



# **STATE OF WASHINGTON**

## **INTEGRATED WORKFORCE PLAN FOR WORKFORCE INVESTMENT ACT TITLE I AND WAGNER-PEYSER ACT DEPARTMENT OF LABOR WORKFORCE PROGRAMS**

**JULY 1, 2012 TO JUNE 30, 2017**

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## General Introduction

Washington's Integrated Workforce Development Plan was developed following U.S. Department of Labor guidelines outlined in TEGL 21-11. The plan includes three sections:

Section I presents our state's *Workforce Development Strategic Plan*.

Section II presents our state's 2012-2016 *Operational Plan for WIA Title I and Wagner-Peyser Act*.

Section III provides a list of *Assurances* in which Washington assures the U.S. Department of Labor that it is complying with applicable law and, where appropriate, web links direct the reader to state policies or other supporting documentation.

### Section I

#### Workforce Development Strategic Plan

Washington calls its Workforce Development Strategic Plan *High Skills, High Wages*. The Workforce Training and Education Coordinating Board (Workforce Board) serves as the State Workforce Investment Board for purposes of WIA. See pages 25-29 for a full description of the roles of the Workforce Board and its membership composition. The Workforce Board is directed by the state legislature to update *High Skills, High Wages* every four years. The Board began its work to update the plan in January 2012 by conducting environmental scans to inform plan development. The Board asked for information on changes taking place in the economy, the workforce, the workforce development system, and the challenges in preparing the workforce for the future. The Board looked at promising practices in Washington, other states, and other nations. The Board also considered the context of changing federal policies and budgets. Finally, the Board consulted public and private stakeholders while conducting the environmental scans. This work and analysis set the stage for developing the first outline for *High Skills, High Wages 2012*.

In March 2012, the Board formed two interagency policy workgroups to provide input on plan development. The workgroups were made up of state and local planners and decision makers representing the multiple programs in our state's workforce and economic development systems as well as business and labor leadership. The workgroups were chaired by Workforce Board members. Workgroup meetings were held in April and May 2012, where the Workforce Board received advice on broad topics grouped along the themes of "Multiple Pathways for Workers and Employers" and "Multiple Pathways for Initial Careers."

At the June Board meeting, the Workforce Board approved the dissemination for public review of a draft of *High Skills, High Wages 2012*. Over the summer, the Workforce Board conducted public forums in Everett, Tacoma, Spokane, and Yakima. Among the approximately 120 participants were representatives of a large array of workforce development organizations and stakeholders. The Board also received comments on the draft through email and through several

online forums aimed at business representatives. The Workforce Board also gathered advice from business representatives at Rotary and Chamber of Commerce meetings in Vancouver, Kelso, Mount Vernon, Moses Lake, and Yakima.

The public comments were overwhelmingly favorable. Many expressed support for the multiple pathways theme of the draft. Besides expressing support, the most common statements were about serving target populations and specifics regarding implementation.

On September 27, 2012, the Workforce Board formally adopted the goals, objectives and strategies in *High Skills, High Wages 2012*. The goals, objectives, and strategies in *High Skills, High Wages 2012* are presented verbatim in Section I. The plan begins with a short preamble:

### **Preamble**

Welcome to *High Skills, High Wages 2012-22*, Washington's strategic plan for workforce development.

This blueprint for workforce development offers strategies aimed at helping more Washington residents move ahead into high-skill, high-wage jobs, while also helping employers find the skilled workers they depend on.

This is not a simple endeavor. In fact, it's proven harder in recent years as more jobs call for higher levels of education and skills across a wide range of industries. Moreover, we have not made sufficient gains in improving high school graduation rates, especially among disadvantaged students. The divide between those able to obtain living-wage jobs and those living on the margins has widened. At the same time, Washington businesses have struggled to find workers with the skills needed to fill key openings, hampering their ability to be competitive in an increasingly global economy.

This edition of *High Skills, High Wages* takes a new look at chronic challenges, approaching common issues with a fresh eye. Our commitment remains to all Washington residents, including the most disadvantaged. But this plan addresses challenges and defines solutions in a broader, more cohesive way.

Instead of addressing individual populations, defining their needs, and outlining solutions; this plan looks at the workforce system as a whole, then pulls apart key pieces to focus on in the coming years. We call this a multiple pathways approach. By viewing the workforce system as a series of interconnected pathways, with multiple options for workers and students to advance, we are able to outline strategies to strengthen these pathways so more Washington residents move ahead in their education, work experience, job skills, and lives.

The changes in our economy to being more knowledge based, technology-dependent and global, requires current workers to be able gain new skills and education throughout their careers and young people to better understand how their classroom learning relates to work. For youth particularly, education and work need to be more fully integrated so they can more quickly find their place in the economy and not get stuck and passed by future generations.

This plan envisions employers as a central component of our workforce system. To ensure the system is strongly aligned with their needs, employers need to be active participants in the

system's design, delivery, and evaluation of training programs. Running through this plan is the theme of employers as both customers and co-investors in the workforce system.

While our system has made headway over the past 20 years, many Washington residents continue to be left behind. To meet the challenges of the next 10 years, we need the concerted resources of all workforce system partners. The purpose of this plan is to provide direction on how we can do what we do well, more broadly, for the benefit of all.

## ***HIGHS SKILLS, HIGH WAGES 2012-2022*** **GOALS, OBJECTIVES, AND STRATEGIES**

### **Goal I** **Multiple Pathways for First Careers**

**Objective 1: Improve the availability and quality of career and education guidance for students in middle school, high school and postsecondary institutions.**

**Strategies:**

a. Enhance career guidance for students.

Begin career guidance at an earlier age, involve parents and guardians, and value all career paths. Implement comprehensive guidance programs such as Navigation 101 at all Washington high schools and middle schools. Like the Navigation 101 program, bring career guidance into the classroom to enhance student engagement and make guidance more accessible. Prepare faculty to perform this role through professional development. Provide students and their families with extensive information about career pathways, and education and career opportunities, including opportunities that require a bachelor's degree and opportunities that call for a shorter-term investment in education and training. Make information about apprenticeships and entrepreneurship part of that guidance. Provide students at colleges, universities and other postsecondary institutions with greater access to guidance information.

b. Partner with employers to help students explore careers and workplaces.

Increase the engagement of private sector partners at schools and colleges. Include businesses, unions, community-based organizations, and public sector employers in the effort to inform students about career opportunities. Bring partners into the classroom and provide students with the opportunity to explore workplaces. Leverage private and public resources at schools.

## **Objective 2: Identify, assess, and certify skills for successful careers.**

### **Strategies:**

- a. Increase workplace and life skills development for students.

In addition to academic skills and skills for specific careers, ensure students develop workplace and life skills. Workplace skills (also known as soft skills, work readiness, and employability skills) include such things as problem solving, positive work habits, team work, and many other skills. Employers report critical deficits in the workplace skills of new employees and job applicants. Life skills include the skills required to manage lives and careers; for example, financial literacy and safe and healthy living.

- b. Increase the use of industry-based skill standards, assessments, and credentials.

Bring the education system together with industry to identify skill standards and assessments, both general workplace standards and those specific to particular industries. Enable students to obtain industry-recognized credentials. Emphasize transferable skills that are useful across many occupations, and that “stack” towards career and educational progress from high school through post-high school education and training. Whenever possible, select standards that enhance hiring and promotion within a targeted industry cluster. Have faculty consult regularly with industry representatives so standards remain relevant.

## **Objective 3: Expand Programs of Study that bring together a sequence of career-focused courses that start in high school and extend through college.**

### **Strategies:**

- a. Expand the use of Programs of Study.

Programs of Study provide a sequential, accessible road map of courses required for a career pathway, including multiple points for students to stop out to work and reenter without losing momentum, and to take branches leading to more specific careers. Programs of Study will be a regular way that education is organized.

- b. Improve the transfer of credits earned in a student’s Program of Study.

Offer high school students the chance to earn credits for both high school and college through Programs of Study. Create an easy transfer of these “dual credits” among colleges and universities. Improve articulation among the state’s two-year colleges and between two-year and four-year institutions so that credits earned in one institution are applicable at another. Open source curriculum and common course numbering could help more students earn credits that transfer easily among different institutions.

## **Objective 4: Increase work-integrated learning.**

### **Strategies:**

- a. Increase the number and types of workplace experiences available to students and out-of-school youth.

Create more opportunities for students and out-of-school youth to have work experiences. Experiences may include, among other things, paid and unpaid internships, workplace mentorships, pre-apprenticeships and apprenticeships, cooperative education, summer employment, and work study. Align work experiences with the student's Program of Study, and build in transferable, academic credits whenever possible.

- b. Bring more work experiences into the classroom by engaging employers and workers.

Bring employers into the classroom and students into the workplace. Make what's learned in the classroom more relevant to students by including project-based learning, classroom visits by business and public and not-for profit employers, contextualized learning, and applied learning through internships and cooperative education. This can help students make experience-based career and education choices.

## **Objective 5: Improve student access and retention.**

### **Strategies:**

- a. Expand high school dropout prevention and retrieval programs.

Prevent students from dropping out of high school and retrieve those students who have dropped out by expanding state programs. This includes programs that leverage the resources of middle and high schools, social service agencies, Workforce Development Councils, community-based-organizations, and other partners.

- b. Increase non-traditional opportunities to obtain postsecondary certificates and degrees.

Expand methods of reducing the time to postsecondary credentials including competency based learning programs and credit for prior learning. Make more "upside-down" degree programs available—programs that first provide vocational technical training so that students who leave college after a year or two have marketable skills, followed by general education leading to a bachelor's degree. Grow the number of Applied Bachelor's Degree programs at community and technical colleges. Develop more "earn and learn" models, such as those that integrate apprenticeship training and college degrees and certificates.

- c. Provide wrap-around and new models of support and employment services including special services for diverse populations with multiple barriers to education and training. Enhance support services for diverse populations with multiple barriers to education and training, including those with disabilities. The services include traditional support

services, but also rethinking how to serve people with barriers by creating new partnerships with employers, and with social service agencies and community-based organizations—better leveraging resources.

### **Objective 6: Job search and placement for people into first careers.**

#### **Strategies:**

- a. Help students locate and land jobs.

Strengthen partnerships between the education and WorkSource systems to share job-finding information and resources. Increase the use of the successful navigator model that provides brokers to help students understand the world of work and connect with employers. Help students identify their knowledge, skills and abilities and package themselves to meet the needs of the job. Teach students job search skills such as how to sift through job listings, write a resume, fill out a job application, and impress in an interview. Teach students networking skills. Bring together schools and colleges with business and labor organizations so students have easier access to potential jobs.

## **Goal II Multiple Pathways for Employers and Workers**

### **Objective 1: Increase employer engagement with the workforce development system.**

#### **Strategies:**

- a. Improve outreach to employers.

Improve communication with employers using materials designed and written with a business audience in mind, including the use of virtual, web-based communication. Materials must identify products and services that benefit employers, including small businesses. Coordinate outreach among public agencies, and cross-train staff so they are familiar with the full range of business services available. Partner with private sector organizations, and employer groups. Utilize existing resources for outreach such as Industry Skill Panels, Centers of Excellence, Associate Development Organizations, (including Economic Development Councils), local governments, community-based organizations, and business groups such as Chambers of Commerce and industry associations.

- b. Engage employers in identifying skill standards and develop training programs that meet their standards.

Involve employers in identifying skill standards and industry-based certifications of workers who meet the standards. Also involve employers in helping to develop and keep training programs current so that the programs prepare workers to meet the standards.

c. Increase industry involvement in work-integrated learning.

Develop more opportunities for students and job-seekers to learn in workplaces and provide classroom experiences connected to the world of work. Examples include on-the-job training, apprenticeships, cooperative education, and internships. Tie work-integrated learning to students' Program of Study, where possible.

d. Increase employer investment in workforce training.

Employer investments in workforce training include, but are not limited to, employer matches to public sector or employee investments, providing faculty and equipment as well as space for on-site training programs, offering employees time to advance their skills as part of their workday, paying for off-site training opportunities, and making their worksites available for career exploration and work-based learning opportunities.

## **Objective 2: Promote economic development by connecting workforce development with job creation and growth.**

### **Strategies:**

a. Provide and market business services to employers.

Provide and market business services to existing employers and those looking to locate into the region. Business services include customized training for specific employers or groups of employers including incumbent worker training; recruitment and assessment of job applicants, and job match and placement services; early intervention services to prevent layoffs or closures; including the Shared Work Program, and employment retention services, such as connecting employees with social services to address personal and family issues that affect job performance. The public sector and the businesses that provide these services should collaborate as partners to serve customers.

b. Invest in strategic economic opportunities.

Develop funding mechanisms to adequately resource and sustain high-demand occupational training. Continue to improve the quality of labor market information to identify high demand occupations and Programs of Study, and to identify local strategic economic clusters. Continue to develop and maintain special initiatives to address critical state and local economic opportunities (such as aerospace).

c. Encourage and support entrepreneurship.

Offer entrepreneurial training and mentorship programs.

### **Objective 3: Expand and support learning opportunities for workers at all stages of their education or career paths.**

#### **Strategies:**

- a. Offer greater career and education guidance for adults.

Provide navigators to help adults identify and access education and training programs, pay for school, and connect with other support services. Make consumer information on training programs widely available.

- b. Increase the accessibility of training programs for adult workers and reduce the time it takes to complete training.

Increase the use of credit for prior learning, competency-based programs, stackable and portable credentials, direct connect training (such as OJT, incumbent worker training, and Individualized Certificate Programs), and online and hybrid learning programs. Offer training at times and locations that reach underemployed, often low-wage workers, juggling work and families. Expand co-investment models such as Lifelong Learning Accounts (LiLAs), where employers and employees contribute to an account that pays for employee education expenses.

- c. Improve training for adult workers with barriers to advancement.

Increase use of programs such as I-BEST that integrate basic or developmental education with job skills training. Provide support services that fit the needs of diverse populations including veterans returning to the civilian labor force and long-term unemployed workers. Offer bridge programs for adults with barriers to postsecondary education. Increase partnerships with community-based organizations and state Department of Social and Health Services programs that focus on vulnerable populations to provide needed supports for adult workers with barriers.

### **Objective 4: Improve job search and placement services for unemployed and underemployed workers.**

#### **Strategies:**

- a. Improve the quality and speed of job matching and referrals between job seekers and employers with job openings.

Improve the technology used to make job matches and the job referral process so that the skill sets that job applicants have match the skill sets that employers want. Help job seekers and employers recognize transferable skills and where the skills can be applied in the workforce. Help veterans' cross-match their transferable skills gained in the armed forces to civilian employment opportunities.

b. Make job search and placement assistance more widely known and available.

Improve access and marketing for job search and placement assistance to students, workers, and employers.

### **Goal III**

## **Washington’s Workforce Development System is a Model of Accountability and Efficient Co-Investment.**

**Objective 1: Strengthen performance accountability across all workforce development partners, by focusing on employment and earnings outcomes.**

#### **Strategies:**

a. The Workforce Board will lead a full scale review in collaboration with all workforce partners to reconsider core measures for Washington’s workforce system.

To fulfill its statutory assignment to develop common measures for the workforce development system, the Workforce Board developed the Washington Workforce Core Measures. These measures indicate skill attainment, employment, earnings, customer satisfaction, and return on investment and have been in place since 1996. Based on this work, the U.S. Department of Labor asked the Workforce Board to lead the states in developing a new generation performance management system. This process resulted in the creation of the Integrated Performance Information (IPI) measures. The IPI measures later became the basis of similar performance measures endorsed by the National Governors Association—measures that are now being considered by Congress for codification as part of WIA reauthorization. The Workforce Board will lead a broad, collaborative process to reconsider the state’s core measures in light of new federal measures and the *High Skills, High Wages 2012* strategic plan.

b. Reduce administrative burdens and improve performance outcomes through a focus on outcome rather than input measures.

The requirement to measure inputs is often a tool to ensure that services are delivered in the same way, and at an adequate quality level regardless of geographic location or service provider. Yet, the workforce development system relies on local governance to ensure that services are designed to meet the specific needs of each region’s employers and job-seekers. Focus performance measurements on outcomes rather than processes.

c. Develop a unified plan for multiple federal workforce development programs.

In 2012, the Department of Labor issued planning instructions that allow states to write a “Unified Plan.” The unified plan option offers state partner agencies the ability to submit a single five-year plan covering up to 13 federal programs administered by five federal agencies. In Washington, these 13 programs are administered through nine state agencies

and agency divisions. Washington will work toward uniting workforce programs by developing a unified plan with common goals, and performance measures.

**Objective 2: Establish cost-effective co-investment models, across government funding streams and across the tri-partite spectrum (employer, worker, and government).**

**Strategies:**

- a. Reduce barriers to sharing or splitting funding across funding streams.

At the service level, it is often difficult for staff working directly with customers to alter how funds are used or how services are provided. Creative frontline staff works in the best interest of the customer to leverage the resources of other organizations. Make routine practices that leverage resources across agencies and enhance customer performance outcomes. Data sharing and customer tracking is easier and more effective through use of technology.

- b. Establish cost-sharing practices and policies that stretch public dollars to serve the largest number of participants and attain the highest performance outcome levels.

While there have been numerous attempts and pilots, Washington needs a common practice framework, across all operating agencies that bring private resources into the system. This calls for a co-investment framework where customer partners provide input into service design, monitor service quality, and have access to objective information about the return on their investment.

**Washington’s 2012 Economic Analysis**

The Economic Analysis chapter in *High Skills, High Wages 2012* is located at: [www.wtb.wa.gov/highskills2012.asp](http://www.wtb.wa.gov/highskills2012.asp)

Washington’s 2011 Labor Market and Economic Report: <https://fortress.wa.gov/esd/employmentdata/docs/economic-reports/labor-market-and-economic-report-2011.pdf>

**Washington’s 2012 Workforce Analysis**

The *High Skills, High Wages 2012* chapter on “Tomorrow’s Workforce” provides a demographic picture of Washington’s workforce at: [www.wtb.wa.gov/highskills2012.asp](http://www.wtb.wa.gov/highskills2012.asp)

The economic and workforce analysis chapters in *High Skills, High Wages 2012* present the economic and workforce needs of the state. The data helps to inform the selection of strategies so that they are aligned with the best interests of job seekers and employers.

The *High Skills, High Wages 2012* chapter on the economy identifies the economic need for higher levels of skill attainment due to technological advancements and increasing globalization. To respond to this challenge, the Plan's objectives and strategies include steps to increase postsecondary attainment, improve coordination between workforce and economic development, and to retrain and upgrade the skills of incumbent and dislocated workers so that the workforce has the skills that employers need in order to be competitive in tomorrow's economy.

