

Attachment A
Questions for Workforce Investment Act/Wagner-Peyser Act
State Plan Modification

Section I. Context, Vision, and Strategy

Economic and Labor Market Context

Question IV in PY2009 Stand-Alone Planning Guidance: Provide a detailed analysis of the state's economy, the labor pool, and the labor market context. (§112(b)(4).)

For an updated response to this question and the current economic and labor market in Washington State, please refer to Section IV of the state's modified plan.

State Vision and Priorities

Question I.C. What is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4).)

Our vision is a workforce development system that offers every Washington resident access to high-quality academic and occupational skills education throughout her or his lifetime, effective help to find work or training when unemployed, the personalized assistance to make progress in the labor market, and Washington employers access to the skilled workforce they need. By anticipating and planning for economic and demographic changes, the workforce development system enhances the prosperity of the state.

With the additional workforce funding provided through the American Recovery and Reinvestment Act (the Recovery Act), the state's workforce system will play a vital role in Washington's economic recovery. State and local workforce development partners along with our state's WorkSource Centers (our state's one-stop delivery system) will target services to assist adults, particularly public assistance recipients and low income adults and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities, dislocated workers, displaced homemakers, youth, veterans, migrant and seasonal farm workers, women, and minorities to support their entry or re-entry into the labor market.

The Gregoire administration is using five core principles to guide its work on the federal recovery process. They are:

- Get money in people's pockets immediately.
- Create or save jobs in the near-term.
- Make innovative investments in areas that lay the foundation for Washington's 21st century economy.
- Create strategic alliances with the private sector, non-profits, local governments and other state agencies to align goals and leverage resources.
- Apply unprecedented accountability and transparency principles.

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The Governor has put in place a strategy for implementing and managing all Recovery Act funds coming to the state, going to state agencies and supporting community efforts in a way that offers transparency to the public. More specific information about the use of all funds coming to the state can be found at <http://www.recovery.wa.gov/>.

Question I.E. What is the Governor’s vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, youth with disabilities, and other youth at risk? (§112(b)(18)(A.))

Workforce development system stakeholders reached agreement on strategies to ensure that youth, including youth most at-risk, have the opportunities through education and workforce training to achieve their career goals. The state’s commitment is communicated in Goal One in *High Skills, High Wages 2008-2010*, to ensure all Washington youth receive the education, training, and support they need for success in postsecondary education and/or work.

The Recovery Act funds for youth primarily will be used to expand summer youth employment opportunities during the summer of 2009, and provide as many youth as possible with summer employment opportunities and work experiences through the year. At the same time, Recovery youth activities will complement the state’s overall vision for serving youth under WIA.

In addition, State legislation was passed to create an intervention for addressing the very real need for “career pipelines” being created in K-12, middle school, and high school so that students will have exposure to and experiences in demand occupations. The intent of this legislation is to create “internships” or pre-apprenticeships for qualified, targeted student groups and subsequent scholarships funded by WIA 10 percent statewide discretionary funds for those choosing to pursue education in a high demand program of study through community and technical colleges or registered apprenticeships.

The four key objectives for serving youth under WIA, and now under the Recovery Act, include ensuring:

1. A K-12 Guidance and Counseling system provides students and their parents with a curriculum to individually plan their pathways and prepare for future education and/or work after high school.
2. All students leave high school prepared for success in further education and/or work.
3. All students graduate from high school.
4. Reduce unemployment rates among older youth, and improve their career prospects.

Question II. Identify the Governor’s key workforce investment system priorities for the state’s workforce investment system and how each will lead to actualizing the Governor’s vision for workforce and economic development. (§§111(d) and 112(a).)

High Skills, High Wages 2008-2018: Washington’s Strategic Plan for Workforce Development identifies the Governor’s key workforce priorities for the use of WIA as well as the Recovery Act

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funds infused into the state's workforce investment system. The state's three goals for workforce development are:

1. **YOUTH:** Ensure all Washington youth receive the education, training, and support they need for success in postsecondary education and/or work.
2. **ADULTS:** Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.
3. **INDUSTRY:** Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need.

The goals, objectives, and action steps identified in the *High Skills, High Wages* are important to actualize the Governor's vision for workforce development during the next two years and beyond. The Workforce Board identified the following eight strategies intended as guidance for focusing the workforce system agenda for the next two to four years:

1. Increase high school graduation rates and ensure youth are prepared for further education and/or work.
2. Expand the availability of career pathways that span secondary and postsecondary education and training.
3. Increase postsecondary education and training capacity to close the gap between the need of employers for skilled workers and the supply of Washington residents prepared to meet that need.
4. Increase financial aid and support services for workforce education students to provide greater access to training and boost retention and completion.
5. Increase adult basic skills and English language instruction that is integrated with occupational skills training to assist illiterate populations, immigrants, low-income workers, and unemployed individuals to improve their employment opportunities.
6. Improve coordination between workforce and economic development in key economic clusters through initiatives such as Industry Skill Panels and Centers of Excellence.
7. Meet employee education and training needs through customized training, workplace based learning, flexible methods of education delivery, and new ways of funding employee training.
8. Identify barriers for improving and expanding employment, education, and training services and remove those barriers.

Overarching State Strategies

Question V.B. What strategies are in place to address the national strategic direction discussed in [Section 4] of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market? (§112(b)(4)(D) and 112(a).)

In order to promote economic vitality across our state, Governor Gregoire's administration directed the state's Workforce Training and Education Coordination Board (the Workforce Board) along with the state Department of Community, Trade and Economic Development (CTED) and the Economic Development Commission to "develop a plan to support coordination

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at the state and regional levels, with a special emphasis on key economic clusters.” By targeting workforce development resources, including the Recovery Act funds, to key clusters, the public sector can make a positive, measurable difference to worker skill development, as opposed to spreading scarce resources so thinly.

Based on Governor Gregoire’s direction, *Skills for the Next Washington* presents a framework for coordinating workforce and economic development at the state and local levels focusing on a cluster based approach. Workforce investment system resources, both Recovery Act and regular WIA formula funds, will serve increased numbers of workers in need of education and training closely aligned to key industry clusters. Specifically, recipients of public assistance, low-income adults, dislocated workers, and disadvantaged youth will receive increased access to education and training opportunities in identified key industry clusters. Focusing on key industry clusters supports economic growth where it is most likely to occur and where innovation is most likely to begin. Many of the well-paying jobs in a region, or those expected to be created in a region, are likely to exist within key industry clusters. For the full report on *Skills for the Next Washington* please refer to:

http://www.wtb.wa.gov/Dcouments/SkillsForTheNextWashingtonpublished_000.PDF.

