

STATE OF NORTH DAKOTA

MODIFICATION TWO

STRATEGIC FIVE-YEAR STATE PLAN

FOR

TITLE I

***OF THE WORKFORCE INVESTMENT ACT OF 1998
(WORKFORCE INVESTMENT SYSTEMS)***

AND

THE WAGNER-PEYSER ACT

Full Plan

**GOVERNOR
JOHN H. HOEVEN
STATE OF NORTH DAKOTA**

For the Period of

July 1, 2000 - June 30, 2005

MODIFIED: September 2004

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STRATEGIC FIVE-YEAR STATE PLAN
MODIFICATION TWO**

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Preamble

In the 21st century, the economic strength of the United States will depend on the ability of each state to compete successfully in the global economy. To compete most effectively, state economic development strategies must build a skilled workforce through lifelong learning and worker training.

Governor John Hoeven recognizes that a strong workforce development system must encompass education, human service, and economic development programs and ensure the attention and investment of all levels of government and the private sector. Through a comprehensive, integrated, and flexible workforce system, North Dakota will be equipped to compete successfully in the global economy.

This modification to the North Dakota Five-Year Strategic Workforce Development Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act is a product of Governor Hoeven's goal for economic development and the workforce development and workforce training partnerships among federal, state, and local governments to produce a highly-skilled workforce that strengthens businesses and the economy. The Workforce Investment Act authorized Governors to initiate broad structural reforms in their workforce development systems.

North Dakota is a single service delivery area under the Workforce Investment Act of 1998 (WIA). The North Dakota Workforce Development Council serves as the state workforce investment board and the local workforce investment board as outlined in WIA. Governor Hoeven has elected to continue to use the alternative entity clause in the 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.

This modification and future revisions will be posted to the North Dakota Department of Commerce web site <http://www.ndcommerce.com> for public review and comment. Questions, suggestions and other feedback regarding this plan modification can be forwarded to the Director, North Dakota Workforce Development Council (NDWDC), James J. Hirsch at 701-328-5345, via email at jhirsch@state.nd.us (or fax at 701-328-5320).

Executive Summary

This modification to the North Dakota Five-Year Strategic Workforce Development Plan is a culmination of ongoing planning efforts of the North Dakota Workforce Development Council.

Since 1997, the Council has developed a workforce development system model that builds on the existing strengths of an educated and skilled workforce, low workforce turnover, and North Dakota's current focus on wealth creation through targeted business retention, expansion and recruitment efforts.

The North Dakota **Workforce Development System** is a relationship of functions, entities, and influences that facilitates the preparation of an educated and skilled workforce in response to the changing needs of the marketplace. It includes those formal and informal education and training activities that provide current and potential workers new or enhanced knowledge, skills and attitudes necessary for successful employment in the global marketplace.

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 partnering to provide workforce development and workforce training throughout the state include the North Dakota State University System, Job Service North Dakota, State Board for Career and Technical Education, Department of Public Instruction, Department of Human Service 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 in North Dakota. This current 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 a number of specific federally funded programs complemented by several State funded programs. The State funded programs fill 'gaps' in workforce training and are targeted toward addressing employer needs for keeping their workforce trained and competitive.

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

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, and in turn a community, for locating their business or industry.

Target Industries (**See Appendix A**) were selected as economic development targets based on a comprehensive study by AngelouEconomics (AE) as a part of their work in developing the North Dakota Economic Development Foundation Strategic Plan in September of 2002.

North Dakota is known for several strengths, most notably education, talented workforce, and quality of life. These factors build the launch pad for North Dakota's re-invigorated economic development program. The bold leadership currently in both the executive and legislative branches of state government demonstrates a commitment to address shortfalls in the state's traditional economic growth patterns.

There is a high level of cooperation and coordination regarding workforce development and workforce training among the organizations and agencies involved in economic development at the local and state level. The position of the North Dakota Workforce Development Council is to support the continuation of the current funding levels for federal and state workforce development and workforce training programs and to support the retention of the current administrative and delivery structure.

I. Plan Development Process

A. Process

The strategic planning process began shortly after the North Dakota Workforce Development Council was formed in February 1997. The process is ongoing and continues through the quarterly meetings of the North Dakota Workforce Development Council (NDWDC) and through the work of committees and work groups established by the Council to work on specific workforce issues and projects.

B. Public Review and Comment

A web site has been established, <http://www.ndcommerce.com>, for the Council to post workgroup and committee meeting summaries and plan modification drafts for public comment. Links to other federal and state WIA planning information/working sites are also available. The draft Plan Modification was reviewed by the Council on June 5, 2003, and was shared with the public over the web site and through a public review notification in the Official State Newspaper. A summary of those public comments can be found at **Appendix F**.

II. State Vision and Goals

A. North Dakota Economic Development Goals and Objectives

In a proactive effort to accelerate North Dakota's economic growth rate, Governor John Hoeven proposed, and the General Assembly legislatively 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 Vision and purpose of the Foundation is clearly defined.

Foundation's Vision:

"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".

Foundation's Mission:

"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”.

The Vision and Mission 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.

North Dakota is known for several strengths, most notably education, talented workforce, and quality of life. These factors build the launch pad for North Dakota’s re-invigorated economic development program. The bold leadership currently in both the executive and legislative branches of state government demonstrates a commitment to address shortfalls in the state’s traditional economic growth patterns.

Foundation’s 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.

The North Dakota Economic Development Foundation’s Strategic Plan sets measurable, practical, yet ambitious benchmarks to reverse demographic and economic trends that have existed since the 1950s. The plan requires a broad approach to economic growth and will be driven by opportunity and strategy.

B. North Dakota Workforce Investment System Vision and Goals

The North Dakota Workforce Development Council will play an important role in helping the state meet its overall economic development goals through coordination of the states workforce development and workforce training system and establishing clear priorities for use of the WIA Title I funding.

The North Dakota Workforce Development Council was authorized under executive order 95-01. The Council is a twenty five-member board that serves in an Advisory capacity to the Governor with responsibility for recommendations on policy, vision and strategic planning related to work force recruitment, work force development and work force training.

The Vision and Mission of the North Dakota Workforce Development Council fully supports the state’s overall vision and goals.

Council's Vision:

“North Dakota's workforce will attain world-class status by being technologically current, highly educated, highly skilled, team based, and diversified”.

Council's Mission:

“North Dakota's workforce educated and prepared to successfully compete in a dynamic economy”.

With active leadership, coordinated planning, and targeted investments, the workforce development system should help the state attain this vision and mission. More importantly, the quality of life will be improved as North Dakotans are continually prepared to succeed and prosper in the global market place.

There is a high level of cooperation and coordination regarding workforce development and workforce training among the organizations and agencies involved in economic development at the local and state level.

North Dakota needs to maintain its current commitment and funding levels for federal and state funded workforce development and workforce training programs. A new program is needed to provide funding to support the training of underemployed and youth in primary sector and high demand, high skill, targeted occupations having an average annual wage of \$25,000 or more, in return for a commitment to work in North Dakota.

North Dakota Workforce Development Council Legislative Position:

1. Funding for the workforce development and workforce training programs is continued at the current levels.
2. Continue the workforce development and workforce training system as currently structured and administered.
3. Continue to address accessibility to training and provide access to funding to assist the underemployed with retraining for high demand and high skill jobs that exist in North Dakota.
4. Work with the North Dakota legislature and the Governor's Office to develop a permanent funding source for state funded workforce development and workforce training programs.
5. Explore options to fund a new program to provide matching funds to assist with retraining underemployed workers and youth for primary sector and high demand high skill target occupations in return for a commitment to work in North Dakota.

Strategies and Tactics:

The NDWDC has oversight for all strategies identified in this strategic plan. For each tactic there is a *lead* agency that will ensure that supporting actions are incorporated in the appropriate state agency supporting plans. Those agencies or entities that have secondary or coordinating responsibilities are called *partners*. Since no one agency can accomplish a specific strategy or tactic alone; there must a collaborative effort with continuous communication.

The North Dakota Workforce Development Council has adopted the following Goals to support North Dakota's Vision and Goals:

GOAL 1: Keep North Dakota businesses competitive by supporting efforts to provide an available and skilled workforce.

Strategy 1: Identify critical industry sectors and conduct workforce intelligence studies to accurately identify shortage occupations, emerging shortage occupations, requisite skills, and emerging competencies.

Tactic 1: During the 2003-2005 Biennium develop and support workforce needs assessments studies in the following industry sectors:

Energy
Manufacturing
Healthcare
Information Technology

Strategy 2: Train, retrain and upgrade the workforce to succeed in high skilled, high wage jobs.

Tactic 1: Work with the Governor's office and the North Dakota State Legislature to obtain support for adequate levels of funding for workforce development and workforce training programs. Develop a legislative position for the Council by July 1, 2004.

Tactic 2: Prioritize the use of scarce workforce training funds to train for employment in high demand occupations in North Dakota.

Tactic 3: Continue to address accessibility to training and provide access to funding to assist the underemployed with retraining for high demand and high skill jobs that exist in North Dakota.

Strategy 3: Encourage the development of "Centers of Excellence" to support research, education, and workforce training for emerging primary sector industries and industries with high wage and high demand employment opportunities in North Dakota.

Strategy 4: Form partnerships with the private sector to recruit the workers needed by business.

Tactic 1: Partner with the Greater North Dakota Chamber of Commerce, New Economy Initiative, Tribal Councils, Economic Development and Finance, alumni associations state and local agencies to expand workforce recruitment efforts to in-state and out-of-state workers.

GOAL 2: Inform and educate the public on North Dakota's One-Stop Career Center System and how to best access it and use it effectively.

Strategy 1: Develop a marketing and promotional plan targeted to both employers and job seeker customers of the One-Stop Career Center System to inform and educate them on services of the system and how to access services.

Strategy 2: Improve customer awareness of services and access to services through partner links to web sites or a web site portal providing access to One-Stop Career Center System partner programs and services.

GOAL 3: Encourage those not currently in North Dakota's workforce to enter or re-enter the labor market.

Strategy 1: Help businesses learn how to attract and employ persons with disabilities, seniors, immigrants, students, homemakers, welfare recipients, minorities and military retirees.

- Tactic 1: The North Dakota Workforce Development Council along with the Governor’s Office and partner agencies will host a “Governor’s State of the North Dakota Workforce Summit”.
- Tactic 2: Encourage the use of Workforce Investment Act Title I funds to provide internship opportunities for eligible youth.
- Tactic 3: Improve businesses awareness of the services and support that is needed by North Dakotans for long-term employment success.

GOAL 4: Increase access to information about North Dakota businesses, entrepreneurial successes, internships, jobs, career opportunities and the labor market.

Strategy 1: Develop an effective integrated Career Decision-making and preparation system for youth and adults.

- Tactic 1: Support the State Board for Career and Technical education in development of a web site portal with links to appropriate career information and career development web sites.

Strategy 2: Provide clear, timely and universally accessible information to students and job seekers and their families, counselors and mentors promoting career awareness and facilitating informed choices.

Strategy 3: Provide a timely, accurate, and comprehensive labor market intelligence system that meets the needs of employers, economic developers, education and training providers, employees, students, and the North Dakota Workforce Development Council.

- Tactic 1: North Dakota Workforce Development Council, along with partner agencies, and the Information Technology Department will continue to explore and support a Data Warehouse concept.

GOAL 5: Provide capacity building opportunities and improve the skills of North Dakota’s One Stop Career Center System partners’ staff so that they can provide better service to customers.

Strategy 1: Develop training modules for front line staff of the mandatory partner agencies on customer service, use of program data to support continuous program improvement and managing the new common measurement performance indicators.

- Tactic 1: The WIA Titles I and II and Perkins Act agencies will coordinate the development of a training package directed to One-Stop Career System Partners to further front-line staff’s knowledge and understanding of the One-Stop System principles, the new common measures for performance indicators and managing for continuous improvement.

Strategy 2: Increase awareness among service providers of the One-Stop Career Center System breadth and depth of services that is available to their customers statewide.

- Tactic 1: The North Dakota Workforce Development Council and the North Dakota Youth Development Council will take the lead in establishing Local Youth Committees and Local Workforce Councils.

- Tactic 2: Mandatory Partner agencies will develop and deliver training to the One-Stop Career Center System partner staff on customer service, continuous improvement, and management of performance outcomes for the system.

GOAL 6: Support efforts to increase the state's average annual income.

- Strategy 1:** 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 annual wage of \$25,000 or more.
- Strategy 2:** Educate adults and youth about the availability of good career opportunities with long-term potential for growth.
- Strategy 3:** Recommend the use of a portion of the Workforce Investment Act Governor's Set Aside funding to support training of eligible individuals for employment with primary sector businesses who are new start-ups or expanding in North Dakota.

