

Workforce Investment Act (WIA) Comprehensive Five-Year Plan

*Northwest Michigan Council of Governments:
The Northwest Michigan Works! Agency (NWMWA)*

PY12 – PY16

Policy Issuance 12-19-00

I. Adults and Dislocated Workers (DW)

This comprehensive plan will describe WIA-funded workforce development services delivered through the Northwest Michigan Works! system. The plan outlines program integration with services throughout the one-stop service system. This plan will present a process for determining local needs and addressing those needs with the resources available.

A. Labor Market Analysis

The Northwest Michigan Works! Agency (NWMWA) has developed and refined a demand-driven, employer needs-based strategy for design and implementation of all workforce programs. This strategy is based on the premise that meeting employer needs is the best way to serve job seekers.

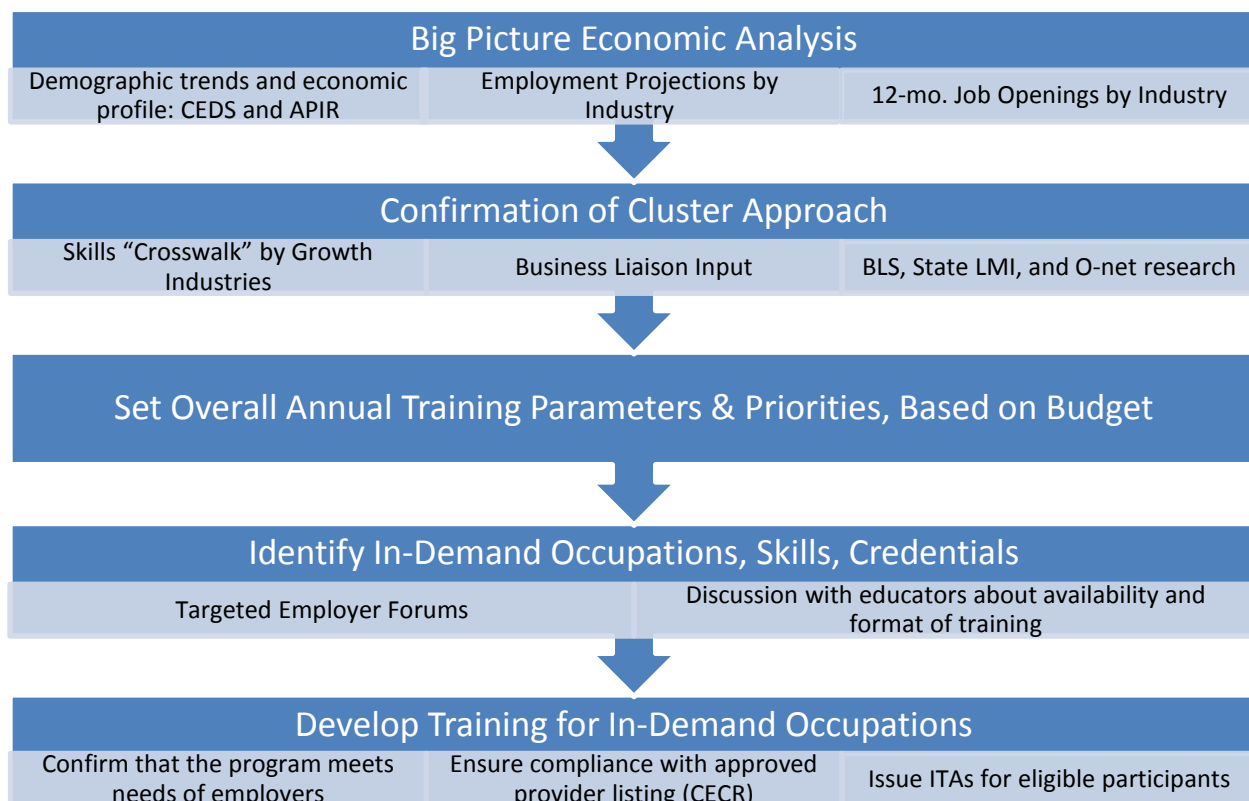
Determination of employer needs and demand occupations in the region is a complex process, and requires careful execution. It is the responsibility of the NWMWA to ensure that federal and state workforce funding is invested in the most efficient and effective manner. The process for determining local needs using available data, local intelligence, and staff expertise is described below. Analysis of these needs guides program development and quality assurance practices.

Method for Identifying In-Demand Occupations

The Northwest Michigan Workforce Development Board has identified six priority industry clusters for the Northwest region. These clusters align with the State of Michigan's five clusters, along with an additional cluster that is specific to the region. They are: Advanced Manufacturing, Agriculture, Energy, Healthcare, Hospitality, and Information Technology. Adoption of these clusters was recommended by staff after thorough research and analysis of the Michigan Industry Cluster Approach (MICA). Approval of these clusters was enacted at the August 13, 2012 meeting.

The Northwest Michigan Workforce Development Board also approved an annual and dynamic process for determining needs and developing training programs.

NWMWA uses a five-step process for determining demand occupations and the specific requirements for training. This process is shown in the chart below, with descriptions following.



Step 1: The Big Picture

NWMWA administrative staff analyze demographic trends and the overall economic profile of the region. The region’s Comprehensive Economic Development Strategy and Annual Planning Information Reports are used for this analysis. In 2012, the following “big picture” observations were made for the Northwestern lower Michigan region.

- The 60+ age population is anticipated to increase by over 35% in the next decade, while the working age population is shrinking. (CEDS, 2012)
- Healthcare and Finance sectors are growing, even in the recession. (CEDS, 2012)
- Per capita personal income is still lower than the state and the nation: 89% and 77% respectively. (NWMCOG)
- Unemployment is still high, but declining: down from 9.1% in October 2011 to 7.5% in October 2012. (NWMCOG)

Step 1 also involves identification of Growing Industries, defined as those industries with at least 50 or more new jobs projected for a two-year period. Those industries, along with common occupations and

skills necessary for each, are listed in Attachment A and categorized by the six industry clusters prioritized for the Northwest region.

Step 2: Confirmation of Cluster Approach

In addition to labor market data, local intelligence plays a big role in cluster analysis. Northwest Michigan Works! Business Liaisons have indicated the following skill shortages in specific industries.

- Healthcare: Skill shortages are due to new growth and some high turnover occupations.
- Advanced Manufacturing: Skill shortages are due to new technologies and an out-migration of skilled labor.
- Energy: Yet to determine if skill shortages exists in the region.
- Agriculture: Skill shortages are primarily related to business ownership and management. Succession planning is also a factor in this cluster.
- Hospitality: Perceived skill shortages may be due more to high turnover and low wages than to actual skill needs.
- Information Technology: Skill shortages in advanced occupations.

Step 3: Set Overall Annual Training Parameters & Priorities

The primary factors in determining overall training parameters are sub-regional need, availability of educational programs, and budget. Each year, NWMWA administrative staff will analyze these factors and determine where and when trainings will take place, and set budgets for Just-in-Time trainings, traditional classroom training, and on-the-job training. The rest of the steps in the process will be pursued within these parameters.

In the 2012-2013 Program Year, we have prioritized on-the-job training (OJT) for all of our identified clusters. Our next priority is short-term occupational training (see Just-in-Time Training, described in Section D.), followed by longer term traditional classroom training. This last priority is reviewed and approved on an individual basis.

Step 4: Identify In-Demand Occupations, Skills, Credentials

This step consists of the active facilitation between employers and educators. NWMWA hosts Employer Forums within a given industry, and more specifically, for employers who have expressed a need for specific skill sets that are difficult to find. At these forums, we explore needs according to the following structure.



Personal Effectiveness: The conversation starts with needs for “soft” or “employability” skills. These are typically the same for every industry, and include punctuality, reliability, resourcefulness, teamwork, and a general willingness to work hard.

Basic Academic: The conversation continues with identification of specific math, reading, writing, science, and other academic skill needs. These skills typically apply to a cluster or industry. NWMWA staff facilitate the conversation by starting with potential academic skills gleaned from O*Net. Examples include ability to convert decimals to fractions for welders, basic knowledge of raw materials for machine operators, and documentation of work conducted and the process followed for most occupations in manufacturing.

Occupational: Identification of skill needs builds to discussion of occupational-specific skills. These are the skills that apply primarily to one occupation, but that are common needs among many employers. Examples include operation of soldering torch for welders, taking vital signs for a certified nurse aide, and use of MasterCam or SolidWorks software for machine operators.

Company: Many employers have needs that are specific to just their company, or specific to just their customer orders. Examples include software used for inventory or purchase tracking, processes, and the quirks of a specific machine.

Step 5: Develop Training for In-Demand Occupations

The facilitated discussion using the process above helps to clarify the needs that employers express. It provides a structure that results in clearly defined skill needs, and obvious roles for everyone involved. NWMWA service provider staff can use the Personal Effectiveness and Basic Academic needs to assess and screen applicants. Basic Academic skill needs can be provided by Adult Education, if an applicant is assessed needing remediation prior to enrollment in the occupational program. Occupational skill needs are incorporated into the training programs offered by local educational institutions. Company specific skill needs may be appropriate for on-the-job training.

When appropriate, a Just-in-Time Training is developed and offered by a local community college, based on the information provided in the Employer Forum. NWMWA staff recruit, screen, and refer eligible and appropriate applicants to the program. Individual Training Accounts are used to provide funding for participants to attend.

a. Overall availability of current and projected employment opportunities by occupation, with number of openings, rate(s) of pay, and employers

Attachment A identifies growing industries, common occupations within that industry, and the typical skills and competencies necessary for those occupations. Attachment B shows projected employment, number of openings, and average rates of pay for these occupations. The rural nature of the Northwest Michigan region provides for a large number of small businesses. In Grand Traverse County alone, 90% of business establishments employ between 1 and 9 people. The vast number of businesses precludes us from listing specific employers for these growth occupations.

b. The training, academic and practical, provided by two-year and four-year, post-secondary, and other training providers necessary to obtain such employment opportunities

The following is a list of local programs that align with our identified growing industries and in-demand occupations.

