

STATE OF NORTH DAKOTA

STRATEGIC TWO-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, 2005 - June 30, 2007

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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 workforce and that no worker is left behind.

The foundation of this demand driven workforce system is 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 labor 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 places trained workers in jobs.

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 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 North Dakota Two-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, 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 and workforce training 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 and workforce training 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.

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. The North Dakota State Two-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.

The Planning process formally began in February 2005 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 Two-Year Strategic Plan.

The Strategic Plan Workgroup held their meetings throughout the month of March and the first week of April 2005, 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 "Draft" State Strategic Two-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 21, 2005, meeting. The Plan was again approved by electronic vote after public input had been received.

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 April 22, 2005, 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 Two-Year State Strategic 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 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@state.nd.us. Written comments must be submitted on or before May 20, 2005.

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.

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, 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 and workforce training 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 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 current and accurate economic and workforce intelligence will allow the system partners to rapidly respond to the workforce needs of North Dakota business and industry. Opportunities 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.

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 Commissioner of the Department of Commerce has legislative authorization to appoint members to a Commerce Cabinet tasked with advancing the economic and workforce development initiatives undertaken in the state.

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 establishing a Jobs for America's Graduates program (JAG). JAG will be piloted in four communities beginning in the fall of 2005. This demonstration will be private sector-led under the auspices of the North Dakota State Chamber of Commerce 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. 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.

II. STATE GOVERNOR'S WORKFORCE INVESTMENT PRIORITIES

The Governor's key workforce investment priorities for the North Dakota workforce system are captured within the six pillars for building North Dakota's future. The six pillars are supported within the overarching priorities of the North Dakota Workforce Development Council for the state's workforce system. These priorities are:

1. Ensuring that North Dakota employers continue to have access to an available and skilled workforce;

2. Retention of youth in North Dakota; and
3. Addressing the needs of special population groups and out-of-school youth.

The following goals have been developed to support the overall priorities of the Governor and to help drive the activities of the partners of the North Dakota workforce system.

1. Develop a unified front to support an integrated and seamless workforce service delivery system through a comprehensive One-Stop Career Center System that is based on collaboration, accountability, and trust.
2. Support the expansion of a Demand Driven Workforce System through strong linkages between the private sector, economic development, education and training, the workforce system, and American Indian Tribes.
3. Focus Workforce Investment Act youth investments on youth most in need including those out-of-school youth, at-risk, and economically disadvantaged.
4. Target Workforce Investment Act investments to help prepare the North Dakota workforce for quality and high-demand jobs being created by North Dakota employers. (Prioritize the use of scarce workforce training funds for training in primary sector and high-demand targeted occupations or career ladder occupations leading to employment with an average hourly wage of \$12 or more).
5. Support initiatives that will help retain youth in North Dakota.
6. Develop strategies and demonstration pilots designed to encourage those not currently in North Dakota's workforce to enter or re-enter the labor market.

Accomplishment of these goals by the workforce system will help ensure that the North Dakota workforce is provided the opportunities to train and 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 is 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 one of 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 an Economic Development 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.

This partnership and trust among State agencies is expanding to include inter-state agreements with the State of Minnesota through the use of joint Memoranda of Understanding to allow joint funding of workforce training and workforce assessments in common labor and job market areas. This will result in a more responsive workforce system designed to meet needs of employers and job seekers who are located in the Red River Valley Corridor of North Dakota and Minnesota.

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 two 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 Two-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, members of the Youth Development Council and the North Dakota Team for At Risk Youth.

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 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 both 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 pecuniarily interested or concerned directly or indirectly in any public contract, either verbal or written, that may be entered into by any such board or officer." 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, support the North Dakota Workforce Development Council. A full-time Executive Director, dedicated to support of the Council, is assigned to 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 also appoints 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

The North Dakota Economic Development Foundation was created in 2001 at the same time the North Dakota Department of Commerce was established. The Foundation's mission is to serve in an advisory role to the Governor and the Department of Commerce. The Foundation completed its first strategic plan in September 2002 outlining the target industries and benchmarks to guide State development efforts over the next ten years.

The strategic plan identified the following five targeted industries for North Dakota:

1. Advanced Manufacturing

2. Information Technology
3. Value-Added Agriculture
4. Tourism
5. Energy

The North Dakota Dept. of Commerce has accepted the charge of developing these industry sectors and the targets have also been adopted by many other organizations within the state. North Dakota has already seen a great deal of success in the “new wealth-creating” industries. This success can be seen in the economic growth factors:

- In contrast to the rest of the nation, North Dakota’s core manufacturing has gained rapidly in both output and payrolls (Economy.com)
- In 2004, for the first time since 1996, North Dakota experienced positive growth in population (U.S. Census)
- North Dakota led the nation in personal income growth (%) for 2004 (U.S. Bureau of Economic Analysis)
- North Dakota had the third highest percentage growth (8.0%) for gross state product according to 2003 estimates (U.S. Bureau of Economic Analysis)

North Dakota remains committed to our targets. We look to maintain our growth in these industry areas and thus are faced with significant challenges.

While North Dakota continues to make strides in growth towards our economic targets, we also continue to pursue our mission of improving the quality of life of all North Dakotans. Although per capita personal income and wages are increasing, North Dakota continues to be significantly behind the national average in per capital personal income and wages. Our state needs to continue to develop higher wage occupations, and thus the need for higher skills, on-going training and education will continue. At the same time, we must maintain and grow the essential services necessary to support the growth of our targeted industries and occupations. Examples include transportation and healthcare. Therefore, Workforce Investment Act dollars remain a critical element of our state development plan. North Dakota is proud to show a positive return on investment for our development efforts, including training and education assistance. It is now a matter of maintaining this positive trend and avoiding the crisis situation that often arises elsewhere.

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 health services, with a projected increase of nearly 1,500 jobs. In terms of percentage change, the highest growth will be found in three industrial sectors: 1) mining; 2) construction; and 3) professional, scientific, and technical services.

Short-Term Industrial Projections for North Dakota	2003 Estimated	2005 Projected	Numeric Change	Percent Change
Total	388,924	396,043	7,119	1.8
Agriculture; Forestry; Hunting & Fishing	42,048	41,538	-510	-1.2
Mining	3,295	3,528	233	7.1
Utilities	3,338	3,291	-47	-1.4
Construction	15,749	16,969	1,220	7.7
Manufacturing	23,379	23,680	301	1.3
Wholesale Trade	17,984	18,312	328	1.8
Retail Trade	40,916	42,044	1,128	2.8
Transportation & Warehousing	10,423	10,355	-68	-0.7
Information	7,675	7,568	-107	-1.4
Finance & Insurance	14,718	15,416	698	4.7
Real Estate & Rental & Leasing	3,196	3,228	32	1.0
Professional; Scientific & Technical Services	9,471	10,137	666	7.0
Management of Companies & Enterprises	2,956	3,036	80	2.7
Administrative & Support & Waste Management & Remediation Services	11,174	10,907	-267	-2.4
Educational Services	33,498	34,197	699	2.1
Health Care & Social Assistance	44,980	46,451	1,471	3.3
Arts; Entertainment; & Recreation	3,396	3,546	150	4.4
Accommodation & Food Services	26,547	26,884	337	1.3
Other Services; Except Public	15,437	15,554	117	0.8
Government	34,562	35,330	768	2.2

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 2003 to 2005.

Short-Term Projections for Selected Industries				
	2003	2005	Numeric Change	Percentage Change
Energy	6,856	7,035	179	2.6
Oil and Gas Extraction	443	540	97	21.9
Mining (Except Oil & Gas)	1,518	1,514	- 4	- 0.3
Support Activities	1,334	1,474	140	10.5
Utilities	3,338	3,291	- 47	- 1.4
Petroleum Refining	223	216	- 7	- 3.1
Manufacturing (minus Petroleum Refining)	23,156	23,466	310	1.3
Health Services	44,980	46,451	1,471	3.3
Transportation	6,901	6,814	- 87	- 1.3
Information	7,675	7,568	-107	- 1.4

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 employment. Only the utilities and agricultural sectors are predicted to show an employment decline from 2002 to 2012.

Long-Term Industrial Projections for North Dakota				
	2002 Estimated	2012 Projected	Numeric Change	Percent Change
Total	389,468	422,188	32,720	8.4
Agriculture; Forestry; Hunting & Fishing	42,948	40,389	-2,559	-6.0
Mining	3,192	3,265	73	2.3
Utilities	3,368	3,215	-153	-4.5
Construction	14,932	17,618	2,686	18.0
Manufacturing	23,698	27,887	4,189	17.7
Wholesale Trade	17,982	20,418	2,436	13.5
Retail Trade	40,657	44,013	3,356	8.3
Transportation & Warehousing	12,033	13,102	1,069	8.9
Information	7,929	8,985	1,056	13.3
Finance & Insurance	14,380	15,724	1,344	9.3
Real Estate & Rental & Leasing	3,199	3,685	486	15.2
Professional; Scientific & Technical Services	8,998	11,502	2,504	27.8
Management of Companies & Enterprises	2,925	3,378	453	15.5
Administrative & Support & Waste Management & Remediation Services	12,127	14,027	1,893	15.6
Educational Services	33,027	35,359	2,332	7.1
Health Care & Social Assistance	44,077	52,216	8,139	18.5
Arts; Entertainment; & Recreation	3,307	3,957	650	19.7
Accommodation & Food Services	26,553	29,479	2,926	11.0
Other Services; Except Public	15,427	16,273	846	5.5
Government	34,263	37,088	2,825	8.2

As shown in the following table, all sectors are expected to increase in employment from 2002 to 2012. However, these increases are not consistent for all industries within the aggregated sectors.