Through these efforts North Dakota will provide an environment where employers are committed to developing their workforce, employees take personal responsibility for enhancing their skills and careers, and the government supports these activities through selective and strategic investment.

The Council endorses the Follow-Up Information on North Dakota Education and Training (FINDET) system as a foundation piece in the overall state effort to determine system performance and assess program and agency accountability.

The One-Stop Career Center is delivering core services through the Internet in Center resource rooms in a self-help environment. This allows staff to devote more time to clients that need intensive and training services. Technological improvements and advancements in the future will allow partners of the workforce development and workforce training system to develop common assessment tools, share information and provide seamless coordination and delivery of service to all customers.

The North Dakota Youth Development Council is pursuing stronger coordination among local service providers by promoting establishment of Local Youth Advisory Committees. With more emphasis on coordination better information will be available to the public on youth services.

Programs and funding streams supporting service delivery through the One-Stop Career Center Delivery System

Programs authorized under the Workforce Investment Act Title I for adults, dislocated workers and youth are major funding streams for the One-Stop Career Center Delivery System. In addition, Job Service North Dakota, as the One-Stop Career Center operator, has funding from Wagner-Peyser, Unemployment Insurance, JOBS, LMI, veterans', TAA/NAFTA, and the Senior Community Service Employment Program (SCSEP) under Title V of the Older Americans Act.

Information and services provided and customers' access

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. 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 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 networkofresources.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.

Informed customer choice and the use of the Individual Training Accounts (ITAs)

Labor Market Information, occupational demands, eligible training providers and their curriculum will be available on the Internet and accessible at One-Stop Career Center Delivery System Partner sites via the Internet. Assessment services will be available to customers, including assessment of the individual's abilities, skills and interests. This information will allow customers to make choices by matching their skills and needs with target and demand occupation skill requirements and opportunities.

Wagner-Peyser and Workforce Investment Act services provide the foundation of Core Services available through the One-Stop Career Centers. Labor market and other information will enable customers to make informed choices and choose, to some degree, the level of service, which best meets their needs.

North Dakota's Workforce Development System will play a key role in helping to achieve welfare, education, and economic development system goals. Goals were developed to enhance and support the goals of the welfare, education, and economic development systems.

Integration of Wagner-Peyser Act and unemployment insurance services

Wagner-Peyser and unemployment insurance are already fully integrated into the current Job Service system. Both programs are an integral part of the One-Stop Career Center. Job Service North Dakota, administrative entity for both programs, serves as the One-Stop Center Operator in the state. The full range of labor exchange services, including unemployment insurance is available in the One-Stop Career Centers. Job Service North Dakota's and America's Job Banks are available on the Internet, and at the One-Stop Career Centers.

To the extent possible, One-Stop Delivery System staff will be cross-informed about services, and where appropriate, cross-trained to ensure that the customer is receiving the right mix of services. Unemployment Insurance claimants will file their claims by telephone using the Interactive Voice Response system. They will be able to register for work via the Internet.

Youth Programs

The North Dakota Youth Development Council will actively support and encourage North Dakota schools to provide student's K-12 career information, career awareness and planning resources, a description of the State's economic outlook, career opportunity projections, and local job availability.

The North Dakota Youth Development Council will support and encourage changes to the North Dakota University System teacher preparation curriculum that will provide new and current teachers with the skills to implement the above recommendation.

WIA funds may be used to support paid and unpaid internships and programs that teach participants the importance of job retention, acceptable social skills, and the Secretary's Commission on Achieving Necessary Skills (SCANS) foundation skills and competencies. This investment can help build relationships with employers and encourage their participation in these skill improvement programs.

C. Performance indicators and goals to track progress

The NDWDC has adopted the performance indicators required under Section 136 of the Workforce Investment Act. See **Appendix B** for the performance levels to be achieved for each of the following indicators.

- Adults, Dislocated Workers and Youth 19-21
 1. Entry into Unsubsidized Employment
 2. 6-Months Retention in Unsubsidized Employment
 3. 6-Month Earnings Received in Unsubsidized Employment
 4. Attainment of Educational or Occupational Skills Credential by education participants who enter unsubsidized employment, or by youth who enter postsecondary, advanced training or unsubsidized employment
- Youth 14-18
 1. Attainment of Basic Skills, Work Readiness and/or Occupational Skills
 2. Attainment of Secondary School Diplomas/Equivalents
 3. Placement and Retention in Post-Secondary Education/Advance Training, Military, Employment, or qualified Apprenticeships
- Customer Satisfaction Indicator for Job and Training Seekers and Employers

III. Assessment

A. Market Analysis (Based on Data from the North Dakota Economic Development Foundation Strategic Plan, September 2002)

1. Key Trends Shaping the Economic Environment of the State.

During the 1990s North Dakota reversed the decline in wage rates seen in the 1980s suggesting potential for the future.

- North Dakota's wage growth in the 1990s mirrored the state's advances in population and employment growth indicating that the state is moving towards greater economic success.
- Between 1990 and 2000, North Dakota's average wage increased 46 percent.
- From 1990 to 2000, the median income for a four-person family increased 47 percent in North Dakota, just slightly slower than the U.S.

Strategic Implications

Recent trends suggest optimism for improving wage rates. By continuing to target higher impact, technology-oriented industries, North Dakota can expect to see further increases in the state's average wage rates. In doing so, high salaried employees will reinvigorate the rest of the economy as their increased buying power will increase demand for retail sales and other services.

Newly released U.S. Census data indicates that the nation's population is aging. North Dakota is not immune.

- Over the last decade, North Dakota, the region, and the nation all experienced a decline in their share of population 25 to 44 years of age. This is the age group that most companies

tend to review when making capital investment decisions.

- Between 1990 and 2000, the share of North Dakotans under the age of 25 fell from 38.1 to 36.4 percent, the second largest decrease among Northern Great Plains states behind Wyoming.
- During the same period, the state's share of residents 65 years or older increased by half a percentage point, while this age group's share fell both nationally and regionally.

Strategic Implications

*The U.S. is clearly experiencing an aging population baby boomers reach retirement age and birthrates continue to fall across the country. Immigration has been a source of supply. Unfortunately, North Dakota has been a source of supply to many other destination states and communities. The quality and quantity of the workforce is now a prime measurement for private sector capital investment. **If North Dakota's well-educated workforce can be retained and capital investments increased this will in great measure reverse the population decline and lead to overall higher incomes and prosperity.***

The growth in North Dakota's labor force throughout the 1990s presents a significant reversal of the trends the state experienced during the latter half of the 1980s.

- A very positive fact is that in 2001, both North Dakota and the Northern Great Plains region had a considerably larger percentage of their population participating in their workforces than the nation as a whole.
- North Dakota's civilian labor force increased by approximately eight percent despite having experienced a slight population decline during the same period,
- Unemployment rates in North Dakota dropped to 2.8 percent from 4.3 percent in the early 1990s, a trend similar to the region and the nation.

Strategic Implications

The statistics reflect a healthy workforce climate in North Dakota. The state's labor force is growing more rapidly than the overall population, and its unemployment rates have remained at historically low levels despite the current recession. These statistics also may point to some hidden challenges. North Dakota's low wage occupations are forcing a greater share of households to rely on dual incomes to make ends meet. Compared to the nation, a larger percentage of older workers in the state are continuing to work rather than exit the workforce at traditional retirement or near retirement age. With renewed emphasis on growing the state's high tech economy, career path opportunities for young people will increase and emigration will be reduced. Emigration will be on a decline and as older workers will eventually go into retirement there will a pipeline filled with young workers.

Employment statistics for North Dakota indicate the state's economy has enjoyed a 24 percent increase in nonfarm payrolls since 1990, outpacing national employment growth for the last 11 years.

- During the same period, Northern Great Plains employment increased 25 percent while the U.S. economy overall expanded 21 percent.
- From 1990 to 1994, North Dakota employment growth consistently outpaced the rest of the region and the nation, as the state enjoyed a compounded annual growth rate (CAGR) of 2.1 percent.
- Wage and Salary employment, which includes all workers regardless of industry, indicates that the North Dakota economy during the 1990s (21% increase) far exceeded its performance in the 1980s (6% increase).

- As expected, the downturn in the U.S. economy in the last 18 months has also caused employment levels throughout the Northern Great Plains to fall.

Strategic Implications

The employment estimates point to an interesting trend in employment growth for North Dakota. For the last 20 years, the periods in which the state outpaces the rest of the country in terms of employment growth have come in times of national recession, a characteristic typically referred to as counter-cyclical. This further underscores the population's preference to remain in North Dakota, all economic consideration being equal. By strengthening the state's industrial clusters, the state can gain more than its fair share of regional jobs. A strong selling point for the state is, in fact, its strong work ethic and stability of its workforce in times of economic duress for the rest of the nation.

Since 1991, North Dakota has experienced its strongest industry growth rates in Construction and Manufacturing.

- North Dakota's Services sector created 23,300 jobs (33% increase), accounting for nearly 40 percent of all new jobs in the state, similar to national trends.
- The only industry sector in North Dakota that lost jobs during this 10-year period was Mining, which also experienced losses at the regional and national levels.
- Business Services, a sub sector of the larger Services industry, accounted for a greater job creation share in North Dakota than Manufacturing.
- Business Services accounted for 16 percent of all new jobs in North Dakota with the creation of 9,500 new positions. Across the country, Business Services accounted for 19 percent of total job creation.

North Dakota increased its manufacturing share of employment from 7 to 8 percent in the 1990s contrasting sharply with the overwhelming the loss of U.S. manufacturing jobs.

Strategic Implications

North Dakota exceeded the nation in the creation of manufacturing jobs during the last 10 years. Employment indicators released by the U.S. Bureau of Labor Statistics point to a clear trend in the transition the national economy is making away from manufacturing towards a more services-oriented economy. Services include good paying jobs in legal, information technology, engineering, software development, architectural, accounting, and research services, demanding and economically rewarding careers. North Dakota successfully grew this portion of its economy during the last decade and clearly the state has the ability and the capacity to further increase its growth. Such continued progress will help abate the out migration trends among skilled workers

2. Implications of trends on overall availability of employment opportunities.

The North Dakota Department of Commerce Economic Development Foundation has identified a set of five target industries in respect to the financial resources and capacity of the state to pursue them. These target industries are those assessed to represent the best opportunity for statewide accomplishment in the next few years. The targets are sufficiently broad to be able to incorporate smaller niches that are emerging in the states economy. **See Appendix A.**

The occupations in North Dakota requiring post-secondary or an Associates Degree that are projected to grow the fastest between 1998 and 2008 include the following:

Occupation:	Employment		
	1998	2008	Percent
Computer support specialist	2,730	5,800	112%
Respiratory therapists	280	410	46%
Surgical Technologists	220	310	41%
Physical therapy assistants	340	450	32%
Occupational therapy assistants	130	170	31%
Paralegal & legal assistants	230	300	30%
Medical records technicians	410	530	29%
Emergency medical technicians	440	560	27%
Dental hygienists	380	470	24%
Data processing repairers	250	300	20%
Registered nurses	6,770	7,910	17%
Electronic technicians	290	330	14%
Court reporters, medical transcriptionists	540	610	13%
Automotive mechanics	2,560	2,840	11%
Licensed practical nurses	2,850	3,140	10%
Radiologic technologist	490	540	10%

In addition to the growth projections sited above, North Dakota is experiencing critical skill gaps and worker shortages in the following occupations:

■ **Health Related Occupations:**

- Nurses
 - RN
 - Operating Room
 - Critical Care
- Clinical Research
- Lab Technicians
- Radiology Technicians

■ **Computer Related Occupations:**

- Programmers
- Data Base Managers
- Software Development

■ **Truck Driving**

- Engineers
 - Electrical
 - Civil
 - Mechanical

■ **Skilled Trades**

- Electricians
- Carpenters
- Plumbers
- Heating & Air Conditioning
- Manufacturing
 - Machinists

- Network Administration
- Systems Analysts
- Teaching Occupations:
 - Math
 - Science
 - Foreign Language
- Computer Numerical Control Operators
- Professional
 - Managers
 - Supervisors

In addition to the critical skill gaps and worker shortages in the occupations listed above, 40 – 50% of workers in many industries will reach retirement age in the next 5 – 10 years. With North Dakota aging population, finding replacement workers will become a challenge for North Dakota businesses.

3. Who are customers of the state’s workforce investment system?

North Dakota employers, incumbent workers, job seekers and youth are customers of the workforce investment system. Incumbent workers include employed individuals who are seeking new job opportunities and underemployed individuals who could benefit from career ladder training, and individuals who need to upgrade their skills to stay current with new technology. Job seekers include individuals who are entering the workforce for the first time, switching jobs, or trying to reenter the workforce. This includes adults, dislocated workers, and youth ages 14 – 21 years.

