Louisiana’s Demand-Driven Workforce Investment Plan

For Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act

For the Period of July 1, 2012, through June 30, 2017

Bobby Jindal
Governor

Curt Eysink
Executive Director
January 4, 2013

Ms. Jane Oates, Assistant Secretary
Employment and Training Administration
United States Department of Labor
Washington, D.C. 20210

RE: Louisiana State Plan

Dear Ms. Oates:

This letter is in response to your correspondence of October 11, 2012 granting provisional approval of Louisiana’s State Plan, conditioned upon the submission of, or modification of, certain WIA State policies.

Enclosed herein is a modification of Louisiana’s State Plan, specifically addressing the following policies required by ETA:

1. Policy OWD 1-2 (in compliance with Assurance s 10 and 11) describing the appeal process available to units of local government or grant recipients that have been denied a request to be designated as a local area, either under WIA §116, or a request for automatic or temporary designation as a local workforce.
2. Policy OWD 3-9 (in compliance with Assurance s 26) describing the policies and procedures relative to rapid response activities.
3. WIA Instruction No. 83 ((in compliance with Assurances 27 and 28) describing the procedures to competitively award grants, including grants for youth activities.

Each of these policies will be posted to the LWC website for a five day period. We will forward to you all comments that we receive relative to this public posting and how LWC will address these comments.

Thanking you for your courtesies and attention to this matter, I remain,

Sincerely

Curt Eysink
Executive Director
Louisiana Workforce Commission

Enclosure
Program Administration Designees and Plan Signatures

| Name of WIA Title I Grant Recipient Agency: | Louisiana Workforce Commission |
| Address: | P.O. Box 94094  Baton Rouge Louisiana 70804-9094 |
| Telephone Number: | (225) 342-3001 |
| Facsimile Number: | (225) 342-3778 |
| E-mail Address: | CEysink@lwc.la.gov |

| Name of State WIA Title I Administrative Agency (if different from the Grant Recipient): | Same |
| Address: | Same |
| Telephone Number: | Same |
| Facsimile Number: | Same |
| E-mail Address: | Same |

| Name of WIA Title I Signatory Official: | Curt Eysink |
| Address: | P.O. Box 94094  Baton Rouge Louisiana 70804-9094 |
| Telephone Number: | (225) 342-3001 |
| Facsimile Number: | (225) 342-3778 |
| E-mail Address: | CEysink@lwc.la.gov |

| Name of WIA Title I Liaison: | Kelly Ebey |
| Address: | P.O. Box 94094  Baton Rouge Louisiana 70804-9094 |
| Telephone Number: | (225) 342-2185 |
| Facsimile Number: | (225) 342-0209 |
| E-mail Address: | KEbey@lwc.la.gov |

| Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency: | Louisiana Workforce Commission |
| Address: | P.O. Box 94094  Baton Rouge Louisiana 70804-9094 |
| Telephone Number: | (225) 342-3001 |
| Facsimile Number: | (225) 342-3778 |
| E-mail Address: | CEysink@lwc.la.gov |
Name and Title of State Employment Security Administrator (Signatory Official):
Bryan Moore, Director of Workforce Development
Address: P.O. Box 94094, Baton Rouge Louisiana 70804-9094
Telephone Number: (225) 342-3001
Facsimile Number: (225) 342-3778
E-mail Address: BMoore@lwc.la.gov

As the governor, I certify that for the State of Louisiana, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur. I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor: Bobby Jindal

Signature of Governor:

Date: 7/3/12
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Introduction

Pursuant to new guidance and requirements promulgated by the United States Department of Labor Employment and Training Administration regarding state planning, Louisiana submits its PY 2012 State Integrated Workforce Plan for the Workforce Investment Act (WIA), the Wagner-Peyser (W-P) Act, and for the W-P Agricultural Outreach effective for the period of July 1, 2012, through June 30, 2017. The Louisiana Workforce Commission does not operate a Senior Community Service Employment Program, thus that information is not addressed in this plan.

The Governor of Louisiana and the Louisiana Workforce Commission (LWC) consider the development of this strategic state plan to be a continual process. The vision, goals, objectives and processes outlined in the state plan represent ongoing planning efforts that incorporate the Governor’s vision for economic and workforce development and the strategies for increasing the capacity of Louisiana’s workforce system.

Public Comments on Plan

The creation of the Louisiana PY 2012 State Plan was a collaborative endeavor, with input and expertise from many individuals. The Director of the Louisiana Workforce Investment Council (WIC), Claudeidra Minor, contributed to the creation of the State Plan by including portions directly related to the WIC and its involvement with the WIA program in Louisiana.

The Office of Workforce Development, within LWC, held several meetings and issued assignments to subject matter experts responsible for information and data for the state plan. Draft outlines were presented and carefully reviewed prior to creating a final product.

The Louisiana’s State Plan was posted on the LWC website on June 20, 2012, inviting public comments. Additionally, copies of the state plan were provided to the state’s Local Workforce Investment Boards (LWIBs) and made available at the state’s semiannual statewide WIA conference on June 20 – 22, 2012. The plan was also e-mailed to all LWIB chairs, directors and program directors for comment on June 20, 2012. The presentation of the State Plan was made to the WIC on June 26, 2012 and approved by that body on that date. The comment period ended on June 30, 2012. All comments received have been reviewed and included in this plan as appropriate.
I. State Workforce Strategic Plan

A. Governor’s Vision: *This portion of the Integrated Workforce Plan must describe the governor’s strategic vision for the state’s economy and overarching goals for the state’s workforce system.*

The Governor’s Vision for Workforce Development

Gov. Bobby Jindal is committed to growing and strengthening Louisiana’s workforce by ensuring its residents are properly prepared both for jobs and for the next step in their education. Since he took office in 2008, the Governor has led reforms of multiple state agencies and systems to strengthen our workforce now and for the future, and making sure students are equipped to succeed at every step of their education, from early childhood through college.

In Louisiana, improving the competence of students as well as the preparedness of the workforce is especially challenging. A gap separates many of our residents from the demands of a modern workforce. Public schools have long under performed, while job seekers and workers often lack the skills or training to perform the work employers need them to do to remain competitive. Improvements in education and workforce development have required restructuring agencies and enacting new laws and policies across state government. This strategic approach to education and workforce development is taking place in five primary areas:

- The Louisiana Workforce Commission
- Early childhood and K-12 education
- Career and technical colleges and vocational training programs
- State colleges and universities
- The state’s economic development arm, Louisiana Economic Development

Gov. Jindal initiated workforce development reforms through legislation in 2008, converting the Department of Labor to the Louisiana Workforce Commission among a host of significant changes. The agency has been working continuously ever since to build a stronger demand-driven workforce system that more effectively helps workers by understanding and fulfilling the demands of employers.

The next several pages will provide an overview of Gov. Jindal’s vision and goals, the steps taken to improve our system, and proof of progress. It is upon this vision that this five-year plan is built, and which continues to guide the agency’s own strategic alignment of services, systems and its approach to serving customers.

Early Childhood and K-12 Education

Ensuring that workers are prepared for jobs is a process that begins many years before a job interview. But that kind of long-range preparation has been especially challenging in Louisiana, where students historically scored among the country’s weakest. On national metrics such as the National Assessment of Educational Progress, Louisiana is in the bottom five states in 4th and 8th grade math and reading. Not surprisingly, and despite hard work and some progress, 44 percent of public schools are receiving Ds and Fs in the state’s school performance scoring system. Meanwhile, of every 100 students who enter high school together as freshmen, only 70 will graduate in four years; 49 will enter college within a year of graduation; and fewer than 19 will finish their college degree within six years.

While there may be many causes for this kind of under-performance, Gov. Jindal’s approach to making sure children receive a quality education hinges on a simple virtue: empowerment.
Empowering teachers, parents and school leaders is at the heart of the Governor’s reforms because it is parents and educators, not bureaucrats, who know best how to enable children to succeed.

Gov. Jindal has pushed crucial reforms in education, including:

- By 2015, pre-kindergarten programs will fall under one governance structure, and each will receive an accountability grade of its academic quality.
- Creation of an accountability system for early childhood programs focused on outcomes and based on kindergarten readiness that gives parents clear, actionable information in a letter grade on which to base their decisions about where to send their child.
- Cutting off public funding to low-performing early childhood programs, even pulling licensing from low-performing programs, and aligning our incentive structure through School Readiness Tax Credits to reward kindergarten readiness.
- Local charter school authorizers and school boards can create or convert independent charter schools, giving parents and administrators more flexibility.
- Students attending public schools which receive grades of C, D or F in the state’s school accountability system now can earn a scholarship to attend other, better-performing schools, including charter and parochial schools.
- By 2013, along with courses from their local high schools, families will be able to select from a course catalogue that includes:
  - Expanded advanced placement offerings statewide.
  - Industry-based courses that provide workplace-based pathways to careers.
  - Dual enrollment in university and college courses, online or in the classroom.
- Teacher tenure, which formerly was an automatic process in which even ineffective teachers were granted job protection, is now based on objective measures of teacher performance and the achievement of their students.
- The state will provide funding to train approximately 350 teachers to teach advanced placement courses.
- A federal grant, combined with a new state investment, will finance 8,500 test administrations for low-income students and any student enrolling in a course that is new to the school.
- The marketplace will allow students to graduate early. And graduating early will allow parents to take up to 50 percent of funds that would have been used for the senior year to be spent on college tuition.

Reforming education for children in Louisiana will take many more years of commitment and work, but the effort is beginning to bear fruit, including:

- In 1999, fewer than half of our students (45 percent) performed at grade level. Since then, Louisiana has helped an additional 150,000 students achieve grade-level performance.
- Although the state has raised minimum scores for school performance, the number of schools labeled as failing dropped from 477 in 1999 to 115 last year, or from more than 40 percent to less than 9 percent.
Louisiana created the nation’s first Recovery School District. This new approach to education in New Orleans, which is beset by the highest violent crime, poverty and homelessness in the state, is now Louisiana’s fastest improving school district.

In 2005, 18,665 students between 7th and 12th grades dropped out of school. Thanks to a variety of efforts to keep children in school, that annual figure dropped to 9,376 in 2011.

Finally, Louisiana’s education reforms are to be assessed and measured via a series of metrics for the various stakeholders.

**Students and families:**

- Through the 2014-2015 transition to Common Core Assessments (called “PARCC”), students will be measured against standards that require higher levels of critical thinking, greater ability to read complex texts and consistent use of evidence to support arguments.
- Students will take the same assessments as peers nationwide on PARCC and the ACT series.

**Administrators and teachers:**

- Teachers and principals will receive annual evaluations based on 50 percent observation on a Common Core aligned-rubric and 50 percent student achievement on assessments.
- Superintendents have performance terms in their employment contracts.

**Schools:**

- District and charter schools, along with pre-k and child care centers, will receive annual letter grades based on student achievement on assessments—including kindergarten readiness measures, ACT scores, and advanced placement—as well as graduation rate.
- Scholarship schools administer the same tests, and will participate in an accountability system.

**School districts and the state:**

- Districts receive an overall letter grade based on student achievement.
- The state education superintendent will receive annual evaluation based on 50 percent observation and 50 percent student learning goals.

**Career and Technical Colleges and Vocational Training:**

Enrollment in postsecondary education in Louisiana is at an all-time high, yet Louisiana is not keeping pace with the skills needed in today’s workforce. Over the past two years, Louisiana’s unemployment rate was the highest it’s been in a generation, yet 53 percent of employers find it difficult to find qualified workers. How can so many people want a job in a climate where so many businesses are eager to hire, and yet workers remain unemployed and jobs go unfilled?

A perception persists that a bachelor’s degree is the ticket to prosperity. Yet forecasts show jobs requiring associate’s degrees or other credentials that take less than a year to achieve will grow 19 percent through 2018, nearly double the overall rate of U.S. job growth.

Nationally, almost half of undergraduate full-time equivalents are at community colleges, while in Louisiana we are at 32 percent.

- One in five adults (aged 18-64) in Louisiana has not finished high school, ranking us near the bottom in the United States.
- At least 55% of all new jobs will require 1-2 years of specialized education and training. Yet only 8% of our high school graduates go to community and technical colleges to develop the knowledge, skills and abilities required for these jobs.
Gov. Jindal has pushed a variety of measures to increase enrollment in the Louisiana Community and Technical College System. Indeed, in the past five years, enrollment at LCTCS schools has grown by 61 percent, and last year seven of the fastest growing community colleges in the nation were in Louisiana.

Through 2014, the LCTCS’s goals are to:

- Align programs with local workforce needs and regional economies.
- Double degree and credential attainment including industry-based certification.
- Triple enrollment to 160,000 students.
- Guarantee results while continuously improving performance.

The LCTCS will continue to enter partnerships with business and industry to develop courses of study that provide students with practical experience and prepare them for work after graduation. The governor continues to support dual enrollment programs in which qualified high school students can take college credits in their junior and senior years.

**Colleges and Universities:***

Funding to Louisiana’s four-year colleges and universities has been cut during the past decade, requiring tuition increases to mitigate the effect of that lost revenue. At the same time, the demand for graduates who hold four-year degrees is growing at half the rate of demand for people with associate’s degrees or certifications which, in some cases, take less than a year to earn.

In 2010, Georgetown University looked at labor reports and projected for each state what its workforce will look like in the year 2018 and made recommendations. Overall, 60% of all jobs in the United States will require some form of postsecondary credential. The Georgetown report projects that 51 percent of jobs in Louisiana will require postsecondary credentials. If Louisiana continues to increase educational attainment at the rate it has over the last decade (2000-09), the state will have a college-attainment rate far short of the 51 percent goal for future workforce needs by 2018.

Additionally, the report indicated that unless there are systemic changes to the state’s workforce development delivery system, in 2018 Louisiana will:

- Rank 6th in the nation in the percentage of jobs for high school dropouts;
- Rank 5th in the nation in the percentage of jobs for high school graduates;
- Rank 50th in the nation for jobs requiring an associate degree;
- Rank 45th in the nation in the percentage of jobs for college graduates;
- Rank 47th in the nation in the percentage of jobs for people with graduate degrees, and
- Rank next to last in the percent of Jobs Requiring Postsecondary Education.

The importance of postsecondary education to the citizens and government leaders of Louisiana has increased dramatically over the last decade. A high school diploma no longer guarantees a pathway to the quality of life enjoyed by previous generations. Evidence suggests that in order to be successful in the 21st century, a person must earn some form of postsecondary education credential. The effects of higher education levels stretch beyond personal fulfillment; the economic stability of the State and the nation is tied to citizens who are employed in productive, meaningful work.

The Board of Regents, which oversees most of the state’s universities, recognizes that almost three-fourths of Louisiana’s adult residents have no postsecondary degree, and only 70 percent of the State’s K-12 students complete high school at a time when the fastest growing and most rewarding jobs in the nation require at least some postsecondary education.
The Board of Regents has adopted three broad goals and activities to achieve its vision:

- Increase the educational attainment of the state’s adult population to the Southern Regional Education Board states’ average by 2025;
- Invest strategically in university research;
- Achieve greater efficiency and accountability in the postsecondary education system.

In 2009, the Legislature enacted Act 309 establishing the Postsecondary Education Review Commission. PERC was established “… to review all aspects of postsecondary education in order to ensure that the enterprise is operating efficiently, effectively, and in a manner that best serves students, their families, and the State and to make recommendations for changes necessary to ensure that the system is operating in that manner.” Nine members were appointed to the Commission, which was tasked to study areas including governance, facilities, programs, funding, and rules or regulations that are barriers to achieving administrative efficiencies. To accomplish its charge, PERC undertook a comprehensive review of policies, practices, data, current reports and other relevant information, and conducted public meetings to identify areas for constructive change.

The Commission concluded its postsecondary education enterprise must be realigned and restructured to function more effectively, with every element of the system focused on producing more graduates and completers without compromising standards or quality. Moreover, PERC concluded that the credentials with which students graduate must align with academic and workforce credentials needed, barriers to college completion and entry into the workforce must be eliminated, efficiencies realized, and stable funding levels established.

To guide the State in achieving these results, the Commission approved 22 recommendations grouped into five main focus areas:

- Improve graduation rates;
- Align institutional missions and program offerings with economic priorities and workforce needs;
- Reevaluate postsecondary education funding to place increased emphasis on institutional quality and performance;
- Enhance tuition and financial aid policies; and
- Realign governance of Louisiana’s postsecondary education system.

Many of the Commission’s suggestions have been completed.

**Articulation and Transfer**

Act 356 of the 2009 Regular Session of the Louisiana Legislature mandated development of a statewide transfer degree. This set in motion unprecedented cooperation among faculties and institutions to eliminate barriers that prevent students from successfully transferring between and among postsecondary institutions. There was immediate progress toward building a more effective transfer and articulation coordination process for the State.

**Granting Resources and Autonomy for Diplomas Act (GRAD Act)**

Recognizing the importance of higher education to Louisiana’s future, the Governor, Legislature, business and higher education leaders worked together to pass Act 741 of 2010, commonly referred to as the GRAD Act. Under the GRAD Act, the Board of Regents entered into six-year agreements with participating institutions and their management boards to develop long-term performance goals and measure progress.
The GRAD Act includes four performance objectives:

- Student success
- Articulation and transfer
- Workforce and economic development
- Institutional efficiency and accountability.

The Act provides incentives for universities and colleges to increase graduation and retention rates and completers, as well as align academic programs with workforce needs critical to Louisiana’s economy. Under the GRAD Act agreements, each institution commits to meet defined performance objectives in exchange for tuition authority and increased financial management autonomy and flexibility. While initial implementation of the GRAD Act focused on the critical area of student success, the Act itself is sweeping in its assessment of campus success: 56 measures of institutional progress are annually tracked based on the institution type and evaluated by the Board of Regents. Each institution has its own goals for progress and is assessed annually based on its own improvement plan.

In 2011, the Legislature, through House Bill 549, amended the GRAD Act to focus on three student success measures:

- Retention rates
- Graduation rates
- Completers.

The bill also allows for levels of expanded autonomies that institutions may earn if they meet additional performance requirements. The GRAD Act is similar to and aligned with national efforts to improve educational attainment. Prior to the GRAD Act, the Board of Regents and Louisiana’s postsecondary institutions had launched a number of initiatives to increase students’ success. The legislation established a solid foundation for continuing and enhancing those initiatives.

The Board of Regents has initiated additional steps, including:

- Undertaking academic program reviews to identify programs that are not yielding numbers of graduates that justify State investment, are unnecessarily duplicated at other institutions in the State, are not aligned with workforce needs, or are lacking sufficient academic quality.
- Increase the productivity of Louisiana’s postsecondary research investments, adopting Fostering Innovation through Research in Science and Technology in Louisiana.
- Transforming the State postsecondary education funding formula from reliance primarily on student headcount to encouraging and rewarding campus performance. The performance metrics incorporated into the formula support the general goals identified by the PERC and the specific campus-based and statewide performance objectives identified through the GRAD Act.

Although Louisiana continues to emphasize the urgent need to boost capacity of its community and technical college system so more residents can earn associate’s degrees and industry certification to quickly fill job openings today, the Governor remains committed to demanding improved performance by colleges and universities, and that they continue to work with and fulfill the employment needs of businesses.
**Louisiana Economic Development:**

Louisiana Economic Development is responsible for strengthening the state's business environment and creating a more vibrant Louisiana economy.

The department’s vision: To reposition Louisiana as the next great American state for business investment, quality of life and economic opportunity.

Its mission: To lead economic development for the state of Louisiana.

To position Louisiana for greater economic success, LED is aggressively pursuing eight integrated economic development strategies:

- Increase state economic competitiveness
- Cultivate top regional economic development assets
- Enhance community competitiveness
- Focus on business retention and expansion
- Develop national-caliber business recruitment capabilities
- Cultivate small business, innovation and entrepreneurship
- Develop robust workforce solutions
- Tell the story of Louisiana's economic renaissance

As well as working with long-standing Louisiana employment sectors such as petrochemicals and ship building, LED offers services and incentives in an array of growing, emerging industries that present important growth opportunities for Louisiana, including:

- Advanced manufacturing
- Agribusiness
- Clean-tech
- Digital media and software
- Energy
- Entertainment
- Specialty health care
- Water management

LED’s efforts are paying dividends for the state’s workforce, such as:

- For the second year in a row, Louisiana ranked third in the U.S. in *Site Selection* magazine’s annual Governor’s Cup award as measured by the quantity of significant business wins in a calendar year.
- Louisiana ranked No. 7 in the U.S. for best state business climate according to *Site Selection* magazine. In the half-dozen categories used to compile the rankings, Louisiana landed No. 1 for per-capita project expansions, No. 1 in competitiveness and No. 3 in new projects in 2011.
- *Business Facilities* magazine named LED FastStart™ the nation’s best state workforce recruiting and training program two years in a row.
- The number of women-owned businesses in Louisiana increased by 60.9 percent from 1997 to 2012, according to the American Express OPEN "State of Women-owned Business" report. Louisiana is now home to 113,500 women-owned businesses, ranking it 13th in the nation for growth.

- For the third straight year, Southern Business & Development magazine named Louisiana "State of the Year" in the South thanks to significant growth in national rankings and economic progress.

**Louisiana Workforce Commission:**

Louisiana’s comprehensive, integrated plans to improve education and workforce preparedness will guide the state for years to come. Already, those efforts are yielding encouraging results. Still, the LWC faces unprecedented challenges in pursuing its objectives of driving employment, improving the business climate and providing excellent customer service. The agency is four years into sweeping reforms and consolidation, alignment of services and programs and a renewed resolve to work with and assist employers.

This five-year plan is driven by the workforce needs of Louisiana’s employers, and draws from and builds upon the plans of other agencies and systems within the state. It will guide the LWC’s efforts, add additional discipline and accountability and support the larger priorities of the Governor: to prepare and guide the residents of Louisiana toward jobs that provide them with financial independence, career opportunities and the kind of quality of life for which Louisiana has become famous.
B. Economic and Workforce Information Analysis: The Integrated Workforce Plan must describe the labor market and economic context in which the state’s workforce system (including all the programs in the Integrated Workforce Plan) is operating, based on accurate and timely labor-market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations. (WIA Sections 112(b)(4), 112(b)(17)(A)(iv), 112(b)(18), W-P Sections 8(b) and 15.)

1. The current economic situation and projected trends of the state’s economy, industries, and occupations:

The economic situation in Louisiana is among the most promising in the nation. Currently, the national economy is in the midst of an economic recovery that fights to regain the jobs lost in the latest recession. Louisiana on the other hand has recently regained and even surpassed pre-recession job levels. Although Louisiana was struck by both hurricanes and the oil spill disaster, our economy has remained resilient through these challenging times.

Our economic development efforts have historically relied on natural resource extraction and processing and using the low cost of land and lower wage rates to attract manufacturing plants. Our large oil and gas extraction and refining industries have provided insulation from the economic hardships faced the rest of the country. While these areas continue to be a substantial portion of the state’s economy, Louisiana has focused economic development efforts on bringing in additional capacity for extraction and processing, attracting new manufacturing plants, and developing new industries within the state, such as the movie industry. The latest seasonally adjusted nonfarm employment data showed that the state added 48,400 total nonfarm from March 2011 to March 2012. The growth was driven by the private sector adding 45,400 jobs over the year.

The unemployment rate in Louisiana has fallen over the past year. From March 2011 to March 2012, the seasonally adjusted unemployment rate fell by 0.4% from 7.5% to 7.1%. In comparison, the national rate fell 0.7% over the year to 8.2% in March 2012. A related trend that we are experiencing both locally and nationally is a decline in the labor force participation rate—meaning, the rate at which people are entering the workforce is slower than the rate of population growth. The retirement of the baby boom generation is a key driver behind this trend as these individuals exit the labor force.

Our 2020 projections indicate that the Health Care and Social Assistance industry will experience the greatest job growth in the coming years. There is an estimated 57,092 jobs in this industry that are expected to be created. The largest component of this growth is Ambulatory and Health Care Services (23,354 jobs). This is followed by Hospitals (17,741 jobs), Social Assistance (9,027 jobs), and Nursing and Residential Care Facilities (6,970 jobs). Significant job growth is also expected in the Accommodation and Food Services industry, Construction industry, and Professional, Scientific, and Technical Services Industry. These projections reflect the growing needs for training and continuing workforce development efforts that have focused on new, high skill industries.
Source: The Local Area Unemployment Statistics (LAUS) program produces monthly and annual employment, unemployment, and labor force data by place of residence, in cooperation with the Bureau of Labor Statistics (BLS).
Louisiana faced a recession that was both less severe in magnitude and shorter in duration than the nation as a whole. Figure 1 compares the percent job losses experienced in the United States and in Louisiana after the start of the recession. The pre-recession highs are not necessarily all-time highs, only the peak employment level immediately preceding the recession-related declines. The United States reached peak job losses 25 months after the employment losses began and more than 20 months later has not regained all of the jobs lost.

