



# American Recovery and Reinvestment Act

## State Plan

Bobby Jindal  
*Governor*

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## Office of Workforce Development

# Context, Vision, and Strategy

## Economic and Labor Market Context

### **Question IV in PY 2009 Stand-Alone Planning Guidance: Provide a detailed analysis of the state's economy, the labor pool, and the labor market context. (§112(b)(4).)**

Through March 2009, the Louisiana economy remained resilient to the effects of the national economic downturn. However, in April, the state saw the first signs of the downturn: nonfarm payrolls fell by 8,300 jobs from a year ago and slipped 7,000 from March. In addition, the state's unemployment rate climbed to 6.2 percent, the first time it was above 6 percent since Hurricane Katrina devastated New Orleans in 2005. Claims for unemployment insurance benefits have doubled over the year and the trend is continuing. During the week of May 18, 2009, the Louisiana Workforce Commission (LWC) received seven WARN notices affecting nearly 500 employees. Additionally, the media recently reported a sizeable loss of jobs at Capital One Bank as well as a reduction in force at The Advocate, Baton Rouge's daily newspaper. It is apparent that the economic downturn is affecting a wide range of industries, from manufacturing to leisure and hospitality. Thus, the skills sets of the dislocated workers will be just as varied.

It is anticipated that the recovery will be led by several industries, with construction being a primary driver. Given the stimulus monies flowing into the state and the number of "shovel ready" projects to improve state highways and bridges, it is expected that the quantity of construction jobs will remain high. A second source of employment will be the movie industry, as additional tax incentives are expected to be extended to the industry. Thirdly, the natural gas deposit called the Haynesville Shale has great potential for job creation in the oil and gas industry. Finally, a large facility in southwestern Louisiana will begin manufacturing components for the assembly of nuclear power plants in Asia.

In connection with an ongoing activity, LWC has partnered with major Louisiana universities to improve the quality of industry and occupational forecasts and to identify Louisiana's labor supply side. Through this partnership, LWC will be better able to match jobseekers with existing job openings and expand its role in the area of economic development since it will be able to identify the existing labor pool and better match it with needs of companies contemplating relocation and expansion to Louisiana. This partnership will also help LWC identify and drive core training activities of our community and technical colleges.

The Bureau of Labor Statistics (BLS) has reported that the number of disengaged workers and others marginally attached to the labor force has risen during the recession. In an effort to address this, LWC is actively seeking to develop a program called "Real Time Jobs in Demand" based upon a similar program developed in New Jersey. It is anticipated that such a program will be in place by the end of 2009. The goal of this model is to empower our career one stops to be more responsive to business and job seeker needs.

Included below are unemployment insurance (UI) continued weeks claimed statistics for the week of April 19, 2008, and of April 2009 to illustrate the increase in the number of individuals filing claims for UI benefits between the same time periods in 2008 and 2009. The statewide continued weeks claimed have almost tripled from 18,026 in April 2008 to 51,457 in April 2009. The chart below is broken out by region to show the number of claims at the Regional Labor Market Area (RLMA) level.

The following graphs clearly show the difference between the two time periods. While weeks claimed rose slightly in the information, finance, and the real estate industry sectors, more substantial increases in mining, construction, and manufacturing were obvious between 2008 and 2009. The last graph of weeks claimed by major occupational groups reflects the increases in occupations found in the mining, construction and manufacturing industries. Installation, maintenance and repair; extraction; construction and production occupations all had a spike in weeks claimed when comparing the two periods.

WIBs will be able to have this information updated on monthly bases to track changes in unemployment claims in their areas. Additionally the WIBs may use this data as a tool to align training programs to the needs of the citizens they serve. Transferring knowledgeable groups of unemployed workers to high-growth occupations through retraining is the State's goal. This goal will hopefully be reached by establishing the unemployed in recession-proof sustainable careers.

The newly established Occupational Forecasting Commission will be able to use this data along with the projections to track industry shifts to better ensure that citizens are being trained in high-growth, high-demand jobs for the future.

Continued Weeks Claimed for UI Benefits by Industry Group:  
**Unemployment Insurance (UI) Claimant Characteristics Based on UI Continued Weeks  
Claimed During the Week of April 19, 2008, Compared to April 2009**

	INDUSTRIES											
	Total	Agr/Forestry & Fishing/ Hunting	Mining	Utilities	Construction	Manufacturing	Wholesale Trade	Retail Trade	Transportation Warehouse	Information	Finance & Insurance	Real Estate Renting/ Leasing
<b>2008 Statewide</b>	18,026	297	269	46	3,006	1,951	454	1,468	579	226	394	238
<b>2009 Statewide</b>	51,457	604	1,886	130	7,924	5,509	1,482	3,729	2,158	604	933	748
<b>Net Change</b>	33,431	307	1,617	84	4,918	3,558	1,028	2,261	1,579	378	539	510
2008 RLMA 1	3,464	7	41	10	517	231	114	300	121	49	93	57
2009 RLMA 1	13,315	16	99	60	1,570	703	483	1,140	618	169	278	205
Net Change	9,851	9	58	50	1,053	472	369	840	497	120	185	148
2008 RLMA 2	4,430	13	40	14	920	345	100	390	107	44	114	42
2009 RLMA 2	11,382	56	163	24	2,170	872	283	859	378	137	277	135
Net Change	6,952	43	123	10	1,250	527	183	469	271	93	163	93
2008 RLMA 3	625	6	23	1	121	98	23	49	23	0	9	14
2009 RLMA 3	1,642	16	120	2	273	191	39	83	98	8	13	40
Net Change	1,017	10	97	1	152	93	16	34	75	8	4	26
2008 RLMA 4	2,129	28	104	4	299	287	62	146	68	18	42	46
2009 RLMA 4	6,600	40	739	9	848	958	218	386	293	67	64	174
Net Change	4,471	12	635	5	549	671	156	240	225	49	22	128
2008 RLMA 5	1,197	26	14	1	413	56	18	69	46	8	18	10
2009 RLMA 5	3,407	49	146	4	1,004	451	73	142	175	24	30	36
Net Change	2,210	23	132	3	591	395	55	73	129	16	12	26
2008 RLMA 6	1,232	49	18	2	218	110	32	95	39	16	18	13
2009 RLMA 6	3,145	108	225	3	578	372	73	184	83	32	46	26
Net Change	1,913	59	207	1	360	262	41	89	44	16	28	13
2008 RLMA 7	3,592	40	40	10	381	800	63	277	96	82	49	39
2009 RLMA 7	8,151	86	330	14	824	1526	219	602	349	148	130	85
Net Change	4,559	46	290	4	443	726	156	325	253	66	81	46
2008 RLMA 8	1,760	130	18	6	234	169	51	176	77	15	52	22
2009 RLMA 8	4,631	248	155	13	730	642	99	371	179	27	96	52
Net Change	2,871	118	137	7	496	473	48	195	102	12	44	30

\* Statewide data has been aggregated to represent the total population.  
Data by RLMA (Regional Labor Market Area) and will not add up to state totals

*(Continues on next page)*

**Unemployment Insurance (UI) Claimant Characteristics Based on UI Continued Weeks Claimed During the Week of April 19, 2008, Compared to April 2009**

INDUSTRIES (continued)										
	Prof/ Science & Technical Services	Mgmt of Companies & Enterprises	Admin & Support Waste Mgmt/ Remediation	Educational Services	Health Care Social Assist.	Arts, Entertainment & Recreation	Accommodation & Food Service	Other Services Except Public Admin.	Public Administration	INA
<b>2008 Statewide</b>	827	61	1,246	251	1,404	322	948	702	260	3,077
<b>2009 Statewide</b>	2,451	198	3,300	529	3,204	732	2,255	1,505	774	10,802
<b>Net Change</b>	1,624	137	2,054	278	1,800	410	1,307	803	514	7,725
2008 RLMA 1	240	16	322	46	281	81	297	144	48	703
2009 RLMA 1	728	54	1,079	172	838	228	913	435	143	3,384
Net Change	488	38	757	126	557	147	616	291	95	2,681
2008 RLMA 2	262	21	328	94	350	49	176	184	76	761
2009 RLMA 2	740	45	826	143	787	105	395	319	249	2,419
Net Change	478	24	498	49	437	56	219	135	173	1,658
2008 RLMA 3	18	1	33	4	39	7	34	28	6	88
2009 RLMA 3	53	8	135	8	82	11	60	52	18	332
Net Change	35	7	102	4	43	4	26	24	12	244
2008 RLMA 4	63	5	141	21	179	45	102	85	24	360
2009 RLMA 4	211	44	393	46	341	76	215	196	68	1,214
Net Change	148	39	252	25	162	31	113	111	44	854
2008 RLMA 5	69	0	51	23	68	20	40	44	9	194
2009 RLMA 5	184	2	138	28	150	30	105	90	40	506
Net Change	115	2	87	5	82	10	65	46	31	312
2008 RLMA 6	109	3	70	43	89	16	54	43	23	172
2009 RLMA 6	131	6	123	26	193	17	115	94	80	630
Net Change	22	3	53	-17	104	1	61	51	57	458
2008 RLMA 7	88	6	212	32	247	118	163	152	45	652
2009 RLMA 7	290	28	421	85	476	246	337	221	103	1,631
Net Change	202	22	209	53	229	128	174	69	58	979
2008 RLMA 8	51	8	94	20	185	6	106	52	39	249
2009 RLMA 8	163	15	220	32	370	23	148	113	90	845
Net Change	112	7	126	12	185	17	42	61	51	596

\* Statewide data has been aggregated to represent the total population. Data by RLMA (Regional Labor Market Area) and will not add up to state totals

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Continued Weeks Claimed for Unemployment Benefits by Occupation:  
**Unemployment Insurance (UI) Claimant Characteristics Based on UI Continued Weeks  
Claimed During the Week of April 19, 2008, Compared to April 2009**

	OCCUPATIONS											
	Total	Management	Business & Financial Oper.	Computer & Math	Architecture & Engineering	Life, Physical & Social Sciences	Community & Social Services	Legal	Educ./Training & Library	Arts/ Design/ Entert. Sports & Media	Healthcare Practitioner/ Tech	Healthcare Support
<b>2008 Statewide</b>	18,026	1,073	418	149	93	30	164	130	302	221	219	771
<b>2009 Statewide</b>	51,457	2,769	1,145	431	907	89	445	293	711	577	599	1,792
<b>Net Change</b>	33,431	1,696	727	282	814	59	281	163	409	356	380	1,021
2008 RLMA 1	3,464	244	93	29	21	9	38	46	55	44	38	168
2009 RLMA 1	13,315	860	375	144	179	33	183	154	237	244	183	457
Net Change	9,851	616	282	115	158	24	145	108	182	200	145	289
2008 RLMA 2	4,430	252	114	41	24	9	51	30	119	43	54	209
2009 RLMA 2	11,382	630	291	109	317	19	102	51	207	104	130	427
Net Change	6,952	378	177	68	293	10	51	21	88	61	76	218
2008 RLMA 3	625	37	13	5	1	2	3	3	7	2	9	20
2009 RLMA 3	1,642	75	29	13	23	1	12	3	13	3	11	49
Net Change	1,017	38	16	8	22	-1	9	0	6	1	2	29
2008 RLMA 4	2,129	122	44	16	16	3	23	12	27	18	32	96
2009 RLMA 4	6,600	348	115	45	138	12	31	17	57	32	75	193
Net Change	4,471	226	71	29	122	9	8	5	30	14	43	97
2008 RLMA 5	1,197	62	15	6	3	0	7	8	19	24	12	41
2009 RLMA 5	3,407	121	48	25	54	8	22	9	55	25	21	77
Net Change	2,210	59	33	19	51	8	15	1	36	1	9	36
2008 RLMA 6	1,232	48	25	7	4	1	5	4	68	34	12	60
2009 RLMA 6	3,145	135	55	12	29	5	19	16	42	25	33	110
Net Change	1,913	87	30	5	25	4	14	12	-26	-9	21	50
2008 RLMA 7	3,592	192	53	30	18	2	27	8	47	67	29	124
2009 RLMA 7	8,151	440	146	58	68	8	40	24	96	136	87	285
Net Change	4,559	248	93	28	50	6	13	16	49	69	58	161
2008 RLMA 8	1,760	93	54	7	7	4	14	12	20	10	23	97
2009 RLMA 8	4,631	178	86	28	96	2	31	13	27	18	65	221
Net Change	2,871	85	32	21	89	-2	17	1	7	8	42	124

\* Statewide data has been aggregated to represent the total population.  
Data by RLMA (Regional Labor Market Area) and will not add up to state totals

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**Unemployment Insurance (UI) Claimant Characteristics Based on UI Continued Weeks Claimed During the Week of April 19, 2008, Compared to April 2009**