Program Name	Institution
Accounting	Baker College
	North Central Michigan College
	Northwestern Michigan College
Administrative Assistants	Central Michigan University- off campus
	North Central Michigan College
Business Administration and Management, General	Northwestern Michigan College
Business, Management, Marketing, and Related Support Services, Other	
Computer Support Specialists	Baker College
	Central Michigan University- off campus
	Northwestern Michigan College
Culinary Arts	Northwestern Michigan College

Entrepreneurship/Entrepreneurial Studies	Northwestern Michigan College
Financial Planning and Services	
General Office Occupations and Clerical Services	North Central Michigan College
Landscaping and Groundskeeping	Northwestern Michigan College
Nursing/Registered Nurse (RN, ASN, BSN, MSN)	Baker College
	North Central Michigan College
	Northwestern Michigan College
	West Shore Community College
Physical Therapy Aide	Central Michigan University- off campus
Real Estate	
Sales, Distribution, and Marketing Operations, General	
Welding, Soldering & Brazing	North Central Michigan College
	Northwestern Michigan College

B. Michigan Works! System

The Northwest Michigan Council of Governments (NWMCOG) is now delivering Core and Intensive services, as allowed under the Workforce Investment Act, section 117 (f)(1)(B). Services are delivered under the NWMCOG's non-profit arm, Northwest Michigan Works! Inc.

The purpose of this new service delivery plan is to decrease administrative overhead and therefore provide more funding for programs and services to customers. A decrease in administrative overhead also reduces inefficient processes and paperwork. In addition, a more streamlined organizational structure will make front line staff directly accountable to NWMCOG management, providing better quality control and immediate oversight.

At its meeting in October 2011, the Northwest Michigan Workforce Development Board approved this plan of action. The Northwest Michigan Council of Governments Board approved the plan at its meeting in November 2011.

A request was made to the Workforce Development Agency, State of Michigan, in October 2011. On January 3, 2012, Northwest Michigan Council of Governments received approval of the request effective July 1, 2012 through June 30, 2014.

Description of Service Centers

The system of workforce development services in Northwest Michigan goes beyond the level of integration required by the Workforce Investment Act (WIA). One-Stop Partners share the vision of the revolving door: services should be readily accessible to customers and transitions from one program to

another should be seamless. Wherever possible, One-Stop Centers offer programs from multiple agencies, including Michigan Rehabilitation Services, Veterans, Migrant and Seasonal Farm Worker Services, Department of Human Services, Michigan Small Business & Technology Development Center, Procurement Technical Assistance Center, temporary employment agencies, training providers, and more. Specific workforce development programs located in all Michigan Works! One-Stop Service Centers are:

- Employment Services
- WIA Adult and Dislocated Worker
- WIA Youth
- Business Services
- Welfare Reform
- Food Assistance Employment & Training
- Trade Act
- Adult Education Learning Labs

Five One-Stop Service Centers provide services to the ten counties of Northwest Michigan:

Grand Traverse Michigan Works! Service Center 1209 S. Garfield, Suite C Traverse City, MI 49686-4330 (231) 922-3743 or (800) 442-1074 Hours of operation: M-F, 8:00 – 5:00	Kalkaska Michigan Works! Service Center 103 Third Street, Units C & D Kalkaska, MI 49646 (231) 258-8889 Hours of operation: T& W, 8:00 – 12:00 and 1-5
Manistee Michigan Works! Service Center 1660 US 31 South Manistee, MI 49660 (231) 723-2535 Hours of operation: M,W, R, 8:00 – 12:00 and 1-5	Petoskey Michigan Works! Service Center 2225 Summit Park Dr. Petoskey, MI 49770 (231) 347-5150 Hours of operation: M-F, 8:00 – 5:00
Cadillac Michigan Works! Service Center 401. N. Lake St, Suite 700 Cadillac, MI 49601 (231) 775-3408 Hours of operation: M-F, 8:00 – 5:00	

The Kalkaska and Manistee Service Centers are designated as satellite offices.

In addition to the Service Centers, computer-based kiosks have been established in two of the other five counties. These locations are the Boyne District Library in Boyne City and the Missaukee District Library in Lake City. Kiosks are planned for the near future in Antrim, Benzie, and Leelanau counties. The kiosks offer a touch screen computer system that allows easy access to internet-based resources, including:

- Pure Michigan Talent Connect
- Michigan Electronic Library
- O*Net and other career research tools
- Veteran information and resources
- Local community services
- How-to videos for job search, résumé development, cover letters, and informational videos on various occupations.

Development of each Service Center's capacity to meet customer needs is a continuous quality assurance effort. Quality assurance is provided through monthly review of program performance, staff input, and customer use of available services. Changes in program design and/or delivery are guided by these reviews and administrative staff analysis of the most effective application of resources. In addition, customer satisfaction surveys, feedback through the web site, concerns expressed to WDA, and mystery shopper reports help to shape customer service efforts.

Assurance of coordination and avoidance of duplication among programs have been primary goals of the local board since they began developing an integrated service delivery system. The efficiency of an integrated system continues to best meet the needs of a geographically expansive rural region. The demand-driven cluster approach provides information and guidance for all programs; and streamlines WIA-funded core and intensive services to job seekers, services to businesses, and training services.

Service Centers have implemented practices that are consistent with the demand-driven cluster approach. These practices include the following examples.

Career Café. The Traverse City Michigan Works! Service Center was redesigned in late summer 2012. The layout of the center was changed to be more welcoming and less institutional-looking. Front line staff job descriptions were changed to emphasize providing services in the Resource Room, rather than in workshops or individual appointments. This change was made partly due to limited resources – we don't have the staff to meet one-on-one at a large scale; and also because of a desire to meet job seekers' immediate needs while still working with them to develop skills that employers desire.

Job Boards. All Service Centers are currently revising their posting of available jobs. We have removed the traditional "job boards" that provided hard copy listings of Pure Michigan Talent Connect job postings. Instead, recently posted jobs (after the 24-hour hold) are featured on a "Hot Jobs" display, which is organized by our six priority clusters. The display includes minimal information about each posted job. Job seekers must access the computer to learn more. This change was made to encourage higher use and familiarity with the computer, which almost all employers now require.

More examples of Service Center practices that align with the demand-driven cluster approach are included in section *D: Adult and DW Employment and Training Activities*.

NWMWA is currently developing a structured framework for Service Center operation that is consistent with the demand-driven cluster approach. This framework will formalize the many practices that have

been implemented in the Service Centers (such as those described above), and will ensure consistency and high quality service.

Memorandums of Understanding (MOU)

Memoranda of Understanding between the Workforce Development Board and each required one-stop partner have been forwarded to the Workforce Development Agency, State of Michigan.

In accordance with a recent finding during a Workforce Development Agency monitoring cycle, NWMWA is in the process of updating these MOUs to incorporate an updated grievance policy.

C. Local Performance Measures

The Northwest Michigan Workforce Development Board accepts the local performance measures indicated in WDASOM Policy Issuance 12-19. Acceptance of these measures was approved at their meeting on December 10, 2012.

D. Adult and Dislocated Worker Employment and Training Activities

Alignment with Priority Industries

The demand-driven cluster approach that was adopted by the Northwest Michigan Workforce Development Board is best described as: “Employer need drives all that we do.” Job seeker services are targeted accordingly. Below are some examples of new programs, or improvement of existing programs, that were developed in order to better meet employer needs.

New Résumé Guidebook. NWMWA administration and front line staff convened employers from several industries to discuss best practices in résumé development. From this discussion, along with guidance from Business Liaisons, a new Résumé & Cover Letter Guidebook was created for job seekers. This guidebook contains templates, worksheets, examples, and step-by-step guidance for creating an effective résumé and cover letter.

Talent Team. Staff members who work directly with job seekers identify individuals who are job ready, and refer them to meet with Business Liaisons for pre-screening. These individuals are given intensive, one-on-one job search advice, and immediate referrals to appropriate job postings.

WDB Communications Subcommittee. A subcommittee of the workforce development board was created to provide guidance on the communications work of the agency. The primary focus of our communications is to increase awareness of services provided to businesses in the region, and the

impact of those services on job seeker success. The committee helps us to communicate those services in a way that best connects with employers.

Business Services Strategic Agenda. The Business Services team has created their own strategic agenda, clarifying their role in the system and identifying strengths and weaknesses. The primary goal of this strategic agenda is to identify employer needs, and effectively communicate those needs to the rest of the system.

Career Spotlight. The Northwest Michigan Education Advisory Group (EAG) identified eight “Knowledge Economy” skills that are common for all occupations. These skills are the most highly desired by employers in our region (and throughout the country), but are often difficult to explain. The EAG launched a series of “Career Spotlights,” which are focused on occupations within each of our six priority clusters. The intent of the series is to highlight the Knowledge Economy skills and how they are applied on the job. Each spotlight consists of a video, web page, poster/flyer, and occupational data. They can be found on our web site at www.nwm.org/career-spotlight. Local intermediate school districts have partnered with NWMWA on this effort, and are using the series in their schools.

Type and Availability of Adult and DW Employment and Training Activities

Core and Intensive Services

With funding from the Workforce Investment Act and the Wagner-Peyser Employment Service, Sections 7(a) and 7(b), the full array of Core Services is available to all customers entering any one of the five Michigan Works! Service Centers, regardless of program eligibility. Each customer is greeted by a MWA staff person and directed to the Resource Room for further information.

Both core and intensive services will be provided as needed by professional staff in the Resource Rooms. Through the use of high level technology and a multitude of specialized resources, staff will conduct impromptu training sessions for multiple customers, work with individuals as time and space allow, and make referrals to additional programs. Their services will consist of an immediate response to the customer’s need, and include the following categories of career development assistance:

Title of Service Category	Service Description
Before the Search	Identification of barriers to employment including transportation, childcare, personal accountability, and family issues. Michigan Works! staff make referrals to outside resources that can help address these issues.
Get Ready	Assessment of interests, work values, and aptitudes matched with available jobs.
Career Target	Job seekers conduct research using job profiles, videos, informational interviews, and more to determine their chosen career.
Education & Training	Information is provided on local educational resources that will prepare job

Title of Service Category	Service Description
	seekers to obtain a job in their chosen career. This includes Michigan Works! Adult Education, local community colleges, and Just in Time trainings. Information is also provided on financial assistance.
Résumé & Cover Letter	Assistance with developing an excellent résumé and cover letter, based on feedback from local employers. Multiple resources – on the computer and in hard copy – are available.
Career Search	Assistance with using the many tools for searching and applying for jobs. All customers are asked to enter a profile on Pure Michigan Talent Connect.
Networking	Training on effective networking techniques, including an “elevator pitch,” targeted relationship building, and use of social media for job search purposes.
Interviewing	How to interview appropriately – and what <i>not to do</i> in an interview.
Veterans	Priority of service for veterans and specialized resources to translate skills obtained in the military to civilian job search.

Training Services

Training services are the most expensive and labor-intensive service we offer. Therefore, much planning and careful review is required for the service. All training programs are directly tied to immediate employer demands. OJT is historically our most effective training option. OJT resulted in a 95.4% retention rate in PY2010, and has high customer satisfaction for both job seekers and employers. OJT provides full-time, permanent employment to job seekers, and provides employers with a worker that can be trained to their specifications.

