

North Dakota



CONSOLIDATED BIENNIAL STATEWIDE STRATEGIC PLAN 2009-2011

for WORKFORCE DEVELOPMENT,
WORKFORCE TRAINING,
& TALENT ATTRACTION



Dear Governor and Members of the State Legislature:

I am pleased to forward to you the **SINGLE STATE BIENNIAL CONSOLIDATED PLAN FOR WORKFORCE DEVELOPMENT, WORKFORCE TRAINING, AND TALENT ATTRACTION**. The requirement to develop this plan was included in House Bill 1018, which was enacted during the 2007 legislative session.

North Dakota is experiencing unprecedented economic growth and prosperity. With this growth and prosperity North Dakota business and industry are facing increasing challenges in obtaining the talent and workforce needed to support their continued growth.

To take advantage of strategic opportunities, workforce development, workforce training and talent attraction must function as one system within a unified state plan with a common vision and common goals to increase the quantity and quality of the North Dakota workforce and talent pool.

Our State's success will depend on an unprecedented degree of cooperation and collaboration among the state agencies and institutions and public and private providers of training and education to respond to the human resource challenges facing our State.

In the development of this Strategic Plan, we took into consideration the key tenets of the North Dakota Talent Initiative.

- ◆ **Qualitative and Quantitative Workforce Intelligence** is the basis for all decisions
- ◆ **Career Promotion must** complement Career Information
- ◆ North Dakota must move to a **demand driven service** delivery model (that concentrates on target industry clusters and high growth occupations)
- ◆ North Dakota must expand the **workforce participation rate by delivery of customized service delivery strategies for special population groups**.
- ◆ North Dakota must provide timely, **customized, workforce training** to meet business demands (provide what is needed, when it is needed).

These considerations were built on the assumption that "The role of the workforce system in North Dakota is to 'Prepare the Workforce.'"

The stakes are high; the potential rewards for our state are even higher. The Department of Commerce along with our partner State agencies and stakeholders in the workforce development, workforce training and talent attraction systems look forward to working with you to implement this ambitious agenda for positive change.

Sincerely,



Shane Goettle
Commissioner





TABLE OF CONTENTS

Single State Biennial Consolidated Plan	5
Workforce Development, Workforce Training, and Talent Attraction	5
Vision	5
The Mission	5
Workforce Intelligence.....	8
The Talent Initiative Foundation.....	8
The Governor’s Workforce Collaborative, an Accountability Model.....	10
Strategic Plan Introduction	12
Context for North Dakota’s Workforce and Economy	14
Taking Stock of Human Resources	14
Economic Strengths and Targets for Growth.....	14
Demographics as Destiny	15
Comparative Workforce Advantages and Disadvantages.....	16
Earnings and Regional Competition	16
Attract, Retain, Expand	17
Unified Biennial Strategic Plan Goals	18
Department of Career and Technical Education	19
Department of Commerce.....	20
Department of Human Services.....	21
Department of Public Instruction	22
Job Service North Dakota.....	23-24
North Dakota University System.....	25
Workforce Development System Visual	26
Biennial Strategic Plan: The Plan for Implementation	27
Focus on Structure: Governance Goals.....	27
Focus on Alignment of Resources: Alignment Goals.....	28
Focus on Workforce Intelligence: Council Goals	29
Focus on Partnership Expansion: Goals	30
State Agency Administrators’ Signature Page.....	31





Appendix A: The North Dakota Talent Initiative.....	32
Organizing Pillars, Principles, and Priorities:	32-33
Appendix B: Workforce Intelligence Council Charter	34
Council Purpose.....	34
Sponsor	34
Members	35-36
Intelligence Council Goals	37-38
Authority/Empowerment	39
Appendix C: Strategic Planning Committee Charter.....	40
Committee Purpose.....	40
Sponsor.....	40
Steering Committee Goals	41
Authority/Empowerment	42
Appendix D: Department Unified Strategic Plans.....	43
Department of Career and Technical Education	43-44
Department of Human Services	45
Job Service North Dakota.....	50-53
North Dakota University System.....	54-55





Single State Biennial Consolidated Plan

WORKFORCE DEVELOPMENT, WORKFORCE TRAINING, AND TALENT ATTRACTION

VISION

To increase the incomes of North Dakotans, this will be accomplished through the attraction and retention of quality jobs.

THE MISSION

To maximize the use of scarce resources through a demand-driven (market driven) workforce system that ensures that North Dakota business and industry have access to an available and qualified pool of talent and that no worker is left behind.

The role of the workforce system in North Dakota is to “Prepare the Workforce.”

Understanding the Mission

The demand-driven workforce system will prepare the workforce and will support a collaborative response to the related challenges of North Dakota business and industry and those of the North Dakota working population.

To that end, North Dakota will advance a demand-driven workforce system through a statewide talent strategy, the North Dakota Talent Initiative. The Initiative has three major outcome goals (see Appendix A for more detail).

- 1. Increase the quantity and quality of North Dakota’s workforce** by integrating soft skills, cultural diversity, and work readiness into all education and training offerings.
- 2. Transition from a workforce to a talent force** through improvements to the overall skill set.
Adopt a life-long learning model with opportunity to continually train up.
- 3. Reduce Unemployment** in areas of the state with unemployment above the state average.

The Initiative is based upon a strong foundation of coordination and collaboration among all workforce system partners and stakeholders, the idea that all decisions will be based on qualitative and quantitative workforce intelligence.





These foundation elements in turn support the three pillars of the North Dakota Talent Initiative:

- **Expand Talent in North Dakota**
- **Attract Talent to North Dakota**
- **Retain Talent in North Dakota**

To support the objectives identified and support the Talent Initiative's three pillars, it is imperative to adopt an accountability model which aligns with the overall objectives of the Single State Consolidated Biennial Plan.

In House Bill 1018, the division of workforce development was assigned the responsibility to develop and implement a system of performance and accountability measures for workforce development, workforce training, and talent attraction. Each partner of the state's system for workforce development, workforce training, and talent attraction is responsible for providing the division with the data necessary to implement these measures.

Programs which would be affected under this new requirement would include the following:

A. Department of Human Services

- Job Opportunities and Basic Skills (JOBS) training program
- Senior community service employment program

B. University System

- Workforce Training Quadrants
- Workforce Enhancement Grant Program

C. Department of Public Instruction

- Adult Education
- English as a Second Language

D. Career & Technical Education

- Carl Perkins Act (career technical education funding)
- Emerging Technology

E. Job Service North Dakota

- Work Force 20/20
- North Dakota New Jobs Training
- Trade adjustment assistance
- Basic Employment and Skills Training Program (BEST)



- Job Opportunities and Basic Skills (JOBS) training program
- Workforce Investment Act/Wagner-Peyser Act
- Adult
- Dislocated Worker
- Youth
- Discretionary

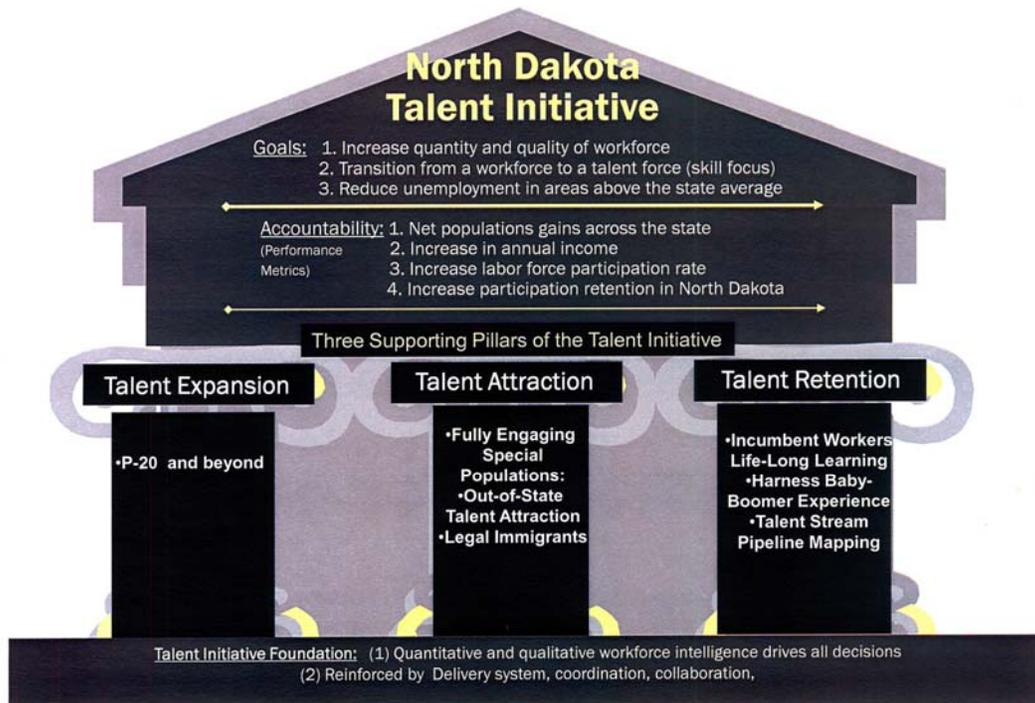
F. Commerce

- Operation Intern
- AmeriCorps

The division intends to continue to use the services of FINDET (the Follow-up Information on North Dakota Education and Training) to complete the data collection and reporting requirements.

