with One-Stop staff to discuss Recovery Act. IVN sessions deliver procedural and MIS modifications for Recovery Act guidance and allow open discussion for questions and answers.

#### **MONITORING AND OVERSIGHT**

The North Dakota Workforce Development Council receives quarterly reports on program performance and expenditures from each of the partner State agencies administering programs under WIA. These reports are benchmarked and referenced to the overall goals identified in the Plan allowing us to continually evaluate and improve services. Reports include the results of customer satisfaction and annual audits conducted on the State agency.

Job Service North Dakota will conduct monitoring and oversight on the participant eligibility, participant enrollment and contracts to procure training services to insure compliance with law and regulation. As a result of bringing new staff on to implement programs under the stimulus funding, this monitoring and oversight of day-to-day operations is important and will help insure that program funds are being expended as intended and within law and regulation.

The North Dakota Workforce Development Council will request quarterly reports from Job Service North Dakota on the results of this monitoring and oversight. Where there are reoccurring findings the Council will work with Job Service North Dakota to provide access to technical assistance and training.

The current Memorandum of Understanding (MOU) entered into by The Governor of the State of North Dakota (Workforce Investment Act Title I Grantee), the North Dakota Workforce

Development Council (State Workforce Investment Board and the Local Workforce Investment Board for the state, as a single Workforce Investment Area under the Workforce Investment Act of 1998 and implementing regulations) and Job Service North Dakota (Title I Fiscal Agent, Grant Sub recipient and State Administrative Entity) contains a provision that the North Dakota Workforce Development Council shall retain the option to have performed performance and program audits for the Title I funded programs.

North Dakota is a single local area state 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 functions as the independent on-site monitor for JSND's Federal and state funded job training programs. The monitoring system implemented by JSND is multi-tiered.

The first tier of monitoring occurs at the case management level. While WIA participants are enrolled in an activity, the case managers make regular documented contact with public school instructors, post-secondary education counselors/instructors and employers to monitor the participants' progress and to ensure funds are not misappropriated. To account for the additional funds provided under the Recovery Act, JSND case managers will follow the guidance in the WIA Customer Service Guide for the monitoring of summer employment, paid work experience, classroom training, on-the-job training, customized training, and non-occupational skills training activities.

The second tier of monitoring is the independent statewide monitoring conducted by JSND's Systems Management unit. Monitoring and oversight conducted by Systems Management includes:

- 1.) Monthly desk reviews of participant expenditures and obligations initiated in the Customer Service Offices (to include Recovery Act funds);
- 2.) Quarterly performance and enrollment reports are prepared for the North Dakota Workforce Development Council;
- 3.) Annual on-site monitoring at Customer Service Offices to verify compliance with laws, regulations, policies and procedures;
- 4.) Annual report validation followed up with visits to the Customer Service Offices to conduct the on-site data element validation;
- 5.) Working with Customer Service Offices to resolve issues identified by statewide monitoring;
- 6.) Contract monitoring and performance evaluation; and
- 7.) Creation of real time reports based on data extracted from Job Service North Dakota's case management information system that allows JSND to immediately monitor program enrollments, expenditures, service enrollments, and performance.

The third tier of monitoring is the annual external audit of JSND performed by independent CPA firms or consultants. These audits of compliance are conducted with the standards applicable to financial audits contained in the *Government Auditing Standards*, issued by the Comptroller General of the United States and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*.

## ACCOUNTABILITY AND PERFORMANCE

North Dakota's utilizes a number of accountability tools to track progress in meeting the state's strategic goals and implementing its vision for the workforce investment system. Tools include: internal management reports driven by online tools, Common Measures Accountability Reporting established by the North Dakota State Legislature, quarterly reporting to the Workforce Development Council, and Workforce Investment Act, Wagner-Peyser and Vets performance measures.

Job Service North Dakota utilizes an automated customer service and tracking system, which also provides tools for monitoring activities and employment outcomes for all participants. Individual customers and JSND staff members enter data into the Internet-based job matching and case management system. Data is combined with data such as the North Dakota employer wage file to measure employment outcomes. Quarterly reports provide agency leadership and the Workforce Development Council with results of programs and service delivery. Supplemental measures are used to track customer volume and employment services to ensure strategic goals are achieved. Area directors and managers use the data to analyze need for change and improved customer service.

The North Dakota State Legislature has enacted legislation that established Common Measures Accountability Reporting for all Federal and State funded workforce development and workforce training programs. The North Dakota Department of Commerce is responsible for the development of this report and for providing information back to the legislature. The Common Measures Accountability Report covers programs administered through the Department of Human Services, Job Service North Dakota, and the North Dakota University System. The Report covers the number of individuals trained, the number of individuals employed twelve months after the training that resulted from each department's workforce development and training programs, the state's investment, the areas of occupational training, and the average increase in earnings twelve months after completion.