The employer customer includes all North Dakota employers. Some of these employers may currently be in the process of hiring, while others may only be interested in labor market information, unemployment insurance information, or other employer concerns for future consideration and planning.

4. Customer Skill Development Needs

North Dakota is focusing on building strong basic and technical skills for clients who come to the One-Stop Career Center to provide them the foundation skills necessary for them to obtain high wage, rewarding, and self-sufficient unsubsidized employment.

Many individuals using services of the One-Stop Career Center may be deficient in one or more of the skills that enhance their employability. Training programs are designed to meet the needs of these individuals as well as business. Individuals with unsuccessful or no job experience may need basic work skills such as balancing household and work responsibilities, getting to work on time, working as part of the team. Individuals lacking basic academic skills will need remedial education. Other individuals with obsolete job specific skills will need up-grades or new skills training.

To allow clients of the One-Stop Career Center to take advantage of the growing demand skilled workers in all job categories current and accurate career information combined with the latest wage data must be available so that individuals can make sound career decisions.

B. State Readiness Analysis

1. Leadership

a. State Workforce Investment Board

- i. On January 3, 1995, then Governor Ed Schafer issued Executive Order 1995-01 that contained the implementing authorization for a North Dakota Workforce Development Council (NDWDC). The Workforce Development Council was officially organized in February 1997 under the provisions of the Job Training Partnership Act (JTPA). On December 31, 1999, Governor Schafer designated the Council as the state's workforce investment board in accordance with section 111(e) of the Workforce Investment Act of 1998 (WIA). Governor John H. Hoeven has extended the designation of the North Dakota Workforce Development Council as the state's workforce investment board.
- ii. The Council consists of 25 voting members and 2 Ex-Officio nonvoting members appointed by the Governor to serve three-year terms. The Council has an Executive Committee and a Youth Development Council to assist in carrying out responsibilities under the Workforce Investment Act. The Council Chairperson is appointed by the Governor from the private sector. Membership of the Council includes 9 business representatives, 4 organized labor representatives, 6 representatives from education and community groups and 6 members from state agencies. **See Appendix C.**
- iii. Nominations to the Council are obtained from business associations, labor unions, education and community organizations. 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. This provides for input from all interested parties.
- iv. Governance: The Council is advisory to the Governor and is responsible for nine broad functions: (1) Drafting the state's 5-year strategic workforce development plan; (2) identifying the One-Stop Career Center Operator with the agreement of the Governor, (3) identifying eligible service providers for youth, adult and dislocated workers; (4) developing a Council budget; (5) providing oversight of the workforce development system in partnership with the Governor; (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 the 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.
- v. North Dakota is a single state local workforce investment board area. The North Dakota Workforce Development Council serves as both the State and Local Workforce Investment Board for North Dakota.

- vi. Council meetings are normally held on a quarterly basis with committee and workgroup meetings held as needed. Meeting notices are published on the North Dakota Department of Commerce web site at www.ndcommerce.com and also provided to the Secretary of State's Office for inclusion in the Official Notices.

These notices include a notation for persons of 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 their accessibility by persons with disabilities. Meeting minutes are posted on the North Dakota Department of Commerce web site. The web site will include 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 handicap accessible and special formats can be provided upon request.

- b. North Dakota law is quite clear as to conflict of interest issues. NDCC 48-02-12 states, "No governing board, nor any member, or employee, or appointee thereof, shall be pecuniary interested or concerned directly or indirectly in any public contract, either verbal or written, that may be entered into by any such board or officer." Members of the Council and its sub entities shall not use his/her position to benefit themselves or the organization they represent 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.
- c. North Dakota is a single state local workforce investment board area. The North Dakota Workforce Development Council serves as both the State and Local Workforce Investment Board for North Dakota.
- d. Allocation Guidelines:
 - i. 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	Training Services (1) Target Industries (60%)	Use all funds remaining after

(3)	(2) Demand Occupations (40%) - Priority Clients (Minimum level of 60%) - Other Clients (Maximum level of 40%)	Core & Intensive Services have been funded
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Dislocated Worker Grant

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

For the North Dakota Workforce Development System to work effectively, all clients must have access to timely, current, and accurate information. Business planning, economic development, education and training forecasts, and individual career planning decisions depend on this information. All clients must receive quality products and services in a responsive manner. Universal access to labor market and career information is of primary importance in the Council's policy and resource allocation priorities.

Communities must be able to access training funds for primary sector and critical infrastructure jobs that are high demand and high skill with an average annual wage of \$25,000. Allocation policies must have flexibility so public funds can be invested where they will meet the needs of the designated population plus provide upward job mobility for incumbent workers.

In the One-Stop Career Center Delivery System concept, North Dakota can capitalize on the various strengths that each partner brings to the system while reducing or eliminating duplication of products and services. Clearly defined roles and responsibilities of all Partners allow case managers and training providers to deliver the services and skill sets necessary for North Dakota's growth and competitive edge in the global economy.

Allocation method for distribution of funds for adult employment and training funds and youth funds

As a single local area state no allocation method is needed for distribution of funds. All 85% funds are distributed to the single local area.

Allocation formula for dislocated worker funds

As a single local area state no allocation method is needed for distribution of funds. All funds not reserved for administration and statewide rapid response are distributed to the single local area. The Governor will reserve up to 25 percent for statewide rapid response activities.

Formula allocation to each local area for the first fiscal year for each funding stream

As a single local area state, no formula allocations are needed.

e. Competitive and non-competitive bid process

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 Workforce Development Council's Selection of Service Providers Policy. This policy will be available on the One-Stop Center Operator website along with information on how to be added to the potential service provider lists. Sole source procurement will be used when no providers respond to a request for proposal and when service providers are selected in accordance with the Selection of Providers Policy.

The State Administrative Entity will award grants and contracts at the state level. The service providers will be selected and contracts developed following the North Dakota Workforce Development Council's Selection of Service Providers Policy. If the lists developed according to the policy are not appropriate for the state level award, Request for Proposals (RFP) will be conducted through formal advertisement. Sole source procurement will be used when no providers respond to a request for proposal and when service providers are selected in accordance with the Selection of Service Providers Policy.

f. Youth Activities and Service Providers

The One-Stop Career Center Operator will develop youth activities in accordance with recommendations of the North Dakota Youth Development Council. All youth will be assessed to determine what activities best meet their needs. The One-Stop Career Center Operator will ensure that individual youth have access to all of the ten required program elements as needed, whether provided by the operator or by a contracted service provider.

In identifying effective youth activities provided by the One-Stop Career Center Operator and the contracted service providers, the North Dakota Youth Development Council will use the following criteria, along with the Workforce Investment Act performance measures:

- 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
- Collect data to assess and evaluate effectiveness

g. 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.

State Policies and Requirements:

- i. Job Service North Dakota has provided training and employment services through a one-stop career center delivery system, working in partnership with many entities, prior to enactment of WIA. In accordance with WIA Section 121(e), the Workforce Development Council and the Governor designated Job Service North Dakota as the One-Stop Career Center Operator.

Process to certify existing One-Stop Center Operator

As a single local area state, the Workforce Development Council serves as both the State and local board and the Governor serves as the local Chief Elected Official.

Procedures to resolve impasse situations in developing Memorandum of Understanding (MOUs)

MOU impasse situations, which cannot be resolved between the Workforce Development Council and required Partner(s), will be forwarded to the Governor for resolution. If the impasse continues the situation will be reported to the United States Secretary of Labor and to the head of any other Federal agency with responsibility for oversight of a partner's program.

If an impasse cannot be resolved, any Partner who fails to execute an MOU may not be permitted to serve on the North Dakota Workforce Development Council or North Dakota Youth Development Council.

Workforce Development Council run programs

As a single local area, state the Workforce Development Council assumes the role of a local council. The Council will not run programs but retains oversight of program performance.

Performance information On-the-Job (OJT) and customized training providers must provide

Employers with no history of on-the-job training through the Job Training Partnership Act or the Workforce Investment Act and customized training providers that have not previously provided the training will not be required to provide performance information.

Others will be required to provide the following:

- ◆ Training completion rate.
- ◆ Six-month retention rate.
- ◆ Wage increase.

For on-the-job training, the data is only for individuals trained through the Workforce Investment Act.

Reallocation policies

As a single local area state this does not apply to North Dakota.

Transfer authority (not to exceed 20%) between Adult and Dislocated Worker funding streams

With the Governor's approval, the One-Stop Career Center Operator CEO has the authority to transfer up to 20% between the Adult and Dislocated Worker funding streams as needed.

Priority of service for recipients of public assistance and other low-income individuals

A minimum of 60% 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% 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, in collaboration with the Veterans' Employment and Training Service, 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 legislation under the Wagner-Peyser Act, 20 CFR 1001, and U.S.C. Title 38, chapters 41 and 42.

The North Dakota Workforce Development Council recognizes that special populations having multiple barriers 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.

It is the policy of the North Dakota Workforce Development Council to support outreach, marketing and public awareness activities that will focus on the identification of special populations who are 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 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:

- Disabled individuals
- Dislocated workers
- Displaced homemakers
- Individuals with multiple barriers to employment
- Low-income individuals
- Migrants and seasonal farm workers
- Minorities
- New Americans
- Older individuals
- School Drop Outs
- Young Women
- Veterans
- Women, and
- Others with multiple barriers to barriers to employment and training

High-skill and high-demand occupations will be the goal for all individuals and will include non-traditional choices.

Individual Training Accounts (ITA)

Individual Training Account (ITA) amounts for an individual customer will be based on their assessment and employment plan. 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 fund 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.

Training will be limited to programs that result in a certificate or degree leading to employment in primary sector or high demand occupations that can be completed within 3 years with an emphasis on occupations with average annual wage of

\$25,000 or more. Customers will be required to attend training on a full-time basis, unless an assessment supports the need to attend 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.

Contracts may be developed when the One-Stop Career Center Operator CEO determines that there is a local training services program of demonstrated effectiveness offered by a community based or private organization that serves special participant populations facing multiple barriers to employment. If this option is used, barriers to employment will involve those listed in 20 CFR 663.430 (b) and other hard to serve populations, which will be defined by the Governor or his designee at that time.

ITAs will not be utilized for On-the-Job Training and Customized Training. Contracts will be developed for these training activities. Selection of providers will be based on performance information defined earlier. If performance information is not available, suitability for on-the-job training contracting will be determined considering wage scale, fringe benefits normally provided, employee-to-supervisor ratio, and training outline. Suitability for customized training providers will be determined considering trainer-to-trainee ratio 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.

ii. Consultation with local boards and local Chief Elected Officials

Policies were established by the North Dakota Workforce Development Council, which acts as both the state and local boards. The Governor is also the local Chief Elected Official.

The One-Stop Career Center is a major component of the workforce development system and is one of the key Information Systems and Linking Activities

iii. State policies or requirements that act as an obstacle to developing a successful statewide workforce investment system

None.

2. Services

a. One-Stop integrated service delivery system

Job Service North Dakota provides Wagner-Peyser, Workforce Investment Act, Unemployment Insurance, Senior Community Service Employment Program, JOBS and a host of other employment and training services. Job Service North Dakota has had an on-going relationship with other workforce development agencies. The required One-Stop partners and several of the optional partners are working with the Workforce Development Council to develop a seamless workforce development system for North Dakota.

b. Existing Collaboration

Twenty agencies/entities designated as mandatory/optional partners in WIA and the Workforce Development Council are working on the development of a North Dakota Workforce Investment System.

Job Service North Dakota, as the designated one-stop operator, has a close working relationship with Vocational Rehabilitation, State Board for Career and Technical Education, Department of Human Services, and many of the other partner agencies. Job Service North Dakota delivers Wagner-Peyser, Veterans, Workforce Investment Act, Unemployment Insurance, JOBS, Food Stamp Employment and Training Program (in some areas), Senior Community Service Employment Programs (in some areas) and TAA/NAFTA.

Vocational Rehabilitation and Job Service North Dakota share information and develop employment plans on mutual customers on a regular basis. 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. A computer interface between Cass County Social Services and the Fargo Job Service enables staff to save time in accessing and communicating information on customers.

Job Service North Dakota staff serves on numerous boards and advisory councils for other community agencies and training programs. Close working relationships are maintained with other state agencies that provide employment and training and support services. Coordination is reinforced through the use of cooperative agreements and letters of understanding with Greater North Dakota Chamber of Commerce, North Dakota Building and Construction Trades, Economic Development and Finance, Small Business Development Center, Center for Rural Health, National Occupational Information Coordinating Committee, Department of Human Services, Bureau of Apprenticeship and Training, and the North Dakota Workforce Development Council. Job Service North Dakota has over 350 partnership agreements with community and faith-based organizations.