The overall system metrics adopted to determine the success of the state’s Talent Initiative include:

- **Increase North Dakota’s Net Population Gain**
- **Increase North Dakota’s Annual Income**
- **Increase North Dakota’s Labor Force Participation Rate**
- **Increase North Dakota’s Program Participation Retention Rate**





WORKFORCE INTELLIGENCE: THE TALENT INITIATIVE FOUNDATION

Legislation requires that North Dakota’s Talent Initiative efforts be underpinned by qualitative and quantitative workforce intelligence to ensure decisions are arrived at through the most up to date information available.

That legislation requires the formation of a Workforce Intelligence Council, which will be responsible for making informed decisions about workforce information. The Council will function in accordance with the Council Charter, (see Appendix B) to identify the workforce intelligence needs of the system partners and stakeholders, identify what information currently exists and where it is located, identify gaps and methods to fill these gaps, and develop a method to disseminate to all partners and stakeholders qualitative and quantitative information about workforce intelligence.

The Council will generate recommendations to improve workforce intelligence coordination to ensure that it is responsive in addressing the needs of policy leaders, state agencies and institution and program administrators.

The Council will help develop a new system that will augment and analyze traditional numerical data with primary research that will include identifying root causes of specific occupational shortages, talent stream pipeline mapping, career mapping, resource mapping, industry skill crosswalks, and incorporate current events into workforce intelligence and employment projections.

The goals of the Council are to:

- **Identify the current and future workforce intelligence needs** of key partners and stakeholders who deliver or benefit from workforce development, workforce training, and talent attraction services.
- **Formulate answers to the questions that partners and stakeholders have about workforce issues.**
- **Identify what workforce intelligence currently exists** and its source.
- **Identify gaps in existing workforce intelligence** and develop strategies for filling these gaps.
- **Identify a system for compiling**, analyzing and disseminating quantitative and qualitative workforce intelligence to all partners and stakeholders, including parents, teachers, job seekers, trade associations, and the private sector.
- **Develop Talent Pipeline Mapping Streams** for North Dakota target industries.



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- **Make recommendations for improvement** of the Workforce Intelligence Strategic System and suggest methods to ensure information is distributed to those who need it.
 - **Develop the capabilities of the North Dakota Longitudinal Data and FINDET** systems as the primary sources for workforce intelligence. Review capabilities of these systems to provide planning and program administration reports to support continuous improvement, and establish benchmarks to monitor progress toward planning objectives.
 - **Identify root causes for occupational shortages** and other human resource challenges;
 - **Incorporate current events into workforce intelligence information;** and
 - **Coordinate development of the biennial “State of the North Dakota Workforce Report.”**

To support the above goals, the Workforce Intelligence Council will focus on four areas in support of the Unified Strategic Plan:

- 1. Career Promotion**
 - a. Career information
 - b. Educational alignment and assessment with workforce needs
- 2. Incumbent worker skills**
 - a. Incumbent workers
 - b. Talent pipeline map
- 3. Talent and longitudinal pipeline**
 - a. Research and analysis of the labor force pool
- 4. External Customer Needs**
 - a. Informing and measuring the state’s strategic plan
 - b. Other requests that come in for workforce and economic intelligence

It is through the Workforce Intelligence Council that North Dakota will have access to coordinated information to make informed and well considered decisions to achieve our vision for North Dakota’s residents and citizens.





THE GOVERNOR'S WORKFORCE COLLABORATIVE, AN ACCOUNTABILITY MODEL

The North Dakota Workforce Delivery System consists of eight state agencies administering 18 separate federal and State funded programs, all using common terminology and serving common clients. Additional federal programs are being delivered through tribal and other non-state agencies.

The result is that the workforce delivery system is generally not very well understood by policy makers and the general public.

In order to improve this understanding of the North Dakota Workforce Delivery System, the 2007 legislature adopted House Bill 1018, which, under duties of the Department of Commerce Workforce Development Division, requires that the division of workforce development shall:

- A.** Consult with partners in the state's system for workforce development, workforce training, and talent attraction, including Job Service North Dakota, the department of career and technical education, the superintendent of public instruction, the state board of higher education, the department of human services, and other divisions of the Department of Commerce.
- B.** Develop a comprehensive, consolidated biennial statewide strategic plan for the state's system for workforce development, workforce training, and talent attraction.
- C.** Continuously review, identify how to improve, and implement improvements to the state's system for workforce development, workforce training, and talent attraction.
- D.** Develop linkages between partners of the state's system for workforce development, workforce training, and talent attraction, to assure coordination and non-duplication of programs and services provided in the state.





To assist with the development of the Single State Biennial Strategic Plan and provide for a governance body to oversee the development of the plan and to ensure that the plan is kept current, the Division of Workforce Development chartered a North Dakota Single State Biennial Strategic Planning Committee (see Attachment C). Voting members on this committee include:

- Chancellor of the North Dakota University System
- Executive Director of Job Service North Dakota
- Executive Director of the North Dakota Department of Human Services
- State Director of the Department of Career & Technical Education
- State Superintendent of the Department of Public Instruction
- Director of the Workforce Development Division
- Commissioner of the North Dakota Department of Commerce
- Chair of the North Dakota Workforce Development Council Planning Committee

Their charge is to support the North Dakota Talent Initiative's three pillars, ensure that there is a collaborative effort across agencies to integrate common goals and link them in support of the Initiative.

The Committee will be supported by the staff of the Department of Commerce's Division of Workforce Development. The Director of Workforce Development will ensure that open and effective information sharing takes place among the state agencies, partners and stakeholders of the workforce system

The Single State Consolidated Biennial Planning Committee members will be driven by continually answering the question, "What has my agency done to support the North Dakota Talent Initiative?" Each state agency partner plays a significant role; yet none, standing alone, can accomplish all the work needed to make the Talent Initiative a success.





Strategic Plan Introduction

Governor Hoeven 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.

North Dakota's Workforce Development Council hosted a strategic planning session in August 2006 around the theme "Workforce Development for Economic Development" from which the North Dakota Talent Initiative was developed. Several of the critical success factors for expanding talent strategies focused around continuous improvements for the system which included strengthening and expanding partnerships to include trade associations and business organizations. Specific strategies were approved to help drive the Initiative:

- Quality Workforce Intelligence drives all decisions
- Targeted Industry Cluster Support and Partnership Private Sector are at the core
- Vertical (Operational) Alignment with Demand, i.e., labor market information or educational course offerings
- Horizontal (Community) Alignment with Demand, i.e., target industry clusters or demand occupations
- System Expansion and Partnership should include trade associations and business organizations.
- Promote Public and Stakeholder Awareness by marketing North Dakota as a choice location.

Much progress has been made in the last 18 months that supports the state's focus on talent development and finalizing the state's strategic planning process. Following is an update to the progress made:

- A strategic planning retreat was held in Medora in August 2006
- Development of the North Dakota Talent Initiative Plan
- Partner and stakeholder meetings were held to rollout the plan in winter 2007
- Job Service North Dakota committed to support the Talent Initiative
- The Economic Development Interim Committee and legislature worked together to adopt significant workforce legislation



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- Modifications were made to the State Workforce Investment Act and Wagner State Plans to incorporate the North Dakota Talent Initiative
 - Development of the State Service Plan to incorporate the North Dakota Talent Initiative's three pillars of Attraction, Expansion and Retention for volunteerism
 - A State of the North Dakota Workforce report was commissioned
 - Sponsorship of the Governor's Workforce Summit 2007
 - Securing consultants to assist the State in development of a single statewide consolidated biennial plan for workforce development, workforce training and talent attraction
 - Assisting legislative council with the planning for the Workforce Initiative Focus Groups and Workforce Congress which will lead to workforce legislation

Also, significant workforce legislation was enacted by the 2007 Legislature:

- Single statewide strategic plan for Workforce Development, Workforce Training, Talent Attraction (HB 1018)
- Labor and workforce needs studies to be done by the North Dakota Department of Commerce (HB 1018)
- Longitudinal Data Warehouse Study (HB 1021)
- Implementation of a statewide workforce intelligence coordination strategy (HB 1018)
- Talent Strategy: gives the Division of Workforce Development responsibility, along with partner organizations, to develop a comprehensive, consolidated biennial statewide strategic plan for workforce development, workforce training, and talent attraction.
- The Division of Workforce Development was made responsible for the development and implementation of a system of performance and accountability measures for the state's system of workforce development, workforce training, and talent attraction.

The North Dakota Workforce Development Council and the Workforce Development Division have 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 that supports this strategic plan.





Context for North Dakota's Workforce and Economy ¹

The following is the State of the North Dakota Workforce 2007 Executive Summary which is included here to provide a context for the development of the biennial state strategic plan in support of the Talent Initiative. This report provided a backdrop to the development of North Dakota's Talent Initiative.

TAKING STOCK OF HUMAN RESOURCES

The purpose of The State of the North Dakota Workforce 2007 report is to evaluate the supply and condition of North Dakota's most valuable resource – its workforce. North Dakota's legislature has recently charged the Department of Commerce to embark upon its Talent Initiative. The Talent Initiative is an effort designed specifically to expand, attract, and retain talent within North Dakota, in order to secure the best possible workforce to support the state's continuing growth in the 21st century global economy.

