

MODIFICATION ONE

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, 2007 - June 30, 2009

(Years Three and Four of the Five Year-Planning Cycle)

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

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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. Economic development will generate a better standard of living for all North Dakotans. Developing better-paying jobs and career opportunities, in both our cities and rural areas, creates stronger communities, and enables our young people to pursue their careers at home.

Governor Hoeven is focusing resources on six pillars to support building our future in North Dakota. 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.

To maximize the use of scarce resources, 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 and that no worker is left behind.

The foundation of this demand driven workforce system is qualitative and quantitative workforce intelligence which drives all decisions and strong partnerships that include the North Dakota workforce system, business and industry, education and training providers, and economic development officials, all working collaboratively to develop solutions to the workforce challenges facing growing industries and to develop maximum access for North Dakota workers to gain the competencies they need to get the good jobs being created by North Dakota business.

- Economic development officials define the target and high-growth industries and high-demand occupations that are currently in demand and will be in demand in the future.
- Industry representatives define the workforce challenges, e.g., 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; training workers; 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 accesses human capital (e.g. youth, unemployed, and dislocated workers) and prepares workers by providing them the skills necessary to compete in a global economy.

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

The North Dakota Demand Driven Workforce System will support a collaborative response to the workforce challenges of North Dakota business and industry and the North Dakota workforce that will include:

- Targeting investment of workforce development 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, responsive to local economic needs.

Achieving this collaborative response will position the North Dakota workforce system to be a significant contributor to the economic well-being of the State. Through a comprehensive, integrated, and flexible workforce system, North Dakota will be equipped to compete successfully in the global economy.

The Modification One: North Dakota Five-Year Strategic Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act will support Governor Hoeven's goal for economic development, including workforce development, through partnerships among Federal, State, and local governments to produce a highly-skilled workforce that strengthens businesses and the economy of the state.

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. Governor Hoeven has elected to continue to use the alternative entity clause in WIA, thus keeping the North Dakota Workforce Development Council (NDWDC) as the main governance body for WIA. This state Strategic Plan also serves as the local WIA Plan.

The North Dakota **Workforce System** is a relationship of entities and functions that includes those formal and informal education and training activities that provide current and potential workers new or enhanced knowledge, skills and abilities necessary for successful employment in high-growth and high-demand occupations being created by North Dakota employers.

Working Definitions

Workforce Development refers to education and training whereby students or individuals are direct customers of the service delivery system. This includes education and training provided to and through: 1) K-12, post-secondary, and proprietary institutions; 2) the existing workforce that is unemployed, displaced, disadvantaged or underemployed, and; 3) the existing employed workforce served through life-long learning and continuing education.

Workforce training or jobs training, refers to the more immediate service relationships involved in responding to short-term business and industry needs. It is business and industry driven and often involves customized or contracted training. The business is usually the direct client of the services delivered.

The differentiation: The primary factor that differentiates workforce development from workforce training is the primary customer being served. Workforce development is oriented toward meeting the education and training needs of individuals, including providing continuation education and life-long learning. Workforce training is oriented toward serving the training needs of business and industry.

Within this context, the major State agencies that partner to provide workforce development and workforce training throughout the state include the North Dakota State University System, Job Service North Dakota, Department of Career and Technical Education, Department of Public Instruction, Department of Human Services, the North Dakota Department of Commerce and the North Dakota Workforce Development Council. The Workforce Development system is supported by a number of additional partners both mandatory and non-mandatory.

The North Dakota Workforce Development Council coordinates the efforts of the State Agencies administering the Federal and State funded workforce development, workforce training, and talent attraction programs. This structure allows North Dakota to:

1. Maximize access to Federal funding;
2. Foster more focused delivery of workforce development and workforce training services to North Dakota citizen and employers and;
3. Provide more responsive services to business, industry, and economic development professionals.

North Dakota's workforce development, workforce training, and talent attraction programs include Federally-funded programs that are complemented by several State funded programs. The State-funded programs fill 'gaps' in workforce training and are targeted towards addressing employers' need to keep their workforce trained and competitive.

North Dakota's 21st Century Demographics show that the State will be faced with tight labor markets, an aging workforce, wider "skill gaps," and a replacement worker issue. Workforce development is an increasingly important piece of the economic development process. In the knowledge economy, our State's competitive economic advantage depends on the quantity and quality of our workforce. Our state, our communities, and our businesses depend on a responsive and integrated workforce system.

To support 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

PLAN DEVELOPMENT PROCESS

The Workforce Investment Act of 1998 (WIA) gives states a unique opportunity to develop workforce development systems specifically tailored to the needs of the state and to local areas (Regions) of the state. Modification One: 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.

The development of the Two-Year State Strategic Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act Plan was led by the North Dakota Workforce Development Council in collaboration with economic development, State agencies, education and training providers, the business community, tribal representatives, organized labor, community-based organizations, and youth services providers.

North Dakota faces a number of unique Human Resource Challenges. We have one of the lowest unemployment rates in the nation; at the same time we have one of the highest Labor Force Participation rates in the nation; we have an aging population; we are experiencing youth flight; and we have a growing and expanding economy. North Dakota businesses are reporting workforce shortages and skill gaps that are limiting growth.

On July 31 and August 1, 2006, the North Dakota Workforce Development Council, the North Dakota Youth Development Council, and State Commission on National and Community Service, State legislators, and all key players of the state's workforce system, met in a Strategic Planning Session to develop an action agenda to address these Human Resource challenges.

The strategic planning session identified that the role of the workforce development and workforce training system in North Dakota is to prepare the workforce. The North Dakota Talent Initiative developed and adopted as a result of the Strategic Planning session identified access to qualitative and quantitative workforce intelligence as the foundation supporting all decisions related to the Talent Initiative. The Talent Initiative is organized around three supporting Pillars: Talent Attraction, Talent Expansion and Talent Retention. The Talent Initiative has identified six talent Strategies and committed the stakeholders and partners to ten areas for continuous improvement to meet the key workforce challenges of North Dakota.

The North Dakota Talent Initiative Strategic Plan summary is listed on the ND Department of Commerce web site at:

<http://www.ndcommerce.com/wfd/talent-init/The%20North%20Dakota%20Talent%20Initiative.pdf>

The Workforce Development Division provides administrative support to the North Dakota Workforce Development Council and is charged with monitoring workforce development initiatives, developing and implementing the state's talent strategy, and developing and implementing a statewide intelligence coordination strategy. The Division is to consult with partners in the development and implementation of the strategy and to seek coordination and non-duplication.

The Planning process for the plan Modification began formally in February 2007 with the North Dakota Workforce Development Council Planning Committee's approval of a "Charter" to establish a Strategic Plan Workgroup with responsibilities for input into the development of the Modification to 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

The Strategic Plan Workgroup held their meetings throughout the month of March and the first week of April 2007, 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.

The Modification One: 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 April 19, 2007, meeting.

Public Review and Comment

A website, www.ndcommerce.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 March 30, 2007, 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 One: State Strategic Five-Year Plan for Workforce Investment Act Title I and Wagner-Peyser. The "draft" Plan can be found on the North Dakota Department of Commerce website at www.ndcommerce.com/wfd/wdc and the Job Service North Dakota website at 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 . Written comments must be submitted on or before April 15, 2007.

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

I. STATE VISION

Governor's Vision for a Statewide Workforce Investment System

*“We laid the foundation for industries throughout the state to connect with the world – and just as important, for the world to connect with North Dakota.”
Governor John Hoeven, State of the State Address, 2002.*

Governor John Hoeven and his administration have established six pillars for building a better future for North Dakota:

Excellence in Education

Education is the bedrock on which we build 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.

Economic Development

Economic Development will generate a better standard of living for all North Dakotans. Developing better-paying jobs and career opportunities, in both our cities and our rural areas, creates stronger communities, and enables our young people to pursue their careers at home.

Agriculture

Agriculture is one of our largest economic sectors. A vigorous and diversified farming and ranching industry will translate into stronger rural communities and a stronger North Dakota. We must build on our leadership role in agriculture through continued diversification and value-added ventures.

Energy

Energy production is a key industry in North Dakota. As the sixth largest energy-producing state in the country, North Dakota can seize the opportunity to lead the nation in clean, efficient energy production including the use of renewable sources.

Technology

Technology can eliminate the distance barrier for North Dakota, enabling us to do business worldwide. Technology links people and businesses, schools and government, in ways never before seen, creating vital new opportunities for all our people.

Quality of Life

Quality of Life is what it's all about. North Dakota already enjoys safe communities, quality healthcare, world-class recreational activities, and exceptional schools. Our people and our land are our greatest resources, and we must continue to build on these strengths.

Building our future in North Dakota involves the task of working on six pillars - education, economic development, agriculture, energy, technology, and quality of life. As we build today, we know that the future is someplace we will call home tomorrow. Brick by brick, let's build our future together in North Dakota.

In 2000, North Dakotans earned 84 percent of the national average in per capita personal income. In 2005, this was increased to 91 percent. In Governor Hoeven's 2007 State of the State Address he stated "Today, I challenged us to go further: Let us resolve that we will not only meet, but exceed the national average in personal income and achieve the higher standard of living for all North Dakotans – and we will do it in the next decade."

A. State Economic Development Goals

In a proactive effort to accelerate North Dakota's economic growth rate, Governor John Hoeven proposed, and the Legislative Assembly enabled, the creation of a new Department of Commerce (DOC) uniting formerly disconnected efforts tasked with economic growth initiatives. The DOC is charged with designing, coordinating, and implementing a productive economic growth effort. The enabling legislation also mandated the establishment of the North Dakota Economic Development Foundation, a council of accomplished professional and corporate executives from a broad expanse of geography and constituency. The purpose of the Foundation is clearly defined in its Mission Statement.

The Foundation will advise and support the current and future Governors of North Dakota and the Department of Commerce by:

- *Establishing aggressive, yet realistic performance goals for the State's economic development;*
- *Creating a system to monitor and evaluate the State's performance in meeting its economic development goals; and*
- *Facilitating productive collaboration among the State's legislators and economic development partners both public and private.*

These statements clearly reflect the comprehensive and aggressive approach the State's political and business leadership is taking with regard to expanding economic opportunities for all current and future North Dakota residents.

The Foundation adopted a plan with the following goals:

1. Develop a unified front for economic development based on collaboration, accountability, and trust.
2. Strengthen linkages between the State's higher education system, economic development organizations, and private businesses.
3. Create quality jobs to retain North Dakota's current workforce, and attract new high-skilled labor.

4. Create a strong marketing image to build on the State's numerous strengths, including workforce, education, and quality of place.
5. Accelerate job growth in diversified industry targets to provide opportunities for the State's long-term economic future.
6. Strengthen North Dakota's business climate to increase global competitiveness.

These goals and strategies redefine North Dakota's approach in a distinct and courageous way depicted in four important points:

1. For the first time in North Dakota's history, all of the pertinent organizations have united in common purpose. The Executive and legislative branches of government, the Foundation, the newly organized North Dakota Department of Commerce, the Greater North Dakota Association, higher education, and local economic development professionals and their organizations have agreed on the direction of the strategic plan and committed to carry out their respective assignments in the plan.
2. The Plan sets measurable, practical, yet ambitious benchmarks to reverse demographic and economic trends in existence since the 1950s. Equally important, this Plan suggests that 10 years of aggressive and continuous effort can reverse this 50-year trend. The pioneering spirit and work ethic that contributed to North Dakota's early settlement remains strong and vibrant even today. It is those strengths that make the progress possible.
3. This plan requires a broad approach to economic growth. North Dakota will be driven by opportunity and strategy, not react to outdated opportunities. Business recruitment, business formation, and business expansion are all new formidable parts of this comprehensive strategy.
4. To develop more career path opportunities for emerging talent, North Dakota will build on the existing "centers of excellence" in the state university system to create a more fertile climate for entrepreneurial development.

With respect for North Dakota values and quality of life, the North Dakota Economic Development Foundation will be a catalyst in creating quality employment opportunities making North Dakota a competitive partner in the global economy.

B. Governor's Vision for Maximizing and Leveraging the Broad Array of Federal and State Resources

A primary issue for the state is its traditional lack of collaboration among economic development and workforce system stakeholders. North Dakota is blessed with many organizations and agencies dedicated to economic development and workforce development, yet most of them work independently

of one another without a common vision or message. The lack of a unified front for economic development has diluted the impact of North Dakota's limited resources, and the state cannot afford to allow this to continue if it is to become more economically competitive.

The Department of Commerce (DOC) is the hands-on implementation agent for economic development in the state of North Dakota. Nonetheless, certain tasks are assigned to partners best positioned to carry them out. With so much of it's suggested economic agenda now incorporated into legislative and DOC program action, the North Dakota Workforce Development Council can move to a more strategic role in fuelling the State's ambition to foster better economic growth through preparation of an available and skilled workforce.

North Dakota must continue to develop the partnerships between the North Dakota University system, the private sector, trade association, business organizations, Tribal leadership, workforce system and the economic development community to unlock this collaboration's dynamic potential.

The North Dakota Workforce Development Council, the Department of Commerce, and the partner agencies of the workforce development, workforce training and talent attraction system have done a commendable job of forging partnerships to present a common message to prospective business clients.

Strategies and goals outlined recognize these strengths by suggesting that each partner has a significant role to play; yet none, standing alone, can accomplish all the work needed to be done in the foreseeable future. The collaborative capacities of all the partners will be needed to maximize productivity and improve results.

The Economic Foundation, along with the North Dakota Workforce Development Council, with its stature and connections, can be the catalyst in developing a unified front for North Dakota's economic development and workforce system.

C. Governor's Vision for Ensuring a Continuum of Education and Training

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. Education and training opportunities need to be available, accessible, affordable and flexible in order to address the needs of the North Dakota workforce.

D. 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 a favorable business climate and is able to respond to the changing needs of 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.

The Governor in his 2007 – 2009 Biennial Budget has requested \$1.2 million to implement a Career Specialist Initiative to replicate the success of the Energy Education Program to all high-demand, high-skill occupations in North Dakota. He also proposed \$400,000 for implementation of Operation Intern as a way to expand Internship opportunities for North Dakota students with North Dakota employers.

E. 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.

Under Governor Hoeven's leadership, the way higher education is funded has been fundamentally changed to allow flexible spending as a way that North Dakota universities can use tuition dollars and other revenue to produce excellence in education and help with job creation. The Governor established technology scholarships for the new economy. Students may receive \$5,000 in principal student loan repayments if they pursue studies in technology and stay in North Dakota in a tech-related job.

The Governor 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 education beyond high school. The Governor has taken a leadership role in advancing planning for establishing Jobs for America's Graduates program (JAG). JAG is proposed to be piloted in two or three communities beginning in the fall of 2007. This demonstration will be private sector-led under the auspices of a statewide steering committee led by the Governor's Office and will involve

all workforce system partners. This initiative targets the most at risk youth in the state.

The Governor's Office has taken a lead in establishing a North Dakota Internship Program to create opportunity for private sector internships for North Dakota youth. The Operation Intern Initiative contained in the Governor's 2007 -2009 Biennial Budget will provide the private and public sector with matching funds to help expand Internship opportunities.

II. STATE WORKFORCE INVESTMENT PRIORITIES

The North Dakota Workforce Development Council, as a result of the Strategic Planning Retreat during August of 2006, adopted a North Dakota Talent Initiative to provide the framework to address workforce development, workforce training and talent attraction strategies in North Dakota.

The North Dakota Talent Initiative: "Workforce Development for Economic Development".

It was determined that the role of the workforce development and workforce training system in North Dakota is to prepare the workforce.

Qualitative and quantitative workforce intelligence was identified as an essential component to the success of the Talent Initiative and should drive all decisions related to the Talent Initiative.

Major Outcome Goals of the Talent Initiative include:

Increase the quantity and quality of North Dakota's workforce

- Integrate soft skills, cultural diversity, and work readiness into all education and training offerings.

Transition from a workforce to a talent force through a workforce improvement focus

- Adopt a life-long learning model with opportunity for individuals to continually train up.

Reduce Unemployment in areas of the state with current unemployment above the state average.

The Talent Initiative identified three organizing pillars, principles, and priorities:

Expand Talent in North Dakota

- Develop a talent pipeline to include P-16 and Life-Long Learning.
- Fill the current pipeline of new talent by doing "Career Promotion" vs. simply "Career Information".

Attract Talent to North Dakota

- Alumni and out-of-state talent
- Legal immigrants and refugees
- Special Populations with priority on:
 - American Indian Populations
 - Veteran Populations
 - Disability Population

Retain Talent in North Dakota

- Incumbent Workforce
- Dislocated and displaced workers
- Harnessing Baby Boomer's experience
- Talent Management for business to retain best talent

The North Dakota Talent Initiative Strategies:

Qualitative and Quantitative Workforce Intelligence is the Initiatives Foundation

- Drives all decisions

Build on Industry Sector Strategies with Targeted Industry Cluster Support and Partnerships

- Private Sector at the Core

Achieve Vertical (Operational) Alignment with Demand

- Example: Labor Market Information

Achieve Horizontal (Community) Alignment with Demand

- Example: Target Industry Clusters

Expand system partnerships to include Trade Associations and Business Organizations

Develop strategies to support education and awareness of the public and stakeholders.

- Market ND as a place of choice

The North Dakota Talent Initiative has identified ten Areas for continuous improvement for the system:

1. Ensure **Council leadership** in attracting, retaining, and expanding talent by:
 - a. making all decisions based on workforce intelligence,
 - b. seeking both vertical and horizontal alignment with demand,
 - c. building strategic talent partnerships with the private sector and targeted industry clusters,
 - d. forging workforce system partnerships to achieve success in all talent initiatives, and
 - e. developing a broad public awareness and understanding of North Dakota's workforce needs.
2. Develop a **dynamic workforce intelligence system** with the vital information needed to confront North Dakota's talent crisis and to assess progress in addressing it.
3. **Disseminate key workforce intelligence to all stakeholders, businesses, and partner leadership and staff** so all North Dakotans may take appropriate actions to meet the workforce needs of individuals and businesses.
4. Focus on **workforce improvement, preparation, and lifelong learning** by improving the quality and quantity of training and education available to North Dakota's residents, ensuring the offerings respond to employer and skill demand, and making these development opportunities affordable and accessible.
5. **Increase the labor force participation rate and expand the available talent pool** by reaching, serving, preparing, and connecting those not currently in the labor force, including Native Americans, Veterans, Disability, and other target populations.
6. Give **emphasis to the emerging worker talent pipeline by focusing on young people**, improving the connections between school and work, promoting demand careers, and encouraging young people to stay in North Dakota.
7. Build **even stronger workforce system partnerships to increase efficiency, effectiveness, and accountability** through the reducing of duplication, sharing resources, and adopting a common action agenda and strategies for talent attraction, retention, and expansion.
8. **Improve the workforce system interface with employers and targeted industry trade associations** to more effectively meet their workforce needs by developing strategic partnerships and ensuring service responsiveness.
9. **Promote North Dakota as a great place to live** and work to attract and retain talent.

10. Promote inclusion of **soft skills, cultural diversity & work readiness** into all training and education offerings.

The following action steps have been taken and are being implemented to support the overall priorities of the Governor and to help drive the activities of the partners of the North Dakota workforce development, workforce training and talent attraction system.

- a. We have presented information on the North Dakota Talent Initiative to partner agencies and stakeholders, the State North Dakota Vocational Rehabilitation Council, the North Dakota Department of Commerce Cabinet, the North Dakota Economic Development Foundation, the North Dakota Indian Affairs Commission and the Legislative Council Economic Development Interim Committee.
- b. With assistance from the Region IV Employment and Training Administration, Technical Assistance Training funds, we have provided facilitated sessions designed to strengthen and expand partnerships around the North Dakota Talent Initiative.
- c. These sessions were conducted during December of 2006, January, February and March of 2007. Separate facilitated sessions were delivered to partner and stakeholder agencies and organizations, postsecondary education, tribal leadership, primary and secondary education, and trade associations and business organizations.

The North Dakota Workforce Development Council is planning a Governor's Workforce Summit for October 2007, as a way of introducing to North Dakota business, education, community leaders, State Policy makers and the workforce development, workforce training, and talent attraction system, the North Dakota Talent Initiative and promoting what has been accomplished to date and laying out the next steps.

We recognize that we have a major task around educating policy makers about the seriousness of workforce challenges facing the State. A major education initiative around the Human Resources Challenges facing North Dakota will be coordinated by the ND Department of Commerce targeted toward North Dakota business, education, community leaders, State Policy makers and the workforce development, workforce training.

- This spring and early summer, we plan to coordinate and hold Workforce Forums in each of the eight planning regions around the state.
- In late summer or early fall, we will host a Governor's Workforce Summit 2007
- We are planning to prepare and publish a "State of the North Dakota Workforce Report" to be released during the Summit.
- We are planning to hold Workforce Forums in conjunctions with scheduled meetings of the Business Congress held by Legislative Council during the 2007- 2009 Biennium.

Accomplishment of these goals by the North Dakota Talent Initiative will help ensure that the North Dakota workforce is provided the opportunities to train and continually retrain for 21st Century jobs that are being created by North Dakota employers.

III. STATE GOVERNANCE STRUCTURE

A. Organization of State Agencies in Relation to the Governor

The North Dakota Workforce System consists of an integrated and coordinated mix of Federal and State funded programs and training services. The workforce system in North Dakota extends well beyond the federally funded programs included in the Workforce Investment Act of 1998. State funded programs and training services are intended to help fill gaps left in federally funded programs and provide a wider range of options when addressing the needs of North Dakota business and industry and the workforce in the state.

A majority of the programs funded under the Workforce Investment Act of 1998 and included as mandatory partners under the Act are administered through State Agencies headed by gubernatorial appointees who are part of the Governor's Cabinet. The WIA Title II Adult Education and the Carl Perkins programs are administered by agencies that have either an elected or board appointed administrator. Other mandatory and non-mandatory partners are outside of the direct control of the Governor, but through Memoranda of Understanding and both formal and informal working relationships are important partners to the North Dakota workforce system.

An Organizational Chart of the North Dakota Workforce System and the relationship of the State and non-state agencies delivering the mandatory and non-mandatory programs under the Workforce Investment Act are attached. **(See Attachment B)**

North Dakota's Public Workforce Investment System

The North Dakota Workforce System is built upon a foundation of strong partnerships. Governor John Hoeven's interaction with the workforce system is one of cooperation that is supported by the fact that most of the Federal funding comes to the Governor and is administered by State Agencies managed by gubernatorial appointees. The workforce system in North Dakota is administered by a combination of Cabinet Agencies (headed by gubernatorial appointees) and non-Cabinet agencies.

The State Agencies administering the mandatory Federal-funded programs identified in the Workforce Investment Act are included as voting members of the North Dakota Workforce Development Council and/or the North Dakota Youth Development Council. The membership also includes representation from the North Dakota Department of Commerce (economic development) and the North Dakota University System (higher education).