The Follow-Up Information on North Dakota Education and Training (FINDET) system is in place to support common data collection and reporting, and performance management. FINDET is an interagency cooperative effort to provide follow up information on North Dakota education and training programs. Its primary purpose is to improve instructional and program planning and to avoid unnecessary duplication of resources among state agencies. FINDET is also being used to meet the requirements of the Common Measures Accountability Report. FINDET is managed by North Dakota Career Resource Network, which operates under an interagency agreement among the following North Dakota state agencies: Department of Commerce, Job Service North Dakota, Department of Labor, Department of Public Instruction, Office of Vocational Rehabilitation, Department of Career and Technical Education, North Dakota University System, and the Workforce Development Council.

North Dakota's Workforce Investment Act, Vets and Wagner-Peyser performance goals, as negotiated with DOL, serve as a valuable benchmark for tracking performance. Income potential and career opportunities are considered when negotiating performance standards with the USDOL Regional Office. Unemployment rates and national averages for each outcome measure are variables used to estimate targets of performance. Additionally, North Dakota's own historical levels of performance are factored into the process. Goals to increase entered employment and retention rates, and earned income lead to greater customer satisfaction.

## **RECOVERY ACT ACCOUNTABILITY**

The tools mentioned above will also be utilized to measure the state's performance in implementing Recovery Act goals. Quarterly reports to the North Dakota Workforce Development Council track fund expenditures, Federal performance goals and levels of achievement and target populations served. Target populations include youth in rural areas; out-of-school youth; youth in or transitioning from foster care; individuals with disabilities; dislocated workers; individuals lacking the skills to meet North Dakota's employment needs; public assistance recipients, and veterans. The Summer Employment program success will be determined by worksite supervisor evaluations of youth workers' work readiness. An initial evaluation will compare to a second evaluation at the end of the Summer Employment activity. Areas of evaluation include punctuality, attitude, cooperation with others, following directions and rules, appearance and conduct. In addition, the State will track performance in serving geographic areas most in need of Recovery Act emphasis, including rural areas, areas of traditionally high unemployment, and areas most affected by the economic downturn.

## **SPECIAL POPULATION PROGRAMMING**

The Senior Community Service Employment Program (SCSEP) is designed to serve limited income job seekers who are 55 and older, unemployed and who need to get back into the workforce. With a steadily aging population in North Dakota, there is an ever-increasing economic need as well as an interest by older job seekers to secure marketable skills. This program helps retrain citizens who can fill an important part of the workforce demand. The SCSEP is funded under Title V of the Older Americans Act.

Experience Works, a national, charitable community-based organization, provides SCSEP services to all 53 North Dakota counties through its direct administration of a grant from the U.S. Department of Labor as well as under contract with the North Dakota Department of Human Services Aging Services Division.

In North Dakota, approximately 90 percent of SCSEP participants are at or below the poverty level, nearly 50 percent have disabilities and the majority are 59 years of age or older. In a typical program year, Experience Works participants contribute nearly 200,000 hours of community service work in ND communities.

SCSEP services are coordinated with partners of the workforce system and a variety of nonprofit organizations throughout the state. Through SCSEP, these older job seekers receive temporary training at a nonprofit organization or governmental agency. Their wages are paid through the SCSEP grants and, while learning marketable skills, they also pursue a goal to find regular employment off the program.

Collaboration with workforce entities and other community organizations is effective in preparing limited-income older workers with skills needed by local employers. Workforce Investment Boards (WIBs), their administrative agencies, workforce center partners, and the one-stops are integral to the SCSEP service strategy and to the development of effective working relationships with local employers. Collaboration also benefits participants by providing access to labor market information, skill training leading to employment, and local job listings.

An added dimension to SCSEP services in North Dakota is an innovative program to work with small businesses to train and place older workers. The program uses funds provided by the U.S. Department of Labor and the Small Business Administration to help offset costs of training qualified older workers. Because small businesses employ about half of all private sector workers and generate 60 to 80 percent of net new jobs annually, this is an important tool for developing the workforce.

An online assessment tool is used to help SCSEP participants better develop customized training plans and realistic job goals that can be done from any computer with a broadband connection. For computer training, a user-friendly program called Teknimedia is loaded onto laptops to provide access throughout all communities within the state.

**Ultimately leveraging resources through the SCSEP enables the attainment of primary goals, including:**

- **Providing participants with valuable new skills and experience that help secure meaningful employment while providing valuable services to agencies and communities.**
- **Increasing opportunities for participants to obtain jobs that offer improved income and benefits.**
- **Changing attitudes and stereotypes about older people through public education and demonstrated success.**

