
*Workforce Development Agency
State of Michigan*

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

FOR

***TITLE I OF THE WIA OF 1998
AND
THE WAGNER-PEYSER ACT***

July 1, 2012 through June 30, 2017

PURE *M*ICHIGAN®

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Executive Summary

The Workforce Investment Act (WIA) of 1998, as amended, requires the governor of each state to submit a plan that outlines a five-year strategy for its workforce investment system. Michigan's integrated workforce plan provides a strategy for WIA and Wagner-Peyser programs, which includes a Wagner-Peyser agricultural outreach plan, and a short description of Trade Adjustment Assistance Act coordination.

Michigan's strategic plan contains three key sections:

- **Section I – *State Workforce Strategic Plan*** includes the high-level vision, goals, economic and workforce analysis, strategies and outcomes that the Governor and strategic partners collaboratively identify for the State's future. The elements in this section are intended to serve as a vehicle for the Governor, the State Workforce Investment Board, and other partners to identify broad goals and strategies for the State.
- **Section II – *State Operational Plan*** clarifies how specific workforce programs for targeted populations will operationalize, administer, and implement systems and structures to achieve vision, strategies, and goals identified by the Strategic Plan. This section contains all of the items that are required by statute or regulation for inclusion.
- **Section III – *Assurances*** in which the State assures the U.S. Department of Labor that it is complying with applicable law and, where appropriate, attaches policies or other supporting documentation.

Section I – *State Workforce Strategic Plan*

Governor's Vision

The Governor's vision and overarching goals address Michigan's job strategy and describe how it is integrated into the overall strategic plan for reinvention. The Michigan Strategic Fund, as the grant recipient of Title I funds, provides oversight of the Workforce Development Agency. While job growth and job creation are tied with economic development activities and operations, the Workforce Development Agency, in partnership with the Michigan Economic Development Corporation, is responsible for activities to ensure a skilled workforce. Talent enhancement activities include developing, retaining, attracting, and matching an exceptional talent base with guidance based on the needs of Michigan's employers. The vision is achieved by:

- Improving Talent Matching through our network of 25 Michigan Works! Agencies and by enhancement of our Michigan Talent Connect Web site to allow better matching of skills with job openings;
- Attracting and retaining talent by providing support to employers through a demand-driven, industry cluster strategies approach; and

- Developing existing talent by retraining the current workforce to meet those employer-identified needs and offering training and education services.

Economic & Workforce Information Analysis

The State's analysis of the current economy and future trends of the economy, form the foundation for the strategic plan. This analysis includes information and an examination of Michigan's industry structure, growth industries and occupations, high-demand critical sectors, the demographic changes occurring in the State labor pool, and the skill sets needed for jobs expected to drive future Michigan employment expansion. The analysis indicates that Michigan faces several challenges in workforce and economic development, including reducing unemployment, stimulating job creation, training and attracting the talent base needed by Michigan growth sectors, reducing the number of long-term unemployed, addressing the potential challenges of the aging workforce, and creating a higher-skilled talent pool in Michigan by improving educational attainment and worker training, along with promoting entrepreneurship.

Michigan's economy and labor markets struggled significantly during the most recent recession. Three years later, some renewed optimism is reflected in the State's short-term and long-term employment forecasts. Short-term forecasts call for job growth, most notably in manufacturing. Long-term forecasts show anticipated job expansion in healthcare, but do not call for employment gains in manufacturing.

State Strategies

Based on the economic and workforce analysis, the Workforce Development Agency is employing several strategies to achieve the Governor's vision and goals. Through collaboration with employers, Michigan Works! Agencies, other State agencies, economic development, training providers and other partners, examples of strategies include:

- Michigan Industry Cluster Approach – A demand-driven system is Michigan's primary workforce development strategy that focuses on aligning all efforts, initiatives, programs and funding around key industry clusters, which are supported by Labor Market Information.
- Pure Michigan Talent Connect (Talent Connect) –Talent Connect is a new, web-based talent connector that brings together employers, educators, and talent. It provides strategic tools for employers to help them identify and develop their talent base and give job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions.
- Talent-Based Job Creation and Entrepreneurship – The Workforce Development Agency, Michigan Economic Development Corporation, local Michigan Works! Agencies, the Michigan Department of Human Services and the Michigan Department of Natural Resources are developing a statewide support structure to assist the structurally unemployed. The effort, known as Community Ventures/Social Entrepreneurship is a resource for local communities and businesses seeking to establish worksites that provide assistance and employment to Michigan's low-skilled population.
- Workforce Reforms – Employers, our primary workforce partners, provide jobs to thousands of residents across Michigan. The Workforce Development Agency and Michigan Economic

Development Corporation work in unison to enhance the talent of our citizens and fuel Michigan's economic engine under a unified, coordinated, talent enhancement strategy.

Desired Outcomes

WIA performance measures serve as indicators to track progress toward meeting the State's goals and vision for the workforce investment system. The State uses the WIA performance accountability system established by the U.S. Department of Labor/Employment and Training Administration to assess the effectiveness of local areas. Both WIA and Wagner-Peyser performance measures are tracked in the One-Stop Management Information System. Reports detailing Michigan Works! Agency performance are published quarterly.

Michigan's negotiated WIA and Wagner-Peyser performance indicators and goals are included as an attachment to our Plan.

Additionally, Michigan has implemented a Workforce System Dashboard that provides information on key performance measures in aggregate, which is then further broken out by each of our local service delivery areas.

Section II – State Operational Plan

Overview of the Workforce System

The overview includes a description of the key State administrative personnel, the Governor's Talent Investment Board, its organizational structure, and membership. Moreover, the overview includes how the Governor's Talent Investment Board collaborated in the development of our State's integrated plan and how it collaborates in carrying out the functions as required by the WIA. The overview also identifies the WIA Title I local areas (Michigan Works! Agencies) and the process used for designation of the 25 Michigan Works! Agencies.

In addition to regulatory oversight, the Governor's Talent Investment Board's vision of promoting a flexible, innovative and effective workforce system directly ties in with the State's strategy of attracting and retaining talent. This strategy is achieved by providing support to employers through a demand-driven, industry cluster strategy approach; and by developing talent through retraining our current workforce, and offering training and education services.

Operating Systems and Policies Supporting the State's Strategies

In addition to providing a description of the operating systems (i.e., the One-Stop Management Information System and other data and communication systems), supporting the implementation of State strategies, this section also describes the criteria for certification as a Michigan Works! Service Center, how WIA Rapid Response activities (services to employers that are laying off workers or closing) are provided, including how Rapid Response services are part of the State's full, comprehensive array of services to employers, common data collection and reporting processes for One-Stop Service Center activities, and State strategies for using quarterly wage record information to measure progress.

Services to State Target Populations

This section describes how Michigan will serve employment, re-employment, and training needs of targeted populations, and provide the opportunity to describe how services delivered through our State's One-Stop system will address more specific needs of targeted populations identified in the economic and workforce analysis.

Targeted populations include:

- Unemployment compensation claimants,
- Long-term unemployed,
- Under-employed,
- Dislocated Workers, including trade-impacted Dislocated Workers and displaced homemakers,
- Low-income individuals (including public assistance recipients),
- Migrant and Seasonal Farmworkers,
- Veterans,
- Individuals with limited English proficiency,
- Ex-offenders,
- Older workers,
- Individuals training for non-traditional employment,
- Individuals with multiple challenges to employment, including individuals with disabilities, and
- Youth, particularly youth with significant barriers to employment.

Services to targeted populations require that the Workforce Development Agency works closely with its partners to align investments around effective practices and to leverage funding around key initiatives, that otherwise might not be possible. The plan identifies the linkages with the Department of Human Services, the Department of Education, the Bureau of Student Financial Assistance, and other agencies, as appropriate. Moreover, the Workforce Development Agency challenges local Workforce Development Boards to manage local and strategic integration among Michigan Works! Agencies, community colleges, K-12 education, employers, and economic developers to implement Governor Snyder's vision of Michigan as a magnet for opportunity.

This section of the plan also includes "special initiatives funded with WIA discretionary funding (WIA Statewide Activities funds) and includes other initiatives leveraged by other federal, state, local, and private resources. These initiatives include the Detroit Registered Apprenticeship Program, Earn and Learn, the Veterans Retraining Assistance Program, services provided through adult education programs, the Southeast Michigan Talent Enhancement Program operated through Focus: HOPE, and the Benton Harbor Summer Youth Initiative.

This section describes the comprehensive services available to eligible youth, particularly youth with significant barriers to employment. The coordination of youth activities, including services provided by the Job Corps program, Michigan Rehabilitation Services, and the Department of Education are also identified in this section.

Wagner-Peyser Agricultural Outreach

The Workforce Development Agency is required to operate an outreach program to Migrant Seasonal Farm Workers, and to include the annual agricultural outreach plan as part of the State Operational Plan. Governor Snyder has placed an emphasis on field agriculture, agri-tourism, and agri-business as a priority industry sector. The Agricultural Outreach plan highlights the vibrant partnerships between the State and organizations that provide services, both employment and quality of life, related to this population. The outreach plan projects that due to increased partner relationships, referrals for Program Year 2012 (July 1, 2012 through June 30, 2013) are expected to increase by three percent.

In addition to identifying the services provided to Migrant Seasonal Farm Workers and to agricultural employers through the One-Stop delivery system, the plan also identifies additional services available to employers, such as the Intra/Interstate Clearance Order System, including Grower Profiles on the State's Agricultural Web site, and hosting job fairs.

The State Monitor Advocate provided comment and approval of the Agricultural Outreach plan. The plan was presented to the Interagency Migrant Resource Committee and was posted on Michigan's Agricultural Web site for review and comment.

Services to Employers

In addition to the array of employer services (i.e., setting up interviews, assessments, and resume screenings) through the One-Stop system, Michigan's primary workforce development strategy is aligning services around industry clusters. The Workforce Development Agency has developed the previously identified Michigan Industry Cluster Approach, focusing on five broad clusters supported by Labor Market Information: agriculture, energy, health care, information technology, and manufacturing. The five clusters were selected relative to their significance in the Michigan economy, based on 14 economic measures including current and future employment performance and expectations, employment concentration, wage and salary impact, and human capital and skills.

The Michigan Industry Cluster Approach is based on a demand-driven approach, delivering workforce training and services that meet the needs of targeted business sectors and employers, especially those in high-demand occupations. High-demand represents job opportunities in significant numbers. This can encompass new and emerging occupations, as well as low wage occupations that are within a dominant sector of a geographic region that has significant training needs. Industry demand drives programs to maximize limited resources and ensures effective, consistent delivery of services at the state and local level.

WIA Waiver Requests

Michigan is seeking approval of ten statutory waivers. Waiver requests include:

- A waiver of the 50 percent limitation on employer reimbursements for On-the-Job Training. This waiver allows employer reimbursements to be based on the length of time the participant has been dislocated from the workforce.

- A waiver from the funds transfer limit between Adult and Dislocated Worker programs. This waiver increases the allowable transfer between Adult and Dislocated Worker streams allocated to local areas to 50 percent from the current 30 percent.
- A waiver of the required 50 percent employer contribution for customized training; to permit a sliding scale employer contribution, based on the size of the employer.
- A waiver limiting employer reimbursements for On-the-Job Training to 50 percent of the wage rate of the participant receiving On-the-Job Training. Reimbursement is based on a graduated scale, based on the size of the employer.
- A waiver to permit the use of up to 20 percent of local Dislocated Worker area formula allocations to provide incumbent worker training.
- A waiver that permits the State to utilize a portion of its Rapid Response funds, up to 20 percent, to provide Incumbent Worker Training.
- A waiver of the prohibition on the use of Individual Training Accounts for out-of-school youth.
- A waiver to exempt the State from including credential attainment outcomes for participants enrolled in On-the-Job Training in the credential performance calculations.
- A waiver on the time limit for the period of initial eligibility for training providers.
- A waiver from the requirement to conduct evaluations of WIA activities for Adult, Dislocated Worker, and Youth programs. The State will continue to report performance outcomes for WIA and Wagner-Peyser participants.

Approval of the waivers will assist Michigan to further develop our workforce investment system while continuing to align workforce development efforts, as well as increase local flexibility in delivering services.

Trade Adjustment Assistance

State policy requires that Trade programs are delivered in coordination with other Dislocated Worker programs administered by the locals to provide a full range of services to eligible workers. Trade participants may be co-enrolled in WIA and Wagner-Peyser programs.

Section III – Assurances

Michigan is certifying that it has met each of the legal planning requirements outlined in WIA law, regulations and corresponding U.S. Department of Labor guidance.

SECTION I – STATE WORKFORCE STRATEGIC PLAN

Governor’s Vision

“We will transform the Michigan economy by growing and attracting business, keeping talented residents here, and revitalizing our urban centers.”

The Workforce Development Agency, formerly the Department of Energy, Labor & Economic Growth, was established in February 2011 by Executive Order 2011-4, to align Michigan’s talent and economic development activities by facilitating better coordination of the programs and services available through the Michigan Works! System, the Michigan Economic Development Corporation, and local and regional economic development agencies.

This realignment supports our Governor’s vision by:

- Strengthening regional economic relationships,
- Leveraging Michigan’s assets, and
- Improving the flow of communication between the State, Michigan Works! Agencies (local service delivery areas), and local partners.

The State’s primary workforce development strategy is a demand-driven system that focuses on aligning all efforts, initiatives, programs, and funding around key industry clusters which are supported by labor market information. This strategy is integrated into the Governor’s overall strategic plan for reinvention of the state. Governor Snyder’s plan for the reinvention of Michigan is based on a commitment to ensure that future generations have meaningful career opportunities available to them and a quality of life second to none. Key actions necessary to this reinvention include:

- Create more and better jobs
- Leverage our new tax system
- Reinvent our government
- Keep our youth – our future here
- Revitalize our educational system
- Restore our cities
- Enhance our national and international image
- Protect our environment
- Reinvent our health care system
- Winning in Michigan through Relentless Positive Action (RPA)

The Workforce Development Agency’s talent enhancement activities support three of the key actions:

- Create more and better jobs, by ensuring employers throughout the state have access to a labor pool with the necessary skills to grow the state’s economy.
- Keeping our youth - our future – here, by ensuring that youth have the opportunity to develop and achieve career goals through education and workforce training, and

- Revitalizing our educational system, through the:
 - Advancement of Science, Technology, Engineering, and Math (STEM) education and training programs for K-12, and
 - By addressing the education and training needs of working adults lacking the basic skills necessary to succeed in postsecondary education, training, and to obtain good jobs.

The Michigan Strategic Fund, as the grant recipient of Title I funds, provides oversight of the Workforce Development Agency. While job growth and job creation are tied with economic development activities and operations, the Workforce Development Agency, in partnership with the Michigan Economic Development Corporation, is responsible for talent enhancement activities to ensure a skilled workforce exists in our state. Talent enhancement activities include developing, retaining, attracting, and matching an exceptional talent base with guidance based on the needs of Michigan's employers.

This is achieved by:

- Improving talent matching,
- Attracting and retaining talent, and
- Developing existing talent.

Too few workers have the skills needed to meet the demands of employers. Despite high unemployment rates, thousands of jobs remain unfilled. Michigan's efforts are shifting to a demand-driven employment strategy by reorganizing around major industries, including manufacturing, energy, health care, information technology, and agriculture. This demand-driven approach allows us to streamline our efforts, reduce administrative costs, and leverage our resources to promote better employment services.

Michigan is on the cutting edge in cultivating workforce development and linking businesses to a highly-skilled workforce. Our workforce development system is committed to increasing the competitive advantage of businesses and offers a variety of coordinated services and programs designed to fit the needs of employers and workers:

- Twenty-five Michigan Works! Agencies with a network of more than 100 Michigan Works! Service Centers are available to support employers in finding skilled workers, retraining the current workforce, and offering training and education services.
- Talent Connect, the state's on-line recruitment and career advancement source, helps employers attract, connect with, and hire the best employees. The [Michigan Talent Bank](#) Web site is currently undergoing a transition to correlate with the [Pure Michigan Talent Connect](#) Web site. Improvements to the Web site will allow better matching of skills with existing job openings.
- Michigan's Cluster Strategy approach assists in the development of industry-based partnerships that promote the economic health and welfare of regional area businesses and workers through the engagement of local employers to provide direct information on jobs in-demand, 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 supports the overall goal of providing Michigan employers with a highly-skilled workforce and Michigan citizens with careers producing good wages and increased opportunity.

- The Michigan New Jobs Training Program, designed as an economic development tool, allows the state's 28 community colleges to provide free training for employers that are creating new jobs and/or expanding operations in Michigan. The training for newly-hired workers is paid by capturing the state income tax associated with the new employees' wages.

To ensure a coordinated effort when serving employers and job seekers, in addition to administering the WIA and Wagner-Peyser programs, the Workforce Development Agency administers:

- Jobs, Education and Training – Provides job assistance and training to parents receiving cash assistance.
- Trade Act – Provides training to workers who have lost their jobs as a result of an increase in imports or shift of jobs to foreign countries.
- Veterans – Provide specialized services that promote employment and training for veterans.
- Migrant and Seasonal Farmworkers – Provide specialized services to migrant and seasonal farmworkers that are delivered through the state's Agricultural Employment Specialists.
- Prisoner Re-Entry Initiative – The Workforce Development Agency works with the Department of Corrections, Community Health, and the Department of Human Services to coordinate prisoner re-entry services into the workforce system.
- Foreign Labor Certification – Assists employers in filling their personnel needs that cannot be met with United States (U.S.) workers, while protecting U.S. workers from competition from low-wage foreign workers.
- Fidelity Bonding - The program assists high-risk job seekers in obtaining employment by providing an incentive for employers to hire job seekers who are qualified, but may be considered high-risk.
- Supplemental Nutrition Assistance Program – Provides employment-related services to able-bodied individuals without dependents receiving food assistance.
- Adult Education – Provides an opportunity for mature students to receive education levels equivalent to those of high school graduates.

The Workforce Development Agency collaborates with, and participates in, strategic partnerships with:

- Michigan Works! Agencies for the administration of all major workforce programs, including WIA, Wagner-Peyser, Trade Act, Jobs, Education and Training, Veterans, Migrant and Seasonal Farmworkers,
- Michigan Economic Development Corporation and local communities to support Michigan's economic development and job creation efforts, and

- Other state agencies, including:
 - Department of Human Services, for the administration of the Jobs, Education and Training and Supplemental Nutrition Assistance Programs,
 - Department of Corrections, for the administration of the Michigan Prisoner Re-Entry Program and fidelity bonding services,
 - Licensing and Regulatory Affairs, for coordination of licensed training providers listed on the State's eligible training providers list,
 - Michigan Rehabilitation Services, for vocational training and other rehabilitation services to assist disabled and blind individuals to obtain and retain employment,
 - Department of Technology, Management and Budget, for the development and dissemination of state and local estimates of labor market activity for policy development, program planning, job placement, and career decision making,
 - Unemployment Insurance Agency, for the provision of Unemployment Insurance benefits to eligible workers, and
 - Michigan Department of Education, for major career education initiatives affecting learners K-12 and beyond; and, for access to, retention in, and completion of individual student goals in quality community colleges, proprietary institutions, and other postsecondary agencies.

Economic and Workforce Information Analysis

Michigan faces several challenges in workforce and economic development. These include:

- Reducing unemployment,
- Stimulating job creation,
- Training and attracting the talent base needed by Michigan growth sectors,
- Reducing the number of long-term unemployed,
- Addressing the potential challenges of the aging workforce, and
- Creating a higher-skilled talent pool in Michigan by improving educational attainment, worker training.

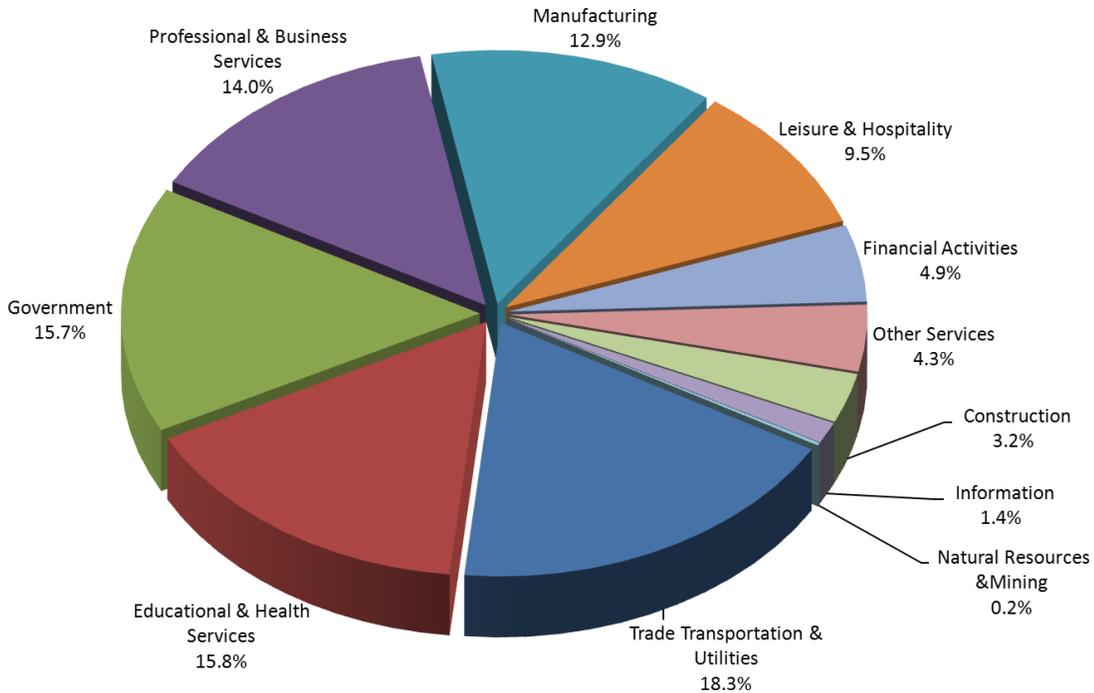
To address these challenges, a detailed understanding of the state's labor market trend is critical. This includes information and analysis of Michigan's industry structure, growth industries and occupations, high-demand critical sectors, the demographic changes occurring in the state labor pool, and the skill sets needed for jobs expected to drive future Michigan employment expansion

Current Distribution of Michigan's Payroll Jobs

Although Michigan's payroll jobs are spread fairly diversely across a broad spectrum of industry sectors, less than half of the 11 major industrial categories accounted for more than 75 percent of total payroll jobs statewide. Despite some recent gains in goods-producing sectors like manufacturing, the

continued shift towards a service-based Michigan economy remains evident over the long run. This is illustrated by the fact that the top four broad industry sectors in terms of overall jobs were classified in the service-providing category. Of these, trade, transportation and utilities were the most notable with almost 720,000 payroll jobs. Retail trade makes up almost one-third of the jobs in this sector. Many of the remaining 274,000 jobs in wholesale, transportation and utilities pay above-average wages and have a notable impact on the overall economy beyond direct jobs.

Figure 1: Distribution of Total Nonfarm Payroll Jobs in Michigan - 2011



Private educational and health services surpassed government as Michigan’s second largest sector statewide in 2011, and was one of the few broad industry sectors in the state to have posted both long and short-term job gains. Demand for healthcare services, due to an aging population and increasing medical technology, pushed jobs in this sector upward by 20 percent between 2001 and 2011, although recent growth has moderated somewhat due to the impact of the recent national recession. Private education is included in this broad sector, but healthcare and social assistance accounts for almost nine out of every 10 of the 621,000 jobs in this category.

Government employment, though down almost five percent since 2009, continued to be the third largest contributor of nonfarm employment in Michigan with 619,000 jobs in 2011. Often mistaken as including only administration and civil service employment, the bulk of these jobs are actually found in local and state government education, which represents over half of total government employment statewide. Federal government jobs, state and local administration, tribal and state owned casinos and state-operated hospitals accounted for the remaining 296,000 public sector jobs in 2011.

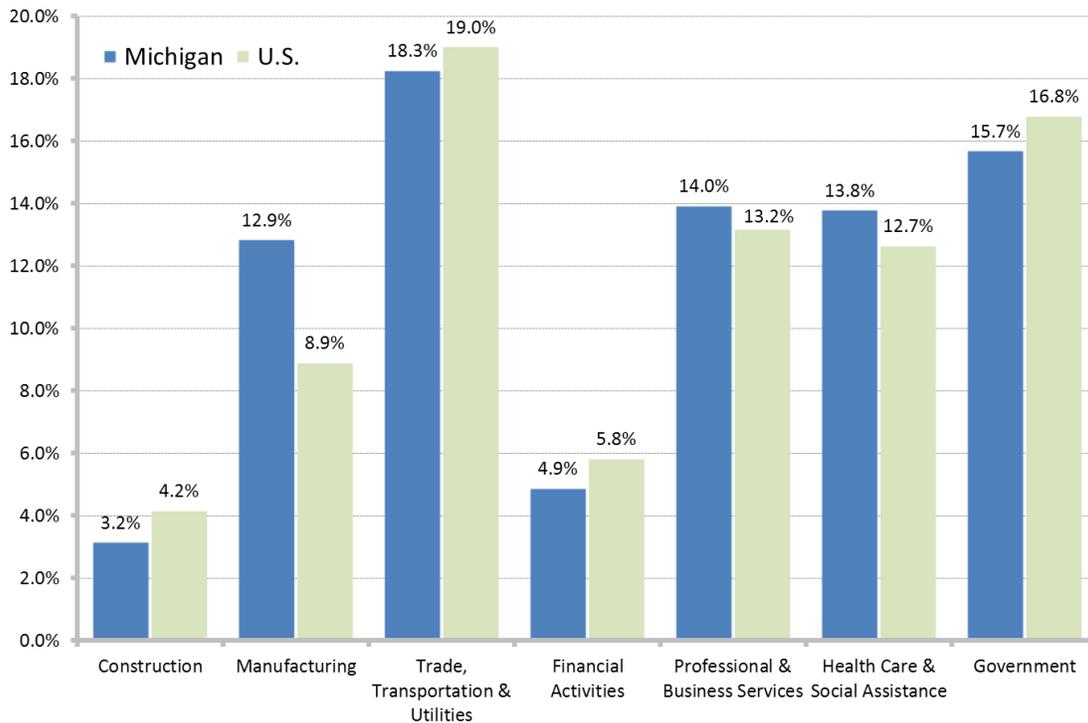
The state’s manufacturing sector has suffered resounding job losses in the past decade, yet continues to play a key role in Michigan’s economy as the state struggles to rebound from recent economic challenges. With over half a million payroll jobs in 2011, Michigan’s manufacturing sector represented about 13 percent of total nonfarm employment and an even larger share of total private jobs. Despite having lost over 350,000 jobs between 2001 and 2009, since the end of that period the manufacturing sector has been a primary source of job gains. Manufacturing led the way over this period, recording nine percent job growth in the past two years as domestic auto manufacturers and suppliers, and the metals and machinery industries, added jobs.

The importance of Michigan’s manufacturing sector is even more pronounced when the state’s industry employment mix is compared side-by-side with the U.S. overall. Of the major broad industry sectors selected for comparison, the state holds a higher share of total nonfarm employment than the national average in only three sectors:

- manufacturing,
- professional and business services,
- health care and social assistance

Of these, only manufacturing accounted for a significantly higher job share in Michigan, as it provide 13 percent of jobs statewide compared to only nine percent of jobs nationally.

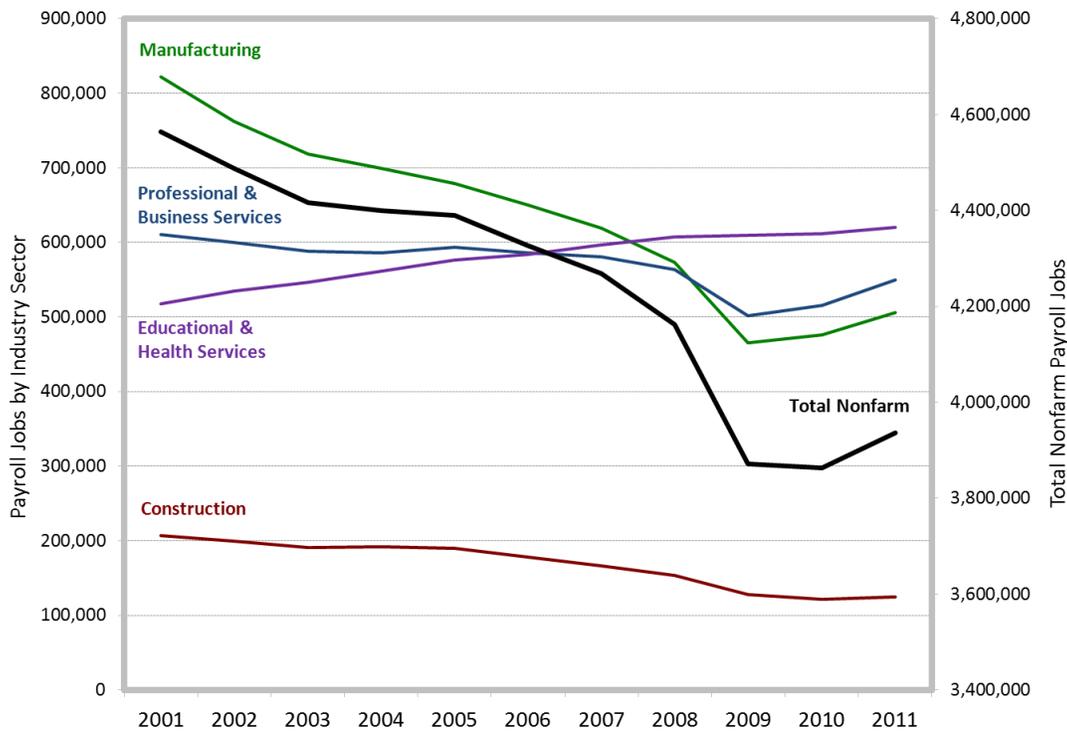
Figure 2: Share of Total Payroll Jobs in Michigan and U.S. for Selected Sectors - 2011



Long-term Michigan Payroll Job Trends

The 2008-2009 national recession that impacted the U.S. and global markets left its mark on Michigan’s already struggling economy. Employment had already been on the decline statewide across a number of industries in the post-9/11 era, but the impact of the late 2008 financial crisis that came on the heels of the national housing crash forced even greater job reductions among most of the state’s employers. The state shed about 296,000 total payroll jobs between 2001 and 2007, but it lost an additional 397,000 jobs in the two-year period from 2007 to 2009 alone.

Figure 3: Payroll Job Trends for Selected Michigan Super Sectors, 2001 to 2011



As a result of the crash of the residential housing and financial markets, technological advancements in manufacturing, and weak consumer demand, Michigan job losses in the past 10 years were heavily concentrated in the goods-producing sector, particularly manufacturing and construction. Manufacturing job declines accounted for one-half of the 628,000 total payroll job loss during this time, while the state’s construction sector shed 40 percent of its baseline employment level.

Although private education and health services grew by 20 percent during this period and service-based jobs overall fell by only half the rate of total nonfarm employment (6.9 percent versus 13.8 percent), service-providers still lost almost 230,000 jobs statewide since 2001. In particular, the trade, transportation, and utilities sector shed over 130,000 jobs, of which almost 80 percent were attributed to the struggling Michigan retail industry. The continuing penetration of online shopping outlets and retailers, less disposable income as a result of the losses of high-paying jobs in manufacturing and construction, and generally weak consumer confidence and demand all contributed to the contraction of Michigan’s retail sector.

Professional and business services, leisure and hospitality were also notable Michigan industry sectors posting employment declines since 2001.

Short-term Payroll Job Trends in Michigan

Despite having lost such a significant number of payroll jobs across nearly every industry sector in the past ten years, the Michigan economy is currently in the midst of a modest rebound. Overall jobs grew by 1.7 percent between 2009 and 2011, after posting historic losses in the prior year. Total nonfarm jobs increased by 65,000 in the past two years, thanks largely to private sector job gains. Goods-producers added almost 39,000 jobs in this two-year period while service-providers contributed an additional 26,000 new jobs since the extremely low 2009 job levels.

Figure 4: Short-Term Payroll Job Trends in Michigan by Industry Sector

Industry Sector	Payroll Jobs		Payroll Job Change	
	2009	2011	Job Loss/Gain	Percent Change
Total Nonfarm	3,870,600	3,935,700	65,100	1.7%
Total Private	3,223,800	3,317,200	93,400	2.9%
Goods Producing	599,300	638,200	38,900	6.5%
Service Providing	3,271,200	3,297,500	26,300	0.8%
Natural Resources & Mining	6,900	7,400	500	7.2%
Construction	127,600	124,700	-2,900	-2.3%
Manufacturing	464,800	506,100	41,300	8.9%
Transportation Equipment Mfg.	127,000	140,700	13,700	10.8%
Trade Transportation & Utilities	717,200	719,900	2,700	0.4%
Wholesale Trade	152,900	156,200	3,300	2.2%
Retail Trade	451,400	446,100	-5,300	-1.2%
Information	56,300	53,400	-2,900	-5.2%
Financial Activities	191,400	193,200	1,800	0.9%
Professional & Business Services	501,500	549,400	47,900	9.6%
Educational & Health Services	609,200	620,500	11,300	1.9%
Leisure & Hospitality	380,000	375,500	-4,500	-1.2%
Other Services	168,800	167,300	-1,500	-0.9%
Government	646,800	618,500	-28,300	-4.4%

In contrast to the long-term payroll job trends, many Michigan industry sectors enjoyed growth between 2009 and 2011. Manufacturing was the main catalyst for job gains, adding over 41,000 jobs during this period, for an impressive growth rate of 8.9 percent. Transportation equipment manufacturing alone accounted for one-third of these job additions.

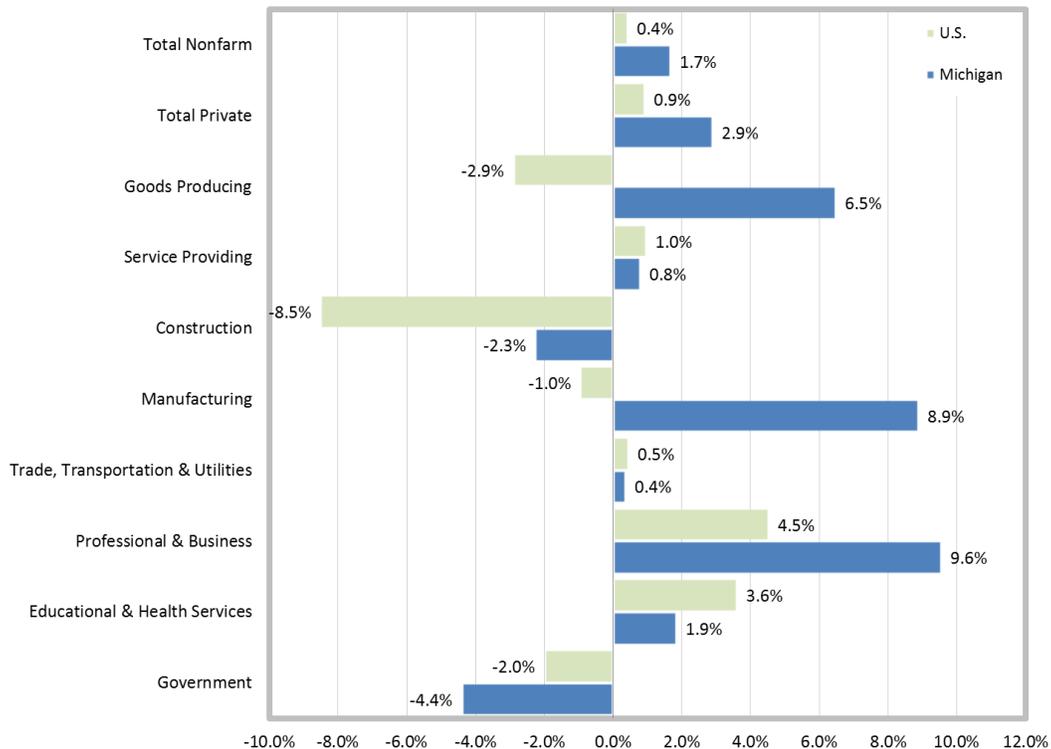
Another high-growth sector was professional and business services, which added nearly 48,000 jobs (+9.6 percent). This diverse sector contains many of the information technology jobs and technical positions, which are so desirable to Michigan. These “knowledge jobs” can create innovation in the state and are high-education, high-wage positions. Additionally, jobs in the professional and business

service sector have been promoted by the recovery in the Michigan manufacturing sector, as firms utilize temporary help and staffing agencies to fill labor supply needs.

Private educational and health services contributed to the state’s job growth as well, though at a more moderate pace than had been the case earlier in the decade. Employment here grew by 1.9 percent between 2009 and 2011, adding 11,300 new jobs to Michigan’s total during that time. The financial activities sector was able to overcome real estate-related struggles and weakened demand in commercial banking to also post a modest gain in the short term.

Although payroll jobs are beginning to show signs of a rebound overall, weakness remains in Michigan’s construction, retail trade and leisure and hospitality industries. Construction jobs fell 2.3 percent, as the lingering effects of the housing crisis and the tightening of loanable funds precluded any type of major rebound among residential building contractors and specialty trades. Jobs in retail trade and leisure and hospitality, meanwhile, each fell by 1.2 percent in the last two years as consumer demand remained low due to general economic conditions and uncertainty. These two sectors are heavily reliant on discretionary spending from workers in higher-wage industries and are typically slower to see post-recessionary job recoveries.

Figure 5: Percent Change of Total Payroll Jobs in Michigan and US, 2009 to 2011



Michigan’s short-term job gains compare favorably with the U.S. overall, with statewide job growth measuring four times the national average between 2009 and 2011. Job growth performance in the private sector also was more substantial in Michigan, as private jobs grew 2.9 percent overall compared to 0.9 percent nationally. This was due solely to the short-term rebound of the state’s goods-producing sector, which grew locally by 6.5 percent while registering a decline in the U.S. overall in the past two years.

Manufacturing job growth was the key industry driving Michigan's outperformance of the nationwide average during this period. The sector's 8.9 percent gain locally was in stark contrast to the 1.0 percent loss in U.S. manufacturing, driven largely by the rebound of domestic automakers who account for a high share of Michigan's manufacturing sector. And while construction continues to struggle locally, nationwide losses registered four times the rate seen in Michigan in the last two years. Much of this is because many high-priced residential housing markets on the nation's east and west coasts experienced much more pronounced crashes, following more severe housing bubbles. These regions experienced inflated home values to a more significant degree than was observed throughout Michigan and much of the Midwest.

Statewide job performance was about the same as the national average among service-providing industries, with each area posting roughly a one percent employment gain in the past two years. Though Michigan's professional and business service sector grew twice as fast as the nation's during this period, government jobs fell more sharply within the state. Local governments and K-12 school districts across Michigan in particular have struggled notably with declining revenue and have been forced to meet annual budgets through layoffs and worker concessions in recent years.

Industries and Occupations Projected to Grow and/or Decline:

Michigan's economy and labor markets struggled significantly during the most recent recession, which lasted from December 2007 through June 2009. Three years later, some renewed optimism is reflected in the state's short-term and long-term employment forecasts. Short-term projections call for job growth, most notably in manufacturing. Long-term forecasts show anticipated job expansion in healthcare, but do not call for employment gains in manufacturing. These job movements will have major implications for the Michigan labor market. Certain occupations will see demand swell in the short-term and in the long-term, while others will see more limited employment opportunities.

- Following several consecutive years of job losses due to the national recession and the troubled domestic auto industry, several manufacturing industries are displayed in Figure 6, and are expected to see some short-term job growth as manufacturers ramp up production to meet pent-up consumer demand.
- In fact, manufacturing and supporting industries dominate the short-term industry forecasts in terms of jobs growth, pushing otherwise impressive performers like healthcare, professional services, and construction further down the list.
- However, according to long-term forecasts, manufacturing's short-term job growth may be temporary. Several manufacturing industries in Figure 7 are expected to shrink over the decade. Other industries losing jobs include the postal service, gasoline stations, and printing and related activities.
- While manufacturing's impressive short-term job prospects overshadow growth in other sectors, it is important to note that several other industries are expected to post short-term job gains. These include hospitals and nursing and residential care facilities, insurance carriers and banks, and heavy construction and contractors, which will post short-term job growth, reflecting the reach of Michigan's economic upturn.

- Short-term occupational job gains are expected in computer and mathematical occupations as well as some production occupations. Computer and mathematical occupations expected to see short-term gains include: industrial engineers, computer specialists and computer systems analysts. With growth in manufacturing, several production-related occupations are anticipated to grow, including metal workers and plastic workers, inspectors, testers, sorters, samplers, and weighers, assemblers and fabricators, welders, and machinists.
- Not all occupations are expected to see job expansion in the short-term. In fact, some service occupations will see fewer jobs in the next year. Many of these are related to government functions, like postal workers, firefighters, and supervisors of police and detectives.
- In the long-term, many healthcare occupations will see growth, including home health aides, registered nurses, medical assistants, pharmacy technicians, physical therapists, dental assistants, and dental hygienists. In addition, long-term projections call for new employment opportunities in the Information technology occupations like network systems and data communications analysts and computer software engineers. Other growing occupations, as well as declining occupations are displayed in Figure 9.

• **Figure 6: Michigan Short-Term Industry Forecasts - 2nd Qtr. 2011 to 2nd Qtr. 2013**

Growing Industries	Declining Industries
Primary Metal Manufacturing	Apparel Manufacturing
Accommodation	Nonmetallic Mineral Product Manufacturing
Administrative and Support Services	Petroleum and Coal Products Manufacturing
Machinery Manufacturing	Clothing and Clothing Accessories Stores
Merchant Wholesalers, Durable Goods	Textile Product Mills
Computer and Electronic Product Manufacturing	Miscellaneous Manufacturing
Transit and Ground Passenger Transport	Food and Beverage Stores
Furniture and Related Product Manufacturing	Paper Manufacturing
Warehousing and Storage	Leather and Allied Product Manufacturing
Fabricated Metal Product Manufacturing	Rental and Leasing Services
Motor Vehicle and Parts Dealers	Local Government, Excluding Education and Hospitals
Insurance Carriers and Related Activities	Postal Service
Transportation Equipment Manufacturing	Utilities

Figure 7: Michigan Long-Term Industry Forecasts – 2008 to 2018

Growing Industries	Declining Industries
Ambulatory Health Care Services	Electrical Equipment, Appliance, and Component Manufacturing
Administrative and Support Services	Postal Service
Nursing and Residential Care Facilities	Fabricated Metal Product Manufacturing
Religious, Grant making, Civic, Professional, and Similar Organizations	Computer and Electronic Product Manufacturing
Miscellaneous Manufacturing	Machinery Manufacturing
Hospitals	Transportation Equipment Manufacturing
Health and Personal Care Stores	Gasoline Stations
Transit and Ground Passenger Transport	Textile Product Mills
Scenic and Sightseeing Transportation	Printing and Related Support Activities
Internet Service Providers	Petroleum and Coal Products Manufacturing
Specialty Trade Contractors	Paper Manufacturing
Truck Transportation	Apparel Manufacturing

Figure 8: Michigan Short-Term Occupational Forecasts - 2nd Qtr. 2011 to 2nd Qtr. 2013

Growing Occupations	Declining Occupations
Home Health Aides	Fire Fighters
Industrial Machinery Mechanics	Postal Service Workers
Insurance Sales Agents	Sewing Machine Operators
Welders, Cutters, Solderers, and Brazers	Communications Equipment Operators
Machinists	File Clerks
Metal Workers and Plastic Workers	First-Line Supervisors/Managers of Police and Detectives
Inspectors, Testers, Sorters, Samplers, and Weighers	Switchboard Operators, Including Answering Service
Industrial Engineers	Ushers, Lobby Attendants, and Ticket Takers
Assemblers and Fabricators	Word Processors and Typists
Sales Representatives, Wholesale and Manufacturing	Parking Lot Attendants
Landscaping and Grounds-Keeping Workers	Stock Clerks and Order Fillers
Sales Representatives, Wholesale and Manufacturing	Computer Operators
Computer Specialists	Postal Service Clerks
Computer Systems Analysts	Vocational Education Teachers, Secondary School

Figure 9: Michigan Long-Term Occupational Forecasts – 2008 to 2018

Growing Occupations	Declining Occupations
Home Health Aides	Drilling and Boring Machine Tool Setters, Operators, and Tenders
Registered Nurses	Order Clerks
Network Systems and Data Communications Analysts	Lathe and Turning Machine Tool Setters, Operators, and Tenders
Medical Assistants	Postal Service Workers
Pharmacy Technicians	File Clerks
Computer Software Engineers, Applications	Photographic Processing Machine Operators
Personal and Home Care Aides	Machine Feeders and Offbearers
Fitness Trainers and Aerobics Instructors	Computer Operators
Physical Therapists	Forging Machine Setters, Operators, and Tenders
Personal Financial Advisors	Meter Readers, Utilities
Dental Assistants	Multiple Machine Tool Setters, Operators, and Tenders
Dental Hygienists	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters
Computer Software Engineers, Systems Software	Cutting, Punching, and Press Machine Setters, Operators, and Tenders
Accountants and Auditors	Milling and Planing Machine Setters, Operators, and Tenders
Licensed Practical and Licensed Vocational Nurses	Desktop Publishers
Human Resources, Training, and Labor Relations Specialists	Electrical and Electronic Equipment Assemblers
Computer Specialists	Paper Goods Machine Setters, Operators, and Tenders

Industries and Occupations with a Demand for Skilled Workers and Available Jobs, Both Today and Projected Over the Next Decade

Skilled industries will provide plenty of job opportunities for Michigan workers. An industry is considered a “skilled industry” if 55 percent of its workforce are in jobs that require at least one year or more of on-the-job training, postsecondary training, an Associate’s degree or above. Figure 10 identifies thirteen “skilled industries” in Michigan and the corresponding forecasted job growth to 2018. Michigan’s skilled industries are composed of diverse fields, but a large share of the employment is involved in the technical, education, medical, and construction sectors.

Figure 10: Michigan Industries with Above-Average Share of Skilled Jobs

Skilled Industry	Job Growth (2008 – 2018)
Professional, Scientific, and Technical Services	51,250
Educational Services	24,000
Hospitals	23,700
Specialty Trade Contractors	8,975
Management of Companies and Enterprises	2,450
Insurance Carriers and Related Activities	2,225
Construction of Buildings	2,175
Securities, Commodity Contracts, and Other Financial Investments and Related Activities	1,925
Internet Service Providers, Web Search Portals, and Data Processing Services	1,150
Repair and Maintenance	1,075
Air Transportation	875
Funds, Trusts, and Other Financial Vehicles	275
Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	175

Source: MI-Department of Technology, Management and Budget, Bureau of Labor Market Information & Strategic Initiatives

Overall, skilled industries will remarkably outperform the forecasted statewide growth of 5.6 percent.