Long-Term Projections for Selected Industries				
	2002	2012	Numeric Change	Percentage Change
Energy	6,856	7,035	179	2.6
Oil and Gas	398	540	142	35.7
Extraction				
Mining (Except Oil & Gas)	1,572	1,514	- 58	-3.7
Support Activities	1,222	1,474	252	20.6
Utilities	3,368	3,291	- 77	-2.3
Petroleum Refining	401	216	- 185	-46.1
Manufacturing (minus Petroleum Refining)	20,330	23,466	310	15.4
Health Services	44,077	52,216	8,139	18.5
Transportation	8,604	9,404	800	9.3
Information	7,929	8,985	1,056	13.3

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 2003-2005	
Occupation	Openings
Sales	3,738
Food Preparation and Serving	3,483
Office and Administrative Support	3,199
Construction and Extraction	1,907
Education, Training, and Library	1,438
Production	1,265
Healthcare Practitioners and Technical	1,252
Transportation and Material Moving	1,219
Farming, Fishing, and Forestry	1,214
Personal Care and Service	1,100

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 2003-2005	
Occupation	Openings
Cashiers	5,365
Retail Salespersons	5,222
Waiters and Waitresses	4,335
Combined Food Preparation & Serving Workers; Including Fast Food	3,360
Farmworkers & Laborers; Crop; Nursery; & Greenhouse	3,274
Registered Nurses	2,656
Janitors and Cleaners; Except Maids and Housekeeping Cleaners	2,273
Truck Drivers; Heavy and Tractor-Trailer	2,063
Nursing Aides; Orderlies; and Attendants	2,053
General and Operations Managers	1,987

The following table reports those occupations where demand is predicted to decline between 2003 and 2005.

Top 10 Largest Declining Occupations 2003-2005	
Occupation	Openings
Farmers and Ranchers	-955
Telemarketers	-98
Travel Agents	-63
Announcers	-33
Data Entry Keyers	-29
Secretaries, Except Legal, Medical and Executive	-27
Word Processors and Typists	-26
Stock Clerks and Order Fillers	-20
Postal Services Mail Carriers	-19
Laborers and Freight, Stock and Material Movers, Hand	-17

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.

Top 10 Largest Declining Occupations 2002-2012	
Occupation	Openings
Farmers and Ranchers	-5,005
Secretaries, Except Legal, Medical and Executive	-387
Stock Clerks and Order Fillers	-298
Word Processors and Typists	-158
Demonstrators and Product Promoters	-125
Announcers	-105
Laborers and Freight, Stock and Material Movers, Hand	-74
Postal Service Mail Sorters, Processors	-69
Parts Salespersons	-69
Computer Operators	-69

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 2002-2012	
Occupation	Openings
Sales	16,250
Food Preparation and Serving	15,421
Office and Administrative Support	14,601
Production	7,840
Transportation and Material Moving	7,160
Education; Training; and Library	6,996
Healthcare Practitioners and Technical	6,686
Farming; Fishing; and Forestry	6,065
Construction and Extraction	5,941
Management	5,717

Top 10 Largest Number of Openings by Occupation 2002-2012	
Occupation	Openings
Registered Nurses	1,357
Retail Salespersons	1,303
Nursing Aides, Orderlies and Attendants	1,279
Farmworkers and Laborers, Crop, Nursery and Greenhouse	1,260
Waiters and Waitresses	1,052
Truck Drivers, Heavy and Tractor-Trailer	1,002
Customer Service Representatives	942
Cashiers	924
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	907
General and Operation Managers	901

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.

Critical occupations that are vital for the economic health of the state because they address quality of life, include nursing and truck driving.

2. Geographic Pattern of Growth

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

Healthcare is a major industry in the state. In fact, seven 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 healthcare, they are more likely to be found in urban areas.

Occupations in High-Demand by Sector

Top Six Occupations That Need to Be Currently Filled -- Energy
Maintenance and Repair Workers, General
Petroleum Engineers
First-Line Supervisors or Production Manager
Credit Analyst
Survey and Mapping Technicians
Service Unit Operators
Top Six Occupations That Need to Be Currently Filled -- Manufacturing
First-Line Supervisors or Production Manager
Production Clerks
Helpers--Production Workers
Maintenance and Repair Workers, General
Sales Managers
Tool & Die Makers
Top Six Occupations That Need to Be Currently Filled -- Transportation
Truck Drivers, Heavy & Tractor-Trailer
Cashiers
Driver/Sales Workers
Dispatchers, Except Police, Fire, & Ambulance
First-Line Supervisors/Managers of Transportation & Material-Moving Machine & Vehicle Operators
Maintenance Workers
Top Six Occupations That Need to Be Currently Filled -- Health Services
Registered Nurses
Physician Assistants
Nursing Aides, Orderlies, & Attendants
Home Health Aides
Respiratory Therapy Technicians
Medical & Clinical Laboratory Technicians
Top Six Occupations That Need to Be Currently Filled -- Information
Computer & Information Systems Managers
Computer Software Engineers, Applications
Business Operations Specialists, All Other
Sales Managers
Chief Executives
Computer Programmers

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

Given the preponderance of baby boomers in the State's population, the labor pool in North Dakota is likely to continue to rise for the foreseeable future. However, as the baby boom generation begins to consider retirement or change occupations, there will be some shifts in the occupational makeup of the State's workforce.

Worker shortages and skill shortages reported by North Dakota business and industry will require better preparation and participation of groups currently not participating in the workforce to the extent 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 an increase of 966 people. This is the first time since 1996 that the estimated population showed an increase. As a whole, the nation's population grew by 1.0 percent between July 2003 and July 2004.

According to Dr. Richard Rathge, Director of the State Data Center at NDSU, “This is good news for the state. The growth in the state is fueled by a reduction in the net loss of people from out-migration. The exciting thing for the state is that the population gains we are seeing are among people between the ages of 24 and 64, the age group that is crucial for an expanding economy.” In addition to this growth, the number of people living in group quarters (which includes college dormitories) continues to increase, adding to the population.

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 is estimated to be over 1,200 vacancies in the state with only one truck driver training program graduating about 40 truck drivers per year. Another example would be Licensed Practical Nurses (LPNs) and Registered Nurses (RNs), where there are over 500 Registered Nursing vacancies according to a survey completed by the Center for Rural Health at the University of North Dakota and over 264 Licensed Practical Nursing vacancies. 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 the 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, 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.

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

The North Dakota workforce system is becoming demand driven. Business’ demand for skilled employees, rather than the available supply of job seekers, is driving the workforce system. 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.

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 that industry. Once the challenges and issues have been acknowledged, the private sector will be able to name the workforce system partner agencies that will be able to help them find solutions to the recognized issues.

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

North Dakota, through the Economic Development Foundation plan, has identified target industries within the State. The plan has been supplemented with information on High-Growth 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.

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, the economic development system, and the workforce development system to continuously identify workforce challenges and develop workable solutions. The Governor sponsored the Governor’s Workforce Summit in 2004. This summit provided a forum for business and industry to identify challenges and workforce issues they are

facing and communicate those issues to State policymakers and partners of the workforce system. The Summit was also a forum for North Dakota businesses and communities to share best practices for responding to workforce challenges. These Summits will be continued on a biennial basis.

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 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. WIA Incentive Award funds and Governor Set-aside funding will be available to support training in Target Industries and Target Occupations within those Industries. Use of WIA Incentive Award and 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.

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 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.

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 considers it an important economic development initiative to support collaboration between all entities in the public workforce system. Especially essential to economic development efforts in our state is the retention of our youth. Increasingly, the State of North Dakota is targeting collaboration between the university system, Job Corps, 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.

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.

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. The Governor's Office, with funding for 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 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.
- Change the data validation requirements on adequate source documents to be used to validate certain components of eligibility to allow use of the random sample method of eligibility verification that was established by TEGL 12-01, Attachment C. This waiver would allow efficient use of scarce resources while still maintaining appropriate controls and accountability. Methods, such as sampling that reduce the documentation burden, are acceptable alternatives to individual documentation.
- Remove the requirement for competitive procurement of training providers for the youth program. This waiver would improve youth services by increasing customer choice in accessing training opportunities in demand occupations, increasing the number of training providers, providing greater flexibility in securing training providers, promoting better use of training providers in rural areas, and eliminating duplicate processes for training providers.

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

The North Dakota State Legislature has 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 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, Trade Adjustment Assistance (TAA), and the Senior Community Service Employment Program (SCSEP) under Title V of the Older Americans Act. State policies and procedures implementing these programs have been developed by Job Service North Dakota.