The North Dakota Workforce Development Council (State and Local Workforce Investment Board) meets quarterly to review system performance and to receive reports from State agency partners to discuss progress toward goals, the

performance of their respective programs, issues related to performance, and to discuss State workforce needs and solutions.

The Commissioner of the North Dakota Department of Commerce has legislative authority to create a Commerce Cabinet composed of State Agencies and others deemed necessary to carry out the goal of economic development in the state. Workforce development is recognized as an essential element of economic development.

Communication between the North Dakota Workforce Development Council and partner agencies of the North Dakota Workforce System is both formal and informal. Strong partnerships and trust among State agency administrators have resulted in close coordination and integration of service delivery within the State.

B. State Workforce Investment Board (WIB)

The North Dakota Workforce Development Council has been designated the State's workforce investment board in accordance with section 111(e) of the Workforce Investment Act of 1998 (WIA).

The Council consists of 25 voting members and three ex-officio non-voting members, all of who are appointed by the Governor to three-year terms of office. The Council has an Executive Committee, a Planning Committee, and a Youth Development Council to assist in carrying out Workforce Investment Act responsibilities. From the private sector membership, the Governor appoints the Council Chairperson. Membership of the Council includes nine business representatives, four organized labor representatives, six representatives from education and community groups, and six members from State agencies. **(See Attachment C)**

North Dakota uses the Alternative Entity option for the State Workforce Investment Board. The North Dakota Workforce Development Council is responsible to the Governor for coordinating the development of the State Strategic Five-Year Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act. The Council has appointed a Planning Committee to lead the Planning activity. The Planning Committee has established a high-level working group to develop the state Plan. This workgroup consists of membership from the Planning Committee, representation from each of the State Agencies on the Council, organized labor, Tribal representatives, education, and members of the Youth Development Council.

The Alternative Entity is achieving the State's WIA goals by fostering strong partnerships among the State's workforce system partners. These partnerships are supported through the Council's role as the State's:

1. *champion* for workforce issues;
2. *change* agent;

3. convening agent; and
4. accountability agent

The Governor makes appointments to the North Dakota Workforce Development Council. Nominations to the Council are obtained from business associations, labor unions, educational entities, and community organizations. The nomination process provides opportunities for input from most interested parties. Business nominations include Chief Executive Officer or Owners. State Agency nominations are limited to the Executive Director or agency head. Other nominations include individuals with specific backgrounds and expertise and/or the Executive Director or President of Community-Based Organizations. The members of the Council are individuals in positions of authority who can make decisions on behalf of the business or organization they represent. Council membership is broad based and includes representation from all regions of the state, private sector industries, State agencies, community organizations, and American Indian Reservations.

Each of the workforce system partners had opportunity for input into the Modification One of the Plan development. The cross section of membership on the North Dakota Workforce Development Council allows for input from various viewpoints. Membership on the Council not only brings the members' personal views to the table but the views of the industry and sector each member represents. The Council has gained credibility with the Governor's Office and State Legislature on workforce issues.

The Council is advisory to the Governor and is responsible for nine broad functions: (1) Assisting in drafting the State's Strategic Workforce Development Plan; (2) with the agreement of the Governor, identifying the One-Stop Career Center Operator, (3) identifying eligible service/training providers for youth, adult, and dislocated workers; (4) developing a Council budget; (5) in partnership with the Governor, providing oversight of the Workforce Development System; (6) assisting the Governor in setting and negotiating workforce development performance measures; (7) assisting the Governor in the development of a statewide labor market information system; (8) coordinating workforce development system activities with State and local economic development strategies and developing employer linkages; and (9) promoting the active participation of private sector employers in the workforce development system and encouraging partnerships and alliances between public/private sector entities as well as with the One-Stop Career Center Operator.

North Dakota is a single State workforce investment board area. The North Dakota Workforce Development Council serves as both the State and Local Workforce Investment Board for North Dakota.

Council meetings are normally held on a quarterly basis with committee and workgroup meetings held as needed. Meeting notices of the Council, Council Standing Committees and workgroups are published on the North Dakota Department of Commerce website at www.ndcommerce.com and also provided to

the Secretary of State's Office for inclusion in the Official Notices. All meeting locations are accessible to individuals with disability.

Notices of meetings include a notation for persons with disabilities to contact the NDWDC Director for any special services required at the meetings. One of the main criteria used in selecting NDWDC meeting sites is accessibility by persons with disabilities. Meeting minutes are posted on the North Dakota Department of Commerce website. The website includes a notation for persons with disabilities to contact their nearest One-Stop Career Center for additional information or special formats. All One-Stop Career Centers are accessible to individuals with a disability and special formats for visual and hearing impaired can be provided upon request.

North Dakota law is quite clear as to conflict of interest issues. NDCC 48-02-12 states, "No governing board, nor any member, or employee, or appointee thereof, shall be pecuniary interested or concerned directly or indirectly in any public contract, either verbal or written, that may be entered into by any such board or officer." The North Dakota Workforce Development Council has adopted a policy on Conflict of Interest. A member of the Council or its sub-entities shall not use his/her position to benefit him or herself or the organization she or he represents nor shall any member cast a vote or participate in any decision-making capacity on any matter which would provide direct or indirect financial benefits to that member or his/her organization.

Staff members of the North Dakota Department of Commerce, Division of Workforce Development, provide staff support to the North Dakota Workforce Development Council. A full-time Executive Director, dedicated to support of the Council, is assigned from the Workforce Development Division.

The Executive Director's salary is supported by 50 percent Workforce Investment Act funds and 50 percent State General Funds. The operating budget of the North Dakota Workforce Development Council is supported 100 percent from Workforce Investment Act funds.

C. Structure/Process for State Agencies and State Board to Collaborate and Communicate With Each Other and With the Local Workforce Investment System

North Dakota has many advantages that promote operational collaboration of the workforce investment system. Agency directors and staff members of partner agencies are accessible in-person, by telephone or by e-mail. The North Dakota Workforce Development Council and the North Dakota Youth Development Council provide a forum for discussion of workforce issues and facilitate joint planning and collaboration. A Memorandum of Understanding has been developed and signed by all of the mandatory partners of the One-Stop System. Local Memoranda of Understanding are being encouraged by the State Agency partners to improve local collaboration and coordination of workforce investment activities. The Council and the Youth Development Council has developed a

“Local Youth Council Charter” to encourage development of local Youth Councils with communication lines to the Council and Youth Development Council.

As barriers to coordination are identified, they are resolved informally by the partners or may be elevated to the North Dakota Workforce Development Council for consideration and recommended action or policy development.

North Dakota, as a single Workforce Investment Area, has two primary points for distribution of information among State agencies and members of the North Dakota Workforce Development Council. The Governor has designated Maren Daley, Executive Director of Job Service North Dakota, to serve in the role of Liaison with the U.S. Department of Labor. The Governor has appointed James Hirsch, as the Director of the North Dakota Workforce Development Council to support the Council’s role as the State and Local Workforce Investment Board. Both the Liaison and Council Director have a role in ensuring that open and effective information sharing takes place between the State agencies, partners of the workforce system and members of the North Dakota Workforce Development Council. The information sharing is completed by both formal and informal methods. Information from the U.S. Department of Labor, National Governor’s Association and the National Association of Workforce Boards is shared with all members of the North Dakota Workforce Development Council. Periodic briefings with the Governor’s Chief of Staff are held to provide updates to the Governor’s Office and to obtain feedback on the workforce systems activities. Formal reports on program performance are provided by the State agencies at each of the quarterly Council meetings.

All Federal guidance and information related to the workforce system are shared with members of the North Dakota Workforce Development Council. Council membership has responsibility for sharing information with their respective constituencies. Periodic joint orientation and training of staff of partner agencies is provided as needed.

The North Dakota Youth Development Council, a standing committee of the North Dakota Workforce Development Council, has responsibility to guide and inform the workforce system on an integrated vision for serving youth within the context of the workforce investment, social services, juvenile justice, and education. Membership of the North Dakota Youth Development Council consists of representation from youth service agencies, juvenile justice, public housing, former participants, organizations with experience relating to youth activities, Job Corps representatives, former Job Corps participants, representatives of the State’s One-Stop System, representatives of the Children’s Service Coordinating Committee, and other individuals whom the Governor determines appropriate.

The North Dakota Youth Development Council is responsible for the following:

1. Making recommendations to the North Dakota Workforce Development Council (NDWDC) on youth employment and training policy;

2. Assisting the NDWDC with the oversight of youth services delivered under the Workforce Investment Act;
3. Providing input and assisting the North Dakota Workforce Development Council by developing the youth activities and services portion of the state unified Plan;
4. Recommending eligible providers of youth services to the NDWDC to be considered for grants or contracts on a competitive basis;
5. Conducting oversight of eligible providers of youth services/activities;
6. Coordinating youth activities authorized under the WIA; and
7. Developing an integrated vision and strategy for serving youth who are at-risk and out-of school.

IV. ECONOMIC AND LABOR MARKET ANALYSIS

A. Makeup of the State's Economic Base

North Dakota's traditionally agriculture-based economy has experienced continuous diversification since the middle part of the last century. Agriculture continues to be the largest component in the State's economy. Increasingly, energy, durable goods manufacturing, information technology, tourism, and value-added agriculture make up key components of the state's economy.

The most rapidly expanding industry sectors are energy related industries, including oil and gas production, pipeline transportation, utilities and coal mining. North Dakota is now ranked as the sixth largest energy producing state. Continuing expansion of employment in this sector is expected for the foreseeable future, driven by a demand for petroleum, natural gas, coal fired electrical production and wind energy production.

Other sectors of the economy are also expanding. Manufacturing is now the fifth largest sector in the State's economy. In 2005, North Dakota was one of only three states that experienced an expansion of its workforce in manufacturing. Sixty-eight percent of North Dakota manufacturing employment is involved in durable goods, manufacturing a wide range of goods including: farm machinery, aerospace products, transportation equipment, computers and electronic goods, wood products and furniture.

Agriculture remains an important component of the State's economy. North Dakota also expects to see continued growth in its value-added agriculture production with construction of numerous ethanol production facilities around the state. Food manufacturing employment has remained steady at over 5,000 workers since 2000.

In 2004, North Dakota continue to have the highest labor force participation rate (72.3 percent) and the highest multiple job holder rate (10.1 percent) of any state. North Dakota's strong work ethic and shifts in the nation's economy have greatly favored North Dakota in recent years. Growing the labor force as our economy expands will become a challenge, given North Dakota's aging demographics.

North Dakota's Labor Force	
Labor Force	358,960
Employment	346,698
Unemployment	12,262

Source: Local Area Unemployment Statistics; US Bureau of Labor Statistics

North Dakota Employment by Industry

Industry	Annual Average Employment
Agriculture	2,873
Mining	4,111
Utilities	3,345
Construction	17,222
Manufacturing	25,907
Wholesale Trade	18,803
Retail Trade	42,118
Transportation & Warehousing	8,511
Information	7,651
Finance & Insurance	15,074
Real Estate	3,264
Professional & Technical Services	10,761
Management of Companies	3,283
Admin & Support & Waste Mgmt Services	12,282
Educational Services	1,463
Health Care & Social Assistance	45,589
Arts, Entertainment, and Recreation	3,434
Accommodation & Food Services	27,711
Other Services	11,233
Total Private Ownership	264,633
Total Government	63,488
Grand Total	328,121

Source: 2005 Local Area Statistics & Current Employment Statistics; US Bureau of Labor Statistics

B. Industries and Occupations Projected to Grow and/or Decline

1. Short-Term Industrial Projections

As the table below shows, North Dakota's largest numeric growth is expected in Transportation & Warehousing, with a projected increase of nearly 3,612 jobs. In terms of percentage change, the highest growth will be found in three industrial sectors: 1) Utilities; 2) Management of Companies & Enterprises; and 3) Transportation & Warehousing.

Industry Title	2005 Employment	2007 Projections	Total Growth	Percentage
Total	401,334	415,377	14,043	3.5
Agriculture, Forestry, Hunting & Fishing	23,475	23,064	-411	-1.8
Mining	36,235	35,619	-616	-1.7
Utilities	4,118	4,906	788	19.1
Construction	3,203	3,208	5	0.2
Manufacturing	17,414	18,201	787	4.5
Wholesale Trade	25,927	27,448	1,521	5.9
Retail Trade	18,818	19,517	699	3.7
Transportation & Warehousing	42,145	45,757	3,612	8.6
Information	12,236	12,589	353	2.9
Finance & Insurance	7,349	7,574	225	3.1
Real Estate & Rental & Leasing	15,572	15,933	361	2.3
Professional, Scientific & Technical Services	3,268	3,366	98	3
Management of Companies & Enterprises	11,064	12,404	1,340	12.1
Administrative & Support & Waste Management & Remediation Services	3,440	3,754	314	9.1
Educational Services	12,282	13,217	935	7.6
Health Care & Social Assistance	35,676	36,645	969	2.7
Arts, Entertainment & Recreation	46,238	48,054	1,816	3.9
Accommodation & Food Services	3,433	3,556	123	3.6
Other Services, Except Public	27,727	28,650	923	3.3
Government	16,756	16,639	-117	-0.7

Short-Term Projections for Selected Industries				
	2005	2007	Numeric Change	Percentage Change
Energy	9,678	11,151	1,473	15%
Oil and Gas Extraction	474	545	71	15%
Mining (Except Oil & Gas)	3,644	4,361	717	20%
Support Activities	2,090	2,703	613	29%
Utilities	3,203	3,275	72	2%
Petroleum Refining	267	267	-	-
Manufacturing (minus Petroleum Refining)	25,660	27,181	1,521	6%
Health Services	46,238	48,054	1,816	4%
Transportation	12,236	12,589	353	3%
Information	7,349	7,574	225	3%

The Governor had previously commissioned a study that identified several industrial sectors that would be key to the State's future. Within these sectors, the Workforce Investment Board identified five sectors currently experiencing problems finding qualified workers. The five sectors are: energy, manufacturing, health services, transportation, and information. As shown in the following table, all sectors, with the exception of transportation and information, are expected to increase in employment from 2005 to 2007.

2. Long-Term Industrial Projections

The long-term projections are predicting a pattern similar to the short-term projections, with most sectors expecting to increase in employment. Only the agriculture and support sectors (other services; except public administration) such as vehicle maintenance sectors are predicted to show an employment decline from 2004 to 2014.

Long-Term Industrial Projections for North Dakota by Major Industry				
Industry Title	2004 Employment	2014 Projections	Total Growth	% Total Growth
Total Employment	394,437	429,186	34,749	8.8
Total self-employed & unpaid family workers, primary job	23,196	23,823	627	2.7
Agriculture forestry, fishing & hunting	36,958	36,285	-673	-1.8
Mining	3,546	4,111	565	15.9
Utilities	3,217	3,275	58	1.8
Construction	17,211	20,008	2,797	16.3
Manufacturing	24,659	28,834	4,175	16.9

Industry Title	2004 Employment	2014 Projections	Total Growth	% Total Growth
Wholesale trade	18,385	19,963	1,578	8.6
Retail trade	41,318	47,616	6,298	15.2
Transportation and Warehousing	11,964	12,439	475	4
Information	7,663	8,056	393	5.1
Finance and Insurance	15,547	17,005	1,458	9.4
Real Estate & Rental & Leasing	3,212	3,393	181	5.6
Professional and Technical	9,980	12,253	2,273	22.8
Management of companies	3,147	3,388	241	7.7
Administration and Waste	11,480	13,047	1,567	13.6
Educational Services	34,868	36,581	1,713	4.9
Health Care and Social Assistance	45,565	51,599	6,034	13.2
Arts, Entertainment and Recreation	3,533	3,767	234	6.6
Accommodations and Food	27,205	31,281	4,076	15
Other Services Except Public Administration	16,815	16,772	-43	-0.3
Government	34,968	35,690	722	2.1

As shown in the following table, all sectors are expected to increase in employment from 2004 to 2014. However, these increases are not consistent for all industries within the aggregated sectors.

Long-Term Projections for Selected Industries				
	2004	2014	Numeric Change	Percentage Change
Energy	8,632	9,355	723	8%
Oil and Gas Extraction	445	552	107	24%
Mining (Except Oil & Gas)	3,101	3,559	458	15%
Support Activities	1,606	1,702	96	6%
Utilities	3,217	3,275	58	2%
Petroleum Refining	263	267	4	2%
Manufacturing (minus Petroleum Refining)	24,659	28,834	4,175	17%
Health Services	45,565	51,599	6,034	13%
Transportation	11,964	12,439	475	4%
Information	7,663	8,056	393	5%

C. Industries and Occupational Demand

1. Short-Term Occupational Projections

In short-term projections, the largest group of openings in North Dakota will be found in sales, while the smallest group of openings is expected to be in the legal professions.

Top 10 Largest Number of Openings by Occupational Group 2005-2007	
Occupation	Total Openings
Sales	5,554
Office and Administrative Support	4,833
Food Preparation and Serving	4,148
Production	2,291
Transportation and Material Moving	2,237
Construction and Extraction	1,954
Healthcare Practitioners and Technical	1,587
Management	1,509
Education, Training, and Library	1,414
Building and Grounds Cleaning and Maintenance	1360

While helpful, by definition, an occupational group is based on similar skills and activities. When reviewing specific occupations, a more varied set of skills is revealed.

Top 10 Largest Number of Openings by Specific Occupation 2005-2007	
Occupation	Total Openings
Retail Salespersons	1,203
Cashiers	672
Registered Nurses	407
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	400
Stock Clerks and Order Fillers	345
Office Clerks, General	308
Truck Drivers, Heavy and Tractor-Trailer	306
Customer Service Representatives	283
Combined Food Preparation and Serving Workers, Including Fast Food	268

North Dakota is also growing a significant number of high wage jobs (\$30,000 per year plus):

Top 10 Fastest Growing Occupations with incomes over \$30,000 per year 2005-2007	
Occupation	Total Openings
Registered Nurses	407
Truck Drivers, Heavy and Tractor-Trailer	306
General and Operations Managers	229
Service Unit Operators, Oil, Gas, and Mining	193
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	183
First-Line Supervisors/Managers of Retail Sales Workers	181
Accountants and Auditors	174
Welders, Cutters, Solderers, and Brazers	174
Maintenance and Repair Workers, General	154
First-Line Supervisors/Managers of Office and Administrative Support Workers	133

The following table reports those occupations where demand is predicted to decline between 2005 and 2007.

Top 10 Largest Declining Occupations 2005-2007	
Occupation	Reduction
Farmers and Ranchers	-452
File Clerks	-25
Credit Authorizers, Checkers, and Clerks	-23
Clergy	-16
Computer Operators	-15
Meter Readers, Utilities	-13
Radio and Television Announcers	-12
Mail Clerks and Mail Machine Operators, Except Postal Service	-10
Eligibility Interviewers, Government Programs	-8
Secondary School Teachers, Except Special and Vocational Education	-4

Comparing the jobs that are expected to decline in the short-term to those that are expected to decline in the long-term reveals similar trends.

2. Long-Term Occupational Projections

As shown in the following table, long-term occupations show a similar pattern by occupational group.

Top 10 Largest Number of Openings by Occupational Group 2004-2014	
Occupation	Openings
Sales and Related	18,240
Food Preparation and Serving Related	16,661
Office and Administrative Support	16,345
Production	8,457
Transportation and Material Moving	8,346
Construction and Extraction	7,329
Management	6,537
Health Care Practitioners and Technical	6,488
Education, Training, and Library	6,219
Installation, Maintenance, and Repair	5,639

Top 10 Largest Number of Openings by Occupation 2004-2014	
Occupation	Openings
Retail Salespersons	2,812
Registered Nurses	1,355
Combined Food Preparation and Serving Workers, Including Fast Food	1,054
Waiters and Waitresses	1,015
Customer Service Representatives	965
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	818
Truck Drivers, Heavy and Tractor-Trailer	732
Nursing Aides, Orderlies, and Attendants	728
Cashiers	718
Team Assemblers	694

Top 10 Largest Declining Occupations 2004-2014	
Occupation	Reduction
Farmers and Ranchers	-546
Secretaries, Except Legal, Medical, and Executive	-382
Telemarketers	-242
File Clerks	-185
Farm workers, Farm and Ranch Animals	-157
Credit Authorizers, Checkers, and Clerks	-137
Computer Operators	-132
Parts Salespersons	-119
Farm Workers and Laborers, Crop, Nursery, and Greenhouse	-117
Order Clerks	-99

D. Jobs/Occupations Most Critical to the State's Economy

1. Vital Industries

Planners, economists, and policy makers have identified certain economic activities that are considered vital to the continued growth of the state.

We also need to seek out opportunities to build our future in North Dakota by further broadening our economic base. We've targeted value-added agriculture, advanced manufacturing, technology-based business services, tourism and energy development as growth areas. These sectors will generate high-paying, career-track jobs that depend on our greatest natural resource, our human capital: North Dakota's educated and motivated workforce.

John Hoeven, Governor

To succeed in business, employers need a quality product or service, effective marketing, and skilled employees. The creation of rapidly changing products and services requires a flexible workforce that can adapt to the needs of the employer. Employers involved in targeted growth areas need a well-trained labor force with up-to-date skills. In order to respond effectively to the needs of the employers, these needs first have to be documented. Those occupations that are found in these industrial sectors -- specifically, energy, manufacturing, transportation, information, and health services are critical to the State's economic future.

2. Geographic Pattern of Growth

The energy sector, which is located primarily in the western half of the state, is demonstrating strong, continuous steady growth, especially for those businesses that provide services to firms directly involved in the extraction of oil and gas. Employment in the manufacturing sector, located throughout the state, is also expected to significantly grow.

Healthcare is a major industry in the state. In fact, five of the ten largest employers in the state are health care providers. While health care facilities are found throughout the state, the larger facilities are located in larger communities.

Both transportation and information can be found throughout the state, but like health care, they are more likely to be found in urban areas.

High-Demand Occupations by Sector

Top Six Occupations That Currently Need to Be Filled -- Energy

First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators

Maintenance and Repair Workers, General

Roustabouts, Oil and Gas

Truck Drivers, Heavy and Tractor-Trailer

Derrick Operators, Oil and Gas

General and Operations Managers

Top Six Occupations That Currently Need to Be Filled -- Manufacturing

Industrial Engineers

Computer Software Engineers, Systems Software

Mechanical Engineering Technicians

Industrial Engineering Technicians

Engineering Managers

Mechanical Engineers

Top Six Occupations That Currently Need to Be Filled -- Transportation

Driver/Sales Workers

Aircraft Mechanics and Service Technicians

Truck Drivers, Light or Delivery Services

Customer Service Representatives

Commercial Pilots

Bus Drivers, Transit and Intercity

Top Six Occupations That Currently Need to Be Filled -- Health Services

Registered Nurses

Home Health Aides

Nursing Aides, Orderlies, and Attendants

Personal and Home Care Aides

Child Care Workers

Social and Human Service Assistants

Top Six Occupations That Currently Need to Be Filled -- Information

Computer Software Engineers, Applications

Computer Software Engineers, Systems Software

Customer Service Representatives

Computer Support Specialists

Computer and Information Systems Managers

Computer Systems Analysts

E. Skill Needs for the Critical and Projected Jobs

Skills and Skill Shortages

Employers report that most employees are well qualified for their current positions. In addition to the specific educational and job skill training, there is a need for additional skills to help employees retain their competitive edge. The following table reports the skills employers would like to see improved, by occupational group.