Louisiana reached peak job losses 19 months after the decline began. This was six months before the nation reached peak losses. In March 2012, the state reached and surpassed the number of total jobs prior to the start of the recession.

**Source:** Figure 1 and the Related Figures are from the seasonally adjusted nonfarm employment data produced by the Current Employment Statistics (CES) program. Estimates of nonagricultural wage, salary, employment, production work hours, and earnings by industry are produced as part of a nationwide program, in cooperation with BLS, for the state from a sample of employing establishments.
Figure 2 demonstrates the severity of the 2007 recession nationally relative to the previous four recessions. This figure is centered at the maximum percentage job losses in each recession. It is immediately clear that the latest recession was both more severe in its impact on the labor market in duration and magnitude. The table to the right summarizes the time until employment returned to peak levels following each recession nationally. As reflected in the table, employment following the most recent recession has yet to recover after 49 months.

Source: Figure 2 and the Related Figures are from the nonfarm employment data produced by the Current Employment Statistics (CES) program. Estimates of nonagricultural wage, salary, employment, production work hours, and earnings by industry are produced as part of a nationwide program, in cooperation with BLS, for the state from a sample of employing establishments.
Figure 3: Current and Recession Maximum Unemployment Rate by State, March 2012

Quick Facts

Compared to other states in the United States, Louisiana’s peak unemployment rate during the recent recession was relatively modest at 7.9 percent (Figure 3). Many states reached double-digit unemployment during this period and three states remain above 10% today. Compared to surrounding states (Figure 4), Louisiana experienced the second-lowest peak unemployment rate and in March 2012 has the third lowest rate.

Source: The Local Area Unemployment Statistics (LAUS) program produces monthly and annual employment, unemployment, and labor force data by place of residence, in cooperation with BLS.
Figures 5 and 6 show the unemployment rate and labor force participation rate from 1976 to 2012. This time period covers the last five U.S. recessions as designated by the National Bureau of Economic Research (NBER). During the latest recession, Louisiana experienced a steady increase in unemployment with the peak rate occurring in late 2010 after the recession had officially ended.

**Source:** The Local Area Unemployment Statistics (LAUS) program produces monthly and annual employment, unemployment, and labor force data by place of residence, in cooperation with the BLS.
Quick Facts

The labor force participation rate (Figure 7) is a measure of how well labor force growth has kept pace with population growth. Both nationally and in Louisiana, participation rates generally increased through the 1980s and 1990s and declined in more recent years. It is expected that this will continue in future periods as the baby boom population leaves the labor force and enters retirement.

Related Figures

<table>
<thead>
<tr>
<th>Date</th>
<th>Louisiana Population</th>
<th>Louisiana Labor Force</th>
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<tr>
<td>Jan 2008</td>
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<td>Jan 2009</td>
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<td>Jan 2012</td>
<td>3,487,964</td>
<td>2,057,899</td>
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</tbody>
</table>

Source: The Local Area Unemployment Statistics (LAUS) program produces monthly and annual employment, unemployment, and labor force data by place of residence, in cooperation with the BLS.
While the labor force participation rate in Louisiana is below the national level, it mimics the overall trends found nationally. Similarly, the ratio of employed to unemployed people in Louisiana follows the national trend but at a higher level (Figure 8). Over the past year, the ratio’s upward trend is encouraging, indicating that people are finding jobs at a faster pace than they are losing them.

Source: The Local Area Unemployment Statistics (LAUS) program produces monthly and annual employment, unemployment, and labor force data by place of residence, in cooperation with the BLS.

### Related Figures

<table>
<thead>
<tr>
<th>Date</th>
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<th>Louisiana Unemployment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 2008</td>
<td>1,962,013</td>
<td>77,093</td>
</tr>
<tr>
<td>Jan 2009</td>
<td>1,947,419</td>
<td>117,611</td>
</tr>
<tr>
<td>Jan 2010</td>
<td>1,908,149</td>
<td>142,340</td>
</tr>
<tr>
<td>Jan 2011</td>
<td>1,913,167</td>
<td>160,528</td>
</tr>
<tr>
<td>Jan 2012</td>
<td>1,916,030</td>
<td>141,869</td>
</tr>
</tbody>
</table>

*Seasonally Adjusted*
Figure 9: Initial Weekly UI Claims, Louisiana (January 2004 to May 2012)

Quick Facts

Figure 9 illustrates the number of weekly initial unemployment insurance claims from January 2004 to May 2012. It is evident over this period that hurricanes have created large disturbances in the labor markets of Louisiana. The cutaway to the right looks more closely at the period of January 2010 to May 2012 and shows a general decline in weekly claims. In fact, claims recently dipped below 3,000 for the first time since November 2008. Along with Figure 10, illustrating continued claims, the general trend in unemployment insurance claims suggests improving labor market conditions in Louisiana.

Source: Unemployment Insurance Claims, Louisiana Workforce Commission
Changes to the U.S. economy — including the contraction of entire industries as a result of changes in technology and overseas competition — have led to increases in the length of unemployment. Unemployed workers are now less likely to be rehired by their previous employers and are at a greater risk of long-term unemployment than in the past. As a result, the Worker Profiling and Re-employment Services (WPRS) system was established nationwide following the 1993 enactment of PL 103-152. Profiling is designed to identify UI claimants who are most likely to exhaust their regular benefits so that they may receive re-employment services that will help them find a job more quickly.

The Louisiana Workforce Commission’s Labor Market Information division is developing a model for profiling all new claimants for regular UI benefits. The WPRS system strengthens the link between Unemployment Insurance and Employment Services for those most likely to exhaust benefits. The new worker profiling model for Louisiana will help us achieve the objectives of reducing the weeks of UI benefits, reducing UI benefits per beneficiary, increasing earnings per beneficiary, and providing a management tool for targeting resources and aiding staff in understanding the customers they serve.

Source: Unemployment Insurance Claims, Louisiana Workforce Commission
Figure 11: Extended Mass Layoff Events, Louisiana (2007 – 2011)

Figure 12: Total Job Separations, Louisiana (2007 – 2011)

Source: The Mass Layoff Statistics (MLS) program is federally funded and identifies/tracks the effects of major job cutbacks using data from each state’s unemployment insurance database.

Extended Layoff Event: Fifty or more initial claims for unemployment insurance benefits from an establishment during a five-week period, with at least 50 workers separated for more than 30 days.

Separation: The release of persons from an employer as part of a mass layoff event. Such releases involve both persons subject to recall and those who are terminated by the establishment.
Quick Facts

Figures 11 and 12 show the total number of extended mass layoff events and total job separations from 2007 to 2011, respectively. We see a general increase in events/separations through 2009 and a decline post-2009. Figure 13 provides additional information allowing us to determine the key to this post-2009 decline in separations. Most notably, the manufacturing sector in 2009 had nearly four times the number of separations as in 2010 and over two times as many in 2011. This drastic decline in separations in the manufacturing industry more than offset the near doubling of separations in construction in 2010 and 2011 relative to 2009. Overall, job growth has remained strong. Figure 14 shows the growth in total nonfarm jobs since January 2009. Additionally, Figure 15 shows the growth in some of the key sectors over this period.

Source: The Mass Layoff Statistics (MLS) program is federally funded and identifies/tracks the effects of major job cutbacks using data from each state’s unemployment insurance database.
Figure 14: Total Nonfarm Employment, Not Seasonally Adjusted, La. (2009 – 2012)

Figure 15: Total Employment for Selected Sectors, Not Seasonally Adjusted, La. (2011)

<table>
<thead>
<tr>
<th></th>
<th>Mining</th>
<th>Education &amp; Health Services</th>
<th>Trade, Transportation, &amp; Utilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>51.5</td>
<td>January</td>
<td>272.5</td>
</tr>
<tr>
<td>February</td>
<td>52.0</td>
<td>February</td>
<td>274.7</td>
</tr>
<tr>
<td>March</td>
<td>52.2</td>
<td>March</td>
<td>275.7</td>
</tr>
<tr>
<td>April</td>
<td>52.5</td>
<td>April</td>
<td>277.8</td>
</tr>
<tr>
<td>May</td>
<td>52.3</td>
<td>May</td>
<td>277.0</td>
</tr>
<tr>
<td>June</td>
<td>52.6</td>
<td>June</td>
<td>275.4</td>
</tr>
<tr>
<td>July</td>
<td>53.5</td>
<td>July</td>
<td>280.1</td>
</tr>
<tr>
<td>August</td>
<td>53.5</td>
<td>August</td>
<td>282.6</td>
</tr>
<tr>
<td>September</td>
<td>54.3</td>
<td>September</td>
<td>288.4</td>
</tr>
<tr>
<td>October</td>
<td>55.0</td>
<td>October</td>
<td>290.4</td>
</tr>
<tr>
<td>November</td>
<td>55.0</td>
<td>November</td>
<td>290.9</td>
</tr>
<tr>
<td>December</td>
<td>55.6</td>
<td>December</td>
<td>290.3</td>
</tr>
<tr>
<td><strong>Annual Avg.</strong></td>
<td><strong>53.3</strong></td>
<td><strong>Annual Avg.</strong></td>
<td><strong>281.3</strong></td>
</tr>
</tbody>
</table>

Source: Nonfarm employment data is produced by the Current Employment Statistics (CES) program.
Quick Facts

The nonfarm payroll data shows an overall positive trend in job growth for Louisiana. Figure 16 shows the year-over-year change in not seasonally adjusted (NSA) total nonfarm jobs in Louisiana. The state has consistently added jobs year-over-year since the end of 2010. Private industry, in particular, has displayed notable year-over-year growth over this period. Another trend, evident in Figure 16, is the decline in the number of jobs in the public sector. The difference between these data series represents the year-over-year change in all government employment in Louisiana. More clearly, Figure 17 demonstrates the year-over-year change in the number of total government employees (federal, state, and local) over the last three years.

Source: Nonfarm, Private, and Government Employment data is from the Current Employment Statistics (CES) program.
2. Description of Louisiana’s workforce and what skills and knowledge individuals must possess to find current and future employment.

Figure 18: Employment Status of the Civilian Non-Institutional Population, Annual Averages, Louisiana (April 2011-March 2012)

<table>
<thead>
<tr>
<th></th>
<th>Race</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>White</td>
<td>Black</td>
</tr>
<tr>
<td>Civilian Non-institutional Population</td>
<td>2,327</td>
<td>1,055.1</td>
</tr>
<tr>
<td>Percent of Population</td>
<td>66.5</td>
<td>30.1</td>
</tr>
<tr>
<td>Civilian Labor Force Participation Rate</td>
<td>60.3</td>
<td>55.9</td>
</tr>
<tr>
<td>Civilian Labor Force</td>
<td>1,403.4</td>
<td>589.6</td>
</tr>
<tr>
<td>Percent of Labor Force</td>
<td>67.6</td>
<td>28.4</td>
</tr>
<tr>
<td>Total Employment</td>
<td>1,328.1</td>
<td>514</td>
</tr>
<tr>
<td>Total Unemployment</td>
<td>75.3</td>
<td>75.6</td>
</tr>
</tbody>
</table>

Source: The data in Figure 18 is from the Current Population Survey (CPS) conducted by the Local Area Unemployment Statistics (LAUS) program.

The Current Population Survey (CPS) provides estimates of the composition of the Civilian Non-Institutional Labor Force. The labor force is all individuals over the age of 16 that are employed or unemployed and actively seeking a job. Figure 18 provides some information on how different ethnic groups and genders are represented in Louisiana’s workforce. From this information, the proportion of each race in the labor force is approximately equal to the proportion of the race in the population. By gender, it is clear that males comprise a significantly larger proportion of the labor force than the total population.

In the 2011 Job Vacancy Survey, employers were asked the open-ended question of, “What is the greatest difficulty you have faced in filling job positions?” Figure 19 summarizes these responses into the most common responses. It is encouraging that the most common response was “No Difficulty.” The second and third most common response involved a shortage of qualified applicants based on experience, skills, and certification. A breakdown of the educational and experience requirements for these positions can be found in Figures 20 and 21.
Figure 19: Louisiana Job Vacancy Survey, Louisiana (2nd Quarter 2011)

- Shortage of people in the occupation
- Some aspect of the job is undesirable to applicants
- Turnover - keeping people once they have been hired is the biggest problem
- Applicants availability or location of job
- Qualified applicants will not work for the compensation package we offer
- Passing drug, background, credit, and/or pre-employment screening
- Other
- Finding people who want to work--not enough applications were submitted
- The work ethic of people, once they are hired, is unacceptable
- Unable to find applicants with specific experience, training, skills and/or certification
- Unable to find qualified applicants and/or applicants with experience
- No difficulty

Figure 20: Education Requirements of Job Vacancies, Louisiana (2nd Quarter 2011)

<table>
<thead>
<tr>
<th>Education Requirements</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School Diploma or Less</td>
<td>53.4%</td>
</tr>
<tr>
<td>Vocational Training or Certification</td>
<td>15.9</td>
</tr>
<tr>
<td>Two-Year College Degree</td>
<td>4.0</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>20.4</td>
</tr>
<tr>
<td>Advanced Degree</td>
<td>6.3</td>
</tr>
</tbody>
</table>

Figure 21: Experience Requirements of Job Vacancies, Louisiana (2nd Quarter 2011)

<table>
<thead>
<tr>
<th>Experience Requirements</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Experience</td>
<td>26.9%</td>
</tr>
<tr>
<td>Some Experience</td>
<td>21.0</td>
</tr>
<tr>
<td>Up to Two Years in Same Field</td>
<td>25.5</td>
</tr>
<tr>
<td>More than Two Years in Same Field</td>
<td>26.5</td>
</tr>
</tbody>
</table>
Figure 22: Education Requirements for Job Openings in Louisiana, 2011

<table>
<thead>
<tr>
<th>Education Level Required</th>
<th>Total Job Openings</th>
<th>Mean Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Minimum Education Requirement</td>
<td>8,240</td>
<td>$29,414.00</td>
</tr>
<tr>
<td>Less Than High School Diploma</td>
<td>19</td>
<td>N/A</td>
</tr>
<tr>
<td>High School Diploma or Equivalent</td>
<td>32,159</td>
<td>30,979.00</td>
</tr>
<tr>
<td>1 Year at College or a Technical or Vocational School</td>
<td>649</td>
<td>31,441.00</td>
</tr>
<tr>
<td>2 Years at College or a Technical or Vocational School</td>
<td>804</td>
<td>34,681.00</td>
</tr>
<tr>
<td>3 Years at College or a Technical or Vocational School</td>
<td>59</td>
<td>38,787.00</td>
</tr>
<tr>
<td>Vocational School Certificate</td>
<td>1,067</td>
<td>34,287.00</td>
</tr>
<tr>
<td>Associate Degree</td>
<td>4,397</td>
<td>42,700.00</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>16,016</td>
<td>55,434.00</td>
</tr>
<tr>
<td>Master's Degree</td>
<td>1,960</td>
<td>60,484.00</td>
</tr>
<tr>
<td>Doctorate Degree</td>
<td>385</td>
<td>61,566.00</td>
</tr>
<tr>
<td>Specialized Degree(e.g. MD, DDS)</td>
<td>130</td>
<td>116,227.00</td>
</tr>
</tbody>
</table>

Figure 23: Top Quartile of Occupations by Employment in Louisiana, 2011

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Employment</th>
<th>Mean Annual Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cashiers</td>
<td>65,100</td>
<td>$18,440.00</td>
</tr>
<tr>
<td>Retail Salespersons</td>
<td>60,240</td>
<td>23,680.00</td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>40,840</td>
<td>64,190.00</td>
</tr>
<tr>
<td>Secretaries and Administrative Assistants, Except Legal, Medical, and Executive</td>
<td>39,610</td>
<td>27,920.00</td>
</tr>
<tr>
<td>Laborers and Freight, Stock, and Material Movers, Hand</td>
<td>38,280</td>
<td>24,360.00</td>
</tr>
<tr>
<td>Office Clerks, General</td>
<td>35,470</td>
<td>23,120.00</td>
</tr>
<tr>
<td>Waiters and Waitresses</td>
<td>33,630</td>
<td>19,080.00</td>
</tr>
<tr>
<td>General and Operations Managers</td>
<td>30,880</td>
<td>105,920.00</td>
</tr>
<tr>
<td>Maintenance and Repair Workers, General</td>
<td>28,040</td>
<td>34,530.00</td>
</tr>
<tr>
<td>Food Preparation Workers</td>
<td>27,850</td>
<td>18,150.00</td>
</tr>
<tr>
<td>Janitors and Cleaners, Except Maids and Housekeeping Cleaners</td>
<td>27,630</td>
<td>20,810.00</td>
</tr>
<tr>
<td>Bookkeeping, Accounting, and Auditing Clerks</td>
<td>26,490</td>
<td>33,340.00</td>
</tr>
</tbody>
</table>

Source: Figure 22 is from the Online Advertised Job Data from the Louisiana Workforce Commission. Figure 23 is from The Occupational Employment & Wage Statistics (OES) program that produces employment and wage estimates for over 800 occupations. The OES Survey covers all full-time and part-time wage and salary workers in nonfarm industries, excluding self-employed persons. Data are collected for the payroll including the 12th day of May or November on an annual basis.

The rankings of occupations in Louisiana (Figure 23) were similar to the trends seen nationally. Cashiers, Retail Salespersons, and Registered Nurses were ranked 2nd, 1st, and 5th nationally as the highest employed occupations. While Secretaries & Administrative Assistants and Laborers & Freight/Stock/Material Movers were the 4th and 5th highest employed occupation in the state, nationally these occupations ranked 10th and 9th, respectively. These occupations were followed by Office Clerks as the 6th highest employed occupation in the state and 3rd highest nationally.
General and Operations Managers was the occupation that made the list of highest mean annual salary and highest employment occupations in the state. The list of highest paid occupations in the state is dominated by the medical profession. Of the 10 highest paid professions in the state (Figure 24), only two—Chief Executives and Physicists—are not classified as the healthcare industry. This is nearly identical to the national rankings where Chief Executives are the only non-medical profession inside the top 10 highest paid occupations.

**Figure 24: Highest Paid Occupations in Louisiana, 2011**

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Employment</th>
<th>Mean Annual Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surgeons</td>
<td>450</td>
<td>$246,490.00</td>
</tr>
<tr>
<td>Anesthesiologists</td>
<td>380</td>
<td>220,470.00</td>
</tr>
<tr>
<td>Internists, General</td>
<td>270</td>
<td>217,190.00</td>
</tr>
<tr>
<td>Obstetricians and Gynecologists</td>
<td>160</td>
<td>214,080.00</td>
</tr>
<tr>
<td>Physicians and Surgeons, All Other</td>
<td>2,840</td>
<td>205,120.00</td>
</tr>
<tr>
<td>Psychiatrists</td>
<td>-----</td>
<td>197,940.00</td>
</tr>
<tr>
<td>Family and General Practitioners</td>
<td>1,200</td>
<td>183,760.00</td>
</tr>
<tr>
<td>Chief Executives</td>
<td>710</td>
<td>173,800.00</td>
</tr>
<tr>
<td>Pediatricians, General</td>
<td>300</td>
<td>165,080.00</td>
</tr>
<tr>
<td>Psychiatrists</td>
<td>-----</td>
<td>157,970.00</td>
</tr>
<tr>
<td>Dentists, General</td>
<td>810</td>
<td>155,210.00</td>
</tr>
<tr>
<td>Orthodontists</td>
<td>60</td>
<td>148,260.00</td>
</tr>
<tr>
<td>Architectural and Engineering Managers</td>
<td>1,910</td>
<td>132,830.00</td>
</tr>
<tr>
<td>Podiatrists</td>
<td>70</td>
<td>130,660.00</td>
</tr>
<tr>
<td>Petroleum Engineers</td>
<td>2,440</td>
<td>120,720.00</td>
</tr>
<tr>
<td>Dentists, All Other Specialists</td>
<td>50</td>
<td>116,580.00</td>
</tr>
<tr>
<td>Mining and Geological Engineers, Including Mining Safety Engineers</td>
<td>140</td>
<td>115,810.00</td>
</tr>
<tr>
<td>Chemical Engineers</td>
<td>1,530</td>
<td>111,260.00</td>
</tr>
<tr>
<td>Nuclear Engineers</td>
<td>220</td>
<td>108,750.00</td>
</tr>
<tr>
<td>Pharmacists</td>
<td>4,470</td>
<td>108,260.00</td>
</tr>
<tr>
<td>Aerospace Engineers</td>
<td>-----</td>
<td>106,250.00</td>
</tr>
<tr>
<td>General and Operations Managers</td>
<td>30,880</td>
<td>105,920.00</td>
</tr>
</tbody>
</table>

**Sources:** Figure 24 is from the Occupational Employment & Wage Statistics (OES) program. Employment figures marked “-----” have been suppressed for respondent confidentiality.
Figure 25 provides projections on what industries are expected to experience the greatest growth by 2020. The highest growth occupation according to these projections will be the medical field. The aging of the baby boom generation will necessitate more people working to care for this segment of the population. Specifically, these projections show the Health Care and Social Assistance Industry growing by 57,092 between 2010 and 2020. Figure 26 echoes these results. Notice three of the top four growth occupations by 2020 are expected to be from the health care industry.

Figure 26: 2020 Occupational Projections for Louisiana, Highest Forecasted Growth Jobs

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Occupation Title</th>
<th>Average Annual New Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>29-1111</td>
<td>Registered Nurses</td>
<td>960</td>
</tr>
<tr>
<td>39-9021</td>
<td>Personal and Home Care Aides</td>
<td>860</td>
</tr>
<tr>
<td>41-2031</td>
<td>Retail Salespersons</td>
<td>840</td>
</tr>
<tr>
<td>31-1011</td>
<td>Home Health Aides</td>
<td>730</td>
</tr>
<tr>
<td>41-2011</td>
<td>Cashiers</td>
<td>620</td>
</tr>
<tr>
<td>35-2021</td>
<td>Food Preparation Workers</td>
<td>570</td>
</tr>
<tr>
<td>53-7062</td>
<td>Laborers and Freight, Stock, and Material Movers, Hand</td>
<td>570</td>
</tr>
<tr>
<td>35-3031</td>
<td>Waiters and Waitresses</td>
<td>550</td>
</tr>
<tr>
<td>35-3021</td>
<td>Combined Food Preparation and Serving Workers, including Fast Food</td>
<td>540</td>
</tr>
<tr>
<td>43-9061</td>
<td>Office Clerks, General</td>
<td>490</td>
</tr>
</tbody>
</table>

Source: The Industry and Occupational Projections are produced by an analyst in the Labor Market Information Unit of the Research and Statistics Division of the Louisiana Workforce Commission.
Quick Facts

The projections for the Health Care and Social Assistance Industry is broken down further into Ambulatory health services, Hospitals, Nursing and residential care facilities, and social assistance industries. Nearly three quarters of the growth is attributable to hospital workers and emergency care professionals. The number of job vacancies in this sector for 2011 provides support for these projections showing strong demand for workers in the Education and Health Services Sector.

Source: The Industry and Occupational Projections are produced by an analyst in the Labor Market Information Unit of the Research and Statistics Division of the Louisiana Workforce Commission. EDITED VERSION NOT THE SAME AS REVISED DOCUMENT SENT.
Figure 28: 2020 Occupational Projections for Louisiana, Highest Forecasted Job Losses

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Occupation Title</th>
<th>10 Year Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-9013</td>
<td>Farmers, Ranchers, and Other Agricultural Managers</td>
<td>- 880</td>
</tr>
<tr>
<td>43-2011</td>
<td>Switchboard Operators, Including Answering Service</td>
<td>- 740</td>
</tr>
<tr>
<td>43-5053</td>
<td>Postal Service Mail Sorters, Processors, and Processing Machine Operators</td>
<td>- 670</td>
</tr>
<tr>
<td>43-5052</td>
<td>Postal Service Mail Carriers</td>
<td>- 490</td>
</tr>
<tr>
<td>43-5051</td>
<td>Postal Service Clerks</td>
<td>- 370</td>
</tr>
<tr>
<td>45-2092</td>
<td>Farmworkers and Laborers, Crop, Nursery, and Greenhouse</td>
<td>- 310</td>
</tr>
<tr>
<td>53-3022</td>
<td>Bus Drivers, School</td>
<td>- 300</td>
</tr>
<tr>
<td>43-9021</td>
<td>Data Entry Keyers</td>
<td>- 180</td>
</tr>
<tr>
<td>53-6061</td>
<td>Transportation Attendants, Except Flight Attendants</td>
<td>- 150</td>
</tr>
<tr>
<td>41-9091</td>
<td>Door-To-Door Sales Workers, News and Street Vendors, and Related Workers</td>
<td>- 140</td>
</tr>
</tbody>
</table>

The occupational forecasts point to further reductions in traditional occupations over the next 10 years. Farmers, Ranchers, and Other Agricultural Managers are expected to decline as the trend toward fewer and larger agricultural operations continues. Postal workers are also expected to decline. The financial condition of the U.S. Postal Service is widely publicized, so these reductions are expected. As these jobs are eliminate through structural changes in the industry, financial stress of large employers, or technological advancement, it’s important we continue to accurately identify the skills of these displaced workers and accurately guide them to new employment opportunities matching their skill set.