Another method of meeting employer demands is Just-in-Time Training. This new, flexible training option is designed by employers and delivered by local educational programs. The communication between employers and educators is facilitated by NWMWA. We encourage short-term, intensive delivery in order to expedite the timeframe between the start of training and employment. Funding is provided through Individual Training Accounts for eligible job seekers.

Traditional classroom training is still available for those occupations that require longer term training, such as information technology and nursing. These options are limited and are reviewed and approved on an individual basis.

ITAs and their exceptions

After working with a Career Facilitator to determine eligibility and suitability for training, customers may access an Individual Training Account to purchase training services from an approved training provider.

Classroom Training Specialists work with customers to issue vouchers. These vouchers are used to pay for tuition, books, and fees through agreements with the local community colleges and other training vendors. Vouchers are recorded in our customer tracking system and used for reporting expenditures on an accrual basis. Vouchers issued are then reconciled with invoices received by vendors.

The MWA uses specific, customized contracts with employers for on-the-job training.

Eligibility Determination Process

Adults and Dislocated Workers must first attempt to secure employment by accessing core services, utilizing the resources in the Northwest Michigan Works! Resource Rooms. Many intensive services are also available prior to enrollment in a program, which should be explored thoroughly before enrollment. Customers who require long-term one-on-one career advising, and/or who enter a WIA-funded training program, must enroll in the WIA Adult or Dislocated Worker program.

Customers meet individually with a Career Advisor to discuss eligibility criteria. They are told about all requirements. Customers must provide all required documentation and must complete all forms. The Career Advisor tracks all documentation and requirements, ensuring that all are fulfilled prior to enrollment. The checklists used in the process and for completion of the customer's file are attached as Attachments C and D.

Authorization to Work policy: See Attachment E for the Workforce Development Board-approved local policy on Authorization to Work.

Supportive Services Policy

The Northwest MWA does not provide supportive services to Adults and Dislocated Workers beyond referrals to community agencies.

Employment Services

Wagner-Peyser funded services will be available at no cost to employers and job seekers in every Northwest Michigan Works! Service Center. Service Centers are located in five of the ten counties in our region. In addition, job seeker Employment Services will be available at self-service kiosks in the other five counties.

Merit-based staff, employed by Northwest Michigan Council of Governments (NWMCOG), will provide the UIA work test and staff-facilitated services in a designated section of the Resource Room. Computers will be available throughout the Resource Room for public use for job search purposes. A greeter will be stationed at the front of each Service Center to assist customers in identifying their needs and direct them accordingly.

A membership card will be issued to all customers of Northwest Michigan Works! This membership card system affords us the opportunity to track customer use of Wagner-Peyser funded services and resources in the center. With both the Service Center and kiosks, the customer membership system allows us to identify special populations, such as Veterans and customers with disabilities, upon entry. Complying with ES policy, customers are asked if they have served in the military in order to provide priority of service and all customers are able to discretely disclose any disabilities or accommodations they may require.

All One-Stop Service Center customers receive equal access to Employment Services. Automated door openers; wheel chair accessible pathways, bathrooms, and workstations ensure universal access to services.

Employment Services include:

- Access to the Pure Michigan Talent Connect;
- Labor Exchange Services;
- Access to job search resources via the Internet;
- Registration in the Northwest Michigan Works! customer membership system;
- Local components of the ES complaint system;
- System of profiling for all new regular UI claimants;
- Accommodations and information to UI claimants;
- The UI Work Test;
- Participate in a system for clearing labor between states;
- Services to veterans and provide priority of service to veterans;
- Fidelity Bonding program;
- Services to Migrant and Seasonal Farm Workers;
- Accommodations for individuals with disabilities;
- Additional services as necessary to ensure access to Employment Services for all who seek them.

Northwest Michigan Works! Agency (NWMWA) integrates all its programmatic operations to ensure seamless provision of services. Veterans are identified at the point of entry to ensure compliance with the Jobs for Veterans Act. All veterans are provided the same employment services as other customers, including access to labor market information, self-directed services in the Resource Rooms, and other core services. Veterans are also informed of the availability of Veterans Employment Specialist, who provide specialized case management, employment counseling and job placement services. Veterans are ensured priority in all levels of service, including individualized employment and training services, and priority on waiting lists for training services. Veterans are also given preference in the state's labor exchange, the Michigan Talent Connect. Through close coordination and communication, the Veteran Employment Specialists utilize all the available services of the Northwest Michigan Works! system to carry out the employment/training plans for their clients. Veteran Employment Specialists are housed in the Northwest Michigan Works! Service Centers and are an integral component of the services offered to job seeker and employer customers.

Labor Exchange

All of the Northwest Michigan Works! One-Stop Service Centers provide public access to computers where job seekers can use the web-based Pure Michigan Talent Connect as well as other job search mechanisms. Computers are also available for business customers to access Michigan's Talent Connect and other business-related resources. This provides Labor Exchange Services for the first tier of service: **standard/self-service**. To ease the customer's self-service experience, we have taken full advantage of computer settings: the desktop of each Resource Room computer provides shortcuts to the Talent Connect; the Internet home page is set to the Talent Connect; and Internet Browser Favorites display the Talent Connect, the Career Portal, and other state Internet resources.

Facilitated services will be provided by Employment Service Assistants who will be stationed at the Employment Service section of the Resource Room, as well as by the Greeter. The Greeter will greet customers as they enter the building, answer questions, issue membership cards, and provide backup to the Employment Service Assistants as needed. Staff assistance includes, but is not limited to; offering assistance with searching for job openings, filling out online applications, writing and printing résumés, using the fax and copy machine, and helping customers with the Michigan Talent Connect from logging in and searching jobs to posting a résumé.

For enhanced services, customers may seek **mediated services** from an Employment Service Assistant, or may be referred to Workforce Investment Act Core and Intensive Services, which are provided by Northwest Michigan Works! Career Facilitators in the Resource Room. Customers often choose this option when they have trouble finding work through only the self-service and facilitated services.

UI Work Test

To register for work, UI claimants enter their résumé in the Pure Michigan Talent Connect, either at a One-Stop Service Center or another location with Internet access. The claimant must appear in person at a Service Center in order to meet the requirements of the work test. To complete the work test, MWA staff verifies a claimant's profile is entered in the Talent Connect and then date-stamps the verification form, UIA 1222-M, as the claimant's proof of registration. MWA staff enters proof of registration into the online system prior to 6:30 p.m. every day, so that the UI determination process can proceed. The MTB Worksheet, form DLEG-BWP 200-01, is filed and retained in a locked file cabinet for 5 days at the One-Stop Service Center, at which point it is shredded.

During the course of providing services to a claimant, a MWA staff member may become aware of an incident of non-compliance, such as refusing an offer of suitable work. Non-compliance with the work test requirements will be reported using the form DLEG-BWT 303, the Claimant Advice Slip.

System for Clearing Labor Between the States

The Northwest MWA participates in the Michigan component of the national labor exchange system, as follows:

- Out-of-state employers, who have an existing location, are relocating or opening a new business in Michigan will be served by a Northwest Michigan Works! Business Services Assistant. These

employers will be assisted with the same services as a business located in Michigan, including facilitated services to assist with use of Pure Michigan Talent Connect. Employers in this scenario will be forewarned that they will be contacted by administrative staff from Pure Michigan Talent Connect in order to verify that the jobs they are posting are located within Michigan and to inform them of other policy issues pertinent to interstate labor exchange.

- Employers from out-of-state who wish to recruit workers for jobs outside of Michigan will be served by a Northwest Michigan Works! Business Services Assistant. However, out-of-state employers may only register to use the Pure Michigan Talent Connect if they are posting job orders for locations in a contiguous labor market. The first line of the job description will state the actual out-of-state work location. These employers will also be forewarned about contact from Michigan Talent Connect administrative staff.
- Out of state employers who recruit job seekers covered by TAA will be served by a Northwest Michigan Works! Business Services Assistant. Talent Connect postings and referrals will be handled by staff, in order to ensure that TAA requirements are met.

Trade Adjustment Assistance Program

Merit-based staff, employed by Northwest Michigan Council of Governments, provide the full range of reemployment services for the Trade Adjustment Assistance Program. When a company is certified, an orientation meeting is scheduled. A Trade Program Career Advisor attends the initial orientation meeting with the Business Liaison, Unemployment Insurance Agency Representatives and State of Michigan staff. The workers are provided information about Michigan Works! and scheduled to attend an intake orientation at Michigan Works! to complete paperwork.

The intake and application services outlined in the TAA manual are provided to certified individuals during the orientation at Michigan Works! Case management services, financial aid information, labor market information, and Michigan Works! services are among the topics at this meeting. In addition to the paperwork, affected workers are asked to fill out an employment and training questionnaire. The answers provided are used by the Career Advisor to plan services and develop the Individual Service Strategy (ISS).

After the intake orientation at Michigan Works!, there are workshops and individual appointments available. Everyone is encouraged to attend the Career Planning and Assessment workshops (CPAW). Those who are unable to attend CPAW are given WRAT and Reading Progress Scale assessments.

The case management services required under TGAAA are offered during the intake orientation and through subsequent workshops and individual meetings. Case management activities are documented in the OSMIS under Activities and in case notes.

ES Complaint System

The ETA approved poster describing the Employment Service complaint system is prominently displayed in the Michigan Works! Service Centers. In addition, Form MJC-ESA 300 (English and Spanish language versions) with the same information contained on the poster is available to distribute to customers. Procedures have been established for receiving, processing and reporting complaints that fulfill the requirements outlined in the ES Manual.

Fidelity Bonding Program

Employment Services staff facilitate the federal bonding process for a job applicant whenever necessary. The first step is to ensure that the applicant has a bona fide job offer that requires a Fidelity bond of \$5,000 or more. In all cases, the staff person obtains written documentation on company letterhead of the job offer, including job title, pay, conditions of work, employment start date, and contingency upon receipt of a Fidelity Bond. If the amount is greater than \$5,000, the staff person assists the applicant in obtaining a letter from the employer justifying the need for a higher bond amount.

The Fidelity Bond Certification form is completed and submitted to the Employment Service Agency. Following that, the staff person notifies both the applicant and the employer in writing that the paper work has been processed and that an acknowledgment should be forthcoming.