Specific Skills Needed by Occupational Group	
Occupational Group	Skill Sets Needed
Management	Multiple Project/Organizational Skills Communication Written Communication Technical Writing/Grant Writing Verbal Communication/Presentation Skills
Business/Financial Officers	Computer/Software Project Management/Organizational Skills
Computer/Mathematical	Problem-solving abilities/Ability to use education in a practical fashion Communication Written Communication Technical Writing/Grant Writing
Architects and Engineers	Technical Writing Project Management
Physical/Social Science	Organizational Skills
Community and Social Services	Organizational Skills
Teaching	Project Management
Media	Written Communication
Health Diagnosing	Teamwork/People Management
Health Care Support	Time Management
Training and Safety	Teamwork
Sales	Organizational Skills Salesmanship
Office	Computer/Software Skills Time Management
Construction/Installation	Reading Comprehension Time Management
Production	Time Management Ability to Read Blueprints Problem-solving
Transportation	Time Management

F. Current and Projected Demographics of the Available Labor Pool

Expanding Pool of Available Labor

North Dakota has numerous older worker group today just as the baby boom generation begins to consider retirement or changing occupations, there will be some shifts in the occupational makeup of the State's workforce. These shifts are already in place. Despite a reduced population over the past 20 years, North Dakota's work force has continued to grow. We believe this is caused by both an increase in the propensity of individuals to work and the attraction of younger workers as a result of an increase in high wage jobs in the State.

Worker shortages and skill shortages reported by North Dakota businesses and industries will require better preparation and participation of groups currently not participating in the workforce to the extent that they could.

G. State "In Migration" or "Out Migration" of Workers

The North Dakota Census Committee, composed of representatives from North Dakota State Data Center, North Dakota Office of Management and Budget, Job Service North Dakota, and the Office of State Tax Commissioner, reviewed the population estimate for the state. The State's population grew by 0.2 percent or 1,262 people in North Dakota in 2006. The state's independent financial consulting firm, Moody's Economy.com, commented that *"This data reflects what we have been saying for some time: North Dakota, with its growing number of jobs and its high labor force participation rate can only mean there is a growing population."* Counties in the western part of the state that have not seen any expansion for decades are now growing. This growth is driven by the expansion of the State's energy industry.

H. Skill Gaps are Projected Over the Next Decade

Overall, employers would like to see their employees improve their ability to manage their time, communicate more effectively with their clients and co-workers, and become better at solving problems. All of these skills impact productivity by lowering the costs of production and increasing efficiencies.

I. State Workforce Development Issues

Based on the work of the North Dakota Workforce Development Council, the North Dakota Department of Commerce and partner agencies of the workforce system, the following workforce challenges and issues have been identified:

a. Worker Shortages and Skill Gaps

- North Dakota business and industry is experiencing worker and skill shortages that are having significant impacts on expansion and new job creation efforts. The state is experiencing worker and skill shortages in the energy industry, manufacturing industry, trucking industry, healthcare industry, and specialized occupations within the Information Technology industry.

b. Lack of Training Slots and Accessibility of Training in Many High-Demand Occupations

- North Dakota has a gap between the skills of the available workforce and the skills that North Dakota employers need. At the same time the state lacks training, accessibility to training and/or a sufficient number of training slots in many of the high-growth and high-demand occupations. This includes occupations such as truck driving where there are only two truck driver training programs. Another example would be Licensed Practical Nurses (LPNs) and Registered Nurses (RNs), where there are vacancies at a time when waiting lists to get into nursing programs exist. All nursing programs on our college campuses are full and turning away interested students. Some entrepreneurial nursing facilities and hospitals in our rural areas have created Regional Training Facilities and have contracted with our State Colleges to expand training opportunities for RNs and LPNs in these areas of the state. In the Eastern and Western parts of the state, businesses are working with the Workforce Training Quadrants at our State Colleges to develop and deliver customized welding training to meet the need for welding skills.

c. Availability, Accessibility, Affordability, and Flexibility of Training

- North Dakota has an available workforce, but the available workers do not always have the skills needed by North Dakota business. In many cases, these skills could be obtained in a short period of time or through career ladder training opportunities if the training were available, accessible, affordable, and flexible. The primary target population for retraining is incumbent workers who are caught up in cycle of low paying employment which requires two wage earners per family to make ends meet. This population cannot take advantage of retraining opportunities if they are not offered in their immediate area, at affordable cost, and the training offerings are flexible enough so that training can be accessed around their work schedule.

d. Increasing Participation in the Workforce Among Under-utilized Labor Pools and Special Population Groups

- The employment opportunities and the available labor force are not always located in the same geographical area. We have areas of the state with an available labor supply and other areas of the state where employment opportunities exist. To meet the demands for business and industry and ensure that all North Dakota citizens have the opportunity to be involved in meaningful work and careers, we need to do a better job of creating opportunities to bring into the workforce individuals from these labor pools and to help special population groups make the connection to training and employment.

J. State Prioritized Workforce Development Issues

A well trained, highly skilled workforce is essential to the future economic growth and vitality of North Dakota and to the global competitiveness of the businesses and industries located in the state. Site selectors for business and industry consistently rate “the availability of a well-educated and highly-trained labor force” as one of the highest priorities in selecting a state for location of their business, and in turn a community, for attracting a business or industry.

Ensuring that North Dakota business and industry have continued access to an available and skilled workforce to meet their needs in high-growth and high-demand occupations will be the primary state priority.

V. OVERARCHING STATE STRATEGIES

A. Identify How the State Will Use WIA Title I Funds to Leverage Other Federal, State, Local, and Private Resources

The North Dakota workforce development and workforce training system receives funding support from the Federal and State governments and in many cases matching funds or in-kind match 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 to being used to help leverage State funds and private sector funds available to address workforce training. Co-enrollments of participants are encouraged to maximize the total resources available to help address issues related to preparing the workforce for available employment opportunities. Examples of the fund sources leveraged with Title I of WIA include: Title II Adult Education funds, Carl Perkins funds, TAA funding, Tribal WIA and Tribal 477 programs, Motivation, Education & Training (MET, Title 167), Job Opportunities and Basic Skills (JOBS) – TANF Employment and Training funds, Food Stamp Employment and Training funds, Vocational

Rehabilitation funds, State funded Workforce 20/20 and North Dakota New Jobs Training Funds. These efforts combined with additional funding support from the private sector and WIA mandatory partners will be coordinated to support the North Dakota Talent Initiative pillars to expand, attract and retain talent to assist in meeting the workforce needs of North Dakota business.

B. Strategies to Address the National Strategic Direction and the Governor's Priorities

We have recognized that in order to address the national strategic direction, meet the Governor's priorities, and address identified workforce issues, we need to invest scarce resources on Target Industries and Target Occupations where those resources can have the greatest impact on the State's economy. The North Dakota workforce system is demand driven. Business' demand for skilled employees, rather than the available supply of job seekers, is driving the workforce system. Training programs will emphasize the need for skilled workers in North Dakota and will strive to significantly increase the number of individuals receiving training to meet the needs of Target Industries in the State. The state has adopted a strategic direction for youth focusing on promotion of careers in our Targeted Industries and high demand high growth occupations. Innovate ND, a program to support entrepreneurs and innovators in North Dakota, has been implemented. North Dakota is submitting an application for a third generation WIRED grant for an economic region in our state. The focus for this grant is the energy industry, including (1) oil and natural gas; (2) power plants; (3) coal mining; and (4) construction.

To support targeted investments, North Dakota will use an Industry Sector approach to delivery of services. We will begin by identifying the high-demand occupations in each of the Targeted Industries and, with involvement and leadership from the private sector, fully study and identify the challenges and workforce issues faced by North Dakota employers within industry. Once the challenges and issues have been acknowledged, documented and mapped, the private sector will work collaboratively with the workforce system partner agencies to find solutions and approaches to address recognized issues. Service delivery has been enhanced to focus on skill assessment and skill development and the incorporation of workforce intelligence to meet the needs of emerging and expanding workforce needs. Included in the integrated service delivery is the integration of enhanced performance accountability with the waiver request for Common Measures.

C. Strategies to Identify and Target Industries and Occupations within the State

Strategies to Identify and Target Industries and Occupations within the State of North Dakota, have been identified through the Economic Development

Foundation plan. This plan has been supplemented with information on High-Wage and High-Demand Industries that do not meet the Primary Sector Industry requirement of the Economic Development Foundation's plan. Through the use of data from the Foundation's plan and Labor Market Information, we have been able to identify the demand occupations, within each Targeted Industry, most important to the economy of the State. Target Industries include:

Advanced Manufacturing: The accelerated use of high-tech processes in the manufacturing plant. This definition is not synonymous with "high-tech manufacturing" as the emphasis is on the high-tech processes used in production, rather than the output of high-tech products.

Energy: The energy industry incorporates a broad range of sectors, including:

- Petroleum and Natural Gas extraction, refining, and distribution
- Electric Power Generation and distribution
- Mining

Value Added Agriculture: A change in the physical state, or form, of the product. The production of a product in a manner that enhances its value

The physical segregation of an agricultural commodity or product in a manner that results in enhancement of the value of the commodity or product

Technology Based Businesses: The use of technologies from computing, electronics and telecommunications to process and distribute information. Included are:

- Writing, modifying, testing and supporting software
- Planning and designing computer systems
- Management of computer systems
- Computer related advice and services

Tourism: Activities related to traveling for pleasure, including:

- Passenger transportation
- Accommodations (Hotels & Motels)
- Travel arrangement services
- Arts, entertainment and recreation services
 - a. Performing arts & spectator sports
 - b. Amusement parks, gambling sites, golf courses
 - c. Museums & zoos

At the same time, we must maintain and grow high wage and high demand essential services necessary to support the growth of our targeted industries and occupations. Examples include transportation and healthcare.

D. Strategies to Promote and Develop Ongoing and Sustained Strategic Partnerships

The Governor's Office and the North Dakota Workforce Development Council have taken proactive steps to promote and develop ongoing partnerships within business and industry, education, the economic development system, and the workforce development system to continuously identify workforce challenges and develop workable solutions.

Workforce Development Council hosted a Strategic planning session in early August 2006 where a strategic direction focusing on talent expansion was embraced. At that time the North Dakota Talent Initiative was adopted. Several of the critical success factors for expanding talent strategies focused around strengthening existing partnerships and expanding partnerships to include trade associations and business organizations. The NDWDC has created a number of subcommittees to expand formal involvement of partner and stakeholder organizations, trade associations, education, economic development and tribal leaders around workforce preparation and expansion of talent pools.

E. Strategies to Ensure Sufficient System Resources Exist to Support Training of Individuals in High Growth/High-demand Industries

The North Dakota Workforce Development Council will be providing oversight of the workforce development system and the North Dakota Talent Initiative to ensure that available resources are being spent to support the training of individuals in Targeted Industries and Occupations within these industries, as identified in the Plan. Governor Set-aside funding will be available to support training in Target Industries and Target Occupations within those Industries. Use of Governor's set-aside for industries not targeted or occupations within the industries that are not targeted in this Plan could occur with the Governor's approval.

State funded training programs complement the above mentioned federal programs. 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 to work, live, and do business. North Dakota New Jobs Training is a program that provides a mechanism for businesses to secure funding to help offset the cost of training new employees for business expansion and/or start up.

The North Dakota Workforce Training System is a state funded initiative to provide workforce training across the state. The primary responsibility of the North Dakota Workforce Training System is to address employee training. This is accomplished by visiting with businesses and industries, identifying their specific training needs, customizing or tailoring training to meet those needs, facilitating the training and providing follow through to determine the training effectiveness and future needs. The goal of The North Dakota Workforce Training System: “To provide business and industry in North Dakota with the most competitive workforce in the nation.”

The North Dakota Workforce Training System promise statement:

“The North Dakota Workforce Training System provides responsive, accessible, and flexible delivery of innovative world-class employee training”

The North Dakota Workforce Training System’s legislated funding is intended to support overhead costs associated with assisting businesses in determining their training needs and facilitating the meeting of those needs. This includes administrative support functions, research activities, needs analysis visits, proposal development by project managers or coordinators, activities associated with locating, contracting and developing trainers, as well as travel and communications costs. Virtually any type of training may be proposed including: computer training, technical training, employee development, and organizational development.

Of the workforce training that takes place, employers pay for the direct costs including specific training preparation by the trainer, handouts and materials, trainer's travel expenses, and the trainer’s salary.

Efforts are being taken through the North Dakota Talent Initiative to further strengthen the partnership and coordination between the One Stop Career Centers and the Workforce Training System with the establishment of the Business Resource Alliance. The aim of this Alliance is improved employment and training services through joint business consultation.

Governor’s Centers of Excellence initiative concept was launched January 2004 and positioned the state’s college campuses to expand the economy and create higher paying jobs and more opportunities for North Dakota citizens, especially the youth. Centers of Excellence make the North Dakota University System and all of our campuses dynamic partners in building the economy of our state. The Centers of Excellence initiative combines education and economic development to create higher paying jobs for North Dakota citizens. Business leaders, students, faculty, Chambers of Commerce, economic developers, elected officials, and city and county officials are all invited to help us build the future of North Dakota using our Centers of Excellence. A Center of Excellence is a hub of research and development around which dynamic new businesses cluster because they offer

access to new technologies and an educated workforce. They are excellent in two vital senses - first, they provide excellence in education and training, and second, they promote job creation and economic growth. Centers of Excellence focus on these targeted sectors of technology, including aerospace; value-added agriculture; energy; advanced manufacturing; and tourism - all of them selected because we have the resources, infrastructure and talent to help them thrive.

North Dakota is submitting an application for a third generation WIRED grant. The industry focus is energy and construction, including (1) oil and natural gas; (2) power plants; (3) coal mining; (4) heavy construction; and (5) residential construction. Construction is seen as integral to the industry's ability to expand with similar skilled trade jobs and apprenticeship structures. The challenge is the ability to recruit and retain an appropriate quantity and quality of skilled workers given low unemployment and need to attract workers.

The major components of North Dakota's WIRED proposal are:

Workforce Intelligence – map career pathways within and across energy and construction; identification of industries and occupations that can be transitioned into and out of the energy industry; and development of an “intelligence council”.

Career Promotion – need to focus on high-demand careers in the energy industry for parents, teachers, guidance counselors, students, and disadvantaged populations at all levels. There are good careers here – kids out of high school could be making \$100k/yr within a year or two.

Alignment of Education – P16, an education task force vision for North Dakota in education to ensure all North Dakota students will be educated in an innovative, relevant, integrated, and challenging system providing world-class quality to prepare them to be good citizens and to take full advantage of all opportunities available to them in their lives. Develop a “Center of Excellence” in the 2 year schools; establish “career academies” in the high schools; promote seamless curriculum and articulation between high school and colleges.

Meeting Demands Today – Ensure opportunities for dislocated and disadvantaged; strategy for engaging American Indian community; convene leadership from states with large manufacturing dislocations to discuss a strategy to transition from dislocated workers into North Dakota energy jobs.

Partnerships which include workforce development, economic development, education and Industry groups, already exist with leadership coming from ND Petroleum Council and the Associated General Contractors of North Dakota. Certifications, Apprenticeships and Work Readiness Certifications can/should play a significant role in industry recognition of applicant skills; One Stop Career Centers, Career and Technical Education are integral partners, as well as the possibility of Jobs for America's Graduates as a likely player.

Five North Dakota colleges submitted proposals for the 2006 Community-Based Job Training Grants available through the U. S. Department of Labor. In his FY 2007 Budget, President Bush proposed the Community-Based Job Training Grants to strengthen the role of community colleges in promoting the U.S. workforce's full potential.

This competitive grant program builds on the High Growth Job Training Initiative, a national model for demand-driven workforce development implemented by strategic partnerships. The partnerships in North Dakota consist of the workforce investment system administered by Job Service North Dakota, employers and industry organizations, economic developers, and community colleges. The primary purpose of Community-Based Job Training Grants is to build the capacity of community colleges to train workers in the skills required to succeed in high growth, high demand industries.

The colleges and focus of the submitted proposals include:

Bismarck State College – Pilot an innovative *Grow Your Own* workforce strategic Initiative with Basin Electric Power Cooperative to develop the skills required to succeed in local or regional industries and occupations that are expected to experience high growth and where demand for qualified workers is outstripping the supply.

Williston State College – Build the capacity of the Petroleum Technology Center to provide skills based training for the oilfield industry to meet the need for a highly skilled workforce.

North Dakota State College of Science – Provide workforce training in nanotechnology, biotechnology, microelectronics/micro manufacturing and bio process manufacturing through *Enhancing North Dakota's Capacity in Advanced Science and Technology Training (END CASTT)*, a regional initiative.

University of North Dakota College of Nursing – Build student enrollment capacity through the North Dakota Nursing Career Lattice and Training Simulation Consortium.

Turtle Mountain Community College – Increase capacity to provide certification in healthcare occupations up to and including licensed practical nurse.

Although none of the grants submitted by ND community colleges were approved, some ND community colleges are poised to reapply when the next available round of CBJT grants is announced.

F. Strategies to Support the Creation, Sustainability, and Growth of Small Businesses

Small business will account for the majority of the new employment opportunities in North Dakota. The workforce development system will actively support small business by ensuring that the system is responding to the workforce needs of small and rural employers. The One-Stop delivery system provides business services described in Section IX of this plan in partnership with economic development professional and Small Business Development Centers to support creation, sustainability, and growth of small businesses.

Self-employment/entrepreneur training programs meeting requirements will be included on the North Dakota eligible training provider list and are appropriate Individual Training Account choices to support self-employment goals.

The Governor's Innovate ND program is in its first year. www.innovatend.com This program is a collaborative effort between the Office of the Governor, the North Dakota Department of Commerce, The Center for Innovation at UND, the UND Entrepreneurship program and the NDSU Technology Park. The program has been designed to support entrepreneurs and innovators from around the state by providing entrepreneur tools like business plan workbooks and software, online entrepreneur education, mentoring and coaching to foster startup ventures across the state.

For a \$100 fee, an entrepreneur anywhere in the state (or outside for that matter) may become part of the Innovate ND online community. The program has four elements. The first is providing self-help business planning workbooks and financial software. Second is the online entrepreneur training using pod casts. These pod casts are designed by Entrepreneur Chair Dr. Jeff Stamp, modeled after his innovation and entrepreneurship classes at UND. A lot of time is spent in developing the business idea. Some participants sign up only for the educational content, workbooks and software.

The third element of the program is the competition to produce the highest value innovative venture. Once involved in the on-line community, an entrepreneur may choose to submit his idea for judging. There are 3 rounds of judging. The final round will include the top 20 venture projects. Once a venture has made it into this final round, additional coaching and mentoring resources are offered as these projects have been chosen because they are the most mature and ready for the marketplace. These finalists will be assigned entrepreneur mentors who help them continue to develop their plan. Judges for this final round will be selected based on their ability to offer the entrepreneur valuable feedback from the perspective of an angel investor or a venture capitalist. The top five of the 20 will be declared the venture winners. These ventures will be given cash awards (investment in their venture), in-kind services of accountants and attorneys, and an investment from the New Venture Fund at the BND (if qualified). The end

goal is to create a new business in North Dakota that has a competitive advantage based on innovation.

The fourth element of this program is the entrepreneur outreach. In an attempt to begin a dialogue among all parties interested in entrepreneurship in the state, two seminars have been held for the many University or College professors in the state, either public, private, or native. Dr. Jeff Stamp has been the facilitator illustrating the methods of teaching entrepreneurship at UND (ranked #8 of 700 programs nationwide) and beginning a dialogue among colleges to discuss best practices relating to entrepreneurship around the state. The goal is to create a network among educators so that all entrepreneurs in the state have access to best practices.

Innovate ND has also joined the Consortium for Entrepreneurship Education. Spearheaded by the staff of Marketplace, this program is designed to create a seamless continuum of entrepreneurship education from K -16.

G. How are Funds Reserved for Statewide Activities Used to Achieve the Governor's Vision and Address the National Strategic Direction

The use of the Governor's funds reserved for statewide activities will be focusing on assisting projects that address the Governor's vision, and supporting the national strategic direction for the Workforce Investment Act. The national strategic direction includes:

- Implementation of a demand-driven workforce system;
- System reform to eliminate duplicative administrative costs and to enable increased training investments;
- Enhanced integration of service delivery through One-Stop delivery systems nationwide;
- Focus of the WIA youth investments on out-of-school youth populations, collaborative service delivery across Federal programs, and increased accountability;
- Improved development and delivery of workforce information to support workforce investment boards in their strategic planning and investments; providing tools and products that support business growth and economic development; and providing quality career guidance directly to students and job seekers and their counselors through One-Stop Career Centers;
- An enhanced role in workforce development for faith-based and community-based organizations;

- Enhanced use of waivers and workflex provisions in WIA to provide greater flexibility to States and local areas in structuring their workforce investment systems; and
- Implementation of common performance measures across employment and training programs.

H. Strategies to Promote Collaboration between the Public Workforce System Partners

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.

During this past year, 2006-2007, a "collaboration workgroup" was established consisting of representatives from Child Support Enforcement, TANF, Children and Family Services, Medical Services programs and Job Service North Dakota Workforce Programs. The objective of this workgroup is to development a collaboration training curriculum that would be North Dakota-specific and would include all five programs. This workgroup is nearing completion on efforts to include all programs in the curriculum, and planning for the state-wide roll-out seminar during the summer and fall of 2007. The seminar will focus on administrative managers and local area program managers' education of the five programs involved, a review and understanding of the points of program intersection, a discovery of the affect each program may have on the other programs performance and funding. By bringing this curriculum to a larger audience, the State continues to expand collaboration efforts.

Research reveals that young people who are able to experience a potential career while pursuing a higher education degree are more likely to stay in that area, due to their knowledge of the job opportunities. Collaboration between the workforce system and employers seeks to achieve a greater number of internships that help our young people experience the career opportunities in our state and thus make a choice to remain in North Dakota more attractive.

Our youth represent our State's labor force of tomorrow. Without them, we have no labor force; without a labor force, we are limited in our economic development efforts. Therefore, strategies that target youth retention aid economic development; and those targets are reached only when collaboration occurs.

A legislative career promotion initiative has been established with the goal of increasing youth entering high demand, high wage occupations in North Dakota in partnership with industry is in the making. The Governor has taken a leadership role in advancing planning for establishing Jobs for America's Graduates program (JAG). JAG is proposed to be piloted in two or three communities beginning in the fall of 2007. This demonstration will be private sector-led under the auspices of a statewide steering committee led by the Governor's Office and will involve all workforce system partners. This initiative targets the most at risk youth in the state. Partners of the One-Stop delivery system, the North Dakota energy industry and the Bismarck Public School District jointly sponsor the Energy Education and Career Awareness Program to inform and educate individuals about the energy industry in North Dakota and to create awareness about career opportunities in North Dakota's energy industry.

