



# **ALABAMA STATE PLAN 2011**

## **WORKFORCE INVESTMENT ACT WAGNER-PEYSER ACT**

**Submitted June 30, 2009**

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**Program Administration and Designees and Plan Signatures**

**Appendix A**

**Attachments**

## State Plan Development Process

The Governor's involvement in the development of the State Plan for the Workforce Investment Act (WIA) and Wagner-Peyser Act Programs is largely through his **Executive Order No. 36**, which provided a coordinating mechanism for workforce development in Alabama, and through his approval of the Workforce Development Strategic Plan. He has approved those actions on which this plan is based.

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The State Plan Modification, posted on the Governor's Office of Workforce Development website, at [www.owd.alabama.gov](http://www.owd.alabama.gov), was available for public review and comment on the Internet. This was considered to be the most effective manner to communicate with all interested parties. Public notices in newspapers were published regarding the State Plan Modification's availability.

Two agencies, the Alabama Department of Industrial Relations (DIR) (Wagner-Peyser and Labor Market Information) and the Alabama Department of Economic and Community Affairs (ADECA) – Workforce Development Division (WDD) (WIA) and coordinated through the Governor's Office of Workforce Development (GOWD), worked together throughout the plan development process to insure complete collaboration on the project.

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Principal changes in the Alabama Five-Year Plan are indicated by shading, with a "Modified, 6/30/09" margin notation, opposite the affected text/section.

# Alabama's Workforce Development State Plan Modification July 1, 2009 – June 30, 2010

## I. State Vision

The vision for Alabama's workforce development is to provide a market-driven system that delivers services to customers using an innovative and comprehensive approach. This methodology will provide employers with a prepared workforce which enhances the State's economic development and quality of life.

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The Governor's vision is more comprehensively stated in **Executive Order No. 36** (Attachment 1).

### A. Economic Development Goals

Alabama's economic development goals for attracting, retaining, and growing business and industry within the State, as expressed by the Alabama Development Office, are as follows:

- Enhance Alabama's national and international branding
- Identify growth sectors and business sectors that are of importance to Alabama's economy
- Identify, recruit, and develop investment projects of Statewide and regional significance resulting in new job creation
- Improve Alabama's competitiveness as a world-class film industry business and production destination
- Assist and support local and regional economic development organizations in their missions to attract new businesses, retain existing industry and expand existing businesses
- Identify and coordinate with local and regional economic development partner's business retention projects of Statewide significance
- Increase export sales of Alabama products and services
- Support and encourage job creation in non-established, non-traditional regions

### B. Maximizing Federal and State Resources: The Governor's vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State's cabinet agencies and/or education agencies in order to ensure a skilled workforce.

In **Executive Order No. 36**, Governor Riley requires streamlining and consolidating the functions of workforce development agencies into a single agency in order to reduce costs, eliminate redundant organizations, and to simplify the organizational structure of the Executive Branch, and to improve accessibility and accountability, to provide more efficient use of specialized expertise and facilities, to reduce administrative support,

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and to promote sharing of best practices. The executive order also emphasizes the role of the Workforce Planning Council in developing, administering, and coordinating the implementation of a comprehensive State Plan for Workforce Development, with input from the State Workforce Board and the Governor. The agency designated to coordinate workforce development activities is the Alabama Governor's Office of Workforce Development (GOWD).

**C. The Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce (keeping up with innovation and new technology).**

In addition to the workforce development agencies, such as the DIR (Employment Service (ES), Labor Market Information (LMI), Unemployment Insurance(UI), Trade Act), ADECA/WDD and GOWD (WIA), the Department of Human Resources (Temporary Assistance to Needy Families), and the Alabama Development Office (Economic Development), the Governor included in the Workforce Planning Council the State Department of Education and the Department of Postsecondary Education. By keeping these entities engaged in designing and implementing the workforce system of the present and the future, the State will be in the best possible position to keep up with innovations and new technology. The Workforce Planning Council was restructured by Executive Order No. 36 (Attachment 1).

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**D. The Governor's vision for bringing the key players in workforce development including business and industry, economic development, education, and the public workforce system.**

Governor Riley brought together key players in workforce development including business and industry, economic development, education, and the public workforce system through his Executive Order No. 36, which restructured the Workforce Development Planning Council. This Planning Council is composed of, among others, the heads of workforce development agencies, including the DIR (ES, LMI, Trade Act, Veteran's programs, and UI), the State Department of Education, the State Department of Postsecondary Education, the Alabama Development Office (industrial recruitment), the Department of Human Resources (welfare, food stamps), Alabama Department of Rehabilitation Services (DRS), ADECA, and the GOWD (WIA).

