



*Governor's Talent Investment Board Meeting*

*Board Book*

*Monday, December 14, 2015*

*10:00 a.m. - 1:00 p.m.*

*Operating Engineers Local 324 Training Facility*

*1550 Howard Street*

*Detroit, Michigan*



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**Governor's Talent Investment Board (GTIB) Meeting**

**December 14, 2015, 10:00 a.m. – 1:00 p.m.**

Operating Engineers Local 324 Training Facility  
1550 Howard Street  
Detroit, MI

**AGENDA**

- |       |            |  |                                |
|-------|------------|--|--------------------------------|
| I.    | 10:00 a.m. | Welcome and Opening Remarks <ul style="list-style-type: none"><li>• Public Comment Opportunity</li></ul>                                   | Mark Alyea, Chair              |
| II.   | 10:05 a.m. | Action Item: Consent Agenda <ul style="list-style-type: none"><li>• 2016 Meeting Schedule</li><li>• September 14 Meeting Minutes</li></ul> | Dennis                         |
| III.  | 10:15 a.m. | A Dialogue with the Governor   | Governor Rick Snyder           |
| IV.   | 10:45 a.m. | GTIB Strategic Intent <ul style="list-style-type: none"><li>• Group Discussion</li><li>• Next Steps</li></ul>                              | All                            |
| V.    | 11:45 a.m. | Working Lunch  | All                            |
| VI.   | 12:00 p.m. | Action Item: Unified State Plan  | WDA Staff                      |
| VII.  | 12:20 p.m. | Action Item: Michigan Works! Service Center Certification Policy   | WDA Staff                      |
| VIII. | 12:30 p.m. | Comai's Corner <ul style="list-style-type: none"><li>• News from the Talent Investment Agency (TIA)</li></ul>                              | Stephanie Comai, Director, TIA |
| IX.   | 12:40 p.m. | Closing Remarks  | Mark Alyea, Chair              |
| IV.   | 12:45 p.m. | Adjourn <ul style="list-style-type: none"><li>• Tour of the OEL 324 Training Facility</li></ul>  |                                |

**Governor's Talent Investment Board (GTIB) Meeting**

**September 14, 2015**

**10:00 a.m. – 1:00 p.m.**

FireKeepers Casino, MBish Ballroom A  
11177 East Michigan Avenue  
Battle Creek, Michigan

MEMBERS PRESENT:

Mark Alyea, Chair  
Dennis Argyle, Vice Chair  
Paul Arsenaault  
Kenyatta Brame  
Stephanie Comai  
Tony Day  
Helen Dietrich  
Jodi Gibson  
Rey Guzman (for Jamie Clover Adams)  
Al Haidous  
Alisande Henry (for Mike Flanagan)  
Senator Ken Horn

Representative Brandt Iden  
Darcy Kerr  
Sharon Moffett-Massey  
John Moll  
Donald O'Connell  
Jason Palmer  
Douglas Parkes  
William Peterson  
Tony Retaskie  
Brad Rusthoven  
Gregory Winter  
Elaine Wood

MEMBERS NOT PRESENT:

Thomas Begin  
Mike Hansen  
Suzanne Howell  
Nick Lyon

Christine Quinn  
Tazzari Robinson  
Zane Walker  
Mike Zimmer

WELCOME AND OPENING REMARKS

Mr. Mark Alyea, Chair, called the meeting to order and stated a quorum was present. Mr. Alyea provided a few opening remarks. He thanked GTIB member Tony Day and FireKeepers Casino for hosting the GTIB. He welcomed new GTIB advisory members Jason Palmer, Director of the Bureau of Labor Market Information and Strategic Initiatives (BLMISI), Sharon Moffett-Massey, Director of the Unemployment Insurance Agency (UIA), and Mike Hansen, President of the Michigan Community College Association. Mr. Alyea provided an opportunity for public comment. GTIB member Conan Smith stated his local Michigan Works! area just consolidated with two others and he is pleased with their progress.

ACTION ITEM: CONSENT AGENDA

The consent agenda items included the June 15, 2015 meeting minutes. GTIB member Tony Retaskie stated he would like to have "ironworkers" removed from his bio paragraph.

A MOTION was made by GTIB member Kenyatta Smith and SUPPORTED by GTIB member Donald O'Connell to approve the June 15, 2015 meeting minutes with the proposed change. The MOTION was approved unanimously.

#### RECENT LABOR MARKET TRENDS IN MICHIGAN

Mr. Alyea invited Mr. Jason Palmer, Director, BLMISI/Department of Technology, Management and Budget (DTMB) to talk about labor market trends in Michigan. Mr. Palmer introduced his staff. He then stated the BLMISI is the official source of demographic and labor market information in Michigan and the surrounding region. The BLMISI administers the state's federal-state cooperative programs with the Bureau of Labor Statistics (BLS) and Census Bureau and produces information and analysis through grants from the U.S. Department of Labor (USDOL) and from partner agencies in Michigan.

Mr. Palmer talked about the positive economic growth in Michigan since 2010, including:

- The industries the economic activity is concentrated in,
- Jobless rates that reflect economic downturns and recoveries,
- The welcome news of three consecutive years for population growth in Michigan,
  - While the population should increase in Michigan, the growth will be slower than the growth seen nationally,
- The population is, among many other important things, the basis for the labor force,
- 2012 was a turning point for labor markets, with jobless rates declining with growing participation,
- Labor market participation/employment is going up as a result of job creation,
- State payrolls climbed over 360 thousand or 11.2 % during the economic recovery (2009-2014),
- While Michigan's industries are looking up, there still is a way to go,
- Most industries showing growth today were beaten up during the recession-some badly,
- By 2022 industry employment should expand 8.7% in Michigan, and
- What types of workers will be demanded by industry.

Mr. Palmer also shared a few concerns: long-term unemployment remains elevated; labor underutilization is not very well understood, but should be watched; labor force participation rates are difficult to move, but should be looked at with other measures; and labor force participation rates are projected to decline due to an aging population. A demonstration of a new Fast Facts Portal was provided. The portal was developed in an effort to make data more accessible.

GTIB member Stephanie Comai, Director of the Talent Investment Agency (TIA), stated she is a huge fan of Jason, his staff and their work.

#### 61(b) CTE EARLY/MIDDLE COLLEGE FUNDING

Mr. Alyea introduced Ms. Kate Kisil, WDA, who provided information on the 61(b) CTE Early/Middle college grant. She stated a new section was added to the School Aid Act that provides for \$10 million in

funding. This grant is for intermediate school districts (ISDs) across the state that have or would like to start an early/middle college with state approved CTE programs. In order to receive funds, the ISDs must work in collaboration with the Talent District Career Councils to determine the early/middle college programs to offer. Ms. Kisil stated she is looking for feedback on the strategic plan requirements for this grant to ensure local ISDs have the necessary partnerships, strategies and measures in place to make certain the funds awarded for programs will have the most impact. Discussion questions were included in the Board Book. The first question asked what employer role could be most advantageous in the CTE early/middle college programs.

Mr. Alyea provided an example of a situation in Jackson County where employers were disengaged. It was suggested kids get college credit while still in high school and have employers help pay for this. This was an example of how to utilize the \$10 million in funding by having an employer pay for 50% of these costs with a match from the newly available funding. Additional comments included:

- Informing people is necessary; organizations need to share information with the ISDs, parents, students, etc. and let them know what they do. Get information out there and let people be aware of all of the programs; communication is important.
- Make sure the educators, Michigan Works! Agencies (MWAs) and others are informed; high schools, community colleges, etc. need to know what is out there for them through workshops, career fairs and sharing success stories; would like to see this funding go cross-sector style and make sure everyone is involved, MWAs, colleges, high schools and whatever collaboration it takes to make it happen; funding can be targeted to requirements to ensure a cross-sector relationship.
- The Detroit Public Schools and the OE24 Training Center work together, so funding is not just given to an employer, but to the needs of an entire industry; not everyone goes to college, so there needs to be alternatives.
- Blended learning, hands on work experience and formal apprenticeships are all good; students would benefit from having a relationship and engaging with a company while in college or trade school.
- There is agreement with employers being responsible for opening their doors and engaging students; approaching from an industry standpoint is the way to go; branding, experience and partnering with the schools.

A short survey was sent to the GTIB members after the meeting that included the remainder of the questions as time did not allow for a full discussion of all questions during the meeting.

#### WDA CURRENT MEASURES

Mr. Alyea introduced Ms. Stephanie Beckhorn, WDA , to talk about the Agency's metrics. Ms. Beckhorn stated there are many metrics the WDA tracks due to federal requirements. These metrics include broad categories such as job attainment, job retention, average earnings, credential attainment, measurable skill gain, and employer satisfaction with MWA services and the UIA. Under the Workforce

Innovation and Opportunity Act (WIOA) these same broad metrics will be tracked by states, and these metrics will be applicable to other programs as well, such as the Trade Act of 2015.

Mr. Joseph Billig was introduced as the new WDA Director for the Office of Talent Policy and Planning. In his new role, he will oversee programs under WIOA Titles I and III and the Trade Act, among others. Ms. Beckhorn then talked about the Governor's metrics found in the [MIDashboard](#). Relevant to the GTIB members would be the [Talent Dashboard](#) including STEM connections, new apprenticeships, CTE placements, internships, and welfare to work participation. Under the new Department of Talent and Economic Development a new Talent Dashboard is currently being worked on.

Mr. Alyea asked Ms. Beckhorn for her recommendation on obtaining some global metrics for what the WDA tracks and what kind of an impact GTIB could make. How does the GTIB measure itself as a Board; is it unemployment for example? The Board would like to see where the metrics stand right now, and what is the big picture that we are trying to accomplish. Ms. Beckhorn indicated this could be narrowed down to four or five major items and review and discussion could be a standing agenda item.

#### GTIB PRIORITIES

Mr. Alyea asked the GTIB members what should the Board be aware of regarding setting their priorities; what is important, what federal funding is factored in, what is required by the State. How can engagement with the K-12 education system be stepped up? Mr. Alyea stated there is a lot to do with K-12 and community colleges. A discussion ensued around the priorities of the GTIB. Comments and common themes included:

#### K-12

- Increase employer engagement with the K-12 system (so we end up with the workforce we want/need);
- Need K-12 programming integration with employers; make employers partners, not add another requirement on employers; maybe use Section 61(b) funds to accomplish;
- Students, and their parents, need to understand the relevance of what is learned in school to the job market:
  - Tours, internships, Manufacturing Day;
- Make connection between business and education at the junior high, high school, and college level;
- How do we infuse K-12 education with work-related application and experience? The state can't afford to lose any more young people with the current demographics.
- Need to invest in CTE programs at the high school level; modern equipment is needed, as well as relevant programming, interested students and curriculums;
- The MDE is looking for input on making Michigan a top ten state in education. A short questionnaire is available until November 1<sup>st</sup> on the MDE website: [www.michigan.gov/top10in10](http://www.michigan.gov/top10in10).

#### K-12 Metrics

- The metrics that schools are driven by are not always aligned with what employers need in the workforce (rewards and incentives misaligned with employer needs);
- Education metrics need an employment metric (education dashboard).

#### Career Pathways

- Put career pathways back into middle school and high school levels, so kids can see the relevancy; state provide framework to the K-12 system;
- Career Pathways training is need for teachers, counselors.

#### Community Colleges

- Revise community college board structure to ensure accountability to employers and community; again, engagement needs to happen;
- What would the education system look like if colleges were prohibited from offering remedial education? Are we trying to solve the right problems?

#### Other Comments:

- The State needs to incentivize working together (schools, employers, workforce system, etc.);
- Increase gross output per region; let regions figure out how to do individually;
- Businesses struggle to get entrepreneurial talent too, and engineers; how can we address this?

#### COMAI'S CORNER

Ms. Stephanie Comai, Director, Talent Investment Agency (TIA) provided an update. Ms. Comai congratulated GTIB member Bill Peterson and MWA Director Greg Pitoniak on their award of apprenticeship funding. She also stated all MWAs have filed for their local designation, and effective October 1<sup>st</sup> there will be 16 MWA regions down from twenty-four currently. The western part of the state had the biggest consolidation, and will have an additional \$1 million to provide direct services to customers. Ms. Comai thanked MWA Director Jacob Maas for his leadership during the consolidation.

The Governor's Education and Economic Summit will be held in Grand Rapids on March 15-16, 2016. GTIB members will be invited. The focus of the conference will be "Talent".

The agency will be updating the messaging parents receive regarding careers and the skills needed. A marketing campaign will be developed but this will require some additional funding. The department is also looking at opportunities on how to figure out how to pass the information along to students to keep them in Michigan. There are ideas to shadow the Pure Michigan campaign.

#### CLOSING REMARKS

Mr. Alyea reminded everyone about the Michigan Works! Conference on October 4-6, 2015. Anyone interested can contact Board staff and they will be happy to assist with registration. He also reminded GTIB members to visit their local Michigan Works! Service Center and attend a Workforce Development Board meeting. For those who have already done so please notify staff.



Participation on the GTIB could prompt questions from the media. Media requests should be referred to the GTIB Chair, who will then refer to the TIA for response. It was agreed there should be a unified response to press requests; however, GTIB members would benefit from one or two bullet points from each meeting that summarizes the key take-away from the meeting. This will enable the GTIB members to be consistent in their messaging regarding the GTIB when they speak with colleagues, neighbors, industry groups, etc.

The next meeting will be held on December 14, 2015 from 10:00 a.m. until 1:00 p.m. at the Operating Engineers Local 324 Training Facility in Detroit.

There being no further comments, the meeting was adjourned at 12:47 p.m.

DRAFT



## Calendar Year 2016 Meeting Dates

<u>Date/Time</u>	<u>Location</u>
March 14, 2016 10:00 a.m. – 1:00 p.m.	TBD in Grand Rapids
June 20, 2016 10:00 a.m. – 1:00 p.m.	TBD
September 19, 2016 10:00 a.m. – 1:00 p.m.	TBD
December 14, 2016 10:00 a.m. – 1:00 p.m.	TBD

## **Governor's Talent Investment Board (GTIB) Proposed Strategic Intent**

The following GTIB Strategic Priorities were drafted based on comments made during the quarterly GTIB meeting on 9/14/15 and further revised following the 10/27/15 GTIB Executive Committee meeting.

(Please note that bullet points are intended to demonstrate examples of things to be considered under each item.)

### **Priority #1: (K-12)**

Educate students, parents, job seekers, teachers, counselors and administrators about local in-demand careers and prepare students for those careers.

### **Priority #2: (Adult Learners)**

Expand awareness of and access to adult learning opportunities to qualify for local in-demand careers. (For example: Adult Basic Education (ABE), work-based learning, industry retraining, etc.)