North Dakota sent a team to the Phoenix Regional Youth Forum in December 2004. The North Dakota Team developed a document entitled "A Shared Vision for Youth." This Team's experience and the document they developed will be used as a starting point for articulating a shared vision and a collaborative approach to preparing the State's most at-risk and out-of-school youth for success in a global, demand-driven economy. A proposed legislative career promotion initiative is intended to increase the number of youth entering high demand, high wage occupations in North Dakota. The Governor's Office, with funding for the Workforce Investment Act and private sector matching funds, is planning to implement demonstration sites under the "Jobs for America's Graduates" (JAG) program. This initiative will be led by the business and will require coordination and involvement of all the workforce system partners. The Project will target youth at risk of dropping out of school and youth who have dropped out of school. The goal is to provide connections with employers and employment opportunities. Partners of the One-Stop delivery system, the North Dakota energy industry and the Bismarck Public School District jointly sponsor the Energy Education and Career Awareness Program to inform and educate individuals about the energy industry in North Dakota and to create awareness about career opportunities in North Dakota's energy industry.

I. Strategies to Identify State Laws, Regulations, Policies That Impede Successful Achievement of Goals and Strategies

Through the North Dakota Workforce Development Council and the partner State agencies, we are identifying State laws, regulations, and policies that impede our goals of electronically linking the workforce system, providing a common intake and case management system, and supporting Common Measures Reporting and Accountability.

Those barriers that can be resolved with Memoranda of Understanding or policy changes will be addressed in that manner. Where State law is the barrier, the

Governor's Office and the State Legislature will be made aware of the issues and appropriate legislative measures will be introduced.

J. WIA for Waivers and the Option to Obtain Approval as a Workflex State

North Dakota is requesting the following waivers as separate attachments:

- Continue postponement of the implementation of the subsequent eligibility process for Eligible Training Providers as described in the Workforce Investment Act, Section 122 (c)(5). This waiver relieves the burden of subsequent eligibility requirements from many training providers, helping to ensure continued program participation by training providers.
- Continue the removal of the requirement for competitive procurement of training providers for 3 youth program elements: 1) paid and unpaid work experience, including internships and job shadowing; 2) supportive services; and 3) follow-up services for not less than 12 months after the completion of participation
- Replacing the 17(15 core and two customer satisfaction) indicators of performance for employment and training activities authorized under Section 136(b) of the Workforce Investment Act with the new common performance measures articulated by the U.S. Department of Labor in TEGL 17-05. North Dakota is working to move from individual program measures to integrated services and looks to the reporting of only Common Measures as the method to accomplish this integration.

VI. STATE POLICIES TO SUPPORT THE DEVELOPMENT OF A STATEWIDE WORKFORCE INVESTMENT SYSTEM

A. State Policies and Systems to Support Common Data Collection and Reporting

During the 2001, 2003 and 2005 legislative sessions, the North Dakota State Legislature identified Common Measurement Accountability Reports for the Federal and State funded workforce development and workforce training programs being delivered in North Dakota. The State Common Measurement Accountability Measures include:

The number of participants served

Total Federal and State investment in providing the service

Pre-service or training wage

Number employed 12-months after training

Wage 12-months after training

The Common Measurements Accountability Reports are prepared using data from the Unemployment Insurance Database. This is done by a state interagency organization Follow-up Information North Dakota Education and Training (FINDET) with cooperative agreements with partner State agencies and Job Service North Dakota to ensure the confidentiality of UI information and to ensure that reports only provide aggregate data.

These are very similar to the Common Measures under the Workforce Investment Act. Because of the State requirement, many State agencies have already begun to consider the Common Measurements data elements contained in the U.S. Department of Labor preliminary reports. We will need to see what the final requirements are before determining the report impact on partner State agencies.

Because of size of our state and the personal relationships that our small size allows, North Dakota can quickly gather resources to respond effectively to customer needs. On a more formal basis, linkages with partner websites are made available through the One-Stop Career Center's website jobsnd.com. A critical linking piece in the One-Stop delivery system is the SHARE Network. The SHARE Network is a unique resource that brings together workforce development partners, faith-based organizations, community organizations and businesses. The SHARE Network is a partnership developed to help customers access services in order to obtain, retain and advance in employment. The link to the SHARE Network is <http://www.sharenetworknd.com/>.

The Follow-Up Information on North Dakota Education and Training (FINDET) system is in place to support common data collection and reporting processes and performance management.

Job Service North Dakota, the One-Stop Career Center operator, provides integrated service delivery for several programs including Workforce Investment Act Title I for adults, dislocated workers and youth; Wagner-Peyser, Unemployment Insurance, Job Opportunity & Basic Skills (JOBS), Labor Market Information, Veterans Employment and Training, and Trade Adjustment Assistance (TAA). State policies and procedures implementing these programs have been developed by Job Service North Dakota. Further efforts to integrate services with Native American Service Providers (477) will be undertaken under the auspices of the North Dakota Talent Initiative and our state's WIRED application.

The following systems are utilized in delivering these services:

- A. North Dakota Workforce Connection – North Dakota’s Workforce System, an integrated web-based case management and job matching system, including spidering capability.

Integration of services is possible with the implementation of the one application for Wagner-Peyser and WIA enrollments. The one app will allow for integrated reporting within the WISPR system information collection format. The one app will be transparent to job seekers utilizing the one-stop.

North Dakota is working to move from the 17(15 core and two customer satisfaction) individual program measures to integrated services and looks to the reporting of only Common Measures as the method to accomplish this integration.

- B. jobsnd.com – Job Service North Dakota’s official website containing:

- Serving as a portal and a single state repository for job openings
- General Job Service North Dakota information
- Labor market economic information
- Job seeker and Employer on-line services
- Unemployment insurance online claims filing
- Unemployment insurance online orientation and eligibility review
- Reemployment online schedule of activities

B. State Policies That Promote Efficient Administrative Resources

Job Service North Dakota has been designated as the WIA Title I Fiscal Agent, Grant Sub recipient, State Administrative Entity, and the One-Stop Career Center Operator. This arrangement promotes efficient use of administrative resources and avoids duplicative administrative costs.

The current Memorandum of Understanding Provisions signed by One-Stop delivery system Partners includes a section on services provided through the One-Stop Centers. A summary of that section follows:

The Governor has designated Job Service North Dakota as the One-Stop Centers Operator. Job Service North Dakota operates One-Stop Centers in 16 communities throughout the state. Other sites and partners are electronically linked to the Centers thus creating a virtual workforce development system provider network. This gives the client ease of access to a seamless workforce

development system. The One-Stop delivery system Partners provide program information to all Partners. This ensures that all Partners are knowledgeable of each other's programs and assists the One-Stop Center staff in meeting client needs and making appropriate referrals. As a minimum, this information includes a brief description of the program and services available; eligibility requirements; application procedures; point of contact to include name, telephone number, fax number, address, and e-mail address; and the Partner's website address, if applicable. Partners are responsible for informing each other when or if the availability of a service may be affected by a funding shortfall or there is a significant change in program services and products.

The One-Stop Centers are one of many entry points into the workforce development system. Clients who access services or request assistance directly through the One-Stop Centers are provided initial core services by the One-Stop Center staff.

Once it has been determined that the client could be better served by a Partner(s) other than the One-Stop Center, the client is physically or electronically referred to the appropriate Partner(s) (positive handoff). Likewise, when other Partners determine that a different Partner(s) or the One-Stop Center could better serve the client, the client is referred to the appropriate Partner(s). The Partner responsible for the services and products designated in the Partner's program retain responsibility for the client until the services are provided or the client terminates the request for services.

Partners provide clients with the best services while making the optimum use of available resources. WIA funds are funds of last resort and, therefore, a collaborative, responsive team approach is critical to meeting the needs of the client.

C. State Policies to Promote Universal Access and Consistent Service

Customers come into the One-Stop system at various stages in their career development. It is the partners' responsibility to offer appropriate service at all stages along the career path. Job Service North Dakota, the One-Stop operator and an integral partner in the North Dakota Talent Initiative, has enhanced one-stop service delivery to advance integration. Skill assessment and career counseling/promotion will be routinely provided to job seekers utilizing the one-stop. Skill 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 counseling/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. Job Service as the One Stop operator sees itself as strengthening the economy of North Dakota as a strategic partner in the Workforce Development System. To this end Job Service North Dakota has reengineered its processes and procedures with the advent of the North Dakota Talent Initiative to ensure universal access and consistent services for both job seekers and employers.

Customers enter the One-Stop delivery system through any of the partners' locations. Core services are accessible from any location. The critical linking piece in the One-Stop delivery system is the SHARE Network. The SHARE Network is a unique partnership developed to help customer's access services in order to obtain, retain and advance in employment. The link to the SHARE Network is <http://www.sharenetworknd.com/>. In addition, jobsnd.com provides access to on-line core services for both job seekers and employers.

D. Policies to Support Demand-Driven Approach

In order to better fulfill its mandate to better support a Demand-Driven Approach Job Service North Dakota is standing up a "Targeted Industry Liaison Team" with a mission to focus on the State's key industry and high wage sectors as identified in the State's Talent Initiative. This team, co-located with the Job Service North Dakota's Labor Market Information Center, will provide business service support and will gather and distribute key Workforce Intelligence requirements to priority customers in real-time.

To better align with the stand-up of the Targeted Industry Liaison Team, the Job Service North Dakota Labor Market Information Center is restructuring its current processes. In addition to its ongoing Bureau of Labor Statistics contracts, the Labor Market Information Center will produce workforce intelligence on:

- Workforce needs – both quantitative and qualitative
- Supply side Availability – worker availability, education and skills
- Potential Labor Pools – that are currently under tapped in the state
- Shared Workforce intelligence from already existing but underutilized data sources (i.e. Department of Human Services)

North Dakota's Talent Initiative is a primary strategy to ensure that the state's workforce system is demand-driven. As with most business activity, our customers' demands drive the products.

Customers demand capable workers. Not just for the short term – business needs prepared workers now and prepared, retained workers over the long term. The state's talent initiative acknowledges and addresses this demand – attract, retain

and expand our workforce now and for the long term. JSND is a key player in the talent initiative – in workforce improvement for economic development.

Specific information is gathered on the demand side and it is used to grow our supply side. This information will indicate what employers need in workers, what they're doing to assess potential employees, and what's needed to move up in the business. This will be used to prepare our workforce. Workforce Intelligence, gleaned from employers, will take two directions: use it in our consultation to help with their workforce needs; and aggregate to guide the state in its workforce development-for economic development efforts.

Workforce intelligence is gathered, analyzed, recorded, and applied to service plans for employers, applying it to skills development, developing promotional materials, partnering and/or disseminating.

North Dakota, through the Economic Development Foundation plan, has identified target industries within the State. The 5 targeted industries are:

1. Tourism
2. Advanced manufacturing
3. Value added agriculture
4. Energy
5. Technology-Based Businesses

The Labor Market Information (LMI) Center at Job Service North Dakota is the State's lead entity in implementing the statewide LMI system and is committed to providing quality LMI that effectively supports workforce and economic development strategies at the local, regional and state levels. This requires sustained collaboration between LMI and North Dakota's LMI customers to identify and meet end-user needs. The LMI information system provides a seamless means for all partners and customers to access the information they need, when they need it, to make informed business and career decisions. LMI has taken the lead in providing high quality, easily accessible, and understandable information on North Dakota's workforce and economy. LMI has focused on local information needs and responsive products and services. These efforts include:

- a. A range of published and electronic products that support businesses, job seekers, economic developers, and employment and training program officials.
- b. Labor market consultants who provide the state, regional, and local LMI needed by workforce preparation and economic development professionals,

and conduct training on a variety of economic, labor market, and career development topics.

- c. A business service delivery system that provides customized and standardized information to customers to:
 - Respond effectively to business and industry needs for a skilled workforce.
 - Act as a catalyst in the Demand Driven system by knowing where jobs and skills are needed and meeting businesses at the table in order to achieve their specific needs.
 - Create partnerships with businesses, educators and economic developers to meet workforce needs.
 - Deliver outreach materials for business engagement.

As evidenced in Section IV, Economic and Labor Market Analysis, paragraph D. 2, under High-Demand Occupations by Sector, The North Dakota Workforce Development Council does maintain visibility of the demand driven occupations.

E. Policies to Ensure Resources for Apprenticeship and Job Corps are Integrated

Quentin N. Burdick Job Corps Center, a One-Stop delivery system partner, coordinates services with Job Service North Dakota and other system partners to ensure that Job Corps resources are available to youth statewide, as well as to ensure that Job Corps youth access other partner services as needed to meet their employment goals. The Adult Learning Centers provide referrals to Job Corps when appropriate, conduct GED testing for Job Corps youth, and provide special accommodations for the GED testing as needed. Job Service North Dakota and the Quentin N. Burdick Job Corps Center are currently co-locating three Job Corps staff members at three Job Service One-Stop Career Center locations. Membership of the North Dakota Youth Development Council includes representatives of Job Corps. Currently, the Director of the Quentin N. Burdick Job Corps Center is chair of the North Dakota Youth Development Council and a former Job Corps participant is a member of the Council. Currently, the Burdick Job Corps Center enjoys a close working relationship with the local Job Service office in Minot, where the Center is housed. The MOU between Job Service North Dakota/Minot office and the Job Corps Center outlines the many ways that Job Service cooperates with Job Corps. Included are the following:

1. Job Service provides a workshop for all students within their first two weeks of Job Corps participation, which outlines essential job search skills;

2. Job Service staff members come to the Center regularly to provide case management to solo parents;
3. Cross-referral opportunities exist for both parties;
4. Job Service staff serve as speakers in Job Corps' classes and teach job search skills; and
5. Job Service staff work closely with placement staff at Job Corps to ensure that WIA funds or other funding options are available to Center students as they leave Job Corps.

We expect that the true concept of a One Stop will be made available to our youth as they are able to access all major services in one location. The North Dakota Youth Development Council's responsibilities are to:

- Make recommendations to the North Dakota Workforce Development Council (NDWDC) on youth employment and training policy;
- Assist the NDWDC with the oversight of youth services delivered under the Workforce Investment Act;
- Provide input and assist the NDWDC by developing the youth activities and services portion of the State Plan;
- Recommend eligible providers of youth services to the NDWDC to be considered for grants or contracts on a competitive basis;
- Conduct oversight of eligible providers of youth services/activities; and
- Coordinate youth activities authorized under the Workforce Investment Act.

Job Service North Dakota procedures require negotiation of an on-the-job (OJT) training contract for an apprenticeable occupation to include an effort to convince the employer to couple the OJT with an apprenticeship program. If achieved, this will gain a commitment from the employer to continue training through the length of the apprenticeship and from the trainee to continue education and training beyond the initial OJT contract. The end result of coupling OJT with apprenticeship is to have a fully trained journeyman, with skills recognized throughout the country.

When an employer agrees to couple OJT with apprenticeship, the OJT contract will contain language recognizing the agreement. The Job Service Customer Service Office will develop appropriate language for an apprenticeship agreement by following the Apprenticeship Standards as outlined in the Apprenticeship Manual. In an initiative funded by the WIA Incentive grant, the Director of the Bureau of Apprenticeship and Training (BAT) and the One-Stop operator

internship/apprenticeship coordinator jointly developed apprenticeship training. The coordinator conducted the training in One-Stop Career Centers.

Several avenues are available to employers who agree to an apprenticeship program:

- Many employers already have apprenticeship programs in-house with an approved training course established;
- The Bureau of Apprenticeship and Training (BAT) have a number of outlines available for employer use;
- An employer can follow his or her own training program if approved by BAT.

When an OJT involving an apprenticeable occupation is written, the State Director, U.S. Department of Labor, Bureau of Apprenticeship and Training is notified in writing. Assistance in preparing the Apprenticeship Standards may be requested of the BAT State Director at any time during the OJT process. In an effort to support the elements of the North Dakota Talent Initiative and our State's WIRED application and the need to focus on increasing skill development in the skilled crafts trades Job Service North Dakota as the One Stop operator is exploring how to provide for the certification of apprenticeship under the direction of the BAT.

VII. INTEGRATION OF ONE-STOP SERVICE DELIVERY SYSTEM

A. State Policies and Procedures for One-Stop Centers

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. A quality assurance system could ensure that all One-Stop centers meet minimum, quality standards. 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 a new 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.

Expanding Talent-the One-Stop Career Centers' role includes:

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 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.

Staff will provide career promotion for current demand occupation 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 JOBS (Job Opportunity and Basic Skills) Program prepares TANF recipients to enter the workforce with the goal of reaching self sufficiency. Workshops emphasizing soft skills, career exploration/preparation and work readiness are elements of each individuals' plan for a future free of assistance.

Workforce 20/20 is a program to assist North Dakota businesses and industries in retraining and upgrading worker's skills to meet demands of new technologies and work methods.

The Parental Responsibility Initiative for the Development of Employment Program (PRIDE) receives referrals from Child Support Enforcement officials to increase the employment status and earning potential of persons in arrears of child support payments. The goal is to increase client's skills and wages to facilitate the increased amounts of child support payments.

Job Service North Dakota (JSND) is responsible for processing H-2B temporary non-agricultural labor certifications and receiving applications for H-2A temporary agricultural labor certifications. The benefits of ALC to ND employers include an available workforce not currently available locally; potential employees possessing skill sets not available in the local area promote a smooth process for businesses obtaining certification for qualified workers from foreign countries. JSND staff promotes the ALC program as a source of potential workforce to employers who otherwise have little or no knowledge of this labor pool.

Attracting Talent - the One-Stop Career Center's role includes:

North Dakota Workforce Connection's Spidering capability - a powerful online employment search tool that provides fast access to a data base of thousands of jobs by region within a single web site.

The Labor Market Analyzer - a comprehensive online system that offers a full range of services, provides labor market information to individuals seeking jobs, training and program information and assists employers looking to recruit talent and assess the labor market.

Retaining Talent- the One-Stop Career Centers' roll includes:

Career promotion supporting the Talent Initiative identified target industries; advanced manufacturing, energy, tourism, added value agriculture and information based technology

Workforce Training-WIA funds, TAA and state funded programs

Unemployment Insurance benefits-Unemployment insurance is a program for the accumulation of funds paid by employers to be used for the payment of unemployment insurance to workers during periods of unemployment which are beyond the workers' control. Unemployment insurance replaces a part of the worker's wage loss if he becomes eligible for payments. UI serves as an economic stabilizer by maintaining an individual's purchasing power when unemployed.

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.

SHARE Network- a web-based self-help referral system connecting Job Service North Dakota's One-Stop Career Centers with providers of services that help people obtain, retain, or advance in employment.

The NDWDC has developed and implemented a certification process for One-Stop Centers to ensure consistency and quality of service delivery throughout the system. (See Attachment D)

Competencies have been established for One-Stop Career Center customer service staff based on the level of service provided.

1. Customer Service Manager

- Exhibiting leadership
- Serving customers
- Utilizing human resources skills
- Solving problems

- Making decisions
- Listening

2. Customer Service Senior Consultant

- Listening
- Serving customers
- Solving problems
- Exercising responsibility
- Acting with honesty and integrity
- Utilizing human resources skills

3. Customer Service Consultant

- Serving customers
- Listening
- Exercising self-management
- Using computers
- Improving systems
- Solving problems

4. Customer Service Specialist

- Listening
- Exhibiting honesty and integrity
- Speaking
- Solving problems
- Using computers
- Serving customers

5. Customer Service Representative

- Thinking creatively
- Serving customers
- Listening
- Exercising responsibility
- Being a team member
- Exhibiting honesty and integrity

B. State Guidance to Support Maximum Integration

The North Dakota Talent Initiative will serve as the primary roadmap for the integration of services for the partners in the delivery of workforce services for economic development.

The One-Stop Career Center Operator maintains and operates a statewide-integrated Management Information System. This system assists service providers for both business and job seekers, in managing caseloads, assessment, and providing accountability for funding programs. The system supports both self-service and staff-assisted job seekers as well as employers in a manner that is beneficial to both. Because of the different types of users being supported, the system accommodates multiple entry points, multiple levels of security, and the ability to transfer job seekers from self-service to staff-assisted services seamlessly.

Job Spidering will soon be available to ND Job Seekers and employers on jobsnd.com. Job Spidering is a powerful online employment search tool that provides fast access to a data base of thousands of jobs by region within a single web site. The data base of jobs is created through access to a variety of Internet sources. These sources include national and local job boards such as Monster.com and Careerbuilder.com. Other sources are current job openings from websites of businesses who employ +250 people, national recruiters, major local newspapers and military branch sites. This service provides all North Dakota jobs listed on the internet by accessing one site. Job Spidering is a powerful tool in North Dakota's Talent Initiative for attracting workforce. Jobsnd.com is the gateway for North Dakota business and job seekers to connect as the repository for the workforce supply and demand.

A recent addition to the MIS system is the Labor Market Analyzer. The Labor Market Analyzer is a comprehensive online system that offers a full range of services, provides labor market information to individuals seeking jobs, training

and program information and assists employers looking to recruit talent and assess the labor market. Training providers will successfully promote their programs while Workforce professionals will utilize this information during career promotion and counseling. Customers will enhance career and training decisions with the available industrial data such as wages, employment and projections and compare labor market, economic and demographic data over time and geographic areas. Searches can be created for employers, and profiles built and compared for occupations, areas and industries. The enhanced Labor Market Analyzer allows for researching of economic indicators such as consumer price index, tax revenues, property values and building permits. Survey data for population and other Census Bureau information may be exported in MS Excel, text files, graphs and printed reports. The increased capability of the Labor Market Analyzer will not only greatly improve the job seeker opportunity to advance in employment and training but will assist employers looking to recruit talent and meet their current and emerging workforce needs.

The State has developed an electronic foundation to support integration of service delivery. 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. The jobsnd.com website of Job Service North Dakota easily links users to www.sharenetworknd.com and the services of over 712 members. The SHARE Network memberships include required and optional One-Stop partners, as well as workforce development partners, faith-based organizations, community organizations, businesses, and government agencies.

C. One-Stop Infrastructure Costs

Since Job Service North Dakota has the designation as the State's One Stop Career Center Operator and the provisions in the current memorandum of understanding, it has not been necessary to take any action to identify One-Stop infrastructure costs. The majority of the mandatory partner programs are co-located within Job Service North Dakota. Other mandatory partner programs and services are co-accessible through electronic linkages. This makes access to "Core" services available anywhere and anytime. Intensive Services are accessible through either the electronic linkages or through appointments that can be made via the electronic system.