Figure 29: 2020 Occupational Projections for Louisiana, by Education Requirement

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Base Employment</th>
<th>2020 Projected Employment</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post-Secondary, No Degree</td>
<td>107,402</td>
<td>124,371</td>
<td>15.80</td>
</tr>
<tr>
<td>Less than High School</td>
<td>561,849</td>
<td>647,895</td>
<td>15.31</td>
</tr>
<tr>
<td>High School Diploma or Equivalent</td>
<td>889,275</td>
<td>989,772</td>
<td>11.30</td>
</tr>
<tr>
<td>Some College, No Degree</td>
<td>8,719</td>
<td>10,559</td>
<td>21.10</td>
</tr>
<tr>
<td>Associate</td>
<td>122,134</td>
<td>140,743</td>
<td>15.24</td>
</tr>
<tr>
<td>Bachelors</td>
<td>226,921</td>
<td>262,420</td>
<td>15.64</td>
</tr>
<tr>
<td>Masters</td>
<td>32,691</td>
<td>37,618</td>
<td>15.07</td>
</tr>
<tr>
<td>Doctorate or Professional Degree</td>
<td>33,003</td>
<td>38,776</td>
<td>17.49</td>
</tr>
</tbody>
</table>
Figure 30: 2020 Occupational Projections for Louisiana, by Experience Requirement

<table>
<thead>
<tr>
<th>Experience Level</th>
<th>Base Employment</th>
<th>2020 Projected Employment</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>1,640,556</td>
<td>1,873,314</td>
<td>14.19</td>
</tr>
<tr>
<td>Less than 1 Year</td>
<td>47,685</td>
<td>55,804</td>
<td>17.09</td>
</tr>
<tr>
<td>1 – 5 Years</td>
<td>244,430</td>
<td>269,581</td>
<td>10.29</td>
</tr>
<tr>
<td>More than 5 Years</td>
<td>49,350</td>
<td>53,455</td>
<td>8.32</td>
</tr>
</tbody>
</table>

Source: The Industry and Occupational Projections are produced by an analyst in the Labor Market Information Unit of the Research and Statistics Division of the Louisiana Workforce Commission.

Current Forecasting Methodology

In developing an accurate long-term industry and occupational forecasts the Louisiana Workforce Commission relies on statistical models that incorporate long term trends in the economy as well as information from driver industries that employ a large segment of the workforce and have the biggest economic impact in terms of payroll. Additionally, these forecasts go through extensive review and revisions by LSU’s Division of Economic Development. As part of their review, they speak with the driver industries in Louisiana on LWC’s behalf, the regional Workforce Investment Boards and the State Workforce Investment Council (WIC).

Broadly, the approach to developing a new 10-year forecast is first creating employment forecasts for up to 94 industries at the 3-digit NAICS level for both the state and its eight regional labor market areas (RLMAs). These forecasts are later converted to occupational forecasts based on anticipated staffing patterns and replacement rates.

Industry Projections

A total of 846 forecasts must be generated to cover all of the industry-region combinations in Louisiana. The process of generating these forecasts begins with creating 846 preliminary statistical forecasts using the MicroMatrix software package. These forecasts are then subjected to an exhaustive review based on contacts with business leaders, economic development professionals, and knowledge of upcoming projects in the state. Based on information gathered in these interviews and a comparison to other plausible trends, changes are recommended for a subset of the forecasts. Once this nearly yearlong process has been completed, a new 10-year forecast is available.

The MicroMatrix software package software provides a basic framework and can incorporate historical employment data as well as national projections and historical economic data for the nation and state. Options available for forecasting employment using the MicroMatrix include linear, quadratic, and exponential trends based on historical data as well as models that assume relative growth of an industry to the national, state, or total regional employment. While such models do offer some flexibility in developing a statistical forecast, the software does not provide the degree of control that a standalone statistical package can offer. Therefore, alternate models were estimated as discussed below.

There are several important reasons to augment forecasts based on historical data with additional information about future employment in the state. For example, in Louisiana the historical employment data exhibits dramatic fluctuations as a result of the 2005 hurricane season and ensuing rebuilding effort followed immediately by the Great Recession, which led to a drop in employment from 2008 to 2010. The presence of such drastic employment swings presents a difficult challenge for standard statistical models.

In addition, significant information relevant to the forecast period can always be obtained from a variety of sources. That information includes large-scale economic development projects for
which separate estimates have been developed of the impact of those projects on employment. In addition, firms and industry groups are perhaps the best-informed parties about the near-term economic outlook of employment in Louisiana. Incorporating that information provides valuable insight that cannot be captured by statistical models alone and improves the accuracy of employment forecasts.

**Driver Firm and Industry Input**

The first step toward reviewing the statistical models is gathering information from key firms in Louisiana. The list of “driver firms” is a combination of the 150 firms with the most employees and the 100 firms with the biggest economic impact in terms of payroll. Not surprisingly, many firms with high employment also have a significant economic impact. The driver firm list was revised slightly from previous years to account for several firms that were no longer operating in the state and to add some new firms whose employment or payroll was large enough based on more recent data to be included in the top 100 lists. Therefore, this year’s list of “driver firms” includes a total of 164 contacts. Additional detail regarding these firms is provided in Figure 31.

**Figure 31: Driver Firms**

<table>
<thead>
<tr>
<th>Number of Firms</th>
<th>164</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Employment</td>
<td>198,390</td>
</tr>
<tr>
<td>Total Louisiana Jobs Created</td>
<td>590,696</td>
</tr>
<tr>
<td>Direct Wages</td>
<td>$2.9 billion</td>
</tr>
<tr>
<td>Total Louisiana Sales Created</td>
<td>$44.2 billion</td>
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</table>

Just over 11% of Louisiana workers are employed by one of these firms. More broadly, these firms create an estimated total 613,967 jobs through direct employment and indirect economic impact, which constitutes roughly 32.5% of statewide employment. Total payroll of these firms is $3.2 billion with annual sales estimated to be $46.4 billion. By reaching out to representatives of this relatively short list of firms, we are able to efficiently acquire information about large portions of the Louisiana economy.

In addition to these driver firms, we obtain input from other contacts we have developed over the last four years as we build on the effort from previous years. These other contacts include key employers in certain industries that are not captured through the formal development of a driver firm list. In addition, we solicit input from industry associations and economic development groups. Information obtained from these calls provides insight into the future direction of important industries as well as the direction of the Louisiana economy as a whole.

That information was used to help assess how well the statistical models mirrored the future expectations of Louisiana businesses. In some cases, firms asked that detailed information about future plans not be released. In others, the effects of publicly announced projects were discussed. Outside of our interviews, LWC works each year to incorporate economic development wins and other major employment-related announcements from Louisiana employers.

**Recheck Model Trends**

A second major area of focus is the potential for structural breaks from historical trends. In recent years, the ability of statistical models to handle the dramatic fluctuations in employment related to the 2005 hurricane season has been of particular concern. In the two years since the 2018 forecast was initially developed, employment has declined due to the Great Recession. While we expect the impact of the recession on most industries to be largely temporary, adding two additional years of employment declines immediately after three years of hurricane abnormalities leaves a series of historical employment data that strongly supports a statistical model with very little or no growth. Therefore, alternate models were required to better control for the impact of the
2012 State Plan

2005 hurricanes and subsequent rebuilding as well as to account for the downturn in employment caused by the recession in a way that does not imply a permanent impact of this one-time event.

Nine alternate forecast models were estimated for each industry and region bringing the total number of models considered to 7,614. These models ranged from simple trend models based on exponential, linear and quadratic trends, to more complex models that included an increasingly large set of controls. The key variables that were used to develop more complicated models are lagged employment, population, state GDP, controls for Katrina and Rita, and economic variables such as the price of oil and exchange rate. Forecasts for economic variables were developed using the Livingston survey consensus forecast and Moody’s forecasts for Louisiana.

When choosing the appropriate model from the set of alternatives, driver firm input, regional Workforce Investment Board inputs and economic development projects were reviewed. In addition, three major events have raised concerns about possible structural breaks from the historical trends and were given additional consideration prior to selecting a final model. First, federal healthcare reform legislation as it is currently envisioned is expected to dramatically change the healthcare landscape. Second, the recent turmoil in Gulf of Mexico drilling has created some uncertainty regarding future job growth. Third, the historically low price of natural gas has had a ripple effect on industry activity and employment across the state.

Conversion to Occupational Forecasts

After industry-level forecasts have been developed, staffing patterns are used to determine how many people in each occupation are associated with the jobs projected for each industry. Once industry forecasts are finalized, that input will be used to modify the staffing patterns with a description of those changes provided separately. In addition, replacement rates are used to augment the overall employment forecasts and better estimate the need for new employees, including not only the total workers needed for new positions in an occupation but the number needed to replace current workers. As with the occupational mix, necessary adjustments to the replacement rates will be made using the information compiled through this review process.

Improvements to Forecasting Methods

The Labor Market Information Unit, under the guidance of the WIC and in partnership with Louisiana State University, is developing a new Star rating system for the long-term 2020 Occupational Forecast. Long-term occupational forecasts have been enhanced in recent years to better inform the state about the workforce demands of Louisiana’s employers. Tying WIA training dollars to the long-term projections encourages training providers to focus their efforts on preparing workers for occupations with real employment opportunities. This focuses resources on growing Louisiana’s workforce to satisfy the expected future needs of Louisiana’s businesses, enabling students to make better career choices before entering the workforce, and align the workforce demand in the state to the supply of skilled workers.

Beyond the current long-term occupational forecast, this new methodology captures additional job characteristics including the short-term outlook for all occupations, job openings data, and typical wages paid for each of the occupation. This new system of identifying high growth, high demand occupations by regions will be provided to students, job seekers, training providers, partner state agencies and regional Workforce Investment Boards through the new, interactive LMI website.

3. How will this plan’s programs help meet the skills and needs of employers in the state.

The Workforce Data Quality Initiative (WDQI) is a three-year, multi-agency strategic program funded by the USDOL’s Employment and Training Assistance (ETA). The LWC is partnering with other state agencies, including the Department of Education, Board of Regents, Office of Juvenile Justice, and Department of Child and Family Services, to develop a workforce longitudinal data system. This will provide real-time longitudinal analysis on the training and educational attainment
of enrollees who complete or exit high school and post-secondary institutions and make their way into the labor force.

The Workforce longitudinal data system will allow the state to gather information on attainment of workforce improvement goals and other performance reporting. This new system will allow us to assess skill transferability and identify new career pathways in emerging occupations. This program will provide critical information to guide state policy as Louisiana works to create a resilient workforce capable of meeting the changing needs of the state’s businesses. More specifically, the WIC will be provided a reporting tool based on linked data across various state agencies to use in developing strategic goals, objectives, and measures required for the long-term reform of Louisiana’s workforce development system.

In addition to this new initiative, the LWC aims to provide the most accurate and timely information on the labor market in Louisiana across all existing programs. We are constantly refining our methods of moving this data from collection to dissemination in the most timely and accurate manner. This provides much needed information to policymakers and the public on the economic conditions of the state. Potential employers can use the latest information to immediately assess the positive attributes of doing business in Louisiana.
C. **State Strategies:** The Integrated Workforce Plan must describe the key strategies the state intends to implement, based on its economic analysis, to achieve the governor’s vision and goals.

**Key Strategies**

The mission of the LWC’s Office of Workforce Development (OWD) is to put people to work by continuously improving our demand-driven system that responds quickly to the immediate and long-term needs of employers. The core focus is to fill job vacancies by connecting skilled and credentialed job seekers to employers in demand occupations. This section describes the strategies OWD will implement to achieve the governor’s vision and goals of improving employer engagement, cultivating regional labor market intelligence to drive services, targeting workforce recruitment to meet employer demand, integrating all OWD services, improving training and technical assistance to WIBs and Business & Career Solutions (BCSC) staff, and reducing OWD administrative costs.

During the fall of 2011, the LWC developed five strategic initiatives aimed at transforming the way Louisiana’s workforce system delivers services to employers and job seekers. These strategic initiatives include: (1) Integrated Fraud, (2) OWD/Unemployment Insurance (UI) Integration, (3) Louisiana Job Ready, (4) Re-employment, and (5) Business Engagement. These initiatives, often referred to as the AiM Initiatives, have become the central focus of the agency’s efforts to improve customer service, drive employment, and create a collaborative culture.

Recognizing the need to transform from a human service-focused culture into a demand-driven system, these initiatives serve to strategically address core challenges to ensure more efficient and effective use of the agency’s limited resources. Of the five AiM initiatives, four (OWD/UI Integration, Louisiana Job Ready, Re-employment, and Business Engagement) directly impact OWD and the services provided to employers and job seekers. Three initiatives (OWD/UI Integration, Job Ready, and Re-employment) unite the OWD and UI divisions within LWC, connecting UI claimants to services offered at the local One-Stops across the state in an effort to reduce the time claimants receive benefits and return to the workforce.

The strategies, goals and objectives set forth in this plan will address our following problems:

- **Need to transform from a human service-focused culture into a demand-driven system.**
  Business engagement with the system has been lackluster over the years. This is due in large part to an overemphasis on job seekers’ perceived needs rather than on employers’ assessed actual needs and available industry sector and occupational forecasting data. In a job vacancy survey conducted in 2011, employers identified the top two challenges to filling vacant positions as (1) unable to find qualified applicants and/or applicants with experience, and (2) unable to find applicants with specific experience, training, skills, and/or certification that employers are seeking. These responses clearly show the need to better align training/education and workforce development investments to the skill and competency requirements identified by business customers, particularly those in growth industry sectors. This alignment ensures that LWC can better meet the full spectrum of human capital needs and proactively respond to changes caused by technological advances, globalization, and transitions in supply and demand of goods and services. The current random, transactional engagement of business must be changed to a systematic, regionally based approach to develop human resource strategies for specific business growth sectors.
- **Improve the availability and efficacy of strategies and tools for job seekers.**
  As demands increase and Louisiana’s WIA funding continues to sharply decrease, the workforce system requires ever more effective service delivery strategies and tools to assess, remediate, train, and place a very large number of job seekers (473,000 total registrants in Louisiana’s system.) Job seekers who remain in the system can impact the overall rate of unemployment and potentially higher rates of poverty locally, statewide, and nationally. Louisiana ranks in the top 10 states with the highest levels of poverty. Job seekers have barriers to employment that include lack of soft and basic skills, computer literacy, and job-ready credentials, as well as specific occupational skills. Paths to credentials and longer-term career pathway entry points are needed.

- **While talent development agencies, institutions, and programs have made great strides toward alignment in recent years, “silos” and fragmentation persist.**
  There is a real need to accelerate the sharing of goals and objectives to achieve alignment of resources, programs, and funding streams. By increasing this reach, relationships/partnerships among interdependent agencies will be more optimally leveraged — precisely what is needed where too many business and job seeker customers with diverse needs are competing for too few resources.

- **The need to elevate the role of LWIBs to drive regional innovation.**
  Regional consortia of LWIBs will be employed to aggregate demand; enable transformation through development of Regional Business Innovation Teams (RBITs) invested in and dedicated to innovation, recognize economies of scale, and leverage strong and committed interagency state-level leadership.

The goal of this state plan is to accelerate the piloting, evaluation, and expansion of promising structural and service innovations to transform Louisiana’s public workforce system, and to serve as a national model of a cost-efficient, demand-driven system with evidenced-based innovations that can be easily replicated and scaled.

**Strategic Approach and Logic Model**

**Goals and Outcomes**

To achieve the goal stated above, LWC will capitalize on the shared vision of state and local workforce boards’ leadership for transformational change by implementing a growing body of promising structural, service delivery and accountability innovations that build on existing strengths, challenge outdated assumptions, and create a systemic approach to transform the workforce system into a demand-driven system.

The next step in the evolution from a **human service-focused culture into a demand-driven system** is the implementation of the **AiM Business Engagement** initiative focused on garnering and utilizing input from business to build a package of services and strategies to meet business needs today and into the future. There will be special effort to grow relationships with small businesses and targeted industry sectors and to develop a custom package of services for these customers. AiM Business Engagement is expected to increase overall business utilization and value received from the workforce system, reduce employer costs to recruit and hire qualified workers, and decrease the time it takes to fill vacancies.

One of the new tools to be tested as a value-added service to businesses is an online, comprehensive **Virtual Business Solutions Center** integrating tools and information identified by employers as priority. Web portal content will include recruiting and virtual interviewing, training programs, compliance reporting and a dynamic, customizable dashboard with real-time labor market intelligence based on geography and industry. Delivering products and services virtually will expedite and greatly improve the connections between job seekers and employers, thereby allowing One-Stop career centers “to do more with less.”
To improve the availability of effective strategies for job seekers, LWC will build upon the success of the Louisiana Virtual One Stop (LAVOS) — the name will soon be changed to H.I.R.E. (Helping Individuals Reach Employment) — to provide a comprehensive menu of quality services and a streamlined approach that rapidly takes job seekers from initial engagement through a personalized set of services and into jobs. **AiM Louisiana Job Ready** will implement new online, computer-based services to provide job readiness assessments and remedial curricula to prepare individuals with the foundational skills needed for work, create customized employment plans for all job seekers, and increase the number of job-ready credentials attained. A Job Ready-credentialed human capital pipeline will help gain the confidence of business in the state’s workforce system and increase the number of new and repeat business customers. Free basic computer literacy training offered through the Louisiana Community and Technical College System will be leveraged to increase the use of self-service tools and allow job seekers to be more self-directed in remediation and job search activities.

Another **AiM initiative – Re-employment**, which has been launched statewide, requires recipients of unemployment compensation to directly access an array of BCSC services to help them become re-employed more quickly, thereby reducing the duration of unemployment benefits and hasten their ability to regain employment. Claimants receiving re-employment services also will be participants in the Job Ready initiative.

To diminish institutional and program silos and fragmentation, an existing governor-supported Workforce Cabinet will ensure state-level leadership and buy-in for the AiM initiatives, as well as other statewide workforce development initiatives, and provide support and guidance to the regional innovation efforts. The Workforce Cabinet is comprised of executive level representatives of LWC, K-12, and economic development, as well as the community and technical college and higher education systems.

To advance and leverage the regional consortia of LWIBs, LWC will encourage and support RBITs throughout the state. These teams will be led by talented business professionals with experience in policy innovation, business process re-engineering and data analytics. They will serve as change agents to help continue the transformation into a demand-driven system and inform and galvanize relationships with business. Development of RBITs will be supported by technical assistance and will include regional partners who can initiate and lead system change efforts and collaborate on the provision of business services. An online social learning **Community of Practice** will enhance staff skill development and expertise in advancing system transformation. Virtual and peer-to-peer coaching and technical assistance will help develop leaders and experts who can serve as champions and mentors to “protégé” leaders and staff throughout Louisiana. Regions will be supported to pilot promising products and services from the statewide menu, adapted to local needs.

**Logic Model and Theory of Change Goals**

Louisiana’s overarching goal is to accelerate the piloting, evaluation, and expansion of promising structural and service innovations to transform Louisiana’s public workforce system, and to serve as a national model of a cost-efficient, demand-driven system with evidenced-based innovations that can be replicated and scaled easily. Louisiana has identified four major longer-term goals it will seek to achieve over the duration of this state plan, numbered 1 – 4 below. Relevant short-term and intermediate goals are provided in the context of each long-term goal.
1. Make the workforce system truly demand-driven.

   Short-term:
   - Designate at least one full-time business services representative in each of eight regions.
   - Develop new statewide guidance for soliciting and responding to employer customer feedback on service quality and value at the regional level.

   Intermediate:
   - All regions will identify at least three target industry sectors using a combination of data-based and leader-driven decision making.
   - Provide training and professional development on a sector-driven employer services model to all business-facing staff.
   - Ensure that all local workforce system strategic and operational plans reflect an industry sector-focused, demand-driven approach.

2. Provide additional, more effective, more diverse, more market-driven, and more efficient tools for job seekers.

   Short-term:
   - Understand and aggregate employers’ key skill and certification priorities at the regional level, especially in the targeted industries.
   - Identify a body of promising tools for regional piloting and evaluation.

   Intermediate:
   - Improve job seekers’ job readiness through implementation of WorkKeys® assessment, remediation, and certification.
   - Investigate and purchase online, occupation-specific credentialing service, e.g., Prove It!
   - Improve workforce supply/demand match and “fit” through UI, Wagner-Peyser, and WIA program alignment and integration activities designed to foster rapid re-employment.

3. Fully align the resources of all talent development-related agencies and institutions to meet the needs of key employment sectors.

   Short-term:
   - Improve awareness of available resources, financial and otherwise, by conducting asset-mapping at the state and regional levels and sharing results.
   - Enhance alignment among complementary agencies and programs by conducting an analysis of existing strategic and operational plans and identifying opportunities for improved coordination and leveraging.

   Intermediate:
   - Wherever possible, ensure that partners with complementary missions are operating from a set of shared goals and outcome targets across programs and funding streams.
   - Provide policy guidance and related technical assistance and training to empower local and regional partners to operate with improved cross-functionality and better braid and leverage resources for shared customers.

   Short-term:
   - Identify RBIT team leaders and staff regional teams.
   - Empower, support and build regionally focused partnerships and operations through revised policy and operational guidance, supplemented by expert technical assistance.

   Intermediate:
   - Support knowledge transfer and staff development through identification of experts to serve as peer mentors and coaches, augmented by a Community of Practice.
   - Establish or grow regionally focused partnerships with employers in target industry sectors.

Assumptions and Hypotheses

LWC’s approach uses the following key assumptions and hypotheses, as aligned with core goals:

1. With sufficient leadership, empowerment, training, and coaching support, staff will become more competent and confident in meeting employers’ needs within an industry sector-focused framework, thus ensuring more positive outcomes for job seekers.

2. Providing new and more diverse self-service and staff-assisted tools and strategies for job seekers will enable workforce system partners to meet the needs of more job seekers and dramatically improve their employment, earnings, and career advancement outcomes.

3. Improved state, regional and local alignment of program policies, goals, planning, and services will minimize duplication and inefficiencies while significantly enhancing scalability, return on investment and outcomes.

4. Incentivizing workforce areas to transition to a regionally based, integrated, employer-driven workforce development model will ensure faster, more comprehensive and more effective systemic and sustainable transformation.

Challenges

1. Reduced resources and capacity in a higher-demand environment.

   Like all other workforce systems in the country, Louisiana faces the challenge of significantly reduced system funding, resources, and staff in the face of significantly increased demand for services from job seekers and employers. To address this challenge, LWC seeks to get to the “heart of the matter” by:
   - Aggressively enhancing resource alignment
   - Supporting regional partnerships that successfully aggregate employer demand and achieve economies of scale in resource deployment for business and job seeker customers

   Louisiana’s focus on economically vital industry sectors, combined with its commitment to enhance job seeker outcomes through a focus on employer-aligned training and credential attainment, ensures that the state is positioned to address resource and capacity obstacles for the long term.
2. **Cultural/systemic resistance to change.**

Louisiana’s state and local workforce system field staff have always sought to “do right” by their job seeker customers. This orientation is founded in a deep commitment to customer service. However, it still leaves room for better alignment with the employer-demand side of the equation. LWC will address this challenge through its efforts to incentivize employer-driven, regional collaboration. We also will make a significant and sustainable investment in private sector leadership that can model and lead demand-driven workforce system staff and leadership through a process of innovative, transformational change. These efforts will be complemented by intensive but cost-effective staff knowledge building and professional development enhanced by peer-to-peer coaching. Mentors will support protégés in replicating promising and proven models and provide critical insight and guidance to overcome common stumbling blocks. For example, regional areas that have already established WIB partnerships will be supported to provide technical assistance and guidance as needed, all designed to propel the transformation process. Through this peer-to-peer process, we will develop and distribute planning tools, templates and guides, produce periodic webinars to facilitate understanding and maintain momentum in the regions, host discussion boards and copies of regional plans, foster peer-to-peer exchanges, announce any policy changes, and facilitate messages from the governor and other leaders to continually encourage staff at all levels. In order to preserve limited resources, any onsite technical assistance will be carefully targeted to those whose performance data illustrates particular needs.

The state-wide workforce information system supports the AIM initiatives through the development and dissemination of customer-focused occupational and career information products. LWC maintains its partnership with the Louisiana Department of Education, the Louisiana Community and Technical College System, Louisiana Board of Regents, Workforce Investment Areas and other local workforce development systems (i.e., guidance counselors, administrators, teachers, other educational professionals) to ensure awareness of workforce information by staff at every level. The Virtual One-Stop System continues to enhance the delivery and availability of LMI products and services. LMI staff responds to requests from the local Workforce Investment Boards (WIBs) and other community partners for guidance and training on effectively using available LMI products and can customize presentations based on the expressed request of the local staff.