Upon receipt of a Worker Adjustment and Retraining Notification (WARN), the information is forwarded to the following entities to alert them of the potential request to assist in the rapid response and provision of services: Department of Public Instruction, State Board for Career and Technical Education, Department of Economic Development and Finance,

Department of Human Services, North Dakota University Systems, Division of Community Services, Veterans Employment and Training Service, Small Business Development Center, North Dakota Building and Construction Trades Council, Greater North Dakota Chamber of Commerce, and North Dakota AFL-CIO. If a WARN notice relates to a health care delivery business, the notice is passed on to the Center for Rural Health Care.

Internally, the Dislocated Worker Office collaborates with staff responsible for dislocated worker training programs, business and employer services, Trade Adjustment Assistance (TAA/NAFTA), Trade Readjustment Assistance, Unemployment Insurance, and mass layoff statistics program for planning, coordinating, and enhancing services. The Job Service North Dakota office manager nearest the dislocation site takes the lead in providing a cooperative network of resource services for strategies to avert closings or mass layoffs. The Partners may include Department of Economic Development and Finance, Small Business Development Center, Greater North Dakota Chamber of Commerce, local economic development organizations, and Regional Development Councils.

3. System Infrastructure

a. Local Workforce Investment Area

- i. North Dakota is a Single Service Delivery Area with the entire state being a local area. This is the same as under the Job Training Partnership Act.
- ii. North Dakota's population, approximately 634,000, 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.
- iii. 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.

b. Regional Planning

- i. All planning and performance measures are done statewide as the state is one local area. No interstate planning has taken place. No interstate regions have been established.
- ii. None.
- iii. None.

c. Selection of Service Providers for Individual Training Accounts

- i. Job Service North Dakota, the designated One-Stop Career Center Operator and administrative agency, will develop and maintain the Eligible Training Provider List. As a single local area state they will also be responsible for the application process.
- ii. An Eligible Training Provider Team was assigned the task to develop 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, State Board for 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.

To establish the Eligible Training Provider List, an initial eligibility application was sent to all North Dakota institutions that provided training services to JTPA customers in the two years previous to the original plan development. A public notice was published in various newspapers around the state in an attempt to reach those providers that were not approved for JTPA funding. Those responding to the notice were sent an application. Completed applications were submitted to Job Service North Dakota, who established a list of eligible providers, including the required performance and cost information.

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 included 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 eligible providers on the list in their state of residence are also eligible in North Dakota.

- iii. Job Service North Dakota staff will compile a list of eligible providers and assure the list is sent to all Partners in the One-Stop Delivery System and states with reciprocal agreements. The list will also be available on the One-Stop website. All Partners in the One-Stop Delivery System, states with reciprocal agreements, and the One-Stop website will be updated as changes to the list occur. The web site 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.

The approved Training Provider List will be maintained by Job Service North Dakota and will be available on the Job Service website at www.jobsnd.com.

- iv. Subsequent eligibility will be determined annually based on annual performance as of June 30th. Providers determined eligible between January 1st and June 30th of that year will be exempt from the subsequent eligibility process for that year. Training providers wishing to continue their eligibility must submit an application. The state has a waiver from subsequent eligibility performance requirements until June 30, 2004. When performance measures requirements for subsequent eligibility are implemented, at a minimum the required measures will include:
 - For all students: completion rate, entered employment rate, and wage at entered employment; and
 - For WIA supported students: percentage who completed the program, retention rates at six months for completers, wages for completers at six months, and where appropriate rates of licensure, degree or certification attainment.
 - Program costs (tuition, fees, books and supplies).

Performance information available at One-Stop center

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

Those providers with subsequent eligibility will have the following performance information available:

1. For all students in the program: completion rate, entered employment rate, and wage at entered employment
2. For WIA supported students in the program: percentage who completed the program, retention rates at six months for completers, wages for completers at six months, and, where appropriate, rates of licensure, degree, or certification attainment.
3. Program costs (tuition, fees, books and supplies).

- v. Customers of the One-Stop Career Center System can access the approved Training Provider List from Job Service North Dakota's website at www.jobsnd.com.

The One-Stop Center Operator has the electronic capacity to provide customers access to the statewide list of eligible training providers and their performance information. Once the information is compiled it is available on the One-Stop web site, to all Partners in the One-Stop Delivery System and states with reciprocal agreements. The web site 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.

- vi. 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, 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 the previous two situations 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, 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.

d. State's Current Capacity

The Labor Market Information (LMI) Center provides labor market information to a wide range of users in both the public and private sectors. The majority of the information is gathered, analyzed, and published for use by the business community and government agencies.

All employers covered by unemployment insurance laws are required to submit a quarterly Employer's Contribution and Wage Report. Information on the report includes the number of employees by month, total payroll, taxable payroll, and contributions. Although the primary purpose of the program is to provide unemployment benefits, statistical data obtained from these reports provides a wealth of information.

A report that makes extensive use of this data is the annual publication, North Dakota Employment and Wages. The LMI Center has published this report since 1984. Employment and wages are listed by month with an annual average for the state, the eight planning regions, and all counties. Quarterly wages, summarized for the year, together with annual average earnings per job are computed. This information is displayed by major industry division at the county and regional levels, but is in finer detail at the state level, providing information for relatively specific industry groups. Data on employment and

earnings compared to the previous year and benefit payments under the unemployment insurance programs are additional tables included in the publication.

The quarterly report on covered employment and wages (ES-202) is compiled five months after the close of the quarter. This delay requires that another system be used to estimate employment on a current, continuing basis. This program, known as the Current Employment Statistics (CES-790) Program, is operated by the Labor Market Information Center in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.

Each month more than 3,300 employers in North Dakota supply information on their employment and the earnings and hours worked by their employees. This information is used as a basis for estimating employment each month, in industrial detail, for the state and the three Metropolitan Statistical Areas (MSAs): Fargo-Moorhead, Grand Forks, and Bismarck. Estimates of the number of hours worked by production workers in the manufacturing industry and their earnings are produced each month for the state and the Fargo-Moorhead MSA.

Because the monthly data related to employment, hours, and earnings are estimates based on a statistical sample under the CES program, they are subject to revision. A process, referred to as "benchmarking," is an annual activity conducted in October and November. Under normal circumstances, the current and the preceding year are revised. The major source of the benchmarked data is derived from the Employer's Wage and Contribution Report. This universe employment, which is covered by unemployment insurance, is combined with employment data of those entities not covered by unemployment insurance. Primarily, this includes churches, church-supported elementary and secondary schools, railroads and elected government officials. All benchmarked data are available, on a request basis, in February or March. By obtaining updated information, the user will be able to maintain a current, historic series that can be used in future studies.

The monthly labor market information publication, the Labor Market Advisor (LMA), contains tables on nonagricultural employment, manufacturing hours and earnings, consumer and producer price indices, and the official estimates of the labor force, employment, unemployment, and unemployment rates for the state, MSAs, and all counties. Most tables have data for the current month, the previous month, and the current month one year ago. Each month there is a narrative relating to LMI issues.

The Occupational Employment Statistics (OES) Survey is a mail survey, conducted by Job Service, that samples non farm establishments to obtain wage and salary employment by occupation. There are 11 major industry categories surveyed during a three-year period. These data are used to estimate total employment by occupation. The data is then used to create occupational employment projections.

The OES survey is also used to collect occupational wage data. The data is to be used for the Alien Certification Program, as a means of obtaining occupational prevailing wages.

Occupational wages will be obtained for the state, the three MSAs, and four balance of state regions.

Local Employment Surveys (LES) are conducted every two years on a rotating basis in fourteen major areas in North Dakota: Bismarck, Devils Lake, Dickinson, Fargo, Grafton, Grand Forks, Jamestown, Mandan, Mercer County, Minot, Rolette County, Valley City, Wahpeton, and Williston. The surveys try to obtain a universe of employment in each city and then the data is compiled by industry. The surveys also gather data on full- and part-time employment, female employment, self-employed, and unpaid family workers. The compiled results are published in tabular form comparing the current survey with the previous survey. A brief narrative highlights some of the survey findings. Primary users of the information include local employers as well as employers thinking of moving into the area. Other users include economic development offices, planners, counselors, and the news media.

The Annual Planning Report (now known as Roadmap 2003) is a comprehensive publication containing both tabulated data and an analysis of North Dakota's socio-economic conditions. Published each November, the APR tries to provide a synopsis of recent economic conditions and a short-term outlook for national, regional, and state labor markets. The deepest level of economic examination involves the eight planning regions. Historic data concerning employment and earnings for North Dakota's counties are presented in tabular form along with selected comparable national data and sources for those interested in pursuing each locality's role in the national economy. Population and labor force supply trends, along with supporting survey-based industry and occupational results for North Dakota, are also canvassed in the publication.

The Local Area Unemployment Statistics (LAUS) program is a cooperative project contracted between the Bureau of Labor Statistics (BLS), the Department of Census, and Job Service North Dakota. The LAUS program calculates local area unemployment rates. BLS is responsible for the methodology and accuracy of LAUS results. The Department of Census is responsible for the Current Population Survey (CPS) data that are collected each month. Job Service has the duty of collecting the input data, doing the actual calculations, and disseminating the results. LAUS data consist of the total labor force, employment, unemployment, and unemployment rates for the state, 53 counties and 3 Metropolitan Statistical Areas (MSAs). In 1994, additional areas called Labor Market Areas were computed. Labor Market Areas consist of economically related contiguous counties. LAUS data are calculated for each month of the year and for annual averages. This series is available for 1974 through 2002, and the current months of 2003. The LMI Center's monthly publication, the North Dakota Labor Market Advisor, contains this and related information.

The Job Service North Dakota website www.jobsnd.com serves as the state's Data Warehouse for Labor Market Information.

Publications available:

1. Road Map
2. Benefits Surveys
3. Census At A Glance
4. Employment and Wages
5. North Dakota Unemployment Insurance Data Book
6. Labor Market Advisor
7. Wages for North Dakota Jobs 2003
8. Employment Projections to 2008
9. Religious Employment in North Dakota 2000
10. Up and Down the River: The 1997 Flood Impact on Employment and Wages in Grand Forks County
11. The Balancing Act: Challenges for Today's Working Women
12. Local Employment Surveys
13. Largest Employer List
14. Labor Availability Surveys

Other items available include:

1. Nonagricultural Wage and Salary Employment
2. Labor Force Data
3. Bureau of Economic Analysis (BEA) Data (per capita income, state domestic product)
4. Database of businesses
5. Occupational Information System
6. Alien Labor Certifications
7. License (Occupational) information

Copies of publications, specific data, or additional information on any of the programs listed above may be obtained free of charge by calling toll-free 1-800-732-9787. Inquiries originating in the Bismarck-Mandan area should be directed to (701) 328-2868. Our TTY number is 1-800-366-6888.

e. Wagner-Peyser Work Test

The employment services (Wagner-Peyser) portion of Job Service North Dakota delivers unemployment insurance work test and feedback activities. Job Service staff, including those who work with the Unemployment Insurance program have access to the Job Service North Dakota automated system, which provides registration, job referrals, referral results, and information about other services provided to unemployment insurance claimants.

Job Service staff work with unemployment insurance claims and provide re-employment services. Individuals are given five days to register with Job Service and if not done, the claim is automatically stopped. An issue is written immediately when work or referral to a job is refused.

f. Wagner-Peyser Eligibility Review

Wagner-Peyser staff participates in the re-employment review program by assessing the feasibility of claimants finding work using knowledge of local labor market conditions and making appropriate referrals.

During the Re-employment Review, client records are examined to see if there are any job refusals, refusal of referral, or if not following up on other re-employment activities.

C. Assessment of Strengths and Improvement Opportunities

1. Strengths and Weaknesses

The system is designed to meet the state’s vision. A joint planning process is helping all partners to become more focused on the vision and the benefit of working in partnership to achieve it.

Each partner maintains separate automated reporting systems. Current compliance and accountability requirements of the many individual funding streams make coordination of the partner’s services extremely difficult.

2. Priorities

The joint planning process will be continued to include review of performance and customer satisfaction measures and development of action steps for continuous system improvement.

IV. Strategies for Improvement

A. Leadership

1. North Dakota is a single state local area.
2. One-Stop services can be accessed at any of 12 One-Stop Career Centers located throughout the state.
3. Through coordinated efforts of the North Dakota Youth Development Council and the North Dakota Workforce Development Council the state will continue to develop cooperative approaches for delivering employment and training services by all Partners.

The state will build capacity of the North Dakota Workforce Development Council and the North Dakota Youth Development Council through ongoing orientation, training and participation in appropriate conferences.