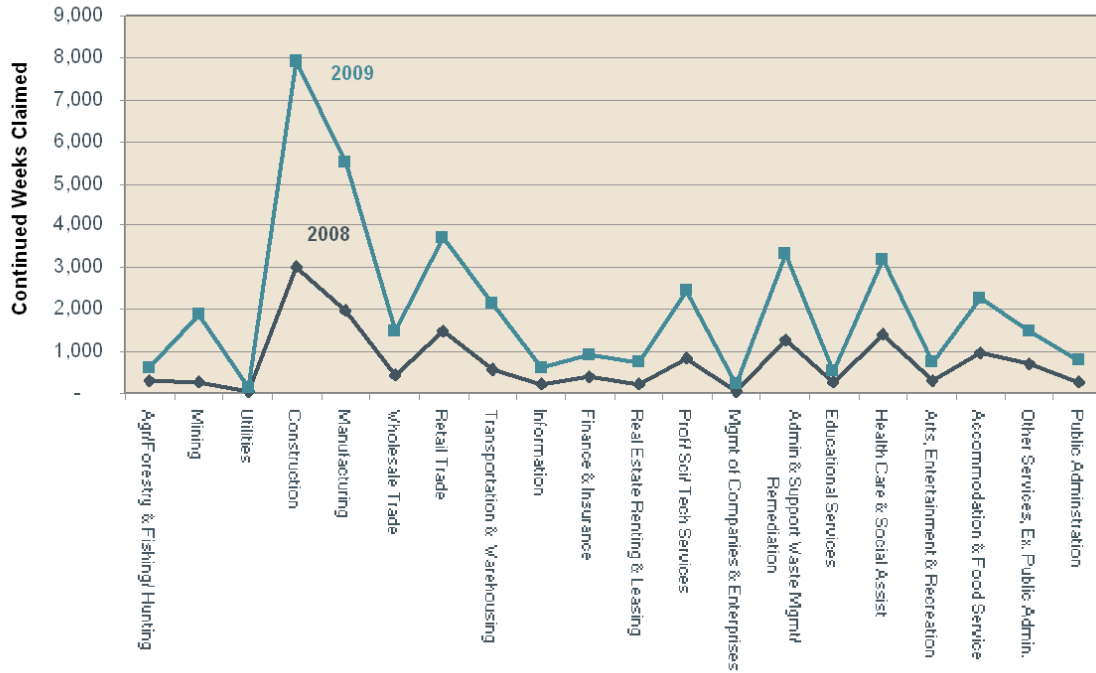
	OCCUPATIONS (continued)												
	Protective Services	Food Prep. & Service Related	Build & Grounds Cleaning & Maint.	Personal Care & Service	Sales & Related	Office & Admin. Support	Farm, Fishing, & Forestry	Construction & Extraction	Installation, Maintenance & Repair	Production	Transportation & Material Moving	Military Specific	INA
<b>2008 Statewide</b>	368	1,226	573	322	1,796	1,926	382	3,279	1,079	2,209	1,161	11	124
<b>2009 Statewide</b>	870	3,051	1,623	1,129	4,728	4,710	771	9,344	3,531	6,504	4,097	14	1,327
<b>Net Change</b>	502	1,825	1,050	807	2,932	2,784	389	6,065	2,452	4,295	2,936	3	1,203
2008 RLMA 1	114	322	125	77	370	467	25	616	203	311	236	0	34
2009 RLMA 1	404	1,068	437	304	1,532	1,531	55	1,660	883	887	1,138	1	366
Net Change	290	746	312	227	1,162	1,064	30	1,044	680	576	902	1	332
2008 RLMA 2	97	242	142	82	463	495	24	929	290	456	233	7	24
2009 RLMA 2	187	582	375	251	1,076	1,257	62	2,267	754	1,033	760	5	386
Net Change	90	340	233	169	613	762	38	1,338	464	577	527	-2	362
2008 RLMA 3	10	55	13	9	49	66	28	133	43	73	41	0	3
2009 RLMA 3	17	98	37	23	111	122	35	392	116	186	168	0	105
Net Change	7	43	24	14	62	56	7	259	73	113	127	0	102
2008 RLMA 4	31	164	54	36	200	220	73	415	121	253	144	2	7
2009 RLMA 4	72	335	164	95	514	552	102	1,284	498	1,180	553	1	187
Net Change	41	171	110	59	314	332	29	869	377	927	409	-1	180
2008 RLMA 5	23	50	41	12	90	92	42	401	79	85	72	2	11
2009 RLMA 5	37	131	104	52	179	247	78	1,120	302	407	237	2	46
Net Change	14	81	63	40	89	155	36	719	223	322	165	0	35
2008 RLMA 6	24	78	27	31	106	94	49	224	83	148	92	6	2
2009 RLMA 6	38	155	116	82	218	195	98	762	238	473	243	5	41
Net Change	14	77	89	51	112	101	49	538	155	325	151	-1	39
2008 RLMA 7	59	224	133	63	349	301	40	520	186	863	232	0	25
2009 RLMA 7	86	477	284	204	766	543	84	1,116	515	1,851	708	1	128
Net Change	27	253	151	141	417	242	44	596	329	988	476	1	103
2008 RLMA 8	29	148	53	34	170	154	116	233	105	223	146	0	8
2009 RLMA 8	40	253	133	132	378	292	267	897	298	746	360	1	69
Net Change	11	105	80	98	208	138	151	664	193	523	214	1	61

\* Statewide data has been aggregated to represent the total population. Data by RLMA (Regional Labor Market Area) and will not add up to state totals

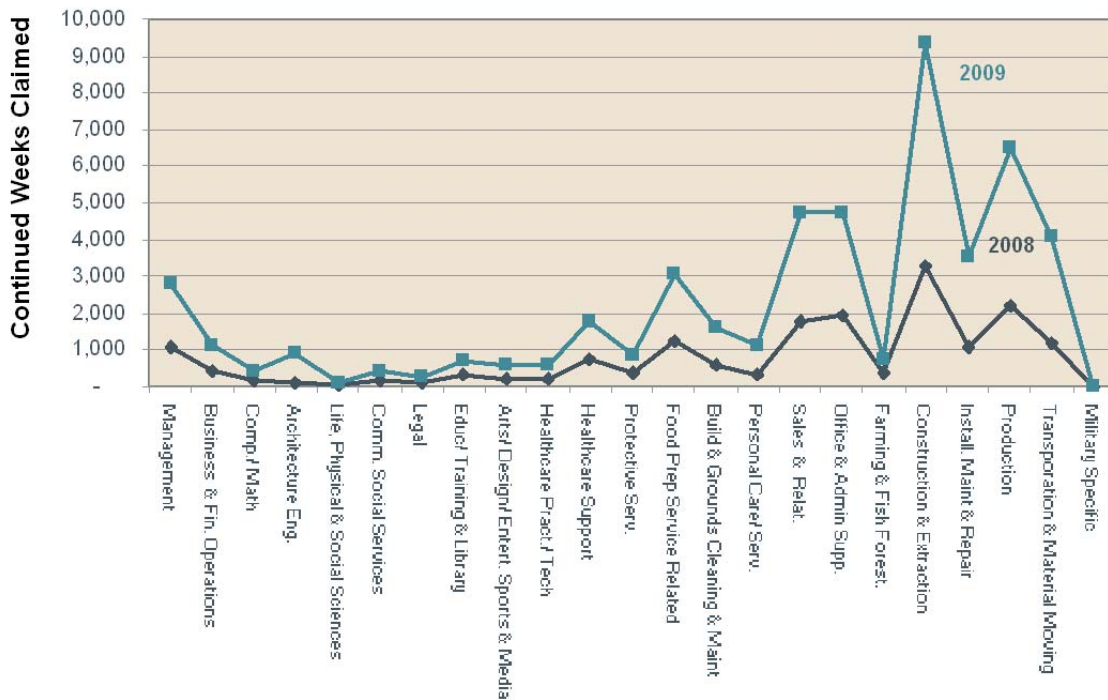
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For comparison purposes these graphs represent the same continued weeks claimed data by industry and occupation:

**UI Continued Weeks Claimed by Industry April 2008 and 2009**

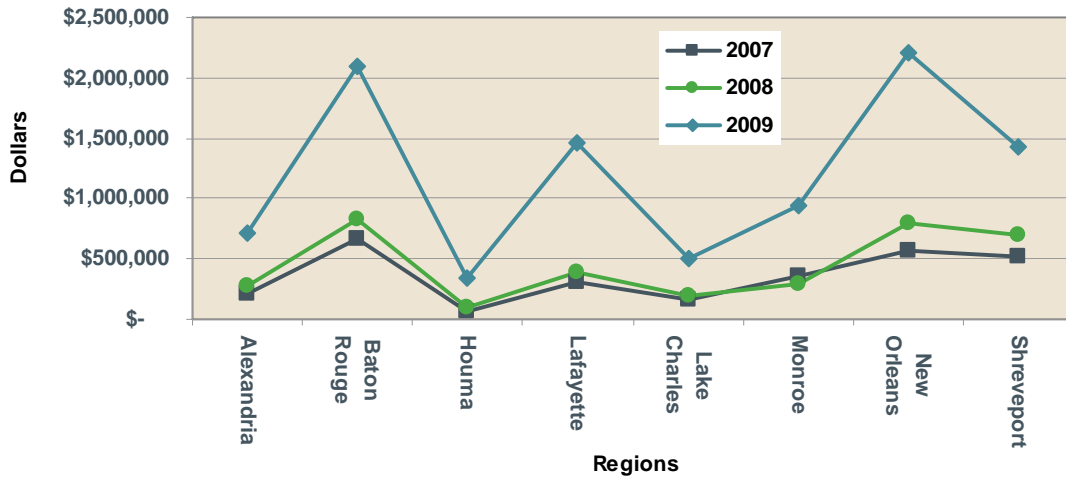


**UI Continued Weeks Claimed by Occupation in April 2008 and 2009**



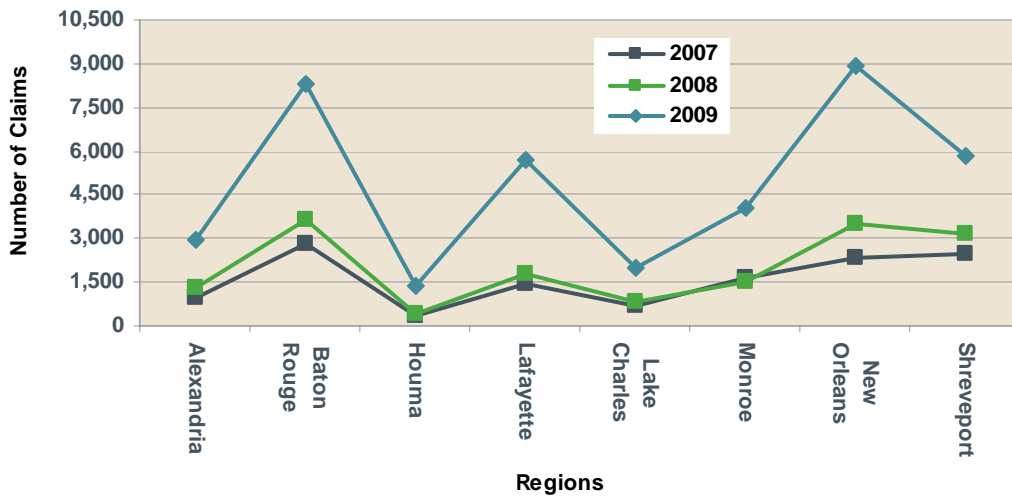
The chart below details the Unemployment Insurance (UI) dollar amount paid in each region during the third week of June in 2007, 2008 and 2009. It further highlights the dollar impact of the increase in claims paid for unemployment insurance across the state. The increase in the amount of money paid in UI claims was higher in regions with greater population density. The recent economic downturn has been felt more in the Shreveport region with a stronger manufacturing base than in the Houma region with a more diversified economy.

**Money Paid by Region Comparing the Third Week in June for Each Year by Region**



The next chart shows the number of unemployment insurance (UI) claims that were paid for the third week in June during the last three years. UI claims paid on average increased almost 30 percent across the regions from 2007 to 2008. However, data showed the impact of the national recession as it rippled through the regions from 2008 to 2009 when the average number of UI claims paid increased 142 percent across the state. The New Orleans region had the highest increase in UI claims paid for the third week of June 2008 compared to the same week in 2009, followed by Baton Rouge, Lafayette, Shreveport and Monroe regions. The Houma region had the lowest increase in UI claims paid but still had an almost 30 percent increase comparing the latest two years.

**Number of UI Claims Paid for the Third Week of June by Region**



### **Characteristics of the available labor pool:**

The closest data detailing the characteristics of the available labor pool are the Geographic Profile reports published by the Bureau of Labor Statistics (BLS) each year. The data are only available at the statewide level because the survey sample size is too small for more detailed geography such as region or parish. The demographic statistics are based on the data collected from the Current Population Survey (CPS). This is the same sample survey that is conducted monthly by the Census for BLS to produce the labor force, employed and unemployed statistics for each state, Metropolitan Statistical Areas (MSA) and county/parish in the nation.

According to the latest tables for 2008, Louisiana has 62.5 percent of its population participating in the labor force compared to 66 percent for the United States. The participation rate of the population that is employed is 59.4 percent for Louisiana compared to 62.2 percent for the United States. This data produced an unemployment rate for Louisiana of 5 percent and a U.S. unemployment rate of 5.8 percent for 2008.

Men have a higher labor force participation rate than women. Men in Louisiana had a 66.2 percent participation rate as employed for 2008 compared to 68.5 percent in the United States. Women participated in the labor force as employed in Louisiana at 53.3 percent compared to 56.2 percent for women across the United States in 2008.

The population of men and women in the 35 to 44 age range had the highest participation rate for both the labor force and employment. Louisiana's participation rate for this age range was 83.5 percent, while the U.S. rate was 84.1 percent. Men in this age group in Louisiana had a participation rate of 91 percent compared to women in the state with 76.8 percent.

In another comparison of Louisiana's labor force profile, data is available for black or African-American and Hispanic or Latino ethnicity. The Hispanic or Latino ethnicity labor force population had the highest labor force participation rate than either the white or the black or African-American population, with 72.3 percent participating in the labor force compared to 59.5 for black or African-American, and 64 percent participation for the white demographic population rate. Men in all of the race and ethnicity categories had higher labor force participation rates than women in both Louisiana and the United States.

