



Michigan Works! The Job Force Board Comprehensive 5-Year Plan-updates

**July 1, 2007 - June 30, 2009
July 1, 2009 – June 30, 2010**

**Revised June 2009
For: American Recovery & Reinvestment Act**

**Michigan Works! The Job Force Board
2950 College Avenue
Escanaba, MI 49829**

I. Labor Market Analysis

The Workforce Investment Act envisions an integrated workforce investment system that coordinates more resources, provides universal access for all current and future workers, is demand driven for its business customer, and achieves better outcomes for all customers.

A. In order to achieve this outcome, Michigan Works! The Job Force Board, as a result of its strategic planning process, implemented an enhanced labor market information analysis system, which identifies the workforce investment needs of businesses; developed demand driven systems through continuous quality improvement; and has implemented a career path system for all job seekers which aligns to integration of all categorical services in which services are delivered based upon the like needs of its job seeking customers, not by any siloed fund source.

1. Coupled with the Michigan Department of Energy's Labor and Economic Growth's Labor Market Information annual planning information reports and the Michigan Works! Membership Application Database system, the Michigan Works! System is able to identify the overall availability of current and projected employment opportunities by occupation and by the job skills necessary to obtain such opportunities. The Strategic Planning Committee of the Job Force Board, as part of its ongoing Strategic Planning process, continues to conduct community audits to determine the strengths,

weaknesses, opportunities, and threats to our region's economic viability.

a. Economic Model Specialists Inc. EMSI

The Job Force Board utilizes the EMSI to produce reports on regional labor markets, industries, occupations, demographics, workforce trends, economic impacts, skills, job compatibility, and educational attainment data. These reports provide a wide variety of workforce and economic analysis and quickly produce custom reports using up-to-date labor market, industry, and demographic data. Reports are provided to local education institutions regarding demand industries, local economic development practitioners and to our local Michigan Works! Service Center system to assist business and job seekers in gaining more insight into labor market information

b. LMI Background:

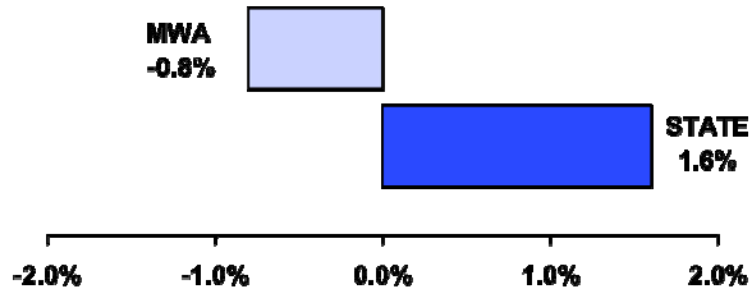
In response to implementation of activities to address labor and skill shortages, the Job Force Board has convened a Health Care Industry Roundtable to address the current and future health worker shortages in the region. This Roundtable consists of representatives across the health care fields and also includes representatives of the Job Force Board and Career Connections Group. In 2005, it was designated as a Regional Skills Alliance and continues to address critical skill and labor shortages. The Job Force Board is also the convener of an Industrial Manufacturing Regional Skill Alliance, a Construction Trades Regional Skill Alliance and a Tourism Regional Skills Alliance. The Board works closely with strategic partners in support of industry led sectoral initiatives and provides consultation and

support.

c. LMI Snapshot

Population

Figure 1: Population Change, 2000 - 2006



While the population of the State of Michigan as a whole increased slightly from 2000-2006, the area serviced by Michigan Works! The Job Force Board contracted .8%.

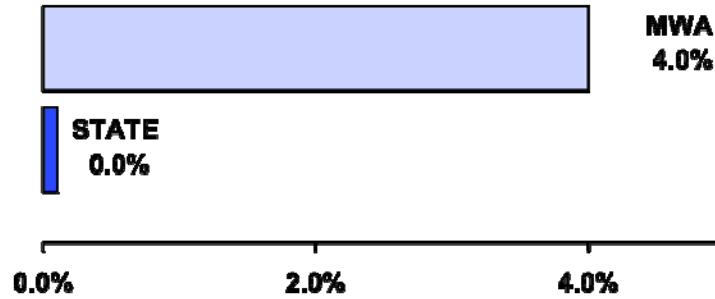
Table 1: Population Trends – 2000 – 2006 – Central Upper Peninsula MWA

Area	2000	2006	2000 - 2006 Numeric Change	2000 - 2006 Percent Change
Central Upper Pen. MWA	174,717	173,383	-1,334	-0.8
Alger County	9,862	9,665	-197	-2.0
Delta County	38,520	38,156	-364	-0.9
Dickinson County	27,472	27,447	-25	-0.1
Marquette County	64,634	64,675	41	0.1
Menominee County	25,326	24,696	-630	-2.5
Schoolcraft County	8,903	8,744	-159	-1.8
Michigan	9,938,444	10,095,643	157,199	1.6
United States	281,421,906	299,398,484	17,976,578	6.4

Source: U.S. Bureau of the Census

Employment Growth

Figure 2: Employment Change, 2003 - 2007



However, as the population for the Job Force Board service area is contracting, the rate of employment is increasing. During the period of 2003-2007, employment grew 4% within the service area, while the State of Michigan as a whole remained stagnant. According to the Michigan Department of Energy, Labor, and Economic Growth this increase in employment was primarily occurring in Marquette and Schoolcraft counties,

4c. Unemployment Rate

	March 2009	2008 Average
Upper Peninsula	13.6%	8.5%
State of Michigan	13.4%	8.4%

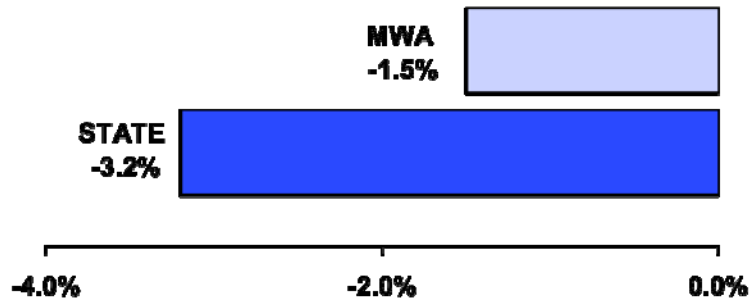
The Upper Peninsula and the service area of the Job Force Board has been impacted by the economic downturn, which has impacted the United States.

In March 2009, unemployment for the region was 13.6%, up from an

average of 8.5% in 2008.