Between 2008 and 2018, employment in skilled industries is projected to expand by 122,200 or 14.5 percent. The top three largest “skilled industries”: educational services; professional, scientific, and technical services; and hospitals, will account for approximately 82 percent of total job gains by skilled industries.

These diverse “skilled industries” will also create a significant number of job openings for a wide range of skilled occupations. Figure 11 provides a sample of skilled occupations that will be expected to grow faster than ten percent and provide a large number of job openings. Annually, these 20 occupations are forecasted to generate roughly 12,600 openings.

Figure 11: High-Demand Michigan Skilled Occupations

Skilled Occupation	Annual Job Openings
Registered Nurses	3,285
Nursing Aides, Orderlies, & Attendants	1,364
Accountants and Auditors	1,290
Licensed Practical & Licensed Vocational Nurses	946
Industrial Engineers	774
Computer System Analysts	593
Network Systems & Data Communication Analysts	495
Dental Hygienists	385
Public Relation Specialists	365
Market Research Analysts	345
Fitness Trainers & Aerobics Instructors	337
Computer Software Engineers-Applications	315
Heating/Air Cond/Refrigerator Mechanics/Installers	313
Network & Computer System Administrators	310
Physical Therapists	270
Training & Development Specialists	256
Computer Software Engineers-Systems Software	250
Personal Financial Advisors	230
Civil Engineers	230
Compliance Officer, Except Ag/Con/Hlth/Sft/Tr	201

Source: MI-Department of Technology, Management and Budget, Bureau of Labor Market Information & Strategic Initiatives

Occupational groups that are highly represented in this list are: Health Care, Computer and Mathematical, and Business and Financial.

- Healthcare occupations are expected to produce the greatest number of annual job openings with registered nurses (+3,285) and nursing aides, orderlies, & attendants (+1,364) leading the growth. The demand for health care services will continue to increase due to the aging population, resulting in a large number of openings for several health care occupations.
- Seven occupations in the above table are related to computers or engineering. Technology has become an integral part of the daily operations in the workplace; therefore, workers with technical knowledge and skills to operate computers, design software, and analyze databases have a bright job outlook.
- Accountants and auditors and personal financial advisors will contribute a significant number of job openings as finance continues to play an important role in both business and personal activities.

Jobs/Occupations Critical to the State's Economy

To be successful, Michigan's economy will need to support high-demand, high-wage jobs in key state sectors. These jobs are critical because of their long-term growth potential and the income they generate. Figure 12 outlines some examples of key occupations that have a positive long-term job outlook, a significant number of annual job openings, and high-wage rates.

- Most of the 25 occupations listed in Figure 12 are concentrated in a handful of occupational categories including: healthcare practitioners and technical occupations, information technology occupations, architecture and engineering occupations, and business and financial occupations.
- Together, these occupations are expected to generate nearly 60,000 new positions by 2018, registering an average growth rate of 18.3 percent. The highest employment growth rate among these occupations is expected for personal financial advisors, while the lowest but still significant, rate of job gain is expected for computer and information systems managers.
- Each year these occupations should generate 12,000 openings, due to growth and the need to replace existing workers. Among the high-demand, high-wage occupations in Figure 12, registered nurses will generate the most annual openings while physicians' assistants will generate the fewest.
- Wages for these 25 occupations range from \$42,300 for Licensed practical nurses to more than \$175,000 for family and general practitioners. The occupations with the lowest pay, licensed practical nurses and heating, air conditioning, and refrigeration mechanics, each require postsecondary vocational training, while the highest paying occupations require a bachelor's degree or higher.
- The occupations listed in Figure 12 require considerable effort by workers to improve their skills through a combination of higher education or significant on-the-job training. Of the occupations listed, 15 require a bachelor's degree, 3 require a master's degree, 3 require a professional degree, 2 require an associate's degree, and 2 require vocational training.

Figure 12: Michigan High-Demand, High-Wage Occupations

Occupation	Employment 2008	Employment 2018	Numeric Change	Percent Change	Annual Openings	Average Wage
Registered Nurses	87,250	104,860	17,610	20.2	3,285	\$ 31.46
Physical Therapists	6,980	8,850	1,870	26.7	270	\$ 36.11
Accountants and Auditors	38,200	44,640	6,440	16.9	1,290	\$ 32.69
Family and General Practitioners	5,350	6,340	990	18.6	193	\$ 85.86
Industrial Engineers	19,980	22,620	2,640	13.2	774	\$ 38.02
Physician Assistants	3,060	3,960	900	29.2	145	\$ 41.72
Dental Hygienists	8,870	10,900	2,030	23.0	385	\$ 28.99
Civil Engineers	6,240	7,490	1,250	20.0	230	\$ 35.78
Medical and Health Services Managers	9,560	10,860	1,300	13.6	312	\$ 42.71
Computer Software Engineers, Systems Software	7,730	9,580	1,850	23.9	250	\$ 39.89
Computer Software Engineers, Applications	9,530	11,890	2,360	24.7	315	\$ 38.72
Compliance Officers, Except Agriculture, Construct	5,680	7,080	1,400	24.6	201	\$ 31.64
Sales Managers	10,860	12,030	1,170	10.8	351	\$ 52.03
Pharmacists	8,430	9,390	960	11.4	283	\$ 54.38
Personal Financial Advisors	5,650	7,340	1,690	29.9	230	\$ 39.41
Logisticians	5,540	6,330	790	14.3	202	\$ 38.28
Computer Systems Analysts	15,980	18,470	2,490	15.5	593	\$ 38.38
Occupational Therapists	4,290	5,290	1,000	23.3	178	\$ 31.51
Financial Analysts	5,650	6,520	870	15.4	190	\$ 35.14
Public Relations Specialists	8,890	10,430	1,540	17.4	365	\$ 27.55
Computer and Information Systems Managers	7,670	8,480	810	10.6	206	\$ 50.72
Cost Estimators	7,240	8,300	1,060	14.6	266	\$ 28.53
Licensed Practical and Licensed Vocational Nurses	19,310	22,730	3,420	17.7	946	\$ 20.34
Medical and Public Health Social Workers	6,220	7,280	1,060	17.0	262	\$ 24.60
Heating, Air Conditioning, and Refrigeration Mechanics	8,760	10,480	1,720	19.6	313	\$ 22.54

Skill needs for Available, Critical and Projected Jobs

As noted above, many of Michigan’s high-demand, high-wage occupations are concentrated in a handful of occupational categories including: healthcare practitioners and technical, information technology, architecture and engineering, and businesses and financial occupations. It is critical to understand what knowledge, skills, and abilities and what tools and technologies and certifications are expected of successful job candidates in these occupations.

- These occupations all require a solid foundation in the basic skills, such as reading, communication, math, and cognitive abilities that influence the acquisition and application of knowledge in problem solving. Most will require active learning and critical thinking skills. In addition, these occupations require workers to possess technical skills and knowledge related to their specific occupational discipline, to master certain tools and technologies, and even achieve particular certifications.

Healthcare Practitioner and Technical Occupations

- Knowledge of the information and techniques needed to diagnose and treat human injuries and diseases are important in all critical healthcare occupations. This includes knowledge of symptoms, treatment alternatives, drug properties and interactions, and preventive healthcare measures.

Knowledge, Skills, and Abilities

Knowledge	Skills	Abilities
Medicine & Dentistry	Active Listening	Problem Sensitivity
Biology	Reading Comprehension	Oral Comprehension
Customer & Personal Service	Speaking	Oral Expression
English Language	Critical Thinking	Deductive Reasoning
Psychology	Monitoring	Inductive Reasoning

- Tools and technologies related to healthcare occupations include several that ensure quality in the delivery of health services, as well as increasing efficiencies in delivery of care, such as electronic medical records and time management.
- There are many certifications in healthcare occupations as many careers involve licensure. Beyond occupational-specific requirements, important certifications are concentrated in particular areas of patient care.

Tools and Technologies and Certifications

Tools and Technologies	Certifications
Quality Assurance	Basic Life Support
Patient Electronic Medical Records	Certification in Cardiopulmonary Resuscitation
Microsoft Office	Advanced Cardiac Life Support
Time Management	Pediatric Advanced Life Support
Quality Control	Nurse Administration

Information Technology Occupations

- These positions require an important mix of technical, business, and problem solving skills. Information technology jobs require knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming. Design and systems analysis skills are also vital.
- Abilities for these occupations are typically related to computer usage and programming. For example, job seekers should have the ability for mathematical reasoning, number facility, and deductive reasoning.

Knowledge, Skills, and Abilities

Knowledge	Skills	Abilities
Computer & Electronics	Active Learning	Mathematical Reasoning
Customer & Personal Service	Reading Comprehension	Number Facility
Mathematics	Complex Problem Solving	Oral Comprehension
English Language	Critical Thinking	Problem Sensitivity
Design	Troubleshooting	Deductive Reasoning

Tools and Technologies and Certifications

- Computer occupations have a number of technologies associated with them. Depending on the occupation, individuals employed in these occupations will need to know everything from traditional software packages to advanced computer programming languages, like SQL, Java, and Linux.
- Similarly, there are numerous certifications associated with computer occupations. Often, certifications are specific to some software package or technology, like the Cisco Network Associate certification. In other instances, certifications are more general, like Project Management Professional. These and other certifications, for Information Technology occupations are listed below.

Tools and Technologies	Certifications
Structured Query Language (SQL)	Web Services
Project Management	Top Secret Sensitive Compartmented Information
Software development	Project Management Professional (PMP)
Oracle Java	Certified Information Systems
Linux	Cisco Network Associate (CCNA)

Architecture and Engineering Occupations

Knowledge, Skills, and Abilities

- Architecture and engineering occupations are both technical but also practical, so they require a mix of knowledge, skills, and abilities. Mechanical applications, mathematics, and the laws of physics, are among the most important areas of knowledge for this category of occupations.

- Skills needed involve making decisions after analyzing tremendous volumes of data and mathematical information. Leading skills are complex problem solving, critical thinking, and judgment and decision making.

Knowledge	Skills	Abilities
Engineering and Technology	Complex Problem Solving	Information Ordering
Design	Critical Thinking	Mathematical Reasoning
Mechanical	Active Listening	Deductive Reasoning
Mathematics	Judgment and Decision Making	Visualization
Physics	Operations Analysis	Written Communication

Tools, Technologies and Certifications

- Many architecture and engineering occupations are expected to employ tools and technologies targeted at improving quality and reducing defects or inefficiencies, like Quality Assurance and Six Sigma, aimed at quality improvement.
- Similarly, certification for Engineers and other occupations in the category are also concentrated in quality improvement. In addition, some certifications deal with standards, like certifications in ANSI or NEC and Environmental Protection Agency standards (EPA)

Tools and Technologies	Certifications
Project Management	Accreditation Board for Engineering and Technology (Adult Basic Education)
Microsoft Office	American National Standards (ANSI)
Product development	American Society for Quality (ASQ)
Quality Assurance (QA)	National Electrical Code (NEC)
Six Sigma	EPA standards (EPA)

Business and Financial Occupations

Occupations found in this category will require workers to possess skills such as communication, critical thinking, and time management. These workers must also be able to establish and maintain cooperative working relationships with others, have knowledge of economic and accounting principles and practices, the financial markets, banking, analysis and reporting of financial data.

Knowledge, Skills, and Abilities

Knowledge	Skills	Abilities
Mathematics	Mathematics	Oral Comprehension
Economics and Accounting	Active Listening	Written Comprehension
Customer & Personal Service	Critical Thinking	Problem Sensitivity
English Language	Judgment & Decision Making	Deductive Reasoning
Personal & Human Resources	Reading Comprehension	Information Ordering

Tools, Technologies and Certifications

- Most of the occupations in this category will need to use office productivity software like Microsoft Office for documents, spreadsheets, publications, and database administration.
- In addition to productivity software, many tools and technologies for Business and financial occupations involve risk management and even technical proficiencies, like Generally Accepted Accounting Principles.
- A large number of certifications in this area are occupation specific, like Certified Public Accountant and Series 7, which allow an individual to practice their trade in conformity with state and federal licensure requirements.

Tools and Technologies	Certifications
Microsoft Office	Certified Public Accountant (CPA)
Business development	Financial Industry Regulatory Authority (FIRA)
Risk Management	Certified Internal Auditor (CIA)
Project management	General Securities Representative Exam (Series 7)
Generally Accepted Accounting Principles (GAAP)	Chartered Financial Analyst (CFA)

Current and Projected Demographics of Available Labor Pool (Including Incumbent Workforce)

The Michigan workforce is not static. There are major variations by gender, race, and age in workforce indicators, such as the labor force status, industry and occupational distribution, and full and part-time employment trends. These variations are important because they have implications for successful directing of workforce strategies that address talent improvement and matching for unemployed and under-employed citizens, older workers, ex-offenders, disabled, and homeless individuals.

Labor Force Status

- Jobless rates in Michigan are consistently higher for men (11.6 percent) than women (8.8 percent) (2011 averages).
- The unemployment rate among men spiked higher during the most recent recession, but also dropped more substantially over the last two years. From 2008 to 2009, the Michigan adult male jobless rate jumped upward by 7.0 percentage points, while the adult female rate rose by 3.2 percentage points. From 2009 to 2011, the adult male rate fell by 4.4 percentage points, compared to a smaller 1.8 percentage point decline for women.
- Jobless rates for African Americans (20.1 percent) are about double the average for all workers.

Unemployment rates in Michigan are generally inversely correlated with age. The younger the age group, the higher the jobless rate. Jobless rates ranged from 24.2 percent for youth (16-19), and 15.3 percent for young adults (20-24 years of age), to 7.0 percent for persons age 55-64.

Keeping our youth – our future – here is one of the Governor’s key actions to reinvent Michigan. To positively impact this labor trend, the State has strategically invested funding into initiatives targeting youth, including the Southeast Michigan Talent Enhancement Program, which provides integrated hands-on-training and academic learning to educate youth in the high demand fields of advanced manufacturing, engineering, and information technology. Additional information regarding this initiative is found in the Operational Plan under Section III – Services to State Target Populations.

- African American men experience the most persistent and widespread high rates of joblessness. Jobless rates for African American men hit 22.5 percent in 2011.
- Jobless rates tend to be lower for persons with higher levels of educational attainment. Jobless rates were high in Michigan in 2011 for persons without a high school diploma (20.2 percent) and for persons with just a high school degree (15.8 percent). Lower unemployment rates were recorded by persons with some college or an associate’s degree (10.8 percent); persons with a bachelor’s degree and above (5.3 percent).

Specific re-employment services, based on labor force statistics, are described in further detail under Section III, Services to State Target Populations – Please refer to the sections on Unemployment Insurance Claimants, Dislocated Workers, Adult Education, the Detroit Registered Apprenticeship Pilot Program, Youth, the Southeast Michigan Talent Enhancement Program, and Earn & Learn for examples of programs or services targeted specifically for unemployed individuals.

Industry and Occupational Distribution

- The manufacturing sector is male-dominated, with men accounting for nearly 75 percent of the Michigan manufacturing workforce.
- Over 60 percent of employed women are concentrated in just three industry sectors; and these sectors comprise only about a third of employed men:
 - Educational and health care services,
 - Wholesale and retail trade, and
 - Leisure and hospitality.
- A slightly higher share of women (39 percent) in Michigan, work in managerial and professional occupations, than do men (36 percent).
- The top occupations in Michigan for women are management and professional, service, office and administrative support jobs. Men are primarily employed in management and professional, service, and construction and maintenance positions.

Full versus Part-Time Employment

- The recent economic recession pushed up the share of men and women working part-time (less than 35 hours per week). During 2010, 37 percent of females in Michigan were part-time workers, versus 24 percent of males.

- 59 percent of all Michigan part-time workers were women.
- Nearly one-quarter of Michigan workers in 2011 who work part-time would prefer to work full-time. This share has continued to rise as the availability of jobs has declined. In 2007, prior to the national recession, only 16 percent of persons working part-time in Michigan indicated they preferred full-time work.

Services are described in further detail under Section III, Services to State Target Populations – Please refer to the sections on displaced homemakers, low income, and public assistance for examples of programs or services targeted specifically for this population.

Long-Term Unemployed

- Half of Michigan unemployed workers were considered long-term unemployed (27 weeks or more) in 2011, significantly higher than the share prior to the national recession. In fact, from June 2011-March 2012, about 157,000 unemployed workers in Michigan had been out of work for over one year.

These individual have a proven work history, but lack the necessary skills that employers require due to their extended absence from the workforce and their tie to industries that are no longer in demand. Services for this population are described in further detail under Section III, Services to State Target Populations – Please refer to the sections on Unemployment Insurance Claimants, Dislocated Workers, the Detroit Registered Apprenticeship Pilot Program for examples of programs or services targeted specifically to the long-term unemployed.

Disability

According to the U.S. Bureau of Labor Statistics, in 2011 the U.S. unemployment rate for persons with a disability was 15.0 percent, compared with 8.7 percent for persons with no disability. The employment-to-population ratio for persons with a disability was just 17.8 percent, compared with 63.6 percent for persons with no disability.

Services are described in further detail under Section III, Services to State Target Populations – Please refer to the section on Individuals with Disabilities for examples of programs and services targeted specifically to this population.

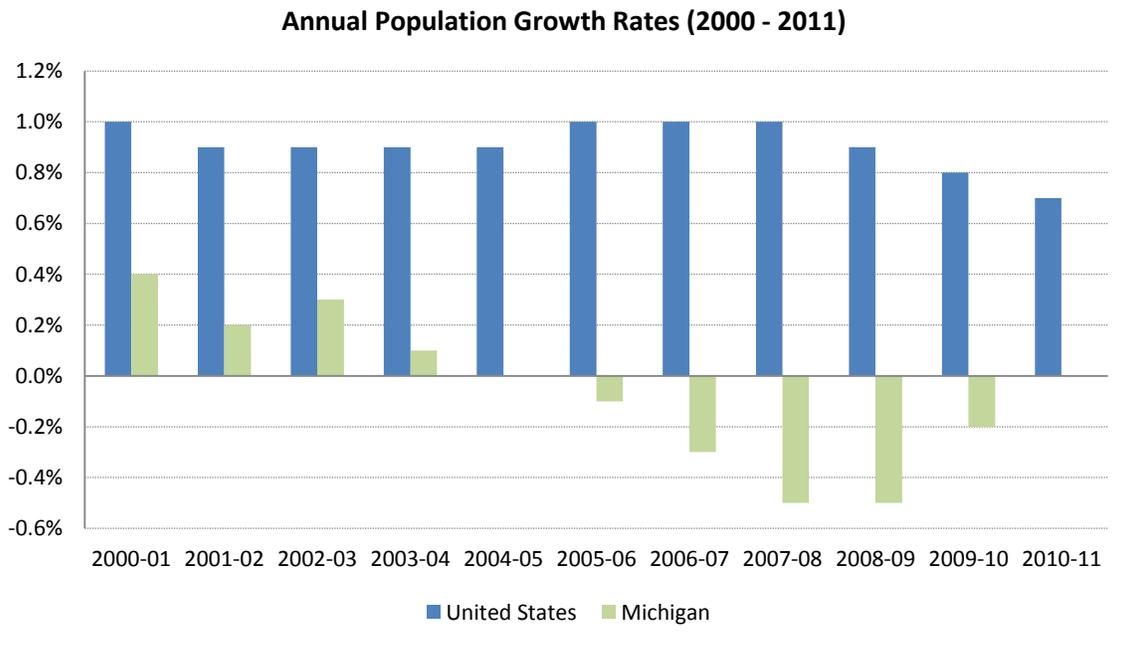
“In-migration” and “Out-Migration” Impacting the Labor Pool

As of July 2011, the U.S. Census Bureau estimated Michigan’s population at 9.9 million. Since 2001, Michigan’s population has decreased by 1.2 percent or 115,000. In contrast, the United States population has shown an impressive growth rate of 9.3 percent.

Michigan was one of only two states that experienced population cuts over the ten year period. Rhode Island displayed a smaller reduction of -0.6 percent. On the other end, population in twenty states posted double-digit growth rates. The top five fastest growing states: Idaho (+20.1 percent); Texas (+20.4 percent); Arizona (+22.9 percent); Utah (+23.4 percent); and Nevada (+29.8 percent); each posted a population gain of at least 20 percent.

MichAGAIN is a recruitment program that attracts highly educated talent back to Michigan, and is described in further detail under Section III, State Strategies – Talent Recruitment and Attraction.

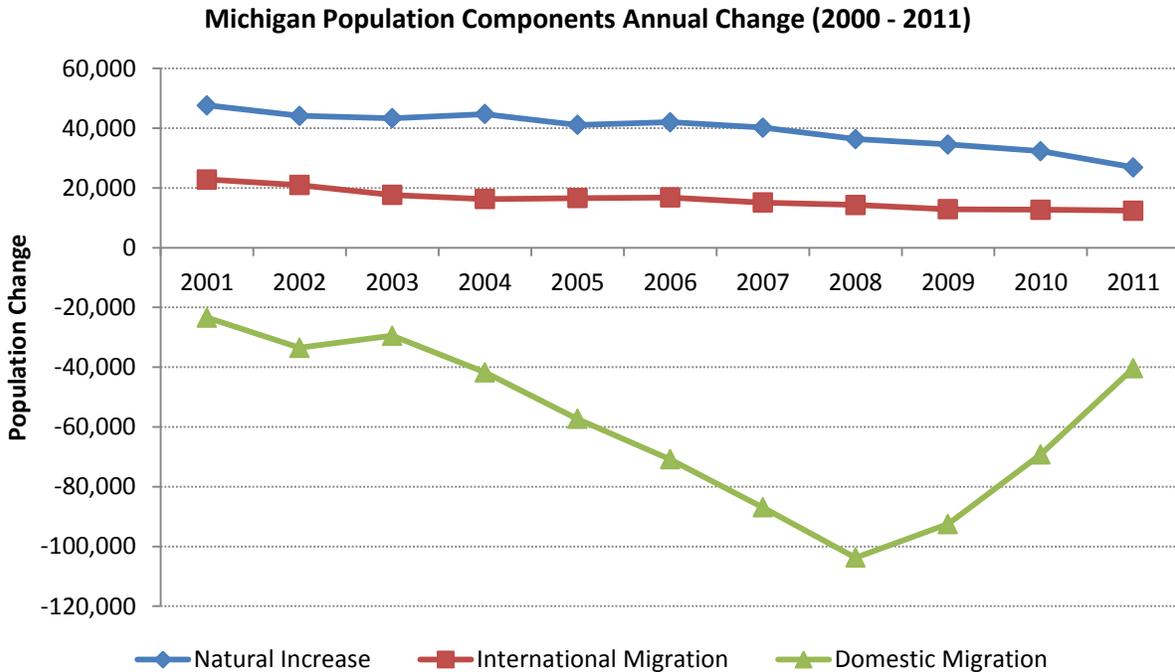
Figure 13: Annual Michigan Population Growth Rates



Source: U.S. Census Bureau, Population Division

Beginning in 2005, Michigan’s total population has been decreasing annually. The largest annual population decline occurred between 2007 and 2008, with an over-the-year loss of nearly 55,000. Since then, the annual population decrease has gradually moderated. In 2011, the statewide population remained steady over the year, inching down by less than 1,000.

Figure 14: Michigan Components of Population Change 2000 – 2011



Source: U.S. Census Bureau, Population Division

Figure 14 illustrates that both natural population growth (births minus deaths) and international migration have contributed positively to the statewide population. However, population additions from these sources have been declining in recent years. For the first half of the decade, natural population growth averaged about 44,000 per year. This average dropped to 37,000 during the latter half of the decade. The same trend occurred for international migration. From 2005 to 2010, Michigan added about 14,000 persons per year from international migration, notably lower than the 19,000 per year the state averaged during the first half of the decade.

On the other hand, domestic migration has been negatively impacting Michigan’s population throughout the decade. Between 2007 and 2008, Michigan recorded its largest annual domestic out-migration of 104,000. Since 2008, the number of people moving to other states has abated, but domestic migration still reduced the statewide population by 40,000 in 2011.

Figure 15: Demographics of the Domestic Out-Migration of Michigan’s Population (2009 to 2010)

Domestic Geographic Mobility by Education - Michigan Population: 25 Years and over (2009 to 2010)			Domestic Geographic Mobility by Income - Michigan Population: 15 Years and over (2009 to 2010)		
	<u>Number</u>	<u>% of Total</u>		<u>Number</u>	<u>% of Total</u>
Total	-39,382	100.0%	Total	-54,864	100.0%
Less than high school graduate	-297	0.8%	No income	-4,337	7.9%
High school graduate (includes General Equivalency Diploma)	-6,848	17.4%	With income:	-50,527	92.1%
Some college or associate's degree	-13,966	35.5%	\$1 to \$9,999 or less	-10,191	18.6%
Bachelor's degree	-9,730	24.7%	\$10,000 to \$14,999	-5,903	10.8%
Graduate or professional degree	-8,541	21.7%	\$15,000 to \$24,999	-10,680	19.5%
			\$25,000 to \$34,999	-7,701	14.0%
			\$35,000 to \$49,999	-7,493	13.7%
			\$50,000 to \$64,999	-3,271	6.0%
			\$65,000 to \$74,999	-2,114	3.9%
			\$75,000 or more	-3,174	5.8%
Domestic Geographic Mobility by Age - Michigan All Ages (2009 to 2010)					
	<u>Number</u>	<u>% of Total</u>			
Total	-62,058	100.0%			
1 to 4 years	-1,858	3.0%			
5 to 17 years	-7,398	11.9%			
18 to 24 years	-13,420	21.6%			
25 to 34 years	-16,626	26.8%			
35 to 44 years	-4,487	7.2%			
45 to 54 years	-3,506	5.6%			
55 to 64 years	-7,544	12.2%			
65 to 74 years	-6,161	9.9%			
75 years and over	-1,058	1.7%			

Source: U.S. Census Bureau, 2010 American Community Survey, 1-Year Estimates

Domestic migration affected virtually all population sub-groups, but the impact on certain population segments has been more pronounced. Figure 15 provides breakdowns for educational attainment, age, and income levels of the domestic out-migration experienced in Michigan between 2009 and 2010.

- Persons with some form of postsecondary education were more mobile than those with only a high school degree or less. Individuals with postsecondary education and training comprised 82 percent of domestic out-migration.
- The state’s younger population cohorts also exhibited significant declines. About half of total domestic out-migration stemmed from individuals between the ages of 18 and 34.
- Domestic out-migration was more prevalent for those with an annual income less than \$50,000. Higher income earners (annual income of \$50,000 or more) only represented 15.6 percent of domestic out-migration.

The migration patterns discussed above will greatly influence the state’s labor pool. These demographic shifts will have implications on the future productivity of Michigan’s labor force.

Between 2001 and 2011, Michigan’s labor force has fallen by 486,000 or 9.4 percent. Out-migration and reduced rates of labor force participation were the two primary factors behind this

decline. The poor economic condition in the state during most of the decade not only contributed to a declining population, but also a shrinking labor force.

As Michigan's economy recovers, population reductions have abated in recent years, but the state still faces challenging times ahead as it addresses the repercussions from the population loss that has already occurred.

Current and Projected Skill Gaps

The Skills-Based Employment Projections System was used to provide an analysis of Michigan's projected skills gaps. The system is used to create a Skills Gap Index. The system links occupational forecasts with O*NET (nation's primary source of occupational information) skills and knowledge information. The system translates the employment forecasts from information on job titles to information on demand for specific skill and knowledge sets.

This tool assigns employment only to those job requirements that are at least either moderately important or required for the performance of an O*NET occupation. The skills gap index is created for each job requirement. It is a standardized measure of the difference (gap) between the current supply and projected demand, and is calculated in four steps:

- 1) Skill Weight: The proportion of the total current labor supply meeting specific job requirement criteria. It is calculated as the job requirement base-year employment divided by total base-year employment.
- 2) Skill Weight Percent Change: Employment change across the projection horizon, weighted by the percentage of total base-year employment.
- 3) Skill Weight Rank: A rank score, of Skill Weight Percent Change, within a job requirement set.
- 4) Skill Gap Index: The Skill Weight Rank is standardized from 1 to 100.

The analysis provides a means of displaying a score to represent the difference between the current and projected demand for skills. All descriptors displayed below registered a Gap Index of 75-100. Three skill areas are illustrated: knowledge, skills, and generalized work activities.

The **Highest Knowledge Gaps**, comparing Michigan's current and projected job demand, are in the areas of:

- Customer and Personal Service,
- English Language,
- Education and Training,
- Psychology,
- Mathematics,
- Clerical,
- Computers and Electronics,
- Medicine and Dentistry, and
- Administration and Management.

The **Highest Skill Gaps**, comparing Michigan's current and projected job demand, are in the areas of:

- Reading Comprehension,
- Active Listening,
- Critical Thinking,
- Speaking,
- Active Learning,
- Coordination,
- Writing,
- Monitoring, and
- Time Management.

The **Highest Generalized Work Activity Gaps**, comparing Michigan's current and projected job demand, are in the areas of:

- Establishing and maintaining interpersonal relationships,
- Organizing, planning and prioritizing work,
- Identifying objects, actions, and events,
- Updating and using job-relevant knowledge,
- Making decisions and solving problems,
- Getting information needed to do the job,
- Monitoring processes, materials, or surroundings,
- Communicating with supervisors, peers, or subordinates,
- Processing information,
- Working directly with the public, and
- Assisting and caring for others.

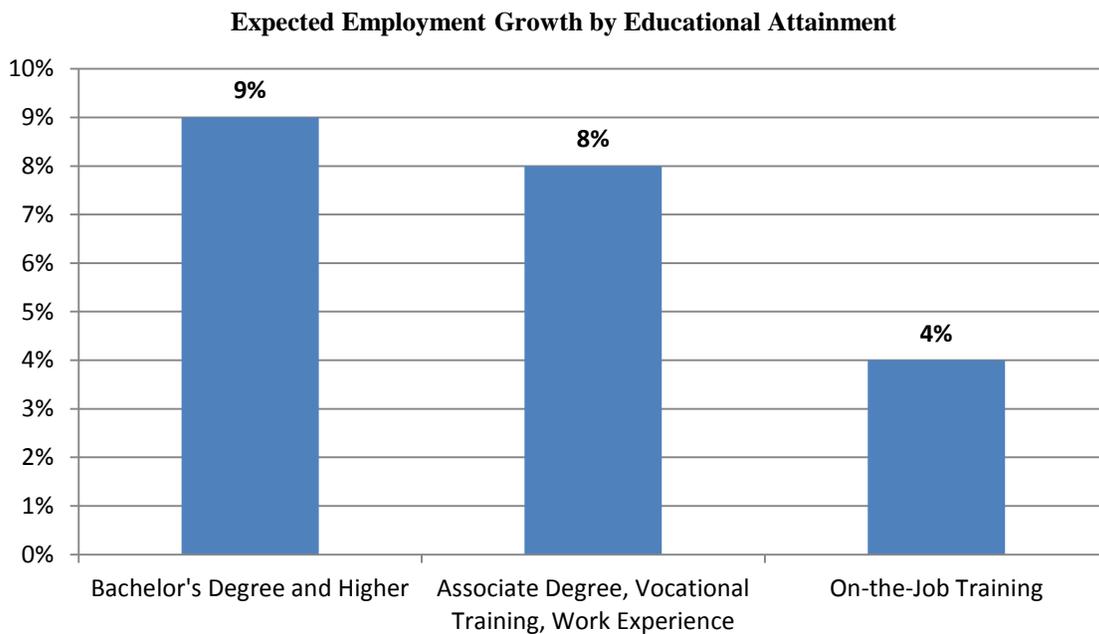
These results help demonstrate how Michigan's future workforce will need to evolve in terms of skill and knowledge requirements in order to meet the labor supply needs of future high-demand occupations. In keeping with Governor Snyder's vision of a demand-driven workforce system, the Workforce Development Agency is addressing knowledge gaps, skill gaps, and work activity gaps by employing several strategies to boost the educational and skill levels of workers; foster collaboration between employers, workers and training providers; and matching our unemployed population with available vacancies. Examples of these strategies include the continuing implementation of a demand-driven workforce development system through the Michigan Industry Cluster Approach, identification of training that meets industry demand and results in industry-recognized credentials, the development of Community Ventures to assist the structurally unemployed by providing assistance and employment to Michigan's low-skilled population, and the promotion of youth entrepreneurship as an option for K-12. These strategies are further described in the State's Operational Plan.

These measures appear to be in alignment with the skill needs of projected occupations. For example, high future job demand is expected in Michigan for registered nurses. Among the most important knowledge requirements for registered nurses are five of the nine knowledge gap areas listed above, including Customer and Personal Service, English Language, Education and Training, Psychology, and Mathematics. Additionally, registered nurses place high in

importance on six of the nine skill gap areas listed above and seven of the top eleven generalized work activity gaps.

Michigan’s workforce will also need to meet the educational requirements for future demand jobs as well. Each year, Michigan employers will generate over 8,000 new jobs requiring a bachelor’s degree or higher and nearly 6,000 new positions requiring an associate’s degree or vocational training. Employment growth from 2008 - 2018 in Michigan is forecast at 9 percent for occupations requiring a bachelor’s degree or higher, 8 percent for occupations requiring an associate’s degree, vocational training, or related work experience, and just 4 percent for jobs requiring on-the-job training.

Figure 16: Expected Employment Growth by Educational Attainment



Four major forces of change are affecting Michigan’s workers, families, companies and institutions:

- 1) **Greater Impact of Globalization:** Globalization means most Michigan employers must compete worldwide. To be a magnet for firms and individuals in a global world, Michigan must have quality of place and human capital to compete. While economic development is key to job creation, talent enhancement can also spur economic growth by enticing employers to locate or expand business. Both economic and workforce development must be symbiotic, one cannot occur without the other.
- 2) **Changing Demographics:** Michigan can expect no new net growth in its labor force through 2020 from its in-state population. Our overall population size is stagnant and the pool of adults in the workforce is aging. If we do not act, employers will continue to have difficulty filling jobs. To grow our economy, businesses need the right talent. Michigan’s current population and its foreign-born immigrants must be seen as strong workforce assets.

- 3) **Earnings Tied to Learning:** For some time in Michigan, high wages were available with relatively little formal education. Today, however, education levels are the most powerful determinant of a Michigan worker's earning and income levels.
- 4) **Less Secure Labor Markets:** For many years, Michigan workers experienced the archetype of conventional career patterns. Today, predictable career ladders, secure employment, and set retirements have eroded.

Michigan's workforce system must adapt to these forces if our economy is to thrive. By collaborating with employers, other state agencies, economic development, training providers, and other partners, the Workforce Development Agency is employing several strategies to boost the education/skill level of workers and matching Michigan's unemployed and low income population with available vacancies. Examples of these strategies, which are further outlined in the State Strategies Section of the plan include:

- **Michigan Industry Cluster Approach:** A demand-driven workforce system is Michigan's primary workforce development strategy, focusing on aligning all efforts – initiatives, programs, and funding – around industry clusters. The Michigan Industry Cluster Approach provides a coherent method for addressing local employer concerns about worker shortages, skill shortages, training mismatches, and other workforce challenges, including identifying needs that may be addressed by means other than occupational training. This includes work-related academic assessments, work-related assessment tools, training to upgrade basic work ethic, work readiness, and customer service, assistance with recruitment, and screening K-12 initiatives. As industry clusters are established at the local level, the focus of the workforce system shifts emphasis on talent issues to an industry basis, rather than a single employer at a time.
- **Talent Connect:** A new Web-based talent connector that brings together employers, educators, and talent. Talent Connect provides strategic tools for employers to help them identify and develop their talent base, and gives job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions. Talent Connect provides job seekers with the tools to make educated decisions concerning hiring, career choices, and other talent-related efforts, such as skills assessments, educational webinars, job leads, etc.
- **Talent-Based Job Creation and Entrepreneurship:** The Workforce Development Agency, Michigan Economic Development Corporation, local Michigan Works! Agencies and the Michigan Department of Human Services are developing a state-wide support network to assist the structurally unemployed. The effort, Community Ventures/Social Entrepreneurship, will be a resource for local communities and businesses seeking to establish worksites that provide assistance and employment to Michigan's low-skilled and hard-to-serve populations. The pilot, which is currently operating in four urban areas, will address the needs of the target population while restoring our cities, another key action of the Governor to reinvent Michigan.
- **Workforce Reforms:** Our customers are the employers and workforce partners who provide jobs to thousands of job seekers across Michigan. The Workforce Development Agency and Michigan Economic Development Corporation work in unison to enhance

the talent of our citizens and fuel Michigan's economic engine, under a single coordinated talent enhancement strategy. This strategy ensures that all of Michigan's citizens who participate in our workforce system have access to effective and efficient services.

State Strategies

In his special message on talent development, Governor Rick Snyder indicated that in Michigan, talent has surpassed other resources as the crucial element of economic growth. He also described the state of the workforce in Michigan by pointing to a gap between what the employers need to fill the jobs of today and tomorrow, and the skills that Michigan residents possess. "Job creators are finding it challenging to grow and develop without the right talent and job seekers are struggling to connect with the right opportunities that leverage their skills."

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, postsecondary education providers, and other partners with shared interests provides us with opportunities to leverage partner funds for services not funded under the WIA. Our workforce reforms are being implemented with innovation and efficiency in mind to deliver results-driven training and services in order to provide more and better jobs, keep our youth here, and revitalize our educational system.

Our talent enhancement strategy involves the alignment of economic development efforts at the Michigan Economic Development Agency with the 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, and 4) Talent-Based Job Creation and Entrepreneurship, along with the 5) Workforce System Reforms implemented by the Workforce Development Agency.

Talent Development

- **K-12 STEM:** Labor Market Information indicates that jobless rates go down as the level of educational attainment increases. Those with the highest jobless rate are individuals without a diploma. At the heart of talent development is the advancement of STEM education and training (i.e., science, technology, engineering and math). As part of the Governor's plan to reinvent Michigan, the revitalization of our educational system is a key action. Global competition drives companies to locate where there is an abundance of skilled workers. For Michigan, "skilled work" can involve credentials, certificates, two-year, four-year and advanced degrees that meet the needs of regional employers and attract new employers. However, the skill requirements for employment are becoming more sophisticated. We have a shortage of STEM talent, which includes everything from engineers to supply chain managers. Our new talent strategy will focus on more

effectively training our workforce to meet the needs of employers, which begins with a sound educational foundation in the area of STEM.

We will leverage funds, expand existing STEM programs, and create a centralized clearinghouse of STEM programs, information, and connections. We will also provide funding to expand STEM programs throughout the state. Our mission is to provide all students access to STEM programs that will get them excited about math and science, connect them to careers and mentorship opportunities, and prepare them to be successful in the knowledge economy. Through a competitive Request for Proposal process, ten grants, funded with non-federal funds in the amount of \$20,000 each, were awarded to Workforce Development Boards throughout the state. The grants provide their Education Advisory Groups the ability to expand current STEM programs in their regions. The grants should impact an estimated 19,192 students and six teachers over the next school year. Future activities will focus on regional approaches to ensure all partner groups are connected to the STEM initiatives.

The result of our STEM initiatives will be unparalleled opportunities for our children to be connected to innovative programs to engage them and guide them into careers of the future. This will prepare them for future career opportunities, so they will be able to contribute to the next generation of Michigan innovation. These programs will also ensure that our manufacturing and high technology companies have a best in class talent pipeline, so they can continue to grow and succeed in Michigan.

- **Career Inspiration/Mentoring Partnerships:** We will also provide career inspiration programs to ensure that every middle school student participates in a program to introduce careers, including mentoring, job shadowing, tours, interviews, etc. We will also create an E-connect tool that allows schools to connect with local employers to form a mentoring partnership with employees committed to spend a short period of time each week corresponding with students via e-mail. Teachers will guide and monitor the process, integrating the mentoring experience into class activities and into career exploration and awareness. Occasionally during the school year, mentors and students meet face-to-face at structured, school-sponsored events.
- **Michigan Shifting Gears:** Michigan Shifting Gears is a career-transition program designed to help seasoned professionals develop the skills and training to transition into small company work environments. This program includes an assessment, comprehensive classroom training, mentorship, coaching, small business simulation and internship with a startup within a 3 month window. By the end of this training the seasoned professional is transformed into a more adaptable professional with experiences, knowledge and skills that are desirable by small, growing and innovative companies.

With layoffs, pay cuts and increased job pressures hitting Michigan's seasoned professionals, many want to (or are forced) to start a new career. With opportunities opening up in small companies and startups, these professionals can bring their experience and knowledge and put it to good use. Michigan Shifting Gears allows us to retain some of Michigan's most talented workers and with this new experienced and inspired leadership in the small business pipeline we can build a solid foundation for job

creation, and in turn, create more and better job opportunities for individuals participating in workforce programs and receiving services through our Michigan Works! system.

- **Michigan Shifting Code**

Michigan Shifting Code is a new career-transition program designed to help people develop high demand software programming skills and to transition into new work environments. This program includes comprehensive classroom, mentorship coaching and internship training at a potential employer during a 2 - 3 month window. By the end of this training the participant has learned a new software programming language and has put his/her skills into practice.

Michigan Shifting Code specifically targets the skills gap of computer programmers for our high technology companies. Michigan suffers from a shortage of programmers, which stifles the growth potential of our high technology companies and our ability to bring additional high technology employers to our state. There are many employers that cannot find skilled talent to meet their needs and are willing to help train individuals to fill vacancies. Michigan Shifting Code will create an immediate pipeline of high demand programmers for our high technology companies.

Talent Recruitment & Attraction

Economic growth is dependent on welcoming the best and brightest talent to our state. Sometimes that means welcoming home former Michiganders and other times that means welcoming new global talent to our state and embracing their ideas and innovation - ideas and innovations that provide the basis for the creation of more and better jobs for Michigan, a key action of the Governor to reinvent Michigan. The following initiatives, which will help reinvent our state and create more and better jobs are supported with non-federal funds:

- **MichAGAIN:** MichAGAIN engages talent around the country with ties to Michigan to encourage them to return, and/or invest in their state. Through partnerships with organizations, universities, businesses, and economic development partners around Michigan, we are reaching out to both young and seasoned professionals to promote opportunities to come back home. MichAGAIN includes a number of networking events in targeted areas throughout the country where a majority of the State of Michigan's public university alumni have relocated.

MichAGAIN is a recruitment program that attracts highly educated talent back to Michigan. This program provides outreach to highly educated Michigan talent that has dispersed nationwide. We have found that it is much easier to recruit talent that was born in Michigan or attended college in Michigan. Michigan's world class universities generate a pipeline of talent that we can connect to as a resource for high skilled employees and entrepreneurs. MichAGAIN is an effort that provides face-to-face contact and aggressive recruitment of the critical talent that we need to return to transform Michigan.

- **Global Michigan:** The Global Michigan Initiative is a statewide collaborative effort to retain foreign, advanced degree, and entrepreneurial talent in the State of Michigan. Governor Snyder has charged the Michigan Economic Development Corporation and the Michigan Department of Civil Rights to find new ways to encourage highly educated

immigrants and former Michiganders with advanced degrees to come to Michigan to work and live.

The following strategies will help advance our effort to retain global talent here in Michigan:

- **Employment/Investor Visa Program Maximization and Advocacy** – Foreign investment can play a powerful role in job creation for Michiganders, yet global investors who are interested in the opportunities for investment and entrepreneurship in our state struggle with access. Immigration laws are established at the federal level and Michigan will engage federal and regional partners and stakeholders to remove these obstacles.
- **International Student Retention** – Upon graduation many foreign students leave Michigan for employment elsewhere. Global Michigan efforts will attempt to reverse that trend. We will work with the New Economy Initiative of southeast Michigan to help drive international student retention at Michigan campuses. Targeted initiatives will include: 1) developing an ongoing relationships with participating universities, international students, and international organizations, 2) marketing the region to international students from the moment of first contact to graduation, 3) connecting employers with international students, and 4) helping navigate the employment visa process.
- **Quality of Place (Global Cities/Global Detroit)** – The degree to which immigrants feel welcome in their communities will make a big difference in their decision to remain and all Michiganders are needed to help immigrants integrate into the fabric of everyday life. Global Michigan will promote efforts to provide a welcoming environment for the ‘best and brightest’ from around the world who positively contribute to the growth of our economy.
- **Foreign Ambassador Program** – Michigan will call upon its strong foreign talent base to contribute to a welcoming environment and help foreign students, investors and entrepreneurs connect with employers, business developers, and investment opportunities.

Live Work Detroit: LiveWorkDetroit showcases Detroit as a great place for soon-to-be college graduates and young professionals by bringing them to experience the city in a day-long event with a tour of places to live, work, and play; an opportunity to meet industry/community leaders; and networking with employers. The program’s mission is to retain and attract young professionals to increase the number of college graduates in Detroit and Michigan. Metro Detroit employers can take advantage of this initiative to connect with some of the best and brightest college graduates by attending an event as a recruiting employer. Any turn around in the State of Michigan will require the restoration of Detroit as a world class city that offers good job opportunities that keep and attract college graduates and young professionals. In concert with Governor Snyder’s vision - keeping our youth – our future – here, attracting young talent to Detroit is critical to growing the economy and spurring economic activity, thereby creating more and better job opportunities for individuals participating in workforce programs and receiving services through our Michigan Works! system.

- **Pure Michigan Opportunity:** Pure Michigan Opportunities allow cities throughout the state of Michigan to showcase their assets for living, working and playing in their region. Professionals are brought to the sponsoring city to experience a day-long event with a tour of places to live, work, play and an opportunity to network with employers and local economic development. This program aims to help sponsoring cities attract and retain talent in their respective regions.

Pure Michigan Opportunity is a Michigan Economic Development Corporation initiative to show young Michiganders, which are the core of Michigan's talent based economy, that the state is filled with excellent communities in which to begin a life and set down roots. We want young people from our universities to remain in Michigan to raise a family, and either find employment or start a business. Pure Michigan Opportunity is our effort to showcase different areas of Michigan to a talented young group of people who may be unfamiliar with the cultural, natural and economic resources, along with other benefits Michigan has to offer.