The following systems are utilized in delivering these services:

1. NDWorks – North Dakota’s Workforce System, an integrated web-based case management and job matching system
2. jobsnd.com – Job Service North Dakota’s official website containing:
 - General Job Service North Dakota information
 - Labor market economic information
 - Job seeker and Employer on-line services

B. State Policies That Promote Efficient Administrative Resources

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. 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 to Be 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 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.

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, has established a Customer Service Coordination Model that gives direction for the One-Stop Career Centers to provide universal access and deliver consistent services for both job seekers and employers.

D. Policies to Support Demand-Driven Approach

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. We envision an information system that 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:

1. A range of published and electronic products that support businesses, job seekers, economic developers, and employment and training program officials.
2. 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.

3. 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.

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 investigating the possibility of co-locating two Job Corps staff members at two 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:

- Job Service provides a workshop for all students within their first two weeks of Job Corps participation, which outlines essential job search skills;
- Job Service staff members come to the Center regularly to provide case management to solo parents;
- Cross-referral opportunities exist for both parties;
- Job Service staff serve as speakers in Job Corps' classes and teach job search skills; and
- 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.

It is the intention of the Burdick and Job Service North Dakota to expand on the already successful partnership, for instance through the possibility of co-location of staff members at two of the One-Stop Centers. 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.

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 will develop minimum guidelines for operating comprehensive One-Stop Centers to ensure consistency and quality of service delivery throughout the system.

The NDWDC is in the process of developing and implementing 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. Following are the competencies for each level:

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 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 630 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.

In addition, the One-Stop Career Center Operator maintains and operates a statewide-integrated Management Information System called NDWorks. NDWorks 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.

C. One-Stop Infrastructure Costs

The State has not taken any action to identify One-Stop infrastructure costs. It has not been necessary because of the designation of Job Service North Dakota as the State's One Stop Career Center Operator and the provisions in the current memorandum of understanding. 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" service 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 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 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

The Council has set allocation formulas for the workforce development system. Adjustments 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 *If dollars are limited then Intensive Services funded at: - Priority Clients (60%) - All other clients (40%)	
2 (3)	Training Services (1) Target Industries (60%) (2) Demand Occupations (40%) - Priority Clients (Minimum level of 60%) - Other Clients (Maximum level of 40%)	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	

Priority	Area	Allocation
1	- Intensive Services	
2	Training Services (1) Target Industries-60% (2) Demand Occupations-40%	Use all funds remaining after Core & Intensive Services have been funded

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

Job Service North Dakota, the designated One-Stop Career Center Operator and administrative agency, will develop and maintain the Eligible Training Provider List. The approved Training Provider List will be 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.

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 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.

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

Discrimination complaints will be processed in accordance with 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:

- Offer youth a comprehensive menu of program activities;
- Focus on the education needs of youth, especially completion of high school or its equivalent;
- Provide youth exposure to the world of work through appropriate work experience;
- Provide youth support in meeting their career goals;
- Offer preparation for post-secondary education and employment;

- Offer linkages between academic and occupational learning;
- Focus on developmental needs of youth; and
- Provide follow-up support; and
- Include collection of data to assess and evaluate effectiveness

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.

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 Procedure is 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 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 are 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, Senior Community Service Employment Program (in some centers), 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.

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 630 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.

In addition, 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. 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 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.

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

The North Dakota Workforce Development Council uses workforce information in all 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, etc. When needed information wasn't already being gathered, the Council partnered with the LMI Center, Department of Commerce, and others to conduct labor availability studies in North Dakota communities, an occupational skills needs assessment survey and a statewide job vacancy study.

The LMI Center at Job Service North Dakota is the State's lead 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. To accomplish this requires sustained collaboration between LMI and North Dakota's LMI customers to identify and meet end-user needs. We envision a seamless information system allowing 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:

- 1.** A range of published and electronic products that support businesses, job seekers, economic developers, and employment and training program officials.

2. 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
3. A business service delivery system that provides customized and standardized information to customers and:
 - Responds effectively to business and industry needs for a skilled workforce;
 - Acts as a catalyst in the Demand Driven system by knowing where jobs and skills are needed and meet businesses at the table in order to achieve their specific needs;
 - Creates partnerships with businesses, educators and economic developers to meet workforce needs;
 - Delivers outreach materials for business engagement.

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, putting on joint training sessions, hosting the OIS on the LMI Warehouse, and assisting with the FINDET program.

The LMI Center prepares a customized report monthly for the Department of Human Services on employment in Indian Country. This report is used to determine if employment is less than 50 percent on any reservation in the state. Months in which employment is less than 50 percent on a reservation do not count toward the sixty-month limit on TANF assistance to TANF-eligible families residing there.

C. Adults and Dislocated Workers

1. Core Services

Congressional appropriations authorized under the Workforce Investment Act Title I for services for adults, dislocated workers, and youth provide a major funding stream for the One-Stop Career Center delivery system. In addition, Job Service North Dakota, as the One-Stop Career Center operator, has funding available from Wagner-Peyser, Unemployment Insurance, JOBS, LMI, Veterans Program, Trade Act, and the Senior Community Service Employment Program (SCSEP) under Title V of the Older Americans Act.

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.

Information on programs and services are provided through the Internet as a self-help service, with more personal one-on-one assistance provided by the One-Stop Career Center delivery system staff. Services provided to Department of Human Services clients through the JOBS Program are generally on a one-on-one basis.

Linkages with partner websites will be made available through the One-Stop Career Center's website. The SHARE Network is available and includes Job Service North Dakota as the One-Stop Career Center, faith and community-based service organizations, businesses and other Federal and state entities. This is a unique partnership working together to help customers transition to self-sufficiency. The link to the SHARE Network is www.sharenetworknd.com.

Where necessary, information will also be made available in written format for use by all partner staff as well as customers. This will enable partner staff and customers to have the most current information for individual career planning decisions.

The three-tiered service delivery strategy is used for labor exchange services. Job seeker and employers can access enhanced on-line services at jobsnd.com, including viewing job openings, registration, entering electronic resumes, entering job orders, and establishing virtual recruiters. 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 to assist those who need help with PC tools, identification of skills, qualifications, job order development, and assessment of need for other services.

Resources administered by Job Service North Dakota, the One-Stop Career Center operator, will be integrated to provide core services via the Internet and in the One-Stop Career Centers. Partner programs can also assist clients to access core services via the Internet, as well as, provide staff assisted services.

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

Governor John Hoeven in his biennial budget requests has continually supported increases in state funding for education and workforce training. The Governor recognizes that Education is the bedrock on which we build the future. Access to life-long learning by citizens will ensure that North Dakota continues to be recognized for its quality workforce.

State funded programs have been enacted to extend this access to life long learning and skill training and to fill gaps left by Federal programs due to eligibility restrictions or limitations on funding. 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.

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.

b. Individual Training Accounts

Individual Training Account (ITA) amounts 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. Statewide limits on ITAs will be followed. ITA amounts may be adjusted for multi-year programs when eligible providers increase costs from year to year, if the individual does not have other resources available to cover these increased costs.

Target Industries will include healthcare, advanced manufacturing, energy, and motor carrier transportation. The top ten occupations, identified by each industry sector, having the highest demand and growth projection will be a priority under this plan. Training will be limited to programs, including apprenticeships, that result in a certificate or degree leading to employment in primary sector or high-demand occupations that can be completed within three years with an emphasis on occupations with an average wage of at least \$12 per hour. 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.

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.

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.

c. Eligible Training Provider List

As the WIA Title I State Administrator, Job Service North Dakota maintains 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:

1. Program completion rates for all individuals participating in the applicable program conducted by the provider.
2. Employment rate for all individuals participating in the applicable program conducted by the provider.
3. Program costs (tuition, fees, books, 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, abilities 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-skill and high-demand 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 skill and high-demand 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, abilities and support service needs for each individual shall be available through the One-Stop Center. This approach will be used to determine the needs of:

- 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, and
- Others with multiple barriers to employment and training

High-skill and high-demand 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 a new specialized project and a program that are aimed at specific groups of claimants. One is a pilot project titled “WorkFirst,” and is aimed at 30 percent of the claimants in four pilot offices located around the state. This project is temporary in nature, and is jointly funded by the state legislative authority and Federal grant dollars, and will be operated for an 18-month period starting April 1, 2005, and ending on Sept 30, 2006.

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, likely to exhaust regular unemployment compensation and will need job search assistance services to make a successful transition to new employment.

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

Scheduling for appointments and completion of specific activities are all tracked through the agency’s case management system called NDWorks. The activities are determined after the assessment is done and the employment plan is developed with specific strategies jointly identified.

The employment plan is an effort of the claimant and Job Service case managers to identify the services required to obtain employment. These activities may include job search assistance, job placement services including counseling/guidance, testing, occupational and labor market information, assessment, job search workshops, referrals to employers, and other similar services.

Follow-up information is collected relating to the services received by such claimants and their employment outcomes. An evaluation component 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 takes all unemployment insurance claims for the state. One-Stop Career Center staff members provide the unemployment insurance work test and feedback activities. All Job Service staff, including those who work with the Unemployment Insurance program, have 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 five days to register for work with Job Service and if not done, One-Stop Center staff stops the claim. An eligibility issue is written immediately when the claimant refuses work or referral to a job.