### ***Why is this important?***

Efforts to grow Louisiana's labor force through availability of increased training for women and minorities have the greatest potential to increase the number of employed in the labor force. Job training will give these population groups greater flexibility in obtaining work and in establishing career ladders for increased wages in the future. This will grow Louisiana's labor force and increase our competitiveness across global markets

Occupational projections provide estimates of occupations that are growing or declining based upon historical industry trends. Total occupational demand is the sum total of demand due to replacement plus demand due to new job growth. New growth can be considered as a proxy for critical occupations. Based upon those occupations showing the most new growth during the period 2006 – 2016 and having annual pay greater than \$24,000/year, the following Top 10 list of high-growth occupations was developed:

**Louisiana Top 10 Occupations Adding the Most Jobs Annually Through 2016  
Annual Pay > \$24,000**

Occupational Code	Occupational Title	Annual Total Openings 2006 - 2016	2008 State Annual Average Wage	Educational Requirements	Occupational License Required
11-1021	General and Operations Managers	1,240	\$87,250	Bachelor's or higher degree, plus work experience	
29-1111	Registered Nurses	1,910	\$55,670	Associate degree	Lic. Req.
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	790	\$51,290	Work experience in a related occupation	
25-2021	Elementary School Teachers, Except Special Education	1,120	\$40,960	Bachelor's degree	Lic. Req.
29-2061	Licensed Practical and Licensed Vocational Nurses	890	\$33,750	Postsecondary vocational training	Lic. Req.
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	760	\$33,730	Work experience in a related occupation	
53-3032	Truck Drivers, Heavy and Tractor-Trailer	800	\$32,520	Moderate-term on-the-job training	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,010	\$29,470	Moderate-term on-the-job training	
43-4051	Customer Service Representatives	1,550	\$25,210	Moderate-term on-the-job training	
43-6014	Secretaries, Except Legal, Medical, and Executive	840	\$24,390	Moderate-term on-the-job training	Cert. Avail.

Technical requirements for current jobs and developing new jobs mandate that our workforce participate in life long learning in order to consistently upgrade their skills. The knowledge and skill needs for the top ten high growth occupations appear in the following two tables:

### Knowledge Required for Occupations

	General and Operations Managers	Registered Nurses	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Elementary School Teachers, Except Special Education	Licensed Practical and Licensed Vocational Nurses	First-Line Supervisors / Managers of Retail Sales Workers	Truck Drivers, Heavy and Tractor-Trailer	Bookkeeping, Accounting, and Auditing Clerks	Customer Service Representatives	Secretaries, Except Legal, Medical, and Executive
Administration and Management	•		•		•	•				•
Biology		•			•					
Clerical	•			•				•	•	•
Computers and Electronics	•			•				•		•
Customer and Personal Service	•	•	•	•	•	•		•	•	•
Economics and Accounting	•		•					•		
Education and Training		•		•	•					
English Language	•	•	•	•	•	•	•	•	•	•
Geography				•						
History and Archeology				•						
Law and Government							•			
Mathematics	•	•	•	•	•		•	•	•	
Medicine and Dentistry		•			•					
Personnel and Human Resources	•									
Production and Processing	•		•							
Psychology		•		•	•					
Public Safety and Security		•		•			•			
Sales and Marketing	•		•							
Sociology and Anthropology		•								
Therapy and Counseling		•			•					
Transportation							•			

## Skills Required for Occupations

	General and Operations Managers	Registered Nurses	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Elementary School Teachers, Except Special Education	Licensed Practical and Licensed Vocational Nurses	First-Line Supervisors / Managers of Retail Sales Workers	Truck Drivers, Heavy and Tractor-Trailer	Bookkeeping, Accounting, and Auditing Clerks	Customer Service Representatives	Secretaries, Except Legal, Medical, and Executive
Active Learning		•	•	•		•		•	•	•
Active Listening	•	•	•	•	•	•	•	•	•	•
Complex Problem Solving	•				•					
Coordination	•	•	•		•		•			
Critical Thinking	•	•		•	•	•	•	•	•	•
Equipment Maintenance							•			
Instructing				•		•				
Judgment and Decision Making	•					•	•			
Learning Strategies				•				•	•	•
Management of Personnel Resources	•					•				
Mathematics							•	•		
Monitoring	•	•		•	•	•			•	•
Negotiation			•							
Persuasion			•							
Reading Comprehension	•	•	•	•	•	•	•	•	•	•
Service Orientation		•	•		•	•			•	
Social Perceptiveness		•	•		•			•		•
Speaking	•	•	•	•	•		•	•	•	•
Time Management	•		•	•	•	•	•	•	•	•
Troubleshooting							•			
Writing		•		•				•	•	•

## State Vision and Priorities

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

The Louisiana vision for implementing the workforce development of the ARRA is an overlay to the vision for implementing comprehensive workforce reform in the state that began in summer 2008. This reform requires Louisiana to build a demand-driven system that supplies the workforce businesses need, when and where they need it. This is particularly critical for two reasons:

1. Finding qualified employees was identified as one of the top obstacles to business growth for existing Louisiana companies.
2. Workforce issues have been among the top two concerns for roughly 70 percent of Louisiana’s business development prospects.

Louisiana’s comprehensive workforce development reform includes short-term and long-term initiatives:

- Targeting and expanding community and technical college programs to prepare workers for demand occupations
- Enhancing rapid response capacity to support business expansions and relocations
- Realigning and integrating workforce programs at state and regional levels based on business input
- Cultivating alternative career pathways
- Increasing workforce participation
- Reforming public education to better prepare students for the next level – jobs, job training or post-secondary education
- Improve alignment of post-secondary educational institutions through reforms in their funding formulas

Meaningful business participation is important to the success of the workforce development system. Business and industry drive our system, from the highest strategic level to the service delivery level in Louisiana’s 18 workforce investment areas. At the strategic level, business and industry representatives make up the majority of our statewide Workforce Investment Council (WIC), which is responsible primarily for integration strategy and for occupational forecasting. Business and industry also make up the majority of each Workforce Investment Board, ensuring the responsiveness of our network of Business and Career Solutions Centers.

By putting the targeting and delivery mechanisms of workforce development largely in the hands of business and industry, the governor is building a sustainable workforce development system aimed directly at economic growth and job creation. This, in turn, ensures maximum opportunities for job seekers.

Other aspects of Louisiana’s workforce development reform will lead to a sustainable, first-class system:

- Funding post-secondary education and job training based on performance and alignment with demand occupations identified by the WIC. This ensures job seekers will be prepared for opportunities when they arise.
- Reforming K-12 education and expanding our workforce by recruiting from among those who are not fully engaged. This ensures over time that the Louisiana workforce system will produce enough job seekers to meet demand.

ARRA implementation is an overlay to this vision for two reasons. First, recovery funds must be spent concurrently with other WIA and Wagner-Peyser funding. Secondly, ARRA funds support a greater response to rising unemployment through the use of the same framework built under Louisiana's comprehensive reform effort.

The ARRA implementation has certain major themes: re-education, re-training and re-employment of those unemployed as a result of the economic downturn and those who are otherwise disadvantaged. Our vision is to re-aim job seekers much faster than ever before at opportunities in the marketplace.

To do this, the ARRA must be implemented expeditiously and effectively, with full transparency and accountability. We fully recognize that each Business and Career Solutions Center must "take an expansive view of how the funds can be integrated into the transformational efforts to improve the effectiveness of the public workforce system." This effort will yield increased services and training for workers in need, especially in light of Louisiana's approximately 9% cut in its Program Year 2009 WIA and Wagner-Peyser allocations.

Workforce Investment Boards are expected to partner regionally and across political jurisdictions to align workforce development services with strategies for regional development. The additional workforce funding must substantially increase the number and proportion of customers who are receiving training.

Under a dual-customer approach, seamless career pathways will be developed and offered. Additionally, support services and needs-related payments should be made available, making it easier for young people and adults -- particularly those most in need -- to advance through progressive levels of the education and job skills training. The success of each Business and Career Solutions Center in implementing the ARRA will be gauged partly by the progress it achieves in using annual appropriations, along with recovery funding, to help unemployed, under-employed and dislocated workers find new employment opportunities. Additionally, it must be the goal of each Business and Career Solutions Center for these workers to achieve stable middle-class status. Further, it is a necessary objective of each Business and Career Solutions Center to help low-skill or low-income workers acquire 21<sup>st</sup> century skills, find family-supporting jobs in healthy industries in order to achieve middle-class status and to help enhance the educational pathways for disadvantaged and disconnected youth so they can improve their labor market prospects and long-term career success.

In developing a workforce with 21<sup>st</sup> century skills, we will focus particular attention on occupations in green industries and in health care.

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

Despite more than twice the number of people receiving unemployment benefits as this time last year, Louisiana’s economy has so far not fallen into recession. However, the longer the national recession persists and the deeper it gets, the greater its effect will be on our state. Some parts of the state, particularly in north Louisiana, are already feeling recessionary pressures while south Louisiana remains among the strongest labor markets in the country. More industries are softening as credit and out-of-state and foreign markets are tightening, but many industries and employers in Louisiana are still growing and hiring. In fact, our nonfarm employment has outpaced 2008 in every month so far this year. Across the state, we have more than 70,000 unfilled jobs, many of which are entry level.

Recovery funds will help expand our outreach for certain existing initiatives aimed at the youth population. The first is the EMPLoY program, which addresses struggling high school students whose options would otherwise be extremely limited.

Secondly, LWC is building the LouisianaReady! framework for ensuring that all job seekers, including youth, will be career ready. LouisianaReady! has many of the same components as EMPLoY. It will arm job seekers with a National Career Readiness Certificate, as well as a career interest and job fit profile through LAePortal. Additionally, LouisianaReady! will provide a soft skills certification along with an industry-based certification in a marketable skill for their region of the state. A drug-free certificate will be given to those who consent to testing. In addition to ensuring employable job seekers, this initiative also addresses the key criticisms by business and industry voiced during our workforce summits in 2008 and ensures that LWC and the workforce delivery system is providing workable solutions to the most important challenges of our primary customers.

Finally, LWC has selected and is awarding a contract to an intermediary to work through a grassroots network of community- and faith-based organizations across the state to recruit 10,000 Louisiana citizens who are under-engaged in our workforce. Many of these citizens are in their late teens or early 20s and are not employable because of the deficiencies LouisianaReady! will address. The LouisianaReady! framework will be in place for these recruits this summer, assisting them in becoming employable for many available job vacancies with minimal additional education and training.

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

Gov. Bobby Jindal’s workforce investment priorities are in the comprehensive workforce reform legislation approved in 2008. The reforms include short-term and long-term initiatives in the following areas:

- Targeting and expanding Louisiana Community and Technical College System (LCTCS) programs
  - Restructure LCTCS funding formula to align enrollments with demand-driven workforce priorities at regional level
  - Dramatically increase LCTCS enrollments
  - Provide “Day One Guarantee” that workers with LCTCS degrees will meet job performance standards or be retrained for free
  - Establish regional “centers of excellence” focused on key industries
- Enhancing rapid response capacity
  - Establish a significant supplemental training fund to rapidly and strategically target LCTCS programs toward high-priority workforce needs. \$10 million of state funds have been placed into this fund.
  - Create “Fast Start” program to provide customized, turnkey workforce solutions for qualifying business development projects. Approximately \$4 million of state funds have been dedicated to this effort.
- Realigning and integrating federal workforce programs based on business input
  - Create a high-profile, state-level Workforce Investment Council to work with LCTCS and WIBs to set training priorities according to regional, data-driven input
  - Transform the Louisiana Department of Labor into the Louisiana Workforce Commission charged with integrating and overseeing the workforce development system
  - Integrate and coordinate other key workforce development programs and support services (e.g., vocational rehabilitation, LaJET and STEP)
  - Develop robust capacity for market intelligence (i.e., current and future occupational demand)
- Cultivating alternative career pathways
  - Aggressively expand career and technical education program offerings in public schools
  - Implement robust marketing/communications campaign to educate students and their families on viable career tracks that involve vocational and technical education
- Increasing workforce participation
  - Launch national marketing campaign on pilot basis to recruit job-ready workers in high-demand areas from other states. The framework for such a campaign has been developed, but the downturn in the economy alleviated much of the need for it at this time.
  - Implement aggressive state and regional efforts to recruit targeted populations to workforce (e.g., unemployed or underemployed citizens)

Much progress has been made in less than one year on many of these initiatives, even though 2008-09 was intended to be a planning year with heavy implementation expected in 2009-10. Although implementation on each of these initiatives has begun, much more is expected to be accomplished.

Despite the tightening economy in Louisiana, we believe that substantial implementation will result in significant increases in economic development and job opportunities. It will:

- Substantially increase our ability to retain existing businesses and attract new businesses.
- Increase the alignment between workforce programs and market demands.
- Dramatically increase compensation for tens of thousands of Louisiana workers.
- Create better job opportunities for workers currently in low-paying positions.
- Reduce the reliance on public assistance programs.
- Increase graduation rates at four-year institutions.

The increase in unemployment in Louisiana forces the state to place even greater emphasis on re-education, re-training and re-employment of those who have lost their jobs as a result of the economy. The strides made in implementing reforms in the past year make that goal much more attainable for many more people.