Customer service and a focus on consumer needs for user-friendly resources in the areas of skill assessment, career planning, post-secondary training opportunities and workforce information are the highest priority. Louisiana Occupational Information System (LOIS) was integrated into LAVOS to provide a seamless delivery point for occupational and career data.

The LOIS website is updated with the latest workforce information available in a timely manner. All data users have the option to sign up for e-mail notification any time that current data is moved to production on the LMI and LOIS websites. All WIBs and Business and Career Solutions Centers receive the monthly employment data press releases on the day the data is released and other updates to LMI products.

Customer feedback on the relevance and usefulness of the labor market products and services offered by LMI is an integral part of all work processes. Surveys are included in all printed products to gather customer feedback to improve future publications.
LMI continues to produce the “Top Occupations in Demand” for Louisiana and the regional labor market areas. The demand occupational projections data helps to drive training dollars to providers who will train workers for jobs in the most demand in the future. A new methodology on defining “Demand Occupation” has been under development. This update will include a more visual user friendly web-based display.

In accordance with the annual LMI grant, the LMI Unit produces an annual report, *Louisiana Workforce in Review*, which is distributed to the Governor and all WIBs. This publication provides the latest information on population, employment wages, civilian labor force, high school dropouts and unemployment insurance claimant characteristics, with examples of the available statistics at the state, Regional Labor Market Area and WIB levels.
D. **Desired Outcomes/Performance:** The Integrated Workforce Plan must describe and provide specific quantitative targets for the desired outcomes and results for the programs included in the plan. Table 1 may be used for WIA/W-P programs.

The goals and outcomes of this plan are transformational in nature, and conform to the problems discussed above, as well as to LWC’s objectives. Quantitative goals for the various initiatives will be set consistent with metrics that continue to be established at the state level and subsequently negotiated with the Local Workforce Investment Areas (LWIAs.) Some of those key metrics include:

**Employer Market Penetration:**
- Increase the number of new business customers
- Increase the number/percentage of repeat business customers using workforce services (retention)
- Increase the number/percentage of directly posted jobs in LWC’s job board
- Increase the number/percentage of employers posting multiple job vacancies

**Service to Employers:**
- Reduce the time to fill job vacancies
- Increase outreach to employers in regional demand industry sectors resulting in direct job postings
- Increase the number of employers utilizing employer-based training

**Relevance to Employers:**
- Increase the percentage of hires that result from staff-assisted services

In its paper on re-inventing One-Stops, the Corporation for a Skilled Workforce (CSW) states, “One-Stops struggle to meet today’s needs with a model designed for a different economy. Based on customer demand, many One-Stops today attempt to do both job matching and provide educational attainment help, and lack the resources and focus to do both well.” LWC fully embraces CSW’s principle that “focusing One-Stops as places where work and learning intersect to lead toward market-relevant credentials is the path to achieving a more sustainable and effective workforce development system.”

It is important to emphasize that LWC places the highest value on the regular analysis of diverse data sets to gauge the state’s progress in the goals identified here. To that end, project stakeholders (e.g., AiM committees, Workforce Advisory Teams) will be tracking and analyzing both “hard” and “soft” data on at least a quarterly basis to evaluate progress in identified short-term, intermediate, and long-term goals. This analysis will be fed back to state, regional and local leadership for purposes of course correction, ongoing continuous improvement, systemic talent development and improved program alignment and service delivery for all system customers.

In addition to the afore-listed business goals, LWC will focus on continuous improvement of the job seeker goals including, but not limited to, the approved WIA common measures. LWC seeks to increase the targets of many of the common measure negotiated goals for PY 12. The state will negotiate performance goals for each of the 18 LWIAs using a combination of regression targets published by the U.S. Department of Labor, most recent actual LWIA results (PY 11 Qtr 3), and the state’s PY 12 targets.
As part of LWC’s re-employment strategies for unemployed individuals receiving UI benefits, the state sets forth two additional measures that are aligned with UI goals:

- **Increase facilitation of re-employment**
  
  Increase the percentage of UI claimants who received a first payment in a calendar quarter who are re-employed in the subsequent quarter.

- **Decrease of the average UI duration**

The Workforce Investment Council (WIC) reviewed and approved the state performance measures at their June, 2012 meeting. The Louisiana Workforce Commission (LWC) has provided guidance to all 18 Local Workforce Investment Areas (LWIAs) on establishing the PY 2012 performance measures and will negotiate with each Workforce Investment Board (WIB) once the state completes their negotiation with United States Department of Labor Regional Office in Dallas, Texas. Input from the LWIAs regarding their desired performance measure goals will be received by LWC through their regional/local plans and negotiations will ensure achievement of common ground on meeting the state performance measures.
# WIA Program Year 2011/Proposed 2012 Table

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<td>Entered Employ Rate</td>
<td>44.8%</td>
<td>56.0%</td>
<td>54.0%</td>
<td>53.0%</td>
<td>-1.0%</td>
<td>58.0%</td>
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<tr>
<td>Number Retained</td>
<td>96,647</td>
<td>133,284</td>
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<tr>
<td>Employment Retention Rate</td>
<td>56.0%</td>
<td>70.0%</td>
<td>77.0%</td>
<td>76.0%</td>
<td>-1.0%</td>
<td>78.0%</td>
</tr>
<tr>
<td>Average Earnings</td>
<td>$9,680</td>
<td>$12,100</td>
<td>$13,683</td>
<td>$13,701</td>
<td>$18</td>
<td>$13,800</td>
</tr>
<tr>
<td><strong>Adult</strong></td>
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<tr>
<td>Participants</td>
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<td></td>
<td>243,484</td>
<td>243,228</td>
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<tr>
<td>Exitters</td>
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<td></td>
<td>195,848</td>
<td>199,421</td>
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<tr>
<td>Number Employed</td>
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<td>43,736</td>
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<tr>
<td>Entered Employ Rate</td>
<td>44.8%</td>
<td>56.0%</td>
<td>57.7%</td>
<td>58.9%</td>
<td>1.2%</td>
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</tr>
<tr>
<td>Number Retained</td>
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<td>48,820</td>
<td>-11,375</td>
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<tr>
<td>Employment Retention Rate</td>
<td>56.0%</td>
<td>70.0%</td>
<td>78.4%</td>
<td>77.9%</td>
<td>-0.5%</td>
<td>78.0%</td>
</tr>
<tr>
<td>Average Earnings</td>
<td>$9,680</td>
<td>$12,100</td>
<td>$13,851</td>
<td>$13,724</td>
<td>($127)</td>
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<tr>
<td><strong>Dislocated Worker</strong></td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>Participants</td>
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<td></td>
<td>5,315</td>
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<td>Exitters</td>
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<td>4,337</td>
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</tr>
<tr>
<td>Number Employed</td>
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<td>2,273</td>
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</tr>
<tr>
<td>Entered Employ Rate</td>
<td>54.4%</td>
<td>68.0%</td>
<td>63.4%</td>
<td>66.0%</td>
<td>2.6%</td>
<td>68.0%</td>
</tr>
<tr>
<td>Number Retained</td>
<td>3,469</td>
<td>3,065</td>
<td>-404</td>
<td></td>
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<td></td>
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<tr>
<td>Employment Retention Rate</td>
<td>57.6%</td>
<td>72.0%</td>
<td>82.6%</td>
<td>82.3%</td>
<td>-0.3%</td>
<td>82.0%</td>
</tr>
<tr>
<td>Average Earnings</td>
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<td>$13,900</td>
<td>$18,008</td>
<td>$17,569</td>
<td>($439)</td>
<td>$17,500</td>
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<tr>
<td><strong>Youth</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participants</td>
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<td></td>
<td>3,056</td>
<td>2,771</td>
<td>-285</td>
<td></td>
</tr>
<tr>
<td>Exitters</td>
<td></td>
<td></td>
<td>1,094</td>
<td>1,050</td>
<td>-44</td>
<td></td>
</tr>
<tr>
<td>Number Employed (Older Youth)</td>
<td>291</td>
<td>260</td>
<td>-31</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Placement in Employ. or Ed.</td>
<td>45.6%</td>
<td>57.0%</td>
<td>60.9%</td>
<td>66.1%</td>
<td>5.2%</td>
<td>65.0%</td>
</tr>
<tr>
<td>Attainment of Degree or Cert.</td>
<td>41.6%</td>
<td>52.0%</td>
<td>63.6%</td>
<td>60.1%</td>
<td>-3.5%</td>
<td>65.0%</td>
</tr>
<tr>
<td>Literacy &amp; Numeracy Gains</td>
<td>35.2%</td>
<td>44.0%</td>
<td>61.3%</td>
<td>51.1%</td>
<td>-10.2%</td>
<td>60.0%</td>
</tr>
<tr>
<td>In-School</td>
<td>801</td>
<td>751</td>
<td>-50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Out-of-School</td>
<td>2,235</td>
<td>2,020</td>
<td>-215</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PY 11 Quarter 3 Date Ranges:**

- **Participants:** Participants who enrolled (received staff-assisted services) between 4-01-11 to 3-31-12
- **Exitors (completed services):** Individuals who completed services between 1-01-11 to 12-31-11
- **Entered Employment Rate, Youth Placement in Employment or Education, and Youth Attainment of Degree or Certificate:** Participants completed services between 7-01-10 to 6-30-11
- **Employment Retention Rate and Average Earnings:** Participants completed services between 1-01-10 to 12-31-11 (Actual average earnings reflect a six month average.)
- **Youth Literacy and Numeracy Gains:** Reflect a percentage of individuals who increase one or more educational functioning levels between 4-01-11 to 3-31-12
USDOL and State of Louisiana agreed upon the performance levels for each of the WIA and WP measures for PY 2012. (See Below)

### Performance Levels for PY 2012

#### Workforce Investment Act and Wagner-Peyser

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>PY12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WIA Adult</strong></td>
<td></td>
</tr>
<tr>
<td>Entered Employment Rate</td>
<td>58%</td>
</tr>
<tr>
<td>Employment Retention Rate</td>
<td>78%</td>
</tr>
<tr>
<td>Average Six Months Earnings</td>
<td>$13,800</td>
</tr>
<tr>
<td><strong>WIA Dislocated Worker</strong></td>
<td></td>
</tr>
<tr>
<td>Entered Employment Rate</td>
<td>68%</td>
</tr>
<tr>
<td>Employment Retention Rate</td>
<td>82%</td>
</tr>
<tr>
<td>Average Six Months Earnings</td>
<td>$17,500</td>
</tr>
<tr>
<td><strong>WIA Youth</strong></td>
<td></td>
</tr>
<tr>
<td>Placement in Employment or Education</td>
<td>65%</td>
</tr>
<tr>
<td>Attainment of a Degree or Certification</td>
<td>65%</td>
</tr>
<tr>
<td>Literacy and Numeracy Gain</td>
<td>60%</td>
</tr>
<tr>
<td><strong>Wagner-Peyser</strong></td>
<td></td>
</tr>
<tr>
<td>Entered Employment Rate</td>
<td>58%</td>
</tr>
<tr>
<td>Employment Retention Rate</td>
<td>78%</td>
</tr>
<tr>
<td>Average Six Months Earnings</td>
<td>$13,500</td>
</tr>
</tbody>
</table>
Evidence Base for Strategy

LWC’s state plan strategy is based in part on studies, reports and surveys that document what works across the workforce system. We incorporate into our strategy several approaches learned from the GAO Report-12-97\(^1\) on successful relationships between workforce systems and employers. For example, we will employ RBIT leaders with industry knowledge in order to ensure provision of employer-responsive services and to build trust among parties. We also will have RBITs focus on common employer needs across an industry sector, proven to produce innovative labor force solutions that employers working solo have been unable to attain. We believe the impetus to collapse silos of service delivery will emanate from the collaborations grown out of the RBIT efforts to address urgent workforce needs of multiple employers in a specific sector. The evidence in the GAO report suggests our strategies will move Louisiana to the transformation identified in our outcome goals. This evidence is corroborated by studies and findings from nationally recognized sector strategies leaders such as the National Network of Sector Partners; the Aspen Institute; and the Lancaster County (PA) Workforce Investment Board, a recognized industry sector partnership pioneer and leader.

As we reshape our relationships with business across Louisiana, we will also build on evidence supporting the value of employer resource networks.\(^2\) Realizing that many jobs in Louisiana are with small- and mid-size employers, the RBITs will construct strong partnerships among service delivery agencies—social service agencies, workforce development, chambers of commerce, and our community and technical colleges. As the RBITs are formed, LWC will heed the evidence related to choosing appropriate leaders and team members\(^3\) so that the regional teams can perform their critical role in the transformation process.

LWC’s effort to link the workforce development and unemployment insurance systems (i.e., AiM OWD/UI Integration) is driven both by the need to enhance services to job seekers and to reduce benefit duration and overpayments. It is guided in part by successful practices documented in Wisconsin.\(^4\) Since there is no physical presence of UI staff in Louisiana One-Stop centers, leadership must communicate clearly with staff at all levels regarding the roles of each division’s staff. Training sessions across the state will give One-Stop staff essential information about UI so they can better serve job seekers, and UI staff will get training on how to work more closely with workforce development staff to better schedule re-employment services for claimants.

Given the great number of job seekers in our system together with the demand-driven requirement toward higher-level credentialing,\(^5\) it is essential that LWC has the highest quality self-services available in our centers and online. While we take our direction in part from case

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1. GAO Report-12-97 (January 2012), *Innovative Collaborations between Workforce Boards and Employers Helped Meet Local Needs*
5. *One-Stop Centers Must be Re-invented to Meet Today’s Labor Market Realities* (Corporation for a Skilled Workforce [Ed Strong], 2012)
studies, we have also issued a Request For Proposals (part of the AiM Louisiana Job Ready activity plan) to add other new job seeker services as well. That process is in the contract negotiations stage, and is expected to help create a pool of qualified job seekers with the credentials, skills, and attitudes employers seek when trying to fill vacancies.

As LWC looks to the business community as a model for enhancing agility and responsiveness and improving our ability to meet employer needs, we will build upon experiences documented in successful demand-driven and sector-aligned initiatives, particularly for aligning appropriate training for the talent pipeline and developing strong leadership in Louisiana’s eight labor markets.

**Cross-Program Strategies:** The plan must discuss integrated cross-program strategies for specific populations and sub-populations identified in the discussion of the state’s economic analysis, strategies for meeting the workforce needs of the state’s employers, and regional and sectorial strategies tailored to the state’s economy.

**Improve workforce recruitment strategies.** LWC must expand the quality of job seekers utilizing the system if it is to improve employer customer satisfaction. We currently operate without an effective — or, in some instances, an existing — recruitment system to engage skilled and qualified job seekers. In order to become more responsive to employers and meet their immediate and long-term needs, it is essential that we understand the skills that are in demand and market our services to a more diverse job seeker pool through more aggressive outreach and recruitment.

The state’s Occupational Forecasting Conference (OFC) projects job growth and demand for state planning and budgeting. The official information disseminated by the OFC includes projections for the state as a whole, as well as for the eight regional labor market areas (RLMAs). The official forecast and final report of the “Top Demand Occupations List” serves as a tool for developing long-term strategies in providing appropriate training to meet the needs of a skilled labor force.

The OFC allows for data-driven strategies for promoting and disseminating the final report to the appropriate stakeholders, as determined by the OFC. By way of example, one of the critical areas is trained healthcare workers. Within this sector, there are a large number of projected openings. Additionally, trained healthcare workers represent the highest percentage of openings in the healthcare industry.

Louisiana’s Workforce Investment Council (State Board), in partnership with the OFC and LWC, has established the criteria for identifying “top demand” occupations for the state and eight Regional Labor Market Areas (RLMAs). The connection between WIC’s occupational forecasting activities and its role in driving funding for community and technical colleges is another critical integration component that was developed during the past year and is currently in phased implementation. The first input into the Louisiana Community and Technical College System (LCTCS) formula for the courses it will fund at its campuses across the state will be the list of demand occupations certified by the WIC. Now, campuses are encouraged to recruit students for the programs that will be funded, with those programs aimed at preparing students for demand occupations.

LWC has coordinated a well-integrated statewide Re-employment Services (RES) initiative connecting UI services with BCSC services through three service points: Re-employment Services, Re-employment and Eligibility Assessment (REA) and Emergency Unemployment Compensation Re-employment and Eligibility Assessment (EUC REA).

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RES focuses on connecting UI claimants with re-employment and training services offered through the BCSC system. RES is provided by both WIA/W-P integrated staff in the BCSCs.

Though the implementation of Louisiana Job Ready, which utilizes WorkKeys, participants in several workforce development programs—Veterans, WIA, Rapid Response and Trade Adjustment Assistance (TAA)—may be tested and their scores matched to specific jobs and training opportunities. Louisiana agencies participating in the state’s National Career Readiness Certificate initiative provide participants a portable credential that assures businesses that the job seeker possesses the basic cognitive skills needed for specific jobs. When there are gaps between the participant’s basic skill levels and those required by the business profile, workplace literacy assistance is provided through the BCSC system by various partners (adult education, LCTCS, BCSCs, etc.) This coordination of services avoids duplication and reduces costs.

The WIC has convened an Industry-Based Certification (IBC) committee that tracks and oversees the development and integration of IBCs into training curriculum. All of the agencies involved in workforce development participate on this committee. Membership on the IBC committee includes representation by labor, business, LWC, Louisiana Economic Development (LED) and education.

**Partnership:** The plan must include a discussion of key strategic partnerships that are necessary to successfully implement the strategies, specify roles of specific state entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population.

Cultivate a collaborative regional approach for the Workforce Investment Boards (WIBs.) It is imperative that LWC promotes stronger collaboration among WIBs and other partners. Resources are scarce, so we must ensure more uniformity in serving employers and avoid duplication of effort and resources wherever possible. To this end, OWD will facilitate, through technical assistance, guidance and support, the regional collaboration of all WIBs in every region. Local areas will be required to demonstrate, by direct evidence, how they work collaboratively with other WIBs and workforce partners within their respective regions. This will be reflected in their local plans, and contracts between LWC and local areas will include negotiated performance and accountability measures that will set the standard of expectations in this area.

**Focus on job placement as the key outcome.** In keeping with the LWC’s mission of putting people to work, all efforts within each program and service of OWD shall have a primary focus of putting people to work. We will measure our success based largely upon this key outcome. Whether it is improving employer engagement, collaborative partnerships, strategic utilization of labor market information reports, or functional alignment of the state’s OWD programs and services, the mission is to put Louisiana residents to work. To the greatest extent feasible, all OWD programs will have performance outcomes established to help gauge their contributions toward job placement.

All of the agencies in Louisiana involved in workforce development have the same goal—to provide businesses with workers who possess the skills needed in today’s competitive economy.

Through the local workforce boards and youth councils, programs are being integrated and coordinated to provide youth with the resources and skills necessary to succeed in the state’s economy and to assist in closing the poverty gap in Louisiana. The system will broaden and enhance youths’ connections to post-secondary education opportunities, leadership development activities, mentoring training, community service, and other community resources.
LWC is also partnering with the state’s juvenile justice program to develop a system that links incarcerated youth being paroled back to their local area WIA youth programs. As the youth connected to their parole officer, they will register in H.I.R.E. and be linked to a supportive adult in the local BCSC to help them determine if employment and/or training/education is appropriate. This will assist the youth in linking career planning and goal setting as part of their reattachment process. BCSC staff work to identify youth, ages 18 – 21, who apply for unemployment insurance as potential WIA participants, provide them with linkages to high demand/growth occupations, and assist them in building career plans that provide training and entry to jobs with career ladders.

During the 2004 session of the Louisiana Legislature, legislation relative to self-employment was enacted (R.S. 23:1553(b)(12) and 1604) to provide for the non-charging of benefits in order to establish a self-employment assistance program where an individual participates for the purpose of establishing a business and becoming self-employed. OWD is working with LED and the U.S. Small Business Administration (SBA) in assisting individuals who may be interested in pursuing self-employment. LWC is working toward expanding its Educational Consumer Information database to include entities that provide entrepreneurial training, business counseling and technical assistance.

As a direct result of meetings with small businesses, the state enacted in 2004 the Small Business Employee Training Program. The purpose was to provide incumbent worker training to Louisiana-based businesses that have 50 or fewer employees. Employers can be reimbursed up to $3,000 per trainee per state fiscal year. This program is funded at 2.3 percent of the funds available for the Incumbent Worker Training Program (IWTP.)

The state has university offices staffed by the SBA to assist small businesses with information on how to access funds to enhance their business operations. Additionally, the state has Small Business Development Centers throughout the state that provide services to small businesses. LED has an Entrepreneurship Division that assists Louisiana citizens in starting a new business, including providing such services as Angel Investor tax credits and business incubator opportunities.

**Leverage Resources:** The plan must discuss how the state will coordinate discretionary and formula-based investments across programs and in support of the governor’s vision.

**Integration of OWD programs into BCSC operations.** There are programs currently at the state level that have tremendous potential to have greater impact on job seekers, employers, and employees if implemented regionally and transitioned and fully integrated into the normal operations of the local BCSCs. Two of these programs are TAA and IWTP, both of which can become effective tools to engage employers and train employees impacted by trade decisions (TAA) as well as incumbent workers who employers seek to train for skill upgrades leading to promotions or job retention (IWTP). Local staff will be trained and receive technical assistance on how to grow these programs and increase employer participation, while state merit staff continue to perform federally required functions. In turn, it is expected that TAA funding will increase as more people are identified, qualified, and enrolled in training, and IWTP contracts will be awarded to more employers across each region, with an emphasis on recruiting employers currently unfamiliar with the program.

**Increase the number of Louisiana Rehabilitation Services (LRS) and BCSC co-locations.** Efforts have been made to co-locate LRS with BCSCs. These efforts have had several challenges, including leases and facilities requirements of the LRS program by virtue of the special needs of many of its customers. At the minimum, OWD will ensure that LRS has a presence in the local BCSCs and/or Community Action Agencies, and wherever possible, co-location of LRS and BCSCs will take place. This effort will decrease
administrative costs through cost sharing and increase the ability of eligible customers to access multiple services.

**National Emergency Grant (NEG)**

NEG for the British Petroleum Deepwater Horizon Oil Spill impacted the state’s natural resources and the livelihood of thousands of Louisiana’s citizens living and working along the coastline. This $10 million award provides assistance to 1,250 eligible dislocated workers affected by the oil spill with workforce development services that will quickly get them trained and into gainful and sustainable employment.

Working with LWIAs, LWC is leveraging the NEG resources towards the local areas affected by providing employment and training sources to the targeted population.

**Policy Alignment:** *The plan must discuss how the state will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlined in WIA Section 121(b).*

**Improve utilization of labor market information (LMI) in a regional framework.**

Occupational forecasting and LMI in the state have immensely improved over the years and have many benefits if used strategically. However, both have been grossly underutilized in local, regional, and state planning in terms of career counseling; prioritization of WIA training dollars; training curriculum development, expansion and reduction at technical and community colleges, etc. Focus will be on ensuring each region has a clear understanding of how to use the available LMI data. Each region will receive ongoing training and updates on regional LMI data, and WIBs will be expected to use this information in its budget planning process, with flexibility to make necessary and appropriate adjustments. Through these efforts, we should see more strategic planning and expenditure of WIA funding at the local and regional levels.

**Improve training and technical assistance to local BCSC staff.** One of the many federal regulation (WIA) and policy mandates placed upon OWD is to provide technical assistance to local areas to promote continuous improvement in providing services to customers and to ensure performance measures are met or exceeded. OWD management and staff will provide ongoing technical assistance via conference calls, intranet, webinars, and periodic site visits.

**Reduce the financial burden of monitoring OWD sub-recipients without adversely impacting the quality of monitoring conducted:** Federal regulation (WIA, Office of Community Services), policy, and contract (Department of Children and Family Services) mandate that OWC conduct programmatic and financial monitoring reviews of its sub-recipients. Specific to WIA-funded programs, ongoing monitoring via annual onsite reviews is required. OWD will request a waiver of the requirement to conduct annual onsite visits and propose an alternative that combines onsite visits and desk reviews.

OWD continues to bring together all ETA-funded employment and training programs, including WIA Title I, Rapid Response, Wagner-Peyser, TAA, Veterans, Migrant Seasonal Farmworkers (MSFW), Apprenticeship programs, and Work Opportunity Tax Credit (WOTC). Also, OWD manages the Community Services Block Grant program and since 2010, rehabilitation services through LRS. With workforce development programs centrally managed regardless of funding stream, the OWD is able to build integrated work processes and assist the local LWIAs in modeling similar strategies.