## IV. ASSURANCES

### ASSURANCES

1. Assures adherence to fiscal controls and fund accounting procedures that may be necessary to ensure proper disbursement of, and accounting for, fund.
2. Assure compliance with Section 184(a)(3).
  - a. State has implemented the uniform administrative requirements referred to in section 184(a)(3).
  - b. State has annually monitored local areas to ensure compliance with the uniform administrative requirement as required under section 186(a)(4).
  - c. State has taken appropriate actions to secure compliance with section 184(a) (5).
3. State assures that funds under adult and youth program will be distributed equitably.
4. State assures that veterans will be afforded employment and training activities authorized in Section 134 of WIA and activities pursuant to the Jobs for Veterans ACT (P.L. 107-288 (38 USC 4215). State assures it will comply with veteran's priority established in the Jobs for Veterans Act.
5. State assures that the Governor shall, every two years, certify one local board for each local area.
6. State assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. State assures that no funds under WIA will be used to promote or deter union organizing.
8. Assurance of complying with nondiscrimination provisions of section 188, including an assurance that Methods of Administration have been developed and implemented.
9. Assurance that data will be collected to show compliance with nondiscrimination provisions of section 188.
10. Assurance of compliance with the Grant procedures prescribed by the Secretary.
11. State certifies that the Wagner-Peyser Act Plan has been certified by the State Employment Security Administrator.
12. State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with the Jobs for Veterans ACT (P.L. 107-288 (38 USC 4215).
13. State certifies that Wagner-Peyser Act funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
14. State assures that it will comply with the MSFW significant Office requirements in accordance with 20 CFR part 653.
15. State certifies that it has in development of plan consulted with local elected officials, businesses community, labor organizations, and other partners.
16. Assurance of compliance with nondiscrimination and equal opportunity provision of the following laws:
  - Section 188 of the Workforce Investment Act of 1998.
  - Title VI of the Civil Rights Act of 1964, as amended.
  - Section 504 of the Rehabilitation Act of 1973, as amended.
  - The Age Discrimination Act of 1975, as amended.
  - Title IX of the Education Amendments of 1972, as amended.Assurance of compliance with 29 CFR Part 37 and all other regulations implementing the laws listed above.
17. Assurance funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws and all other applicable Federal and State laws and regulations.

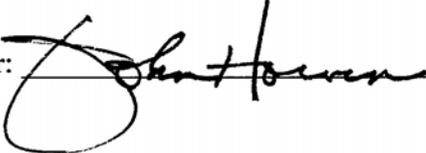
## PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

<p><b>Name of WIA Title I Grant Recipient Agency:</b></p> <p>Address:</p> <p>Telephone Number:</p> <p>Facsimile Number:</p> <p>E-mail Address:</p>	<p>Job Service North Dakota</p> <p>1000 East Divide Avenue P.O. Box 5507 Bismarck, ND 58506-5507 (701) 328-3030 (701) 328-1612 <a href="mailto:mdaley@state.nd.us">mdaley@state.nd.us</a></p>
<p><b>Name of State WIA Title I Administrative Agency (Same as Grant Recipient Agency):</b></p> <p><b>Name of WIA Title I Signatory Official:</b></p> <p>Address:</p> <p>Telephone Number:</p> <p>Facsimile Number:</p> <p>E-mail Address:</p>	<p>Job Service North Dakota Maren Daley, Executive Director</p> <p>1000 East Divide Avenue P.O. Box 5507 Bismarck, ND 58506-5507 (701) 328-3030 (701) 328-1612 <a href="mailto:mdaley@state.nd.us">mdaley@state.nd.us</a></p>
<p><b>Name of WIA Title I Liaison Director</b></p> <p>Address:</p> <p>Telephone Number:</p> <p>Facsimile Number:</p> <p>E-mail Address:</p>	<p>Maren Daley, Executive Director Job Service North Dakota</p> <p>1000 East Divide Avenue P.O. Box 5507 Bismarck, ND 58506-5507 (701) 328-3030 (701) 328-1612 <a href="mailto:mdaley@state.nd.us">mdaley@state.nd.us</a></p>
<p><b>Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:</b></p> <p>Address:</p> <p>Telephone Number:</p> <p>Facsimile Number:</p> <p>E-mail Address:</p>	<p>Job Service North Dakota</p> <p>1000 East Divide Avenue P.O. Box 5507 Bismarck, ND 58506-5507 (701) 328-3030 (701) 328-1612 <a href="mailto:mdaley@state.nd.us">mdaley@state.nd.us</a></p>
<p><b>Name and Title of State Employment Security Administrator (Signatory Official):</b></p> <p>Address:</p> <p>Telephone Number:</p> <p>Facsimile Number:</p> <p>E-mail Address:</p>	<p>Maren Daley, Executive Director Job Service North Dakota</p> <p>1000 East Divide Avenue P.O. Box 5507 Bismarck, ND 58506-5507 (701) 328-3030 (701) 328-1612 <a href="mailto:mdaley@state.nd.us">mdaley@state.nd.us</a></p>

As the Governor, I certify that for the State of North Dakota, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. 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.