Talent Connections

- **Pure Michigan Talent Connect (Talent Connect):** To meet the projected labor needs of Michigan employers, as well as to address the Governor's goal of providing more and better jobs to Michigan citizens, Talent Connect (www.mitalent.org) was launched. Featuring an improved labor exchange system to support Michigan employers and job seekers, Talent Connect is designed to streamline Michigan's online services and resources, and create a virtual One-Stop for both job seekers and employers. Talent Connect brings together educators, employers and talent. Talent Connect features information and tools that job creators and job seekers need to make educated decisions concerning hiring, career choices, and other talent-related efforts. Talent Connect provides strategic tools for employers to help them identify and develop their talent base and gives job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions.

Talent Connect is being launched in a series of phases. The first phase began with two new tools:

- **Virtual Career Counselor/Career Matchmaker** - determines industries/locations where a job seeker's skills are in high demand today and projected tomorrow
- **Career Curriculum Investment Calculator** – evaluates the monetary value of a particular education/training program

These new tools will help students make more informed and thoughtful decisions when choosing a career path and guide them where the job opportunities are available in today's competitive job market.

Michigan's economic growth is largely dependent on the talent of its citizens. A person's individual talent is critical to their ability to obtain employment and provide a decent family income. Currently in Michigan, there is a failure to match the supply of talent

with the demand of employers. Despite a high unemployment rate there are thousands of jobs that go unfilled. This means employers are not getting the talent they need to achieve maximum success and workers are losing out on higher wage jobs that would allow them to be better providers for their families. Talent Connect is an attempt to address this mismatch by more quickly and effectively connecting employers to the talent they need.

In the past, job seekers and job creators had to access multiple Web sites that were duplicative, incomplete, and difficult to navigate. Talent Connect brings these disparate Web sites and tools together into one centralized hub that connects educators, employers and talent. Strategic skills development, retraining tools, cutting edge labor market data and trends, networking, and employment matching opportunities will be pulled together into one easy to use location.

Talent Connect creates a one stop resource for career planning, employment connections, business growth, and economic development. Students can engage career exploration tools and conduct skills assessments to evaluate possible careers. Job seekers will find thousands of job postings, available training programs, and advice on how to search for and obtain employment. Employers will be able to connect to the talent they need and be able to access up-to-date labor market and regional data, to be able to predict future talent needs and post those projected talent needs, so educators and others in the workforce system can respond accordingly. Entrepreneurs will be able to access economic and labor information, and be connected to advisors, mentors, and consultants to help their businesses succeed. Veterans will have easy job search access and employers will be provided with a military skills translator that translates military skills into a civilian environment. Older workers and social entrepreneurs will have access to job and volunteer opportunities to give back to their communities.

- **Talent Connect Driving Strategy:** In addition to more effectively matching employment supply to demand, Talent Connect will be utilized in an overall strategic plan to better coordinate economic and talent development. Students, parents, and educators in the K-12 system will be encouraged to utilize Talent Connect in order to promote more thoughtful career and curriculum choices. Education and training that is more in line with market demands will create a stronger talent pipeline that can fill the jobs of the future and promote the innovative and entrepreneurial creativity necessary to grow Michigan's economy.

There are a number of "career catalyst" initiatives that will assist job seekers in their efforts. These tools include educational webinars and information on topics, such as coping with unemployment, networking, resume writing, and interviewing. Additional connection tools will include weekly e-mails with job leads, employer profiles, job fair announcements, tips for job seekers, daily twitters on job leads, hot employers, industry talent map information, and low cost career counselors. In addition, the job seeker will need to complete a short assessment to identify key skills. This will allow employers to quickly and accurately search for resumes that meet requirements and allow appropriate data on the available workforce to be collected.

Talent-Based Job Creation & Entrepreneurship

- **Community Ventures/Social Entrepreneurship:** WIA funding is leveraged with non-federal state funds in the development and implementation of Community Ventures/Social Entrepreneurship. The Michigan Economic Development Corporation, through a \$10 million commitment from the State Legislature, is developing Community Ventures, a state-wide support structure to assist the structurally unemployed. Community Ventures will be a resource for local communities and businesses seeking to establish worksites that will provide assistance and employment to Michigan's low-skilled population. The Michigan Economic Development Corporation is partnering with the Workforce Development Agency, local Michigan Works Agencies, the Department of Human Services and other partners to ensure successful implementation. This initiative will meet a number of critical needs:
 - Provide real jobs for people with very few employment options,
 - Address key barriers to employment,
 - Provide a venue for additional services to prepare people for success – such as mentoring, literacy support and financial literacy assistance,
 - Help people improve professionally and develop an employment history, and
 - Provide safer communities.

The Michigan Economic Development Corporation will support a number of different approaches to address these critical needs including:

- Talent enhancement of job seekers,
- Comprehensive case management services,
- Business expansion supports,
- Targeted business attraction efforts,
- Support for social entrepreneurs, and
- Facilitate public and private partnerships.

Through a variety of innovative models, job creators will be able to provide real jobs to Michigan's structurally unemployed population.

Community Ventures will support entrepreneurs that want to bring low skilled jobs to residents of poverty stricken neighborhoods. The Michigan Economic Development Corporation has a number of programs that support high technology businesses that employ advanced degree knowledge workers, and now we will provide similar support to entrepreneurs that want to get people out of poverty. This model will use State-level support to leverage additional public and private sector resources.

Tools that are available in this program include:

- Funding through micro-loans and grants through public/private sources,
- Entrepreneurial incubator mentoring/educational programs,
- Business development,
- Business services,
- Site location assistance, and
- Workforce connections.

A mentoring and support program for entrepreneurs will be included and we will ask social entrepreneurs to participate, thus creating an incubator for entrepreneurship and opportunities for entrepreneurial college students. Local residents would have the opportunity to present business ideas and be partnered with business school expertise for mentoring and support.

In order to ensure the success of structurally unemployed talent, we will address barriers to employment. These barriers prevent the structurally unemployed from rising out of poverty through employment and building real world job experience. The Michigan Economic Development Corporation will engage businesses, organizations, entrepreneurs, foundations, and others to create partnerships that will address these barriers head on and adopt innovative solutions to help people overcome barriers and become productive employees.

- **Entrepreneurship:** We will strive to promote youth entrepreneurship as an option for K-12. We will ensure that each middle school and high school has a vibrant youth entrepreneurship-related program. Schools should be able to choose from a menu of afterschool programs, curriculum development, etc., that would be funded.

We will provide a comprehensive toolkit for employers and entrepreneurs to draw from in order to promote their continuing innovation and success. We have created a number of new initiatives to assist employers and entrepreneurs seeking to fill job vacancies, create new jobs and come up with innovative solutions to problems. Talent Connect is one of those initiatives and another is the Mentor Network.

- **Mentor Network:** Mentor Network is a Web-based community for entrepreneurs to connect with each other as mentees and mentors. A program to connect entrepreneurs with non-traditional talent, such as advisors, co-founders, talent willing to work for equity, etc. Mentor Network provides:
 - Tools for management of private mentor-mentee communications,
 - Public forums to discuss ideas, and
 - Articles, factsheets, and useful papers on entrepreneurship. Also, it enables easy management of:
 - Venture projects,
 - Information sharing, and
 - Encourages growth of an entrepreneurial system.

In addition to the aforementioned programs and initiatives, the state will coordinate discretionary and formula funding and leverage outside funding by supporting the following program, which aligns with the Governor's key actions to reinvent Michigan:

- **Earn and Learn:** Earn and Learn uses public funds and philanthropic investments to create and fund immediate subsidized job opportunities that are structured to provide incentives for concurrent participant involvement in related education and training programs. Earn and Learn will prioritize low-income, disconnected at-risk youth (18-24) especially young minority males, ex-offenders re-entering the workforce, and chronically unemployed adults in select urban areas. All of the aforementioned prioritized groups

face high barriers to job attainment based on labor market information. Earn and Learn programs are being offered in the Michigan Cities of Flint, Saginaw, Detroit, Highland Park, and Hamtramck. Residents of these areas face considerable challenges with high rates of unemployment, significant poverty levels, elevated high school dropout rates, and low rates of basic educational attainment.

Workforce System Reforms – Innovation & Efficiency

When it comes to workforce programs, our customers are the employers and workforce partners who provide jobs to the thousands of job seekers across the state of Michigan. We will implement the following innovative audit and communication systems to better review, understand, communicate, and serve all of our customers:

- **Talent Connect:** The workforce system is made up of a variety of diverse entities and partners that span federal, state, and local government and also includes a wide variety of private employers and non-profits. In an effort to improve communication and coordination between partners we have implemented the Talent Connect. The Talent Connect is a new state-wide communication network designed to identify problems and improve communications between “talent partners.” “Talent partners” include employers, Michigan Works! Agencies, local economic development agencies, etc. – basically anyone working with a focus on talent.

The Talent Connect efforts include local Talent Summits and weekly communications/updates from the Michigan Economic Development Corporation and the Workforce Development Agency. Local talent summits are meetings with talent partners throughout the state where the Michigan Economic Development Corporation obtains feedback through a Talent Audit Action Plan. During these visits, which we plan on holding twice a year, we will ask the groups to give us feedback on areas of concern through a structured Talent Audit and Action Plan. We know that the constructive feedback and improved communication will lead to a more effective workforce system.

- **Governor’s Talent Investment Board and Local Workforce Development Boards/ Education Advisory Group Partnerships:** We will implement a strategy to build closer working relationships with the Governor’s Talent Investment Board and local Workforce Development Boards, along with their advisory groups, and assist boards in becoming more effective, through communications, training, regional partnership building, and selection of appropriate board members. A strategy moving forward will include a three-pronged effort. First, we will provide an orientation effort which includes welcoming new members with contact information and an orientation guide to help them understand responsibilities and mission. Second, we will work more closely with both the Governor’s Talent Investment Board and local boards to connect with them directly through information sharing, visiting board meetings, and working together on state/regional projects and building state/regional partnerships. Third, we will review and collect feedback from the Governor’s Talent Investment Board and local boards and provide training and technical assistance to boards, as needed.
- **Workforce Development Agency Reforms:** The Michigan Workforce Development Agency (Workforce Development Agency) has gone through a reorganization to provide more effective and efficient services to job seekers, employers and others who partner

and participate with the workforce investment system. Our new approach will involve a demand model approach to workforce investment, which involves an industry driven effort that includes “smart” connections and “results” driven training, with a particular focus on industry clusters.

“Smart” Connections/Training means we will provide the flexibility and tools to more effectively deliver the correct type of training or employer-employee connections, based on industry needs and participant capabilities and aspirations. Some participants need job connections or minimal training, while others need (and have the skills to complete) more extensive training. We will work with federal and state partners to implement a more nimble, responsive and evaluative system that connects employers to employees yet also can provide long-term training, where appropriate. Efforts include better frontline training and oversight, talent acquisition and connection efforts and tools such as Talent Connect.

“Results-Driven” training means a more comprehensive “three legged stool” approach to long-term training that focuses on results (i.e., identification of appropriate training, completion of training, and obtaining long-term employment). First, we will work to provide a more accurate measure of participant skills and aspirations (i.e., likelihood of completing long-term training). Next, for certain targeted participants, we will more effectively use financial assistance to facilitate successful participation and completion of training. Finally, the result of long-term training should be employment in an “in-demand” job – as determined in part by established industry clusters.

The Workforce Development Agency’s reorganization includes a greater focus on our clients through the formation of industry clusters. Through these industry clusters we will connect more closely and effectively with the industries. We have reorganized our team around our major business segments, including Manufacturing, Energy, Healthcare, Information Technology, and Agriculture, to collaborate with industry partners, college and university systems, and our public school system. This unique approach will provide current working adults, as well as our children who will be entering the workforce, the training and education opportunities to match skill development with job opportunities.

In order to fully implement these new approaches, we have reorganized our state agencies to better align economic development efforts with workforce development. The Michigan Economic Development Corporation, the state’s economic development leader, and the Workforce Development Agency, the state’s workforce development leader, now work in unison to enhance the talent of our citizens and fuel Michigan’s economic engine under a single coordinated talent enhancement strategy. New and innovative Michigan Economic Development Corporation efforts like Talent Connect and new programs like Shifting Gears, MichAGAIN, and Global Michigan work in coordination with the Workforce Development Agency and our established workforce system - which includes our local Michigan Works! Agencies.

- **Regional Approach:** In the past, the workforce system has not been uniformly aligned with the economic developers in a particular area and there has not been a consistent measure of success across regions. In order to maximize workforce resources and create a nimble and responsive system, it is critical that the regional workforce system be aligned with economic development partners. This alignment between workforce

services and economic development can be achieved through both coordinated regional planning and regional industry alliances. Tying this effort together will be regional metrics – measures of success - that share commonality between workforce and economic efforts, and are also comparable across different regions.

Finally, the curriculum of K-12 and postsecondary education should be more responsive to local industry. The result of renewed Workforce Development Agency efforts and our industry-focused efforts should be a K-12 and postsecondary curriculum that is more strongly influenced by regional employer needs and graduates who can obtain immediate employment in local industry.

- **Federal Program Flexibility:** We will work with the U.S. Department of Labor to provide more innovative use of federal workforce program funding and initiatives. Enacted in 1998, the WIA creates a network of locally administered “One-Stop centers” where employers and workers can access training, employment, and support programs primarily administered through the U.S. Department of Labor. However, time and events have dramatically changed the economic terrain and the WIA has failed to keep pace. Federal funds are drying up – we can’t depend on “seed money.” We, therefore, need to have the flexibility to make systemic changes to make our workforce system through innovation and efficiencies. We need to develop a workforce system that supports our efforts to develop collaboration among workforce agencies, employers, economic developers, postsecondary providers, and other partners with shared interests.
- **Additional State Strategies and Collaborations – Linkages Between Programs:** The Workforce Development Agency provides adult education funds to the Department of Human Services and the Department of Corrections for educational services and job training for out-of-school youth and youth offenders. Through English-as-a-Second Language programs, educational opportunities and job training are expanded for migrant and family workers. Additionally, Adult Education funds are used to reach out to persons with special needs, such as low-income students, single parents, and displaced homemakers, those with disabilities, and individuals with multiple barriers to educational enhancement, including those with limited English proficiency.

Serving Youth in Need: In order to meet the Governor’s key action of keeping our youth – our future – here, services must be dedicated to the youth population. Because the need is great and WIA funding is limited, it is necessary for our system to leverage resources and services from other organizations. The Workforce Development Agency, in conjunction with the Michigan Works! Agencies, provides linkages between workforce development, education, juvenile justice and social service agencies, as well as coordinating with local employers to provide “at-risk” youth entry-level jobs, internships, mentoring, on-the-job training, and work experience in high-demand occupations.

Services provided by the Michigan Works! Agencies’ One-Stop system include intensive case management, mentoring, advocacy, referrals to shelter and housing, health care, supportive services, childcare, transportation, job training and education. At-risk youth’s employment and life barriers are identified and addressed in Individual Service Strategies, which lay out plans for overcoming identified barriers. The Individual Service Strategies also set participation benchmarks and goals designed to lead to self-sufficiency, including continuing education and employment.

Furthermore, the following strategies help promote collaboration and service to those youth most in need:

Michigan After-School Partnership: The Michigan After-School Partnership links stakeholders in Michigan interested in improving outcomes for children and youth through school-based/school-linked, enrichment after-school programs. The Michigan After-School Partnership is housed at the Michigan Association of United Ways and is co-chaired with Michigan's Department of Education, Human Services, Community Health, and Workforce Development Agencies. The following comprehensive long-term goals were established by the Michigan After-School Partnership:

- Create a sustainable structure of statewide, regional and local partnerships, focused on supportive policy development at all levels;
- Support the development and growth of statewide policies that will secure the resources needed to sustain new and existing after-school programs; and
- Support statewide systems to ensure quality of programs.

Summer Youth Employment Program for Foster Youth: The Michigan Department of Human Services Chafee-funded Summer Youth Employment Program provides meaningful summer employment opportunities for youth in foster care. Eligibility for the program is restricted to Chafee-eligible foster youth, ages 14 and older, without a goal of reunification, or likely to remain in care until age 18 or older. The Summer Youth Employment Program participants are provided work experience and employment development for a minimum of six weeks, at least 20 hours per week at no less than minimum wage.

YouthBuild Programs: Seven YouthBuild programs are in operation in Michigan, predominantly in urban areas. Michigan Works! Agencies are the sponsoring organization for two of the programs (Benton Harbor and Traverse City), and partnering agencies with others. The partnership allows additional opportunities for Out - of - School youth to combat poverty, homelessness, and illiteracy. The program provides a means for job training by gaining leadership and other skills needed to become gainfully employed, while overcoming negative habits and attitudes.

Jobs Education and Training: The Jobs, Education and Training program is a partnership between Michigan Works! Agencies, Michigan Department of Human Services, and the Workforce Development Agency. Michigan's Family Independence Program, funded in large part by Temporary Assistance for Needy Families, provides temporary cash assistance to low-income families with minor children and also pregnant women. The program connects Michigan's Family Independence Program recipients with the kinds of jobs, education, and training opportunities that will help them achieve financial self-sufficiency and meet the workforce and skill needs of Michigan's businesses.

The Jobs, Education and Training program fundamentally changes the way families move off welfare and toward financial self-sufficiency. The Department of Human Services refers work-ready Family Independence Program applicants to one of 25 Michigan

Works! Agencies for participation in the Jobs, Education and Training program. The program encourages and supports applicants as they are placed in workforce activities that satisfy work participation requirements and help them prepare for, and obtain, sustainable employment that provides long-term financial self-sufficiency for their families.

The Department of Human Services and Michigan Works! Agency case managers, along with other partners, work in tandem to address significant barriers such as General Equivalency Diploma attainment and English as a Second Language. The Department of Human Services, Workforce Development Agency, and Michigan Works! Agencies have determined that a more extensive and standardized eligibility, orientation, and assessment period, along with improved education and training components, funded in part by State General Funds/General Purpose funds and WIA funds, are necessary to assist and prepare Family Independence Agency applicants in becoming work-ready and ultimately employed.

- **Additional State Strategies and Collaborations – Integrated Data Systems:**

The state's data collection system has the capability to track and report performance on various groups, including Temporary Assistance for Needy Families recipients, Veterans, and Trade Act participants. In addition, the state tracks participants who received training or services in various special initiatives. Examples of those initiatives are listed below:

Michigan's One-Stop Management Information System: The state utilizes an integrated data system called the One-Stop Management Information System. This internet based system allows for collection of WIA-Wagner-Peyser and other program data from all 25 of the local workforce areas. Registration information is shared across programs, which allow service delivery, including case management and performance management between the local programs.

Michigan Workforce Longitudinal Data System: Recently, Michigan was awarded \$1 million in U.S. Department of Labor Employment & Training Administration funds to create a Workforce Longitudinal Data System and to link the Workforce Longitudinal Data System to Michigan's State Longitudinal System. The Workforce Development Agency has established partnerships and data-sharing agreements with the State's Bureau of Labor Market Information & Strategic Initiatives, Center for Educational Performance and Information, and the Unemployment Insurance Agency. Each of the bureaus has committed to support the Michigan Workforce Longitudinal Data System by sharing their unique program data and participating in the secure transmission of data into the Workforce Longitudinal Data System.

The Michigan Workforce Longitudinal Data System will align and link the state's workforce programs' data from the WIA, Wagner-Peyser, and Trade Adjustment Assistance, as well as some Temporary Assistance for Needy Families and Supplemental Nutrition Assistance Program work participation programs' data to Unemployment Insurance Wage Record and Benefit information. The aligned and linked workforce programs' and Unemployment Insurance data will be linked to the Michigan State Longitudinal System. Labor Market information would also be included in the Workforce Longitudinal Data System to analyze the impact of

education, workforce development and job training services on employment outcomes. The Workforce Longitudinal Data System will collect key data that tracks the achievement of students and workers through programs and into the workforce and inform policy and programming decisions. Moreover, integrating disparate system data into a longitudinal data system will eliminate duplicative, unreliable, and/or inappropriate collection methodologies.

Implementation of the Michigan Workforce Longitudinal Data System will accomplish the following:

- Establish a Michigan Workforce Longitudinal Data System with WIA, Wagner-Peyser, Trade Adjustment Assistance, Temporary Assistance to Needy Families, and Supplemental Nutrition Assistance Program work participation programs and Unemployment Insurance Wage Record and Benefit information;
- Link the Workforce Longitudinal Data System to the State Longitudinal System using Center for Educational Performance and Information-administered Unique Identification Codes;
- Integrate aggregated labor market information data about employment outcomes;
- Improve Workforce data quality with increased Social Security Number validation; and
- Utilize cross-system longitudinal data to inform consumer choice and program and policy decision-making.

Registered Apprenticeships - are made available in Michigan with assistance from the U.S. Department of Labor-Apprenticeship Office. The U.S. Department of Labor-Apprenticeship Office is actively engaged in helping the state develop strategies to expand Registered Apprenticeships. The state “Team” consists of a broad mixture of representatives linked to private sector organizations, community action agencies, unions, postsecondary institutions, local Service Delivery Areas, U.S. Department of Labor-Apprenticeship Office, and state agencies (Department of Education and the Workforce Development Agency). Additionally, partners are invited to participate in this coordinated effort to get an array of perspectives of how to promote greater utilization and integration of Regulatory Authorities in the State of Michigan.

Earn and Learn: Earn and Learn uses public funds and philanthropic investments to create and fund immediate subsidized job opportunities that are structured to provide incentives for concurrent participant involvement in related education and training programs. Earn and Learn will prioritize low-income, disconnected, at-risk youth (18-24) especially young minority males, ex-offenders re-entering the workforce, and chronically unemployed adults in select urban areas. Earn and Learn programs are being offered in the Michigan Cities of Promise of Flint, Saginaw, Detroit, Highland Park, and Hamtramck. Residents of these areas face considerable challenges with high rates of

unemployment, significant poverty levels, elevated high school dropout rates, and low rates of basic educational attainment.

Desired Outcomes

The state uses the WIA performance accountability system established by the U.S. Department of Labor/Employment Training Administration to assess the effectiveness of local areas in achieving continuous improvement of workforce investment activities in order to optimize the return on investment of WIA funds. Reports detailing performance on all 17 measures are published quarterly for all local areas. These reports allow the state and local areas to monitor performance outcomes in order to establish trends and identify measures requiring corrective action. Furthermore, performance data is available at the contractor level.

In order to meet the state's goal of the development of a 21st century workforce, WIA funds will be used to invest in higher education and increased skill levels for placement and retention in high paying jobs that exist today and for jobs needed in the future. The state will continue to monitor the Employment and Credential Rates and the Skill and Diploma Attainment Rates during Program Year 2012. These WIA performance measures will serve as indicators to track progress toward meeting the state's goal and vision for the workforce investment system.

The state will determine the level of the performance goals for all core indicators. Instructions are issued to all local areas to provide the state with recommended performance levels for all 17 measures for the applicable Program Year. These recommended levels must be both reasonable and defensible given prior performance levels and anticipated economic developments. The state will request documentation for any performance level significantly below prior levels. The state will compile local level recommended performance levels into a statewide level. The state will request a revised state level performance goal if a significant difference exists between the compiled levels and the previously negotiated levels.

If failure to meet the same performance measure(s) continues for a second consecutive year, the state takes corrective action(s). The local area's circumstances will be reviewed on an individual basis, taking into consideration the nature of the problem and the technical assistance activities undertaken to correct the problem during the prior program year. Based on this review, a corrective action plan, including a timetable is developed.

The corrective action may include the development of a reorganization plan through which the state may:

1. Require the appointment and certification of a new local board (consistent with criteria established under the WIA),
2. Prohibit the use of eligible providers and One-Stop partners identified as achieving a poor level of performance, and/or
3. Take other actions the state determines appropriate.

In addition to utilizing the WIA performance accountability system, Michigan dashboards were implemented by Governor Snyder to provide a quick assessment of the State's performance in key areas, including economic strength, health and education, value for money government,

quality of life, and public safety. The Michigan Talent Dashboard includes information on our employment environment and other key initiatives related to our workforce investment system. The dashboard can be accessed at: <http://www.michigan.gov/midashboard/0,4624,7-256-59624--,00.html>.

Additionally, our Michigan Workforce System Dashboard provides information on key performance measures, in aggregate and then further broken out by each of our local service delivery areas. Key measures include:

- Jobs filled;
- Percentage of placements prepared for demand jobs;
- Visitors to service centers, (including individuals served, total visits, and employers served);
- Federal performance measures (for WIA and Temporary Assistance to Needy Families);
- Customer satisfaction (broken out by employers and job seekers); and
- Unemployment rate

**Table 1
State WIA/Wagner-Peyser Performance Indicators and Goals**

WIA Requirement at Section 136(b)	Program Year 2011 Performance Goals	Program Year 2011 Performance ¹ through the 4th Quarter	Program Year 2012 Performance Goals
Adults:			
Entered Employment Rate	88.0%	87.5%	89.0%
Employment Retention Rate	85.0%	93.5%	90.0%
Average Six-Months Earnings	\$10,200	\$22,556	\$16,000
Certificate Rate	83.0%	66.9%	81.0%
Dislocated Workers:			
Entered Employment Rate	94.0%	94.0%	94.0%
Employment Retention Rate	92.0%	94.9%	93.0%
Average Six-Months Earnings	\$13,200	\$17,529	\$16,000
Certificate Rate	83.0%	82.3%	83.0%
Youth, Aged 19-21:			
Entered Employment Rate	83.0%	86.9%	83.0%
Employment Retention Rate	85.0%	91.3%	85.0%
Six-Months Earnings Change	\$3,500	\$4,778	\$4,100
Certificate Rate	79.0%	82.0%	78.0%
Youth, Aged 14-18:			
Skill Attainment Rate	95.0%	95.7%	94.0%
Diploma or Equivalent Attainment Rate	89.0%	92.0%	90.0%
Retention Rate	79.0%	86.8%	81.0%
Youth Common Measures ²			
Placement in Employment or Education Attainment of a Degree or Certificate			
Literacy and Numeracy Gains			
Participant Customer Satisfaction	91.0%	95.0%	93.0%
Employer Customer Satisfaction	86.0%	85.9%	85.0%
Additional State-Established Measures	N/A	N/A	N/A
Wagner-Peyser Requirement at Section 13(a)	Program Year 2011 Performance Goals	Program Year 2011 Performance through the 4th Quarter	Program Year 2012 Performance Goals
Entered Employment Rate	61.0%	44.0%	53.0%
Employment Retention Rate	82.0%	79.0%	79.0%
Average Six-Months Earnings	\$12,500	\$13,760	\$13,200

¹ Based on Program Year PY 2011 - 4th Quarter (actual performance through the 4th Quarter).

² Goals are negotiated for these measures by states reporting common performance measure outcomes only.

SECTION II – STATE OPERATIONAL PLAN

Overview of the Workforce System

On December 29, 2006, the State of Michigan Legislature enacted [Public Act No. 491](#), the “Michigan Works One-Stop Service Center System Act.” The Act establishes the Michigan Works! One-Stop Service System to deliver workforce development programs and services tailored to local needs; provides for Michigan Works! Areas; provides for local workforce development boards; provides for education advisory groups; provides for consolidated access to employment retention programs in One-Stop service centers; and prescribes the powers and duties of the Michigan Works! One-Stop Service Center system and of certain state and local government officers and agencies.

Governor’s Talent Investment Board Organizational Structure/Membership Roster/Organizational Affiliation

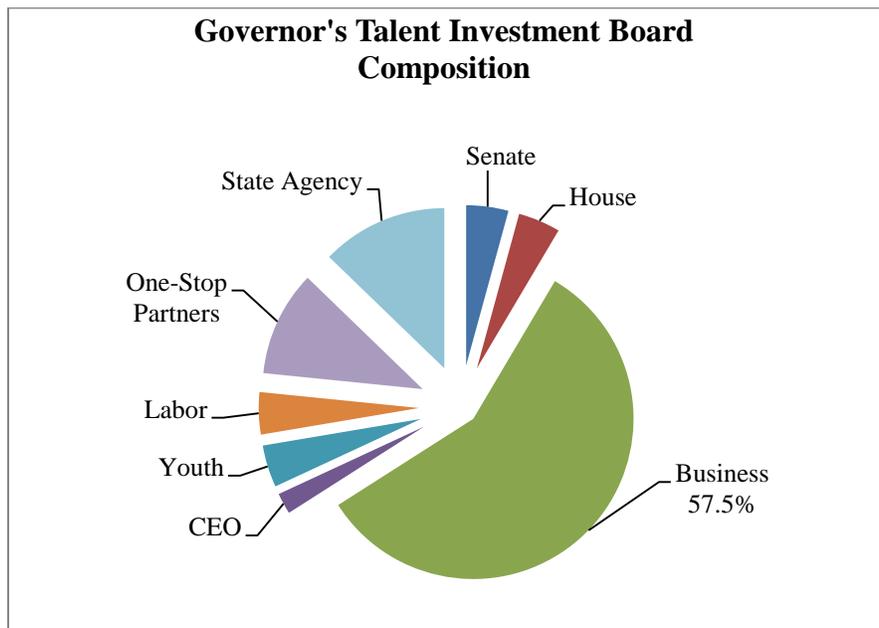
The enactment of the WIA required each State to establish a State workforce investment board to oversee workforce development activities. The [Governor’s Talent Investment Board](#) was created by Executive Order 2011-13, as an advisory body and is the state workforce investment board required for this state. The Governor’s Talent Investment Board is a forty-seven (47) member board with representation consistent with the provisions of the WIA Section 111 (b).

The membership of Governor’s Talent Investment Board is as follows:

- The Governor
- Two (2) members of the Michigan House of Representatives
- Two (2) members of the Michigan Senate
- Thirty-seven (37) members appointed and serving at the pleasure of the Governor, consisting of the following:
 - Twenty-seven (27) Michigan business representatives, who are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority. The individuals represent businesses with employment opportunities that reflect the employment opportunities of the state and are nominated by state business organizations and business trade associations.
 - One (1) representative who is a chief elected executive officer of a city or a county
 - Two (2) representatives of labor organizations who have been nominated by state labor federations
 - Two (2) representatives of individuals and organizations that have experience with respect to youth activities

- Two (2) representatives of individuals and organizations that have experience and expertise in the delivery of workforce investment activities, including chief executive officers of community colleges and community-based organizations within the state
- One (1) representative in the state with expertise relating to Job Corps programs
- One (1) representative in the state with expertise relating to Native American programs
- One (1) representative in the state with expertise relating to migrant seasonal farm worker programs
- Five (5) members appointed by the Governor, including:
 - The President of the Michigan Strategic Fund
 - The Director of the Department of Licensing and Regulatory Affairs, also representing vocational rehabilitation programs
 - The Director of the Department of Community Health
 - The Director of the Department of Human Services
 - The Superintendent of Public Instruction

The following chart delineates the composition of the Governor’s Talent Investment Board.



The Governor’s Talent Investment Board has an Executive Committee that is comprised of the Governor’s Talent Investment Board Chair, Governor’s Talent Investment Board Vice Chair, one youth activities representative, one labor organization representative, one community college

representative, one workforce investment activities representative, and three additional business sector representatives. The Executive Committee provides overall direction to Governor's Talent Investment Board activities and reviews regulatory items prior to bringing to the full Board for action.

The Executive Committee also takes action on matters when time does not allow issues to be addressed at a regularly scheduled Governor's Talent Investment Board meeting. A majority vote of the Executive Committee is required for all such actions. All actions of the Executive Committee are reviewed by the full Board at a next regularly scheduled meeting.

Coordination and Alignment of Resources and Policies

The Governor's Talent Investment Board is charged with advising and assisting the Governor regarding compliance with the federal WIA and overall talent development. The Board shall review and provide feedback on Michigan's State WIA Plan, and other grants, plans, statistics, allocation formulas, and performance measures related to the workforce system; engage state and local leaders to drive workforce innovation; and review the state's Annual Report for the U.S. Department of Labor.

The Governor's Talent Investment Board will ensure the functions of the State Board identified in the Act are carried out. The Governor's Talent Investment Board advises the Governor on broader standards to assess the effectiveness of workforce development efforts that include Michigan's universities, community colleges, and K-12 schools, as well as state and federally funded workforce development programs. The Governor's Talent Investment Board may provide policy advice across workforce areas, including traditional workforce investment, community colleges, career and technical education, and the workforce elements of economic development.

As a strategic partner of the Governor's Talent Investment Board, the WDA provides information about the various workforce activities that occur throughout the State and seeks input on various talent enhancement initiatives. In addition, the Workforce Development Agency is represented in each of the 25 local workforce boards throughout the State.

The Governor's Talent Investment Board collaborated and provided input on the State WIA Plan, through a presentation to the Governor's Talent Investment Board Executive Committee, and via a webinar available to all Governor's Talent Investment Board members. The Governor's Talent Investment Board, in coordination with the Governor, the Workforce Development Agency, Michigan Economic Development Corporation, and other appropriate State agencies, will assess the extent to which State and local programs and services represent a demand-driven, consistent, integrated approach to meeting the State's talent needs. These programs include the WIA, vocational, adult and post-secondary education, rehabilitation services (housed within the Department of Licensing and Regulatory Affairs), and other federal, state, and local programs and services. In addition, the Governor's Talent Investment Board will assess programs using uniform measurements to compare results of different workforce development programs, recommend methods to align workforce development efforts with economic development, and create a demand-driven approach to provide services to employers and workers.

The Governor's Talent Investment Board will develop strategies for continuous improvement of the workforce investment system, including the role the Governor's Talent Investment Board

will play in the ongoing process of continuous improvement. This will involve oversight of, and feedback from, local workforce agencies and boards. To accomplish this, Governor's Talent Investment Board members will participate in local area field trips by visiting with a local Michigan Works! Agency director and/or appropriate staff. Field trips could include:

- A service center tour
- Attendance at the local Workforce Development Board meeting
- An explanation of what the Michigan Works! Agency does

The purpose of the field trips is to receive updates and feedback on what the local area is doing including challenges, and then report back to the Governor's Talent Investment Board, to better understand how the local system works, to provide an update to the Michigan Works! Agency directors and Workforce Development Boards on what Governor's Talent Investment Board is doing, and to network with their local area workforce development partners and employers.

In addition to regulatory oversight, the Governor's Talent Investment Board's vision is to promote a flexible, innovative, and effective workforce system within the State of Michigan.

The Board's mission will be to provide knowledge and leadership around critical talent gaps and employment issues and support the development of a strategy ensuring a pipeline of talent that will attract and retain businesses in Michigan.

The Governor's Talent Investment Board will accomplish this by:

- Supporting a demand-driven workforce system;
Strategy: Facilitate the development of a flexible demand-driven system plan that will include short-term, mid-term, and long-term goals.
- Assisting the structurally unemployed with financial independence;
Strategy: Identify and disseminate programs considered best practices from across the State of Michigan.
- Advocating for the integration of workforce development into the K-12 school system;
Strategies:
 - *Provide recommendations to educate teachers about the needs of the workforce and vice versa; support job shadowing and partnerships between teachers and businesses*
 - *Provide recommendations to change career preparation programs to meet employer's needs*
 - *Provide recommendations to align K-12 efforts with post-secondary workforce development efforts to present a seamless transition between the two areas*
- Supporting the alignment of workforce development with economic development efforts.
Strategy: Provide recommendations to support an organizational culture within the Michigan Economic Development Corporation and Workforce Development Agency that is customer-focused and accountable

Workgroups have been assembled around each of the four areas of focus. As a strategic partner of the Governor’s Talent Investment Board, Workforce Development Agency staff serves as subject matter experts for each of the four workgroups. Additionally, the Director of the Workforce Development Agency participates in all Executive Committee meetings.

To help accomplish their mission, the Governor’s Talent Investment Board receives information from a subset of the Governor’s Talent Investment Board, an advisory body of human resource professionals and other partners called the Human Resource Advisory Group. The Human Resource Advisory Group provides current, hands-on input from a diverse group of employers on current and future employer needs. Information from the Human Resource Advisory Group will equip the Governor’s Talent Investment Board to develop tactics and recommendations that can be utilized to improve Michigan’s talent pipeline, and better implement a demand-driven system by correcting the mismatch between demand for talent and the existing supply.

The geographical areas presently served by the 25 Michigan Works! Agencies, as originally designated under the Job Training Partnership Act, are identified as the state’s designated local workforce investment areas under the WIA.

Automatic Designation:	ACSET, City of Detroit, Macomb/St. Clair, Oakland, SEMCA
Temporary Designation:	Calhoun ISD, Central Area, Kalamazoo/St. Joseph, Northwest, Ottawa County, Thumb Area
Recommended by the State Board:	Berrien/Cass/Van Buren, Career Alliance, Capital Area, Great Lakes Bay, South Central, Washtenaw County, Eastern Upper Peninsula, Job Force, Northeast, Western Upper Peninsula, Livingston County, Muskegon County, Region 7B, West Central

The six areas, identified as Temporary Designation, have substantially met the local performance measures and sustained fiscal integrity of the funds used by the area to carry out activities. Therefore, Temporary Designation scheduled to expire on December 31, 2012, shall be extended through June 30, 2017.

Michigan Works! Agencies were designated as local workforce investment areas under the WIA within one of the three different categories. They are:

Automatic Designation: The Governor shall approve any request for designation as a local area from any unit of general local government with a population of 500,000 or more; or

Temporary Designation: The Governor shall approve an area for designation as a local area from any unit of general local government (including a combination of such units) with a population of 200,000 or more that was a service delivery area under the Job Training Partnership Act and performed successfully, during each year in the delivery of services to

participants under part A of Title II and Title III of the Job Training Partnership Act, and has sustained the fiscal integrity of the funds used by the area to carry out activities under such part and Title; or

The areas designated as Automatic and on the Recommendation of the State Board (below) were originally designated on June 9, 1999.

Designation on the Recommendation of the State Board: The Governor may approve a request from any unit of general local government (including a combination of such units) for designation (including temporary designation) as a local area if the state board determines that such area should be designated, taking into account the following factors:

- Geographic Areas served by local educational agencies and intermediate educational agencies;
- Geographic areas served by post-secondary educational institutions and area vocational education schools;
- Extent to which such local areas are consistent with labor market areas; and
- Distance that individuals will need to travel to receive services provided in such local areas.

It is the view of the state that the present Michigan Works! governance structure has and will continue to result in a strong private sector lead, helping the state achieve its workforce and economic strategies and initiatives. Furthermore, the State of Michigan elected not to require regional planning by local boards for a designated region and no interstate regions have been established.

Operating Systems and Policies Supporting the State Strategies

A demand-driven system is Michigan's primary workforce development strategy that focuses on aligning all efforts, initiatives, programs, and funding around key industry clusters, which are supported by Labor Market Information. To implement this strategy consistently throughout the state, the Workforce Development Agency has developed the following policies:

- Michigan Industry Cluster Approach [Policy Guidance](#).
- Comprehensive Five Year Local Plans for Adults, Dislocated Workers, and Youth: As part of the local comprehensive plan policy, Michigan Works! Agencies must define priority industries, as identified by local Workforce Development Boards, and ensure appropriate services are developed and provided, based upon input received from employers and other key partners.
- Rapid Response Process and Procedures for Responding to Notifications of Plant Closings and Mass Layoffs: The planning and information gathering necessary for effective Rapid Response also establishes an awareness of and familiarity with the talent needs of a region, and allows the workforce system the ability to strategically meet the needs of both hiring employers and those facing layoffs. Providing an environment to engage industry leadership on a broad range of workforce issues facilitates the

identification of necessary resources. Convening employers, and when appropriate, partners and other resources, allows comprehensive dialogue between employers and training institutions, resulting in collaborative problem-solving; creating unique approaches to career pathways; addressing curriculum strategies and ultimately enhancing competitiveness and reducing the potential for future layoffs.

- **WIA Layoff Aversion Strategies and Policy Guidelines for Incumbent Worker Training Programs:** Demand-driven strategies target industries based on an area's perceived comparative advantages and create relationships with key stakeholders in those industries. Ideally, demand-driven strategies help industries by improving operations, as well as enhancing industry development. Currently, many demand-driven programs identify shortages of skilled workers as a major impediment to growth. Providing Incumbent Worker Training is one of the most common strategies employed by practitioners to assist companies in regaining economic health. Small to mid-sized companies or businesses unable to provide resources towards training required as a result of technology or workforce change(s) may become vulnerable or "at-risk." Demand-driven strategies provide the linkages with, and resources to assist job retention and layoff aversion efforts. Partners include community-based organizations, economic developers, rapid response staff, financial institutions, chambers of commerce, educational institutions, and trade organizations, councils or associations.
- **State Adjustment Grants:** State Adjustment Grants provide funding for additional Dislocated Workers in areas that face mass layoffs, closures, or natural disasters. Training for Dislocated Workers supported with State Adjustment Grant funding is targeted to those industries identified through our Michigan Industry Cluster Approach.
- **WIA Formula Funding Policy:** It is the expectation of the Workforce Development Agency that WIA funds are used in support of a demand-driven system. Locally defined priority industries must be identified by local Workforce Development Boards and appropriate services developed and provided based upon input received from employers and other key partners.

Michigan's Workforce Investment System integrates workforce development, economic development, and education in order to meet the needs of both employers and job seekers. The Michigan Works! Service Centers comprise a comprehensive subsystem within Michigan's Workforce Investment System of publicly and privately funded programs and services that address employer's needs for skilled workers and helps job seekers and other individuals find new jobs, retain employment, and advance their skills.

The Michigan Works! Service Centers, or One-Stop Service Centers, are envisioned in the WIA as the primary vehicle for creating a workforce investment system that is organized around customer needs and demands, rather than around programs and funding sources. This philosophy requires integration of services across agencies and programs, to reduce redundancy, improve customer access, and to improve quality.

The Michigan Works! Service Centers provide the One-Stop access to key workforce investment programs and partners, promoting seamless delivery to employers, students, persons with disabilities, public assistance recipients, veterans, migrant and seasonal farmworkers, ex-

offenders, persons eligible for adult education, persons referred from the Friend of the Court, employed, unemployed, and underemployed individuals.

Access to services is provided through the Michigan Works! Service Centers or through referral to the following programs:

- WIA Title I Adult, Dislocated Worker, and Youth;
- Jobs, Education, and Training;
- Food Assistance Employment and Training;
- Employment Service;
- Trade Act programs;
- Vocational Rehabilitation (Michigan Rehabilitation Services);
- Career and Technical Education;
- WIA Title II Adult Education and Literacy and State Adult Education;
- Unemployment Insurance;
- Veterans Employment Service;
- WIA Title I funded Migrant and Seasonal Farm Workers, where available;
- Senior Community Service Employment Program;
- Vocational Rehabilitation (Michigan Commission for the Blind);
- WIA Title I Job Corps;
- WIA Title I Veterans;
- WIA Title I Native Americans;
- Community Services Block Grant Employment and Training; and,
- Housing and Urban Development Employment and Training, where available.

The state uses a single integrated data collection system, known as the One-Stop Management Information System. This ensures that all local providers collect, report, and maintain the same data elements. Data entered into One Stop Management Information System is validated annually through a process of manual file review and review of supporting documentation. Any local area that does not achieve a minimum 80 percent pass rate is required to receive technical assistance from the state and provide a plan on how they will improve their data validation performance.

In order to optimize the return on investment of WIA funds, the state uses the WIA performance accountability system established by the U.S. Department of Labor/Employment Training Administration to assess the effectiveness of local areas in achieving continuous improvement of workforce investment activities. Reports detailing performance on all 17 measures are published quarterly and disseminated to all local areas. These reports allow the state and local areas to monitor performance outcomes in order to establish trends and identify measures requiring corrective action. Furthermore, performance data is available at the contractor level.

The State has chosen not to adopt the American Job Center brand. Our Michigan Works! logo is a registered service mark and is consistently utilized throughout the State by our One-Stop Service Centers. The name and logo have been in use since 1987 and are easily recognized by both employers and citizens throughout the State.

To be certified as a Michigan Works! Service Center, local Michigan Works! Agencies must meet criteria included in State policy [Certification Criteria for Michigan Works! Service Centers](#).

Collocation of service providers and the integration of services to the fullest extent possible are the priorities of the Michigan Works! Service Centers. The Michigan Works! Service Centers comprise a comprehensive subsystem within the state's workforce investment system of publicly and privately funded programs and services that address employers' needs for skilled workers and helps job seekers and other individuals find new jobs, retain employment, and advance their skills. A comprehensive strategy is used to break down barriers to promote the establishment of a service delivery system that is responsive to the needs of its customers. The Michigan Works! Service Centers provide services from the state's major workforce development programs that are accessible in a manner that is seamless to the customer. A single delivery system at the local level provides customers access to services in an integrated, rather than fragmented, manner.

Instances of coordination include:

- The use of a common, statewide 1-800 telephone number by the local systems as a method for initial customer contact with the system;
- Michigan Works! Service Center's physical layout that is consumer-driven with services by function rather than program;
- Effective marketing of the Michigan Works! brand that creates awareness in the marketplace and establishes expectations among Michigan Works! customers concerning the types of services provided at Michigan Works! Service Centers. Only certified service centers may incorporate the Michigan Works! Service Center name and logo as a common statewide identifier.
- Each office location must have a trained staff person: a receptionist and a greeter positioned at the entrance of the Michigan Works! Service Center to direct customers upon entry and assist them in accessing various employment, workforce development, and related community services;
- A system of management and staff development must be in place that supports service integration and collocation principles; and
- Local Memoranda of Understanding, as required by the WIA, to set forth provisions that describe the services to be provided by the One-Stop provider, how the costs of such services and operating costs will be funded, and the methods of referral of individuals between the One-Stop operators and the One-Stop partners, which define how the coordination of services between the partners will be attained.

Michigan Works! Service Centers provide One-Stop access to key workforce investment programs and partners, promoting seamless service delivery to employers, students, persons with disabilities, veterans' welfare recipients, migrant and seasonal farm workers, ex-offenders, unemployed, under employed, and employed individuals. A core set of services will be available at each Michigan Works! Service Center location, free of charge, to all who seek them.

The local Workforce Development Board has discretion within the requirements of the certification policy, to determine the local service delivery structure. Service Centers may be supplemented with satellite offices offering "core" services, "intensive" services, "training"

services or any combination of such services. Local service delivery structure can be comprised of service centers and satellite offices that make use of various approaches to service that permit expansion of service delivery to every community and all customers.