E. Rapid Response Activities

Rapid Response activities are fulfilled through the Business Services division of Michigan Works! Business Liaisons are assigned to specific county territories to provide employer customers easy access to the full range of workforce/economic development services available through the Northwest Michigan Works! system. Serving as the MWA representative on the Rapid Response Team, the Business Liaison works closely with the Workforce Development Agency, State of Michigan Rapid Response Section, providing the assistance necessary to ensure that workers transition to new employment as quickly as possible.

The Business Liaisons maintain ongoing contact with the Rapid Response Section Workforce Consultant. Often being the first to hear of a pending closure or layoff, they have made it a practice to notify the Workforce Consultant immediately upon learning of any forthcoming worker dislocation in their assigned territory, whether or not a Worker Adjustment Retraining Notification (WARN) notice is required.

The close relationships already established between Michigan Works! Business Liaisons and local employers often pave the way to successful Rapid Response meetings. When a local employer is facing massive layoffs or closure, trust is a critical factor because of the often confidential information that is revealed at these meetings. Business Liaisons, along with the RRS Workforce Consultant, inform the

employer and union representative(s) of the array of services available to dislocated workers, providing reassurance in the process.

We are currently utilizing funds from the National Emergency Grant for On-the-Job Training options for the Long-term Unemployed. This has been a successful program in our region, providing incentives to employers to provide permanent jobs to those who have been unemployed for 16 or more weeks.

The Northwest region's Local Rapid Response Policy is included in this plan as Attachment F.

F. Funding

Priority of Service

Core services are available to the universal population. These services are generally either self-directed or involve minimal staff interaction. All of the services available in Resource Rooms are considered core services, as are the workshops offered to the general public.

In addition, many intensive services are available to the general public, without need for enrollment in a program. This may include career coaching and development of an individual employment and training plan. These services are typically provided as needed in the Resource Room.

Any customer who cannot find satisfactory employment as a result of Core Services or generally available Intensive Services may initiate an appointment with a Career Advisor. Based on the first appointment, the staff will determine the degree of need, duration and extent of Intensive Services necessary. If case loads swell to the point that all customers needing Intensive Services cannot be served, a priority system will be implemented in which eligible Veterans and spouses will be served first, as well as recipients of public assistance and other low-income individuals.

It is expected that the level of WIA funding will not be sufficient to serve all customers who seek training services. Therefore the Michigan Works! system implements a priority of service policy for training services throughout the program year. Customers currently enrolled in training services through the No Worker Left Behind program will continue training. Customers interested in training can meet individually with Career Advisors for information on other training opportunities.

NWMWA monitors weekly both the expenditures and obligations for training services. We have always allocated a high proportion of funding for training services, and will continue with that commitment.

The Northwest Michigan Workforce Development board endorsed a priority of service plan that gives priority to those most in need. The board-approved priority of service policy is included in this plan as Attachment G. Within this priority of service plan, Veterans will be given top priority, providing they meet eligibility criteria and are deemed suitable for training, as is consistent with the Jobs for Veterans Act of 2002.

Competitive Process used to Award Grants and Contracts

Since implementing its in-house delivery of core and intensive services, the Northwest Michigan Council of Governments (NWMCOG) has not had a need to procure a service provider. Training services are provided by community colleges and other educational institutions through Individual Training Accounts, with assurance that providers are eligible through the Career Education Consumer Report (CECR).

Training programs offered by community-based or other private organizations for special populations facing multiple barriers to employment, such as disabled, homeless, non-English speaking individuals, and offenders will not require Individual Training Accounts and will be procured following a competitive bidding process. This process is described below:

1. A Request for Proposals is issued. The availability of the RFP is advertised in local papers and on the Internet.
2. Responses to the RFP are received and assessed to determine if the bidder meets minimum requirements as established in the RFP.
3. Eligible bids are reviewed and rated according to the methodology described in the RFP.
4. A contract is issued to the winning bidder.

No contracts have been issued for special programs offered by community-based or other private organizations during the current program year.

Funding for Wagner-Peyser ES service providers

Northwest Michigan Council of Governments delivers Wagner Peyser funded Employment Services through merit-based staff stationed in the five Michigan Works! Service Centers. This in-house delivery of Employment Services was part of the transition to in-house delivery of WIA-funded Core and Intensive Services.

TAA Reform Act

In accordance with the TAA Reform Act of 1974, as amended, Northwest Michigan Council of Governments maintains appropriate documentation for all required information including; eligibility, registration, activities, beginning and end dates, participant status and outcome data. Documentation is maintained in client files and entered into the OSMIS, as specified by policy.

Chief Elected Official designated as the Grant Recipient for the Northwest Michigan Workforce Development Board:

Larry C. Inman, Chairman
Northwest Michigan Council of Governments
P.O. Box 506
Traverse City, MI 49685-0506

(231) 929-5000

larryinman@nwm.cog.mi.us

The Fiscal Agent designated as the Grant Recipient for the Northwest Michigan Workforce Development Board:

Elaine Wood, Director

Northwest Michigan Council of Governments

P.O. Box 506

Traverse City, MI 49685-0506

(231) 929-5000

ewood@nwm.cog.mi.us

G. Review, Comment, and Publication Documentation

This plan has been published for public comment and review on the organization's web site. Members of the local board and members of the public, including representatives of business and labor organizations, may review the plan by downloading it from www.nwm.org/localplans or contacting the Northwest Michigan Council of Governments office at 231-929-5000. Comments may be submitted to NWMCOG via the comment form on the web site, or through the phone number above. Any comments that express disagreement with the plan will be submitted to the WDASOM when received.

In compliance with the Americans with Disabilities Act (ADA), the plan is made available in alternate formats, such as large print or audiotape, in response to special requests. All WDB meetings are open to the public, comply with the physical requirements of the ADA, and welcome public comment.

Section II: Youth

A. Local Strategy and Goals

Many factors have great influence on a student's success. These include housing, nutrition, health care, parental support, transportation, drug use, and criminal behavior. Partners of the workforce investment system and other service providers are available to address many of these issues. These providers include school homelessness services, free and reduced breakfast and lunch programs, county health departments, public transportation, substance abuse treatment providers, and juvenile justice.

In a perfect scenario, all of the above issues would be resolved and/or not applicable. Supportive and healthy environments would make fertile ground for teaching employability skills, and drop-out prevention would not be necessary. While the above providers are doing their part to address these issues, the workforce investment system must do its part to support youth in their efforts to prepare for sustainable, family-supporting employment.

The Northwest Michigan Education Advisory Group also serves as the local Youth Council. The group defined its vision for youth services at two meetings, held on November 9, 2010 and March 15, 2011.

The following was defined as the vision:

- Customers of youth services will graduate from high school, or obtain an equivalent, that adequately prepares them for college or a career, and they will be connected with the education and/or workplace appropriate to their goals.

Attainment of this vision will result in economic viability for each youth we serve. He or she will be prepared with the soft skills necessary for any workplace, the basic academic skills required to function in the new economy, and recognition of the need for lifelong learning.

In order to achieve this vision, several goals were set, taking into consideration the many barriers that youth customers face. Two primary strategies were identified that will provide youth with the workforce skills and supports they need to succeed in the new economy. These two strategies are defined below, each with program goals that will help to carry out the strategy.

Mentorship

All EAG members agreed that positive relationships with adults are imperative for youth to succeed. Adult intervention helps youth make the right choices, but is often missing from the lives of disadvantaged youth. Therefore, the following goals were identified.

- Develop or expand existing mentoring programs.
- Create a formal framework that all mentoring programs can use throughout the region. This will provide consistency across the many school districts.
- Set common goals for the mentoring programs and measure outcomes.
- Provide mentor training.

Mentorship programs exist throughout the region, but their levels of formality, intensity, and effectiveness vary. These programs, and their members, would benefit greatly from a formal framework that would provide structure.

Mentors should offer youth a role model with successful experience in the world of work and citizenship. Mentors will be recruited through the networks and partnerships already established. These include trade associations, chambers of commerce, SCORE chapters, and professional associations.

NWMWA staff are working to find resources to assist in creating a formal framework. As of this writing, discussion items for 2013 EAG meetings will include informational presentations from local mentoring groups. This will provide opportunity for connections to existing programs and potential for collaboration.

Work Experience

The EAG also recognized a need for more exposure to the workplace in youth services. Many youth graduate from high school without experiencing a real-world work environment. They are not prepared for the many differences between the classroom and the workplace. In addition, older youth often do not understand the rules of appropriate workplace behavior, even with some work history. Therefore, the following goals were identified.

- Increase work experience opportunities.
- Offer exposure to a variety of work environments.
- Improve work experience programs to ensure that youth participants recognize the rules of the workplace.
- Incorporate workplace learning into secondary curriculum.

NWMWA will develop a framework for work experience opportunities, which will be used to structure the experience and ensure exposure to specific job skills and appropriate workplace behaviors. This framework will include a reference guide for work experience supervisors, a report to be produced by the youth participant, and illustration of the use of multiple disciplines on the job.

MICA Alignment

The locally developed demand-driven cluster approach will greatly benefit WIA-funded Youth Services. The information garnered by NWMWA administrative staff and Business Liaisons will establish a structure for achieving the vision for youth services. Both work experience and mentoring programs will be developed or existing programs connected through the lens of the six industry clusters approved by the Northwest Michigan Workforce Development Board, and described in Section *I. A. Method for Identifying In-Demand Occupations*.

Focus on Skills for the New Economy

The EAG recently endorsed the *Seven Survival Skills for the New Economy*, established by Tony Wagner of Harvard University, and presented in his book *The Global Achievement Gap*.

The group defined these seven skills and added to the list, developing a local list of eight skills that are essential for success in the new economy. Connections were made to the twelve Skills Standards acknowledged by the Michigan Council of Labor & Economic Growth and included in the Employability Skills endorsement on the Michigan National Career Readiness Certificate.

The local list is included in this plan as Attachment H.

Exploration of these skills is conducted within the context of the six locally approved industry clusters.

Program Description

Northwest Michigan Works! employs three youth-focused staff members, called Youth Advisors. These individuals cover three or four counties each within our ten county region. They work directly with youth customers, determining eligibility, conducting assessments, providing individual employment and training counseling, and developing a service plan appropriate to each customer. Although their “home base” is within the Service Center, Youth Advisors travel to schools within their coverage area. A primary part of their work is to leverage their relationships with local school districts and community agencies in order to access a full range of resources for youth customers.

In order to assess the readiness of youth customers for employment, the NWMWA continues to use the Work Keys assessment system. Youth who will enter classroom training are given Work Keys assessments, followed by individualized educational services and work experience activities tailored to assist them in achieving appropriate work-based competency levels. Individual Service Strategies are developed to include activities planned to improve literacy and numeracy skills. All youth are post-tested to evaluate learning gains.