LWC’s service integration and system alignment model has reduced program requirements, made more efficient use of limited resources, and equalized work across staff. LWC is working with all areas to determine the most cost-effective service delivery methods. Since economy is local, each area is developing solutions to provide services at locations that meet
the needs of their citizens, ranging from small neighborhood centers to community college campuses to separate business centers.

In order to ensure that LWC is aligned with both the federal/USDOL and the governor’s workforce development priorities, and to keep business as the primary customer, each LWIB is charged with the responsibility of ensuring that LWC services are business focused and outcome based. Consequently, LWC must ensure that organization and processes are in place so that a quality connection is made between businesses looking for qualified workers and individuals seeking gainful employment.
II. State Operational Plan

A. Overview of the Workforce System: The State Operational Plan must present an overview of the workforce system in the state.

1. Organization: The overview must describe organization and delivery systems at the state and local levels for the programs covered in the plan, particularly how this organization effectively supports the coordination and alignment of the state’s workforce programs and supports integrated service delivery.

LWC interrelates with its partner agencies as illustrated in the organizational chart above. Among the executive branch agencies, the lines of authority are very clear. Each agency is run by a Cabinet-level appointee, and these appointees all report to the governor. All of the cabinet members in the agencies listed above are members of the WIC.

All post-secondary education is governed by a state Board of Regents, some of whose members are appointed by the governor. The Regents’ chief executive, the State Commissioner of Higher Education, is a member of the WIC. Under the Regents’ umbrella is the Board of Supervisors for the LCTCS, whose chief executive is also a member of the WIC.

Elementary and secondary education is governed by the state Board of Elementary and Secondary Education (BESE). Eight members are elected from the eight BESE districts, and the remaining three members are appointed by the governor. BESE’s chief executive is the Superintendent of Education, who also is a member of the WIC.

Gov. Bobby Jindal clearly understood the need for transformative, state-level leadership when he asked the top leaders from the state’s key talent development agencies to form a Workforce Cabinet. Members of the cabinet are the LWC executive director, LED secretary, LCTCS president, the commissioner of higher education, and the state superintendent of education. The cabinet’s charge is to transform the state’s talent development system into an integrated, demand-focused system that produces an educated, job-ready, and skilled human capital pipeline that meets the demands of business and contributes to a shared prosperity for Louisiana’s citizens. The cross-functional leadership role of the cabinet has proved effective in recent successful
initiatives that refocus the system on developing Louisiana’s talent pipeline. The Workforce Cabinet, along with upper-level state managers, will provide the necessary leadership and influence to ensure that sufficient staff and resources are mobilized at every level. The cabinet will also work externally with key business leaders, industry associations, philanthropic organizations, community-based organizations, and others to forge new relationships that draw interest, support, and involvement in the statewide talent development system.

2. **State Board:** *The State Operational Plan must describe how the SWIB effectively coordinates and aligns the resources and policies of all the programs included in the plan.*

Gov. Jindal’s comprehensive workforce development reform, signed into law in July 2008, created the Louisiana Workforce Investment Council (WIC). This 41-member council serves as the state Workforce Investment Board and was created for the purpose of:

- The state may receive funds relevant to workforce activities authorized by the law
- Advising the governor on the needs of the state’s employers and the state’s workforce along with strategies for its continued improvement
- Creating a common vision, a strategic state plan and outcomes that will coordinate and integrate a workforce development delivery system to assure the greatest cooperation between public and private entities
- Directing the Occupational Forecasting Conference (OFC) in determining the official information that is necessary for planning and budgeting with respect to workforce development

The WIC has representation of all required entities as outlined in WIA legislation. Representation on the council consists of:

- The governor.

- Lead state agency officials representing:
  - The executive director of the Louisiana Workforce Commission;
  - The secretary of the Department of Children and Family Services;
  - The secretary of Louisiana Economic Development;
  - The state Superintendent of Education;
  - The president of the Louisiana Community and Technical College System;
  - The commissioner of Higher Education;
  - The secretary of the Department of Public Safety and Corrections; and
  - The executive director of the Office of Elderly Affairs

- Twenty-one members representing business and industry:
  - One member representing the retail and wholesale sector;
  - One member representing the energy sector;
  - One member representing the medical services and biotechnology sector;
  - One member representing the entertainment and tourism sector;
  - One member representing the information technology sector;
  - One member representing the durable goods and manufacturing sector;
– One member representing the construction sector;
– One member representing the agriculture and forestry sector;
– One member representing the financial and insurance sector;
– One member representing the logistics and transportation sector; and
– Eleven members representing the general business community

• One member representing a community-based organization
• Two members representing parish and city government who are chief executive officers of a parish or city
• Four members representing organized labor
  – One of the four shall be a certified training director for an apprenticeship program.
• Two members of the Louisiana Senate appointed by the president of the Senate
• Two members of the Louisiana House of Representatives appointed by the speaker of the House

In appointing the members of WIC, the governor considered nominations from state business and trade associations, statewide associations representing chief local officials, the Louisiana AFL-CIO, and statewide community-based organizations, among other entities. WIC membership represents a wide variety of constituencies’ representative of the state’s population. This includes both urban and rural representation; local government; small, medium, and large business; woman and minority-owned businesses; and community-based youth programs. This diverse membership allows for the broadest possible input regarding policy development for Louisiana’s workforce development system. The membership roster of the Louisiana Workforce Investment Council and their organization affiliations is accessible at this LINK. http://www.laworks.net/PublicRelations/WIC_Main.asp

The WIC meets at least four times a year to discuss broad policy issues. The WIC is identified as the entity to establish workforce priority needs so that appropriate training opportunities can be developed to meet demand. Moreover, the vision is to align all programs that the state controls or influences to the highest priority needs as defined by the council.

WIC has taken an active role in providing leadership for the establishment of the state’s workforce development system and implementation of WIA. Through Act 743 of the 2008 Regular Legislative Session (R.S. 23:2042), the WIC has been designated to serve as the review and policy-making body for all issues relating to workforce development, education and training services within the state. The council develops and makes recommendations to the governor on issues of strategic concern to the advancement of the state’s workforce development system, such as those that are key components of the State Plans for Title I, Title II, Title IV, and Perkins III.

For the purposes of planning and development of policies related to the State Plan, wherever “the Governor” or “the State” appears in law, regulation, or planning guidance, WIC shall review, comment, and make recommendations to the governor for consideration. For the purposes of implementation of individual titles of WIA, the agencies that have been designated by the governor or Legislature as the administrative entities for such titles shall have the authority and responsibility to administer those specific titles and shall work closely with WIC as required by law. Areas for coordination and interaction with local WIBs include:
Establishing local WIBs – WIA established criteria for membership of WIBs. The LWC certifies the WIBs and provides reports to the WIC on their status.

Negotiating performance levels – The LWC negotiates performance standards with the WIBs in accordance with federal guidelines and WIC recommendations, and brings the proposed standards to WIC for final review.

Eligible training provider lists – WIC, after receiving recommendations from the LWC and other stakeholders, approved the process for use by local WIBs to certify eligible public and private providers of training services. The LWC develops and maintains the statewide eligible training provider list.

Forecasting demand occupations – WIC, in partnership with the OFC and LWC, has established the criteria for identifying “top demand” occupations for the State and eight RLMAs. The final report is made available on the LWC website and distributed to all stakeholders, including education partners, regional economic development agencies, and local WIBs for use in prioritizing and ranking training efforts.

Establishing Youth Councils – After receiving recommendations from the LWC and other stakeholders, the WIC approves the criteria for developing youth councils.

Facilitating development of industry-based skills standards and certification system – WIC created the Industry-Based Certifications (IBC) Committee to carry out the duties and functions currently prescribed under the law. The IBC Committee tracks and oversees the development and integration of IBCs into training curriculums for occupations requiring less than a baccalaureate level of education and training. All agencies involved in workforce development participate on the committee, including DOE, LED, the Department of Public Safety and Corrections, DCFS, Board of Regents, LCTCS, WIC and LWC.

As part of the ongoing efforts of the partners of the Louisiana State Plan, input and open communication has been consistently sought. The WIC ensures that the public has access to board meetings and information regarding its activities. All meetings are subject to the state public meeting law, which stipulates that all meetings are open to any citizen. (R.S. 42:4.1 et seq.) The schedule of meetings is posted on the LWC website. A record of all proceedings at regular and special meetings of the council are kept and open to public inspection, as provided in R.S. 42:7.1.

Members of the council are recused from voting on matters that would be a violation of R.S. 42:1112 or 1113 (B).

There is a strong link between LWC and the LWIAs. LWC staff is in regular communication with the field leadership and the network of BCSCs, offering guidance and technical assistance/support. LWC staff regularly attends LWIA board meetings and WIA directors’ meetings. Communication with the LWIAs occurs on numerous levels. New information and changes to policy and procedures are disseminated through Workforce Investment Policies. These policies and pertinent information are available to the LWIAs electronically. LWC organizes semi-annual statewide meetings that engage the various programs that support workforce development, including WIB directors and local area coordinators, LRS field managers, Community Action Agency directors and LWC program managers. In addition, Veterans, TAA, and Management Information System (MIS) program staff regularly visit BCSCs.
3. **Local Board:** The State Operational Plan must also describe WIA title I local areas in the state. (An identification of local areas designated in the state, and the process used for designating local areas.)

The role of the state board in designating local workforce investment areas is prescribed in section 116(a),(5) of WIA. In 1999, eight regional labor market areas were developed within the state. Within these regions, the WIC grandfathered the 18 local service delivery areas under JTPA as Workforce Investment Areas. Each LWIA must be recertified every two years following a review by the WIC of the local area’s workforce board and youth council composition and performance for the preceding two years.

In accordance with section 116(a) (5) of WIA, a unit of general local government (including a combination of such units) or grant recipient that requests but is not granted designation of an area as a local area under paragraph (2) or (3) of section 116(a) may submit an appeal to the state board within 30 days of receipt of written notification of non-designation. The governor will provide a decision within 60 days of receipt of the appeal. If the appeal does not result in such designation, the Secretary of the U.S. Department of Labor, after receiving a request for review from the unit or grant recipient and on determining that the unit or grant recipient was not accorded procedural rights under the appeal process established in the state plan or that the area meets the requirements paragraph (2) or (3) of section 116(a) of WIA, as appropriate, may require that the area be designated as a local area.

LWC is advocating a more regional approach in the delivery of employment and training services for several reasons: 1) more cost-effective administration of services; 2) aligns with integrated work processes strategy; and 3) achieve better performance outcomes. Discussions are currently underway with the 18 WIBs to explore regional operational opportunities.

**Key principles regarding Local Workforce Investment Board implementation**

Strong, business-led boards are essential for leadership in developing a comprehensive workforce investment system at the local level. In accordance with Act 743 of the 2008 Regular Legislative Session, a WIB shall be comprised by a majority of individuals in the business community. Members should be key principals with decision-making authority and represent high-demand industries within their respective areas. The majority of membership must be from the private sector and must be appointed by the chief elected official. The chair of a LWIB, elected as such by the full LWIB, must also be from among those private sector business representatives serving on the board. The board shall develop and regularly upgrade performance measures to assess the effectiveness of workforce training and employment in its area to ensure outcomes consistent with statewide goals, objectives, and performance standards established by LWC. The governor deems it important that these boards demonstrate on a local level that our nation’s workforce development system has undergone significant change since the passage of the Workforce Investment Act. As a result, local boards have a broader scope of influence on the management of Louisiana’s workforce development system and workforce education and training resources within a geographic area.

Local boards are encouraged to focus their activities on strategic, not operational, management of the local system. This allows for a wider range of key partners to help shape a clear, local vision that is consistent with the governor’s goals and responsive to local needs. These boards are selected based on key principles established by the governor, in partnership with the WIC.

The following are key principles for member appointments to LWIBs by local chief elected officials (CEOs):
Each LWIB must have a majority of business representatives and the balance of representation from education, organized labor, all One-Stop partners, community-based organizations, economic development agencies and others, utilizing the following guidelines:

- Business members are appointed from among nominations by business and trade organizations, each of which may submit a list of up to three nominees for consideration.

The chief elected official appoints:

- at least one member who represents a woman-owned business; and
- at least one member who represents a minority-owned business.

- Business representatives selected represent the varied employment opportunities/industries in the area and should be owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority.

- There should be representatives of the local education community. Of the members appointed, the local chief elected official appoints at least one member from each of the following:
  - a local public education entity (K-12, including adult education and literacy)
  - a post-secondary entity

The K-12 education representative(s) is appointed by the chief elected official from a list of up to three nominees, jointly agreed upon by school superintendents in the area.

The post-secondary education representative is appointed by the chief elected official from a list of up to three nominees, jointly agreed upon by local post-secondary entities.

- Representatives of each of the One-Stop partners in their local workforce investment area are appointed by the chief elected official from among a list of up to three nominees, submitted jointly by the participating One-Stop partners, identified through the local memorandum of understanding. LRS is a member of each LWIB. Under Section 121(b) (1)(A) of the WIA, a Community Action Agency is a required member of the system. The WIC and LWC have worked with local chief elected officials and the LWIBs to define their local representation as well as to add members as appropriate.

- The representative(s) of labor organizations is appointed from among a list of up to three nominees, submitted jointly by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees.

- The representative(s) of community-based organizations is appointed from a list of up to three nominees, submitted jointly by area community-based organizations, including organizations representing people with disabilities and veterans.

- The representative(s) of economic development agencies is appointed from a list of up to three nominees, submitted jointly by area economic development agencies, including private-sector economic development entities.

- Other individuals or representatives of entities that the chief elected official deems to be appropriate may also be appointed.
These representatives may serve in a capacity that enables one person to be responsible for multiple categories.

The structure of the One-Stop partner committee requires approval by the WIC. Current requirements result in large, unwieldy boards that experience difficulties conducting business. One reason for the large number of public-sector members is the requirement that each local board must contain at least one member representing each One-Stop partner. This has the potential to require 17 public and 18 private-sector members, before the other required members. The large number of public-sector members is one of the reasons private-sector members frequently do not attend meetings. The One-Stop partners already meet as part of Business and Career Solutions committees to discuss workforce development issues, coordination and organization as part of the MOU process.

Regional planning shall be a required activity of LWIBs within each designated labor market planning area. As part of LWC’s initiative, all LWIBs in the state are developing regional business sector services and strategies delivered by integrated teams through the BCSC system.

Duties of a LWIB, in partnership with the CEO, shall include:

- Development of local/regional plan
- Selection of the Business & Career Solutions Center operator
- Selection of youth providers
- Identification of eligible training providers
- Program oversight
- Negotiation of local/regional performance measures
- Development of employer linkages

The CEO in the local area shall serve as the grant recipient and shall be liable for misuse of grant funds allocated to the local area. To assist in the administration of grant funds, the CEO may designate an entity to serve as a local grant sub-recipient for such funds or as a local fiscal agent. Such designation shall not relieve the local CEO of liability for any misuse of grant funds.
B. Operating System and Policy Supporting State Strategies: State operating systems that support coordinated implementation of state strategies. (WIA Section 112(b)(8)(a).)

OWD operating system is delivering employment and training services that must be proactive by responding to economic drivers in moving to a service delivery system that:

a) Ensure that the business needs of hiring, retention, training, and advancement of workers is the driving force.

b) Connect businesses that are looking for qualified workers and individuals seeking employment.

c) Eliminate duplication of services and reduce Administrative overhead through integration of LWC programs.

Work Flow Diagram

The Louisiana Work Flow model starts with identifying employer needs first to filling that need with a qualified job seeker.

State operating system that support the coordinated implementation of the state’s strategies. (WIA Section 112(b)(8)(a).)

The “comprehensive labor market information system,” called for in Act 743 of the 2008 Louisiana Legislature, includes four components: 1) a consumer information component on employment and training, 2) a report card on training programs, 3) information on projected workforce and job growth and demand, and 4) an automated job-matching information system. The third component includes an occupational forecasting system that forecasts new and replacement needs of occupations. The fourth component is accessible to employers, job seekers and other users via the Internet. All efforts toward the long-term industry and occupational projections are coordinated under the guidance of the Louisiana Occupational Forecasting Conference, which is staffed jointly by the Workforce Investment Council and LWC. In accordance with the legislation creating the comprehensive labor market information system, occupational information on targeted cluster industries is to be identified by the Louisiana Department of Economic Development (LED). LWC has been designated as the agency responsible for the SCORECARD system to calculate performance outcomes of post-secondary training programs and is used in the Eligible Training Provider List certification process. The provider list is a part of WIA/SCORECARD and is published on the Internet. It is available in all Business and Career Solutions Centers through H.I.R.E./LOIS. The system currently displays information on all public and most private training providers in the state,
including contact information, course offerings, tuition and supportive services (such as childcare, transportation, financial aid, job placement, etc.). Quality employment statistical information using the ALMIS format is delivered through H.I.R.E./LOIS.

Louisiana’s information delivery system, Louisiana Occupational Information System (LOIS), is designed as an electronic resource for retrieving information from ALMIS for research and analysis. H.I.R.E. integrates ALMIS with electronic tools to help job seekers match workforce information with career tools. The O*Net Interest Inventory and Work Importance Locator are embedded in the system and are linked to occupational information, including job openings and training opportunities. All job openings are also linked to specific occupational information. LOIS and H.I.R.E. are enhanced as new data tables and/or products are introduced. Staff participates in all available system training opportunities.

LOIS and H.I.R.E., both developed as Internet-based systems, ensure that labor statistics are timely and provide relevant information about the local labor market area. LWC continually strives to improve the accuracy of the LMI system by working with both state and local economic entities.

Louisiana was one of 13 states selected to receive the Workforce Data Quality Initiative grant. The grant, which will run through Oct. 31, 2013, will enable states to develop or expand workforce data systems that also link to education data. With the grant, the LWC will enhance and improve the state’s ability to plan, monitor and further research various services within the workforce and educational systems by providing first-ever linkages of data. Data sets will merge information from workforce development and social services programs with education data to provide more comprehensive programmatic data than has previously been available in Louisiana. The LWC will rely on its longstanding partnership with Louisiana State University to create, maintain and ensure security for the project.

**State policies that support the coordinated implementation of the state’s strategies**

Historically, most BCSCs were viewed as unemployment offices with the primary function being the registration and processing of unemployment claims. Consequently, job seekers and employers seeking labor solutions didn’t view BCSCs as a relevant resource and were not being adequately served. As part of the transformation process, much focus has been placed on providing critical employment and talent development services aided greatly by technological advances that facilitate the automation of most of the UI claims process. The redesign of services to meet the critical needs of both business and job seeker in Louisiana has been well received, with ongoing enhancements in the form of staff training and facility improvements factoring into the improvements. LWC has developed a series of policies outlining the standardization of OWD’s Integrated Service Model Work Processes in order to fully develop a seamless integrated system. The goals of the OWD redesign project are (1) restructuring 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 is the system’s driving force; and (3) connecting businesses that are looking for qualified workers with individuals seeking employment. This strategic vision required alignment of workforce services functions across Wagner-Peyser and WIA programs, as well as workforce programs funded through these federal/state monies.

Integrated team-based service delivery provides an increased opportunity for true universal access. The state will continue to develop and refine strategies to meet the needs of targeted populations in its workforce system and improve upon the overall delivery of services at the BCSCs throughout the state, and in keeping with the strategic goals and processes previously described in this Plan.

LWC will continue to provide technical assistance to support the coordination and implementation of state strategies. Technical assistance staff housed in the administrative
office review performance reports and financial expenditure levels. The MIS section has staff assigned to assist all LWC employment and training programs within each local workforce investment area. This approach serves as the primary means to assist each LWIA with understanding their performance data, entering participant and employer data into the system, utilizing reports, and using case management functions in the system.

Quarterly programmatic, performance and fiscal reviews are conducted to ensure compliance with state and federal regulations, determine if WIA funds are being fully utilized, and to determine if the full array of services is available to all populations in an integrated seamless manner. The state also conducts the annual WIA Data Element Validation and uses these findings to provide necessary technical guidance and feedback to the locals.

LWC issues integrated policy guidance and assistance to the local WIA grant recipients and Wagner-Peyser programs and service providers. LWIBs are responsible for disseminating these instructions to their staff and service providers. LWC has developed a password-accessible electronic extranet, which provides access for LWIAs to directives, reports and training information, and serves as a communication portal between the state and the LWIAs. Additionally, an intranet service is in the developmental stage and made possible through a grant provided by USDOL.

LWC has hired a training director to work on staff development opportunities agency-wide. The director is working with OWD to develop staff development training in an effort to improve services to customers. Courses are being developed to meet the needs of the collective workforce development system and its partners, and will be made available to state and local workforce staff statewide.

How the delivery of services to job seeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA Sections 111(d)(2), 112(b)(8).)

For the business community, RIBTs will coordinate services regionally for employers and provide them with better access to the employment and training system. These teams will work with targeted employers as part of a coordinated effort to build sector strategies across each 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.

An integrated employer account system, accessible by all local partner entities through H.I.R.E., will provide a comprehensive database of employers’ needs. This will allow the system to build a portfolio of employer services that match business needs. Wagner-Peyser traditional employer relations programs have been integrated into the LWIA business sector teams using business teams assigned to the local Business and Career Solutions Centers, thus broadening their employer contact capabilities. Use of non-traditional methods to generate quicker turnaround and broader exposure for high-demand occupations include unfiltered job openings, employers listing job openings directly on the Internet and exposure and access to these job openings in non-traditional locations, such as community-based and faith-based organizations. All partner agency staff will share job information that will provide employers with access to a broader range of possible employees. Business services are coordinated so that employers will not be approached by representatives from multiple One-Stop partners.

The Customized Workforce Solution concept addresses the workforce challenges of large employers, industry sectors, regions and agencies across the state through the development of detailed workforce plans, leveraging the various resources available through the LWC, LED and other agencies as necessary. Each plan will identify the specific challenge and include a detailed action plan, establishing stakeholder responsibilities, timelines for execution, and the anticipated outcome. The goal is to draw from its full complement of
available resources in the area of employee recruitment, training and funding availability to best serve the dynamic needs of business and industry in Louisiana.

The state-wide workforce information system supports the AiM initiatives through the development and dissemination of customer-focused occupational and career information products. LWC maintains its partnership with the Louisiana Department of Education, the Louisiana Community and Technical College System, the Louisiana Board of Regents, each Workforce Investment Area within the state as well as and other local workforce development systems (i.e., guidance counselors, administrators, teachers, other educational professionals) to ensure awareness of workforce information by staff at every level. The Virtual One-Stop System continues to enhance the delivery and availability of LMI products and services. LMI staff responds to requests from the local Workforce Investment Boards (WIBs) and other community partners for guidance and training on effectively using available LMI products. Thereafter, LMI staff customizes presentations based on the expressed request of the local staff.

Customer service and a focus on consumer needs for user-friendly resources in the areas of skill assessment, career planning, post-secondary training opportunities and workforce information are the highest priority. The Louisiana Occupational Information System (LOIS) was integrated into LAVOS to provide a seamless delivery point for occupational and career data.

The LOIS website is updated in a timely manner with the latest workforce information. All data users have the option to sign up for e-mail notification any time that current data is moved to production on the LMI and LOIS websites. All WIBs and Business and Career Solutions Centers receive the monthly employment data press releases on the day the data is released and other updates to LMI products.

Customer feedback on the relevance and usefulness of the labor market products and services offered by LMI is an integral part of all work processes. Surveys are included in all printed products to gather customer feedback to improve future publications. LMI continues to produce the "Top Occupations in Demand" for Louisiana and the regional labor market areas. The demand occupational projections data helps to drive training dollars to providers who will train workers for jobs in the most demand in the future. A new methodology on defining “Demand Occupation” has been under development. This update will include a more visual user friendly web-based display.

In accordance with the annual LMI grant, the LMI Unit produces an annual report, Louisiana Workforce in Review, which is distributed to the Governor and all WIBs. This publication provides the latest information on population, employment wages, civilian labor force, high school dropouts and unemployment insurance claimant characteristics, with examples of the available statistics at the state, Regional Labor Market Area and WIB levels.

The Louisiana Occupational Information System (LOIS) has been integrated into LAVOS to provide a seamless delivery point for occupational and career data for the targeted populations. This is achieved by providing user-friendly resources in the areas of skill assessment, career planning, post-secondary training opportunities, and workforce information.