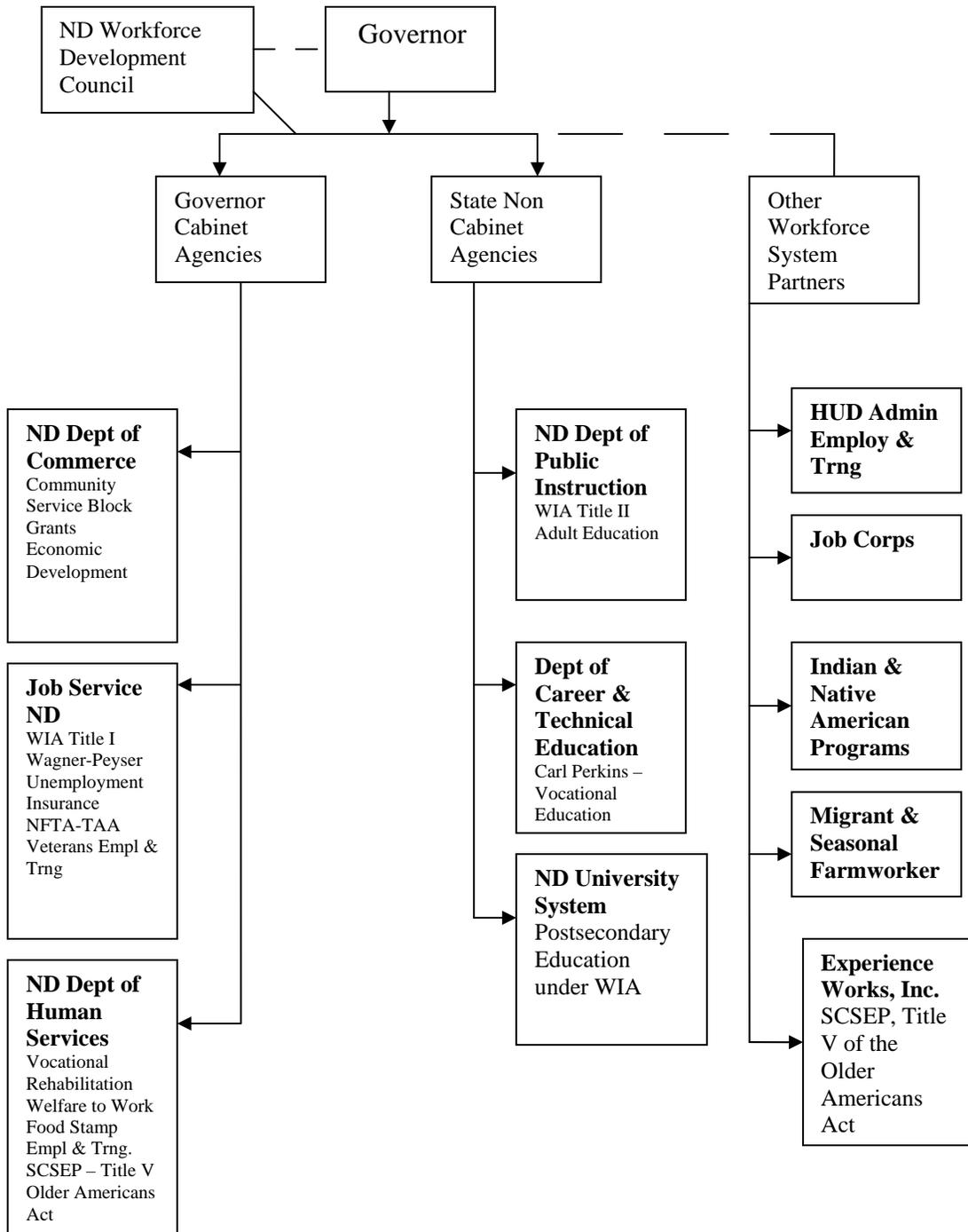
Typed Name of Governor: John Hoeven

Signature of Governor:  Date: 6/18/09

**PUBLIC COMMENT**

DATE	COMMENTER	ISSUE	COMMENT
5/18/09	Mr. Dave Ellingson, Director Burdick Job Corps Center	<u>NONE</u>	I have read the draft twice and it looks good. I have no suggestions or modifications.
5/20/09	Ms. Jean Bennett, Regional Director, Experience Works, Inc.	SCSEP	<p>Page 62 has the organizational chart. To be accurate, please move "Title V of the Older Americans Act" from the Job Service box and insert it or re-label it to "SCSEP, Title V of the Older Americans Act" in the ND Department of Human Services box. That would suffice for the state project but the federal project is a stand-alone project that should be listed under "Other Workforce System Partners."</p> <p>We often list the program as SCSEP; or SCSEP, Title V of the Older Americans Act.</p>