High school dropouts, who have not been successful in traditional school settings, will be referred to the MWA’s Beaver Island Lighthouse Alternative School to obtain a GED or to earn credits toward a diploma. Academic courses are taught in a contextual learning environment, with daily work activities incorporated into the curriculum. Employability skills and work place readiness activities are emphasized. Additionally, students will identify and work to resolve or manage barriers which have prevented them from success. Leadership training, stress management techniques, and other pro-social skills training help youth to sustain positive relationships beyond the classroom.

Youth who have dropped out of high school may also be referred to the YouthBuild program, which incorporates high school completion or GED into a leadership-oriented construction trades training program.

The following services for youth will continue to be offered.

- Youth programs to promote post-secondary education: Opportunities include classroom training; post-secondary education counseling; exposure to post secondary opportunities; facilitation of college registration and financing via support in filing the Free Application for Federal Student Aid (FAFSA); coordination with secondary vocational programs, community colleges, university outreach programs, military recruiters, and apprenticeship opportunities.

- Mentoring: Opportunities include job shadowing and work experience programs. The Michigan Youth Opportunities Initiative (MYOI) specifically targets foster care youth transitioning to workforce.
- Training: Work experience training and on-the-job training with regional employers are available, as are classroom training opportunities to improve basic literacy and numeracy skills, or obtain a high school diploma or GED.
- Community Service: Annual summer programs benefiting the community offer work experiences serving area non-profits.

Youth Customers

The Northwest Michigan Works! system serves youth requiring assistance to complete an education program or to secure and hold employment. On a case-by case basis, up to five percent of the youth served annually may be represented by youth with extenuating circumstances who may not otherwise qualify. Such cases are subject to administrative approval. Circumstances may include failure to succeed in a traditional school setting, or involvement with the juvenile justice system.

As a standard practice, youth targeted for support include those with poor attendance rates, test scores, or grades. Additional risk factors are taken into consideration.

WIA youth customers will be drawn from two categories: in school and out-of-school. In addition to the eligibility requirements of the Act, it is anticipated that the in-school youth will exhibit the following characteristics:

- At risk of dropping out of school;
- Disabled; or
- Performing below grade level.

A minimum of thirty percent of WIA youth funds will be spent on out-of-school youth, who are expected to display the following characteristics:

- Dropped out of high school;
- Basic skills deficient; or
- Disabled.

Competitive Bid Process for Delivery of Youth Services

Since implementing its in-house delivery of core and intensive services, the Northwest Michigan Council of Governments (NWMCOG) has not had a need to procure a service provider. Training services are provided by community colleges and other educational institutions through Individual Training Accounts, with assurance that providers are eligible through the Career Education Consumer Report (CECR).

Training programs offered by community-based or other private organizations for special populations facing multiple barriers to employment, such as disabled, homeless, non-English speaking individuals, and offenders will not require Individual Training Accounts and will be procured following a competitive bidding process. This process is described below:

1. A Request for Proposals is issued. The availability of the RFP is advertised in local papers and on the Internet.
2. Responses to the RFP are received and assessed to determine if the bidder meets minimum requirements as established in the RFP.
3. Eligible bids are reviewed and rated according to the methodology described in the RFP.
4. A contract is issued to the winning bidder.

No contracts have been issued for special programs offered by community-based or other private organizations during the current program year.

The One-Stop integrated service delivery system for youth

There are five full-service Northwest Michigan Works! Service Centers in the region to provide easy customer access and system identification. All of the centers are state certified.

Services available for eligible youth that are provided by or coordinated by the Youth Advisor include system intake, assessment, employability planning, case management, employment counseling, job search coaching, training, job placement, referral, and follow-up. Occupational training programs available include paid work experience, on-the-job training, customized employer training, and formal classroom training. Youth who are deficient in basic skills can attend one of five learning labs for computer-assisted instruction in reading, writing, language arts, math, and GED preparation. The labs are housed in Michigan Works! Service Centers for convenient customer access.

In addition to direct referrals from other community organizations, the MWA youth staff work closely with the local public and alternative schools to support work-based activities such as internships, co-op, work experience, job shadowing, career awareness, and other activities to transition students from school to work. The MWA coordinates with area schools in identifying recent dropouts or youth who have not been successful in local alternative education programs for referral to the Beaver Island Lighthouse Alternative School, a residential program operated by the Traverse Bay Area Intermediate School District.

Michigan Works! provides a single point of contact for business through the Business Liaison, who represents all programs and services available to employers in their specific labor markets, and serves as the conduit for referral to other agencies. The Business Liaison coordinates the provision of these services from a variety of community resources to meet specific employer needs and to ensure that Michigan Works! youth training programs match the employers' current and future requirements.

B. Strategies for Improvement

To plan for, develop, and manage a comprehensive and effective youth program, the Workforce Development Board has assigned authority and responsibility to the EAG to act as the policy maker and

system builder for youth programs in the region. The EAG in the Northwest MWA functions as the Youth Council. In this capacity, the EAG:

- Oversees the planning process;
- Determines the needs for new programs/partners;
- Develops and maintains a collaborative infrastructure of youth service organizations to support access to and attainment of high wage, high skill employment;
- Establishes a close working relationship with the region's public schools and community colleges to promote academic enrichment, high school completion and post-secondary readiness;
- Ensures integrated youth services are coordinated and delivered through the Michigan Works! Service Centers;
- Recommends vendors and programs that have demonstrated success as service providers for WIA youth programs and services;
- Monitors outcomes to assure youth success;
- Provides updates to the WDB concerning program effectiveness, equitable distribution of resources, and recommended improvements.

The Education Advisory Group advises the WDB on issues related to education and plays an active role in developing and implementing the region's strategic plan for youth.

Comprehensive Services Strategy

Michigan Works! youth services staff work closely with local schools and community resource providers to establish a network of opportunities for youth customers. This ensures connections to a full range of services and available resources. The services described below are available year-round.

Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies

Youth Advisors work closely with school district principals, counselors, and teachers for referral of in-school youth in need of employment and training services, and youth at-risk of dropping out of school. Specific services that assist youth in completing high school include:

- Enrollment in the Beaver Island Lighthouse School;
- Course completion via Michigan Virtual High School;
- Study skills workshops at the Service Centers;
- Individual counseling on the importance of high school completion.

Youth Advisors also provide resources to secondary school guidance counselors, including current labor market information and career exploration materials.

Alternative secondary school offerings

Before exploring the option of the residential, intensive Beaver Island Lighthouse School, Youth Advisors first look to alternative school options within the youth's home district. Each Youth Advisor has relationships with programs in the districts within their coverage area.

Summer employment opportunities

The Northwest MWA operates a year-round youth program, with amplified enrollment in work experience activities during the summer. The Summer Youth Program provides work experience opportunities to youth across the region, in local non-profits and private sector organizations. The on-site learning that occurs helps to reinforce employment readiness and appropriate workplace behaviors. Work activities include office and clerical, landscaping and outdoor maintenance, computer repair, janitorial, and more.

If necessary and available, summer youth program participants may transition to the year-round program and continue work experience programming, or may avail themselves of other services as appropriate.

Paid and unpaid work experience

Youth customers may be enrolled in work experience programs, which offer opportunities for youth to experience a real workplace and discover the realities of a workplace. It is in this experience that youth can begin to understand the hidden rules of the workplace and develop positive, successful habits and behaviors. WIA funds pay for work experience opportunities for eligible youth.

Occupational skills training

Older Youth customers are enrolled in Just in Time Training programs when appropriate. On-the-Job Training and Classroom Training opportunities are also available when suitable.

Leadership development opportunities

Leadership development activities include opportunities for involvement and participation in the following: student government where available, business academies within their schools to learn about employability skills and entrepreneurship, business and industry tours as well as campus visits in conjunction with Adult Education, local agency advocacy boards (Disability Network, Third Level Crisis Center, Department of Human Services, MYOI, etc.), local college Pell Grant scholarship selection committee, and the Beaver Island Youth Action Committee, which helps in community decision making and determining disciplinary action structure.

Supportive services

WIA funds are available to support youth customers with employment and training related expenses, such as work appropriate clothing and safety equipment (steel toe boots, goggles, hearing protection), college admission application and testing fees, travel (provided via gas cards, bus passes, and limited car repair), and other costs. Youth Advisors are given the discretion to determine need and applicability of supportive services.

Adult mentoring for the duration of at least 12 months that may occur both during and after program participation.

Adult mentorship is developed on a case by case basis. Youth Advisors connect youth with mentors in a variety of ways. Recent mentoring connections include an online mentoring program that was developed in partnership with the Honors College at the University of Illinois at Chicago, the writing center at Northwest Michigan College for a youth who had a passion for writing, Grand Traverse Literacy

Council for youth interested in creative writing, mentors on Beaver Island for guidance on public speaking, and area business owners.

Follow-up Services

Participants are contacted monthly to ensure that they are either employed or in post-secondary education. If they are neither employed nor enrolled in post-secondary, barriers are addressed and depending on need receive assistance with college admission, job leads, and financial aid information. Youth Advisors also provide participants refreshers in résumé writing, filling out applications, interviewing, employability skills, and job retention.

Comprehensive guidance and counseling

Youth Advisors are required to have a Bachelors' Degree in education or a human services related field, and receive professional development opportunities in advising at-risk youth. They are trained to recognize flags in conversation that could indicate substance abuse, mental health issues, violent tendencies, and suicide risk. They access a network of community resources, which vary depending on location, making referrals as appropriate. Resources include local transit, Community Action Agency, HelpLink, Community Mental Health, Michigan Youth Opportunities Initiative, Department of Human Services, Great Start, Goodwill, food pantries, and many, many more.

For many years the MWA has worked closely with the Department of Human Services offices to offer a full range of services to youth in foster care. In addition, the MWA youth programs have served as a source of work-based learning opportunities for disabled, pregnant and parenting youth, as well as those in alternative education programs. A close working relationship with organizations responsible for these programs has ensured that youth with special needs or barriers to employment do not fall through the cracks. While there are no Job Corps centers in the region, representatives of Job Corps visit our Service Centers frequently, and Youth Advisors routinely provide brochures and points-of-contact for youth as appropriate.

Youth Services Eligibility Determination

Referrals for youth services come from a variety of sources, including Northwest Michigan Works! Resource Rooms, partner agencies, and school districts. An initial screening and informational appointment is held by the Youth Career Advisor. The meeting includes the youth and parent or guardian. If the initial screening determines potential for eligibility and appropriateness of services, the youth completes the Registration for Youth Program of the Workforce Investment Act.