4. Waivers to Regulations and Policy: No waivers or work flex authority is being requested.

B. Services

1. Program staff is available in each of the One-Stop Career Center Resource Areas to assist customers with self-registration and other self-service activities. They provide veterans, persons with disabilities, older workers, youth, migrant and seasonal farm workers with core program information and schedule them for appropriate intensive and training services when necessary. The One-Stop Career Center in Fargo and the Cass County Social Service office have access to initial information on the TANF clients in each other's computer systems.

Bilingual staff is available, during the summer months, in the four Job Service offices located in the Red River Valley. These staff members work with migrant and Spanish speaking applicants. Two of these offices have permanent bilingual staff.

Outreach to the employers' place of business is conducted upon receipt of a WARN notice or a smaller layoff or closing. All affected employees are provided information on registering for employment services, unemployment insurance and dislocated worker services. If applicable, special workshops, such as Job Search Assistance, resume writing, etc., are conducted for individuals affected by the layoff. All tax credit program information is provided to employers through one-on-one outreach as well as quarterly newsletters and special notices.

Adult Employment and Training Activities

Participants will be afforded the full range of core, intensive and training services based on the results of assessment and their on-going needs. A detailed description of services available is included in the Memorandum of Understanding.

2. Reduction/Elimination of Duplication of Services and Products

Through electronic linkages with labor and community based organizations the One-Stop Career Center will be able to ensure that participants are given the best possible exposure to any and all resources available and that they are able to take advantage of employment and training opportunities throughout the region.

The Memorandum of Understanding (MOU) (**See Appendix E**) will address the issue of duplicative labor exchange services and how partners will deliver services to avoid duplicate services.

3. Leveraging of Federal Funds

Job Service North Dakota delivers many of the required programs and activities included in the Workforce Investment Act. Administrative costs are already shared and leveraged for these funds sources. The sharing and leveraging of funds with other partner agencies is addressed in the MOU.

Wagner-Peyser section 7(b) 10 percent funds will be used to provide outreach services to rural areas and Native American reservations. An outreach worker is designated in each of the eight largest Job Service offices. They maintain periodic contacts with Job Information Centers in each county seat community and other communities. They maintain contact with County Social Services, schools, employers, and other organizations in these areas. Job Service has staff out stationed at

each of the four Native American reservations in the state. Toll free telephone numbers are available in eleven offices. All offices have fax and e-mail capability.

4. Nondiscrimination and Equal Opportunity

All applicant customers will have access to Core services. Through www.jobsnd.com enhanced online services and staff assistance, where necessary, customers will be able to identify their job-related skills and qualifications. Customers, including persons with disabilities, will be selected and referred to job openings based upon the skills and qualifications required by the employer. Customers, unable to locate employment through Core Services, will be referred to Intensive Services for an in-depth assessment and provision of specialized services. Those who still experience difficulties in finding employment after Intensive Services will be considered for Training Services based on priority and funds available for training. Customers with special needs will be referred to other partner agencies that can best provide service to meet those needs.

Special emphasis is being placed on further recruitment of older workers by using newspaper ads, flyers, radio and television advertising and presentations to agencies and community-based organizations and by visiting rural areas to identify older workers in need of services.

Services to minorities are delivered by assisting them to identify their skills and other job related qualifications. Staff has been trained to be sensitive to the needs of job seekers and to ensure they receive appropriate services such as counseling, training, and referral to supportive services.

Special emphasis is placed on the identification of Migrant and Seasonal Farm Worker (MSFW) customers. Applications are reviewed to determine if the individual, by virtue of their work history, is an MSFW.

Other organizations that provide service to MSFWs, including Motivation, Education, and Training, Inc. (Met); Migrant Legal; Migrant Health; Federal Wage and Hour; and the Red River Sugar Beet Growers Association participate in the conference to review their programs and provide an outlook for the season.

Most of the MSFWs are located in the Red River Valley. The four Job Service North Dakota offices in the Red River Valley have bilingual staff available full-time to help with registering MSFW applicants, filing unemployment insurance claims, receiving job orders and providing complete, personal service to MSFWs. Outreach is a vital part of the services provided to MSFWs to enable them to participate in the services offered.

There are special needs for employment counseling services among other groups such as women, economically disadvantaged, youth, persons with disabilities, older workers, unemployment insurance re-employment clients and dislocated workers. All programs work together to assure we are meeting counseling needs.

Applicants groups with special needs will have access to the full range of core, intensive and training services and be encouraged to use them. In cases where these services do not meet their needs, customized workshops, job clubs, training, etc. may be developed.

The role of rapid response is to enable affected dislocated workers to access services to aid in and make easier their transition to reemployment. Rapid response information includes the services of

Job Service and other community service providers, identifying when and how to contact them for assistance. The dislocated worker packet of brochures, handbooks, and fact sheets cover questions frequently asked, dislocated worker services, unemployment insurance, Internet and applicant placement services, workshops, testing, pension/healthcare, community services, needs survey, layoff survival, and applications. Labor market information for the area is covered. On-site meetings and services can be provided. When rapid response, as appropriate, is offered to the employer, a brochure and in person meeting present the option to discuss the perceived status and possible outcomes of those affected plus plan for early intervention activities for the affected employees.

5. Limited Adult Funds and Priority of Services

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

6. Employer Requirements Process

Job Service North Dakota maintains personal and telephone contact with the employer community through the use of Job Service staff serving as “Business Consultants.” All Job Service offices are members of the local Chamber of Commerce and have individual staff members serve on committees of the chamber.

Employer job openings can be placed with Job Service North Dakota by phone, mail, or e-mail or directly onto the Internet. Employers are informed of the capability to list their job openings directly and search for resumes using www.jobsnd.com enhanced online services. Job Service offices offer employers the use of interview space to those employers who request it.

The Job Service North Dakota web site at www.jobsnd.com offers employers a wealth of current labor market information, the federal tax credit program, and training opportunities.

Job Service North Dakota staff continually assesses employer needs and try to identify areas where we can assist them. Input may be gathered from local educators at the secondary and post secondary level; other human service agencies including vocational rehabilitation, housing authorities, social services, Community Action agencies, employers, veterans' groups and others.

Employers single most needs are for upgrade training of existing workers in areas where new technologies are introduced.

High demand and high skill worker shortages exist in the following occupations: Information Technology; Teachers; Engineers; Truck Drivers, Nurses; Health Related Occupations, Supervisors, Mid-management and Skilled Trades.

Educators indicate many high school students leave school with no career plans. Informal research has indicated many youth lack information on North Dakota employers, entrepreneurial opportunities, and career opportunities available to them in the state. The job market for those who

finish high school without job specific skills is shrinking, and the need to learn these skills in school is increasing.

Job Development is a tool that will be emphasized to promote applicants with strong job skills to employers who can use those skills. We will promote the benefits of Job Development activity. We will develop and improve skills and knowledge of staff to increase its use and make use of automated capabilities to store potential Job Development information.

We continue to develop and carry out quality improvement strategies through continual review of those services. We will continue to develop; plan and implement enhanced one-stop career center services.

7. Worker Profiling and Reemployment Services

Job Service North Dakota through the Centralized Claims Center and One-Stop Career Centers is complying with P.L. 103-152, 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 Re-employment 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 individualized service plan.

Scheduling for appointments and completion of specific activities are all tracked through the agency's case management system via certain service codes. The activities are determined after the assessment is done and the individualized service plan is developed with specific strategies jointly identified.

The service plan is an effort of the claimant and Job Service personnel in identifying the services required to obtain employment. These activities may pertain to job search assistance, job placement services including counseling, testing, occupational and labor market information, assessment, job search workshops, job clubs, 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 is being developed to measure the effectiveness of the profiling system regarding special services provided and accuracy of the profiling model.

Profiling complements the re-employment process, which is integrated into the one-stop concept.

8. Wagner-Peyser Funding Strategies for Persons with Disabilities

The One-Stop Career Centers will continue to identify and refer applicants with disabilities who meet the employers' qualifications. Those applicants who are not job ready will be referred to Vocational Rehabilitation for counseling, training, and supportive services as necessary to enhance

their marketable work skills. One-Stop Career Center staff will help special applicant groups by first identifying them through the intake process and through referral from other agencies.

Applicant customers will be encouraged to place their resume on www.jobsnd.com enhanced online services for access by employers. Resource Areas in One-Stop Career Centers have assistive technology needed for persons with disabilities.

North Dakota uses a telecommunications relay service that provides full telephone accessibility to people with hearing impairments. This service is known as Relay North Dakota. When necessary, signers will be obtained for individuals in need of a signer.

Job Service North Dakota staff serves on each of the local Mayor's Committees, State Rehabilitation Council, Governor's Committee on Employment of People with Disabilities, State Council on Developmental Disabilities, and State ADA Workgroup. In addition, many staff members are involved in a variety of community and public service clubs and will continue to promote the capabilities of applicants with disabilities.

A staff person in each One-Stop Career Center is assigned to monitor services to applicants with disabilities. Duties include periodic review of applicant records and reports to determine parity of service. This person will also notify management and staff of any development or observations that may help with service delivery.

One-Stop Career Center staff will continue to network with disability advocacy groups and community developmental disability service providers whenever possible to insure that we give individuals with multiple and severe disabilities exposure to employment opportunities.

One-Stop Career Center staff will continue to participate in the North Dakota Hires program to link qualified workers with disabilities to available jobs.

9. Service to Veterans

Wagner-Peyser services will be provided to veterans through Job Service North Dakota, as the One-Stop Center Operator. Veterans will receive priority of service as identified in 38 U.S.C., chapters 41 and 42, Wagner-Peyser and 20 CFR 1001. Each Job Service North Dakota office has staff dedicated to serving veterans. Local Veteran Employment Representatives (LVER) is responsible to assure that priority of service to veterans is provided. Disabled Veteran Outreach Program (DVOP) staff is out stationed on a part-time basis in veteran's organizations such as the VA Hospital and local service organizations.

Veterans receive referral priority to all new job openings by staff completing a job match and contacting veterans prior to other applicants.

The Director of Veterans Employment and Training (DVET) concurs with the filling of veteran's staff vacancies to ensure the legislative requirements are met.

10. Role of the LVER/DVOP

Job Service North Dakota is the provider of veteran's services through the DVOP/LVER agreement with the United States Department of Labor. The DVET monitors this agreement to ensure these services are provided in accordance with the agreement

11. Wagner-Peyser Services to the Agricultural Community--Migrant and Seasonal Farm workers and Agricultural Employers

Migrant and seasonal farm workers are offered the full range of services. Each of the eight largest Job Service North Dakota offices has an outreach worker who provides service 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. MSFWs in need of other services are referred to the appropriate agency for that service.

To reach our vision of easily accessible, quality, "seamless" services, we have developed a number of goals, which are necessary to achieve as we develop a quality One-Stop Delivery System that provides those services to customers regardless of where they reside.

- Identify the needs of our Employer customers.
- Identify the needs of our Job Seeker customers.
- Provide a plan that exploits technology and develops new methods of delivering services that utilizes new partnerships with other employment and training providers.

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 into a One-Stop Center. By using current and expanding technological abilities, we will be able to provide better quality services to our rural customers. Customers can access our services through various remote service locations, such as; Internet access to the One-Stop Center Operators website from home, other public Internet access points, (schools, libraries, etc) or other One-Stop Partner locations.

The full range of job-seeker services, including self-registration, LMI, job training eligibility, job hunting skills, resume preparation, etc. are already on the One-Stop Center Operators website or will be available shortly. Our challenge will be to inform the rural job seeker and develop ways to bring the necessary technology to them.

The One-Stop Career Center Operator's implementation plan states that increased emphasis will be placed on employer customers. The plan describes a number of new and expanded services that will be provided to businesses. One of the founding principles of a One-Stop Delivery System is universal access to services. Services provided to businesses must be made available to all businesses in the service area. In order to do this new methods of delivering services will have to be developed and employers educated so they can gain access to those services. Already in place, on the One-Stop Center Operators website is the ability for employers to access many basic services such as; place a job order with the One-Stop Center, link to countless sources of labor market

information, list an order for nationwide recruitment and search for qualified applicants by doing a resume search.

An ongoing need exists to send staff to the rural areas to provide assisted services, but the focus of their efforts will be the development of relationships that will lead to workforce development. Staff will visit local employers, community leaders, county officials and local economic development groups, and educate and inform them of the technological advances and products that will assist them in maintaining and developing their local workforce.

The Job Service North Dakota Monitor Advocate and Central Office staff provides information to the public, participates in public meetings, grower association meetings. They maintain an ongoing 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.

12. Wagner-Peyser Funding of Three-Tiered Labor Exchange Services

The Resource Area of each One-Stop Career Center is designed for customer self-service. PCs are available to access www.jobsnd.com enhanced online services, including viewing jobs, registration, entering resumes, 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. The Resource Areas have staff available to assist those who need help with PC tools, identification of skills, qualifications, assessment of need for other services. One-Stop Career Center staff will continue to develop and implement quality improvement initiatives.