The *High Skills, High Wages 2012* chapter on the workforce emphasizes the long-term slowing rate of growth in the workforce and the consequent need to increasingly reach out to populations that have been underutilized in the past to supply the number of workers that employers need. These populations include youth, people with disabilities, and racial and ethnic minorities. The Plan responds to this challenge by including objectives and strategies to connect more young people to further education and work, and objectives and strategies to connect adults with barriers to employment and training with career pathways to self-sufficiency.

### **Washington's Workforce Vision**

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

We envision our ideal workforce development system to be:

- Responsive. We meet the needs of our economy, our employers, our students, and our workers.
- Connected. Agencies and programs work toward the same goals, use resources effectively and efficiently, and ensure programs are seamless for participants.
- Accessible. We meet our customers "where they are" by providing them with articulated education and career opportunities and assisting them to overcome barriers so they can reenter education and training at any time throughout their lives.
- Respectful of diverse cultures. We serve people of color, women, and individuals with disabilities, ensuring that we remove education and employment disparities for these populations.
- Comprehensive. We have high quality education, training, and employment services and the capacity to serve all those in need.

### **State Strategies**

As described above, Goal I – Multiple Pathways for First Careers has six objectives and 11 strategies. Goal II - Multiple Pathways for Employers and Workers has four objectives and 12 strategies. Goal III - Washington's Workforce Development System is a Model of Accountability and Efficient Co-Investment has two objectives and five strategies.

Washington's workforce development partners intend to implement these 28 strategies. The key roles of system partners working to implement *High Skills, High Wages 2012* are summarized in *Washington's Workforce Compact* (see partner role summary on pages 24-25).

One of Washington's strategies is to provide wrap-around and new models of support and employment services including special services for diverse populations with multiple barriers to education and training (Goal I, Objective 5, Strategy c). Another strategy is to increase the number and types of workplace experiences available to students and out-of school youth (Goal I, Objective 4, Strategy a). An example of how Washington is implementing these strategies is the Opportunity Internship Program. The Opportunity Internship Program is an example of how state general funds, leveraged with federal discretionary and formula funds help low income students gain work experience and forge connections between what they are learning at school and in the work world [www.wtb.wa.gov/OpportunityInternship.asp](http://www.wtb.wa.gov/OpportunityInternship.asp).

Another strategy in *High Skills, High Wages 2012* is to increase the accessibility of training programs for adult workers and reduce the time it takes to complete training (Goal II, Objective 3, Strategy b). Washington's Workplace-based Learning Initiative is currently addressing this strategy. Low wage, lower skilled incumbent workers served under a U.S. Department of Labor Workplace-based Learning grant are gaining college credits through online learning opportunities offered at their place of work. One reason grant outcomes are being reached is significant co-investment from participating private sector employers [www.wtb.wa.gov/LearningLaboratoryPartnerships.asp](http://www.wtb.wa.gov/LearningLaboratoryPartnerships.asp).

The Employment Security Department, serving as the state's WIA Title I-B and Wagner-Peyser Act grant administrator, and the Workforce Development Councils (WDCs), serving as local Workforce Investment Boards, are key partners in implementing the goals, objectives and strategies in *High Skills, High Wages 2012*. WIA Title I-B and Wagner-Peyser operational plans are presented in Section II beginning on page 23. Section II details the state's WIA and Wagner-Peyser plans and initiatives to serve targeted populations including low-income youth, individuals with disabilities, veterans, dislocated workers, long-term unemployed, and migrant-seasonal farm workers. Section II includes a number of examples of integrating and aligning services such as the integration and alignment of services to dislocated workers through the coordination of Trade Adjustment Assistance Act, WIA, and Wagner-Peyser (see pages 36-37).

Goal II Objective 1 in *High Skills, High Wages 2012*, is to increase employer engagement with the workforce development system by a) improving outreach to employers, b) engaging employers in identifying skills standards and developing training to meet their standards, c) increasing industry involvement in work-integrated learning, and d) increasing employer investment in workforce training.

Please refer to pages 57-58 in Section II for detailed descriptions of WIA Title I-B and Wagner-Peyser plans for employer outreach and services to employers.

*High Skills, High Wages 2012* Goal III, Objective 2 is to establish cost-effective, co-investment models, across government funding streams and across the tri-partite spectrum (employer, worker, and government) by reducing barriers to sharing or splitting funding and by establishing

cost-sharing practices and policies that stretch public dollars to serve the largest number of participants and attain the highest performance outcome levels.

Using the Workforce Board's Interagency Committee as an information and data exchange platform, Washington's partners are working to align policies, operations, and administrative systems to ensure coordination and avoid workforce development investment duplication.

To align requirements and reduce duplication of planning processes, the Workforce Board and Employment Security Department drafted guidelines for use by Workforce Development Councils (WDCs) in developing new local integrated workforce plans. Executive Order 99-02 directs Washington's WDCs, in partnership with Chief Local Elected Officials (CLEOs) to develop local integrated plans for the workforce development system that includes both a strategic plan and the plan required in Sec.118 of the Workforce Investment Act (WIA). Guidelines direct WDCs to develop regional plans with goals, objectives, and strategies that are aligned with and consistent with *High Skills, High Wages 2012* and 2012-2016 State Integrated Workforce Plan. The local plan guidelines are posted at:

<http://www.wtb.wa.gov/Documents/Tab6-Guidelinesfor2013-2017workforceplanscombined.pdf>

### **Washington's Regional Strategic Industry Clusters**

On November 17, 2011, the Workforce Board, in coordination with the 12 local Workforce Development Councils, adopted a list of the Strategic Industry Clusters in each of the 12 Workforce Development Areas. Pages 3-5 of the document at [www.wtb.wa.gov/Documents/Tab8-IndustryClusters.pdf](http://www.wtb.wa.gov/Documents/Tab8-IndustryClusters.pdf) describe the background, methodology, phases, and guiding principles used in determining the regional Strategic Industry Clusters. Pages 6-8 chart the reconciled lists of strategic clusters for workforce development for Washington's 12 Workforce Development Areas.

Strategic industry clusters were identified for the purpose of guiding and informing policy and investment decisions for workforce education and training, such as the awarding of discretionary funds for cluster-based workforce development initiatives. Rankings of strategic clusters are used to steer investments toward those clusters that are most strategic for workforce development. The Workforce Board will guide investments toward clusters that are at the higher rather than the lower end of the strategic rankings.

### **Strategy to Coordinate Older Worker Employment and Training Services**

This 2012-2017 State Integrated Workforce Plan includes a new cooperative strategy to better connect WIA Title I-B Adult services, WIA Title I-B Dislocated Worker services, Wagner-Peyser services, and Senior Community Service Employment Program (SCSEP) services. The Workforce Board and Employment Security Department will co-host a workgroup with representatives from the following organizations:

- DSHS Aging & Disability Services Administration (state SCSEP grant administrator)
- AARP Foundation (national SCSEP contractor)
- Tacoma Goodwill (national SCSEP contractor)

- National Asian Pacific Center on Aging (national SCSEP contractor)
- Any other newly selected national SCSEP contractors
- Washington Workforce Association
- Workforce Development Councils
- Employment Security Department (Employment and Career Development Division)
- Employment Security Department (Workforce Standards and Integration Division)
- Workforce Board
- Other interested workforce development system stakeholders

The workgroup will include subject matter experts, such as staff of the WDC of Seattle-King County who manage an Aging Workforce Initiative grant that is integrated with WorkSource. The purpose for the workgroup is to gain a better understanding of WIA, Wagner-Peyser, and SCSEP services for Washington's older workers, find common ground, and draft a cross-program cooperative agreement. Once a cooperative agreement is established, the Workforce Board will request the U.S. Department of Labor for permission to modify the plan so as to include the cooperative agreement in the 2012-16 State Integrated Workforce Plan.

### **Retooling Washington's Workforce**

At the August 2010 Workforce Board retreat, the Board and its partners established the framework for an initiative to identify opportunities and ideas that could be quickly implemented to help unemployed workers and employers in the midst of the Great Recession. The initiative started with two questions:

- How do we work together to help the unemployed who need to have their skills retooled for jobs now and in the future?
- How do we work together to respond to needs of employers when they come to us to help them have the workforce they need now and in the future?

To help answer these questions, the Workforce Board and its partners convened regional forums in Des Moines and Spokane, solicited ideas via an online questionnaire, and conducted a virtual forum with business leaders. On October 5, 2010, the Board held a final statewide forum in Everett. At that forum, participants fleshed out the ideas and identified the opportunities that seem to hold the most promise for quickly helping unemployed workers, and employers. Based on this input, the Workforce Board and its partners formed three work groups to create plans to address three issues:

- **Coordinated outreach to Unemployment Insurance exhaustees: This work group developed data, strategies, and tools to respond to** the dramatic increase in the number of unemployed Washington residents who had exhausted, or were about to exhaust their unemployment benefits. The workgroup also coordinates efforts to serve the approximately 114,000 individuals who have exhausted their unemployment insurance benefits (\*data from July 2008 to October 2012). This initiative is particularly critical as an additional 60,000

recipients of emergency unemployment compensation (EUC) will lose their coverage on December 31 unless Congress extends the program.

- **On the Job Training and Direct Connection to Work:** This work group focused on ways to expand the use of On-the-Job Training and other direct connections to work to increase permanent job hires by combining paid work and training.
- **Coordinated employer outreach combined with improved job referrals and skill matching:** These two issues were combined because they involved two sides of the same operation. This work group concentrated on methods to improve the quality of job matching and referrals and ways to coordinate system outreach to employers.

The three work groups, with state and local representatives from many workforce and related programs, developed work plans to quickly implement improvements in each of these areas. Participants included staff from the Workforce Board, Employment Security Department, State Board for Community and Technical Colleges, DSHS Division of Vocational Rehabilitation, DSHS Economic Services Division, Department of Commerce, Labor and Industries, Workforce Development Councils, Economic Development Councils, local government, and others.

To share ideas and success stories of the initiative, a Retooling Washington's Workforce Forum was held on October 6, 2011. The forum was sponsored in part by the U.S. Department of Labor. A total of 144 workforce development leaders and stakeholders attended the forum. A progress report on the initiative was published in December 2011 ([www.wtb.wa.gov/Documents/RetoolingReport2011.pdf](http://www.wtb.wa.gov/Documents/RetoolingReport2011.pdf)). In 2012, state and local retooling work groups continued to deliver products, coordinate targeted services, provide data, and offer consultation. Retooling Washington's Workforce work group plans, reports, and performance dashboards may be accessed on-line at [www.wtb.wa.gov/retoolingwashington.asp](http://www.wtb.wa.gov/retoolingwashington.asp).

**Other examples of strategic partnerships that are assisting in implementing the state's strategies:**

- **WorkSource On-Line Event Calendar:** As part of the Employment Security Department's (ESD) Transformation Project, it launched the WorkSource On-Line Event Calendar on October 15, 2012 in two of the state's 12 workforce development areas (Pacific Mountain and Spokane) giving customers 24/7 access to search and schedule themselves for local or statewide workshops, job fairs, and other events to help their job search. User feedback from the two local areas will be analyzed and addressed, after which the on-line calendar will be deployed statewide in December 2012.
- **WorkSource System Dashboards:** ESD produces quarterly indicator and performance dashboards for the state and each of the 12 workforce development areas. The goal is to promote common performance language across the one-stop system and ongoing discussion, questions, and understanding of our one-stop system using an "at a glance" format. The performance measures show how the overall system is performing against federal goals and provide a reference point for operational management. The indicators provide real-time, tactical data. [www.wa.gov/esd/1stop/system\\_performance/dashboards.htm](http://www.wa.gov/esd/1stop/system_performance/dashboards.htm)

- **Increasing the Supply of Aerospace Workers—bringing partner resources together to prepare workers for a growing industry:** Air Washington received a \$20 million grant from the Department of Labor to increase training for aerospace workers. As requested by the Governor, the 2012 legislature appropriated funds to expand secondary school programs for aerospace, funds to expand engineering capacity at the University of Washington and Washington State University, and funds for coordination, research, and evaluation of aerospace programs. Also, the Governor invested WIA funds to expand the capacity to train workers for aerospace. More aerospace information at: [www.wtb.wa.gov/aerospace.asp](http://www.wtb.wa.gov/aerospace.asp).
- **Microsoft e-Learning**—the number of individuals taking advantage of the availability of Microsoft e-Learning through WorkSource keeps growing. Nearly 20,000 individuals have now started one or more courses and 7,328 have completed at least 75 percent of a course. The Certiport testing sites ended in February 2012, with a total of 91 specialist certifications. The number of secondary students engaged in the Washington IT Academy Program has been increasing rapidly: 9,974 students have attempted Microsoft Office Specialist exams, and 2,733 have been certified. 215 students have attempted Microsoft Technology Associate exams, and 112 have been certified. Examples of Microsoft Office Specialist exams are PowerPoint, Excel, and Word. Examples of Microsoft Technology Associate exams are Windows Operating System Fundamentals and Networking Fundamentals.
- **Career Bridge** ([www.CareerBridge.wa.gov](http://www.CareerBridge.wa.gov)) is a nationally recognized state website featuring over 5,500 Washington education programs, along with an online career quiz and state labor market data that shows how much jobs pay and whether they’re in-demand. In the spring of 2012, Career Bridge was updated to provide easier access to state labor data and allow users to save education and career searches to a personal dashboard. The site also provides Performance Results for thousands of education programs—giving consumers a “report card” on how many students completed a program, if they got a job and how much they were paid. The site won a National Innovation Award in 2010 from the Council of State Governments.

**Desired Outcomes**

Washington’s WIA Title I-B and Wagner-Peyser Act Performance Indicators and Goals are presented in Table 1 below:

**Table 1 – WIA Title I-B and Wagner-Peyser Performance Indicators and Goals**

Table 1 reflects indicators and goals for federal measures only.

Measure	PY 12 - Target
<b>Adult:</b>	
Entered Employment Rate	75.9%
Employment Retention Rate	84.5%
Average 6-month Earnings	\$13,700

<b>Dislocated Workers:</b>	
Entered Employment Rate	81.1%
Employment Retention Rate	88.0%
Average 6-month Earnings	\$19,000
<b>Youth Common Measures</b>	
Placement in Employment or education	66.0%
Attainment of a Degree or Certificate	74.3%
Literacy and Numeracy Gains	49.0%
<b>Wagner-Peyser:</b>	<b>PY 12 - Target</b>
Entered Employment Rate	58.0%
Employment Retention Rate	83.5%
Average 6-month Earnings	\$15,462

Note: The rationales for Washington’s proposed WIA Title I-B and Wagner-Peyser performance goals in Table I can be found using the following links:

[www.wa.gov/esd/1stop/docs/WIA\\_TargetRevisionsProposedforPY12.docx](http://www.wa.gov/esd/1stop/docs/WIA_TargetRevisionsProposedforPY12.docx)

[www.wa.gov/esd/1stop/docs/Wagner-Peyser\\_PerformanceTargetRationale-WashingtonState.docx](http://www.wa.gov/esd/1stop/docs/Wagner-Peyser_PerformanceTargetRationale-WashingtonState.docx)

*High Skills, High Wages 2102* contains a Performance Accountability chapter describing Washington’s desired outcomes for Washington’s workforce development system:

[www.wtb.wa.gov/highskills2012.asp](http://www.wtb.wa.gov/highskills2012.asp)

This performance accountability section describes Washington’s Performance Management for Continuous Improvement (PMCI) initiative, the desired outcomes and performance measures for the workforce development system, data collection and reporting, and state core measures and statewide program performance and targets for WIA Title I, Secondary Career and Technical Education, Postsecondary Career and Technical Education, Adult Basic Education, Division of Vocational Rehabilitation, and the Department of Services for the Blind.

## Washington’s State Core Measures

### *Employment or Further Education*

- a. **Programs Serving Adults:** Percentage of former participants with employment recorded in UI and other administrative records during the third quarter after leaving the program.

**b. Programs Serving Youth:** Percentage of former participants with employment or further education as recorded in UI, student, and other administrative records during the third quarter after leaving the program.

### *Earnings*

Median annualized earnings of former participants with employment recorded in UI and other administrative records during the third quarter after leaving the program, measured *only* among the former participants not enrolled in further education during the quarter.

### *Skills*

Percentage or number of program participants leaving the program that achieved appropriate skill gains or were awarded the relevant educational or skill credential based on administrative records.

### *Customer Satisfaction*

**Former Participant Satisfaction:** Percentage of former participants who report satisfaction with the program as evidenced by survey responses.

### *Employer Satisfaction*

Percentage of employers who reported satisfaction with new employees who were program completers as evidenced by survey responses to the biennial survey conducted by the Workforce Board. (For all WIA participants; not calculated separately for youth, adult, or dislocated workers.)

### *Return on Investment*

**a. Taxpayer Return on Investment:** The net impact on tax revenue and social welfare payments compared to the cost of the services.

**b. Participant Return on Investment:** The net impact on participant earnings and employer provided benefits compared to the cost of the services.

Table 2 shows the state core measures, targets, and results for WIA Title I-B. Included in the table are the actual WIA Title I-B results for the last three years and the expected levels of performance for the next year.

The Workforce Board establishes performance targets for each of the state and federal core measures for WIA Title I-B for the state's 12 Workforce Development Councils. The expected levels of performance depend on local economic conditions and the demographic characteristics of participants served. To adjust for such factors, the Workforce Board applies multiple regression models to expected local levels of performance. For example, the Workforce Board

lowers the performance targets for a local area to the extent that its program participants have demographic characteristics indicating that participants are harder to serve than the state average. The local council and Chief Local Elected Official(s) may request changes to the performance targets and may introduce data not considered by the models.