To avoid duplication of core services, the Workforce Development Agency consolidated Wagner-Peyser Act funds to merge and maintain a statewide electronic labor exchange system. The focus in Michigan is to provide as many self-service labor exchange options as possible through the Internet. The cost effective nature of this approach allows a greater portion of resources to be redirected to those targeted groups needing the most intensive services. Also, Internet based options are available 24-hours a day, 7-days a week, and accessible from any location. Using Wagner-Peyser Act funding, Michigan has developed three Internet service delivery options:

- 1) The [Michigan Talent Bank](#) is Michigan's Internet-based self-service labor exchange system. The Michigan Talent Bank allows employers to recruit and select qualified job seekers, and job seekers can post their resumes, view employer job listings, and apply for positions for which they are qualified. The Michigan Talent Bank can be accessed from computers provided in the Michigan Works! Service Centers or any computer connected to the Internet. The Michigan Talent Bank allows for a direct link to [America's Talent Bank](#). Consistent with Michigan's commitment to universal access to automated labor exchange services, Michigan Works! Agencies are required to ensure that any job seeker or employer who encounters barriers in using computer-based labor exchange services will be assisted and provided services. The Web site is currently undergoing a transition to correlate with the [Pure Michigan Talent Connect](#) Web site.
- 2) The [Career Portal](#) is a collection of career-related hyperlinks for those seeking a career in Michigan. The Michigan Career Portal is a gateway to state and national employment, career, education, training, and business resources and services the employment market, educational environment and labor information. The Michigan Career Portal contains many links, all designed to be self-service tools to both job seekers and employers. This Web site is available 24-hours a day, seven days a week.
- 3) The [Michigan Agricultural Web site](#) is a bilingual (English/Spanish) site and provides information to Migrant Seasonal Farm Workers throughout the State of Michigan. Using this electronic information system enables Michigan to link with Ohio and other Region V states to better inform Migrant Seasonal Farm Workers of current job openings, H-2A job orders, grower profiles, seasonal crop information, general service information, farm labor housing, future events, Head Start, child care, and migrant education centers. The Web site also includes a [Migrant Health Services Directory](#) and an [Agricultural Employment Specialist Directory](#).

The One-Stop Management Information System database allows Michigan Talent Bank users to self-register for mediated services. This self-registration process is designed to increase the number of services recorded in the One Stop Management Information System database and to improve the overall quality of mediated services reporting. This process has enhanced program effectiveness and has helped to achieve budget and performance integration for workforce programs.

In addition to what is collected and reported through the One Stop Management Information System, the Talent Connect job board will also collect data on the occupational categories representing the jobs employers are seeking to fill, the skill sets they require, and the wages paid, among other information. In addition, information collected from job seekers will include identified skill sets, assessment outcomes, and occupational categories in which they have identified skills they currently possess or would like to build.

All three tiers of the Wagner-Peyser funded labor exchange services contracted to the Michigan Works! Agencies fall within the category of core services. Some of the services retained and delivered by the Workforce Development Agency through the Agricultural Employment Specialist, Joint Workforce Initiative, Disabled Veterans Outreach Program, and Local Veterans Employment Representative staff is considered intensive services.

Core services to employers include:

- Assistance in finding qualified workers;
- Interview facilities at the Service Centers;
- Information on and referral to business start-up, retention and expansion services;
- Information on and referral to customized training programs; and,
- Information on labor markets, workplace accommodations and tax credits for new hires.

Core services accessible to job seekers include:

- Job, career, and skill self-assessment tools and assessment services;
- Career, job, and labor market information;
- Resume writing software and support materials;
- Directories of human service agencies and employers;
- Information on starting a business, job fairs and career education;
- Michigan colleges financial aid, apprenticeships, occupational training, and workplace accommodations; and
- Information about unemployment insurance.

Integration of Wagner-Peyser funded services is further ensured through the use of the One Stop Management Information System. The One Stop Management Information System is a database system with numerous key features and components. Each component makes use of a single applicant record that contains all of the information about that person. The One Stop Management Information System is Web-based, enabling it to be accessed from any site that has an Internet connection. A login process maintains security for the system. Service providers enter services to customers into the One Stop Management Information System database as they are provided. Data can only be entered by, and is only displayed to, users who have permission to see and use the information. Information entered is available immediately after entering the data. The One Stop Management Information System tracks all services provided to a claimant regardless of the provider or the provider's location. It is a flexible system that allows for the adding of modules or features with relative ease. Enhancements to the components of the One Stop Management Information System are implemented on a continuous basis to include U.S. Department of Labor-Employment & Training Administration reporting modification and to simplify data entry and tracking for all programs.

The current One-Stop programs represented in the One Stop Management Information System are:

- Mediated Services,
- Welfare Reform Programs,
- WIA Programs,
- Displaced Homemakers, and
- Trade Adjustment Assistance.

Michigan uses a tiered system for delivering Wagner-Peyser funded labor exchange services. There are three types of services provided to job seekers and employers. These services are referred to as:

- *Self-services*, which include the Michigan Talent Bank and the resource rooms at the Michigan Works! Service Centers;
- *Facilitated services*, which are provided when an employer or job seeker needs assistance using the self-service tools; and
- *Mediated services*, which are intensive services usually administered on a one-to-one basis. Examples include administering assessments, providing job referrals, providing resume writing assistance, providing specific labor market information, and screening candidates for employers.

The three tiers of Wagner-Peyser funded services are fully integrated into the system through a variety of means:

- The Michigan Works! Agencies provide local operation and oversight of the Michigan Talent Bank.
- The Michigan Works! Agencies deliver to the public all three levels of labor exchange services.
- The Michigan Works! Agencies provide special re-employment services to Unemployment Insurance claimants.
- The Michigan Works! Agencies provide Unemployment Insurance claimants with information regarding the filing of Unemployment Insurance claims. They further allow claimants access to office equipment to reach the Unemployment Insurance Agency.
- The Michigan Works! Agencies fully participate in the Unemployment Insurance work test by assuring that unemployment claimants register for work by entering their resumes on the Michigan Talent Bank. The Michigan Works! Agencies also immediately report all incidents of claimant non-compliance to the Unemployment Insurance Agency. Claimant non-compliance includes being unable, unavailable, failing to seek full-time work, and refusing offers of suitable work.

- The Michigan Works! Agencies assure that veteran's preference and priority are strictly observed by giving eligible veterans and eligible spouses the maximum employment and training opportunities, with priority given to the needs of disabled veterans. Disabled Veterans Outreach Workers and Local Veterans Employment Representatives are integral, colocated partners in the Michigan Works! Service Centers.
- The Michigan Works! Agencies assure that services to Migrant Seasonal Farm Workers are equal to those provided to non-Migrant Seasonal Farm Workers. The Agricultural Employment Specialists are integral and colocated partners in the Michigan Works! Service Centers.

In accordance with Section 8(b) of the Wagner-Peyser Act, as amended, Michigan Works! Agencies promote employment opportunities for persons with disabilities and provide job counseling and placement of persons with disabilities. The Michigan Works! Agencies designate at least one person in each Michigan Works! Service Center whose duties include providing services for persons with disabilities. The Workforce Development Agency will cooperate and maintain a written agreement with the state Vocational Rehabilitation Agency to provide services to persons with disabilities.

Wagner-Peyser funded services are fully integrated and colocated within all Michigan Works! Service Centers. The Michigan Works! Agencies participate in designated interstate and intrastate job order clearance activities, administer the local component of the Employment Service Complaint System, and provide local administration of the Fidelity Bonding Program.

Rapid Response Activities

The Workforce Development Agency is responsible for providing Rapid Response services and serves as the recipient of plant closing/mass layoff notices required under the federal Worker Adjustment Retraining Notification Act.

Rapid Response is a key component to Michigan's strategy to create a unified local approach to working with employers and providing a comprehensive array of services to employers. As a business service, Rapid Response promotes a full range of services available to help companies in all stages of the economic cycle. Michigan promotes Rapid Response as a positive, proactive, business-friendly service, rather than just a reactive service.

Rapid Response activities are carried out by the WIA Section, located within the Workforce Development Agency's Office of Talent Development Services Division. A WIA state coordinator is assigned a geographic territory with the responsibility for the coordination of rapid response activities between the state and the local areas. The Rapid Response Team Process involves a unique mix of state agencies and local service providers, together with the private sector and organized labor. The goal of all concerned parties is to provide support, as well as technical assistance that will enable dislocated workers to make a successful transition to re-employment.

The WIA state coordinators participate in cross training on programs and services most relevant to each local area. Coordinators provide information and assistance on available federal, state, and private grants and funding resources to assist employers with their workforce needs. With

the input and support of all parties involved, our process ensures that Michigan continues to administer one of the best dislocated worker programs in the country.

A managed Rapid Response process addresses plant closings and mass layoffs, including worker re-training, job placement, and related needs. Local and state roles are clearly defined. For example, the state is the first point of contact with the affected company and coordinates Rapid Response meetings, while the local Michigan Works! Agency organizes worker information meetings and assists workers at the One-Stop Service Centers.

Coordinators work closely with, and make referrals as appropriate to the Michigan Economic Development Corporation, to exchange information on companies that are at risk. The Michigan Economic Development Corporation account managers use information on dislocation events to connect employers of growing companies with companies/employees undergoing layoffs.

Coordinators are available for presentations to all types of professional organizations, and provide training to local service providers at seminars and conferences. These presentations are designed to increase awareness of available Dislocated Worker services, services to employers through comprehensive layoff aversion strategies for at-risk companies, and developing networking relationships that increase the opportunity for early intervention.

In addition to intervention resulting from Worker Adjustment Retraining Notifications, coordinators also utilize a number of other methods to plan and deliver services to dislocated workers. Coordinators monitor media reports (local newspapers, business publications, and the Internet) to identify closings and layoffs. Coordinators have developed a network of local contacts, such as local Michigan Works! Agency staff, economic developers, Unemployment Insurance Agency, and union officials that relay information as soon as it becomes public. Early intervention facilitates a relatively quick and unencumbered transition to employment or training, following either a permanent closure or mass layoff, or a natural (or other) disaster resulting in mass job dislocation.

In general, plant closings and mass layoff events involving less than 50 workers are referred to the local Michigan Works! Agencies for assistance. Coordinators gather information for the Rapid Response database, give company representative(s) an overview of dislocated worker services, and provide contact information for the nearest Michigan Works! Agency. The Michigan Works! Agency coordinates worker orientation meetings to provide affected workers with information about unemployment and re-employment services.

The state has a comprehensive procedure to serve customers using WIA Rapid Response, WIA Dislocated Worker, and Trade Adjustment Assistance programs. A Rapid Response team begins the process by interacting with companies that have, or plan to, lay off workers. Information regarding WIA Dislocated Worker and Trade Adjustment Assistance are provided to the company, and if applicable, union officials at this early stage. Worker meetings are planned at this point to discuss the workforce program available in more detail, including Dislocated Worker. The Trade Adjustment Assistance meetings occur when, and if certification occurs.

In accordance with state policy, local Trade Adjustment Assistance program staff must coordinate with WIA staff, and other local One-Stop center system partners to facilitate more informed decision making and to expedite the participant's return to employment. Furthermore, to maximize Trade Adjustment Assistance funding, Michigan Works! Agencies must emphasize

dual enrollment in the WIA Dislocated Worker program as appropriate. Co-enrollment is strongly encouraged, and is consistently discussed at Michigan Works! Agency training seminars and Trade Adjustment Assistance on-site field visits.

Rapid Response Team Process

Rapid Response is required under the federal WIA to respond to Worker Adjustment and Retraining Notifications with an on-site visit to the business, preferably within forty-eight hours. These meetings, termed *Rapid Response Team Meetings*, include members of the Rapid Response Team and representatives from the company and union (where employees are covered under a collective bargaining agreement.) The Rapid Response Team is comprised of a WIA state coordinator, representative(s) from the local Michigan Works! Agency, a representative from the Michigan Unemployment Insurance Agency, and other community partners. The Rapid Response Team works together to assess the situation at the site and devise a plan for delivery of services that will best fit the needs of the affected workers.

The Rapid Response Team process has four phases, each of which has identifiable roles and responsibilities for its members:

- 1) Notification and Fact Finding,
- 2) Rapid Response Team Meeting (on-site meeting),
- 3) Project Implementation; and
- 4) Technical Assistance and Information Sharing.

Phase 1: Notification and Fact Finding

The Rapid Response process begins with notification of an impending mass layoff or facility closure. Upon receipt of notice (a formal Worker Adjustment and Retraining Notification, phone call, newspaper article, etc.) in the WIA Section, the coordinator starts the information gathering for database entry.

Coordinators are required to make initial contact with a company that has announced a closure or layoff within 48 hours of receipt of the information. The company is contacted for general information (number of employees involved, dates of the layoffs, etc.) During this initial contact, the coordinator and the employer also determine a mutually agreeable date for a Rapid Response Team Meeting. When a local Michigan Works! Agency, or the Michigan Unemployment Insurance Agency, learns of an impending layoff or business closure, the information is shared with the WIA state coordinator.

Phase 2: Rapid Response Team Meeting

Rapid Response meetings are scheduled for the earliest date all parties are available or for a specific date and time requested by the company. Rapid Response services (worker information/orientation meetings, workshops) are scheduled for the convenience of the company, union, and workers.

The objectives of the Rapid Response Team Meeting are to:

- Determine the current situation of the employer and employees;
- Obtain information about the characteristics of the workforce (e.g., education level, skill level, barriers to re-employment);
- Determine what services are needed by the employees and what are being offered by the employer (and union, if applicable);
- Provide an overview of available dislocated worker services;
- Provide information on available delivery systems, including Joint Adjustment Committees, Trade Adjustment Assistance, worker orientation (information) meetings, and Michigan Works! One-Stop Service Centers;
- Determine responsibilities of the parties for carrying out various aspects of the agreed upon adjustment program;
- Determine the extent of community involvement; and
- Determine the sources and amounts of funding that are available.

The coordinator should discuss layoff aversion strategies. Depending on the situation, the company may be referred to an Account Manager at the Michigan Economic Development Corporation who, in conjunction with the local economic development agency, will work with the company to determine what assistance can be provided (job training grants, regulatory assistance, etc.) to keep the facility in operation.

Phase 3: Project Implementation

When the decision is made to provide access to services through worker orientation meetings, the Michigan Works! Agency serves as the coordinator and will arrange for various service providers (within the Michigan Works! system and in the local community) to present information at employee group meetings. Worker orientations are the ideal time to continue information gathering through the use of Dislocated Worker surveys.

If a decision is made to form a Joint Adjustment Committee, an informal agreement of the parties involved is drafted, outlining the responsibilities of each. The Joint Adjustment Committee is an ad-hoc group of workers and managers, who organize and provide adjustment services, on behalf of the employees who are about to lose their jobs. The committee begins by identifying the specific needs of the workforce, determines what services are currently available, and how to access the services to address those needs. The coordinator serves as an ex-officio member whose primary duty is to provide technical assistance to the committee and serve as liaison to federal, state, and local government agencies. The Michigan Works! representative(s) also serves in an ex-officio capacity, providing technical assistance and serving as liaison with local community agencies.

As part of its activities and with the cooperation of the company and the local Michigan Works! Agency, the Joint Adjustment Committee can survey workers to determine needs, then plan and arrange for workshops and other services at the site. These can include, but are not limited to: workshops on resume writing and interviewing skills; assistance with the development of an employee newsletter; set-up of an on-site resource room for easier access to informational materials, unemployment registration (assistance with the required Talent Connect registrations) and job postings. The Workforce Development Agency's [Policy Issuance 06-12](#), "Establishment of Labor Management Committees," also known as "Joint Adjustment Committees at Sites of Facility Closures and Mass Layoffs," issued on September 26, 2006, and continuing, provides the framework and guidance.

If local formula funding is insufficient to support the level of services deemed necessary for a particular closing or layoff situation, the Workforce Development Agency will assist the Michigan Works! Agency in obtaining additional funds. Additional funds are released on an "as-needed-basis" for unexpected dislocation events through the "State Adjustment Grant" process. WIA staff provides assistance to Michigan Works! Agencies in completing applications for State Adjustment Grants, and is responsible for the application and implementation of National Emergency Grants.

- Michigan Works! Agencies may request State Adjustment Grants, Dislocated Worker discretionary funds for a single or multiple dislocation event(s) via application, as outlined in [Policy Issuance 08-01](#), change 1, Revised Rapid Response State Adjustment Grant Application Instructions, issued September 29, 2010. State Adjustment Grants are increments to the Dislocated Worker formula funding, from the Governor's discretionary funding, requested by a Michigan Works! Agency to meet a funding deficit. The award may be granted with terms and conditions, including an obligation to spend all or part of the State Adjustment Grant by the end of the Program Year in which it was granted.
- WIA state coordinators are responsible for the application and implementation of National Emergency Grants. National Emergency Grants are discretionary grants awarded directly by the U.S. Department of Labor to provide employment-related services in specific circumstances. Different types of National Emergency Grants are available, including regular, dual enrollment, and disaster. Timeliness of the application and award of National Emergency Grant funds enable dislocated workers to receive employment-related assistance early in their transition period. The WIA state coordinators and local Michigan Works! Agencies work together to develop the application and project design for National Emergency Grant funding.

Phase 4: Technical Assistance and Information Sharing

Each dislocation event develops its own unique profile that reflects the characteristics of the employees and their work site, as well as the local community's distinctive blend of opportunities and support mechanisms.

Some local Michigan Works! Agencies may have fewer experiences to draw on than others due to fewer dislocation events in a particular area. One of the duties of the coordinator is to disseminate to local Michigan Works! Agency staff the lessons learned and experiences gained at dislocation event sites throughout the State. The Dislocated Worker survey results are shared as a "snapshot" of the dislocation and provide useful demographic information for local areas.

The coordinators are encouraged to meet regularly with their local partners to exchange information. Statewide training sessions are periodically held to provide Rapid Response Team members with an opportunity to discuss issues of common interest and share experiences.

Data Collection and State Performance

All local areas use a common participant data system to enter eligibility, demographics, services received, exit, outcome, follow-up, customer satisfaction, and case notes information on workforce development programs (including WIA, Jobs, Education and Training, Food Assistance Employment and Training, Trade Adjustment Assistance, Adult Education, Displaced Homemakers, Employment Services, and Incumbent Worker) in the state.

In addition to data required by the U.S. Department of Labor, the state collects data from one stop partners related to participation in special initiatives and case management activities. The state utilizes quarterly wage record data in all performance calculations. In addition, the state is a member of the Wage Record Interchange System, which facilitates the exchange of wage data among participating states for the purpose of assessing and reporting on state and local employment and training program performance and evaluating training provider performance. The exchange permits Michigan workforce program agencies to secure wage data of individuals who have participated in workforce investment programs in one state, then subsequently secured employment in another. By participating in the Wage Record Interchange System, Michigan has a more robust picture of the effectiveness of the state's workforce investment programs and is able to report more comprehensive outcomes against the performance measures.

Michigan utilizes state Unemployment Insurance wage record data and data from Wage Record Interchange System to calculate program outcomes for applicable performance measures. Unemployment Insurance wage record data are supplied by the Michigan Unemployment Insurance Agency. This data along with the Wage Record Interchange System data is stored in a secure data environment and is only accessible to state Information Technology staff who are involved in calculating performance measures and who have signed data confidentiality agreements.

Program reports are published on a monthly or quarterly basis in order to track progress towards meeting plan goals. The statewide system will have access to outcome information calculated from wage record data that will allow local areas to measure performance and develop processes that will be required to ensure continuous improvement.

WIA - Comprehensive Programmatic Reviews:

The WIA Section staff has developed an On-Site Field Review Guide (Attachment C). The goal of a program review is to provide technical assistance, as appropriate, and ensure that established policies, procedures, and systems of the Michigan Works! Agency achieves quality program outcomes that meet the requirements and objectives of the WIA and federal and state regulations.

The objectives will determine if local WIA program activities are designed in accordance with the Act, Federal Regulations and Directives, state policy issuances, and other applicable guidelines and goals; and will provide program guidance and direction to assist in providing quality workforce development services to customers.

Staff review of the design framework of local programs is incorporated within the Review Guide to ensure Michigan meets the Act's provisions regarding WIA program design. This program review is in addition to WIA fiscal compliance monitoring, and thereby ensures the state will meet program design, as required by the WIA.

Following an on-site program review, WIA Section staff complete a review summary detailing the visit to the Michigan Works! Agency. This document summarizes the Review and identifies areas of concern that need to be addressed. The WIA staff will provide technical assistance, as requested, for identified areas of concern and findings. Topics that suggest concern throughout the system may also be presented at quarterly Planners/Users Group meetings. Meetings attended by state and local staff provide a venue for the exchange of information, ideas, and an opportunity for Michigan Works! Agency staff to review and discuss federal and state policies. Additionally, identified areas of concern and findings are shared with WIA compliance monitoring staff for consideration during future monitoring cycles.

Services to State Target Populations

Services from the state's workforce investment system are accessible in an integrated manner, seamless to the customer, and provided through a single delivery system. The state has implemented policies and procedures to act as guiding principles to ensure coordination of services. The services are delivered in coordination with other worker-related programs administered by the Michigan Works! Agencies, to maximize program efficiency and prevent duplication of services.

The State's One-Stop delivery system ensures that employers and job seekers have access to the system's full range of employment and training program services. A core set of services is available, free of charge, to all who seek them.

Each Michigan Works! Service Center provides core services, which are accessible by customer groups, employers and job seekers. Funds allocated to the local area are used to provide intensive and training services for adults and dislocated workers. Intensive and training services are available to targeted populations to support workforce development efforts based on program eligibility and other criteria determined locally. This does not constitute entitlement. Minimally, the following customer groups are afforded access to intensive and training services within funding constraints and based on eligibility: dislocated workers, displaced homemakers, low-income individuals, public assistance recipients, women and minorities, older workers, individuals training for non-traditional employment, veterans, and individuals with multiple barriers to employment.

The following are statewide strategies to serve particular customer segments.

Unemployment Insurance Claimants

The Workforce Development Agency is responsible for the administration of the work test required of Michigan Unemployment Insurance claimants. To register for work, Unemployment Insurance claimants must enter a resume of their job experience and education into the Michigan Talent Bank Web site. The work test helps to assure that Unemployment Insurance claimants receive exposure to job opportunities and helps to demonstrate that claimants are meeting the

basic requirements for receiving Unemployment Insurance benefits: they are able, available, and seeking employment and did not refuse any suitable employment.

Michigan also provides unemployment compensation claimants with the use of office equipment for their job search, such as telephones, fax machines, computers, and photocopying equipment.

Michigan provides additional re-employment services to Unemployment Insurance claimants who are designated as mandatory profiled claimants. Profiling identifies Unemployment Insurance claimants considered most likely to have an extended duration of unemployment or to exhaust their benefits before finding a job. Early intervention, through profiling, can help claimants find suitable employment before their Unemployment Insurance benefits are exhausted. Profiling focuses on claimants who will receive an Unemployment Insurance payment within five weeks of filing.

- Mandatory-profiled Unemployment Insurance claimants are scheduled to receive re-employment services within a week to ten days.
- Mandatory-profiled Unemployment Insurance claimants will attend a mandatory information session that presents them with an overview of services available through the Michigan Works! Service Centers.
- An Individual Service Strategy must be created for all mandatory profiled claimants who can benefit from employment services.
- Mandatory claimants who are working but under-employed (i.e., working less than 40 hours per week) are still obligated to participate in profiling information sessions.
- The employment services offered to the claimant may be any of the services provided by the One-Stop Service Center, customized to the specific needs of the individual. Some typical examples are resume writing assistance, job search planning, or job search workshops.

Michigan provides re-employment services to Emergency Unemployment Compensation claimants who begin to receive Tier 1 and Tier 2 Emergency Unemployment Compensation benefits on or after March 23, 2012. These claimants are individuals who have been receiving Unemployment Insurance for an extended duration. Four types of re-employment services are required to be provided to Emergency Unemployment Compensation claimants in order for benefits to be issued. The re-employment services required to be provided to Emergency Unemployment Compensation claimants by Michigan Works! Agencies include:

- Orientation to the services available through the One-Stop centers,
- Labor market and career information,
- An assessment of the claimant's skills, and
- A review of the claimant's job search documentation.

Dislocated Workers

In addition to dislocated worker formula funds, the state funds multi-area grants, targeting dislocated workers, including displaced homemakers. The grant provides WIA employment and

training services to supplement services provided with WIA formula funds, with a focus on training, to enable workers to achieve and retain full-time unsubsidized employment and to maintain their pre-layoff standard of living. Services are coordinated with Michigan Works! Agencies to avoid a duplication of services and may include core, intensive, and training services. Rapid Response activities are also provided to dislocated workers, as previously discussed.

Detroit Registered Apprenticeship Pilot Program

Detroit's economic recovery relies on enabling workers to acquire the skills necessary to succeed in today's 21st Century knowledge economy. The Detroit Registered Apprenticeship Pilot Program equips Detroiters with marketable skills, allowing them to earn and learn in a high-demand field, while positioning them into a sustainable career path. The Detroit Registered Apprenticeship Pilot Program provides funding to employers or Skilled Trade Organizations that sponsor new apprentices.

The Detroit Registered Apprenticeship Pilot Program is a collaborative effort between the Workforce Development Agency, U.S. Department of Labor's Office of Apprenticeships, the Detroit Employment Solutions Corporation (formerly known as the City of Detroit, Workforce Development Department), trade association representatives, and employers that sponsor registered apprentices. The model was developed, based on the lessons learned from the successful Michigan Registered Apprenticeship Pilot. It incorporates incentives for employers, as well as allowable supportive services and training for registered apprentices.

The project provides a continuum of options to equip participants with the skills needed to obtain sustainable employment that meets the need of employers. The current project is focused on "young adults," some of which may meet WIA Older Youth eligibility requirements. The project recognizes the necessity to involve a wide range of stakeholders throughout the process, the incorporation of significant case management and employment readiness activities, and the provision of ongoing technical assistance to all partners.

Displaced Homemakers

Displaced homemakers are served with dislocated worker funds.

Low-Income Individuals and Public Assistance Recipients

The Workforce Development Boards work closely with the Michigan Department of Human Services' officials to design local service strategies. A wide range of support services are provided, including pre-employment and training, medical examinations, immunizations and tests, relocation assistance, and special clothing and transportation allowances. Automotive repairs are also available to allow participants to take part in employment and training activities. Additionally, child care is offered to all participants through the Department of Human Services.

Veterans

Veterans are provided access to the full array of employment, re-employment, and training services offered under the WIA and Wagner-Peyser through the One-Stop system. Core, Intensive, and Training Services are provided to veterans, as appropriate, through the

coordinated efforts of One-Stop partners in keeping with [Priority of Service](#) requirements. State Disabled Veterans' Outreach Workers and Local Veterans' Employment Representatives are co-located in the One-Stops. The Disabled Veterans' Outreach Workers provide intensive services such as case management, comprehensive assessments, job search and placement assistance, group counseling, and short-term pre-vocational services to eligible veterans, including veterans nearing the completion of a Vocational Rehabilitation & Employment Program through the U. S. Department of Veterans Affairs. The Local Veterans Employment Representatives provide services to employers and promote the hiring of veterans by educating employers on the benefits of hiring veterans.

The Workforce Development Agency serves as the State Approving Agency for the State of Michigan. In this capacity, the Workforce Development Agency evaluates and approves programs of training applying to receive the GI Bill educational benefits and conducts compliance reviews to ensure proper utilization and documentation of the GI Bill educational benefits.

Access to the enhanced core and intensive services available to Post 9/11 era veterans under the Gold Card Initiative is provided through the One-Stop system. Available services include case management, skills assessment and interest surveys, career guidance, and job search assistance. The Disabled Veterans' Outreach Workers and Local Veterans Employment Representatives coordinate with One-Stop staff to ensure the provision of these services as appropriate.

Michigan's One-Stop system is supporting the implementation of the Veterans Retraining Assistance Program by providing veterans with information and assistance concerning the program and by providing access to employment services for veterans who either complete or terminate training under the program.

Disabled veterans are offered access to the full array of employment and training services offered under the WIA and Wagner-Peyser through the One-Stop system. Disabled Veterans' Outreach Workers are co-located in the One-Stops and specialize in the provision of services to veterans with barriers to employment, since a disability may be considered a barrier to employment. The Disabled Veterans' Outreach Workers provide intensive services such as case management, comprehensive assessments, job search and placement assistance, group counseling, and short-term pre-vocational services to eligible veterans, including veterans nearing the completion of a Vocational Rehabilitation & Employment Program through the U. S. Department of Veterans Affairs.

Career & Technical Education Programs

The Workforce Development Agency, Office of Adult Education addresses the needs of the 1.7 million working age adults who lack the basic skills to be able to succeed in post-secondary education, training, and good jobs. Career and technical education in high schools are administered by the Michigan Department of Education. Three career education programs that impact workforce investment are administered by the Workforce Development Agency: adult education, career and technical education at the post-secondary level, and community colleges.

The Michigan Department of Education and the Workforce Development Agency Perkins' programs provide career and technical education in our state's high schools and community colleges as follows:

Career and Technical Education – Secondary Schools

Career and technical education programs in the high schools are required to collaborate with their local Workforce Development Boards to ensure the availability of trained workers that meet workforce demands. Each of the 25 Workforce Development Boards has an Education Advisory Group comprised of high-level educators and administrators to advise the Workforce Development Boards of the educational needs within their regions. All high school career and technical education programs must have a local industry advisory group for each program to validate industry standards within their program curriculum and instructional equipment updates.

Career and Technical Education – Post-Secondary Schools

Michigan has 28 public community colleges, one tribal college, and three eligible universities that in 2011 prepared over 237,500 post-secondary students in quality, comprehensive occupational, education programs. The priorities are identified through Michigan's State Plan for Vocational and Technical Education. A special emphasis has been placed on entrepreneurship, services for disadvantaged students, and program improvement based upon improvement plans developed from the core performance indicators.

The Workforce Development Agency also administers state and federal programs for post-secondary students to access veterans' education approval agencies and private colleges or educational corporations. State government programs are administered to universities to increase participation of under-represented students and faculty members. Federal Gaining Early Awareness and Readiness to University Programs are administered to those participating school districts and universities serving the highest concentration of low performing K-12 students.

Adult Education

Adult Education plays an integral role in ensuring a skilled workforce by addressing the needs of the 1.7 million working age adults who lack the basic skills to be able to succeed in postsecondary education, training, and good jobs. The WIA, Title II and Section 107, of the State School Aid Act support adult education programs for General Equivalency Diploma, Adult Basic Education, High School Completion, and English as a Second Language. Over 250 adult education programs operating through school districts and non-profit organizations throughout the state assist adults to obtain and improve their job skills and work-related goals through improved literacy skills and attainment of a secondary credential (adult high school diploma or General Equivalency Diploma).

The adult education population is typically the hardest to serve. Low literacy skills correlate to limited earning potential, frequently resulting in dependence on assistance programs and limited resources. Primary barriers to education for this population include access to quality, reliable child care, consistent and reliable transportation, access to computers, lack of family support to obtain improved literacy skills, and feelings of helplessness, shame and a profound lack of self-advocacy.

Retention of learners is a huge barrier to the overall success of transitioning low literacy individuals to family sustaining employment. Those who enter adult education programs with

literacy levels below 9th grade take longer to remediate, are more likely to have learning disabilities, and have generally had a poor experience with the K-12 system.

State adult education funds have been reduced significantly in the last decade (\$180 million in 2002 to \$22 million in 2012) and federal WIA Title II funding for adult education has been mostly level for the past few years. This has resulted in the declining ability to serve those most in need of services, especially in the larger urban and rural areas. The structure of state funding, based on an antiquated Full-Time Employee head count formula, does not sufficiently cover the cost of adults served by most state funded programs. Additionally, only school districts can directly receive state adult education funding.

The Office of Adult Education has incorporated several initiatives and nationally recognized best practices to help Michigan's low-skill workers attain stronger basic literacy skills, secondary credentials, and the skills necessary to successfully obtain post-secondary education, training and family sustaining employment in today's economy of tight resources and gap between existing work skills and available jobs.

Contextualized Curriculum

Through customized, contextualized curriculum, adult education participants improve their basic skills in the context of real life work and experiences, making learning more relevant and efficient.

Current curricula include:

- **Preparing Workers for the 21st Century** - This curriculum targets math, reading and writing at the 4-6 grade level, while focusing on employability skills such as decision making, conflict resolution, appropriate workplace behavior and dress. It is currently being utilized in adult education programs statewide, and at some community colleges and Michigan Works! Agencies.
- **Home Health Aide** – Provides training for non-credentialed home health aide jobs, while improving literacy and English speaking, reading and writing skills at the pre-General Equivalency Diploma level. This curriculum has been piloted in a few adult education programs and will be implemented statewide in 2012-13.
- **Health, Personal Finance, Hospitality, Clerical, and Parenting (5 separate curricula)** – Remediate literacy skills (math, reading and writing) at the pre-General Equivalency Diploma level in the context of the specific subjects. The curricula are currently utilized by adult education programs and some community colleges statewide.

Career Pathways

Career Pathways gives the adult learner a concrete, educational pathway to employment through the blending of occupational and basic skills classes, articulated transition points between adult education programs and post-secondary training and education, and partnerships with local employers and workforce agencies to ensure that learners gain the skills necessary to obtain and retain jobs in their community.

By introducing career options in high-demand fields in the regional job market and identifying the learner's strengths, weaknesses and areas of interest early in the educational process, the learner is able to set realistic goals, internalize the end goal (employment) of his/her education and, is then, more likely to complete his/her education.

Aligned transition points between adult education programs and post-secondary training / education insures that the learner is prepared for the next step, eliminating the need for developmental education classes in community colleges and training programs. Navigators or career coaches help the learner identify and plan for possible barriers to his/her success such as student loans, transportation and child care issues. Specific career pathways currently include clerical, construction, health care and hospitality.

Detroit Learning Labs

The Detroit Learning Labs are a community partner-based initiative designed to provide basic skills remediation, English as a Second Language and General Equivalency Diploma preparation in a flexible and responsive environment that provides individualized instruction and wrap-around services, such as computer literacy, employment preparation, workplace literacy, learning disability strategies and referrals to social services. The nine labs, in Detroit, Hamtramck and Highland Park, are neighborhood-based and customized to the needs of the community and individual learners.

Through this non-traditional delivery system, learners utilize self-paced curriculum on the computer, small classes and one-on-one tutoring services to support a variety of learning styles and to increase instructional hours. Certified teachers provide instruction and support to all lab participants, General Equivalency Diploma candidates are able to prepare for the General Equivalency Diploma tests quickly, on their own schedule, while an Adult Basic Education learner can take advantage of many support systems and receive the extra attention that may be needed. A learning disabilities specialist is utilized to test learners for learning disabilities and to provide teacher and learner the resources necessary to help the learner be successful.

The labs have provided instruction to over 5,000 participants in Detroit, Hamtramck and Highland Park during the first year of operation. Goals for 2012-13 include increasing utilization of the labs by 30 percent and educational gains by 25 percent. Expanding services to include work-based literacy, employer-driven contextualized training, increasing computer literacy classes and wrap-around services are priorities.

Employer and community engagement will be key to finding sustained funding to support the labs beyond 2013. Partnering to provide education services for Detroit and urban-based initiatives, such as Earn and Learn and Community Ventures, are goals that will not only bring in funding to the lab, but also will further the efforts of the adult education system statewide to provide key support in state efforts to enhance the talent pipeline for Michigan.

Distance Learning

Distance education increases the capacity of the adult education system by expanding access to educational opportunities for adult learners, using distance learning strategies to eliminate transportation barriers and extend learning beyond traditional classroom settings. Distance learning materials are delivered through a variety of media, including print, audio recording,

videotape, broadcasts, computer software, Web-based programs and other online technology. Adult education programs throughout the state utilize various methods of distance education. A pilot is planned for 2012-13 to investigate effective methods of distance education delivery and to develop an integrated model for use in statewide learning labs.

Regional Collaboration

The Office of Adult Education has actively pursued regional partnerships and collaborations between adult education programs, literacy councils, non-profits, the workforce system, community colleges, and other stakeholders to increase communication and awareness, end duplication of services, and to better meet the needs of adult learners in both their education and transition into the workforce. Regional planning grants are currently being offered to identify best practices in areas such as regional collaboration, navigator training, and Web-based referral networks. Models are being developed for statewide implementation.

General Equivalency Diploma

The Office of Adult Education has been proactive in addressing the significant testing and curriculum changes that will occur with the new General Equivalency Diploma test in January 2014. Testing will be computer-based only, and the tests themselves will reflect the rigor of the new K-12 core curriculum.

Computer-based testing pilots began during the summer of 2012 in Michigan, and training for General Equivalency Diploma teachers will begin in the fall of 2012. The emphasis on stackable credentials and making sure that testers are able to successfully transition into post-secondary education and training, rather than just scoring high enough to obtain their General Equivalency Diploma, feed directly into Career Pathways efforts already underway in Michigan.

Individuals with Disabilities

All Michigan Works! Service Centers need to 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.

As recipients of federal funds, Michigan Works! Agencies are required to comply with various regulations relating to non-discrimination, equal opportunity, and inclusion. Additionally, 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 One-Stop services and activities. The commitment to adequately serving persons with disabilities extends beyond the services of vocational rehabilitation.

Michigan Works! Service Centers promote employment opportunities to persons with disabilities. Michigan Works! Agencies designate at least one person in each Service Center whose duties include providing services for persons with disabilities. All Michigan Works! Agencies are required to cooperate with and maintain a written agreement with Michigan Rehabilitation Services, as a required One-Stop partner.

Consistent with Michigan's commitment to universal access to automated labor exchange services, Michigan Works! Service Centers are required to ensure that any job seeker with disabilities having difficulty using computer-based labor exchange services will be provided assistance. All service Centers have accessible software for persons with disabilities.

Michigan has formed a statewide One-Stop Inclusion Workgroup to develop recommendations for full inclusion of all Equal Employment Opportunity protected groups, including individuals with disabilities within the Workforce Investment System. Members of this group include representatives from the Workforce Development Agency, Michigan Works! Agencies, Michigan Rehabilitation Services, Michigan Commission for the Blind, Michigan Association of Centers for Independent Living, and others. The One-Stop Inclusion Workgroup developed an evaluation system for One-Stop Service Center Inclusion for improving universal access, to services among protected groups. Workgroup recommendations included:

- Establishing baseline data for all protected groups in each service area for use in evaluating current performance, developing continuous improvement goals, and establishing local processes for meeting those goals;
- Using the Michigan Works! Disability Subcommittee as a conduit for the delivery of an inclusion-based information and training program. This Disability Subcommittee will continue to assist One-Stop Service Centers in planning for needed assistive technology, developing a "great practices" guide and facilitating ongoing technical assistance between public vocational rehabilitation and service centers that focus on inclusion efforts to improve outreach, training, and employment opportunities for persons with disabilities.

Michigan Works! Agencies, through their partnerships with the Michigan Department of Human Services, Michigan Rehabilitation Services, local Social Security Administration offices, and community-based organizations such as Goodwill Industries, provide employment supports to persons that are disabled and recipients of public assistance. The employment supports improve outcomes for individuals with disabilities who are not exempt from employment-related activities.

Ex-Offenders

Each year, over 11,000 inmates are released from Michigan's prisons. Nearly half will return to prison within two years and cost the State \$112 million dollars per year. The Michigan Prisoner Reentry program is a statewide initiative that helps participants successfully return to their communities by assisting with housing and employment. The program focuses on addressing the needs of ex-offenders by providing them with the necessary tools to succeed in the community. The goal is to improve parole success rates and thereby reduce crime and create safer neighborhoods. The program is a cooperative effort, led by the Michigan Department of Corrections, and operated in collaboration with the Workforce Development Agency and the Michigan Departments of Community Health and Human Services.

The mission of the Michigan Prisoner Reentry program is to reduce crime and enhance public safety by implementing a seamless system of services for offenders from the time of their entry to prison through their transition, community reintegration and aftercare in communities.

The Michigan Prisoner Reentry program targets repeat offenders and increases their self-sufficiency through improved management of personal, institutional and community challenges. The program focuses on working with individuals two to four months prior to release from prison in order to address their assessed risks and needs and then connect them to community services.

Once paroled, the program assists ex-offenders with connecting to employment and training services available through Michigan Works, as well as access to other services available from partnering organizations that focus on housing, transportation, substance abuse, health services, health care and life skills.

Services are funded through the Department of Corrections, utilizing non-federal funds. Services include:

- Residential Stability, including congregate housing and voucher apartments;
- Employment Readiness, including job readiness, job search, job development, and supportive services;
- Social Support including mentoring, cognitive behavioral therapy, anger management, batterers' intervention, and family reunification; and
- Health and behavioral Health, including prescription medication, medical review by physician, and assistance with obtaining insurance.

Employment-related services through the Michigan Works! One-Stop Service Centers offer specialized staff to assist ex-offenders with particular issues or difficulties. Staff will also counsel individuals on how to address their criminal record with an employer. Staff may also make referrals to a number of specialized programs to assist with transitioning ex-offenders into employment. Transitional services and programs may utilize the services of area churches, community agencies, and social service agencies to offer assistance and mentoring. Throughout the State, Goodwill Industries partners with Michigan Works! One-Stop Service Centers to provide services such as job readiness training, paid transitional work experience for up to six months, basic academic and remedial training to improve math or reading skills and job placement. Employment follow-up /retention services are also provided.

Fidelity Bonding Program of Michigan

Increasingly, employers are using job applicant credit records to screen workers. Certain employers equate poor credit rating with irresponsibility or untrustworthiness. However, many adults, dislocated workers, and at-risk youth over 19 years old developed poor credit ratings and/or other obstacles to employment because of financial misfortune or lack of proper guidance.

The Fidelity Bonding Program provides an incentive for employers to hire job seekers who are skilled and qualified, but who may be considered high-risk because of personal factors in their personal background. High-risk job seekers may be from any of the following groups:

- People with poor credit reports,
- People lacking work history,

- Public assistance recipients,
- Former addicts or substance abusers,
- Dishonorably discharged veterans,
- Ex-offenders, or
- People who cannot be commercially bonded.

The free-of-charge program reduces the risk to employers hiring targeted or high-risk workers by insuring them against employee theft, forgery, larceny, or embezzlement. Coverage is available upon request for six months.

The Fidelity Bonding Program staff works collaboratively with other state agencies and departments, such as Michigan Rehabilitation Services, the Michigan Department of Corrections, the Michigan Prisoner Reentry Program, and the Work Opportunity Tax Credit program. Access to information is available 24 hours per day, 7 days a week at the Fidelity Bonding website at: <http://www.mitalent.org/fidelity-bonding-program/>.

Homeless

In Michigan, the Supplemental Nutrition Assistance Program is known as the Food Assistance Employment and Training program. The Food Assistance Employment and Training program is jointly administered by the Michigan Department of Human Services and the Workforce Development Agency. The program is designed to establish a connection to the labor market for Able Bodied Adults Without Dependents, many of whom may be homeless. While the Food Assistance program is voluntary, it does provide a means to the homeless of accessing the program services provided under the WIA and other programs available through the Michigan Works! system.

A 2010 Housing and Urban Development report estimated that 900 veterans live in homeless shelters or on the streets in Michigan. The same report found veterans are over-represented in the general homeless population. While veterans are just eight percent of the U.S. population, they make up twelve percent of the country's total homeless population and sixteen percent of its homeless adults.

Services to homeless veterans are provided primarily through the Disabled Veterans Outreach program, funded through the State's Jobs for Veterans State Grant. Veterans identified as homeless, or in imminent danger of becoming homeless, are afforded priority access to a Disabled Veterans Outreach program specialist for intensive employment services. Directly resolving homelessness is beyond the scope of employment programs, so the Workforce Development Agency partners with other agencies which are better equipped to assist homeless veterans with transitioning out of homelessness. The Workforce Development Agency currently partners with Volunteers of America and Southwest Housing Solutions, which is a Homeless Veteran's Reintegration Program grantee.

Disabled Veterans Outreach program specialists also conduct outreach to homeless shelters and community service organizations to identify homeless veterans. Once identified, the homeless veteran is provided employment services and referred to appropriate supporting agencies. Additionally, the Workforce Development Agency attends and supports all of the homeless veterans stand downs held by various agencies throughout the state, which provides another excellent venue for further outreach.

Older Workers

Michigan's Office on Services to the Aging collaborates with the Workforce Development Agency and with the local Workforce Investment Boards to assure the needs of older persons are represented. The Office of Services to the Aging advocates for the use of Training Employment Notice (TEN) 16-04, Protocol for Serving Older Workers, to be implemented as standard operating procedures in Michigan. Several national grantees' local project offices are housed in our Michigan Works! One-Stop Service Centers.

At the local level, Senior Community Services Employment Program subgrantees have established a multitude of cooperative and collaborative relationships with human service provider agencies. Pursuing opportunities to place Senior Community Services Employment Program participants at Michigan Works! One-Stop Service Centers is strongly encouraged. Utilization of the One-Stop Service Centers is a critical component to successfully operating the program. Not only does the assignment benefit the participant assigned to the One-Stop Center, but program participants provide a peer-to-peer connection with other participants accessing core, intensive, and training services provided.

Examples of current Senior Community Services Employment Program coordination with older worker programs include:

- Co-location of Senior Community Services Employment Programs at the Michigan-Works! One-Stop Service Centers,
- Dual enrollment of WIA and Senior Community Services Employment Program participants,
- Assignment of Senior Community Services Employment program participants to One-Stop Service Centers to provide assistance to older job seekers,
- Contract agreements and Memoranda of Understanding with One-Stop Service Centers to provide training services for WIA participants,
- Referrals to One-Stop Service Centers and vice-versa, depending on the assistance needed by the job seeker, and
- Senior Community Services Employment Program staff membership and participation on local Workforce Boards and Advisory Committees.

Youth

At the core of the Governor's reinvention for Michigan is a commitment to ensure that future generations have career opportunities in our state. Key to this commitment is keeping our youth - our future - here. Michigan must provide educational opportunities, a quality of life that is second to none, and meaningful career options for this to happen. Programs and services must be relevant to the specific needs of youth.

The Michigan Works! Service Centers provide comprehensive services that are available to all eligible youth. The Workforce Development Agency, in conjunction with the Michigan Works! Agencies, provide linkages between the workforce development, educational, juvenile justice, and social service agencies and coordinate with local employers to provide eligible youth entry-level jobs, internships, mentoring, on-the-job training, and other work experience in demand occupations. Additionally, Michigan Works! Service Center provision of services include

intensive case management, mentoring, advocacy, referrals to shelter and housing, health care, supportive services, childcare, and transportation.

When awarding grants to youth providers, local Workforce Development Boards follow a competitive procurement process and, at a minimum, utilize the following criteria:

- Capacity to deliver a program containing all ten youth program elements,
- Ability to conduct outreach to youth,
- The fiscal capability to manage grant funds, and
- Other locally determined criteria.

This process will be used when awarding grants or contracts for all youth activities, including the Summer Youth Employment Opportunities element.