Strategies to Accomplish the Priorities:

1. Increase career options for middle school and high school students.
  - Provide career exposure at an earlier age in school – beginning at ages 10-12.
  - Demonstrate alignment with in-demand jobs locally.
  - Include promotional activities to encourage advanced skills careers.
2. Prioritize state education and training funds to prepare students for local in-demand jobs.
  - Develop state policy to require Career and Technical Education (CTE) and Career Center programs to provide evidence of local “in-demand” jobs alignment.
  - Demonstrate local business engagement.
  - State should oversee in-demand data validity.
3. Improve work-based learning opportunities for students age 16 and older.
  - Develop state policy and/or law to allow students age 16 and older to participate in work experience positions in the private sector that include hands-on job activity.
  - Work with job providers to develop list of “hands on job” activities to be fixed.
  - Work with the State and U.S. Department of Labor/OSHA to identify changes to be made.
4. Align high school and community college curriculums to provide career ready graduates.
  - Establish state policy that requires and incentivizes greater continuity between high school and community college curriculums, with particular emphasis on expansion of Early & Middle College programming.
  - Identify career readiness gaps in the continuity between high school and community college curriculums.

- Implement governance body/metrics/identifiers to oversee continuity between high school and community college system to better align the two systems.
  - Identify desired skill set employers need from community college graduates.
  - Meet with community college leadership to introduce them to the identified skill set.
  - Consider unintended consequences of community college effectiveness & outcome measures.
5. Require all state-funded career skill training programs to justify and share State purchased assets.
- State funded assets should require sharing of use and coordination of programs with a focus toward “employment ready” outcomes.
  - State funded assets should be available for training of all career skilled training for K-12/community college/adult education/Michigan Works!.
  - State funding applications must demonstrate local business engagement.
6. Expand access to CTE-type training for rural and other students who do not currently have access to secondary CTE programs.
- Research ways to provide hybrid training system for rural and other students (students not physically close to “career training” assets, either at high school or community college).
  - Review Australian outback model of hybrid of online training, hands-on experiences, distance learning, local employer engagement, mobile asset trailer, GoTo Meeting interface between teacher and remote students.
  - Implement existing, proven model that best fits Michigan, rather than creating a new system.
7. Improve performance and accountability of the Unemployment Insurance (UI) system and it’s coordination with Michigan Works!
- Support the Michigan Works! proposal for reforming UI.
  - Develop accountability and feedback metrics for the “return to work” requirement associated with receiving UI.
  - Implement accountability for job seekers receiving Michigan Works! benefits or UI to employer responses from job interviews.
    1. Drug test outcomes?
    2. Pre-employment interview readiness, punctuality, attitude?

**Workforce Innovation and Opportunity Act (WIOA)  
Unified State Plan  
Executive Summary**

**WIOA Overview:**

On July 22, 2014, the Workforce Innovation and Opportunity Act (WIOA) was signed in to law. Seven priorities are laid out for workforce programs in the WIOA:

- Work up-front with employers to determine local or regional hiring needs and design training programs that are responsive to those needs;
- Offer work-based learning opportunities with employers – including OJT, internships, pre-apprenticeships and registered apprenticeships – as training paths to employment;
- Make better use of data to drive accountability, inform what programs are offered and what is taught, and offer user-friendly information for job seekers to choose what programs and pathways work for them and are likely to result in a job;
- Measure and evaluate employment and earnings outcomes;
- Promote a seamless progression from one educational stepping stone to another, and across work-based training and education, so individuals’ efforts result in progress;
- Break down barriers to accessing job-driven training and hiring for any American who is willing to work, including access to supportive services and relevant guidance; and
- Create regional collaborations among One-Stop Centers, education institutions, labor, and non-profits.

As WIOA implementation progresses, success in accomplishing the purpose of the WIOA at the state, local and regional levels will be assessed by whether:

- One-Stop Centers are recognized as a valuable community resource and are known for high-quality, comprehensive services for customers.
- The core programs and One-Stop partners provide seamless, integrated customer service.
- Program performance, labor market and related data drive policy and strategic decisions and inform customer choice.
- Youth programs connect out-of-school youth to education and jobs.
- Job seekers access quality career services either online or in a One-Stop Career Center through a “common front door” that connects them to the right services.
- One-Stop Centers facilitate access to high quality, innovative education and training.
- Services to businesses are robust and effective, meeting businesses’ workforce needs across the business lifecycle.

**WIOA State Plan:**

Under the WIOA, the Governor of each state must submit a Unified or Combined State Plan to the U.S. Secretary of Labor that outlines a four-year workforce development strategy for the state’s workforce development system. States must have approved plans in place in order to receive funding for their core programs.

The WIOA is comprehensive legislation that reforms and modernizes the public workforce system. It reaffirms the role of the public workforce system, and brings together and enhances several key employment, education, and training programs. One of the principle areas of reform is to require States to plan across core programs and include this planning process in the Unified or Combined State Plan.

Michigan is submitting a Unified State Plan. The plan must meet the requirements described in the WIOA, the WIOA Proposed Rules, and other published federal guidance. The plan must outline a four year strategy for the core programs. The core programs include:

- The Adult Program (Title I);
- The Dislocated Worker Program (Title I);
- The Youth Program (Title I);
- The Adult Education and Family Literacy Act Program (Title II);
- The Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III); and
- The Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV).

The major content areas of the plan include strategic and operational planning elements. All strategic and operational planning elements in the plan apply to all of the core programs.

The strategic planning elements section of the plan includes analyses of the state's economic conditions, workforce characteristics, and workforce development activities. These analyses, as prepared by the Department of Technology, Management and Budget's Bureau of Labor Market Information and Strategic Initiatives, drive the required vision and goals for the state's workforce development programs to support economic growth. The required elements in this section allow the State to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs to support economic growth.

The operational planning elements section identifies the State's efforts to support the State's strategic vision and goals as identified in the strategic planning elements section. This section ensures that the State has the necessary infrastructure, policies and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination.

Operational planning elements include:

- State Strategy Implementation, which includes how the State Board will implement its functions as required under the WIOA and how the State will implement the State's strategies as identified in the Strategic Planning Elements Section;
- State Operating Systems and Policies, which includes State operating systems that support the coordinated implementation, data collection and reporting process used for all program activities, state policies, assessment of all core programs, funding distribution, data alignment and integration between core programs, and performance accountability;
- Common assurances, for all core programs; and

- Program-Specific Requirements for each of the core programs.

When responding to the plan requirements, States must identify specific strategies for coordinating programs and services for target populations. While discussion of and strategies for every target population is not expected, States are required to address as many as are applicable to their State's population and look beyond strategies for the general population.

**How the Strategies in the Unified State Plan Support the State's Vision:**

Governor Rick Snyder's 2015 State of the State address outlined his priorities for his second term. His overall state priority, identified as the "River of Opportunity," places an emphasis on putting people first, with the goal of helping all Michiganders succeed, no matter their stage in life. This priority will be accomplished through collaboration and cooperation to restructure state government, resulting in an effective, efficient, and accountable government that better serves its citizens.

The following key actions necessary to continue Michigan's reinvention include:

- Revolutionizing how government operates by reducing bureaucracy and inefficiencies in the system through restructuring government by combining talent and workforce operations;
- Focusing on early childhood education (prenatal through the 3<sup>rd</sup> grade) by improving early literacy by providing half-day pre-school opportunities across the state. Proficiency in 3<sup>rd</sup> grade reading is an early indicator of having a skilled workforce that is imperative to making Michigan stronger;
- Focusing on K-12 education to improve achievement in Michigan schools by improving efforts to nurture and educate our youth from prenatal and beyond;
- Ensuring that training is demand-driven by creating partnerships with education and employers, building a seamless One-Stop system for both employers and job seekers, emphasizing the value of Science, Technology, Engineering, and Math (STEM) education, and by investing in skilled trades training and career tech education opportunities;
- Creating Prosperity Regions across the state, thereby allowing local areas to devote their resources to leverage State resources that help create more and better jobs and training;
- Assisting the structurally unemployed by offering services tailored to meet individual needs;
- Providing one-stop shopping for veterans; and
- Increasing accountability through measuring outcomes and results.

Created by [Executive Order 2015-11](#) in April 2015, the Governor’s Talent Investment Board (GTIB) is a business majority led board of industry executives, legislators, labor officials, education leaders, local elected officials, state agency directors and other representatives consistent with the provisions of the WIOA Section 101(b). The GTIB plays a vital role in bringing citizen involvement, engagement, and oversight to the state's talent enhancement effort, and serves as a catalyst for talent enhancement and economic development entities. The GTIB recommends policies to the Governor and state departments that guide workforce investment and training at both the state and local levels. The GTIB is the principal private-sector policy advisor on building a strong workforce system aligned with state education policies and economic development goals. The GTIB has established the following strategic priorities to guide its work:

- Educate students, parents, job seekers, teachers, counselors and administrators about local in-demand careers and prepare students for those careers.
- Expand awareness of and access to adult learning opportunities to qualify for local in-demand careers.

In alignment with Governor Snyder’s priorities and the GTIB’s priorities, Michigan’s Unified Plan includes the following strategies:

**Jobs Strategy:**

Our jobs strategy is integrated into the Governor’s overall strategic plan for Michigan’s reinvention. Michigan’s primary workforce development strategy is a demand-driven system that focuses on aligning all efforts, initiatives, programs, and funding around key industry clusters. This strategy includes the alignment of policies, operations, and administrative systems to avoid duplication of workforce programs and activities, as well as providing a way to leverage discretionary funding and formula-based investment across all programs. Our collaboration with workforce agencies, employers, economic developers, post-secondary education providers, and other partners with shared interests provides us with opportunities to leverage partner funds for services not funded under the WIOA. Our workforce programs are being implemented with innovation and efficiency in mind to deliver results-driven training and services in order to provide more and better jobs, assist employers with their workforce training needs, and revitalize our education system to better prepare youth.

**Talent Enhancement Strategy:**

Our talent enhancement strategy involves the alignment of economic development efforts at the Michigan Economic Development Corporation with workforce development efforts at the Workforce Development Agency. “Talent” is the education and work experience that employees bring to a job. “Enhancement” is the role the State of Michigan plays in improving the state’s overall workforce pool. Talent enhancement efforts include: 1) talent development, 2) talent recruitment and attraction, 3) talent connections, 4) talent-based job creation and entrepreneurship, along with 5) workforce system reforms implemented by the Workforce Development Agency.



### **Strategy for Youth:**

Career Preparation and Inspiration initiatives are used to ensure that every middle school student participates in a program to introduce them to local in-demand careers. Preparation for those careers may include job shadowing, talent tours and internships. Other activities funded through the WIOA Youth program may include Jobs for Michigan's Graduates (JMG) and YouthBuild programs in selected areas of the state.

Career and Technical Education (CTE) programs operated through the Michigan Department of Education are also part of our State strategy to introduce students to local in-demand careers. Secondary and postsecondary CTE programs provide work-based learning experiences and support workforce development by prioritizing funding to instructional programs where there are job openings, successful placement of students in those jobs, and wages that are self-sustaining.

Other core partner programs include the Martin Luther King Jr. – Cesar Chavez – Rosa Parks (KCP) initiative and Career Pathways administered through the Adult Education and Family Literacy Act programs (Title II), and Pathways to Potential administered through the Department of Health and Human Services/Vocational Rehabilitation (Title IV) programs.

### **Strategy for Adult Learners and Employers:**

The Talent Investment Agency (TIA) will spearhead Governor Snyder's talent enhancement initiative, which is critical to Michigan's economic prosperity. TIA will be the State's leader in evaluating and implementing services and programs related to talent, such as job preparedness, career-based education, skilled trades training, incumbent worker training, employment assistance, STEM training programs, and programs designed to help the unemployed. By putting all talent investment efforts under a single department, Michigan can leverage its ability to build talent that possesses in-demand skills while helping our state's businesses grow.

Our Unified State Plan includes an emphasis on work-based learning and career opportunities, such as the Michigan Industry Cluster Approach (MICA), and Michigan Apprenticeships, Internships, Mentoring (MI-AIM). Work-based learning will move Michigan's workforce system to a more demand-driven system through the development of industry-based partnerships that promote the economic health and welfare of regional area businesses and workers through engagement of local employers to provide direct information on in-demand jobs, skill sets required, training program requirements, and candidate assessment factors to improve successful transition from training to long-term employment. Stimulating the development of industry clusters, based on sound labor market information data, supports the overall goal of providing Michigan employers with a highly-skilled workforce and Michigan citizens with careers providing good wages and increased opportunities.

The Michigan Skilled Trades Training Fund provides competitive state funds for employer responsive training that enhances talent, productivity, and employment retention, while increasing the quality and competitiveness of Michigan's businesses. The Skilled Trades Training Fund ensures Michigan's employers have access to the talent they need to compete and grow, and individuals have the skills they need for in-demand jobs. Collaboration between Michigan Works! Agencies, economic development, and educational partners is essential to

achieve demand-driven training that addresses the talent shortages hampering the growth of Michigan's priority industries.

The Community College Skilled Trades Equipment Program makes state funding available to community colleges to upgrade their facilities with new machinery and technologies to ensure Michigan Community Colleges can deliver educational programs in high-wage, high-skill, and high-demand occupations. Awards are made through a competitive process, and require a cash match of 25 percent from the community college.

### **Coordination with Economic Development Strategies and Activities:**

By developing positive and cooperative relationships with state agencies such as the Unemployment Insurance Agency, the Department of Health and Human Services, Michigan Rehabilitative Services, the Bureau of Services for Blind Persons, the Department of Education, and others, we can better serve our business customers and job seekers through unduplicated, coordinated services. By establishing common practices across the Talent System, we can assure that our business customers as well as job seekers will have consistent quality of service, no matter where they enter the system. The WDA will work cooperatively with Talent System partners to implement common practices across regions, track performance, and measure employers' and job seekers' level of satisfaction to ensure consistent quality of service.

### **Prosperity Regions:**

The Regional Prosperity Initiative will ensure that the State of Michigan is investing in the success of our regions, their local communities, and our economy in ways that are meaningful to the people who are working, playing, and doing business here every day. This will ensure that our finite resources are being used wisely. As a result of collaborative efforts for regional prosperity, the state will also be better equipped to attract and retain the talent that is so essential to remaining globally competitive. Finally, strong regions will give the state a new avenue by which to deliver state services that is more efficient and responsive to the needs of the regional economy. As federal dollars become scarcer, this helps to ensure that available resources have the greatest impact possible for both job creators and residents.

### **Improved Performance and Accountability:**

The GTIB will work with the Michigan Talent Investment Agency to meet regulatory responsibilities as prescribed by federal statute and regulation, including the development and updating of comprehensive State performance and accountability measures to assess the effectiveness of core programs.

Michigan Works! Agencies will provide the Unemployment Insurance Agency (UIA) Work Test for claimants to ensure they are able to work, seeking work, and have not refused suitable work and provide re-employment services to profiled claimants selected by the UIA. Profiled claimants are those claimants who will most likely exhaust their unemployment benefits before finding employment. MWAs are also partnering with the UIA to deliver the Re-employability Eligibility Assessment (REA) pilot program. This program provides one-on-one service to claimants who will more than likely exhaust their unemployment benefits prior to obtaining employment. This is similar to the re-employment profiling component mentioned above; however, claimants are to receive up to three REAs if employment has not been acquired. These

REAs consist of re-employment services that are more intense and include follow up case management services.