BSCSs utilize a team-based triage service delivery strategy for job seekers. The newly instituted AiM Job Ready and Re-employment initiatives will serve as the catalyst to drive more qualified job seekers to the BCSCs and create a pipeline of qualified workers with the skills, credentials and attitudes employers seeking people to fill vacancies in demand occupations are eager to hire. Services at the centers are delivered through facilitated self-help and group activities. In addition, customers not needing staff assistance can access
services outside of the centers through LWC’s Internet-based MIS system. Through H.I.R.E., LWC has maximized customer choice, providing the ability to directly enter the labor exchange process by either self-identification or through staff assistance. 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 in the development of 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, staff can quickly determine customer needs and direct customers through the system to intensive services as required. Those customers needing more intensive services have access to career aptitude/interest assessments and more intensive counseling services. The system encourages customer choice, facilitating a better match to needed services for a more rapid entry into the workforce. The career exploration process in the centers includes:

The career exploration process provides staff with the skills, knowledge and tools to provide customer 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 enables customers to ensure the job/training they choose matches their financial needs and is part of a career ladder.

Each local workforce development plan addresses the mix of services in their local area and delivery strategies.

Certain services, resources and procedures are mandated for all BCSCs. Where feasible, centers are staffed by four integrated teams, each providing discreet services to system members. The Career Solutions sector has membership services and skills development services. The Business Solutions sector is composed of recruitment and placement services and business services. Smaller offices must provide the same services, but without the use of teams.

All services are provided through facilitated self-help and workshops. All offices have computers with Internet access. H.I.R.E. contains all of the USDOL tools, including interest inventories, work importance profiler, career explorer and skills matching. The skills development area at centers includes telephone, fax and copier for customer job search use, as well as books, pamphlets, newspapers and videotapes to enhance an individual’s job search. Membership staff triages customers to determine the appropriate mix of services: Employment Express, Career Advancement or Career Development. Once the membership team has completed the membership process, customers are sent to the skills development team to develop an approach for employment skill development. The goal is for all customers to receive value-added services within 15 minutes of entering a center and have tangible results from all visits to the centers. Customers have access to services provided by all mandatory partners.

All unemployment insurance claimants must be registered and receive job search assistance. Special emphasis is placed on those claimants most likely to exhaust their benefits. Re-employment Services offered to claimants focuses on better integration and connection between the UI claimant and BCSC services. Early connectivity between the claimant and employment and training opportunities yields rapid re-employment and a reduction in claim duration.

Services mandated by the Jobs for Veterans Act are required. BCSCs must be accessible to all individuals. Beyond the mandatory components, BCSCs are urged to provide workshops on specific job search issues to all customers. Outreach to specific populations, such as ex-offenders and persons with disabilities, are being implemented. Centers work with the probation and parole system to assist ex-offenders.
In 2010, the OWD Apprenticeship Division developed the first LWC statewide policy (policy number LWIA 05-10) regarding apprenticeship, titled WIA Certification and Implementation Process for Registered Apprenticeship Programs as Eligible Training Program Providers. It specifies how registered apprenticeship programs on the Eligible Training Providers List (ETPL) are eligible to receive WIA funding. It was approved and issued by OWD in late 2010 and presented at the January 2011 quarterly OWD statewide meeting to WIB leadership. In addition, the Apprenticeship state law and administrative rules have been revised to attain compliance with recent changes in federal regulations 29 CFR Part 29. The amendments to the law (Louisiana R.S. 23:381-392) were made official in August 2010 by Gov. Jindal. The substantial modifications to the administrative rules have also been made and are currently moving through the Louisiana Division of Administration’s process for promulgating new or amended rules. The revised rules were modified to require the integration of apprenticeship programs with BCSCs.

LWC’s Scorecard staff has gone to great lengths to ensure that the statewide ETPL contains a broad array of apprenticeship programs. Ongoing discussions have taken place with apprenticeship program sponsors to encourage new and continued partnerships with their local BCSCs, despite continuing funding challenges. The Apprenticeship Division conducts workshops and webinars to communicate changes in the ETPL and provides ongoing technical assistance to program sponsors who need assistance with the application procedures in H.I.R.E.

How the state will provide WIA rapid response activities to dislocated workers from funds reserved under Section 133(a)(2), including designating a state rapid response unit. (WIA Section 112(b)(17)(A)(ii), 133(a)(2), 134(a)(2)(A).)

OWD Rapid Response delivery system coordinates services with an employer and employee to quickly maximize efforts to avert a planned layoff and/or minimize disruption for individuals and communities experiencing dislocation events. LWC will operate under these guiding principles:

- Timeliness
- Leverage Resources
- Convenience
- Seamless Service Delivery
- Customer Choice
- Active Promotion
- Layoff Aversion
- Consistent and Accurate Information
- Results Driven
Rapid Response Unit quickly and efficiently gather the appropriate state and local resources and work with the employer/management to provide a package of services and activities that will help the affected workers get and keep subsequent jobs. These services range from assessment to career exploration to resume preparation to job search to educational opportunities. The breadth of services for dislocated workers can be categorized along the following continuum:

1. Workers with transferable skills and find job with minimal services
2. Worker only needs reemployment services such as resume prep and job search assistances
3. Worker needs reemployment and training to get a job

Rapid Response is administered through OWD, which provides statewide program oversight and technical assistance. Rapid Response activities are decentralized regionally to better meet local and regional needs, Rapid Response coordinators are housed within most regions of the state to lead and manage activities, as well as to promote customized responses to businesses and workers within their regions.

The state has a partially integrated MIS system to capture data on RR, TAA and NEG dislocated worker services. Business services are tracked manually through an access database. Rapid Response funds are contracted to local workforce investment boards for the provisions of additional assistance during multiple or massive layoffs. An application is made for a National Emergency Grant during Rapid Response activities if local funds cannot support the capacity of the dislocation.

The TAA program is an integral part of Rapid Response and is fully integrated with WIA. In October 2007, the state incorporated a trade integration policy, which decentralized trade operations to local WIBs. The policy contains co-enrollment guidance. All trade-impacted workers initially receive services through Rapid Response intervention and are transitioned to their local career centers to continue accessing services. Administration and oversight is provided through the Rapid Response/Trade Unit, which is housed within OWD. In order to be in compliance with Training and Employment Guidance Letter, No. 1-10, each region adopted an operational plan that went into effect October 1, 2010. As required by TEGL No.1-10, only state merit staff make now decisions regarding TAA benefits so as to avoid any adverse reactions for the participants.

Common data-collection and reporting processes used for all programs and activities present in One-Stop Career Centers. (WIA Section 112(b)(8).)

LWC has an integrated Internet-based management information system which includes common intake, case management and data tracking components to meet the reporting requirements of and provide a single interface for WIA Title I, Wagner-Peyser, Veterans, Business Services, TAA, Rapid Response, MSFW and One-Stop system requirements. The system provides LWIBs with the tools needed to deliver WIA services through an income growth model, integrating workforce information, transferable skill sets and career paths into the case management system. With data from other One-Stop partners, LWC data provides seamless information sharing and data exchange and increased customer service. This connectivity forms the basis for the development of enhanced interagency data exchange. LWC has an agreement with WRIS wage record exchange system in order to maximize documented performance outcomes.
State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system. (WIA Sections 111(d)(2), (d)(6)-(8), 112(b)(3), 136; W-P Section 15; 20 CFR 666.205(f)-(h), 661.220(c), and 20 CRF part 666.)

This integrated intake system and resulting tracking system provides LWC, other state agency funded One-Stop partners and local entities, the WIC, and most importantly, the local workforce boards with the data necessary to locally operate and coordinate programs effectively. From this data, Louisiana is able to evaluate how our systems are functioning, provide timely technical assistance and help the local boards make programmatic and funding decisions. Local entities and workforce boards continue to be involved in the development of our MIS system. Louisiana is fully prepared to provide USDOL with any data it requires.

H.I.R.E. (LAVOS) is a comprehensive data collection and management operating system that all BCSCs use to enter participant and employer data, case notes, activities, assessments, exits and follow-ups. It contains online, real-time case management reports, providing local staff with demographic, activities, soft exit, youth goals and case management information. The system also provides predictive performance reports based on staff entered data as well as the quarterly and annual WIA reports and 9002 and veteran reports based on wage record data. The predictive reports allow LWIAs to determine performance and implement corrective action in a timely manner without having to wait for wage record data. The system can track services provided by partner agencies. The system can also track services provided to businesses by all partners to prevent duplication. This information includes contacts, services, industries, occupations, skill requirements and company size.

State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information. (WIA Section 136(f)(2), 20 CFR 666.150)

Each LWIA can access their own WIA quarterly report that incorporates Louisiana wage records and data from the Wage Record Interchange System. In addition, MIS staff assigned to each local area continually review local reports and work with the program advisors to provide technical assistance. At the state level, a data extract is run through the Mathematica Data Validation software to eliminate errors and produce the required federal reports. The State continues to provide training and technical assistance to WIA, Wagner-Peyser, veteran and TAA staff on performance management.
C. **Services to Employers:** The State Operational Plan must describe how the state will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs.

For the business community, regional business sector initiatives will coordinate services regionally for employers and provide them with a single point of contact to the employment and training system. Each center will have dedicated staff providing services to businesses. The business services teams will 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.

An integrated employer account system, accessible by all local partner entities through H.I.R.E., will provide a comprehensive database of employers’ needs. This will allow the system to build a portfolio of employer services that match business needs. This system will also assist the LWiBs and LWC in working with training providers to ensure that skills training, workplace literacy skills training and employability enhancements provided to job seekers meet employer requirements.

Wagner-Peyser traditional employer relations programs have been integrated into the LWIA business sector teams using business teams assigned to the local Business and Career Solutions Centers, thus broadening their employer contact capabilities. Use of non-traditional methods to generate quicker turnaround and broader exposure for high-demand occupations include unfiltered job openings, employers listing job openings directly on the Internet and exposure and access to these job openings in non-traditional locations, such as community-based and faith-based organizations, etc. All partner agency staff will share job information that will provide employers with access to a broader range of possible employees.

Administration of the WOTC program will be streamlined by localizing and automating the methods of document input in order to make integrated intake process. WOTC will be a part of the portfolio used by the business sector teams, which will broaden exposure in the business community.

The Customized Workforce Solution concept was developed to address the workforce challenges of large employers, industry sectors, regions and agencies across the state through the development of detailed workforce plans, leveraging the various resources available through the LWC, LED and other agencies as necessary. Each plan will identify the specific challenges and include a detailed action plan, establishing stakeholder responsibilities, timelines for execution, and the anticipated outcome. The goal is to draw from its full complement of available resources in the area of employee recruitment, training and funding availability to best serve the dynamic needs of business and industry in Louisiana.
D. **Services to Target Populations:** The State Operational Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them.

Special emphasis is placed on serving the needs of special applicant groups. LWC’s LMI section provides census information to each LWIB on the population figures for these groups. The BCSCs, in coordination with the system partners, must develop service strategies designed to meet the specific needs of these groups. H.I.R.E. gathers information on placement and retention of special applicant groups to determine the best service strategies. Local Veterans’ Employment Representatives (LVER) and Disabled Veterans’ Outreach Program (DVOP) staff are maximized to provide all-inclusive case management services to veterans. To the extent feasible, services will be given to migrant seasonal farm workers. Faith-based and community-based organizations are involved in the process, both as a provider of services and as a skills resource for special applicant groups.

The following populations with special needs have been identified:

- Ex-offenders
- Disabled individuals
- Displaced homemakers
- Low-income individuals (recipients receiving public assistance)
- Migrant and seasonal farm workers
- Individuals training for nontraditional employment
- Veterans
- Individuals with multiple barriers to employment
- Homeless
- Individuals with limited English proficiency

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 BCSC system. It is the policy of LWC to prohibit all forms of unlawful discrimination in employment and in the delivery, provision of and access to any LWC service, program, resource or opportunity. To ensure that special populations are appropriately served and that non-traditional career opportunities are presented, local WIBs are encouraged to provide professional development training to all front-line personnel. They are also encouraged to include service providers and community-based organizations that serve special populations on the local board, or its groups and subcommittees.

Each LWIB 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 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.

One partner of the BCSCs that works very closely with the low-income population is the Community Action Network (CAN). The CAN which is made up of private non-profit and public agencies assist with employable skills and education as well as provide supportive services (i.e., child care, transportation, nutrition, emergency services, health care, income management, medical assistance, energy and weatherization services, etc.) to remove obstacles from individuals moving toward self-sufficiency. In an effort to mobilize resources, collaboration is important to fill identified gaps in services that cannot be met with on-site programs and/or activities. The Community Action Agencies provide the needed connections to help link low-income individuals to the BCSCs through information and referral. Along with pre-employment readiness training in job-seeking skills, job matching services, job training and placement, etc. to assist individuals with gaining or maintaining employment and provide youth with work experience to improve employment skills and provide additional funds coming into the household. In collaboration with the LWIBs, the Community Action Agencies sit on the board in each of the LWIAs, providing insight into the need of the low-income population.

Serve the employment and training needs of individuals with disabilities.

Louisiana Rehabilitation Services (LRS)

Louisiana Rehabilitation Services’ mission is to assist persons with disabilities in their desire to obtain or maintain employment and/or to achieve independence in their communities by providing rehabilitation services and working cooperatively with business and other community resources.

Vocational Rehabilitation

As a mandated partner in the Workforce Investment Act, the Vocational Rehabilitation Program is instrumental in meeting the workforce needs of individuals with disabilities in the state of Louisiana. The purpose of the VR Program is, in part, “to empower individuals with disabilities to maximize employment, economic self-sufficiency, independence, and inclusion and integration into society.” The VR Program operates a statewide comprehensive program to assess, plan, develop and provide vocational rehabilitation services for individuals with disabilities, “consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice, so that such individuals may prepare for and engage in gainful employment.”

Other programs under LRS are as follow:

- Randolph-Sheppard Business Enterprise Program
- Independent Living Part B
- Independent Living For Older Individuals Who are Blind
- Integration of Louisiana Rehabilitation Services into Workforce Commission

The integration of LRS into the Louisiana Workforce Commission resulted in the placement of LRS under the Office of Workforce Development (OWD), thereby creating better outcomes for Louisiana’s citizens with disabilities and enhancing service delivery in areas such as skills development and job placement to increase their likelihood of financial independence. This structural alignment supports the shared goal of putting people to work.
LRS, governed by Title 4 of the Workforce Investment Act (WIA), joined the other WIA programs and several state-funded programs in the Office of Workforce Development, which is appropriate since the intent of WIA is “to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs.” Fully integrating LRS with these workforce programs will produce better results for Louisianans with disabilities.

LRS continues to collaborate with LWC in identifying effective ways to integrate services in BCSCs. LRS is represented on each of the LWIBs and attends meetings as scheduled. The Memorandum of Understanding (MOU) established with each of the WIBs is updated annually. Within the 18 WIAs, 63 BCSCs have been established, 18 cost allocation plans have been completed by the WIBs and approved by all parties. LRS continues to pay expenses to the local centers for participation, as per the local cost allocation plans.

Long-range goals are to fully integrate LRS field staff members into the BCSCs. As leases expire for current LRS facilities, options for space within the BCSCs are explored for potential co-location of staff. Currently, LRS counselors are assigned to each BCSC to take referrals and applications for those individuals with disabilities who wish to apply for the Vocational Rehabilitation (VR) program. These counselors also provide information and cross-training to BCSC staff concerning the VR program. In addition, LRS consumers who are determined eligible but placed on a waiting list due to budget restrictions, are referred to the local BCSCs for assistance in preparing for and obtaining employment.

To improve knowledge regarding assistive technology and address other accessibility issues, LRS’ Program Coordinator for Rehabilitation Technology continues to provide consultation to the BCSCs. LRS and other agencies within LWC are committed to the success of the BCSCs and continue to work collaboratively to serve individuals with disabilities.

**Veteran’s Program**

In recognizing the current needs of military veterans living in or returning to Louisiana, the LWC has established an integrated delivery system through its BCSCs across the state. Any reference to “veteran” in the context of this plan also means “other eligible persons,” “eligible spouses,” or “covered persons” as defined in regulation.

In accordance with 38 USC, § 4103A and § 4104, the state assigns full-time DVOP specialists and LVER staff to ensure Veterans receive quality employment and training services.

The state recognizes the Jobs for Veterans Act mandate for priority of service for veterans in all USDOL funded programs operated at BCSCs. WIBs develop local procedures to identify veterans and provide priority of service across the full spectrum of operations (policy OWD 2-2).

The state seeks to strike a balance between the roles of the DVOP specialist, the LVER, and other BCSC staff; fully integrating JVSG funded staff into the BCSC system, while retaining their distinct function by locating staff domicile based on demand-driven metrics, defining specific outreach requirements, and monitoring production. As a result, DVOP specialists and LVER staff members are integrated into the overall operation of the BCSC where they are domiciled.

This allows the state to experience the added benefit of a specialized cadre of staff to assist Veterans to achieve improved employment outcomes, while remaining in compliance with statutory priorities for service delivery by emphasizing that the majority of a JVSG funded staff effort is focused on the primary role of DVOP specialists providing intensive services to targeted Veterans and LVER staff providing employer outreach and job development services.
Limited grant resources prevent the state from assigning a DVOP specialist and LVER staff to each BCSC. As a result, the state has adopted a “virtual team” approach, allowing DVOP specialists the flexibility to cover more than one location by being either “physically present” on a scheduled or as needed basis to provide intensive services to veterans, or “electronically present” to guide and advise veterans and other staff in the provision of intensive services to veterans with “barriers to employment.”

Similarly, LVER staff members are available to “job ready” veterans and are within functional range of employers and federal contractors allowing them to conduct employer outreach activities throughout their assigned area for job development activities, and to provide employment services to Job Ready Veterans.

The state accomplishes this by adopting a plan wherein veteran staff are physically located along transportation corridors, and in proximity to population and commerce centers based on veteran census, shelters, VA medical facilities, and employer and federal contractor locations and worksites. Staff members operate as itinerants as necessary to provide services to more than a single BCSC location.

DVOP specialists and LVER staff are employed as full-time equivalent (FTE) responsible for providing specialized services for specific segments of the Veteran population across the state as mandated by statute and regulation.

The state considers the following priorities when filling JVSG funded vacancies: Qualified service-connected disabled Veterans; Qualified eligible Veterans; and Other qualified eligible persons as defined by 38 USC, §4101 (5).

Veteran applicants may be introduced into the system from several sources; application for UI benefits, self-service registration, participation in Transition Assistance Program (TAP) Workshops, referral from supportive services, VA VR&E, VRAP, DOL website, ReaLifelines, or other sources, and are identified separately in the States H.I.R.E. database such that they may be targeted for priority service, special programs, initiatives, electronic job referrals, outreach, and case management. The H.I.R.E. system also provides data used to track Performance Measures and determine performance outcomes, and reporting data for ETA 9002 and VETS 200 reports.

DVOP specialists and LVER staff run regular registration reports from H.I.R.E. and perform targeted outreach and assessment to veterans who approach services electronically rather than in person, determining what services may be necessary and directing the veteran to their nearest BCSC for service.

BCSCs have procedures in place where the Membership team identifies “walk-in” veterans as early as possible in the registration process. The Skills team, through the course of processing the veteran determines existing barriers to employment, then refers those veterans to the nearest DVOP specialist (may be domiciled at another location) for evaluation and service.

The state recognizes the roles and responsibilities of the DVOP specialist are defined at 38 USC, § 4103A, and further refined in Veteran’s Program Letter (VPL) 07-10, focusing the majority of their effort on meeting the needs of Veterans who are unable to reach their employment goals without intensive services.

The state targets certain veteran categories as most in need of specialized services. Service-connected disabled Veterans, Veterans who have completed training or education under the Department of Veterans Affairs (VA) Vocational Rehabilitation and Employment (VR&E) program, returning wounded or injured service members, potential applicants for, and completers of, the Veterans Retraining Assistance Program (VRAP), Post 9/11, “Gold Card Initiative” veterans, and ReaLifelines participants.
The roles and responsibilities of LVER staff are defined at 38 USC, § 4104, and further refined in Veteran’s Program Letter (VPL) 07-10. The state, based on veteran enrollment data, and employer labor market data, established manning levels and assignment locations of sufficient LVER staff to provide employment, training and placement services for veterans and outreach to employers. LVER staff act as an advocate for veterans with business, industry, and other community-based organizations.

The state requires LVER Staff to focus on their primary role of employer outreach, conducting employer seminars, job search workshops, and establishing job search groups. LVER staff shall also facilitate employment, training, and placement services (including individualized job development) to job ready veterans who have received intensive services from a DVOP specialist. The State assigns responsibility for more than one service delivery point to LVER staff, who conduct outreach and job development throughout their area of responsibility.

The state operates a reporting system that ensures intensive services, case management, and outreach to veterans and employers are properly captured and reported, regarding:

- Initial contact and assessment of veterans registered in Wagner-Peyser
- Job Orders reviewed for Qualified Veteran Candidate Searches
- Customer Service Survey results
- Employer and Supportive Agency Contacts
- Veterans provided intensive services, enrolled in case management, and veterans exiting the program, with details on exit outcomes

The state maintains a goal to increase the number of Veterans receiving intensive services from a DVOP specialist with a corresponding increase of the number of Veterans entering employment after receipt of intensive services; and an increase in the numbers of Veterans receiving individualized job development services with a corresponding increase in the number of Veterans entering employment, and retaining employment, after receipt of those services.

Re-employment and Unemployed

LWC has created a well-integrated statewide Re-employment Services Initiative connecting UI services with center services through three service points: Re-employment Services, Re-employment and Eligibility Assessment (REA) and Emergency Unemployment Compensation Re-employment and Eligibility Assessment (EUC REA).

Re-employment services (RES) focuses on connecting UI claimants with re-employment and training services offered through the BCSC system. RES offered to claimants, in accordance with the Wagner-Peyser Act, will utilize assessment as part of the core services in the BCSC to determine the level of service needed to rapidly assist the claimant in returning to work. Re-employment services available to worker profiling and reemployment services claimants 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, BCSC staff conduct job development activities. Based on assessment results, claimants receive intensive placement services by the recruitment and placement team. Intensive group activities, including orientations and workshops are an integral part of the service mix for worker profiling and re-employment services.

Along with RES, Louisiana was awarded a Re-employment and Eligibility Assessment (REA) grant in May 2010 to provide services in four pilot areas within the state. The purpose of this pilot program was to focus on better integration and connection between UI services and BCSC services. The REA program pro-actively integrates RES and other WIA-funded services geared towards rapid re-employment and reduction in claim duration. The state benefits by having a reduction in erroneous overpayments as well as a reduction in the depletion of the Louisiana Trust Fund. From the success of this pilot program, Louisiana was awarded funding in 2011 to continue services in the selected pilot area and funding in 2012 to implement the REA program statewide.
Claimants, selected through the state’s profiling system, based upon defined variables and who are most likely to exhaust their benefits, participate in the statewide REA program within all 18 LWIAs.

Re-employment and eligibility assessments are provided to UI claimants who have been profiled through the state’s statistical profiling model. These claimants receive one-on-one services for eligibility review and the development of an individual re-employment plan informing and referring claimants to the full array of services available at local BCSCs. The RES and REA programs ensure that UI services delivered through BCSC system are well integrated with other services offered.

Louisiana is actively participating in the federal mandated Emergency Unemployment Compensation Re-employment and Eligibility Assessment program (EUC REA) enacted in March 2012. Job seekers filing emergency UI claims are selected to participate in REA services similar to the currently implemented REA program. Claimants filing in Tier 1, Tier 2, and Tier 3 are required to participate.

LWC is currently developing a comprehensive plan that will address the process from the point a claimant files for benefits up to and including the point of exhaustion. Throughout the claimant’s duration of benefits, the full array of services available through the BCSCs are offered. Claimants will have the accessibility of re-employment services through various entry points including these three programs, Re-employment Services (RES) and Re-employment and Eligibility Accessibility (REA) and Emergency Compensation Re-employment and Eligibility Assessment (EUC REA).

Through services available in the BCSCs, the claimant is referred to appropriate group and one-on-one orientations and job search workshops and supportive services as needed.

Wagner-Peyser continues to provide a fully integrated work test program on all unemployment insurance claimants, linking claimant applicants to employers’ job orders, referring qualified applicants to appropriate openings whenever possible. Wagner-Peyser will report work test failures to the unemployment insurance division within 24 hours.

Unemployment Insurance call center staff and REA and EUC REA field staff provide an eligibility review process that meets the requirements under the unemployment insurance law.

Youth

Through the state and local workforce boards and youth councils, programs and services to youth are integrated and coordinated to provide the resources and opportunities necessary for them to acquire the education and job skills necessary to succeed in the state’s economy and assist in closing the poverty gap in Louisiana.

The system will broaden and enhance at risk youths’ connections to post-secondary education opportunities, leadership development activities, adult mentoring, occupational skills training, community service, and other community resources. LWC is working with juvenile justice to continuously improve upon a system to link incarcerated youth returning to their local area with WIA youth programs. At Bridge City in the New Orleans area, an initiative designed to better prepare incarcerated youth for their release is being piloted. New Orleans Youth Career Center Staff provide job readiness training on site each week, and help make the connections between the youth and the local LWIA of the Parish in which the Youth will return once released. Prior to their release, Youth receive assistance with obtaining proper State Identification Cards and other vital records necessary to obtain employment once released. They also register in H.I.R.E. and are linked to a supportive adult in the Business and Career Solutions center to help them determine if employment and/or training/education is appropriate. This process serves as a means to assist them in linking career planning and goal setting as part of their reattachment process. Business and Career Solutions Centers
are working to identify youth ages 18 - 24 who apply for unemployment insurance as potential WIA participants and provide them with linkages to high demand/growth occupations and assist them in building career plans that provide training and entry to jobs with career ladders.