Agencies represented at Michigan Works! Service Centers that are a direct benefit to eligible youth include WIA Title I Youth, Vocational Rehabilitation, Vocational Education, Adult Education, Wagner-Peyser, WIA Title I Youth Opportunity Grants (where available), and Job Corps. The Job Corps is currently located within three Michigan Works! Agencies. Staffing is available to assist eligible youth at each of the three Michigan Works! Agencies' service centers. Michigan Works! Agencies that do not currently have Job Corps in their area have information readily available and case managers will refer eligible youth, as necessary.

The Michigan Rehabilitation Services assists any youth with disabilities. Pregnant or parenting youth are assisted with referrals to appropriate agencies. The state does not routinely refer youth with disabilities to Michigan Rehabilitation Services, nor does it label any participant as physically and/or mentally challenged, including youth participants. All youth participants with similar goals are given similar services to accomplish those goals. If certain youth encounter more difficulty than others in attaining their goals, additional services are offered and provided.

Should a youth with a disability continue to encounter difficulties in obtaining their stated goals, then additional options would be offered to them, one of which may be rehabilitation services. Should the youth decide that this is an avenue to pursue, an individual assessment will be conducted, and a referral made, if warranted.

Further integration and coordination of youth services is achieved through various state level workgroups and forums, including:

The Workforce Development Agency has designated a staff person responsible for coordinating services to youth, including Job Corps, Summer Youth Employment Program and Michigan Works! Service Centers. The staff person examines youth programs in order to make recommendations regarding better systems of coordination. The staff person also serves on the Genesee/Flint Job Corps Community Relations Council. Job Corps is partnering with the Workforce Development Agency on the Registered Apprenticeship Program.

The state envisions that all youth have the skills and access to the resources to make Michigan a magnet for opportunity. That is, youth must be prepared with the resourcefulness, education, and creativity to embrace change. All children in Michigan must grow up knowing that their education will not end in high school. Whether it is a four-year degree, two-year associate degree, or other forms of technical training after high school, continued learning will be a

requirement for all who seek a good paying job. To this end, the state seeks to double the number of college graduates in Michigan.

The Workforce Development Agency has developed an integrated economic and workforce development action plan. The plan presents the strategic steps that are necessary to implement the Governor's vision of Michigan as a magnet for opportunity. During these tight fiscal times, the Workforce Development Agency envisions strengthening its partnership with private and community foundations, as well as businesses in Michigan and nationwide. The Workforce Development Agency works closely with its partners to align investments around effective practice and leverage funding of key initiatives, that otherwise might not be possible to undertake. The Department has taken steps to strengthen ongoing linkages with:

- Department of Human Services,
- Department of Education,
- Bureau of Student Financial Assistance, and
- Other Agencies.

The Workforce Development Agency challenges local Workforce Development Boards to become stronger community leaders in key workforce and economic policy issues. The Workforce Development Agency provides technical assistance to strengthen the capacity of Workforce Development Boards to manage the local, strategic integration among workforce agencies, community colleges, and economic developers. The Workforce Development Agency works with community colleges to enhance partnerships between K-12 education, communities, employers, and labor organizations.

Statewide activities reserve funds are used to support the state's vision for serving youth. Statewide activities funding will continue to be awarded to [Michigan Works! Agencies with high concentrations of youth](#). Michigan Works! Agencies receiving this funding are determined by evaluating, based on 2000 Census data, the percentage of youth in the Michigan Works! Agency's service delivery area. Subsequently, a statewide average is determined, and any agency that exceeds the average of low-income youth is selected for high concentration of youth funding.

In addition to serving high concentrations of youth, the state utilizes statewide activities funding to support the Benton Harbor Summer Youth State Initiative. This program engages the youth of Benton Harbor in summer jobs, education, and training activities. The overall goal will be to increase long-term employment for youth between the ages of 14-21 who live in the Benton Harbor community. Each youth participant will be individually matched with an employment opportunity, based on his/her academic emphasis, occupational training, career plans and/or post-secondary education goals and objectives. Thus, summer employment will be designed to reinforce, enhance, and extend academic and occupational learning. The Benton Harbor Summer Youth State Initiative is operated in addition to a year-round youth program.

Southeast Michigan Talent Enhancement Program

Furthermore, WIA statewide activities funding will be used to invest in the manufacturing infrastructure of Michigan. Through Focus: HOPE, in cooperation with local businesses, educational institutions and Michigan Works! Agencies, training and education programs are currently being delivered to adults, 18 to 24 years of age through their Center for Advanced

Technology. The program integrates hands-on training and academic learning to educated youth and adults in advanced manufacturing engineering in the machining and information technology fields. Through a rigorous program in which students get both work experience and academic course work, candidates work on actual manufacturing, research and development contracts for General Motors, Ford, DaimlerChrysler, the U.S. government, and others. The rigorous training curriculum leads to an industry-recognized credential or certificate, and is required to increase the employment, retention and earnings of participants by providing local business with the talent they require to be competitive in today's local economy.

Earn & Learn

Governor Snyder's statewide plan to Reinvent Michigan includes among its top ten priorities: Create more and better jobs; Keep Our Youth – Our Future – here; and Restore Our Cities. The Michigan Earn and Learn Initiative is a dynamic public-private partnership, which offers comprehensive transitional job programs to low-income, disconnected, at-risk youth (18-24) – especially young minority males, returning citizens and other chronically unemployed adults residing in five of the state's most distressed urban areas. The Michigan Earn and Learn Initiative currently uses \$4.5 million of public funds and \$8.6 million, of a possible \$15 million, in philanthropic investments to create and fund immediate subsidized job opportunities that are structured to provide incentives for concurrent participant involvement in related education and training programs. The Michigan Earn and Learn Initiative prioritizes services to low-income, disconnected, at-risk youth (18-24), especially young minority males, ex-offenders re-entering the workforce, and chronically unemployed adults in 5 of the state's most distressed urban areas.

Since May of 2011, Michigan Earn and Learn Initiative programs are operating in the Michigan Cities of Flint, Saginaw, Detroit, Highland Park, and Hamtramck. Residents of these areas continue to face considerable challenges with high rates of unemployment, high violent crime rates, significant poverty levels, elevated high school dropout rates, and low rates of basic educational attainment.

Fourteen stakeholders are currently partnering to fund and deliver a complete range of integrated transitional job program services to the Michigan Earn and Learn Initiative participants. The Workforce Development Agency is joining with six international, national and local philanthropies to invest over \$20 million in public and grant funding for the Michigan Earn and Learn Initiative. These leading philanthropies include: the Open Society Foundations Special Fund for Poverty Alleviation (\$7.5 million grant), the Charles Stewart Mott Foundation (\$2 million grant), the Community Foundation for Southeast Michigan's New Economy Initiative (\$2 million grant), the W.K. Kellogg Foundation (\$2 million grant), the Skillman Foundation (\$400,000 grant), and The Joyce Foundation (\$250,000 grant).

Four local Workforce Development Boards receive WIA Statewide Activities funds from the Workforce Development Agency. The Workforce Development Boards are: Detroit Employment Solutions Corporation for the City of Detroit; the Southeast Michigan Community Alliance Michigan Works! for Highland Park and Hamtramck; Genesee/Shiawassee Michigan Works! Career Alliance, Inc. for Flint; and Great Lakes Bay Michigan Works! for Saginaw.

In Southeast Michigan, three community-based organizations manage and operate Earn and Learn with the philanthropic investments to provide program services for over 700 participants in close collaboration with Detroit Employment Solutions Corporation and the Southeast

Michigan Community Alliance Michigan Works!. These community-leading organizations are: Southwest Housing Solutions, Inc.; Focus: HOPE; and the Arab Community Center for Economic & Social Services.

The Heartland Alliance Social IMPACT Research Center received the \$250,000 grant from the Joyce Foundation to perform comprehensive evaluations of the Michigan Earn and Learn Initiative. Both formative evaluations, that are on-going to allow for mid-course corrections and outcome evaluations, are being conducted. The formative evaluations are providing steady feedback for partners to improve program operations, identify effective processes and procedures, and uncover crucial infrastructure components. Outcome evaluation findings help determine program impact and effectiveness for participants, target cities, regional areas, and the state. Evaluation results are and will continue to be used to measure the Michigan Earn and Learn Initiative's success and identify processes, procedures, data capacity issues, and infrastructure components, which can be applied to improve state policies and enhance or inform programs and initiatives elsewhere.

All stakeholders collaborate closely with each other and program providers in the Michigan Earn and Learn Initiative's targeted cities to utilize broader "Regional Areas," where established partnerships can provide greater leverage capacity related to employer engagement, interagency relationships, and provider readiness. In order to ensure participants are placed into and succeed in the best available work and learning opportunities, the Regional Area approach is used to create, expand and align connections among employers, educators, community leaders, and numerous other potential collaborators already engaged in complementary efforts.

Fundamentally, the Michigan Earn and Learn Initiative involves three core elements: subsidized employment, education and/or training, and barrier management. In addition to the three core elements, regional partners and program providers also conduct comprehensive case management services to help participants transition from subsidized to unsubsidized employment.

The design parameters of the Michigan Earn and Learn Initiative are broadly defined to allow targeted areas flexibility in terms of actual implementation, based on local resource availability and service delivery capacities. Thorough and intense collaboration is occurring between state and local government, businesses, community colleges, adult education providers, Department of Community Mental Health, Michigan Economic Development Corporation, non-profit agencies, Network Disability Service Providers, community action agencies, training providers, local transportation entities, and other community-based organizations.

All education and training activities are being done in conjunction with subsidized employment activities that begin simultaneously so that both components are conducted consistently on corresponding tracks. Subsidized employment placements are contextualized or in positions related to, or connected with, fields of study. Up to 640 hours of subsidized employment activities are available for over 1,300 Michigan Earn and Learn Initiative participants. Effectively combining subsidized employment opportunities with concurrent education, training, barrier reduction, case management, follow-up and supportive services helps participants begin to break the cycle of public assistance, escape poverty, and achieve self-sufficiency. The Michigan Earn and Learn Initiative is thus, connecting hundreds of the state's most disadvantaged youth with the well-integrated, structured activities and work supports they need

to develop and achieve career goals through education and training, which successfully brings them into the workforce pipeline with the right skills.

Wagner-Peyser Agricultural Outreach Plan [Program Year 2012]

Summary Overview

The Workforce Development Agency will provide a complete range of employment services to the agricultural community, including Migrant and Seasonal Farmworkers, and agricultural employers, as described in Statue. Full-time, year-round, outreach workers, designated as Agricultural Employment Specialists, conduct vigorous outreach activities throughout Michigan's Lower Peninsula, with a concentration on the significant Migrant Seasonal Farm Workers areas, in order to reach the highest Migrant Seasonal Farm Workers populations. In collaboration with partners located at Michigan Works! One-Stop Service Centers, the full range of employment services is offered to the Migrant Seasonal Farm Workers. Additionally, the State Monitor Advocate conducts on-site monitoring of Michigan's significant offices to insure equitable and appropriate levels of services are provided to the Migrant Seasonal Farm Workers.

Assessment of Need

Michigan produces over 200 commodities on a commercial basis, making the state second only to California in agricultural diversity. In 2010, agricultural exports contributed \$1.75 billion dollars to the State's economy. Michigan leads the nation in the production of 18 crops, including blueberries, tart cherries, cucumbers, and squash.

Michigan also ranks in the top 10 of 30 other commodities.

Additionally, in a time when much of Michigan faced a changing workforce and loss of jobs, the agricultural economy experienced growth. The food and agriculture industry expanded at a rate of more than five times faster than the rate of the general economy between 2006 and 2007. Since 2007, there has been a 27 percent increase at the farm gate. Cash receipts for Michigan's top 20 commodities were \$6.49 billion dollars in 2010³.

Michigan expects that agricultural activity in the State will increase due to the fact that Governor Snyder has placed an emphasis on field agriculture, agri-tourism, and agri-business, with a goal to increase the agricultural industry from a \$71 billion to a \$100 billion dollar industry. An agriculture industry cluster was created in the Workforce Development Agency to assist all facets of the agricultural industry. Relatively new crops, such as hops and lavender, along with the additional plantings of grapes, continues to expand. As the need for labor continues to grow, Michigan will continue to work closely with employers in order to meet their labor needs. The State of Michigan employs 17 year-round, full-time Agricultural Employment Specialists to conduct outreach activities and ensure Migrant and Seasonal Farmworkers have access to core, intensive and training services in the Michigan Works! One-Stop Service Centers. Offices located in Sparta, Holland, Paw Paw and Shelby are multiple Agricultural Employment

³ Michigan Agricultural Statistics 2010, 2011, published by Michigan State University in partnership with Michigan Department of Agriculture and Rural Development

Specialist offices, as these counties have the highest concentration of Migrant Seasonal Farm Workers.⁴

Specialists are assigned to the following One-Stop Service Centers: Local One-Stop Office	Outreach Staff (Agricultural Employment Specialists) Number
Adrian (relocating to Coldwater October, 2012)	1
Bay City (relocating to Lansing October, 2012)	1
Dowagiac * ⁵	1
Fremont *	1
Holland *	2
Lapeer	1
Ludington *	1
Paw Paw *	2
Shelby *	2
Sparta *	3
Traverse City	2
Total	17

Michigan has a vibrant partnership with many organizations that provide services, both employment and quality of life related, to Migrant Seasonal Farm Workers. Many of these organizations are located in the One-Stop Service Centers to allow easy access by the Migrant Seasonal Farm Workers. For those not co-located at the One-Stops, a referral process is established to ensure the full range of employment and training services, as well as supportive services, are delivered. In Program Year 2010, Agricultural Employment Specialists referred over 6,000 Migrant Seasonal Farm Workers to partner agencies. Because Program Year 2011 numbers are not complete, it is estimated this contact number will remain constant. Due to increased partner relationships with many of the agencies, the referrals for Program Year 2012 are expected to increase by three percent.

Partner agencies include:

- Telamon (National Farmworker Jobs Program, Section 167 Grantee);
- Michigan Department of Human Services;
- Michigan Health Centers and Community Health Centers;
- Michigan Primary Care and Michigan Health Promotion;
- Michigan State University College Assistance Migrant Program;
- Michigan State University High School Equivalency Program;
- Migrant Education and Head Start Programs;
- Literacy Coalitions and Councils, including English as Second Language training;
- Farmworker Legal Services; and
- Michigan Migrant Legal Assistance Project.

The transient nature of migrant and seasonal farmworkers makes it difficult to develop an accurate estimate of the number of Migrant Seasonal Farm Workers in Michigan. The last Migrant Seasonal Farm Workers enumeration study for Michigan was completed in 2006, where an estimated 45,000 Migrant Seasonal Farm Workers were reported to have worked in Michigan.

⁴ Michigan Department of Human Services, Office of Migrant Affairs

⁵ * Designated as significant for Program Year 2011

Since that time, three of the entities in the State that work closely with Migrant Seasonal Farm Workers have seen a decline in the number of workers coming to Michigan. The Department of Human Services, the National Farmworker Jobs Program grantee (Telamon Corporation), and the Workforce Development Agency believe the decline in numbers is due to: strict immigration laws passed in some states, such as Georgia, where Migrant Seasonal Farm Workers travel through to get to Michigan, and the concern that this type of law was proposed in Michigan; the greater use of mechanized equipment; and, the crop fluctuation from poor-to-good and early-to-late from year-to-year. For example, in Program Year 2011, Michigan's asparagus crop was early, and there was a lack of Migrant Seasonal Farm Workers in the state at that time. Asparagus growers contacted their previous Migrant Seasonal Farm Workers, and many said they were either not coming until a later date, or not coming to Michigan at all. A few growers reported the reasons also included transportation costs were too expensive or the Migrant Seasonal Farm Workers wanted to keep their children in school, in their home state.

The decline in Migrant Seasonal Farm Workers is most evident in the Saginaw-Midland-Bay area and the Southeast Michigan area to the point where both the National Farmworker Jobs Program provider and the Workforce Development Agency have reassigned staff to different locations. The Workforce Development Agency has also seen an overall decline in the number of registrations in the State reporting system. This can be attributed to: Migrant Seasonal Farm Workers are job-attached when they come to Michigan, so they do not want to be registered; the distrust of the system itself; Migrant Seasonal Farm Workers are only interested in farm work and do not see the need to register. In spite of all these reasons, Agricultural Employment Specialist staff explains the benefits of registering in the system and all the services that are available from the One-Stop and other service providers.

Taking into account data received from the WIA, 167 National Farmworker Jobs Program grantees, employer organizations and State agency data, it is estimated that the number of Migrant Seasonal Farm Workers working in Michigan during Program Year 2011 will remain constant at about 25,000. However, accounts from employers have stated that those Migrant Seasonal Farm Workers who return year-after-year are either 1) not coming to Michigan this year, or 2) are coming later after the children are out of school, which was the case with the asparagus growers. The best estimate for Program Year 2012 is that the number of working Migrant Seasonal Farm Workers may slightly increase, with the expectation for ideal crop conditions and continued promotion of the Intra / Interstate Clearance Order system.

Meetings for agricultural growers and employers are held in various parts of the State to promote the hiring of Migrant Seasonal Farm Workers and discuss employment needs. The content of the meetings is based on information the employers requested, and include partner agencies such as Michigan Farm Bureau, Immigration and Customs Enforcement, and Telamon Corporation. Outreach visits are also conducted in order to build relationships, which leads to employers using the State employment system as their source to find the workers they need, many of whom are Migrant Seasonal Farm Workers. By building strong employer relationships, employers are more apt to look at other positions for the Migrant Seasonal Farm Workers and not just the "typical" hand-harvesting positions. Migrant Seasonal Farm Workers have been referred to and hired as tractor drivers, maintenance workers, packers and sorters, fork lift operators and supervisors. This positive employer relationship also helps to alleviate potential apparent violations and complaints.

The annual summary by the State Monitor Advocate, which includes significant site and office reviews, has not been completed as of this date, but is in process. The Workforce Development Agency considers all recommendations provided by the State Monitor Advocate. The State Monitor Advocate also provides technical training to both the One-Stop and Agricultural Employment Specialist staff through webinars and face-to-face trainings.

Outreach Activities

Michigan is committed to providing equitable services to the Migrant Seasonal Farm Workers population. A majority of the Agricultural Employment Specialist's time during each respective peak season is spent conducting outreach to Migrant Seasonal Farm Workers, in order to locate those Migrant Seasonal Farm Workers who are not being reached by normal services conducted at the One-Stop Centers. While conducting outreach, the Agricultural Employment Specialist explains all services available at the One-Stop Centers, including referrals to employment, training and supportive services. Other job development services, such as the availability of counseling, testing and career guidance are also explained. Additionally, information on the Job Service complaint system and a summary of Farmworker rights with respect to the terms and conditions of employment are provided to Migrant Seasonal Farm Workers.

Migrant Seasonal Farm Workers are encouraged to come in to the One-Stop Centers for services, as many of the partner agencies are located at the Centers, or in close proximity. However, if a Migrant Seasonal Farm Worker is unable or does not wish to visit a Center, the Agricultural

Employment Specialist provides the following services on-site:

- Preparation of registration/resume assistance;
- Referral to specific employment opportunities currently available, or job development services, for unemployed Migrant Seasonal Farm Workers;
- Recommending available employment opportunities on the date after a Migrant Seasonal Farm Worker's current employment ends;
- Assistance in preparing an Employment Service or non-Employment Service related complaint;
- Referral of complaints to the Local Office Coordinator or State Complaint Coordinator;
- Referral to supportive services; and,
- When possible, schedule appointments and assist migrant farm workers with transportation to and from the One-Stop, or other locations where integrated workforce development services are provided.

The Workforce Development Agency has a Memorandum of Understanding with the Michigan Department of Agriculture and Rural Development to conduct camp inspections. The Michigan Department of Agriculture and Rural Development provides a list of all licensed camps; Agricultural Employment Specialist staff are required to visit each camp at least once per season, although many camps receive more than one visit. In Program Year 2010, there were over 800

licensed migrant camps in Michigan.⁶ In addition to the migrant labor camps, outreach is conducted at community and church events, such as food distributions, fiestas, welcoming meetings, and Head Start Parent Meetings. In Program Year 2011, almost the same number of camps were inspected and licensed. It is difficult to predict the number of migrant camps for Program Year 2012, since new farms are opening and others are closing, due in part to an aging population of farmers in Michigan.

Michigan also has an Interagency Migrant Resource Committee that meets monthly. The Interagency Migrant Resource Committee is directed by the Michigan Department of Human Services, Office of Migrant Affairs, and its mission is to

“...coordinate the delivery of services for migrant and seasonal farmworkers and to serve as a clearinghouse for the exchange of views, problems and solutions between all parties concerned with migrant and seasonal farm labor and related services in an effort to improve the quality of life for Migrant and Seasonal Farmworkers.”⁷

One of the Interagency Migrant Resource Committee Subcommittees, The Migrant Child Task Force, conducts visits to migrant camps. These visits include representatives from a number of service agencies visiting with the families and providing information, as well as different items for the children. In an effort to increase awareness of the importance of Migrant Seasonal Farm Workers to Michigan, State Department and Agency Directors have been invited and have attended some of the outreach visits.

There are nine (9) Migrant Resource Councils (Migrant Resource Councils) in Michigan which are under the auspices of the Director of the Interagency Migrant Resource Committee. These Councils are located in the State’s main agricultural regions and are comprised of representatives from state and local agencies, non-profit service providers, farmworker advocates, and growers. The Migrant Resource Councils are under the direction of the Office of Migrant Affairs in the Michigan Department of Human Services. As a member of the local Migrant Resource Council, Agricultural Employment Specialists exchange information on services available for farmworkers, make and receive referrals for services, identify unmet needs, and strategize with other Migrant Resource Council members to maximize outreach activities and address Migrant Seasonal Farm Workers needs not currently being met. The Agricultural Employment Specialists also participate in Migrant Resource Councils sponsored activities, such as “Farmworker Appreciation Day,” the “Backpack Bonanza,” and the “Christmas Basket Give-Away.” All of these events have more than 300 migrant and seasonal workers and their families participating.

For those Migrant Seasonal Farm Workers wishing to settle-out or who require or request additional training, the Migrant Seasonal Farm Workers is referred to Telamon Corporation or other entities located at the One-Stops. Telamon offers a variety of trainings, including but not limited to English as a Second Language, General Equivalency Diploma preparation, Pesticide Application Certification, and Commercial Driver’s License Training.

⁶ Michigan Department of Agriculture and Rural Development Web Site (Michigan.gov/mda)

⁷ State of Michigan, Interagency Migrant Services Committee (Interagency Migrant Resource Committee), By-Laws

In Program Year 2011, Telamon began two training projects with two new agriculture employers and is partnering with the Agricultural Employment Specialist staff for Migrant Seasonal Farm Worker referrals to the programs. A new greenhouse employer in the Coldwater area plans to hire between 30 and 50 year-round workers and some temporary workers; another greenhouse operation is scheduled to open in Mattawan that will also employ year-round workers.

The Workforce Development Agency and Telamon Corporation continue to work together for referral and training services for Migrant Seasonal Farm Workers. A Memorandum of Understanding was recently completed with Telamon Corporation that describes outreach strategies and referral processes between the two agencies, in order to reach the largest number of Migrant Seasonal Farm Workers.

In an effort to reach out to more non-agricultural employers, Agricultural Employment Specialists attend local Rotary Club and Chamber of Commerce meetings. At these meetings, the high work quality and ethics of Migrant Seasonal Farm Workers are highlighted. By educating these employer groups, the result could be more opportunities for those migrants who wish to settle-out.

Webinars will be available for all those who provide services to Migrant Seasonal Farm Workers. Topics for the webinars include outreach safety and recognizing an apparent violation. These webinars were also held in Program Year 2010, were sponsored by Michigan Primary Care Association, and proved to be very informative and provide training for staff from all agencies.

In 2012, Agricultural Employment Specialists will contact 14,000 Migrant Seasonal Farm Workers. Michigan projects one-third of its contacts will be achieved through outreach with partner agencies such as Telamon, Department of Human Services, and health care providers, such as Intercare. Projected outreach days for 2012 are 910, taking into consideration State holidays and average number of leave days used by staff.

The Agricultural Employment Specialists rely on face-to-face contact as the primary means of providing outreach services. A packet of printed materials is given to the Migrant Seasonal Farm Workers and contains the following:

- Listing of local One-Stop services;
- The Workforce Development Agency form 300B, "Notice to Applicants," which is a bilingual pamphlet that informs Migrant Seasonal Farm Workers of all employment services and assists them to facilitate access to Michigan's electronic exchange system;
- The Migrant Resource Councils brochure that lists all the service providers' information in the local area; and,
- Any additional information pertinent to the local area, such as announcements for parent nights, bi-lingual classes, food distributions, etc.

Michigan also uses a brochure for Migrant Seasonal Farm Workers that highlights available employment services. The brochure is currently being updated to reflect changes to Michigan's Talent System and will be published in English and Spanish.

A Memorandum of Understanding continues between the Hope, Arkansas Migrant Rest Center and the Workforce Development Agency whereby the Workforce Development Agency receives information on Migrant Seasonal Farm Workers who have stopped at Hope and are traveling to Michigan. This is a valuable resource for the Agricultural Employment Specialists to use to contact the Migrant Seasonal Farm Workers once they are in Michigan and provide employment services and information regarding available services.

Special programs to advertise job openings for Migrant Seasonal Farm Workers have also been developed and maintained. “Programa Del Campesino” is a bi-lingual radio program sponsored by the Workforce Development Agency. The program airs on 103.7FM COSY in South Haven, Michigan on Sunday evenings, from 6:00 p.m. – 10:00 p.m. Approximately 30,000 listeners tune in each week. While there is no information to indicate how many listeners are Migrant Seasonal Farm Workers or agricultural employers, it has been determined that the program serves approximately 200 employers by announcing job openings for the Southwest area of the state in both English and Spanish. Also, over 100 non-agricultural positions and over 500 agricultural positions have been announced, including available H-2A positions.

“Project Respeto” is another special outreach program that continues each season. One part of the program was designed to conduct joint visits by the local Agricultural Employment Specialist and the local Michigan State Police and County Sheriff Officers to migrant camps. At these visits, information is given to the camp occupants regarding Michigan laws. By having an Agricultural Employment Specialist introduce law enforcement, camp occupants are more open to trusting the officers, which has led to fewer problems in some of the communities.

Michigan provides a full spectrum of resources through its agricultural Web site (www.michaglabor.org). The information is available in English and Spanish and contains the following subjects:

- current job openings;
- grower profiles;
- seasonal crop information;
- Agricultural Employment Specialist directory;
- Migrant Health Services directory;
- Day Care and Education resources; and,
- H-2A orders.

The Web site is currently undergoing a transition to correlate with Michigan’s Talent System. An innovative and ground-breaking project is being sponsored by the Workforce Development Agency where a free application has been developed for Migrant Seasonal Farm Workers to locate various resources in Michigan and across the country. The database currently holds over 2,000 agencies in 47 states that assist the Migrant Seasonal Farm Workers population. Agencies include National Farmworker Jobs Program providers, State Workforce Agencies, and Migrant Education, to name a few. The application is in English and Spanish, and can be launched on Android and Apple devices. The application finds local resources based on the user’s GPS location and will give the distance to the service provider, as well as a detailed map of the location and a short description of the services. This new outreach tool will have the most comprehensive database in the nation, and Michigan sees this as a tool to improve access and utilization of all services.

In an effort to promote the Intra / Interstate Clearance Order Recruitment System, meetings were held in January and February 2012, to explain and educate Michigan growers and agricultural employers. Approximately 200 growers took part in these meetings. In a few areas, growers had interest in using the Intra / Interstate Clearance Order System. The Workforce Development Agency Migrant, Immigrant and Seasonal Worker Services Director worked collaboratively with the State Monitor Advocate of Texas for a job fair, once an Intra / Interstate Clearance Order was received. While six growers had considered an Intra / Interstate Clearance Order, none came to fruition, as the labor they needed was located. However, Michigan plans to continue to actively promote the Intra / Interstate Clearance Order System and to continue ultimately work closely with the Texas State Monitor Advocate for future Intra / Interstate Clearance Orders.

An upcoming project is a series of webinars or video conferencing with the outreach workers of Michigan's supply states (Texas and Florida). These webinars or video conferences will allow the outreach staff to work more closely, but within the federal guidelines, for the benefit of the Migrant Seasonal Farm Workers. Michigan also plans to work with these states to re-establish promotional visits, where Agricultural Employment Specialists explains employment services available in Michigan. Michigan anticipates there will be Intra / Interstate Clearance Orders next season, resulting in Migrant Seasonal Farm Workers recruitment.

Additionally, Michigan will educate all populations by posting informational videos of crops. The videos will show the mechanics of the work involved, including harvesting the crop, packaging the crop, and/or other requirements needed for the work. By providing this information, Migrant Seasonal Farm Workers see other opportunities for employment.

The level of funding for 2012 will be consistent with the 2011 funding, allowing for 17 Agricultural Employment Specialist and two management positions to provide services for Migrant Seasonal Farm Workers and agricultural employers in Michigan.

Services Provided to Migrant Seasonal Farm Workers through the One-Stop Delivery System

Core, intensive and training services required under the WIA Title I are provided to Migrant Seasonal Farm Workers through the Michigan Works! One-Stop Service Centers, Telamon Corporation and the Agricultural Employment Specialists staff. When a Migrant Seasonal Farm Worker visits a One-Stop, One-Stop staff provide core services to Migrant Seasonal Farm Workers. Bi-lingual services must be provided, as needed. The majority of intensive services are provided by the Agricultural Employment Specialist staff. These include comprehensive employment services, such as job referral and placement, resume writing assistance, career guidance, skill assessment, and referral to training. Additionally, assistance with Michigan's electronic system, Michigan Talent Connect (formerly the Michigan Talent Bank) is also provided.

The Agricultural Employment Specialists are knowledgeable of the various training programs available through the One-Stop and make referrals to programs, based on customer request. Since the Workforce Development Agency is not a direct provider of training services, it is imperative that training programs are explained thoroughly to the Migrant Seasonal Farm Workers, and referral to programs takes place. The Agricultural Employment Specialist staff will continue to encourage Migrant Seasonal Farm Workers to enter training programs in order to advance their skills that may lead to higher paying employment. However, the Agricultural

Employment Specialists are sensitive to those who may not want to leave the migrant stream, and take that into consideration before referrals are made.

Various agriculture industry cluster groups have been developed in Michigan Works! service delivery areas, focusing on the skill development of workers. Some examples of trainings offered through the clusters are food safety training and pesticide application. Agriculture clusters are currently located in the Thumb Area, the Northwest, and the Southwest areas of Michigan.

Telamon has developed an internship program to help participants discover the strengths they possess and broaden their scope of employment. These interns will be exposed to high-demand / high-growth occupations. By referring Migrant Seasonal Farm Workers to this program, as well as the trainings offered by the One-Stop and cluster groups, Agricultural Employment Specialists are helping Migrant Seasonal Farm Workers with the opportunity to advance their skills and be competitive in a local, regional and global economy.

Services Provided to Agricultural Employers through the One-Stop Delivery System

The One-Stop Service Centers and Agricultural Employment Specialists provide employment services to agricultural employers. Primary services include assistance to write job orders and the referral of workers. As previously mentioned, the Workforce Development Agency held seven meetings for employers to explain and promote the Intra / Interstate Clearance Order System. The Workforce Development Agency also conducted presentations on the Intra / Interstate Clearance Order System to two of the largest commodity groups in the State: the Michigan Asparagus Advisory Board and the Michigan Apple Commission.

A feature on the State's agricultural Web site is the "[Grower Profile](#)." Agricultural Employment Specialist staff solicits growers to post their business information on this site. Photographs are often included, showing the fields or housing of the particular farm and crops harvested. This is an effective way for the employer to "highlight" their business to all workers. All employers are invited to post a profile.

On April 12, 2012, the first-ever job fair for asparagus growers was held to assist in finding workers for an early harvest. In addition to on-site interviews, attendees had the opportunity to view a video on asparagus work, as well as become familiar with equipment used to pick asparagus; an asparagus rider was on display and an explanation on how it is used was also available. The Workforce Development Agency strives to provide services to the agricultural industry, whether there is an adequate supply of workers or a shortage of workers. In partnership with the One-Stop employer liaisons, agriculture employers are notified of all services offered by the One-Stop.

The total number of agriculture job orders placed in the One-Stop Management Information System in Program Year 2010 was 1,064. Orders were entered by both employers and the Agricultural Employment Specialist staff. The total number of openings from these orders were 7,641 and the number of openings filled equated to 3,226. The Workforce Development Agency anticipates these numbers will remain constant for Program Year 2011, and anticipate a slight increase due to greater promotion of the Intra / Interstate Clearance Order system, and the additional presentations to take place during Program Year 2012.

Other Requirements

The Acting State Monitor Advocate has been afforded the opportunity to approve, and comment on, the Annual Agricultural Outreach Plan.

The draft of the 2012 Agricultural Plan was presented to the Interagency Migrant Resource Committee at the June 2012 meeting. The members of the Interagency Migrant Resource Committee are noted in the following two paragraphs. Once the plan has received final approval from the State Administrator, it will be posted on [Michigan's Agricultural Web site](#), and a notice will be sent to the Interagency Migrant Resource Committee members informing them of the posting.

The following entities were solicited for information for contribution to the Plan:

- Telamon Corporation;
- Michigan Department of Human Services;
- Michigan Department of Agriculture and Rural Development;
- Michigan Primary Care Association; and,
- Michigan Migrant Head Start / Telamon Corporation.

In addition to the above-mentioned entities, the following agencies and organizations have been afforded an opportunity to comment on the Plan:

- Michigan Farm Bureau;
- Migrant Health Services;
- Michigan Department of Civil Rights;
- Michigan Department of Community Health;
- Michigan Department of Agriculture and Rural Development;
- Michigan Department of Education - Migrant Education;
- Michigan Occupational Safety and Health Administration;
- Michigan Department of Licensing and Regulatory Affairs;
- Hispanic Center of Western Michigan;
- United States Department of Homeland Security;
- Michigan Migrant Legal Assistance Project;
- Farmworker Legal Services;
- Michigan State University CAMP and HEP Programs;
- Julian Samora Research Institute; Hispanic Latino Commission of Michigan;
- Christo Rey Community Center;
- United States Department of Agriculture – Rural Development;
- United States Department of Labor – Wage and Hour Division; and,
- Social Security Administration.

The plan will be posted until October 17, 2012. To date, no comments have been received. Any comments received between September 14, 2012 and October 17, 2012 will be considered, and forwarded to USDOL.

Services to Employers

Michigan helps employers find qualified workers by making the Talent Connect accessible and by providing employers with self, facilitated, and mediated levels of service through the 25 Michigan Works! Agencies, as necessary and appropriate.

The Talent Connect is an online, self-service database that lists job seeker resumes and various job openings. The Talent Connect facilitates employers' recruitment and selection of qualified job applicants.

Direct services provided to employers include:

- Conducting searches, screening resumes, and sending a selected group of job seekers to the employer, based on screening online;
- Contacting job seekers who have been identified in a search to tell them about the opening and to make referrals;
- Contacting job seekers who have been identified in a search to make interview appointments;
- Contacting job seekers who have been identified in a search to conduct additional screening at the employer's request;
- Conducting reference checks of selected job seekers; and,
- Administering proficiency tests and other testing.

Also connected to the Talent Connect (mitalent.org) Web platform, is the incorporation of virtual career fairs under the MiVirtualCareerFair event platform. MiVirtualCareerFair is a live, 3D interactive virtual environment that allows job seekers from anywhere in the world to connect with Michigan employers looking for talent. While some of these virtual events are general in scope and purpose, most include a target industry component to address skill gaps indicated by labor market information. Target event types are governed by Labor Market Information, and the needs expressed directly by employers who have participated in the State of Michigan's talent acquisition services, including engagement with industry clusters. Additionally, the MiVirtualCareerFair platform has allowed the state to extend its talent search beyond Michigan's borders by reaching nation-wide talent in skill gap areas.

The Talent Connect site has partnered with One-Stop Centers, libraries, businesses and partners to provide content to assist employers and job seekers. The site is promoted in multiple public publications, through partner agencies, as well as through messages delivered by the Governor. Informative literature is also distributed through Michigan Works! Agency offices and the One-Stop Centers.

Several programs and communications resources are employed by the Workforce Development Agency to promote resources for job seekers and employers, and to engage them with Talent Connect, talent matching programs, and other resources. The SHARE Network of Michigan serves populations across Michigan at public "Access Points" to provide self-sufficiency in job

search and career resource acquisition by those looking for work. These public access points include libraries, community centers, and faith-based institutions.

To promote accessibility of all Talent Connect resources and state workforce programs overall, the Workforce Development Agency employs job seeker and employer e-newsletters to inform those looking for a job, or for talent, about state initiatives and systems. The first JobConnect, is designed to inform and engage users of our systems of programs and systems that can aid them in their job search and career preparation activities. The Talent Connect e-newsletter reaches Michigan employers with industry information, data, programs and initiatives designed to aid them in finding qualified talent to fill their positions and facilitate economic growth in the state.

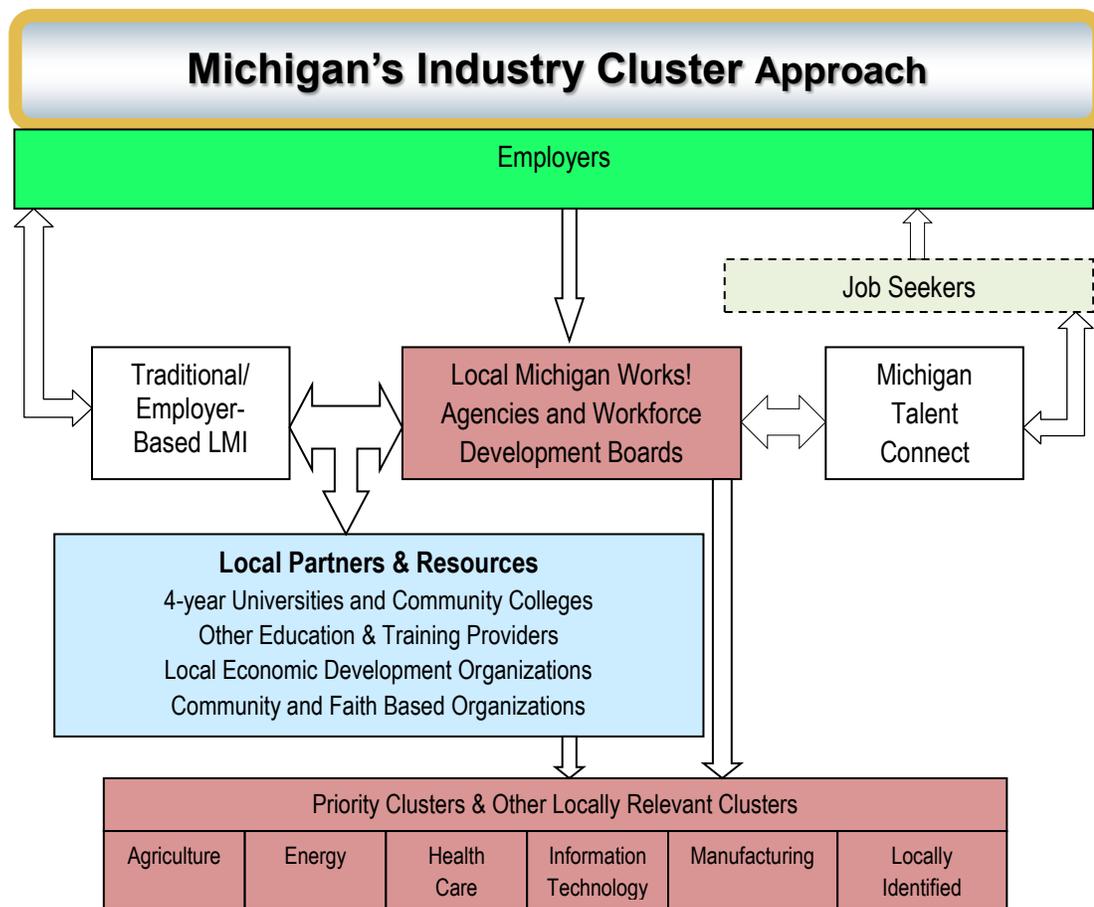
Demand-Driven Strategy

A demand-driven workforce system is the State of Michigan's primary workforce development strategy, focusing on aligning all efforts – initiatives, programs and funding – around industry clusters. The Workforce Development Agency has developed the [Michigan Industry Cluster Approach](#) focusing on five broad clusters: agriculture, energy, healthcare, information technology, and manufacturing. The five clusters were selected relative to the significance to the Michigan economy based on 14 economic measures: current employment performance; future expectations, employment concentration; wage and salary impact; and human capital and skills.

To best meet the needs of Michigan's employers, workforce development and economic development need to align their efforts. The State of Michigan is organized around ten economic development regions in an effort to prioritize limited state-level staff and funding resources. Moreover, local economic development "champions" designated for each of the regions assist the Michigan Economic Development Corporation with targeted programs and resources to the industries which are most relevant to local regional economies. Finally, as a condition for economic incentive programs, the Michigan Economic Development Corporation requires regions to demonstrate how projects relate to one of the Michigan Economic Development Corporation's priority industries and how the state-level support will impact the local economy.

Training to increase the skills of workers is at the heart of the Michigan's Industry Cluster Approach. Where significant workforce needs and skill gaps exist, maximizing training resources is extremely important. Collaboration among the Workforce Development Agency, Michigan Works! Agencies, education and training providers, and industry is the key to maximizing resources. Moving to a demand-driven system through industry clusters is the workforce strategy for the State of Michigan. It is not an add-on activity; it is the way of doing business.

Michigan has defined a cluster as a geographic concentration of related employers (one or more), industry suppliers, and support institutions in a product or service field. For the purposes of workforce development, Michigan's clusters are broad industry sectors. In a practical sense, clusters are an organizing framework to permit the selection of significant industry sectors for which in-depth knowledge and expertise on workforce issues are developed by convening employers. A cluster leverages the knowledge and resources of all involved, decreases duplication of effort, and can often achieve cost savings for training.



Recently adopted by the Michigan Works! Agency Director’s Council, “The purpose of a demand-driven workforce development system is to contribute to the state’s economic vitality through the provision of workforce training and services that meet the needs of targeted business sectors and employers.” Demand-driven is the opposite of supply-driven, where programs and services primarily focus on job seekers. A demand-driven system establishes employers – the “demand” side - as the primary customer of the workforce system. The employer creates “pull” based on the demand they have and provides information including identifying what jobs exist, job vacancies, positions hard to fill, relevant training programs, job candidate screening factors and so on. Therefore, to gather direct information, employers are “convened” by service providers for the purpose of providing labor market information. Service providers then respond to the gathered demand factors with a labor supply aligned with demand.

It is important to note that many Michigan Works! Agencies are currently implementing a demand-driven workforce development strategy and have already [organized efforts around local cluster strategies](#). In these instances, the Michigan Works! Agencies local priority clusters will move quickly through a three phased approach: Phase 1 - [Cluster Commitment](#); Phase 2 - Partnership Mobilization; and Phase 3 - Recruitment and Training Implementation. Cluster readiness to move through these phases will be determined by using the [Cluster Readiness and Progress Indices](#), which will measure eight dimensions of cluster readiness including: governance and decision making structure, employer engagement, alignment with existing talent and economic development organizations, use of data, communication, planning, customer

activities, and resource adequacy. The Michigan Industry Cluster Approach fully supports these already existing efforts and works to assist with implementing a demand-driven workforce development system on a statewide basis.

Michigan's Industry Cluster Approach aims to overcome limitations of existing labor market information and common data collection tools, which can often prove to be inadequate or misleading. This is accomplished by transitioning to a demand-driven system that directly engages employers in the process of determining high-demand occupations and related training programs that will result in industry recognized credentials.

“High-demand occupations” is terminology used to represent where job opportunities exist in significant numbers. This term also encompasses new and emerging occupations. This is especially true in the context of the high-demand occupation lists used by Michigan Works! Agencies to determine what training programs to support for enrollment by WIA eligible participants. The Michigan Works! Agencies may also use these lists to inform job seekers about jobs in the local labor market. Other terms like “in-demand” and “jobs in demand” are often used synonymously with the term “high-demand.”

It should be noted that sometimes “high-demand” might include low wage occupations that are within a dominant sector of a geographical region that have significant training needs. In addition, a Michigan Works! Agency may decide not to prioritize those positions due to limited resources, even though they represent bigger numbers than certain other occupations. On the other hand, a Workforce Development Board might choose to include them for other locally determined reasons.

The key activities in Phase 2 of Michigan's Industry Cluster Approach include developing and refining local high-demand occupation lists and convening employers in order to identify workforce needs. Both of these activities rely heavily on cluster employer champions to recruit others in the region willing to share hiring projections, training needs, and a commitment to hire trainees.

It is also possible that during this phase, employers identify needs that may be addressed by means other than training. Examples may include work-related academic assessments, work related assessment tools; training to upgrade basic work ethic, work readiness, and customer service; assistance with recruitment and screening and K-12 initiatives.

When determining a region's high-demand occupations list, Michigan Works! Agencies should employ a number of different strategies to engage employers, including collecting detailed information through industry focus groups, on-line surveys, or vetting draft high-demand occupation lists with employers. These lists identify and rank occupations by relevance. The intent is that data provided directly by employers play a more significant role in establishing and updating high-demand occupation lists. Regularly consulting local high-demand occupation lists and the State's eligible training provider list are ways frontline staff can make clients aware of programs that issue industry-recognized credentials.

As industry clusters are established at the local level, Michigan Works! Agencies will convene employers to serve as the primary source of industry and occupational data. With employers in the lead, better outcomes are the result for industry as well as job seekers. The dialogue between employers and the workforce system needs to extend beyond simply “where are the jobs,” to

probe deeper into the underlying recruitment and training issues related to broader skills mismatches and gaps.

Phase 2 of Michigan's Industry Cluster Approach culminates with the development of a recruitment and training plan for each cluster selected in Phase 1. Michigan Works! Agencies should use the industry and occupational data gained from convening employers to identify skill gaps within the cluster. Asset mapping conducted during this phase determines whether training is available to address those skill gaps. Consulting cluster employer partners ensures that training meets industry and occupational requirements and standards. If training to address the employer-identified skill gaps is not readily available in the region, Michigan Works! Agencies work with the cluster employers and regional educational and training providers to develop training programs that will meet the specific knowledge, skill, and ability requirements of the cluster. If the regional training providers are unable to design/deliver the necessary training the Michigan Works! Agency has the ability to conduct a statewide search for a training provider to meet the demand.