It should be noted, the Washington State Legislature recently passed House Bill 1323 (HB 1323) which further directs state agencies and local organizations with missions related to workforce and economic development to coordinate their efforts to assist key industry clusters. To review this legislation please refer to: <http://apps.leg.wa.gov/documents/billdocs/2009-10/Pdf/Bill%20Reports/House/1323%20HBR%20APPE%2009.pdf>

Finally, our state strategic plan, *High Skills, High Wages* includes the following key objective: “The Workforce Development System supplies the number of newly prepared workers to meet employer needs.” To address this objective, workforce development system partnerships, including community colleges, business and labor organizations, registered apprenticeship program sponsors, civic groups, and community organizations develop work source solutions to align workforce development strategies with strategies for regional development and shared prosperity. Five strategies tied to the key objective are:

1. Further develop skill panels by sustaining and creating more panels in key economic clusters, establishing statewide panels in select industries, and by enhancing the ability of skill panels to leverage resources, including WIA formula and Recovery Act funds, to address skills shortages.
2. Establish additional Centers of Excellence in key economic clusters.
3. Increase the number of workers receiving customized training.
4. Develop expertise in the WorkSource system in serving the needs of local employers in key clusters.
5. Identify and support the development of economic clusters that provide a large number of family-wage jobs.

Service Delivery Strategies, Support for Training

Question IX.G. Describe innovative service delivery strategies the state has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals. (§112(b)(17)(A).)

In November 2006, the Workforce Board responded to the Governor's call for a more integrated workforce development system by unanimously adopting *Washington Works: Strengthening the Workforce for Washington's Future*. The report called for improving the integration of services among partners in the workforce development system. Those partners committed to the principles in *Washington Works* by signing Washington's Workforce Compact, which lays out the roles and responsibilities of each of the major workforce system partners. The compact directed the Workforce Board and the Employment Security Department (ESD) to work with the state's twelve Workforce Development Councils (WDCs) to develop a highly integrated workforce development system.

Washington Works acknowledges and applauds the considerable achievements of the state's workforce development system. At the same time, it clearly articulated the challenges that would have to be met for the system to continue to be an agent for workforce success in the 21st-century global economy. With the report's recognition of those challenges came the mandate that the local Workforce Boards, its partners, and the system they comprise become even more:

- **Sharply focused** – able to more easily and quickly respond to the Governor's goals and deploy system resources to skill gap closing strategies.
- **Customer driven** – eager at every level to form partnerships with business and labor to leverage government resources and make certain public investments respond to the specific needs of the workplace.
- **Opportunistic** – willing to try promising new approaches.
- **Accountable** – not just within individual agencies but for the effectiveness of initiatives that cross agency lines.
- **Fully integrated** – presenting itself as a seamless system to the companies and workers that seek its services.

In December 2008, ESD, in consultation with the WDCs, launched a WorkSource Initiative Framework establishing a statewide design for providing services through the WorkSource Centers and affiliate sites. This design encompasses shared ownership of customers, standardized customer flow and integrated service functions, with an emphasis on ensuring that low-income customers receive the services they need. Minimum standards for each of the design topics will be developed and disseminated through February 2010, accompanied by accountability expectations. For further information on the WorkSource Initiative Framework please refer to: <http://www.gov/esd/1stop/>.

Section II. Service Delivery

State Governance and Collaboration

Question III.A.2. Describe how the agencies involved in the workforce investment system interrelate on workforce, economic development, and education issues and the respective lines of authority. (§112(b)(8)(A).)

First, as noted previously, the Workforce Board responded to the Governor's call for a more integrated, interrelated system, by unanimously adopting the report: *Washington Works: Strengthening the Workforce for Washington's Future*.

The *Washington Works* report called for improving the integration of services among partners in the workforce development system. Those partners committed to the principles in *Washington Works* by signing the Washington Workforce Compact, which laid out the roles and responsibilities of each of the major workforce system partners. The Compact directed the Workforce Board and ESD to work with the WDCs to develop a highly integrated workforce development system. As a result, ESD, in consultation with the WDCs, launched the *WorkSource Initiative Framework* to integrate service delivery and set consistent, statewide standards for our state's one-stop system (WorkSource Centers and affiliate sites).

Second, as noted in the original state plan and in addition to the *WorkSource Initiative Framework*, public and private stakeholders in Washington's economic and workforce development system interrelate through the Washington Economic Development Commission (WEDC).

The WEDC is an independent, non-partisan commission charged by the Governor and Washington State Legislature with the mission of creating a comprehensive statewide strategy to guide investments in economic development, infrastructure, workforce training, small business assistance, technology transfer, and export assistance. The WEDC membership is comprised of business, labor, academic associations and government leaders.

In carrying out this legislative mandate and related responsibilities the WEDC will:

- Provide leadership, guidance and direction to the Governor and legislature on a long-term and systematic approach to economic development.
- Formulate a common set of outcomes and benchmarks for the economic development system as a whole and measure the state's economic vitality.
- Define public, private, and philanthropic sector roles and best practices ensuring Washington captures the next generation of technology investment and global market opportunities.
- Provide a forum for geographic and industry cluster "institutions for collaboration" to build stronger partnerships.

Several state legislated bill activities will lead to statewide agreement about key industries, clusters, and demand occupations. As a result, this will ensure training related resources and the Recovery Act funds will focus availability of training for both current and strategic opportunities for jobs in such areas as energy efficiency, forest products, health care, and

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aerospace jobs. With increased availability of Recovery Act funding, new jobs may be created in many sectors, such as highway construction and registered apprenticeship opportunities, “green jobs” in energy efficiency and weatherization programs – energy auditors, house or business weatherization specialists, etc. Prioritization of “green job” training programs in community colleges is also being included as an element of a study and report required by the legislature. To access the legislative report prepared by ESD’s Labor Market and Economic and Analysis Branch (LMEA), 2008 *Washington State Green Economy Jobs*, please refer to:

http://www.workforceexplorer.com/admin/uploadedPublications/9463_Green_Jobs_Report_2008_WEXVersion.pdf

Finally, it should be noted, the Governor created new opportunities for workforce development and economic development coordination by passing a strategic economic development plan that will serve as the statewide policy on economic development. The legislature endorsed that plan and drafted a number of legislative bills related to taking advantage of coordinating workforce and economic development resources, including new Recovery Act resources, across a wide number of programs impacting economic development. These efforts include development of strategic activities, policies and reports.

State legislation includes new opportunities for more focused coordination between economic development and workforce development, including in some cases, a local emphasis on WDC and community and technical colleges and local economic development organizational collaboration. As an example, House Bill 1323 specifically provides for coordination of workforce and economic development. To review House Bill 1323 please refer to: <http://apps.leg.wa.gov/documents/billdocs/2009-10/Pdf/Bill%20Reports/House/1323%20HBR%20APPE%2009.pdf>

Question III.C.1. Describe the steps the state will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A) of WIA, at both the state and local level (e.g., joint activities, memoranda or understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing state-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)

First, as noted in the original state plan, Governor Gregoire and the Washington State Legislature look to the Workforce Board to provide a system-wide approach to strategic planning and accountability and to foster partnerships among business, labor, and education and training programs.