**Table 2**  
**State Core Measures for WIA Title I-B**

*Exiters*      *Exiters*      *Exiters*  
07-08      08-09      09-10

	Performance					(Proposed) Targets
WIA Youth	Previous Survey	2009	2010	2011	2012	2013
Employment or Further education			73.1%	82.4%	78.4%	77.1%
Earnings			\$10,124	\$10,275	\$10,537	\$10,572
Skills						Pending
Participant Satisfaction	93.3% (2008)			96.0%		95.0%
WIA Adults	Previous Survey	2009	2010	2011	2012	2013
Employment			76.4%	77.3%	74.9%	75.3%
Earnings			\$21,292	\$21,195	\$21,113	\$21,345
Skills						Pending
Participant Satisfaction	90% (2008)			90.0%		90.0%
WIA Dislocated Workers	Previous Survey	2009	2010	2011	2012	2013
Employment			83.2%	83.1%	80.7%	80.9%
Earnings			\$29,941	\$32,566	\$31,727	\$31,800
Skills						Pending
Participant Satisfaction	90.9% (2008)			88.0%		90.0%

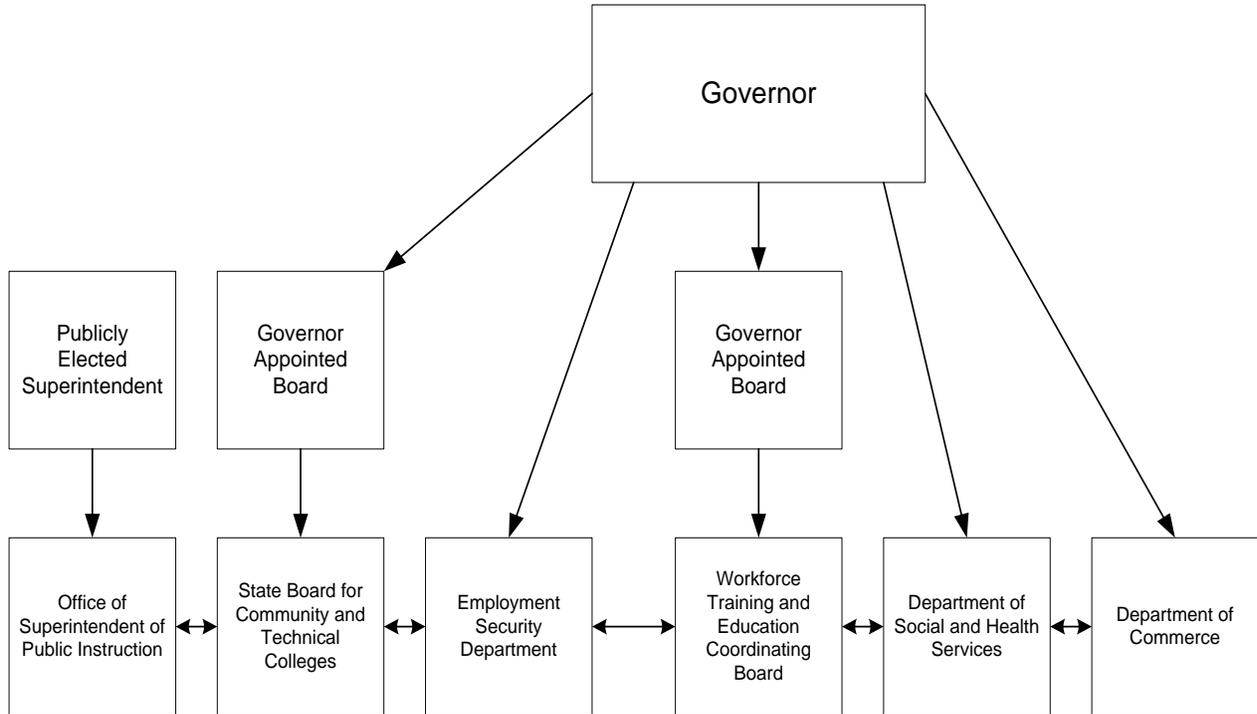
	Previous Survey	2010	(Proposed) Targets 2013
Employer Satisfaction with WIA Program Completers	54.8%	57.3%	83%

Detailed information on core measure definitions is included in the Performance Accountability Chapter of *High Skills, High Wages 2012-2022* at: <http://www.wtb.wa.gov/highskills2012.asp>

## Section II

### Washington's WIA Title I-B and Wagner-Peyser State Operational Plan

#### Overview of the Workforce System



The workforce development system consists of programs and services that prepare people for employment. There are 16 programs defined in state statute and Executive Order 99-02. These programs focus on preparing individuals for jobs that do not require a Baccalaureate degree, about 75 percent of all jobs in Washington.

#### State Workforce Development System (16 programs)

(RCW 28C.18, RCW 50.12, and E.O. 99-02) State and Federal Funding Combined Totals

State Board for Community and Technical Colleges	Postsecondary Technical Education	193,943,251
	Worker Retraining Program	39,759,100
	Job Skills Program	2,275,000
	Customized Training Program	2,331,470
	Adult Basic Education	91,445,316
	<b>Subtotal</b>	<b>\$329,754,136</b>
Office of Superintendent of Public Instruction	Secondary Career and Technical Education	393,898,001
	Even Start Family Literacy Program (program ended)	<b>0</b>
	<b>Subtotal</b>	<b>\$393,898,001</b>

Employment Security Department	Workforce Investment Act (WIA) Title I-B Dislocated Workers Program	22,715,887
	WIA Title I-B Adult Training Program	15,738,264
	WIA Title I-B Youth Activities Program	16,959,549
	Training Benefits Program (Supplemental UI Benefits)	varies
	Wagner-Peyser	14,676,520
	<b>Subtotal</b>	<b>\$70,090,220</b>
Department of Social and Health Services	Division of Vocational Rehabilitation (DVR)	55,000,000
Department of Services for the Blind	Vocational Rehabilitation for the Blind (DSB)	11,507,665
	<b>Subtotal</b>	<b>\$66,507,665</b>
Workforce Board	Carl D. Perkins Technical Education	631,885
	Private Vocational Schools Act	269,421
	<b>Subtotal</b>	<b>\$901,306</b>
Department of Labor and Industries	Apprenticeship	1,558,832
	<b>Total Public Funds</b>	<b>\$862,710,161</b>

Other programs are not included in the state statute and executive order but are related to the workforce development system since they also prepare individuals for employment.

#### Related Workforce Development Programs:

- Washington’s Temporary Assistance to Needy Families (TANF) Work Program (WorkFirst)
- Senior Community Service Employment Program (SCSEP)
- Juvenile Corrections Education
- Refugee Assistance Program
- Employment and Training for Migrant and Seasonal Farm Workers
- Trade Act-Trade Adjustment Assistance Program
- Washington Service Corps/AmeriCorps
- Job Corps
- Washington State Business Enterprise for the Blind
- Washington Conservation Corps
- Community Service Block Grant Program
- Department of Transportation On-the-Job Training Program
- Claimant Placement Program
- Disabled Veterans Outreach Program
- Local Veterans Employment Representatives

Key roles of system partners as outlined in Washington’s Workforce Compact include, but are not limited to:

- The core business of secondary career and technical education, community and technical colleges’ adult education and workforce education programs, and private colleges is education and training.

- The core business of the WorkSource System is to meet the needs of employers and individuals through assessment, career and education counseling, training referral, job search assistance, job development, and job referral.
- The core business of the Employment Security Department (ESD) is to fill employer job openings with well qualified job seekers and to mitigate the negative consequences of unemployment. The ESD is the Governor's designated WIA Title I-B grant recipient.
- The core business of the Division of Vocational Rehabilitation and the Department of Services for the Blind is assessment, career and education counseling, training referral, job search assistance, physical and mental restoration services, assistive technology, job development, and job referral for individuals with disabilities who require vocational rehabilitation services in order to be employed.
- The core business of the Workforce Development Councils is to convene workforce development partners and stakeholders at the regional level in order to assess skill gaps, to develop the region's workforce development system plan in coordination with economic development, to serve as the regional performance management entity for workforce development, and to facilitate interagency projects and programs.
- The core business of the state Workforce Board is to coordinate policy and planning for the workforce development system, to evaluate results, and to facilitate demonstration projects testing new ideas.
- The core business of the Washington State Apprenticeship and Training Council and the Labor and Industries Office of Apprenticeship is to foster the apprenticeship training system, in Washington by developing and monitoring registered apprenticeship programs, promoting apprenticeship as a skills development system for employers as well as a postsecondary training choice for individuals.
- The Association of Washington Business will participate through representatives on the Workforce Board to provide a voice for business in guiding the policies, plans, and programs of the workforce development system.
- The Washington State Labor Council, AFL-CIO will participate through representatives on the Workforce Board to provide a voice for labor in guiding the policies, plans, and programs of the workforce development system.

### **State Board**

The Washington State Legislature established the Workforce Training and Education Coordinating Board (Workforce Board) in 1991. In 1999, the former Governor issued Executive Order No. 99-02. Section 1 of the Executive Order directs the following: the Workforce Board shall act as the Workforce Investment Board for purposes of the federal WIA of 1998. In this capacity, the Workforce Board coordinates and aligns the resources and policies for WIA Title I-B programs and supports integrated service delivery. For a contact list of Workforce Board staff, go to [www.wtb.wa.gov/AboutUs/Contact.asp](http://www.wtb.wa.gov/AboutUs/Contact.asp).

The Workforce Board assists the Governor by performing the functions listed in WIA Section 111(d) which include:

- Developing and maintaining a state strategic comprehensive plan using a broad collaborative process.

- Reviewing and making recommendations to the Governor concerning the operating plans of the agencies that administer programs of the state workforce development system to ensure consistency with the state strategic comprehensive plan.
- Developing and implementing a performance management system for workforce development, including the evaluation and data responsibilities described in RCW 28C.18 and the performance accountability system described in P.L.105-220, in partnership with the operating agencies and local WDCs. The system shall be built upon policies, processes, and interagency agreements that embody the state's Performance Management for Continuous Improvement system. Assessing the workforce development system using this performance management system (Executive Order 99-02)
- Developing linkages in order to assure coordination and non-duplication among the WorkSource programs.
- Reviewing local area Strategic Plans and WIA and Wagner-Peyser Plans and recommending local plan approval to the Governor.
- Serving as the state's designated eligible recipient agency for the Perkins D. Perkins Career and Technical Education Act of 2006. Developing the State Perkins Plan.
- Recommending to the Governor the designation of Workforce Investment Areas.
- Recommending to the Governor the certification of local Workforce Development Councils (WDCs).
- Recommending to the Governor, through this plan, the allocation formulas for the distribution of funds for WIA Title I-B Youth Activities Grant and Adult Employment and Training Grant.
- Preparing an annual WIA Title I-B Program report to the U.S. Secretary of Labor including information on the status of the state evaluations for the workforce development system.
- Assisting the Employment Security Department in its work to develop a statewide employment statistics system.
- Developing possible future applications for incentive grants available under WIA Sec. 503. Establishing an incentive fund for the workforce development system and recommending to the Governor criteria for rewarding local WDCs and programs that produce exemplary results.

The following is a description of how the Workforce Board carries out its function as State Workforce Investment Board for purposes of Title I-B of the Workforce Investment Act.

As the state's WIA grant administrator, ESD formulates the majority of operational WIA Title IB program and system policies. There are strategic WIA Title I-B policies, which are formulated by the Board through a statewide inclusive and collaborative review and comment process. Examples of these include guidelines for developing WDC local plans, state's criteria for local Council certification, performance criteria for the state's Eligible Training Provider list, and the state's criteria for the use of WIA Section 503 performance incentive funds. These type policies are reviewed at scheduled Board meetings. Board meeting announcements are e-mailed to over 114 individuals and groups. Meeting notices, Board packet materials, and drafts of proposed WIA policies are posted on the Workforce Board's home page and included in an electronic newsletter to inform the public of Board activities. Over 3,100 individuals and groups receive the Board's electronic newsletter.

The Workforce Board schedules time at Board meetings to review strategic WIA policies, to hear from staff on the reasoning for the policy, and to get grounded on the purpose of the policy before action is taken. The Workforce Board meets at a later date to adopt a motion to approve the policy. When considering policy, Board members consult with their own constituency groups, that is, with business members of the Association of Washington Business, labor leaders including the Washington State Labor Council (AFL-CIO), school district superintendents, college presidents and college workforce deans, WorkSource managers, state advisory councils, community-based organizations, and other leaders. The Workforce Board's Interagency Committee (IC) initially meets to offer comment on early WIA policy drafts prior to Board's policy information meeting.

***State Board Membership Composition:***

In accordance with RCW 28C.18.020, the Workforce Board consists of nine voting members appointed by the Governor with the consent of the Senate, as follows: three representatives of business, three representatives of labor, the Superintendent of Public Instruction (OSPI), Executive Director of the State Board for Community and Technical Colleges (SBCTC), and the Commissioner of the Employment Security Department (ESD).

The Chair of the Board is a nonvoting member selected by the Governor to serve at her or his pleasure. The Chair shall appoint to the Board one nonvoting member to represent racial and ethnic minorities, women, and people with disabilities.

Currently serving as the Chair of the Board is the Vice President of Gordon Thomas Honeywell. Representing business on the Board is the President of the Association of Washington Business, the President of the Slade Gorton International Policy Center, and the General Manager of Microsoft Learning. Representing labor on the board is the President of the Washington State Labor Council AFL-CIO, the Executive Secretary-Treasurer of the Spokane Labor Council AFL-CIO, and the Executive Secretary of the Seattle Building and Construction Trades Council. The Board also has a seat for an individual representing Targeted Populations. Representing Local Elected Officials on the Board is the Executive Director of the Spokane Area Workforce Development Council and Chair of the Washington Workforce Association. Ex-Officio members: Executive Director of SBCTC, Superintendent of Public Instruction and Commissioner of ESD. Other participating officials: Secretary of the Department of Social and Health Services (DSHS) and Director of the Department of Commerce.

Supporting the work for the Board as an alternative entity (20 CFR 661.210) is the Board's Interagency Committee (IC). The IC is a working group of staff who are the representatives to Board members and to other agencies and entities in the state's workforce development system. Goals of the IC meetings: (1) preparation for informed board member discussions; (2) a more collaborative and coordinated approach to attending to our state's workforce issues and needs; (3) identification of new opportunities for coordinated leadership; and (4) to have all relevant workforce partners represented and prepared to discuss issues and share ideas at scheduled meetings.

IC is comprised of the following members:

- Workforce Board, Executive Director, IC Chair
- Workforce Board, Deputy Director
- Washington State Labor Council (AFL-CIO), designee for the Board member
- Association of Washington Business Institute, Strategic Consultant
- Governor's Executive Policy Office, Executive Policy Advisor
- ESD, designee for the Board member
- DSHS, Division of Vocational Rehabilitation (DVR) representative
- SBCTC, Adult Basic Education Office
- SBCTC, Workforce Education
- Washington Workforce Association
- Student Achievement Council
- Department of Commerce
- Private Vocational Schools Federation
- Labor and Industries/Apprenticeship
- OSPI Career & College Readiness Unit
- Department of Services for the Blind

Staff of the Workforce Board meets with staff from the Office of the Governor to review WIA policy drafts and to seek advance comment on Board recommendations for Governor approval for local area Council certification, local area plan approval, and state plan approval.

Workforce Board and ESD staff meet with the 12 WDC directors at the latter's Washington Workforce Association meetings to discuss WIA policy drafts and state WIA guidelines/criteria to seek their advice in policy formulation.

The Workforce Board prepares an annual report to the Washington State Legislature on the progress of the state's operating agencies and the 12 WDCs in implementing the strategies in *High Skills, High Wages 2008-2018: Washington's Strategic Plan for Workforce Development*.

***Public Access to Workforce Board Meetings and Events:***

The Workforce Board held eight board meetings in 2011 and will have held seven board meetings in 2012. All of these meetings are open to the public at locations that are American Disability Act accessible. The Board abides by the State Open Public Meetings Act. A meeting announcement is e-mailed to over 114 individuals and groups. Meeting notices are posted on the Workforce Board's home page as well as included in an electronic newsletter to inform the public of Board activities. Over 3,100 individuals and groups receive the Board's electronic newsletter. The Workforce Board membership list, meeting materials, and minutes are posted for public access at [www.wtb.wa.gov/WorkforceBoard.asp](http://www.wtb.wa.gov/WorkforceBoard.asp).

All meeting notices include the following message: "People needing special accommodations please call the Workforce Board at least ten days in advance at (360) 753-5677." Minutes of Workforce Board meetings are available upon request. Minutes as well as other Workforce

Board publications are made available in alternative format upon request. Board meetings are occasionally televised for public viewing through TVW, the state's public affairs television network.

The Board holds statewide planning meetings and community forums to get broad input on goals, objectives and strategies for Washington's workforce development system. For example, in April and May 2012, the Board hosted two meetings each for a *Multiple Pathways for Initial Careers* work group and a *Multiple Pathways for Workers and Employers* work group. Leaders representing industry associations, economic development councils, workforce development councils, school districts, community and technical colleges, community based organizations, the state's minority and tribal commissions, state workforce agencies, and the state's WIA migrant seasonal farm workers contractor were invited. These statewide sessions were well attended.

### ***WIA Section 503:***

Section 503 of Workforce Investment Act (WIA) authorizes incentive funding for states that exceed the "adjusted levels of performance" in WIA Title I-B and Adult Education and Family Literacy programs. A state that achieves 100 percent on the average for all the federal core indicators for each program is considered to have exceeded the adjusted levels of performance, so long as performance does not fall below 80 percent on any indicator. When Washington receives such an incentive award, the state allocates the funds to local areas that exceeded their expected level of performance in these programs, including performance on the workforce core measures, as well as on the federal core indicators. The Workforce Board identifies the size of the award for each year, manages the state's process for determining Section 503 utilization and submits the application for funding to the U.S. Department of Labor. ESD allocates the Section 503 funds. The funds must be used for system building activities, not activities that pertain only to a particular program, such as WIA Title I-B or Adult Education and Family Literacy.

### ***Local Workforce Development Areas:***

After a series of community meetings organized by the state Workforce Board, the former Governor, in consultation with Chief Local Elected Officials, established 12 Workforce Development Areas (WDAs) in 1998. The boundaries of the 12 WDAs remained unchanged from 1998 to 2006. On June 17, 2005, Governor Gregoire received a request from the Skamania County Commissioners to change the designation of Skamania County from the Southwest Washington WDA to the South Central WDA. The Executive Director of the state Workforce Board and the Commissioner of ESD, in coordination with the Skamania County Commissioners, held a public hearing in Stevenson, Washington on October 3, 2005. The wide majority of community members testified in support to realign Skamania County with the South Central WDA. On November 1, 2005, Governor Gregoire approved the request and the effective date of the change was July 1, 2006. Beyond the Skamania County change in 2006, there are no other plans at this time to re-designate the 12 areas. [www.wtb.wa.gov/WDCStrategicPlans.asp](http://www.wtb.wa.gov/WDCStrategicPlans.asp) provides an interactive link with information about the 12 areas.

Washington has not designated intrastate regions or interstate regions as defined in 20 CFR 661.290.

## **Public Review and Comment Process for the 2012-2016 State Integrated Workforce Plan**

On July 10, 2012, public notices were posted in both the Seattle Times and The Spokesman-Review newspapers inviting public review and comment on the draft 2012-2016 State Integrated Workforce Plan. On July 10, 2012, the draft plan was posted on the Workforce Board's website and the Workforce Board sent an electronic newsletter notice on July 11 to over 3,000 individuals and organizations encouraging public review and comment of the plan. Members of the Workforce Board and the members of the Board's Interagency Committee (IC) received an email inviting their review and comment. IC members discussed the plan on July 12, 2012. The Employment Security Department released notices to the 12 Workforce Development Council Directors, to ESD Area Directors, to the Washington Workforce Association, to agricultural and migrant seasonal farm worker stakeholders and others inviting their review and comment on the draft plan.