**Public Review and Comment:**

The Draft Unified State Plan will be placed on the WDA Internet Site for Public Comment for 30 days. Notification will be forwarded to required stakeholders as identified by each of the core programs and other partnering programs. Comments, along with our responses, officially become part of the final plan that is submitted to the U.S. Department of Labor (USDOL).

**Needed Action:**

Approval by the GTIB of the strategies outlined in the Unified State Plan is required prior to submittal of the final plan to the USDOL for federal approval.

**SUMMARY:**

The Workforce Innovation and Opportunity Act (WIOA) requires one-stop centers, known in Michigan as Michigan Works! Service Centers (MWSCs), to be certified every three years using criteria **developed in consultation** with Local Elected Officials (LEOs), local workforce development boards (WDBs), and the Governor's Talent Investment Board (GTIB). The criteria must evaluate the MWSCs and local area delivery system for effectiveness, including customer satisfaction, physical and programmatic accessibility, and continuous improvement.

The Certification Criteria for MWSCs policy was developed based on:

- Minimum standards adopted by the State Workforce Investment Board in 2001
- Workforce Development Agency (WDA) Policy Issuance 12-13, Certification Criteria for MWSCs
- Criteria outlined in the WIOA
- The WIOA Notices of Proposed Rulemaking, as published in the Federal Register on April 16, 2015
- US Department of Labor (USDOL) Training and Employment Guidance Letter (TEGL) 4-15, "Vision for the One-Stop Delivery System Under the WIOA, issued August 13, 2015, and
- Research from other states

Please refer to the Fact Sheet: One-Stop Career Centers for highlights of WIOA reforms for one-stop centers.

**ACTION ITEM:** *The WDA is asking the Governor's Talent Investment Board for feedback and comments on the policy.*

*For example:*

*Does anything in the policy need additional clarification?*

*Is there anything that can be added regarding evaluating for effectiveness? (Page 24)*

*MWAs must have a continuous improvement plan in place. Should standards be set for the continuous improvement plans or leave to the discretion of the local areas?*



RICK SNYDER  
GOVERNOR

STATE OF MICHIGAN  
DEPARTMENT OF TALENT AND ECONOMIC DEVELOPMENT  
LANSING

STEVE ARWOOD  
DIRECTOR

**DRAFT**

E-mailed: 12/xx/2015 (tk)

**Workforce Development Agency (WDA)**  
**Policy Issuance (PI): 15-XX**

**Date:** December XX, 2015

**To:** Michigan Works! Agency (MWA) Directors

**From:** Joe Billig, Director  
Office of Talent Policy and Planning

**Subject:** Certification Criteria for Michigan Works! Service Centers (MWSCs)

**Rescissions:** WDA PI 12-13, Change 1

**References:** The Workforce Innovation and Opportunity Act (WIOA) of 2014, Public Law 113-128 (29 United States Code Section 3101, *et. seq.*)

The WIOA Notices of Proposed Rulemaking (Proposed Rules) as Published in the Federal Register on April 16, 2015

U.S. Department of Labor (USDOL) Training and Employment Guidance Letter (TEGL) 4-15, "Vision for the One-Stop Delivery System Under the Workforce Innovation and Opportunity Act (WIOA)", issued August 13, 2015

WIOA Manual

**Programs Affected:** All programs operated through a MWSC

**Background:** The Workforce Innovation and Opportunity Act (WIOA) was signed into law by President Barack Obama on July 22, 2014. The WIOA, which supersedes the Workforce Investment Act (WIA) of 1998, presents an extraordinary opportunity to improve job and career options for our nation's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. The WIOA supports the development of strong, vibrant regional economies where businesses thrive and people want to live and work. This revitalized workforce system will be characterized by three critical hallmarks of excellence:

- (1) The needs of business and workers drive workforce solutions;
- (2) One-Stop Centers provide excellent customer service to workers, jobseekers and employers, and focus on continuous improvement;
- (3) The workforce system supports strong regional economies and plays an active role in community, economic and workforce development.

The WIOA maintains the nationwide system of One-Stop Centers, which directly provide an array of employment services and connect customers to work-related training and education. The WIOA furthers a high-quality One-Stop Center system by continuing to align investments in workforce, education and economic development with regional, in-demand jobs. The WIOA places a greater emphasis on One-Stop Centers achieving results for jobseekers, workers and businesses. The WIOA reinforces the partnerships and strategies necessary for One-Stop Centers to provide jobseekers and workers with the high-quality career services, training and education, and supportive services they need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including training and education for their current workforce.

### **Vision for the One-Stop Centers Under the WIOA**

The publically funded workforce system envisioned by the WIOA is quality-focused, employer-driven, customer-centered and tailored to meet the needs of regional economies. It is designed to increase access to, and opportunities for, the employment, education, training and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provide a comprehensive, accessible and high-quality workforce development system. This is accomplished by providing all customers access to high-quality One-Stop Centers that connect them with the full range of services available in their communities, whether they are looking to find jobs, build basic educational or occupational skills, earn a postsecondary certificate or degree, obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers.

Under the WIOA, One-Stop Centers and their partners:

- Provide jobseekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
- Provide access and opportunities to all jobseekers, including individuals with barriers to employment such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;

- Enable businesses and employers to easily identify and hire skilled workers and access other supports, including education and training, for their current workforce;
- Participate in rigorous evaluations that support continuous improvement of One-Stop Centers by identifying which strategies work better for different populations; and
- Ensure that high-quality, integrated data inform decisions made by policy makers, employers and jobseekers.

Within this framework, local Workforce Development Boards (WDBs) are responsible for improving access to and the effectiveness of One-Stop and program services. The physical locations within the service delivery areas that directly deliver services to the public are identified and marketed under the MWSC brand providing consistent name recognition and access to services across the state. The WDA will certify MWSCs every three years using criteria developed in consultation with the Governor's Talent Investment Board (GTIB), local Chief Elected Officials (CEOs), and local WDB Chairs and outlined in this policy issuance which covers effectiveness, programmatic and physical accessibility, and continuous improvement.

The MWSC certification criteria are consistent with the requirements of the WIOA Unified State Plan; the Michigan Works! System Plan; and instructions for executing Memorandums of Understanding (MOUs), including the sharing of infrastructure costs among partners, under the WIOA.

**Policy:**

This policy issuance details the criteria required for MWSC certification for Calendar Years (CYs) 2016, 2017, and 2018, the time period of January 1, 2016 through December 31, 2018.

**System Programs and Partners**

Under the WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs collaborate to create a seamless customer-focused One-Stop delivery system that integrates service delivery across all programs and enhances access to program services. The One-Stop delivery system includes six core programs, as well as other required and optional partners identified in the WIOA.

Access to the services from the following programs must be made available through the MWSCs, or through referral, including intake and registration, eligibility determination (if applicable), enrollment in the program, and referral to program activity:

- Programs authorized under Title I of the WIOA;
- Programs authorized under the Wagner-Peyser Act, as amended;
- Adult education and literacy activities authorized under Title II of the WIOA;

- Programs authorized under Title I of the Rehabilitation Act of 1973 (Other than Section 112 or Part C);
- Activities authorized under Title V of the Older Americans Act of 1965;
- Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006;
- Activities authorized under Chapter 2 of Title II of the Trade Act of 1974;
- Activities authorized under Chapter 41 of Title 38, U.S.C.;
- Employment and training activities carried out under the Community Services Block Grant Act;
- Employment and training activities carried out by the Department of Housing and Urban Development (HUD);
- Programs authorized under State unemployment compensation laws (In accordance with applicable Federal law);
- Programs authorized under Section 212 of the Second Chance Act of 2007;
- Programs authorized under Part A of Title IV of the Social Security Act; and
- Programs authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4)) and work programs authorized under Section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o)).

With the approval of the local WDB and CEO, in addition to the programs and entities described above, other entities that carry out workforce development programs may be incorporated into the local One-Stop system, as well as other programs and services, based on local conditions and available resources. Examples include but not limited to:

- Employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under Section 1148 of the Social Security Act (42 U.S.C. 1320b-19);
- Employment and training programs carried out by the Small Business Administration;
- Programs carried out under Section 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732);
- Programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et. seq.);
- Other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector;
- Community mental health programs, particularly those related to job training and placement;
- Substance abuse services;
- Economic development services;



- Programs for the homeless; and
- Transportation systems and service providers.

### **Characteristics of a High-Quality MWSC**

The characteristics detailed in this policy issuance are designed to reflect key elements that contribute to a high-quality One-Stop delivery system, and are intended to strengthen the successful integration and implementation of partner programs in the MWSCs.

#### **Characteristic 1: MWSCs Provide Excellent Customer Service to Jobseekers, Workers and Businesses.**

Meeting the needs of jobseekers, workers and businesses is critical to developing thriving communities where all citizens succeed and businesses prosper.

#### **Customer Relations**

**High-quality MWSCs reflect a welcoming environment to all customer groups who are served by the MWSCs.** All MWSC staff are courteous, responsive, and helpful to jobseekers, businesses and others who visit the MWSCs, either in person or by telephone and/or email. Moreover, MWSC staff is sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations. Certified MWSCs must present and promote a professional, businesslike, and accessible setting. Specifically:

- Each office location must have a trained staff person, for example a receptionist or a greeter, positioned at the entrance of the MWSC to direct customers upon entry and assist them in accessing various employment, workforce development, and related community services, unless such assistance can be provided in a comparable manner via the use of technology.
- Services are provided in a business-like manner and all individuals are treated with respect as valued customers.

#### **Accessibility and Inclusion**

MWSCs must be inclusive of all customers to be effective. Inclusion honors and accommodates diversity. A universally accessible system requires meeting the diverse customer needs that exist within the local service delivery area, which includes the needs of individuals with disabilities, people of different cultures, and persons with barriers to employment. Where inclusion abounds, centers are welcoming, inviting, accommodating, and accessible to everyone.

As recipients of federal funds, MWAs are required to comply with various regulations relating to non-discrimination, equal opportunity, and inclusion. The most critical of these regulations are:

- Section 188 of the WIOA.
- Section 504 of the Rehabilitation Act of 1998, as amended.
- Titles I and II of the Americans with Disabilities Act (ADA).
- The ADA Accessibility Guidelines or the Uniform Federal Accessibility Standards.

In addition, priority will be given to assuring that throughout the system persons with physical, mental, cognitive, and sensory disabilities will have programmatic and physical access to all MWSC services and activities. Such actions include, but are not limited to:

- Providing reasonable accommodations for individuals with disabilities.
- Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities.
- Administering programs in the most integrated setting appropriate.
- Communicating with persons with disabilities as effectively as with others; and
- Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.

### **Services for Employers**

**High-quality MWSCs develop, offer, and deliver quality business services** that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy. To support area businesses and industry sectors effectively, MWSC staff identify and have a clear understanding of industry skill needs, identify appropriate strategies for assisting businesses, and coordinate business services activities across One-Stop partner programs, as appropriate. This includes the incorporation of an integrated and aligned business services strategy among MWSC partners to present a unified voice for the MWSC in its communication with its businesses. Additionally, MWSCs will use the forthcoming performance measure(s) regarding effectiveness in serving employers to support continuous improvement of these services.

A broad range of integrated services are provided free of charge to all employers to support economic and workforce development efforts through MWSCs. These services must include:

- Assistance in finding qualified workers;
- Labor exchange using the Pure Michigan Talent Connect website;
- Interview facilities at MWSCs;
- State and/or federally generated information on the Americans With Disabilities Act (ADA);
- Information regarding consultations on workplace accommodations for persons with disabilities;
- Information on, and referral to, business start-up, retention and expansion services;
- Information on the Trade Act programs and certification;
- Information about incentives, such as on-the-job training (OJT) programs, based on worker eligibility;
- Information and consultation on the Fidelity Bonding Program.

**High-quality MWSCs balance traditional labor exchange services with strategic talent development** within a regional economy. This includes use of market-driven principles and labor market information that helps to define a regional economy, its demographics, its workforce, and its assets and gaps in skills and resources.

Certain career services must be made available to local businesses, specifically the following labor exchange activities and labor market information:

- Appropriate recruitment and other business services on behalf of employers, including information on and referrals to specialized business services other than those traditionally offered through the One-Stop delivery system; and
- The provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional and national labor market areas.

**High-quality MWSCs design and implement practices that actively engage industry sectors** and use economic and labor market information, sector strategies, career pathways, Registered Apprenticeships, and competency models to help drive skill-based initiatives.

MWSCs must:

- Follow the established Michigan Industry Cluster Approach (MICA) Guidelines;
- Establish and develop relationships and networks with large and small employers and their intermediaries; and
- Develop, convene, or implement industry or sector partnerships.

Customized business services may be provided to employers, employer associations, or other such organizations. These services are tailored for specific employers and may include:

- Customized screening and referral of qualified participants in training services to employers;
- Customized services to employers, employer associations, or other such organizations on employment-related issues;
- Customized recruitment events and related services for employers, including targeted job fairs;
- Human resource consultation services, including but not limited to, assistance with:
  - Writing/reviewing job descriptions and employee handbooks;
  - Developing performance evaluation and personnel policies;
  - Creating orientation sessions for new workers;
  - Honing job interview techniques for efficiency and compliance;
  - Analyzing employee turnover; and
  - Explaining labor laws to help employers comply with wage/hour and safety/health regulations;
- Customized labor market information for specific employers, sectors, industries or clusters; and
- Other similar customized services.

MWSCs may also provide other business services and strategies that meet the workforce investment needs of area employers, in accordance with partner programs' statutory requirements and consistent with Federal cost principles. These business services may be provided in conjunction with the local WDB, or through the use of economic development, philanthropic, and other public and private resources. Allowable activities, consistent with each partner's authorized activities include, but are not limited to:

- Developing and implementing industry sector strategies, including strategies involving industry partnerships, regional skills alliances, industry skill panels, and sectoral skills partnerships;

- Customized assistance and referral for assistance in the development of a Registered Apprenticeship program;
- Developing and delivering innovative workforce investment strategies for area employers, which may include career pathways, skills upgrading, skill standard development and certification, for recognized post-secondary credential or other employer use, and other effective initiatives for meeting the workforce investment needs of area employers and workers;
- Assistance to area employers in managing reductions in force, in coordination with State rapid response activities, and with strategies for the aversion of layoffs, the use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors;
- The marketing of business services to appropriate area employers, including small and mid-size employers; and
- Assisting employers with assessing local, state and federal tax credits.

All business services and strategies must be reflected in the local plan.

### **Services for Individuals**

**High-quality MWSCs create opportunities for individuals at all skill levels and levels of experience** by providing customers, including those with disabilities, as much timely, labor market, job-driven information and choice as possible related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill development and job placement services.

Career services are designed to assist and educate individuals about a wide range of services appropriate to their individual situation. To eliminate the perceived “sequence of services” under the repealed WIA of 1998, core and intensive services under the WIOA have been combined into the “career services” category. This structure is intended to provide more flexibility to One-Stop staff in determining a participant’s need for training.

### **Self Service/Universal Access**

There is universal access to services involving self-help. Unregistered services include self-help or other unassisted basic career services not tailored to specific needs or basic information, including:

- Self-service, including virtual services;
- Facilitated self-help job listings;
- Labor Market Information (LMI);
- Labor exchange services; and
- Information about other services.