This document is designed as an “intelligence report” to support the strategic actions of the Talent Initiative. Knowing the state of the workforce will help the Department of Commerce take best advantage of the talent that already exists in the state, and find the quantitative and qualitative “gaps” that might limit the supply of highly qualified workers for the state's key 21st century industries. This report aims to provide a basis for understanding that supply and its relationship to what the North Dakota economy will demand.

The following executive summary presents the most significant observations that have emerged from this study.

ECONOMIC STRENGTHS AND TARGETS FOR GROWTH

The North Dakota Department of Commerce cites a variety of statistics as positive signs for North Dakota's economy in the first decade of the 21st century. Among these are the following:

- **New jobs** – The Department of Commerce reports 30,100 net new jobs in North Dakota since 2000, 5,600 last year alone including 4,400 in health care, 4,650 in business services, and 2,150 in manufacturing.

¹ Workforce Associates, Inc. The State of the North Dakota Workforce 2007- Executive Summary (updated with most recent statistics).



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- **Healthier income** – Since 2000, North Dakota’s per capita income has increased \$9,743 or 38.81%.
 - **New business creation** – 2,062 new businesses have been created in the state since 2000.
 - **A favorable reputation** – North Dakota has the distinction of having two metropolitan areas – Bismarck and Fargo – listed among the top 5 in Forbes magazine list of the best smaller metros for business and careers. ²

North Dakota has targeted several key economic sectors for concentrated economic development efforts. These sectors, treated extensively in the full *State of the Workforce* report, are well selected to take advantage of areas where the state has existing economic strengths, and to capitalize on the future development of certain industries. These key sectors include:

- Energy and Value Added Agriculture industry: recent developments in world demand for energy and food are driving increased production and profit for North Dakota.
- Production in the high-technology information sector has nearly doubled in the last decade, accompanied by strong growth in the professional and technical services sector. This is a promising sign for the further development of this crucial backbone of all 21st century industry.

DEMOGRAPHICS AS DESTINY

Demographically, North Dakota faces significant challenges. As young people leave the state and many in the existing population age, North Dakota may not have enough people to fill available jobs and power economic growth.

North Dakota’s population peaked in 1930. Since the turn of the century, the state has lost population, except for the metro areas of Fargo and Bismarck.

Evidence suggests that young, educated people are leaving North Dakota. Between 2000 and 2006, North Dakota lost 7,343 people 25 to 34 years old. The data suggest that young people may be coming to North Dakota to study in the state’s high-quality colleges and universities, and leaving once their education is complete.

Recent data suggests that the North Dakota University System is a magnet for attracting out-of-state students. This provides the opportunity to retain these out-of-state students in North Dakota if they can be effectively connected with employers who can offer them career opportunities which allow them to remain in the State.

² From presentation given by ND DOC’s Jim Hirsch to the Economic Development Association of North Dakota, June 19, 2007.





As the rest of the state's population ages, and Baby Boomers leave the workforce, a continuation of this trend might lead to serious labor shortages.

At present, North Dakota is operating under "full employment" conditions, meaning that very low unemployment rates prevail in most regions. Also, in most regions, the overall labor force is either not growing or actually contracting. Exceptions include the Fargo and Bismarck regions, and the Williston region in the west of the state, where employment in the energy sector is on the rise.

COMPARATIVE WORKFORCE ADVANTAGES AND DISADVANTAGES

The current North Dakota workforce provides a good mix of skills for more traditional kinds of industry, but exhibits relatively low concentrations of some occupations that will be needed to drive the development of high technology within targeted industry sectors.

An analysis of "Location Quotients" shows that North Dakota's concentration of advanced occupations in the Energy and Value Added Agriculture industry sectors is very strong relative to other parts of the nation. Coupled with the promising recent trends in these industries in North Dakota, this looks good for the continuing development and success of these sectors.

Meanwhile, North Dakota has comparatively few professionals in advanced fields within the Information Technology sector, and some of the key occupations within Advanced Manufacturing.

Health care in North Dakota, while not an officially targeted industry sector, is vitally important to the literal and economic health of the state. The Health Services sector faces potential shortages of nurses, physicians, and other key health care professions in the near future.

EARNINGS AND REGIONAL COMPETITION

Earnings comparisons between North Dakota and surrounding areas provide another basis for the competitive strength of North Dakota for attracting and retaining a highly qualified workforce.

Comparing regional prevailing wages for a number of occupations shows good competitive strength for the state's targeted industry clusters. By "competitive strength," we mean that compensation is lower in North Dakota than in many other parts of the nation which should ease economic developers' task of recruiting workers.

Wage and salary competition for some high technology occupations, especially in the Information Technology sector, are lower than in other states. This may





provide challenges for recruitment and retention of top talent. Of course, compensation is not the sole determinant of where highly talented high technology workers chose to live and work. Lifestyle choices also enter that equation, and there North Dakota has much to offer.

ATTRACT, RETAIN, EXPAND

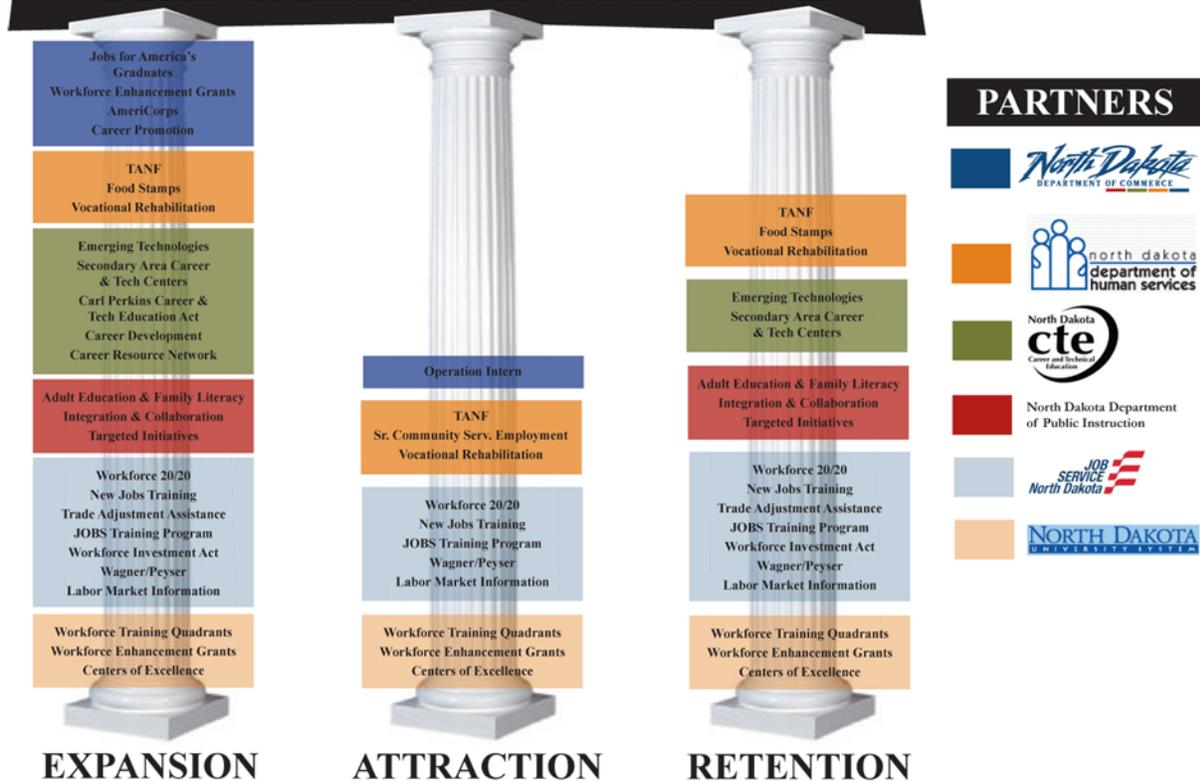
North Dakota's educational system at all levels shows exemplary performance. However, the state must capitalize on the high quality of its talent development pipeline by finding ways to get young people to stay in North Dakota as productive parts of its 21st century workforce. Strategies abound for capitalizing on the talent in the educational pipeline, recruiting talent from elsewhere, and keeping the talent that's already present in the state. The full *State of the North Dakota Workforce 2007* report presents strategy suggestions based on best practices drawn from across the country and from within North Dakota itself.



Unified Biennial Strategic Plan Goals and Their Supporting Programs

The intent of the Biennial Strategic Plan is to support North Dakota’s Talent Initiative. The Planning Committee is the central point of connectivity for partners to ensure integration of a common set of goals to assist in the Talent Initiative strategy. As shown in the table below, each partner makes a contribution to the overall success of the state’s strategic direction. This is immediately followed by matrix of the partners workforce goals while goals vary from partner to partner they a focus on the three pillars.