**ORGANIZATIONAL CHART**  
**Required & Optional Partners of the North Dakota Workforce System**



**NORTH DAKOTA WORKFORCE DEVELOPMENT COUNCIL  
2009 MEMBERSHIP**

NAME	CATEGORY	APPOINTMENT
<b>Mr. Jim Walker</b> Missouri Slope Labor Council 520 Gary Avenue Bismarck ND 58501 701-223-9594 <a href="mailto:jrwalk41@msn.com">jrwalk41@msn.com</a>	Organized Labor and Professional Groups	July 1, 2008 – June 30, 2011  <b>Ex-Officio (Executive Committee) (Planning Committee)</b>
<b>Mr. Alvin “Butch” Brandt</b> Organized Labor 617 6 <sup>th</sup> Street Wyndmere ND 58081 701-439-2557 <a href="mailto:butch_b42@hotmail.com">butch_b42@hotmail.com</a>	Organized Labor and Professional Groups	July 1, 2005 - June 30, 2011
<b>Mr. David Farnsworth</b> Great River Energy 2875 Third Street SW Underwood, ND 58576-9659 Phone: 701-442-7002 <a href="mailto:dfarnsworth@GREnergy.com">dfarnsworth@GREnergy.com</a>	Business – Region VII	May 6, 2008 - June 30, 2011
<b>Ms. Candice Dietz</b> Preference Personnel 2600 9 <sup>th</sup> Avenue SW Fargo ND 58103 701-293-6905 <a href="mailto:candice@preferencepersonnel.com">candice@preferencepersonnel.com</a>	Business – Region V	July 1, 2007 - June 30, 2010  <b>(Planning Committee)</b>
<b>Mr. Shane Goettle, Commissioner</b> North Dakota Department of Commerce P.O. Box 2057 Bismarck ND 58502-2057 701-328-7284 <a href="mailto:sgoettle@nd.gov">sgoettle@nd.gov</a>	State Agency – Commissioner	Open-ended
<b>Ms. Jane Priebe, Director</b> Wahpeton Economic Development P.O. Box 490 Wahpeton, ND 58074 701-642-8559 <a href="mailto:janep@wahpeton.com">janep@wahpeton.com</a>	Community Group - (Economic Development)	July 1, 2007 - June 30, 2010  <b>(Planning Committee)</b>
<b>Mr. Paul Steffes, President</b> Steffes Corporation 3050 Hwy 22 North Dickinson ND 58601 701-483-5400 <a href="mailto:psteffes@steffes.com">psteffes@steffes.com</a>	Business – Region VIII	July 1, 2007 - June 30, 2010

<p><b>Mr. William “Bill” Goetz, Chancellor</b>  North Dakota University System  600 East Boulevard Ave, Dept. 215  Bismarck ND 58505-0230  701-328-2963  <a href="mailto:William.goetz@ndus.nodak.edu">William.goetz@ndus.nodak.edu</a></p>	State Agency – Chancellor	Open-ended
<p><b>Dr. David Gipp, President</b>  United Tribes Technical College  3315 University Drive  Bismarck ND 58504  701-255-3285 Ext. 8  <a href="mailto:dmgipp@aol.com">dmgipp@aol.com</a></p>	Community Group - (Vocational Education)	July 1, 2007 - June 30, 2010  (Planning Committee)
<p><b>Mr. David Kemnitz, President</b>  ND AFL-CIO  1323 East Front Avenue  Bismarck ND 58504  701-223-0784  <a href="mailto:dkemnitz@ndaflcio.org">dkemnitz@ndaflcio.org</a></p>	Organized Labor and Professional Groups	July 1, 2006 - June 30, 2009  (Executive Committee)
<p><b>Ms. Maren Daley, Executive Director</b>  Job Service North Dakota  1000 East Divide Avenue  Bismarck ND 58502-5507  701-328-3030  <a href="mailto:mdaley@nd.gov">mdaley@nd.gov</a></p>	State Agency	Open-ended Ex-Officio (Executive Committee) Ex-Officio (Planning Committee)
<p><b>Mr. Wayne L. Kutzer, State Director</b>  State Board for Career &amp; Technical Education  600 East Boulevard Avenue, 15th Floor  Bismarck ND 58505-0610  701-328-2259  <a href="mailto:wkutzer@nd.gov">wkutzer@nd.gov</a></p>	State Agency	Open-ended  (Executive Committee) Ex-Officio (Planning Committee)
<p><b>Ms. Rosella Grant</b>  Organized Labor  1006 West Capitol Avenue  Bismarck ND 58501  701-426-2284  <a href="mailto:grantrosella@hotmail.com">grantrosella@hotmail.com</a></p>	Organized Labor and Professional Groups	July 1, 2008 – June 30, 2011
<p><b>Mr. Leo Cummings</b>  Administrator Three Affiliated Tribes North  Segment Community Board  Box 391  Newtown ND 58763  701-627-4756  <a href="mailto:program477@hotmail.com">program477@hotmail.com</a></p>	Community Group	July 1, 2007 - June 30, 2010  (Planning Committee)
<p><b>Mr. T. J. Russell, President/CEO</b>  Cloverdale Foods, Inc.  3015 34th Street NW  Mandan, ND 58554  701-663-9511 Ext. 217  <a href="mailto:tjr@cloverdalefoods.com">tjr@cloverdalefoods.com</a></p>	Business – At Large Chairperson	July 1, 2008 - June 30, 2011  CHAIRPERSON (Executive Committee)