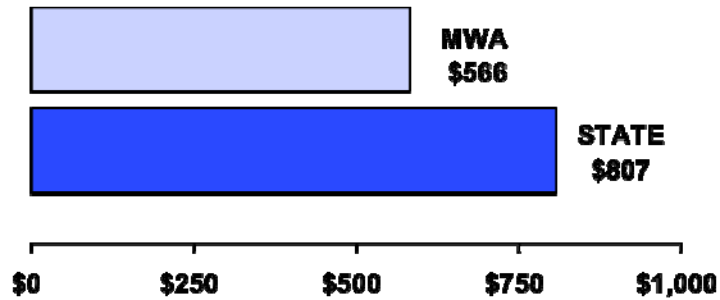
Private Sector Job Losses Less than State

Figure 5: Industry Job Change, 2004 - 2007



Between 2004 and 2007, private sector employment contracted 1.5% within the Job Force Board service area. However, during this same period, private sector jobs contracted 3.2% across the State of Michigan.

4e. Wages for Service Area Lower than State as a Whole



Between 2005 and 2006 wages grew by 3% within the Job Force Board service area. However, the average wage within the service area is \$566, lagging the state average of \$807.

Labor Force Trends

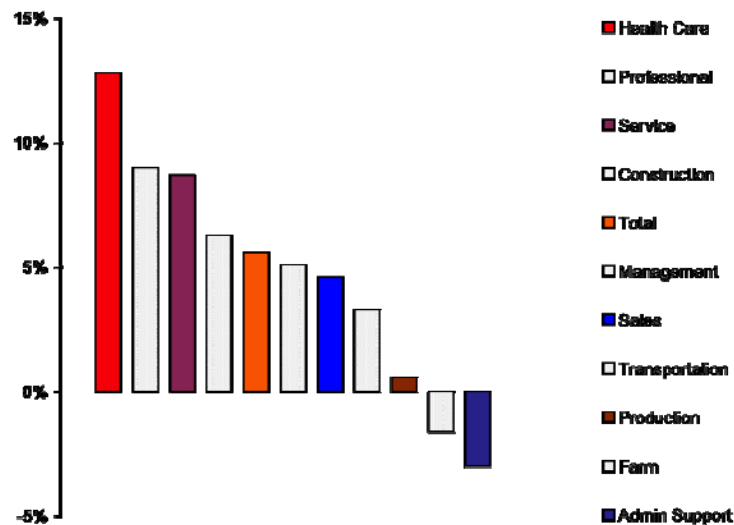
Table 4: Labor Force Trends – 2003 – 2007 – Central Upper Peninsula MWA

Area	2003	2005	2007	2003 - 2007 Percent Change
Central Upper Pen. MWA	90,025	92,625	93,175	3.5
Alger County	4,425	4,400	4,500	1.5
Delta County	20,025	20,425	20,600	2.8
Dickinson County	14,150	14,550	14,675	3.7
Marquette County	34,150	35,775	35,950	5.3
Menominee County	13,325	13,375	13,325	0.0
Schoolcraft County	3,925	4,100	4,125	5.2
Michigan	5,039,000	5,072,000	5,041,000	0.0
United States	146,510,000	149,320,000	153,124,000	4.5

Source: Michigan Department of Labor & Economic Growth
Bureau of Labor Market Information and Strategic Initiatives

Labor Force Needs in Transition

Figure 1: Occupational Groups, Job Growth Rates (2004 - 2014)



Between 2004 and 2014 healthcare services represent the fastest growing occupation group. Professional service, service occupations, and construction jobs are also occupational groups growing at the fastest pace within the region. Farm and agricultural jobs as well as administrative

support jobs are forecasted to be in decline. The Job Force Board is addressing these changes through Regional Skills Alliance industry initiatives.

Top Industry Employers within Region

Table 9: Top Ten Private Industry Employers – Second Quarter 2007 - Central Upper Peninsula MWA

Industry	Number	Percent of Total
Food Services and Drinking Places	5,803	10.5
Hospitals	3,367	6.1
Ambulatory Health Care Services	2,762	5.0
Paper Manufacturing	2,271	4.1
General Merchandise Stores	2,236	4.0
Food and Beverage Stores	2,070	3.7
Professional and Technical Services	2,041	3.7
Specialty Trade Contractors	1,965	3.6
Nursing and Residential Care Facilities	1,777	3.2
Mining, Except Oil and Gas	1,478	2.7

Source: Michigan Department of Labor & Economic Growth
Bureau of Labor Market Information and Strategic Initiatives

Declining Industries

Table 11: Declining Industries – Second Quarter - 2004 - 2007 - Central Upper Peninsula MWA

Industry	Second Quarter 2004 Employment	Second Quarter 2007 Employment	2004 – 2007 Numeric Change	2004 – 2007 Percent Change
Food Manufacturing	303	197	-106	-34.9
Furniture and Related Product Mfg	656	435	-220	-33.6
Waste Management & Removal	382	303	-79	-20.6
Social Assistance	1,646	1,340	-307	-18.6
Electronics and Appliance Stores	182	153	-30	-16.3
Construction of Buildings	1,124	942	-183	-16.2
Couriers and Messengers	210	182	-28	-13.2
Mining (except Oil and Gas)	1,695	1,478	-217	-12.8
Personal and Laundry Services	622	546	-76	-12.2
Machinery Manufacturing	584	516	-68	-11.6

Source: Michigan Department of Labor & Economic Growth
Bureau of Labor Market Information and Strategic Initiatives

High School Graduations Compared

Table 13: High School Graduates in Michigan by County – 2004 - 2005 & 2005 - 2006 School Years