## Basic Career Services

**High-quality MWSCs provide career services that motivate, support and empower customers**, including individuals with disabilities, to make informed decisions based on local and regional economic demand and effectively attain their personal employment and education goals.

Basic career services must be made available and, at a minimum, must include the following services, consistent with allowable program activities:

- WIOA eligibility determination;
- Outreach and intake, including worker profiling;
- Orientation to information and other services available through the One-Stop system;
- Initial assessment of skill levels, including literacy, numeracy and English Language proficiency, as well as aptitudes, abilities, including skill gaps, and supportive service needs;
- Labor exchange services, including:
  - Job search and placement assistance, and when needed by an individual, career counseling, including the provision of information on in-demand industry sectors and occupations and the provision of information on nontraditional employment;
  - Appropriate recruitment and other business services on behalf of employers, including information on and referrals to specialized business services other than those traditionally offered through the One-Stop delivery system.
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional and national labor market areas, including:
  - Job vacancy listings in labor market areas;
  - Information on job skills necessary to obtain the vacant jobs listed; and
  - Information relating to local occupations in-demand and the earnings, skill requirements and opportunities for advancement for those jobs.
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's One-Stop delivery system;

- Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including:
  - Child care;
  - Child support;
  - Medical or child health assistance available through the State’s Medicaid program and Children’s Health Insurance Program, benefits under the Supplemental Nutrition Assistance Program, assistance through the Earned Income Tax Credit, and assistance under a State program for Temporary Assistance for Needy Families and other supportive services and transportation provided through that program.
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the One-Stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation. “Meaningful assistance” means:
  - Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants; or
  - Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within reasonable time.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs (non-WIOA).

### **Individualized Career Services**

**High-quality MWSCs value skill development** by assessing and improving each individual’s basic, occupational and employability skills.

Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
  - Diagnostic testing and use of other assessment tools; and
  - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an Individual Employment Plan (IEP) to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve their employment goals, including a list of, and information about, the eligible training providers;
- Group counseling;
- Individual counseling and mentoring;
- Career planning, for example case management;

- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training; in some instances, pre-apprenticeship programs may be considered as short-term pre-vocational services.
- Internships and paid or unpaid work experiences that are linked to careers; internships and work experiences may be arranged within the private for-profit sector, the non-profit sector, or the public sector;
- Workforce preparation activities, including programs or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of post-secondary education, or training, or employment;
- Financial literacy services, including services which:
  - Support the ability of participants to create budgets, initiate checking and savings accounts at banks, and make informed financial decisions;
  - Support participants in learning credit, debt, including student loans, consumer credit, and credit cards;
  - Teach participants about the significance of credit reports and credit scores, what their rights are regarding their credit and financial information, how to determine the accuracy of a credit report and how to correct inaccuracies, and how to improve or maintain good credit;
  - Support a participant's ability to understand, evaluate, and compare financial products, services and opportunities to make informed financial decisions;
  - Educate participants about identity theft, ways to protect themselves from identity theft, and how to resolve cases of identity theft, and in other ways understand their rights and protections related to personal identity and financial data;
  - Support activities that address the particular financial literacy needs of non-English speakers, including providing support through the development and distribution of multilingual financial literacy and education materials;
  - Provide financial education that is age appropriate, timely and provides opportunities to put lessons into practice, such as by access to safe and affordable financial products that enable money management and savings; and
  - Implement other approaches to help participants gain the knowledge, skills and confidence to make informed financial decisions that enable them to attain greater financial health and stability by using high-quality, age-appropriate and relevant strategies and channels, including, where possible, timely and customized information, guidance, tools and instruction.



- Out of area job search assistance and relocation assistance; and
- English Language acquisition and integrated education and training programs.

## **Training Services**

**High-quality MWSCs offer services to improve the skills of jobseeker and worker customers.** MWSCs offer access to education and training leading to industry-recognized credentials through the use of career pathways, work-based learning and other strategies that enable customers, including those with disabilities, to compete successfully in today's global economy.

Training services are provided to equip individuals to enter the workforce and retain employment. The WIOA clarifies that there is no sequence of service requirements in order to receive training. Training is made available to individuals after an interview, assessment or evaluation determines that the individual requires training to obtain employment or remain employed.

Training services may be made available to employed and unemployed adults and dislocated workers who a One-Stop Operator or One-Stop partner determines, after an interview, evaluation, or assessment, and career planning are:

- Unlikely or unable to retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone; and
- Have the skills and qualifications necessary to successfully participate in training services.

The training must be directly linked to the employment opportunities either in the local area or region, or in another area to which the individual is willing to commute or relocate.

The participant must be unable to obtain grant assistance from other sources to pay for the training, including other grants such as State-funded training grants, Trade Adjustment Assistance, and Federal Pell grants, or requires assistance beyond that available from other sources to pay for the cost of their training.

Training services may include the following:

- Registered Apprenticeships;
- Occupational skills training, including training for nontraditional employment;
- On-the-Job Training (OJT);

- Incumbent Worker Training (IWT);
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training programs that assist individuals who are seriously interested in starting a business in Michigan and becoming self-employed;
- Transitional jobs training, which is:
  - Time-limited work experiences that are subsidized and are in the public, private, or non-profit sectors for individuals with barriers to employment who are chronically unemployed and/or have an inconsistent work history;
  - Combined with comprehensive employment and support services; and
  - Designed to assist individuals with barriers to employment to establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry and retention into unsubsidized employment.
- Job readiness training provided in combination with any of the aforementioned training services, with the exception of Registered Apprenticeships;
- Adult education and literacy activities, including activities of English language acquisition, and integrated education and training programs provided concurrently or in combination with any of the aforementioned training services, with the exception of Registered Apprenticeships and transitional jobs training;
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

## **Characteristic 2: MWSCs Reflect Innovative and Effective Service Design**

The One-Stop delivery system brings together workforce development, educational and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-Stop partners administer separately funded programs as a set of integrated, streamlined services to customers.

**High-quality MWSCs include both virtual and center-based service delivery** for jobseekers, workers and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any time. The One-Stop delivery system can expand its reach by delivering robust virtual services and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations and other partners.

**High-quality MWSCs incorporate innovative and evidence-based delivery models** that improve the integration of education and training, create career pathways that lead to industry-recognized credentials, encourage work-based learning, and use state of the art technology to accelerate learning and promote college and career success.

### **Local Service Center System**

MWSCs must be based on convenient access for customers. It is expected that MWSCs will be located in any area with sufficient population density. Other factors to consider when planning center locations include:

- Accessibility for people with disabilities;
- Public transit routes;
- Commuting patterns for jobs;
- Conventional wisdom in the region regarding acceptable travel distance for services;
- Proximity of ancillary services;
- Parking;
- Unemployment level;
- Poverty level; and
- Cost.

There are several options available for local One-Stop delivery system design. The system must include at least one **comprehensive physical center**, and may also have additional arrangements to supplement the comprehensive center.

### **Comprehensive One-Stop Model**

A comprehensive MWSC is a physical location where jobseeker and employer customers can access the programs, services and activities of all One-Stop partners. A comprehensive MWSC must have at least one WIOA Title I staff person physically present. The comprehensive MWSC must provide:

- Career services;
- Access to training services;
- Access to any employment and training activities listed in this policy;
- Access to programs and activities carried out by One-Stop partners, including Wagner-Peyser employment services; and
- Workforce and labor market information.

“Access” to programs, services and activities means having either:

- Program staff physically present at the MWSC;
- Partner program staff physically present at the MWSC appropriately trained to provide information to customers about programs, services, and activities available through partner programs; or

- Providing direct linkage through technology to program staff that can provide meaningful information or services.

A “direct linkage” **means** providing direct connection at the One-Stop, within a reasonable time, by phone or through a real-time web-based communication technology to a program staff member who can provide program information or services to the customer.

A “direct linkage” **does not include** providing a phone number or website that can be used at an individual’s home; providing information pamphlets or materials; or making arrangements for the customer to receive services at a later time or on a different day.

All comprehensive MWSCs must be physically and programmatically accessible to individuals with disabilities, as described in this policy issuance and in compliance with applicable federal and state rules and regulations.

Regardless of which service delivery model is implemented in a local area, each One-Stop delivery system must adhere to the criteria outlined in this policy issuance.

### **Affiliate Site**

Additional arrangements to supplement the comprehensive MWSC may include:

- An affiliated site, or a network of affiliated sites, where one or more partners makes programs, services and activities available;
- A network of eligible One-Stop partners, through which each partner provides one or more of the programs, services and activities, that are linked, physically or technologically, to an affiliated site or access point that assures customers are provided information on the availability of career services, as well as other program services and activities, regardless of where they initially enter the workforce system in the local area; and
- Specialized centers that address specific needs, including those of dislocated workers, youth, or key industry sectors or clusters.

An affiliated site, or affiliate MWSC, is a site that makes available to jobseeker and employer customers one or more of the One-Stop partners’ programs, services and activities. An affiliated site does not need to provide access to every required One-Stop partner program. The frequency of program staff’s physical presence at the affiliated site will be determined at the local level. Affiliated sites are access points in addition to the comprehensive MWSC(s) in each local area. If used by local areas as a part of the service delivery strategy, affiliate sites should be implemented in a manner that supplements and enhances customer access to services.

Affiliate site staffing exceptions can include, but are not limited to:

- Rotating and/or reduced levels of staff;

- Reduced hours;
- Absence of one or more required partners/programs;

At a minimum, locations designated as affiliate sites must:

- Be physically and programmatically accessible to individuals with disabilities.

Required One-Stop partners must provide access to programs, services and activities through electronic means, if applicable and practical. This is in addition to providing access to services through the required comprehensive physical center or any affiliated sites or specialized centers. The provision of programs and services by electronic methods such as websites, telephones or other means must improve the efficiency, coordination and quality of One-Stop partner services. Electronic delivery must not replace access to such services at a comprehensive physical center or be a substitute to making services available at an affiliated site, if a partner is participating in an affiliated site. Electronic delivery systems must be in compliance with the nondiscrimination and Equal Opportunity provisions of the WIOA Section 188 and its implementing regulations.

MWAs must provide, through the completion of the MWSC Certification Criteria Assurance (Attachment A), a list of criteria not satisfied for certification for each affiliate site in their local area, a description of any network of eligible One-Stop partners that are physically or technologically linked to an affiliate site and the programs, services and activities provided, and a list of any specialized centers and the specific needs addressed.

### **Characteristic 3: MWSCs Operate with Integrated Management Systems and High-Quality Staffing**

#### **Service Center Configuration**

**High-quality MWSCs organize and integrate services by function**, rather than by program, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having MWSC staff persons who perform similar tasks serve on relevant functional teams, e.g. a Business Services Team. Service integration focuses on serving all customers seamlessly, including targeted populations, by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each of the programs.

**High-quality MWSCs use an integrated and expert intake process for all customers entering the MWSCs.** Frontline staff is highly familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.

The physical layout of MWSCs must be consumer-driven with services by function. For example:

- Signs at the MWSC direct customers by function, not program or agency;
- A common reception area, information services, and waiting area are provided; and
- Staff from various agencies and program areas sit together based on related functions, not agency affiliation or program funding, as practical.

**High-quality MWSCs ensure meaningful access to all customers.** MWSCs must be physically and programmatically accessible to all customers, including individuals with disabilities. In doing so, MWSCs use principles of universal design and human-centered design, such as flexibility in space usage; the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. Further, MWSCs use assistive technology and flexible business hours to meet the range of customer needs.

It is expected that MWSCs not meeting this physical layout criteria will develop a plan for compliance to occur within a feasible period of time, but no later than relocation or lease negotiation/re-negotiation. Technical assistance will be made available upon request.

MWSCs must have facilities sufficient to accommodate the following:

- Both individual and group consultations with customers;
- A common reception area;
- A self-serve resource area or “resource room”;
- Space for itinerant staff; and
- Employer interview facilities.

A cafeteria, childcare facilities, clothes closet, and other special features are encouraged to be located at MWSCs to support a customer-friendly system.

### **Hours of Operation**

MWSCs are required to operate consistent with the State of Michigan’s workdays and holidays. The WDA will provide a list of state holidays for each CY by October 1st of the preceding year. Hours of operation will be, at a minimum, 8:00 a.m. until 5:00 p.m. Monday through Friday, without interruptions to service. Exceptions to required workdays and hours of operation must receive written authorization from the WDA. Requests may

be submitted to [WDB@michigan.gov](mailto:WDB@michigan.gov) and must include proposed workdays and hours, along with the justification to support the request.

### **Unforeseen Closure**

In the event of an unforeseen closure (e.g., inclement weather, power outages, fires, floods, etc.) of a MWSC, MWAs must notify the WDA via e-mail at [WDB@michigan.gov](mailto:WDB@michigan.gov) as soon as possible. Notices to the general public should include an address to the nearest operational MWSC. In instances of unforeseeable closures, MWAs shall utilize media sources, such as online newspapers and local television stations that broadcast school and local event closures, to alert the general public.

### **Planned Closure**

MWAs are allowed up to two days per calendar year to close the MWSCs in their local area for the purposes of all day staff training. MWAs shall take into consideration days of the week with historically low customer flow when scheduling these closures. Notification to the general public will begin at least two weeks prior to the date of closure, and should include an address to the nearest operational MWSC. MWAs will notify the WDA via e-mail at [WDB@michigan.gov](mailto:WDB@michigan.gov) of a planned closure, as soon as the closure is scheduled.

In the event a MWSC is permanently relocated or closed, the MWA must notify the WDA, not less than 30 days prior to the relocation or closure, current participants, and the general public of the new location or the nearest operational MWSC.

### **Resource Rooms**

MWSCs must have a self-serve resource area or “resource room” which offers the following services to customers, at a minimum:

- Labor exchange tools;
- Computer applications software;
- Résumé writing software;
- Career exploration software;
- Job, career, and skill self-assessment tools;
- Career, job, and labor market information;
- Career planning information;
- Job search information;
- Interviewing information;
- Information on resumes, cover letters, etc.;
- Information on job retention;
- Directories; and
- Periodicals.

Specific requirements include:

- Career exploration computer applications to benefit jobseekers, including access to the Pure Michigan Talent Connect website ([www.mitalent.org](http://www.mitalent.org)), as required for career services.

In addition, the following must be displayed:

- Grievance procedures;
- Job Service Complaint System Poster (USDOL TEN 15-09);
- Michigan Law Prohibits Discrimination (State of MI Form CR-487-E);
- Equal Employment Opportunity is the Law (Federal poster EEOC-PIE1);
- If You Have a Complaint About (DLEG-BWP 305 P);
- Your Rights Under the Fair Labor Standards Act (minimum wage poster);
- Veteran's Priority of Service Poster; and
- Justice For All Poster (USDA).

Specific materials are not required for the other mandated services. Resource room materials are to be offered in multiple formats to accommodate different learning styles. Examples include having resource materials available online and also in hard copy. Resource rooms should be readily accessible (near the front entrance) and in close proximity to the receptionist, greeter, and/or navigator. To ensure that individuals can easily access needed services, MWSCs must have staff available at all times to help customers navigate the MWSC.