Washington is currently developing several new, system-wide policies and revising existing policies to further more consistent standards and integration. New system-wide Recovery Act policies are also under development and review. Policies go out for review and comment to our Workforce System partners, including the State Board for Community and Technical Colleges (SBCTC), organized labor, veterans’ programs, the migrant and seasonal farmworker program, the Workforce Board, CTED, the Department of Social and Health Services Division of Vocation Rehabilitation (DVR), WDCs, and the state Department of Labor and Industries (L&I).

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As noted earlier, through the leadership of the Workforce Board, since September 2007, partners of the workforce development system committed to a collective effort known as the *Washington Works*. Partners to the Washington Workforce Compact agreed to identify and remove government or other barriers that stand in the way of serving our customers in the workforce development system. Such barriers may include, but are not limited to policies, practices, regulations, or performance measures. Sometimes individual program objectives bump up against the policies or practices of other programs in ways that are less than optimal for our customers. However, what appear as barriers may exist for a good reason and this must be considered. Through the Compact the partners commit to identifying and removing those barriers that do not make sense from the perspective of the goals the workforce development system is trying to achieve for our customers.

It should be noted, the partners to the Compact agree to review the Compact every two years in order to assess its usefulness and keep it current.

Partners to the Compact have been pursuing information from their constituency groups to identify significant cross-program barriers and develop solutions to eliminate them. The initial barriers identified to be addressed include:

1. The need for streamlined “co-enrollment” processes.
2. The need for staff cross-training.
3. The value of co-locating staff among workforce partners.
4. Performance measures.

Second, as noted in *Washington’s Strategic Plan for Workforce Development, High Skills/High Wages 2008-2018*, effort continues to remove cross-program barriers and develop solutions to eliminate those barriers. *High Skills/High Wages* identifies three broad goals the workforce development system hopes to achieve for: 1) youth; 2) adults; and 3) industry over the next ten years. Under the adult goal, objective 4 continues to address the removal of cross-program barriers. Objective 4 reads “The WorkSource system provides integrated and effective customer service without barriers associated with separate, individual programs.” No later than 2018, WorkSource is to be a functionally integrated service delivery system that measurably improves employability of its customers.

To functionally integrate the service delivery system, the *WorkSource Initiative Framework* is one long-term initiative already underway to remove cross-program barriers. The framework establishes a statewide design for providing services, including WIA and Recovery Act funded services, in the state’s WorkSource Centers and affiliate sites.

Finally, with the receipt of Recovery Act funds in various state agencies, ESD has increased collaborative efforts with other state agency Recovery Act program initiatives. For example, ESD has been working with the Division of Vocational Rehabilitation (DVR) to increase the coordination of workforce services for individuals with disabilities. To the greatest extent possible, DVR will co-enroll customers served by DVR Recovery Act funds with other workforce programs such as the adult and dislocated worker programs, the veteran’s program, and the summer youth employment program. In addition, DVR was invited and presented at the recent *Building Skills Conference* to provide up-to-date disability awareness training for the workforce system front-line staff.

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As another example, ESD has been working CTED to increase the coordination of training and job and service referral for weatherization projects funded by the Recovery Act through CTED.

It should be noted, by Governor's directive, all state agency jobs funded through the Recovery Act are to be listed and referred to through the state's WorkSource system.

Reemployment Services and Wagner-Peyser Act Services

Question IX.C.4.b. Describe the reemployment services the state provides to Unemployment Insurance claimants and the worker profiling services provided to claimants identified as most likely to exhaust their Unemployment Insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act. (§112(b)(17)(A)(iv).)

The state's vision for Reemployment Services (RES) is a more integrated approach implementing a new customer flow that effectively helps direct customers through one-stop services toward the goal of successful employment outcomes based on customer choice and customer needs. Claimants receive universal access to all labor exchange services and will have more choices for modular skill development and full-training options.

One of the ways that RES differs from Wagner-Peyser core services is that claimants receive an orientation to UI rights, responsibilities, and benefits early in the process at a group orientation and a job search compliance review. UI claimants are identified earlier in the claim - usually within the first 2-3 weeks. The following criteria are used in profiling and in the targeting of services to claimants most likely to exhaust benefits:

1. Low weekly benefit amount
2. Deficient in basic skills, no high school completion, no basic computer skills
3. Recent work history with multiple employers
4. UI reason for leaving last job was quit, fired, lacks "social skills"
5. Mature worker
6. Lacks technical skills for online job searching

The Work Test is an integral part of the services consisting of 1) referring or attempting to refer UI claimants who are required to seek work to jobs for which they are qualified; 2) detecting any possible issues that may affect their eligibility to receive UI benefits; and 3) promptly reporting any such issues to an unemployment insurance adjudicator.

Labor Exchange is the foundation of all employment and training programs because it functions to link workers who are prepared and employers who need the right workers for open positions.

Labor Exchange, integrated into the one-stop system, provides workers and employers with quick and easy access to a wide array of enhanced job placement, career development, and improved labor market information services with new online customer-friendly labor market information (LMI) applications through <http://workforceexplorer.com>.

Other services and features include the following:

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- Job search and placement services to job seekers including referral to employers, résumé preparation, job seeking skills workshops called Job Hunter in six 2-3 hour modules, job matching, occupational and labor market information, and initial assessment
- Appropriate recruitment services and special technical services for employers, job fairs, and tax credit information for qualified hires
- Co-located labor exchange staff contributes to core service delivery in WorkSource Centers - providing facilitated self-help in computer resource rooms; serving on center workgroups, providing workshops on employment-related topics, and other functions.

Recovery funds are making it possible for the state to place additional staff where needed most to provide RES. Thirty-six RES staff has been approved to provide enhanced assistance including assessment of claimant skills, interests, background experience, and barriers to successful reemployment. RES staff enables more UI claimants to receive staff-assisted services in completing individual service plan summaries, providing labor market information, and referrals to more intensive counseling and training. *Continuous engagement* services in which the staff employment counselor seeks to follow through with claimants and other customers on reemployment strategies is also an important aspect of the overall services strategy that Recovery funding is helping to reinforce.

Enhancements to the SKIES case management system and the profiling system will help to identify claimants who will benefit most from *continuous engagement* services. A Claimant Progress Tool is being integrated into the SKIES Case Management system to target UI claimants for more staff intensive services and to identify claimants for the Recovery Act-funded training. The Claimant Progress Tool includes links to WorkForce Explorer and other labor market information tools. Note: SKIES or the “Services, Knowledge, and Information Exchange System” is the automated client tracking, accountability, and reporting system used by the WorkSource service delivery system to support the delivery and management of employment and training services provided in the state of Washington under authority of WIA.