Comments received during the comment period were considered in the development of the final plan. Based on comments received, language was added describing the connection between labor market and demographic analysis sections in the plan and the state plan strategies. Language was added describing older worker initiatives. The Training Benefits narrative was revised to provide a more accurate picture of impact. New narrative was added to describe the state's policies to avoid duplication and to leverage resources. In response to local area input, the section on veterans' services was expanded to include other veterans' initiatives such as Gold Card.

Members of the state Workforce Board formally adopted the plan on July 25, 2012. On October 24, 2012, the state received U.S. Department of Labor Region VI staff comments on how to improve and expand the plan. This was followed by an October 26 teleconference where it was agreed that Washington could use this plan revision opportunity to incorporate the recently adopted High Skills, High Wages 2012 goals, objectives, and strategies into Section I.

## **WIA Title I-B and Wagner-Peyser Operating Systems and Policies Supporting the State's Strategies**

The role of Washington's WorkSource operating system is to deliver high quality services to job seekers and business customers. In 2009, Washington implemented the WorkSource Initiative Framework to coordinate the implementation of state strategies to meet system goals. The WorkSource Initiative Framework provided a vision and minimum statewide standards for an effective, efficient, and consistent approach to delivering services statewide and established expectations for roles and responsibilities of partners in the WorkSource System. This initiative led WDCs, ESD's Employment and Career Development Division (Labor Exchange), DVR, community and technical colleges and other local partners to collaboratively enhance customer access to integrated program services, improve job seekers' long-term employment outcomes, and deliver consistent, quality services to business customers.

Washington's policies supporting the coordinated implementation of strategies in our state's strategic plan are communicated in the Governor's Executive Order 99-02. Part 3.A of this Executive Order directs the state Workforce Board to develop and maintain the state WIA Title I-B Plan in a way that is aligned and consistent with the state's strategic workforce development

plan: *High Skills, High Wages* (RCW 28C.18). The state's Perkins Plan and the state's Adult Basic Education Plan are also to be consistent with *High Skills, High Wages*. This unified planning process is meant to better integrate federal and state employment and training programs. Executive Order 99-02 also directs the state Workforce Board to review plans of the local WDCs for consistency with *High Skills, High Wages*.

The principles, values, and design elements conveyed in the Workforce Board's *Washington Works: Strengthening the Workforce for Washington's Future* (January 2007) and the WorkSource Initiative Framework established the basis for the state to collaboratively design, develop, implement and deliver services to WorkSource customers. The framework acknowledged that the strengths each partner brings to the table maximize benefits to customers and that WDAs are in various stages of delivering integrated services to WorkSource customers. The state's coordinated implementation strategy for integrated service delivery includes shared responsibility for customers, a standardized customer flow through which customers receive services and are continuously engaged, and service delivery functions with staff working together to address customers' needs, regardless of the program or disparate funding streams.

The three major functional areas through which WorkSource services are delivered are front-end, skill development and employment, and business or employer services. In consultation with WDCs and partner agencies, Washington has established statewide standards and policies for each of these areas and other related integration policies.

With the deployment of the WorkSource Initiative Framework, Washington commenced the development of a series of service delivery policies and standards to assure coordination of and avoid duplication of programs and activities within Washington's WorkSource system. These policies cover topics on: front-end Services, assessment services, customer complaints, coordinated employer services, One-stop Operator, Memorandum of Understanding, and other skills and employment services.

### **Policies Supporting Coordinated Implementation**

The WorkSource System policies were created to provide a framework in which WorkSource Centers and Affiliate Sites could better support jobseeker customers and employer customers by implementing the following broad goals:

- Provide a more effective, consistent and efficient approach to delivering employer and job-seeker services;
- Focus on helping low-income, low-skilled populations obtain jobs and develop their skills to become economically self-sufficient; and,
- Serve customers jointly through the integration of services delivered by WDCs, ESD Labor Exchange and other one-stop partners.

Through these policies, the state required WDCs to develop procedural elements in order to drive local implementation of state strategies. To promote the timely and affective implementation of these strategies by June 30, 2012, the state issued a request for proposals.

The state recognized that many of these policy updates imposed costs on WDAs, and at the same time, many of these updates were delayed or impaired by resource constraints. In an effort to advance the performance of the One-Stop System, Washington invested over \$1 million of the State's 5% administrative funds for:

- Policy development and implementation assistance;
- Assessment of business practices for consistency with policy; and
- Implementation assistance for innovative strategies to surpass minimum compliance levels with policy.

A wide range of proposals were considered and accepted to meet the specific needs of WDAs in implementing state strategies. As ongoing technical assistance with the implementation of these new policies, the state provided two major seminars and several webinars to familiarize and help WDAs with development and implementation. The state also provides ongoing feedback and direction through monitoring.

In an effort to evaluate and ensure continuous improvement efforts, policy analysis began in January of 2011. Data sources reviewed included PY 09 and PY10 state monitoring reports, monitoring work papers, internal subject matter (SME) input, local operations plans, and direct input from WDAs. Additional research occurred for several policies, and this included baseline reviews for compliance with federal laws, federal regulations, and the state plan. In addition, a comparative analysis of the nine priority system policies was conducted to confirm the following: whether purpose/intent statements are clear; whether the policy supports the initiative framework; what are the implementation risks; and a recommendation for consolidations or updates of policy.

The review identified gaps, inconsistencies and overlaps among the newly released policies and existing policies that warranted further evaluation. As a result of the information obtained, Washington is focusing efforts on refining, streamlining and consolidating these policies in to a simplified suite of policy documents organized into three basic categories: Governance, Operations and Administrative.

Using the research and approach described above, a matrix was created that prioritizes policy modifications and development that will occur over the next few years. The considerations and criteria used for prioritization include the following:

- Level of risk posed to the system by the current policy status
- Opportunity to create efficiencies or new/enhanced funding streams
- Type of policy requiring action (i.e., foundational or cornerstone system policies such as the MOU policy versus program-specific policies)
- External drivers and factors; and the frequency and severity of monitoring findings relative to the policy

### ***Future Policy Development Efforts:***

In this future environment, policies will assist the WDC in its efforts to serve the entire local WorkSource System and customer pool, not just customers enrolled in a particular program. As part of an effort for continuous policy improvement, Washington is working to organize and implement policies in a manner that provides a structural framework for system oversight on the state and local levels, and creates an integrated and comprehensive basic service delivery model across the state. This future policy structure will occur over time through a schedule of policy projects with priority placed on efforts that remove unnecessary limitations and policy requirements.

To the extent possible, policies will be consolidated and issued by topic to establish clear relationships between concepts. As an example, there will be a single WorkSource performance measurement policy that articulates the performance management system in a logical manner – federal performance measures, state performance measures (state core measures) and local management indicators. Currently, there are three policies (two published and one in draft), and these policies do not exemplify a cohesive performance metric system.

Washington's WorkSource system policies should enable integrated service delivery, which essentially allows One-Stop staff members funded by different funding streams to serve customers in the most efficient and effective manner possible. The focus should be on providing all customers with the services necessary to meet their assessed needs rather than dictating service delivery based on funding streams. As an example, Washington is currently drafting an integrated customer complaint policy to integrate complaint processing among the WIA, Wagner-Peyser, and Trade Act programs in to a single flow. This policy presents extraordinary potential for streamlined service delivery through shared tools, resources, and customer flow. Currently, there are three separate policies, dictating three different processing flows.

Within this vision, state policies will guide WDAs by providing appropriate flexibility within federal regulations to encourage local innovation and operational control and to better integrate service delivery to customers.

Ultimately, ongoing monitoring of and technical assistance provided to local areas around the state's WorkSource Initiative Framework policy (Policy Number 1007) (<http://www.wa.gov/esd/1stop/policies/systems.htm>) and the subsequent suite of additional system policies and standards related to front-end service delivery, skill and employment services, employer services, one-stop operators, and memoranda of understanding will contribute to the leveraging of increasingly scarce system resources and avoidance of service duplication as it applies to the one-stop environment and the spectrum of local and state partners.

### **Aligning Apprenticeships Across Programs**

Washington's Workforce Compact established how the state's workforce would partner for performance. Under this compact, one of key roles of system partners includes its relationship with registered apprenticeships and how they align across various workforce development programs. This role states that the core business of the Washington State Apprenticeship &

Training Council and the state's Department of Labor and Industries Office of Apprenticeships is to foster the apprenticeship training system in the state by developing and monitoring registered apprenticeship programs, promoting apprenticeships as a skills development system for employers as well as a postsecondary training choice for individuals. Accordingly, the state's Labor and Industries Office of Apprenticeship and Training Council will partner with community and technical colleges, the WorkSource system, and the WDCs to promote registered apprenticeships. Washington State is expanding apprenticeship training opportunities and recruitment of employers who hire apprentices for traditional and non-traditional programs through the Department of Labor and Industries' Apprenticeship Training Council. The Governor and Legislature seek yearly General-Fund state appropriations to support the Registered Apprenticeship Program. Additional information about Washington's Department of Labor and Industries - Registered Apprenticeships & Training Council may be found at [www.lni.wa.gov/tradesLicensing/Apprenticeship/WSATC/default.asp](http://www.lni.wa.gov/tradesLicensing/Apprenticeship/WSATC/default.asp).

### **Rapid Response Services for Dislocated Workers**

ESD's Dislocated Worker Unit (DWU) oversees and supports statewide rapid response activities that are led locally by the 12 regional WDCs. The DWU is the focal point in assisting local rapid response teams, employers, and workers by providing resources such as funding, technical expertise and assistance, and labor market information. This unit is also responsible to ensure that statewide rapid response activities are provided to affected workers.

Affected employer contacts and other initial rapid response activities in major dislocation events, including (but not limited to) Worker Adjustment and Retraining Notification (WARN) notices and Trade Adjustment Assistance (TAA) petitions, are initiated by the State DWU. The State maintains administrative policies and procedures that support statewide rapid response assistance (<http://www.wa.gov/esd/1stop/policies/title1b.htm>).

The unit has developed and uses a rapid response communications strategy among the 12 WDCs, WorkSource (local One-Stops), the Washington State Labor Council, AFL-CIO, and other ESD divisions including the Unemployment Insurance (UI) Claims Center, and UI Policy and Non-Monetary Review. It also consults with state and local rapid response partners to formulate service strategies for carrying out rapid response activities for major dislocation events.

The DWU convenes Rapid Response Roundtable meetings two to three times a year with the 12 WDC rapid response coordinators to discuss rapid response strategies and share best practices. The DWU meets twice monthly with ESD divisional and other partners to coordinate TAA and related rapid response activity.

WDCs involve their boards and chief elected officials in the development of operational plans that reflect their current rapid response strategy for the coordination of resources and delivery of services. The 12 WDCs maintain their own local rapid response team and coordinates with the State DWU. The WDCs are responsible for the provision of rapid response services at the local level. The WDCs ensure that the State DWU is made aware of a substantial layoff, closure event, or the filing of a TAA petition when the WDC becomes aware of any such action.

Together the State DWU and local rapid response partner organizations assess the immediate needs of the employer and affected workers and formulate rapid response activity strategies. Local rapid response teams, the State DWU, the WDC, the employer, and if appropriate, labor representatives of the affected workers, plan for and deliver (on-site if possible) assistance for specific dislocation events. The State DWU sets aside funds to support local area rapid response activities. WDCs draw upon those set-aside funds to provide rapid response services as events occur.

The State DWU intends to re-publish the Red Flag Report starting in July 2012. The report will provide current information on recent, major layoffs and closures throughout the state of Washington as well as smaller layoffs and closures that may be significant to local areas and worth noting and sharing among leaders, partners, and other. It also includes information about current and planned services provided to the workers impacted by those events and an overview of the Washington State Rapid Response system. The report will be distributed quarterly to state management, the State workforce system, DOL, WDCs, and other interested parties. Because it will be disseminated to operators of multiple federal and state programs and because it will include analysis of current and planned service strategies, the Red Flag Report should also serve to identify potential gaps in service and spur collaboration and coordinated response to close those gaps.

#### **Integrating and Aligning Services to Dislocated Workers through Coordination of Trade Adjustment Assistance Act, WIA and Wagner-Peyser**

The state's approach to the integration and alignment of services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs is driven by policy, guidance, technical assistance, dissemination of best practices, and performance management and accountability.

Since 2005, as part of an intensive WIA/TAA/W-P Integration effort, TAA operational responsibilities are assigned to ESD's field operations branch. Staffs representing Employment and Career Development Division (ECDD) Trade Act staff members meet regularly with WorkSource Standards and Integration Division (WSID) Rapid Response and Trade Act administration staff and business systems staff from Information Technology Services Division (ITSD), who manage the SKIES case management information systems, to share information, discuss program issues, and strategize regarding service delivery issues.

In addition, regional technical assistance forums for all partners are conducted quarterly and include discussion and issue resolution on program integration. Central office staffs who represent the above divisions attend regional forums to provide briefings and training to local service delivery staff. Co-enrollment is always emphasized and encouraged during these technical assistance forums. This has been an effective way of better integrating services.

Our WIA/TAA monitoring/risk management team solicits information from local program operators relating to the level of WIA/TAA integration existing in each of the state's 12 WDAs and shares best practices information with local areas.

Rapid Response staff present information to employers and employees about the services available to workers after a layoff is announced, including those workers who are or might be certified for Trade Act services.

If it appears that a layoff could be the result of foreign trade or competition and might be eligible for Trade Act certification, Rapid Response presentations will include information on the process to petition for certification under the TAA and ATAA programs. Rapid Response staff members are well versed in WIA funded program eligibility as well as Trade Act program eligibility and effectively deliver Rapid Response services to either group.

WorkSource staff members are integral and active members of each of the 12 local Rapid Response teams. Active participation of partner staff in the planning and delivery of Rapid Response services ensures a seamless transition between Rapid Response and WorkSource core and intensive services activities.

As part of continued integration of Trade Act with WIA, TAA performance data is analyzed through the use of a Quarterly Management Review (QMR). The reports are based on “real time” (current) data derived from SKIES and summarize Trade Act performance regarding Participant Placement Rate and Participant Wage Recovery. These reports are sent to Employment Security Area Directors who are asked to submit a written response along with an action plan of steps that will be taken for improvement if an area's performance is not at least 95 percent of the target. Since the reports are based on real time data, local areas have the ability to immediately recognize and make adjustments in any areas where improvement is needed. Central office staff provides technical assistance to local areas where performance is failing to meet performance measures. Because many TAA participants are co-enrolled in WIA and WIA staffs provide reemployment services, copies of the QMR are also sent to directors of the local WDCs.

Trade Act staff participation in developing, planning and implementing the state’s Services Catalog and Common Measures policy and in training staff continue to be important factors in our integration efforts. The Common Measures policy provides guidance on the state's implementation of common measures relating to WIA, TAA, Wagner-Peyser, and Veterans Employment and Training Service, as well as WorkFirst and Employment Services programs. The Services Catalog lists and defines state level (“qualifying”) program services, including TAA, in our SKIES case management system and their relationship to Common Measure concepts and federal reporting.

The TAA program database is an integrated part of Washington’s case management system, SKIES, that tracks all customer information, including TAA financial data, in one common case management system accessible by TAA and WIA staff.

Lastly, in order to promote continued coordination between TAA and WIA, leverage TAA resources, and ensure quality training for TAA participants, the State will continue to require that its TAA program use the WIA-based Eligible Training Provider List (ETPL). Washington’s ETPL is designed to include evaluation of and performance standards to be met by each provider on the list. This process benefits program participants by ensuring that training dollars are spent

on the best quality training programs available and supporting the State's co-enrollment strategy. Co-enrollment of TAA participants in WIA allows both programs to be leveraged to provide a full complement of services to participants, including those unavailable under the TAA program (e.g., supportive services, needs related payments, etc.).

[Washington State WIA Policy Number 3640, Rev 2](#) (6/10/11) – “Eligibility and Priority for Services WIA Title I-B Adult Employment and Training Grant,” advises local service providers to coordinate the use of funding sources when enrolling individuals in intensive and training services funded through the WIA Title I-B Adult Employment and Training Grant. Service providers are to follow locally established policies, based upon this combined planning effort to coordinate the use of various grants, including Wagner-Peyser; TANF/ WorkFirst; Food Stamps; employment and training programs, state and federal adult basic education grants, vocational rehabilitation services, WIA Title I-B Adult Education and Training Grant, and many other training resources and financial aid grants. The state's current Trade Act policy encourages co-enrollment or multiple-enrollment in related programs to enable workers to receive needed services.

The Trade Adjustment Assistance (TAA) program provides federal reemployment benefits for workers who lose their jobs due to international trade. Certified workers may receive help looking for and relocating to a new job, as well as training for a new occupation.

The comprehensive benefits provided by the Trade Act make a new career a viable choice. Each trade-related layoff must be certified then a wide array of benefits becomes available.

### **Intensive Services and Benefits**

**Job-search allowance** - Travel costs to find a job in another community is covered at 90 percent up to \$1,250, when suitable employment isn't available in the commuting area.

**Relocation allowance** – Ninety percent of necessary moving expenses are covered if it's determined that there is no reasonable chance of finding a job in the commuting area and if the participant has obtained suitable employment in a new location. An additional lump-sum payment of up to \$1,250 also may be available to defray moving expenses. A relocation allowance may be granted only once.

**Training assistance** – A participant may attend up to 130 weeks of post-high-school training for a new occupation or industry. Approved training costs (up to a maximum of \$22,000 for a community or technical college degree and \$25,000 for an undergraduate degree) are covered in Washington if funding is available.

**Income Support** – Through a combination of unemployment insurance and Trade Adjustment Assistance (TRA), participants may receive benefits for up to 130 weeks through the following:

- Unemployment insurance, generally up to 26 weeks
- Basic TRA, for 52 weeks minus weeks of unemployment insurance received
- Additional TRA, up to 65 weeks.

- If needed to complete, TRA for up to 13 additional weeks.

**Health coverage tax credit** ~ TAA participants may receive a tax credit that covers a share of their health-insurance premiums. It can be received either as an end-of-year tax credit or as an advance payment. The IRS makes monthly payments covering 72.5 percent of a participant's insurance premiums directly to a qualified insurance plan.

Every effort is made to do a Rapid Response (RR) meeting with affected workers soon after a layoff is announced. When a Rapid Response orientation has not been held first, the information will be included in a combined RR/TAA orientation where workers are given information about Unemployment Insurance, Training Related Assistance (TRA) benefits, and Washington State's Training Benefits program.

A Trade Orientation includes an overview of available training benefits, including information regarding the WIA program, and other available training resources.

The enrollment process is sometimes started at the Trade Orientation, including the collection of initial information so that an assessment can be made of service and training needs of individual workers. A more thorough assessment is completed later, using a standard assessment tool called a World of Work Inventory (WOWI) for those interested in training. Staff may also use other valuable assessment tools during the intensive service phase. The assessment results are used to determine service and training needs of individuals.