Louisiana concurs with USDOL that, with the passage of ARRA, the opportunity presents itself to move forward in developing the Workforce Development System. According to TEGL 14-08:

“The significant investment of stimulus funds presents an extraordinary and unique opportunity for the workforce system to accelerate its transformational efforts and demonstrate its ability to innovate and implement effective One-Stop service delivery strategies. As states and local areas plan how their One-Stop systems will make immediate use of the Recovery Act funds, the Employment and Training Administration (ETA) strongly encourages them to take an expansive view of how the funds can be integrated into transformational efforts to improve the effectiveness of the public workforce system. In this system, the needs of workers and employers are both important in developing thriving communities where all citizens succeed and businesses prosper. The system’s implementation of the Recovery Act should yield not only increased services and training for workers in need, but also an invigorated, more innovative public workforce system capable of helping enable future economic growth and advancing shared prosperity for Americans.

Louisiana is moving forward with its priorities, leveraging the resources from the Recovery Act and other funding streams for quick implementation.

## Overarching State Strategies

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

The Louisiana vision for implementing the workforce development component of the ARRA is an overlay to the vision for implementing comprehensive workforce reform in the state that began in the summer 2008. This reform calls on Louisiana to build a demand-driven system that supplies the workforce businesses need, when and where they need it.

First, recovery funds must be spent concurrently with other WIA and Wagner-Peyser funding. Secondly, the recovery funds support a greater response to rising unemployment by using the same framework built under Louisiana's comprehensive reform effort.

The ARRA implementation has certain major themes: re-education, re-training and re-employment of those unemployed as a result of the economic downturn and those who are otherwise disadvantaged. Our vision is to re-aim job seekers at current and developing opportunities in the marketplace faster than ever.

Through issuing the summary of TEG 14-08, technical assistance and statewide meetings of WIB directors and local area coordinators, LWC has emphasized to the LWIAs the importance of implementing expeditiously and effectively with full transparency and accountability the spending of both the regular formula dollars along with ARRA dollar resources. We fully recognize that each WIB must "take an expansive view of how the funds can be integrated into the transformational efforts to improve the effectiveness of the public workforce system." This effort will yield increased services and training for workers in need, especially in light of Louisiana's approximately 9% cut in its Program Year 2009 WIA and Wagner-Peyser allocations.

WIBs are expected to partner on a regional bases and across political jurisdictions to align workforce development services with strategies for regional development. The additional workforce funding must substantially increase the number and proportion of customers who are receiving services and training.

The strategy in using both resources is to target certain regional demand occupations, green jobs and healthcare occupations for ARRA funding, and other regional demand occupation funding will funnel through the regular formula funding.

Each region is responsible for identifying, outlining and establishing sector initiatives in their regional plans to determine how ARRA funds will be utilized. In each of the eight regions in the state, WIBs were required to develop a SWOT analysis to determine the needs and resources available in their region. With this analysis, they can strategically plan on how services will be provided to dislocated workers and low-income adults. The SWOT analysis will also be used to coordinate efforts with our workforce partners such as LCTCS, which will assist with developing career pathways and portable credentials/certifications.

Under a dual-customer approach, the Business Services Representatives (BSRs) throughout the state serve not only as a marketing arm but also provide a connectivity to the skilled labor force pool that has been laid off as well as with newly trained job seekers who have accessed services at the Business and Career Solutions Centers (B&CSC). The BSRs have been given a new directive to be active in making business contacts within the communities they serve. Their goal is to match skilled job seekers to the job openings in the region. They are also to identify the skill sets of which employers are in need so that the B&CSC can develop training for the under-skilled workforce in order to meet the needs of industry.

The State has provided policy for the LWIBs concerning priority for enrollment in Title 1 intensive and training services that should be given to recipients receiving public assistance or other low-income individuals. Along with the priority of service, the State has also issued a support services policy that includes guidance on needs-based payments. It was highly recommend that LWIAs develop regional policy. The LWIAs intensive and training services as well as support services should make it easier for young people and adults, particularly those most in need, to advance and persist quickly through progressive educational and job training levels in order to gain needed educational and workforce skills. The success of each Business and Career Solutions Center in implementing the ARRA will be gauged partly by the progress it makes by using annual appropriations as well as recovery funds to serve unemployed, under-employed, and dislocated workers for new and appropriate jobs. Additionally, it must be the goal of each Business and Career Solutions Center to provide these workers with access and an opportunity to remain in the middle class. Further, it is a necessary objective of each Business and Career Solutions Center to help low-skilled or low-income workers acquire 21<sup>st</sup> century skills, find family-supporting jobs in healthy industries and achieve middle-class status. Furthermore, B&CSC will encourage job seekers to connect with adult education in order to help to enhance the educational pathways for disadvantaged and disconnected youth, thus improving their labor market prospects and long-term career success.

In the aggregate, and despite more than twice the number of people receiving unemployment benefits as this time last year, Louisiana's economy has so far not fallen into recession. However, the longer the national recession persists and the deeper it gets, the greater will be its effect on our state. Some parts of the state, particularly north Louisiana, are already feeling recessionary pressures, while south Louisiana still has among the strongest labor markets in the country. More industries are softening as credit and out-of-state and foreign markets are tightening, but many industries and employers in Louisiana are still growing and hiring. In fact, our nonfarm employment has outpaced 2008 in every month so far this year. Across the state, we have more than 70,000 unfilled jobs, many of them entry level.

Recovery funds will help expand our outreach for certain existing initiatives aimed at the youth population. The first is the EMPLoY program, which provides specific legitimate educational and employment opportunities for struggling high school students whose options would otherwise be extremely limited.

Secondly, LWC is building the LouisianaReady! framework for ensuring that all job seekers, including youth, will be career ready. LouisianaReady! has many of the same components as EMPLoY. It will arm job seekers with a National Career Readiness Certificate, as well as a career interest and job fit profile through LAePortal. Additionally, LouisianaReady! will provide a soft skills certification along with an industry-based certification in a marketable skill for their region of the state. A drug-free certificate will be given to those who consent to testing. In addition to ensuring employable job seekers, this initiative also addresses the key criticisms by business and industry voiced during our workforce summits in 2008 and ensures that LWC and the workforce delivery system is providing workable solutions to the most important challenges of our primary customers.

Finally, LWC has selected and is awarding a contract to an intermediary to work through a grassroots network of community- and faith-based organizations across the state to recruit 10,000 Louisiana citizens who are under-engaged in our workforce. Many of these citizens are in their late teens or early 20s and are not employable because of the deficiencies LouisianaReady! will address. The LouisianaReady! framework will be in place for these recruits this summer, assisting them in becoming employable for many available job vacancies with minimal additional education and training.

## Service Delivery Strategies, Support for Training

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

Louisiana's vision is to build a demand-driven system that supplies the workforce that businesses need, when and where they need assistance. The state's strategic intent and guiding principles include:

- Demand-driven responsiveness
- Better customer service
- Improved performance
- Efficient use of limited sources
- Expansion of services
- Improved service access
- Reduced program requirements
- Equalization of work across staff
- Increased number of customers

With the concurrent spending of the ARRA and WIA Title 1 funding, Louisiana will build capacity not only with staff in the field but will expand, as needed, the variety of educational, supportive, intensive and training services to the youth, adults and dislocated workers. Strategies within this system include:

- Demand-driven alignment: regional targeted sector strategies and regional collaboration to respond to workforce crises
- Evolution of "one-stop" system to "workforce system"
- Enhanced role of WIBs: Regional strategic planning with local response and design to create a better balance between state, parish and local strategies

The LWIAs have developed regional and local plans that identify high-demand/high-growth occupations, green job opportunities and healthcare jobs in their community. An inventory of existing services was conducted and LWIAs have developed strategic plans to meet the diverse needs of the employers and job seekers.

LWC has already implemented an integrated service delivery model that:

- Implements a regional business perspective, including regional business service delivery strategies and structure
- Refocuses on core mission of "employment **and** training"
- Reinvents services and delivery by aligning funding streams to create an integrated employment and training system

The integration of WIA, Title 1, Wagner Peyser, Veterans, Rapid Response and TAA services in the state have resulted in streamlining services to job seekers as well as increased number of customers receiving services at the Business and Career Solutions Centers. These customers now receive facilitated self services at the sites. Furthermore, with the integrated service delivery model, the LWIAs are able to provide:

- Assessments of job skills and needs
- Educational and training services
- Placement and re-employment services

It is the responsibility of each LWIA to evaluate their staffing capacity in order to provide appropriate services. Louisiana has policies to cover priority of service to individuals receiving public assistance and low-income and supportive service that align with the intent of ARRA.

With the above-mentioned strategies in place, the LWIAs will be able to identify those individuals who are unemployed, receiving public assistance or are low income. These customers will be offered appropriate training and placement services along with supported services. Emphasis must be placed on maximizing opportunities for registered apprenticeship, OJT and work experience.

Louisiana's vision is to build a demand-driven system that supplies the workforce with individuals having the necessary education and training to meet the needs of businesses. With the concurrent spending of the ARRA and WIA funding, Louisiana will build capacity, not only with staff in the field, but will expand as needed the variety of educational, supportive, intensive and training services to the youth, adults and dislocated workers. The local WIAs will provide public, business and nonprofit work experience opportunities within each region. LWC is working with the East Baton Rouge WIA to create a program that will serve as a model for future statewide summer youth internship programs. Each local WIA will assess every participant who engages in the summer youth program that utilizes stimulus funds. LWC is expecting the local WIAs to spend 70 percent of the state allocation on high-demand/high-growth occupations during summer 2009 and the remaining 30 percent in summer 2010.

The program will consist of youth ages 14-24 and will serve 50 percent in-school youth and 50 percent out-of-school youth. A total number of 6,000 youth will participate in the summer youth program. All youth will be linked to supportive services in the Business and Career Solutions Center to help them determine if employment and/or training/education is appropriate for their career goals. The youth and young adults participating in the summer youth program will learn financial literacy, resume writing and interviewing skills from the life skills curriculum. The career skills curriculum will include learning all skills necessary for the National Career Readiness Certificate: applied mathematics, reading for information, and locating information. The work ready skills curriculum will include soft skills and other work ready skills such as teamwork, observation, writing, applied technology, listening, work habits, communication skills, workplace effectiveness, business etiquette, and the job search. The ARRA summer programs are being integrated and coordinated to provide youth with the resources and work readiness skills necessary to succeed in bridging the gap in our state's workforce pipeline.

## Service Delivery

### State Governance and Collaboration

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

During the 2008 Regular Session of the Louisiana Legislature, Gov. Jindal successfully led the effort to adopt comprehensive reform legislation, Act 743, to address the state's workforce development system. The previous Department of Labor has become the Louisiana Workforce Commission (LWC). Act 743 charges the LWC with integrating, to the extent practical, the administration and functions of the various workforce development programs of the state to achieve efficient, effective and demand-driven delivery of services.

In the spirit of collaboration, Louisiana Workforce Investment Council, in its April 2009 meeting, invited other agencies to make presentations regarding their plans with ARRA funding. Such agencies were Department of Education, Department of Social Services, Louisiana Housing Finance Agency and Higher Education.

The LWC has demonstrated its collaborative intent with the Louisiana Housing Finance Agency and its weatherization program. Community action agencies head the program and are partnering with the LWIAs in filling openings for individuals working with the weatherization program (training is involved). After the program is complete, the LWIAs will be able to provide placement services for participants.

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

Policy 9 is part of the process of integration of WIA Title 1, Wagner-Peyser and Veterans services. In 2007, a policy was issued to move the Trade Act services to the local Business and Career Solutions Center. LWC is continuing its move toward streamlining services through integration by relocating the Registered Apprenticeship Program from the Office of Regulatory Services to the Office of Workforce Development. With the addition of ARRA funding, LWC has incorporated a strategy to integrate unemployment services with WIA and Wagner-Peyser through ARRA funds. LWC intends to implement career coaches as part of a re-employment strategic effort within workforce investment regions by January 2010. LWC will use UI and Wagner-Peyser funds to create these positions that will be responsible for identifying, developing and monitoring career action plans for those in targeted populations seeking opportunities in designated demand occupations and sectors. LWC has outlined policies emphasizing coordination among our workforce programs such as Policy 9.

LWC participates in several interagency initiatives to enhance and expand access to workforce services such as partnerships with Department of Social Services on Neighborhood Place and Department of Education on EMPLoY. LWC has also redefined our Business Services Representatives duties and responsibilities to ensure more effective and timely engagement and coordination with the business community.

## Reemployment Services and Wagner-Peyser Act Services

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

Currently re-employment services to claimants, in accordance with the Wagner-Peyser Act, utilize assessment as part of the core services in the Business and Career Solutions Centers to determine the level of service needed to rapidly assist the claimant in returning to work. Re-employment services available include the full array of core, intensive and training services. Current job openings are reviewed and appropriate referrals made, if possible. If no current openings are available, Business and Career Solutions Center staff conducts job development activities. When indicated by assessment, claimants receive intensive placement services by the recruitment and placement team. Intensive group activities and job clubs are an integral part of the service mix for worker profiling and re-employment services claimants. The Wagner-Peyser services are similar, except that the B&CSC staff tries to identify the UI claimants up front when they come in order to quickly provide re-employment services strategies.

With integration and WIA and Wagner-Peyser staff sitting side-by-side, claimants are quickly and easily able to be referred to intensive or training services as needed.

All UI claimants are mailed a letter informing them that they must register for work with the Business and Career Solutions Center within 21 days of filing a claim. If a claimant fails to register, the claimant is disqualified from receiving benefits until s/he comes in and registers for work. When a claimant visits the Business and Career Solutions Centers, he or she is greeted and asked six questions that serve as a quick assessment of why they have arrived, history of the last place of work, what type of work they are looking for and their computer literacy. With this quick assessment, the staff can very easily identify the customer as a claimant and start him/her on re-employment services such as job search workshops and supportive services as needed. The full array of core, intensive and training services are made available to the claimant through the Business and Career Solutions system. With integration, access to intensive and training service is seamless and quick.