Better assessment at intake and registration of the job seeker in the case management system will facilitate a more effective use of the electronic labor exchange to match and refer job seekers to the inventory, including green jobs and jobs in industry clusters with high demand and good pay. Optional work skills training for short-term skills development is available.

Required and participating optional partner programs are woven together on common seams of successful job search and placement for the job seekers. Customer service flow is designed to provide many options for customers through frequent orientations to system-wide services, and staff is trained to listen and respond appropriately to individual customer requests. Referrals to intensive and training services may result from initial assessment that may indicate barriers to employment and staff with employment counseling skills will receive ongoing training to best integrate assessments and resources to overcome barriers into viable employment plans.

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Question IX.C.1.b. Describe how the State will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and is accessible and available to all customers at the local level. (§112(b)(17)(a)(i).)

ESD staff provides labor exchange services to job seekers and businesses through the WorkSource one-stop system. Three levels of service apply: self-service options; facilitated self-help services; and staff-assisted services. Services include assisting customers in computer equipped resource centers.

ESD is initiating a business services initiative, which will strengthen local capacity of integrated business services strategies and will identify current job openings created as a result of Recovery Act funds in the state. The Governor has directed all state agencies to list Recovery Act funded job opportunities with the state's WorkSource system.

In addition, Recovery Act funds are making it possible for ESD to upgrade the infrastructure of self-service computer resource rooms, as some of the computers are up to ten years old. Online services are available through [Go2WorkSource.com](http://go2worksource.com) (<http://go2worksource.com>) and serve hundreds of thousands of job seekers. Staff-assisted job seeker services include job search and placement services; assessment and counseling; labor market information; rapid response for dislocated workers (pre- and post-layoff whenever possible); bonding; direct services and referrals for veterans, claimants, offenders, migrant and seasonal farmworkers, and individuals with disabilities; unemployment insurance information and assistance; training and education; English-as-a-Second Language; and support services. Employer services include posting job orders; recruitment, and referral of qualified job applicants; job fairs; labor market information; Work Opportunities Tax Credits; and layoff aversion through the shared work program, rapid response, and dislocated worker assistance. All services are provided in coordination with local one-stop partners.

Washington launched the *WorkSource Initiative Framework* in the fall of 2008, aimed at providing a more efficient, consistent and effective approach to the way WorkSource partners deliver services to customers. WDCs were awarded funds based on proposals for what their area needed toward reaching full functional integration. WorkSource Centers and affiliates are moving forward with streamlining and integrating strategies to assist job seeker and employer customers with self-service options; facilitated self-help services; and staff-assisted services. The goal is that most of the work will be accomplished by June 30, 2010. ESD is looking at existing WIA and Wagner-Peyser program policies and developing new policies to establish a set of basic services and standards to make services more accessible and available to all WorkSource customers.

Adult and Dislocated Worker Services

Question IX.C.1.a. Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).

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Recovery Act funds will provide the necessary services to substantially increase the numbers of adults, dislocated workers, and target populations to support their entry or reentry into the job market. As the initial service that is provided, core services are critical in expanding this number of registrants. Recovery Act funds will expand the capacity of local areas to provide universal access to core services in a more efficient and timely manner. All available WIA services will be utilized to accomplish this end.

The state's *WorkSource Initiative Framework* is designed to support local area efforts to enhance the quality and integration of services. This initiative provides funding to local areas to accomplish this transformation, as well as developing and revising state policies to support these changes. This policy development will enfold the needs of the Recovery Act. Some revisions specific to this end include:

- Assessment policy and CASAS
- Memorandums of Understanding
- Front End Services
- Common customer
- Veterans preference
- Dislocated Worker-TAA integration
- Expansion of Intensive Services
- Job Order Policy
- Monitor Advocate regarding migrant and seasonal farmworkers

Technical assistance is integral for both the *WorkSource Initiative Framework* and Recovery Act activities. The state has already sponsored the *Building Skills Conference* that provided participants with a wide variety of topics specific to the goals of the Recovery Act. These sessions included: assessment, reasonable accommodation, labor market information tools, apprenticeship, weatherization, cultural awareness, customer interviewing skills, performance, summer youth programs, performance and techniques in working with ex-offenders.

Question IX.C.1.c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs, to deliver core services. (§112(b)(17)(a)(i).)

As noted in the original plan, Wagner-Peyser and WIA resources serve as the primary funds of the facilities and technologies that support core services available for adults and dislocated workers in Washington State. WorkSource Centers and the [Go2WorkSource web site](http://www.Go2WorkSource.com) (<http://www.Go2WorkSource.com>) support public labor exchange and provide up-to-date labor market information and career exploration integral to self-directed core services. The state recently released WIA 10 percent discretionary funding and Wagner-Peyser funds to Workforce Development partners to implement the *WorkSource Initiative Framework* activities that encompasses shared ownership of customers, standardized, common, customer flow and integrated services.

The initiative, along with the integration of Recovery Act funds with Wagner-Peyser and WIA funds will increase access to self-directed core services and will substantially increase the numbers of adults, particularly low-income adults, dislocated workers, and target populations to support

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access to services, and training needed to pursue family wage jobs. Target populations include such individuals as recipients of public assistance, low-income adults, veterans, migrant and seasonal farmworkers, minorities, women, individuals training for non-traditional jobs, and individuals with multiple barriers to employment (including older individuals, limited English speaking individuals, and people with disabilities).

Question IX.C.3.a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources. (§112(b)(17)(a)(i).)

There are several efforts underway that will impact increases in training opportunities.

- Information is being distributed about increases in funding to assist with training through WIA formula grants and federal grants, as well as three new federal Trade Act grants. Recovery Act presentations on various topics, including increased training availability, were discussed at a statewide conference for front line staff from various workforce programs e.g., WIA Employment Services, Trade Act, Community and Technical Colleges, and Welfare (WorkFirst in Washington State).

Also, a DOL funded Economic and Transformation Forum to encourage planning for federal grants, taking into consideration state legislation has occurred. WDCs/WIA, Wagner-Peyser business services, economic development organizations, community colleges, as well as key local WDC business and industry leaders attended the May 12, 2009 forum and were made aware of the upcoming opportunities for collaborating to pursue grants for local workforce development areas.

Discussion opportunities for various representatives to share information and strategies were also encouraged at the forum.