The Trade Act of 1974 established a requirement for participation in training [20 CFR 617.19] in order to receive Trade Readjustment Allowances (weekly benefits) while in TAA-approved training. A waiver of the training requirement shall be issued to an individual only when a determination is made that training [20 CFR 617.22 (a)] is not feasible or appropriate at that time. Federal regulations establish six criteria that must be satisfied before a training plan can be approved.

## **CRITERIA FOR TAA TRAINING APPROVAL**

1. There is no suitable employment available for the participant (which may include technical and professional employment),
2. The worker would benefit from appropriate training,
3. There is a reasonable expectation of employment following the completion of training,
4. Training is reasonably available to the participant from either government agencies or private sources,
5. The worker is qualified to undertake and complete such training, and
6. Such training is suitable for the worker and available at a reasonable cost

The standards and rationale required to document the six criteria for approval of training and justification for when training is not feasible or appropriate are provided in Washington Policy Number 3065 Revision 1, effective 4/26/2011.

[http://www.wa.gov/esd/1stop/policies/documents/trade/Approval\\_of\\_Training\\_3065\\_Rev1.pdf](http://www.wa.gov/esd/1stop/policies/documents/trade/Approval_of_Training_3065_Rev1.pdf)

When possible, the individual is co-enrolled in TAA and WIA. WIA provides several important wrap-around services that ensure laid-off workers are able to access a complete menu of services to expedite reemployment. Extensive staff training has been provided to inform all partners about the benefits of co-enrollment to best utilize available resources.

### **Performance Accountability and Reporting**

During 2011, ESD's WorkSource Standards and Integration Division (WSID) led the development of a statewide performance dashboard reporting tool. The goal of the WorkSource System Dashboard is to provide meaningful data and analysis to system leaders by highlighting statewide and local area performance data from multiple programs (Wagner-Peyser, WIA, TAA and veterans programs) in a single document. Introduced in November 2011 for 4<sup>th</sup> quarter, program year 2010 data, the dashboard has facilitated conversations between the state's 12 local areas and ESD, leading to better-defined services and the elimination of redundant or unnecessary management indicators. This process will allow the WorkSource system to spend less time discussing what the numbers mean and more time using that information to develop better customer service strategies. We believe each of our customers – from DOL and our Governor to WDC board members and contractors and ESD senior leadership – can use the dashboard to speak the same performance language. Together, these common conversations will lead us to improving service delivery for all WorkSource customers in our state. The current dashboard, along with archived versions, is publically available on ESD's [Inside WorkSource](#) website and is also e-mailed out to a distribution list of state and local partners upon completion. WSID is responsible for reporting out on statewide performance trends at the agency's quarterly Government Management, Accountability and Performance (GMAP) meetings with the agency's senior leadership.

Conversations about which dashboard data is most useful and what it means has led to WSID's data integrity initiative. The team is engaging local staff through a series of local outreach visits to discuss the impact of data integrity issues on their areas' performance and how that performance impacts Washington's receipt of funding for local service provision. WSID is also performing systematic reviews of statewide services available through our SKIES case management system so that infrequently used, redundant or expired services are eliminated and the Services Catalog reflects the most current information.

Additionally, the state maintains the WorkSource Reporting Portal where local area management can access online copies of the statewide and local area preliminary and final Quarterly Common Measures Summary reports, Quarterly ETA 9090 reports, and their own local area's numerator and denominator supporting files. The portal views are limited based on security assignment, so that no area can see another's files, nor can any local area view the entire WIASRD file, which is accessible only to key Employment Security staff responsible for reporting data to DOL.

### ***Strategies for Using Quarterly Wage Data for Performance:***

ESD is responsible for submitting the official TAA, Wagner-Peyser, WIA and WIA-related grant reports to DOL on a quarterly and annual basis. WSID, along with the Information Technology

Services Division, has worked to automate the compiling of the WIASRD, LERS, and TAPR files for upload to DOL. The duties of report design; analysis, troubleshooting, and programming are shared between these two divisions to ensure that reports are submitted to DOL on time and accurately reflect program performance. To this end, the state's WorkSource Reporting Portal includes uploads of the preliminary statewide Quarterly ETA 9090 report errors and rejects so that WSID can work with local areas' SKIES super-users to correct errors prior to final file submission to DOL. This process also helps the team identify common issues that can be addressed through the provision of technical assistance.

Washington follows the applicable data sharing agreements when handling participant and wage information and conducts regular system audits and user reviews to ensure compliance with all federal and state confidentiality requirements.

### **Services to State Target Populations**

Policies, procedures, and resources are integrated to the extent appropriate and feasible to provide universal access to comparable employment, re-employment and training needs for all job seekers, including under-employed individuals, homeless, older workers, low income individuals, people with physical challenges, and other individuals with multiple barriers to employment and training.

As Wagner-Peyser funding diminished over the years and the workload and needs increased, the Washington State Legislature endeavored to bridge the gap in services by passing Washington's Special Employment Assistance legislation (RCW 50.62.010) to enhance the funding for re-employment services for Unemployment Insurance (UI) claimants. The claimant placement services provided by ESD under this legislation are funded by an employer tax surcharge.

The Claimant Placement Program provides funds to serve UI claimants that are considered older workers and long-term unemployed. A variety of job search and placement services are provided with these funds to supplement the Wagner-Peyser grant to the state, including workshops to teach job seekers career planning skills, resume writing, and job interviewing techniques, as well as providing referrals to jobs. Some of these resources have been used to provide services to Worker Profiled claimants identified as most likely to exhaust their unemployment. For selected profiled claimants, a UI Reemployment Orientation is mandatory.

For claimants, participation in the mandatory UI Reemployment Orientation is noted in Washington's integrated case management system known as SKIES. When a claimant fails to report, SKIES automatically notifies the Unemployment Insurance information system called GUIDE. Claimants receive an Advice of Rights notice and may be denied benefits for failure to report.

In addition to workshops, more personalized one-on-one services are provided through a variety of state funded programs. The programs are targeted to increase an individual's opportunities in the labor market through direct job referral activity, one-on-one review of job search activities, and development of individual job search plans. Web-based tools, such as an Employment and Economic Information website (<https://fortress.wa.gov/esd/employmentdata/>) and the Claimant

Progress Report were created by and used by state staff to help job seekers gain access to labor market and occupational information for job search purposes.

A new service delivery approach is the state's WorkSource Online Event Calendar, which was launched on October 15 in two of the state's 12 workforce development areas (Pacific Mountain and Spokane) giving customers 24/7 access to search and schedule themselves for local or statewide for workshops, job fairs, and other events to help their job search. It will be deployed statewide in December 2012.

### ***Claimant Progress Report:***

The automated Claimant Progress Report helps state employment service staff readily identify individuals who received unemployment insurance benefits in the previous week (continuing claims) and who have a work search requirement. The tool links staff to active claimants attached to each WorkSource center. It also provides detailed characteristics of individuals drawing UI benefits along with links to labor market information on the agency's Employment and Economic Information website and current information on local job openings from the agency's Go2WorkSource self-service website that match claimants' ONET occupational codes.

### ***Job Search Review:***

Job Search Review, Washington's version of the "UI eligibility review interview," is required by state law. The intent is to assure that claimants are complying with UI work search requirements. Claimants are required to contact at least three employers each week and document the contacts on a Job Search Log. When they file their weekly claim, they certify that they made and documented the three job search contacts.

Claimants are randomly scheduled for an interview to review their job search activity and to offer reemployment services. Information on the job search log can be verified with the listed employers. If a claimant does not understand the job search requirements or needs to expand the geographic area of their work search, the WorkSource staff person initiates a work search directive from the GUIDE system. Other potential issues, such as transportation or childcare limitations, are also reported to the UI TeleCenter. WorkSource employment services staff are trained to use several GUIDE screens to record information important to eligibility and other UI issues.

As part of the review process, state staff administers the unemployment insurance work test as required by §7(a)(3)(F) of the Wagner-Peyser Act. Claimants referred to suitable work by UI standards, are required to report the results of the referral to WorkSource. Feedback is also sought from WorkSource business team staff and a Report of Potential Claim Issue is e-mailed to the UI Telecenter if a claimant did not report to the employer or refused an offer of a job.

### **Serving the Employment and Training Needs of Individuals with Disabilities**

A variety of special initiatives and processes have been put into place to enhance and support services to persons with disabilities within the WorkSource system. Comprehensive accessibility

assessments for facilities, programs and electronic and information technology were completed for every WorkSource Center and many of the affiliate sites and staff training on their use was provided for staff in WorkSource Centers and affiliate sites. Ongoing staff training will be provided to keep staff informed on use of the technology.

### ***Disability Employment Initiative:***

Project Scope and Population Focus: The primary focus of this project will be to improve educational training and employment opportunities and outcomes of adults with disabilities who are unemployed, underemployed, and/or receiving Social Security disability benefits, in the participating WDAs (Snohomish County and Seattle-King County). The focus on adult jobseekers will allow the project to have the broadest possible impact across the spectrum of programs and services offered within the participating WorkSource Centers. The adult focus also offers the greatest opportunity to develop the Ticket to Work within the participating WDAs, and to demonstrate its potential as a funding stream to help sustain these services for jobseekers with disabilities going forward. The adult focus provides access to significantly larger numbers of ticket holders, and to ticket holders, whose employment goals are more likely to match the outcome goals of the Ticket to Work program.

The full-time Disability Resource Coordinators provided by this grant in the participant sites will serve as resources and facilitators to the one-stop staff and partners in providing welcoming, effective, and seamless services for jobseekers with disabilities. To expand the capacity and intensify the impact of this program each DRC will be supported by an AmeriCorps/VISTA member. DRCs will identify and respond to the information and training needs of WorkSource staff and partners through methods designed with the workload and scheduling pressures of the WorkSource in mind. They will complete the training and competency assessments necessary for certification as a Community Work Incentive Coordinator (CWIC), and participate in a continuing education program, including quarterly training sessions in conjunction with the state's WIPA programs.

Ticket to Work: ESD is an Employment Network with five ticket assignments, and it is currently participating in the One-Stop Ticket Success Pilot Project at two WorkSource Centers within the Pacific Mountain WDA. The business plan, customer flow chart and other model practices, the Department is developing and implementing through that Pilot project, will be the foundation for its Ticket to Work activities under the Disability Employment Initiative. Jobseekers with assignable tickets will be identified through monthly data matches with Social Security Administration records, and will be invited to WISE events conducted at the WorkSource Center, by the statewide WIPA Project, until the DRCs complete CWIC certification. The project will be selected, accepting assignments only when the employment goals and service needs are a good match.

Demand Side Partnership: The project will carry out a multi-pronged supply side initiative, in partnership with the Association of Washington Business (AWB), the state's Chamber of Commerce, with more than 7, 500 member businesses.

*Business Toolkits:* This partnership will provide businesses with a comprehensive toolkit on the incentives advantages and best practices related to recruiting, hiring and retaining workers with disabilities.

*Soft Skills Training and Certification:* The project will work with local businesses to develop specific, detailed descriptions of their soft skill requirements for new hires, and will utilize that information to develop an assessment and training program leading to the AWB endorsed Washington Work Ready certification of those skill sets in jobseekers with disabilities.

*Just-in-time Customized Training:* This partnership work with local businesses to identify future hiring needs, and respond to those needs by providing qualified applicants with disabilities. It will recruit at least one business with a projected need for multiple hires in a particular job and work with that business to develop and conduct at least one customized training program to deliver a pool of applicants with disabilities, recruited and referred through participating One-Stops, trained to the employer's specifications and available for the employer's projected recruitment date.

*Ticket to Work as Hiring Incentive & Employment Support:* AWB will become an Employer Network on behalf of its more than 7,500 member employers, and promote the Ticket to Work as an incentive to hire people with disabilities, and as a resource for reasonable accommodation, training, job coaches, or other supports. When a member business is ready to hire an individual with an assignable ticket, AWB will accept the ticket assignment, and provide funds generated through ticket payments to the employer.

Integrated Resource Teams: The DRCs will assist partners, and job seekers with disabilities in understanding, connecting with, and effectively utilizing available federal, state, and local resources essential in achieving and maintaining successful employment with this population, including assembling and staffing Integrated Resource Teams around those job seekers to ensure effective coordination among those programs and organizations, and promote braiding of resources and expertise to provide seamless service delivery in support of that jobseeker's employment goals.

***One-Stop Ticket Success Project:***

The Pacific Mountain Consortium Workforce Development Council was recruited by DOL's Employment and Training Administration and the Social Security Administration to pilot and assess practices related to the implementation of the Ticket to Work in a One-Stop environment. The two participating One-Stop Centers are Thurston County and Mason County. The practices implemented include electronic data matching to identify job seekers served by these centers who have assignable tickets, electronic filing of Individual Work Plans, and electronic payment tracking. The Consortium has also developed a partnership with the statewide Work Incentive Planning and Assistance program to hold outreach and education events at the centers for the job seekers identified through the data matches.

### ***DVR-ESD Joint On-the-Job Training (OJT) Pilot Project:***

In 2012, the Division of Vocational Rehabilitation (DVR), a part of the state's DSHS, teamed up with the Employment and Career Development Division (ECDD) of the ESD to launch a 12-month pilot project to test a collaborative service delivery model and determine if it effectively increases the number of DVR customers successfully placed and retained in permanent employment after the OJT.

The goal is for ESD to provide job placement and OJT services to up to 180 DVR customers referred by counselors at 14 DSHS/DVR locations across the state (Bellevue, Centralia, Kennewick, Kent, Moses Lake, Omak, Puyallup, SeaTac, Seattle, Shelton, Spokane, Tacoma, Tumwater, and Wenatchee). DVR customers are screened to verify that they are ready for immediate job placement consistent with their employment goals identified by the DVR case manager and shared with the ESD WorkSource specialist through the referral process. Upon referral, ESD counselors meet with DVR customers to conduct intake interviews and determine whether to accept the individuals for job placement and OJT.

In the course of providing the DVR customers with job placement, ESD helps the participants locate and apply for suitable job openings with employers who will agree to provide OJT if job offers are made and accepted, develop resumes and prepare for job interviews, and secure permanent employment. To ensure close coordination and communication is maintained throughout the project, DVR and ESD each designate state-level liaisons and site-based local-level liaisons to oversee and support successful project implementation.

### ***Development of an On-line Self-Assessment Tool for People with Disabilities:***

DVR launched an on-line self-assessment tool for individuals to learn if they are potentially eligible for services (<https://fortress.wa.gov/dshs/dshsroot/dvrform/SelfAssessmentStep1.aspx>). The self-assessment tool asks nine (9) questions and provides immediate responses to indicate if an individual is likely to meet DVR eligibility criteria. The self-assessment tool is housed on the DVR website and includes an on-line self-referral form that an individual may submit to schedule an appointment to learn more and/or apply for VR services. The "Go2WorkSource" website is linked with the DVR website and will redirect users directly to the online self-assessment tool if they want to learn more about DVR services. ESD and DVR are continuing to work on a process for directing appropriate individuals to the on-line tool that respects customer confidentiality and assures them that the goal is to effectively coordinate services rather than shuffle them from one service provider to another.

### ***Expanding Collaboration with the State's Division of Vocational Rehabilitation:***

A new service delivery strategy is being planned to increase the collaboration between the WorkSource system and DVR so individual with disabilities benefit from services provided through both the One-Stop and vocational rehabilitation systems. This strategy will improve services to unemployed workers with disabilities who are eligible for DVR services by better leveraging those services available under the Workforce Investment Act and other workforce development programs when eligible.

Partnering with DVR will more clearly define the role for staff that has a primary liaison relationship with WorkSource Centers. This will insure that DVR customers and other individuals with disabilities are better served by the WorkSource system.

In addition, DVR staff will serve on local WorkSource Business Service Teams to better market DVR job seekers to employers, develop and focus efforts on increasing employer awareness of DVR participants, and building on partnerships with WorkSource Centers and internal job development staff.

DVR will also play stronger roles on state and local Workforce Investment Boards to assure that DVR customers and other individuals with disabilities are better served through the WorkSource system.

***Information Clearinghouse to Assist in Employment of People with Disabilities:***

The Governor's Committee on Disability Issues and Employment provides an information clearinghouse for use by WorkSource partner staff, job seekers with disabilities, and employers. Clearinghouse services include the following:

- technical assistance, problem-solving, resource identification and development, and training related to improving access to services and outcomes for job seekers with disabilities
- facilities, programmatic, communications, and information technology accessibility assessments and corrective plans
- information on work incentives and benefits and other federal, private and state services available to assist persons of disability in their training and employment needs
- information on private, state, and federal incentive programs and services available to employers of people with disabilities

***Veterans with Services Connected Disabilities:***

The annual Jobs for Veterans State Grant, funded by DOL's Veterans Employment and Training Service requires that veterans with service connected disabilities and their eligible spouses receive intensive services to assist them in obtaining and retaining employment. The Disabled Veterans' Outreach Program (DVOP) representatives found throughout service areas provide these intensive services.

ESD has developed pathways with the state Department of Veteran Affairs' Vocational Rehabilitation and Employment (VR&E) Services to provide job seeking assistance prior to, during, and after the implementation of their VR&E Rehabilitation Plan. These pathways direct veterans to WorkSource for employment by forming a partnership between the VR&E Case Managers and Local Veterans' Employment Representatives (LVER) to secure and sustain suitable employment that meets the capabilities of the veterans.

## **Veterans' Services in the One-Stop Delivery System**

All members and partners of the One-Stop system actively serve veterans. Priority of Service is given to veterans and eligible spouses in all DOL funded programs with services given before or during times of limited funding in place of non-veterans. All WDAs have a local priority of services policies that address how local service delivery models are used to provide services to veterans and insure they are connected to the program that best meets their needs.

Tools such as the Post 9/11 Gold Card Program and the DOL'S web site, My Next Move for Vets, provides assistance in transferring military skills and experience into new civilian occupations. The passing of HB 1432, Veterans Preference in Hiring increased opportunities for employers to seek veteran candidates. This legislation gives non-governmental businesses the ability to offer preferences in their hiring practices to veterans. Modifications were made to Go2WorkSource.com so that job orders and the resumes of veteran job seekers may be flagged allowing for better job search/matching capabilities. Data collected on Unemployment Claims for Ex-Service members (UCX) is being used to engage recently exiting veterans with the one-stop system.

Use of the GI has increased significantly in Washington State with the number of veterans increasing from 11,000 in 2009 to over 21,000 in 2011. These numbers do not include the 99,000 veterans' nation-wide who will be receiving VRAP Grants for continued education and skills development for veterans whose GI Bill benefits have expired. For those veterans pursuing direct employment with an educational foundation the use of apprenticeships is highly encouraged. Washington State has a proven history of attracting veterans to apprenticeship programs as demonstrated by one trust who just started their eleventh class of a veteran only pre-apprenticeship program. This trust has already graduated over 130 veteran apprentices that earned advanced placement in the apprenticeship program and have been placed at work.