With ARRA funding, LWC has developed strategies to identify UI claimants based on number of weeks of UI benefits. Using this real-time data, B&CSC staff will be able to quickly engage in providing UI clients with intensive and training services. Career coaches will be employed to focus on the hard-to-place claimants. Furthermore, worker profile models will be developed that will be an accurate model of identifying those claimants who most likely will exhaust their benefits.

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

The Louisiana Virtual One-Stop System (LAVOS), is an internet-based system providing job seekers, businesses and workforce development staff with access to workforce information, job openings, training providers, O\*Net data, resumes, transferable skill matching, assessment tools and other features 24/7, helping them make informed career decisions. Job seekers can become customers of LAVOS from home or any internet-accessible location. This also allows faith-based/community-based organizations to utilize the services for their clients. Job seekers can build their resume and attach it to specific job openings for employers to view. They can search for jobs using eight different search criteria, ranging from keyword search to skill matching to industry or specific employer searches. Job seekers can also match their WorkKey scores to

specific job openings. Employers can manage their entire recruitment process online, entering their own job orders, determining referral methods, viewing resumes and recording hires. LWC staff uses LAVOS to document and manage job seeker and program participant activities as well as business services. The system can also spider employer websites as well as other job banks, providing Business and Career Solutions Center customers with access to most online resources in the state.

Louisiana is committed to providing seamless service delivery to all job seekers through the Business and Career Solutions system. Through LAVOS, all job seekers have self-service access to jobs, training opportunities and workforce information at any location with internet access. Job seekers may also access staff-facilitated services through the Business and Career Solutions Center, where personnel can provide limited one-on-one services to those job seekers, including veterans, who may require additional assistance. LWC is working to provide services based on customer need, not program delivery; grouping staff by services delivered rather than by funding stream.

Within LAVOS, LWC has developed the ability to input, monitor and provide reports on jobs that are subsidized through ARRA, including green jobs. Staff has been trained to identify as well as input both recovery act jobs and green jobs.

LWC has developed a series of policies outlining the standardization of an integrated service model work process in order to fully develop a seamless integrated system. The goal of this redesign project is (1) the restructuring of the delivery of employment and training services to eliminate duplication of services; (2) ensuring that the business needs of hiring, retention, training and advancement of workers are the driving forces for a system design; and (3) connecting businesses who are looking for qualified workers with individuals seeking employment. This strategic vision required alignment of workforce services functions across Wagner-Peyser and WIA programs.

Additionally, in each Workforce Investment Area, WIA and Wagner-Peyser staff works as integrated teams providing seamless service delivery to job-seeking and business customers. LWC has developed a strategic vision for USDOL-funded employment and training services as well as integrated work processes that allows for local flexibility based on state policy guidance. Consolidation and integration empowers local WIA directors to set the overall policy and vision for the operation of their programs in the Business and Career Solutions Centers in each local jurisdiction within WIA and Wagner-Peyser regulations and in cooperation with the State. In all LWIAs there is a connection, either through co-location or electronic connectivity, of the One-Stop system and the community, as well as the technical college system. All Business and Career Solutions Centers in Louisiana provide the required core services to both job seekers and employers.

All positions resulting from ARRA will be listed on LAVOS and identified as either a green job or stimulus occupation if they meet certain criteria. Characteristics of green jobs or, as they are sometimes referred to, green-collar jobs, include:

Sustainable Manufacturing, or Green Products and Services (related to the manufacture of products that reduce environmental impact and improve use of resources such as energy efficiency, water conservation, use of environmentally preferred materials, and land/property reclamation.)

## Adult and Dislocated Worker Services

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

The Louisiana Workforce Commission is committed to providing seamless service delivery to all job seekers through the Business and Career Solutions system. Through Louisiana Virtual One Stop, all job seekers have self-service access to jobs, training opportunities and workforce information at any location that with internet access. Job seekers may access staff-facilitated services through the Business and Career Solutions Centers. Personnel at the Business and Career Solutions Centers can provide limited one-on-one staff services to those job seekers, including veterans, who require additional assistance. LWC is working to provide services based on customer need rather than program delivery, grouping staff by services delivered rather than by funding stream.

Universal access to core services is provided to all job seekers, including participants receiving public assistance or other low-income individuals. The goal for each local area is that either a majority of the participants served are from the target populations, or a majority of the adult funds budgeted for intensive and training services are expended on the target populations.

The Grassroots RFP initiative is being funded with ARRA dollars. It is a strategic plan to work with community- and faith-based organizations, other state agencies and directly in communities across the state to recruit from the identified target populations those who are not in the workforce. This initiative is to provide universal access to core services.

LWC goal is to place emphasis on serving the needs of special applicant groups. The LAVOS Labor Market Information section provides census information to each local Workforce Investment Board on the population figures for these groups. The Business and Career Solutions Center operator, in coordination with the system partners, must develop service strategies designed to meet the specific needs of these groups. LAVOS gathers information on placement and retention of special applicant groups to determine the best service strategies. LVERs and DVOPs are utilized to the maximum extent possible to provide all-inclusive case management services to veterans throughout the Business and Career Solutions system. To the extent feasible, services will be provided to migrant seasonal farm workers. Faith-based and community-based organizations are being involved in the process, both as a provider of services and as a resource to the Business and Career Solutions Centers.

The following populations with special needs have been identified:

- Offenders
- Disabled individuals
- Displaced homemakers
- Low-income individuals
- Migrant and seasonal farm workers
- Individuals training for nontraditional employment
- Veterans
- Individuals with multiple barriers to employment
- Older workers

LWC's career exploration process provides a methodology at the local level to structure processes, identify services needed and make decisions as to who will be responsible for ensuring the services are available across system partners. It serves as a planning guide that system partners can use in deciding who is responsible for given sets of services to ensure

comprehensive, nonduplicated services to customers across the system. It can assist with recommended service strategies (employment express, career development, career advancement) needed to assist customers in growing their income and making a successful transition into the labor market and up the career ladder.

LWC is piloting a program in Lafayette, La., with the LAJet, STEP and other food stamp recipients as well as youth aging out of foster care by referring them to the B&CSC as well as existing integrated programs from the Department of Social Services. Literature and information on the LWC web-based services will be provided to individuals receiving services at other organizations as well as through community-based organizations for the purpose of educating and informing customers of workforce services provided by LWC.

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

The Louisiana Workforce Commission has developed a integrated service delivery model in which the WIA Title 1, Wagner-Peyser, Veterans, and Trade Assistance Adjustment programs are totally integrated in order to provide ARRA services. The Business and Career Solutions Centers utilize a team-based triage service delivery strategy for all job seekers. Services at each center are delivered through facilitated self help and group activities. In addition, customers not needing staff assistance may access services outside of the centers through LWC's internet-based Management Information System. The system provides job seekers direct access to employer listings through the self-service component as well as the ability complete skill-based resumes. At the Business and Career Solutions Centers, the skills development team assists customers to develop such skills as learning how to apply for jobs using the internet, developing resumes that match specific jobs, analyzing job skills, determining life-long training needs, etc. By matching customers with identifiable services (employment express, career advancement, career development), staff can quickly determine customer needs and direct customers through the system to intensive services if required. Those customers needing more intensive services have access to career aptitude/interest assessments and more intensive counseling services. The system encourages customer choice, thereby facilitating a better match to needed services, resulting in a more rapid entry into the workforce.

The career exploration process gives staff the skills, knowledge and tools to provide customers a choice in service, delivery and design. This approach helps job seekers first develop a financial plan and then use workforce information to build a career plan. This will enable them to ensure the job/training they choose will match their financial needs and is part of a career ladder. Each local workforce development plan addresses the mix of services in the region and local area delivery strategies. With this strategy, job seekers who are low income and low skilled can develop a plan using the resources in the Business and Career Solutions Centers to help pursue a job with a wage able to support a family.

Through the use of Wagner-Peyser funds, youth have universal access to services through the Business and Career Solutions Centers. The matrix of services offered by the centers includes appropriate educational and training services. All WIA youth contractors are required to coordinate their services with Business and Career Solutions Centers in their area to ensure that youth can access all appropriate services. LWC believes that youth, particularly out-of-school youth, should be introduced to the services available through the Business and Career Solutions system early in their development and encouraged to use the Business and Career Solutions system as an entry point to obtaining education, training and job search services. The overall task of the Grassroots RFP is to deliver job-ready or training-ready members of the targeted, hard-to-serve populations and untapped labor pools to the Business and Career Solutions Centers across the state. Those centers will coordinate the delivery of job placement, training or other workforce development services to the recruited individuals.

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

LWC requires regional planning and the identification, development, implementation and monitoring of sector initiatives. Regional incentives will be created and awarded to encourage and support desired regional activities. LWIBs are expected to coordinate, plan, assess and outline capacity of training needs related to targeted occupations in demand. Local Workforce Investment Boards (WIBs) are also expected to ensure appropriate coordination with other workforce partners and programs, including but not limited to, Incumbent Worker Training Program, Community Development Block Grant, Apprenticeship, Louisiana Community and Technical College System, Department of Education, Department of Social Services, Department of Transportation Development, community-based organizations and faith-based organizations to maximize access to timely and relevant services with projected outcomes. ARRA funds are to be designated for investment in priorities outlined in the regional plans, regional development and sector initiatives. Regional policies are required for employer-based training, needs-related payments and supportive services that are aligned with designated regional priorities. LWIBs are expected to expend at least 70 percent of these funds on regional priorities and demand occupations within targeted sector initiatives in the first year.

Access to training in regionally targeted industry sectors will be supported by funding and other resources from the Louisiana Workforce Commission, agencies responsible for K-12, adult and post-secondary education and agencies responsible for other funding for job training received through the ARRA (such as funding for transportation, related on-the-job training/supportive services, funding to address health profession workforce shortages, funding for weatherization training, etc). Additionally, the Louisiana Workforce Commission will provide incentives so that resources from these sources, as well as others including businesses, may be brought together to support and sustain regional sector initiatives.

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

For the business community, regional business sector initiatives will coordinate services regionally for employers and provide them with a single point of contact with the employment and training system. Each center has dedicated staff providing services to businesses. The Business Services Representatives (BSRs) work with employers in their community as part of an initiative coordinated across the region. This coordination process will ensure that labor market information, training needs, employment opportunities, etc., are shared among all partner entities. Each partner entity in the region will be involved in a regional planning process utilizing their local staff. Employers are assigned an account representative through the local business solutions system. This individual is responsible for connecting employers with all workforce development services. As the LWC refines this model, services will be streamlined to avoid having businesses contacted by multiple programs, providing a single point of contact for service delivery. To make Business Services Representatives most effective, their efforts will be focused to support regional sector initiatives.

In addition, steps are being taken in our efforts to fully integrate the Registered Apprenticeship Program with the Business & Career Solutions Centers in Louisiana. Short-term plans include hosting a statewide conference on registered apprenticeship that will be specifically tailored and directed toward our workforce delivery system, from WIB members down to frontline Business & Career Solutions Centers staff. The goal of this conference, the first of its kind in Louisiana, is to give this target group detailed information and knowledge about registered apprenticeship, suggestions for working more closely with program sponsors in each region and how referrals to the Registered Apprenticeship Program can enhance the performance measures of centers. Last fall, 60 percent of B&CS centers received an hour-long workshop on registered apprenticeship during staff development meetings, although much more detail needs to be delivered to the Workforce Investment Areas in order to develop a true appreciation for the benefits of integration with this program. Conference participants will be able to take this knowledge back to their local areas and understand the value of applying stimulus funds to registered apprenticeship-related activities. In turn, centers will be better equipped to expand business services and increase the number of opportunities available to their customers.

The Rapid Response Team will implement statewide business retention strategies to reduce the economic impact on businesses in declining industries and workers dislocated by layoffs. Key strategies will include:

- Anticipating layoffs by analyzing economic and labor market trends
- Developing an early warning network to trigger rapid response services
- Averting layoffs by mobilizing workforce and economic development resources
- Helping dislocated workers find new jobs as quickly as possible through community partnerships and improved assessments
- Training laid-off workers for new jobs and careers by exploring flexible training strategies and drawing on various federal and state resources

Business Services Representatives will serve as members of an early warning network to detect at-risk businesses. Additionally, formal networks of businesses, unions, local elected officials and government agencies will be organized to analyze economic trends and provide advance warning of business failures and worker dislocation. Finally, business retention plans will be developed that will contain a comprehensive set of solutions and aversion strategies.

Another statewide initiative is to utilize WorkKeys assessments to assist businesses in finding qualified skilled workers. Businesses will have the ability to help make hiring decisions based on assessment results. WorkKeys further allows businesses in emerging sectors and workers to measure skill sets and training needs.

To ensure that job seekers get “the right service the first time,” all Business and Career Solutions centers provide a standardized framework when a customer visits. They are greeted, assessed for service needed, instructed in how to access services, including job placement, and how the offices are designed and staffed to meet the needs of the job seekers and employers.

Through the assessment, an appropriate mix of services is recommended to each customer based upon their needs. Each center’s customer flow design incorporates a methodology to identify customers’ needs up front and move quickly into the resource area to be able to access services. Resources available include job search activities, evaluation of skills, interest inventory and work preferences assessments and exploration of career ladders.