County	2004 - 2005 School Year	2005 - 2006 School Year	County	2004 - 2005 School Year	2005 - 2006 School Year
Alcona	64	61	Lake	33	39
Alger	98	102	Lapeer	1,023	1,025
Allegan	1,255	1,288	Leelanau	192	211
Alpena	341	398	Lezauwee	1,191	1,288
Antrim	316	313	Livingston	2,003	1,978
Arenac	221	196	Luce	67	66
Baraga	86	92	Mackinaw	119	118
Barry	576	553	Macomb	8,427	8,727
Bay	1,179	1,157	Manistee	257	251
Benzie	167	172	Marquette	650	688
Berrien	1,713	1,768	Mason	377	404
Branch	451	458	McCata	430	445
Calhoun	1,328	1,514	Menominee	287	265
Cass	416	460	Midland	1,102	1,066
Charlevoix	328	293	Missaukee	167	155
Chesowan	293	280	Monroe	1,666	1,704
Chippewa	375	381	Montcalm	799	862
Clare	358	331	Montmorency	95	62
Clinton	769	780	Muskegon	1,910	1,899
Crawford	155	136	Newayss	617	678
Delta	513	507	Oakland	12,776	13,448
Dickinson	350	346	Oceana	293	249
Eaton	1,145	1,173	Ogemaw	210	180
Emmet	428	402	Ontonagon	76	85
Genesee	4,423	4,746	Oscoda	346	352
Gladwin	249	251	Oscoda	86	106
Gogebic	181	186	Otsego	286	340
Grand Trevese	960	1,026	Ottawa	2,813	2,849
Graiot	497	574	Presque Isle	175	148
Hillsdale	463	423	Rowanmon	224	265
Houghton	428	392	Saginaw	1,783	2,081
Huron	457	435	St. Clair	1,825	1,748
Ingham	2,993	2,952	St. Joseph	681	771
Ionia	783	768	Sandiac	618	555
Iosco	395	368	Schoolcraft	77	80
Iron	142	127	Shiawassee	926	969
Isabella	447	388	Tuscola	741	799
Jackson	1,494	1,662	Van Buren	1,086	1,141
Kalamazoo	1,946	2,214	Washtenaw	3,064	3,323
Kalkaska	190	171	Wayne	17,469	19,001
Kent	5,830	5,906	Wexford	356	432
Keweenaw	0	0	Michigan	102,126	106,594

Source: Michigan Department of Education

Community College Graduations Compared

Table 14: Community College Graduates in Michigan by County - 2004 - 2005 & 2005 - 2006 School Years

County	2004 - 2005 School Year	2005 - 2006 School Year	County	2004 - 2005 School Year	2005 - 2006 School Year
Alcona	---	---	Lake	---	---
Alger	---	---	Lapeer	---	---
Allegan	---	---	Leelanau	---	---
Alpena	324	331	Lenawee	---	---
Antrim	---	---	Livingston	---	---
Arenac	---	---	Luce	---	---
Baraga	---	---	Mackinaw	---	---
Barry	---	---	Macomb	2,801	2,924
Bay	---	---	Manistee	---	---
Benzie	---	---	Marquette	---	---
Berrien	318	300	Mason	154	195
Branch	---	---	Mecona	---	---
Calhoun	885	999	Menominee	---	---
Cass	291	319	Midland	---	---
Charlevoix	---	---	Missaukee	---	---
Cheboygan	---	---	Monroe	482	469
Chippewa	---	---	Montcalm	190	226
Clare	220	268	Montmorency	---	---
Clinton	---	---	Muskegon	506	521
Crawford	---	---	Newaygo	---	---
Delta	484	395	Oakland	2,068	2,026
Dickinson	---	---	Oceana	---	---
Eaton	---	---	Ogemaw	---	---
Emmet	233	280	Ontonagon	---	---
Genesee	883	1,140	Osceola	---	---
Gladwin	---	---	Oscoda	---	---
Gogebic	195	170	Otsego	---	---
Grand Traverse	447	462	Ottawa	---	---
Gratiot	---	---	Presque Isle	---	---
Hillsdale	---	---	Roscommon	292	368
Houghton	---	---	Saginaw	1,616	1,686
Huron	---	---	St. Clair	647	1,256
Ingham	2,408	2,546	St. Joseph	251	228
Ionia	---	---	Semine	---	---
Iosco	---	---	Schoolcraft	---	---
Iron	---	---	Shiawassee	---	---
Isabella	---	---	Tuscola	---	---
Jackson	645	700	Van Buren	---	---
Kalamazoo	1,056	1,008	Washtenaw	1,674	1,899
Kalkaska	---	---	Wayne	3,430	2,995
Kent	1,388	1,545	Wexford	---	---
Keweenaw	---	---	Michigan	23,888	25,256

Source: Michigan Department of Education

Employment Forecast

Healthcare is the fastest growing industry within the region, and it also forecasted as providing the most job growth through 2014. The healthcare industry is forecasting a 12.8% growth in employment between 2004 and 2014. All industries except farming and administrative support are projecting growth. The Job Force Board's work with Michigan Regional Skill Alliances is focused on meeting the needs of targeted growth industries.

Table 16: Employment Forecast By Major Occupational Category - 2004 - 2014 – Upper Peninsula LMA

Occupational Category	2004	2014	Employment Growth	
			Number	Percent
Total, All Occupations	138,815	146,605	7,790	5.6
Management	7,625	8,015	390	5.1
Professional	21,280	23,195	1,915	9.0
Health Care	13,245	14,945	1,700	12.8
Service	28,535	31,030	2,495	8.7
Sales	13,055	13,660	605	4.6
Administrative Support	19,245	18,675	-570	-3.0
Farming, Forestry, and Fishing	1,525	1,500	-25	-1.6
Construction and Repair	14,855	15,785	930	6.3
Production	11,190	11,255	65	0.6
Transportation	8,275	8,550	275	3.3

Source: Michigan Department of Labor & Economic Growth
Bureau of Labor Market Information and Strategic Initiatives

Position Openings – Growth versus Replacement

Most hiring within the service area is anticipated to be for replacement workers. Between 2004 and 2014 there is a projected need for 3,404 replacement workers, and only 963 workers through industry growth. Feedback businesses leading Michigan Regional Skill Alliances indicate that retirement of Baby Boomers is driving their anticipated need for a

prepared workforce for replacement workers.

Table 17: Annual Job Openings by Major Occupational Category - 2004 - 2014 – Upper Peninsula LMA

Occupations	Total Openings	Growth	Replacement
Total, All Occupations	4,367	963	3,404
Management	172	45	127
Professional	625	196	430
Health Care	407	171	237
Service	1,121	254	865
Sales	548	73	474
Administrative Support	513	41	472
Farming, Forestry, and Fishing	42	3	39
Construction and Repair	402	96	305
Production	327	47	280
Transportation	214	37	177

**Source: Michigan Department of Labor & Economic Growth
Bureau of Labor Market Information and Strategic Initiatives**

The Changing Role of Labor Market Information

Many important labor force questions have been answered using data from the 2000 Census. We need to build tools to better monitor labor force trends throughout the next decade, between the 2000 and 2010 Censuses. The Job Force Board is faced with the challenge of recruiting skilled workers for local employment in an increasingly competitive and global marketplace. The Job Force Board must bring regional resources together to create employer driven workforce and economic development strategies through accurate labor market information. To this end, The Job Force Board completed an environmental scan, with a resulting Strategic Plan for 2006-2009, to provide fully functional labor market information to the regional community. The Strategic Planning Committee of The Job Force Board will continue to establish a private/public partnership among community-wide stakeholders to implement the identified goals of the

Strategic Plan through the strategies developed by the partnerships.