The Youth Career Advisor collects necessary documentation using the locally developed WIA Youth File Checklist (Attachment I). If the youth customer cannot produce the documentation necessary to prove Authorization to Work in the United States, then no further services will be provided. Referrals will be made to appropriate services from other community agencies.

C. Review, Comment, and Publication Documentation

This plan has been published for public comment and review on the organization's web site. Members of the local board and members of the public, including representatives of business and labor organizations, may review the plan by downloading it from www.nwm.org/localplans or contacting the Northwest Michigan Council of Governments office at 231-929-5000. Comments may be submitted to NWMCOG via the comment form on the web site, or through the phone number above. Any comments that express disagreement with the plan will be submitted to the WDASOM when received.

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In Demand Occupations, Skills and Competencies for Growing Industries within the Six Industry Clusters

Industries- Manufacturing

State of MI & NW MI Industry Cluster	Growing Industries (defined as 50+ new jobs through 2014)	Common Occupations within each Industry Cluster	Common Skills/ Competencies within each Industry Cluster
Advanced Manufacturing The state's cluster definition of Advanced Manufacturing includes aerospace, defense, industrial design and engineering services, furniture, machinery, motor vehicle, plastics, other manufacturing, and tool & die.	Other Motor Vehicle Parts Manufacturing 3363 Pesticide and Other Agricultural Chemical Manufacturing 3253 Material Handling Equipment Manufacturing 33392 Alumina and Aluminum Production and Processing 3313 Machine Shops 3327 Medical Device Manufacturing (added by BLs) Medical Equipment & Supplies Manufacturing 3391	Machinists* (for lathe and turning, milling, drilling, forming, molding, and other machines) CNC Machine Tool Operators* and Programmers Welders, Solderers, Brazers* Assemblers of all types Layout Workers Quality Control Managers Metrologist, Testers, Inspectors (added by BLs) Machine Maintenance Technician* (added by BLs) Industrial Production Managers Engineers (mechatronics, biochemical) Cost Estimators, Sales Managers Crane and Loading Machine Operators*	Manufacturing Process Design, Health and Safety, Supply Chain Operation Monitoring and Control Coordination Complex Problem Solving Equipment Maintenance & Repair Quality Control Analysis, Continuous Improvement Reading Work Orders, Prints Speaking, Team Work, Customer Relations Time Management Tools: Calipers, Gauges Computers Software Tape Measures

Sources: State of Michigan Workforce Development Agency, EMSI, O-Net, Career One-Stop Competency Model Clearinghouse

The symbol * (asterisk) indicates an occupation that requires moderate on-the-job training or a vocational certificate (O-Net Job Zone 3)

Industries- Agriculture, Forestry, Fishing & Hunting; Mining, Quarrying, & Oil & Gas Extraction; Manufacturing

State of MI & NW MI Industry Cluster	Growing Industries (defined as 50+ new jobs through 2014)	Common Occupations within each Industry Cluster	Common Skills/ Competencies within each Industry Cluster
<p>Agriculture</p> <p>The state's cluster definition of Agriculture includes production and processing activities, forestry, mining, tourism and retail.</p> <p>In Northwest MI, we separated tourism and retail into a separate cluster called "Hospitality" because we have such a large concentration of business within the cluster and because the removal of those sectors from the cluster definition allows the Agriculture Cluster to more closely reflect the activities of our current Skills Alliance.</p>	<p>Animal Production 112</p> <p>Animal Slaughtering and Processing 3116</p> <p>Support Activities for Mining 213</p> <p>Wineries 31213</p> <p>Breweries (added by BLs) 312120</p> <p>Dairy Producers (added by BLs) Dairy Product Manufacturing 3115</p> <p>Food Processing (added by BLs) Food Manufacturing 311</p> <p>Mid-sized Farms, Aggregators & Distributors for local markets (added by RSA; catalyzed by farm succession and State investments in regional food systems) 11</p>	<p>Veterinary Technologists</p> <p>Animal Caretakers</p> <p>Farm employees (year-round)* (added by RSA)</p> <p>Farm Owners/Operators* (added by RSA)</p> <p>Milkers (added by BLs)</p> <p>Slaughterers, Meat Packers, Cutters and Trimmers</p> <p>Sales Representatives*</p> <p>Administrative Support Workers*</p> <p>Packer and Packagers</p> <p>Health and Safety Engineers</p> <p>Industrial Machinery Mechanics</p> <p>Surveyors</p> <p>Production & Cellar Workers*</p> <p>Inspectors & Testers*, Food Science Technicians</p>	<p>Health, Safety, Laws, Regulations</p> <p>Animal Husbandry</p> <p>Sales and Marketing</p> <p>Operation Monitoring and Control</p> <p>Complex Problem Solving</p> <p>Quality Control Analysis</p> <p>Active Listening</p> <p>Active Learning</p> <p>Tools: Scales Inventory Software</p>

Sources: State of Michigan Workforce Development Agency, EMSI, O-Net, Career One-Stop Competency Model Clearinghouse
The symbol * (asterisk) indicates an occupation that requires moderate on-the-job training or a vocational certificate (O-Net Job Zone 3)

Industries- Mining, Quarrying & Oil & Gas Extraction; Utilities; Construction

State of MI & NW MI Industry Cluster	Growing Industries (defined as 50+ new jobs through 2014)	Common Occupations within each Industry Cluster	Common Skills/ Competencies within each Industry Cluster
Energy The state's cluster definition of Energy includes battery and fuel cell manufacturing; oil and gas extraction; the solar, wind and water technology industries; the transportation sector including rail; utilities, and building and construction industries.	Oil and Gas Extraction 21 Site Preparation Contractors 238910 Electric Power Transmission, Control, and Distribution 2211 Other Heavy and Civil Engineering Construction 237	Extraction Workers, Pumpers,* Roustabouts (perhaps remove?) Engineering Technician Lineworker* Electrical Technician* Mechanical Technician Operating Engineers Excavating and Loading Machine Operators* Welders and Pipe Fitters*	Quality Control, Continuous Improvement Complex Problem Solving Health, Safety, Laws and Regulations Transmission & Distribution Concepts Material Resources Operation Monitoring and Control Coordination Equipment Maintenance & Repair Tools: Heavy dump trucks, skid steers, excavators, draglines Vertical drills Software (control systems, maintenance records) Levels

Sources: State of Michigan Workforce Development Agency, EMSI, O-Net, Career One-Stop Competency Model Clearinghouse

The symbol * (asterisk) indicates an occupation that requires moderate on-the-job training or a vocational certificate (O-Net Job Zone 3)

Industries- Professional, Scientific, & Technical Services; Education; Health Care & Social Assistance

State of MI & NW MI Industry Cluster	Growing Industries (defined as 50+ new jobs through 2014)	Common Occupations within each Industry Cluster	Common Skills/ Competencies within each Industry Cluster
<p>Healthcare</p> <p>The state's cluster definition of Healthcare includes all direct care industries such as hospitals, physician offices, nursing home, etc.; pharmaceuticals; medical equipment and supplies; medical device manufacturing; and private education.</p> <p>In Northwest MI, we included medical device manufacturing in the Advanced Mfg Cluster, as the skill set relates more to manufacturing than to healthcare.</p>	<p>General Medical and Surgical Hospitals (Private) 622110</p> <p>Offices of Physicians 6211</p> <p>Home Health Care Services 621610</p> <p>Offices of Dentists 621210</p> <p>Colleges, Universities, and Professional Schools (Private) 611310</p> <p>Other Scientific and Technical Consulting Services 54169</p> <p>Other Outpatient Care Centers 6214</p> <p>Community Care Facilities for the Elderly 6233</p> <p>Services for the Elderly and Persons with Disabilities 624120</p>	<p>Registered Nurses</p> <p>Certified Nurse Aides*</p> <p>Home Health Aides*</p> <p>Health Services Managers</p> <p>Dental Assistants*</p> <p>Health Educators</p> <p>Health Technicians</p> <p>Informatics Specialists</p> <p>Medical Records Clerk* (added by BLs)</p> <p>Physical Therapy Assistants (added by BLs)</p> <p>Pharmacy Technicians (added by BLs)</p>	<p>Diagnostic Procedures</p> <p>Medication</p> <p>Infection Control</p> <p>Documentation</p> <p>Health, Safety, Laws & Regulations</p> <p>Critical Thinking</p> <p>Active Learning</p> <p>Active Listening; Social Perceptiveness</p> <p>Monitoring</p> <p>Systems Analysis and Evaluation</p> <p>Complex Problem Solving</p> <p>Coordination</p> <p>Tools: Medical Software Computers Monitors Patient Lifts</p>

Sources: State of Michigan Workforce Development Agency, EMSI, O-Net, Career One-Stop Competency Model Clearinghouse

The symbol * (asterisk) indicates an occupation that requires moderate on-the-job training or a vocational certificate (O-Net Job Zone 3)

Industries- Retail Trade; Accommodation & Food Service

State of MI & NW MI Industry Cluster	Growing Industries (defined as 50+ new jobs through 2014)	Common Occupations within each Industry Cluster	Common Skills/ Competencies within each Industry Cluster
<p>Hospitality</p> <p>Northwest Michigan's cluster definition of Hospitality includes hotel and accommodations; restaurants; all retail; artists, writers, performers; cultural/historic centers, museums; gaming, amusement, recreation; travel agencies, tours, rentals, and scenic transportation.</p>	<p>Limited-Service Eating Places 722513</p> <p>Full-Service Restaurants 722511</p> <p>Used Merchandise Stores 4533</p> <p>All Other Miscellaneous Store Retailers 453</p> <p>All Other General Merchandise Stores 4529</p> <p>Home Centers 44411</p>	<p>Host, Waiter, Food Preparation Worker, Dishwasher, Cafeteria Assistant</p> <p>Cook, Bartender*</p> <p>First-line Supervisors</p> <p>Cashiers, Stock Clerks, Salespersons, Customer Service Representatives</p>	<p>Customer Service and Cultural Sensitivity</p> <p>Sales & Marketing</p> <p>Quality Control</p> <p>Operations and Procedures</p> <p>Health, Safety, Laws, Regulations</p> <p>Persuasion</p> <p>Speaking</p> <p>Active Listening</p> <p>Social Perceptiveness</p> <p>Coordination</p> <p>Monitoring</p> <p>Tools: Cash registers Accounting & POS Software</p>

Sources: State of Michigan Workforce Development Agency, EMSI, O-Net, Career One-Stop Competency Model Clearinghouse
The symbol * (asterisk) indicates an occupation that requires moderate on-the-job training or a vocational certificate (O-Net Job Zone 3)