The reemployment review is conducted by assessing the feasibility of claimants finding work using knowledge of local labor market conditions and making appropriate referrals. During the Reemployment 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 2004, held in the Fall 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 Rural Services 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.

Job Service North Dakota staff 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.

A staff person in each One-Stop Career Center is assigned 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

DVOPs in Job Service North Dakota are Customer Service Veteran Specialists/Consultants. The duties assigned are in accordance with Veteran Program Letter (VPL) No. 11-02 and VPL 09-03. These duties include: 1) Provision of intensive services; 2) Outreach; and 3) Provision of labor exchange services. There are no conflicts of assigned duties with other Job Service North Dakota staff.

Customer Service Veteran Specialists/Consultants will be assigned to the Applicant Services Team in the Job Service North Dakota Customer Service Office. Their primary assignment will be to meet the employment service needs of disabled veterans and those veterans and eligible persons who have employability barriers that require intensive services in order to obtain and retain employment. Services will be coordinated with Vocational Rehabilitation and other partner programs as appropriate.

Veterans in need of intensive services will be scheduled to work with the Customer Service Veteran Specialist/Consultant. All staff in the Customer Service Office can and will provide service to veterans in the event the Customer Service Veteran Specialist/Consultant or another member of the Applicant Services Team is not available.

Veteran job seekers are identified through the intake process. They may begin the process by entering an application into the enhanced on-line system or by contacting a Job Service North Dakota Customer Service Office and asking for assistance in completing an application. All veteran applications are routed to a Customer Service Veteran Specialist / Consultant for verification of veteran status. Veterans, who are identified by other staff as needing intensive services, will be scheduled to see the Customer Service Veteran Specialist / Consultant. In those offices that do not have a Customer Service Veteran Specialist / Consultant, veterans will be scheduled to see a staff person trained in providing intensive services and case management.

Intensive services will be provided in accordance with the DVOP roles and responsibilities for intensive services as outlined in Veteran Program Letter (VPL) 11-02 dated September 2, 2002. In addition to providing intensive services, veterans will be shown how to use the resources available in the Resource Area.

LVERs in Job Service North Dakota are Customer Service Veteran Specialists /Consultants. The duties of the Customer Service Veteran Specialist/Consultant will be assigned as outlined in VPL 11-02 and VPL 09-03. These duties include:

1. Capacity building of other service providers;
2. Advocacy for veterans' employment and training;
3. Employer relations/job development;
4. Labor exchange services; and
5. Reporting.

The Customer Service Veteran Specialist/Consultant is integrated into the Business Services Team and plays a vital role in promoting veterans as a category of job seekers who have highly marketable skills and experience, and advocating for employment and training opportunities with business and industry, and community-based organizations.

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.

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

5. Priority of Service

Because of the limited adult funds, the North Dakota Workforce Development Council has established that a minimum of sixty percent of Title I adult funds allocated for intensive and training services will be used to serve public assistance recipients and other low income adults as defined by the Act. A maximum of 40

percent of available adult funds allocated for intensive and training services may be used to serve other adults as the case manager determines the need.

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 the One-Stop Career Center Operator 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.

The local Chief Elected Official is the Governor who is informed of any dislocation notifications received and the planned rapid response activities. The option is ongoing for the Governor to be involved with larger dislocations per his request or by the One-Stop Career Center Operator's request. For WARN notices, the Governor is updated immediately as is the contact at the Department of Commerce. The same communication

goes to specific state level service providers so they are aware of the potential to be called upon to assist in the rapid response.

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

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

Following either a permanent closure or mass layoff at a plant, facility, or enterprise, or a natural or other disaster resulting in a mass job dislocation, Job Service North Dakota's office managers have the responsibility for initiating rapid response in their administrative areas, as warranted. When a WARN notice is received by the Dislocated Worker Office, immediate contact is made with the Job Service office manager/designee to initiate the contact for rapid response with the employer plus employee representatives, if organized labor is affected. The Dislocated Worker Office notifies the 10 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, and North Dakota AFL-CIO) of the WARN notice and potential request for their assistance. The Job Service North Dakota office manager or designee coordinates the response and determines the level of involvement of the chief elected official, economic development contacts, and others.

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

Flexibility of the service plan is essential and may include:

- 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.
- Determining actual dislocated worker services to be provided. The determination as to what assistance is required, based on the type of layoff, is made by the Job Service North Dakota office manager/designee and the initial contact with the employer; human resources staff; and others at the dislocation site. Additional types of assistance may be determined by discussion at the Rapid Response Information Meeting. The use of a dislocated worker needs survey helps to convey the level of assistance needed by the affected workers at that site. It enables planning for specific workshops, on-site services, and assessment of funds available for training.
- If a trade-affected layoff is likely, information on the petition filing, timing, and availability of Trade Adjustment Assistance, Trade Readjustment Assistance, and the Health Coverage Tax Credit are explained.
- 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 is jointly predetermined and covers the realm of services from unemployment insurance, dislocated worker services, on-line services, dealing with job loss, resource room availability and others.
- Employers and employees are encouraged to cooperate in beginning readjustment services immediately and prior to the layoff date. The decisions to meet prior to the layoff date, hold on site meetings at the company and on company time, are determined jointly with the employer and the Job Service North Dakota manager or designee. Sometimes the information meetings are held at the appropriate Job Service North Dakota office prior to the event and if necessary, held after the layoff with invitations being sent to the impacted employees.
- Provision of 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 depend primarily on what is needed the most. The services may also be arranged on an individual basis.
- Coordination 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 services will 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.

Seamless transition is apparent 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. This reveals the collaborative path through an array of re-employment services, appointments, and case management to enable transition into the workforce again.

Rapid Response is recognized as one of many services available to the business customer. Job Service North Dakota business services consultants make personal contacts with the employers supported by attractive marketing materials such as the Business Services Folder and the Guide to Business Services. Both reference “Proactive Services for Workforce Reduction” in a positive manner and explain rapid response, WARN, and Trade Adjustment Assistance. The business services consultants provide a link between the employer and the local Job Service North Dakota rapid response team.

Ongoing proactive efforts exist within the local areas of the state through the cooperation of the Job Service North Dakota representatives and economic development. When a layoff event is pending, the opportunity to help transition those impacted workers to expanding and new businesses are effectively coordinated. For businesses in other stages of the economic cycle, other assistance from outside resources are 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 relate to a less formal procedure where the Unemployment Insurance Claims Center forwards any leads regarding a potential dislocation to the designated contact in the Job Service North Dakota office. Monthly economic development meetings within Job Service North Dakota involve Labor Market Information, Department of Commerce, FINDET, Dislocated Worker Office, and State Lead Center representatives. Formal and informal presentations and networking during human resource association meetings in the state create another avenue for connecting with human resource professionals.

Job Service North Dakota maintains and operates a statewide-integrated Management Information System (NDWorks) that includes Rapid Response, Trade Act programs, WIA enrollments for Adult and Dislocated Worker services, One-Stop activities, and National Emergency Grants. Unemployment Insurance data also interfaces with the NDWorks system. The Worker Profiling and Reemployment Services program also interfaces with both systems.

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 youth most in need, 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. All youth will be assessed to determine what activities best meet their needs. 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 customer service needs being addressed. Job Service North Dakota will continue relationships where partner service integration is strong, including community schools and colleges, tribal youth programs, Job Corps, and Vocational Rehabilitation. 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.

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 are

currently two active local youth councils, Three Affiliated Tribes service area and the Northeast Region of state. The development of local youth advisory committees will bring more service providers to the One-Stop delivery system and strengthen the current partnerships.

The State has used funds reserved for statewide activities to support an initiative to expand internship opportunities in the state and create an awareness of energy career opportunities in the state. WIA Incentive Grant funds have been committed to operate a demonstration program using the Jobs for Americas Graduates (JAG) principles. The program will include up to three demonstration sites targeting school districts with significant populations of dropouts or students at-risk. The at-risk factors leading to dropping out-of-school or not being able to transition into career employment would be benchmarked and demonstration results would be compared to benchmarks to document improvements.

Youth Products and Services

The design framework of the youth program will include all the requirements outlined in the Act, specifically, objective assessments, employment planning (individual service strategies) and referral processes. All youth services will be accessible through the One-Stop Career Centers. All youth, including youth with disabilities, entering the service delivery process will receive an objective assessment. Assessment will follow the guidelines in WIA, section 129, including a review of academic and occupational skills, interests, aptitudes, as well as developmental and supportive service needs. Assessments will provide the needed information and data to complete employment plans that 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.

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

The assessment process will identify 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 and the SCANS Competencies and Foundation 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.

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 specialized counseling and guidance. Information will be shared with other partners involved in the assessment to help unify and enhance the guidance and counseling process.

The One-Stop 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

work-related problems, and assistance in career development and educational opportunities.

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.

Business is the primary customer of the One-Stop delivery system. In addition to unemployment insurance and assisting unemployed workers prepare for jobs with North Dakota businesses, the system focuses 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.

To provide this assistance, business services are coordinated with many partners including Vocational Rehabilitation, Workforce Safety and Insurance (workers' compensation), Local Chambers, 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.

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. Profiling determines the tasks, skills, and skill levels required to do a job well. 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 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.
 - 1.) 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.