Michigan Works! The Job Force Board has adopted a culture of continuous quality improvement. The guiding quality principles adopted by the Job Force Board are prescribed by Malcolm Baldrige. Several of those quality principles revolve around making business driven decisions and monitoring progress based on accurate and timely data.

This quality culture responded well to a comprehensive strategic plan developed by the Job Force Board and community stakeholders in 2000. That plan called for the development of multiple data systems to support workforce and economic development efforts, including:

- Job seeker Database; and
- Business Database.

With a strategic direction set by the board and stakeholders, The Job Force Board began a journey in 2000-01 to develop and implement data systems to support the strategic objectives of the Board.

Job Seeker Database

The strategic plan developed for The Job Force Board called for a job seeker database which would complement existing job seeker systems, such as Michigan's Talent Bank and America's Talent Bank. Further, that this database would (1) complement these existing systems for labor exchange, (2) provide real-time and relevant local labor market information, and (3) provide performance metrics concerning the performance of the workforce

investment system.

The Job Force Board reviewed available systems on the marketplace at the time, and made a determination that although each offered its own benefits – no one system met all of the criteria set in the strategic plan. Therefore, the Board set forth on a slightly more risky route of establishing its own home-grown system.

In July of 2001, Michigan Works! The Job Force Board launched its own product, called The Membership Application Database (MADb). This system allows for the collection of information on each job seeker accessing a Michigan Works! Service Center operated by the Board. Further, it tracks assessment tests and scores completed by job seekers, employment referrals, skills, and job placements (labor exchanges). In addition, the system tracks job seekers accessing service centers through a series of kiosks. These kiosks capture the center, date/time, activities accessed, and customer satisfaction data.

The MADb system has been expanded to provide enhanced data entry and management from the job seekers perspective. In addition, the system has recently integrated swipe cards, which allow for easier job seeker registration and tracking of job seeker services delivered and accessed. A summary of key outcomes of this system include, but are not limited to:

- A full understanding of the impact of the Michigan Works! The Job Force Board system, which tracks all labor exchanges - exceeding

3,000 per year - which includes WIA core, not just those enrolled in WIA, Wagner-Peyser E.S., and Welfare Reform programs;

- Development of real-time labor market information
 - Average wages and hours – cross tabulated by SOC-CODE and NAIC’s
 - Skills of job seekers in the “labor shed;”
 - Educational background; and
 - Employment histories
- The system currently maintains information on nearly 50,000 current and former job seekers.

The Membership Application Database system has been recognized as a best practice by the U.S. Department of Labor – Region V. During a 2005 One-Stop Assessment, US-DOL Region V noted that the Job Force Board’s use of the MADb system was recognized as a best practice in the implementation of an integrated management information system.

The continued implementation of this activity will support and strengthen the Strategic Goals established by The Job Force Board. This membership application database system used by The Job Force Board, with an aggressive focus on building collaborative partnerships, will seek to address new strategic opportunities that will advance both business and individual career development in our region.

II Michigan Works! System

Michigan Works! The Job Force Board
Updated 5 Year Comprehensive Plan

A. The Job Force Board has been a charter member of The Enterprise, USDOL, since 1995 and as a result, has been an avid supporter of continuous improvement. In April of 1999, the MWA expanded its continuous improvement efforts to the Michigan Works! Service Center system by introducing the Simply Better Self Assessment System (SAS). Service Center staff from all participating partner agencies were included in the initial survey. Based on the results of the survey, two areas were identified as areas for concentration, (1) staff capacity building, and (2) business services. Total Quality Management teams, representing all participating partners meet on a regular basis to continue work in these two areas. In the spring of 2001, the SAS was administered again, identifying customer service as an area for improvement. Again, teams worked to review processes that would focus on improving customer service to our business community and to our job candidates.

Although business has been recognized as the primary customer of The Job Force Board since 1998, the Board had no technological infrastructure to support that relationship. In 2000, a strategic planning process identified that as a weakness, and determined a need to put a system into place. The board conducted a thorough review of business database solutions, and released an RFP for a customer relationship management (CRM) solution.

In late 2001 / early 2002, The Job Force Board procured, installed, and trained the local workforce system on the use of GoldMine, a customer relationship management solution by FrontRange. This application, although “off the shelf,” provided for significant customization of both look-and-feel and data points. The

installation process allowed for the necessary customization to meet the needs of a Workforce Investment Board.

The system was pre-loaded with a business database for the Workforce Investment Board service area as well as surrounding market area. This networked application allows for a collaborative approach to meet the needs of the business community. In addition, the system collects a variety of information about the business community which allows the Board to seek real-time feedback concerning customer satisfaction as well as the needs of the business community. This system has been a corner-stone in the development and maintenance of a demand driven Workforce Investment System.

The GoldMine system is also the backbone of the Board's business call program to support employer and business services – called the All Business Contact or “ABC” program. Under this program, each business is assigned a Michigan Works! account manager whom is primarily responsible for meeting the needs of that specific business. Each Michigan Works! team member has a portfolio of businesses within their county or region to provide services to. The ABC program calls for cold-calling new business prospects as well as qualified-calls to maintain and grow existing relationships.

In 2006, the Job Force Board revamped the ABC program to reflect sectoral initiatives. This new emphasis has created sector account managers in targeted business sectors. Those targeted business sectors are: Health Care, Manufacturing, and Tourism/Retail. These account managers are supported by an

Intranet site which contains links and resources to expand their knowledge of issues and opportunities within their assigned sector.

The introduction of the GoldMine system is quality assurance. The GoldMine software allowed the Board to integrate common business and employer services into the system – to provide “quality of service” parameters. For example, the job order process and service-after-the-sale have built in “quality of service” or QOS functions. These functions ensure that the service is consistently delivered in a similar way, and that minimum customer service benchmarks are met and exceeded.

The implementation of the Membership Application Database system is continuing to identify a wide cross section of the job applicant pool, including the incumbent worker and underemployed population. As part of its continuous quality improvement process, the implementation of the customer relationship management software system has allowed the Michigan Works! Service Centers to implement just in time delivery of a pool of qualified applicants to fill employment openings in support of the Michigan Talent Bank/Job Bank and serves to document service after the sale to business to promote customer satisfaction.

Michigan Works! Service Centers:

The Job Force Board believes that a sound economic base is essential to maintaining the quality of life in the six county region it serves. The Board fosters

economic development and encourages and supports employers to promote full employment for our residents.

It is evident that the availability of labor is a key regional economic factor and that a sufficient supply of skilled labor that constitutes a vibrant and diverse applicant pool is necessary for continued economic development, as firms locate or expand in the Central Upper Peninsula. This potential labor supply is derived from several sources including current workers, underemployed, unemployed, youth, recent graduates entering the workforce, and persons re-entering the workforce seeking employment. Systems must be in place to ensure that a connection will be made between individuals seeking employment and employers who are looking for qualified workers, and that all job seekers have access to the value added workforce development services based upon their needs and customer choice.