Industries- Finance & Insurance; Real Estate & Rental & Leasing; Professional, Scientific & Technical Services

State of MI & NW MI Industry Cluster	Growing Industries (defined as 50+ new jobs through 2014)	Common Occupations within each Industry Cluster	Common Skills/ Competencies within each Industry Cluster
<p>Information Technology</p> <p>The state's cluster definition of IT includes finance, insurance, and real estate industries; creative industries such as entertainment, graphic design, marketing and publishing/printing; the non-profit sector; corporate headquarters; government; and communication and information technologies.</p> <p>In Northwest Michigan, we removed entertainment from this definition and placed it in the Hospitality cluster. We also removed government from this cluster.</p>	<p>Investment Advice 523930</p> <p>Portfolio Management 523920</p> <p>Insurance Agencies and Brokerages 524210</p> <p>Real Estate Property Managers 53131</p> <p>Accounting, Tax Preparation, Bookkeeping, and Payroll Services 54121</p> <p>Miscellaneous Intermediation 523910</p> <p>Securities Brokerage 523120</p> <p>Credit Unions 522130</p> <p>Computer Systems Design and Related Services 54151</p> <p>Savings Institutions 52212</p> <p>Network & Computer Support & Security Services (added by BLs) Other Computer Related Services 541519</p>	<p>Personal Financial Advisors</p> <p>Tellers</p> <p>Loan Officers, Brokerage Clerks*</p> <p>Insurance Sales Agents</p> <p>Customer Service Representatives</p> <p>Bookkeepers, Accounting Clerks*</p> <p>Accountants</p> <p>Administrative Support Workers*</p> <p>Network Administrators</p> <p>Computer Programmers</p> <p>Tech Support Specialist* (added by BLs)</p>	<p>Financial Products</p> <p>Business Operations</p> <p>Financial Reporting</p> <p>Regulations and Codes</p> <p>Information Management</p> <p>Digital Media</p> <p>Customer Support</p> <p>Software Development & Programming</p> <p>Systems Analysis & Evaluation</p> <p>Complex Problem Solving</p> <p>Reading Comprehension</p> <p>Quality Control Analysis</p> <p>Tools: Computers Database Management Software Web Platform Software</p>

Sources: State of Michigan Workforce Development Agency, EMSI, O-Net, Career One-Stop Competency Model Clearinghouse

The symbol * (asterisk) indicates an occupation that requires moderate on-the-job training or a vocational certificate (O-Net Job Zone 3)

SOC

- 11 Management Occupations
- 13 Business and Financial Operations Occupations
- 15 Computer and Mathematical Occupations
- 17 Architecture and Engineering Occupations
- 19 Life, Physical, and Social Science Occupations
- 21 Community and Social Service Occupations
- 23 Legal Occupations
- 25 Education, Training, and Library Occupations
- 27 Arts, Design, Entertainment, Sports, and Media Occupations
- 29 Healthcare Practitioners and Technical Occupations
- 31 Healthcare Support Occupations
- 33 Protective Service Occupations
- 35 Food Preparation and Serving Related Occupations
- 37 Building and Grounds Cleaning and Maintenance Occupations
- 39 Personal Care and Service Occupations
- 41 Sales and Related Occupations
- 43 Office and Administrative Support Occupations
- 45 Farming, Fishing, and Forestry Occupations
- 47 Construction and Extraction Occupations
- 49 Installation, Maintenance, and Repair Occupations
- 51 Production Occupations
- 53 Transportation and Material Moving Occupations

NAICS

- 11 Agriculture, Forestry, Fishing and Hunting
- 21 Mining, Quarrying, and Oil and Gas Extraction
- 22 Utilities
- 23 Construction
- 31-33 Manufacturing
- 42 Wholesale Trade
- 44-45 Retail Trade
- 48-49 Transportation and Warehousing
- 51 Information
- 52 Finance and Insurance
- 53 Real Estate and Rental and Leasing
- 54 Professional, Scientific, and Technical Services
- 55 Management of Companies and Enterprises
- 56 Administrative and Support and Waste Management and Remediation Services
- 61 Educational Services
- 62 Health Care and Social Assistance
- 71 Arts, Entertainment, and Recreation
- 72 Accommodation and Food Services
- 81 Other Services (except Public Administration)
- 92 Public Administration

Attachment B

SOC Code	Description	2011 Jobs	2014 Jobs	Change	% Change	Annual Openings	2012 Median Hourly Wage	2012 Avg Hourly Wage
13-2010	Accountants and Auditors	524	548	24	5%	21	\$31.45	\$33.28
15-1150	Computer Support Specialists	667	678	11	2%	22	\$20.11	\$21.31
29-1110	Registered Nurses	2,649	2,841	192	7%	114	\$25.77	\$26.24
29-2050	Health Practitioner Support Technologists and Technicians	659	699	40	6%	26	\$15.46	\$15.42
29-2070	Medical Records and Health Information Technicians	110	118	8	7%	5	\$16.06	\$16.34
31-1010	Nursing, Psychiatric, and Home Health Aides	2,771	2,981	210	8%	116	\$11.49	\$11.65
31-2020	Physical Therapist Assistants and Aides	127	135	8	6%	6	\$15.50	\$15.35
35-2010	Cooks	1,896	1,923	27	1%	62	\$10.79	\$11.25
43-6010	Secretaries and Administrative Assistants	2,193	2,238	45	2%	52	\$15.59	\$16.17
45-2090	Miscellaneous Agricultural Workers	818	957	139	17%	74	\$9.33	\$10.00
49-9040	Industrial Machinery Installation, Repair, and Maintenance Workers	333	336	3	1%	15	\$19.73	\$19.62
51-4010	Computer Control Programmers and Operators	278	297	19	7%	13	\$16.32	\$18.12
51-4040	Machinists	648	666	18	3%	23	\$16.61	\$17.40
51-4120	Welding, Soldering, and Brazing Workers	344	334	(10)	(3%)	14	\$15.44	\$16.16

Source: EMSI Covered Employment - 2012.4

WIA eligibility checklist for Dislocated Worker

Name _____ Customer ID# _____

WIA Dislocated Worker eligibility for this client has been determined by meeting 1 of the 4 following criteria.

1. PLEASE NOTE: Before #1 can apply, all three (3) boxes on the right must be completed.

- | | | |
|----|---|--------------------------|
| A. | The client has been terminated or laid-off or received notice of layoff. | <input type="checkbox"/> |
| | <u>AND</u> | |
| B. | The client: | <input type="checkbox"/> |
| | <input type="checkbox"/> Is eligible for or has exhausted his/her entitlement for unemployment benefits | |
| | OR | |
| | <input type="checkbox"/> Meets 1-Stop Center's criteria for attachment to the workforce (worked for the company from which the lay-off is occurring for a minimum of three months). | |
| | <u>AND</u> | |
| C. | The client is unlikely to return to his/her previous occupation/industry. | <input type="checkbox"/> |
2. Has the permanent closure or any substantial layoff at a plant or facility resulted in termination (or notice of termination) for the client? A substantial layoff means any reduction-in-force which is not the result of a plant closing and which results in an employment loss at a single site of employment during any 30-day period for:
- | | | |
|----|---|--|
| A. | 1. At least 33% of the employees (<i>excluding employees regularly working less than 20 hours a week</i>) and | |
| | 2. At least 50 employees (<i>excluding employees working less than 20 hours per week</i>) or | |
| B. | At least 500 employees (<i>excluding employees working less than 20 hours per week</i>). | |
3. Is the client eligible to participate as an unemployed self-employed individual as a result of general economic conditions in the community or because of natural disasters?

Reason for displacement _____

To be used ONLY if copy of layoff notice or employer verification fax is unavailable:

4. Client's Employer _____

Contact Name _____

Contact Date _____

Employer's assessment of call back probability _____

Comments: _____

Date _____

Career Advisor's Signature _____

WIA Adult / Dislocated Worker File Checklist

Documents required in initial file sent to MW Support Services Office - ADULT:

- | | |
|---|---|
| <input type="checkbox"/> WIA Registration form - signed and dated | <input type="checkbox"/> *Citizenship |
| <input type="checkbox"/> Complaint Policy and Procedure form - signed and dated | <input type="checkbox"/> *Selective Service |
| <input type="checkbox"/> Equal Opportunity is the Law (EO) – signed and dated | <input type="checkbox"/> *Age |
| <input type="checkbox"/> Release of Wage Information form – signed and dated | <input type="checkbox"/> *Income – if employed |
| | <input type="checkbox"/> *Unemployment –if not employed |
| | <input type="checkbox"/> ISS Started (on MIS) |

Documents required in initial file sent to MW Support Services office – DISLOCATED WORKER:

- ☐ Dislocated Worker Eligibility Criteria form
- ☐ Documentation of Dislocation – see Eligibility Criteria form for acceptable documentation

Documents required for intensive and training services - ADULT & DISLOCATED WORKER:

- ☐ Justification for movement from core to intensive to training services – case note
- ☐ *Inability to obtain or retain employment resulting from participation in an intensive service (page 6, item A)
- ☐ *Need for training and the skills and qualifications to complete training (page 6, item B)
- ☐ *Training directly linked with employment opportunities (page 6, item C)
- ☐ *Unable to obtain assistance elsewhere (page 6, item D)
- ☐ *Priority eligibility (page 6, item E)

Documents required to be completed at Exit as appropriate – ADULT & DISLOCATED WORKER:

- ☐ Copy of Credential Obtained (in file)
- ☐ ISS Completed (on MIS)
- ☐ Customer Satisfaction Survey (on MIS)

Documents required to be sent to MW Support Service office as requested –ADULT & DISLOCATED WORKER:

- ☐ First, Second and Third quarter outcomes form

**See Acceptable Documentation for WIA Eligibility Requirements – Adult, DW and Youth*

Local Policy: Authorization to Work

Northwest Michigan Council of Governments

The Northwest Michigan Works! Agency (MWA) will provide Core Services to individuals lacking the documentation necessary to prove Authorization to Work in the United States. Those services include:

- Self-directed resources available to the general public in Northwest Michigan Works! Resource Rooms and Kiosks;
- Staff-assisted resources available to the general public in Northwest Michigan Works! Resource Rooms, including Pure Michigan Talent Connect registration, job search, résumé development, and career research;
- All workshops available as Core Services.

Training services will not be provided to individuals without Authorization to Work, until such documentation is produced.