In addition to the full range of One-Stop services and programs veterans and eligible spouses also have access to veteran focused specialists supported by the Jobs for Veterans State Grant. Local Veterans Employment Representatives (LVER) and Disabled Veterans Program Outreach Specialists, (DVOP) provide services to veterans best served by staff that bring veterans focused services and connections.

The major role of the DVOP within the system is to provide intensive service delivery, through case management, to veterans with employment barriers with special emphasis on targeted groups such as minorities, females, economically disadvantaged, disabled (as cited above in the section on *Veterans with Service Connected Disabilities*), homeless, and incarcerated individuals. The major role of the LVER within the One-Stop delivery system is to provide business services to employers that will result in increased job opportunities for veterans through the job development process.

Both programs are measured by entered employment and job retention performance standards with the total veteran population and the disabled veteran population as the universe. Individual performance standards for LVERs and DVOPs include case management and staff-assisted placement of all veterans and disabled veterans, as well as job retention standards. In addition,

individual performance standards for DVOPs include staff-assisted entered employment and retention for all veterans and disabled veterans. Individual performance standards for LVERs include staff assisted entered employment and retention for all veterans especially recently separated veterans.

Joint Base Lewis-McChord, combined with Naval Bases Kitsap and Everett, makes this area home to the largest military complex on the West Coast. The Governor and the Legislature have placed an increased focus on services to veterans and spouses as large numbers of military persons, and their families, continue to return to Washington from active duty in Afghanistan and Iraq. Lawmakers passed several bills to serve military families, including efforts to help speed up the process of getting professional licenses for veterans and spouses moving to the state. Several special initiatives are underway to help returning veterans get back into the civilian workforce more quickly.

When appropriate, the DVOP will co-enroll veterans with other WIA based programs such as Dislocated or Adult to address skill-based, educational, or support services gaps. Significant job training opportunities along promising career pathways are vigorously promoted through WIA adult and dislocated worker programs.

### **Services to Youth**

WIA Title I-B Funds for youth services are allocated to local Workforce Development Councils (WDC) on a formula distribution basis. Youth service providers selected by WDCs work in partnership with WorkSource, employers, labor representatives, school districts, community-based organizations, and other local agencies to leverage funds and coordinate WIA youth activities and services. WIA youth service providers are responsible for making the following WIA youth services available to all enrolled youth:

1. Tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention strategies
2. Alternative secondary school services
3. Summer employment opportunities directly linked to academic and occupational learning
4. Paid and unpaid work experiences, including internships and job shadowing
5. Occupational skill training
6. Leadership development opportunities, which include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours
7. Supportive services
8. Adult mentoring for the period of participation
9. Follow-up services for not less than 12 months after completion of participation
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse and counseling and referrals

These major components of the WIA youth program serve as guiding principles to ensure that the needs of youth participants are met. The target population of the WIA youth program includes those both in-school and out-of-school, so services provided reflect the priorities of each of these unique populations.

Service strategies, developed by workforce providers, prepare youth for employment and/or post-secondary education through strong linkages between academic and occupational learning. The most important aspect is to focus on meeting the training, education and employment needs of youth as well as the needs of businesses for skilled workers. Washington's education reform is linking academic learning to the world of work through partnerships with local school districts, business, and community partners that prepare youth for careers, while addressing local employment shortages and growing talent locally for current and future needs.

To ensure the youth formula program addresses services to targeted most in need youth, the state established [WIA Youth Eligibility Policy 3638](#) which requires WDCs to serve youth who are age 14 to 21 and meet one of the following criteria:

1. Deficient in basic literacy skills
2. School dropout
3. Homeless, runaway, or foster child
4. Pregnant or parenting
5. Offender
6. An individual (including a youth with a disability) requiring additional assistance to complete an educational program or to secure and hold employment

The same state policy includes a requirement that WDCs maintain a local policy including a definition of the sixth criterion addressing “individuals who require additional assistance.” In addition to state policy, ESD will use a variety of operational approaches to ensure that comprehensive, integrated services are provided throughout the state to eligible youth, including those most in need.

Youth can access WorkSource core services that provide them with a wide range of information to help make informed decisions about training opportunities including opportunities for non-traditional employment. Maximum local flexibility is afforded WDCs in developing a design framework for local youth programs. The state requires that local WIA 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 multiple pathways for careers and a consideration of the assessment results for each youth.

Paid summer internships include an educational component requiring students to spend equal time in an educational environment to strengthen basic reading, writing, and math skills. To help young people succeed academically and in work, innovative programs are funded that utilize mentors, tutorial programs, and student portfolios.

The State provides technical assistance to local areas at risk of failing to meet youth performance indicators. Each quarter an assessment of each local area's performance is conducted and

technical assistance is tailored to meet specific needs of interpreting, managing, and measuring local area performance in serving youth.

State examples of strategies to engage and retain youth include:

**Washington Aerospace Scholars (WAS)** is an educational program for high school juniors across Washington. WAS emphasizes science, technology, engineering, and math and encourages students to consider careers in these fields.

**Year Up Puget Sound** is a one-year, intensive training program that provides low-income young adults, ages 18-24, with a combination of hands-on skill development, college credits, and corporate internships.

**Opportunity Grant and Partnership programs** were adopted in the 2007 legislative session through [House Bill 1096](#). The Opportunity Grant Program provides financial aid and other services to low-income students enrolled in high employer demand programs of study at a state community or technical college. The Opportunity Partnership Program provides industry mentors and relevant job experience to Opportunity Grant students. The State Board for Community and Technical Colleges has made a portion of the Opportunity Grant Program funds available to the Workforce Board for the Opportunity Partnership Program.

**Opportunity Internship Program: Work Experience Opens Doors** helps students gain work experience in high-wage, high demand fields and forge direct connections between what they are studying at school and the work world. In many cases, the Opportunity Internship Program is tied to Career and Technical Education (CTE) programs, enhancing CTE career exploration and hands-on learning by taking it to the next level – the workplace. More information is available at <http://www.wtb.wa.gov/OpportunityInternship.asp>.

**Dropout Prevention and Retrieval** legislation in 2010 further advanced Washington's dropout prevention, intervention and reengagement system. [SB 6403](#) directed the Office of the Superintendent of Public Instruction (OSPI), in collaboration with the [state-level workgroup](#), to design and recommend a comprehensive dropout reduction initiative. [HB 1418](#) created a statutory framework for a statewide dropout re-engagement system that provides education and services to older youth who have dropped out of school or are not expected to graduate from high school by the age of 21.

**Career and Technical Education** under the state's federal Carl D. Perkins Career and Technical Education Act grant helps educators better prepare students for the workplace through innovative teaching techniques and other strategies.

**The Governor's Best Practices Awards** for Workforce and Economic Development are the only awards in the nation that recognize programs and projects that demonstrate excellence and achievement in both workforce development and economic development. Links to youth projects that received awards (SODO Inc. and Healthcare Careers for Youth) are at:

<http://www.wtb.wa.gov/GovernorsBestPracticesAwards2011.asp#SODO>  
<http://www.wtb.wa.gov/GovernorsBestPracticesAwards2009.asp#Healthcare>

Finally, a 2010 document entitled “Wanted: Work Experience for Young Adults – A Report to the Legislature” provides a good summary of the needs of disconnected youth in Washington and offers many examples of coordinated youth services. The full report is available at <http://www.wtb.wa.gov/Documents/WantedWorkExperienceforYoungAdults.pdf>

### ***Unemployed and Disconnected Youth Focus:***

In December 2010, the Workforce Board prepared a report titled, *Wanted: Work Experience for Washington Young Adults: A Report to the Washington Legislature*. The report underscored the scale and impact of youth unemployment and disconnected youth, including the fact that young adults (18-24) in Washington experience the highest unemployment and greatest difficulty of any age group in getting a job and keeping it. The report also showed that the jobless rate for youth is historically ten percentage points higher than is it for adults and widened still during the Great Recession (<http://www.wtb.wa.gov/Documents/WantedWorkExperienceforYoungAdults.pdf>).

In response to this report, the Workforce Board established a Youth Unemployment Committee in May 2011 to develop policies and programmatic initiatives to address the unemployment issue among youth and young adults. The Committee consists of representatives from business, labor, education, social service agencies and apprenticeship.

Through this committee, the Association of Washington Business and Washington State Labor Council AFL-CIO partnered with the Workforce Board around a youth unemployment initiative proposed by the Committee, which led to a Workforce Innovation Fund application to support major components of the proposed initiative, which would provide work-based learning (WBL) experiences, including internships, to in-school students and disconnected youth and would involve the following:

- Review existing information on (and consider conducting a survey to gauge the extent of) employer involvement in WBL, including the extent of WBL, successes, best and promising practices, barriers, and how employment standards and liability issues are addressed.
- Develop materials for employers on providing meaningful, best practice WBL opportunities.
- Develop materials for schools and community-based organizations on engaging business and labor partners in developing WBL opportunities.
- Conduct a WBL marketing campaign to generate employer involvement.
- Develop an on-line information center for workplace learning, including best practices.
- Provide information about WBL opportunities as part of Navigation 101.
- Provide professional development and technical assistance to replicate best practices.

The Workforce Innovation Fund grant was not awarded, but state and local workforce development partners are committed to focusing greater attention on collaborating around the coordination and integration of service delivery to low-income, at-risk youth in Washington.

## **Wagner-Peyser Agricultural Outreach Plan for PY 2012 (July 1, 2012 to June 30, 2013)**

### ***Customer Needs Assessment:***

Washington is second only to California in average agriculture employment with 99,400 agricultural production and support workers (3% of the state workforce) servicing nearly 300 crops in 2011. The state ranks 14<sup>th</sup> in agricultural production, but the industry's significance to Washington's economy is far reaching, topping \$7.1 billion in raw products and as much as \$35 billion combined for the entire agriculture and food industry sector. Ensuring the adequate supply of labor to the agricultural industry continues to be a focus for the Employment Security Department (ESD) as it plans to continue vigorous outreach to growers and Migrant and Seasonal Farm Workers (MSFWs) for PY 2012 and beyond.

Farm labor is concentrated in the arid and sunny central and eastern regions of the state. Abundant irrigated acreage continues to develop around the Bureau of Reclamation's massive Columbia Basin Project, which allows for the production of high value and labor-intensive fruit crops. The cool lowlands on the western side of the state, mainly in Skagit County, have also seen modest growth in berries and nearly 90 other crops that merit outreach to ensure labor and farm worker needs are met.

MSFWs, in addition to other seasonal farm workers, comprise about 50 percent of the entire agricultural workforce in Washington. MSFWs are essential for a large part of Washington agricultural production and will continue to be needed, especially in July and September when seasonal employment can peak at more than 80,000 a month for cherries, pears, and apples.

### ***MSFW Enumeration in Washington State:***

One important issue for WorkSource and industry is the availability of seasonal farm workers in Washington. The PY 2011 Agricultural Outreach Plan offered an unofficial MSFW enumeration of 205,848. The most current enumeration study based on a *demand for labor model* done for Migrant Health Centers in 2000 arrived at an estimate of 176,044 MSFWs. ESD's unofficial estimate was not as rigorous, but relied on National Agricultural Statistical, Census and Wage data. Recently, the Northwest Regional Primary Care Association published a 2011 Farmworker Population Profile showing about a 30-70 split between 71,860 migrant and 157,400 seasonal farm workers in Washington for a total of 229,260 MSFWs.

### ***Agricultural Labor Situation:***

Through the lens of economics, farm "labor shortages" in Washington steadily declined from upwards of 6.6 percent in the summer of 2007 to no shortage reported through most of 2010. This would indicate an adequate labor supply at present to meet growers' needs. Average inflation-adjusted wages for agricultural workers were relatively flat between 2004 and 2010, which also tends to signify a balance between supply and demand.

A labor shortage reported in the summer and fall of 2011, peaking at 8.6 percent in September. The shortage was generally concentrated in Yakima, Chelan, Douglas, Okanogan, and Kittitas

counties. Part of the irregularity in 2011 was due to the cold, wet spring which pushed back the harvest date on several crops, resulting in an exceptional overlap of pear and apple varieties. WorkSource significant agricultural offices increased communications with growers to assess the day by day crop harvest conditions, and made all possible efforts to access traditional and non-traditional labor pools within communities affected.

While each season will bring its challenges, the agricultural industry, and WorkSource services to growers and farm workers, will grow in importance. One reason is Washington’s increasing importance as a key agricultural exporter to the rapidly expanding population in the Pacific Rim and beyond. Expanding business relationships to sell Washington produce in large part drives international initiatives to implement sustainable farming practices. One such standards group is Global G.A.P, which sets standards and issues certifications for farm producers worldwide. Common concerns across the world to ensure food quality, safety and environmental protection will have no small impact on farm worker skills in carrying out high quality farming practices. WorkSource, the National Farmworker Jobs Program grantees, and others that serve farm workers and keep up with industry skill requirements will need to better integrate services to achieve higher standards in the industry.

***Proposed MSFW Outreach Activities and Numeric Goals for Planned Outreach Contacts:***

Knowledgeable and resourceful MSFW staff in one stop centers and affiliates strengthen customer service in federally-designated significant WorkSource agricultural locations (Table 1).

**Table 1**

<b>WorkSource Office (City)</b>	<b>Serving Significant Agricultural Counties</b>	<b>MSFW Staff FTE</b>	<b>MSFW as a % of All Job Seekers</b>
WS Skagit (Mount Vernon)	Skagit, Whatcom	1.0	5%
WS Central Basin (Moses Lake)	Grant, Adams	2.0	30%
WS Okanogan County (Omak)	Okanogan/North Douglas	1.0	16%
WS Wenatchee Affiliate	Chelan/South Douglas	2.0	18%
WS Yakima	Yakima , Kittitas	1.0	12%
WS Sunnyside	Yakima	1.0	33%
WS Columbia Gorge (White Salmon)	Klickitat	1.0	13%
WS Columbia Basin (Kennewick)	Benton/Franklin	2.0	17%
WS Walla Walla	Walla Walla	1.0	6%
	<b>Total</b>	<b>12.0</b>	

WorkSource MSFW and business services staff along with the WIA 167 Migrant and Seasonal Farmworker program partner agency will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD’s mission to help Washington’s workers and employers succeed in the global economy by delivering quality services. As required by 20 CFR Subpart B, 653.101, WorkSource will ensure that MSFWs are offered the same range of employment services, benefits and protections, including counseling, testing and job training referral services, as are provided to non-MSFWs. To assure statewide compliance,

ESD will make every effort to achieve the federal requirements for “qualitatively equivalent and quantitatively proportionate services” to MSFWs.

As a form of engaging MSFWs in the WorkSource centers, MSFW outreach staff will make monthly reports to the State Monitor Advocate on their efforts to contact, inform, and educate MSFWs. These outreach efforts will include, but not be limited to, contacts with local public Spanish and English media such as television, radio, newspapers, classroom training sessions, community service agencies and organizations, churches, and places where MSFWs live, work or gather. Labor camps, employer sites, public housing, businesses and educational institutions will be included.

The majority of MSFWs are not reached through normal office intake activities. Resources are directed through ESD’s budget for specialized staff dedicated to outreach activities to MSFWs on a year-round basis in significant agricultural offices. In the middle of PY 2011, reduced budgets forced tough staff decisions (MSFW staffing levels fell from 15.0 to 12.0 FTE) that will impact performance for outreach-days into future program years.

**Table 2**

	PY 11-12 MSFW ESD Staff FTE	PY 2012 MSFW Planned Outreach Contacts		
		Mass Events Contacts	Individual/ Small Group Contacts	Total Outreach Contacts Planned
<b>WorkSource Significant Agricultural Office</b>				
<b>WDA 3</b>				
WorkSource Skagit (Mount Vernon)	1.0	300	510	810
<b>WDA 8</b>				
WorkSource Wenatchee Affiliate	2.0	544	1,080	1,624
WorkSource Central Basin (Moses Lake)	2.0	814	3,186	4,000
WorkSource Okanogan (Omak)	1.0	100	692	792
<b>WDA 9</b>				
WorkSource Yakima	1.0	1,100	550	1,650
WorkSource Sunnyside	1.0	735	736	1,471
WorkSource Columbia Gorge (White Salmon)	1.0	200	730	930
<b>WDA 10</b>				
WorkSource Walla Walla	1.0	700	350	1,050
<b>WDA 11</b>				
WorkSource Columbia Basin (Kennewick)	2.0	600	300	900
<b>TOTAL</b>	<b>12.0</b>	<b>5,093</b>	<b>8,124</b>	<b>13,227</b>

**Table 3**

<b>PY 2012 Planned/Projected MSFW Outreach Contacts and Outreach Days by Month and Office (Outreach Days = monthly outreach hours/8)</b>														
<b>WS Significant Ag. Office</b>	<b>Outreach contacts</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Total</b>
	<b>Outreach days</b>													
<b>Skagit</b>	Outreach contacts	100	100	50	50	50	50	50	50	60	75	75	100	810
	Outreach days	15	15	10	10	10	10	10	10	12	15	15	15	147
<b>Wenatchee</b>	Outreach contacts	90	90	90	90	90	72	72	132	90	350	350	108	1624
	Outreach days	15	15	15	15	15	12	12	12	15	18	18	18	180
<b>Moses Lake</b>	Outreach contacts	475	700	550	750	500	30	30	70	120	140	275	360	4000
	Outreach days	30	35	30	35	26	5	5	10	20	30	34	30	290
<b>Okanogan</b>	Outreach contacts	78	78	78	78	60	48	48	48	60	60	78	78	792
	Outreach days	13	13	13	13	10	8	8	8	10	10	13	13	132
<b>Yakima</b>	Outreach contacts	150	150	150	150	150	100	100	100	150	150	150	150	1650
	Outreach days	10	10	10	10	5	5	5	5	5	5	8	10	88
<b>Sunnyside</b>	Outreach contacts	100	130	150	150	111	100	100	100	100	130	150	150	1471
	Outreach days	8	10	12	12	12	8	8	8	10	10	10	12	120
<b>White Salmon</b>	Outreach contacts	130	100	150	100	60	40	40	30	30	50	50	100	880
	Outreach days	8	10	8	8	4	4	4	4	4	4	5	8	71
<b>Walla Walla</b>	Outreach contacts	150	100	150	150	50	50	50	50	00	100	100	100	1000
	Outreach days	7	8	6	5	5	3	2	4	5	5	5	5	60
<b>Kennewick</b>	Outreach contacts	120	100	120	120	20	20	20	20	80	80	100	100	900
	Outreach days	15	10	15	15	8	5	5	5	7	7	10	15	117
<b>Total Outreach Contacts</b>		<b>1393</b>	<b>1548</b>	<b>1488</b>	<b>1638</b>	<b>1091</b>	<b>510</b>	<b>510</b>	<b>600</b>	<b>690</b>	<b>1135</b>	<b>1328</b>	<b>1246</b>	<b>13127</b>
<b>Total Outreach Days</b>		<b>121</b>	<b>126</b>	<b>119</b>	<b>123</b>	<b>95</b>	<b>60</b>	<b>59</b>	<b>66</b>	<b>88</b>	<b>104</b>	<b>118</b>	<b>126</b>	<b>1205</b>
<b>Average PY 2012 Outreach Days Planned / MSFW FTE (1,205 / 12 FTE) = ~100 Outreach Days/FTE</b>														

**Services for MSFW:**

All MSFWs who visit a WorkSource center will be informed of the various types of employment and training services and other human services available in their community and in other parts of the state. MSFWs will be given a menu of various training options offered through the state-formula WIA programs, adult and youth, community colleges, and state agency programs.