The Michigan Works! Agencies will develop a recruitment and training plan for each cluster selected. Annual updates to these plans will ensure the strategies implemented are still relevant to each cluster's current workforce demands. The Workforce Development Agency will provide details regarding specific requirements of recruitment and training plan development in a future policy issuance.

Comprehensive recruitment and training plans will include the following elements:

- Identification of cluster skill gaps – this includes data that support industry demand (i.e. hiring forecasts and timelines, workforce plans, timelines for implementing new technology, data that supports a skill shortage in the labor pool, etc.)
- Identification of training that meets industry demand – training that meets industry demand should result in industry-recognized credentials. This section also provides detailed plans for developing or modifying curriculum to meet industry demand.
- Implementation strategy – this is a detailed work plan for how the industry cluster will address the skill gaps identified. It includes a timeline for key milestones and benchmarks to measure success.
- Outreach and recruitment communications strategy – a detailed plan for how the industry cluster will promote training and recruit participants for jobs and training within the cluster.
- Recruitment and training resources – this information will identify the resources needed to fully implement the recruitment and training plan for the cluster and any gaps that exist between current resources and need. Recruitment and training resources could include employer contributions, cost efficiencies for training, state funding, foundation and philanthropic resources, etc.

Together, the work in Phases 1 and 2 of Michigan's Industry Cluster Approach, culminate in training job seekers and workers for the employers in specific clusters. Many steps are required for successful adoption of a cluster based demand-driven workforce development system.

Among these steps and activities of Phase 3 are networking with partners and employers, scheduling and promoting training, recruiting and screening candidates (if required), enrolling trainees, monitoring trainee participation at the start of training for any issues or dropouts, and measuring the success of training. The use of job information provided by employers (e.g. in-demand jobs, screening factors, etc.) to inform job seekers, including the use of high-demand occupation lists and the Career Education Consumer Report, is an important component of the local effort. Since the recruitment and training plan may cover an extended period of time, ongoing communication with employers in the cluster is required as adjustments may be necessary if labor market conditions change. The most significant aspect of Phase 3 is constant employer involvement spanning all activities, especially trainee screening and placement.

The Michigan Industry Cluster Approach uses a cluster prioritization framework to select key industries of the employment base. The purpose of selecting clusters is to convene employers to gather in-depth information about jobs in demand, skill gaps, training needs, employee screening factors, and other related issues.

It is in the best interest of job seekers and employers to implement a demand-driven system based on a cluster strategy in response to 1) current employer demand; 2) the need for the workforce system to adapt to a changed labor market environment; and 3) the Michigan Works! System's goal of continuous improvement. Building upon an extremely positive performance track record on the 17 WIA performance measures and other accomplishments of the Michigan Works! System, continuous program improvement is necessary to maintain the system's high standing across the nation.

Additional reasons to adopt a cluster-focused, demand-driven system include:

- Arranging workforce development activity by cluster permits the development of in-depth expertise on an industry and, thereby avoid the limitations of current job and related labor market information;
- Convening employers (who are the primary customer) and when appropriate, partners and other resources, allows comprehensive dialogue between employers and employment and training providers, resulting in innovative problem-solving;
- Providing an environment to engage industry leadership on a broad range of workforce issues facilitates the identification of resources well beyond just WIA-funded programs. Many workforce issues outside the reach of WIA eligibility and funding require collaboration in support of employer-sponsored training;
- Changing the focus of the workforce system shifts emphasis on talent issues to an industry basis rather than on a single employer at a time; and
- Michigan has several years of experience with the cluster approach through Skills Alliances and the response from the system has been very positive.

It is important to note that many local groups formed around industry clusters already exist. Many of these groups are convened by, funded by, or partner with the Michigan Works! Agencies. Therefore it is crucial that Michigan Works! Agencies continue to take advantage of these situations, as much as possible and thereby, avoid the time and expense of duplicating

efforts. In some instances, service delivery areas covered by the Michigan Works! Agency and boundaries around such industry clusters, may not directly correspond. However, regional cooperation is encouraged since economies of scale may be achieved by avoiding the establishment of duplicate groups. Working through the Collaborative Development Council, representing the state's ten economic development regions, is another way to foster regional cooperation on workforce development.

As Michigan's Industry Cluster Approach objectives are achieved, a demand-driven workforce development system results.

Industry demand also drives all Workforce Development Agency programs to maximize limited resources and ensure effective and consistent delivery of service at the state and local level. The Workforce Development Agency will issue separate policy and guidelines to address Michigan's Industry Cluster Approach integration as it relates to other Workforce Development Agency program areas.

As industry clusters are established at the local level, Michigan Works! Agencies will convene employers to serve as one of the primary sources of industry and occupational data. As previously noted, with employers in the lead, better outcomes are the result for industry, job seekers, and the entire state. The dialogue between employers and the workforce system needs to extend beyond simply "where are the jobs," to probe deeper into the underlying recruitment and training issues related to broader skills mismatches and gaps. The activity of bringing employers to the table to identify workforce needs, relies heavily on identifying and collaborating with employer champions to recruit other employers in the region willing to share hiring projections, training needs, and a commitment to hire participants completing pre-employment education and training.

The Michigan Works! Agencies may convene employers in many different ways including formally convened partnerships; ad-hoc or intermittent focus groups; surveys; virtual forums, such as teleconferences, video conferences, using a business services team approach, etc. However, experience has shown and best practices provide evidence that the stronger the relationship with and between employers, such as face-to-face interaction, the more meaningful the industry and occupational data and consequently, the better the outcomes for employers and job seekers.

Cluster-Based Training Funding

To the extent that funds are available, the Workforce Development Agency will dedicate competitively procured and state discretionary funding for Michigan Works! Agencies to provide cluster-based training. Funding will provide unemployed, under-employed, and incumbent workers with allowable training in support of local high-demand occupations and corresponding recruitment and training plans.

The Workforce Development Agency will detail an application process for cluster-based training funds in a future policy issuance. Applications should be based on the recruitment and training plans developed during Phase 2 of Michigan's Industry Cluster Approach, which include performance benchmarks.

State-level WIA Discretionary Funding

In recognition of the importance of demand-driven training through an industry cluster approach, the Workforce Development Agency will target WIA Discretionary Statewide Activities towards the adoption and implementation of the Michigan Industry Cluster Approach.

The Michigan Works! Agency's commitment to the industry cluster approach will be determined utilizing the Cluster Readiness and Progress Index as an assessment of the local area's adoption and implementation of Michigan's Industry Cluster Approach.

Local-level WIA Formula Funds

Recognizing the importance of demand-driven training through an industry cluster approach, Michigan Works! Agencies must expend local-level WIA formula funds to provide unemployed, under-employed, and incumbent workers with allowable training in support of local high-demand occupations and corresponding recruitment and training plans.

Cluster Training Fund

The Workforce Development Agency, with the Michigan Economic Development Corporation and the Michigan Works! Agencies, will seek to establish a Cluster Training Fund that will be created from employer, philanthropic and governmental sources. The Cluster Training Fund will provide flexible training funds for businesses to train prospective and current employees and will bridge the current training and funding gaps. In addition, the Cluster Training Fund can provide funding for innovative strategies, not allowable under the WIA.

The Michigan Strategic Fund will house the Cluster Training Fund. At a minimum, funds will be accessed through an application process; must be for training supported by employers in a cluster; will require an employer match; and will result in job retention, job growth or increased wages.

The ultimate goal of the Michigan Industry Cluster Approach is to adapt the workforce system to produce more trainees with skills and competencies that align better with industry. The Michigan's Industry Cluster Approach's success will be evident when the following objectives are accomplished.

- Employers identify industry demand and vacancies.
 - Educational program offerings directly respond to the industry identified demand and curriculum addresses occupational skill requirements.
- Workforce Development Agency and Michigan Works! Agency services and programs align with industry's need for workers and skills.
 - The State's eligible training provider list represents real-time and in-demand training based on input from employers.

In addition to utilizing the Cluster Readiness and Progress Indices to measure the quality of the implementation of a cluster framework, WIA performance measures will provide data to assess the implementation of a cluster strategy and related factors contributing to higher performance and rapid placement.

Many industry clusters use “learn-by-doing” training models to prepare and raise the skills of workers within those industries. Apprenticeships, for example, are used extensively in manufacturing and utilities to prepare skilled trades workers. The Michigan Works! Agency system has many tools available to support this style of training, including On-the-Job Training, Incumbent Worker Training, and Individual Training Accounts:

- On-the-Job Training – The use of On-the-Job Training is encouraged to support industries using the learn-by-doing model for preparing workers to enter occupations within local industries. Moreover, classroom instruction may be combined with On-the-Job Training to support apprenticeship and related training styles. In addition, the WIA allows considerable flexibility in the application of On-the-Job Training for employed workers, especially with respect to what are a “self-sufficient” wage and the “appropriate purposes” for the training. In other words, On-the-Job Training is an option for the up-skilling of employed workers, consistent with local Workforce Development Board policies. On-the-Job Training contracts may be written for eligible employed workers when:
 - The employee is not earning a self-sufficient wage as determined by local Workforce Development Board policy;
 - The requirements in Sec. 663.700 are met; and
 - On-the-Job Training relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the local Workforce Development Board.
- Incumbent Worker Training – There are a variety of approaches and strategies for local areas to employ in regards to lay-off aversion, including early identification of at-risk industries or companies, assessing the needs of such industries or companies, and delivering services to address the identified risk factors. The term “at-risk” means the possibility or potential of downsizing or closing exists within an industry or company. Additional information regarding layoff aversion incumbent worker training is described in the following section.
- Individual Training Accounts – Individual Training Accounts will become increasingly more important in a demand-driven workforce development system. With limited funding available to support the continued influx of participant training in degree or certificate programs, local areas must adopt the practice of issuing Individual Training Accounts based on high-demand, difficult to fill positions being identified within local industry clusters. To realize the greatest return on investment for Individual Training Accounts, the State will use Michigan’s Industry Cluster Approach data to implement a more comprehensive Individual Training Account “scholarship” model where

prospective applicants are recruited for shorter-term, targeted, training programs designed to meet the needs of a specific employer or groups of employers.

In the scholarship model, employers are involved at every step of the process – from defining minimum criteria for prospective applicants, to selecting candidates and determining an appropriate training plan, to providing paid internships or part-time employment to scholarship recipients while completing training. Because of the high level of involvement and interaction, scholarships present employers with an excellent opportunity to develop the type of talent industry is seeking by equipping future workers with the exact skills and competencies needed for employment. Scholarship model Individual Training Accounts are a tool employers can use for succession planning by providing opportunities for more seasoned staff to be involved in the training and mentoring of future employees.

Scholarships allow the local area to brand Individual Training Account opportunities in a way that will better resonate with the job seekers and employers served through the system. Job seekers can more easily relate to training that is tied to a specific employer and have more confidence that training will lead to employment within that particular industry. Employers are more likely to buy into the concept when able to view scholarship Individual Training Accounts as part of a longer-term strategy to help prepare their future workforce.

Layoff Aversion – Incumbent Worker Training

Some individuals may need assistance to maintain or retain a good job by enhancing their skills or learning new technologies and procedures in an ever changing economic environment. Without appropriate training that allows existing workers to gain the necessary skills to operate new processes or technologies, employers may find it necessary to lay off workers with obsolete skills. Layoff aversion is one of the many functions of the workforce system and focuses on saving jobs, putting people back to work, shortening the length of layoff, and revitalizing communities.

The overall goal of layoff aversion is to save jobs. A workforce's knowledge and skills are the core drivers of economic competitiveness. Implementation of programs and policies to develop the workforce, investment of limited resources, and arrangement of service delivery to continually improve employee skills is paramount.

Companies and corporations make business decisions daily that affect employment, sales, suppliers, customers, vendors, and ultimately communities. Local workforce investment boards have the unique opportunity to implement proactive programs, thereby saving jobs and helping communities to grow and prosper.

The State of Michigan has implemented a layoff aversion strategy and has issued guidance that outlines the process for delivering incumbent worker training. The [guidance](#) provides a definition for layoff aversion, outlines the benefits of averting layoffs, and provides information on identifying layoff risks.

WIA Waiver Requests

The State of Michigan seeks approval of statutory waivers in accordance with the WIA 189(i)(4)(B) and WIA regulation at 20 CFR 661.420(c) for Program Years (Program Year) 2012 through 2017. The waiver requests will assist Michigan to further develop our workforce investment system while continuing to align workforce development efforts. This request is taken under the Secretary's authority at WIA Section 189(i) to waive certain requirements of WIA Title I, Subtitles B and E, and Sections 8-10 of the Wagner-Peyser Act.

Statutory and/or regulatory requirements to be waived

The WIA Section 101(31)(B) and the WIA Regulation 20 CFR 663.710

Michigan requests a waiver of the 50 percent limitation on employer reimbursements for On-the-Job Training. This waiver would allow employer reimbursements to be based on the length of time of the participant's dislocation from the workforce.

Actions undertaken to remove state or local statutory or regulatory barriers

Currently, no state or local statutory or regulatory barriers exist.

Waiver goals and outcomes

The requested On-the-Job Training employer waiver would permit reimbursement on a graduated scale based on the length of time of the individual's dislocation from the workforce. For 2011, long-term unemployment was defined as 27 weeks or more and included on-half of Michigan's unemployed workers. Based on current Michigan Unemployment Insurance Agency data, prolonged unemployment is defined as 16 weeks or greater. From June 2011, through March 2012, 157000 individuals had been out of work for more than 52 weeks. Because the prior complete year of data identified long-term unemployed as 27 weeks or more, the State has aligned its sliding scale in similar fashion. Thus, under the requested waiver, the following reimbursement amounts would be permitted: (1) up to 90 percent employer reimbursement for individuals dislocated from the workforce for 52 weeks, or more; (2) up to 75 percent employer reimbursement for individuals dislocated from the workforce for 26 – 51 weeks, and (3) for individuals dislocated from the workforce for less than 26 weeks, the current statutory requirements will continue to apply.

Current economic conditions and excessive long-term unemployment throughout Michigan has resulted in a reduction in the state's workforce, a perpetual decline in business productivity, and significant business restructuring and/or closures. This waiver allows local Workforce Development Boards to provide additional assistance to area employers in creating jobs and attachment to the workforce for long-term dislocated workers. While Michigan's economy has seen some improvement, the state still continues to experience significant layoffs, with job creation at a minimum. Because long-term unemployed individuals have a proven work history but lack the necessary skills employers require due to their extended absence from the workforce, compensation to offset the additional time needed to acquire or learn skills and their lower productivity due to equipment upgrades or changing job requirements is being compensated until they can be brought back up to full productivity. This waiver provides assistance to employers by moving the benefit of job creation sooner, rather than later, by reimbursing the costs of training newly-hired workers, and assists longer-term dislocated workers by incentivizing employers to hire.

This waiver aligns with Michigan's strategic plan, which calls for retaining, attracting, and matching our exceptional talent base with guidance from the needs of Michigan's growing employers. This is accomplished by improving talent matching (employment), and developing, attracting, and retaining talent through training.

Individuals impacted by the waiver

This waiver may potentially impact all service delivery areas and their WIA participants.

Monitoring progress and implementation

Individuals served under this waiver would be tracked via an indicator in the States One-Stop Management Information System. Outcomes, per the WIA statutory performance requirements, would be reported.

Annual WIA on-site programmatic reviews include an evaluation of how local waivers are being utilized and ensure programmatic goals and outcomes are being met. Fiscal monitoring is provided by the Workforce Development Agency's Office of Audit and Financial Compliance.

The WIA state coordinators, dedicated to the administration of the WIA programs, will continually examine the effectiveness of waivers throughout the program year. This strategy will ensure that goals of the described waiver, as well as those outlined in the existing state and local WIA and Wagner-Peyser strategic plans, are consistent with established objectives of the WIA, and federal and state regulations.

Notice to local boards and public comment

In accordance with the WIA regulations at 20 CFR 661.230(d), which provide requirements of public review and comment, Michigan's Program Year 2012 State Plan and Waiver Requests were posted at <http://www.michiganadvantage.org/Public-Notices-Requests-for-Proposals/> and www.michigan.gov/mdcd for comment and review by local Workforce Development Boards and the general public.

In addition to posting proposed Program Year 2012 waivers at the Web site, copies of the plan and waiver requests were provided to all local Workforce Development Boards, and their association. One comment in support of the waiver was received during the review period..

Statutory and/or regulatory requirements to be waived

WIA Section 133(b)(4) and WIA Regulation 20 CFR 661.140

Michigan requests a waiver from the funds transfer limit between the Adult and Dislocated Worker programs.

The requested waiver will increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to local areas. The waiver allows an increase of up to 50 percent in the amount that local areas can transfer between the Adult and Dislocated Worker funding streams.

Actions undertaken to remove state or local statutory or regulatory barriers

Currently, no state or local statutory, or regulatory barriers, exist.

Waiver goals and outcomes

This waiver will maximize the impact of WIA dollars, by allowing both the Adult and Dislocated Worker programs to more efficiently and effectively respond to the changing demands for training, and increase capacity in response to individual participant training needs. Responsiveness and funding flexibility in the workforce investment system has become a necessity in Michigan's economic climate.

Goals and outcomes include:

- Improving the ability of the local Workforce Development Boards to develop workforce strategies that align with economic realities within their service delivery area;
- Increasing local flexibility over program delivery;
- Improving the ability for Workforce Development Boards to design programs in response to the needs of their customers; and
- Enhancing the Workforce Development Boards' ability to respond to fluctuating needs for training services.

This waiver aligns with our State's mission to provide the tools and environment to drive job creation and investment, and will be accomplished by continuing to focus on a demand-driven employment strategy, reorganizing around major industries, and leveraging resources to provide better employment services.

Individuals impacted by the waiver

This waiver may potentially impact all service delivery areas and their WIA participants. During Program Year 2011, fifteen of the twenty-five local areas requested and received a waiver to transfer Adult and Dislocated Worker funds in excess of the 30 percent maximum allowed under state policy.

Monitoring progress and implementation

Annual WIA on-site programmatic reviews include an evaluation of how local waivers are being utilized and ensure programmatic goals and outcomes are being met. Fiscal monitoring is provided by the Workforce Development Agency's Office of Audit and Financial Compliance.

The WIA state coordinators, dedicated to the administration of the WIA programs, will continually examine the effectiveness of waivers throughout the program year. This strategy will ensure that goals of the described waiver, as well as those outlined in the existing state and local WIA and Wagner-Peyser strategic plans, are consistent with established objectives of the WIA, and federal and state regulations.

Notice to local boards and public comment

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In addition to posting proposed Program Year 2012 waivers at the Web site, copies of the plan and waiver requests were provided to all local Workforce Development Boards, and their association. No comments were received during the review period.

Statutory and/or regulatory requirements to be waived state plan and waiver request
WIA Section 101(8)(C) and WIA Regulation 20 CFR 663.715(c)

Michigan requests a waiver of the required 50 percent employer contribution for customized training; to permit a sliding scale employer contribution, based on the size of the business.

The requested scale for customized training would permit the minimum required employer match to be based on a graduated scale, determined by the size of the employer. Under the proposed waiver, the following employer match will be permitted: (1) a match of no less than ten percent of the cost of customized training for employers with 50 or fewer employees, and (2) a match of no less than 25 percent of the cost of customized training for employers with 51 employees but no more than 250 employees. For employers with 251 or more employees, the current statutory requirements will continue to apply.

The statutory required 50 percent minimum employer contribution has shown to be the single greatest barrier for employers considering customized training as a means to access or develop workforce skills necessary to retain their current workforce or expand within their respective industries. Customized training is often sought by high-growth, leading edge companies seeking training in emerging sectors, such as battery, solar and wind technologies, and where a standardized training may not be readily available through standard training channels. A sliding scale for the employer matching cost component creates more incentive for employers to participate in customized training that results in high-skill, high-demand and/or high wage positions.

Actions undertaken to remove state or local statutory or regulatory barriers

Currently, no state or local statutory or regulatory barriers exist.

Waiver goals and outcomes

The goal of this waiver is to increase the number of employers who take advantage of customized training. Utilization of a sliding scale, when determining employer contributions will provide significant benefit to small and medium sized employers, and subsequently their employees, by increasing access to training services. Workers will gain additional training resources that have previously been limited to larger employers, due to the costs associated with the mandated 50 percent employer contribution requirement. Increased access to customized training will assist employers with becoming more competitive and assist workers with becoming more skilled, resulting in increased employment retention and development of a highly-skilled workforce. Given today's fast-paced economy, the need for access to training is critical for employers to remain competitive.

Allowing sliding scale contributions for small and medium sized companies for customized training will greatly improve and increase their use of the public workforce system. Companies seeking customized training are identified through multiple channels including: local delivery staff (business service representatives), partner referrals (local economic development representatives and chambers of commerce), company contacts, marketing, Web site traffic,

et al. Once an eligible employer has been identified, local areas assess the needs of the company to determine the specifics of the training requested and how many employees will participate.

This waiver aligns with Michigan's strategic plan. The strategic plan calls for developing, retaining, attracting, and matching an exceptional talent base with guidance from Michigan's growing employers. This is accomplished by improving talent matching (employment), and developing, attracting and retaining talent through training.

Individuals impacted by the waiver

This waiver may potentially impact all service delivery areas and their WIA participants.

Monitoring progress and implementation

Annual WIA on-site programmatic reviews include an evaluation of how local waivers are being utilized, and ensure programmatic goals and outcomes are being met. Fiscal monitoring is provided by the Workforce Development Agency's Office of Audit and Financial Compliance.

The WIA state coordinators, dedicated to the administration of the WIA programs, will continually examine the effectiveness of waivers throughout the program year. This strategy will ensure that goals of the described waiver, as well as those outlined in the existing state and local WIA and Wagner-Peyser strategic plans, are consistent with established objectives of the WIA, and federal and state regulations.

Notice to local boards and public comment

In accordance with the WIA regulations at 20 CFR 661.230(d), which provides requirements of public review and comment, Michigan's Program Year 2012 state plan and waiver requests were posted at <http://www.michiganadvantage.org/Public-Notices-Requests-for-Proposals/> and www.michigan.gov/mdcd for comment and review by local Workforce Development Boards and the general public.

In addition to posting proposed Program Year 2012 waivers at the Web site, copies of the plan and waiver requests were provided to all local Workforce Development Boards, and their association. No comments were received during the review period.

Statutory and/or regulatory requirements to be waived

WIA Section 101(31)(B) and WIA Regulation 20 CFR 663.710(b)

Michigan requests a waiver of the limit for employer reimbursements for On-the-Job Training to 50 percent of the wage rate of the participant receiving On-the-Job Training. On-the-Job Training is restricted to skill attainment activities.

The requested scale for On-the-Job Training reimbursements to employers would permit reimbursement on a graduated scale, based on the size of the employer. Under the requested waiver, the following reimbursement amounts would be permitted: (1) up to 90 percent reimbursement for employers with 50 or fewer employees, and (2) up to 75 percent reimbursement for employers with 51 to 250 employees, (3) for employers with 251 or more employees, the current statutory requirements will continue to apply.

Actions undertaken to remove state or local statutory or regulatory barriers

Currently, no state or local statutory or regulatory barriers exist.

Waiver goals and outcomes

This waiver allows local Workforce Development Boards to provide additional assistance to area employers in creating jobs for WIA participants. While Michigan's economy is improving, the state continues to experience significant layoffs, with job creation at a minimum. This waiver provides assistance to employers in creating jobs and will move the benefit of job creation to sooner, rather than later, by partially reimbursing the costs of training new workers.

This waiver aligns with Michigan's strategic plan. The strategic plan calls for developing, retaining, attracting, and matching an exceptional talent base with guidance from the needs of Michigan's growing employers. This is accomplished by improving talent matching (employment), and developing, attracting and retaining talent through training.

Individuals impacted by the waiver

This waiver may potentially impact all service delivery areas and their WIA participants.

Monitoring progress and implementation

Annual WIA on-site programmatic reviews include an evaluation of how local waivers are being utilized and ensure programmatic goals and outcomes are being met. Fiscal monitoring is provided by the Workforce Development Agency's Office of Audit and Financial Compliance.

The WIA state coordinators, dedicated to the administration of the WIA programs, will continually examine the effectiveness of waivers throughout the program year. This strategy will ensure that goals of the described waiver, as well as those outlined in the existing state and local WIA and Wagner-Peyser strategic plans, are consistent with established objectives of the WIA, and federal and state regulations.

Notice to local boards and public comment

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In addition to posting proposed Program Year 2012 waivers at the Web site, copies of the plan and waiver requests were provided to all local Workforce Development Boards, and their association. One comment in support of the waiver was received during the review period.

Statutory and/or regulatory requirements to be waived

WIA Section 134(a)

Michigan requests a waiver to permit the use of a portion of local area formula allocations to provide incumbent worker training.

The waiver permits local areas to utilize up to 20 percent of local dislocated worker funds allocated under Section 133(b)(2)(B) to provide incumbent worker training, as described under Section 134(a)(3)(A)(iv)(I), and consistent with 20 CFR Sections 665.210 and 665.220.

The waiver will create capacity for local Workforce Development Boards to respond to specific company training needs and aid in averting layoffs within their service delivery area, as needed and appropriate. Incumbent worker training programs will be targeted to specific employers or industries that are experiencing a decline and will be utilized as part of an overall layoff aversion strategy. Locally targeted areas and sectors include manufacturing, healthcare, information technology, energy, agriculture, and other industries of state or regional importance.

Actions undertaken to remove state or local statutory or regulatory barriers

Currently, no state or local statutory or regulatory barriers exist.

Waiver goals and outcomes

Local incumbent worker training opportunities are identified via multiple pathways throughout the State, and in conjunction with the local service delivery areas, the Michigan Economic Development Corporation, local economic development agencies, chambers of commerce, training institutions, and other businesses and partners.

Incumbent worker training continues to be a viable tool to assist in Michigan's economic recovery. Like other WIA programs, incumbent worker training operates on a demand-driven basis. Michigan's incumbent worker training strategy focuses on industries that yield the highest return on investment by prioritizing funding investments and expenditures on services, education, and training around targeted industry clusters and related high priority occupations. Through the analysis of labor market information, including wages and long-term employment forecasts, local areas identify priority industries to target. Targeted industries include manufacturing, healthcare, information technology, energy, agriculture, and other industries of state or regional importance.

At-risk companies are identified via early warning networks that include: local service delivery staff (business services representatives), partner referrals (local economic development representatives), company contacts, marketing, Web site traffic, et al. Once an at-risk company has been identified, local areas assess the needs of the company to determine which services are needed and how many employees will participate. Incumbent worker training will be provided as part of a layoff aversion strategy, where return-on-investment of federal (and state) funds is anticipated. That is, training will assist in the retention of jobs, and prevent or reduce the severity of dislocation.

The impact of this waiver allowing the use of local funds should not be underestimated. With the reduction in State discretionary funding, the loss of traditional employers, and increased global competition, the need for flexibility in providing incumbent worker training is growing, as companies struggle to avoid layoffs. This waiver provides local areas with the necessary responsiveness and funding flexibility to meet the needs of their business customers within their service delivery area.

Additionally, local service delivery areas have relationships with two and/or four year educational institutions, as well as proprietary schools to design and deliver the required training to incumbent workers. Training tailored to incumbent workers must emphasize overall layoff aversion strategies and may include job specific retraining or skills upgrading related to layoff aversion, On-the-Job Training, customized training, and/or classroom training.

In addition to incumbent worker training for employees, the selected employer will be offered access to a full array of One-Stop services, including tailored recruitment, assessment, and hiring services. Employees participating in the program will receive, in addition to training, other necessary supportive services and follow-up services, following training completion.

Goals of this waiver include:

- Bolstering layoff aversion efforts;
- Increasing local control over program design;
- Aiding in the creation of new organizational strategies to avert layoffs; and
- Increasing capacity to serve incumbent workers.

In addition to the realization of waiver goals, expected additional programmatic outcomes are:

- Workforce Development Boards ability to respond quickly to immediate employer training needs,
- Participants skills are upgraded, and
- Participants' wages increase.

Training under this waiver will include:

- Skills assessment and testing,
- Classroom training,
- Customized training,
- Instructor wages,
- Resource materials, and
- On-the-Job Training consistent with the WIA and WIA regulations.

All training is restricted to skill attainment activities with preference given to training resulting in industry-recognized certificates or credentials of value, within the local service delivery area.

Incumbent worker training will be used as part of a local area's overall layoff aversion strategy.

- Training must be designed to avert layoffs,
- Job-specific retraining or skills upgrading related to layoff aversion, or
- New organizational strategies designed to avert layoffs.

The following strategies will be used by the State when approving local areas' incumbent worker training programs:

- Programs are reasonably expected to avert layoffs;
- Programs provide training to employers and/or industries and workers that need assistance to retain jobs;
- Programs serve as a catalyst for additional economic and workforce development, and result in additional economic benefits to the region and the state;
- Programs coordinate existing training programs for incumbent workers;

- Programs link workforce policies to economic development policies in priority industries;
- Programs foster and/or further the development of industry sectors in targeted areas and other industries of state or regional importance; and
- Programs elevate the roles of community colleges in regard to workforce and economic development.

All incumbent worker training must include a contract or written agreement with each participating employer. In addition to specifics about the number of participants and training activities being provided, the contract or written agreement must also include “at-risk” indicators, identified as justification for incumbent worker training for layoff aversion, documentation of training outcomes for each incumbent worker, including skill attainment goals and the amount of employer matching support, if applicable.

This waiver aligns with Michigan’s layoff aversion strategy by connecting incumbent worker training to industry sectors, whose strength has the most significant impact on the future of the workforce area and the most appropriate target for layoff aversion efforts. The waiver request also is in alignment with Michigan’s strategic plan of shifting to a demand-driven employment strategy by reorganizing around our major industries, and to better collaborate with businesses, colleges and universities.

Individuals impacted by the waiver

This waiver may potentially impact all service delivery areas and their WIA participants.

Approval of this waiver will continue to enhance overall WIA programs and activities at the local level, and will provide additional flexibility for the use of local dislocated worker formula funds, enabling Workforce Development Boards to tailor their programs to provide definitive layoff aversion strategies. This waiver will also assist in increasing retention rates and will avoid additional strain on the state’s workforce, unemployment, and health and human services resources. The state anticipates continued support of this program with waiver approval. Furthermore, incumbent worker layoff aversion strategies provided by this waiver will afford the potential for deteriorating businesses to stay viable by saving jobs, as well as potentially expanding and adding future employment through the creation of new profit streams.

Monitoring progress and implementation

Annual WIA on-site programmatic reviews include an evaluation of how local waivers are being utilized and ensure programmatic goals and outcomes are being met. Fiscal monitoring is provided by the Workforce Development Agency’s Office of Audit and Financial Compliance.

The WIA state coordinators, dedicated to the administration of the WIA programs, will continually examine the effectiveness of waivers throughout the program year. Additionally, WIA state coordinators will monitor participating service delivery areas through the review and analysis of data collected by the state’s One-Stop Management Information System. This strategy ensures that goals of the described waiver, as well as those outlined in the existing state and local WIA and Wagner-Peyser strategic plans, are consistent with established objectives of the WIA, and federal and state regulations.

Notice to local boards and public comment

In accordance with the WIA regulations at 20 CFR 661.230(d), which provides requirements of public review and comment, Michigan's Program Year 2012 state plan and waiver requests were posted at <http://www.michiganadvantage.org/Public-Notices-Requests-for-Proposals/> and www.michigan.gov/mdcd for comment and review by local Workforce Development Boards and the general public.

In addition to posting proposed Program Year 2012 waivers at the Web site, copies of the plan and waiver requests were provided to all local Workforce Development Boards, and their association. One comment was received during the review period. To review the Workforce Development Agency's response, please refer to Attachment D, comment 7.

Statutory and/or regulatory requirements to be waived

WIA Section 134(a)(1)(A)

Michigan requests a waiver to permit the State to use a portion of rapid response funds to provide incumbent worker training.

The waiver allows the utilization of a portion, up to 20 percent, of the funds reserved for rapid response activities as "local activity funds" to operate an incumbent worker training program consistent with 20 CFR Sections 665.210 and 20 CFR 665.220 at the Workforce Development Board level, as part of an overall layoff aversion strategy.

Actions undertaken to remove state or local statutory or regulatory barriers

Currently, no state or local statutory or regulatory barriers exist.

Waiver goals and outcomes

Incumbent worker training is identified via an early warning network that includes local service delivery areas, the Michigan Economic Development Corporation, local economic development agencies, chambers of commerce, training institutions, or other business organizations.

Incumbent worker training has become a viable tool to assist in Michigan's economic recovery. Incumbent worker programs, provided under this waiver, are targeted to specific employers or industries that are experiencing declines and have the potential to undergo layoffs, or are experiencing skill gaps that impact their ability to compete and retrain workers. Targeted industries include manufacturing, healthcare, information technology, energy, agriculture, and other industries of state or regional importance.

This waiver aligns with Michigan's layoff aversion strategy by connecting incumbent worker training to industry sectors whose strength has the most significant impact on the future of the workforce area and the most appropriate target for layoff aversion efforts.

Michigan's incumbent worker training strategy focuses on industries that yield the highest return on investment by prioritizing funding investments and expenditures on services, education, and training around targeted industry clusters and related high priority occupations. High priority occupations are:

- Occupations within the state's five targeted industry clusters (manufacturing, healthcare, information technology, energy, and agriculture);

- Currently in-demand by employers or are new, emerging occupations identified by industry;
- Occupations with higher skill needs and/or skill gaps;
- Likely to provide family-sustaining wages; and
- Occupations that offer advancement opportunities or have visible career-ladders.

The Workforce Development Agency is working with businesses to up-skill incumbent workers, by creating partnerships with local Workforce Development Boards and two or four year educational institutions to design and deliver the required training to incumbent workers. Training tailored for incumbent workers must emphasize overall layoff aversion strategies and may include job specific retraining or skills upgrading related to layoff aversion, On-the-Job Training, customized training, and/or classroom training. In addition to incumbent worker training for employees, the selected employer will be offered access to a full array of One-Stop services, including tailored recruitment, assessment, and hiring services. Employees participating in the program will receive, in addition to training, other necessary and supportive services and follow-up services following training completion.

The goals of this waiver are:

- Bolstering layoff aversion efforts;
- Increasing local control over program design;
- Aiding in the creation of new organizational strategies to avert layoffs;
- Increasing capacity to serve incumbent workers;
- Increasing employer exposure and use of the state's public workforce system, and
- Improving the state's overall economic and business climate.

In addition to the realization of waiver goals, expected additional programmatic outcomes are:

- Workforce Development Boards ability to respond quickly to immediate employer training needs;
- Participants' skills are upgraded, and
- Participants' wages increase.

Training provided under this waiver includes:

- Employee skills assessment and testing;
- Classroom training;
- Customized training;
- Instructor wages;
- Resource materials;
- On-the-Job Training consistent with the WIA and the WIA regulations.

This waiver request is consistent with our Governor's vision to transform our economy by growing and attracting business. The reinvention of Michigan includes collaboration with our partners and delivering services that create opportunities for growing businesses in Michigan.

Individuals impacted by the waiver

Participating employer and incumbent workers throughout the state will be positively impacted by this waiver.

Approval of this waiver will continue to enhance overall WIA programs and activities at the local level, and will provide additional flexibility for the use of state set-aside Rapid Response funds, enabling Workforce Development Boards to tailor their programs to provide definitive layoff aversion strategies. This waiver will also assist in increasing retention rates and will avoid additional strain on the state's workforce, unemployment, and health and human services resources. The State anticipates continued support of this program with waiver approval. Furthermore, incumbent worker layoff aversion strategies provided by this waiver will afford the potential for deteriorating businesses to stay viable by saving jobs, as well as potentially expanding and adding future employment through the creation of new profit streams.

Monitoring progress and implementation

Annual WIA on-site programmatic reviews include an evaluation of how local waivers are being utilized and ensure programmatic goals and outcomes are being met. Fiscal monitoring is provided by the Workforce Development Agency's Office of Audit and Financial Compliance.

The WIA state coordinators, dedicated to the administration of the WIA programs, will continually examine the effectiveness of waivers throughout the program year. Additionally, the state will monitor participating service delivery areas through the review and analysis of data collected by the State's One-Stop Management Information System. This strategy will ensure that goals of the described waiver, as well as those outlined in the existing state and local WIA and Wagner-Peyser strategic plans, are consistent with established objectives of the WIA, and federal and state regulations.

Notice to local boards and public comment

In accordance with the WIA regulations at 20 CFR 661.230(d), which provide requirements of public review and comment, Michigan's Program Year 2012 state plan and waiver requests were posted at <http://www.michiganadvantage.org/Public-Notices-Requests-for-Proposals/> and www.michigan.gov/mdcd for comment and review by local Workforce Development Boards and the general public.

In addition to posting proposed Program Year 2012 waivers at the Web site, copies of the plan and waiver requests were provided to all local Workforce Development Boards, and their association. No comments were received during the review period.

Statutory and/or regulatory requirements to be waived

WIA Regulations 20 CFR 664.510

Michigan requests a waiver of the prohibition on the use of Individual Training Accounts for out-of-school youth.

The current focus of the WIA Youth program has transitioned from short-term training into longer year-round training programs when making the transition to postsecondary training and ultimately employment. Out-of-school youth continue to be one of the most difficult populations to serve because their interest often lies in obtaining self-sufficient, full-time employment, rather than being involved in a typical structured setting. Services requiring traditional, year-round contracting often result in delaying access to training, and subsequent employment. Additionally, the real-life, informed, decision-making involved in using Individual Training Accounts and an eligible training provider list provide out-school youth with the experience of responsibility that is necessary as an adult.

Actions undertaken to remove state or local statutory or regulatory barriers

Currently, no state or local statutory or regulatory barriers exist.

Waiver goals and outcomes

Goals and outcomes include:

- Improve the ability of Workforce Development Boards to develop strategies to align with workforce and economic realities within their service delivery areas;
- Increase local control over program delivery;
- Improve the ability for Workforce Development Boards to design programs in response to the needs of their customers;
- Offer youth the real-life learning experience of making an informed decision that has direct impact on his/her life;
- Allow for the use of Youth program funds instead of Adult program funds for Individual Training Accounts, as part of the 30 percent out-of-school youth expenditure requirement;
- Reduces the paperwork and tracking processes requirement in dual enrollment (WIA Youth and Adult programs); and
- Provides out-of-school youth more choice.

Funds utilized for older and out-of-school youth Individual Training Accounts are tracked and reflected in the individual service strategies. The ten youth program elements will continue to be available to all youth, as described in the WIA Section 129(c)(2).

This waiver request is consistent with the Governor's vision to transform the Michigan economy by growing and attracting businesses, keeping talented residents here, and revitalizing urban centers. To that end, the development of talent, along with retention of our youth is one of the key steps in reinventing Michigan. Developing the next generation of talent is critical to Michigan's ability to compete.

Individuals impacted by the waiver

The waiver may potentially impact all service delivery areas and their WIA participants.

Monitoring progress and implementation

Annual WIA on-site programmatic reviews include an evaluation of how local waivers are being utilized and ensure programmatic goals and outcomes are being met.

The WIA state coordinators, dedicated to the administration of the WIA programs, will continually examine the effectiveness of waivers throughout the program year. This strategy will ensure that goals of the described waiver, as well as those outlined in the existing state and local WIA and Wagner-Peyser strategic plans, are consistent with established objectives of the WIA, and federal and state regulations.

Notice to local boards and public comment

In accordance with the WIA regulations at 20 CFR 661.230(d), which provide requirements of public review and comment, Michigan's Program Year 2012 state plan and waiver requests were posted at <http://www.michiganadvantage.org/Public-Notices-Requests-for-Proposals/> and www.michigan.gov/mdcd for comment and review by local Workforce Development Boards and the general public.

In addition to posting proposed Program Year 2012 waivers at the Web site, copies of the plan and waiver requests were provided to all local Workforce Development Boards, and their association. No comments were received during the review period.

Statutory and/or regulatory requirements to be waived

WIA Regulations 20 CFR 666.100

Michigan requests a waiver to exempt the state from including credential attainment outcomes for participants enrolled in On-the-Job Training in the credential performance calculations.

Actions undertaken to remove state or local statutory or regulatory barriers:

Currently, no state or local statutory or regulatory barriers exist.

Waiver goals and outcomes

This waiver would grant local Workforce Development Boards the ability to exclude On-the-Job Training participants from the credential attainment performance indicator. Thus, the credential result for On-the-Job Training participants would not count against overall credential attainment performance.

Additionally, the waiver would provide the state and local Workforce Development Boards greater flexibility and access to use On-the-Job Training programs without negatively impacting credential-related performance standards.

Waiver goals and outcomes include:

- Increased local control over program delivery;
- Allow individuals enrolled in On-the-Job Training programs to forgo a credential when employment begins; and
- Improve the state's overall economic and business climate.

The waiver would apply for all participants enrolled in On-the-Job Training, regardless of the funding source. The state will continue to report outcomes in the WIA Standardized Record Data for participants enrolled in On-the-Job Training.

This waiver aligns with Michigan's strategic plan. The strategic plan calls for developing, retaining, attracting, and matching an exceptional talent base with guidance from Michigan's employers. This is accomplished by improving talent matching (employment), and developing, attracting and retaining talent through training.

Individuals impacted by the waiver

This waiver has the potential to impact all service delivery areas. All participants enrolled in an On-the-Job Training program would be impacted.

Monitoring progress and implementation

Annual WIA on-site programmatic reviews include an evaluation of how local waivers are being utilized and ensure programmatic goals and outcomes are being met.

The WIA state coordinators, dedicated to the administration of the WIA programs, will continually examine the effectiveness of waivers throughout the program year. This strategy will ensure that goals of the described waiver, as well as those outlined in the existing state and local WIA and Wagner-Peyser strategic plans, are consistent with established objectives of the WIA, and federal and state regulations.

Notice to local boards and public comment

In accordance with the WIA regulations at 20 CFR 661.230(d), which provide requirements of public review and comment, Michigan's Program Year 2012 state plan and waiver requests were posted at <http://www.michiganadvantage.org/Public-Notices-Requests-for-Proposals/> and www.michigan.gov/mdcd for comment and review by local Workforce Development Boards and the general public.

In addition to posting proposed Program Year 2012 waivers at the Web site, copies of the plan and waiver requests were provided to all local Workforce Development Boards, and their association. One comment in support of the waiver was received during the review period.

Statutory and/or regulatory requirements to be waived

WIA Section 122(C)(5) and WIA Regulations 20 CFR 663.530

Michigan requests a waiver of the time limit on the period of initial eligibility for training providers.

The waiver extends the period of "Initial Eligibility of Training Providers," thereby postponing the "Subsequent Eligibility of Training Providers." The waiver maintains the broadest range of eligible providers to enable individuals to make informed choices relating to their training goals.

Actions undertaken to remove state or local statutory or regulatory barriers

Currently, no state or local statutory or regulatory barriers exist.

Waiver goals and outcomes

This waiver request is to continue providing an alternate performance and cost information requirement to Individual Training Account service providers. The alternative process establishes an inclusive model for recruiting eligible training service providers; more fully empowers individuals to obtain needed services and information to enhance employment opportunities, and allows the local Workforce Development Board to continue to address immediate and longer-term workforce needs as documented in local strategic plans. The waiver request maintains the broadest range of eligible providers to enable individuals to make informed choices relating to their training goals.

The goals of this waiver have been established as a result of the combination of interrelated factors, including the limitations of the Individual Training Account system, the current and anticipated shortfalls in the State's budget, recent plant closings, and the outcomes of the local Workforce Development Boards' strategic plans that found a gap in the number of training programs addressing high-demand occupations. Waiver goals include:

- Expanded client-customer employment training options and innovative individual service choice;
- Greater participation by training service providers in the WIA career development system; and
- Improved consistency in service provider evaluation and cost information;

Individuals impacted by the waiver

This waiver positively affects public and private training providers and improves customer choice when selecting training providers. Without the waiver, mandated reporting requirements are burdensome and costly; therefore some providers find it necessary to end their WIA participation, thus reducing consumer choice.

Monitoring progress and implementation

Monitoring of this waiver is achieved through the review and analysis of quarterly reports submitted by the local service delivery areas, as well as the state's eligible training provider contractor.

The WIA state coordinators, dedicated to the administration of the WIA programs, will continually examine the effectiveness of waivers throughout the program year. This strategy will ensure that goals of the described waiver, as well as those outlined in the existing state and local WIA and Wagner-Peyser strategic plans, are consistent with established objectives of the WIA, and federal and state regulations.

Notice to local boards and public comment

In accordance with the WIA regulations at 20 CFR 661.230(d), which provides requirements of public review and comment, Michigan's Program Year 2012 state plan and waiver requests were posted at <http://www.michiganadvantage.org/Public-Notices-Requests-for-Proposals/> and www.michigan.gov/mdcd for comment and review by local Workforce Development Boards and the general public.

In addition to posting proposed Program Year 2012 waivers at the Web site, copies of the plan and waiver requests were provided to all local Workforce Development Boards, and their association. No comments were received during the review period.

Statutory and/or regulatory requirements to be waived

WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d)

Michigan requests a waiver from the requirement to conduct evaluations of WIA activities for Adult, Dislocated Worker, and Youth programs.

Actions undertaken to remove state or local statutory or regulatory barriers

Currently, no state or local statutory or regulatory barriers exist.

Waiver goals and outcomes

The reduction to five percent in the WIA allotment for Program Year 2012 Governor's Reserve funds, and further reductions anticipated for subsequent program years through 2017, restricts the State's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current and anticipated funding levels for future Program Years is insufficient to cover the cost of evaluations. Our goal in seeking this waiver is to ensure that the State may prioritize the use of the Governor's Reserve funds for the required activities deemed most essential to the basic functions of the workforce investment system.

Michigan has seen an 80 percent reduction in Governor's Reserve funds since Program Year 2009. Funding utilized for incentive grants and for providing additional assistance to local areas that have high concentrations of youth has also been reduced proportionately. Additionally, the State has implemented cost savings measures, significantly reducing the costs associated with maintaining the state's list of eligible training providers and with the capturing of customer satisfaction information for customers and employers, as required under the WIA performance measures. Based on costs associated with previous evaluations, it is estimated that evaluation costs for WIA activities would range anywhere between \$500,000 and \$800,000, or approximately 15 percent of the available Governor's Reserve funds. Even with the cost savings already achieved, continued funding of the evaluation component will significantly reduce or eliminate funds for incentive grants, areas with high concentrations of youth, and the operation of one-stops; three areas that the state has strategically targeted and prioritized.