<b>Mr. Charles Axtman</b> Business - Retired 302 16th Avenue NE Jamestown ND 58401 701-952-6908 <a href="mailto:axtman@daktel.com">axtman@daktel.com</a>	Business - Region VI	July 1, 2006 - June 30, 2009  (Executive Committee)
<b>Mr. Lee Lampert, Principal</b> Divide County High School 605 SE 4 Crosby ND 58730 701-982-3324 <a href="mailto:lee.lampert@sendit.nodak.edu">lee.lampert@sendit.nodak.edu</a>	Community Group - (Secondary Education)	July 1 2008 – June 30, 2011
<b>Mr. Jim Melland</b> Sure Foot Corporation 1401 Dyke Avenue, PO Box 12049 Grand Forks, ND 58508-2049 701-775-9560 (w) 701-610-3787 (c) <a href="mailto:jim.melland@surefoot.net">jim.melland@surefoot.net</a>	Business-Region IV	July 1, 2008 – June 30, 2011
<b>Valerie Fischer</b> Department of Public Instruction 600 East Boulevard Avenue Bismarck ND 58505-0440 701.328.4138 <a href="mailto:vfischer@nd.gov">vfischer@nd.gov</a>	State Agency	Open-ended  (Planning Committee)
<b>Ms. Carol Olson, Executive Director</b> Department of Human Services 600 East Boulevard Avenue Bismarck ND 58505-0250 701-328-2538 <a href="mailto:socols@nd.gov">socols@nd.gov</a>	State Agency	Open-ended
<b>VACANT</b>	Community Group - (Higher Education)	July 1, 2007 - June 30, 2010  Resigned effective April 15, 2009
<b>Mr. Jerry Jurena, CEO</b> Heart of America Medical Center 800 Main Avenue South Rugby, North Dakota 58368-2198 701-776-5261 <a href="mailto:gsha@gondtc.com">gsha@gondtc.com</a>	Business – Region III	July 1, 2006 – June 30, 2009
<b>Mr. Bruce Walker</b> Coldwell Banker, 1st Minot Realty 219 South Main Minot ND 58701 701-852-0136 <a href="mailto:Bruce@coldwellbanker.com">Bruce@coldwellbanker.com</a>	Business – Region II	July 1, 2008 – June 30, 2011  VICE-CHAIRPERSON (Executive Committee)
<b>Ms. Jackie Velk, School Board</b> Minot Public School District 1317 11th Street SW Minot ND 58701-5744 701-857-4771 <a href="mailto:velk@web.ci.minot.nd.us">velk@web.ci.minot.nd.us</a>	Community Group	July 1, 2006 - June 30, 2009

<b>Ms. Cathy Kruse</b> GeoResources, Inc. P.O. Box 1505 Williston ND 58802-1505 701-572-2020 Ext. 113 <a href="mailto:cathyk@geoi.net">cathyk@geoi.net</a>	Business – Region I	July 1, 2008 – June 30, 2011  (Planning Committee)
<b>EX-OFFICIO NON-VOTING</b>		
<b>Mr. James J. Hirsch, Director</b> ND Workforce Development Council 1600 East Century Avenue, Suite 2 P.O. Box 2057 Bismarck ND 58502-2057 701-328-5345 <a href="mailto:jhirsch@nd.gov">jhirsch@nd.gov</a>	Ex-Officio Member/No Vote	Open-ended  (Executive Committee) (Planning Committee)
<b>Vacant</b> <b>North Dakota Indian Affairs Commission</b>	Ex-Officio Member/No Vote	Open-ended
<b>Mr. Brager, Frank CSM NGND</b> 3031 Sleepy Hollow Loop Bismarck, ND 58501 701-333-3013 701-214-0656 (Cell) <a href="mailto:francis.brager@us.army.mil">francis.brager@us.army.mil</a>	Ex-Officio Member/No Vote Veterans	April 15, 2008 – June 30, 2009  (Veterans)

**NORTH DAKOTA WORKFORCE DEVELOPMENT COUNCIL**

**POLICY 2-12-06 (0)**

**January 12, 2006**

**NORTH DAKOTA ONE-STOP CAREER CENTER CERTIFICATION**

**PURPOSE:**

The Workforce Investment Act (WIA) Section 134 (c) (2) (A) states that each area must operate at least one comprehensive One-Stop. Section 134(a) (B) (v), states the State is responsible for “assisting in the establishment and operation of one-stop delivery systems....”

For North Dakota to remain competitive in today's knowledge-based economy, its workforce system is critical. Workforce development and training systems must offer current workers and the emerging workforce opportunities to acquire world-class skills that meet employer demands, while increasing productivity. The workforce system must be comprehensive, flexible, innovative, employer-driven, customer-focused and performance-based. The workforce system must also respond to customer needs, and be adaptable to the rapid changes in the global economy. Technology will be used in the delivery of services to the extent it is feasible.

In an effort to ensure that the One-Stop system meets minimum quality standards, including the effective integration of services, and in anticipation of meeting requirements in the Reauthorization of WIA, the North Dakota Workforce Development Council has developed minimum One-Stop Career Center Certification Criteria for the State.