Outreach proves most effective as WorkSource and its partners maintain and improve the menu of services MSFWs value. WorkSource direct employment assessment and placement is primarily tailored to MSFW needs through the expertise of ESD's MSFW staff in the nine

significant agricultural offices. Many MSFW's do not want to learn to do different jobs. They enjoy what they do and the seasons that go with farm work. However, many of their children may want to consider retraining or relocating.

WorkSource has had success partnering with the WIA 167 partner for joint employer-program sponsored vocational skills workshops such as pesticide license, ladder safety, etc. The training pathway for ESL, GED, and vocational training is primarily through partnering with the WIA 167 grantee and community colleges. Community colleges in agricultural areas continue to provide Integrated Basic Education Skills Training (I-BEST) for higher level ESL adults. The I-BEST model has dual instructors for language and vocational skills leading directly to a variety of certificates (e.g., CDL, welding, office technology) and agricultural or non-agricultural jobs.

To fill skill gaps, ESD has invested in statewide licenses for on-line work skills in KeyTrain and with Microsoft for access to its e-learning library. WorkSource Wenatchee is in its third year offering Spanish computer classes. This experience has introduced MSFWs to digital media and a new world of information – some for the first time in their lives. The computer classes have helped digitally-illiterate customers use computers and gain much needed keyboarding skills. Some have progressed to Microsoft Word and Outlook. Students are encouraged to attend Job Hunter workshops offered in Spanish. The plan is to continue the computer workshops in Wenatchee and other offices and integrate flexible work skills learning with other more traditional WorkSource services. The service strategy seems to be working as more MSFW males have been attending and progressing.

Concurrent enrollments with partner agencies and colleges are assessed for individuals who may benefit. A key partner in these efforts is the WIA 167 grantee, the National Farmworker Job Program (NFJP), which is currently the OIC of Washington. Their offices are located in key locations where agricultural activity is greatest and have some co-locations in One-Stops.

With PY 2011 staff reductions, the need for inter-Ag office communications and cross training is crucial. ESD headquarters, also affected by reductions, is encouraging decentralized training by available subject matter experts in the field. Strategic and operational partnerships will become more important. Partnerships will be fostered through statewide and local meetings to integrate services across organizations and facilitate events such as hiring or local MSFW resource fairs.

Services are also enhanced by one or more bi-lingual/bi-cultural labor exchange staffs in significant agricultural offices. This is particularly crucial because MSFW staff spend the majority of their time, especially during the six months of the growing season between April and October, providing outreach to MSFWs and agricultural employers in the field.

It is recognized MSFWs are a population that are difficult to serve due to barriers such as limited English proficiency and low educational attainment. In recognition of these barriers and in light of a reduced budget, ESD will continue to leverage key partnerships with organizations such as OIC of Washington, the state's WIA 167 grantee. These partnerships will play a critical role to ensure MSFWs continue to access more stable employment opportunities.

### ***Services to Agricultural Employers through the One-Stop System:***

Washington's governor responded to agricultural industry requests for improved communications with the Governor's Office, Department of Agriculture, and ESD. ESD is the lead for workforce-related concerns.

The ESD Commissioner conducts quarterly inter-agency calls with agricultural employers to help to keep lines of communication open between the department, other state agencies and growers on subjects such as H-2A, housing, crop conditions, and labor supply.

ESD also maintains a statewide Agricultural Services Unit (ASU) under the supervision of the Deputy Assistant Commissioner of Employment Programs. The ASU is comprised of a director and statewide MSFW/H-2A program coordinator.

Significant resources are also dedicated to providing nationally-recognized labor market products such as the annual Agricultural Workforce Report. A survey team in the Labor Market and Economic Analysis (LMEA) branch gathers quarterly employment and wage data for agriculture employers and workers and publishes monthly agricultural reports in season. Employment data for all employers and job seekers can be accessed at <https://fortress.wa.gov/esd/employmentdata/>

With the slow economic recovery, weather and market pressures, and exposure to labor supply and regulatory issues, agriculture industry services and MSFW services are ever present before department leadership. Workgroups regularly form both in central office and in the field to address strategic and operational concerns impacting both customer groups.

ESD used Recovery Act funds to build a more robust, one-stop integrated business services structure in the state's 12 WDAs. However, much of this added human resource has now evaporated. To retain as much of the gains as possible, ESD established a business services transformation team. Though not specifically chartered to address the needs of agricultural employers, the work products will influence agriculture-related business services. An example of this transformation is that agricultural job orders will also have to meet system-wide quality standards that have been established. The ASU is also requiring more careful selection of agricultural O\*NET codes to facilitate MIS job matching and performance analysis.

Agricultural employers may list a local, seasonal job order in the online self-service system at <http://Go2WorkSource.com>. However, employers are encouraged to place staff-assisted job orders--a more effective way to facilitate active recruitment.

More growers who have access to housing are choosing to use the H-2A program. Under H-2A, ESD places an intrastate clearance order and actively recruits U.S. workers interested in working under contract for the season. H-2A employers must hire all willing, able, qualified, and available U.S. workers who apply through 50 percent of the contract period. If more housing becomes available, it is anticipated that more growers will choose to use H-2A, despite the added costs and guarantees it requires for farm workers, to provide them with a stable, legal workforce.

As mentioned, local ESD staff have close working relationships with agricultural employers. These relationships are especially beneficial for communicating the need for workers day by day

during key harvest periods. In addition, members of the Washington State Farm Bureau, Washington State Clearinghouse, and Washington Growers League are in contact with the State office in Olympia where issues and concerns that have a statewide impact are addressed.

### **Services to Employers**

Washington employers are a primary customer for WorkSource. As the state's one stop system, WorkSource is striving to better coordinate services and training resources to meet rapidly changing workforce needs and sustain economic recovery.

Washington's WorkSource system of employment and training programs has matured since implementation of the Workforce Investment Act in 2000. WorkSource partnerships of program providers have become a network of support for business customers in league with our critical secondary and higher education partners. Our operations are retraining seasoned workers and preparing the next generation of skilled workers. We are succeeding in large part because of business, labor and government participation toward full employment for the state's diverse communities. Connecting business and industry representatives so that they have a voice in directing WorkSource resources at the local board level contributes to a prepared, skilled workforce for employers and has the ultimate goal of creating jobs and careers for workers and a stronger economy.

Workforce development areas, while adapted to varying local economic conditions, have in common staff assigned to conduct outreach to businesses. Their focus is to represent the resources of the local workforce development system to employers and to inquire about any immediate employment needs that WorkSource might be able to fulfill. Workforce development councils and business outreach staff in one stop centers strive to build relationships with businesses, and groups of businesses within industry sectors, to assess skill requirements and find ways to quickly respond to labor shortages. WorkSource partners are cognizant of the need to coordinate business outreach within the system at the staff level. At the local board level, the effort continues to coordinate education, economic development, community organizations and agencies to meet workforce needs. ESD state administrative staff provides tools, information, and resources to assist state workforce agency area directors, workforce development councils, and business services specialists to conduct effective labor exchange and affect workforce development.

Linked through the state's WorkSource comprehensive web site are a vast array of local, state and federal workforce development and related resources for businesses and job seekers. Labor market information (LMI) is a particularly rich source for employers needing workforce information and analysis. The Labor Market and Economic Analysis (LMEA) branch of ESD conducts ongoing research and posts regular reports on employment showing which industries and occupations are high-growth and high-demand. Hiring trends, job vacancy rates, career opportunities within the occupations, and other demographic information are readily accessible and used widely.

Washington is committed to helping employers have easy access to workforce information and resources. Businesses, as well as job seekers, have access to the 24/7 self-service

Go2WorkSource website. The website has become a comprehensive, on-line job exchange system that guides employers through the process of posting current job openings, reviewing resumes, and contacting qualified job seeker applicants and scheduling hiring events. A small cadre of help desk staff is dedicated to monitoring the public website, which normally has about 30,000 jobs posted on any given day and receives around 1.2 million hits a month.

In this planning cycle the State will continue to use program funds to expand the participation of employers in the State's workforce investment system through, though not limited to, the following:

- Conducting outreach to businesses marketing services in coordination with other one stop partners and representing access to referrals of qualified job seekers, including targeted groups, through WorkSource outreach staff
- Continuing implementation of the Workforce Board's Retooling Washington's Workforce initiative to improve job order clarity and screening processes system-wide for job referrals that can increase employer satisfaction and attract new employers
- Investing funds to modernize the Work Opportunity Tax Credit (WOTC) certification process to improve business access to the program and automate parts of the process for more efficiency and spur employment for target populations and job retention
- Refocusing Local Veterans Employment Representatives for outreach to businesses on behalf of employing veterans in a time of military downsizing when more employers are interested in attracting qualified veterans for their workforce
- Increasing coordination with the state apprenticeship agency, labor and business to support and develop pre-apprenticeship opportunities as pathways to apprenticeship
- Continuing to enhance Go2WorkSource.com; for example, *veterans preference* functionality that increases usability and options for businesses and job seekers
- Increasingly customize employer services for industry specific needs through targeted hiring events or workshops such as preparation for aerospace high demand jobs, new business openings, or seasonal agriculture hiring and safety training
- Marketing on-line with the support of ESD's Communications Office for occasions such as holiday hiring or major veterans hiring events
- Recruiting and initial screening for participation in WIA special projects to train for demand occupations, OJTs or customized training
- Increasing rapid response and pursuing National Emergency Grant funding to serve struggling businesses and dislocated workers
- Encouraging and assisting more job seekers to post resumes on Go2WorkSource.com to provide a deeper pool of talent for employers to recruit and hence attract more employers
- Increasing local participation in local business associations and community planning, which can foster new employer relationships leading to participation in local workforce investment systems

### **American Job Center Network**

Washington's state and local workforce development partners have analyzed the requirements of TEGL 36-11 (Announcement of American Job Center Network) and TEGL 21-11 Change 1

(Inclusion of the American Job Center Brand in 2012 State Workforce Plans). Toward this end, Washington proposes the following approach for its WorkSource system:

- ESD will add the American Job Center tagline to printed materials as they are revised and/or reprinted and will also place it on resource room desktops and WorkSource web sites.
- If its budget allows, ESD will produce clear window adhesives to place on or near the doors of WorkSource centers to identify them as members of the American Job Center network as an alternative to the considerable expense of replacing signage.
- If U.S. Department of Labor provides funding in the future to replace building signage, ESD will engage partners in a system discussion on whether and how to proceed.
- ESD will cite in news releases that WorkSource is a partner of the American Job Center network and do likewise in Unemployment Insurance materials that reference WorkSource services.

### **WIA Waiver Plan**

Washington previously requested and received approval for three WIA Waivers:

1. The 17 WIA mandated program performance measures are modified and reported using the federal common measures. This allows the state to report outcomes against one set of federal measures instead of two.
2. The competitive procurement requirement has been amended to allow use of seven of the ten youth program elements. This streamlines the program procurement procedures for service providers.
3. The prohibition against youth access to individual training accounts has been modified to allow older and out-of-school youth participants access to an account. As a result an additional avenue for accessing training services is offered to those who qualify.

In September, the Workforce Board engaged the Washington Workforce Association (WWA), which is a consortium of the state's 12 workforce development councils, in an initiative to research and recommend approvable waivers that might benefit the state's one-stop system. WWA endorsed continuation of the existing waivers, but requested extending until January 2013 the time deadline for recommending any new waivers. The executive Director of the WWA constituted a committee composed of directors from Spokane, Eastern, Tacoma-Pierce and Pacific Mountain Workforce Development Councils to assess any determine the need for additional waivers. Each Director will work with their local boards, community, business and labor leaders to make recommendations on any additional waivers to be requested. Their recommendations will be completed and submitted to the entire WWA membership in mid January.

As such, ESD, the administrative entity for WIA programs, and the Workforce Board, the State Workforce Investment Board for WIA, having consulted local partners and following this plan's

public review process, request a continuation of these three waivers from July 1, 2012 through June 30, 2017.

As part of the Operational Plan submission, Washington's new waiver plan, as required by 20 CFR 661.420(c) includes the following information in the format specified:

1. The seventeen (17) WIA mandated program performance measures are modified and reported using the federal common measures:
  - A statutory and/or regulatory requirement for which waiver is requested – Waiver of WIA Section 136(b) to permit implementation of, and reporting only for, the common measures in lieu of the current WIA statutory measures. This allows the state to report outcomes against only one set of federal performance measures instead of two.
  - Actions the state has undertaken to remove state or local statutory or regulatory barriers – There are no existing state or local statutory or regulatory barriers to implementing this waiver. The state has previously requested and has received approval to report only the common measures. This has simplified reporting and provides easier analysis between and among the programs.
  - Description of the goals of the waiver – The goal of this waiver is to simplify and streamline reporting with a singular reporting system for Workforce Investment Act, Wagner-Peyser Act and Trade Adjustment Assistance programs. If granted, this waiver will provide a common basis for performance analysis across all the programs.
  - Description of individuals impacted by the waiver – This waiver will have no adverse impact on individuals or systems.
  - The processes used to monitor implementation – As part of the WIA/W-P Integrated State Plan, all local workforce investment boards, business and organized labor affected by the waiver had an opportunity to comment on the waiver request during the thirty day public comment period. The public comment period was begun on April 2, 2012 and ended on May 2, 2012. Local boards, businesses, and organized labor were notified by email correspondence, notifications on the WTECB and ESD websites and public notification through press releases for network news and newspapers throughout the state. During this public review period, no comments were received.
2. The competitive procurement requirement to be amended to allow use of seven of the ten youth program elements. This streamlines the procurement procedures for youth service providers.
  - A statutory and/or regulatory requirement for which waiver is requested – WIA Section 123. Approval of this request will allow local workforce development councils to designate their One-Stop operators or youth service providers to perform three of the ten essential youth elements rather than procuring and contracting these functions out to

other entities. The three elements in question are (1) supportive services for youth, (2) follow-up services for youth, and (3) work experiences for youth.

Approval of this request would allow local workforce development councils to include these elements in the design framework of the local youth program. The requirements in WIA, Section 123 that eligible providers of youth services be selected by awarding a grant or contract on a competitive basis would not apply to these components of the design framework of the local youth program (20 CFR 664.400 (a)(4)).

- Actions the state has undertaken to remove state or local statutory or regulatory barriers – There are no existing state or local statutory or regulatory barriers to implementing this waiver. Washington has implemented WIA under federal law and has not included any additional requirements or limitations on the design of WIA Youth activities. Local workforce development councils have adopted state policies without any additional requirements or limitations.
- Description of the goals of the waiver – In *High Skills-High Wages*, which is Washington’s strategic plan for workforce development, Youth Objective 4 is to reduce unemployment rates among older youth, and improve their career prospects. Youth find that getting a job is harder without an employment history and it is the paid and unpaid work experience component of the youth program that is designed specifically to overcome this obstacle. Allowing the work experience component to be fully integrated into the work of the Workforce Development Council helps bring a solution to the youth who are most in need. The goals for the youth program under the waiver will be greater effectiveness, efficiency and continuity of services.

**Continuity:**

- Youth maintain a consistent counselor which improves connection and increases retention
- The fiscal agent also operates Adult program making co-enrollments more effective and administratively efficient
- Intra area labor market transfer of participants (when they move to a neighboring county) are simpler and streamlined

**Efficiency:**

- Procurement simplification saves admin money
- Fiscal agent providing these services allows for sharing costs such as space, accounting, etc.
- Shared program design increases information sharing and reduces duplication of program procedures
- Service provider monitoring is streamlined

**Effectiveness:**

- Direct line of communication with administration and program management increases accuracy, timeliness and quality of work
- Connects activities and service delivery area wide

In addition, the waiver is imperative to the WDC's ability to secure State Basic Education funds to deliver Dropout Reengagement activities.

### **State Basic Education Funds:**

SkillSource, fiscal agent for the North Central WDC, has developed contractual relationships with four local school districts over a 20 year period. SkillSource contracts with these school districts to provide basic education instruction to dropout youth. Basic Education funds pay for certified instructors and related costs. WIA youth funds provide eligible youth counseling/support, work based learning, and follow up. Separating the delivery of these vital services would jeopardize education completion, employment and placement for many local area youth.

Integration of State elements "career guidance and employment assistance and referral" with Federal "work experience and internship" requires the waiver. Without it, the "built on" efficiency with the State Elements (SE) and Design Framework (DF) is lost. As a result, much of the DF assessment & planning, and SE guidance and referral must be duplicated by the Work Experience contractor. Further, the connection to work-readiness instruction is weakened, along with vocational training or cooperative work experience instruction.

Contracting out these three important Federal Elements puts the State Education contract at-risk.

An even stronger reason for the waiver is the new Washington State Dropout Reengagement Program. WAC 392-700-085 defines Case Management as (1) academic advising, (2) career guidance, (3) employment assistance or referrals, and (4) referrals to social and health services. Case managers must be employed **by** the Agency and have at least a Bachelor's degree in related field or two years work experience counseling at-risk youth (WAC).

Federal funds are conserved to provide enhanced services beyond state basic case management services for impoverished dropouts. For example, Federal "paid work experience" builds on State "career guidance and employment assistance." Federal "support" works in conjunction with "referrals to social and health services" and "follow-up" builds on all the afore-mentioned activities.

Separating State Case Management from Federal Work Experience, Support and Follow Up rips apart this integration and diminishes the strength and effectiveness of joint service delivery. Delivered together by the same provider, this combination significantly increases the completion, credential and placement rates among impoverished dropout youth.

- Description of individuals impacted by the waiver – Individuals impacted by this waiver are older and younger youth customers. They will benefit by receiving a streamlined

array of services allowing greater coordination and implementation of individualized service strategies. With greater continuity and consistency, youth will receive complementary services enabling them to better address barriers and work toward fulfilling their education and training plans.

Approval of the waiver will allow greater flexibility in the design of local youth programs. Local areas under the waiver will have a choice as to whether to contract out these youth elements or to do them in-house.