**High-quality MWSCs reflect the establishment of robust partnerships among partners.** The One-Stop Operator facilitates an integrated, co-located partnership that seamlessly incorporates services of the core programs and other MWSC partner programs.

### **Collocation**

Collocation focuses on the physical presence of multiple key programs and partners within one convenient location, promoting readily available, seamless services to employers and jobseekers. Local WDBs/CEOs are encouraged to consider, dependent on local conditions, defining collocation of programs as having the MWSC as the primary location for the delivery of program services. The MWSC will be the publicly recognized location for customers to access services from the program. Administrative functions of the program may be at a different location.

### **Employment Services Funded by Wagner-Peyser**

Staff that delivers Wagner-Peyser funded Employment Services to the universal population must be exclusively located at MWSCs and locations designated as affiliate sites.



However, if Wagner-Peyser Employment Services are provided at an affiliated site, per the WIOA Proposed Rules at Section 678.315, there must be at least one other partner in the affiliated site with staff physically present 50 percent of the time the center is open. Additionally, the other partner must not be the partners administering local veterans' employment representatives, disabled veterans' outreach program specialists, or Unemployment Insurance Agency (UIA) programs. If Wagner-Peyser Employment Services and any of these three programs are provided at an affiliated site, an additional partner must have staff present at the center more than 50 percent of the time the MWSC is open.

### **Michigan Rehabilitation Service (MRS)**

At the discretion of MRS administration, MRS staff will be located at each MWSC either on a full-time or part-time basis. To ensure a universally accessible and inclusive system, each local area is encouraged to embrace the overall philosophy of Michigan's One-Stop Inclusion Workgroup Final Report.

### **Resource Integration**

Integrated service delivery is a key component of a demand-driven workforce investment system. True integration goes beyond collocation of system partners. Service integration ensures that program and community resources are utilized effectively to create human capital solutions for businesses, industry, and individual customers. MWSCs must allocate resources for system operation. However, these resources go beyond program funding. Local WDBs must ensure that the local delivery system also addresses:

- The contributions of appropriate staff positions by required programs and other locally determined partners to an integrated service delivery system, often requiring changes in the way work is performed.
- The contribution by required programs and other locally determined partners of buildings, equipment, and other assets, to the larger picture of integrated programming.

**High-quality MWSCs develop and maintain integrated case management systems** that inform customer service throughout the customer's interaction with the integrated system and allow information collected from customers at intake to be captured once. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary memoranda of understanding or other forms of confidentiality and data sharing agreements, consistent with federal and state privacy laws and regulations. Data, however, would be shared with other programs, for those programs' purposes, within the one-stop system only after the informed written consent of the individual has been obtained, where required.

## **Information Technology Systems**

Integrated service delivery is best supported by making customer information readily accessible to all One-Stop partners. Common, open and linked systems conserve resources and help provide a common statewide identity for the MWSCs. For these reasons, each local system must incorporate the following features:

- Conduct statewide labor exchange via the Pure Michigan Talent Connect; and
- Tracking of information through the use of the state-developed One-Stop Management Information System (OSMIS) or other state-approved centralized, integrated management information system capable of allowing shared access to participant records among service delivery programs and partners.

**High-quality MWSCs develop and implement operational policies** that reflect an integrated system of performance, communication and case management, and use technology to achieve integration and expanded service offerings.

The local WDB/CEO may decide to implement the following on a local level:

- Use technology and automated systems to support information sharing in an integrated delivery system.
- Institute electronic transfer of program-specific data into individual program reporting systems.

## **System Marketing**

### **System Identity**

Effective marketing of the Michigan Works! brand created awareness in the marketplace and established expectations among Michigan Works! customers concerning the types of services provided in the MWSCs. Good marketing practices help ensure the MWSCs' continued success and visibility. Exceptions to the following marketing criteria must be approved by the WDA.

- Only certified MWSCs and approved affiliate sites may incorporate the MWSC name and logo as a common statewide identifier.
- The Michigan Works! logo is black and red. "Michigan" is black and set above the larger word "Works!" The word "Works!" should be displayed in red (Pantone 200).

- The Michigan Works! name and logo must be included on forms, communications, and publicity materials, along with the Equal Opportunity taglines and other appropriate nondiscrimination/equal access notices.
- All telephone greetings must incorporate the Michigan Works! system identity and required State initiatives.
- Local areas must use the common, statewide toll-free telephone number (1-800-285-WORKS) in all marketing and public relations materials. Publication of the toll-free number must be accompanied by reference to the TTY, Michigan Relay Center number, or other equally effective means by which the MWSC may be reached by individuals with impaired hearing and/or speech.
- Each MWA will send publicity materials deemed as best practices to the Michigan Works! Association. This will allow for coordination of new materials and will also provide the opportunity for information sharing among the workforce areas and at the state level.

### **References**

All publications and websites must incorporate the phrase “Supported by the State of Michigan.”

### **Signage Requirements**

For all MWSC signage, the following requirements must be adhered to:

- Signage must be sufficiently prominent to assure customer recognition of the location, and if possible, should be larger in size than the signage of any other programs.

Although logo dominance is important on the sign, it is equally important not to add other logos or information that would detract from the Michigan Works! identity. Additions to the sign should be current, limited, and appealing.

## **Customer Satisfaction and Service Accountability**

### **Performance**

**High-quality MWSCs use common performance indicators** to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. MWSC performance is transparent and accountable to the communities and regions served; data entry staff is trained and understand the importance of data validation, data collection processes, and accurate reporting. Further:

- Local WDBs/CEOs must establish local performance measures as part of the local service area's overall continuous improvement plan.

### **Staff Professional Development**

**High-quality MWSCs train and equip MWSC staff** via an ongoing learning process with the knowledge, skills and motivation to provide superior service to jobseekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. MWSC staff are cross-trained, as appropriate, to increase staff capacity, expertise and efficiency. Cross-training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve customers. MWSC staff is routinely trained and keenly aware of how their particular function supports/contributes to the overall vision of the local WDB.

**High-quality MWSCs staff the center with highly-trained career advisors**, skilled in advising jobseekers of their options, knowledgeable about labor market dynamics, aware of available services inside and outside the MWSC, and skilled in developing customers' skills for employment success. Further:

- A system of management and staff development must be in place in the local area that supports service integration and collocation principles, as well as informed, professional and customer-friendly service.

### **Certification Requirements**

MWSCs will be evaluated on effectiveness, programmatic and physical accessibility, and continuous improvement using the criteria outlined in this policy issuance.

### **Effectiveness**

Evaluations of effectiveness will include how well the MWSC:

- Integrates available services for participants and businesses;
- Meets the workforce development needs of participants and the employment needs of local employers;
- Operates in a cost efficient manner;
- Coordinates services amongst the One-Stop partner programs; and
- Provides maximum access to partner programs even outside normal business hours.

### **Programmatic and Physical Accessibility**

Evaluations of accessibility will include how well the MWSC ensures Equal Opportunity for individuals with disabilities to participate in or benefit from One-Stop services. These evaluations will take into account feedback from MWSC customers available through a local WDB approved customer satisfaction process.

### **Continuous Improvement**

The continuous improvement of services to both employers and jobseekers is crucial to Michigan's workforce productivity and competitiveness. Local WDBs/CEOs must undertake the following:

- Use the data generated via a local WDB approved process for customer satisfaction for the purposes of monitoring customer service levels and implementing service improvements for both employers and jobseekers.
- Have a regular process in place for identifying and responding to technical assistance needs.
- Protect customer confidentiality, as required by State and Federal law and regulations, and other considerations, as described in interagency agreements for information sharing.

Evaluations of continuous improvement will include:

- How well the MWSC supports the achievement of the negotiated local levels of performance for the indicators of performance for the local area as described in Section 116(b)2 of the WIOA and Section 677.205 of the WIOA Proposed Rules.
- How well the MWSC is meeting the locally developed and approved outcomes and performance measures set as part of the overall continuous improvement strategy set forth in the local/regional plan.

MWAs must ensure that all MWSCs meet the certification criteria detailed in this policy issuance. To ensure that all required certification criteria are met, MWAs must provide assurance to the WDA that all of the established criteria have been satisfied. Included with this assurance must be a complete listing of all

comprehensive and affiliate MWSCs operated by the local area, including a description of the programs/services offered at and the criteria not satisfied for affiliate sites. A MWSC Certification Criteria Assurance form (Attachment A) has been included with this policy issuance to satisfy this requirement.

In addition to the required assurances, the WDA will conduct on-site reviews as part of the MWSC certification process. On-site reviews will be utilized as a method of verification and compliance with the MWSC certification criteria. On-site reviews will be included with Equal Opportunity compliance and/or other programmatic/fiscal monitoring reviews to the extent possible.

Upon receipt of the signed assurances, MWSCs meeting the certification criteria will be certified based on the requirements outlined in this policy. MWAs will receive written notification of certification for each of the MWSCs they operate.

### **Updates to WDA Directory and Distribution List**

MWAs shall submit a MWSC Change Form (Attachment B) within 10 business days, in the event that a MWSC is:

- Relocated;
- Re-designated to an affiliate office or comprehensive MWSC; and/or
- Changes in contact information (i.e. a new telephone number) occur.

Notification shall be submitted electronically within 10 days of such a change via e-mail to [WDB@michigan.gov](mailto:WDB@michigan.gov).

**Action:** All MWAs shall complete Attachment A to this policy issuance and submit it electronically to Ms. Teresa Keyton at [KeytonT@michigan.gov](mailto:KeytonT@michigan.gov) within 30 days from the issue date of this policy. As necessary, Attachment B to this policy issuance should be completed and submitted to Ms. Keyton as well in accordance with the guidelines of this policy.

**Inquiries:** Please contact Ms. Sue Ann Searles, Workforce Specialist, Office of Talent Policy and Planning, at (517) 335-9825 or by e-mail at [searless1@michigan.gov](mailto:searless1@michigan.gov) with any questions regarding this policy issuance.

This policy issuance is available on the WDA's website at <http://www.michigan.gov/wda/0,5303,7-304-67992---,00.html>. The information contained in this policy issuance will be made available in alternative format (large type, audio tape, etc.) upon special request received by this office. Please contact Ms. Keyton via phone at 517-335-5858 or via email for details.

**Expiration  
Date:**

December 31, 2018

JB:SS:tk  
Attachments

**Michigan Works! Service Center (MWSC) Certification Criteria Assurance**

By signing and submitting this form, the undersigned is attesting that all of the required MWSC certification criteria detailed in Workforce Development Agency (WDA) Policy Issuance (PI) 15-XX, issued December xx, 2015, have been satisfied for Calendar Years 2016, 2017, and 2018. Further, the undersigned understands that an on-site review will be conducted during the life of the certification to verify compliance with the criteria outlined in WDA PI 15-XX.

Further, attached to this assurance is a complete listing of all comprehensive and affiliate MWSCs operated by the MWA, including a description of the criteria that are not satisfied for those locations designated as affiliate sites.

---

Michigan Works! Agency

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Typed Name and Title of Certifying Official

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Signature

---

Date

**MICHIGAN WORKS! SERVICE CENTER (MWSC) CHANGE FORM****Please use this form for changes (Check all that apply):**

- MWSC relocated  
 MWSC re-designated to affiliate site or comprehensive MWSC  
 New MWSC or MWSC affiliate site  
 MWSC closed/consolidated  
 Changes in days/hours of operation/contact information

Michigan Works! Agency:	Effective Date of Change:	
MWSC Name:		
Contact Person:	Phone:	E-mail:

**(Old) Former Information**

Street Address:	City:	Zip Code:
Telephone Number:	Fax:	
Hours of Operation:		
Designation: <input type="checkbox"/> Comprehensive MWSC <input type="checkbox"/> MWSC Affiliate Site		

**(New) Current Information**

Street Address:	City:	Zip Code:
Telephone Number:	Fax:	
Hours of Operation:		
Designation: <input type="checkbox"/> Comprehensive MWSC <input type="checkbox"/> MWSC Affiliate Site		

Comments:
-----------

(Revised 12/2015)

This form shall be submitted electronically via email to: [WDB@michigan.gov](mailto:WDB@michigan.gov)





RICK SNYDER  
GOVERNOR

STATE OF MICHIGAN  
**DEPARTMENT OF TALENT AND ECONOMIC DEVELOPMENT**  
LANSING

STEVEN ARWOOD  
DIRECTOR

## Memorandum

**DATE:** October 8, 2015

**TO:** Intermediate School District Fiscal Agents  
Michigan Works! Agency Lead Contact for TDCCs  
Talent District Career Council Chairperson(s)

**FROM:** Stephanie Cornai, Director  
Talent Investment Agency

**SUBJECT:** 61(b) Strategic Plan

Section 61(b) of the FY 2016 State School Aid Act includes \$10 million for career and technical education early/middle college programs. The purpose of these programs is to increase the number of Michigan residents with high-quality degrees or credentials, and to increase the number of students who are college and career ready upon high school graduation.

In order to be eligible to receive funding, the identified and selected intermediate school district for each prosperity region, must collaborate with the region's Talent District Career Council (TDCC) to develop a strategic plan. At a minimum, the strategic plan must contain the following components as stated in legislation and identified by the Talent Investment Agency (TIA).

- 1) Identification of regional employer need based on a ranking of all career clusters in the prosperity region or subregion ranked by a ten-year job openings projections and median wage for each standard occupational code in each career cluster as obtained from the United States Bureau of Labor Statistics. Standard occupational codes within high-ranking clusters also may be further ranked by median wage. The rankings shall be reviewed by the talent district career council located in the prosperity region or subregion and modified if necessary to accurately reflect employer demand for talent in the prosperity region or subregion. These career cluster rankings shall be determined and updated once every three (3) years. Ranking of career clusters by region are attached for usage in determining this component.

- 2) An identification of educational entities in the prosperity region or subregion that will provide eligible CTE early/middle college programs including districts, intermediate districts, postsecondary institutions, and noncredit occupational training programs leading to an industry-recognized credential.
- 3) A strategy to inform parents and students of CTE early/middle college programs in the prosperity region or subregion.
- 4) A strategy to annually engage employers representing the CTE early/middle college programs within the region or subregion. The strategy must include the review and sign-off of the curriculum by applicable employer representatives, documenting it adequately addresses employer demand.
- 5) In coordination with the Michigan Works! Agencies within the region or subregion, develop an outreach strategy to identify opportunities for job-shadowing, co-ops, internships, apprenticeships and Talent Tours for CTE early/middle college students.
- 6) In coordination with the Michigan Works! Agencies, develop an outreach strategy to identify employers in the region or subregion for placement of students upon successful graduation/completion of a CTE early/middle college program.
- 7) Identification of a process to continually evaluate student needs to ensure barrier removal and identification of necessary supportive services to help students achieve successful completion of the CTE early/middle college program.
- 8) A vision for how the early middle college program aligns with other education and training programs within the region, including but not limited to career pathway programs for adults and youth, and particularly individuals with barriers to employment.