This standard certification criteria was developed to promote the belief that the One-Stop System must meet the objectives of North Dakota's Strategic State Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act and address local economic issues while supporting overall State economic goals.

**POLICY:**

In order to be considered for certification as a North Dakota One-Stop Career Center, a One-Stop Career Center Operation Plan (Plan) must be submitted to the North Dakota Workforce Development Council for approval. The North Dakota Workforce Development Council (NDWDC), with agreement of the Governor of North Dakota, is authorized to certify North Dakota One-Stop Career Centers. Notwithstanding the above, North Dakota has developed a one-stop career center system through Job Service North Dakota (JSND) where employment, training, and support services have been co-located. Therefore, JSND is certified as a One-Stop operator under the WIA grandfather clause, Section 121(e) and all JSND career centers are certified North Dakota One-Stop Career Centers.

The One Stop Career Center Operation Plan must show that all the criteria identified below are met.

1. The One-Stop Career Center must meet the needs of the NDWDC, the state and/or community, as established in the State of North Dakota Strategic Two-Year State Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act.
2. The One-Stop Career Center must provide the core services specified in WIA section 134(d) (2), and must provide access to other programs and activities carried out by the One-Stop Career System partners.
3. Co-location of programs is encouraged to the extent possible for financial savings and efficiency. When selecting the site location, consideration must be given to customer accessibility, economic feasibility, and service demands.
4. The One-Stop Career Center must have a customer resource area that is staffed with knowledgeable and trained individuals responsible for providing information on services provided by all partners in the One-Stop system, and meeting the needs of customers. To support the Workforce Investment Act (WIA) coordinated system, and the integration of Wagner-Peyser funded "labor exchange" services within the One-Stop Career Centers, the resource area must provide access to on-line services at jobsnd.com and the resource area staff must be trained in the use of jobsnd.com on-line services to assist customers.
5. Procedures are in place to assure coordination of and avoid duplication among one-stop delivery system partner programs.
6. Ability to properly manage the One-Stop Career Center. The One-Stop Center management arrangement (e.g. contract, program administrative entity, etc.) must be detailed. If changes to the management arrangement are made, a new One-Stop Career Center Operation Plan must be submitted to the North Dakota Workforce Development Council.
7. Co-located partners must have a written agreement describing roles and responsibilities of each partner at the site.
8. Work or meeting space must be made available at the One-Stop Center for visiting partner programs, whenever feasible and available.
9. The One-Stop Career Center must be accessible for those with disabilities.

The North Dakota Workforce Development Council will assign a Review Team to conduct periodic reviews of the One-Stop System Certification process and, as deemed necessary, conduct site reviews to verify Certified One-Stop Career Center's compliance with the Certification requirements.

**REFERENCE:**

(0) NDWDC minutes dated January 12, 2006

**SUNSET:** January 11, 2009

## NORTH DAKOTA STATE AND LOCAL AREA GRIEVANCE AND APPEALS PROCEDURES

This section establishes procedures for handling all WIA complaints that allege unlawful discrimination, non-criminal violations of the Act, and criminal violations of the Act; or which allege violations of other employment-related laws.

- A. Right to File a Complaint. Any individual or organization, including, but not limited to WIA program participants, sub recipients, contractors, staff of the recipient or sub recipient, applicants for participation or program services, labor unions, or community-based organizations may file a complaint to gain redress for acts of discrimination; for non-criminal violations of the Act in regard to employment conditions; or for violations of other employment-related laws. Except for complaints alleging fraud or criminal activity, a complainant may file a WIA complaint if done so within one year of the alleged violation or occurrence.
- B. Initial Receiving of WIA Complaints.
  - a. Discrimination Complaints. All WIA complaints, which allege unlawful discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief and for beneficiaries only, citizenship or participation in WIA shall be handled in accordance with procedures outlined in 29 CFR, Part 37. All discrimination complaints shall be filed using the Discrimination Complaint Information Form, DL 1-2014a. This form provides information in sufficient detail to allow the Civil Rights Center (CRC) or the Civil Rights Office of Job Service North Dakota (JSND) North Dakota to determine whether either of them has jurisdiction over the complaint, whether the complaint was timely filed, and whether the complaint has merit.

When an individual or his or her representative wants to file a complaint alleging discrimination, local office staff is not to question the allegations. They are to give the complainant the complaint form mentioned above and advise the individual to complete it and file it with the Civil Rights Officer of Job Service North Dakota (JSND) North Dakota or with the Civil Rights Center, U.S. Department of Labor. Complaints must be filed within 180 days of the alleged discrimination. CRC, for good cause shown, may extend the filing time.

The Civil Rights Officer shall process the complaint within 90 days. If the resolution is not satisfactory to the complainant, the complainant or his or her representative may file a complaint with CRC within 30 days of the proposed resolution. The complainant must be notified of the right to file a complaint with CRC and the right must be exercised within 30 days. If by the end of 90 days, the Civil Rights Officer has not completed processing of the complaint or has failed to notify the complainant of the resolution, the complainant or his or her representative may, within 30 days of the expiration of the 90-day period, file a complaint with CRC.