- 2.) Support Services will be used to assure clients who are work ready have the ability to enter the job immediately.
 - 3.) 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

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

Proposed Levels of Performance are Still Under Development/Review and are Subject to Change Based on Consideration of Guidance Received From USDOL.

A. Technology Infrastructure and Management Information Systems

NDWorks (North Dakota's Workforce System) 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. NDWorks 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 NDWorks, as the system of record.

NDWorks 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. NDWorks has the following functionality:

Self-Service and Staff-assisted Components

- Registration/Intake
- Assessment
- Employment Planning
- Labor Market Information
- Job Search Services
- 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
Notes (recording of comments and observations in free text style)
- Financial Tracking

B. State's 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.

Under Consideration

- Change the data validation requirements on adequate source documents to be used to validate certain components of eligibility to using the random sample method of eligibility verification that was established by TEG 12-01, Attachment C. This waiver would allow efficient use of scarce resources while still maintaining appropriate controls and accountability. Methods, such as sampling that reduce the documentation burden, are acceptable alternatives to individual documentation.
- Change the 50 percent employer match for customized training to a match based on a 10 to 50 percent sliding scale. The waiver would improve the ability to work with the private sector and respond quickly to changes in their local workforce development areas. The waiver would provide increased flexibility for design and control of training programs. We would also be better able to help employers equip workers with relevant job training.
- Eliminate the percent limitation on transfer of funds between the Adult and Dislocated Worker programs, allowing unlimited transfers of funds between these two programs. This waiver would ensure that the critical workforce needs of the local communities are met, improve the ability to respond to changes, increase control of program delivery and provide greater flexibility in designing and implementing WIA programs.
- Remove the requirement for competitive procurement of training providers for the youth program. This waiver would improve youth services by increasing customer choice in accessing training opportunities in demand occupations, increasing the number of training providers, providing greater flexibility in securing training providers, promoting better use of training providers in rural areas, and eliminating duplicate processes for training providers.
- Expand the WIA low-income definitions to include those eligible for free or reduced lunch under the National School Lunch Program and youth leaving the juvenile justice system. This waiver would reduce eligibility documentation requirements that may exclude eligible at-risk youth from WIA services, in part because documentation to verify eligibility is often difficult to obtain and verification is resource intensive.
- Expand the out-of-school definition of the Workforce Investment Act to include youth enrolled in alternative schools, students at risk of dropping out, foster youth, youth aging out of foster care and youth leaving the juvenile justice system. Serving out-of-school youth is a priority. This waiver would expand that definition to youth who are at risk of dropping out of school. Businesses are more likely to become engaged with out-of-school youth under this expanded definition. Expanding the definition of out-of-school youth will also allow this at risk group to continue to access WIA services, which often encourages them to stay in school. Using the broader definition for court-involved youth and allowing foster care youth to qualify under the out-of-school youth category would create incentives and reduce barriers to assisting these hard-to-serve populations.

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 called NDWorks. Data from NDWorks are 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 was instrumental in getting language in the 2005 – 2007 North Dakota Department of Commerce Appropriations bill that would study the “Workforce Climate in North Dakota,” along with studying the “Business Climate in North Dakota.” The outcomes of these studies may lead to additional State performance outcomes and measures for the system.

A number of the system partners have initiated specific plans to track performance and service to business and industry. 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 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.

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

North Dakota has been closely monitoring issues related to the WIA common measures component. However, our primary focus has remained on achieving negotiated WIA performance standards. North Dakota subscribes to the Data Analysis and Reporting Tool, (DART) (maintained by America's Job Link Alliance, AJLA). DART renders all Federally required Wagner-Peyser and WIA reports. AJLA is in the process of documenting each data element used in the Adult and Youth measures to be sure that the AJLA systems are ready to handle the new reporting requirements when they are finalized.

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

Measure	North Dakota PY05 Planned Level	North Dakota PY06 Planned Level
Adult Entered Employment	72.5%	73%
Adult Employment Retention	81.5%	82%
Adult Earnings Change	\$2240	\$2275
Adult Employment & Credential	50%	50.5%
DW Entered Employment	78.5%	79%
DW Employment Retention	87%	87.5%
DW Earnings Replacement	-\$1230	-\$1230
DW Employment & Credential	51%	51.5%
Older Youth Entered Employment	66%	66.5%
Older Youth Employment Retention	70%	70.5%
Older Youth Earnings Change	\$2525	\$2575
Older Youth Credential	40%	40.5%
Younger Youth Skill Attainment	70.5%	71%
Younger Youth Diploma Attainment	65%	65.5%
Younger Youth Retention	69.5%	70%
Participant Satisfaction (Index Score)	78.5	79
Employer Satisfaction (Index Score)	77	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

1. Appeals Process

North Dakota is a Single Service Delivery Area with the entire State being a local area. North Dakota's population, approximately 642,000, 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

Telephone Number:

(701) 328-3030

Facsimile Number

(701) 328-1612

E-mail Address

mdaley@state.nd.us

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

Telephone Number:

(701) 328-3030

Facsimile Number

(701) 328-1612

E-mail Address

mdaley@state.nd.us

Name of WIA Title I Liaison

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 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 5/20/05

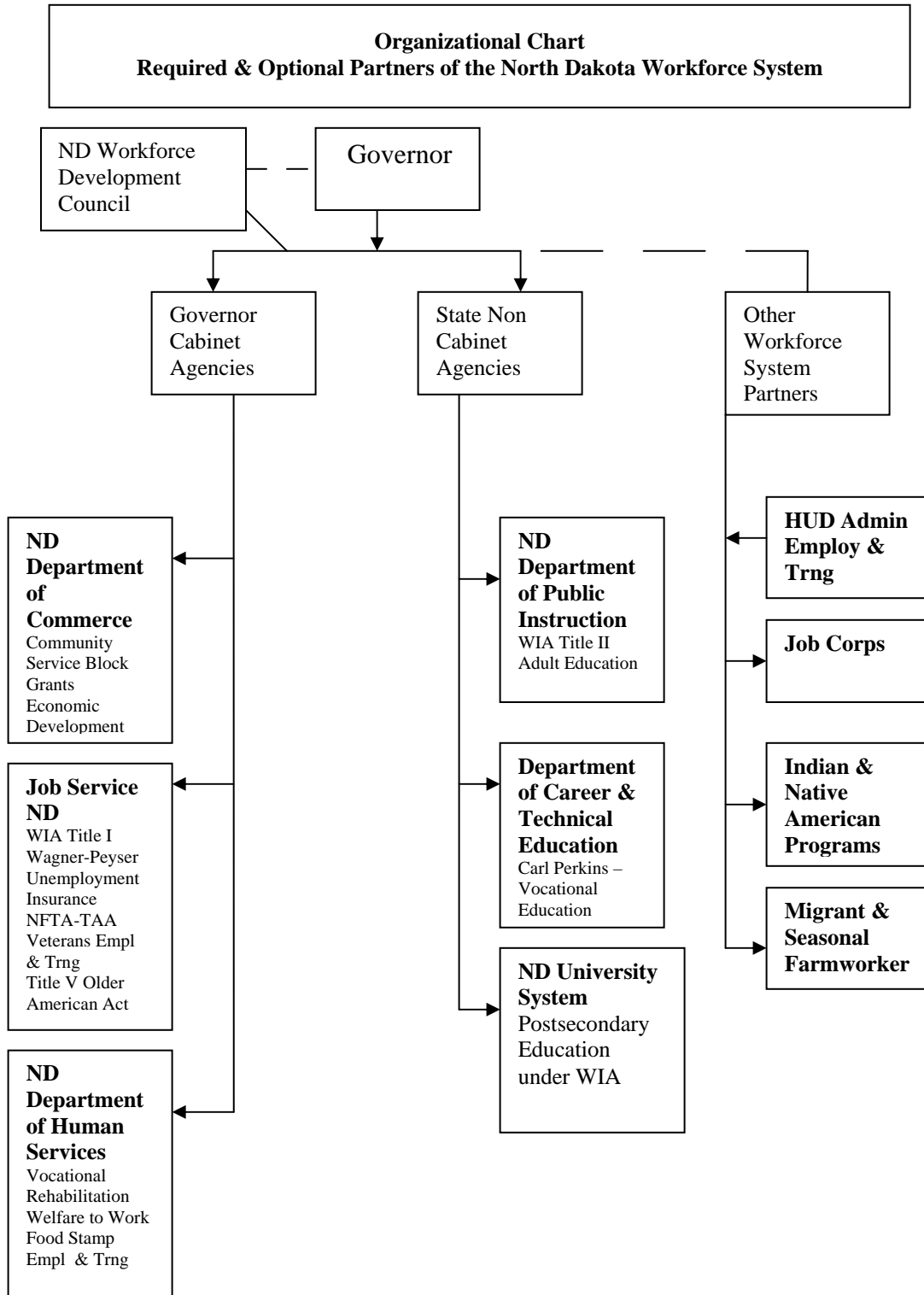
ATTACHMENT A

PUBLIC COMMENT

ONE COMMENT WAS RECEIVED FROM THE PUBLIC.