If an individual progresses through the available services at the Core and Intensive level he or she will be asked to bring Authorization to Work documentation to an initial appointment with a Career Advisor (INS Forms I-151, I-551, I-94, I-668A, I-197, I-179). If the individual does not bring the required documentation, the Career Advisor will inform the individual that no further services can be provided. Referrals to Migrant Services will be made, if applicable. Referrals to community agencies will be made based on need, including food pantries, local health clinics, thrift stores, shelters, and transit systems (where available). Referral to the United States Citizenship and Immigration Services office will be made for those who need to apply for Employment Authorization Documents.

The Northwest MWA does not accrue any responsibility for the determination of unauthorized worker or resident status, nor are they required to obtain documentation on behalf of any customer.

It is not the responsibility of the Northwest MWA to obtain documentation or prove Authorization to Work on behalf of any employer or for individuals referred to job openings placed on the Pure Michigan Talent Connect. It is requested that employer customers notify the MWA if Authorization to Work could not be obtained for any customer referred from the system.

Local Policy: Rapid Response

Northwest Michigan Council of Governments

Rapid Response activities are identified and initiated locally by Northwest Michigan Works! Business Liaisons. Identification of mass layoff or closure is conducted via relationships established with local employers, as well as through network of partner agencies.

When a mass dislocation is expected, the Business Liaison notifies both Northwest Michigan Council of Governments (NWMCOG) staff and the Workforce Development Agency-State of Michigan (WDASOM) Rapid Response Workforce Consultant. The Business Liaison and Workforce Consultant jointly schedule an Initial Rapid Response meeting, beginning the process of providing Rapid Response activities and services.

Northwest Michigan Works! staff provide the following services as Rapid Response activities, in conjunction with the WDASOM Rapid Response division:

Incumbent Worker Training

- When Incumbent Worker Training funds via the state's Rapid Response Statewide Activities funding source are available, they will be used to avert layoffs and prevent the need for layoff and/or business closure.
- Northwest Michigan Works! Business Liaisons ascertain the need for training to upgrade the skills of incumbent workers in order to avoid layoffs. The need for training is identified via relationships with employers and partner agencies.

If a mass dislocation is unavoidable, the following services will be provided:

Initial Rapid Response meeting

- Business Liaisons will coordinate an initial Rapid Response meeting with the company, union officers, Northwest Michigan Works! staff, WDASOM Rapid Response Workforce Consultant, and Unemployment Insurance Agency representative.

Worker Orientations

- Northwest Michigan Works! staff will provide Worker Orientation sessions, which describe employment and training services available to the affected workers, including services to special populations (Michigan Rehabilitation Services, Veterans' services, and others).
- Northwest Michigan Works! staff deliver the Rapid Response Dislocated Worker Survey at worker orientation sessions when possible. If individual appointments with affected workers are

scheduled in lieu of a group orientation, then the survey is conducted at the individual appointments.

Joint Adjustment Committee

- Business Liaisons may assist in the establishment of a Joint Adjustment Committee if desired by both management and union officials, per BWP Policy Issuance 06-12. The role of the Northwest MWA in the establishment of a Joint Adjustment Committee will be to connect the employer with WDASOM staff for potential neutral chairperson assignment or funding. The Northwest MWA will not act as the neutral chairperson, nor will MWA staff convene or select committee members. The function of the Joint Adjustment Committee will be led by the neutral chairperson, and will not involve MWA staff members.

State Adjustment Grants

- The Northwest MWA will apply for State Adjustment Grants, if available, for additional resources to assist in providing Dislocated Worker services. Criteria that would necessitate application for a SAG include:
 - o Full obligation, or expected obligation by the end of the program year, of Dislocated Worker formula funding;
 - o Mass layoff numbers that exceed the capacity of current staff to adequately provide Dislocated Worker services;
 - o Needs of the affected worker pool, such as basic literacy skills development, GED, and/or significant upgrades in skill level in order to obtain suitable employment.
- Determination of the need for a SAG application, using the above criteria, will be made by Northwest MWA administrative staff.

National Emergency Grants

- The Northwest MWA will apply for National Emergency Grants, in conjunction with WDASOM, if available, for additional resources to assist in providing Dislocated Worker services. Criteria governing the need for NEG application include the criteria listed above for SAG application, as well as ascertaining the state's ability to provide resources via the SAG funding source.
- Determination of the need for a NEG application, using the above criteria, will be made jointly by Northwest MWA administrative staff and the region's assigned Rapid Response Workforce Consultant.

Layoff Aversion

Additional Business Services connections offer early detection of layoffs and closures. Business Liaisons convene a team of partners in Business Enhancement Teams (BET). These teams were created to share resources for business retention and layoff aversion. Membership on BETs is subregional (generally

covering 2 -3 counties in our 10-county region). Members include Michigan Works! Business Liaisons (coordinators of the team), local economic development organization leadership, Michigan Economic Development Corporation representatives, Small Business & Technology Development Center leadership, Procurement Technical Assistance Center leadership, Chamber of Commerce representatives, and any other community partners with a formalized stake in business retention. This model also incorporates partner feedback assessing effectiveness in market penetration and layoff aversion.

Contact Information

The contact for SAG, NEG, and JAC at the Northwest MWA is:

Janie McNabb, Director of Program Development & Community Relations

PO Box 506

Traverse City, MI 49685-0506

231-929-5058

janiemcnabb@nwm.cog.mi.us

Priority levels are as follows.

a. Priority level 1 (highest priority):

- i. Unemployed individual whose family income is within Lower Living Standard Income Level (LLSIL) based on family size.
- ii. Dislocated worker, or received lay-off or termination notice, and is eligible under WIA or TAA (depending upon WIA-DW and TAA funding availability).
- iii. Incumbent worker, when all appropriate criteria have been met by the employer (depending upon WIA incumbent worker funding availability).
- iv. *Under-employed individual with a family income within the LLSIL based on family size.

b. Priority level 2 (middle priority):

- i. Unemployed individual with family income at or below \$40,000/year.
- ii. *Under-employed individual with family income at or below \$40,000/year.

c. Priority level 3 (lower priority):

- i. Employed individual (not underemployed) with family income at or below \$40,000 per year.

d. Priority level 4 (lowest priority):

- i. Unemployed individual, with family income greater \$40,000/year.

*Note: ***Under-employment*** pertains to a job that does not make full use of the employee's skills and/or educational background and credentials. The job offers limited pay and benefits and little opportunity for advancement.



CAREER SKILLS

For The NEW ECONOMY



- **Critical Thinking & Problem-Solving**
Explore complex issues and develop relevant solutions
- **Collaboration & Leadership**
Achieve workplace goals through teamwork and shared authority
- **Adaptability**
“Read” the work environment and adjust quickly to new expectations
- **Initiative & Entrepreneurism**
Suggest new ideas and try new methods which involve calculated risk
- **Effective Oral & Written Communication**
Express ideas with clarity, sensitivity, and accuracy
- **Accessing & Analyzing Information**
Utilize sources to research, prioritize, and sort pertinent findings
- **Curiosity & Imagination**
Notice opportunities/solutions, transfer/apply ideas into various disciplines
- **Personal Accountability**
Conduct oneself with professionalism and productivity

Based on information from *The Global Achievement Gap* by Tony Wagner (2008, Basic Books, New York) and adapted from *The Seven Survival Skills for Careers, College, and Citizenship*©, Tony Wagner, Harvard University.

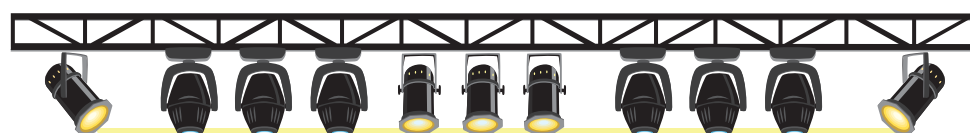


A program of



**Northwest Michigan
Council of Governments**
Let Our Resources Work For You.

Career Spotlight is a project of the Northwest Michigan Workforce Development Board



The Career Spotlight is available online,
providing more in-depth information & videos:

nwm.org/careerspotlight.asp

Youth WIA File Checklist

Reference *Acceptable Documentation for WIA Eligibility Requirements – Adult, Dislocated Worker and Youth.pdf*

(Younger Youth 14-18/Older Youth 19-21)

Eligibility documents required in initial paperwork sent to MW Support Services Office:

- ☐ WIA Registration form – signed and dated (under 18, also signed by parent/guardian)
- ☐ Complaint Policy and Procedure form – signed and dated
- ☐ Equal Opportunity is the Law (EO) form – signed and dated
- ☐ Release of Wage Information form – sign and dated (OLDER YOUTH ONLY)
- ☐ Citizenship (See reference)
- ☐ Selective Service all males born on or after January 1, 1960 (See reference)
- ☐ Age (See reference)
- ☐ Income (see page 2)
- ☐ Family size (See reference)
- ☐ Barrier(s) (See reference) If BSD, must have pre-test
- ☐ Out of School BSD Youth – Pre TABE or Work Keys Tests (as of 7/1/06)
- ☐ ISS started (on MIS)

Documents required for training services:

Note: Justification of activities/goals/skills deficiencies must be recorded in comment section of activities. If preliminary testing is below 9th grade, must put in basic skills deficiency goal.

Classroom Training:

- ☐ Training Agreement and Checklist – signed and dated

Work Experience Training:

- ☐ Training Site Agreement – signed by student, employer and staff.
- ☐ Work Permit (under 18) – signed and dated prior to start of training.
- ☐ Monitoring report
- ☐ Performance Report
- ☐ Employer Grievance Procedure form

Summer Opportunities:

- | | |
|---|---|
| <input type="checkbox"/> Worksite application | <input type="checkbox"/> Performance Evaluation |
| <input type="checkbox"/> Application review form | <input type="checkbox"/> Terms of Employment |
| <input type="checkbox"/> Training site agreement (signed & dated) | <input type="checkbox"/> Adverse Action plan |
| <input type="checkbox"/> Supervisor Training checklist | <input type="checkbox"/> Correction Action plan |
| <input type="checkbox"/> Monitor reports | <input type="checkbox"/> Accident reports |
| <input type="checkbox"/> Employer Grievance Procedure form | |

Documents required to be in file at Exit as appropriate:

- ☐ Copy of Credential obtained (includes high school diploma, GED, CRT certificate)
- ☐ Documentation of all skills attained (Younger youth only - three per year per youth)
- ☐ Documentation of all support services
- ☐ ISS completed (on MIS)
- ☐ Customer Satisfaction Survey completed (on MIS)
- ☐ Pre and Post Math and Reading tests
- ☐ Annual post math and reading tests (if applicable) for out of school BSD youth

Documents required to be sent to MW Support Services

- ☐ First and third quarter outcomes and case file turned in.
- ☐ Telephone verifications/or other verification used to document quarterly outcomes.