PILLARS & PARTNERS OF THE TALENT INITIATIVE



DEPARTMENT OF CAREER AND TECHNICAL EDUCATION

Department of Career and Technical Education Program	North Dakota Talent Initiative : Workforce Development Pillars		
	Expansion	Attraction	Retention
Emerging Technologies	Train students in technology based standards and provide skills needed by today's business and industry	NA	Create availability of program to help in the training and retraining of adults in the workforce
Secondary Area Career and Technology Centers	1. Students will receive education and training to build skills in occupational areas that are in demand in their region. 2. Students will be prepared to go for further education and/or enter directly into the workforce.	NA	Create availability of adult training and retraining activities to business and industry in local communities
Carl Perkins Career and Technical Education Act of 2006	Increase the number of students who receive education and skill training which prepares them for careers, especially technical careers that are needed in our state.	NA	NA
Career Development	Provide current information about the careers that are available, expanding the number of students who may be interested in specific high demand occupations.	NA	NA
Career Resource Network	Increase the number of students who make good career choices based on current information about careers available	NA	NA



DEPARTMENT OF COMMERCE

Department of Commerce	North Dakota Talent Initiative Workforce Development Pillars		
	Expansion	Attraction	Retention
Jobs for America’s Graduates	<p>Create a cost effective dropout prevention, school-to-career, dropout recovery solution to serve young people who are at the greatest risk of not:</p> <ul style="list-style-type: none"> • Staying in school through graduation or completion of a GED • Pursuing a postsecondary education; and/or • Securing a quality entry level job that leads to career advancement opportunities 	N/A	N/A
Workforce Enhancement Grants	Leverage the private sector match to enable the State’s two year colleges to expand or develop new programs which are responsive to the workforce and skill needs of North Dakota business and industry	N/A	N/A
AmeriCorps	Make the program available to public non-profit organizations to meet public service needs of communities. Volunteers gain valuable life and work skills, earn additional income and gain exposure to careers while meeting critical needs of communities.	N/A	N/A
Operation Intern	N/A	N/A	Expand the use of both credit and non-credit internships and work experience opportunities with North Dakota Target Industry employers for students enrolled in North Dakota Higher Education Programs. The goal of the initiative is to connect North Dakota students with opportunities being generated by business and industry in North Dakota
Career Promotion	Create awareness of high wage/high demand careers in North Dakota for students in grades 9-12, parents, educators and influencers to engage Business and Industry in promoting careers in demand with North Dakota employers.	N/A	N/A



DEPARTMENT OF HUMAN SERVICES

Department of Human Services Program	North Dakota Talent Initiative: Workforce Development Pillars		
	Expansion	Attraction	Retention
Temporary Assistance for Needy Families (TANF)	Encourage TANF work-eligible individuals into apprenticeships, or like programs, in identified occupations in target industries and high-growth occupations.	Encourage TANF work-eligible individuals into identified occupations in target industries and high-growth occupations.	NA
Food Assistance Program Supplemental Nutritional Asst Program (SNAP) (Formerly Food Stamps)E&T Services contracted with Job Service	Individuals residing in Burleigh and Cass are referred to and required to participate in the BEST Program (Basic Employment & Skills Training)	NA	NA
Senior Community Service Employment Program	NA	Increase number of individuals who may enjoy the benefits of unsubsidized employment in both the public and private sectors	NA
Vocational Rehabilitation (VR)	Co-chair the state transition steering council with DPI, which works to provide training and employment for youth with disabilities as they transition to adulthood; Member of NET (National Employment Team) to promote businesses locating in North Dakota; Promote assistive technology (AT) to assist in success of employment; Provide assessments to identify appropriate employment goals	4 programs in place on reservations with agreements between state and tribal VR (121) programs to receive federal grants; Coordinate services and referrals with TANF program for mutual clients; Agreement with the VA to coordinate services for mutual clients; Use of business information from ND Job Services to support ND employment needs; Network with individuals having disabilities who are considered minorities (NET)	Build/develop services through Rehabilitation and Consulting Services (RCS), providing services in: staffing, financial incentives, accessibility/ accommodation options, education/awareness training and rural services



DEPARTMENT OF PUBLIC INSTRUCTION

Department of Public Instruction	Expansion	Attraction	Retention
Adult Education and Family Literacy	1. By following a prescribed educational program by the sponsoring program, students will: show improvement in their basic skills; enter employment; retain employment enter post-secondary schools or training; and/or earn a high school diploma or a GED 2. Local will show increased performance every year. 3. The state will meet the negotiated performance at all NRS levels.	NA	1. Program will provide and enhance basic skills of individuals and enable them to either retain their current jobs or advance in their current jobs 2. Program will provide an opportunity to enter advanced training or enter an institution of higher education.
Integration and Collaboration	1. Clients will receive services from other agencies. 2. Service agencies will share resources to either maintain or expand services for the clients.	NA	Provide opportunities to jointly assist clients in the retention of services.
Targeted Initiatives	Expand the labor force by bringing new adult skilled workers into the labor pool.	NA	Ensure employers good skilled workers who can remain in their jobs and may also have opportunities for advancement.



Job Service North Dakota

Job Service North Dakota Program	North Dakota Talent Initiative : Workforce Development Pillars		
	Expansion	Attraction	Retention
Workforce 20/20	Assist with upgrading the skills of the current ND employees in companies that are introducing new work methods or technology in the workplace.	Help communities attract and retain companies and make North Dakota a better place to work, live, and do business	Increase employment opportunities for ND job seekers.
New Jobs Training	Expand the skill sets of North Dakota's workers.	Create new employment opportunities.	Increase employment opportunities for ND job seekers.
Trade Adjustment Assistance	Expand the skills of trade impacted workers enabling them to enter high demand occupations	NA	Offer skill development and other services to enhance existing skills for workers to remain competitive in ND.
Job Opportunities and Basic Skills (JOBS) Training Program	Assist with obtaining or expanding skills to gain employment that will move individuals off of TANF and into the workforce.	NA	Remove employment barriers and assist individuals to gain the skills needed to remain in the workforce.
Workforce Investment Act – Adult	Offer skill development including an array of opportunities ranging from short term occupational training to post secondary education to grow the skill sets of ND workers.	NA	Offer skill development to enhance existing skills for workers to remain competitive in ND.
Workforce Investment Act – Dislocated Worker	Offer skill development including an array of opportunities ranging from short term occupational training to post secondary education to grow the skill sets of ND workers.	NA	Offer skill development opportunities for reemployment by enhancing existing skills for workers to remain in ND.
Workforce Investment Act – Youth	Offer skill development including an array of opportunities ranging from short term occupational training to post secondary education and work experience opportunities to grow the skill sets of ND youth.	NA	Promote and offer funding for training targeted toward current and emerging employment opportunities within ND and strengthen the workforce pipeline.





North Dakota Talent Initiative : Workforce Development Pillars			
Job Service North Dakota Program	Expansion	Attraction	Retention
Workforce Investment Act – Discretionary	Offer skill development including an array of opportunities ranging from awareness of ND occupations, completion of education and short term occupational training to assist with academic achievement and grow the skill sets of ND workers	NA	Offer skill development including an array of opportunities ranging from awareness of ND occupations, completion of education and short term occupational training to assist with academic achievement and grow the skill sets of ND workers
Wagner/Peyser	Provide access to comprehensive labor market information of occupations currently available in ND. Helps current and future job seekers identify North Dakota opportunities	Connect out of state job seekers with opportunities in ND.	Provide access to comprehensive labor market information of occupations currently available in ND. Help current and future job seekers identify North Dakota opportunities.
Labor Market Information	<p>Understand where pipelines of potential workers exist.</p> <p>Understand what skills workers must have to meet employer needs.</p> <p>Provide a picture of how we might move lesser-skilled workers into employment where they acquire experience and build skills and then move them up a career ladder.</p>	Help people better understand the job opportunities in North Dakota.	Help employers stay competitive in the workforce market.
Basic Employment and Skills Training (BEST)	A federally funded program that exposes individuals participating in the SNAP program to job seeking and retention skills. The program is operating in Burleigh and Cass Counties		