Keeping our youth here in Michigan is a key strategy for Governor Snyder. Ensuring areas with high concentrations of youth have the funding necessary to serve eligible youth and connect them to our workforce is key to our state's reinvention. Additionally, we recognize the importance of continuous improvement within the workforce system and the need to reward those areas meeting and exceeding performance by providing incentive grants on a yearly basis. Finally, Michigan continues to face higher than average levels of unemployment, resulting in high usage of our One-Stop system. Funding for our One-Stop delivery system must continue to be provided to meet both employer and jobseeker needs in order to continue to grow our economy, and create more and better jobs as outlined in the Governor's reinvention strategy.

The State's reduced funds are being used to cover the required activities under WIA 20 CFR 665.200:

- Required rapid response activities as described in Section 665.310;

- Disseminating:
 - The state’s list of eligible providers of training services (including those providing non-traditional training services), for Adults and Dislocated Workers;
 - Information identifying eligible providers of On-the-Job Training and customized training;
 - Performance and program cost information about these providers, as described in 20 CFR 663.540, and
 - The list of eligible providers of youth activities, as described in the WIA Section 123.
- Providing incentive grants for:
 - Regional cooperation among local boards, as described in 20 CFR 661.290;
 - Local coordination of activities carried out under WIA; and
 - Exemplary performance by local areas on the performance measures.
- Providing technical assistance to local areas that fail to meet local performance measures;
- Assisting in the establishment and operation of One-Stop delivery systems, in accordance with the strategy described in the State Workforce Investment Plan (WIA Section 112(b)(140));
- Providing additional assistance to local areas that have high concentrations of eligible youth;
- Operating a fiscal and management accountability system, based on guidelines established by the Secretary after consultation with the Governors, chief elected officials, and One-Stop partners, as required by the WIA Section 136(f); (WIA Sections 129(b)(2), 134(a)(2), and 136(e)(2)); and
- Submitting required reports (WIA Section 136(f)); and
- Performance outcomes will continue to be captured and reported for the WIA participants.

Individuals impacted by the waiver

This waiver will provide the State agency with more flexibility in directing the Governor’s Reserve funds to those activities and priorities that best preserve the functions of the statewide workforce investment system while meeting key actions outlined by the Governor. The cost savings associated with the waiver would help offset any further reductions in WIA services funded with Statewide Activities funds.

We anticipate limited to no impact by not funding the evaluation component. Since progress and outcomes of employers and jobseekers served through our workforce system will continue to be evaluated through the statutory WIA and Wagner-Peyser performance measures, the elimination of the evaluation component will not directly affect WIA participant services. Through the strategic expenditure of statewide activity funding, WIA services to areas with high concentrations of youth, performance incentive grants to local areas as a positive reward for successful efforts to improve service to the WIA customers, and funding for our One-Stop delivery system will be maintained, rather than reduced. These identified activities offer the greatest positive impact on services to WIA participants.

Monitoring progress and implementation

The State monitors progress and ensures accountability for federal funds in connection with these waivers by reviewing quarterly expenditure, performance, and other reports through regular contact with the Employment and Training Administration Regional Office liaisons and through its monitoring and performance accountability system.

Notice to local boards and public comment

In accordance with the WIA regulations at 20 CFR 661.230(d), which provide requirements of public review and comment, Michigan's Program Year 2012 state plan and waiver requests were posted at <http://www.michiganadvantage.org/Public-Notices-Requests-for-Proposals/> and www.michigan.gov/mdcd for comment and review by local Workforce Development Boards and the general public.

In addition to posting proposed Program Year 2012 waivers at the Web site, copies of the plan and waiver requests were provided to all local Workforce Development Boards, and their association. One comment was received during the review period. To review the Workforce Development Agency's response, please refer to Attachment D, comment 8.

Trade Adjustment Assistance

The Workforce Development Agency has data sharing agreements with the Unemployment Insurance Agency to provide wage record information for Trade participants for federal reporting purposes. The Unemployment Insurance Agency also provides Trade Readjustment Assistance data for inclusion in the Trade Activity Participant Report.

As a matter of process, the Unemployment Insurance Agency relies on information from the local Michigan Works! Agencies for Trade Readjustment Assistance payments. Michigan Works! Agencies provide individuals the Trade Adjustment Assistance / Trade Readjustment Assistance application, the Waiver of Trade Adjustment Assistance Training, and the Trade Adjustment Assistance training information.

The Unemployment Insurance Agency accesses information from the One-Stop Management Information System, particularly reviews and updates concerning the Trade Adjustment Assistance training waiver component when approving payments. As part of designing the benefits side of a new integrated system, the Unemployment Insurance Agency currently is seeking to interface electronically with the One-Stop Management Information System in order to obtain the Trade Adjustment Assistance-related information needed for processing payments in a more streamlined and efficient manner.

[State Trade Act policy](#) requires that Trade Act programs are delivered in coordination with other dislocated worker programs administered by the local workforce investment boards (Michigan Works! Agencies). Services are delivered in coordination to maximize program efficiency and prevent duplication of services. The Trade Act programs are used as the first option to support approvable, training related costs for participants, eligible for and receiving services, under the Trade Act.

Michigan Works! Agencies are required to schedule Trade Act worker benefit orientation meetings within fifteen days of receiving notification of a certified worker group. Worker benefit orientation meetings are provided for the purpose of delivering information on all available services available under Trade; including how and when individual benefits and services may be accessed. Pre-separation training is also available to eligible workers who have received notice of termination but have not yet separated from employment.

Similarly, Rapid Response activities, such as worker orientations and rapid response meetings always include an overview and discussion of Trade Adjustment Assistance. If a trade petition has not been filed, the Rapid Response team will assist with the filing. If the workers are Trade Adjustment Assistance eligible, coordination of Dislocated Worker and Trade Adjustment Assistance services (dual enrollment) may occur to ensure maximum benefit to the dislocated worker.

If a company has already been trade certified at the time of the rapid response meeting, a joint Trade Adjustment Assistance and Rapid Response meeting may occur. The purpose behind the joint meeting is to provide an overview of services, initial unemployment insurance benefits, Trade Adjustment Assistance, and how all systems work together to benefit workers.

A full range of re-employment services, including mandated services, are provided to all Trade-eligible workers, regardless of allowable funding sources, to support case management activities. Services include training, job search, relocation allowances, and re-employment Trade Adjustment Assistance. All participants who are interested in seeking training are provided comprehensive assessments. Assessments are utilized to determine a worker's current skill levels, identify services needed, and are used to assist in satisfying the six training approval criteria established under the Trade Act. Assessments are also used in the development of individual employment plans to best assist in meeting the customer's service needs and to ensure that applicable services are provided.

Trade Adjustment Assistance participants are included in the states integrated One Stop Management Information System, which allows co-enrollment of Trade Adjustment Assistance participants into WIA and Wagner-Peyser programs. Integration into the One-Stop Management Information System allows the sharing of information on services provided to participants in these partner programs. The One Stop Management Information System includes an integrated Individual Employment Plan component, which facilitates electronic case management of all participants in the Trade Act, the WIA and Wagner-Peyser programs. One Individual Employment Plan is created per participant which is shared across multiple programs to ensure a cohesive integrated approach to service delivery is developed and provided and duplication of services are avoided.

Michigan Works! Agencies are highly encouraged to co-enroll Trade participants into WIA and Wagner-Peyser programs. Subsequently, Trade Act funds are used as the first option to support

approvable training-related costs for participants eligible for, and receiving services under the Trade Act who are co-enrolled in another dislocated worker program. Participants typically register with the Wagner-Peyser program for facilitated and mediated services prior to registration with Trade Adjustment Assistance, thus allowing the cross-reference for dual enrollment in the One-Stop Management Information System. Additionally, participants who self-identify their Veteran status, are given priority of service and referred to the local area's veteran's representative for additional services. If a barrier to employment is identified through assessment, or the participant discloses a barrier, a referral is made to Michigan Rehabilitative Services for additional support and services.

Training, technical assistance, and program monitoring is conducted on a continual basis to ensure maximum program efficiency and to prevent duplication of services.



SECTION III – INTEGRATED WORKFORCE PLAN ASSURANCES AND ATTACHMENTS

This section provides a "check-the-box" table of assurance statements and a single signature sheet to certify that the information provided by the state, and submitted to the Department, in the following table is accurate, complete, and meets all legal and guidance requirements. The table below contains the assurances, the legal reference that corresponds to each assurance, and a column for the state to provide a reference to the document(s) that it believes meets the stated assurance or where the statute requires documentation of a policy or procedure. Such a reference may be a hyperlink to an on-line document or it may be an attachment. Not all assurances require documents to be attached or referenced. Where an approved special exemption, waiver, or an approved alternate structure makes an assurance not applicable to your state, please insert the words "Not Applicable" in the reference column.

By checking each assurance, attaching the proper documentation or links, and signing the certification at the end of the document, the state is certifying it has met each of the legal planning requirements outlined in WIA law and regulations and in corresponding Departmental guidance. By checking each box and signing the certification, the state is also indicating that its supporting documentation meets all applicable Federal and state laws and regulations and is available for review. Any deficiencies in the documentation attached to each assurance identified during the state plan review process may result in additional technical assistance and a written corrective action as part of the Department's conditional approval of the state's Integrated Workforce Plan. Assurances that are part of the state's grant agreement are not duplicated here.

ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
1. <input checked="" type="checkbox"/>	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	<i>Include a link or copy of a summary of the public comments received.</i> The plan is posted at: www.michigan.gov/mdcd and http://www.michiganadvantage.org/Public-Notices-Requests-for-Proposals/ See Attachment D for a summary of the comments received.
2. <input checked="" type="checkbox"/>	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	The plan is posted at: www.michigan.gov/mdcd and http://www.michiganadvantage.org/Public-Notices-Requests-for-Proposals/ See Attachment D for a summary of the comments received.
3. <input checked="" type="checkbox"/>	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		The plan is posted at: www.michigan.gov/mdcd

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
4. <input checked="" type="checkbox"/>	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)	<i>Include a link or copy of comments received.</i> The Agricultural Outreach Plan is posted at: http://www.michaglabor.org/state_agricultural_outreach_plan.jsp See Attachment D for a summary of the comments received.
5. <input checked="" type="checkbox"/>	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	20 CFR 653.108(t)	
6. <input checked="" type="checkbox"/>	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	<i>Include a link or copy of the policy.</i> Link to WDA Policy Issuance 11-13: http://web.michworks.org/OWD/PDFnew/11-13WDB-YCPolicyCertification2012.pdf

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
7. <input checked="" type="checkbox"/>	<p>Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations</p>	<p>20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)</p>	<p><i>Include a link or copy of a summary of the public comments received.</i></p> <p>Not Applicable</p>

ASSURANCES AND ATTACHMENTS - REQUIRED POLICIES AND PROCEDURES

STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
<p>8. <input checked="" type="checkbox"/> The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.</p>	<p>WIA Sections 112(b)(2), 129, 134 20 CFR 665.100</p>	<p><i>Include links or copies of the policies.</i></p> <p>Link to all WIA and W-P policy issuances: (WDA-administered programs): http://web.michworks.org/OWD/index_wp.htm</p>
<p>9. <input checked="" type="checkbox"/> The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).</p>	<p>WIA Sections 112(b)(13), 111(f), 117(g)</p>	<p><i>Include a link or copy of the policy.</i></p> <p>Link to MDCD Policy Issuance 03-20: http://web.michworks.org/OWD/PDFnew/PI03-20.pdf</p> <p>Link to WDA Policy Issuance 11-13: http://web.michworks.org/OWD/PDFnew/11-13WDB-YCPolicyCertification2012.pdf</p> <p>Link to Public Act 491: http://legislature.mi.gov/doc.aspx?mcl-Act-491-of-2006 and http://www.legislature.mi.gov/(S(kvoku45znon3u45oemk3s45))/milege.aspx?page=print&objectname=mcl-Act-491-of-2006</p>

	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
10. <input checked="" type="checkbox"/>	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	<p><i>Include a link or copy of the policy.</i></p> <p>Link to Public Act 491: http://legislature.mi.gov/doc.aspx?mcl-Act-491-of-2006 and http://www.legislature.mi.gov/(S(kvoku45znon3u45oemk3s45))/milleg.aspx?page=print&objectname=mcl-Act-491-of-2006</p> <p>Link to WDA Policy Issuance 11-37: http://web.michworks.org/OWD/PDFnew/11-37.pdf</p>
11. <input checked="" type="checkbox"/>	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	<p><i>Include a link or copy of the policy.</i></p> <p>Link to Public Act 491: http://legislature.mi.gov/doc.aspx?mcl-Act-491-of-2006 and http://www.legislature.mi.gov/(S(kvoku45znon3u45oemk3s45))/milleg.aspx?page=print&objectname=mcl-Act-491-of-2006</p> <p>Link to WDA Policy Issuance 11-37: http://web.michworks.org/OWD/PDFnew/11-37.pdf</p>

	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
12. <input checked="" type="checkbox"/>	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	<i>Include a link or copy of the policy.</i> Link to WDA Policy Issuance 11-13: http://web.michworks.org/OWD/PDFnew/11-13WDB- YCPolicyCertification2012.pdf
13. <input checked="" type="checkbox"/>	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	<i>Include a link or copy of the policy.</i> Link to WDA Policy Issuance 11-13: http://web.michworks.org/OWD/PDFnew/11-13WDB- YCPolicyCertification2012.pdf
14. <input checked="" type="checkbox"/>	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	<i>Include a link or copy of the policy.</i> Not Applicable
15. <input checked="" type="checkbox"/>	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections 111(b), (e) 20 CFR 661.210(c)	<i>Include a link or copy of the policy.</i> Not Applicable

	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
16. <input checked="" type="checkbox"/>	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	<p><i>Include link or copy of the policy</i></p> <p>Link to WDA Policy Issuance 12-13: http://web.michworks.org/OWD/PDFnew/12-13.pdf</p> <p>Link to Public Act 491: http://legislature.mi.gov/doc.aspx?mcl-Act-491-of-2006 and http://www.legislature.mi.gov/(S(kvoku45znon3u45oemk3s45))/milleg.aspx?page=print&objectname=mcl-Act-491-of-2006</p>
17. <input checked="" type="checkbox"/>	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	<p><i>Include a link or copy of the policy.</i></p> <p>Link to OWD Policy Issuance 00-17: http://web.michworks.org/OWD/PDFnew/PI00-17.pdf</p> <p>Link to MDCD Policy Issuance 01-11: http://web.michworks.org/OWD/PDFnew/PI01-11.pdf</p> <p>Link to MDCD Policy Issuance 03-19: http://web.michworks.org/OWD/PDFnew/PI03-19.pdf</p>

	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
18. <input checked="" type="checkbox"/>	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	<i>Include a link or copy of the policy.</i> Link to WDA Policy Issuance 12-13: http://web.michworks.org/OWD/PDFnew/12-13.pdf
19. <input checked="" type="checkbox"/>	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	
20. <input checked="" type="checkbox"/>	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	
21. <input checked="" type="checkbox"/>	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	
22. <input checked="" type="checkbox"/>	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	
23. <input checked="" type="checkbox"/>	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	<i>Include a link or copy of the MOUs.</i> Not Applicable

ASSURANCES AND ATTACHMENTS - ADMINISTRATION OF FUNDS

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24	<input checked="" type="checkbox"/> The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	<i>Include a link or copy of the policy.</i> Attachment B: Allocation Formulas and Methodology
24a.	<input checked="" type="checkbox"/> For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	
25.	<input checked="" type="checkbox"/> The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	<i>Include a link or copy of the policy.</i> Attachment B: Allocation Formulas and Methodology

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
26. <input checked="" type="checkbox"/>	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	<i>Include a link or copy of the policy.</i> Link to Policy Issuance 12-19 http://web.michworks.org/OWD/PDFnew/12-19.pdf Link to BWT Policy Issuance 08-01: http://web.michworks.org/OWD/PDFnew/DLEG08-01.pdf
27. <input checked="" type="checkbox"/>	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	<i>Include a link or copy of the policy.</i> Link to WDA Policy Issuance : 12-29: http://web.michworks.org/OWD/PDFnew/12-29_Procurement.pdf Link to WDA Policy Issuance 12-30: http://web.michworks.org/OWD/PDFnew/12-30_Property-Management.pdf Link to State of Michigan Administrative Guide - See Policy Section 0510 - Purchasing DTMB - Administrative Guide
28. <input checked="" type="checkbox"/>	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	<i>Include a link or copy of the policy.</i> Link to Policy Issuance 12-19 http://web.michworks.org/OWD/PDFnew/12-19.pdf Link to WDA Policy Issuance 11-40: http://web.michworks.org/OWD/PDFnew/11-40.pdf Link to BWP Policy Issuance 07-37: http://web.michworks.org/OWD/PDFnew/07-37.pdf

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
29. <input checked="" type="checkbox"/>	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	<i>Include a link or copy of the policy.</i> Link to Policy Issuance 12-19 http://web.michworks.org/OWD/PDFnew/12-19.pdf Link to WDA Policy Issuance 11-40: http://web.michworks.org/OWD/PDFnew/11-40.pdf
30. <input checked="" type="checkbox"/>	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	
31. <input checked="" type="checkbox"/>	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)	
32. <input checked="" type="checkbox"/>	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410	<i>Include a link or copy of the policy.</i> Link to BWP Policy Issuance 05-03: http://web.michworks.org/OWD/PDFnew/PI05-03.pdf
33. <input checked="" type="checkbox"/>	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603	<i>Include a link or copy of the policy, if available in the state. Documentation not required.</i> Documentation is not available.

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
34. <input checked="" type="checkbox"/>	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	

ASSURANCES AND ATTACHMENTS - ELIGIBILITY

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENT
35. <input checked="" type="checkbox"/>	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the “deficient in basic literacy skills” criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	<i>Include a link or copy of the policy.</i> Link to Policy Issuance 12-19 http://web.michworks.org/OWD/PDFnew/12-19.pdf
36. <input checked="" type="checkbox"/>	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding “requires additional assistance to complete and educational program, or to secure and hold employment” criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664.200(c)(6), 664.210	<i>Include a link or copy of the policy.</i> Link to Policy Issuance 12-19 http://web.michworks.org/OWD/PDFnew/12-19.pdf
37. <input checked="" type="checkbox"/>	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	<i>Include a link or copy of the policy.</i> Link to Policy Issuance 12-19 http://web.michworks.org/OWD/PDFnew/12-19.pdf

38.

STATEMENT	REFERENCE	DOCUMENTATION and COMMENT
<p>The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies:</p> <ol style="list-style-type: none"> 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: <ol style="list-style-type: none"> a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/ or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers. 	<p>WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310</p>	<p><i>Include a link or copy of the policy.</i></p> <p>Link to Policy Issuance 04-26 & Changes: http://web.michworks.org/OWD/PDFnew/PI04-26.pdf</p> <p>http://web.michworks.org/OWD/PDFnew/04-26-c1.pdf</p> <p>http://web.michworks.org/OWD/PDFnew/PI04-26-c2.pdf</p> <p>Link to Policy Issuance 12-19 http://web.michworks.org/OWD/PDFnew/12-19.pdf</p>

ASSURANCES AND ATTACHMENTS - PERSONNEL AND REPRESENTATION

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
39. <input checked="" type="checkbox"/>	<p>The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met.</p> <p>Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.</p> <p>If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.</p>	<p>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</p>	<p><i>Attach plan for part-time Monitor Advocate, if applicable.</i></p> <p>The State of Michigan employs a full-time State Monitor Advocate.</p>
40. <input checked="" type="checkbox"/>	<p>Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.</p>	<p>W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)</p>	<p>Link to Policy Issuance 11-11 http://web.michworks.org/OWD/PDFnew/11-11.pdf</p>
41. <input checked="" type="checkbox"/>	<p>The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.</p>	<p>W-P Section 8(b) 20 CFR 652.211</p>	

42.

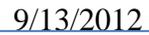
STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.	W-P Section 8(b) 20 CFR 652.211	

STATEMENT OF ASSURANCES CERTIFICATION

The State of Michigan certifies on the 14th day of September in 2012 that it complied with all of required components of the Workforce Investment Act, Wagner-Peyser Act, and MCLA 491 of 2006. The State, Commonwealth, or Territory also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.

A handwritten signature in blue ink, appearing to read "Rick Snyder", is written above a horizontal line.

Governor

A handwritten date "9/13/2012" is written above a horizontal line.

Date

ATTACHMENT A
PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency: Michigan Strategic Fund

Address: 300 North Washington Square

Lansing, Michigan 48913

Telephone Number: 517-241-0571

Facsimile Number: 517-373-6683

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):

Workforce Development Agency/State of Michigan

Address: 201 North Washington Square, 5th Floor

Lansing, Michigan 48913

Telephone Number: 517-335-6772

Facsimile Number: 517-241-8217

E-mail Address: Quinncl@michigan.gov

Name of WIA Title I Signatory Official: Ms. Christine Quinn, Director

Workforce Development Agency/State of Michigan

Address: 201 North Washington Square, 5th Floor

Lansing, MI 48913

Telephone Number: 517-335-6772

Facsimile Number: 517-241-8217

E-mail Address: Quinncl@michigan.gov

Name of WIA Title I Liaison: Ms. Christine Quinn, Director

Workforce Development Agency/State of Michigan

Address: 201 N. Washington Square, 5th Floor

Lansing, Michigan 48913

Telephone Number: 517-335-6772

Facsimile Number: 517-241-8217

E-mail Address: QuinnC1@michigan.gov

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

Michigan Strategic Fund

Address: 300 North Washington Square

Lansing, Michigan 48913

Telephone Number: 517-241-0571

Facsimile Number: 517-373-6683

Name and Title of the State Employment Security Administrator (Signatory Official):

Ms. Christine Quinn

Workforce Development Agency/State of Michigan

Address: 201 North Washington Square, 5th Floor

Lansing, MI 48913

Telephone Number: 517-353-6772

Facsimile Number: 517-241-8217

E-mail Address: QuinnC1@michigan.gov

Name and Title of the State Labor Market, Workforce Information, or Research Director:

Mr. Rick Waclawek, Director

Bureau of LMI & Strategic Initiatives

Department of Technology, Management & Budget

Address: 3032 West Grand Boulevard, Suite 9-100

Detroit, MI 48202-3105

Telephone Number: 313-456-3105

Facsimile Number: 313-456-3150

E-mail Address: waclawek@michigan.gov

As the Governor, I certify that for the State of **Michigan**, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor Rick Snyder

Signature of Governor  Date 9/13/2012

**Workforce Investment Act
Allocation Formulas and Methodology**

The State of Michigan will award the Workforce Investment Act (WIA) funding based on the following methodologies:

WIA-Adult

- 33 1/3 percent based on the relative number of unemployed individuals in areas of substantial unemployment in each local workforce area, compared to the total number of unemployed individuals in areas of substantial unemployment in all local workforce areas. Substantial unemployment refers to an average rate of unemployment of at least 6.5 percent.
- 33 1/3 percent based on the relative excess number of unemployed individuals in each local workforce area, compared to the total excess number of unemployed individuals in all local workforce areas. Excess number of unemployed individuals refers to the number of unemployed individuals in excess of 4.5 percent of the civilian labor force.
- 33 1/3 percent based on the relative number of disadvantaged adults in each local workforce area, compared to the total number of disadvantaged adults in all local workforce areas. “Disadvantaged adults” refers to adults who received an income that does not exceed the higher of the poverty line or 70 percent of the lower living standard level.
- Minimum percentage; the local workforce area shall not receive an allocation percentage that is less than 90 percent of the average allocation percentage of the local workforce area for the two preceding years.

WIA-Youth

- 33 1/3 percent based on the relative number of unemployed individuals in areas of substantial unemployment in each local workforce area, compared to the total number of unemployed individuals in areas of substantial unemployment in all local workforce areas. Substantial unemployment refers to an average rate of unemployment of at least 6.5 percent.
- 33 1/3 percent based on the relative excess number of unemployed individuals in each local workforce area, compared to the total excess number of unemployed individuals in all local workforce areas. Excess number of unemployed individuals refers to the number of unemployed individuals in excess of 4.5 percent of the civilian labor force.
- 33 1/3 percent based on the relative number of disadvantaged youth in each local workforce area, compared to the total number of disadvantaged youth in all local workforce areas. Disadvantaged youth refers to youth who received an income that does not exceed the higher of the poverty line or 70 percent of the lower living standard level.

- Minimum percentage; the local workforce area shall not receive an allocation percentage that is less than 90 percent of the average allocation percentage of the local workforce area for the two preceding years.

The State Plan includes a description of how funds are allocated to the local areas. The State Plan is reviewed and approved by the State Board. In addition, the allocation of local funds are communicated to the local areas through Policy Issuance's which are reviewed by local Chief Elected Officials and local Workforce Development Boards.

WIA-Dislocated Worker

- Five percent based on the relative number of Unemployment Insurance program "first payments" in each local workforce area; a measure of the number of insured unemployed.
- 30 percent based on the relative number of unemployed individuals in each local workforce area; a measure of unemployment concentrations.
- Five percent based on the relative number of Worker Adjustment and Retraining Notice layoffs in each local workforce area; a measure of plant closings and mass layoffs.
- Five percent based on the relative number of individuals in declining industries in each local workforce area.
- Five percent based on the relative number of farms with a debt ratio of 40 percent in each local workforce area; a measure of farmer-rancher economic hardship.
- 20 percent based on the relative number of Unemployment Insurance Program exhaustions in each local workforce area; a measure of long-term unemployment.
- 30 percent based on the relative excess number of unemployed individuals in each local workforce area.

Allocations are based on labor market data in each local area. Data is converted into a factor by dividing the local area labor market data into the sum for the entire state. This method provides the total share for each local area. The state will ensure that funds are distributed equitably by distributing a minimum of 95 percent of the state's WIA Adult and Youth allotment, and at least 70 percent of the State's WIA Dislocated Worker funds by formula. By distributing the bulk of the WIA funds by formula, equitable treatment of local areas is ensured. Furthermore, by utilizing a hold harmless provision in the formula, the State will ensure that a local area will not receive an adult or youth allocation amount that is less than 90 percent of the average allocation of the local area for the two preceding fiscal years.



Workforce Investment Act (WIA)

COMPREHENSIVE PROGRAM REVIEW GUIDE

Workforce Development Agency
State of Michigan

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Overview

STATE RESPONSIBILITIES

The Workforce Investment Act (WIA) and Regulations require that states develop a monitoring system and monitor grant supported activities of Local Boards annually for compliance with applicable laws and regulations. **(20 CFR Section 667.400)**

GOAL

The purpose of the WIA review is to ensure the integrity of the WIA system and WIA funds, to review performance, assess compliance with applicable laws and regulations, and identify successful methods and practices that serve to enhance the system as a whole, through continuous improvement.

OBJECTIVES

The state's Program Review Guide is designed to achieve three objectives:

1. To determine if local WIA activities comply with the Act, federal and state regulations, directives and state procedures, guidance letters and other applicable guidelines and goals.
2. To provide program guidance and direction to local programs in order to assist in providing quality workforce development services to customers.
3. To provide a framework for continuous improvement efforts under the WIA.

SOURCE DOCUMENTS

- Workforce Investment Act (WIA), dated August 7, 1998
- Workforce Investment Act – Federal Regulations, dated August 11, 2000
- Workforce Investment Act Policy, Guidance, and Transmittal Letters
- Department of Labor Training and Employment Guidance Letters (TEGLs)
- Department of Labor Training and Information Notice (TEINs)
- Department of Labor Training and Employment Notice (TENs)
- Workforce Investment Act Standardized Record Data (WIASRD) Reports
- WIA Participant Management Information Guide (PMIG)

USE OF THE GUIDE ON-SITE

The Comprehensive Program Review Guide is used to provide a consistent framework for conducting on-site programmatic reviews of local Areas throughout Michigan. The guide ensures that the Workforce Development Agency, State of Michigan's (WDASOM's) oversight and program review practices reinforce federal law and regulations as well as Michigan's guidance and policies as it pertains to administering workforce development at the local level.

Scope

All 25 Michigan Works! Agencies (MWAs) are subject to annual WIA programmatic reviews. Prior to the on-site review, WDASOM staff will review local policies and procedures, program enrollment, performance, data validation, and financial management information to address during the review process.

Each review will include the following components:

- MWA Administrative Review
- Adult and Dislocated Worker Program Review
- Youth Program Review

Each component contains a series of questions regarding implementation of policies, procedures, and program eligibility. The guide also contains file checklists to be used while reviewing participant files.

The guide will be continually reviewed and updated based on experience, practice, and changing regulations and policies.

The WIA programmatic reviews will not include a comprehensive fiscal component. Fiscal monitoring will continue to be provided by the WDASOM Office of Audit and Financial Compliance.

Procedures

Notification of Review

The MWAs will be notified of an upcoming, on-site programmatic review by their assigned WIA Coordinator. Included in the notification will be possible review dates. The WDASOM and the MWA will jointly finalize a date(s) for the review.

The WDASOM reserves the right to conduct unannounced or unscheduled reviews.

Process

Programmatic reviews will be conducted through a combination of file reviews, policy and procedure evaluations, staff interviews, and on-site observations. Additional sources may be utilized during the review, as necessary.

Each review will include the evaluation of 16 (four from each funding source) participant files, randomly selected from the One Stop Management Information System (OSMIS). A list of the selected files will be provided electronically to the MWA 48 hours prior to the review. The WDASOM may request additional participant files during the on-site review.

Entrance Interview: Reviews will commence with an entrance interview. The interview will include:

- Introduction of the individual(s) conducting the review

- Scope of the review
- Estimated timeframe for completion of the review
- Designation of representative(s) to serve as points of contact for questions during the review
- Questions, comments, or clarifications regarding the review

Exit Conference: Reviews will conclude with an exit conference. The conference will include:

- A summary of the review
- The identification of observations, if applicable
- The identification of findings, if applicable
- Questions, comments, or clarifications regarding the review

Summary Report: Once the review has been completed, information obtained during the review will be used to develop a report. The WDASOM will issue the formal report within 45 days of the completion of the review. The report will include the following:

- Scope of the Review
- Summary of the Review
- Observations (Suggestions or recommendations for process improvement), if applicable
- Findings (Issues of compliance with the Act, Regulations, or other applicable laws or regulations), if applicable
- Corrective Action, if applicable
- Best Practices

Summary reports will be provided to:

- Chief Elected Official(s)
- Workforce Development Board Chair
- MWA Director
- WDASOM Executive Leadership
- WDASOM Office of Audit and Financial Compliance

If corrective action is required, MWA officials must submit a corrective action plan addressing the finding(s) and the specific steps that will be taken to help ensure the finding(s) is resolved. The MWA may wish to address program design, goals, or service strategies that may inhibit programmatic operation and/or performance including reporting issues, and appropriate technical assistance (if needed). A timeline outlining the steps to be taken must be included.

Once the WDASOM has received the corrective action plan, it will make a determination within 30 days regarding the effectiveness of the response. If the corrective action response is deemed acceptable and appropriate, the MWA will be notified to proceed with the indicated action. If the corrective action plan is not deemed acceptable, the WDASOM will require additional information.

If applicable, corrective action plans must be submitted to the WDASOM at the address listed below within 45 days from the date of the Summary Report to:

Ms. Stephanie Beckhorn, WIA Manager
Office of Talent Development Services
Victor Office Center, 5th Floor
201 N. Washington Square
Lansing, Michigan 48913

Or electronically at: beckhorns@michigan.gov

If your corrective action plan does not effectively identify and address the finding(s) in a manner that ensures future success, or a response is not submitted within the required timeframe, MWA officials will be notified and further corrective action may be required.

Programs and/or procedures included in corrective action will be reviewed during subsequent programmatic reviews.

Pre-Review Checklist

The pre-review checklist should be completed prior to conducting an onsite review. Collecting this information will help to ensure accuracy and efficiency during the review. All data should be for the current Program Year, through the most recent completed quarter.

Workforce Development Agency State of Michigan Pre-Review Checklist	Reviewer:
	Date Reviewed:
	Program Year:
Michigan Works! Agency (MWA):	

Performance

	Measure	Negotiated	Achieved	Status
Adult Program	Entered Employment Rate			
	Employment Retention Rate at Six Mo.			
	Average Earnings in Six Months			
	Employment and Credential Rate			
Dislocated Worker Program	Entered Employment Rate			
	Employment Retention Rate at Six Mo.			
	Average Earnings in Six Months			
	Employment and Credential Rate			
Older Youth	Entered Employment Rate			
	Employment Retention Rate at Six Mo.			
	Average Earnings Change in Six Months			
	Credential Rate			
Younger Youth	Skill Attainment Rate			
	Diploma or Equivalent Rate			
	Retention Rate			
Overall Activities	Participant Customer Satisfaction			
	Employer Customer Satisfaction			

Fiscal

Program	PY Award	Percent Allocated to Administration	Percent Transferred to Adult/DW	Expenditures	Percent Expended	Percent Expended on Training	Percent spent on Out-of-School Youth
Adult							
DW							
Youth							

WIA PROGRAMMATIC REVIEW ENTRANCE CONFERENCE

MWA:	Date:
Location:	Time:

State Staff Present:	
Local Area Staff Present:	
State Comments:	
Local Area Comments:	

STRUCTURE OF THE LOCAL AREA

MWA Area:	
Counties Covered:	
Grant Recipient:	
Fiscal Agent (if different):	
Administrative Entity:	
One-Stop Operator(s):	
Service Center Location(s):	
Satellite Service Center Location(s):	
Additional Comments:	

*This information should be collected prior to the review and verified during the review process.

ADMINISTRATIVE REVIEW SECTION

WIA PROGRAMS

Follow-up	
	<p>1. List all WIA discretionary funding received by the local area (e.g., National Emergency Grants (NEGs), Rapid Response State Adjustment Grants (SAGs), Statewide Activity supported grants (Gang Aversion, etc.). Are there any outstanding items or questions related to the funding?</p> <p>➤</p>
	<p>2. List all approved WIA waivers the Area has received for the current and prior Program Year (PY):</p> <p>Current PY:</p> <p>➤</p> <p>Prior PY:</p> <p>➤</p>

ONE-STOP SYSTEM

Follow-up	
	<p>3. Who is the current One-Stop operator(s)? Is it the same as listed in the Michigan Works! System Plan?</p>
	<p>4. How did the Local Board select the One-Stop operator?</p> <p> <input type="checkbox"/> Competitive Process <input type="checkbox"/> Board/Consortium Agreement </p> <p style="text-align: right;">Section 121(d)(2)(A) of the WIA; 20 CFR 662.410</p>
	<p>5. Does the Local Board have a current, approved Memorandum of Understanding (MOU) concerning the operation of the One-Stop Delivery System?</p> <p style="padding-left: 40px;">If yes, state the duration of the MOU:</p> <p style="text-align: right;">Section 121 (c)(1) of the WIA; 20 CFR 662.300</p>
	<p>6. Does the One-Stop have a method (survey, focus group, etc.) to measure its success in delivering services to the business customer and participant in addition to the WIA mandated employer/jobseeker Customer Satisfaction Surveys?</p> <p> <input type="checkbox"/> Yes <input type="checkbox"/> No </p>
	<p>7. If yes to Question 6, what is the process of measuring customer satisfaction?</p>
	<p>8. If yes to Question 6, does the One-Stop use the information obtained to make necessary changes to increase success in delivering services?</p>
	<p>9. What is the average length of time from when a customer initially comes to the One-Stop to when the customer enrolls and begins receiving services?</p>
	<p>10. Are there waiting lists for customers wishing to obtain Adult services?</p> <p> <input type="checkbox"/> Yes <input type="checkbox"/> No </p>
	<p>11. Are there waiting lists for customers wishing to obtain Dislocated Worker services?</p> <p> <input type="checkbox"/> Yes <input type="checkbox"/> No </p>

Follow-up	
	<p>12. Are there waiting lists for customers wishing to obtain Youth services?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>13. If yes to Questions 10-12, how long are the waiting lists?</p>
	<p>14. If there are waiting lists for customers wishing to obtain Dislocated Worker services, has the Area requested Rapid Response (SAG) funding?</p>
	<p>15. Have customers been turned away due to a lack of funds? If yes, how many?</p>
	<p>16. How does the Area identify and ensure that veterans receive priority of services?</p> <p style="text-align: right;">USDOL TEGL 10-09 WDA PI 04-26, and changes</p>
	<p>17. If the Area has satellite or transition centers, are these sites specific to a targeted population?</p>
	<p>18. What system is used to track universal customers of the One-Stop?</p>
	<p>19. How is the Michigan Talent Bank/Job Portal being used as a job matching tool?</p>
	<p>20. Is the Michigan Talent Bank/Job Portal Web-site a link on the desktop of all resource room computers?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>

EMPLOYERS

Follow-up	
	21. What strategies is the Area using to attract employers to the services provided by the One-Stops?
	22. Are specific services available for business customers? Check all that apply: <input type="checkbox"/> Recruitment <input type="checkbox"/> Interview Room <input type="checkbox"/> Job Fairs <input type="checkbox"/> Business Resource Manual <input type="checkbox"/> Labor Market Information <input type="checkbox"/> Incumbent Worker Training <input type="checkbox"/> OJT <input type="checkbox"/> Customized Training <input type="checkbox"/> Rapid Response <input type="checkbox"/> Business Solutions Professional (BSP) <input type="checkbox"/> Other, describe:
	23. Is there a single point of contact for business customers? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please describe:
	24. Does the WIA service provider coordinate with other partners to provide other community based employer services? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please describe:

RAPID RESPONSE

Follow-up	
	<p>25. Has the local Area developed policies or procedures regarding the implementation of Rapid Response assistance services?</p> <p> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p>If yes, obtain a copy of the local policy.</p> <p style="text-align: right;">Section 101(38) of the WIA Section 134 (a)(2)(A) of the WIA; 20 CFR 665.300</p>
	<p>26. Who makes up the Rapid Response team?</p> <p style="text-align: right;">20 CFR 665.320</p>
	<p>27. Does the local Area have the following array of Rapid Response services available, as needed, for local employers and impacted workers?</p> <p> <input type="checkbox"/> Preliminary steps upon notification of potential event (notification, research, strategy meeting, approved plan) <input type="checkbox"/> Initial employer meeting <input type="checkbox"/> Rapid Response worker orientation sessions <input type="checkbox"/> Local designed Dislocated Worker surveys <input type="checkbox"/> Workforce Transition Committees or Joint Adjustment Committees (JACs) <input type="checkbox"/> Peer-to-Peer Assistance Transition Centers Job/Career/Education fairs <input type="checkbox"/> Workshops, including job seeking skills, resume writing, interviewing, basic computer literacy classes, other computer classes, and remedial education <input type="checkbox"/> Transition to local One-Stop services <input type="checkbox"/> Post Rapid Response follow-up with Company </p> <p style="text-align: right;">20 CFR 665.310</p>
	<p>28. What information does the Rapid Response team gather and disseminate at the initial on-site contact with the employer?</p> <p style="text-align: right;">20 CFR 665.310</p>

Follow-up	
	<p>29. What information does the Rapid Response team disseminate at worker orientation sessions?</p>
	<p>30. Have any Rapid Response services been provided in the last 6 months?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please provide the company(ies) and the number of workers served?</p>
	<p>31. If Rapid Response services have been provided, have additional funds (SAG) been received? If yes:</p> <p>Amount: _____</p> <p><input type="checkbox"/> Rapid Response <input type="checkbox"/> NEG</p> <p>Company(s):</p> <p>Purpose of funds:</p>

LIMITED FUNDS AND PRIORITY SERVICE FOR ADULTS

After reviewing the local Area's priority of service criteria, answer the following questions:

Follow-up	
	<p>32. When are Adult funds considered limited?</p> <p style="text-align: right;">20 CFR 663.600(b)</p>
	<p>33. Does the policy give priority to:</p> <p><input type="checkbox"/> Low-income individuals? 20 CFR 663.600 (a) and (c)</p> <p><input type="checkbox"/> Those receiving public assistance? 20 CFR 663.600 (a) and (c)</p> <p><input type="checkbox"/> Other Section 134 (d)(4)(E) of WIA</p>
	<p>34. For the current program year, is the local Area operating under limited funding/priority of service?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p>If yes, when did the priority go into effect?</p>

SELF-SUFFICIENCY

After reviewing the local Area's self-sufficiency criteria, answer the following questions:

Follow-up									
	<p>35. The local policy sets Self-Sufficiency for employed Adults at:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 30%;"></td> <td style="padding: 2px;">% of the Lower Living Standard Income Level (LLSIL)</td> </tr> <tr> <td></td> <td style="padding: 2px;">% of the Poverty Level</td> </tr> <tr> <td></td> <td style="padding: 2px;">Other (Please describe):</td> </tr> </table> <p style="text-align: right; margin-top: 20px;">20 CFR 663.230</p>		% of the Lower Living Standard Income Level (LLSIL)		% of the Poverty Level		Other (Please describe):		
	% of the Lower Living Standard Income Level (LLSIL)								
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	<p>36. The local policy sets Self-Sufficiency for employed Dislocated Workers at:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 30%;"></td> <td style="padding: 2px;">% of the LLISL</td> </tr> <tr> <td></td> <td style="padding: 2px;">% of the Poverty Level</td> </tr> <tr> <td></td> <td style="padding: 2px;">% of dislocation wage</td> </tr> <tr> <td></td> <td style="padding: 2px;">Other (Please describe):</td> </tr> </table> <p style="text-align: right; margin-top: 20px;">20 CFR 663.230</p>		% of the LLISL		% of the Poverty Level		% of dislocation wage		Other (Please describe):
	% of the LLISL								
	% of the Poverty Level								
	% of dislocation wage								
	Other (Please describe):								

SUPPORTIVE SERVICES/NEEDS-RELATED PAYMENTS

After reviewing the local Area's supportive services and needs-related payment policy(ies), answer the following questions:

Follow-up	
	<p>37. Does the policy ensure supportive services are provided when:</p> <ul style="list-style-type: none"> <input type="checkbox"/> (a) Participating in core, intensive or training services? Section 134(e)(2)(A) of the WIA; 20 CFR 663.805 (a)(1) <input type="checkbox"/> (b) Unable to obtain supportive services through other programs providing such services? Section 134(e)(2)(B) of the WIA; 20 CFR 663.805 (a)(2) <input type="checkbox"/> (c) Necessary to enable individuals to participate in activities authorized under Title I? Section 134(e)(2)(A) and (B) of the WIA 20 CFR 663.805(b) <p style="text-align: right;">BWP PI 04-04</p>
	<p>38. What supportive services are provided:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Transportation <input type="checkbox"/> Child/Dependent care <input type="checkbox"/> Car Repairs/Insurance <input type="checkbox"/> Housing <input type="checkbox"/> Clothing and Tools <input type="checkbox"/> Needs-related payments <input type="checkbox"/> Other (Please describe): <p style="text-align: right;">Section 101 (46) of the WIA</p>
	<p>39. How does the Area determine and document the "need" for supportive services?</p> <p style="text-align: right;">20 CFR 663.805(b) BWP PI 04-04</p>
	<p>40. Has the Board issued limits on the amount or duration of funds for supportive services?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No <p style="padding-left: 20px;">If yes, please describe.</p> <p style="text-align: right;">20 CFR 663.810 BWP PI 04-04</p>

Follow-up	
	<p>41. Is the Area providing needs-related payments for Adults and Dislocated Workers?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If no, skip to next section.</p> <p style="text-align: right;">20 CFR 663.815 BWP PI 04-04</p>
	<p>42. Are needs-related payments terminated if the participant fails to meet one of the training requirements?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p style="text-align: right;">20 CFR 663.815 BWP PI 04-04</p>
	<p>43. Are needs-related payments provided to adults who are unemployed and do not qualify or have ceased to qualify for unemployment compensation?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, how does the local Area document the requirements?</p> <p style="text-align: right;">20 CFR 663.820</p>
	<p>44. Are needs-related payments provided to Dislocated Workers consistent with 20 CFR 663.825?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, how does the local Area document the requirements?</p> <p style="text-align: right;">20 CFR 663.825</p>

SERVING FAMILY, FRIENDS, AND STAKEHOLDERS

If applicable, after reviewing the local Area's policy for serving family and friends of stakeholders (Code of Conduct/Nepotism), answer the following questions:

Follow-up	
	<p>45. Does the policy contain procedures for immediate disclosure and documentation of the relationship between the applicant and any family, friends, or stakeholders?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>46. Does the policy describe the internal process that will ensure that a transparent and arms-length assessment of the individual applicant's eligibility, and any corresponding development of the individual employment plan, has been conducted by staff with no personal relationship, bias, special interest, or prejudice?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>47. Does the policy describe the approval process for authorizing an individual subject to this policy to be served in the local WIA program, including how training and supportive service decisions are made?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>48. Does the policy describe how individuals subject to the policy will be tracked by the local WDB?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>49. Does the policy describe the process and frequency by which the local WDB will monitor compliance with the local policy?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>50. Has the local WDB provided training on this policy to persons directly involved in the assessments and eligibility determination of participants?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>

ADULT AND DISLOCATED WORKER PROGRAMS REVIEW SECTION

CORE AND INTENSIVE SERVICES

Follow-up																																				
	<p>51. For each core service, indicate if the service is provided and record what entity or program is responsible for providing the service. More than one entity may be listed if more than one service center is located in the local Area.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="width: 50%;">Core Service</th> <th style="width: 15%;">Service Provided</th> <th style="width: 35%;">Entity Providing</th> </tr> </thead> <tbody> <tr> <td>Eligibility determination</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Outreach, intake, and orientation to services</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Initial assessment of skill levels, aptitudes, abilities, and supportive services needs</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Job search and placement assistance</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Access to Labor Market Information</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Program performance and cost information of eligible providers</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Information on available supportive services</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Unemployment Insurance claims filing information</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Follow-up services</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Other :</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> </tbody> </table> <p style="text-align: right; margin-top: 10px;">Section 134 (d)(2) (A)-(K) of the WIA 20 CFR 662.240 (b)(1)-(11); 20 CFR 662.250</p>			Core Service	Service Provided	Entity Providing	Eligibility determination	<input type="checkbox"/>		Outreach, intake, and orientation to services	<input type="checkbox"/>		Initial assessment of skill levels, aptitudes, abilities, and supportive services needs	<input type="checkbox"/>		Job search and placement assistance	<input type="checkbox"/>		Access to Labor Market Information	<input type="checkbox"/>		Program performance and cost information of eligible providers	<input type="checkbox"/>		Information on available supportive services	<input type="checkbox"/>		Unemployment Insurance claims filing information	<input type="checkbox"/>		Follow-up services	<input type="checkbox"/>		Other :	<input type="checkbox"/>	
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Other :	<input type="checkbox"/>																																			
	<p>52. Does the local Area allocate a set percentage of its total budget for core services?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, what percentage?</p>																																			