D. Use of Funds for Statewide Activities

As a minimally funded state, the use of the reserved funds for Statewide Activities must be carefully planned to ensure that North Dakota gains the greatest impact from that utilization. Statewide activities include oversight (e.g. policy development/interpretation, auditing, monitoring, fiscal accountability, management information system, follow-up, staffing the state board, state board

operations, planning), performance tracking system - Wage Record Interchange System, Rapid Response funding and re-employment efforts, state technical assistance - additional travel, contracted services, etc. Funds are also required for the maintenance of system-wide WIA, Eligible Training Provider List, Statewide One-Stop efforts, and special projects required for implementation. A portion of the Reserved Funds for Statewide Activities is available for special and/or innovative projects, programs, or initiatives. Plans for the use of the funds reserved for statewide activities, include support for the State's WIRED initiatives, State Workforce Investment Board, management information systems, evaluations, and "One-Stop" system building. A portion of the set-aside is reserved for the Governor for activities including incumbent worker projects, authorized youth and adult activities, and additional system building, etc.

E. Coordination of Full Spectrum of Assets in the One-Stop Delivery System

All partners from the Federal, State, and private resources maintain electronic linkages and coordination at all levels. The resources are used to service all employers and individual customers. The current electronic linkages needed to be expanded to include information from all partners.

Co-enrollments between programs administered by the workforce system partners is utilized as appropriate to facilitate and maximize the full range of service and resources available to help address the service needs of employers and job seekers. Private sector match is used to complement the investment of Federal and state funding to support workforce training for job seekers.

VIII. ADMINISTRATION AND OVERSIGHT OF LOCAL WORKFORCE INVESTMENT SYSTEM

A. Local Area Designations

North Dakota is a Single State Workforce Investment Area and will continue to remain a Single State Workforce Investment Area under this Plan. The North Dakota Workforce Development Council has been designated as an "Alternative Entity" to meet both the requirements of a State Workforce Investment Board and Local Workforce Investment Board for the State of North Dakota.

B. Local Workforce Investment Boards

The North Dakota Workforce Development Council is the designated State and Local Workforce Investment Board for North Dakota.

C. Capacity of Local Boards

Staff located within the North Dakota Department of Commerce, Division of Workforce Development administratively supports the North Dakota Workforce Development Council.

D. Local Planning Process

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

E. Regional Planning

In addition to member appointments from education, community-based organizations and labor representatives from across the state, a minimum of one business representative is appointed from each of the eight planning regions within the State.

F. Allocation Formulas

North Dakota is a single state workforce investment area. The North Dakota Workforce Development Council has along with the Governor designated Job Service North Dakota as the administrative entity for the Workforce Investment Act Title I and the Wagener-Peyser Act funds. The Council establishes the overall goals and priority for use of available funds. The administrative entity has responsibility to target the use of funds to those areas of the state where targeted populations reside.

The Council supports the demand driven delivery system and the concept of universal access and eligibility to services, within the context of ensuring that when funds are limited that priorities to service in the intensive and training components are provided to TANF (welfare recipients), low income and Veterans.

Adjustments to allocation formulas may be made as changes occur in the State's economy and service needs.

Adult Grant

Priority	Area	Allocation
1	Statewide Activities	15%
	- Council Operation, operation of One-Stop Centers, technical assistance, management information systems, performance measurement and Governor's projects. (Administration cannot exceed 5% of total grant)	
	Local Programs	85%
1	- Core Services/Operation of One-Stop Centers	
1	- Intensive Services	
2	Training Services	Use all funds remaining after Core & Intensive Services have been funded

Youth Grant

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

Dislocated Worker Grant

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

G. Provider Selection Policies (§§112(b)(17)(A)(iii), 122, 134(d)(2)(F))

The Governor has identified Job Service North Dakota as the designated state agency, responsible to assist in carrying out WIA Section 122. The designated state agency is responsible for: (1) developing and maintaining the State list Eligible Providers and Programs; (2) determining if programs meet performance levels, including verifying the accuracy of information on the State list; and (3) dissemination of the State List.

The approved Training Provider List is available on the Job Service website at jobsnd.com. As a single local area state, Job Service North Dakota will also be responsible for the application process.

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

The initial eligibility criterion for providers is as follows:

Law establishes automatic initial eligibility for the following providers:

- Post-secondary educational institutions eligible to receive Federal funds under Title IV of the Higher Education Act of 1965 and providing a program that leads to an associate degree, baccalaureate degree or certificate.
- Entities that carry out National Apprenticeship Act programs.
- Training programs of other public or private providers must have been approved by an appropriate state, Federal or professional entity. If they have been providing training services, they must also meet established performance levels:
- Program completion rates for all individuals participating in the applicable program conducted by the provider.
- Employment rates for all individuals participating in the applicable program conducted by the provider.

Wage at placement in employment of all individuals participating in the applicable program.

Reciprocal agreements with Minnesota, Montana, and South Dakota, were negotiated, so participants with individual training accounts may select eligible programs on the Eligible Training Provider List from these states, as well as, North Dakota's Eligible Training Provider List.

The North Dakota eligible training provider policies and procedures will be changed to accommodate distance learning. Distance learning encompasses the following modes of service delivery:

- a. **Internet**—the program is conducted entirely online, via the World Wide Web.
- b. **Correspondence**—the program teaches individuals by mailing them lessons that are returned to the school for grading upon completion.
- c. **Broadcast**—the program is transmitted by radio or television.
- d. **Computer-Based Instruction**—the program is an interactive computer-based training course.

Since providers of distance learning could be in any state in the nation, the change to the North Dakota eligible training provider policies and procedures will be to

include all providers who have been approved on other states ETPL for the distance learning training programs they offer.

This change is based on the following principles:

1. **Simplicity:** The intent is to avoid imposing burdens that would inhibit the participation of quality training providers on the ETPL.
2. **Customer Focus:** The purpose of ETPL is to assist customers in selecting quality-training programs.
3. **Inclusiveness:** The intent is to bring to the ETPL the widest range of quality training programs.
4. **Focus on the End User:** The policies and procedures must support individuals who seek career and occupational training information; counselors who assist customers eligible for training services and training providers that seek continuous program improvement.

North Dakota is requesting a waiver extension to continue to postpone the implementation of the subsequent eligibility process for Eligible Training Providers as described in the Workforce Investment Act, Section 122 (c)(5). This waiver relieved the burden of subsequent eligibility requirements from many training providers, helping to ensure continued participation by training providers. As a result, no additional performance information is available. An annual application process ensures the list includes current training programs and program costs.

An Eligible Training Provider Team was tasked with developing the eligible training provider policies and procedures. Participants included representatives from Community Action Agency, Vocational Rehabilitation, USDOL Bureau of Apprenticeship and Training, North Dakota University Systems, Department of Career and Technical Education, Job Service North Dakota, Quentin Burdick Job Corps Center, and the Follow-up Information on North Dakota Education and Training (FINDET) system. As part of the State Plan, they were available for public comment.

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

If state staff determines that a provider has intentionally provided inaccurate information on an application, that provider will lose eligibility for two years

from the date of such determination. All One-Stop Delivery System Partners and states with reciprocal agreements will be notified immediately not to utilize that provider and the information will be available on the website.

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

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

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

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

To avoid duplication, the One-Stop Career Center Operator will provide services and activities under Title I of WIA.

If it is determined that specific services needed may be provided more efficiently or effectively by another entity, a service provider will be selected and contracts developed using the North Dakota Office of Management and Budget's State Procurement Guidelines. The Office of Management and Budget maintains a state bidder's list for state agencies and institutions to use when purchasing commodities and services that exceed the threshold for small purchases.

The WIA State Administrative Entity will award grants and contracts at the state level following the North Dakota Office of Management and Budget's State Procurement Guidelines.

In identifying effective youth services provided by Job Service North Dakota and the contracted service providers, the North Dakota Youth Development Council will use the following criteria, along with the Workforce Investment Act performance measures; namely, that the services:

- A. Offer youth a comprehensive menu of program activities;
- B. Focus on the education needs of youth, especially completion of high school or its equivalent;

- C. Provide youth exposure to the world of work through appropriate work experience;
- D. Provide youth support in meeting their career goals;
- E. Offer preparation for post-secondary education and employment;
- F. Offer linkages between academic and occupational learning;
- G. Focus on developmental needs of youth; and
- H. Provide follow-up support; and
- I. Include collection of data to assess and evaluate effectiveness.

The North Dakota Workforce Development Council has adopted Policy 2-08-02 (1) Selection of Service Providers: Under this policy, “The North Dakota Youth Development Council has delegated the authority to determine the need for youth services to the One-Stop Career Center Operator. The North Dakota Youth Development Council may rescind this delegated authority or modify this delegated authority based on majority approval at any regular North Dakota Youth Development Council meeting”.

H. One-Stop Policies (§112(D)(14))

Section IX describes how the services provided by required and optional One-Stop partners will be coordinated and made available through the One-Stop delivery system. All Wagner-Peyser services are provided at the One-Stop Career Centers and via the jobsnd.com website, the self-service system for customers to access core services including viewing jobs, registration, posting electronic resumes, entering job orders, and establishing virtual recruiters.

North Dakota is a single local area state with only state level performance measures. Job Service North Dakota has been designated as the WIA Title I Fiscal Agent, Grant Subrecipient, State Administrative Entity, and the One-Stop Career Center Operator. To identify areas needing improvement, Job Service North Dakota recently implemented a performance measures system that includes a “report card” that provides information pertaining to performance on key programs. The report card is supplemented by customer service area workforce system measures that track and report: service to customers (both businesses and job seekers), financial status, and business process and personal development outcomes. Strategies for improvement are developed and included in Job Service North Dakota’s annual Business Plan.

Close monitoring of all performance measures by the North Dakota Workforce Development Council helps to ensure the workforce system in North Dakota will continuously improve during the two years covered by this Plan. Additional

performance metrics will be established to measure the outcomes for the North Dakota Talent Initiative.

Although not mandated by the State, the One-Stop delivery system includes many additional partners. The level of integration depends on the programs and services. The JOBS Program (TANF) and the Food Stamp Employment and Training programs are fully integrated into the One-Stop Career Centers. Job Service North Dakota provides both programs through contracts with the North Dakota Department of Human Services.

I. Oversight/Monitoring Process

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. 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 Subrecipient and State Administrative Entity) contains a provision that the North Dakota Workforce Development Council shall retain the option to have performed performance audits for the Title I funded programs.

J. Grievance Procedures

North Dakota's State and Local Area Grievance and Appeal Procedures are attached. (See Attachment E)

K. State Policies or Procedures That Have Been Developed to Facilitate Effective Local Workforce Investment Systems

North Dakota is a Single State Workforce Investment Area. The North Dakota Workforce Development Council has developed policies and procedures to ensure an effective workforce delivery system for the state.

The North Dakota Workforce Development Council has developed the following policies for displaced homemakers, hard to serve population groups and youth eligibility:

1. Displaced Homemaker

Displaced homemakers will be eligible to receive assistance under Title I of the Workforce Investment Act in a variety of ways, including:

- a. Core services provided by the One-Stop delivery system;
- b. Intensive or training services for which an individual qualifies as a dislocated worker/displaced homemaker if the requirements for eligibility are met;
- c. Intensive and training services for which an individual qualifies for adult services if the requirements for Intensive and Training services are met;
- d. Statewide employment and training projects conducted with reserve funds for innovative programs for displaced homemakers and programs to increase the number of individuals trained or placed in non-traditional employment.

2. Special Population Groups

“Special participant populations” are defined in the regulation as:

- a. Individuals with substantial language or cultural barriers;
- b. Offenders;
- c. Homeless individuals; and
- d. Other hard-to-serve populations as defined by the Governor.

The North Dakota Talent Initiative has identified an area of continuous improvement to be an increase in the labor force participation rate and expand the available talent pool by reaching, serving, preparing, and connecting those not currently in the labor force, including Native Americans and target populations.

The Governor has determined that no additional groups, other than those defined by Regulations, will be identified as “hard-to-serve” for purposes of granting exceptions to Individual Training Accounts.

3. Youth Eligibility

Job Service North Dakota, as the State administrative entity, will be responsible for defining “deficient in basic skills” and “an individual who

requires additional assistance to complete an educational program or to secure and hold employment.” The definition of “deficient in basic skills” must include a determination that an individual (a) computes or solves problems, reads, writes, or speaks English at or below grade level 8.9 or (b) is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.

IX. SERVICE DELIVERY

A. One-Stop Service Delivery Strategies

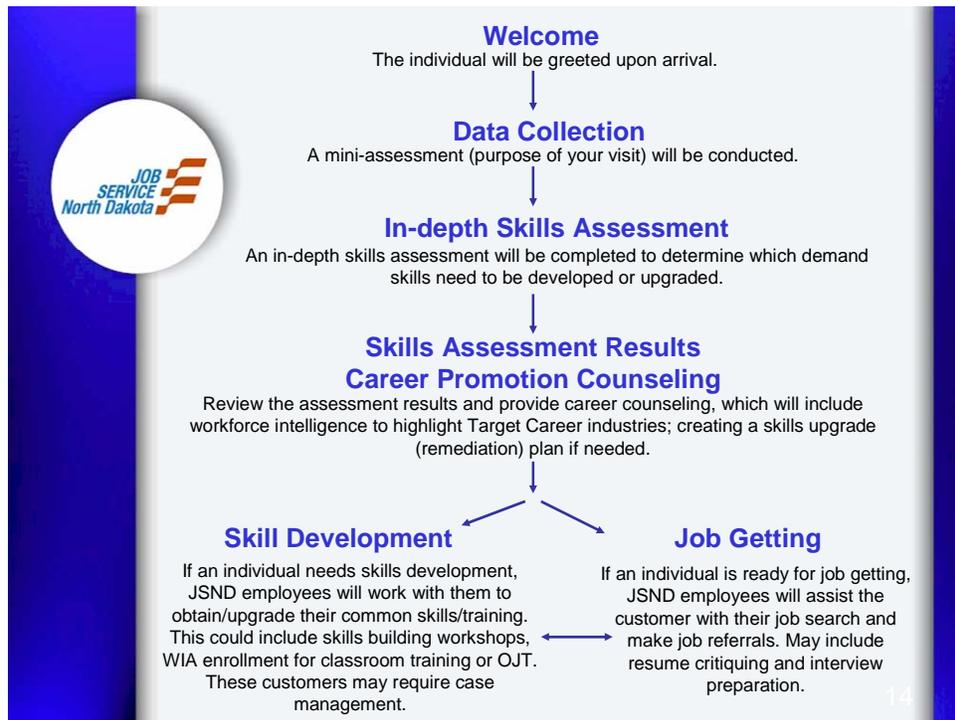
1. System Services

Twenty agencies/entities designated as mandatory/optional partners in WIA and the Workforce Development Council is working collaboratively on developing the North Dakota Workforce Investment System.

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 had an on-going relationship with other workforce development agencies and agencies needing workforce development 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. Skill 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 counseling/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.

The following diagram illustrates the newly adopted customer flow.



The jobsnd.com website is a self-service system for customers to access core services, such as viewing job advertisements, registration of availability for work, entering electronic resumes, entering job orders, and establishing virtual recruiters. Job Spidering will soon be available to ND Job Seekers and employers. Job Spidering is a powerful online employment search tool that provides fast access to a data base of thousands of jobs by region within a single web site. The data base of jobs is created through access to a variety of Internet sources. These sources include national and local job boards such as Monster.com and Careerbuilder.com. Other sources are current job openings from websites of businesses who employ +250 people, national recruiters, major local newspapers and military branch sites. Because of this important functionality, jobsnd.com has been designated as the state portal and gateway to connect business and labor pool. Jobsnd.com is the state repository for workforce supply and demand.

Enhancements to the online services offered through the One-Stop Delivery System include:

- A self assessment tool for job seekers to use in evaluation of skills, work values, interests to identify potential careers or occupations.
- Advanced job search capabilities

- Enhanced resume builder
- Improved employer skill search capabilities

The WIA Youth program is delivered through Job Service North Dakota, the state designated One-Stop Operator. Youth coordinators are located in one-stop offices statewide. Youth services are provided in accordance with WIA regulations and follows the North Dakota Youth Development Council's supported Youth Shared Vision.

Claimants can also file unemployment insurance claims online, complete their reemployment schedule of activities and satisfy their eligibility reviews. The services can be accessed from home, in One-Stop Career Center resource rooms, at partner sites or any public site providing Internet access. Confidentiality of entered data is ensured through the use of unique user names and passwords entered at registration. Any partner can use the system to assist a job seeker with career development. If an individual agrees to share data entered through the self-service system, the data can be accessed immediately by logging on to jobsnd.com and entering the user name and password. Individuals can update information in the system as they make career development decisions.

The types of relationships established between partners in the One-Stop delivery system vary depending on the customer service needs that are being addressed. The foundation for all relationships is electronic. 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. The jobsnd.com website of Job Service North Dakota easily links users to www.sharenetworknd.com and the services of over 712 members. The SHARE Network memberships include required and optional One-Stop partners, as well as workforce development partners, faith-based organizations, community organizations, businesses, and government agencies. Members have a username and password to access and maintain their information on the Network. Service options number more than 110 ranging from adult employment and training services to youth services. The user may search statewide, by county, or by service provider. Once the final selection is made, the user may make an on-line referral and, if needed, print a map showing directions to the service provider's site.

The Center for Technology and Business trains people with very limited computer skills on how to use computers. The course includes a chapter on job seeking which is developed around jobsnd.com.

Partner service integration grows as specific customer needs are addressed. Job Service North Dakota works with partner programs on a regular basis to

share information and to develop joint employment plans on mutual customers. This joint process identifies and allows co-enrollment to utilize the most appropriate funding source for those services that best meet the customer's needs in a cost effective manner.

The integration process is geographically expanded to address the needs of customer groups. For example, the Standing Rock Sioux Tribe and Job Service North Dakota jointly offer summer employment opportunities for youth on the reservation. Through dual enrollment, one entity provides work experience and the other provides workshops.

By agreement with Job Service, the Vocational Rehabilitation program can provide eligible customers with a conditional certification for the Work Opportunity Tax Credit. The conditional certifications provide potential employers an incentive to hire the certified individual.

A computer interface between Cass County Social Services and the Fargo Job Service One-Stop Center enables staff to save time in accessing and communicating information on joint customers. A computer interface allows Job Service North Dakota and the Department of Human Services to efficiently administer the JOBS program.

The North Dakota University System and the Department of Career and Technical Education partner with the One Stop System through referrals of businesses to the training available through the Workforce Training Regions. Workforce Training customizes training for business and industry enabling their employees to upgrade and build new skills. The regions are based on four two-year community college campuses, effectively placed, one in each of the four regions. Workforce Training staff are located within the Minot One-Stop.

To address the special needs of Native Americans, additional efforts will be made to enhance the integration of One-Stop career center programs with tribal colleges, tribal WIA and other programs, Adult Education, Vocational Rehabilitation, and other partner programs.

2. One-Stop Career Center Services

Each One-Stop Career Center has a resource area designed for customer self-service. Personal computers are available to access jobsnd.com services, including viewing jobs, registration, entering resumes, entering job orders, and establishing virtual recruiters. PCs are also available to use CHOICES, career decision-making software, write resumes, and access labor market information on the web. The resource areas have a wide variety of printed materials. Staff is available to assist those who need help with using a PC,

identification of skills, qualifications, and assessment of need for other services.

A statewide management information system, integrated with the on-line services, is used by all One-Stop Career Centers. The system is a tool that speeds the recording, reporting, and filing of electronic information on case management services, individual assessments, plan development, and management of business accounts.

B. Workforce Information

As stated previously Workforce Intelligence is the basis for all decisions regarding the utilization of resources and services to develop talent in North Dakota.

The North Dakota Workforce Development Council has identified Workforce Intelligence as the foundation for the North Dakota Talent Initiative. All decisions related to workforce development, workforce training and talent attraction must be based on quantitative and qualitative workforce intelligence.

A statewide strategic workforce intelligence coordination system will be developed that would seek operational and goal alignment for use in allocation of resources and defining strategies and services.

Workforce Intelligence by definition includes all intelligence needed and desired by partner agencies, stakeholder organizations, policy makers, economic development, education and the workforce system to assist them in carrying out their mandated responsibilities and ensuring effective use of limited resources. Workforce Intelligence includes:

- a. Workforce Impact on the Economy;
- b. Workforce Supply and Demand;
- c. Occupations, Skills & Knowledge;
- d. Workforce Shortages and Surpluses;
- e. Current and Future Workforce;
- f. Untapped Workforce;
- g. Pipelines and Pathways of Workforce;
- h. Cluster Human Resource;

- i. Special Populations Demographics;
- j. Industry Sector Workforce Needs;
- k. Wages and Fringe Benefit Data;
- l. Conditions of Work Data;
- m. Recruitment and Retention Methods;
- n. Best Practices; and
- o. Research

Support of a statewide workforce intelligence coordination strategic system requires cooperation from all owners of workforce intelligence and an ongoing system of recognition, compilation, validation, analysis, and dissemination.

The North Dakota Workforce Development Council has chartered creation of a North Dakota Statewide Workforce Intelligence Coordination Strategic System Workgroup which will have membership from all of the State Agencies represented on the Workforce Development Council as a first step in development of a responsive Workforce Intelligence Strategic Coordination System for the State.

The North Dakota Workforce Development Council uses workforce information in its planning and decision-making. Researchers from the Labor Market Information (LMI) Center at Job Service North Dakota and Economic Development & Finance at the North Dakota Department of Commerce participated in the development of this Plan. The Workforce Development Council agenda regularly includes presentations on economic data, labor market information, census data, demographics and workforce projections. The Labor Market Information Center is implementing a process for gathering increased demand side (employer needs) and supply side (job seekers and skills) side workforce information that will be used to provide direct customer services, as well as for state and regional decision making.

The State's Talent Initiative serves as the guidepost for development of workforce intelligence and its application. The LMI Center and workforce specialists across the state will be engaged in the ongoing collection, analysis and application of workforce information. This up-to-date and customizable intelligence will be used in the business consultative process, career promotion services and job seeker preparation as we grow and enhance the State's workforce.

Printed and online materials are developed based on a solid product development strategy that involves identifying data elements, mining and collecting data,

compiling and analyzing, determining target audiences, identifying methods of intelligence dissemination and developing appropriate materials for target audiences.

LMI analysts and statewide staff are engaged in ongoing promotion and training on use of workforce intelligence products. In addition, target industry liaisons and local workforce services consultants will utilize workforce intelligence in delivering business consultative services, in assessing and preparing job seekers and in career promotion focused on high wage and high demand jobs in North Dakota.

The LMI Center works in close coordination with the North Dakota Career Resource Network (NDCRN) to provide workforce information to job seekers, career guidance professionals, educational institutions, and students. The LMI Center collaborates with NDCRN by providing occupational information, assisting in the development of the Occupational Information System (OIS) and the NDCRN publications, and providing joint training sessions.

Workforce Information core products are used to support the workforce efforts under the state's Talent Initiative.