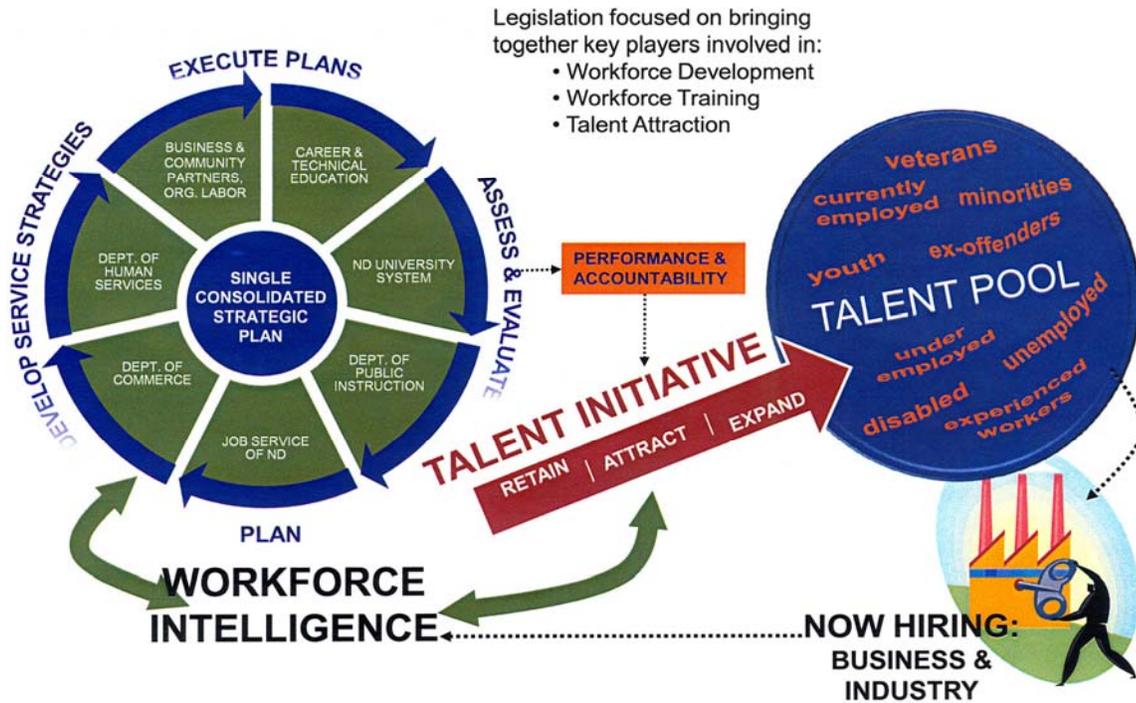
North Dakota University System

North Dakota University System Program	Expansion	Attraction	Retention
Workforce Training Quadrants	Expand the workforce, the number of good-paying jobs, and economic growth in the state through: (1) enhancing the skills of the state's current workforce to meet private sector business/industry needs and (2) increasing the number of workers trained to meet specific business/industry needs.	Attract new workers, good-paying jobs, and businesses to the state through: (1) expanding the workforce trained to meet specific skill needs and (2) creating a climate that supports the training needs of business and industry.	Retain valued personnel and businesses in the state through: (1) increasing the skill level of incumbent workers and (2) meeting the critical training needs of business and industry.
Workforce Enhancement Grant	Expand the workforce, the number of good-paying jobs, and economic growth in the state through: (1) enhancing skills of the state's population to meet private sector business/industry needs and (2) increasing private sector investment (new or expanded) in North Dakota.	Attract new workers, good-paying jobs, and businesses to the state through: (1) expanding the workforce skilled in specific high growth/demand/ high technology fields and (2) creating a climate that supports business development.	Retain valued personnel and businesses in the state through: (1) increasing educational and training opportunities for the state's population and (2) increasing the number of workers available to meet specific needs of business/industry.
Centers of Excellence	Expand the workforce, the number of good-paying jobs and economic growth in the state through: (1) creating centers where universities and the private sector partner to undertake and support cutting-edge R&D, (2) enhancing business investment (new or expanded) in North Dakota, (3) creating new business spin-offs, and (4) creating a climate that fosters entrepreneurship.	Attract new workers, good-paying jobs, and businesses to the state through: (1) creating a climate that fosters and supports R&D activity and (2) developing new spin-off businesses in high growth/high technology fields.	Retain valued personnel and businesses in the state through: (1) enhancing their opportunities to undertake advanced R&D, (2) expanding opportunities for the creation of intellectual property, and (3) creating jobs at the Centers and in spin-off businesses.



The following is a visual representation of North Dakota’s comprehensive workforce system that this Biennial Unified State Plan intends to not only inform, but also intends to unify and measure.

WORKFORCE DEVELOPMENT SYSTEM





Biennial Strategic Plan: The Plan for Implementation

As with any strategic plan, there must be an implementation plan to ensure that the goals are reached. Within the North Dakota Biennial Strategic Plan, the accountability falls to the Workforce Development Division and the state agencies identified in HB 1018. The following broadly outlines the plan for implementation which is formed around four focus areas, provide for a sustainable approach to the implementation of the plan.

FOCUS ON STRUCTURE: GOVERNANCE GOALS³

1. **Develop a communication process** to distribute workforce intelligence to system partners and stakeholders to keep them informed.

Suggested Actions

- a. Distribute meeting minutes and policy decisions
- b. Develop and adhere to protocol for communicating between partners and stakeholders
- c. Elicit input from stakeholders
- d. Create communications protocol for ongoing distribution of information and decisions
 - Use electronic systems (like list serves)
 - Web-based distribution systems

2. **Provide guidance to partners and stakeholders** regarding continuity of participation

Suggested Action

- Identify other ad hoc committees to carry out work of the full committee

³ The Division Charter of the North Dakota Single State Consolidated Biennial Strategic Planning Committee serves as the basis for the governance of the process.





FOCUS ON ALIGNMENT OF RESOURCES: ALIGNMENT GOALS

1. **Define financial and human resources** to ensure they are aligned with common goals adopted by the Council.

Suggested Actions

- a. Map existing federal and state resources under the three pillars of the North Dakota Talent Initiative.
- b. Map resources available through non-state agency partners and stakeholders under the three pillars of the North Dakota Talent Initiative.
- c. Request data from partners
- d. Identify gaps and strengths of partners
- e. Make budget and human resource recommendations to align with adopted common goals

2. **Analyze resources** to determine strategies

Suggested Actions

- a. Cross-walk budgets to identify duplication of efforts
 - b. Work with partners to eliminate duplication of resources towards common measures
 - i. Pool resources where applicable
3. Provide for sharing of information concerning resources and the leveraging of resources






Focus on Workforce Intelligence: Council Goals

1. **Use timely/relevant information** to make decisions and share with the Workforce Intelligence Council.

Suggested Actions

- a. Identify the information needed for workforce related decisions
- b. Disseminate strategic information to policy makers and the public to help make informed decisions
- c. Share with the Workforce Intelligence Council

2. **Provide all parties with access to information.**

Suggested Actions

- a. Educate all partners about currently available information
- b. Provide a centralized portal/structure for sharing information
- c. Provide tools to customize/obtain workforce information

3. **Develop protocol** to coordinate with Workforce Intelligence Council.

Suggested Actions

- Create a protocol between the steering committee and the intelligence council to ensure a coordinated handoff of requests and coordinated return of information to the proper entities.

Note: Workforce Intelligence includes:

- Workforce impact on the economy
- Workforce supply and demand
- Occupations, skills and knowledge
- Workforce shortages and surpluses
- Current and future workforce
- Untapped workforce
- Pipelines and pathways of workforce
- Career clusters/human resource
- Special population demographics
- Industry sector workforce needs
- Wages and fringe benefit data
- Conditions of work data
- Recruitment and retention methods
- Best practices; and Research





FOCUS ON PARTNERSHIP EXPANSION: GOALS

1. **Create shared common strategic goals** across all state agency and non-state agency partners and stakeholders.

Suggested Actions

- a. Create a common set of inter-agency goals and strategies;
- b. Utilize the Talent Initiative's 10 continuous improvement areas (listed in Attachment A) for guidance on goal and strategy development
- c. Jointly develop strategic planning goals
- d. Identify common goals across all agencies
- e. Use common portal for information
- f. Share Workforce Intelligence

2. **Identify partners** and invite (and encourage) their participation.

Suggested Actions

- a. Develop orientation for new partners to create "buy-in"
- b. Incorporate activities that encourage team- and relationship-building

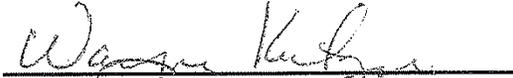
3. **Fully engage all partners**

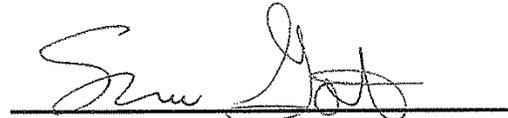
Suggested Actions

- a. Ensure that meetings have meaningful content
- b. Hold partners accountable for participation
- c. Ensure frequent, meaningful communication



STATE AGENCY ADMINISTRATORS' SIGNATURE PAGE

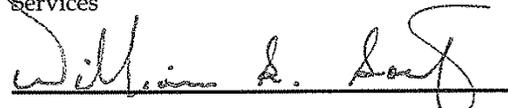

State Director, Department of Career &
Technical Education

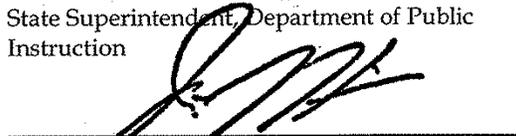

Commissioner, Department of Commerce


Executive Director, Job Service North Dakota


Executive Director, Department of Human
Services


State Superintendent, Department of Public
Instruction


Chancellor, North Dakota University System


Director, Workforce Development Division


Chair, WDC Planning Committee



Appendix A: The North Dakota Talent Initiative

ORGANIZING PILLARS, PRINCIPLES, AND PRIORITIES:

Expand Talent in North Dakota

- (P-20 and Life-Long Learning)
- Apprenticeship
- Internships
- Fill pipeline of new talent

Attract Talent to North Dakota

- American Indian Populations
- Veteran Populations
- Disability Populations
- Special Populations
- Out-of-state
- Legal immigrants

Retain Talent in North Dakota

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

Key Strategies:

Quality Workforce Intelligence

- Drives all decisions

Targeted Industry Cluster Support and Partnership

- Private Sector at the Core

Vertical (Operational) Alignment with Demand

- Example: Labor Market Information

Horizontal (Community) Alignment with Demand

- Example: Target Industry Clusters

System Expansion and Partnership

- Inclusion of Trade Associations and Business Organizations

Public and Stakeholder Awareness

- Market ND as a location of choice





Talent Initiative —10 Areas for Continuous Improvement:

1. Ensure Council and Commission 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 system partnerships to achieve success in all talent initiatives;
 - e. Developing 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 ameliorating 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 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 target populations.
6. Give emphasis to the emerging worker talent pipeline by focusing on young people, improving connections between school and work, promoting demand careers, and encouraging them to stay in North Dakota.
7. Build even stronger workforce system partnerships to increase efficiency, effectiveness, and accountability through reducing 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, targeted industry trade associations and labor unions 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. Integrate soft skills, cultural diversity, and work readiness training into all training and career education program offerings.