Our vision is to create a future for Louisiana’s youth by creating a system that provides the right interventions at the right time, ensuring Louisiana youth acquire the necessary skills for success in education and employment, and employers gain a skilled workforce to service its immediate and long term needs. The guiding principles/goals of this vision:

- **A System Responsive to Employer Needs**
  In order for our system to lead to quality employment outcomes, local employer participation in the design and delivery of programming activities is essential.

- **A System Dedicated to the Success of Young People**
  All young people will have access to a wide range of “youth-friendly” services and activities that provide “just-in-time” service interventions, training and supports that guarantee successful transition into adulthood.

- **A System Designed by Young People**
  Young people are active partners in the design of the system and feel a keen sense of ownership in their community.

- **A System that Includes an Emphasis on Out-of-School Youth**
  Young people who have dropped out of school or have completed high school but are unemployed, underemployed, or basic skills deficient are assisted by establishing a career path to further education and a rapid attachment to work.

- **A System that is Locally Driven**
  Progressive programming strategies within each of the defined workforce investment areas will drive the system.

- **A System of Committed Partners**
  No single agency or system partner can single-handedly achieve the state’s vision. It will require committed, youth-oriented programs and providers to rally together. (e.g., Job Corps, DOJ, YouthBuild, DOE)

- **A System Built on Promising Practices**
  Our goal is to continue to identify, replicate, and promote all of the promising practices of Louisiana’s education and workforce investment systems, as well as those discovered by exploring effective strategies and practices elsewhere.

- **A System Committed to Continuous Improvement**
  The needs of young people and employers are fluid and ever evolving. Youth Eligibility Criterion

Each local workforce board will determine which youth, age 14 – 21, located in their area require additional assistance to complete an educational program or to secure and hold employment and determine what the barriers to success are. They will use this information to determine a locally defined barrier. This local barrier will be defined in each local WIA plan as their ninth youth eligibility criterion and will be in addition to those defined in section 101(13)© which includes deficiency in basic literacy skills; school dropout; homeless, runaway, or a foster child; pregnant or a parent; or an offender. Each local WIB will be required to include documentation supporting their decision.

LWC will provide comprehensive services to youth in accordance with Title I of WIA and with the vision, goals and emphasis areas outlined in of the State Plan. The youth system in Louisiana is closely aligned to the labor market and provides participants with a comprehensive set of service strategies. It is based on several key elements: integrated academic and vocational education; integrated work-based and classroom-based instruction;
effective connections to intermediaries with strong links to the job market and employers; and intensive private-sector involvement. To achieve these goals, local youth councils have developed new collaborative initiatives that erase turf issues and bring together local workforce training providers, schools, community organizations and others to strategically align and leverage resources to create community youth assistance strategies that meet the particular needs of youth in their local regions. By working together, our local systems provide youth with skills that include a knowledge of the world of work, academic skills linked to occupational learning, and both employability and attitudinal capabilities that will enable them to enter and advance in the job setting. LWC is committed to meeting USDOL’s new strategic vision to serve out-of-school youth and at-risk youth. In an effort to serve more out of school youth, LWC has raised the minimum expenditure requirement on out of school youth to 50%. LWC and the LWIAs continue to strive to spend the majority of the state’s youth allocation on the populations identified in Training Employment and Guidance Notice No. 3-04. The state’s proposed youth performance goals reflect this commitment to move from providing services to in-school youth and focus more resources on this difficult population.

Louisiana continues to build a system to provide comprehensive services to eligible youth who are recognized as having significant barriers to employment; particularly out of school youth, school dropouts, and other youth facing serious barriers to employment. The Youth Councils include representatives with expertise in serving these population groups. As the LWIBs design programs for youth they are encouraged to maximize resources dedicated to meeting the needs of youth with significant barriers to employment, including linking to and coordinating with current programs in their area addressing these population groups. To meet the accessibility needs of youth with disabilities who access the BCSCs for services, LWC is committed to providing reasonable accommodations to all programs, services and facilities.

Louisiana’s youth vision is predicated on providing ‘just in time” service interventions, training, and supportive services. The strategy is to provide youth with positive interactions with knowledgeable, caring adults in success-oriented environments which foster holistic educational, leadership, and employment skill development. LWC is working with the Shared Youth Vision workgroup on youth, local workforce boards, youth councils, and community-based organizations to continue development of the systems needed to provide these comprehensive services to eligible youth, including coordination with Job Corps and other youth programs within each local workforce investment area. Vocational rehabilitation is involved in the development of these service strategies to ensure that youth with disabilities or other barriers to employment are included in the comprehensive service strategy. Additional services are also available for pregnant youth. After meeting certain TANF-eligibility requirements, these youth may qualify and be referred by DCFS to one of LWC’s five LaJet programs throughout the state for job readiness and job search training.

LWC is working with partner agencies to continue to identify additional programs to assist dropouts and out of school youth. The Business and Career Solutions system will be linked to the youth service system to ensure a seamless delivery system. Core services, including training provider information and job listings, will be available to youth. Special emphasis will be placed on improving coordination between Job Corps and WIA Youth Programs across the state. These agencies will refer youth participants to one another for services, provide coordinated outreach and recruitment events to engage and enroll eligible youth, provide job placement assistance, support one another in managing services to dual-enrolled youth, and maintain updated MOU that clearly delineates roles, responsibilities, and commitments of both agencies.

Any youth served under WIA will receive some form of follow-up services for at least twelve months. Local programs will determine the specific mix of services for each youth based on each participant’s objective assessment and service strategy. The mix of activities for each youth will be tied to their service need and maturity level. Programs will emphasize the connections between school and work as well as linkages to work activities as appropriate.
Expenditures for out-of-school youth must be a minimum of 50% of total youth expenditures. Youth age 18 and over may be co-enrolled in both adult and youth programs.

Programs are designed to meet the individual needs of each youth. The special needs or barriers to employment of youth, including pregnant or parenting youth and disabled youth will be identified during the objective assessment and service strategy design. These youth may be jointly case managed with other appropriate One-Stop partners or community based organizations. Communication and collaboration between the various funding sources identified in the service strategy are critical for a successful outcome. This is a critical function of the local WIBs and youth councils.

Coordination with all entities serving youth, including foster care, education, and TANF assistance, occurs on many levels. Such coordination includes, but is not limited to, membership on the youth council or local WIB, sharing documentation for eligibility determination, sharing assessment and case management notes on joint clients; joint service provision and joint technical assistance sessions and training for staff.

Coordination occurs among WIA youth programs, Job Corp programs operating in the state, apprenticeship programs, and other youth programs operated through community and faith based organizations. Such coordination may include joint marketing to youth for all programs, building upon the assessment results of one program rather than doing an entirely new assessment, enrollment into all programs that will assist the youth, any of the programs referring the youth to entities that may assist the youth with support services, placement credit toward performance standards for all programs in which the youth is enrolled and follow-up conducted to ensure the youth stays employed.

The goal of developing a system of committed partners envisions that through the youth councils, each area will develop strong linkages among partners to develop a continuum of service interventions accessible to all youth. Local boards are encouraged to formulate partnerships with such programs as TANF, Child Care, and Juvenile Justice to provide needed support services to youth, including transportation. Community action agencies have long been part of Louisiana’s Business and Career Solutions system. These entities are assisting the local areas identify available services and identify service gaps. The local planning guidance requires each youth council to inventory and catalog local resources and makes this information to service providers. The system is then able to better direct scarce resources toward filling the gaps to ensure youth receive the supportive services needed to achieve their individual goals.

**Youth Program Design**

Each local workforce board has developed an RFP policy, using this and other local data to identify effective and ineffective basic skills, dropout prevention and work-readiness type programs. LWC has provided local workforce investment areas with a model RFP and REP policy and procedures guide. LWC has recommended that the local boards and youth councils use Title I funds to help fully develop the youth system to meet the 10 WIA program elements by working with consortiums of service providers to provide service solutions not stand alone programs. As local youth councils and boards develop community-wide strategies that address youth development principles, they are encouraged to look at the following to identify effective and ineffective youth activities and providers:

- Quality Management in programs characterized by sound management, experience and capabilities
- Youth Development programs exhibiting a conscious and professional reliance on the 10 required WIA program elements
- Workforce Development programs that connect youth to the workforce, make appropriate use of training, workplace exposure and work experience, consistently emphasizing the connection between leaning and work
- Evidence of success in programs that collect and made credible use of performance data and other outcome measures that reflect their operational effectiveness

The state is asking for an extension of the waiver to allow use of Eligible Training Provider System for Older and Out-of-School Youth as well as a waiver to allow youth participants 16 to 17 years of age to use Individual Training Accounts. The Eligible Training Provider System requires that training providers meet rigid requirements for certification to provide training for Adult and Dislocated Workers. Louisiana believes that the Older Youth, Out-of-School Youth and youth 16 – 17 years of age would benefit from the services provided by these certified training providers. Allowing the LWIBs to use the ETPL for Older Youth, Out-of-School Youth and youth participants 16 – 17 years of age will result in streamlining services and increasing flexibility. In addition it will help increase the number of participants who receive training and ensure that training services for youth will be available in a faster and more efficient manner. Many LWIBs find it difficult to secure training providers willing to competitively bid to provide youth training. In addition, the time period for matching training providers to youth who are in need is lengthened considerably. Use of the ETPL will improve youth services through increased customer choice in accessing training opportunities in demand occupations, increase the number of training providers for youth, provide LWIBs more flexibility in securing training providers, promote better utilization of service providers in rural areas and eliminate duplicative processes for service providers thereby reducing administrative costs.

Modification of Existing Waiver

LWC currently has a waiver of WIA Section 123 that requires providers of youth program elements to be selected on a competitive basis. Specifically, Louisiana was granted a waiver of the requirement of competitive procurement of service providers for two of the ten youth program elements: supportive services and follow-up services. LWC is requesting to expand this waiver to include Comprehensive Guidance and Counseling, Leadership Development Opportunities, which includes community service and peer centered activities encouraging responsibility and other positive social behaviors, and Adult Mentoring for a duration of at least 12 months that may occur both during and after program participation. Under this waiver, the State is permitted to allow its BCSCs or their partner agencies to directly provide youth program elements.

This will provide greater flexibility by allowing BCSCs to improve the continuity of services to youth, implement a more cost-effective and integrated service delivery system, and develop stronger ties with LWIAs and employers. Modification and extension of this waiver will allow Louisiana to continue achieving efficiencies in the delivery of all youth services; keep the administrative costs of competitive procurement processes at a minimal level; and direct more funds to program activities that lead toward performance improvement.
E. Wagner-Peyser Agricultural Outreach Plan (MSFW)

The Louisiana Workforce Commission (LWC) will continue to comply with the requirements of 20 CFR 653, Subpart B, Service to Migrant and Seasonal Farmworkers (MSFW). To accomplish the task of providing information and services to MSFWs, LWC will continue to offer a full range of employment services, benefits and protections, including the full range of counseling, testing, and job and training referral services as are provided to non-MSFWs. Although Louisiana is not designated as a significant* MSFW state, we strive to make sufficient penetration into the farm workers’ community so that the largest possible number of MSFWs are made aware of those services available to them through our statewide network of Business and Career Solutions Centers (BCSCs).

* A significant state is one that has “…the highest number of Migrant Seasonal Farmworkers (MSFW) applicants that utilize services available under the Wagner-Peyser Act and the Workforce Investment Act (WIA) of 1998. The Employment and Training Administration (ETA) designates annually the top twenty states with the highest MSFW activity based on data received from state and local offices.”


Assessment of Needs

Louisiana agricultural production, an $18 billion industry, represents approximately nine percent of the State’s economy. As indicated below, in 2011, agricultural employers placed job orders with LWC relative to the following selected crops.

<table>
<thead>
<tr>
<th>Crop</th>
<th>Acres/Producers/Farms</th>
<th>Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sugarcane</td>
<td>407,641 acres/489 producers</td>
<td>$638,000,000</td>
</tr>
<tr>
<td>Soybeans</td>
<td>996,693 acres/2,244 farms</td>
<td>458,000,000</td>
</tr>
<tr>
<td>Rice</td>
<td>416,695 acres/1058 farms</td>
<td>366,233,301</td>
</tr>
<tr>
<td>Crawfish</td>
<td>189,860 acres</td>
<td>197,847,000</td>
</tr>
<tr>
<td>Plant Nurseries</td>
<td>716 nurseries</td>
<td>94,217,000</td>
</tr>
<tr>
<td>Strawberries</td>
<td>455 acres/87 producers</td>
<td>6,819,244</td>
</tr>
</tbody>
</table>


- Sugarcane: 489 sugarcane producers, on a total of 407,641 acres, contributed over $638,000,000 to the state’s economy. Raw sugar comprised 1,437,836 tons of production and molasses comprised 86,278,626 gallons.
- Soybeans: Soybean production in Louisiana contributed over $458 million to the state’s economy. An estimated 2,244 farms, utilizing 996,693 acres, produce soybeans within the state.
- Strawberries: Although strawberries can be grown in all parts of the state, Tangipahoa and Livingston parishes have been the traditional commercial production areas. In 2011, 87 commercial producers farmed 445 acres. Marketable strawberry production totaled 355,632 flats for a total value of $6,819,244. A high input of capital as well as effort is required to establish a successful strawberry planting. Two (2) workers per acre are usually required during field preparation, planting, laying plastic,
and irrigation. Three (3) to four (4) workers per acre are usually needed for harvesting berries.

- **Plant Nurseries:** An estimated total of 716 commercial plant nurseries of various types operate within Louisiana. Although commercial nurseries are distributed throughout the state, most large nurseries are concentrated in Rapides (particularly Forest Hill), Tangipahoa, and St. Tammany Parishes. Also, numerous citrus orchards in Jefferson and Plaquemines Parishes sell citrus trees in addition to harvesting fruit. The 2011 production value of nursery production totals $94,217,000.

- **Rice:** 1,058 farmers on 416,695 acres produced 1,399,209 tons of rice, with a total value of $366,223,301. Many rice farmers combine or alternate rice crops with crawfish production.

- **Crawfish:** Southern Louisiana produces more than 90 percent of the total crawfish production in the southern U.S. In 2011, Louisiana produced over 55,955 tons of farm-raised freshwater crawfish. The total southern crop area was 189,860 acres, much of it combined or alternated with rice production. The gross farm value was $197,847,000. Crawfish may be harvested from November through late spring or early summer.

During 2011, agricultural employers placed 559 job orders, requesting a total of 5,811 temporary or seasonal workers. Almost all of these were H2A job orders. Although this indicates the level of demand for agricultural workers within the state, it also suggests an opportunity for greater coordination of MSFW stakeholders in placing workers into these jobs.

It is estimated that, in Louisiana, there are currently 3090 MSFWs in the following agricultural industries.

- 1250 – Sugarcane
- 200 – Strawberry
- 1000 – Crawfish and Soybean
- 540 – Nursery
- 360 – Non-migrant seasonal farmworker

During 2011, LWC contacted 449 MSFWs, of which 117 were referred to jobs. During 2012, LWC intends to increase the number of MSFWs by five percent as staff is better trained to increase their outreach to MSFWs and to recognize MSFWs who enter the Business and Career Solutions network and register in H.I.R.E. LWC anticipates that at least 55 staff days may be required to provide the qualitatively equivalent and quantitatively proportionate level of services to MSFW, compared to non-MSFWs.

**Services provided to Employers and MSFWs through the One-Stop System**

The Monitor Advocate will promote and coordinate the Business and Career Solutions Centers with Motivation Education & Training (MET) (the state WIA Section 167, National Farmworker Jobs Program (NFJP) grantees), state and local agricultural agencies, farm organizations, and other agricultural stakeholders. These organizations will include the Louisiana Department of Agriculture and Forestry, Louisiana State University (LSU) AgCenter, Louisiana Farm Bureau, Louisiana Sugarcane Cooperative, Inc., Latino Farmers Cooperative of Louisiana, Inc., various migration and refugee centers, and other organizations. Initial outreach contacts have been made to explore the possibilities of placing refugees into agricultural positions, with the goal of putting them on a self-sustaining path to citizenship. Placements will focus upon positions where the employer provides housing for the workers.
The Monitor Advocate has obtained agreement from the LWC Occupational Safety and Health Administration (OSHA) section to provide safety training to agricultural employers and employees. Much of this training will be provided either on the job site or in the local area. Safety information and resources will be provided to partners and organizations to hand out to their agricultural clients. LWC will continue to disseminate safety and employment related information through the agricultural network.

**Services provided to agricultural employers and MSFWs through the BCSCs**

Efforts by LWC to promote and facilitate the provision of services to MSFWs, and increase the number of MSFWs in labor exchange activities, will be conducted through the BCSCs. The centers will coordinate the services of One-Stop partners, community based organizations, the state MSFW contacts, MSFW groups, state cooperative extension service, and parish (county) agents to do the following:

1. Give local presentations on BCSC services, including the LWC Growing Green job and career portal, accessible online and through smartphones,
2. Set up and utilize an integrated referral system to provide maximum services to MSFWs,
3. Encourage employers to utilize the Agricultural Recruiting System (ARS),
4. Provide required employer posters and other handouts in the English language and in Spanish,
5. Meet on a regular basis to exchange information, discuss problems, and coordinate efforts,
6. Offer to distribute their information pamphlets during outreach contacts and provide materials for them to distribute to MSFWs,
7. Offer services that are relative to their needs, and
8. Advise them of all employment changes affecting their community.

LWC has partnered with Motivation, Education and Training (MET) to assist Louisiana in providing increased services to MSFWs and farm worker employers. Two MET offices are co-located in BCSCs. One MET office manager is a WIB member.

The Monitor Advocate will work with LWC administrative and local office staff on issues of concern (compliance with indicators, reviving local interest, proper documentation of services, etc.) This technical assistance is provided to all BCSC staff as needed.

The Monitor Advocate will provide training and follow-up on the outreach and provision of services to MSFWs to BCSC staff throughout the state. The staff will be encouraged to query clients to better identify MSFWs and record them in the H.I.R.E. system. Staff will provide the full array of BCSC services, including the labor exchange system, of which the ARS is a part. The labor exchange system provides job openings in both agricultural and non-agricultural employment. Other services, such as training or supportive services, provide a pathway for MSFWs to transition to higher wage jobs & permanent year round employment in non-agricultural work.

All complaints from MSFWs alleging violations of employment-related standards and laws shall be taken in writing by the State agency and referred to the Monitor Advocate for timely resolution. The Monitor Advocate will make referrals as appropriate or cooperate with the USDOL Wage & Hour Division or other agencies and organizations that may play a role in resolving complaints.
F. **Trade Adjustment Assistance (TAA)**

LWC has policy LTEGL 11-02 supporting co-enrollment for WIA and TAA, and has integrated the Rapid Response unit with the WIA DW (Dislocated Worker) unit and the Trade Adjustment Assistance (TAA) unit. The cross-program strategic planning and the integration of services requirements in TEGL No. 21-11 are currently being implemented by LWC through planning and through the provision of core and intensive services through the Rapid Response unit as well as by co-enrolling TAA certified participants in need of training in WIA and TAA. The Rapid Response unit provides the initial contact with employers when a lay-off of employees is to occur, and the TAA unit organizes the orientation session for employees to present information on the TAA program.

WIA staff initiate enrollment of eligible laid off employees for case management at local Business and Career Solutions Centers (BCSC) that are located statewide. Enrollment involves housing the laid off employee’s data—including program budget obligations and expenditure records — in the H.I.R.E.online system (the statewide electronic system used to track and integrate benefits and services for dislocated workers). The H.I.R.E. system also allows seamless integration of employment transition services through the same service delivery system, and reduces administrative costs and burdensome paperwork. Once trade impacted employees are certified, local merit staff at the BCSC approve and enter the TAA program budget obligations and expenditure records on H.I.R.E. and complete the co-enrollment of these participants in TAA training.

Certification of a dislocated worker for TAA includes determining eligibility by matching the laid off employee to the USDOL certified petition and the employer’s lay off list, as well as approval of the individual using the six TAA criteria for eligibility to be placed in training along with other steps. The TAA criteria requires assessing the emotional, spiritual, financial and intellectual abilities of the trade impacted worker, to demonstrate that individual’s qualification to undertake, complete and benefit from the planned training. Supporting the assessment are testing tools (SAGE, TABE, WorkKeys, etc.) administered at the LWC’s local BCSC level. If the assessment identifies a TAA certified participant’s need for adult education or remedial services, these programs can be offered by local merit staff. The assessment tool also can be used to identify educational gaps and to pinpoint work-related aptitudes and interests. Approval for TAA training services and selection of a training method or program is based on matching these factors to the participant for appropriate training for a demand occupation.

Guidance is given to local merit staff in the TAA manual for delivering TAA services, and a written form is used to develop a case management Individual Employment Plan which then is entered on H.I.R.E. The LWC TAA unit provided training to local merit staff in 2011 as the pilot program to switch all services and benefits to H.I.R.E. and reimbursements to the H.I.R.E. Individual Funds Tracking. In 2012 TAA continues work to complete the transition to electronic case management and payments which will integrate data on benefits and services with other units to ensure consistent program administration and fiscal integrity.
G. **WIA Wavier Request**

Louisiana has submitted the following waiver requests. The rationale, justification and implementation of each waiver request are included in the related section of the plan. The WIC has approved these waivers. They are included in the state plan public hearing. LWC firmly believes that the approval of these waivers will enhance the state’s ability to move in USDOL’s national strategic direction.

1. Waiver of the funds transfer limitation at WA section 133(b)(4) to permit states to approve local area requests to transfer up to 50% of local area formula allocation funds between the WIA Adult and Dislocated Worker programs. (granted)

2. Waiver of the required 50% employer match for customized training at WIA section 101(8)(C) to permit a match based on a sliding scale as follows: (a) no less than 10% match for employers with 50 or fewer employees, and (b) no less than 25% match for employers with 51 – 250 employees. For employers with more than 250 employees, the current statutory requirements (50%) continue to apply.

3. Waiver of WA section 101(31) (B) to permit LWIAs to reimburse the employer for on-the-job training on a graduated scale based on the size of the business. The following reimbursement amounts will be permitted: (a) up to 90% for employers with 50 or fewer employees, and (b) up to 75% for employers with more than 50 but fewer than 250 employees. For employees with 250 or more employees, the current statutory requirements will continue to apply. (modified with specific scale)

4. Waiver to permit implementation of, and reporting only for, the common measures in place of the current WIA measures. The common measures have become the basis of the workforce system’s performance accountability. Louisiana Workforce Commission requests a waiver of the current performance measures referenced in WIA Section 136(b) in order to implement the common performance measures.

5. Waiver of the prohibition of the use of Individual Training Accounts (ITAs) for older and out of school youth. (WIA 123, WIA 134(d)(4), 20CFR 661.305(a)(3), 20 CFR 664.510)

6. Waiver of the time limit on the period of initial eligibility for training providers. This waiver has addressed barriers for meeting eligible training provider requirements, thereby increasing the number of community colleges and other entities that are available to deliver training to WIA Adult and Dislocated Worker participants. LWC requests a waiver regarding the requirement that training providers meets subsequent eligibility based on performance data and allow the state to use initially eligibility determination at (WIA 122(c)(5), 20 CFR Section 663.530)

7. An exemption from the competitive procurement requirement for the follow-up and supportive service elements and inclusion of these elements in the design framework of youth services. (WIA 123, 20CFR 664.405(a) (4), 20 CFR 661.305(3).