- The Washington State Legislature passed a temporary state increase of \$45 in the weekly Unemployment Insurance (UI) benefit amount and a temporary state increase in the minimum weekly benefit amount from \$129 to \$155. These changes apply to all weeks of benefits for claims with an effective date on or after May 3, 2009 and before January 3, 2010.
- The Washington State Legislature also changed UI regulations to broaden the categories of those who qualify for the state Training Benefits Program. Established by the legislature in 2000, the Training Benefits Program allows an eligible unemployed dislocated worker to receive additional benefits while he or she is in retraining. Training benefits eligibility has been expanded to cover disabled workers, honorably discharged military personnel, including individuals who served in the Washington National Guard, and low-income individuals who earn an hourly wage that is less than 130 percent of the state minimum wage. For additional information about the state Training Benefits Program please refer to the *Washington State Plan* pages: 18, 22, and 74.
- Continued leveraging of dislocated worker and Trade Act funding with community college worker retraining funds, and adult funds in coordination with WorkFirst funding, where applicable. Worker retraining funds can help pay for tuition, books, fees, and other

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related expenses for individuals who lost their jobs due to economic changes and for those receiving UI benefits. For additional information about the state Worker Retraining Program, please refer to the *Washington State Plan* pages: 23, 51, 52 and 82.

- The state Department of Labor & Industries (L&I), Office of Apprenticeship, has developed and has been holding trainings for One-Stop staff and workforce partners on connecting WIA clients to registered apprenticeship opportunities. The training was developed to help workforce staff to better understand the range of options and programs available so they can refer their customers to these training and employment opportunities, many of which are green jobs/sustainability related. L&I is developing a separate training specifically for business services representatives which focuses on teaching employers about the benefits of sponsoring a registered apprenticeship program.
- Also during the 2009 legislative session, the Washington State Legislature passed House Bill (HB) 2227, an act relating to green jobs. Known as the “*Evergreen Jobs Act*” this state legislation requires specified workforce education and training agencies to prioritize programs that lead to green industry credentials, certificates, and degrees. To review the full text of HB 2227, please refer to: <http://apps.leg.wa.gov/documents/billdocs/2009-10/Pdf/Bills/House%20Passed%20Legislature/2227-S2.PL.pdf>
- A team of leaders from business, labor, education, workforce and economic development participated in a DOL-funded Registered Apprenticeship Action Clinic, which was an opportunity to explore options for collaboration across all parts of the workforce system, consult with experts, and develop action plans that focus on incorporating registered apprenticeship into operations and service delivery, state policy, and leveraging resources. U.S. Department of Labor (DOL) is supporting ongoing activities of the team to implement strategies developed during the Action Clinic.
- Under the Recovery Act, the state’s twelve WDCs received about \$27 million for WIA services for adults and dislocated workers. Services include job counseling, job search assistance, basic skills instruction, and job training among others. For services to adults, priority will be given to public assistance recipients, low income adults. Veterans who are recipients of public assistance and low-income veterans are to be given first priority among the first priority group. Funds are already available and must be expended by June 30, 2011, but most funds will be expended during the first year.
- Under the leadership of the Governor and the state Legislature, \$7 million in state general fund money will match local WDC expenditures for training in high demand occupations with preference given to occupations in energy efficiency, along with aerospace, health care, and forest products. The incentives funds will provide a match of:
 - 75 cents for each dollar WDCs spend on contracts with a community or technical college to expand training capacity for high demand occupations.
 - 25 cents for each dollar WDCs spend on Individual Training Account vouchers that assist individuals with tuition, fees, and related costs at a community or technical college, private career school, four-year college or university, or apprenticeship program.

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- Programs must be either a new program or a program on the state Eligible Training Provider List. (www.Careerbridge.wa.gov)
- A new WIA Recovery Act policy to increase training access and opportunities, as well as access to training offered through Community and Technical Colleges, or other eligible training provider capacity is in a statewide development and review process. It discusses contracting provisions, including those allowed under the Recovery Act TEGl 14-08 guidance. This is particularly important given reductions in state general fund availability to institutions of higher education, which impact training capacity, e.g. waiting lists, increases in tuition, lack of training in priority or demand occupations, etc. In addition, a WIA Recovery Act policy related to ensuring supportive services, needs related payments are available, particularly to support those in training, and priority of service populations, is also in the development and review process.
- The Governor established various measures for ESD to track outcomes for a wide range of activities supported by Recovery Act funds related to Unemployment Insurance, reemployment services, and workforce related training programs. With respect to WIA Recovery Act and formula funds specifically, WDCs will be required to submit information related to estimated increases for several related indicators, which will be reported on a monthly basis to the Governor. The DOL TEGl 17-05, Change 2, on Performance Reporting is currently being analyzed and the state will be reporting data required to the extent possible as it may need to spend time developing new software changes to accommodate all the information being required.

Question IX.A.5. What models/templates/approaches does the state recommend and/or mandate for service delivery in the One-Stop Career Centers? For example, do all One-Stop Career Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Career Center? Are all One-Stop Career Centers required to have a resource center that is open to anyone? (§§112(b)(2) and 111(d)(2).)

In December 2008, ESD launched the *WorkSource Initiative Framework*, advancing Washington's statewide design for serving customers through the One-Stop service delivery system to provide a more organized, uniform and consistent approach to delivering services to business customers and job seekers. The Framework was presented to the Workforce Board at their January 22, 2009 Board meeting.

One-stop partners are in various stages of integrated service delivery. Through the recently implemented *WorkSource Initiative Framework*, one-stops are implementing a standardized front-end service delivery model. The model is based upon a common customer flow and enhanced integration of services to enhance customer access to all program services. Each new one-stop customer will receive a common, front-end assessment consisting of structured, consistent information gathering aimed at identifying customer needs, and determining the most appropriate next step to help them achieve their employment goal.

Each One-Stop center has a computer resource room that is available to all WorkSource customers.

Youth Services

Question IX.E.1. Describe the state's strategy for providing comprehensive, integrated services to eligible youth, including those most in need. (§112(b)(18).)

Washington State allocated all summer youth employment funds to the twelve WDCs through the formula-based allocation. The Recovery Act grant funds will be used to create summer employment opportunities for youth 14 through 24 years of age from May 1, 2009 through September 30, 2009. Year-round youth activities are also envisioned and the age of eligibility for youth services provided with the additional funds will allow local areas to reach young adults who have become disconnected from both education and the labor market.

Maximum local flexibility is afforded local WDCs in developing a design framework for the summer youth employment programs. The state requires that local WIA Wagner-Peyser Operations Plans include a service design framework for youth describing how:

- All ten required services will be available to the youth in the service area.
- All youth will receive an objective assessment and an individual service strategy (ISS) that meets the requirements of WIA Sec.129(c)(1)(B), including identifying a career goal and a consideration of the assessment results for each youth.

Preparation for post-secondary educational opportunities, employment, and strong links to the labor market will be identified in an Individual Service Strategy.