Appendix B: Workforce Intelligence Council Charter

COUNCIL PURPOSE

The Workforce Intelligence Council (Council) is established by the Division of Workforce Development of the North Dakota Department of Commerce in concert with the Planning Committee of the North Dakota Workforce Development Council.

The division will be responsible for developing a Workforce Intelligence Strategic Coordination System to meet the workforce intelligence needs of partner agencies, organizations, communities, education, business and industry, students, parents and policy makers. The Workforce Intelligence Council will identify the workforce intelligence needs of the system partners and stakeholders, identify what workforce intelligence currently exists and where it is located, identify gaps in existing workforce intelligence and identify methods to fill these gaps, and develop a method to disseminate to all partners and stakeholders qualitative and quantitative workforce intelligence.

The Council will generate recommendations to improve workforce intelligence coordination to ensure that it is responsive in addressing the needs of policy leaders, state agencies and institution and program administrators of workforce development, workforce training, and talent attraction programs.

The Council will help develop a new system that will augment traditional numerical data with primary research that will include analysis of root causes of specific occupational shortages; talent stream pipeline mapping; career mapping, resource mapping, industry skill crosswalks, and incorporate current events into workforce intelligence and employment projections.

SPONSOR

The North Dakota Department of Commerce, Division of Workforce Development.





MEMBERS

Members of the Workforce Intelligence Council will include the lead research analysts or designated members from key partner and stakeholders:

- North Dakota Workforce Development Council (Planning Committee Chairperson)
- North Dakota Department of Commerce;
 - Workforce Development Division – Division Director
 - Economic Development and Finance- Vice President of Research
- North Dakota University System;
 - North Dakota University System -
 - North Dakota Workforce Training- Quadrant Lead Director
 - Follow up Information on North Dakota Employment & Training – FINDET Director
- North Dakota Department of Career and Technical Education;
 - Department of Career & Technical Education -
 - North Dakota Career Resource Network
- North Dakota Department of Public Instruction
- North Dakota Department of Human Services
 - North Dakota Vocational Rehabilitation
 - TANF
- Job Service North Dakota;
- North Dakota State Chamber of Commerce
- North Dakota State Data Center - Director
- North Dakota Manufacturing Extension Partnerships;
- North Dakota Center for Rural Health -
- Representatives from energy and the private sector;
- Organized Labor;
- North Dakota Department of Agriculture



- 
- Tribal Reservation Areas
 - Standing Rock Sioux Tribe
 - Turtle Mountain Band of Chippewa
 - Three Affiliated Tribes
 - Spirit Lake Nation
 - United Tribes Technical College
 - Economic Development Association of North Dakota; and
 - Where appropriate, representation from tribal WIA directors, private colleges and training providers and local economic development corporations and chambers of commerce.

The Chairperson of the Council will be the Director of the Workforce Development Division, or his/her designee.





INTELLIGENCE COUNCIL GOALS

1. Identify the current and future workforce intelligence needs of key partners and stakeholders who deliver or benefit from workforce development, workforce training, and talent attraction services.
2. Formulate questions and identify answers about what partners and stakeholders need.
3. Identify what workforce intelligence currently exists and where it is located.
4. Identify gaps in existing workforce intelligence and strategies for filling these gaps.
5. Identify a system for consolidating, analyzing, and disseminating quantitative and qualitative workforce intelligence to all partners and stakeholders, including parents, teachers, job seekers, trade associations, and the private sector.
6. Develop Talent Pipeline Mapping Streams for North Dakota target industries.
7. Provide feedback and make recommendations for improvement of the delivery methods of the Workforce Intelligence Strategic System.
8. Develop the capabilities of the North Dakota Longitudinal Data and FINDET systems as two of the primary sources for workforce intelligence and review potential capabilities to provide appropriate planning and program administration reports to support continuous program improvement and benchmarks on progress toward planning objectives.
9. Identify “root causes” for occupational shortages and other human resource challenges.
10. Incorporate current events into workforce intelligence information.
11. Coordinate development of the biennial “State of the North Dakota Workforce Report.”

Meeting Schedule

The Council will form a 5 to 10 member working committee which will meet monthly to carry out the business of the Council. The full Council will be convened as necessary, but will meet a minimum of every two months.

Priority

The Council priority will be to meet the workforce intelligence needs of partner agencies and stakeholders and meet requirements of any North Dakota legislation specific to development of a Workforce Intelligence Strategic System.





Parameters

The Council will make recommendations to the Division of Workforce Development and Planning Committee of the North Dakota Workforce Development Council, which will in turn make final recommendations to the North Dakota Workforce Development Council and North Dakota Department of Commerce.





AUTHORITY/EMPOWERMENT

HB 1018 Formalized Role of Workforce Development Division gives the Division of Workforce Development responsibility to monitor local, regional and national private and public workforce development initiatives; develop and implement the state’s talent strategy; and develop and implement a statewide intelligence coordination strategy. Qualitative workforce information is needed to make good decisions on all workforce initiatives.

The North Dakota Workforce Development Council, under the Workforce Investment Act of 1998, has responsibility for development of the statewide employment statistics system described in section 15 (e) of the Wagner-Peyser Act. The North Dakota Department of Commerce Division of Workforce Development under HB 1018 of the 2007 legislative session is responsible for the development of a statewide workforce intelligence coordination system.

Key Dependencies

- Workforce Intelligence needs of partner agencies and stakeholders
- House Bill 1018
- Other North Dakota specific Legislation

Signed this 11th day of January 2008

Jim Walker, Chair
North Dakota Workforce
Development Council Planning
Committee

James Hirsch, Director
Division of Workforce Development





Appendix C: Strategic Planning Committee Charter

COMMITTEE PURPOSE

The North Dakota Single State Biennial Strategic Planning Committee is a standing committee of the North Dakota Department of Commerce, Division of Workforce Development to assist the division in development of an overall single state biennial strategic plan for workforce development, workforce training and talent attraction.

SPONSOR

North Dakota Department of Commerce, Division of Workforce Development
Voting members to the North Dakota Single State Biennial Strategic Planning Committee will include the following State Agency Administrators or their designees:

- North Dakota University System Chancellor
- Job Service North Dakota, Executive Director
- ND Department of Human Services, Executive Director
- Department of Career & Technical Education, State Director
- Department of Public Instruction, State Superintendent
- Workforce Development Division, Director
- ND Department of Commerce, Commissioner
- NDWDC Planning Committee Chair

To ensure that all workforce development, workforce training and talent attraction is represented, Ex Officio non-voting members of the North Dakota Single State Biennial Strategic Planning Committee will include the Agency Administrator appointments and partner/stakeholder representatives from the following:

- North Dakota University System:
 - Workforce Training
 - Career Services
- Job Service North Dakota
 - WIA Title I
 - Wagner-Peyser
 - Workforce 2020
 - North Dakota New Jobs Training



- 
- TRA
 - Career and Technical Education
 - NDCRN
 - Emerging Technologies
 - Area Career & Technical Centers
 - Carl Perkins
 - Department of Public Instruction
 - WIA Title II
 - English as a Second Language
 - ND Veterans Affairs (Council Appointee)
 - Tribal WIA Director's
 - ND Manufacturing Extension Partnership

STEERING COMMITTEE GOALS

1. Develop, in concert with all required workforce development, workforce training & talent attraction partner programs as specified in HB 1018 a Single State Consolidated Biennial Plan for all of workforce development, workforce training and talent attraction.
2. Based on qualitative and quantitative workforce intelligence, recommend prioritized plan goals, which supports the State's Economic Development Foundation Plan and coordinates all workforce development, workforce training and talent attraction partner programs.
3. Recommend to the division goals for the development and continuous improvement of the statewide workforce delivery system to include development of linkages to assure coordination and non-duplication among programs and activities.
4. Provide recommendations for continuous improvement of the comprehensive State workforce delivery system, including performance indicators or measure, to assess the effectiveness of workforce investment activities of the state.
5. Recommend funding priorities for incentive grant funding and new funding by the Legislature; and
6. Recommend new projects to the North Dakota Workforce Development Council (NDWDC) for governor's consideration for funding from the Governor's Set Aside Funds.






Priority

The Single State Biennial Strategic Planning Committee priority is to meet due dates of plans and modifications set by the State Legislature.

Parameters

The Single State Biennial Strategic Planning Committee will make recommendations to the North Dakota Workforce Development Division, Partner State Agencies and to the Executive Committee of the North Dakota Workforce Development Council.