The North Dakota Century Code at 54-44.3-30 states that Job Service North Dakota is required to be a merit system agency. Job Service North Dakota, as the One-Stop Career Center Operator will be delivering Wagner-Peyser services. All Job Service North Dakota employees are public merit staff employees.

13. Rapid Response Procedures

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 to initiate the contact for rapid response with the employer plus employee representatives, if organized labor is affected. The Dislocated Worker Office notifies the 11 partners (Department of Public Instruction, State Board for Career and Technical Education, Department of Economic Development and Finance, Department of Human Services, North Dakota University Systems, Division of Community Services, Veterans Employment and Training Service, Small Business Development Center, North Dakota Building and Construction Trades Council, Greater North Dakota Chamber of Commerce, and North Dakota AFL-CIO) of the WARN notice and potential request for their assistance. The Job Service office manager or designee coordinates the response.

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.
- 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 Dislocated Worker Needs Survey enables the initial identification of needed services.
- Meeting with affected employees to inform them of programs and services available and answer questions.
- Providing services by informing the employees of dates and times, locations, and activity descriptions. If the need exists, special workshops may be arranged to cover specific topics in more detail. The services may be arranged on an individual basis also.
- 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.

Employers and employees are encouraged to cooperate in beginning readjustment services immediately and prior to the layoff date.

For NAFTA related dislocations, rapid response assistance will be provided. This is based on 1) the worker's petition meeting the defined criteria of the Trade Act, and 2) the preliminary finding being

affirmative. The response will be initiated through the Dislocated Worker Office while re-employment services will be provided through the One-Stop Centers.

Entity Responsible for Rapid Response

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.

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 One-Stop Career Center Operator's request. For WARN notices, the Governor is updated immediately as is the contact at Economic Development and Finance. The same communication goes to specific state level service providers so they are aware of the possibility of being called upon to assist in the rapid response.

For a WARN notice, the community chief elected official receives an original notice from the company and is contacted directly by the Job Service office manager in planning the response effort. When a non-WARN dislocation occurs, the Job Service office manager in that area may also contact the community 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 offices.

Assistance Available to Employers and Dislocated Workers

The determination as to what assistance is required, based on the type of layoff, is made by the Job Service office manager 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.

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 individualized service plan developed with service strategies identified. This begins the collaborative path of an array of re-employment services, appointments, and case management to enable transition into the workforce again.

Aversion tactics are continuous due to the partnership with Economic Development and Finance and community economic development entities.

14. Comprehensive Youth Services

The North Dakota Youth Development Council will coordinate partnerships with the one-stop delivery system and the high schools to start assessments, and to identify individual youth most in need, including youth with disabilities. The One-Stop Career Center will be able to use student's

Individual Educational Plan (IEP), if one has been established. Otherwise, an Employability Development Plan (EDP) will be developed. All organizations providing services to youth will meet periodically. Coordination is needed to avoid duplication and maximize federal and state funds. All youth will have access to all One-Stop Delivery System services through the One-Stop Career Center.

All youth enrolled in Title I activities that are not attending high school or an alternative school setting, will be re-engaged into the educational setting. Tutoring, study skills training and instruction leading to secondary school completion will be available to move youth toward the goal of a high school diploma. Youth will be informed of the opportunities available at Job Corps and enrollment will be an alternative considered when developing youth service strategies.

North Dakota has one designated Empowerment Zone that comprises all of Steele County and one census tract in Griggs County (cities of Hannaford and Binford). In addition there are qualifying Native American programs in the state. In the event any of these areas receives funding through a youth opportunity grant, the One-Stop Delivery System would partner with the program to assist in making the initiative a success.

All current partnerships that work well to serve youth will be identified and replicated throughout North Dakota. In addition to the above-mentioned agencies, Job Service North Dakota currently works with the Department of Human Services, Juvenile Justice agencies on referrals for youth in foster care and correctional facilities, housing agencies, law enforcement agencies, ESL programs, pregnancy prevention, teen parenting classes, and the Vocational Rehabilitation.

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 identify 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 interventions.

Information and referral processes will be implemented to help expose youth to the wide array of applicable services that are 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 those 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 make the transition into post-secondary opportunities.

Preparation for unsubsidized employment opportunities will begin with assessment information to identify interests and aptitudes, including pre-employment and work maturity skills. 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 and career exploration. They will also have access to employment services to connect workers with unsubsidized employment opportunities.

Providing alternative secondary school services will be vital to re-engage youth that 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 guided by the needs identified through the 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 improve communities, provide citizenship skills, life skills training, and increase positive social skills, will be used to develop 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 individuals in completing their employment 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.

C. System Infrastructure

1. ITA System Management

As a single local workforce investment area, the state information system will be used to manage individual training accounts. The One-Stop Career Center will issue an authorization to enroll to the selected eligible training provider to establish a training account for an individual. The

authorization will be for the amount of WIA funds necessary for the individual to complete the requested training. The school will bill the One-Stop Career Center Operator for those costs.

As schools will be required to report performance information, and that information will be available to the general public, it will be in the best interest of the training providers to keep improving performance in order to attract any student, not just one funded by the workforce system. The level of performance required to maintain continued eligibility would also be modified to assure continuous improvement.

When the Wage Record Information System (WRIS) is used for follow-up placement data, we will be supplying the schools with placement information. Placement data integrity won't be an issue since the information will come from WRIS. The One-Stop Career Center Operator will verify a sample of other information received from schools. Findings of incorrect performance data will be addressed with the individual school as necessary.

2. Technical and staff capacity to provide services to customers

One-Stop Career Center staff all have access to the electronic labor exchange on www.jobsnd.com, as well as, America's and North Dakota's Job Banks. Employers are encouraged to list their job openings directly online and conduct file searches for resumes. Applicants are encouraged to enter their resumes online in order to be found by employers looking for resumes. Job Line has been used by One-Stop Career Centers for years and will continue to be an integral part of providing information to the public.

Staff either have received or will receive training on marketing www.jobsnd.com online services to employers and how the system can be used by front line staff. Additional training will be provided based on an assessment of staff training needs.

3. Employment statistics system improvements

Labor market information and employment statistics are constantly being changed and updated. The information is reviewed to ensure that it is user friendly and is the type of information that customers are seeking. This information is placed on the One-Stop Career Center Operators website on an on-going basis so it is timely for use by customers. Computer hardware and software is continuously being updated in order to process information in a timely manner.

V. Performance Management

A. North Dakota Workforce Development System Core Indicators

North Dakota is a single state local workforce investment area as defined in the Workforce Investment Act (1998), section 116. Therefore, the core indicators have been established as statewide indicators. Attainment of core indicators, review of the performance of various training activities, customer satisfaction surveys, and the application of the continuous improvement method will enable North Dakota to measure progress toward the State's goal of total customer satisfaction.

B. Data Systems and Reporting Procedures

The One-Stop Career Center Operator's data system allows access to a wide range of information about individuals who receive services from various one-stop partners. Although not all encompassing, the system does track the full range of core, intensive, and training services required by WIA. Additionally, there are existing relationships with the Department of Public Instruction's Adult Education and the Title V Senior Community Services Program, which have their own data systems. Through information sharing with the State's Department of Human Services and the Board for Vocational and Technical Education, potential for an even more comprehensive data system exists.

Quarterly wage record information is also accessible in this data system and can be matched to recipients of workforce investment services on an individual basis. The full manner in which wage record information is used will be defined largely by the performance standard system established by the USDOL.

The One-Stop Career Center Operator is committed to continuous improvement of its information and data systems.

C. Customer Satisfaction

Under WIA, customer satisfaction of employers and job seekers is measured using a design that is supported by the USDOL. The USDOL suggests an integrated system for collecting customer satisfaction data, analyzing the information, and using the information in a continuous improvement process, a process North Dakota strongly adheres to.

Surveys and focus groups will be used to determine what is important to customers and how satisfied they are with the services they have received.

- A baseline customer satisfaction indicator of performance will be established.
- A process for suggesting changes and program improvements will be designed and implemented.

D. Collaboration and Continuous Improvement

The Workforce Development Council will take a number of actions to ensure collaboration with key Partners and continuous improvement for the statewide workforce investment system.

The Governor has grand fathered the Workforce Development Council (WDC) to serve as the state workforce investment board. This provides an open forum to discuss cost effectiveness, operational collaboration, and coordination of programs and activities in the service delivery system.

Memorandums of understanding between the Workforce Development Council and all One-Stop Delivery System Partners has been developed and contains, among other WIA requirements: the services to be provided through the One-Stop Delivery System; the methods of referral between the

one-stop operator and the one-stop partners; and a statement relating to assurances that avenues will be taken to avoid duplication of services and encourage optimum coordination.

The One-Stop Career Center Operator and the current NDWDC has established a comprehensive customer survey for both individuals and employers. This survey provides one of the key foundation components of North Dakota's outcome based, performance measurement system designed to instill continuous improvement of services to customers into the workforce investment system. The surveys will be periodically reviewed and recommendations made to improve service delivery based on the results and established benchmarks.

In addition to the customer survey, the Workforce Development Council will assist the Governor in the development of comprehensive performance measures to assess the effectiveness and assure the continuous improvement of the state's workforce investment system.

E. Performance Accountability/Evaluation

Performance of the system will be evaluated in two main ways: 1) evaluation of performance measures as negotiated with the Secretary; 2) evaluation of customer surveys--both individuals and employers. Where performance falls short of expectations, every effort will be made to provide expertise and technical assistance to the Administrative Agency.

The One-Stop Career Center Operator has developed a One-Stop Operating System (OSOS) to be utilized in North Dakota. Additionally the agency will be participating in the Wage Record Information System (WRIS) being developed by the United States Department of Labor. A number of the one-stop partners currently use the Follow-up Information on North Dakota Education and Training (FINDET) system.

VI. 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 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, to the extent practicable. (§112(b) (17) (B).)

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 Nonconstruction Programs
 - 29 CFR part 31, 32 --Nondiscrimination and Equal Opportunity Assurance (and regulation)
 - 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.
14. The State certifies that Workforce Investment Act section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farm workers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document

for agricultural services and local office affirmative action plans and that affirmative action plans have been included for designated offices.

15. The State assures that it will comply with the annual Migrant and Seasonal Farm worker significant office requirements in accordance with 20 CFR part 653.
16. The State has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
17. The State assures that it will comply with section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq.).
18. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act legislation, regulations, written Department of Labor Guidance, and all other applicable Federal and State laws.

VII. Program Administration Designees and Plan Signature

Name of WIA Title I Administrative and Grant Recipient Agency:

Address: Job Service North Dakota
1000 East Divide Avenue
P.O. Box 5507
Bismarck, North Dakota 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:

Maren Daley, Executive Director
Job Service North Dakota
Address: 1000 East Divide Avenue
P.O. Box 5507
Bismarck, North Dakota 58506-5507

Telephone Number: (701) 328-3030

Facsimile Number: (701) 328-1612

E-mail Address: mdaley@state.nd.us

Name of Title I Signatory Official:

Maren Daley, Executive Director
Job Service North Dakota
Address: 1000 East Divide Avenue
P.O. Box 5507
Bismarck, North Dakota 58506-5507

Telephone Number: (701) 328-3030

Facsimile Number: (701) 328-1612

E-mail Address: mdaley@state.nd.us

Name and title of State Employment Security Administrator (Signatory Official)

Maren Daley, Executive Director

Job Service North Dakota

Address: 1000 East Divide Avenue

P.O. Box 5507

Bismarck, North Dakota 58506-5507

Telephone Number: (701) 328-3030

Facsimile Number: (701) 328-1612

E-mail Address: mdaley@state.nd.us

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Job Service North Dakota

Address: 1000 East Divide Avenue

P.O. Box 5507

Bismarck, North Dakota 58506-5507

Telephone Number: (701) 328-3030

Facsimile Number: (701) 328-1612

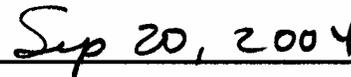
E-mail Address: mdaley@state.nd.us

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



John H. Hoeven, Governor



Date

NORTH DAKOTA FIVE-YEAR STRATEGIC WORKFORCE DEVELOPMENT PLAN

Appendixes

- A** North Dakota Target Industries
- B** State Performance Indicators and Goals
- C** North Dakota Workforce Development Council
- D** North Dakota Demographic Matrix; Age and Category Breakouts for 2000 and 2005
- E** Modification Plan Comments Summary
- F** One-Stop Delivery System Memorandum of Understanding

WORKFORCE DEVELOPMENT STRATEGIC PLAN

APPENDIX A

North Dakota Target Industries

INDUSTRY

ADVANCED MANUFACTURING

INFORMATION TECHNOLOGY

VALUE-ADDED AGRICULTURE

TOURISM

ENERGY

The lists of recommended targets were set at five in respect to the financial resources and capacity of the state to pursue them. These targets are those assessed to represent the best opportunity for statewide accomplishment in the next few years. The targets are sufficiently broad to be able to incorporate smaller niches that are emerging in the states economy.