Historically, workforce development “programs” have been created to react to economic drivers. When unemployment is high, the job seeker is the focus and all services have a tendency to shift to a “training first” design. Conversely, when unemployment is low, programs may then be dismantled and shifted to a “work first” design. What remains constant, however, is that business requirements shape the goals and services of the Michigan Works! Service Center System. The Job Force Board provides the broad vision and leadership for the local workforce development system and must create a coordinated framework that includes a variety of strategies that are planned and responsive to economic drivers, rather than reactive. With business as the primary customer, The Job Force Board is charged with the

responsibility to ensure that its Michigan Works! Service Centers are business customer focused and outcome based, with placement of job candidates to meet business hiring needs being of the highest priority. Consequently, the Board must ensure that systems are in place so that a quality connection is made between businesses looking for qualified workers and individuals seeking gainful employment.

The development of multiple strategies that balance the needs of the business customer and the job seeker will address the human resource needs of these customers both for the present and the future. These strategies will enable the system to always be ready to respond regardless of the economic climate. The use of Job Seeker Career Path System provides an integrated framework that aligns job seekers to services based not on categorical funding sources, but rather through a strategic approach that takes into consideration the collective likeness of their needs. It is critical to stress that:

Using Job Seeker Career Path System DOES NOT mean:

- Stereotyping or labeling of job seekers;
- Taking away customer choice;
- Eliminating services based upon individual need; or
- Forcing services to fit individual job seeker needs

Using Jobs Seeker Career Path System DOES mean:

- Having easy and rapid access to Michigan Works! Service Center System Services;
- Standardizing entry services that will provide job seekers with accurate and clear information on **ALL** available services;
- Targeting the right services the first time and ensuring job seekers receive appropriate services aligned to their needs;
- Having services that can be identified, sequenced appropriately and recommended to job seekers at “points in time”; and

- Having a continuum of services over time until goals are met in which the intensity of services and the contact methodology is based on individual need and service availability.

As a result, Michigan Works! Service Center personnel can create an “over time”

strategy for managing job seeker services, organizing workloads, and delivering services more effectively and efficiently.

The Job Seeker Career Path System:

- Satisfies job seekers and at least meets their expectations, if not exceeds.
- Ensures universal access for all job seekers.
- Allows customer choice for service delivery methods/strategies/processes.
- Ensures maximum/ever-increasing number of job seekers served.
- Is seamless and ensures all job seekers get the information necessary to obtain required services.
- Creates opportunities for enhanced job seeker participation and feedback.
- Eliminates duplication to maximize resources for improved service delivery.
- Is easy to implement.
- Is flexible and adaptable.

The Workforce Investment Act identifies The Job Force Board as the coordinating entity responsible for bringing together fragmented services into a system that is responsive to both the business customer and the job seeker. Therefore, the Board provides coordination, strategic planning, and oversight for five key elements of the Michigan Works! Service Center system.

1. **Maximize Programs** - To maximize services by eliminating duplicative services and by expanding unique services within the Michigan Works! Service Centers.
2. **Coordinate Services** – To coordinate the delivery of current services and collectively create additional services that have been identified as valuable by the job seeker.
3. **Develop the System** – To develop a common framework for service delivery regardless of the funding stream which includes multiple strategies to ensure the success of the business customer and the job seeker.
4. **Identify Services** – To identify and ensure the consistent delivery of a “core” set of services that are promised and delivered to all job seekers. To develop

a comprehensive set of services that are responsive to job seeker needs and business demands.

5. **Establish the Center** – To design the Michigan Works! Service Center System so job seekers can access and receive a “core” set of services and gain access to all workforce development services.

There are eight principles that guide the work of The Job Force Board in the creation of this evolving system.

1. Businesses and job seekers will have access to a set of services that are promised and delivered to at least a minimum standard.
2. Services will be identified, designed and customized to meet the needs of the businesses and job seekers.
3. Businesses and job seekers will receive a service without having to know the funding stream.
4. All services, defined by businesses and job seekers, are designed and delivered to meet high quality standards.
5. System design will be consistent with local business economic factors.
6. Michigan Works! System partners will be solution focused, not problem focused within their funding sources.
7. Michigan Works! System partners will take a customer perspective, not a “silo-ed” program perspective in service design and delivery.
8. There will be a continuous improvement strategy and requirements for service delivery within all funding streams.

This strategy is the entry point for the job seeker to the Michigan Works!

Service Center System. To ensure that job seekers get to “the right service the first time,” The Job Force Board has identified service sets that Michigan Works! Service Centers utilize to provide job seekers with multiple access points and a customized menu of services leading to the development of knowledge, skills, and abilities (KSA’s) that align with our business customers’ needs.

These service sets have been sorted into four Career Path System with descriptive indicators to provide an easy and quick assessment of job seekers for the purpose of triaging the job seekers to the appropriate value added services that

best meets their employment needs.

THE FOUR CAREER PATHS ARE:

1. CAREER EXPLORATION
2. CAREER ADVANCEMENT
3. EMPLOYMENT EXPRESS
4. CAREER MAINTENANCE

The growing vision of The Job Force Board is to continue to review and improve Michigan Works! Service Center services to ensure that the business driven system is focused on developing job seekers that have the requisite skills required by individual employers or industry clusters and that employer job openings are filled in a timely and customer friendly fashion.

The Michigan Works! Service Centers view businesses as its priority customers and have implemented career and workforce preparation systems to build a quality applicant pool for its business customers. Workforce Development Professionals are represented by the Workforce Investment Act, Work First, Employment Service, Employment Service Veteran Workers, Michigan Rehabilitation, Veterans Administration and the Small Business Administration.

There are two full service Michigan Works! Service Centers located in Delta and Marquette County. Employment Service is represented at these two locations. Four other satellite Michigan Works! Service Centers are located in Alger, Dickinson, Menominee and Schoolcraft counties.

The workforce development services in each of these service centers are provided in a seamless fashion to the business and job seeker customer, as all

services are known as “Michigan Works!”

Equitable access to Employment Services is provided to any individual without regard to his or her place of residence, current employment status, or occupational qualifications. No preference in referral will be extended to any job seeker or group of job seekers except in accordance with legal requirements. The Job Force Board will ensure that the ES service provider will not make any referral which will aid directly or indirectly in filling a job which would give services to an employer known to discriminate. The delivery of employment and supportive services to migrant seasonal farm workers will be on a basis that is qualitatively equivalent and quantitatively proportionate to services provided to non-migrant seasonal farm workers.