AUTHORITY/EMPOWERMENT

HB 1018 Formalized Role of Workforce Development Division gives the Division of Workforce Development responsibility, along with partner organizations, to develop a comprehensive, consolidated biennial statewide strategic plan for workforce development, workforce training, and talent attraction.

Key dependencies

- Planning Guidelines for federally funded programs issued by Federal Agencies
- Coordination with Mandatory Partners

Signed this 2nd of January 2008

James J. Hirsch, Director



Appendix D: Department Unified Strategic Plans

Department of Career and Technical Education

ND Talent Initiative: Workforce Development Pillars

Department of Career and Technical Education Program	Program Purpose	Requirement(s)/ Targeted Populations	Expansion	Attraction	Retention
Emerging Technologies	Based on the national Standards for Technological Literacy, the Emerging Technology project provides the latest technical skills by rotating a variety of technology based equipment modules between schools. This enables the schools to share the cost of equipment and kept expensive equipment in use as it moved from school to school.	The target audience is students in grades 7-12 but many schools also expose elementary students to the equipment.	Train students in technology based standards and provide skills needed by today's business and industry	NA	Create availability of program to help in the training and retraining of adults in the workforce
Secondary Area Career and Technology Centers	Area Centers bring together surrounding districts to provide CTE education and training that would not be possible by single districts. There are 90 districts, mainly rural, that are members of eight Area Centers. There are 3 new virtual area centers that rely more heavily on ITV, online, and blended delivery methods to help provide CTE programming. An Area Centers programming is focused on the skilled trades such as	The target audience is students in grades 10-12 but area centers also provide short term training for adults in the area communities.	1) Students will receive education and training to build skills in occupational areas that are in demand in there region. 2) Students will be prepared to go for further education and/or enter directly into the workforce.	NA	Create availability of adult training and retraining activities to business and industry in local communities



Department of Career and Technical Education Program	ND Talent Initiative: Workforce Development Pillars				
Program Purpose	Requirement(s)/ Targeted Populations	Expansion	Attraction	Retention	
welding, auto, and construction along with information technology, health careers, marketing and all other CTE programming.					
Carl Perkins Career and Technical Education Act of 2006	Provides \$4.5 million each year in federal funding to school districts and colleges in the state. Funding is on a formula basis and can use it for a wide range of activities in the support of CTE students. The majority of funds are spent on equipment needed for CTE programs and personnel who support CTE students.	Targeted population are CTE students in grades 7 – 12 and those in two year postsecondary programs in state and tribal colleges.	Increase the number of students who receive education and skill training which prepares them for careers, especially technical careers that are needed in our state.	NA	NA
Career Development	To provide students with the knowledge and skills they need to make career decisions. CD counselors work in all three domains , Personal Social, Educational Achievement, and Career Management.	Students grades 7 through 12.	Provide current information about the careers that are available, expanding the number of students who may be interested in specific high demand occupations.	NA	NA
Career Resource Network	Provides teachers, counselors, and parents with information on careers available for students and training on how to use career planning tools.	Primary targets are counselors, teachers and parents, through whom the students become aware of career opportunities.	Increase the number of students who make good career choices based on current and accurate information about careers available		



Department of Human Services

Department of Human Services Program	Program Purpose	Requirement(s)/ Targeted Populations	ND Talent Initiative: Workforce Development Pillars		
			Expansion	Attraction	Retention
Temporary Assistance for Needy Families (TANF)	Assist needy families so that children can be cared for in their own homes; reduce dependency of needy parents by promoting job preparation and work; prevent out-of-wedlock pregnancies; and, encourage the formation and maintenance of two-parent families	At least 50% of work eligible individuals must be in a federally approved work activity	Encourage TANF work-eligible individuals into apprenticeships, or like programs, in identified occupations in target industries and high-growth occupations in ND	Encourage TANF work-eligible individuals into identified occupations in target industries and high-growth occupations in ND	Encourage TANF work- eligible individuals into apprenticeships, or like programs, in identified occupations in target industries and high-growth occupations in ND
Food Assistance Program (Food Stamps)	Provide purchasing power to eligible individuals and families so they can buy additional food and raise nutrition levels in their household	Current Food Assistance Program recipients in two ND counties are mandatory participants in the BEST program	Individuals residing in Burleigh and Cass are referred to and required to participate in the BEST Program (Basic Employment & Skills Training)	NA	Individuals residing in Burleigh and Cass are referred to and required to participate in the BEST Program (Basic Employment & Skills Training)
Senior Community Service Employment Program	Fosters individual economic self-sufficiency and promotes useful opportunities in community service activities and employment	Unemployed, low-income persons who are age 55 or older; particularly persons who have poor employment prospects	NA	Increase number of individuals who may enjoy the benefits of unsubsidized employment in both the public and private sectors	N/A
Vocational Rehabilitation (VR)	Provides services designed to assess, plan, develop and provide VR services for individuals with disabilities, so that they may prepare for and engage in gainful employment	Individuals with physical or mental impairment who have a substantial impediment to employment and require VR services to become employed; also businesses who employ/may employ individuals with disabilities	Co-chair the state transition steering council with DPI, which works to provide training and employment for youth with disabilities as they transition to adulthood;	4 programs in place on reservations with agreements between state and tribal VR (121) programs to receive federal grants; Coordinate services and	Co-chair the state transition steering council with DPI, which works to provide training and employment for youth with disabilities as they transition to





Department of Human Services Program	Program Purpose	Requirement(s)/ Targeted Populations	ND Talent Initiative: Workforce Development Pillars		
			Expansion	Attraction	Retention
			Member of NET (National Employment Team) to promote businesses locating in ND; Promote assistive technology (AT) to assist in success of employment; Provide assessments to identify appropriate employment goals	referrals with TANF program for mutual clients; Agreement with the VA to coordinate services for mutual clients; Use of business information from ND Job Services to support ND employment needs; Network with individuals having disabilities who are considered minorities (NET)	adulthood; Member of NET (National Employment Team) to promote businesses locating in ND; Promote assistive technology (AT) to assist in success of employment; Provide assessments to identify appropriate employment goals



Department of Public Instruction

Department of Public Instruction	Program Purpose	Requirements/Targeted Populations	Expansion	Attraction	Retention
Adult Education and Family Literacy	<p>It is the purpose of this title to create a partnership among the Federal Government, State and Local Communities to provide, on a voluntary basis, Adult Education and Literacy Services, in order to</p> <ol style="list-style-type: none"> 1. Assist adults to become literate and obtain the knowledge and skills necessary for employment and self sufficiency; 2. Assist adults who are parents to obtain the educational skills to become full partners in the educational development of their children; and 3. Assist adults in the completion of secondary school education. 	<p>Individuals who have attained 16 years of age; who are not enrolled or required to be enrolled in a secondary school under State law; and who-lack sufficient mastery of basic educational skills to enable them to function effectively in society; do not have a secondary school diploma or its equivalent level of education; or are unable to speak, read, or write the English language.</p>	<ol style="list-style-type: none"> 1. By following a prescribed educational program by the sponsoring program, students will: <ul style="list-style-type: none"> ▪ show improvement in their basic skills; ▪ enter employment; ▪ retain employment ▪ enter post-secondary schools or training; and/or ▪ earn a high school diploma or a GED 2. Local will show increased performance every year. 3. The state will meet the negotiated performance at all NRS levels. 	NA	<ol style="list-style-type: none"> 1. Program will provide and enhance basic skills of individuals and enable them to either retain their current jobs or advance in their current jobs 2. Program will provide an opportunity to enter advanced training or enter an institution of higher education.
Integration and Collaboration	<p>The Department of Public Instruction, in cooperation with many local communities offers Adult Education program services throughout the state. Currently there are 18 funded programs. Some programs offer services beyond their local service areas.</p>	<p>The target population is the same as above.</p>	<ol style="list-style-type: none"> 1. Clients will receive services from other agencies. 2. Service agencies will share resources to either maintain or expand services for the clients. 	NA	<p>Provide opportunities to jointly assist clients in the retention of services.</p>





Department of Public Instruction	Program Purpose	Requirements/Targeted Populations	Expansion	Attraction	Retention
	<p>All programs collaborate with local Job Service programs, Schools, Human Service agencies, private, faith based and private entities in delivery of services to the clients.</p> <p>In addition to providing educational services the ALC's also collaborate with Lutheran and Catholic Social Services to reach many refugees who legally enter the state. They are provided English Language Learning skills, child care services, employability skills to assist them to obtain a job and become productive member.</p>				
<p>Targeted Initiatives</p>	<p>Currently the local programs are focused to assist many new Americans (refugees) learn the English language and concentrate on industry related specific skills. The Department has provided additional funding to the Skills Center in Fargo and ALC in Wahpeton to specifically address the needs of ESL students. The response has been very positive.</p> <p>The Department also funds programs in high</p>	<p>These services are designed specifically for the new Americans (refugees adults) who are interested in entering the workforce and do not have sufficient language skills to either get a job or retain a job.</p> <p>The client must be between the ages of 16 on up.</p>	<p>Expand the labor force by bringing new adult skilled workers into the labor pool.</p>		<p>Ensure employers good skilled workers who can remain in their jobs and may also have opportunities for advancement.</p>





Department of Public Instruction	Program Purpose	Requirements/Targeted Populations	Expansion	Attraction	Retention
	unemployment areas, such as Indian reservations. Three reservations actively participate in the programs and assist many adults in obtaining a GED, thus helping them become more employable or help them retain or improve in their current jobs.				