Regional strategic plans must be approved by the TDCC before submission to the TIA-Workforce Development Agency (WDA). The deadline for submission to the TIA-WDA is no later than close of business Friday, November 20, 2015. Plans shall be submitted to [wda-tdcc@michigan.gov](mailto:wda-tdcc@michigan.gov).

Intermediate School District Fiscal Agents  
Michigan Works! Agency Lead Contact for TDCCs  
Talent District Career Council Chairperson(s)  
Page 3  
October 8, 2015

Included with these instructions is a cover page to use for submission of the strategic plan to TIA-WDA and the aforementioned rankings of career clusters in the prosperity regions based on ten-year job opening and medial wages from the Michigan Bureau of Labor Information and Strategic Initiatives

If you have any questions regarding this matter, please contact Ms. Kate Kisil, Workforce Development Agency, by e-mail at [kisilk@michigan.gov](mailto:kisilk@michigan.gov) or by telephone at 517-373-6911.

SC:KK  
Attachments



RICK SNYDER  
GOVERNOR

STATE OF MICHIGAN  
**DEPARTMENT OF TALENT AND ECONOMIC DEVELOPMENT**  
LANSING

STEVEN ARWOOD  
DIRECTOR

**61(B) CTE EARLY/MIDDLE COLLEGE STRATEGIC PLAN SUBMISSION**

<b>1. Fiscal Agent</b>	<b>2. Prosperity Region Number</b>
<b>3. Plan Title</b> Public Act 86 Section 61(b) – CTE Early/Middle College Programs	
<b>4. CTE Early/Middle College Name(s)</b>	
<b>5. Program of Study(ies)</b>	
<b>6. Plan Submission Date</b>	

THE FOLLOWING OFFICIALS BELOW HAVE REVIEWED AND APPROVED THE STRATEGIC PLAN DOCUMENT

<b>TDCC Chairperson</b>	<b>Date</b>
<b>ISD Fiscal Agent</b>	<b>Date</b>
<b>TIA Representative</b>	<b>Date</b>
<b>MDE – OCTE Representative</b>	<b>Date</b>

# Upper Peninsula

Alger, Baraga, Chippewa, Delta, Dickinson, Gogebic, Houghton, Iron, Keweenaw, Luce,  
Mackinac, Marquette, Menominee, Ontonagon, Schoolcraft counties



	<u>Cluster</u>	<u>Annual Openings</u>	<u>Wage</u>
<b>1</b>	<b>Business, Management and Administration</b>	<b>676</b>	<b>\$20.49</b>
	Marketing Managers	2	\$45.66
	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	7	\$44.90
	Operations Research Analysts	1	\$44.86
	Chief Executives	10	\$43.28
	Industrial Production Managers	6	\$42.90
<b>2</b>	<b>Architecture and Construction</b>	<b>260</b>	<b>\$21.84</b>
	Engineering Managers	4	\$47.37
	Operations Research Analysts	1	\$44.86
	Software Developers, Systems Software	4	\$39.84
	Electrical Power-Line Installers and Repairers	4	\$35.37
	Electrical and Electronics Repairers, Powerhouse, Substation and Relay	1	\$35.08
<b>3</b>	<b>Health Science</b>	<b>598</b>	<b>\$20.74</b>
	Physicians and Surgeons, All Other	9	\$93.53
	Family and General Practitioners	2	\$92.72
	Dentists, General	4	\$58.18
	Pharmacists	10	\$57.80
	Physician Assistants	3	\$45.73
<b>4</b>	<b>Government and Public Administration</b>	<b>160</b>	<b>\$23.12</b>
	Engineering Managers	4	\$47.37
	Chief Executives	10	\$43.28
	Managers, All Other	18	\$41.94
	Detectives and Criminal Investigators	3	\$40.10
	Transportation, Storage, and Distribution Managers	1	\$34.67
<b>5</b>	<b>Agriculture, Food and Natural Resources</b>	<b>475</b>	<b>\$17.52</b>
	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	7	\$44.90
	Financial Managers	6	\$37.60
	Veterinarians	1	\$36.60
	Environmental Engineers	1	\$35.79
	Compliance Officers	2	\$34.53
<b>6</b>	<b>Marketing, Sales and Service</b>	<b>664</b>	<b>\$12.55</b>
<b>7</b>	<b>Science, Technology, Engineering and Mathematics</b>	<b>104</b>	<b>\$27.27</b>
<b>8</b>	<b>Finance</b>	<b>137</b>	<b>\$21.75</b>
<b>9</b>	<b>Information Technology</b>	<b>43</b>	<b>\$28.12</b>
<b>10</b>	<b>Law, Public Safety, Corrections and Security</b>	<b>149</b>	<b>\$21.63</b>
<b>11</b>	<b>Manufacturing</b>	<b>309</b>	<b>\$17.54</b>
<b>12</b>	<b>Hospitality and Tourism</b>	<b>644</b>	<b>\$9.77</b>
<b>13</b>	<b>Transportation, Distribution and Logistics</b>	<b>340</b>	<b>\$16.35</b>
<b>14</b>	<b>Education and Training</b>	<b>92</b>	<b>\$20.94</b>
<b>15</b>	<b>Human Services</b>	<b>201</b>	<b>\$11.47</b>
<b>16</b>	<b>Arts</b>	<b>128</b>	<b>\$17.15</b>

# Northwest Michigan

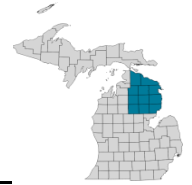
Antrim, Benzie, Charlevoix, Emmet, Grand Traverse, Kalkaska, Leelanau, Manistee,  
Missaukee, Wexford counties



	<u>Cluster</u>	<u>Annual Openings</u>	<u>Wage</u>
<b>1</b>	<b>Health Science</b>	<b>822</b>	<b>\$21.06</b>
	<i>Anesthesiologists</i>	2	\$100.00
	<i>Dentists, General</i>	8	\$93.82
	<i>Physicians and Surgeons, All Other</i>	19	\$93.59
	<i>Family and General Practitioners</i>	5	\$85.47
	<i>Pharmacists</i>	10	\$52.17
<b>2</b>	<b>Business, Management and Administration</b>	<b>750</b>	<b>\$21.95</b>
	<i>Chief Executives</i>	10	\$52.42
	<i>Computer and Information Systems Managers</i>	4	\$41.71
	<i>Industrial Production Managers</i>	7	\$40.34
	<i>Financial Analysts</i>	3	\$37.41
	<i>Purchasing Managers</i>	2	\$37.30
<b>3</b>	<b>Government and Public Administration</b>	<b>142</b>	<b>\$26.10</b>
	<i>Chief Executives</i>	10	\$52.42
	<i>Engineering Managers</i>	4	\$44.52
	<i>General and Operations Managers</i>	19	\$34.03
	<i>Transportation, Storage, and Distribution Managers</i>	2	\$33.09
	<i>Managers, All Other</i>	19	\$31.34
<b>4</b>	<b>Agriculture, Food and Natural Resources</b>	<b>579</b>	<b>\$17.26</b>
	<i>Engineering Managers</i>	1	\$45.21
	<i>Engineers, All Other</i>	2	\$38.44
	<i>Software Developers, Systems Software</i>	7	\$36.66
	<i>Electrical and Electronics Repairers, Powerhouse, Substation and Relay</i>	7	\$32.92
	<i>Electrical Power-Line Installers and Repairers</i>	16	\$31.12
<b>5</b>	<b>Science, Technology, Engineering and Mathematics</b>	<b>115</b>	<b>\$26.83</b>
	<i>Family and General Practitioners</i>	5	\$85.47
	<i>Electronics Engineers, Except Computer</i>	1	\$40.36
	<i>Engineers, All Other</i>	4	\$35.80
	<i>Electrical Engineers</i>	3	\$33.95
	<i>Medical Scientists, Except Epidemiologists</i>	1	\$33.66
<b>6</b>	<b>Architecture and Construction</b>	<b>327</b>	<b>\$19.09</b>
<b>7</b>	<b>Finance</b>	<b>159</b>	<b>\$19.20</b>
<b>8</b>	<b>Information Technology</b>	<b>58</b>	<b>\$27.07</b>
<b>9</b>	<b>Marketing, Sales and Service</b>	<b>768</b>	<b>\$13.46</b>
<b>10</b>	<b>Hospitality and Tourism</b>	<b>775</b>	<b>\$10.75</b>
<b>11</b>	<b>Manufacturing</b>	<b>391</b>	<b>\$16.34</b>
<b>12</b>	<b>Arts</b>	<b>136</b>	<b>\$19.14</b>
<b>13</b>	<b>Transportation, Distribution and Logistics</b>	<b>368</b>	<b>\$15.72</b>
<b>14</b>	<b>Education and Training</b>	<b>88</b>	<b>\$19.66</b>
<b>15</b>	<b>Law, Public Safety, Corrections and Security</b>	<b>130</b>	<b>\$17.60</b>
<b>16</b>	<b>Human Services</b>	<b>254</b>	<b>\$13.23</b>

# Northeast Michigan

Alcona, Alpena, Cheboygan, Crawford, Iosco, Montmorency, Ogemaw, Oscoda, Otsego,  
Presque Isle, Roscommon counties



	<u>Cluster</u>	<u>Annual Openings</u>	<u>Wage</u>
<b>1</b>	<b>Health Science</b>	<b>410</b>	<b>\$22.76</b>
	<i>Family and General Practitioners</i>	2	\$91.66
	<i>Physicians and Surgeons, All Other</i>	7	\$90.46
	<i>Dentists, General</i>	4	\$71.11
	<i>Pharmacists</i>	7	\$58.78
	<i>Physician Assistants</i>	2	\$50.31
<b>2</b>	<b>Business, Management and Administration</b>	<b>398</b>	<b>\$18.98</b>
	<i>Chief Executives</i>	6	\$55.52
	<i>Sales Managers</i>	4	\$46.40
	<i>Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products</i>	5	\$44.34
	<i>Industrial Production Managers</i>	3	\$43.80
	<i>Computer and Information Systems Managers</i>	2	\$43.28
<b>3</b>	<b>Government and Public Administration</b>	<b>82</b>	<b>\$26.12</b>
	<i>Chief Executives</i>	6	\$55.52
	<i>Engineering Managers</i>	2	\$43.85
	<i>Detectives and Criminal Investigators</i>	1	\$32.35
	<i>Compliance Officers</i>	2	\$31.19
	<i>Administrative Services Managers</i>	2	\$29.18
<b>4</b>	<b>Science, Technology, Engineering and Mathematics</b>	<b>46</b>	<b>\$27.23</b>
	<i>Family and General Practitioners</i>	2	\$91.66
	<i>Software Developers, Applications</i>	2	\$39.12
	<i>Electrical Engineers</i>	2	\$35.64
	<i>Civil Engineers</i>	2	\$33.98
	<i>Industrial Engineers</i>	4	\$32.38
<b>5</b>	<b>Agriculture, Food and Natural Resources</b>	<b>315</b>	<b>\$16.52</b>
	<i>Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products</i>	5	\$44.34
	<i>Financial Managers</i>	3	\$34.44
	<i>Compliance Officers</i>	2	\$31.19
	<i>Farmers, Ranchers, and Other Agricultural Managers</i>	19	\$31.12
	<i>First-Line Supervisors of Farming, Fishing, and Forestry Workers</i>	3	\$28.85
<b>6</b>	<b>Finance</b>	<b>80</b>	<b>\$20.35</b>
<b>7</b>	<b>Architecture and Construction</b>	<b>123</b>	<b>\$18.68</b>
<b>8</b>	<b>Hospitality and Tourism</b>	<b>415</b>	<b>\$9.32</b>
<b>9</b>	<b>Marketing, Sales and Service</b>	<b>495</b>	<b>\$9.04</b>
<b>10</b>	<b>Information Technology</b>	<b>19</b>	<b>\$27.07</b>
<b>11</b>	<b>Law, Public Safety, Corrections and Security</b>	<b>77</b>	<b>\$19.01</b>
<b>12</b>	<b>Manufacturing</b>	<b>161</b>	<b>\$15.40</b>
<b>13</b>	<b>Transportation, Distribution and Logistics</b>	<b>234</b>	<b>\$14.76</b>
<b>14</b>	<b>Human Services</b>	<b>152</b>	<b>\$15.06</b>
<b>15</b>	<b>Arts</b>	<b>63</b>	<b>\$17.44</b>
<b>16</b>	<b>Education and Training</b>	<b>44</b>	<b>\$17.86</b>

# West Michigan

Allegan, Barry, Ionia, Kent, Lake, Mason, Mecosta, Montcalm, Muskegon, Newaygo, Oceana,  
Osceola, Ottawa counties



	<u>Cluster</u>	<u>Annual Openings</u>	<u>Wage</u>
<b>1</b>	<b>Business, Management and Administration</b>	<b>4,193</b>	<b>\$23.16</b>
	<i>Chief Executives</i>	47	\$67.72
	<i>Sales Managers</i>	58	\$47.76
	<i>Computer and Information Systems Managers</i>	32	\$44.98
	<i>Financial Managers</i>	49	\$44.52
	<i>Industrial Production Managers</i>	49	\$42.87
<b>2</b>	<b>Health Science</b>	<b>3,811</b>	<b>\$21.85</b>
	<i>Anesthesiologists</i>	4	\$100.00
	<i>Surgeons</i>	5	\$94.57
	<i>Physicians and Surgeons, All Other</i>	45	\$92.70
	<i>Dentists, General</i>	20	\$92.34
	<i>Family and General Practitioners</i>	14	\$91.77
<b>3</b>	<b>Agriculture, Food and Natural Resources</b>	<b>3,260</b>	<b>\$17.44</b>
	<i>Financial Managers</i>	49	\$44.52
	<i>Captains, Mates, and Pilots of Water Vessels</i>	2	\$42.39
	<i>Biochemists and Biophysicists</i>	5	\$38.03
	<i>Veterinarians</i>	8	\$37.43
	<i>Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products</i>	58	\$35.85
<b>4</b>	<b>Government and Public Administration</b>	<b>734</b>	<b>\$26.21</b>
	<i>Chief Executives</i>	47	\$67.72
	<i>Engineering Managers</i>	24	\$48.51
	<i>General and Operations Managers</i>	151	\$42.46
	<i>Managers, All Other</i>	82	\$38.00
	<i>Postmasters and Mail Superintendents</i>	2	\$36.00
<b>5</b>	<b>Science, Technology, Engineering and Mathematics</b>	<b>646</b>	<b>\$28.01</b>
	<i>Family and General Practitioners</i>	14	\$91.77
	<i>Computer Hardware Engineers</i>	8	\$47.87
	<i>Chemical Engineers</i>	2	\$39.74
	<i>Electronics Engineers, Except Computer</i>	14	\$38.73
	<i>Biochemists and Biophysicists</i>	5	\$38.03
<b>6</b>	<b>Finance</b>	<b>1,001</b>	<b>\$22.41</b>
<b>7</b>	<b>Information Technology</b>	<b>468</b>	<b>\$32.35</b>
<b>8</b>	<b>Architecture and Construction</b>	<b>1,841</b>	<b>\$20.13</b>
<b>9</b>	<b>Marketing, Sales and Service</b>	<b>3,482</b>	<b>\$14.52</b>
<b>10</b>	<b>Transportation, Distribution and Logistics</b>	<b>2,197</b>	<b>\$17.48</b>
<b>11</b>	<b>Manufacturing</b>	<b>2,769</b>	<b>\$16.73</b>
<b>12</b>	<b>Education and Training</b>	<b>379</b>	<b>\$23.13</b>
<b>13</b>	<b>Hospitality and Tourism</b>	<b>2,908</b>	<b>\$9.87</b>
<b>14</b>	<b>Law, Public Safety, Corrections and Security</b>	<b>636</b>	<b>\$21.08</b>
<b>15</b>	<b>Arts</b>	<b>848</b>	<b>\$17.41</b>
<b>16</b>	<b>Human Services</b>	<b>1,218</b>	<b>\$14.09</b>