Follow-up												
	<p>53. Which of the following intensive services are made available through the One-Stop Delivery System?</p> <table border="1" data-bbox="337 312 1515 861"> <tr><td><input type="checkbox"/> Comprehensive and specialized assessments</td></tr> <tr><td><input type="checkbox"/> Development of an Individual Service Strategy (ISS)</td></tr> <tr><td><input type="checkbox"/> Group Counseling</td></tr> <tr><td><input type="checkbox"/> Individual counseling and career planning</td></tr> <tr><td><input type="checkbox"/> Case management</td></tr> <tr><td><input type="checkbox"/> Short-term pre-vocational services</td></tr> <tr><td><input type="checkbox"/> Out-of-area job search assistance</td></tr> <tr><td><input type="checkbox"/> Literacy activities related to basic workforce readiness</td></tr> <tr><td><input type="checkbox"/> Relocation assistance</td></tr> <tr><td><input type="checkbox"/> Internships Work experiences</td></tr> <tr><td><input type="checkbox"/> Other, describe:</td></tr> </table> <p style="text-align: center;">Section 134 (d)(3)(C) of the WIA 20; CFR 663.200 (a)</p>	<input type="checkbox"/> Comprehensive and specialized assessments	<input type="checkbox"/> Development of an Individual Service Strategy (ISS)	<input type="checkbox"/> Group Counseling	<input type="checkbox"/> Individual counseling and career planning	<input type="checkbox"/> Case management	<input type="checkbox"/> Short-term pre-vocational services	<input type="checkbox"/> Out-of-area job search assistance	<input type="checkbox"/> Literacy activities related to basic workforce readiness	<input type="checkbox"/> Relocation assistance	<input type="checkbox"/> Internships Work experiences	<input type="checkbox"/> Other, describe:
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<input type="checkbox"/> Other, describe:												
	<p>54. How is the need for intensive services determined and documented?</p>											
	<p>55. Does the local Area allocate a set percentage of its total budget for intensive services?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, what percentage?</p>											

TRAINING SERVICES

Follow-up														
	<p>56. Which of the following training services are made available?</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td><input type="checkbox"/> Occupational skill training</td></tr> <tr><td><input type="checkbox"/> On-the-job training</td></tr> <tr><td><input type="checkbox"/> Workplace training with related instruction (e.g., Co-ops)</td></tr> <tr><td><input type="checkbox"/> Programs operated by the private sector</td></tr> <tr><td><input type="checkbox"/> Skill upgrading and retraining</td></tr> <tr><td><input type="checkbox"/> Entrepreneurial training</td></tr> <tr><td><input type="checkbox"/> Job readiness training</td></tr> <tr><td><input type="checkbox"/> Adult Education & Literacy activities provided in combination with above services</td></tr> <tr><td><input type="checkbox"/> Customized training</td></tr> <tr><td><input type="checkbox"/> Incumbent Worker training</td></tr> <tr><td><input type="checkbox"/> Trade Adjustment Assistance funded</td></tr> <tr><td><input type="checkbox"/> NEG funded</td></tr> <tr><td><input type="checkbox"/> Other, describe:</td></tr> </table> <p style="text-align: right;">Section 134(d)(4)(D) of the WIA</p>	<input type="checkbox"/> Occupational skill training	<input type="checkbox"/> On-the-job training	<input type="checkbox"/> Workplace training with related instruction (e.g., Co-ops)	<input type="checkbox"/> Programs operated by the private sector	<input type="checkbox"/> Skill upgrading and retraining	<input type="checkbox"/> Entrepreneurial training	<input type="checkbox"/> Job readiness training	<input type="checkbox"/> Adult Education & Literacy activities provided in combination with above services	<input type="checkbox"/> Customized training	<input type="checkbox"/> Incumbent Worker training	<input type="checkbox"/> Trade Adjustment Assistance funded	<input type="checkbox"/> NEG funded	<input type="checkbox"/> Other, describe:
<input type="checkbox"/> Occupational skill training														
<input type="checkbox"/> On-the-job training														
<input type="checkbox"/> Workplace training with related instruction (e.g., Co-ops)														
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<input type="checkbox"/> Customized training														
<input type="checkbox"/> Incumbent Worker training														
<input type="checkbox"/> Trade Adjustment Assistance funded														
<input type="checkbox"/> NEG funded														
<input type="checkbox"/> Other, describe:														
	<p>57. Are there any options offered in lieu of training should training funds be limited?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please provide a description.</p>													
	<p>58. How is the need for training services determined and documented?</p>													
	<p>59. How is it determined that the participants' selected training program is directly linked to employment opportunities in the region?</p>													

INDIVIDUAL TRAINING ACCOUNT (ITA)

Follow-up	
	<p>60. Does the local Area impose a limit on the dollar amount and/or duration of an ITA?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please describe:</p> <p>Maximum dollar limit for an individual ITA:</p> <p>Duration limitation:</p> <p style="text-align: right;">20 CFR 663.420</p>
	<p>61. What payment method is used for ITAs? For example, vouchers, electronic funds transfer, debit cards, etc.</p> <p style="text-align: right;">20 CFR 663.410</p>
	<p>62. Has the local Area established any limits on the types of training funded?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, describe:</p>
	<p>63. Does the local Area have any restrictions of training providers?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please describe the restrictions.</p>
	<p>64. How does the local area ensure customer choice?</p> <p style="text-align: right;">20 CFR 663.420(c); 20 CFR 663.440</p>
	<p>65. Does the local Area provide additional information to assist in making informed choices, which supplements the information on the CECR?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please describe:</p> <p style="text-align: right;">20 CFR 663.575</p>

On-the-Job Training (OJT)

If the local Area provides OJT, review the local OJT policy/contract template and answer the following questions:

Follow-up	
	<p>66. Does the policy/contract state reimbursements not to exceed 50%*of the wage rate of the participant?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>*This may be greater if the local Area has a waiver.</p> <p style="text-align: right;">Section 101(31)(B) of the WIA; 20 CFR 663.710 (b)</p>
	<p>67. Does the policy/contract state OJT contracts are only written with employers who provide long term employment including equal wages, benefits, and working conditions?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p style="text-align: right;">Section 195(4) of the WIA; 20 CFR 663.700 (b)</p>
	<p>68. Does the policy/contract state that OJT contracts are limited to the period of time required for a participant to become proficient in the occupation?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p style="text-align: right;">Section 101(31)(C) of the WIA; 20 CFR 663.700 (c)</p>
	<p>69. How is the length of the OJT determined?</p> <p style="text-align: right;">Section 101(31)(C) of the WIA; 20 CFR 663.700 (c)</p>
	<p>70. If the local Area provides OJT for employed workers, are the workers:</p> <p><input type="checkbox"/> Not earning a self-sufficient wage? <input type="checkbox"/> In training for a period of time to become proficient in the occupation? <input type="checkbox"/> Introduced to new technologies, production, or service procedures?</p> <p style="text-align: right;">20 CFR 663.705</p>

Follow-up	
	<p>71. Does the OJT contract/template contain evidence that pre-award reviews are conducted, and employers are not a relocating establishment?</p> <p>The signed contract should contain the following assurances:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Name(s) of business, including predecessors and successors <input type="checkbox"/> Name, address, and title of company official certifying the information <input type="checkbox"/> Verification that there were no past/impending job losses at other facilities due to relocation, prior to 120 days at the present location <p style="text-align: right;">20 CFR 667.268 (b)</p>
	<p>72. Does the OJT contract/template contain evidence of union concurrence, if applicable?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No <p style="text-align: right;">Section 181(b)(2)(B) of the WIA; 20 CFR 667.270 (b)</p>
	<p>73. How does the local Area document participant hours worked and the amounts of employer reimbursement?</p>
	<p>74. Is there a monitoring process to ensure satisfactory progress of the participant?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No <p>If yes, please describe.</p>

Customized Training

If the local Area provides customized training, review the local policy and answer the questions below. If not applicable, indicate N/A.

Follow-up	
	<p>75. Does the policy require that the participating employer(s) pay for at least 50%*of the training cost?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>*This may be lower if the local Area has a waiver.</p> <p style="text-align: right;">Section 101(8)(C) of the WIA; 20 CFR 663.715(c)</p>
	<p>76. What commitment is required of the participating employer(s) to hire (or retrain) the participant at the conclusion of training?</p> <p style="text-align: right;">20 CFR 663.715(b)</p>
	<p>77. If the local Area provides customized training for employed workers, are the workers:</p> <p><input type="checkbox"/> Not earning a self-sufficient wage? <input type="checkbox"/> Employed, or retained, at the completion of training? <input type="checkbox"/> Provided training that relates to new technologies, production or service procedures, skill upgrading, or workplace literacy?</p> <p style="text-align: right;">20 CFR 663.720</p>
	<p>78. Does the policy contain evidence that pre-award reviews are conducted, and employers are not relocating?</p> <p>The signed contract should contain the following assurances:</p> <p><input type="checkbox"/> Name(s) of business, including predecessors and successors <input type="checkbox"/> Name, address, and title of company official certifying the information <input type="checkbox"/> Verification that there were no past/impending job losses at other facilities due to relocation, prior to 120 days at the present location</p> <p style="text-align: right;">20 CFR 667.268 (b)</p>
	<p>79. Does the policy contain evidence of union concurrence, if applicable?</p> <p style="text-align: right;">Section 181 (b)(2)(B) of the WIA; 20 CFR 667.270 (b)</p>

INCUMBENT WORKER TRAINING (IWT) FUNDED WITH RAPID RESPONSE FUNDING AND LOCAL DISLOCATED WORKER FUNDING (WAIVER)

If the Area does not have a waiver to provide IWT with dislocated worker funding, indicate N/A.

After reviewing the local Area's IWT plan/policy answer the following questions:

Follow-up	
	<p>80. How does the local Area document that IWT funds are used for lay-off aversion?</p> <p align="right">BWT PI 10-7</p>
	<p>81. How does the local Area document that IWT is restricted to skill attainment activities?</p> <p align="right">BWT PI 10-7</p>
	<p>82. How does the local Area select employers and/or workers to participate in IWT?</p>
	<p>83. Describe the ITW procurement process.</p>
	<p>84. Does the IWT policy/contract contain evidence that a pre-award review was conducted, and the employer was not a relocating establishment?</p> <p>Did the signed contract contain the following assurances:</p> <p><input type="checkbox"/> Name(s) of business, including predecessors and successors</p> <p><input type="checkbox"/> Name, address, and title of company official certifying the information</p> <p><input type="checkbox"/> Verification that there were no past/impending job losses at other facilities due to relocation, prior to 120 days at the present location</p> <p align="right">20 CFR 667.268 (b)</p>

FOLLOW- UP SERVICES FOR ADULTS AND DISLOCATED WORKERS

Follow-up	
	<p>85. Has the Local Board developed a policy or procedure on the provision of follow up services (prior to exit) for Adults and Dislocated Workers for a minimum of 12 months after employment?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>What follow-up services are provided:</p> <p style="text-align: right;">20 CFR 662.240 (b)(11) 20 CFR 663.150 (b)</p>
	<p>86. What guidance has the local Area made available to case management staff regarding post placement activities and follow up services?</p>
	<p>87. What is the frequency of contact with participants during the follow-up period?</p>

YOUTH PROGRAM REVIEW SECTION
YOUTH INTAKE/ELIGIBILITY/EXIT

YOUTH PROGRAM ELEMENTS

Follow-up	
	Local areas must make available the ten program elements listed in WIA Section 129(c)(2). 20 CFR 664.410(a)

List the providers of the 10 elements. Indicate whether providers are contractors or community partners. More than one provider may be listed based on the local Area's structure.

Ten Elements	Provider		
	Provider Name	Contractor	Community Partner
Tutoring			
Alternative School			
Summer Employment Opportunities (SEO)			
Work Experience			
Occupational Skills Training			
Leadership Development			
Supportive Services			
Adult Mentoring			
Follow-up Services			
Comp. Guidance and Counseling			

TEGL 18-00

	88. If supportive services are being provided, how is the need for the supportive services documented? 20 CFR 664.440
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	89. What types of supportive services are being provided? <input type="checkbox"/> Linkages to community services <input type="checkbox"/> Transportation <input type="checkbox"/> Child/dependent care <input type="checkbox"/> Housing <input type="checkbox"/> Work related clothing and tools <input type="checkbox"/> Other (Please describe): 20 CFR 664.440
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Follow-up	
	<p>90. Are youth, ages 18-21 allowed to be concurrently enrolled in the Adult and/or Dislocated Worker Programs?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, do you currently have any youth co-enrolled?</p> <p style="text-align: right;">20 CFR 664.500 (a)</p>
	<p>91. How does the local Areas ensure that Summer Employment Opportunities (SEO) are integrated into a year-round comprehensive program?</p> <p style="text-align: right;">20 CFR 664.600 (a)</p>
	<p>92. Describe how SEOs are directly linked to academic and occupational learning.</p> <p style="text-align: right;">20 CFR 664.410(a)(3) 20 CFR 664.600 (a) and (b)</p>
	<p>93. How does the local Area ensure, at a minimum, that 30 percent of youth funds provide activities to out-of-school youth?</p> <p style="text-align: right;">20 CFR 664.320</p>

OBJECTIVE ASSESSMENT and INDIVIDUAL SERVICE STRATEGY (ISS)

After reviewing policy/procedures regarding youth objective assessments and ISS answer the following questions:

Follow-up	
	<p>94. Do policy/procedures require objective assessments to include the following:</p> <ul style="list-style-type: none"> <input type="checkbox"/> A Review of Basic Skills <input type="checkbox"/> Occupational Skills <input type="checkbox"/> Prior Work Experience <input type="checkbox"/> Employability <input type="checkbox"/> Interests <input type="checkbox"/> Aptitudes (including interests and aptitudes for non-traditional jobs) <input type="checkbox"/> Supportive Services Needs <input type="checkbox"/> Developmental Needs <input type="checkbox"/> Or a recent assessment conducted within the past 12 months pursuant to another education or training program? <p style="text-align: right;">Section 129(c)(1)(A) of the WIA; 20 CFR 664.405(a)(1)</p>
	<p>95. How does the local Area ensure potentially eligible youth applicants that do not meet program requirements are referred for further assessment and to other appropriate programs/agencies for service?</p> <p style="text-align: right;">20 CFR 664.405(e)(1,2)</p>
	<p>96. Does the policy/procedure ensure that ISSs include the following elements:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Employment and/or age-appropriate career goal? (Required Element) <input type="checkbox"/> Appropriate achievement objectives? (Required Element) <input type="checkbox"/> Appropriate services, taking into account assessment results? (Required Element) <input type="checkbox"/> A recent service strategy developed for the participant under another education or training program if appropriate? (Needs to include all information required by WIA) <p style="text-align: right;">Section 129(c)(1)(B) of the WIA; 20 CFR 664.405 (a)(2) TEGL 9-00 (5)</p>
	<p>97. Are ISS goals and strategies updated as short-term (education/training) goals are achieved or the needs of the youth change?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No <p>If yes, how frequently?</p>

	<p>98. How does the local Area ensure services provided to youth are tied to the participant's ISS?</p>
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YOUTH PROGRAM FOLLOW-UP SERVICES

All youth participants must receive some form of follow-up services for a minimum duration of 12 months. (20 CFR 664.450)

Follow-up	
	<p>99. What follow-up services are available?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Leadership development services <input type="checkbox"/> Supportive services <input type="checkbox"/> Regular contact with employer <input type="checkbox"/> Assistance in addressing work-related problems which may arise <input type="checkbox"/> Assistance in securing better jobs, career development or furthering education <input type="checkbox"/> Work-related peer groups <input type="checkbox"/> Adult mentoring <input type="checkbox"/> Tracking the progress of youth in employment after training <input type="checkbox"/> Information and fliers on topics of job search, job-keeping tips, etc. <input type="checkbox"/> Assistance in personal issues <input type="checkbox"/> Helping with updating resumes <input type="checkbox"/> Contact with school <input type="checkbox"/> Employment assistance <input type="checkbox"/> Life-skills assistance <input type="checkbox"/> Other, please describe <p style="text-align: right;">20 CFR 664.450</p>
	<p>100. How are follow-up services documented in the participant file?</p>
	<p>101. Has the local Area determined a strategy and budget to ensure follow-up services for exited youth continue for 12 months, even when contracts for program elements expire prior to the end of the 12 month period?</p> <p style="padding-left: 20px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p style="padding-left: 20px;">If yes, describe the strategy:</p>
	<p>102. Are payments offered to participants as an incentive to respond to follow-up as a means of improving performance?</p> <p style="padding-left: 20px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p style="padding-left: 20px;">If yes, please describe:</p> <p style="text-align: right;">Section 129(a)(5) of the WIA</p>

ADULT AND DISLOCATED WORKER FILE CHECKLIST

Participant Name:	MWA:	
Customer ID:	Date of Registration:	
Funding:	<input type="checkbox"/> Adult	<input type="checkbox"/> Dislocated Worker

Eligibility				
Date of Birth:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:	
Age at Date of Eligibility:				
Citizenship Status/Authorization to Work in the US:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:	
Selective Service Registration: https://www4.sss.gov/regver/verification1.asp	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A	Documentation:
SSN: <i>(do not list #)</i>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:	
Applicant has a relationship with WIA stakeholder	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If yes, policy followed: <input type="checkbox"/> Yes <input type="checkbox"/> No	
File contains signed and dated Registration Form?	<input type="checkbox"/> Yes	<input type="checkbox"/> No		

Low Income: (Adults Only, if funding is limited.)				
Low Income Documentation:	<input type="checkbox"/> Pay Records	<input type="checkbox"/> Self-Attestation	<input type="checkbox"/> Public Assistance Records	<input type="checkbox"/> Other:
File contains income calculations:	<input type="checkbox"/> Yes	<input type="checkbox"/> No		

Dislocated Worker:			
Eligibility Criteria (Must meet either A,B,C, or D criteria and be fully documented in the case file):			
A. Has been terminated/laid off (and):	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:
Eligible/Exhausted Unemployment Compensation (and):	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:
Is unlikely to return to a previous industry (or):	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:
Profiled and Referred by UIA	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:
B. Business/Plant/Enterprise Closure (or):	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:
Substantial Lay-Off (or):	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:
Public Announcement:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:
C. Self-Employed:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:
D. Displaced Homemaker:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:
Able to determine eligibility based on documentation referenced above:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If no, explain

Core Self-Service: Identify services received	Documentation in File		Service Related to ISS?	
Program Information/Basic Assessment:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Eligibility Determination	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Outreach/Intake (Including Worker Profiling)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
General Career Counseling	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Work First Eligibility Assistance	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Financial Aid Assessment for Training (non-WIA)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Initial Assessment	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
General Information:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Services Available Through One-Stop	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Employment Statistics	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Training Provider Performance	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
One-Stop System Performance	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Unemployment Compensation Claims Filing	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Resource Room Usage	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Available Support Services	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Group Activities:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Workshop Referral/Attendance	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Job Club Referral/Attendance	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Job Search:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Resume Assistance	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Internet Browsing Job Bank	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Job Referral	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Internet Browsing Training Services	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Individual Job Development	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Internet Accounts	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Talent Referrals	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Core Staff-Assisted: Identify services received	Documentation in File		Service Related to ISS?
<i>Individual Job Development:</i>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Resume Sent	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Will File Application	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Interview Scheduled	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
<i>Advanced Job Club:</i>			
Job Club Name:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
<i>Advanced Screened Referrals:</i>			
Screening Provided:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
<i>Follow-Up Services:</i>			
Counseling	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Other Service	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Case Management Administrative Follow-up	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

Self-Sufficiency: (Employed Only)			
Is the participant employed?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:
What is the income/wage:	\$		Documentation:
Does the file contain income calculations?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Comments:
Does the participant meet the local area policy?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	

Intensive: Identify services received	Documentation in File		Service Related to ISS?
Comprehensive/Specialized Assessment	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Individual Service Strategy (ISS)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Group Counseling	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Short-Term Pre-Vocational Skills	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Case Management	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Literacy Activity	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Out of Area Job Search	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Relocation Assistance	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Internship & Work Experience	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
<p>If the participant received any intensive-level assessment(s), does the ISS incorporate the results of the assessment?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A</p>			
Does the file contain appropriate justification that the participant cannot be placed into employment at a self-sufficient wage and is in need of training services?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Comments:

Training: Identify Services Received:	Documentation in File		Service Related to ISS?
OJT	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Occupational Skill Training	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Skills Upgrade	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Workplace	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Classroom	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Entrepreneurial	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Job Readiness	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Adult Education	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Literacy	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Customized	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is the training considered "in demand?"	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
ITA Issued: Name of Training Institution:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Training selected from the CECR? Area of Study:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Participant applied for Pell Grant?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Date Entered Training:			
Date Exited Training: (If active, mark N/A)			
Was the training end date entered into the OSMIS?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	

On the Job Training (OJT): Complete if the participant received OJT		
Does the ISS reflect OJT as an appropriate activity?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the contract contain a training outline that listed skills to be learned, including the amount of time set aside for each skill?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the file contain evidence that the skill requirement of the occupation, academic and skill level of the participant, and prior work experience were considered prior to executing an OJT contract?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the file contain evidence to justify the length of training?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the OJT contract contain a training outline, which identifies the occupation, skills, and competencies to be learned, including the amount of time needed?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If the participant was an employed worker, was it determined the individual was not earning a self sufficient wage, prior to participating in the OJT?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If the participant was an employed worker, was the OJT for upgrades in new technologies, new production procedures, or other purposes identified by the Local Board?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the reimbursement amount reflect an appropriate percentage of wages based on the local OJT policy?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Date Entered Training:		
Date Exited Training: (If active, mark N/A)		
Was each skill attained as a result of training?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Comments:		

Supportive Service:

Did the participant receive support services?

 Yes No

If no, skip to next section.

How was the need for support services identified and documented?

Was the need met?

 Yes No

If no, explain:

Was the need met by referral?

 Yes No

Explain:

What supportive service was requested/provided:

- Child Care
- Dependent Care
- Transportation
- Housing
- Tools/Uniforms
- Other (explain):

If local policy sets limits, is the service within the limits?

 Yes No N/A

If no, explain:

Comments:

Needs-Related Payments:

Did the participant receive needs-related payments?

 Yes No

Did the participant meet the training requirements to receive needs-related payments? Reference the local Area's policy/procedure.

 Yes No

Comments:

Status at Exit: Complete the following questions if the participant has exited the program. If still active, check <input type="checkbox"/> N/A.			
Entered Employment:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documentation:
Other Exit Reason:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Explain Other:
Job Title:			
Training Related Employment:		<input type="checkbox"/> Yes	<input type="checkbox"/> No
Credential Received:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Documented in OSMIS?
Hourly Wage: \$			
Does the participant's earnings meet self sufficiency standards set by the local board?			<input type="checkbox"/> Yes <input type="checkbox"/> No

Post-Placement Services: (Services provided after employment but prior to exit)			
<input type="checkbox"/> Career Planning/Counseling	<input type="checkbox"/> Employer Contact	<input type="checkbox"/> Job Referrals	<input type="checkbox"/> Limited Training
<input type="checkbox"/> Educational Opportunities	<input type="checkbox"/> Supportive Services	<input type="checkbox"/> Other: (explain)	

Outcomes:	If still active, check <input type="checkbox"/> N/A		
Post-Exit Follow-Up:			Documentation
1 st Quarter	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
2 nd Quarter	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
3 rd Quarter	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
4 th Quarter	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A

Other:		
Files contain EEO/Grievance Procedure documentation?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Participant information entered into OSMIS?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
File contains appropriate case notes?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If an active file, are there any open activities greater than 90 days? If yes, are there sufficient case notes to address the open activity(ies)? List the open activity(ies):	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Comments:

YOUTH FILE CHECKLIST

Name:		MWA:	
Date of Birth:		Application Date:	
<input type="checkbox"/> Younger Youth	<input type="checkbox"/> Older Youth	<input type="checkbox"/> In-School	<input type="checkbox"/> Out-of-School
Eligibility Item:	Documentation in File:		Documentation Type:
Authorized to Work	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Age	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Selective Service	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Low Income	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Dependent Status	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Applicant has relationship with WIA stakeholder	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If yes, policy followed: <input type="checkbox"/> Yes <input type="checkbox"/> No
Other Requirements: Check all that apply			
<input type="checkbox"/> EEO	<input type="checkbox"/> Schooling Certificate (Work Permit)		<input type="checkbox"/> Parental Consent/Signature
<input type="checkbox"/> I-9	<input type="checkbox"/> Minor Wage Agreement		
BARRIER CATEGORIES	5% EXCEPTION CATEGORY	ACTIVITIES PROVIDED	OBJECTIVE ASSESSMENT
<input type="checkbox"/> Deficient Basic Skills <input type="checkbox"/> School Dropout <input type="checkbox"/> Homeless, Runaway, Foster <input type="checkbox"/> Pregnant/Parenting <input type="checkbox"/> Offender <input type="checkbox"/> Disability or needs additional assistance	<input type="checkbox"/> School Dropout <input type="checkbox"/> Basic Skills Deficient <input type="checkbox"/> One or more grades levels below <input type="checkbox"/> Pregnant/Parenting <input type="checkbox"/> Disabilities <input type="checkbox"/> Homeless or Runaway <input type="checkbox"/> Offender <input type="checkbox"/> Face serious barriers to employment	<input type="checkbox"/> Tutoring <input type="checkbox"/> Alternative School <input type="checkbox"/> Summer Employment Opportunity <input type="checkbox"/> Work Experience <input type="checkbox"/> Occupational Skills Training <input type="checkbox"/> Leadership Development <input type="checkbox"/> Supportive Services <input type="checkbox"/> Adult Mentoring <input type="checkbox"/> Follow-up Services <input type="checkbox"/> Comprehensive Guidance and Counseling	<input type="checkbox"/> Program Info/Basic Assessment Assessment shall include a review of: Basic Skills, Occupational Skills, Prior Work Experience, Employability, Interests, Aptitudes (Including Non-Traditional), Supportive Service Needs, Developmental Needs
Individual Services Strategy (ISS)			
<input type="checkbox"/> ISS Completed	<input type="checkbox"/> Employment Goal (required)	<input type="checkbox"/> Age-Appropriate Goal	<input type="checkbox"/> Achievement Objectives (Required)
<input type="checkbox"/> Appropriate Services	<input type="checkbox"/> SEO Identified (if applicable)	<input type="checkbox"/> Literacy/Numeracy Skills	

Supportive Services		
<input type="checkbox"/> Need identified	<input type="checkbox"/> Services provided	<input type="checkbox"/> WIA Funded
<input type="checkbox"/> Non-WIA	<input type="checkbox"/> Linkages to Community Services	<input type="checkbox"/> Transportation
<input type="checkbox"/> Child Care	<input type="checkbox"/> Housing	<input type="checkbox"/> Referrals to Medical Services
<input type="checkbox"/> Uniforms	<input type="checkbox"/> Work related tools	<input type="checkbox"/> Other

Outcome: If the participant is no longer receiving services. If still active check: N/A

<input type="checkbox"/> Placement in Post Secondary Ed	<input type="checkbox"/> Training	<input type="checkbox"/> Military Service	<input type="checkbox"/> Credential/Certificate	<input type="checkbox"/> Employment
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Exited	<input type="checkbox"/> Yes	Date:	<input type="checkbox"/> No
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Follow-Up	Frequency of Contacts:	<input type="checkbox"/> Weekly	<input type="checkbox"/> Monthly	<input type="checkbox"/> Quarterly	<input type="checkbox"/> Other, describe:
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Were the dates of follow-up services entered into OSMIS?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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Follow-Up Services Received:		
<input type="checkbox"/> Supportive Services	<input type="checkbox"/> Regular contact with employer	<input type="checkbox"/> Assistance in addressing work-related problems
<input type="checkbox"/> Assistance in securing better paying jobs, career development	<input type="checkbox"/> Work-related peer groups	<input type="checkbox"/> Adult mentoring
<input type="checkbox"/> Tracking progress in employment	<input type="checkbox"/> Information on job search	<input type="checkbox"/> Assistance in personnel issues
<input type="checkbox"/> Updating resume	<input type="checkbox"/> Contact with school	<input type="checkbox"/> Employment assistance
<input type="checkbox"/> Tutoring	<input type="checkbox"/> Life Skills	<input type="checkbox"/> Alternative School
<input type="checkbox"/> Summer Employment Opportunities	<input type="checkbox"/> Work Experience	<input type="checkbox"/> Occupational Skills Training
<input type="checkbox"/> Leadership Development	<input type="checkbox"/> Comprehensive Guidance/Counseling	

Other

Participant information entered into OSMIS?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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File contains appropriate case notes?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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If an active file, are there any open activities greater than 90 days? If yes, are there sufficient case notes to address the open activity(ies)? List the open activity(ies):	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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Comments:

PROGRAM REVIEW EXIT CONFERENCE

MWA:	Date:
Location:	

State Staff Present:	
Local Area Staff Present:	
State Comments:	
Local Area Comments:	

Workforce Investment Act (WIA) / Wagner-Peyser (WP) Integrated State Plan

Summary of Comments

Following is a summary of comments on Michigan's WIA /WP Integrated State Plan. Comments that were incorporated into the plan are highlighted in the document.

While all comments were considered, there were some that were not incorporated into the plan. Specifically, comments that were not incorporated either were not allowed under the WIA and WP Acts, WIA and WP regulations, WIA and WP policy guidance, State law or policy, or not in alignment with Statewide vision or strategies.

1. Pages 50-51 – Please clarify the language “*Any local area that fails to meet at least one performance measure will receive technical assistance for the performance indicators that were not met.*” Does this mean if you fail more than one measure, technical assistance will be required? Or does it mean only if you fail all of them, then technical assistance will be required?

Language was changed to “Any local area that fails one or more performance measure(s) will result in technical assistance from the State. Additionally, technical assistance is available at any time upon request.”

2. Page 73 – Please remove the following paragraph, it is confusing and inaccurate. The Section is on Career and Technical Education programs and if the paragraph is eliminated and starts with the second paragraph, it is much less confusing and will then be accurate as to how these initiatives operate in Michigan.

The paragraph was amended as follows:

“The Workforce Development Agency, Office of Adult Education addresses the needs of the 1.7 million working age adults who lack the basic skills to be able to succeed in post-secondary education, training and good jobs. Career and Technical Education programs in high schools are administered by the Michigan Department of Education. Three career education programs that impact workforce investment are administered by the Workforce Development Agency: adult education, career and technical education at the post-secondary level, and community colleges.

3. Page 4 – Under Workforce Reforms – it states “*Key customers are employers and workforce partners who provide jobs to thousands of residents across Michigan.*” The statement is inaccurate; employers (not workforce partners) provide the jobs.

The statement was amended to “Employers, our primary workforce partners; provide jobs to thousands of residents across Michigan.”

4. Pages 5 & 50 - 51– Desired Outcomes – “*WIA performance measures serve as indicators to track progress toward meeting the State’s goals and vision for the workforce investment system,*” but the measures do not tell the full story of how we are doing as a workforce system. Are there any other measures that better conveys progress made?

Additional language was added to page 5 as follows:

“Additionally, Michigan has implemented a Workforce System Dashboard that provides information on key performance measures in aggregate which is then further broken-out by each of our local service delivery areas.”

Language was amended on pages 50-51 as follows:

“Michigan’s dashboards were implemented by Governor Snyder to provide a quick assessment of the State’s performance in key areas including economic strength, health and education, value for money government, quality of life, and public safety. The Michigan Talent Dashboard includes information on our employment environment and other key initiatives related to our workforce investment system. The Michigan Talent Dashboard can be accessed at: <http://www.michigan.gov/midashboard/0,4624,7-256-59624---,00.html>.

Additionally, our Michigan Workforce System Dashboard provides information on key performance measures, in aggregate and then further broken out by each of our local service delivery areas. Key measures include:

- *Jobs filled;*
- *Percentage of placements prepared for demand jobs;*
- *Visitors to service centers, (including individuals served, total visitors, and the unemployment rate);*
- *Federal performance measures (for WIA and TANF);*
- *Continuous improvement projects; and*
- *Customer satisfaction (broken out by employers and job Seekers)*

5. Page 52 – Table 1 Performance Indicators and Goals – The goal for 6 months earnings for adults and several youth rates dropped significantly in 2012. Is this accurate? If so, can you help me understand why?

Clarification was made to Table 1 – Performance Indicators and Goals – A column was added that includes PY 2011 performance indicators and goals, and headings were revised.

6. Pages 28-30 – Labor Force Demographics - I am wondering in general if we have a plan that deals with diversity issues. In reading the plan, we certainly deal with lots of different populations, but I am wondering if we deal with some of the changes laid out in the employment stats described on pages 28 to 30. It seems like we should have specific recommendations for each one of these negative trends or give reference to where we treat these points.

Additional language was added to each section to reference where we treat these points.

7. Pages 110 - 112 WIA Waiver Requests – Michigan HRDI supports a waiver that permits the State to utilize a portion of its Rapid Response funds, up to 20 percent, to provide Incumbent Worker Training, if the State intends to issue an RFP soliciting competitive grant proposals from non-profit organizations to deliver an employer-led public/private Incumbent Worker Program.

Rapid Response funds are Dislocated Worker formula funds, which go through the workforce system and are only awarded to SDAs (MWAs) within the State.

8. Pages 117 – 119 Waiver Requests - Michigan HRDI does not support a waiver from the requirement to conduct evaluations of WIA Adult, Dislocated Worker, and Youth Programs.

The State has indicated that “The reduction to five percent in the WIA allotment for Program Year 2012 Governor’s Reserve funds, and further reductions anticipated for subsequent program years through 2017, restricts the State’s ability to effectively fund and carry out all of the required statewide workforce investment activities. The current and anticipated funding levels for future Program Years is insufficient to cover the cost of evaluations. Our goal in seeking this waiver is to ensure that the State may prioritize the use of Governor’s Reserve funds for the required activities deemed most essential to the basic functions of the workforce investment system.”

Michigan HRDI considers measuring the effectiveness of programs to be essential and is concerned about how certain programs (Michigan Shifting Gears, Michigan Shifting Code, MichAGAIN, and Live Work Detroit) proposed in the State plan will be monitored and evaluated. Michigan HRDI does not believe that reliance on the 17 WIA performance measures should be the only evaluation of WIA activities for Adult, Dislocated Worker and Youth programs. A GAO report has stated that even when fully implemented, WIA performance measures may not provide a true picture of WIA-funded program performance.

The U.S. Department of Labor afforded States the opportunity to apply for this waiver, due to the significant reductions in discretionary funds. The WDA agrees that evaluations are essential to measure effectiveness, but the significant reduction in funds limits the number of additional evaluation programs, such as the Mystery Shopper, that the State can support. Michigan has implemented two dashboards to provide an assessment of the State’s performance in key areas related to workforce. The Michigan Talent Dashboard includes information related to our employment environment and other key initiatives related to our workforce investment system. The Michigan Workforce System Dashboard provides information on key performance measures related to our local service delivery areas.

Additionally, language has been added to page 5 and pages 50 – 51 referencing the Michigan Workforce System and the Michigan Talent Dashboards as additional measures of performance.

9. **Specific Programs of Concern** (pages 38 – 40):
Michigan Shifting Gears and Michigan Shifting Code are career-transition programs designed to help seasoned professionals develop the skills and training to transition into small company work environments or develop high demand software programming skills to transition into new work environments. It is unclear if and/or how WIA funds are used to support this program. It is also unclear how the State selects providers and measures the effectiveness of this investment.

MichAGAIN engages talent around the country with ties to Michigan to encourage them to return, and/or invest in their state. MichAGAIN includes a number of networking events in targeted areas throughout the country. It is unclear if WIA funds are being used to support this initiative; and who is responsible for carrying out the activities; and how much is being spent on out-of-state travel and activities to recruit individuals back to the State; and how these events contribute to WIA

performance measures.

Live Work Detroit showcases Detroit as a great place for soon-to-be college graduates and young professionals by bringing them to experience the city in a day-long event with a tour of places to live, work, and play; an opportunity to meet industry/community leaders; and networking with employers. It is unclear if WIA funds are being used to support this initiative; and who is responsible for carrying out the activities; and how these events contribute to the WIA performance measures.

WIA funds are not utilized for these initiatives. These programs are supported and funded through the Michigan Economic Development Corporation (MEDC), and are integrated into our overall strategic plan as part of Governor Snyder's vision for Michigan's reinvention. Our talent enhancement strategy involves the alignment of economic development efforts at the MEDC with the workforce development efforts at the Workforce Development Agency (WDA). Job growth and job creation is tied in with the MEDC's economic development activities and operations; the WDA is responsible for ensuring a skilled workforce is available, based on the needs of Michigan's employers.

- 10. Southeast Michigan Talent Enhancement Program:** According to the plan, for the next five (5) years WIA statewide activities funding will be used to invest in the manufacturing infrastructure of Michigan, through Focus: HOPE. Michigan HRDI is requesting the State not name a specific geographic region, a specific organization, or specific training programs into the five year plan.

While Michigan is investing in the manufacturing infrastructure, there is no plan to invest in the manufacturing infrastructure solely through Focus: HOPE. The Southeast Michigan Talent Enhancement Program (SEMTEP) was competitively procured. A grant was awarded to Focus: HOPE as they were the only respondent to the RFP. There is no five-year commitment; the grant funding will expire on December 31, 2012.

For additional clarification, language in the plan was slightly revised as follows: "Furthermore, WIA statewide activities funding will be used to invest in the manufacturing infrastructure of Michigan. Through Focus: HOPE, in cooperation with local businesses, educational institutions, and Michigan Works! Agencies, training and education programs are currently being delivered to adults, 18 to 24 years of age through their Center for Advanced Technology."

- 11. Michigan Industry Cluster Approach:** Michigan HRDI is concerned about the expenditure of State-level WIA discretionary funding being utilized to implement industry clusters, especially the use of funds to convene employers in order to identify workforce needs. If ensuring a skilled workforce is closely aligned with talent enhancement, then workforce development funds should be invested in workers instead of convening employers. Besides, private sector employers already make up 51% of the local workforce investment boards, which remain in place and could take responsibility for implementing the industry clusters in their designated areas using local formula funds.

Currently, no WIA funds are committed to this initiative. A demand-driven workforce system is Michigan's primary workforce development strategy, focusing

on aligning all efforts – initiatives, programs, and funding – around industry clusters. To best meet the needs of employers, workforce development and economic development are aligning efforts. The Michigan Industry Cluster Approach (MICA) is based on a demand-driven workforce development system that contributes to the State’s economic vitality through the provision of workforce training and services that meet the needs of targeted business sectors and employers. Many of Michigan’s local service delivery areas have already organized efforts around local cluster strategies.

12. Changes to the State Plan: Michigan Statewide Dislocated Worker / OJT Program

Michigan HRDI is requesting the State reconsider the use of State-level WIA discretionary funding and continue to invest in a statewide dislocated worker program, which has been a staple of workforce development and economic development in Michigan for over twenty-five years. This program, which was eliminated June 30, 2012, has built comprehensive and long lasting partnerships with over 1000 employers statewide. The relationships built have provided real, long term value for both the employer and the workforce system.

Michigan HRDI maintains the position that a statewide program that emphasizes Employer-Based training such as On-the-job Training (OJT) is necessary to meet the needs of employers who are and will be hiring as the economy continues to improve. OJTs remain an efficient and cost effective method to help long-term unemployed workers re-enter the workforce while minimizing risks for employers. A statewide OJT program, operated by a single organization, provides the administrative consistency and timely service that is both advantageous and demanded by employers.

The reduction in program funds limits the programs that State can support. Discontinuation of a statewide program does not eliminate any benefits or services, such as OJT, available to dislocated workers in Michigan. The discontinuation of the statewide contract does not negatively impact the local service delivery system, nor does it reduce benefits or services available to dislocated workers through the local delivery system.

13. Wagner-Peyser Agricultural Outreach Plan

The Workforce Development Agency received a letter dated October 28, 2012 containing comments on the Agricultural Outreach Plan from Farmworker Legal Services. The letter expressed concerns about the commitment to addressing the rights of Migrant and Seasonal Farmworkers’ equal access to the full spectrum of employment services and available jobs in Michigan.

The Workforce Development Agency formally responded on December 4, 2012. While all comments were considered, there were some that were not incorporated into the plan. Specifically, comments that were not incorporated either were not allowed under the WIA and WP Acts, WIA and WP regulations, WIA and WP policy guidance, State law or policy, or not in alignment with Statewide vision or strategies. A summary of the comments and corresponding responses are listed.

Assessment of Need and Grower Meetings:

Assessment of Need - We have a question about the source of data in the Needs Assessment portion of the Plan. For instance, it is not clear how you arrived at your estimate of 25,000 Migrant and Seasonal Farmworkers for Program Year 2011. In 2011, although some crops were a little late due to the weather, that would not explain such a radical departure from the 2006 estimate of 45,000 Migrant and Seasonal Farmworkers resulting from the Michigan Migrant and Seasonal Farmworker Enumeration Profiles Study conducted by Larson Assistance Services. Although we agree that the number of Migrant and Seasonal Farmworkers could be assumed to have been lower in calendar year 2012 due to severe weather-related damage to Michigan's hand-harvest tree fruit crops, we think that it is reasonable to estimate that there would again be more farmworkers in Michigan in 2013 (Program Year 2012), because 2012 saw a "once in 100 year" set of adverse weather conditions that should not repeat in 2013.

The estimate was attained after discussion of program numbers from two of the partner agencies that work extensively with the Migrant and Seasonal Farmworker population. The two partner agencies, Michigan Department of Human Services and Telemon Corporation, the National Farmworker Jobs Program grantee, concurred with the estimate of 25,000 Migrant and Seasonal Farmworkers in Michigan. Specific examples of reasons for the decline in numbers from the 2006 Migrant and Seasonal Farmworker Enumeration Profile Study are also noted in the Plan.

We again express our disappointment about the content and presenters of the regional "grower meetings" organized by Agricultural Employment Specialist staff. As we have noted in previous comments, such grower meetings are often planned without balancing information presented by private employer advocates and attorneys with presentations by government-funded migrant labor advocates from the Michigan Migrant Legal Assistance Project or Farmworker Legal Services (FLS).

Grower meetings are based on employer demands. Their concerns include such things as housing, wages, and recruitment of labor. It is our intent to provide employers with the most current information by including partners that manage those areas, such as Department of Labor Wage and Hour, as well as the Michigan Department of Agriculture and Rural Development. Our intent is to provide as much available information to employers as possible. We will endeavor to keep you abreast of future grower shows we are conducting and provide your information at these sessions.

Outreach Activities:

The Outreach Plan states "the Wagner-Peyser Outreach staff explains all services available at the One-Stop Centers." Essentially, this results in Migrant and Seasonal Farmworkers having to go to, or call, the One-Stop Centers to seek help for services. As everyone who deals with Migrant and Seasonal Farmworkers knows they often do not have access to individual transportation, and frankly, do not have the time or opportunity to leave work and go into a One-Stop Center to access supportive services. There seems to be minimal explanation as to how the Plan allows for Agricultural Employment Specialists to provide these services to workers on the spot in the field or housing where they are contacted.

Your response letter mentions specific activities that should be done while on outreach. Staff acts in good faith to meet the requirements outlined in 20 CFR 653.107. Toward that end, staff proactively garners information from the Migrant and Seasonal

Farmworker communities in order to determine needs and meet our agency's regulatory obligations. Our approach incorporates both immediate needs, such as work and housing, as well as certain individual and personal desires, such as wanting to return to school or wanting children to go to college or obtain training in other occupations. Staff attempts to fill both categories through targeted communication, follow-up visits and/or phone calls. However, it is also our responsibility to encourage Migrant and Seasonal Farmworkers to seek out job seeker services through the local One-Stop providers. We strive to provide the means and opportunity so that workers are empowered to seek information, ask questions and use the acquired knowledge as they travel to other states and, in many instances, return to Michigan.

Technology Available to Agricultural Employment Specialist Staff:

Is there any plan for outreach staff to be provided internet-connected laptops or "smart phones" to take with them on outreach so that they can provide Migrant and Seasonal Farmworkers with access to web-based supportive services (such as provided by the Michigan Department of Human Services to its outreach workers)?

Staff recently received laptops. Wireless internet service will be available by the spring of 2013. Although the Plan does not require the state to explain how services will be delivered to Migrant and Seasonal Farmworkers who are unable to visit the local One-Stop, provisions have been made to provide electronic services in the field to help us better serve the Migrant and Seasonal Farmworker communities and better meet our agency goals.

Limited English Proficiency:

As a recipient of federal funds, the Workforce Development Agency has a responsibility to examine the services provided, identify the need for services to those with limited English proficiency, and develop and implement a system to provide those services so limited English proficient individuals have meaningful access to them. This obligation extends to the supportive services offered via the One-Stops. However, menu options offered by the automated One-Stop telephone system are still exclusively in English.

The office responsible for providing limited English proficiency services is the local Michigan Works! Agency. Workforce Development Agency outreach staff is bilingual and assists both Migrant and Seasonal Farmworkers and employers in Spanish when needs arise. In addition, we are developing a plan to further address needs when a farmworker speaks a language other than Spanish.

Housing Referrals:

Although the Plan identifies the existence of a Memorandum of Understanding with the Migrant Labor Housing Program to conduct camp inspections, it does not specify that no referrals will be made by Agricultural Employment Specialists or One-Stop staff to agricultural employers with labor housing that does not have a full license.

Addressing how or under what circumstance a referral to housing will be conducted is not required under the guidance plan; however, it is addressed in 20 CFR 654 and in our State's Employment Service manual. Migrant and Seasonal Farmworkers in need of housing will be referred to housing that has been inspected and licensed by the Michigan Department of Agriculture and Rural Development. It is the expectation that no person shall be referred to migrant labor housing that has not been inspected or licensed by the Michigan Department of Agriculture and Rural Development.

Maroa Farms:

We are disturbed that the Plan states without further explanation , that “ A new greenhouse employer plans to hire between 30 and 50 year-round workers and some temporary workers,” without also noting the history of the Workforce Development Agency’s involvement in assisting the employer to obtain 54 temporary foreign agricultural workers under the H2A program. We believe that local U.S. workers are available to fill these positions.

The farm’s H2A was under review both by the Chicago National Processing Center, as well as by the U.S. Department of Labor Wage and Hour Division. Our concerns have been shared and we can provide no further comment.

All other comments have been considered and are outside the scope of planning guidance document followed to create the Plan. We will keep your suggestions in mind but are unable to incorporate them into the Plan itself.