Overview of Michigan Works! Service Centers:

Alger County

114 W. Superior

Munising, MI 49862

Availability of Parking:

Public parking on the street

Public Transportation:

Regular, public transportation

Delta County - Full Service

2831 North Lincoln Road

Escanaba, MI 49829

Availability of Parking:

Direct access parking lot

Public Transportation:

Regular, public transportation

There is a Disabled Veterans Outreach Representative and the Veterans Outreach Counselors. There is one (1) full time Michigan Rehabilitation Services counselor on site.

Marquette County - Full Service

1498 O 'Dovero Drive

Marquette, MI 59855

Availability of Parking:

Direct access parking lot

Public Transportation:

Regular, public transportation

There is one (1) Local Veterans Employment Representatives and one (1)

Wagner-Peyser funded Veteran Worker. Michigan Rehabilitation Services staff

includes counselors and support staff for the district office.

Menominee County

2604 10th Street

Menominee, MI 49858

Availability of Parking:

Direct access parking lot

Public Transportation:

Regular, public transportation

There is one (1) Veterans Representative (Part time) and one (1) Michigan

Rehabilitation counselor within the same building as the Michigan Works!

Service Center in Menominee County. The Department of Human Services is

located in this building as well.

Dickinson County

200 Fairbanks

Iron Mountain, MI 49801

Availability of Parking:

Direct access parking lot and street parking

Public Transportation:

Regular, public transportation

There is one (1) part time ES Veteran representative.

Schoolcraft County

200 N Maple Street

Manistique, MI 49854

Availability of Parking: Direct access parking lot
Public Transportation: Limited to the elderly & welfare customers

Michigan Works! The Job Force Board has identified its Michigan Works! Service Center System to provide increased assistance to the unemployed and underemployed and to be instrumental in the maintenance of a system that monitors the make-up of the regional workforce that tracks the present and future needs of the employers. This change is in direct alignment with the Strategic Plan that has identified these as goals. This facilitates the on-going need for improved customer service. To better serve the customers of the Michigan Works! System, the partners at each service center meet on a weekly basis to review common customers, both employers and job seekers, and to plan a seamless delivery of services that ensures non-duplication.

Michigan Small Business & Technology Development Center (MI-SBTDC)

Region 1 Partnership

The Michigan Small Business & Technology Development Center enhances Michigan's economic well – being by providing counseling, training, research, and advocacy for new ventures, existing small businesses, and innovative technology companies. With offices statewide, the MI-SBTDC positively impacts the economy by strengthening existing companies, creating new jobs, retaining existing jobs, and assisting companies in defining their path to success.

The Michigan Small Business & Technology Development Center

Region-1 is hosted by Michigan Works! The Job Force Board and serves the Upper Peninsula of Michigan. Michigan Works! The Job Force Board is collaborating with MI-SBTDC to house Business Resource Centers, locations where entrepreneurs can tap the many tools needed to consider the launch of a business. This partnership presents an opportunity for a highly integrated approach with the numerous existing economic development initiatives across the entire Upper Peninsula.

PTAC- Procurement Technical Assistance Center

Michigan Works! The Job Force Board is a regional partner for the Procurement Technical Assistance Center. Through this partnership, the Job Force Board is a sub recipient of a PTAC grant, to fund a counselor. This counselor engages with the regional business community to provide one-on-one and group training, technical assistance, and guidance for contracting as a primary and sub-contractor to the Federal government and the State of Michigan. The focus of this partnership is to strengthen the competitive environment for businesses located within Michigan's Upper Peninsula.

B. Memorandum of Understanding (MOU)

Copies of the Job Force Board's MOUs are on file with the Michigan Department of Energy, Labor and Economic Growth.

III Local Performance Measures

Table 1
WIA Adult Performance PY 2007

(July 1, 2007 – June 30, 2008)

Agency	Entered Employment	Employment Retention Rate	Average Earnings Change	Employment Credential Rate
Job Force	88%	85%	\$9,000	83%

Table 2
WIA Dislocated Worker PY 2007
(July 1, 2007 – June 30, 2008)

Agency	Entered Employment	Employment Retention Rate	Average Earnings Change	Employment Credential Rate
Job Force	94%	92%	\$12,500	83%

Table 3
WIA Older Youth (19-21) PY 2007
(July 1, 2007 – June 30, 2008)

Agency	Entered Employment	Employment Retention Rate	Average Earnings Change	Employment Credential Rate
Job Force	83%	85%	\$3,200	78%

Table 4
WIA Younger Youth (14-18) PY 2007
(July 1, 2007 – June 30, 2008)

Agency	Skill Attainment	Diploma	Retention Rate
Job Force	94%	89%	79%

Table 5
Customer Satisfaction PY 2007
(July 1, 2007 – June 30, 2008)

Agency	Participant Score	Employer
Job Force	91%	86%

Table 6
Adult Performance PY 2008
(July 1, 2008 – June 30, 2009)

Agency	Entered Employment	Employment Retention Rate	Average Earnings Change	Employment Credential Rate
Job Force	89%	86%	\$9,500	84%

Table 7
Dislocated Worker PY 2008
(July 1, 2008 – June 30, 2009)

Agency	Entered Employment	Employment Retention Rate	Average Earnings Change	Employment Credential Rate
Job Force	95%	93%	\$12,800	84%

Table 8
WIA Older Youth (19-21) PY 2008
(July 1, 2008 – June 30, 2009)

Agency	Entered Employment	Employment Retention Rate	Average Earnings Change	Employment Credential Rate
Job Force	84%	86%	\$3,500	79%

Table 9
WIA Younger Youth (14-18) PY 2008
(July 1, 2008 – June 30, 2009)

Agency	Skill Attainment	Diploma	Retention Rate
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Job Force	95%	90%	80%
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Table 10
Customer Satisfaction PY 2008
(July 1, 2008 – June 30, 2009)

Agency	Participant Score	Employer
Job Force	91%	86%

IV Adult and Dislocated Worker Employment and Training Activities

Training Activities and Training Providers

The Workforce Investment Act of 1998 (WIA) emphasizes informed customer choice, system performance, and continuous improvement. WIA mandates The Job Force Board, in partnership with the State, to identify training service providers at the local level, whose performance qualifies them to receive WIA funds to train job seekers, based on minimum criteria established by the Governor. This basis builds on the following three guiding principles:

- Empower individuals by allowing them to choose the program of training or education they need and give them the information to make good choices;
- Increase accountability and quality among providers; and
- Establish strong state and local partnerships to ensure quality training options and accuracy of information for the job seeker.