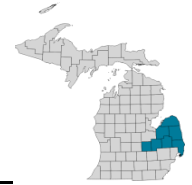


# East Central Michigan

Arenac, Bay, Clare, Gladwin, Gratiot, Isabella, Midland, Saginaw counties



	<u>Cluster</u>	<u>Annual Openings</u>	<u>Wage</u>
<b>1</b>	<b>Business, Management and Administration</b>	<b>1,535</b>	<b>\$21.55</b>
	Chief Executives	23	\$58.30
	Financial Managers	13	\$44.07
	Sales Managers	19	\$43.82
	Computer and Information Systems Managers	9	\$43.37
	Purchasing Managers	4	\$43.05
<b>2</b>	<b>Health Science</b>	<b>1,643</b>	<b>\$20.66</b>
	Family and General Practitioners	9	\$92.41
	Physicians and Surgeons, All Other	29	\$92.31
	Dentists, General	11	\$58.73
	Pharmacists	25	\$56.95
	Physician Assistants	9	\$44.21
<b>3</b>	<b>Government and Public Administration</b>	<b>306</b>	<b>\$26.97</b>
	Chief Executives	23	\$58.30
	Engineering Managers	12	\$49.19
	Transportation, Storage, and Distribution Managers	3	\$37.01
	General and Operations Managers	47	\$36.83
	Managers, All Other	39	\$36.72
<b>4</b>	<b>Science, Technology, Engineering and Mathematics</b>	<b>295</b>	<b>\$28.18</b>
	Family and General Practitioners	9	\$92.41
	Chemists	8	\$49.79
	Chemical Engineers	4	\$47.36
	Electronics Engineers, Except Computer	2	\$40.65
	Biochemists and Biophysicists	2	\$38.03
<b>5</b>	<b>Architecture and Construction</b>	<b>536</b>	<b>\$21.07</b>
	Engineering Managers	12	\$49.19
	Operations Research Analysts	4	\$39.48
	Construction Managers	8	\$39.27
	Software Developers, Systems Software	10	\$37.80
	Engineers, All Other	14	\$36.36
<b>6</b>	<b>Finance</b>	<b>334</b>	<b>\$21.59</b>
<b>7</b>	<b>Marketing, Sales and Service</b>	<b>1,581</b>	<b>\$13.92</b>
<b>8</b>	<b>Agriculture, Food and Natural Resources</b>	<b>1,138</b>	<b>\$17.13</b>
<b>9</b>	<b>Information Technology</b>	<b>131</b>	<b>\$29.53</b>
<b>10</b>	<b>Manufacturing</b>	<b>777</b>	<b>\$17.15</b>
<b>11</b>	<b>Education and Training</b>	<b>162</b>	<b>\$23.01</b>
<b>12</b>	<b>Law, Public Safety, Corrections and Security</b>	<b>266</b>	<b>\$22.64</b>
<b>13</b>	<b>Hospitality and Tourism</b>	<b>1,452</b>	<b>\$10.14</b>
<b>14</b>	<b>Transportation, Distribution and Logistics</b>	<b>738</b>	<b>\$16.76</b>
<b>15</b>	<b>Arts</b>	<b>277</b>	<b>\$20.23</b>
<b>16</b>	<b>Human Services</b>	<b>513</b>	<b>\$10.89</b>



	<u>Cluster</u>	<u>Annual Openings</u>	<u>Wage</u>
<b>1</b>	<b>Health Science</b>	<b>1,315</b>	<b>\$22.16</b>
	<i>Family and General Practitioners</i>	6	\$92.00
	<i>Physicians and Surgeons, All Other</i>	27	\$91.95
	<i>Pharmacists</i>	21	\$54.69
	<i>Physician Assistants</i>	7	\$46.38
	<i>Dentists, General</i>	11	\$45.80
<b>2</b>	<b>Business, Management and Administration</b>	<b>1,149</b>	<b>\$23.56</b>
	<i>Chief Executives</i>	17	\$80.58
	<i>Transportation, Storage, and Distribution Managers</i>	2	\$54.70
	<i>Financial Managers</i>	10	\$50.55
	<i>Marketing Managers</i>	4	\$49.42
	<i>Sales Managers</i>	15	\$48.73
<b>3</b>	<b>Government and Public Administration</b>	<b>208</b>	<b>\$28.33</b>
	<i>Chief Executives</i>	17	\$80.58
	<i>Transportation, Storage, and Distribution Managers</i>	2	\$54.70
	<i>Engineering Managers</i>	7	\$52.11
	<i>Managers, All Other</i>	29	\$44.19
	<i>General and Operations Managers</i>	32	\$39.66
<b>4</b>	<b>Marketing, Sales and Service</b>	<b>1,218</b>	<b>\$14.16</b>
	<i>Sales Engineers</i>	3	\$45.84
	<i>Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products</i>	15	\$37.15
	<i>Computer Programmers</i>	9	\$32.40
	<i>Computer Occupations, All Other</i>	7	\$30.83
	<i>Telemarketers</i>	5	\$30.03
<b>5</b>	<b>Science, Technology, Engineering and Mathematics</b>	<b>200</b>	<b>\$27.66</b>
	<i>Family and General Practitioners</i>	6	\$92.00
	<i>Electronics Engineers, Except Computer</i>	2	\$42.16
	<i>Electrical Engineers</i>	4	\$38.72
	<i>Industrial Engineers</i>	22	\$38.32
	<i>Engineers, All Other</i>	9	\$36.07
<b>6</b>	<b>Agriculture, Food and Natural Resources</b>	<b>866</b>	<b>\$16.55</b>
<b>7</b>	<b>Architecture and Construction</b>	<b>301</b>	<b>\$20.66</b>
<b>8</b>	<b>Finance</b>	<b>275</b>	<b>\$21.21</b>
<b>9</b>	<b>Information Technology</b>	<b>105</b>	<b>\$30.83</b>
<b>10</b>	<b>Transportation, Distribution and Logistics</b>	<b>587</b>	<b>\$16.74</b>
<b>11</b>	<b>Arts</b>	<b>231</b>	<b>\$20.58</b>
<b>12</b>	<b>Hospitality and Tourism</b>	<b>1,017</b>	<b>\$9.78</b>
<b>13</b>	<b>Manufacturing</b>	<b>569</b>	<b>\$16.54</b>
<b>14</b>	<b>Education and Training</b>	<b>125</b>	<b>\$21.75</b>
<b>15</b>	<b>Human Services</b>	<b>409</b>	<b>\$12.56</b>
<b>16</b>	<b>Law, Public Safety, Corrections and Security</b>	<b>191</b>	<b>\$20.48</b>



	<u>Cluster</u>	<u>Annual Openings</u>	<u>Wage</u>
<b>1</b>	<b>Business, Management and Administration</b>	<b>1,486</b>	<b>\$25.71</b>
	<i>Chief Executives</i>	18	\$63.56
	<i>Compensation and Benefits Managers</i>	1	\$56.19
	<i>Public Relations Managers</i>	3	\$53.76
	<i>Medical and Health Services Managers</i>	17	\$48.97
	<i>Computer and Information Systems Managers</i>	11	\$46.37
<b>2</b>	<b>Health Science</b>	<b>1,335</b>	<b>\$24.20</b>
	<i>Anesthesiologists</i>	2	\$93.46
	<i>Physicians and Surgeons, All Other</i>	19	\$80.50
	<i>Family and General Practitioners</i>	5	\$79.09
	<i>Psychiatrists</i>	1	\$78.12
	<i>Dentists, General</i>	8	\$77.41
<b>3</b>	<b>Government and Public Administration</b>	<b>329</b>	<b>\$30.47</b>
	<i>Chief Executives</i>	18	\$63.56
	<i>Engineering Managers</i>	11	\$45.47
	<i>General and Operations Managers</i>	37	\$45.34
	<i>Managers, All Other</i>	43	\$43.44
	<i>Transportation, Storage, and Distribution Managers</i>	3	\$39.72
<b>4</b>	<b>Science, Technology, Engineering and Mathematics</b>	<b>348</b>	<b>\$30.42</b>
	<i>Family and General Practitioners</i>	5	\$79.09
	<i>Chemical Engineers</i>	2	\$47.07
	<i>Electrical Engineers</i>	6	\$43.90
	<i>Computer Hardware Engineers</i>	2	\$42.88
	<i>Psychologists, All Other</i>	2	\$41.17
<b>5</b>	<b>Finance</b>	<b>418</b>	<b>\$23.79</b>
	<i>Financial Managers</i>	16	\$45.90
	<i>Managers, All Other</i>	43	\$43.44
	<i>Actuaries</i>	6	\$35.62
	<i>Personal Financial Advisors</i>	10	\$35.61
	<i>Financial Specialists, All Other</i>	18	\$34.22
<b>6</b>	<b>Agriculture, Food and Natural Resources</b>	<b>753</b>	<b>\$20.38</b>
<b>7</b>	<b>Information Technology</b>	<b>169</b>	<b>\$32.14</b>
<b>8</b>	<b>Marketing, Sales and Service</b>	<b>1,137</b>	<b>\$14.04</b>
<b>9</b>	<b>Transportation, Distribution and Logistics</b>	<b>615</b>	<b>\$18.22</b>
<b>10</b>	<b>Architecture and Construction</b>	<b>371</b>	<b>\$22.07</b>
<b>11</b>	<b>Hospitality and Tourism</b>	<b>964</b>	<b>\$9.40</b>
<b>12</b>	<b>Manufacturing</b>	<b>614</b>	<b>\$17.76</b>
<b>13</b>	<b>Education and Training</b>	<b>206</b>	<b>\$22.21</b>
<b>14</b>	<b>Law, Public Safety, Corrections and Security</b>	<b>248</b>	<b>\$22.11</b>
<b>15</b>	<b>Arts</b>	<b>287</b>	<b>\$20.47</b>
<b>16</b>	<b>Human Services</b>	<b>454</b>	<b>\$13.68</b>

# Southwest Michigan

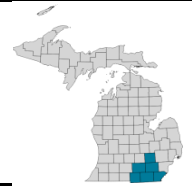
Berrien, Branch, Calhoun, Cass, Kalamazoo, St. Joseph, Van Buren counties



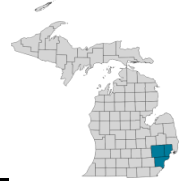
	<u>Cluster</u>	<u>Annual Openings</u>	<u>Wage</u>
<b>1</b>	<b>Business, Management and Administration</b>	<b>1,881</b>	<b>\$23.51</b>
	<i>Chief Executives</i>	30	\$59.14
	<i>Marketing Managers</i>	10	\$50.03
	<i>Sales Managers</i>	27	\$49.58
	<i>Transportation, Storage, and Distribution Managers</i>	5	\$46.14
	<i>Computer and Information Systems Managers</i>	11	\$45.75
<b>2</b>	<b>Health Science</b>	<b>1,870</b>	<b>\$21.92</b>
	<i>Family and General Practitioners</i>	8	\$91.80
	<i>Physicians and Surgeons, All Other</i>	31	\$83.94
	<i>Dentists, General</i>	11	\$66.51
	<i>Pharmacists</i>	25	\$54.63
	<i>Optometrists</i>	2	\$43.60
<b>3</b>	<b>Science, Technology, Engineering and Mathematics</b>	<b>387</b>	<b>\$29.27</b>
	<i>Family and General Practitioners</i>	8	\$91.80
	<i>Chemical Engineers</i>	3	\$47.07
	<i>Electronics Engineers, Except Computer</i>	4	\$37.92
	<i>Engineers, All Other</i>	15	\$37.87
	<i>Electrical Engineers</i>	11	\$37.75
<b>4</b>	<b>Agriculture, Food and Natural Resources</b>	<b>1,236</b>	<b>\$18.07</b>
	<i>Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products</i>	28	\$41.15
	<i>Financial Managers</i>	19	\$40.53
	<i>Veterinarians</i>	2	\$35.35
	<i>Gas Plant Operators</i>	2	\$33.43
	<i>Occupational Health and Safety Specialists</i>	2	\$33.41
<b>5</b>	<b>Government and Public Administration</b>	<b>356</b>	<b>\$26.28</b>
	<i>Chief Executives</i>	30	\$59.14
	<i>Engineering Managers</i>	16	\$52.28
	<i>Transportation, Storage, and Distribution Managers</i>	5	\$46.14
	<i>Managers, All Other</i>	44	\$43.42
	<i>General and Operations Managers</i>	53	\$39.34
<b>6</b>	<b>Architecture and Construction</b>	<b>620</b>	<b>\$20.68</b>
<b>7</b>	<b>Finance</b>	<b>490</b>	<b>\$21.09</b>
<b>8</b>	<b>Information Technology</b>	<b>173</b>	<b>\$31.19</b>
<b>9</b>	<b>Marketing, Sales and Service</b>	<b>1,702</b>	<b>\$13.65</b>
<b>10</b>	<b>Transportation, Distribution and Logistics</b>	<b>894</b>	<b>\$17.24</b>
<b>11</b>	<b>Manufacturing</b>	<b>1,136</b>	<b>\$17.16</b>
<b>12</b>	<b>Hospitality and Tourism</b>	<b>1,521</b>	<b>\$10.17</b>
<b>13</b>	<b>Education and Training</b>	<b>197</b>	<b>\$21.56</b>
<b>14</b>	<b>Law, Public Safety, Corrections and Security</b>	<b>280</b>	<b>\$20.89</b>
<b>15</b>	<b>Human Services</b>	<b>583</b>	<b>\$12.56</b>
<b>16</b>	<b>Arts</b>	<b>283</b>	<b>\$17.17</b>