- A range of published and electronic products support businesses, job seekers, economic developers, and employment and training program officials.
- Labor market consultants provide the state, regional, and local workforce intelligence needed by workforce preparation and economic development professionals, and conduct training on a variety of economic, labor market, and career development topics.
- A service delivery system that utilizes current, customizable information to assist all workforce customers in their workforce activities.
- Specialized studies to assist with business needs, such as compensation guides, which are unique to North Dakota, area profiles, fringe benefit studies, employer needs studies and assistance with regional industry cluster studies. Labor availability studies, which are conducted upon request from communities and done in conjunction with the Workforce Development Council.
- Specialized occupational products include occupational trading cards for elementary career identification, occupational projections publications, occupational wage surveys and occupational 'hot jobs' posters.
- Bureau of Labor Statistics products are developed by the LMI Center and include economic data such as employment and wage data, labor force and

unemployment statistics and local employment dynamics (LED), which is a Census Bureau product.

The Workforce Information service plan is developed in collaboration with the Workforce Development Council and is designed to support the State's strategic direction.

As the premier workforce information site, JOBSND.com links business, economic developers and job seekers to job search, candidate search and labor market information tools. In concurrence with the vision of providing seamless information that allows all partners and customers to access and easily understand the labor market information they need, simply and quickly, the LMI Center has made all publications and 'warehoused' data available online. The Data Warehouse tool makes available a full range of workforce information products at various geographic and industrial levels. This site will be enhanced prior to July 1, 2007 when the North Dakota's Workforce Intelligence Network, goes live. The enhanced site will provide an efficient, intuitive, user friendly method of displaying the wide variety of workforce information currently available.

C. Adults and Dislocated Workers

1. Core 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 seeker and employers can access enhanced on-line services at 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. In addition, the website easily links users to 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 is a unique partnership 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. Skill 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 counseling/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.

The following diagram illustrates the newly adopted customer flow.



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. These services may include:

- 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.
- Eligible training provider program performance and cost information.
- Assistance establishing eligibility for financial aid assistance for training and education.
- Follow-up services.

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 skill 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).

2. Intensive Services

One-Stop Career Centers and partner programs provide intensive services to adults and dislocated workers who are unemployed, unable to obtain employment through core services, and need more intensive services to obtain employment or are employed but need more intensive services to obtain or retain employment that allows for self-sufficiency. Intensive services include:

- Assessment of skill levels and service needs.
- Development of an employment plan, including employment goals, achievement objectives, and services needed to achieve the goals.
- Group or individual counseling.
- Career planning.
- Case management for individuals seeking training services.
- Short-term pre-vocational services.

3. Training Services

a. Governor's Vision for Increasing Training Access

The Governor's vision for increasing training access and opportunities for individuals is identified as one of the areas of continued improvement under the North Dakota Talent Initiative (i.e. Focus on workforce improvement, preparation, and lifelong learning by improving the quality and quantity of training and education available to North Dakota's residents, ensuring the offerings respond to employer and skill demand, and making these development opportunities affordable and accessible.)

As stated previously in Section I. State Vision, Governor Hoeven believes that education is the bedrock on which North Dakota will build for the

future. An opportunity to access life-long learning opportunities, in basic and job specific skill training for all citizens, is a goal for the system. Education and training opportunities need to be available, accessible, affordable and flexible in order to address the needs of the North Dakota workforce.

Major Outcome Goals of the Talent Initiative include: Increase the quantity and quality of North Dakota's workforce • Integrate soft skills, cultural diversity, and work readiness into all education and training offerings. Transition from a workforce to a talent force through a workforce improvement focus • Adopt a life-long learning model with opportunity for individuals to continually train up.

Co-enrollments with Federal and state funded workforce training programs will be utilized to ensure that individuals have access to the full array of programs and services in addressing their basic and skill training requirements. The increase to training access will be continued through supporting adequate funding for both Federal and state workforce training programs and through expanding workforce training to ensure that it is accessible, available, affordable and flexible for those North Dakotans in need.

b. Individual Training Accounts

Individual Training Accounts (ITAs) will be used by the State to provide classroom training only. Priority for awarding ITAs will be given as follows:

- Training for employment in the top ten occupations in any of the identified target industries.
- Training for an occupation that will lead to employment in a primary sector business.
- Training for an occupation that will lead to employment in a high demand occupation with an average annual wage of at least \$12 per hour.

Target Industries will include Advanced Manufacturing, Information Technology & Technology Based Industries; Value-Added Agriculture; Tourism; and Energy.

Primary sector employment has been defined by North Dakota law NDCC 10-30.5-01 (4). The North Dakota Department of Commerce uses the following criteria to determine primary sector designation: A company is classified as primary sector if it meets one of the two descriptions below:

1. Company adds value to the product, process or service; and the total percentage of sales outside North Dakota (including products or services sold to other companies that ultimately sell them outside the state) is greater than 75%.
2. Company adds value to the product, process or service; and gross sales outside North Dakota is greater than or equal to \$500,000.

High demand occupations are those occupations that have an increase in job openings resulting from employment growth or the need to replace workers.

The State will not limit ITAs. The ITA award amount for an individual customer will be based on the assessment and employment plan prepared for that customer. The assessment includes a financial determination of the customer's current resources and expenses, including financial aid from schools and family support. Recipients will be required to apply for Pell Grant and other alternative funding sources where appropriate. ITA awards will be based on the approved training program costs and resources available to the individual. Awards may be adjusted for multi-year programs when eligible providers increase costs from year to year, if the individual does not have other resources available to cover these increased costs.

Additionally, ITAs will be awarded only when the following conditions can be met:

- Training will be limited to programs, including apprenticeships, that result in a certificate or degree that can be completed within three years.
- Customers will be required to attend training on a full-time basis, unless an assessment provides a rationale for attending part-time. Reasons for approval of part-time attendance include, but are not limited to disabilities and employment to support training expenses.
- ITAs will be disbursed incrementally and participants will be required to maintain a satisfactory level of progress, as defined by the training provider, in order to receive continued funding.

Religious training programs are now permitted to be included on the Eligible Training Provider list. In addition, JSND may not favor or deny recognition of an eligible training provider or other provider of training solely on the basis of religion. WIA participants can now use Individual Training Accounts (ITAs) for training in religious activities.

Individuals will not be eligible to receive ITAs if they are currently enrolled in a post-secondary training program, unless they have experienced a substantial unexpected change to their original funding Plan.

c. Eligible Training Provider List

As the WIA Title I State Administrator, Job Service North Dakota is designated to maintain the list of eligible training providers. The Eligible Training Provider List is available on the Job Service website at jobsnd.com. The website will include a notation for persons with disabilities to contact their nearest One-Stop Center for additional information or special formats. All One-Stop Centers are handicap accessible and special formats can be provided upon request.

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

- Program completion rates for all individuals participating in the applicable program conducted by the provider.
- Employment rate for all individuals participating in the applicable program conducted by the provider.
- Program costs (tuition, fees, books, and supplies).

North Dakota is requesting a waiver to continue to postpone the implementation of the subsequent eligibility process for Eligible Training Providers as described in the Workforce Investment Act, Section 122 (c)(5). This waiver relieves the burden of subsequent eligibility requirements from many training providers, helping to ensure continued participation by training providers. As a result, no additional performance information is available. An annual application process ensures the list includes current training programs and program costs.

Reciprocal agreements with Minnesota, Montana, and South Dakota, were negotiated, so eligible providers on the list in their state of residence are also eligible in North Dakota. Links to Minnesota, Montana and South Dakota Eligible Training Provider Lists are available on jobsnd.com.

d. On-the-Job (OJT) and Customized Training

ITAs will not be utilized for On-the-Job Training (OJT) and Customized Training. Contracts will be developed for these training activities. Selection of employers for on-the-job training contracting will be determined considering wage scale, fringe benefits normally provided, employee-to-supervisor ratio, and training outline. Selection of customized training providers made based on factors such as trainer-to-trainee ratio, employer's needs, and training outline. Other factors such as the cost of training, training content and availability will be reviewed during selection of OJT and customized training providers. 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.

When an on-the-job (OJT) training contract is being negotiated for an apprenticeable occupation, all efforts are made to convince the employer to couple the OJT with an apprenticeship program. This is advantageous as it garners a commitment from the employer to continue training through the length of the apprenticeship and from the trainee to continue education and training beyond the initial OJT contract. The end result of coupling the OJT and apprenticeship program is a fully trained journeyman with skills recognized throughout the country is available to the employer.

When an employer agrees to couple OJT with apprenticeship, this will be indicated in the Special Provisions portion of the OJT contract. Apprenticeship agreements will adhere to the Apprenticeship Standards as outlined in the Apprenticeship Manual.

Several avenues are available to employers who agree to an apprenticeship program:

- Many employers already have apprenticeship programs in-house with an approved training course established, and those programs can be utilized.
- The Bureau of Apprenticeship and Training (BAT) have a number of outlines available for employer use, and such an outline can be used to develop the agreement and the program.
- An employer can follow his or her own training program if approved by BAT.

When an OJT involving an apprenticeable occupation is written, the State Director, U.S. Department of Labor, Bureau of Apprenticeship and

Training is notified in writing. Assistance in preparing the adjunct apprenticeship agreement may be requested of the BAT State Director at any time during the OJT process.

ITAs may be used to fund training courses included in the apprenticeship program when the apprentice is eligible for an ITA and trainers on the Eligible Training Provider List provide the courses. Customized training may also be used to fund training courses, as appropriate.

4. Service to Specific Populations

a. State's Strategies to Ensure That the Full Range of Employment and Training Programs and Services Delivered are Accessible to and Will Meet the Needs of Special 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 and 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 and 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.

b. Reemployment Services

The objective of the reemployment services is to assist unemployment insurance claimants to return to work as soon as possible. Services are directed at those claimants who are not returning to a previous employer and who have been assigned a weekly work search.

Job Service North Dakota has received a grant from the Department of Labor. The purpose of the grant is two-fold. The 1st objective is to automate the reemployment and eligibility assessment (REA) activities for qualifying claimants. The 2nd objective is to provide direct reemployment services to profiled and selected claimants.

Profiling complements reemployment services, which are integrated into the One-Stop concept. The program is Worker Profiling and Reemployment Services (WPRS) under P.L. 103-152. Job Service North Dakota through the Unemployment Insurance Claims Center and One-Stop Career Centers is complying with WPRS, which establishes a profiling system. Profiling has become a key component of the overall effort to help claimants, most likely to exhaust regular unemployment compensation and will need job search assistance services to make a successful transition to new employment.

All claimants are profiled, and the claimants whose profiling score places them in the top 50% who are most likely to exhaust their benefits before they are re-employed are selected for reemployment services. The automated services are required of this group of claimants, and they are reemployment information, job search assistance, interview skills workshop, cover letter and resumes, and coping with job loss.

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 Reemployment Service Indicator. The next day's pool of profiled claimants is available for selection for reemployment services. The claimants who are selected for services are as follows: All veterans filing claims for benefits will receive direct assistance from the Veterans Representative in the local office, and claimants from four pilot offices whose social security number ends in a 3, 5, or 9, will receive direct assistance from a case manager by telephone. As selected, an appointment is scheduled for an initial assessment via the case management automated system. A profiling notice identifying the appointment is then generated to the selected profiled claimant. The initial assessment may identify barriers, identify current employment openings, answer unemployment

insurance questions, explain the benefits of employment, and the process to be followed at future reemployment reviews.

Creating an employment plan is established in the agency's case management system. The activities are determined after the assessment is done and the employment plan is developed with specific strategies jointly identified.

Unemployment orientation and reemployment activities are monitored through the agencies Unemployment Insurance (UI ICE) automated system. Failure to complete the activities timely will result in issues being created that will stop unemployment insurance payment from being issue to the claimant.

The employment plan is an effort of the claimant and Job Service case managers to identify the services required to obtain employment as quickly as possible. These activities may include job search assistance, job placement services, guidance, testing, occupational and labor market information, referral to employers, and other similar services. The identified claimants are required to be in contact with their case manager every ten days throughout the life of claim or until work is secured.

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

c. Unemployment Insurance Work Test

The Unemployment Insurance Claims Center staff process all telephone unemployment insurance claims for the state. Applicants who are not identified as job attached are required to make work search contacts satisfying the unemployment insurance work test requirement. All Job Service staff, including those who work with the Unemployment Insurance program, has access to the Job Service North Dakota automated system, which records and electronically stores registration, job referrals, referral results, and information about other services provided to unemployment insurance claimants.

Individuals are given ten days to register for work and have at least one on-line resume available to employers for review with Job Service and if not done, a registration issue is created to stop the claim until the registration is completed. An eligibility issue is written immediately when the claimant refuses work or referral to a job. One Stop Center staff are available to assist applicants as needed.

The eligibility review is conducted by assessing the feasibility of claimants finding work using knowledge of local labor market conditions and making appropriate referrals. During the eligibility review, client records are examined to see if there are any job refusals, refusal of referral, or refusal to perform other assigned re-employment activities.

d. Strategy for Integrating and Aligning Services to Dislocated Workers

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

Seamless transition is secured when rapid response and the One-Stop delivery system are operated by Job Service North Dakota. Early intervention strategies for intensive or training services are based on the initial assessment of the dislocated worker coupled with the needs survey. Those individuals filing for benefits are required to have an employment plan developed with service strategies identified. These initial intervention strategies reveal the collaborative path to an array of reemployment services, appointments, and case management services to enable rapid transition into the workforce.

If the Dislocated Worker Office receives a Trade Adjustment Assistance (TAA) petition, rapid response services will also be provided. The response will be initiated through the Dislocated Worker Office unless the service has already been provided; reemployment services will be provided through the One-Stop Centers. TAA participants are co-enrolled in WIA to ensure access to all appropriate services.

Partner program services will be accessed as needed to assist the dislocated worker achieve the goals in their employment plan.

e. State's Workforce Investment System Partnerships

Through the leadership provided from the Governor's Office and the North Dakota Workforce Development Council, the workforce system partners are working collaboratively with business and industry, the education and training community, and economic development to address workforce challenges and skill shortages through expansion of the "pipeline" through which workers flow, and removal of barriers to special population groups.

A Governor's Workforce Summit 2006, held in August of that year, focused on the challenges faced by business and industry in addressing workforce and skill shortage and sharing of best practices being

implemented by North Dakota businesses and communities to overcome these challenges.

Partnerships have emerged between the private sector, public sector, economic development and education and training to expand delivery of skill training to remote areas of the state. Examples include delivery of Licensed Practical Nurse and Registered Nurse training to small rural communities across the state; and delivery of training for plumbers and truck drivers in rural communities across the state. These initiatives are all designed to expand access to training for individuals in special population groups while helping to address worker and skill shortages in high-demand occupations.

f. 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 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, head sets, 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, 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/>) in order to be compliant.

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.

One-Stop Career Center staff will coordinate with the Preferred Worker Program administered through Workforce Safety & Insurance.

g. 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 staffs establish, facilitate, and/or maintain 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 facilitate 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.

h. 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.

i. 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 1 funds when used in conjunction with WIA 167 grant funding, will provide additional opportunities to improve the MSFW life style by improving their lively hood through better paying jobs that provide opportunities for promotions, etc

j. State’s strategies to enhance integrated service delivery for American Indians.

Both the United States and the North Dakota workforce of the 21st 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 21st 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 11th 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 5th 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.
- Training on SHARE Network to increase utilization
- Coordination with North Dakota Career Resource Network to provide training to utilize career counseling tools
- Build partnerships to develop solutions to workforce challenges individuals face while residing on the reservations (e.g. transportation, housing, and childcare.)

5. Priority of Service

Veterans will receive priority of service. In the event that funds available under the WIA Title 1-B Adult Grant, are limited, first priority shall be given to recipients of public assistance, other low-income individuals, and second priority of service shall be given to veterans and/or spouses of certain veterans for intensive services and training services.

Job Service North Dakota will continue to be the primary source of employment and training services provided to North Dakota's veterans. All services to veterans and eligible persons will be provided in accordance with veterans' priority of service pursuant to 20 CFR 1001, and U.S.C. Title 38, chapters 41 and 42, as amended by Public Law 107-288.

Priority of service to veterans in all U.S. Department of Labor funded employment and training programs and activities will be provided as outlined in P.L. 107-288:

- a. Special disabled veterans
- b. Other disabled veterans
- c. Other eligible veterans

Priority of service will be provided in all employment and training programs and activities funded by the U.S. Department of Labor. The quarterly Manager's Report on Services to Veterans will outline how priority is being observed in each Customer Service Office based on the order of priority listed above. 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' Program Administrator on a quarterly basis using the ETA 9002, VETS 200, and Manager's Report on Services to Veterans submitted by One-Stop Career Centers, and Oracle Discoverer reports. Customer Service Veteran Specialists/Consultants will monitor compliance in the One-Stop Career Centers they serve. As an integral member of the One-Stop Career Centers staff they will have first hand knowledge on the priority of service being provided.

The State Veterans' Program Administrator will assist the Director of Veterans Employment and Training Service with on-site monitoring and technical assistance visits to Customer Service Offices. The State Veteran Program Administrator and the Director of Veterans Employment and Training Service communicate on a regular basis.

D. Rapid Response

The Dislocated Worker Office of Job Service North Dakota (JSND) has been designated by the governor as the entity responsible for providing Rapid Response services through the One-Stop Center managers' direct supervision and provision of these services. At the state level, Workforce Investment Act (WIA) funding is designated for Rapid Response services.

The local Chief Elected Official is the governor who is informed of any dislocation notifications and planned Rapid Response activities. The governor maintains an ongoing option to become involved with larger dislocations per his/her or JSND's request. For WARN notices, the governor and the Department of Commerce are notified immediately. The same communication is sent to specific state level service providers to inform them of the potential to assist in the Rapid Response.

In the case of a WARN notice, the community's chief elected official receives an original notice from the company. The JSND office manager/designee contacts that community leader as a part of planning the response effort. In a non-WARN dislocation, the JSND office manager/designee may contact that person for assistance when Rapid Response is determined to be appropriate.

Following either a permanent closure, mass layoff or a natural/other disaster resulting in a mass job dislocation, JSND office managers have the responsibility for initiating Rapid Response in their administrative areas, as warranted. When a WARN notice is received by the Dislocated Worker Office, immediate contact is made with the JSND office manager/designee to initiate contact for Rapid Response with the employer plus employee representatives, if organized labor is affected. The Dislocated Worker Office will notify and utilize partners (Department of Public Instruction, Department of Career and Technical Education, Department of Commerce which includes Economic Development and Finance and Division of Community Services, Department of Human Services, North Dakota University Systems, Veterans Employment and Training Service, State Leader Center, North Dakota Building and Trades Council, North Dakota Chamber of Commerce, North Dakota AFL-CIO, etc.) as appropriate when any dislocation notification is received. The JSND office manager or designee coordinates the response effort and determines the level of involvement of the chief elected official, economic development officials, and others.

Flexibility of the Rapid Response plan is essential and may include the following:

- Facilitating the possibility of averting the dislocation. Adequate lead-time prior to the dislocation is important. The manager may determine whether to call in state or regional economic development specialists. Aversion tactics are continuous due to the partnership with the Department of Commerce's

Economic Development and Finance unit and community economic development entities.

- Exploring the potential for establishment of a Transition Assistance Committee to coordinate and provide services to employees who are losing their jobs. A committee would consist of an equal number of members representing both labor and management under the leadership of a neutral chairperson.
- Exploring the potential for an additional Community Advisory Committee, which involves community leaders, company management, and employees or their union representative. They would address community and dislocation concerns as well as identify additional community-based services, which may be helpful to affected workers in remaining in the local area or state.
- Determining actual dislocated worker services to be provided. The determination as to what assistance is needed is made by the JSND office manager/designee, business officials, human resources staff, and others at the dislocation site. Additional types of assistance may be identified by discussion at the Rapid Response information meeting. The use of a dislocated worker questionnaire helps to define the level of assistance needed by affected workers at that site. It enables planning for specific workshops, on-site services, and assessment of funds available for providing assistance.
- Sharing information (in the case of layoffs resulting from foreign competition) on petition filing, timing, and availability of Trade Adjustment Assistance, Trade Readjustment Assistance, and the Health Coverage Tax Credit.
- Meeting with impacted employees to inform them of programs and services available and answer questions. Dislocated worker information packets are provided as resource materials and tools. The agenda lists topics such as unemployment insurance, dislocated worker services, on-line services, dealing with job loss, resource room availability and others.
- Encouraging employers and employees to begin using services immediately rather than waiting until the layoff date. The decisions to meet prior to the layoff date and hold on site meetings at the company (on company time), are determined jointly between the employer and JSND manager/designee. Sometimes the information meetings are held at the appropriate JSND office prior to the dislocation, and if necessary, held after the layoff with invitations sent to the impacted employees.
- Providing services by informing the employees of dates and times, locations, and activity descriptions. If the need exists, special workshops may be arranged to cover identified topics in more detail. Some topics deal with finance, others with the aspect of job loss. Topics covered are determined by need. The services may also be arranged on an individual basis.

- Coordinating and/or directing funding to support a comprehensive study exploring the feasibility of having a company or group, including the workers, purchase the plant and continue its operation.

For any TAA petitions received by the Dislocated Worker Office, Rapid Response will be initiated.

Seamless transition is assured when Rapid Response and the One-Stop delivery system are operated by JSND. In tandem with the North Dakota's Talent Initiative's efforts to retain workers in North Dakota and return them to work quickly, JSND staff members create critical early intervention strategies for intensive or training services as appropriate. Individuals receiving Workforce Investment Act (WIA) Dislocated Worker assistance develop an employment plan with their JSND case managers listing specific strategies and collaborations with partner programs. Rapid Response opens the door to early planning, leveraging of resources, and returning to suitable North Dakota employment as soon as possible, thereby lessening the impact to those workers and the state economy.

Rapid Response is recognized as one of many services available to the business customer. JSND business service consultants are equipped with materials which may help the business avoid layoffs and/or provide guidance during the layoff process. These business services consultants provide a link between the employer and the local JSND Rapid Response team.

Ongoing proactive efforts exist within the various areas of the state through cooperation between JSND representatives and economic development. When a layoff event is pending, the opportunity to help transition those impacted workers to expanding and new North Dakota businesses are effectively coordinated. These activities contribute to North Dakota's Talent Initiative to maintain a skilled workforce in the state. For businesses in other stages of the economic cycle, assistance from outside resources is offered as well as information on recruitment services, unemployment insurance, workforce training, WorkKeys®, SHARE Network, business tax incentives, Workforce 20/20, and North Dakota New Jobs Training Program.

Other partnerships consist of informal procedures in which the Unemployment Insurance Claims Center forwards any leads regarding a potential dislocation to the designated contact in a JSND office. Monthly economic briefings within Job Service North Dakota involve Labor Market Information, Department of Commerce, FINDET, and Dislocated Worker Office. Formal and informal presentations and networking during human resource and other professional association meetings create another avenue for connecting with human resource professionals.

JSND maintains and operates a statewide Management Information System (MIS) that integrates Rapid Response with the rest of its operations. All programs that

JSND administers, such as Trade Act programs, National Emergency Grants, One Stop activities, Re-employment, are linked by this common system. JSND's MIS is undergoing some upgrades that will facilitate a common foundation for service delivery. Unemployment insurance data also interfaces with the MIS and facilitates the seamless delivery.