8. Waiver from the requirement to provide incentive grants to local areas (WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e));

9. Waiver from the requirement to disseminate training provider performance and cost information (20 CFR 665.200(b)(3));

10. Waiver from the requirement to monitor local boards annually for compliance with applicable laws and regulations, where said monitoring must include an annual review of each local area’s compliance with the uniform administrative requirements (20 CFR 667.400(c)(2));
11. Waiver from the requirement to disseminate the list of eligible training providers for adults and dislocated workers (WIA Section 134(a)(2)(B)(i)), and CFR 665.200 (b)(1), and youth activities (20 CFR 665.200(b)(4));

12. Waiver from the requirement to monitor EEO Compliance

13. Waiver from the requirement that a state must engage only state government personnel to perform TAA-funded functions under the TAA Program (20 CFR 618.890);

14. Continuation and expansion of existing waiver of WIA Section 123, 134 (d)(4) that requires providers of youth program elements to be selected on a competitive basis. Specifically, Louisiana was granted a waiver of the requirement of competitive procurement of service providers for two of the 10 youth program elements—supportive services and follow-up services. LWC is requesting to expand this waiver to include Comprehensive Guidance and Counseling, Leadership Development Opportunities, which includes community service and peer-centered activities encouraging responsibility and other positive social behaviors, and Adult Mentoring for a duration of at least 12 months that may occur both during and after program participation. Under this waiver, the State is permitted to allow its One-Stop Career Centers or their partner agencies to directly provide youth program elements (20 CFR 661.305 (a)(3) 20 CFR 664.510).
III. Assurances and Attachments

Planning Process and Public Comment

<table>
<thead>
<tr>
<th>Statement</th>
<th>Reference</th>
<th>Documentation and Comments</th>
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<tbody>
<tr>
<td>1</td>
<td>The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.</td>
<td>WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325 (f), (g), (h), 20 CFR 641.335</td>
</tr>
<tr>
<td>2</td>
<td>The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.</td>
<td>WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)</td>
</tr>
<tr>
<td>3</td>
<td>The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.</td>
<td>State Plan link</td>
</tr>
<tr>
<td>4</td>
<td>The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.</td>
<td>WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)</td>
</tr>
<tr>
<td>5</td>
<td>In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.</td>
<td>20 CFR 653.108(t)</td>
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### Planning Process and Public Comment, continued

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<th>Statement</th>
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<tr>
<td>6</td>
<td>The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.</td>
<td>WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207</td>
<td>See Attachment 3</td>
</tr>
<tr>
<td>7</td>
<td>Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations</td>
<td>20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)</td>
<td>N/A</td>
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</tbody>
</table>
## Required Policies and Procedures

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<tr>
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<tbody>
<tr>
<td>The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.</td>
<td>WIA Sections 112(b)(2), 129, 134, 20 CFR 665.100</td>
<td>Attachment 4 Policies LWIA 2-06, 4-06, and 5-07,</td>
</tr>
<tr>
<td>The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).</td>
<td>WIA Sections 112(b)(13), 111(f), 117(g)</td>
<td>See Attachment 5 OWD 4-7</td>
</tr>
<tr>
<td>The state has established a written policy and procedure that describes the state’s appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.</td>
<td>WIA Sections 112(b)(15), 116(a)(5), 20 CFR 661.280, 20 CFR 667.700</td>
<td>Attachment 6 Statement</td>
</tr>
<tr>
<td>The state established written policy and procedures that describe the state’s appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.</td>
<td>20 CFR 667.640, 20 CFR 662.280</td>
<td>Attachment 6 Statement</td>
</tr>
<tr>
<td>The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.</td>
<td>WIA Sections 112(b)(6), 117(b), 20 CFR 661.300(a), 20 CFR 661.325</td>
<td>See Attachment 7 and Policy LWIA 4-06, Attachment 4</td>
</tr>
<tr>
<td>The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.</td>
<td>WIA Sec 117(c) 20 CFR 661.325</td>
<td>See Attachment #8 and Policy LWIA 3-09, Attachment 4</td>
</tr>
<tr>
<td>Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.</td>
<td>WIA Sections 111(e), (b) 20 CFR 661.210</td>
<td>N/A - La. Has a SWIB known as WIC</td>
</tr>
<tr>
<td>Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)</td>
<td>WIA Sections 111(b), (e) 20 CFR 661.210(c)</td>
<td>N/A - see LSA R.S. 23:2042 <a href="http://www.legis.state.la.us/lss/lss.asp?doc=83796">http://www.legis.state.la.us/lss/lss.asp?doc=83796</a></td>
</tr>
<tr>
<td>When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.</td>
<td>WIA Sections 112(b)(14), 134(c) W-P Section 8(c)</td>
<td>Attachment 4 LWIA Policies 2-06, 4-06,</td>
</tr>
<tr>
<td>17</td>
<td>X</td>
<td>The state established procedures for determining initial and subsequent eligibility of training providers.</td>
</tr>
<tr>
<td>18</td>
<td>X</td>
<td>All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.</td>
</tr>
<tr>
<td>19</td>
<td>X</td>
<td>The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.</td>
</tr>
<tr>
<td>20</td>
<td>X</td>
<td>The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.</td>
</tr>
<tr>
<td>21</td>
<td>X</td>
<td>The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.</td>
</tr>
<tr>
<td>22</td>
<td>X</td>
<td>The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.</td>
</tr>
<tr>
<td>23</td>
<td></td>
<td>For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.</td>
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### Administration of Funds

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<tr>
<td><strong>24</strong></td>
<td>The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.</td>
<td>WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)</td>
</tr>
<tr>
<td><strong>24a</strong></td>
<td>For Dislocated Worker funding formulas, the state’s policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.</td>
<td>WIA Section 133(b)(2)(B) 20 CFR 667.130(e) (2)(i)-(ii)</td>
</tr>
<tr>
<td><strong>25</strong></td>
<td>The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.</td>
<td>WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)</td>
</tr>
<tr>
<td><strong>26</strong></td>
<td>The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.</td>
<td>WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340</td>
</tr>
<tr>
<td><strong>27</strong></td>
<td>The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.</td>
<td>WIA Section 112(b)(16)</td>
</tr>
<tr>
<td><strong>28</strong></td>
<td>The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.</td>
<td>WIA Sections 112(b)(18)(B), 123, 129</td>
</tr>
<tr>
<td><strong>29</strong></td>
<td>The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.</td>
<td>WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.</td>
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### Administration of Funds, continued

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<tr>
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<tbody>
<tr>
<td>The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.</td>
<td>WIA Section 112(b)(12)(B)</td>
<td>√ Attachment 4 See also LWIA Policy 5-05,</td>
</tr>
<tr>
<td>The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.</td>
<td>WIA Sections 112(b)(11), 127, 132, 184 W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)</td>
<td>√</td>
</tr>
<tr>
<td>The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.</td>
<td>WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410, Attachment 11 LWC Policy LMONIT 03</td>
<td></td>
</tr>
<tr>
<td>The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.</td>
<td>WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603</td>
<td>√</td>
</tr>
<tr>
<td>The state will not use funds received under WIA to assist, promote, or deter union organizing.</td>
<td>WIA Section 181(b)(7) 20 CFR 663.730</td>
<td>See Attachment 12</td>
</tr>
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### Eligibility

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<tr>
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<tbody>
<tr>
<td>35. Where the SWIB chooses to establish them, the state established</td>
<td>WIA Sections 101(13)(C)(i) CFR 664.205(b)</td>
<td>N/A</td>
</tr>
<tr>
<td>definitions and eligibility documentation requirements regarding the</td>
<td></td>
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<td>“deficient in basic literacy skills” criterion.</td>
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<tr>
<td>36. Where the SWIB chooses to establish them, the state established</td>
<td>WIA Sections 101(13)(C)(iv) 20 CFR 664.200(c)(6), 664.210</td>
<td>N/A</td>
</tr>
<tr>
<td>definitions and eligibility documentation requirements regarding “requires additional assistance to complete and educational program, or to secure and hold employment” criterion.</td>
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<tr>
<td>37. The state established policies, procedures, and criteria for</td>
<td>WIA Section 134(d)(4)(E) 20 CFR 663.600</td>
<td>Attachment #4</td>
</tr>
<tr>
<td>prioritizing adult title I employment and training funds for use by</td>
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<tr>
<td>recipients of public assistance and other low-income individuals in the</td>
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<td>local area when funds are limited.</td>
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<td>38. The state established policies for the delivery of priority of</td>
<td>WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125</td>
<td>Attachment 13</td>
</tr>
<tr>
<td>service for veterans and eligible spouses by the state workforce agency</td>
<td>Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310</td>
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<td>or agencies, local workforce investment boards, and One-Stop Career</td>
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<td>Centers for all qualified job training programs delivered through the</td>
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<td>state’s workforce system. The state policies:</td>
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<tr>
<td>1. Ensure that covered persons are identified at the point of entry and</td>
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<td>given an opportunity to take full advantage of priority of service; and</td>
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<tr>
<td>2. Ensure that covered persons are aware of:</td>
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<td>a. Their entitlement to priority of service;</td>
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<td>b. The full array of employment, training, and placement services</td>
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<td>available under priority of service; and</td>
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<td>c. Any applicable eligibility requirements for those programs and/ or</td>
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<td>services.</td>
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<td>3. Require local workforce investment boards to develop and include</td>
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<td>policies in their local plan to implement priority of service for the</td>
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<td>local One-Stop Career Centers and for service delivery by local</td>
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<tr>
<td>workforce preparation and training providers.</td>
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</tbody>
</table>
### Personnel and Representation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Reference</th>
<th>Documentation and Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>39. The state assures that Migrant and Seasonal Farmworker (MSFW)</td>
<td>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv)</td>
<td>See State Plan p. 74 – 75</td>
</tr>
<tr>
<td>significant office requirements are met</td>
<td>W-P Sections 3(a), (c)(1)-(2)</td>
<td></td>
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<td></td>
<td>20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</td>
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<tr>
<td>Note: The five states with the highest estimated year-round MSFW activities</td>
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<td>must assign full-time, year-round staff to outreach activities. The</td>
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<td>Employment and Training Administration designates these states each year.</td>
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<tr>
<td>The remainder of the top 20 significant MSFW states must make maximum</td>
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<td>efforts to hire outreach staff with MSFW experience for year-round</td>
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<td>positions and shall assign outreach staff to work full-time during the</td>
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<td>period of highest activity.</td>
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<td>If a state proposes that its State Monitor Advocate work less than full-</td>
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<tr>
<td>time, the state must submit, for approval by the Department, a plan for</td>
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<td>less than full-time work, demonstrating that the state MSFW Monitor</td>
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<tr>
<td>Advocate function can be effectively performed with part-time staffing.</td>
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<td></td>
<td>W-P Sections 3(a), 5(b)</td>
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<td></td>
<td>20 CFR 652.215</td>
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<td></td>
<td>Intergovernmental Personnel Act, 42 USC 4728(b)</td>
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<tr>
<td>40. Merit-based public employees provide Wagner-Peyser Act-funded labor</td>
<td>W-P Sections 8(b)</td>
<td>√</td>
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<tr>
<td>exchange activities in accordance with Departmental regulations.</td>
<td>20 CFR 652.211</td>
<td></td>
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<td></td>
<td>Intergovernmental Personnel Act, 42 USC 4728(b)</td>
<td></td>
</tr>
<tr>
<td>41. The state has designated at least one person in each state or Federal</td>
<td>W-P Section 8(b)</td>
<td>√</td>
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<tr>
<td>employment office to promote and develop employment opportunities, job</td>
<td>20 CFR 652.211</td>
<td></td>
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<tr>
<td>counseling, and placement for individuals with disabilities.</td>
<td>Intergovernmental Personnel Act, 42 USC 4728(b)</td>
<td></td>
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<tr>
<td>42. If a SWIB, department, or agency administers state laws for vocational</td>
<td>W-P Section 8(b)</td>
<td>√</td>
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<tr>
<td>rehabilitation of persons with disabilities, that board, department, or</td>
<td>20 CFR 652.211</td>
<td></td>
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<tr>
<td>agency cooperates with the agency that administers Wagner-Peyser services.</td>
<td>Intergovernmental Personnel Act, 42 USC 4728(b)</td>
<td></td>
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</tbody>
</table>
Statement of Assurances Certification

The State of Louisiana certifies on the __26th__ of __June__ in __2012__ that it complied with all of the required components of the Workforce Investment Act, and Wagner-Peyser Act. Louisiana also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.

Signature of Governor:

Date: 1/3/12
Attachment 1

The creation of the Louisiana PY 2012 State Plan was a collaborative endeavor with input and expertise from many individuals. The Director of the Louisiana Workforce Investment Council (WIC), Claudeidra Minor, contributed to the creation of the State Plan by including portions directly relative to the WIC and its involvement with the WIA program in Louisiana.

The Office of Workforce Development, within LWC, held several meetings and issued assignments to subject matter experts responsible for information and data for the state plan. Draft outlines were presented and carefully reviewed prior to creating a final product.

The State of Louisiana Integrated Workforce Plan for Title I of the Workforce Investment Act of 1998 (State Plan) for the period of July 1, 2012 – June 30 2017 was posted on-line for public comment on June 20, 2012. Additionally, a copy of the State Plan was distributed at a state-wide conference held in New Orleans June 20 – 22, 2012. Finally, the State Plan was presented and approved at a meeting of the Workforce Investment Council (WIC) on June 26, 2012. Following are the comments received relative to Louisiana’s State Plan.

Public Comments Received at WIC Meeting

1. A WIC member commented that the school scholarship program (an initiative of Governor Jindal), referenced on page 2 of the State Plan, is being challenged in court by the Teacher’s Union. A question was then asked what would happen if the scholarship program is thrown out by the court. What will happen to the state plan in this area?

   Bryan Moore, Director of the Office of Workforce Development, responded that the agency will be reviewing the State Plan and/or situation each year and will modify and update the plan accordingly.

2. A WIC member noted that there was inconsistency in terminology in the State Plan. For instance, “LAVOS” was sometimes used instead of “H.I.R.E.” In response, LWC will perform a word search to change “LAVOS” to “H.I.R.E.”

3. A WIC member indicated that in the State Plan, one parish was incorrectly included in LWIA 50 on a map of Louisiana Workforce Investment Areas. When reviewed, it was determine that the map was correct.

4. A WIC member commented that on page 50 of the State Plan, the reference to “AFL-CIO” should instead be “Louisiana AFL-CIO.” The correction has been made.

5. A WIC member noted that on pages 27 – 30 of the State Plan, the words in red pending approval next to the charts on these pages should be removed. As WIC approved the plan without any substantive amendments, this pending approval reference was removed.

6. In referencing page 27 of the State Plan, a WIC member asked what was the definition of “other services” as noted in the chart. In response, it was stated that “other services” refers to all other occupations not previously mentioned in that chart.

Other Public Comments Received

1. One commenter noted that, on page 52 in the section titled, Key Principles Regarding Local Workforce Investment Board Implementation, seems to incorrectly indicate that the chair of the LWIB is appointed by the chief elected official. A change has been made to accurately reflect the intent of that section.
LWC Agricultural Outreach Plan

The Louisiana Agricultural Outreach Plan was posted online on June 13, 2012, for a 30-day period. Any public comments received from this online posting will be provided upon the conclusion of the public comment period.

LWC certifies the State Monitor Advocate has reviewed, commented upon, and approved the Louisiana PY 2012 Agricultural Outreach Plan. The Plan was posted upon the LWC LAWORKS website for public review and comment for a period of 30 days. Additionally, the following individuals and organizations were contacted to request their review and comments:

- The National Monitor Advocate, Juan Regalado,
- Regional Monitor Advocate, Jesus Morales,
- Motivation, Education & Training (WIA 167 National Farmworker Jobs Program grantee),
- Louisiana Department of Agriculture and Forestry,
- LSU AgCenter,
- Louisiana Farm Bureau Federation,
- American Sugar Cane League/Louisiana Sugar Mills,
- Latino Farmers Cooperative of Louisiana, Inc.,
- Louisiana Crawfish Farmers Association,
- USDOL Wage & Hour Division,
- Twenty-four (24) agricultural foreign labor agents, who represent agricultural employers.

After the 30-day posting, LWC has received no comments on the plan. If any comments are received after the comment period, the SMA will review and consider whether they should be incorporated into a Plan amendment.

Merrill Hess
State Monitor Advocate
Attachment 3 (Assurance #6)

OWD 4-7 Public Access


Attachment 3 (Assurance #6)

The Louisiana Constitution, Art. XII, Section 3 states that “no person shall be denied the right to observe the deliberations of public bodies and examine public documents, except in cases established by law.” An “open meetings law” was enacted by the Louisiana Legislature providing that, “It is essential to the maintenance of a democratic society that public business be performed in an open and public manner and that the citizens be advised of and aware of the performance of public officials and the deliberations and decisions that go into the making of public policy…” That body of law, LSA-R.S. 42:11 through LSA-R.S. 42:28, by its own terms, must be construed liberally.

Attachment 4

All WIA Title I grants and contracts must be awarded pursuant to state procurement guidelines, which are outlined in the following documents:

**Louisiana State WIA Policies**
- LWC Policy 1-08 – Certification Process for Eligible Training Providers
- LWC Policy 2-05 – WIA Procurement Policy
- LWC Policy 2-06 – Strategic Vision for LWC Employment and Training Services and Integrated Work Processes
- LWC Policy 3-09 WIB Certification
- LWC Policy 4-06 – Initial Implementation Steps in Standardization of OWD Integrated Service Model Work Processes
- LWC Policy 5-05 – What “Hold-Harmless” Provisions Apply to WIA Adult and Youth Allocations?
- LWIA Policy 5-07 – WIA Title I-B Adult, Dislocated Worker and Youth Eligibility Guidelines
- WIA Louisiana Workforce Commission Guidelines For Youth Council

The process is outlined on page 74-75 in the state plan (see below), in that LWC delegates authority to its LWIBs when it comes to developing criteria/policy and implementing youth activities.

Each local workforce board has developed an RFP policy, using this and other local data to identify effective and ineffective basic skills, dropout prevention and work-readiness type programs. LWC has provided local workforce investment areas with a model RFP and REP policy and procedures guide. LWC has recommended that the local boards and youth councils use Title I funds to help fully develop the youth system to meet the 10 WIA program elements by working with consortiums of service providers to provide service solutions not stand alone programs. As local youth councils and boards develop community-wide strategies that address youth development principles, they are encouraged to look at the following to identify effective and ineffective youth activities and providers:

- Quality Management in programs characterized by sound management, experience and capabilities
- Youth Development programs exhibiting a conscious and professional reliance on the 10 required WIA program elements
- Workforce Development programs that connect youth to the workforce, make appropriate use of training, workplace exposure and work experience, consistently emphasizing the connection between leaning and work
- Evidence of success in programs that collect and made credible use of performance data and other outcome measures that reflect their operational effectiveness

The state is asking for an extension of the waiver to allow use of Eligible Training Provider System for Older and Out-of-School Youth as well as a waiver to allow youth participants 16 to 17 years of age to use Individual Training Accounts. The Eligible Training Provider System
requires that training providers meet rigid requirements for certification to provide training for Adult and Dislocated Workers. Louisiana believes that the Older Youth, Out-of-School Youth and youth 16 – 17 years of age would benefit from the services provided by these certified training providers. Allowing the LWIBs to use the ETPL for Older Youth, Out-of-School Youth and youth participants 16 – 17 years of age will result in streamlining services and increasing flexibility. In addition it will help increase the number of participants who receive training and ensure that training services for youth will be available in a faster and more efficient manner. Many LWIBs find it difficult to secure training providers willing to competitively bid to provide youth training. In addition, the time period for matching training providers to youth who are in need is lengthened considerably. Use of the ETPL will improve youth services through increased customer choice in accessing training opportunities in demand occupations, increase the number of training providers for youth, provide LWIBs more flexibility in securing training providers, promote better utilization of service providers in rural areas and eliminate duplicative processes for service providers thereby reducing administrative costs.
Attachment 5 (Assurance # 9)

Conflict of Interest

OWD 4-8


R.S. 23:2208


E. In consultation with local workforce investment boards, the commission by rule shall establish contracting guidelines for boards under this Section, including guidelines designed to:

***************

(2) Prevent potential conflicts of interest between boards and entities that contract with boards under this Section.
Attachment 6 (Assurance # 11)

http://www.laworks.net/Downloads/WFD/WIASP/LWIA_Appeals.pdf
Attachment 7 (Assurance # 12)

R.S. 23:2196 – Board Membership

LWC Policy - Criteria for LWIB Membership

R.S. 23:2193 – Creation of Local Workforce Development Boards
Attachment 8 (Assurance # 13)

R.S. 23:2192. Designation of workforce development areas
A. The governor may redesignate workforce development areas not more than once every two years,

R.S. 23:2195. Certification of boards
A. The commission shall charter boards that meet chartering requirements established by the commission, and each board shall be chartered no later than January 1, 2009, unless an extension is granted by the commission for good cause shown.
B. The governor shall certify a board on determining that the board’s composition is consistent with applicable federal and state laws and requirements. The governor shall certify or deny certification not later than the thirtieth day following the date that a certification request is submitted to the governor.
Attachment 9 (Assurance #18)

- LWC Non-discrimination Documents
- LWC Equal Opportunity Notices
- LWC MOA Element 3
- LWC MOA Element 4
- LWC MOA Element 5
- LWC ADA Building Checklist
- LWC Equal Opportunity Program Accessibility Checklist
Attachment 10 (Assurance # 27)

In connection with the award of grants and contracts relative to WIA Title I activities, the following State procurement policies must be followed:

- La. Procurement Handbook
- La Procurement of Technology Memo
- Executive Order BJ 10-16 Small Purchases
- Louisiana State RFP Manual
- Government Contracts, Procurement and Property Control Regulations

Also Workforce Investment Act Instruction No. 83 (July 5, 2005)
July 5, 2005

WORKFORCE INVESTMENT ACT
INSTRUCTION NO. 83

TO: All Chief Elected Officials, LWIA Board and Program Directors, and Program Advisors

FROM: Bennett Soulier, Assistant Secretary

SUBJECT: WIA Procurement Policy

When procuring property, equipment, goods or services using WIA funds, Grantees and Sub-grantees must follow that policy listed below that is most restrictive. The policies include: a. OMB Circular A-87 or A-122, 29 CFR 97.36, c. Title 34 of the Louisiana Administrative Code, Chapter 17, d. Title 39 of Louisiana's Revised Statutes (Louisiana's Procurement Code), e. Executive Order No. KEB 2004-30 or f. local procurement standards, provided that the procurements conform to the applicable Federal Law and the standards identified there under.

Sub-grantees must obtain permission from the Louisiana Department of Labor for purchase of: 1. Equipment having a unit cost of $5,000 or more, 2. Computer hardware and software used to duplicate or be integrated with the state MIS, and 3. Professional or consulting services contracts where the cost of such services exceeds $50,000.

State approval of contracts for professional or consulting services below the threshold is not necessary however notification of the award of such contracts must be provided to the Office of Workforce Development for tracking and coordination. This notification should include the contract rate, total amount and purpose of the contract.

Procuring agencies will be responsible for tagging and tracking all equipment with a purchase price of $1,000 or more. An inventory must be maintained, and be made available upon requests to auditors, monitors and program staff reviewing local programs.

Please address any questions you may have concerning this instruction to your Program Advisor or Cecil Sandlin at (225) 342-7631.
Attachment 11 (in response to Assurance 32)
LMONIT 03 – WIA/Federal Programs Monitoring
Attachment 12 (Assurance #34)

Louisiana is a right to work state. Please note that the term right-to-work applies to an individual's right to elect to join or refrain from joining a union. Our Right-to-Work laws can be found, in statute, at R.S. 23:981-987. Additionally, it is the stated public policy of the state to allow all workers (including state employees) the "full freedom of association, self organizing, and designation of representatives of his/her own choosing." Additionally all employees in the state of Louisiana are free to engage "in self organization or other concerted activities for the purpose of collective bargaining."

A copy of this public policy can be found at the following Legislative web-site: http://www.legis.state.la.us/lss/lss.asp?doc=83976

See also: http://www.legis.state.la.us/lss/lss.asp?doc=84032
Attachment 13 (in response to Assurance 38)

LVET 1-12 Priority of Service for Veterans
Attachment 14

LWC Policy - WIA Allocations.pdf
Since 2000 in each state plan, approved by United States Department of Labor, the State indicated working with the state workforce board, the local workforce boards, and the Chief Elected Officials on the allocation methods and factors. Individuals and entities represented on the state workforce board were involved in the development of the plan through their workgroups and staff. The state workforce board has previously reviewed and approved the adult, youth, and dislocated worker allocations and methodology in conjunction with the state plan. LWC met with local board staff and reviewed the allocation process. Preliminary allocations were supplied to local areas for their review and comment. A workgroup, that included local representatives, worked with LWC staff to develop the allocation methods and factors.

LWC method of allocation distribution meets the requirement as stated in the WIA Regulations.
Attachment 16 (Assurance # 26)

LWC Policy - WIA RRAA.pdf
Appendix

Louisiana Workforce Investment Areas by Regions

WIA Parishes by Region:

1. Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John, St. Tammany


3. Assumption, Lafourche, Terrebonne

4. Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary, Vermilion

5. Allen, Beauregard, Calcasieu, Cameron, Jefferson Davis, Vernon

6. Avoyelles, Catahoula, Concordia, Grant, LaSalle, Rapides, Winn

7. Bienville, Bossier, Caddo, Claiborne, DeSoto, Lincoln, Natchitoches, Red River, Sabine, Webster

8. Caldwell, East Carroll, Franklin, Jackson, Madison, Morehouse, Ouachita, Richland, Tensas, Union, West Carroll