# Southeast Michigan

Hillsdale, Jackson, Lenawee, Livingston, Monroe, Washtenaw counties



	<u>Cluster</u>	<u>Annual Openings</u>	<u>Wage</u>
<b>1</b>	<b>Business, Management and Administration</b>	<b>2,173</b>	<b>\$25.52</b>
	Chief Executives	28	\$79.01
	Computer and Information Systems Managers	16	\$52.99
	Marketing Managers	10	\$52.80
	Public Relations Managers	3	\$48.08
	Sales Managers	24	\$46.36
<b>2</b>	<b>Health Science</b>	<b>2,465</b>	<b>\$22.75</b>
	Anesthesiologists	4	\$93.04
	Physicians and Surgeons, All Other	46	\$85.67
	Family and General Practitioners	10	\$84.90
	Dentists, General	15	\$71.95
	Veterinarians	7	\$62.81
<b>3</b>	<b>Science, Technology, Engineering and Mathematics</b>	<b>570</b>	<b>\$29.36</b>
	Family and General Practitioners	10	\$84.90
	Electronics Engineers, Except Computer	3	\$52.80
	Computer Hardware Engineers	3	\$43.54
	Chemical Engineers	4	\$43.35
	Electrical Engineers	12	\$41.47
<b>4</b>	<b>Architecture and Construction</b>	<b>652</b>	<b>\$23.15</b>
	Engineering Managers	16	\$58.69
	Software Developers, Systems Software	29	\$42.54
	Engineers, All Other	20	\$40.49
	Operations Research Analysts	6	\$39.12
	Construction Managers	9	\$38.30
<b>5</b>	<b>Information Technology</b>	<b>319</b>	<b>\$33.87</b>
	Computer Hardware Engineers	3	\$43.54
	Software Developers, Systems Software	29	\$42.54
	Database Administrators	8	\$38.72
	Computer Systems Analysts	38	\$37.90
	Software Developers, Applications	42	\$37.05
<b>6</b>	<b>Government and Public Administration</b>	<b>392</b>	<b>\$27.24</b>
<b>7</b>	<b>Agriculture, Food and Natural Resources</b>	<b>1,227</b>	<b>\$17.73</b>
<b>8</b>	<b>Marketing, Sales and Service</b>	<b>1,868</b>	<b>\$15.08</b>
<b>9</b>	<b>Transportation, Distribution and Logistics</b>	<b>891</b>	<b>\$17.91</b>
<b>10</b>	<b>Finance</b>	<b>457</b>	<b>\$22.31</b>
<b>11</b>	<b>Manufacturing</b>	<b>1,063</b>	<b>\$17.23</b>
<b>12</b>	<b>Education and Training</b>	<b>297</b>	<b>\$23.20</b>
<b>13</b>	<b>Hospitality and Tourism</b>	<b>1,616</b>	<b>\$9.86</b>
<b>14</b>	<b>Arts</b>	<b>426</b>	<b>\$19.47</b>
<b>15</b>	<b>Human Services</b>	<b>707</b>	<b>\$15.08</b>
<b>16</b>	<b>Law, Public Safety, Corrections and Security</b>	<b>297</b>	<b>\$21.67</b>



	<u>Cluster</u>	<u>Annual Openings</u>	<u>Wage</u>
<b>1</b>	<b>Business, Management and Administration</b>	<b>13,464</b>	<b>\$26.47</b>
	Chief Executives	171	\$88.44
	Marketing Managers	81	\$59.81
	Advertising and Promotions Managers	20	\$59.67
	Sales Managers	194	\$55.23
	Computer and Information Systems Managers	106	\$55.11
<b>2</b>	<b>Health Science</b>	<b>12,882</b>	<b>\$25.91</b>
	Anesthesiologists	20	\$100.17
	Obstetricians and Gynecologists	7	\$94.55
	Orthodontists	6	\$94.50
	Surgeons	10	\$91.68
	Pediatricians, General	5	\$80.78
<b>3</b>	<b>Science, Technology, Engineering and Mathematics</b>	<b>3,878</b>	<b>\$31.54</b>
	Family and General Practitioners	59	\$80.28
	Physicists	4	\$69.32
	Computer and Information Research Scientists	4	\$52.50
	Physical Scientists, All Other	13	\$47.22
	Nuclear Engineers	4	\$47.16
<b>4</b>	<b>Architecture and Construction</b>	<b>5,096</b>	<b>\$23.34</b>
	Engineering Managers	153	\$58.58
	Engineers, All Other	205	\$45.61
	Software Developers, Systems Software	202	\$42.72
	Construction Managers	94	\$42.48
	Operations Research Analysts	65	\$39.50
<b>5</b>	<b>Information Technology</b>	<b>1,997</b>	<b>\$39.86</b>
	Computer and Information Research Scientists	4	\$52.50
	Computer Hardware Engineers	26	\$44.64
	Software Developers, Systems Software	202	\$42.72
	Database Administrators	55	\$41.88
	Computer Systems Analysts	313	\$40.84
<b>6</b>	<b>Government and Public Administration</b>	<b>2,636</b>	<b>\$27.95</b>
<b>7</b>	<b>Agriculture, Food and Natural Resources</b>	<b>7,484</b>	<b>\$19.82</b>
<b>8</b>	<b>Marketing, Sales and Service</b>	<b>11,191</b>	<b>\$14.66</b>
<b>9</b>	<b>Manufacturing</b>	<b>7,836</b>	<b>\$17.78</b>
<b>10</b>	<b>Transportation, Distribution and Logistics</b>	<b>6,385</b>	<b>\$18.43</b>
<b>11</b>	<b>Finance</b>	<b>3,377</b>	<b>\$23.15</b>
<b>12</b>	<b>Hospitality and Tourism</b>	<b>8,768</b>	<b>\$11.01</b>
<b>13</b>	<b>Arts</b>	<b>2,830</b>	<b>\$21.05</b>
<b>14</b>	<b>Education and Training</b>	<b>887</b>	<b>\$24.00</b>
<b>15</b>	<b>Law, Public Safety, Corrections and Security</b>	<b>1,978</b>	<b>\$23.17</b>
<b>16</b>	<b>Human Services</b>	<b>3,729</b>	<b>\$13.23</b>

## Governor's Talent Investment Board (GTIB)

### 61(b) Strategic Plan Summary

At the September GTIB quarterly meeting Board members were asked to provide input and feedback on the strategic plan requirements for Section 61 (b) of the FY 2016 School Aid Act that includes \$10 million for career and technical education/middle college programs. In early October the strategic plan requirements were shared with Intermediate School District Fiscal Agents and the Michigan Works! Agency lead contacts for the Talent District Career Councils (TDCCs). All 10 TDCCs submitted plans and addressed the elements requested.

Overall In-Demand Career Clusters were identified by each region:

- Business, Management and Administration (6 Regions)
- Architecture and Construction (5 Regions)
- Health Science (10 Regions)
- Manufacturing/Advanced Manufacturing (8 Regions)
- Science, Technology, Engineering and Math (STEM) (5 Regions)
- Hospitality and Tourism (2 Regions)
- Transportation, Distribution and Logistics (4 Regions)
- Agriculture, Food and Natural Resources (3 Regions)
- Government and Public Administration (1 Region)
- Information Technology (6 Regions)
- Finance (1 Region)
- Energy (2 Regions)







Strategies to provide outreach to parents and students about CTE Early/Middle Colleges included:

- Utilization of open houses
- Newsletters
- Website
- Social networking (Facebook, Twitter)
- Billboards
- Television
- Radio and/or printed media
- Parent Night
- Talent Tours
- Collaboration with the College Access Network
- Coordination with the Career Jump Start Initiative and the Career Jump Start Liaison
- Secondary and Post-Secondary Guidance Counselors
- Provide students and parents with Michigan's Hot 50 High-Demand High Wage Careers each year beginning with eighth grade
- Partner with area employers to schedule open access to daily functions of their organizations for students to experience career pathways within organizations across the region
- Education students and parents of the earning necessary to support a household of two or more in a living wage for Michigan
- Feature Career and Technical Education at Talent Summits within the region

Review of strategic plans was completed before December 4<sup>th</sup> and forwarded to the Michigan Department of Education (MDE) to review the strategic plans as well, and initiate the awarding process.



## GTIB Performance Indicators

Metric	Performance	Current Value	Current Value Period	Target
Jobs filled through Michigan Works! services <sup>1</sup>		27,634	Oct-15	83,900
# of adult learners achieving/earning HS diploma or GED <sup>2</sup>		3,962	PY13/14	n/a
# of work-based learners <sup>3</sup>		11,536	FY 2015	n/a
# of enrollments in high school CTE programs <sup>4</sup>		106,830	2013/14	n/a
% of employers served by workforce system <sup>5</sup>		12.50%	FY 14	n/a
Students requiring remediation to attend college <sup>6</sup>		61.00%	2013/14	n/a

<sup>1</sup> Jobs filled through Michigan Works! Agencies, from any source

<sup>2</sup> Includes Adult Basic Education, General Education Development, High School Diploma, English as a Second Language, Literacy programs/programs for homeless, Workplace literacy. Source: Michigan Adult Education Reporting System

<sup>3</sup> Work-based learning= On the Job Training (OJT), apprenticeships, pre-apprenticeships, Incumbent Worker Training (IWT), internships, Work Experience (WE). Source: One-Stop Management Information System (OSMIS), Skilled Trades Training Fund, MAT<sup>2</sup>, MI Rehabilitation Services, MI Bureau of Services for Blind Persons

<sup>4</sup> Source: Michigan Department of Education

<sup>5</sup> # of Pure Michigan Talent Connect (PMTTC) active employers divided by the # of employer establishments. Source: PMTC, Quarterly Census of Employment and Wages

<sup>6</sup> % of enrolled students that require any developmental education based upon placement testing. Source: Michigan Community College Assn.



**Notes:**

**<sup>2</sup>Program Year 2013-14 (July 1, 2013 - June 30, 2014):**

Core Follow-up Outcome Measures	# of Participants in Cohort	# of Participants Responding to Survey or Available for Data Matching	Response Rate or % Available for Match	# of Participants Achieving Outcome	% Achieving Outcome	US Dept. of Education Benchmark	Difference
Obtained a GED or HSD	5,087	4,645	91.31%	3,962	77.88%	55.00%	22.88%

**<sup>3</sup># of work-based learners FY 2015**

OSMIS	STTF*	MAT <sup>2</sup>	MRS	Bureau for Blind Persons	Total
2,390	8,654	61	416	15	11,536

\* # will be fluid due to funding returned and redistributed

**<sup>4</sup># of enrollments in CTE programs in HS**

Academic Year	CTE Enrollments	# CTE Programs
2009/10	122,823	1887
2010/11	118,583	1922
2011/12	115,214	1832
2012/13	111,291	1782
2013/14	106,830	1772

**<sup>5</sup>% of employers served by workforce system**

28,662\*/ 229,078 = 12.5%

\*includes bulk employer uploads from external job boards

**<sup>6</sup> Students requiring remediation to attend college**

Academic Year	Percentage
2010/11	63.00%
2011/12	62.00%
2012/13	60.00%
2013/14	61.00%

## Fact Sheet: One-Stop Career Centers

The Workforce Innovation and Opportunity Act (WIOA), signed into law on July 22, 2014, is the first legislative reform of the public workforce system in 15 years. WIOA presents an extraordinary opportunity to improve job and career options for our nation's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. It supports the development of strong, vibrant regional economies where businesses thrive and people want to live and work.

### HIGHLIGHTS OF WIOA REFORMS FOR ONE-STOP CENTERS

WIOA retains the nationwide system of one-stop centers, which directly provide an array of employment services and connect customers to work-related training and education. WIOA furthers a high quality one-stop center system by continuing to align investments in workforce, education, and economic development to regional in-demand jobs. The new law places greater emphasis on one-stops achieving results for jobseekers, workers, and businesses. WIOA reinforces the partnerships and strategies necessary for one-stops to provide job seekers and workers with the high-quality career services, education and training, and supportive services they need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including education and training for their current workforce.

#### Improved Access to Comprehensive Services

- Each local area must have one comprehensive one-stop center that provides access to physical services of the core programs and other required partners.
- In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs are required to provide access through the one-stops: Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American Programs, HUD Employment and Training Programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program, Senior Community Service Employment Program, Temporary Assistance for Needy Families (TANF), Trade Adjustment Assistance Programs, Unemployment Compensation Programs, and YouthBuild. TANF is now a required partner, unless the Governor takes special action to make TANF an optional one-stop partner.
- WIOA eliminates stand-alone Wagner-Peyser Employment Service offices. These services will now be provided alongside partner programs within one-stop centers.

### WIOA PROGRAMS

WIOA authorizes the one-stop career center (also known as American Job Center) service delivery system and six core programs. The core programs are:

- WIOA Title I (Adult, Dislocated Worker and Youth formula programs) administered by Department of Labor (DOL);
- Adult Education and Literacy Act programs administered by the Department of Education (DoED);
- Wagner-Peyser Act employment services administered by DOL; and
- Rehabilitation Act Title I programs administered by DoED.

WIOA also authorizes the Job Corps program, the YouthBuild program, Native American programs, and Migrant and Seasonal Farmworker programs, as well as evaluation and multistate projects.

The law supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.



# The Workforce Innovation and Opportunity Act

- A local area also may have additional affiliate one-stop centers with any subset of partners, or specialized centers.
- Local boards have the flexibility to include additional partners in one-stop centers. The law specifically identifies the following federally funded partners: Employment and training programs administered by the Social Security Administration, including the Ticket to Work and the Self-Sufficiency Program; employment and training programs carried out by the Small Business Administration; Supplemental Nutrition Assistance Program (SNAP) employment and training programs; Client Assistance Programs; and programs authorized under the National and Community Service Act of 1990.
- WIOA allows other partners to be part of the one-stop delivery system, including local employers and community-based, faith-based, and/or non-profit organizations, as well as employment, education, and training programs provided by public libraries or in the private sector.

## **Enhanced and Streamlined Operations:**

- Local areas are encouraged to integrate the intake, case management, reporting, and fiscal and management accountability systems of one-stop partners.
- All partners are required to share in the funding of services and infrastructure costs of the one-stop delivery system.
- One-stop operators will be selected through a competitive process.
- Local boards are responsible for improving access to and the effectiveness of one stop and program services.
- Local boards continue to be required to negotiate and regularly review a Memorandum of Understanding (MOU) with every one-stop partner to describe operations, services provided and coordinated, funding, and referrals. MOUs will be reviewed every three years.
- Local boards will certify one-stops every three years, using criteria written by the state Workforce Development Board that covers effectiveness, programmatic and physical accessibility, and continuous improvement. Local Workforce Development Boards may also establish additional certification criteria.

## **Better Public Recognition**

- WIOA calls for the Department of Labor to establish a common identifier, also known as a “brand”, for the one-stop system to help job seekers and employers readily access services. The common identifier will be established through the final rule, with guidance and implementation assistance provided by ETA.

## **EFFECTIVE DATES FOR IMPLEMENTATION AND TECHNICAL ASSISTANCE**

In general, WIOA takes effect on July 1, 2015; however, the planning requirements common indicators of performance take effect on July 1, 2016 and other exceptions specifically noted in the law.

DOL is working in coordination with the Department of Education and the Department of Health and Human Services to support the public workforce system to implement WIOA. The DOL WIOA Resource Page ([www.doleta.gov/WIOA](http://www.doleta.gov/WIOA)) will include updated guidance and resources, as well as communicate opportunities to provide input. The WIOA Collection Page ([wioa.workforce3one.org](http://wioa.workforce3one.org)) provides links to technical assistance tools and information to support implementation. Questions regarding WIOA can be emailed to [DOL.WIOA@dol.gov](mailto:DOL.WIOA@dol.gov).



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