The Civil Rights Officer shall maintain a log of discrimination complaints that are filed. The log shall include: the name and address of the complainant; the ground of the complaint (race, color, religion, sex, national origin, age disability, political affiliation or belief, and for beneficiaries only, citizenship, or participation in WIA); a description of the complaint; the date the complaint was filed; its disposition; the date of the disposition; and other pertinent information.

- b. Criminal Complaints. Information and complaints involving fraud, abuse, or other criminal activity shall be reported through the department's Incident Reporting System, directly and immediately to the DOL Office of Inspector General, Office of Investigations, 200 Constitution Avenue NW, Room S5514, Washington, D.C. 20210, or to the corresponding Regional Inspector General for Investigations, with a copy simultaneously provided to the Employment and Training Administration, Department of Labor, Room N-4703, 200 Constitution Avenue Northwest, Washington, D.C. 20210. The Hotline number is 1-800-347-3756. Inform the Program Support Area when such action is done.
- c. Non-criminal Complaints.
  - i. All complaints filed with Job Service North Dakota (JSND) that alleges violation of WIA or other employment-related laws or regulations other than WIA shall be handled within the framework of the Job Service North Dakota (JSND) Complaint System.
  - ii. Employers participating in the Work Force Investment Act may operate their own grievance system in relation to the Act as long as such procedures meet the requirements of 20CFR 629.52 or they may utilize the WIA complaint system established by Job Service North Dakota (JSND) as local area grant recipient. The local Job Service North Dakota (JSND) WIA representative will review employer complaint and grievance policies to assure that they are comparable to the Complaint/Grievance Procedures of Job Service North Dakota (JSND). This does not include the handling of discrimination complaints, criminal complaints, or complaints alleging violation of employment-related laws other than WIA. Such complaints must be handled in accordance with the appropriate laws or regulations covering such violations. WIA complainants who bring to the attention of Job Service North Dakota (JSND) grievances, which allege non-criminal violations of the Act in regard to employment conditions, shall be questioned to determine if they have utilized the employer's established grievance procedures in regard to the problem. If not, the complainant shall be referred back to the employer and such grievance shall be handled under the employer's grievance procedures.

If an employer is required to use a certain grievance procedure under a covered collective bargaining agreement, then those procedures should be followed for the handling of WIA complaints under this section.

An employer system shall provide for, upon request by the complainant, a review of an employer's decision by Job Service North Dakota, if necessary, in accordance with procedures established in Section C, Formal Resolution of

Complaints or Grievances under WIA. If the complainant cannot be properly satisfied by use of the employer's grievance procedures, follow the procedures in Section C, Formal Resolution of Complaints or Grievances under WIA.

- iii. Informal Resolution. After receiving a WIA complaint, the JSND WIA representative or manager shall investigate and attempt to resolve the complaint on an informal basis. If such effort is successful, the effort will be properly documented and the complaint will be closed. If resolution has not been achieved, the complainant may file a written complaint to the manager. Give the complainant a form, JSND 5025, Complaints or Grievance Procedures that outlines the complaint process.
- iv. Formal Resolution of Complaints or Grievances under WIA. Upon receipt of a written complaint involving WIA program decisions, eligibility determinations, and functions and operations of WIA programs, the JSND Area Director will review the facts in the case presented by the complainant and the local Job Service North Dakota (JSND) representative. The director will then issue a written decision to the complainant and other interested parties within ten days from the receipt of the complaint. If the complainant is not satisfied with the decision of the area director, he/she has the right to request a hearing within ten days from the date of this decision. If a hearing is requested, the director will arrange for a hearing examiner to schedule and conduct a hearing within 30 days of the filing of the complaint at which the complainant will be provided with an opportunity to present evidence. The complainant will be provided with a written notice of the date, time, and place of the hearing at least seven days in advance of the hearing. The hearing examiner will then issue a written decision of the complaint to the complainant and other interested parties. This written decision must be issued within 60 days from the date on which the written complaint is filed. If the written decision of the hearing examiner does not resolve the complaint to the satisfaction of the complainant, the complainant then has the right to request a review of the complaint by the Governor. Inform complainants to file their request for review with:

- Governor's WIA Liaison Office  
P.O. Box 5507  
1000 East Divide  
Bismarck, North Dakota 58502

The request for review shall be filed within ten days from the date of receipt of the written decision of the hearing examiner or within ten days from the date on which a decision should have been received. The Governor will review the record on the complaint and will issue a decision to the complainant and other interested parties within 30 days. The Governor's decision is final.

Should the Governor fail to provide a decision within 30 days, the complainant may then request the Secretary of Labor to make a determination whether the Act or its regulations have been violated. The request shall be filed no later than ten days from the date on which the complainant should have received a decision from the Governor.