Consequently, these principles set the framework for a competitive market designed to give customers the best choices for training and receive premium services and information that will lead to a strong provider marketplace.

Training services are made available to adults and dislocated workers who have met the eligibility requirements for intensive services and are unable to obtain or retain employment through such services; who, after an interview, evaluation or assessment,

and case management, have been determined to be in need of training services and have the skills and qualification to successfully participate in the training service, and who select training services that are directly linked to employment opportunities. These training services are limited to individuals who are unable to obtain other grant assistance beyond the assistance made available by other grant assistance services, including Pell Grants.

The training services include occupational skills training (including training for non-traditional employment), on-the-job training, workplace learning with related instruction, skill upgrading and retraining, entrepreneurial training, job readiness training, adult education and literacy training, and customized training. A provider that has been approved by The Job Force Board in accordance to the eligibility requirements provides the training.

Michigan's economy is transforming into one that is knowledge-based as manual labor is further mechanized and computerized. In order to accelerate this transformation, Michigan needs to continue to attract and create quality jobs, while also fostering a culture of entrepreneurship to help individuals launch and grow their own businesses. A critical piece of this transformation is equipping Michigan workers with the right sets of skills and credentials to allow them to seize new opportunities in the emerging economy. It is the intent of the No Worker Left Behind (NWLB) program to enable workers to acquire the skills necessary to succeed in the fast-changing global economy of the 21st century. Having an adaptable, highly skilled workforce is central to Michigan's strategy

for economic transformation. The NWLB program will help achieve this economic transformation through the following activities:

- Accelerate Worker Transitions Through Learning: Provide Michigan workers who have lost their jobs, are at risk of losing their jobs, or are trying to advance from low-wage jobs an opportunity for education and training oriented towards good-paying jobs in high-demand occupations and emerging industries, or towards launching their own small businesses.
- Support the State’s Employers and Economic Development Needs: As Michigan’s economy is transformed to meet changing global demands, the NWLB program presents a valuable opportunity to re-imagine and restructure the coordination of the multiple workforce development initiatives (such as the Regional Skills Alliances [RSAs]) and strategies already in place to better address the needs of Michigan’s employers and local and state economic development priorities.
- Align the Use of Existing Training Resources: The NWLB program is designed to combine state and federal dollars already used for worker training programs with additional general fund support into a unified workforce development strategy. This investment reflects the urgency of affording workers who are facing transitions the opportunity to acquire the skills they need to succeed in Michigan’s economic environment.

The training component is imperative to the design of The Job Force Board’s Strategic

Plan. As labor market surveys are used to project business workforce development needs, they are also used to project training needs. As The Job Force Board works to provide businesses with skilled workers, proposed training plans for job candidates will align with the occupations and skills in demand by the business community. The training component reinforces The Job Force Board's support of job seekers transitioning into high wage, high demand occupations resulting in economic stability.

AMERICAN RECOVERY AND REINVESTMENT ACT

The American Recovery and Reinvestment Act will allow the Job Force Board to significantly increase participation of economically disadvantaged and dislocated workers along with veterans and eligible spouses that will result in:

- Increased access to skill training through classroom, remedial and/or on the job training.
- Increased access to support services including needs based payments.
- Increased access to re-employment and re-training into careers surrounding green jobs
- Increased access to re-employment and re-training into healthcare careers.
- Continued focus on demand occupations with local manufacturing and construction trades.
- Increased coordination with community colleges in the implementation of value added training curriculums in demand occupations.
- Increased coordination and implementation of apprenticeships.
- Increased coordination and implementation of activities related to up-skilling the

incumbent workforce within demand occupations that will lead to career advancement and/or worker/company retention.

Needs Related Payments (NRPs)

Under ARRA, Needs-Related Payments (NRPs) must be made available to enable participants to pursue training of sufficient duration to acquire skills and credentials of value that will connect them to emerging jobs as the economy recovers. It is the role for the Michigan Works! Service Centers to ensure that no individual approved to attend training should have to refuse or abandon such training because he/she cannot afford living expenses. Needs-Related Payments (NRPs), a sub-category of supportive services, are a means of allowing trainees to pursue or continue full-time training in Job Force Board approved training when they do not qualify for or have exhausted their Unemployment Insurance (UI) benefits.

Eligibility for Needs-Related Payments-ARRA

Payments will not be offered to individuals who have other means of financial support such as the Family Independence Program.

Adult Eligibility

- Be unemployed **and**
- Not qualify for Unemployment Insurance (UI) compensation; and
- Be enrolled in a full-time Job Force Board approved training curriculum.

Approved training does not include on-the-job training, work experience or customized training.

Dislocated Worker Eligibility

This supportive service is based on the family's financial need, as well as the participant's enrollment into training and ineligibility for Unemployment Insurance Compensation (UI) and Trade Readjustment Allowance (TRA)

assistance. This two-part determination is described below.

To be eligible for NRPs, a Dislocated Worker must

- Demonstrate Financial Need
 - a. Individuals must have a six-month family income of less than the Lower Living Standard Income Level (LLSIL). See Job Force Board Policy *WIA PMIG Income Guidelines for Adult and Youth*.
 - b. Determination of financial need may be determined up to ninety days prior to the start of training. This initial determination of eligibility is based on the family income from the prior six months.

AND

- a. Training and UI/TRA Status Be unemployed **and**
- b. Have ceased to qualify for UI or TRA.

- If the participant is not initially eligible and his or her financial situation changes during the course of training, eligibility for needs based payments may be re-determined throughout the course of participation. However, the timeframe requirements for beginning training (if applicable) and the family income requirements must be met in order to begin issuing needs-related payments.

Note: Verification demonstrating proof of UI payments, amounts paid, and the fact that the participant is no longer receiving benefits, all need to be part of the participant's file. A self-certification form must be completed for all NRP recipients prior to authorization.

Individual Training Accounts (ITA)

The Individual Training Account (ITA) is established on behalf of an adult or dislocated worker participant who has been determined eligible for training, so that they can purchase training from an approved provider locally, or statewide. Training services are provided in a manner that assures maximum consumer choice on behalf of the participant. Choices are being made based upon assessment, occupational opportunities,

and in consultation with a Human Resource Specialist. The Job Force Board currently implements an ITA voucher system.

An exception to the use of an ITA would occur for on-the-job training or customized training. At this time, use of the other two exceptions allowed under the Workforce Investment Act (WIA), i.e. an insufficient number of training providers locally or using a community based organization or other private organization, are not anticipated by The Job Force Board. ITA vendors must be registered on the Career Education Consumer Report System (CECR).