One-Stop Career Center resources, such as staff support for recruitment and enrollment, intensive services, related support services and training resources, as well as other resources available to the LWIA, will be prioritized to support regional sector initiatives.

## Youth Services

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

ARRA summer programs are being integrated and coordinated to provide youth with the resources and work readiness skills necessary to succeed in bridging the gap in our state's workforce pipeline. The summer youth program will enhance the opportunity for youths to connect to post-secondary education opportunities, leadership development activities, mentoring training, community service, and other community resources. A range of services that help young people build self-esteem, make better decisions, and develop goals and hope for the future are also needed. When youth development activities are coordinated with training and employment opportunities they help young people achieve better lives for themselves, provide alternatives to risky behavior, and help them contribute to the economic and social well-being of their communities.

The LWC is working with the East Baton Rouge WIA to create the first LWC Internship Program. The program will serve as a model for future statewide Summer Youth Internship programs. The Louisiana Workforce Commission Summer Employment Program provides students 18 - 24 years of age the opportunity to gain career-related, on-the-job experience while working for a professional organization. State government internships allow students to make important contributions to the state while participating in a challenging and rewarding work experience. By interacting with LWC staff from a wide range of disciplines, students will learn first hand how the agency is meeting the needs of businesses and job seekers across the state. In addition to gaining valuable work experience, all summer undergraduate interns will participate in a special seminar series featuring top LWC staff presenting overviews of state government, specific agency functions and current issues facing the state. Benefits of Participation: Interns will:

- Gain valuable work experience
- Establish business contacts
- Meet face to face with public officials and decision makers
- Interact with students from across the country and around the world
- Learn leadership skills from a dedicated professional mentor

#### ***Criteria for Participation:***

To participate in LWC's Summer Employment Program, students must be 18 - 24 years of age, currently enrolled in a college or university and interested in working in a business setting. In addition to the full-time internship, students will take a weekly half-day class in their field of study and submit a comprehensive portfolio of their internship experience at the end of the program.

The local WIA's required ratio is 50 percent in-school youth and 50 percent out-of-school youth. The in-school and out-of-school youth will register in LAVOS and the out-of-school youth will be linked to supportive services in the Business and Career Solutions Center to help them determine if employment and/or training/education is appropriate. Local Community Service Block Grant's community action agency will partner with the local WIA to provide the wrap-around services needed by both in-school and out-of-school youths and young adults. The wrap-around service partnership should eliminate any barriers to a successful outcome. The services provided by the BCSC will assist them in linking short-term and long-term career planning and goal setting as part of their reattachment process. LWC has implemented a youth portal and LAePortal on its website, [www.laworks.net](http://www.laworks.net), to display workforce information in a format appropriate for younger users, linking career planning in high school and reattachment to education for out-of-school youth.

Business and Career Solutions Center staff will work to identify youth ages 14-24 to link them to high-demand/high-growth occupations and green jobs. The staff will then build in career plans

that provide training and entry to jobs with career ladders utilizing the Career Ready 101 assessment tools. Services to young people with special needs should include using local youth staff to help them navigate and negotiate services. Programs serving young people who do not speak English as their primary language need bilingual staff and staff. They should be familiar with the cultural and ethnic nuances and traditions surrounding work.

The local WIAs will provide public, business and nonprofit work experience opportunities within each region. LWC is expecting WIAs to spend 70 percent of the state allocation on high-demand/high-growth occupations. Funding streams supporting youth development and job training and employment are often fragmented, unconnected and have different reporting and outcome expectations. Part of our strategic planning and collaboration process is to identify all of the available sources of funds dedicated to youth training and employment and deciding how to blend or coordinate those resources to reduce service systems gaps and duplication. Blending will include public and private funding sources or diversifying funding sources such as local/state grants. An example of the blended program is the EMPLOY program in which the staff assists youth in building career plans that provide training and entry to jobs with career ladders utilizing the Career Ready 101 assessment tools.

The youth and young adults participating in the summer youth program will learn financial literacy, resume writing and interviewing skills from the life skills curriculum. The career skills curriculum will include learning all skills necessary for the National Career Readiness Certificate: applied mathematics, reading for information, and locating information. The work ready skills curriculum will include soft skills and other work ready skills such as teamwork, observation, writing, applied technology, listening, work habits, communication skills, workplace effectiveness, business etiquette, and the job search.

### ***Summer Youth Assessments***

Each Local Workforce Investment Area should assess every participant who engages in the Summer Youth program that utilizes stimulus funds allocated under ARRA. All in-school youth can be assessed (pre-test and post-test) with any recognized assessment. All out-of-school youth must be assessed with the KeyTrain, CareerReady 101 assessment tool.

Youth who are currently in or transitioning from foster care are a particularly vulnerable population in these uncertain economic times. With low education levels, high unemployment rates and pressing economic needs, older youth in foster care are among the most immediately affected in an economic downturn. Given the intention and scope of ARRA, the needs of older youth transitioning from care are legitimate concerns for state and community leaders to address in conversations about how best to use federal stimulus funding.

The LWC is connecting with Department of Social Services to support older youth in foster care related to healthcare coordination, educational stability and youth-led transition planning, among others. LWC is also supportive of DSS opt-in provisions, including the extension of Title IV-E eligibility up until age 21, as well as extension of Title IV-E reimbursement for subsidized guardianship placement. This will increase the success ratio of the youth.

WIAs will provide public, business and nonprofit work experience opportunities within each region. LWC is expecting WIAs to spend 70 percent of the state allocation for summer 2009 and 30 percent for 2010. The total number of youth who will participate in the summer youth program will be 6,000 in 2009 and 2,000 in 2010.

In accordance with R.S. 23:182, minors employed in approved federally funded youth training programs shall be exempt from the requirement to procure an employment certificate prior to beginning work. This exemption eliminates the need for the minor and employer to complete an Intent to Employ form and thus secure parental consent for the minor to be employed. While it is not a requirement that a minor obtain parental consent to work in the summer youth program, it is suggested that it be considered as a program requirement for minors 16 and 17 years of age.

Please be advised that although the requirement for an employment certificate is exempted by law, all other regulations relative to 16- and 17-year olds still apply including but not limited to:

1. **Break requirements** – Minors 16 and 17 years of age must receive an uninterrupted and documented break of at least 30 minutes for each and every five-hour work period.
2. **Lateness of hours provisions** – Minors 16 years of age may not work between the hours of 11 p.m and 5 a.m. on any day prior to a school day. Minors 17 years of age may not work between the hours of 12 a.m. and 5 a.m. on any day prior to a school day.
3. **Rest period between shifts** – All minors must receive at least an eight-hour rest period between work days.

All 16- and 17-year-old minors still in school and employed in the summer youth program would be classified as registered student learners and thus enjoy exemptions from hazardous occupation prohibitions concerning the following equipment and job tasks under certain conditions:

1. Power-driven woodworking machines
2. Power-driven circular saws, band saws, and guillotine shears
3. Power-driven metal-forming, punching and shearing machines
4. Power-driven paper product machines
5. Roofing operations
6. Excavation operations
7. Slaughtering, meat-packing or processing, or rendering
8. Welding operations

Such exemptions for student learners will only exist provided:

- a. That the work of the student learner in the occupations declared hazardous shall be incidental to the training
- b. That such work shall be intermittent and for short periods of time and under the direct and close supervision of a qualified and experienced person
- c. That safety instruction shall be given by the school and correlated by the employer with on the job training
- d. That a schedule of organized and progressive work processes to be performed on the job shall have been prepared and made a part of the written agreement and
- e. That the written agreement be signed by the school coordinator, the employer, the minor student learner and the student's consenting parent or guardian.

## Veterans' Priority of Service

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

The Jobs for Veterans Act Program is monitored at least annually by the LWC Audit and Security team. They analyze and report on veterans' service delivery and program compliance, particularly in the area of Priority of Service for veterans. The audit results are communicated to the LWIB Director, State Veterans Employment Representative (SVER), and the USDOL/VETS State Director. Findings are identified and deadlines for corrective action are issued as appropriate.

The Program Trainer and SVER works closely with Business and Career Solutions Center management and staff to inform, advise, and coordinate the requirements of the Jobs for Veterans Act Program in their office. Visits will be made to Centers, whether veteran staff are in place or not, to educate all staff on the necessity of observing Priority of Service. A power point presentation has been developed specifically for this purpose.

All Veteran staff meets to assess the training needs at each LWIA to ensure that follow up services are provided as needed.

### **VETERANS PRIORITY OF SERVICE POLICY**

LWC has had in place since January 16, 2007, Workforce Development Policy Number 18. This policy set the standard for implementing Public Law 107-288, The Jobs for Veterans Act (JVA), throughout the state workforce system, including Local Workforce Investment Boards, One-Stop Career Centers and State Workforce Agencies. Policy #18 mandates that veterans and eligible spouses receive priority of service in all USDOL funded employment and training programs, as long as the program requirements are met.

LWC has received additional guidance in priority of service since 2007. Priority of Service For Covered Persons; Final Rule, 20 CFR Part 1010, and The American Recovery and Reinvestment Act of 2009 (ARRA), have both promised extensive guidance and technical assistance to be separately issued.

Essential to the successful implementation of priority of service is identifying the veteran at the point of entry to the workforce system. The JVA policy has been in effect since 2003. State and local staff have been trained since it's the JVA policy inception.

Veteran staff attend state meetings three times a year and the practical elements of point of entry identification are extensively covered.

The Veteran's Program utilizes a train the trainer presentation which equips equips LVER and DVOP staff to train local staff in all aspects of priority of service.

LWC continues to work with LWIBs and other partners to assist and ensure that their strategic local plan for all offices under their control includes the implementation of veteran's priority of service from the initial contact at point of entry.

## Service Delivery to Targeted Populations

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

Paramount to a successful strategy of a seamless service delivery under conditions of significant increases in traffic to the local One Stop systems is the adherence to LWC developed series policies (Policy 9 series) outlining the standardization of OWD’s Integrated Service Model Work Processes. The policies and structure were created with the goal of restructuring the delivery of employment and training services to eliminate duplication of services and to ensure that the business needs of hiring, retention, training and advancement of workers is the driving force for a system design. This strategic vision established in advance of ARRA funding will only serve to enhance performance and improve the delivery of services to an expanded participant population, and is a required alignment of workforce services functions across Wagner Peyser and WIA programs.

Through the additional of ARRA funding, greater resources will be available for the employment and training needs of all job seekers will be met through the provision of Core, Intensive and Training services accessible through Louisiana’s Business and Career Solutions system. To ensure that special populations are appropriately served and that non-traditional career opportunities are presented, local WIBs have been previously encouraged to provide professional development training to all front-line personnel and also encouraged to include service providers and community-based organizations that serve special populations on the local board, or its groups and subcommittees.

Each Local Workforce Investment Boards (WIBs) must pay strict attention to adherence to its policies regarding priority of service for the provision of Intensive and Training services to Adults and Dislocated Workers under WIA Title I. The Adult priority of service policy must provide priority to recipients of public assistance and other low-income individuals. Local plans must also clearly define how the needs of displaced workers, displaced homemakers, low-income individuals, public assistance recipients, women, minorities, individuals training for non-traditional employment, veterans and individuals with multiple barriers to employment including older workers, individuals with limited English-speaking abilities and individuals with disabilities, will be met.

Each LWIBs must develop a local policy regarding priority of service for the provision of Intensive and Training services to Adults and Dislocated Workers under WIA Title I and this policy must be incorporated into the local plan. The Adult priority of service policy must provide priority to recipients of public assistance and other low-income individuals. Local plans must also clearly define how the needs of displaced workers, displaced homemakers, low-income individuals, public assistance recipients, women, minorities, individuals training for non-traditional employment, veterans and individuals with multiple barriers to employment including older workers, individuals with limited English-speaking abilities and individuals with disabilities, will be met.

A local board may elect to provide training without the use of Individual Training Accounts to special low-income participant populations facing multiple barriers to employment, with agreement from LWC and the WIC. Those special participant populations may be individuals with significant cultural or language barriers, ex-offenders, homeless individuals or many include individuals from other locally defined populations. To provide such training, the local board must

develop criteria to determine the “demonstrated effectiveness” of the training provider, which must include the financial stability of the organization, demonstrated program performance and explanation of how the program relates to the workforce investment needs identified in the local plan.

LWC’s career and exploration process provides a methodology at the local level to structure processes, identify services needed, and make decisions on who will be responsible for ensuring the services are available across all system partners. It serves as a planning guide that system partners can use in deciding who is responsible for given sets of services to ensure comprehensive, non-duplicated services to customers across the system. It can assist with recommended service strategies (employment express, career development, career advancement) needed to assist customers in growing their income and making a successful transition into the labor market and up the career ladder.

All grants under WIA will contain non-discrimination and equal opportunity provisions. LWC’s Office of Equal Opportunity and Compliance will monitor compliance with these provisions.

WIA and Wagner-Peyser funded services for persons with disabilities are coordinated with other One-Stop system partners, especially Vocational Rehabilitation. Wagner-Peyser services are available to all persons, including persons with disabilities. All Business and Career Solutions centers are fully accessible in accordance with USDOL TEIN 16-99.

Recognizing the high unemployment rate among individuals with disabilities and the qualified employee shortage businesses are facing, LWC is committed to providing reasonable accommodation to all programs, services and facilities. Each Business and Career Solutions center utilizes the One-Stop Disability Access Checklist to self evaluate their current level of accessibility and plan to meet the accessibility needs of customers with disabilities who come to Business and Career Solutions centers for services.