COMMENTS	ISSUE	COMMENT
Debbie Painte Workforce Investment Act United Tribes Technical College 3315 University Drive Bismarck, ND 58504 Phone: 701-255-3285 ext. 1232	Services to Native Americans	Provide detailed description in the Strategic Two-Year State Plan of how additional efforts will be made to improve services to Native Americans. Improve marketing efforts and public awareness of activities to the Native American population. Provide better outreach services to Native American youth and adults. Provide advertisement of workshops for Native Americans. Provide information about services available.

ATTACHMENT B



ATTACHMENT C

THE NORTH DAKOTA WORKFORCE DEVELOPMENT COUNCIL July 1, 2001 - June 30, 2007

NAME	CATEGORY	APPOINTMENT
Mr. Jim Walker 520 Gary Avenue Bismarck ND 58501 701-223-9594 jrwalk41@msn.com	Organized Labor and Professional Groups - Communication Workers of America	July 1, 2002 - June 30, 2005 (Planning Committee)
Mr. Alvin "Butch" Brandt 617 6 th Street Wyndmere ND 58081 701-439-2557 butch_b42@hotmail.com	Organized Labor and Professional Groups – Melroe Bobcat	July 1, 2002 - June 30, 2005
Ms. Cathi Christopherson P.O. Box 1151 Bismarck ND 58502-1151 701-222-7959 Cathi.christopherson@MDUResources.com	Business – Region VII MDU Resources Group	July 1, 2002 - June 30, 2005 Vice Chairperson (Executive Committee)
Ms. Candice Dietz 2600 9 th Avenue SW Fargo ND 58103 701-293-6905 candice@preferencepersonnel.com	Business – Region V Preference Personnel	November 15, 2004 - June 30, 2007
Mr. Lee Peterson P.O. Box 2057 Bismarck ND 58502-2057 701-328-5300 lpeterson@state.nd.us	State Agency – Commissioner North Dakota Department of Commerce	Open-ended (Executive Committee)
Mr. James "Jim" Dahlen PO Box 879 Devils Lake ND 58301-0879 701-662-4933 FORWARDdl@stellarnet.com	Community Group - (Economic Development) Forward Devils Lake Corporation	July 1, 2001 - June 30, 2007
Mr. Paul Steffes 3050 Hwy 22 North Dickinson ND 58601 701-483-5400 psteffes@steffes.com	Business – Region VIII Steffes Corporation	July 1, 2001 - June 30, 2007
Dr. Robert Potts 600 East Boulevard Ave Bismarck ND 58505-0230	State Agency- Chancellor, North Dakota University	Open-ended

701-328-2963 ndus.chancellor@ndus.nodak.edu	System	
Dr. David Gipp, President 3315 University Drive Bismarck ND 58504 701-255-3285 Ext. 8 dmgipp@aol.com	Community Group - (Vocational Education) United Tribes Technical College	July 1, 2001 - June 30, 2007 (Planning Committee)
Mr. David Kemnitz 1323 East Front Avenue Bismarck ND 58504 701-223-0784 dkemnitz@ndaflcio.org	Organized Labor and Professional Groups - President ND AFL-CIO	July 1, 2003 - June 30, 2006 (Executive Committee)
Ms. Maren Daley 1000 East Divide Avenue Bismarck ND 58502-5507 701-328-3030 mdaley@state.nd.us	State Agency - Executive Director, Job Service North Dakota	Open-ended Ex-Officio (Executive Committee)
Mr. Wayne L. Kutzer 600 E Boulevard, 15 th Floor Bismarck ND 58505-0610 701-328-2259 wkutzer@state.nd.us	State Agency - State Director, State Board for Career & Technical Education	Open-ended (Executive Committee)
Ms. Rosella Grant 1006 West Capitol Avenue Bismarck ND 58501 701-223-3929 grantrosella@hotmail.com	Organized Labor and Professional Groups	July 1, 2002 - June 30, 2005
Mr. Leo Cummings HC3, Box 2 Newtown ND 58763 701-627-4756 lcummings@mhanation.com	Community Group - 477 Administrator (Three Affiliated Tribes North Segment Community Board)	July 1, 2001 - June 30, 2007 (Planning Committee)
Mr. Al Lukes P.O. Box 5540 Bismarck ND 58506 701-221-4401 alukes@bepc.com	Business – At Large Dakota Gasification Company	July 1, 2002 - June 30, 2005 Chairperson (Executive Committee)
Mr. Charles Axtman 302 16th Avenue NE Jamestown ND 58401 701-252-6908 axtman@daktel.com	Business - Region VI	July 1, 2003 - June 30, 2006
Mr. Lee Lampert Divide County High School	Community Group - (Secondary Education)	July 1, 2002 - June 30, 2005

Crosby ND 58730 701-982-3324 lee.lampert@sendit.nodak.edu	Vocational Education Director	
Mr. Brian Mathews 1550 South 48 th Street Grand Forks ND 58201 701-787-3508 bmat@amazon.com	Business – Region IV Amazon.Com	July 1, 2003 - June 30, 2006
Mr. David Massey 600 East Boulevard Avenue Bismarck ND 58505-0440 701-328-2393 dmassey@state.nd.us	State Agency - Assistant Superintendent, Department of Public Instruction	Open-ended
Ms. Carol Olson 600 East Boulevard Avenue Bismarck ND 58505-0250 701-328-2538 socols@state.nd.us	State Agency - Executive Director, Department of Human Services	Open-ended
Dr. Sharon Hart 800 North 6 th Street Wahpeton ND 58076 701-671-2222 Sharon.Hart@ndscs.edu	Community Group - (Higher Education) President - North Dakota State College of Science	September 1, 2004 - June 30, 2007
Mr. Todd La Motte 301 4 th Street Devils Lake ND 58301 701-662-4976 lamottes@gondtc.com	Business – Region III La Motte's Paint & Glass	November 15, 2004 - June 30, 2006
Mr. Bruce Walker 219 South Main Minot ND 58701 701-852-0136 Bruce@coldwellbanker.com	Business – Region II Coldwell Banker, 1 st Minot Realty	July 1, 2002 - June 30, 2005 (Executive Committee)
Ms. Sharon Buhr 570 Chautauqua Boulevard Valley City ND 58072 701-845-6456 buhr@csicable.net	Community Group – Local School Board	October 5, 2003 - June 30, 2006
Mr. Robert Blackford PO Box 842 Kenmare ND 58746 701-385-4594 woldrill@restel.net	Business – Region I Wolverine Drilling	July 1, 2003 - June 30, 2006
Mr. James J. Hirsch 1600 East Century Avenue, Suite 2	Ex-Officio Member/No Vote	Open-ended

P.O. Box 2057 Bismarck ND 58502-2057 701-328-5345 jhirsch@state.nd.us	Council	(Executive 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@state.nd.us	Ex-Officio Member/No Vote	Open-ended

ATTACHMENT D

DRAFT

North Dakota

One-Stop System Certification

Introduction

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 the employer's 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.

The connection between the workforce governance system, private sector employers, education and training, economic development and human services programs must be a direct and continuous link that allows the alignment of services and systems to benefit all workers. To develop an innovative and responsive system, North Dakota must accomplish the following:

- Exceptional management and planning at the state and local level
- Include in the demand driven workforce system a critical role for business, education and organized labor
- Be accessible and efficient
- Link the workforce system, education and training providers, economic development, private sector employers, tribes and other system partners
- Demonstrate added value through Return on Investment and customer satisfaction

To demonstrate North Dakota's commitment to a One-Stop System, the North Dakota Workforce Development Council (NDWDC), has developed a One-Stop System Certification document. This document is an effective way to demonstrate to the U.S. Department of Labor and the Governor of the State of North Dakota, that North Dakota is committed to a One-Stop System.

To better understand the terminology used throughout this One-Stop System Certification document, the following definitions are used frequently and are listed:

One-Stop Access Point:

A One-Stop Access Point has access to the Internet along with informational brochures about the North Dakota One-Stop Systems' services. An example of this may be the local library, social service office, tribal WIA office or school.

Level 1:

A One-Stop allows for customer access to core services and an access to partner resources and services either electronically or via a referral or appointment process with a Level 2 or Level 3 One-Stop.

Level 2:

A One-Stop, which would fully satisfy the requirements of the Workforce Investment Act for a One-Stop System in a single physical location. This center would have access to the entire required core, intensive and training partner services

Level 3:

A One-Stop, which would fully satisfy the requirements of the Workforce Investment Act for a One-Stop System in a single physical location. In addition, this One-Stop System also incorporates activities such as: integrated services, continuous improvement initiatives, enhanced services, and/or additional partners above the required partners of WIA.

One-Stop System Certification Guide

The One-Stop System Certification Guide (Attachment 1) is based on Federal Law. The Guide is divided into five sections, General Information One-Stop, Resource Room, Sustainability, Facility, and Employer Services. The One-Stop System Certification process was developed to enable North Dakota to showcase its One-Stop Systems and enables North Dakota to meet the oversight requirements of the Workforce Investment Act. North Dakota One-Stop Systems partners can write up their "best practices" as part of the Certification process. North Dakota will ensure that Certified One-Stop's are fully functional and exceed the expectations of employers and job seekers.