As noted earlier, Recovery Act funds for youth primarily will be used to expand summer youth employment opportunities during the summer of 2009, and provide over 5,000 youth with summer employment opportunities and work experiences through the year. At the same time, Recovery youth activities will complement the state's overall vision for serving youth under WIA. The four key objectives for serving youth under WIA, and now under the Recovery Act, include ensuring:

- A K-12 Guidance and Counseling system provides students and their parents with a curriculum to individually plan their pathways and prepare for future education and/or work after high school.
- All students leave high school prepared for success in further education and/or work.
- All students graduate from high school.
- Reduce unemployment rates among older youth and improve their career prospects.

The work readiness portion of the skill attainment rate will be the only indicator used for youth that participate in "summer employment" only. The basic and occupational skills portions of the skill attainment rate and the literacy/numeracy gains measure will not be required for youth that participate in summer employment only.

Currently, WDCs select youth contractors to provide services that include but are not limited to out-of-school youth to reconnect to summer activities and summer work experience or employment opportunities. Working through networks of organizations, which traditionally provide referrals to employment and training providers in local areas, the local WDCs continue to develop approaches for providing services to specific youth populations. Through these

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networks the local WDCs have identified over 980 different worksites statewide that will provide over 5,000 youth with a meaningful work experience during the summer program. These worksites include private, public, and non-profit employers that will give youth an opportunity that will help them in choosing a career path in green jobs, demand occupations, and pre-apprenticeships.

Veterans' Priority of Service

Question IX.C.5.b. What policies and strategies does the state have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288) (38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor?

When the Jobs for Veterans Act (JVA) was established into public law, *WIA Policy 3641, Jobs for Veterans Act Priority of Services*, dated September 4, 2003, was developed to address the requirements for establishing priority of service practices to veterans and other eligible persons. This policy applies to all grantees, sub-recipients, and contractors funded under the WIA who provide employment and training related services with funding allocated from US DOL. This policy clarifies the definition of who is a "covered person" and establishes requirements for local WDCs to develop priority of service practices.

<http://www.wa.gov/esd/policies/documents/3641.htm>

Washington is currently revising the state policy to assure Veteran's Priority of Service meets the requirements of 20 CFR 1010.230, published at 73 Fed. Reg. 78132 on December 19, 2008, of the Jobs for Veterans Act regulations issued on December 19, 2008, that clarifies implementing priority of service for veterans and eligible spouses in DOL job training programs. This revision adds to the current policy:

1. Requirements that ensure covered persons are identified at the point of entry and are given an opportunity to take full advantage of priority of service.
2. Ensures that covered persons are aware of:
 - a. Their entitlement to priority of service;
 - b. Available education and training programs and requirements for qualification for each program; and
 - c. The full array of employment, training, and placement services available under priority of service rules.

A statewide team will be established to address implementation of priority of service veterans and to examine priority of service to veterans when funds are limited. This team will address increasing awareness of veterans about their rights under the JVA and how work processes are affected.

Service Delivery to Targeted Populations

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Question IX.C.4.a. Describe the state’s strategies to ensure that the full range of employment and training programs and services delivered through the state’s One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities). (§112(b)(17)(A)(iv).)

The purpose of the WIA Adult Program is to increase the employment retention, earnings, and occupational skills of participants. This program aims to improve the quality of the workforce, reduce welfare dependency of recipients of public assistance, and enhance the productivity and competitiveness of the state’s economy. In accordance with state and local policies, and grant special conditions, each WDC must ensure that recipients of public assistance and other low-income individuals are given first priority enrollment for intensive and training services funded under the WIA adult program. Veterans (and certain spouses) who are recipients of public assistance and low-income veterans are to be given first priority among the first priority group.

WorkSource promotes job counseling, the development of employment opportunities and placement for **persons with disabilities**. As noted earlier, the state has been working with the state Department of Vocational Rehabilitation (DVR) to increase coordination of services between the Recovery funding received by DVR and the Recovery efforts of the workforce development system. Special services including testing, auxiliary communication aids, reasonable accommodation, and discrimination prevention are available. Persons with disabilities receive priority service for job referral, employment counseling, and job development.

Every WorkSource Center has a local Disability Placement Specialist to act on behalf of persons with disabilities to provide and advocate for services. Persons with physical, mental, or sensory disabilities are given special attention and equal opportunities in employment.

It should be noted, the Workforce Board and ESD will review updated local operations plans to ensure that the full range of employment and training programs and services planned to be delivered through the state’s One-Stop delivery system are accessible to and will meet the needs of targeted populations noted above. WDCs are updating local operations plans to address new strategies that will be undertaken to increase the capacity of the workforce system with the use of Recovery Act funds.

Section III. Operations

Transparency and Public Comment

Instruction from Section II of State Planning Guidance Plan Development Process: Include a description of the process the state used to make the Plan available to the public and the outcome of the state’s review of the resulting public comments. (§§111(g) and 112(b)(9).)

Governor Gregoire has established the recovery.wa.gov website designed to help Washingtonians understand the recovery package and locate information that helps local governments find the right place to apply for funding. It also serves as a “one-stop” location for **accountability** information so residents can see that the recovery money is being spent wisely.

In addition, ESD currently sets a high standard for accountability, as demonstrated by the senior leadership team’s commitment to weekly Government Management Accountability and Performance (GMAP) sessions. Governor Gregoire believes every state agency and program must be visibly accountable to Washington citizens and GMAP is the cornerstone of the Governor’s accountability initiative.

ESD takes accountability and transparency even further by:

- Tracking additional real-time customer and employer data in SKIES (the department’s management information system) to assess program impacts, including Recovery Act funded program impacts;
- Monitoring each divisions’ Recovery Act work plans, which have already been developed on a continuous basis;
- Continuing weekly Recovery Act meetings with senior managers from throughout ESD;
- Reporting weekly to the Governor on progress;
- Including Recovery Act activities in internal GMAP discussions;
- Enhancing specialized external monitoring and internal auditing efforts to ensure funds are spent timely and appropriately;
- Publishing clear guidance consistent with the Recovery Act in a timely manner for grantees/contractors;
- Developing interim and final budget and performance tracking plans for grantees/contractors (final reports are subject to US DOL guidance);
- Ensuring that how Recovery funds are used is readily identifiable; and
- Posting information about Recovery Act supported activities and spending on esd.wa.gov/recovery.

As recognized by DOL/ETA, given the dramatic changes in our state’s economic conditions and the infusion of new Recovery Act funding, ESD’s WorkSource Standards and Integration Division (WSID) requires all WDCs to submit a modification to their WIA/Wagner-Peyser local operations plans by June 30, 2009. This modification is to be submitted as an addendum to the current PY 2007-2009 local operations plan, which has been extended through June 30, 2010. The plan modification is subject to public comment requirements noted under WIA regulation 20 CFR 661.350(8).

Increasing Services for Universal Access

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Question VI.C. What state policies are in place to promote universal access and consistency of service statewide? (§112(B)(2).)