Wagner-Peyser Employment Service Agency (ESA) Services

1. Labor Exchange

- Self-service - All employers and job seekers have access to the Michigan Talent Bank (MTB) and all other self-service resources at each Michigan Works! Service Center during normal business hours, Monday through Friday. Each location also provides for the job seeker universal access to the core services, and information and resources free of charge. They help people access resources for job-finding efforts, including the use of information and tools, whether on an electronic system, printed, or audio-visual in nature and are preparatory to job search.
- Facilitated service - In addition, in accordance with the Employment

Services Agency (ESA) manual, in any case where an employer or a job seeker has difficulty or is unable to participate in the MTB labor exchange system due to lack of access to the system, due to lack of computer familiarity, literacy, disability, or some other barrier, facilitated access will be offered.

- Mediated services - The Job Force Board provides mediated services (job seeker selection and referral) through contracted public merit-based staffed employees. Mediated Services are provided, delivered, and reported in accordance to the ESA manual. Before any mediated services are provided and documented, the employer or job seeker will be registered on the labor exchange system.

Each of the locations identified as Michigan Works! Service Centers offers integrated services to all employers, at their request, at no cost through a single point of contact. Other methods to support economic/workforce development efforts, such as assistance in finding qualified workers, labor exchange using the MTB, interview facilities, state and federal labor market information on the Americans with Disabilities Act, etc. are also provided. Employers will be provided with worker recruitment assistance in cooperation with MDLEG's statewide efforts, such as M-TEC and Economic Development Job Training grants.

2. Unemployment Insurance (UI) Work Test

- The Job Force Board insures that all UI claimants have access to MTB to register for work, and verifies for the Unemployment Agency (UA) that UI claimants have registered for work. The Job Force Board’s service provider(s) stamp and initial each claimant’s verification card, and electronically logs the name and social security number after he or she has completed the ESA registration process. The UA receives timely notices of such registrations.
- The Job Force Board reports all claimants who are not in compliance with the “Available and seeking work” requirement by using the appropriate MDLEG/ESA form. In addition, any correspondence received from an employer indicating that a claimant refused an offer of work is forwarded to the UA.

3. Participate in a System for Clearing Labor Between the States

The Job Force Board provides access to the MTB at each service center as part of the national labor exchange system. A completed intrastate or interstate clearance order form is provided to any worker or other interested party upon request.

4. Administer TAA and NAFTA/TAA

The Job Force Board provides mandated services to workers adversely affected by foreign competition in accordance with Federal laws, rules, and

regulations. Recognizing that the primary objective of both TAA and NAFTA/TAA is to assist affected workers to return to suitable employment, every effort is made to place these workers into jobs prior to expending TAA or NAFTA/TAA funds for training. For those workers needing training or re-training, the full range of services will be available: Employment Registration, Employment Counseling, Vocational Testing, Job Development, Support Services, On-the-Job Training, Classroom Training, Self-Directed Job Search, Job Search Allowance, and Relocation Allowances under TAA and NAFTA/TAA are provided as an integrate to The Job Force Board's dislocated worker services to maximize efficiency and prevent duplication of services. All TAA and NAFTA/TAA and Dislocated Worker services are delivered in accordance to the appropriate policies and guidelines as detailed in the ESA manual and all applicable MDLEG policy issuances.

5. Operate the Local Component of the ESA Complaint System

The Job Force Board has and maintains a local component of the ESA complaint system following the guidelines identified in the ESA manual. The system offers a formal mechanism for processing complaints from a customer who believes that his or her employment-related rights have been denied, or that he or she has been treated unjustly in an employment-related issue. This system is exclusively for complainants, either job seekers or employers, who are customers of ESA. Complaints against WIA or Work First are addressed

according to the procedures established in those particular regulations.

6. Operate the Local Component of the Federal Bonding Program

The Job Force Board operates the local component of the federal bonding program by assisting job applicants and employers in the bonding process in accordance with the ESA manual. The Job Force Board assures that there is a sincere or bona fide offer of employment by requesting a copy of the letter from the employer to the job applicant stating that the offer is conditional upon receiving a Fidelity Bond. All paperwork and correspondence are processed in accordance with the ESA manual.

V. Rapid Response Activities

The Job Force Board monitors media reports and uses a network of local contacts, including the service centers' Human Resource Specialists, local economic development officials and account management teams, to identify downsizings and plant closing that warrant a rapid response. The Job Force Board coordinates rapid response activities with the MDELEG for any downsizing or facility closing which affects fifty (50) or more workers, as designated under the Worker Adjustment Retraining Notification (WARN) Act notice. Representatives of The Job Force Board, the DELEG Rapid Response Workforce Consultant, and UA meet with representatives of the affected facility's management, and if applicable its bargaining unit, at the earliest date possible upon notification of the pending downsizing or closing. At that time, an assessment is completed to determine:

- Layoff plans and schedule of employer
- Potential for averting the layoff(s)
- Background and probable needs of the workers
- Re-employment prospects for the workers in the local community
- Available resources to meet the short and long term assistance needs of the affected workers
- The provision of information and access to unemployment compensation benefits and comprehensive Michigan Works! System services
- Employment and training activities, including information on Trade

The Job Force Board, in cooperation with DELEG, supports a workforce transition committee, if it is voluntarily agreed to by the facility's management and bargaining unit or other workers' group. The workforce transition committee may devise and oversee an implementation strategy that responds to the needs of the workers.

The Job Force Board also responds to facility downsizings and closings that affect fewer than fifty (50) workers with similar assistance and services.

VI. Funding

A. Limitation of Adult Employment and Training Funds and Priorities

Based on previous levels of participant services and related costs, The Job Force Board will determine if a priority system will need to be put in place once the allocation level for adult employment and training services has been established. If a priority system is needed, training and training related

expenditures would be limited to those applicants who are receiving public assistance; a person whose family income falls below the minimum self sufficiency level as identified by The Job Force Board, or a person's family income is not more than 125% of the lower living standard income level, and is not receiving employer paid benefits; or other No Worker Left Behind eligible individuals for intensive and training services in occupations that are considered in demand, as determined by the local area. The established priority would comply with the Jobs for Veterans Act and all amendments.

B. Competitive Procurement Process

The Job Force Board will only award grants and contracts for activities under WIA and other funding sources through a competitive process conducted in a manner that provides open and free competition and that is in compliance with MDELEG Policy Issuance 04-03 and all appropriate federal rules and regulations.

C. Grant Recipient and Fiscal Agent

Chief Executive Officer

Orrin E. Bailey, Chief Executive Officer
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Fiscal Agent

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VII. Review, Comment, and Publication Documentation

Documentation of publication in file.