Legal Framework

The regulatory framework includes the requirements of the Workforce Investment Act (WIA). WIA, Section 121 states that each area must operate at least one comprehensive One-Stop. Section 134(2)(B)(v), states "the State is responsible for assisting in the establishment and operation of One-Stop Systems statewide," which serves as the basis for the One-Stop System Certification process.

Certification Process Methodology

NDWDC will assign a Review Team to conduct the One-Stop System Certification process. The Review Team will prepare for the process by reviewing any existing documentation concerning the North Dakota One-Stop System. These documents may include the current MOU, 2-Year Plan, WIA grant agreements, and Monitoring reports. Following the review of these documents, on-site reviews will occur in order to validate the activities found in the One-Stop System Certification Guide. After the

validation reviews, the Certification Report will be drafted. Throughout the process, One Stop System partners will be able to provide additional information and answer questions about their One-Stop System. The following is a detailed description of the steps and anticipated time frames that will be used for the One-Stop System Certification process:

Step 1 - Start One-Stop System Certification Process (day 0 to day 30):

To start the One-Stop System Certification process, the One Stop System partner must submit a letter to the NDWDC. The One Stop System partner must also complete a One-Stop System Site Information Checklist (Attachment 2) for each One-Stop(s) location(s).

Under a separate attachment, the One Stop System partner will give the appropriate address information regarding all One-Stop Access Points. This information will help the Review Team identify how the One Stop System partner would like the One-Stop System to be certified. For example, if one of the One-Stops is only offering core services those services alone will be used by the Review Team to determine the One-Stop Systems' Certification status.

Upon receiving the letter from the One Stop System partner containing the One-Stop System Site Information Checklist and the most recent copy of their MOU, the Review Team will send a letter of confirmation indicating the date of the on-site entrance conference. The letter will also include the following:

- (1) The One-Stop System Certification Guide that will be used during the review;
- (2) The approximate dates of the One-Stop System Certification process, and
- (3) The instructions by which the One Stop System partner will compile information requested as part of the One-Stop System Certification Guide.

This information must be submitted to the Review Team within 30 days from receipt of the letter.

The Review Team will schedule the start of the Certification in the order in which the One-Stop System Certification request letters were received. Start dates for areas will be determined based upon demand, completion of proper documentation, and Review Team time-constraints.

Step 2 - Entrance Conference – On-Site Review Period (day 30 to day 60): At the entrance conference, the Review Team will go over the proposed format for conducting the review and the expectations of all parties. During the on-site review, the Review Team will visually confirm service delivery, partner participation, facilities, and written information. During the 30-day period, the Review Team will coordinate any on-site reviews with the One Stop System partner designee.

Step 3 - Drafting the One-Stop System Certification Report (day 60 to day 90): The Review Team will review documentation submitted by the One Stop System partner along with analysis from information gathered during on-site visits, to prepare the draft One-Stop System Certification Report. The draft One-Stop System Certification Report will include the following:

- (1) Status level obtained by the One-Stop system;
- (2) Areas needing focus;
- (3) Suggestions on ways to improve these areas based upon the Review Teams' knowledge and expertise, and;
- (4) One-Stop System strengths.

While drafting the One-Stop System Certification Report, additional communication with the One Stop System partner and/or One-Stop Operator may be required to clarify activities.

Step 4 - Exit Conference (day 90 to day 105): The draft One-Stop System Certification Report will be sent to the North Dakota Workforce Development Council Chairperson and One-Stop Operator. The Review Team will schedule an Exit Conference with the appropriate parties to discuss the draft One-Stop System Certification Report conclusions. The visit will also provide the One Stop System partner an opportunity to request technical assistance and/or clarification on any of the Certification activities.

Step 5 - One Stop System partner Comment Period (day 105 to day 120): Once the draft One-Stop System Certification Report is issued, the One Stop System partner will have 15 days to clarify areas needing focus by submitting additional information and/or documentation to the Review Team. If another on-site review is necessary to verify the information, the Review Team will re-visit the site within the 15 days allotted for the comment period.

Step 6 - Certification Report (day 120 to day 135): The Review Team will consider any new information presented during the comment period and issue a One-Stop System Certification Report to the following:

Governor

North Dakota Workforce Development Council Chairperson

One-Stop Operator(s)

The One-Stop System Certification Report will be the same format as the draft One-Stop System Certification Report. All activities listed in the One-Stop System Certification Report in the "areas needing focus" will also become part of the One-Stop Systems Action Plan. The One-Stop System Certification Report will establish a date for submission of a written Action Plan to the NDWDC from the One Stop System partner.

As soon as the One-Stop System obtains a Level 1, 2 or 3 status, the One Stop System partner is eligible for consideration for WIA Incentive Award and Governor's Reserve funding.

The following steps are for One Stop System partner that have identified opportunities needing focus in their One-Stop System Certification Report and have not yet received a certification Level 1, 2 or 3.

Step 7 - One-Stop System Action Plan (day 135 to day 165): The One Stop System partner will use the One-Stop System Certification Report to create their Action Plan. The One Stop System partner is encouraged to make sure that their partners play an active role in Action Plan development and implementation. This plan must be submitted to NDWDC within 30 days of receipt of the One-Stop System Certification Report --- *unless* both parties have agreed upon another date in writing.

Step 8 - Review Action Plan for Approval (day 165 to day 180): The Review Team will review the Action Plan for timing, scope and compliance. The Review Team will also approve or disapprove the Action Plan and notify in writing the NDWDC. The letter will also contain possible next dates for follow-up reviews on the approved Action Plan. If the Action Plan was disapproved, the letter will state the reason for the disapproval and the One Stop System partner will be given 15 days to submit another Action Plan for review to NDWDC.

Step 9 – Implement Action Plan (from day 180 to specified action plan dates): The One Stop System partner will begin implementation of the approved Action Plan as described. The Review Team will periodically make on-site reviews to verify progress on the activities needing focus as noted in the approved Action Plan. One Stop System partner must request a Re-Certification in writing. Upon receipt of the letter, the Review Team will make another on-site visit to validate that the areas needing focus have been completed adequately.

Step 10 – One-Stop System Certification Report with an Addendum: Upon completion of the Action Plan and at the request of the One Stop System partner, the Review Team will re-issue the One-Stop System Certification Report with Addendum based upon reviewing the improvements that have been made. If the One-Stop System has obtained Level 1, 2 or 3 status, the One Stop System partner is eligible for consideration for WIA Incentive Award funding and Governor's Reserve funding. If a Level 1 or 2 status is achieved, the One-Stop System will prepare and submit, within the next 180 days, an outline of activities focusing on the areas of continuous improvement.

If the One Stop System partner has received a One-Stop System Certification Report with Addendum, and still has areas needing focus, it will have 30 days to prepare and submit another Action Plan (begin again at Step 7). This process will continue for a One Stop System partner until at a minimum a "Level 1" status is obtained.

Action Plans

Action Plans are required for all levels of Certification for areas that are identified as needing focus. After a One Stop System partner has obtained "Level 1 or 2" status, the Action Plan/outline of activities must focus on areas needing continuous improvement. Each One Stop System partner may develop its own format for Action Plans, but NDWDC wants to assure that all areas identified in the Action Plans state clearly how necessary improvements such as – continuous improvement, technical assistance, time frames, funding, staff resources and dependencies, will be accomplished.

Re-Certification

Once a One Stop System partner's One-Stop System has obtained Level 1, 2 or 3, this status will be in effect for two years from the date of the One-Stop System Certification Report. The following are possible events that may warrant NDWDC to reconsider the Certification status for a One Stop System partner's One-Stop System:

- (1) One Stop System partner has not submitted their Action Plan focusing on continuous improvement within the required time frame;
- (2) Any program or financial audit findings, and;
- (3) Any additions or deletions to the One-Stop System (sites and services).

Re-Certification will follow a similar process.

Appeal Process

The One-Stop System Certification process will be followed as described in this document unless otherwise agreed to in writing by both parties. If the One Stop System partner wishes to appeal the results of the One-Stop System Certification Report, they may do so in writing to the North Dakota Workforce Development Council Chairperson.