- The processes used to monitor implementation – This waiver was previously approved and implemented within the state. Several local workforce development areas have elected to implement the waiver, but the others indicated full support for the flexibility afforded. On-site monitoring of all WIA activities will continue, and anyone utilizing the waiver will submit a formal notification to the state.
  - The processes used to monitor implementation – As part of the WIA/W-P Integrated State Plan, all local workforce investment boards, business and organized labor affected by the waiver had an opportunity to comment on the waiver request during the thirty day public comment period. The public comment period was begun on April 2, 2012 and ended on May 2, 2012. Local boards, businesses, and organized labor were notified by email correspondence, notifications on the WTECB and ESD websites and public notification through press releases for network news and newspapers throughout the state. During this public review period, no comments were received.
3. The prohibition against youth access to individual training accounts has been modified to allow older and out-of-school youth participants access to an account. As a result an additional avenue for accessing training services is offered to those who qualify.
- A statutory and/or regulatory requirement for which waiver is requested – The request to waive the prohibition (20 CFR 664.510) against using Individual Training Accounts (ITAs) for youth. Approval of the waiver is restricted to older and out-of-school youth program participants. However, for older and out-of-school youth program participants, ITAs can be used.
  - Actions the state has undertaken to remove state or local statutory or regulatory barriers – There are no existing state or local statutory or regulatory barriers to implementing this waiver Washington has implemented the WIA Youth program under federal law and has not included any additional requirements or limitations on the design of WIA Youth activities. Also, local workforce development councils have adopted state policies without any additional requirements or limitations on program design.
  - Description of the goals of the waiver – Youth ITAs provide additional flexibility to service providers. As a result of approval of this waiver, an additional option for accessing training services will be available to participants who are determined eligible. During Program Year 2010 and Program Year 2011, this waiver provided 644 and 664 older youth with Individual Training Accounts, respectively.

- Description of individuals impacted by the waiver – This waiver will have no adverse impact on individuals or systems.
- The processes used to monitor implementation – As part of the WIA/W-P Integrated State Plan, all local workforce investment boards, business and organized labor affected by the waiver had an opportunity to comment on the waiver request during the thirty day public comment period. The public comment period was begun on April 2, 2012 and ended on May 2, 2012. Local boards, businesses, and organized labor were notified by email correspondence, notifications on the WTECB and ESD websites and public notification through press releases for network news and newspapers throughout the state. During this public review period, no comments were received.

### **Electronic Case Management and Information Technology Systems**

Washington has developed and maintains multiple systems in support of state and local workforce investment activities. These One-Stop tools are in the form of technological applications, staff training for specific skill building, marketing tools to business and potential participants, and reporting. Examples of these tools and products are listed below by category.

O\*NET AutoCoder - The O\*NET AutoCoder is used by WorkSource staff who provide labor exchange services to code job seeker employment information and job orders to provide accurate and consistent matches between job seeker qualifications and job order requirements.

Services, Knowledge, Information Exchange System (SKIES) - An Internet-based system for federal reporting and case management. SKIES categorizes labor exchange records and activities by seeker records, employer records, provider records, profiled claimant call in and automated did-not-report records, job matching, and information on job referrals.

Go2WorkSource (<https://fortress.wa.gov/esd/worksource/>) - The Go2WorkSource web site provides real time information to businesses, job seekers, and employment counselors. This information is available on-line and may be accessed from any computer on the Internet. In 2011, the average number of visits to the Go2WorkSource web site was 1.1 million per month with about 24,000 job listings and 110,000 resumes available for search. Each month, the average number of job searches conducted by job seekers on the site is 1.6 million, and employers conduct an average of 12,000 résumé searches. The Go2WorkSource.com web-site provides information on local WorkSource Centers with maps and contact information.

Labor Market Information (<https://fortress.wa.gov/esd/employmentdata/>) - The internet-based Employment and Economic Information website that contains Washington's labor market information. Customers can access (1) the Career Center to find information needed to make well-informed decisions based on up-to-date information. Users can quickly find information for over 800 occupations; (2) the Labor Market Information section integrates statistics and information about labor markets in the state and the nation. Users can explore occupations, labor markets, geographic areas, and industry projections and more; and (3) the Tool section, which categorizes distinct tools into the various sections for user convenience.

Computer Labs and Resource Rooms - Self-service computer labs are located in WorkSource Centers for job seekers to access on-line job listings, and career planning tools, and multiple software products to assist customers with their job search.

Agency Financial Reporting System (AFRS) - ESD uses a state government system, AFRS, as its fiscal system and each of the local areas use their own systems which range from city, county, or non-profit agency systems.

Claimant Progress Report - The Claimant Progress Report provides state employment service staff access to unemployment insurance (UI) beneficiaries who have a work search requirement and have claimed UI benefits in the previous week. The tool links staff to active claimants attached to each WorkSource site. In addition, it provides detailed characteristics of individuals drawing UI benefits, provides labor market information regarding which businesses are currently laying people off, and provides current data on local job openings.

WorkSource Reports - The WorkSource Reports System displays WorkSource indicators and performance measures at the state, Workforce Delivery Area, and WorkSource Office levels. The WorkSource Reports System displays three years of data to facilitate the analysis of trends and the setting of benchmarks. The system displays a detailed look at the reemployment services to Unemployment Insurance claimants and WorkFirst job seekers. The site also details the business services side of the labor exchange with a report on openings filled, the time to fill, and market share of employers.

Federal ETA 9002 and VET 200 Reports - An intranet based site provides access to state of Washington's required DOL ETA Reports. The site displays the report type (A-E of the 9002 and A-C for the 200), displays the report by Quarters, and also by geographic areas.

WorkSource Marketing Catalog - The catalog is available on-line and lists more than 30 marketing materials. Materials are developed for marketing to both the business and job seeker customer. Business products focus primarily on business outreach and include informational publications, ad-specialty items, and job fair materials, as well as business cards, letterhead, and envelopes. Job Seeker products focus primarily on job seekers and include an overview of services, a pocket application, an interview guide, and several other tools to help job seekers find work and build careers.

Career Bridge (<http://www.careerbridge.wa.gov/>) - Career Bridge brings together valuable career planning information in a single web site. It features over 5,000 Washington education programs in one place and provides performance results for many of them, including how many students completed a program, whether they got a job, how much they earned, and more. This nationally recognized state website launched in 2009 and is home to Washington's Eligible Training Provider List. The site is used every day by WorkSource staff whose customers are eligible for WIA or qualify for state Training Benefits. In addition to education programs, Career Bridge features a variety of career exploration tools to help customers see how their skills and abilities connect with careers. The site also contains labor market data on what jobs pay in Washington

and whether they're in demand, as well as financial aid information. In 2012, the site received an upgrade that allows users to register and save their searches to a personal portfolio.

**ATTACHMENT**

**INTEGRATED WORKFORCE PLAN FOR WORKFORCE INVESTMENT ACT  
TITLE I AND WAGNER-PEYSER ACT  
PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES**

**Name of WIA Title I Grant Recipient Agency:** Employment Security Department

**Address:** P.O. Box 9046, Olympia, WA 98507-9046

**Telephone Number:** (360) 725-9500

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**Name of State WIA Title I Administrative Agency:** Employment Security Department

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**E-mail Address:** [agoranson@esd.wa.gov](mailto:agoranson@esd.wa.gov)

**Name of WIA Title I Signatory Official:** Anne Goranson, Assistant Commissioner

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**Name of WIA Title I Liaison:** Amy L. Smith, MA, LMHC, NCC, Deputy Assistant Commissioner

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**E-mail Address:** [asmith@esd.wa.gov](mailto:asmith@esd.wa.gov)

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

Eu-wanda Jenkins, Assistant Commissioner

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Anne Goranson, Assistant Commissioner

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

Cynthia Forland, Director, Policy, Research and Forecasting

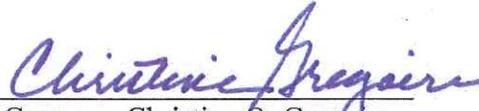
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**E-mail Address:** [cforland@esd.wa.gov](mailto:cforland@esd.wa.gov)

As the governor, I certify that for the State of Washington, 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. Later 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.

  
\_\_\_\_\_  
Governor Christine O. Gregoire

  
\_\_\_\_\_  
Date

**ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT**

	<b>STATEMENT</b>	<b>REFERENCE</b>	<b>DOCUMENTATION AND COMMENTS</b>
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>See Section II for description of process, timeline, and summary of public comments received.</i>
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)	
3. <input checked="" type="checkbox"/>	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		
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 20 CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)	<i>The Washington State Monitor Advocate, Alberto Isiordia, has reviewed and approved the PY 2011 Agricultural Outreach Plan.</i>
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>See Section II for a description of the procedures used to ensure public access to Board membership, meeting materials, agendas, and minutes.</i>
7. <input checked="" type="checkbox"/>	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	20 CFR 641.315(a) (1-10), 641.325 (f), (g), (h)	<i>The SCSEP Plan is not incorporated within this plan. The SCSEP will be submitted as a stand-alone plan.</i>

**ASSURANCES AND ATTACHMENTS –REQUIRED POLICIES AND PROCEDURES**

	<b>STATEMENT</b>	<b>REFERENCE</b>	<b>DOCUMENTATION AND COMMENTS</b>
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.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	<i>State WIA Policies: <a href="http://www.wa.gov/esd/1stop/policies/title1b.htm">www.wa.gov/esd/1stop/policies/title1b.htm</a></i>
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).	WIA Sections 112(b)(13), 111(f), 117(g)	<i>Conflict of interest policy: <a href="http://www.wa.gov/esd/1stop/policies/documents/3420rev1.htm">www.wa.gov/esd/1stop/policies/documents/3420rev1.htm</a></i>

10.

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

*In the event of an appeal, the Workforce Board's appeal process is initiated by the unit of general local government (including a combination of such units) or grant recipient developing and submitting to the Board a written position paper that supports the reasoning for area designation taking into consideration the following: (1) geographic areas served by secondary and postsecondary education institutions; (2) the extent to which the proposed area is consistent with labor market areas; (3) the distance that individuals will need to travel to receive services within the proposed area; and (4) available resources within the proposed area to effectively administer WIA Title I-B program services. Upon receipt of the written paper, the Workforce Board will schedule a hearing within 30 days to review the appeal, discuss the appeal with the applicants, and make recommendation to the Governor for approval. The decision of the Governor shall be made within 30 days following the hearing. If the appeal does not result in an area designation, the Workforce Board will advise the unit or grant recipient of their right to request a review by the U.S. DOL consistent with WIA Sec.116(b)(5) and CFR667.645.*

11.

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

*In the event that a request for automatic or temporary and subsequent designation as a local workforce investment area is not granted, the Workforce Board's appeal process is initiated by the unit of general local government (including a combination of such units) or grant recipient developing and submitting to the Board a written position paper that supports the reasoning for area designation. Upon receipt of the written paper, the Workforce Board will schedule a hearing within 30 days to review the appeal, discuss the appeal with the applicants, and make recommendation to the Governor for approval. The decision of the Governor shall be made within 30 days following the hearing. If the appeal does not result in an area designation, the Workforce Board will advise the unit or grant recipient of their right to request a review by the U.S. DOL consistent with CFR 667.640 and CFR 662.280.*

12.

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

*Local Workforce Development Council Formation and Certification Checklist:*  
[www.wtb.wa.gov/Documents/wdccertcrit.pdf](http://www.wtb.wa.gov/Documents/wdccertcrit.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>Policy and procedure for local Workforce Development Council certification:</i> <a href="http://www.wtb.wa.gov/Documents/Tab5-2012BoardProcessforWDCCertification.pdf">www.wtb.wa.gov/Documents/Tab5-2012BoardProcessforWDCCertification.pdf</a>
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>See Section II for a description of the composition of State Workforce Board and its Interagency Committee and its community engagement.</i>
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>See Section II for a description of procedures and activities used by the Board to ensure an ongoing role for any unrepresented membership group in the workforce development system.</i>
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)	<i>The One-Stop Operator Policy:</i> <a href="http://www.wa.gov/esd/1stop/policies/documents/systems/OSO_Policy_Rev1.doc">www.wa.gov/esd/1stop/policies/documents/systems/OSO_Policy_Rev1.doc</a>
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	<i>State Eligible Training Provider (ETP) Policies:</i> <a href="http://www.wtb.wa.gov/etp.pdf">www.wtb.wa.gov/etp.pdf</a>
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 37.7 to .9 20 CFR 652.8(j)	<i>Equal Opportunity and Nondiscrimination Policy:</i> <a href="http://www.wa.gov/esd/1stop/policies/documents/3445.htm">www.wa.gov/esd/1stop/policies/documents/3445.htm</a>
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 37.42	<i>Equal Opportunity and Nondiscrimination Policy:</i> <a href="http://www.wa.gov/esd/1stop/policies/documents/3445.htm">www.wa.gov/esd/1stop/policies/documents/3445.htm</a>

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	<i>Equal Opportunity and Nondiscrimination Policy:</i> <a href="http://www.wa.gov/esd/1stop/policies/documents/3445.htm">www.wa.gov/esd/1stop/policies/documents/3445.htm</a>
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 37.54(a)(1)	<i>Equal Opportunity and Nondiscrimination Policy:</i> <a href="http://www.wa.gov/esd/1stop/policies/documents/3445.htm">www.wa.gov/esd/1stop/policies/documents/3445.htm</a>
22. <input checked="" type="checkbox"/>	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185 29 CFR 37.37	<i>Equal Opportunity and Nondiscrimination Policy:</i> <a href="http://www.wa.gov/esd/1stop/policies/documents/3445.htm">www.wa.gov/esd/1stop/policies/documents/3445.htm</a>
23. <input 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>Not Applicable - Washington is not a WIA Single-Area State.</i>

**ASSURANCES AND ATTACHMENTS - ADMINISTRATION OF FUNDS**

	<b>STATEMENT</b>	<b>REFERENCE</b>	<b>DOCUMENTATION AND COMMENTS</b>
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>Instructions Document:</i> <a href="http://www.wa.gov/esd/1stop/docs/grants_and_contracts/WIA_Allocation_Instructions.docx">www.wa.gov/esd/1stop/docs/grants_and_contracts/WIA_Allocation_Instructions.docx</a>  <i>Formula Allocation Worksheets:</i> <a href="http://www.wa.gov/esd/1stop/docs/grants_and_contracts/WIA_PY12_Allocations.xlsx">http://www.wa.gov/esd/1stop/docs/grants_and_contracts/WIA_PY12_Allocations.xlsx</a>

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)	<i>Washington state uses federal formula allocation guidelines. The state did not establish a formula process of its own.</i>
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>Washington State follows the Workforce Investment Act for consulting the WTECB (SWIB) and CLEOs.</i>
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 67.130(b)(2), (e)(4), 665.340	<i>Rapid Response Additional Assistance Policy:</i> <a href="http://www.wa.gov/esd/Istop/policies/documents/3935rev1.htm">www.wa.gov/esd/Istop/policies/documents/3935rev1.htm</a>
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>Procurement and Selection of Service Providers Policy:</i> <a href="http://www.wa.gov/esd/Istop/policies/documents/3405.htm">www.wa.gov/esd/Istop/policies/documents/3405.htm</a>
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>Procurement and Selection of Service Providers Policy:</i> <a href="http://www.wa.gov/esd/Istop/policies/documents/3405.htm">www.wa.gov/esd/Istop/policies/documents/3405.htm</a>
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>Procurement and Selection of Service Providers Policy</i> <a href="http://www.wa.gov/esd/Istop/policies/documents/3405.htm">www.wa.gov/esd/Istop/policies/documents/3405.htm</a>

30. ☒	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. ☒	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. ☒	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>Monitoring and Oversight Requirements for Compliance Reviews-</i> <a href="http://www.wa.gov/esd/1stop/policies/documents/3425.htm">www.wa.gov/esd/1stop/policies/documents/3425.htm</a>
33. ☒	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>WIA Policy 3415 - Records Retention and Public Access</i> <a href="http://www.wa.gov/esd/1stop/policies/documents/3415.htm">www.wa.gov/esd/1stop/policies/documents/3415.htm</a> <i>Chapter 50.13 RCW – UI Wage Information</i> <i>Employment Security Department Policies –</i> <i>0029 – Online or Bulk Data/information sharing policy</i> <i>0031 – Data Classification and Protection policy</i> <i>0006 – Public Records Requests</i>
34. ☒	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**

	<b>STATEMENT</b>	<b>REFERENCE</b>	<b>DOCUMENTATION AND COMMENTS</b>
35. ☒	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>CASAS for Basic Skills Assessments Policy</i> <a href="http://www.wa.gov/esd/1stop/policies/documents/systems/CASAS.doc">www.wa.gov/esd/1stop/policies/documents/systems/CASAS.doc</a>
36. ☒	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>Washington State has chosen not to establish definitions and eligibility documentation requirements regarding “requires additional assistance to complete an educational program, or to secure and hold employment” criterion.</i>

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>Eligibility and Priority for Services WIA Title 1-B Adult Employment and Training Grant Policy:</i> <a href="http://www.wa.gov/esd/Istop/policies/documents/title1b/3640_Rev_2_Eligibility_and_Priority_for_Services.pdf">www.wa.gov/esd/Istop/policies/documents/title1b/3640_Rev_2_Eligibility_and_Priority_for_Services.pdf</a>
38. <input checked="" type="checkbox"/>	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: 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: <ul style="list-style-type: none"> <li>• Their entitlement to priority of service;</li> <li>• The full array of employment, training, and placement services available under priority of service; and</li> <li>• Any applicable eligibility requirements for those programs and/ or services.</li> </ul> 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.	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	<i>Priority of Service for Veterans and Eligible Spouses Policy:</i> <a href="http://www.wa.gov/esd/Istop/policies/documents/systems/V1_2009-12-16_Priority_Revision_1.doc">www.wa.gov/esd/Istop/policies/documents/systems/V1_2009-12-16_Priority_Revision_1.doc</a>

**ASSURANCES AND ATTACHMENTS – PERSONNEL AND REPRESENTATION**

	<b>STATEMENT</b>	<b>REFERENCE</b>	<b>DOCUMENTATION AND COMMENTS</b>
39. <input checked="" type="checkbox"/>	The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met.  <i>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</i>	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><i>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.</i></p> <p>If a state proposes that its State Monitor Advocate work less than full-time, the state must submit 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>		
40. <input checked="" type="checkbox"/>	Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.	W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)	
41. <input checked="" type="checkbox"/>	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.	W-P Section 8(b) 20 CFR 652.211	
42. <input checked="" type="checkbox"/>	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 Washington certifies on the \_\_\_\_\_ day of August in the year 2012 that it complied with all of required components of the Workforce Investment Act and Wagner-Peyser Act. The State 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.

  
 \_\_\_\_\_  
 Governor Christine O. Gregoire

  
 \_\_\_\_\_  
 Date