E. Youth

Job Service North Dakota, the One-Stop Career Center Operator, will develop youth activities in accordance with recommendations of the North Dakota Youth Development Council. The program will focus on serving at risk youth including youth in, and aging out of, foster care, homeless youth, runaway youth, dropouts, offenders, pregnant or parenting youth, youth with disabilities, and youth deficient in basic skills. A comprehensive assessment, including skill assessment, will be conducted to assess the needs of all youth to determine what activities are most appropriate to assist the youth in employment and academic success. Job Service will ensure that individual youth have access to all of the ten required program elements as needed, whether provided by the operator, by a partner program or by a contracted service provider.

As indicated in the beginning of this section, the types of relationships established with partners vary depending on the youth's needs being addressed. Job Service North Dakota will continue relationships where partner service integration is strong, including secondary schools and colleges, tribal youth programs, Job Corps, YouthWorks, Vocational Rehabilitation and WIA Title 1. In these partnerships, services are coordinated, dual enrollments occur to access the appropriate funding source to ensure youth receive the best services to meet their needs in a cost effective manner.

The North Dakota Youth Development Council's supported Shared Youth Vision includes the following goals:

- Develop a program to assist public schools in providing career education to students in kindergarten through grade twelve. The program would provide for a career counselor who develops a program to increase career education and internship partnerships with businesses in the school community.
- Develop and implement a career promotion program for students in grades nine through twelve, with a focus on career opportunities available in North Dakota, in the state's target industries and high-wage and high-demand occupations.
- Encourage schools on reservations to become involved with the Emerging Technology Consortiums. This would provide a focus on the following technical education modules:

- a. Automated Manufacturing
- b. Science Technologies
- c. Engineering
- d. Information/Communication Technology

Since North Dakota is a single local area state, the North Dakota Youth Development Council serves the state. While the council provides strategies, service coordination, and youth service goals for the state; it cannot address the specific needs of all regions and communities. The North Dakota Youth Development Council has chartered local youth advisory committees in different regions of the state to address their specific needs and provide recommendations on state strategies, service coordination, and goals. There is currently one active local youth council in the Northeast Region of the state. The development of local youth advisory committees will bring more service providers to the One-Stop delivery system and strengthen the current partnerships.

Youth Products and Services

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

The Governor 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 education beyond high school. The Governor has taken a leadership role in advancing planning for establishing Jobs for America's Graduates program (JAG). JAG is proposed to be piloted in two or three communities beginning in the fall of 2007. This demonstration will be private sector-led under the auspices of a statewide steering committee led by the Governor's Office and will involve all workforce system partners. This initiative targets the most at risk youth in the state.

Information and referral processes will be implemented to introduce youth to the wide array of applicable services available through the One-Stop delivery system. Applicants who do not meet eligibility criteria, or otherwise cannot be served by WIA funds, are vital to assisting North Dakota in filling the talent pipeline. Individuals, 18 years of age and older, will receive integrated services, supporting the North Dakota Talent Initiative, at the One-Stop Career Center. The customer flow, illustrated earlier in this plan, includes skills assessment, career counseling and promotion, skill improvement and job getting activities. Skill assessment tools utilized are KeyTrain and Workkeys. Youth under the age of 18 will receive those services provided under Wagner-Peyser only.

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

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

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

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

Occupational skills training is provided to youth whose employment plan include post secondary school through short term skill training or a degree program through a community college. Since occupational skill training has been available and utilized by North Dakota youth, the transition to Youth ITAs, as supported by the Department of Labor, will be seamless.

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

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

The One-Stop Career Center will provide supportive services to youth as needed to assist them in completing their individualized plans.

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

F. Business Services

The North Dakota Economic Development Foundation Strategic Plan has identified Target Industries for the State of North Dakota. These Target Industries include:

- Information Technology
- Advanced Manufacturing
- Energy
- Tourism
- Value Added Agriculture

In addition, the North Dakota Workforce Development Council has identified the following Target Industries due to their impact on quality of life in North Dakota:

- Healthcare
- Truck Driving

The workforce system will focus on these target industries by working with business led advisory groups to specifically identify the challenges and workforce issues they are facing and to prioritize the top ten occupations identified by these advisory groups as critical for their industry.

A subcommittee of the North Dakota Workforce Development Council has been chartered to strengthen the partnership between partner agencies and stakeholder organizations of the workforce development, workforce training and talent attraction delivery system in North Dakota. The workgroup chartered is the Business Resource Alliance which has membership from partner and stakeholder organizations, including the North Dakota Department of Commerce, North Dakota Workforce Development Council, North Dakota Manufacturing Extension Partnership, Workforce Training Quadrants, Job Service North Dakota, Tribal WIA Director's, Vocational Rehabilitation, Workforce Safety and Insurance (workers' compensation), College Career Placement Offices, Local Chambers of Commerce, Local Economic Development and State Economic Development. The types of relationships established between partners in the One-Stop delivery system vary depending on the customer service needs being addressed.

The Business Resource Alliance members are leading the development of a seamless network of services that businesses may access through any cooperating agency. Tagged a "no wrong door" entry system, the approach will change the way these members assess and serve businesses. Each agency will continue to offer its own services and, if the business needs other resources, the member will be equipped to identify the best agency to help and will connect the business with that agency.

The North Dakota Business Resource Alliance members focus a significant amount of personnel, time, and programs on assisting employers in four basic areas:

1. Providing employers with workforce and customizable economic information that allows them to make better business decisions.
2. Disseminating information regarding existing position openings and assisting in the recruitment and hiring of qualified employees.

3. Increasing the productivity, efficiency, and retention of employees through needs assessment and connection to various training programs.
4. Assisting employers in applying for, qualifying and accessing state and federally funded incentive and tax-deferring programs.

These services and programs are offered to qualified businesses by state and federal mandate. The North Dakota Business Resource Alliance exists and operates for the purpose of increasing the economic success of both the employers and the employees of the state of North Dakota.

By learning more about what services and programs are offered by the members of the Business Resource Alliance, a company can benefit by improving its workforce and participating in programs designed specifically for the needs of employers.

The Business Resource Alliance supports North Dakota's Talent Initiative as a comprehensive partnership in the Workforce Development System. The aim of this initiative is "Workforce Development for Economic Development". Its stated mission includes three elements:

- Expand Talent in North Dakota.
- Attract Talent for North Dakota.
- Retain Talent in North Dakota.

The Business Resource Alliance members will follow the concepts listed below:

- Business Resource Alliance members will make personal contacts with employers to assess Workforce Development needs, and deliver appropriate services. Each alliance member will be responsible for determining their approach and selection of targeted industries and occupations.
- An oversight committee consisting of a representative from each of the stakeholders will create a method of information sharing intended to:
 - a. Ensure these contacts are not unnecessarily duplicative.
 - b. Educate alliance members on workforce intelligence gathered including identified business needs.
- Business Resource Alliance members will be responsible to identify the needs of customers in reference to services provided by all Business Resource Alliance members. Appropriate referrals and contacts will be made with the partners to create a joint service plan when needed.

- The Business Resource Alliance Members will utilize the Workforce Intelligence derived by the Workforce System. Each member is committed to collecting Workforce Intelligence from each business contacted. This data will be shared with the balance of the Business Resource Alliance members as identified.
- Business Resource Alliance Members will develop, plan, and conduct cross training between alliance members concerning the programs and services that all have responsibility to deliver in the state. All entities have the responsibility of identifying individuals that are required to participate in the cross training.
- All Business Resource Alliance Members will be advocates of the services and programs offered within all entities within the alliance. This type of a commitment is necessary for the preservation and further development of the alliance between all partners within the Workforce Development System.

Through agreement with Job Service North Dakota, Vocational Rehabilitation can provide eligible customers with a conditional certification for the Work Opportunity Tax Credit. Conditional certifications inform businesses that an individual qualifies for the credit and simplifies the certification process required for the business to claim the credit.

The Governor, Department of Commerce, University Systems, and Job Service North Dakota launched Operation Intern. Operation Intern is an initiative to educate businesses on the benefits of internships and provide them with a toolkit to implement internships.

Businesses can access services and information at jobsnd.com. At any time of any day a business can:

- Post job openings
- Search for qualified candidates
- Find the latest local labor market information
- Learn about workforce training opportunities
- Access unemployment insurance information and forms
- File and pay its unemployment insurance taxes
- Get answers to workforce questions

In addition, businesses may receive personal assistance. Workforce consultants assess business needs and recommend services to address those needs. Business services available through the One-Stop delivery system are:

- Recruitment services – A wide array of services help businesses recruit qualified employees. Jobsnd.com, the Job Service North Dakota website, is the largest on-line job listing service in the state. Other services include review of applications, job fairs, skill assessment, and meeting space.
- Unemployment Insurance – Employment professionals provide assistance to businesses in meeting the requirements of the Unemployment Insurance program. Customer service consultants in the claims center assist workers in obtaining Unemployment Insurance benefits should they be laid off from work.
- Workforce Training – Assist in preparing individuals for work in North Dakota by helping make career decisions, providing training funds for occupations in demand in North Dakota, help individuals stay employed, and assisting individual with skill development to advance in their careers.
- WorkKeys® - A three-part system developed by ACT® to help employers select and maintain a quality workforce. Assessment of applicants and employees identifies skill gaps by comparing the individual's results to profiled skill levels. KeyTrain™, a tool used to help an applicant or employee attain the skill levels required to succeed at the job, is used to provide training.
- SHARE Network – An on-line directory a business can use to help employees find the services they need to lift barriers to sustainable employment.
- Business Tax Incentives – Assistance in recruiting and certifying employees who are eligible for the Work Opportunity Tax Credit (WOTC) and Welfare-to-Work Tax Credit programs. The tax incentive can reduce Federal tax liability by up to \$2,400 or up to \$8,500, respectively, per new hire.
- Workforce 20/20 – A program to assist North Dakota Businesses and industries in retraining and upgrading workers' skills to meet the demands of new technologies and work methods.
- North Dakota New Jobs Training Program – Provides incentives to primary sector businesses that are creating new employment opportunities by starting operations, expanding or relocating to the state. The program provides funding to help offset the cost of training new employees through the capture of a portion of the state income tax withholding generated from the new jobs that are created.
- Proactive Services for Workforce Reduction – Rapid response services help businesses with preventing and managing workforce reduction and helps their employee's access services immediately to lessen the impact of transitioning to a new job. Trade Adjustment Assistance (TAA) may be available to provide individualized assistance to workers who are laid off due to direct or indirect foreign competition or because production shifts outside this country.

- Adult Education – Assist adults to become literate and obtain the knowledge and skills necessary for employment and self-sufficiency.
- Career and Technical Education – Provides technical skills and knowledge for students to succeed in careers, but also cross-functional workplace skills such as teamwork, problem solving, and the ability to find and use information, and provides the context in which traditional educational goals and academic skills can be enhanced.
- Rehabilitation Consulting and Services – Assists businesses in finding solutions and proactive approaches to disability-related issues. Services are designed to maximize the productivity of current employees and to enhance the potential of new hires, to help retain an existing work force, and to provide research and the latest information on disability-related issues. Services are focused in five key areas: Staffing, Financial Incentives, Accessibility/Accommodation Options, Education and Awareness Training, and Rural Services, which is focused on North Dakota’s farm and ranch operators.
- Job Corps – Assists student employees with academic, vocational, and social skills training to prepare them to not only find and keep a job, but to advance in today's workplace.

G. Innovative Service Delivery Strategies

The North Dakota Workforce Development Council, as a result of the Strategic Planning Retreat during August of 2006, adopted a North Dakota Talent Initiative to provide the framework to address workforce development, workforce training and talent attraction strategies in North Dakota.

The Governor’s Office, with funding from the Workforce Investment Act and private sector matching funds, will be implementing up to four demonstration sites under the “Jobs for America’s Graduates” (JAG) program. This initiative will be led by the North Dakota State Chamber of Commerce and will require coordination and involvement of all partners of the workforce system. The Project will target youth at risk of dropping out of school and youth who have dropped out of school. The goal is to provide connections with employers and employment opportunities.

The Governor’s Office has taken a lead in establishing a North Dakota Internship Program to create opportunity for private sector internships for North Dakota youth. WIA Title I funds have been targeted to support internship opportunities for at risk youth as a way to help them connect with the job market.

Partners of the One-Stop delivery system, the North Dakota energy industry and the Bismarck Public School District jointly sponsor the Energy Education and

Career Awareness Program to inform and educate individuals about the energy industry in North Dakota and to create awareness about career opportunities in North Dakota's energy industry.

The Parental Employment Pilot Project is a cooperative effort involving the Department of Human Services' TANF and Child Support Enforcement programs, the Dickinson Regional Child Support Enforcement Unit (RCSEU), the District Court and Job Service North Dakota.

The focus of the pilot project is to work with non-custodial parents who are or may become delinquent in the payment of court-ordered child support. The pilot program will use a case management system with training components designed to move individuals into full-time employment as quickly as possible, to remove impediments to gainful employment, and to assist the individuals to enhance their job skills and enable them to obtain higher paying employment.

A referral system will enable the RCSEU, the District Court and the Department of Corrections and Rehabilitation, when releasing a prisoner or working with a parolee, to easily send applicants to Job Service. Information will be passed among these agencies to assure all parties, including the non-custodial parent, are fully aware of the activities that will be taking place. There are penalties should the non-custodial parent not comply with the case management plan.

The case management system will follow a work-first policy and job ready non-custodial parents will be immediately placed in monitored job search activities. Those not job ready will be referred for appropriate remedial services.

- Non-custodial parents with barriers to employment will be scheduled for job-search components such as training in interviewing skills, or resume development or enhancement.
- Non-custodial parents with skills but lacking necessary work experience will be considered for components such as paid Work Experience or On-the-Job Training.
- Short-term non-occupational training such as keyboarding, software skills, or reading literacy will be provided to clients who would become more employable with this assistance.
- Support Services will be used to assure clients who are work ready have the ability to enter the job immediately.
- Non-custodial parents hired by an out-of- area firm could apply for assistance to move to the place of employment.

- Non-custodial parents with emotional or addiction problems will be referred to the Badlands Human Service Center for necessary evaluations and treatment.

TANF will be the primary funding source for this Fatherhood initiative with other existing funding sources such as WIA and Federal child support funding (Title IV-D of the Social Security Act) blended in where possible.

Indicators of success of the pilot project would include employment of parents resulting in increased collection of court-ordered child support and a reduction in order to show cause hearings in District Court. We anticipate improved earnings among non-custodial parents who have enhanced their work skills. Fringe benefits are expected to increase as non-custodial parents obtain better employment. This in turn will result in children now covered by Medicaid at state and Federal expense to be covered by private insurance.

The State plans to use WIA Incentive Grant funds, along with TANF funds, to carry out a similar program in the Northeast Region of the state.

ImagineND is an innovative program, through a partnership of the North Dakota Department of Career and Technical Education, North Dakota Vocational Rehabilitation, and KAT Productions of Bismarck. ImagineND provides awareness to youth of careers that North Dakota's industries offer right now and addresses future growth and entrepreneurial prospects within the North Dakota economy is included.

The impact on North Dakota's labor force of out-migration, especially our youth, has reached into every corner of the state's economy. ImagineND is a unique blend of private and public insight into youth retention in our state. As early as middle school, students begin their journey to self-discovery and societal contribution. Many North Dakota students are unaware of the myriad industries and opportunities available to them and, as a result, formulate the perspective that they've no alternative but to leave our state in order to fulfill their education and career goals. It is the objective of ImagineND to influence development of students' perspectives that their career goals can be realized right here in North Dakota.

It is no secret that employers around the United States are aware of the strong, solid work ethic of our labor force. Our challenge is to create an environment that competes with, and even surpasses the recruitment they experience from outside entities. The target audience is eighth grade students participating in the "North Dakota Studies" segment of their social studies core. ImagineND includes a number a number of resources for educators which have been integrated into the eighth grade North Dakota studies curriculum and has been distributed free of charge to every eighth grade classroom in the state. The ImagineND product includes a top quality, professionally produced CD, and matched with a

comprehensive lesson plans. It has an excellent website, highlighting opportunities, corporate profiles, and career development resources. Traffic to the site by students in the classroom will further connect kids with the career possibilities right here in North Dakota.

H. Faith-based and Community Organizations

The North Dakota Department of Commerce, Division of Workforce Development will receive designation as the “North Dakota Faith and Community Based Office.” This designation will provide linkages with ND State Commission on National and Community Service and the North Dakota Workforce Development Council.

The ND Department of Commerce, Division of Workforce Development provides administrative staff support to the North Dakota State Commission on National and Community Service, the North Dakota Workforce Development Council and the North Dakota Faith and Community Based Office. This will integrate both the workforce development and civic engagement and volunteerism initiatives in North Dakota.

The goal of the ND Faith and Community Based Office will be to work collaboratively with all federally funded State Agencies to ensure implementation of the Equal Treatment Regulations which forms the basis for creating strong partnerships between government and faith-based and community organizations to support talent development so that high-need job-seekers can become successful, increase the performance of the workforce investment system, and expand the ability of the workforce investment system to effectively serve struggling communities.

The Contact person for the North Dakota Faith and Community Based Office is:

Mr. Jerry Houn, Program Officer
ND Department of Commerce
1600 East Century Avenue
P.O. Box 2057
Bismarck, ND 58502-2057
Phone: 701-328-7262
Email: jhoun@nd.gov

Federal Regulatory Guidance and Resources

1. [Executive Orders: Faith-Based and Community Initiative](#)
2. [White House Guidance for Faith-Based and Community Organizations on Partnering with the Federal Government](#)
3. [Regulatory and Policy Changes at other Federal Departments](#)

Activities to (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State include:

- Going live in late January 2003, the SHARE Network (*Sharing How Awareness of Resources Empowers*) is an Internet-based, electronic referral system connecting our One-Stop Centers with providers of services that help customers/clients obtain, retain, or advance in employment. The www.jobsnd.com website of Job Service North Dakota easily links users to www.sharenetworknd.com and the services of over 630 members. The SHARE Network memberships include workforce development partners, faith-based organizations, community organizations, businesses, and government agencies. Service options number more than 110 ranging from adult employment and training services to youth services. The user may search statewide, by county, or by service provider. Once the final selection is made, the user may make an on-line referral and, if needed, print a map with directions to the service provider's site.
- One-Stop partners and Job Service North Dakota employees continue the role as ambassadors for the expansion, promotion, and usage of the SHARE Network. In addition to one-on-one personal visits, promotion continues through councils, coalitions, committees, and other exchanges of information. This process educates the faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system.
- Interested service providers may apply on-line for SHARE Network membership at any time. There is no charge for this service. Each member has password access to its information and may submit change requests at any time. If a member has not accessed their information in a six-month period an e-mail notice provides a link and asks them to review the information for accuracy. This process generates more accurate service provider information for the users.
- Periodic notifications are e-mailed to SHARE Network members who have indicated they want to receive information on new programs and services, national and state grant opportunities, and sponsored workshops.
- Job Service North Dakota participates in conferences and special events through presentations or exhibit booths that promote the One-Stop delivery system of business and job seeker services, plus the SHARE Network tool.
- Awareness of the One-Stop services fosters a comfort level when a faith-based or community-based organization has a client in need of such assistance. When a provider is unable to furnish a service a client needs,

access is readily available through the SHARE Network to connect with the needed service. Provision of Internet access at the organization level also helps the client link to an array of on-line services.

X. STATE ADMINISTRATION

A. Technology Infrastructure and Management Information Systems

North Dakota's workforce system, ND Workforce Connection, is a web-based system that supports self-service customers by providing access to information and services that will assist employers in finding job applicants and individuals in finding a first job or a better job. This MIS system supports staff ability to provide and track services in a manner transparent to the customer, while capturing the funding source requirements internally. The One Stop Career Center staff use this MIS as the system of record for data validation elements.

ND Workforce Connection assists service providers in managing caseloads, scheduling resources, and providing accountability for funding programs. The system supports both self-service and staff-assisted job seekers as well as employers in a manner that is beneficial to both. Because of the different types of users being supported, the system accommodates multiple entry points, multiple levels of security and the ability to transfer job seekers from self-service to staff-assisted services seamlessly. ND Workforce Connection has the following functionality:

Self-Service and Staff-assisted Components

- Registration/Intake
- Assessment
- Employment Planning
- Labor Market Information
- Job Search Services
- Job Spidering
- Education and Training Provider Information

Staff-assisted Components

- Customer Progress Tracking/Case Management
- Eligibility

- Monitoring/Activity Tracking
- Evaluation
- Outcome
- Supportive Service Planning & Tracking
- Supportive Service Provider Information
- Financial Tracking

B. State Plan for Use of the funds reserved for statewide activities:

As a minimally funded state, use of Statewide Activities reserved funds must be carefully planned to ensure that North Dakota gains the greatest impact from those limited funds. Statewide activities include oversight (e.g. policy development / interpretation, auditing, monitoring, fiscal controls, management information system, follow-up, staffing the state board, state board operations, planning), performance tracking system - Wage Record Interchange System, Rapid Response funding and re-employment efforts, state technical assistance - additional travel, contracted services, etc. Funds are also required for the maintenance of system-wide WIA, Eligible Training Provider List, Statewide One-Stop efforts, and special projects required for implementation. A portion of the Reserved Funds for Statewide Activities is available for special and/or innovative projects, programs, or initiatives. Plans for the use of the funds reserved for statewide activities, include support for the State Workforce Investment Board, management information systems, evaluations, and "One-Stop" system building.

A portion of the set-aside is reserved to the Governor for activities including incumbent worker projects, authorized youth and adult activities, additional system building, etc.

The Governor's Workforce Investment Act Title I funds reserved for Statewide activities require review, input, and recommendation of the Executive Committee of the North Dakota Workforce Development Council with comments provided for the Governor's consideration. The budget will establish funding levels for required and allowable (including Governor's Set-aside funds) statewide activities.

The Governor's funds reserved for statewide activities not included in the budget will require the review, input and recommendation of the Executive Committee of the North Dakota Workforce Development Council, with comments of the Executive Committee provided for the Governor's consideration.

C. Waivers or Workflex Authority

When implementing state strategic objectives, if WIA provisions impede the objective, the state will seek appropriate waivers. Existing waivers and waivers under consideration, will give the greatest possible flexibility to the design and delivery of services that meet the needs of employers and job seekers. Waivers constitute a vital part of the improvement of service delivery to our customers. Existing and waivers under consideration are described below.

Existing

North Dakota is currently working under an approved waiver to postpone the implementation of the subsequent eligibility process for Eligible Training Providers as described in the Workforce Investment Act, Section 122 (c)(5). This waiver relieves the burden of subsequent eligibility requirements from many training providers, helping to ensure continued participation by training providers.

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

Under Consideration

- Replacing the 17(15 core and two customer satisfaction) indicators of performance for employment and training activities authorized under Section 136(b) of the Workforce Investment Act with the new common performance measures articulated by the U.S. Department of Labor in TEGL 17-05. North Dakota is working to move from individual program measures to integrated services and looks to the reporting of only Common Measures as the method to accomplish this integration.