(ATTACHMENT ONE to Certification Policy)

One-Stop System Certification Guide

Criteria		Measures		
		Level 1	Level 2	Level 3
I. General Information		One-Stop System		
1.	Demonstrate how the One-Stop System meets the needs of the NDWDC, the state and/or community, as established in the 2 year plan.	<u>Documented Evidence of:</u> ~ One-Stop(s) and Access Points ~ Updates to 2 year plan: . Labor Market . Needs/Services in system . Collective Partners identify performance levels set in the system . Prioritization and levels of service ~ Monitoring Reports (Corrective Action Plans if applicable)	<u>Documented Evidence of:</u> ~ One-Stop(s) and Access Points ~ Updates to 2 year plan: . Labor Market . Needs/Services in system . Collective Partners identify performance levels set in the system . Prioritization and levels of service ~ Monitoring Reports (Corrective Action Plans if applicable)	<u>Documented Evidence of:</u> ~ Level 2 ~ Business Plan ~ Regular Community Meetings ~ Newsletter ~ Additional activities
2.	Demonstrate how the One-Stop System meets the needs of core/intensive/training services.	<u>Documented Evidence of:</u> ~ Core Services accessed at One-Stop: . Determination of eligibility for funding sources . Outreach, intake and orientation . Initial assessment of skill levels, aptitudes and ability . Job search and placement assistance . Labor market information . Performance and cost for Eligible Training Providers . Performance measurements of the local One-Stop System . Information on availability of supportive services . Information regarding UI . Assistance in establishing eligibility for Welfare-to-Work and non-WIA E&T . Follow-up services ~ Intensive/Training accessed in One-Stop or Access Points: . Documented process and procedures	<u>Documented Evidence of:</u> ~ Core Services accessed at One-Stop: . Determination of eligibility for funding sources . Outreach, intake and orientation . Initial assessment of skill levels, aptitudes and ability . Job search and placement assistance . Labor market information . Performance and cost for Eligible Training Providers . Performance measurements of the local One-Stop System . Information on availability of supportive services . Information regarding UI . Assistance in establishing eligibility for Welfare-to-Work and non-WIA E&T . Follow-up services ~ Intensive/Training accessed in One-Stop or Access Points: . Documented process and procedures	<u>Documented Evidence of:</u> ~ Level 2 ~ Additional services provided

3.	Signed Memorandum(s) of Understanding with all One-Stop System Partners has been executed.	<u>Documented Evidence of:</u> ~ Resource/Cost Sharing ~ Referral Methods ~ Services offered by partner (by location) ~ Veterans priority of service ~ Which of the following three required partners are part of the One-Stop (need to describe how the remaining partners' services are available – electronic or via an agreement): . WIA Program . Wagner-Peyser (Labor Exchange) . Adult Education and Literacy Activities . Rehabilitation Services Commission . TANF Program . Title V (Older Americans Act Programs) . Post Secondary Vocational Education . Trade Adjustment Assistance/NAFTA . Veterans Employment and Training Program . Community Block Grants Program . HUD Employment and Training Program . Unemployment Insurance Program . Social Security Act, Welfare-to-Work ~ Individual Partner performance levels in system ~ Customer Flow (detailed) ~ Cross Training Initiative(s)	<u>Documented Evidence of:</u> ~ Resource/Cost Sharing ~ Referral Methods ~ Services offered by partner (by location) ~ Veterans priority of service ~ Required Partners . WIA Program . Wagner-Peyser (Labor Exchange) . Adult Education and Literacy Activities . Rehabilitation Services Commission . TANF Program . Title V (Older Americans Act Programs) . Post Secondary Vocational Education . Trade Adjustment Assistance/NAFTA . Veterans Employment and Training Program . Community Block Grants Program . HUD Employment and Training Program . Unemployment Insurance Program . Social Security Act, Welfare-to-Work ~ Individual Partner performance levels in system ~ Customer Flow (detailed) ~ Cross Training Initiative(s)	<u>Documented Evidence of:</u> ~ Additional Partners ~ One-Stop Procedures Manual ~ Partners role in the One-Stop System beyond referrals
	II. Resource Room	<u>Documented Evidence of:</u> ~ Clear signage in One-Stop to the Resource Room ~ Clear signage in the Resource Room to available services and activities ~ Number of customers served ~ Work Space (chairs, tables) proportional to the number of customers served ~ Access to phones, fax, copiers,	<u>Documented Evidence of:</u> ~ Clear signage in One-Stop to the Resource Room ~ Clear signage in the Resource Room to available services and activities ~ Number of customers served ~ Work Space (chairs, tables) proportional to the number of customers served ~ Access to phones, fax, copiers, printer for PC	<u>Documented Evidence of:</u> ~Level 2 ~Additional characteristics

1.	Demonstrate the following characteristics of the Resource Room.	<p>printer for PC</p> <ul style="list-style-type: none"> ~ Local & Statewide job postings ~ Local & Regional newspapers (clear Internet instructions if not actual hardcopy paper) ~ Local phone books ~ Access to paper and envelopes for resumes ~ PC's proportional to the number of customers served with internet and word processing capabilities (A minimum of one PC must be ADA equipped) ~ Dictionary ~ UI Phone (being ADA compliant) ~ Brochures on local services – Partners ~ Instructional Material -(Documents on resume writing, videos, CD trainings) 	<ul style="list-style-type: none"> ~ Local & Statewide job postings ~ Local & Regional newspapers (clear Internet instructions if not actual hardcopy paper) ~ Local phone books ~ Access to paper and envelopes for resumes ~ PC's proportional to the number of customers served with internet and word processing capabilities (A minimum of one PC must be ADA equipped) ~ Dictionary ~ UI Phone (being ADA compliant) ~ Brochures on local services – Partners ~ Instructional Material (Documents on resume writing, videos, CD trainings) 	
	III. Sustainability			
1.	Demonstrate how One-Stop Partners and other funding sources have been identified to continue the operation and expansion.	<p><u>Documented Evidence of:</u></p> <ul style="list-style-type: none"> ~ Process exists for cost and revenues ~ Financial Gap Analysis 	<p><u>Documented Evidence of:</u></p> <ul style="list-style-type: none"> ~ Process exists for cost and revenues ~ Financial Gap Analysis 	<p><u>Documented Evidence of:</u></p> <ul style="list-style-type: none"> ~ Level 2 ~ Business Plan
	IV. Facility			
1.	Demonstrate the accessibility of your One-Stop.	<p><u>Documented Evidence of:</u></p> <ul style="list-style-type: none"> ~ Clear signage on outside of facility ~ Clear signage inside facility ~ Availability of assistance upon entering ~ All materials available in alternative formats ~ Hours of operation, either by: (1) Posted on State/Local website (2) Phone message (3) Posted on door 	<p><u>Documented Evidence of:</u></p> <ul style="list-style-type: none"> ~ Clear signage on outside of facility ~ Clear signage inside facility ~ Availability of assistance upon entering ~ All materials available in alternative formats ~ Hours of operation, either by: (1) Posted on State/Local website (2) Phone message (3) Posted on door 	<p><u>Documented Evidence of:</u></p> <ul style="list-style-type: none"> ~ Level 2 ~ Additional activities
	V. Employer Services			
1	Demonstrate how the One-Stop meets the needs of employers.	<p><u>Documented Evidence of:</u></p> <ul style="list-style-type: none"> ~ Assistance with recruiting qualified applicants ~ Assistance for entering job orders ~ Access to labor market information ~ Information sharing for employer events ~ Rapid Response 	<p><u>Documented Evidence of:</u></p> <ul style="list-style-type: none"> ~ Assistance with recruiting qualified applicants ~ Assistance for entering job orders ~ Access to labor market information ~ Information sharing for employer events ~ Rapid Response 	<p><u>Documented Evidence of:</u></p> <ul style="list-style-type: none"> ~ Level 2 ~ Additional Employer Services ~ Assistance with planning for workplace expansion and downsizing ~ Assistance with information regarding retention and post employment support services for employees

	VI. Continuous Improvement			
1	Demonstrate how the One-Stop meets continuous improvement goals contained in the 2 year plan.	<u>Documented Evidence of:</u> ~ Customer Satisfaction Survey (past 3 months) ~ Changes in delivery system as a result of customer satisfaction surveys (partner involvement)	<u>Documented Evidence of:</u> ~ Customer Satisfaction Survey (past 3 months) ~ Changes in delivery system as a result of customer satisfaction surveys (partner involvement)	<u>Documented Evidence of:</u> ~ Leadership ~ Information and Analysis ~ Strategic Planning ~ Human Resource Utilization ~ Process Management ~ Business Results ~ Customer Satisfaction

(ATTACHMENT TWO to Certification Policy)

One-Stop System Site Information Checklist

Name of the One-Stop Center:

Address of the Site:

Contact Name:

Phone Number:

Partners	On-Site	Referral	Electronic	Comments
WIA Program				
Sec. 166 Native American				
Sec. 167 Migrant/Seasonal Farm Worker				
Sec. 169 Youth Opportunity Grants				
Sec. 171 Demonstration Pilot Projects				
Sec. 173 National Emergency Grants				
Adult Dislocated Worker				
Job Corps/Civilian Conservation Corps				
Wagner-Peyser				
Adult Education & Literacy Activities				
Vocational Rehabilitation Services				
TANF Program				
Title V of the Older Americans Act				
Post Secondary Vocational Education				
Trade Adjustment Assistance/NAFTA				
Veterans Employment and Training				
Community Service Block Grants				
HUD Employment & Training Programs				
Unemployment Insurance				
Social Security Act Sec. 403(a)(5) Welfare to Work				
Other Partners:				
Other Partners:				
Other Partners:				
Other Partners:				
Other Partners:				
Core Services for the Universal Customer:				
Determination of eligibility for funding sources				
Outreach, Intake and orientation				
Initial assessment of skill levels, aptitudes, ability				
Job Search and Placement Assistance				
Labor Market Information				
Performance and cost of eligible training providers				
Performance measurement of the One-Stop System.				
Information on availability of supportive services				
Assistance with establishing eligibility for Welfare-to-Work and Non-WIA employment and training services				

Partners	On-Site	Referral	Electronic	Comments
Follow-up Services				
Additional Information:				
Resource Room:				
Other:				
Other:				
Other:				
Other:				
Other:				
Other:				
Other:				
Enhanced Services:				
Other:				

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.