These industries were selected as economic development targets 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 of 2002.

APPENDIX B

STATE PERFORMANCE INDICATORS AND GOALS

WIA Requirement At Section 136(b)	State Expected Levels of Performance Out-Years		
	2002	2003	2004
ADULTS			
Entered Employment Rate	72.0%	72.0%	72.50%
Employment Retention Rate	83.0%	83.0%	84.0%
Average Earnings Change	\$2,816	\$2, 218	\$2,240
Employment and Credential Rate	47.0%	47.50%	48.0%
DISLOCATED WORKERS			
Entered Employment Rate	79.0%	78.0%	78.5%
Employment Retention Rate	90.0%	86.0%	87.0%
Earnings Replacement Rate	94.0%	96.0%	86.0%
Employment and Credential Rate	48.0%	49.0%	49.0%
YOUTH AGED 19-21			
Entered Employment Rate	62.0%	63.5%	64.5%
Employment Retention Rate	78.0%	79.0%	80.0%
Earnings Change	\$3,321	\$2,529	\$2,542
Employment and Credential Rate	38.0%	38.0%	39.0%
YOUTH 14-18			
Skill Attainment Rate	68.0%	69.0%	70.0%
Diploma or Equivalent Attainment Rate	57.0%	62.0%	63.0%
Retention Rate	74.0%	67.0%	68.0%
CUSTOMER SATISFACTION			
Participants	66.0%	77.0%	78.0%
Employer	64.0%	76.0%	77.0%

STATE PERFORMANCE INDICATORS AND GOALS

Performance Indicators and Goals are calculated as follows:

Adult Entered Employment Rate

Of those who are not employed at registration:

of adults who have entered employment by the end of the 1st Qtr. after exit

of adults who exit during the quarter

Adult Employment Retention Rate

Of those who are employed at registration or in 1st Qtr. after exit:

of adults who are employed in 3rd Qtr. after exit

of adults who exit during the quarter

Adult Earnings Change

Of those who are employed at registration or in 1st Qtr. after exit:

[Total Post-Program Earnings (earnings in Qtr 2 + Qtr 3 after exit)] - [Pre-Program Earnings (earnings in Qtrs 2 + 3 prior to registration)]

of adults who exit during the quarter

Adult Employment and Credential Rate

Of those enrolled in training:

of adults who were employed in the 1st Qtr. after exit and received a credential by the end of 3rd quarter after exit

of adults who exited services during the quarter

Dislocated Worker Measures

Dislocated Worker Entered Employment Rate

of dislocated workers who have entered employment by the 1st Qtr. after exit

of dislocated workers who exit during the quarter

Dislocated Worker Retention Rate

Of those who are employed in the 1st Qtr. after exit:

of dislocated workers who are employed in 3rd Qtr. after exit

of dislocated workers who exit during the quarter

Dislocated Worker Earnings Replacement Rate

Of those who are employed in the 1st Qtr. after exit:

Total Post-Program Earnings (earnings in Qtr 2 + Qtr 3 after exit)

Pre-Dislocation Earnings (earnings in Qtrs 2 +3 prior to dislocation)

(For dislocated workers with no date of dislocation, Qtrs. 3 + 4 prior to registration will be used)

Dislocated Worker Employment and Credential Rate

Of those enrolled in training:

of dislocated workers who were employed in the 1st quarter after exit and received credential by the end of 3rd quarter after exit

of dislocated workers who exit during the quarter

Older Youth (19-21 years old) Measures

Older Youth Entered Employment Rate

Of those who are not employed at registration and do not move on to post-secondary education or advanced training:

of older youth who have entered employment by the end of the 1st Qtr. after exit

of older youth who exit during the quarter

Older Youth Employment Retention Rate

Of those who are employed at registration or in 1st Qtr. after exit and who do not move on to post-secondary education or advanced training:

of older youth who are employed in 3rd Qtr. after exit

of older youth who exit during the quarter

Older Youth Earnings Gain Rate

Of those who are employed at registration or in 1st Qtr. after exit and who do not move on to post-secondary education or advanced training:

[Total Post-Program Earnings (earnings in Qtr 2 + Qtr 3 after exit)] - [Pre-Program Earnings (earnings in Qtrs 2 + 3 prior to registration)]

of older youth who exit during the quarter

Older Youth Credential Rate

of older youth who were in employment/post-secondary education/advanced training by the end of the first Qtr. after exit and received a credential by the end of 3rd Qtr. after exit

of older youth who exited during the quarter

Younger Youth (14-18 years old) Measures

Younger Youth Skill Attainment Rate

Total # of attained basic skills + # of attained WR skills + # of attained Occ. skills

Total # of basic skills goals + # of WR skills goals + # of Occ. skills goals

Younger Youth Diploma or Equivalent Attainment Rate

Of those who register without a diploma or equivalent:

who attained secondary school diploma or equivalent during the quarter

who did not attain diploma/equivalent and who exited during the quarter (except those still in secondary school) + # who have attained diploma/equivalent during the quarter

Younger Youth Retention Rate

of participants found in one of the following in the 3rd Qtr. after exit:

- post secondary education
- advanced training
- employment
- military service
- qualified apprenticeships

of younger youth who exited during the quarter (except those still in secondary school)

Customer Satisfaction

To meet the customer satisfaction measurement requirements of WIA, the Department will use customer satisfaction surveys. The Department will use the American Customer Satisfaction Index (ACSI) which is the most widely used index currently in practice. The ACSI is a single score created by combining scores from three specific questions that address different dimensions of customers' experience.

APPENDIX 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, 2001 - 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)
Vacant	Business – Region V	July 1, 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, North Dakota 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 701-328-2963 ndus.chancellor@ndus.nodak.edu	State Agency- Chancellor, North Dakota University System	Open-ended
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 Crosby, ND 58730 701-982-3324 lee.lampert@sendit.nodak.edu	Community Group - (Secondary Education) Vocational Education Director	July 1, 2001 - June 30, 2005
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
Vacant	Community Group - (Higher Education)	July 1, 2004 - June 30, 2007
Mr. David "White Thunder" Trottier PO Box 266 Dunseith ND 58329-0266 701-244-5242, Ext 124 david.trottier@pemstar.com	Business – Region III Chiptronics, Inc.	July 1, 2003 - 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	July 1, 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 P.O. Box 2057 Bismarck ND 58502-2057 701-328-5345 jhirsch@state.nd.us	Ex-Officio Member/No Vote Council	Open-ended (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

APPENDIX D
WORKFORCE DEVELOPMENT STRATEGIC PLAN
NORTH DAKOTA DEMOGRAPHIC MATRIX; AGE AND CATEGORY BREAKOUTS FOR 2000
AND 2005

Market Analysis Matrix

CATEGORY	1990 CENSUS	2000 ESTIMATE	2005 ESTIMATE
Total Population	638,800	642,297	644,428
Male	318,201	322,743	325,732
Female	320,599	319,554	318,696
Civilian Non-Institutionalized Population 16-64 Minus those with work disability unable to work		368,074	369,295
Total	366,070	184,912	186,625
Male	182,310	183,162	182,670
Female	183,760		
Youth, 14-21, Total	76,524	77,169	70,516
Male	40,020	40,141	36,755
Female	36,504	37,028	33,761
Seniors, 65-69, Total	24,950	24,814	26,719
Male	11,917	12,303	13,384
Female	13,033	12,511	13,335
Persons w/ Work Disabilities, 16-64 , Total	26,274	26,418	26,506
Male	14,756	14,967	15,106
Female	11,518	11,451	11,400
Veterans, Total (16-65)	48,405	48,670	48,831
Male	46,365	46,619	46,774
Female	2,040	2,051	2,057
Number of Households	241,802	243,126	243,933
Households receiving Public Assistance	15,105	15,188	15,238
Individuals Below Poverty 18- 65	46,384	23,203	11,513

APPENDIX E
Comments Summary

Due to a short turn around, Public Comment to the plan was sought through the North Dakota Department of Commerce website and the Job Service North Dakota website. The following notice was provided:

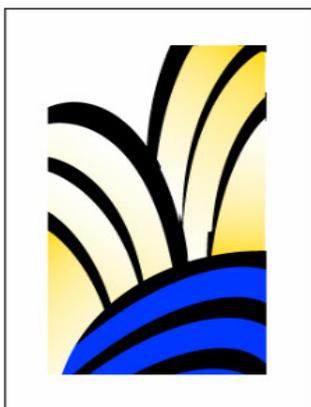
NOTICE: The North Dakota Workforce Development Council is providing the general public with an opportunity to comment on a proposed Modification to the Workforce Investment Act Five-Year State Strategic Plan. The “draft” Plan Modification can be found on the North Dakota Department of Commerce website at www.ndcommerce.com and the Job Service North Dakota website at www.jobsnd.com. If you have questions about the proposed modification or 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. Phone: (701) 328-5345 Fax: (701) 328-5320 or Email: jhirsch@state.nd.us. Written comments must be submitted on or before September 15, 2004.

ISSUE	SUGGESTION/COMMENT

**APPENDIX F
WORKFORCE DEVELOPMENT STRATEGIC PLAN**

**STRATEGIC FIVE-YEAR STATE
WORKFORCE DEVELOPMENT PLAN**

**Title I of the Workforce Investment Act of 1998
And the Wagner-Peyser Act**



GROWING
North Dakota

North Dakota Workforce Development Council

**MEMORANDUM OF UNDERSTANDING
(15 Feb 2000)**

For the Period of

July 1, 2000 - June 30, 2005

ONE-STOP DELIVERY SYSTEM

North Dakota Workforce Development Council 1833 East Bismarck Expressway
Bismarck ND 58504-6708 701-328-5345

www.ndcommerce.com

MEMORANDUM OF UNDERSTANDING

State of North Dakota One-Stop Delivery System Partners

Introduction

The purpose of this Memorandum of Understanding (MOU) is to provide and improve workforce development services to all North Dakota citizens through a One-Stop Delivery System. This MOU between the North Dakota Workforce Development Council (NDWDC), the One-Stop Center Operator (Job Service North Dakota) and the One-Stop Delivery System Partners is a requirement of the Workforce Investment Act of 1998. Guidelines for creating and maintaining effective collaborative working relationships under this concept are outlined in this MOU. A more detailed explanation of the North Dakota workforce development system and the delivery of client services can be found in the Strategic 5-Year State Workforce Development Plan.

Preamble

North Dakota is envisioned as a state where all citizens are committed to creating new wealth and dedicated to improving their standard of living with expected higher than average per capita incomes. As a result, North Dakota will be viewed as a state where well paying jobs are not an exception and where workforce skills are second to none. North Dakota will be seen as a state with a business climate that fosters the expansion of existing successful businesses and the formation of new firms who are contributors and participants in the overall economic well being of the state.

Core Values

- Wealth and job creation drives economic and workforce development.
- Economic and workforce development execution is a local decision.
 - a. Communities must develop the leadership base, capacity, and vision for their town or region.
 - b. Communities must be responsible for creating the relationships and quality of Life values that support their vision and targets of opportunity.
- Business requirements are the genesis of the workforce development knowledge supply chain. Employers hire people but they buy skill sets (competencies) needed to compete successfully.
- Employers need qualified employees—not categories.
 - a. At a minimum, employees must be able to speak, write, read, listen, or otherwise communicate, and demonstrate critical thinking, problem solving and computing skills with or without accommodation.
 - b. All employees must express a desire to learn.
- Individuals have a choice. However, that choice must be accompanied by a responsibility for one's decisions and accountability for one's career actions. Making informed choices is central to building an effective career plan.
- All individuals have skills that can be employed somewhere in the workplace.

- a. Individuals are unique.
- b. Job structures may require modification to accommodate the available workforce.
- All North Dakotans are needed for a sustainable, growing economy.
- Accurate information, active partnerships, continuous communication, and integrated planning are critical for an effective workforce development system.

Purpose of the One-Stop Delivery System Partnership

The One-Stop Delivery System consists of service providers, clients, centers, linking activities, information, and relationships all focused on providing customized, responsive, and effective workforce development services. To this end, all of the One-Stop Delivery System Partners, hereafter referred to as Partners, agree to:

- Provide quality service to all clients.
- Reduce or eliminate duplication of products and services and focus on helping other Partners perform their assigned mission as effectively as possible.
- Review and discuss this agreement periodically as a means for making continuous improvements in the workforce development system.
- Make the best possible use of all funding sources in providing our clients quality, responsive, and customized products and services.
- Be flexible and innovative in the design and delivery of services and products consistent with legal, ethical, and overall efficiency requirements.
- Make North Dakota's workforce globally competitive through this collaborative partnership.