Washington State encourages flexibility in the design, implementation, and delivery of services within the WorkSource system. There are two statewide policies which address universal access in relation to non-discrimination policy and grievances.

In addition, there is an Information Memorandum (#001-02.) Scope of Authority for Local EO Officers which provides local centers and affiliate sites guidance on who should address issues that may come up in terms of customer complaints:

- Disability Placement Services Policy #4040
- Equal Opportunity and Discrimination Complaint Processing Policy and Procedures #3450
- Equal Opportunity and Non-Discrimination Policy #3445
- Program Complaint Policy #3440, Rev.1

These policies are accessible through the WorkSource web-site at <http://www.wa.gov/esd/policies/>. Universal access is also assured through the three-tiered approach of self-service, facilitated self-service and staff-assisted service. Customers may access services and information from any computer; by visiting a WorkSource Center or affiliate site; or by participating in informational orientations. Customers identified as requiring additional help are provided a menu of options. They may be provided assistance via a one-on-one interview, scheduled for a specific service, or referred to another service provider.

All WorkSource Centers include adaptive technology and access to translation services. If additional reasonable accommodation is necessary, such as sign language interpreter or reader services, the program serving the individual will make immediate arrangements to meet that need.

In response to agency directives, plans, and initiatives, there have been many changes to increase access throughout the WorkSource system. Examples include:

- Each local area conducted comprehensive accessibility assessments of their WorkSource facilities, policies, and procedures, and information and electronic technology. Structural barriers were identified and plans put in place in 26 One-Stop WorkSource Centers and 11 of the affiliate sites statewide to address barriers.
- Impediments were identified and removed to accessibility to tools and other assistive aides, benefits related services, or training. Model reasonable accommodation policies and procedures have been adopted and implemented.
- Well planned sets of assistive technology have been installed and local staff has been trained on the use of that assistive technology.

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- Ongoing Local Disability Access Plans are focusing on staff training needs, technical assistance, and resource development.

At the state administrative level, there has been a gradual change over the past two years to develop WIA and Wagner-Peyser policies that address a more structured, integrated approach. ESD administers two primary partner programs in the WorkSource system. The function for the development of broader policy for Wagner-Peyser was moved organizationally to ESD's WorkSource Standards and Integration Division (WSID), also responsible for the administration of WIA.

Over the next several years the emphasis will be on more consistent approaches to service delivery to address efficiency, effectiveness, and not the least, to maximize accountability.

The ESD Commissioner is engaging the Workforce Board, the Workforce Washington WDC Executive Directors, and others in ways to maximize consistency in the use of the SKIES case management and data system which leads to improved management of performance on a more "real time" basis.

Local Planning Process

Question VIII.D. Describe the state-mandated requirements for local areas' strategic planning, and the assistance the state provides to local areas to facilitate this process. (§112(b)(2) and 20 CFR 661.350(a)(13).)

Washington State's twelve WDCs, in partnership with their Chief Local Elected Officials, develop and maintain two local area plans: 1) a strategic plan for their workforce development system; and 2) a local operations plan for coordinating Wagner-Peyser services and WIA Title I-B employment and training programs.

The WDCs have Governor-approved two-year local area strategic plans for their area's workforce development system. However, the state's Workforce Board requested the WDCs, in coordination with their Chief Local Elected Officials, to update their strategic plans for a new two-year period beginning on July 1, 2009. These plans address new, longer term strategic goals based on modifications to the Governor's State Strategic Workforce Development Plan entitled "*High Skills, High Wages.*". The local strategic plans provide information on local economies and area demographics, a discussion of workforce development and economic development coordination and planned industry initiatives, including an emphasis on key industry clusters, and common goals and objectives for the secondary and post secondary systems, as well as WIA Title I-B programs and Wagner-Peyser services.

In order to facilitate local planning efforts, WDCs were granted a one year extension for their local WIA Title I-B and Wagner-Peyser Local Operations plans. The Department issued planning instructions for a modification to the local operations plans on April 20, 2009. In developing local plan questions, the Department referred to ETA's vision for implementing the Recovery Act in Section 4 of TEGL 14-08. The questions request a range of information which includes, but is not limited to, the integration of Recovery Act resources, priority of service, summer youth, increases in training, etc. After public review and comment, the local operations plans are to be submitted by June 30, 2009.

Procurement

Question VIII.F.5. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)

The Washington State Procurement Policy Number 3405 (May, 2001) for WIA Title I-B programs is in compliance with all applicable federal law and regulations and operates in accordance with Sec. 112(b)(16).

WIA State Policy Number 3405 is based on fair and open competition, and is in compliance with circulars published by the Office of Management and Budget and with the requirements of the Office of Financial Management for Washington State.

The WIA policy on procurement describes the policies and procedures that are applicable to the procurement of goods and services obtained through WIA Title I-B funds.

Grants and contracts will be awarded in accordance with applicable WIA laws and regulations as described in WIA State Policy Number 3405 and all applicable state procurement laws and regulations in the Revised Code of Washington (RCW) and the Washington Administrative Code (WAC), provided, no conflict with WIA law and regulations exists.

The state uses public notifications in newspapers and other publications. Requests for Proposals or for Qualifications are also sent to individuals and entities on bidders lists developed for specialty areas, e.g., technology, evaluation, service delivery, etc.

In April 2009, the WSID Policy Group drafted and sent out for initial comment a new policy “Training Services Capacity Building under the American Recovery and Reinvestment Act of 2009.”

As with all federal funding that is pass-through, the funds become part of the state budget and must be used to procure goods and services in accordance with the state Office of Financial Management (OFM) procurement guidelines as set forth in the Revised Code of Washington (RCW), primarily Title 39. The preferred procurement mode in RCW Title 39 is competitive procurement, more stringently defined than in federal Office of Management and Budget circulars. Current state procurement rules require a cost/benefit analysis prior to any procurement, and the cost limits for simple purchases with competitive procurements are much lower than in the federal rules.

The Governor and local boards are required by state law and by contract and grant general conditions to use these same criteria in awarding grants and contracts to youth service providers.

In addition, local boards are required to adhere to their own procurement policies as well as well as comply with 29 CFR parts 95.40-95.48 or 97.36, which ever is applicable.

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The State plans to offer individualized technical assistance to each WDC to address individual needs and challenges which may occur with the contracting to institutions of higher education or other eligible training providers when the Local Workforce Investment Board makes a determination that this would facilitate the training of multiple individuals in high-demand occupations. Customer choice will be one of the main focuses of this technical assistance.

This technical assistance will take the form of written policies and guidance as well as providing labor market information on demand occupations and expanding occupations in the “green jobs” field.

Technical Assistance

Question VIII.G.2. Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided. (§112(b)(14).)