Louisiana assures that all Business and Career Solutions centers are in compliance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973 requirements that accessibility encompass physical accessibility of the One-Stop sites including the removal of barriers in addition to program accessibility for the various partner programs and service providers. Access to the provision of services offered at each of the Business and Career Solutions centers is equitably available to a universal population, including those individuals with disabilities. LWC continues to ensure all materials and delivery methods are appropriate to diverse cultures, languages and education. This program accommodation includes, as appropriate, the provision of interpreters for individuals with hearing impairments who require such assistance in order to participate in a center program, use of Braille and large print material and enlarged computer screens for individuals with visual disabilities, earphones with enhanced sound for individuals with hearing disabilities, etc. LAVOS is JAWS enabled to assist individuals with visual disabilities access employment and training services via the Internet. LWC’s EEO office will provide technical assistance to the Business and Career Solutions centers if necessary and monitor the system for compliance.

Recognizing the current needs of military veterans living in or returning to Louisiana, the Louisiana Workforce Commission has established an integrated delivery system through our statewide Business and Career Solutions centers. The Jobs for Veterans Act of 2002, as well as 38 U.S.C. 41 (as amended by the Jobs for Veterans Act), and the Workforce Investment Act, as amended, all provide guidance and objectives for the provision of employment and training services to veterans in our Business and Career Solutions system.

Locally, the DVOP and LVER staff is in contact with the veteran population, as well as other Business and Career Solutions staff throughout the statewide system. DVOP and LVER staff is available to work with the Business Services team and other partners, to coordinate and offer a full array of networked or direct services for veterans. Outreach to employers, veterans, and community service providers are one of the most important program segments that benefit veterans.

Many veterans with barriers to employment are in homeless shelters, VA Hospitals, Veterans' Centers, half-way houses, and other community-based facilities. The DVOP staff, in the interest of assisting veterans in need of intensive services, makes personal visits, network and develops relationships with community providers in order to locate and assist veterans who otherwise would not make themselves available to a Business and Career Solutions center.

The Office of Equal Opportunity ensures compliance with all federal and state regulations; however, all of LWC has been proactive in meeting the needs of job seekers with limited English proficiency. Critical documents have been translated into Spanish, which is the primary language among the state's limited English proficiency population. Each office has identified staff and/or local contacts that can assist with service delivery for job seekers of other languages.

## Transparency and Public Comment

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

The draft of the ARRA state plan was circulated to every member of the Workforce Investment Council (WIC), which is a representative body of all of the major public and private stakeholders in workforce development. It was also forwarded to all of the 18 Workforce Investment Boards, which represent many other stakeholders on the local level, as well as their staff and local elected officials across the state. Additionally, the draft plan was posted on the LWC web site with a solicitation for input and feedback. Input received after seven days was collected, discussed with the Governor's Office and the WIC and incorporated where appropriate.

## Increasing Services for Universal Access

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

To improve the overall operations, effectiveness, and outcomes of workforce development in Louisiana, LWC has implemented a service integration and system alignment model. This system is envisioned to impact the State's workforce and economy through better linkages between employers and workers, and overall improvements and enhancements toward workforce skill development. The Business and Career Solutions system is the primary service delivery vehicle for LWIBs to fulfill their workforce development role.

Business Solutions	Career Solutions
A strategic approach to develop and maintain relationships and partnerships with the business community	Funding and staffing integration to advance the efficiency and maximize the resources of the one-stop centers processes.
Ensure services and service delivery methods meet business demands, including improvement of existing services and development of new business services	Move from a focus and delineation on " <i>programs</i> " to well-structured and customer-appropriate sets of " <i>services</i> ."
Move to exceptional high quality standards for delivery of employer services, focused on: <ol style="list-style-type: none"> <li>1) job vacancy processing from receipt to follow-up,</li> <li>2) recruitment services, and</li> <li>3) optimum connections between the business and job seeker community</li> </ol>	Create highly satisfying services and processes that: <ol style="list-style-type: none"> <li>1) remove wait time and get customers started on services immediately,</li> <li>2) are clearly identified and easily accessed from start to finish, and</li> <li>3) provide options for direct entry into the labor market and/or training to build skills to advance in the labor market</li> </ol>

With the downturn in the economy and increased traffic in the Business and Career Solutions Center, the State will assess the needs of where to increase the Wagner-Peyser staff through ARRA funding to support the increase in traffic at the local centers.

## Local Planning Process

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

With additional funding provided through the American Recovery and Reinvestment Act, LWC's leadership has been aggressive in communicating its vision for the expansion of services. Initially, each LWIA has been required to provide its action plan for the implementation of Stimulus funding for its served area. As part of the plan, each LWIA was asked to tailor its response around the identification of its Strengths, Weaknesses, Opportunities, and Threats relative to the successful expansion of services. Additional interface occurred through the distribution of a USDOL provided assessment document which allowed both LWC and each LWIA the opportunity to respond to questions specifically crafted to measure readiness to comply with the intent of ARRA. This assessment document was used in the on-site visits performed in conjunction with USDOL staff at selected LWIA locations across the state. Through multiple mediums, LWC has provided the direction, support, and critical follow up necessary to ensure that strict attention is given to both the urgency and importance of successfully implementing programs that are outcome based and productive toward achieving a positive lasting experience for participants. Through the use of webinars and face-to-face encounters, LWC continues its quest to highlight successes, answer questions, and provide direction to its local partners. LWC's goals and accomplishments include the following:

- Convene a regional leadership group to provide an initial identification of the region based on an initial assessment of a concentration of industry sectors, high-growth sectors, and emerging sectors; existence of workforce challenges in them, and opportunities for the regional workforce to become employed and advance in employment in them. Additionally, provide monitoring of regional implementation of the LWC's ARRA plan.
- Convene one or more core leadership group for a regional sector initiative and seat representatives of them on the regional leadership group.
- Conduct a regional economy-wide SWOT analysis to support creation of a regional identity and to market it; concentrating on assets
- Conduct one or more analyses of an industry sector, its workforce, the capacity of entities that provide services to the industry sector's employers, workers, and job seekers, and needed systems changes, including SWOT, to support design of one or more sector initiatives
- Develop shared regional identity and vision of success for regional vitality, employers in target industry sectors, and the workforce for those sectors
- Develop a shared regional identity and vision of success for regional vitality, employers in target industry sectors, and the workforce for those sectors
- Market regional identity and vision, through efforts of the regional leadership group and the regional sector initiative leadership group(s)
- Design sector initiatives, building in plan for systems change and sustainability
- Identify funding to market regional identity, vision of success, and successes
- Identify funding for start up and first two years of sector initiatives' operations
- Build capacity of the region's organizations to operate the sector initiatives
- Implement sector initiative operations.

## Procurement

**Question VIII.F.5. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)** (Note: All procurements must comply with OMB requirements codified in 29 CFR Parts 95.40-95.48 and 97.36.)

The competitive and non-competitive processes that will be used at the state level to award grants and contracts for ARRA activities as well as activities under Title I of WIA are prescribed under “Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments” which is codified in USDOL regulations at 29CFR part 97.

All WIA procurement transactions in Louisiana are conducted in a manner providing full and open competition consistent with the standards at 29 CFR §97.36, including proper notice to potential bidders. When procuring property or services under WIA, the State follows the policies and procedures it uses for procurements from its nonfederal funds (LSA-R.S. Titles 38 and 39, as applicable). These state level policies and procedures are very similar to those set forth at 29 CFR §97.36 identified below. Other grantees and sub grantees will use their own procurement procedures that reflect applicable State and local laws and regulations, provided that the procurements conform to applicable federal law and the standards identified at 29 CFR §97.36.

Non-competitive processes used at the State level to award grants and contracts for youth and adult activities under Title I of WIA are as follows:

- A. Contracts for social services that would include adult and youth activities under Title I of WIA may be awarded without the necessity of competitive bidding or competitive negotiation only if the Director of the Louisiana State Office of Contractual Review (OCR) determines that any one of the following conditions is present. The using agency shall document the condition present and such documentation shall be part of the contract record submitted to the Office of Contractual Review.
  1. The services are available only from a single source (sole source). Sole source procurement shall be determined by the State OCR Director. A contract shall also be considered as sole source if a request for proposals is issued and only one or no proposals are received.
  2. The State legislature has made an appropriation for that particular contractor or contractors via the appropriation bill or other statutes.
  3. A quasi-public and/or nonprofit corporation, such as a parish voluntary council on aging, an area agency on aging, or an association of retarded children or equivalent, has been established in accordance with the State to provide the particular service involved in the contract.
  4. Local matching funds of greater than ten percent of the contract amount are required to be contributed by the contractor. Such matching funds may be in the form of cash, certified expenditures or in-kind contributions, where applicable to the funding source.
  5. The nature of the services being provided necessitates that a continuity of contractors be maintained as in, but not limited to, therapeutic and crisis support to clients and employment and training programs.
  6. An emergency exists which will not permit the delay in procurement necessitated by the request for proposal procedure. Such emergency shall be determined by the State OCR Director.
  7. The total contract amount is less than one hundred fifty thousand dollars per twelve-month period. Service requirements shall not be artificially divided so as to exempt contracts from the request for proposal process.

8. The contract is with another governmental entity or governmental body.
  9. Funds are specifically designated by the federal government for a particular private or public contractor or political subdivision.
  10. The contract is with a social service contractor who supplies services under a contract in existence as of November 30, 1985, as long as such contractor continues to supply substantially the same services and the using agency certifies:
    - a. The services are satisfactory.
    - b. They intend to continue contracting with that contractor.
- B. If none of the conditions given above are determined by the State OCR Director to be present in a contract for social service, then that contract shall be awarded through a request for proposal (RFP) process, under rules and regulations issued by the Office of Contractual Review.

For social service contracts not qualifying under the non-competitive procedures adequate public notice of the request for proposals shall be given by advertising in the official journal of the State, in the official journal of the parish in which the services are to be performed and such other newspapers, bulletins, or other media as are appropriate in the circumstances. Such advertisements shall appear at least twice in the official journal of the State and twice in the official journal of the parish. If the services are to be performed in or made available to residents of a multi-parish area, advertising in the official journal of the State and in one or more newspapers of general circulation in the State at least twice shall be sufficient to meet this requirement. In all cases, the first advertisement shall appear at least fourteen days before the last day that the proposals will be accepted. In addition, written notice shall be mailed to persons, firms, or corporations who are known to be in a position to furnish such services, at least fourteen days before the last day the proposals will be accepted. This last requirement is subject to reasonable limitation at the discretion of the using agency.

Local workforce investment areas will describe their procurement policies in their local WIA plans. These policies will conform to the standards identified at 29CRP97.36. Based on recommendations of the youth councils, local boards will identify eligible providers of youth activities by awarding grants or contracts on a competitive basis utilizing the local procurement policies described in their plans. LWC has requested a waiver, described elsewhere, to allow LWIAs to use the Eligible Training Provider List to select training providers to provide Individual Training Accounts (ITAs) for out of school and older youth and youth 16-17 years of age.

Institutions of high education, hospitals, and other non-profit organizations are required, for both ARRA funding as well as regular WIA formula funds, to follow OMB Circular A-110 that is codified in the USDOL regulations at 29 CFR part 95.

In addition to the requirements at 29 CFR §95.48 and 29 CFR §97.36(l), all procurement contracts and other transactions between local boards and units of State or local governments shall be conducted only on a cost reimbursement basis. No provision for profit shall be allowed.

In connection with youth services to be procured under the Recovery Act, the grant recipient/fiscal agent will have the option of administering summer youth employment opportunities themselves. If providers other than the grant recipient/fiscal agent are to be used to provide summer employment, these providers will have to be selected on a competitive basis and awarded a grant or contract through the state's normal procurement process.

## Technical Assistance

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

The Louisiana Workforce Commission has been working with Geographic Solutions to update the Louisiana Virtual One Stop operating system in order to capture elements outlined in the Recovery Act Technical Guidance Letter, TEGL 14-08. Updates include the ability to identify green jobs from various aspects of the labor exchange process, from tagging the job vacancies to identifying employment outcomes ascertained through follow-up with its members.

Case management function updates include the ability to capture services provided under stimulus customer groups: Adult, Dislocated Worker and Youth, including those enrolled in summer employment only.

Each LWIA has a dedicated staff person in the Management Information Systems (MIS) unit that is responsible for providing technical assistance including, but not limited to, providing clarification on proper recording of data and technological issues that relate to LAVOS. The MIS staff works with local staff as well as the program advisors who serve as the eyes and ears of LWC to ensure that any challenges and issues relating to program implementation are communicated to LWC. This infrastructure helps ensure that program and data elements are in alignment.

The MIS unit has and will continue to provide training and guidance on changes as they relate the implementation of ARRA through various delivery methods. Most advantageous is the presentation of materials via webinars. The webinars have allowed multiple staff in the field to hear and see the changes and learn how these changes should be implemented. Follow-up documentation of the webinar will be distributed as a summary and reinforcement of the materials covered. Questions submitted during or after the webinars are and will be reviewed to provide response to all LWIA. Questions and issues that are programmatic in nature are referred to the Deputy Director of Field Operations for appropriate response.

LAVOS also provides a platform to provide all field staff one-stop linkages to various websites that provides USDOL guidance and policies issued by the Louisiana Workforce Commission, as well as other resources.

To support regional sector initiatives, the LWC will employ four ARRA personnel dedicated points of contact for each region to monitor and facilitate progress toward specified objectives. Training will be provided to state level partner staff, who will be working with regional staff and constituents, building their capacity to plan and operate targeted sector initiatives. The training will include the alignment of the roles of staff from all state agencies that provide support to regional sector initiatives implementation.