Job Service North Dakota

Job Service North Dakota Program	Program Purpose	Requirement(s)/ Targeted Populations	ND Talent Initiative Workforce: Development Pillars		
			Expansion	Attraction	Retention
Workforce 20/20	The Workforce 20/20 program is to provide funding assistance to employers for current ND workers and/or new ND employees training to upgrade their job skills.	ND Employees or job seekers who lack the skills to remain competitive in today's workforce. Businesses engaged in interstate or intrastate commerce for the purpose of manufacturing, processing, and assembly of products, or businesses engaged in the provision of services in interstate commerce are targeted under this program.	Assist with upgrading the skills of the current ND employees in companies that are introducing new work methods or technology in the workplace.	Help communities attract and retain companies and make North Dakota a better place to work, live, and do business	Increase employment opportunities for ND job seekers.
New Jobs Training	The North Dakota New Jobs Training program is to provide tax incentives to primary sector companies who are expanding within the state, or to companies who are newly locating to North Dakota	Existing employers must be expanding their workforce by at least 1 new position. New employers must be creating at least 5 new positions.	Expand the skill sets of North Dakota's workers.	Create new employment opportunities.	Increase employment opportunities for ND job seekers.
Trade Adjustment Assistance	Federally funded program intended to assist U.S. trade impacted workers in returning to suitable employment as quickly as possible.	Workers who have lost their jobs with employers who are certified under a Trade Act petition	Expand the skills of trade impacted workers enabling them to enter high demand occupations	NA	Offer skill development and other services to enhance existing skills for workers to remain competitive in ND.



Job Service North Dakota Program	Program Purpose	Requirement(s)/ Targeted Populations	ND Talent Initiative Workforce: Development Pillars		
			Expansion	Attraction	Retention
Job Opportunities and Basic Skills (JOBS) Training Program	Federally funded employment and training program to assist TANF families in reaching self sufficiency through intensive case management services that assist individuals with training, skill building, obtaining employment, barrier removal and employment retention.	Individuals receiving TANF who are work eligible.	Assist with obtaining or expanding skills to gain employment that will move individuals off of TANF and into the workforce.	NA	Remove employment barriers and assist individuals to gain the skills needed to remain in the workforce.
Workforce Investment Act – Adult	Federally funded employment and training program to assist eligible adults with access to skill development and training opportunities resulting in the individual's ability to attain or retain employment.	An individual, age 18 or older, who is a citizen of the U. S. or eligible to work in the U.S. and if male, is registered with the Selective Service, may be served by the WIA Adult program, Core Services. Intensive or Training services are provided based on selection criteria. Customer's training plan is based on factors such as occupational demand.	Offer skill development including an array of opportunities ranging from short term occupational training to post secondary education to grow the skill sets of ND workers.	NA	Offer skill development to enhance existing skills for workers to remain competitive in ND.



Job Service North Dakota Program	Program Purpose	Requirement(s)/ Targeted Populations	ND Talent Initiative Workforce: Development Pillars		
			Expansion	Attraction	Retention
Workforce Investment Act – Dislocated Worker	Federally funded employment and training program to assist eligible dislocated workers with access to skill development and training opportunities resulting in the individual's ability to attain new employment.	An individual, age 18 or older, who is a citizen of the U. S. or eligible to work in the U. S., and if male is registered with the Selective Service and has been terminated, laid off from employment or is a displaced homemaker. Customer's training plan is based on factors such as occupational demand.	Offer skill development including an array of opportunities ranging from short term occupational training to post secondary education to grow the skill sets of ND workers.	NA	Offer skill development opportunities for reemployment by enhancing existing skills for workers to remain in ND.
Workforce Investment Act – Youth	Federally funded employment and training program to assist youth to achieve academic and employment success.	Individuals age 14 – 21 who are economically disadvantaged and are either deficient in basic literacy skills, a school dropout, homeless, runaway or foster child, pregnant or a parent, an offender or an individual including a youth with a disability who requires additional assistance to complete and educational program or to secure and hold employment. Customer's training plan is based on factors such as occupational demand.	Offer skill development including an array of opportunities ranging from short term occupational training to post secondary education and work experience opportunities to grow the skill sets of ND youth.	NA	Promote and offer funding for training targeted toward current and emerging employment opportunities within ND and strengthen the workforce pipeline.



Job Service North Dakota Program	Program Purpose	Requirement(s)/ Targeted Populations	ND Talent Initiative Workforce: Development Pillars		
			Expansion	Attraction	Retention
Workforce Investment Act – Discretionary	15% of federal grant set aside for Governor directed special employment and training projects.	Adult, Dislocated Worker or Youth eligible individuals. See eligibility criteria above.	Offer skill development including an array of opportunities ranging from awareness of ND occupations, completion of education and short term occupational training to assist with academic achievement and grow the skill sets of ND workers	NA	Offer skill development , including an array of opportunities ranging from awareness of ND occupations, completion of education and short term occupational training to assist with academic achievement and grow the skill sets of ND workers
Wagner/Peyser	This is the federally funded labor exchange program that enables states to create and maintain a public labor exchange. Labor exchange system includes online services for employers and job seekers.	This program is available to any seeker who is seeking employment and to North Dakota employers recruiting workers	Provide access to comprehensive labor market information of occupations currently available in ND. Helps current and future job seekers identify North Dakota opportunities	Connect out of state job seekers with opportunities in ND.	Provide access to comprehensive labor market information of occupations currently available in ND. Help current and future job seekers identify North Dakota opportunities.
Labor Market Information	Workforce Intelligence is real-time, demand driven information that helps us understand workforce needs and how to meet them.	Job seekers, businesses, economic developers, grant writers, training providers, students, etc	Understand where pipelines of potential workers exist. Understand what skills workers must have to meet employer needs. Provide a picture of how we might move lesser-skilled workers into employment where they acquire experience and build skills and then move up a career ladder.	Help people better understand the job opportunities in North Dakota.	Help employers stay competitive in the workforce market.



North Dakota University System

North Dakota University System Program	Program Purpose	Requirement(s)/ Targeted Populations	ND Talent Initiative: Workforce Development Pillars		
			Expansion	Attraction	Retention
Workforce Training Quadrants	The Workforce Training Quadrants provide timely, customized workforce training to meet the specified needs of North Dakota business and industry.	Lead institutions for workforce training (Bismarck State College, Lake Region State College, ND State College of Science, and Williston State College) in conjunction with private sector partners.	Expand the workforce, the number of good-paying jobs, and economic growth in the state through: (1) enhancing the skills of the state's current workforce to meet private sector business/industry needs and (2) increasing the number of workers trained to meet specific business/industry needs.	Attract new workers, good-paying jobs, and businesses to the state through: (1) expanding the workforce trained to meet specific skill needs and (2) creating a climate that supports the training needs of business and industry.	Retain valued personnel and businesses in the state through: (1) increasing the skill level of incumbent workers and (2) meeting the critical training needs of business and industry.
Workforce Enhancement Grant	The Workforce Enhancement Grant program was enacted during the 2007 Legislative Session to address the state's emerging workforce training needs. The grants enable the four higher education institutions assigned primary responsibility for workforce training to apply for funding to create or enhance programs targeted to the state's needs.	Lead institutions for workforce training (Bismarck State College, Lake Region State College, ND State College of Science, and Williston State College) in conjunction with private sector partners.	Expand the workforce, the number of good-paying jobs, and economic growth in the state through: (1) enhancing skills of the state's population to meet private sector business/industry needs and (2) increasing private sector investment (new or expanded) in North Dakota.	Attract new workers, good-paying jobs, and businesses to the state through: (1) expanding the workforce skilled in specific high growth/demand/ high technology fields and (2) creating a climate that supports business development.	Retain valued personnel and businesses in the state through: (1) increasing educational and training opportunities for the state's population and (2) increasing the number of workers available to meet specific needs of business/industry.



North Dakota University System Program	Program Purpose	Requirement(s)/ Targeted Populations	ND Talent Initiative: Workforce Development Pillars		
			Expansion	Attraction	Retention
Centers of Excellence	This initiative combines education and economic development to create higher paying jobs and new business opportunities for North Dakota citizens. The objective is to research, develop and commercialize products and services to create good- paying jobs for the citizens of our state, especially our young people.	North Dakota University System institutions in conjunction with private sector partners.	Expand the workforce, the number of good-paying jobs and economic growth in the state through: (1) creating centers where universities and the private sector partner to undertake and support cutting-edge R&D, (2) enhancing business investment (new or expanded) in North Dakota, (3) creating new business spin-offs, and (4) creating a climate that fosters entrepreneurship.	Attract new workers, good-paying jobs, and businesses to the state through: (1) creating a climate that fosters and supports R&D activity and (2) developing new spin-off businesses in high growth/high technology fields.	Retain valued personnel and businesses in the state through: (1) enhancing their opportunities to undertake advanced R&D, (2) expanding opportunities for the creation of intellectual property, and (3) creating jobs at the Centers and in spin-off businesses.