D. Performance Management and Accountability.

North Dakota has established an automated customer tracking and reporting system to monitor activities and employment outcomes for all participants. Individual customers and Job Service North Dakota staff members input data into an Internet-based job matching and case management computer system. Data is combined and matched with data from other computer systems such as the North Dakota employer wage file to measure employment outcomes. Quarterly reports provide managers 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. Regional

directors and managers use the automated tracking and reporting system to make changes and improve customer service.

1. State's Performance Accountability System

North Dakota's current performance accountability system process occurs at the administrative state agency level. However, an interim committee of the State legislature worked over the last year at studying the topics of performance measurement and Strategic Planning and is proposing future agency level, performance oriented, and strategic planning processes (see <http://www.state.nd.us/lr/assembly/59-2005/bill-index/BI1035.html>)

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.

As a single area State, North Dakota does not maintain separate performance goals at the local level. Nevertheless, local input to negotiated levels of performance is solicited and received. Income potential and career opportunities are taken into account 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 rates, retention rates, and earned income lead to greater customer satisfaction. Despite recent economic challenges, North Dakota should be able to meet negotiated standards of performance and improve them through continuous enhancement of procedures.

2. Targeted Applicant Groups

North Dakota has identified several targeted applicant groups. These include youth in, or leaving foster care, out-of-school youth, older workers, minorities, workers with disabilities, public assistance recipients and veterans. These customer groups are indicated in the database system so they can be monitored for improved employment outcomes.

3. Additional Performance Outcomes or Measures

The North Dakota Workforce Development Council and its partners have a strong commitment to business and job seekers in the State. The Council continually obtains input and feedback on workforce issues from business. The North Dakota Workforce Development Council is leading the development of The State of the Workforce Report. This report will be shared with the stakeholders attending the Governor's Workforce Summit October 2007.

A number of the system partners have initiated specific plans to track performance and service to business and industry. Job Service North Dakota implemented a performance measures system that includes a "report card" that provides information pertaining to performance on key programs. The report card is supplemented by Customer Service Area workforce system measures that track and report: service to customers (both businesses and job seekers), financial status, and business process and personal development outcomes in each of the four Customer Service Areas.

Generally speaking, these measures supplement existing Wagner-Peyser and WIA measures. The process used to track and report these outcomes includes extracting data from production systems and use of a web-based reporting tool to calculate outcomes, format outputs, and display data for printing and/or analysis in spreadsheets.

Close monitoring by the North Dakota Workforce Development Council of appropriate measures helps to ensure the workforce system in North Dakota will see continuous improvement over the two years covered by this Plan.

4. State's Common Data System and Reporting Processes

The Follow-Up Information on North Dakota Education and Training (FINDET) system is in place to support common data collection and reporting processes 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 managed by the North Dakota Career Resource Network, which operates under an interagency agreement among: North Dakota Department of Commerce; Job Service North Dakota; North Dakota Department of Labor; North Dakota Department of Public Instruction; North Dakota Office of Vocational Rehabilitation; North Dakota Department of Career and Technical Education; North Dakota University System; and the North Dakota Workforce Development Council. In addition to providing valuable program planning information, FINDET is also being used to meet the accountability measure requirements of the State legislature

regarding training programs. FINDET uses a technique of data linking, which eliminates the need for each agency to issue surveys or other methods to determine the job-placement results of their education and training programs. Data linking uses existing data sources from State and Federal agencies, while maintaining the highest level of data security and requirements under Family Educational Rights and Privacy Act (FERPA) and applicable North Dakota laws and regulations.

5. Collaboration With Key Partners and Continuous Improvement

North Dakota's Governor continues to support high growth, high-demand industries and occupations by connecting those industries and occupations to the workforce system. The Governor and the North Dakota Workforce Development Council will continue to encourage the private sector to take a significant role in public/private partnerships.

Youth are key customers in the workforce investment system, therefore, relations with education organizations at all levels will be strengthened. Formal information sharing among government agencies has improved and ensures effective partnerships. These partnerships have created a common goal of improving the State's workforce investment system, which in turn helps each partner realize its individual goals.

During this past year, 2006-2007, a "collaboration workgroup" consisting of one manager from Child Support Enforcement, TANF, Children and Family Services, Medical Services programs and Job Service North Dakota Workforce Programs was established to work on the development of a collaboration training curriculum that would be North Dakota-specific and would include all five programs. This workgroup is nearing completion on efforts to include all programs in the curriculum, and planning for the state-wide roll-out seminar during the summer and fall of 2007. The seminar will focus on administrative managers and local area program managers' education of the five programs involved, a review and understanding of the points of program intersection, a discovery of the affect each program may have on the other programs performance and funding. By bringing this curriculum to a larger audience, the State continues to expand collaboration efforts.

6. State and Local Boards Evaluation of Performance

One of the major roles of the North Dakota Workforce Development Council (WDC) is to advise the Governor and the public concerning the nature and extent of workforce development and workforce training in the context of North Dakota's economic development needs.

The NDWDC will determine how to meet these needs effectively while maximizing the efficient use of available resources and avoiding unnecessary

duplication of effort. The NDWDC meets on a regular basis to evaluate service delivery and approve strategies for improved performance. As part of the agenda, the board reviews quarterly performance reports. As measurements reflect positive or negative changes, the NDWDC takes an active role in identifying problem areas and scheduling follow up. The NDWDC requests Job Service North Dakota, Department of Career and Technical Education, and the North Dakota Department of Public Instruction to develop plans to enhance areas that require improvement. The NDWDC ensures the strategic direction of the system is maintained.

7. Steps to Prepare for Implementation of New Reporting Requirements

- a.** Replacing the 17(15 core and two customer satisfaction) indicators of performance for employment and training activities authorized under Section 136(b) of the Workforce Investment Act with the new common performance measures articulated by the U.S. Department of Labor in TEGL 17-05. North Dakota is working to move from individual program measures to integrated services and looks to the reporting of only Common Measures as the method to accomplish this integration.
- b.** North Dakota has submitted a request for Common Measures. This request would replace the 17(15 core and two customer satisfaction) indicators of performance for employment and training activities authorized under Section 136(b) of the Workforce Investment Act as articulated by the U.S. Department of Labor in TEGL 17-05. North Dakota is working to move from individual program measures to integrated services and looks to the reporting of only Common Measures as the method to accomplish this integration. Currently, North Dakota’s WIA and Wagner-Peyser performance reporting is being generated by Geographical Solutions, Inc. North Dakota will implement the Workforce Investment Streamlined Performance Reporting (WISPR) as the new state reporting mechanism as it is made available by the Department of Labor.

8. Proposed Level of Performance for Each of the Two Program Years

Measure	North Dakota PY07 Planned Level	North Dakota PY08 Planned Level
Adult Entered Employment	71%	71.5%
Adult Employment Retention	82.5%	83%
Adult Average Earnings	\$8600	\$8700
Adult Employment & Credential	58%	58.5%
DW Entered Employment	82.5%	83%
DW Employment Retention	89.5%	90%
DW Average Earnings	\$11,400	\$11,500

Measure	North Dakota PY07 Planned Level	North Dakota PY08 Planned Level
DW Employment & Credential	62.5%	63%
Older Youth Entered Employment	77.5%	78%
Older Youth Employment Retention	84.5%	85%
Older Youth Earnings Change	\$2950	\$3000
Older Youth Credential	43.5%	44%
Younger Youth Skill Attainment	73.5%	74%
Younger Youth Diploma Attainment	75.5%	76%
Younger Youth Retention	76.5%	77%
Literacy/Numeracy	25%	25%
Participant Satisfaction (Index Score)	79%	79%
Employer Satisfaction (Index Score)	77.5%	77.5%

Because of the size of our State and the personal relationships our small size allows, North Dakota effectively communicates on potential performance implications. Knowledge of key local community and workforce issues is readily available and shared. This provides a valuable understanding that was used in setting the Planned performance levels. As a single area State, performance goals for local workforce investment areas are not applicable. Performance goals for training providers are used to help ensure outcomes are maximized.

E. Administrative Provisions

Appeals Process

1. North Dakota is a Single Service Delivery Area with the entire State being a local area. North Dakota's population, approximately 636,000, is not sufficient to meet the requirements to have more than one local area. The Workforce Development Council assumes the role and responsibility of a local area board.

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

2. Compliance With the Non-Discrimination Requirements

The Executive Director of Job Service North Dakota (JSND), as the State WIA Administrative Agency, State Employment Security Agency, State Unemployment Insurance Agency, Local WIA Administrative Agency, and One Stop Center Operator, has designated an equal opportunity officer with the responsibility for coordinating the agency's nondiscrimination and equal opportunity policy pursuant to Section 188 of the WIA. Identification of the Equal Opportunity (EO) Officer is included in the WIA Procedures Manual, Administrative Orders, and Equal Opportunity Notices.

North Dakota is a single local area State. As such, one Equal Opportunity Officer serves for both the State and local levels.

Job Service North Dakota has an approved Methods of Administration (MOA) for nondiscrimination and equal opportunity policy developed in accordance with 29 CFR 37.

XI. Assurances:

1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)
2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
 - a. the State has implemented the uniform administrative requirements referred to in section 184(a)(3);
 - b. the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
 - c. the State has taken appropriate action to secure compliance with section 184(a)(3) pursuant to section 184(a)(5). (§184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities

authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215.)

5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)
6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
 - General Administrative Requirements:
 - 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
 - OMB Circular A-87 --Cost Principles (as amended by the Act)
 - Assurances and Certifications:
 - SF 424 B --Assurances for Non-construction Programs
 - 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20
 - CFR part 93 --Certification Regarding Lobbying (and regulation)
 - 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

- Special Clauses/Provisions:

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

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
15. The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I-financially assisted program or activity;
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
 - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The State assures that 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

Name of WIA Title I Grant Recipient Agency:

Address:

Job Service North Dakota
1000 East Divide Avenue
P.O. Box 5507
Bismarck, ND 58506-5507
(701) 328-3030
(701) 328-1612
mdaley@state.nd.us

Telephone Number:

Facsimile Number

E-mail Address

Name of State WIA Title I Administrative Agency (Same as Grant Recipient Agency):

Name of WIA Title I Signatory Official

Address:

Maren Daley, Executive Director
Job Service North Dakota
1000 East Divide Avenue
P.O. Box 5507
Bismarck, ND 58506-5507
(701) 328-3030
(701) 328-1612
mdaley@state.nd.us

Telephone Number:

Facsimile Number

E-mail Address

Name of WIA Title I Liaison

Address:

Maren Daley, Executive Director
Job Service North Dakota
1000 East Divide Avenue
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Bismarck, ND 58506-5507
(701) 328-3030
(701) 328-1612
mdaley@state.nd.us

Telephone Number:

Facsimile Number

E-mail Address

Name of Wagner-Peyser Act Grant

Recipient/State Employment Security Agency:

Address:

Job Service North Dakota
1000 East Divide Avenue
P.O. Box 5507
Bismarck, ND 58506-5507
(701) 328-3030
(701) 328-1612
mdaley@state.nd.us

Telephone Number:

Facsimile Number

E-mail Address

Name and title of State Employment Security

Administrator (Signatory Official):

Address:

Maren Daley, Executive Director
Job Service North Dakota
1000 East Divide Avenue
P.O. Box 5507
Bismarck, ND 58506-5507
(701) 328-3030
(701) 328-1612
mdaley@state.nd.us

Telephone Number:

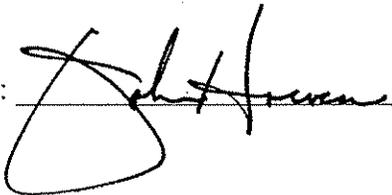
Facsimile Number

E-mail Address

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

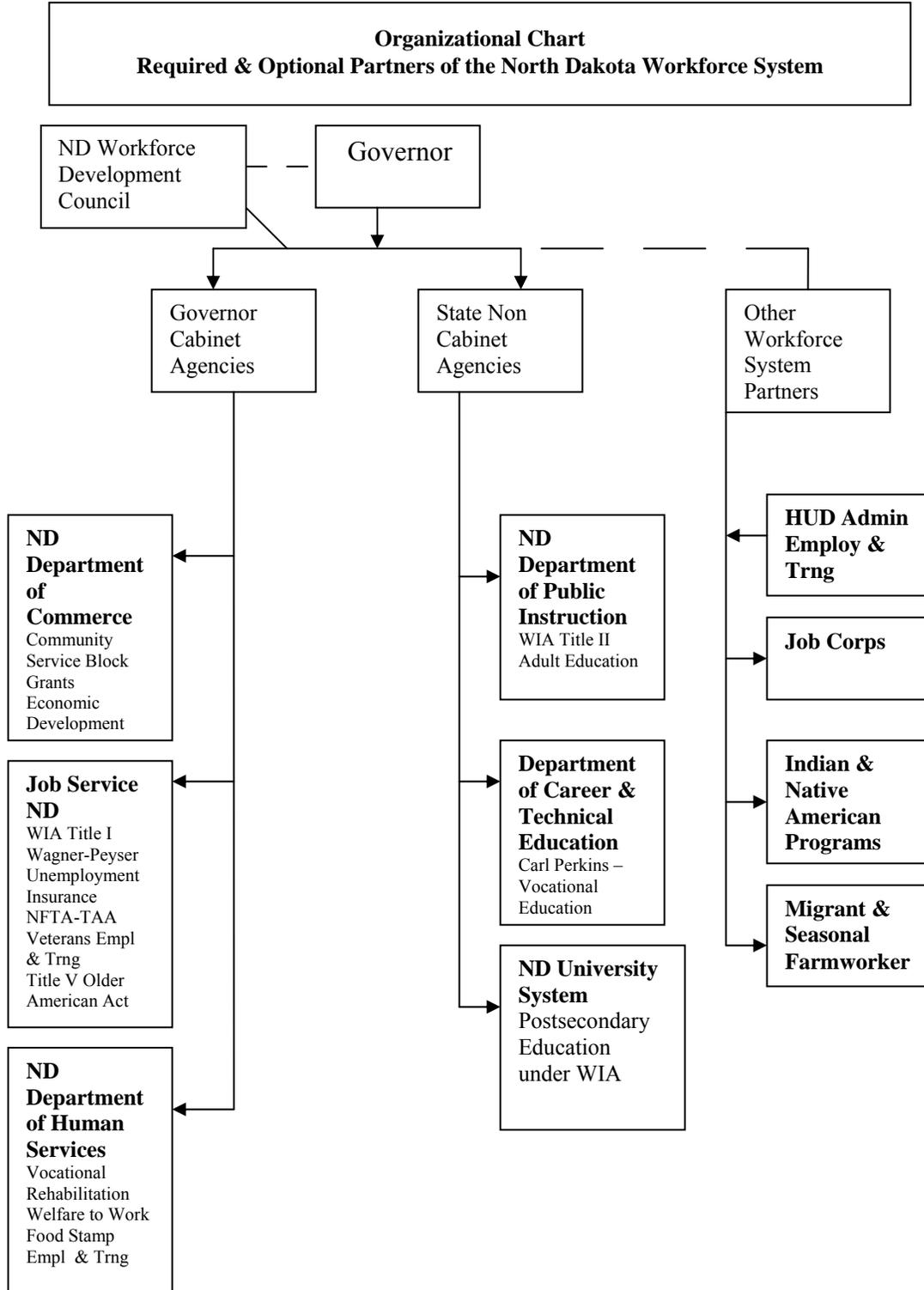
Signature of Governor:  Date: *April 17, 2007*

ATTACHMENT A
PUBLIC COMMENT

NO COMMENTS WERE RECEIVED FROM THE PUBLIC.

COMMENTS	ISSUE	COMMENT

ATTACHMENT B



ATTACHMENT C
North Dakota Workforce Development Council Membership
July 1, 2006 - June 30, 2010

NAME	CATEGORY	APPOINTMENT
Mr. Jim Walker Communication Workers of America 520 Gary Avenue Bismarck ND 58501 701-223-9594 jrwalk41@msn.com	Organized Labor and Professional Groups	July 1, 2005 - June 30, 2008 Ex-Officio (Executive Committee) (Planning Committee)
Mr. Alvin "Butch" Brandt Organized Labor 617 6 th Street Wyndmere ND 58081 701-439-2557 butch_b42@hotmail.com	Organized Labor and Professional Groups	July 1, 2005 - June 30, 2008
Mr. Jerry Splonskowski Northwest Contracting 3206 Arizona Drive Bismarck ND 58503 701-255-7727 jerry@northwestcontracting.com	Business – Region VII	July 1, 2005 - June 30, 2008
Ms. Candice Dietz Preference Personnel 2600 9 th Avenue SW Fargo ND 58103 701-293-6905 candice@preferencepersonnel.com	Business – Region V	July 1, 2004 - June 30, 2010
Mr. Shane Goettle, Commissioner North Dakota Department of Commerce P.O. Box 2057 Bismarck ND 58502-2057 701-328-7284 sgoettle@nd.gov	State Agency – Commissioner	Open-ended
Mr. James Dahlen Vice President, Business Development Bismarck-Mandan Dev. Association PO Box 2615 Bismarck ND 58502 701-222-5530 jdahlen@bmda.org	Community Group - (Economic Development)	July 1, 2004 - June 30, 2010
Mr. Paul Steffes, President Steffes Corporation 3050 Hwy 22 North Dickinson ND 58601 701-483-5400 psteffes@steffes.com	Business – Region VIII	July 1, 2004 - June 30, 2010

Mr. Eddie Dunn, Chancellor North Dakota University System 600 East Boulevard Ave, Dept. 215 Bismarck ND 58505-0230 701-328-2963 edunn@nd.gov	State Agency – Chancellor	Open-ended
Dr. David Gipp, President United Tribes Technical College 3315 University Drive Bismarck ND 58504 701-255-3285 Ext. 8 dmgipp@aol.com	Community Group - (Vocational Education)	July 1, 2004 - June 30, 2010 (Planning Committee)
Mr. David Kemnitz, President ND AFL-CIO 1323 East Front Avenue Bismarck ND 58504 701-223-0784 dkemnitz@ndaflcio.org	Organized Labor and Professional Groups	July 1, 2006 - June 30, 2009 (Executive Committee)
Ms. Maren Daley, Executive Director Job Service North Dakota 1000 East Divide Avenue Bismarck ND 58502-5507 701-328-3030 mdaley@nd.gov	State Agency	Open-ended Ex-Officio (Executive Committee)
Mr. Wayne L. Kutzer, State Director State Board for Career & Technical Education 600 East Boulevard Avenue, 15 th Floor Bismarck ND 58505-0610 701-328-2259 wkutzer@nd.gov	State Agency	Open-ended (Executive Committee)
Ms. Rosella Grant Organized Labor 1006 West Capitol Avenue Bismarck ND 58501 701-426-1202 grantrosella@hotmail.com	Organized Labor and Professional Groups	July 1, 2005 - June 30, 2008
Mr. Leo Cummings, 477 Administrator Three Affiliated Tribes North Segment Community Board Box 391 Newtown ND 58763 701-627-4756 program477@hotmail.com	Community Group	July 1, 2004 - June 30, 2010 (Planning Committee)

Mr. T. J. Russell, President/CEO Cloverdale Foods, Inc. 3015 34 th Street NW Mandan, ND 58554 701-663-9511 Ext. 217 tjr@cloverdalefoods.com	Business – At Large Chairperson	July 1, 2005 - June 30, 2008 Chairperson (Executive Committee)
Mr. Charles Axtman Business - Retired 302 16th Avenue NE Jamestown ND 58401 701-952-6908 axtman@daktel.com	Business - Region VI	July 1, 2006 - June 30, 2009
Mr. Lee Lampert, Principal Divide County High School 605 SE 4 Crosby ND 58730 701-982-3324 lee.lampert@sendit.nodak.edu	Community Group - (Secondary Education)	July 1, 2005 - June 30, 2008
Mr. Dave Gottberg J R Simplot Company 3630 Gateway Drive Grand Forks ND 58203 701-780-7830 dave.gottberg@simplot.com	Business – Region IV	July 1, 2005 - June 30, 2008
Mr. David Massey, Assistant Superintendent Department of Public Instruction 600 East Boulevard Avenue Bismarck ND 58505-0440 701-328-2393 dmassey@nd.gov	State Agency	Open-ended
Ms. Carol Olson, Executive Director Department of Human Services 600 East Boulevard Avenue Bismarck ND 58505-0250 701-328-2538 socols@nd.gov	State Agency	Open-ended
Dr. Joseph McCann President Williston State College PO Box 1326 Williston, ND 58802-1326 (701) 774-4200 Joe.mccann@wsc.nodak.edu	Community Group - (Higher Education)	July 1, 2004 - June 30, 2010

Vacant	Business – Region III	July 1, 2006 – June 30, 2009
Mr. Bruce Walker Coldwell Banker, 1 st Minot Realty 219 South Main Minot ND 58701 701-852-0136 Bruce@coldwellbanker.com	Business – Region II	July 1, 2005 - June 30, 2008 Vice-Chairperson (Executive Committee)
Ms. Jackie Velk, School Board Minot Public School District 1317 11 th Street SW Minot ND 58701-5744 701-857-4771 velk@web.ci.minot.nd.us	Community Group	July 1, 2006 - June 30, 2009
Ms. Cathy Kruse GeoResources, Inc. P.O. Box 1505 Williston ND 58802-1505 701-572-2020 Ext. 113 cathyk@geoi.net	Business – Region I	July 1, 2005 - June 30, 2008
EX-OFFICIO NON-VOTING		
Mr. Lyle Schuchard North Dakota Veteran's Affairs Commission 1302 South 3rd Street Bismarck ND 58504-6507 701-328-4358 lschucha@nd.gov	Ex-Officio Member/No Vote	Open-ended
Mr. James J. Hirsch, Director ND Workforce Development Council 1600 East Century Avenue, Suite 2 P.O. Box 2057 Bismarck ND 58502-2057 701-328-5345 jhirsch@nd.gov	Ex-Officio Member/No Vote	Open-ended (Executive Committee) (Planning Committee)
Ms. Cheryl M. Kulas Executive Director North Dakota Indian Affairs Commission 600 East Boulevard, 1 st Floor Judicial Wing Bismarck ND 58505-0300 701-328-2432 ckulas@nd.gov	Ex-Officio Member/No Vote	Open-ended

ATTACHMENT D
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

ATTACHMENT E

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.

ATTACHMENT F

Local Plan for the State

- A. Plan Development Process
As an attachment to the State Plan, the Local Plan development process, public review, and comment are the same as the State Plan.
- B. Sections VII, VIII and IX of the State Plan describe the One-Stop System established in North Dakota and the strategies to provide services, including youth activities.
- C. Job Service North Dakota is the recipient for state and local grant funds and disburses funds in accordance with policy direction of the North Dakota Workforce Development Council as approved by the Governor.
- D. Section VIII. G. describes the competitive process to be used to award the grants and contracts in the State for WIA Title I activities.