State staff will provide initial and on-going training and individual capacity-building support to staff at the local and regional level who partner to support regional sector initiatives. Additionally, cross-regional team learning will be facilitated by convening the regions on a regular basis for shared learning, identifying promising practices and discussions centered on challenges that regional sector teams identify.

LWC has hired two ARRA Youth Support staff to monitor the programs. The two Summer Youth support staff will visit a large number of the worksites to observe and interview youth. We also have biweekly conference calls with LWIA youth staff to discuss issues and provide technical assistance to summer youth staff.

The only required performance measure for the Summer Youth Employment Program (SYEP) is work readiness. A pre- and post-assessment of work readiness skills must be administered to each SYEP applicant to determine whether a measurable increase in work readiness skills has occurred. Local areas are required to use Career Ready 101 by KeyTrain as the primary assessment instrument to determine pre- and post-work readiness skills. The nationally recognized assessments of work readiness will identify the foundation skills, competencies, and personal qualities youth need to compete successfully in the workplace. In addition to above assessment, a checklist completed by a worksite supervisor, or a documented evaluation by a public or private employer before the experience and again after the experience will demonstrate the youth's acquisition of essential work readiness skills.

## Monitoring and Oversight

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

The *American Recovery Reinvestment Act of 2009* has made it clear that every taxpayer dollar spent on our economic recovery must be subject to unprecedented levels of transparency and accountability. Five objectives have been identified, to ensure that:

- Recovery funds are awarded and distributed in a prompt, fair, and reasonable manner;
- The recipients and uses of all recovery funds are transparent to the public, and that the public benefits of these funds are reported clearly, accurately, and in a timely manner;
- Recovery funds are used for authorized purposes and every step is taken to prevent instances of fraud, waste, error, and abuse;
- Projects funded under the recovery legislation avoid unnecessary delays and cost overruns; and,
- Programs meet specific goals and targets, and contribute to improved performance on broad economic indicators.

The **Compliance Division** of the Louisiana Workforce Commission/Office of Workforce Development serves as the monitoring agent for all *WIA* subrecipient grants, including the *American Recovery Reinvestment Act of 2009*. Thus, LWC's Compliance Division conducts all auditing/monitoring of *WIA* fiscal and programmatic requirements. Compliance audits/monitoring are designed to provide reasonable assurance that an entity's program(s) outcomes and fiscal processes/reports conform to Federal/State, statutes and regulations. These reviews will serve as an early warning device, which will address problem areas before they become severe and provide for corrective action plans.

The Compliance Division is evaluating specific program provisions of *WIA* services i.e. *Youth, Adult, Dislocated Worker*, and will incorporate best practices processes to ensure increased oversight, monitoring and compliance with the provisions under the *American Recovery Reinvestment Act of 2009*. Additionally, the Compliance Division performs a risk analysis of *Recovery Act* programs in order to determine and identify any high risk programs. Using the aforementioned risk assessments, the Compliance Division will define strategies, developed with input from the Inspector General for the agency, to prevent or timely detect waste, fraud, or abuse.

The Compliance Division will work with Louisiana Workforce Commission staff to assess current performance evaluation and review processes to include the ability to report periodically on completion status of the program or activity, and program and economic outcomes, consistent with *Recovery Act* requirements. This will be accomplished by collaboration between the Compliance Division and LWC *WIA* program and field staff to survey summer employment worksites.

In order to achieve these standards the Compliance Division of the Louisiana Workforce Commission has assess its current level of personnel to manage existing *WIA* operations. Accordingly, it will be investing in human capital, adding additional staff to monitor local programs and *American Recovery Reinvestment Act of 2009*.

To ensure the seamless delivery of effective and efficient services to LWIA and Business and Career Solutions customers, the State reviews both the operation and management of its Business and Career Solutions Centers and the function of Local Workforce Investment Boards.

There are specific regulations and pronouncements and circulars from the federal government that dictate the scope of the monitoring, and in some cases, how often they are monitored.

Monitoring consist of programmatic review, financial review, Internal Controls review, and a review to ensure compliance with the uniform administrative requirements by conducting desk and on-site and monitoring.

Desk monitoring consists of quarterly or annual fiscal, programmatic and/or performance monitoring of *WIA* and/or *Wagner-Peyser* operations. On-site monitoring consists of quarterly or annual fiscal, programmatic and/or performance monitoring of *WIA* and/or *Wagner-Peyser* operations and a review of how the grantees monitor their sub-recipients.

The analysis of the fiscal, programmatic and/or performance monitoring is developed in accordance with Federal rules and regulations by a team, which includes field staff, monitors, programmatic and fiscal specialists.

The ***Management Information Systems (MIS) Division*** of LWC's Office of Workforce Development will serve as the monitoring agent for Data Validation of *WIA* and *Wagner-Peyser* subrecipient grants programmatic/performance requirements.

The ***Integrated Field Services Division*** of the Office of Workforce Development will serve as the monitoring agent for *WIA* and *Wagner-Peyser* subrecipient grants, whereby conducting monitoring of programmatic/performance requirements.

LWIA and Business and Career Solutions Centers are monitored to:

- Ensure the Center is operating in compliance with WIA law and regulations;
- Ensure the services provided by the Business and Career Solutions centers meet a consistent level of quality across the State; and
- Identify best practices, which include policies, procedures, and structures that facilitate service delivery or remove barriers to the receipt of services.

*WIA*

#### **Fiscal Monitoring**

The ***Compliance Division*** will perform fiscal monitoring of selected reports to source documents including reviewing the primary fiscal system and any subsidiary systems used in the preparation of reports. A random sample of invoices is checked to ensure supporting documentation is present, costs are reasonable and allowable and payments are correct and timely.

Reviewing internal controls to ensure they are adequate including separation of duties and an adequate review and approval process.

Reviewing obligational controls to ensure the grantee neither over nor under commits or expends funds in completed during the period reviewed.

#### **Programmatic Monitoring**

The ***Compliance Division*** will perform programmatic monitoring which includes a review of the number of WIA Adults and Dislocated Workers in training, number of WIA Youth enrolled in programs, number of the most at-risk youth served, and whether the local area is meeting the WIA performance measures with the scope of the monitoring review.

A letter is developed for each local director, including areas of effective practice, potential problems and existing problems or concerns. If major problems are identified, a corrective action plan is required. As part of LWC monitoring activities, to ensure that all mandated One-Stop partners have a presence in the One-Stop Delivery System.

#### **Programmatic Monitoring – Data Validation**

The ***Management Information Systems (MIS) Division*** will perform a data validation sample from the prior year is pulled for each local area using the Mathematica Validation Software. Data is validated to ensure local areas are properly documenting services and outcomes. In addition, a

sample of current participants is pulled and the same eligibility and services information is validated.

An in-depth review of the operation of the Business and Career Solution Centers will address staffing, customer flow, cost sharing, linkages and referral and level of involvement of the One-Stop partners. In addition a key component is observation of services including those provided at the Business and Career Solutions Centers and a sample of vendors. This observation includes: ensuring that Core services are universally and easily accessible, that customers needing Intensive services receive them in a timely manner and that staff are trained and knowledgeable about the services available through the Business and Career Solutions Centers as well as other community resources.

An Equal Employment Opportunity review is done. The review ensures that policies and procedures have been developed in accordance with EEO requirements. Participant data is reviewed to ensure there are equitable services and outcomes.

### **Grantee Sub-Recipient Monitoring**

The **Compliance Division** will perform reviews of the grantee's sub-recipient monitoring instruments to ensure appropriate fiscal and programmatic areas are monitored. Obtain the list of sub-recipients that were monitored last year and the schedule of sub-recipients to be monitored during the monitoring period. Review a sample of the sub-recipient monitoring reports to include noting any problems identified and corrective actions taken by the local entity.

### **Reports**

The **Compliance Division** will draft monitoring reports and hold exit conference within 30 days of the completion of desk review and on-site visit. Grantee has 15 days to respond to the report.

Issuance of final monitoring report which incorporates or takes into consideration the Grantee response to the draft monitoring report. This is completed within 60 days of the draft report.

A corrective action response is required within 15 days of receipt of final report, if corrective action is necessary. A desk or on-site review, whichever is appropriate, is performed to ensure corrective action steps are taken. The timeframe is dependent on the severity of the problem.

### *WIA and Wagner-Peyser*

The **Integrated Field Services Division** will conduct programmatic/performance monitoring which includes a review of new job seekers, services received number of exiters and entered-employment and retention rates for both Wagner-Peyser and Veterans programs.

Programmatic monitoring includes the same in-depth review of Business and Career Solutions Centers as described for WIA entities.

### *Workforce Investment Board Monitoring and Oversight*

Local WIB monitoring and oversight is designed to ensure local boards meet the membership and function requirements of WIA, Section 117. This is done through a biennial board recertification process. It is important that local boards serve as both change agents and drivers of the accountability effort at the local level. In order for the local board to successfully support integration and collaboration, the State must ensure the appropriate stakeholders are represented and the board is fulfilling its mandated role.

During the recertification process, the State Board reviews:

- The composition of each local board and adherence to established membership criteria as outlined in Section 117 (b);
- The satisfactory performance of required board functions as outlined in Section 117 (d);

- The establishment and appropriate composition of a Youth Council or alternative entity, as specified in Section 117 (h), that carries out the required duties; and
- The performance of the local area on WIA performance measures.

Local boards are recertified for a two-year period, unless they have failed to meet all established requirements. In such cases, the local WIB must develop an improvement plan to address any deficiencies and receive technical assistance from LWC. The State will monitor the local board's progress and, if satisfactory, will recertify.

The President has made it abundantly clear that every tax payer dollar spent on economic recovery through the *American Recovery Reinvestment Act of 2009* must be subject to unprecedented levels of transparency and accountability.

In order to achieve the above standards, the Compliance Division of Louisiana Workforce Commission has assessed its current level of personnel to manage existing *WIA* and *ARRA* operations. Accordingly, we are investing in human capital, adding six additional staff members to the Compliance Division to monitor program operations. The addition of six staff member equates to a sixty percent increase in monitoring staff for the Compliance Division.

## Accountability and Performance

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

Louisiana will utilize the current state MIS system, Louisiana Virtual One Stop (LAVOS), to track all activities funded with stimulus dollars. A weekly report will be developed and reviewed on a biweekly basis to monitor activities in all LWIA's to ensure that the strategic vision of the American Recovery Act (ARRA) is fulfilled. The state will closely monitor enrollments to ensure that the individuals being served with these funds are not the same individuals previously being served with WIA regular formula funds.

The state's MIS system has been modified to track all activities according to ARRA funding/customer groups allocate to the LWIAs. Expectations with these funds are to increase by 50% the number of individuals who are placed in occupational specific training with a portable credential or certification, focus on serving at a minimum 50% out-of-school youth, increase the number of dislocated workers most impacted by the recession and increase by 50% the number of individuals employed.

The focus of these funds being expended on training will be directed to those occupations that have been identified, leading to green jobs as well as any other high demand occupation as determined in the state or region. Reports will be generated on a biweekly basis in order to monitor that a majority of individuals enrolled into training meet these criteria.

In addition, the state's MIS system has been updated to include whether employment obtained through staff assisted services are in green occupation.

The state will ensure ARRA funds are expended on priorities outlined in the Regional Plans and activities are aligned with sector initiatives and regional coordination, development, and implementation. We will also monitor the increase in utilization of supportive services, Employer Base Training and Needs Base Training. Other performance priorities include portable credentials/certifications, increased percentages within targeted populations, and percentages employed in targeted demand occupations or sectors. Our expectations are to begin implementing and capturing the regional metrics by January 1, 2010.

The state's accountability and performance system will require reporting on regional sector initiatives including measures of outcomes for workers, impact on businesses, quality of partnerships, and systems change. These will include measures such as:

- Number and/or percentage of individuals who enrolled in sector initiative training
- Number and/or percentage of individuals who acquired a formal certificate and/or credential that is recognized within the sector
- Number and/or percentage of job seekers who entered employment through regional sector initiatives
- Number and/or percentage of job seekers who retained employment through regional sector initiatives
- Number and/or percentage of new hires achieving locally-defined self-sufficiency wage
- Referral to hire ratio for employers participating in sector initiatives
- Reduction of vacancy rates in areas of highest regional need for employers participating in sector initiatives
- Number of employers provided employer based training

- Extent of partnership development, management and capacity
- Success at implementing a worker pipeline aligned with industry needs
- Sustainability of partnership
- Improved education, training, social and business supports and/or partnerships among providers of them
- Improved public policy
- Improved employer practices

The only required performance measure for the SYEP is work readiness. A pre- and post-assessment of work readiness skills must be administered to each SYEP applicant to determine whether a measurable increase in work readiness skills has occurred. Local areas are required to use Career Ready 101 by KeyTrain as the assessment instrument to determine pre- and post-work readiness skills. This is for Out of School (Summer) Youth employment program only. The current work readiness assessment in use at the local level is an acceptable measurement for in school youth. Identify the foundation skills, competencies and personal qualities youth need to compete successfully in the workplace to a checklist completed by a worksite supervisor, or a documented evaluation by an employer (public or private) before the experience and again after the experience showing the youth's acquisition of essential work readiness skills. In all cases, the same instrument must be used for the pre- and post-assessment.

Recognizing that local areas currently use a number of reliable work readiness assessment instruments and because time is of the essence in recruiting youth and developing appropriate worksites, LWC has selected the Career Ready 101 as its primary assessment tool, and must be used for the assessment of youth participants that do not qualify as "in school" or are served beyond the summer employment time frame..