Every 18 months the state provides initial funding and sponsorship for a system-wide *Building Skills Conference*. The Conference Planning Committee has members from the WDCs, the One-Stop Delivery System (WorkSource), Labor Exchange, DVR, WorkFirst, the SBCTC, the Office of the Superintendent of Public Instruction (OSPI), organized labor, ESD’s WIA administrative office, CTED, and non-profit community based organizations that provide service delivery for adults and dislocated workers. The planning committee bases the agenda for the conference on survey information from these partners' staff, the current State Strategic Plan *High Skills/High Wages*, most currently released information such as the Recovery Act and past conference attendees. The audience is front-line staff, lead workers, and supervisors, and the workshops include technical knowledge, up-to-date information about programs, and new tools to use to work directly with jobseekers and customers and training such as de-escalation and dealing with anger in the workplace at the most recent conference. The last conference contained over 60 workshops and was held April 14, 15 and 16, 2009 in Seattle.

ESD recently released an application for PY 2008 10 percent One-Stop funds to the WDCs and the ESD WorkSource Area Directors to jointly apply. This initiative is designed to move One-Stops to full integration under the *WorkSource Initiative Framework*. ESD intends to provide intensive technical assistance to all project sites from contract start to full implementation of each project's outcomes on June 30, 2010.

There will be several opportunities for system-wide partners to hear Subject Matter Experts on various integration topics and perhaps Best Practices currently being modeled in other states. By the end of June, each One-Stop (WorkSource Center) and the local affiliate sites, if applicable, will have achieved a level of integration that provides for consistent and efficient front-end services, skills/employment including assessment and employer services to match employer demand to jobseeker skills.

This initiative to strengthen integration at the local level is designed to meet the increased demand for assistance and continue to address the high volume of low-income, low-skilled citizens who need to enter or return to the labor market.

Monitoring and Oversight

Question VIII.H. Describe the monitoring and oversight criteria and procedures the state utilizes to move the system toward the state's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)

WSID's Quality Assurance and Compliance Unit maintains monitoring and assessment guides used in its reviews of WIA and Wagner-Peyser-funded programs. The WIA Monitoring Guide and accompanying tools incorporate the required laws, regulations, circulars, and state and local policies for review of systems and performance, and are being reviewed and expanded to address the programmatic, accountability, and transparency provisions of the Recovery Act and TEGL 14-08, particularly monitoring of reemployment services and summer employment, including summer employment work sites.

The state's regular annual schedule of on-site monitoring and oversight reviews of WIA-funded sub-recipients verify compliance and adherence to federal, state, and local policies and procedures for administrative structure, program operations, and fiscal systems in the twelve WDCs, their subcontractors, the Workforce Board and the Washington State Labor Council (WSLC) that contracts with ESD to support rapid response services to dislocated workers.

The Employment Security Operations Assessment Guide is the instrument used for Wagner-Peyser monitoring. The Operations Assessment Guide and questionnaires evaluate the quality of work being done and level of integration to support the development of the nationwide system of public employment service. The Guide verifies that requirements for service delivery as detailed in WIA and Washington State Laws are followed.

The Monitoring Guide and tools are under modification to support compliance with programmatic, accountability, and transparency provisions of the Recovery Act and TEGL 14-08. The Operations Assessment Guide is also being adapted for monitoring the Recovery Act Summer Youth Employment Program. A monitoring schedule is under construction and additional monitoring staff is being hired to meet the Recovery Act requirements. They will be trained in the use of the new or modified tools to focus on monitoring the Summer Youth Employment Program, visiting both work sites and WDCs to conduct comprehensive reviews. The summer program monitors will interview supervisors and youth at the work sites to determine supervisors' training and knowledge and evaluate risk areas including work site safety, skills enhancements documentation, and policy compliance. The summer program monitors will also be interacting with the WDCs to ensure summer youth do not supplant other workers and to evaluate high risk areas such as documentation of youth eligibility and assessments, payroll systems, WDC monitoring and oversight of work sites and providers, and service of targeted populations.

The Quality Assurance and Compliance Unit have recently completed a redesign of its monitoring process that will directly support monitoring of the additional funding provided through the Recovery Act. The monitors have expanded their reviews to consider the role of internal controls in financial, administrative, and program management. Management's use of operations plans and its response to performance trends have also been incorporated into the monitoring review, as well as observations on the quality of services provided to program participants.

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While compliance findings will be identified, addressed and resolved per existing identification and resolution processes, the monitors have expanded their coordination within the agency divisions and with local area leadership on identified areas of concern to better address potential impacts those concerns may have on program services and assets.

Accountability and Performance

Question X.C.1. Describe the state's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. (§§112(b)(3) and 136(b)(3).)

Washington State acknowledges that the infusion of Recovery Act funds into the state's workforce system carries with it an expressed need to be accountable for how these funds will increase the capacity of the workforce system to serve those individuals impacted by the recession. To that end, measures are being developed to quantitatively measure outputs and outcomes pertaining to the use of these additional funds. Implementation of these measures is a high priority of the state. Recovery Act related performance outcomes are necessary to address federal, state, and local reporting needs.

A work team comprised of staff from multiple divisions within ESD determined Recovery Act information needs and the source(s) of that information. Information sources include our SKIES system, AFRS financial system, the Unemployment Insurance GUIDE system, as well as WDC local reporting and Labor Market Economic Analysis surveys. Programs affected by Recovery Act funds include WIA Adult, Dislocated Worker and Youth programs, National Emergency Grant programs, Wagner-Peyser and Veterans programs, Unemployment Insurance programs and the Washington Service Corps. Trade Act program measures will be developed at a later date. Recovery Act measures cover expenditures, participants receiving services, services provided, including training and support services, summer youth employment activities, job orders, referrals, placements, employers receiving services, and UI claimant benefit payments.

In an effort to show increases in performance outputs, it is necessary to establish a baseline period for comparison. In the absence of a US DOL-defined baseline period, the state has decided to use Program Year 2007 (PY 07) as its baseline. A web-based reporting system for Recovery Act performance provides transparency to view the information on a monthly basis.

In Washington's information system (SKIES), separate WIA Recovery Act programs are established to track adult, youth and dislocated worker participants receiving WIA Recovery Act-funded services, in the same manner we track regular WIA formula-funded participants. All existing WIA services are available under the WIA Recovery Act programs. These services include the youth skill goals – basic skills, work readiness, and occupational skills – used in the WIA Skill Attainment Rate.

In accordance with TEG 14-08, the youth skill goal work readiness attainment rate is the only performance indicator used to evaluate participants engaged in summer youth employment. The work readiness skill goal applies to youth participating in summer youth work experience.

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Local policies require that an assessment (pre) be completed of the youth's work readiness skills prior to the work experience. Upon completion of the work experience activity a post assessment is completed in order to evaluate that a measurable gain in skills has occurred. WDCs may choose from a variety of assessment tools from which to make their evaluation.