MANDATORY ONE-STOP DELIVERY SYSTEM PARTNERS AND PROGRAMS

PROGRAM	ENTITY	REPRESENTATIVE
WIA & One-Stop Delivery System Oversight	North Dakota Workforce Development Council	Mr. Al Lukes Council President
One-Stop Center Operation	Job Service North Dakota	Ms. Maren Daley Executive Director
Adult Programs-WIA Title I	Job Service North Dakota	Ms. Maren Daley Executive Director
Adult Education-WIA Title II	Department of Public Instruction	Dr. Wayne Sanstead Superintendent of Public Instruction
Client Assistance Program WIA-Title IV	Department of Human Services	Ms. Carol Olson Executive Director
Community Service Block Grant	Department of Commerce	Mr. Lee Peterson Commissioner
Dislocated Worker WIA-Title I	Job Service North Dakota	Ms. Maren Daley Executive Director
Employment Service	Job Service North Dakota	Ms. Maren Daley Executive Director

PROGRAM	ENTITY	REPRESENTATIVE
Indian & Native American Programs	Three Affiliated Tribes	Mr. Tex Hall Chairman
	Standing Rock Sioux Tribe	Mr. Charles Murphy Chairman
	Turtle Mountain Band of Chippewa	Mr. Richard LaFromboise Chairman
	Spirit Lake Nation	Mr. Phillip Longie Chairman
	United Tribes Technical College	Dr. David Gipp, President
Job Corps	Burdick Job Corps Center	Ms. Lyn Dockter-Pinnick Center Director
Unemployment Insurance	Job Service North Dakota	Ms. Maren Daley Executive Director
Migrant Seasonal Farm Workers Programs	Motivation, Education & Training, Inc.	Mr. Lee Starken Regional Director
NAFTA Transitional Adjustment Assistance	Job Service North Dakota	Ms. Maren Daley Executive Director
Postsecondary Vocational Education Programs - Perkins	State Board for Career & Technical Education North Dakota University System	Mr. Wayne Kutzer State Director Dr. Robert L. Potts Chancellor
Trade Adjustment Assistance	Job Service North Dakota	Ms. Maren Daley Executive Director
Title V--Older Americans Act	Job Service North Dakota	Ms. Maren Daley Executive Director
	Experience Works - Green Thumb	Ms. Connie McBride State Project Director
	AARP	Ms. Cherrie Davis Acting State Director
Veterans' Employment & Training Service, Title 38	Veterans' Employment & Training Service	Mr. Richard D. Ryan State Director
Vocational Rehabilitation Title IV-WIA	Vocational Rehabilitation	Mr. Gene Hysjulien Director
Welfare-to-Work	Job Service North Dakota	Ms. Maren Daley Executive Director
Youth WIA, Title I	Job Service North Dakota	Ms. Maren Daley Executive Director

MEMORANDUM OF UNDERSTANDING PROVISIONS

Services to Be Provided Through the One-Stop Centers

The Governor has designated Job Service North Dakota as the One-Stop Centers Operator. These One-Stop Centers will be located initially in Fargo, Grand Forks, Bismarck and Minot. Other sites and partners will be electronically linked to the Centers thus creating a virtual workforce development system provider network. The client will have ease of access to a seamless workforce development system. One-Stop Delivery System Partners should provide program information to all Partners. This will ensure that all Partners are knowledgeable of each other's programs and will assist the One-Stop Center staff in meeting client needs and making appropriate referrals. As a minimum, this information should include 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 email address; and the Partner's web site 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. Those clients who access services or request assistance directly through the One-Stop Centers will be 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 will be physically or electronically referred to the appropriate Partner(s) (positive handoff).

Likewise, when other Partners determine that the client could be better served by a different Partner(s) or the One-Stop Center, the client will be referred or "handed off" to the appropriate Partner(s). The Partner responsible for the services and products designated in the Partner's program will retain responsibility for the client until the services are provided or the client terminates the request for services. This MOU does not relieve any Partner of program administration, performance, and accountability responsibilities outlined in the governing program Act or Law. It is not the intent of this MOU to interfere with a Partner's responsibility for administering assigned programs, where they are the federal or state grantee, to include case management, eligibility determination, performance standards, and the service plan for the client. It is the expectation of this MOU that Partners will 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.

Client pathways for obtaining core services from the One-Stop Centers will be determined and developed locally.

Customer Referral Information System (CRIS)

A critical linking piece in the One-Stop Delivery System is the Customer Referral Information System (CRIS). This is an Internet-based "information warehouse" containing workforce development program services and products details. All WIA mandatory Partners participating in the One-Stop Service Delivery System are expected to contribute to the design, development, operation, and maintenance of the CRIS if the One-Stop Delivery System is to be viable. Costs of the CRIS will be negotiated among the mandatory Partners. A task team of the Unified State

Plan Working Group (USPWG) is developing the CRIS, which should be available sometime in the third quarter of Calendar Year (CY) 2000. (The USPWG is a voluntary entity consisting of mandatory WIA Partner members and other community-based organizations that provide workforce development services and products. This working group is a part of the NDWDC structure and is facilitated by the Director, NDWDC.) In those instances where the state entity or grantee receives program funds which are allocated to a sub grantee or local organization, participation in the CRIS will be a local entity decision. The local entity will enter into an agreement with the One-Stop Center manager for any participation in the CRIS to include cost sharing with the other Partners. Unless otherwise authorized, a Partner will not charge for services and products they provide or for which they receive specific federal or state funding. But a Partner(s) is expected to share in the cost of a new service or product that he/she requests if that new service or product is not funded in any authorizing program legislation.

The NDWDC and the One-Stop Delivery System Partners, through the USPWG, will develop common protocols and processes and offer system solutions that can reduce administrative costs and improve the delivery of client services. This working group brings together a wide variety of expertise and experience that can be focused for problem solving and system investment recommendations. USPWG projects may include common intake procedures, sharing of official public information, performance measurement data, customer satisfaction surveys, and the use of wage information for mandatory reporting. When required, the necessary agency confidentiality and privacy agreements will be completed to protect the privacy of individual clients. The USPWG is committed to making the best use of existing processes, management information systems and data bases while designing new innovative approaches to workforce development.

Conflict Resolution and Grievance Procedures

Conflicts with or grievances by clients, between Partners, or between Partners and the NDWDC, should be negotiated and resolved at the lowest level possible. A clear written statement of the issue or problem, actions taken by all parties, and the desired outcomes expected from each party should form the framework for resolution. Clients should be advised of the grievance procedures used by the respective Partner(s) involved in the grievance action as soon as possible, and the clients should be kept abreast of the grievance processing in a timely manner until the matter is resolved.

When conflicts or grievances between Partners cannot be resolved satisfactorily, these issues will be elevated to the NDWDC for resolution. Matters that cannot be satisfactorily resolved by the NDWDC will be referred to the Governor for review and additional remediation. The grievance may be taken to the federal level depending on the nature of the grievance and the governing Act or Law.

Duration and Modification of Plan

This Memorandum of Understanding will be in effect July 1, 2000, and it will remain in effect until June 30, 2005 or until any or all of the One-Stop Delivery System Partners request a revision. This MOU will be reviewed by all Partners at least annually. Any Partner may request, in writing, amendments to the MOU at any time from the NDWDC. However, the other Partners must be afforded the opportunity to comment on the proposed amendments before they are presented to the NDWDC. All requests will be presented to the Council for final approval. State agencies and providers using federal or state funds should request a change in this MOU from

the NDWDC when funding allocations or program services are either eliminated or significantly reduced by Federal or State legislative action.

If a One-Stop Delivery System Partner does not sign the original MOU or future amendments, the Chair of the North Dakota Workforce Development Council will notify the Governor. If the impasse cannot be resolved between the Partners and the Council through further negotiation or mediation, the Governor will then attempt to remedy the points of contention. Should that action by the Governor fail to obtain written agreement to the MOU or future amendments, the Governor shall notify the Secretary of Labor and the national office of the Partner who has not signed the MOU. Required WIA Partners who do not sign the MOU may be removed from the NDWDC, the Youth Development Council and the USPWG by the Governor.

Special Provisions

The North Dakota Workforce Development Council and the One-Stop Operator have developed a lead entity Memorandum of Understanding (MOU) which is general in nature. This sets the direction and provides enough flexibility so each Partner may develop more detailed local agreements with other Partners to address specific requirements unique to that region or Center. Costs for any new services outlined in local agreements that are not covered under this MOU should be negotiated at the local level. Partners should also include the name of the person who will have final review and approval authority for their portion of the local agreements, especially when fiscal responsibilities are retained at a higher level.

One-Stop Delivery System Partners will ensure that their programs and services are accessible to persons with disabilities, and that information will be made available in accessible formats upon the individual's request.

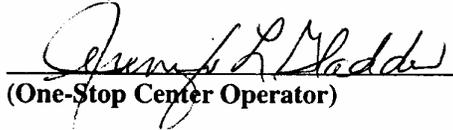
Oversight of this MOU will be the responsibility of the North Dakota Workforce Development Council.

Signatures



(Chair/NDWDC)

02-23-00
(Date)



(One-Stop Center Operator)

2-22-00
(Date)



(Superintendent of Public Instruction)

2-23-00
(Date)



(Executive Director, Department of Human Services)

2/25/00
(Date)

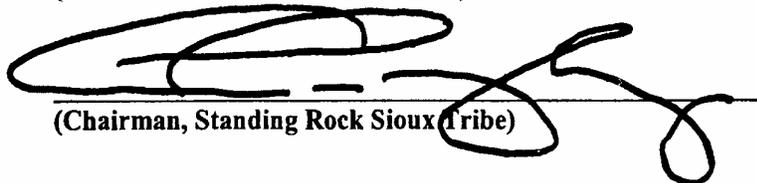


(Executive Director, Div of Community Services)

2/18/00
(Date)

(Chairman, Three Affiliated Tribes)

(Date)



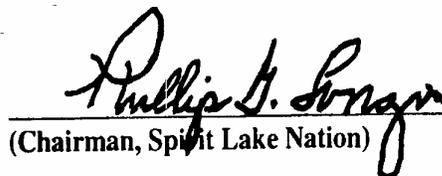
(Chairman, Standing Rock Sioux Tribe)

12-14-01
(Date)



(Chairman, Turtle Mountain Band of Chippewa)

1/31/01
(Date)



(Chairman, Spirit Lake Nation)

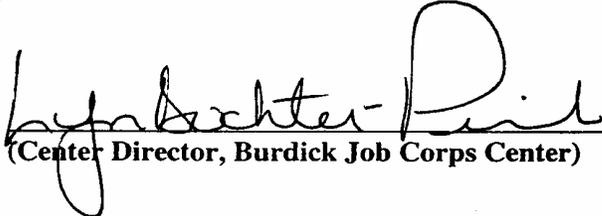
5/7/01
(Date)

(Chairman, Sisseton-Wahpeton Sioux Tribe)

(Date)

Signatures (Continued)

(Chairman, Trenton Indian Service Area) (Date)



(Center Director, Burdick Job Corps Center) 2-18-00
(Date)



(Regional Director, MET, Inc.) 2-21-2000
(Date)



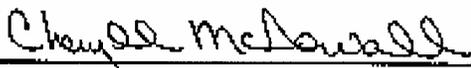
(State Director, State Board of Vocational & Technical Education) 2-18-00
(Date)



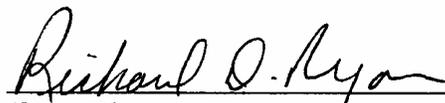
(Chancellor, North Dakota University System) 2/22/00
(Date)



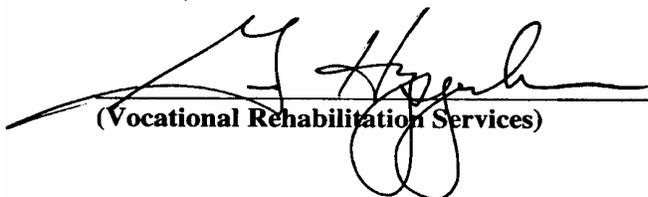
(State Project Director, Green Thumb) 2-22-2000
(Date)



(Project Director, AARP Foundation) 3/22/00
(Date)



(State Director, Veterans Employment & Training Services) 2/23/00
(Date)



(Vocational Rehabilitation Services) 2-29-00
(Date)

MOU
02.15.00
Page 10

Signatures (Continued)



(President, United Tribes Technical College)

12-31-0
(Date)