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The Workforce Development Planning Council embodies the Governor's vision in Workforce Development as stated in Executive Order No. 36, "Streamlining and consolidating the functions of certain of these agencies into a single agency offers the opportunity to realize significant cost savings, eliminate redundancy and simplify the organizational structure of the Executive Branch, improve accessibility and accountability, provide more efficient use of specialized expertise and facilities, reduce administrative support, and promote more effective sharing of best practices and state of the art technology..." The Executive Order went on to state that the Workforce Planning Council, "...shall develop, administer, and coordinate the implementation of a comprehensive State Plan for Workforce Development..." In addition, these agency

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representatives are also members of the State Workforce Investment Board (SWIB) along with private sector representatives. Between the two boards, extensive discussions and reviews are conducted that identify workforce challenges. The board then develops strategies and solutions, including leveraging resources, to address those challenges.

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Additionally, the State has been divided into ten workforce development regions, each having a council composed of private sector employees, economic developers, and elected officials. Regional workforce development councils are charged with identifying local priorities and working with service providers to develop proposals and projects that address priority needs. Request for State workforce development funds come through the regional councils. Regional council chairs also sit on the State and Local Workforce Investment Boards.

**E. The Governor’s vision to ensure that youth have the opportunity to actualize career goals. . .**

The Governor ensures youth have the opportunity to actualize career goals through the State Workforce Development Planning Council, the SWIB, the local youth councils, and LWIBs. Each of the groups involved has the expertise to contribute to the development of a comprehensive youth strategy. Ensuring that coordination exists among agencies with related workforce development missions is the best way to ensure that funds are used properly and wisely and that redundancies are minimized.

**II. State Workforce Investment Priorities**

Governor Riley’s workforce investment priorities for the public workforce system are:

- Streamline and consolidate the functions of workforce development agencies into a single agency
- Reduce waste in the workforce development system
- Improve accountability and accessibility
- Effectively use expertise and facilities
- Reduce administrative support

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To address these priorities, the SWPC created a strategic plan (Attachment 4) which identifies the following imperatives:

- Maximize efficiency, effectiveness, and responsiveness of workforce development system at state and local levels.
- Ensure that workforce development programs and services are aligned with current and future skill needs.
- Increase the number of skilled workers in labor pool.
- Assist employees and employers to maximize retention and productivity.
- Ensure that Alabamians are aware of career opportunities, skill requirements, and education and training options.
- Demonstrate accountability.

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The SWPC meets monthly to review and approve proposals for State funding and to coordinate the Planning and allocation of workforce development resources. Additionally, the Director of the GOWD holds regular “Leadership Team” meetings with administrators for agencies with workforce development responsibilities.

### III. State Governance Structure

#### A. Organization of State agencies in relation to the Governor

1. **Organizational chart is Attachment 2.**
2. **In a narrative describe how the agencies involved in the public workforce investment system interrelate on workforce and economic development issues and the respective lines of authority.**

The agencies involved in the public workforce investment system interrelate on workforce and economic development issues as described in I.D. above. In addition to this contact on policy issues in formal groups, there is daily contact among staff of all of these agencies as they pursue their normal daily work, which involves coordination and collaboration with other workforce development agencies.

#### B. State Workforce Investment Board

1. **Describe the organization of the Board.**

The Alabama Workforce Investment Board is comprised of 93 members (Attachment 3) including the Governor and two members from each Chamber of the Alabama Legislature. Of the 93 members, 49 are business representatives. The State Board has an Executive Committee to conduct business outside the regular Board meetings.

2. **Identify the organizations or entities represented on the Board**

The organizations or entities represented on the Board (Attachment 3) include the Governor, members of the Alabama Legislature, organized labor representatives, one-stop partner agencies, business representatives, and chief elected officials. Other agencies/entities represented include community colleges, State and local economic development organizations, community-based organizations, juvenile justice, and agencies with expertise in youth program activities.

3. **Describe the process your state used to identify your state board members.**

State Board members were identified by the Governor’s Office through recommendations requested from entities and organizations, as required by WIA Section 111(b) to be represented on the State Board. A majority of business

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representatives were recommended by the Business Council of Alabama, which has some 5,000-business members, who employ nearly three quarters of a million Alabama workers. There are business **representatives from all ten** of Alabama's Regional Workforce Development Councils (Attachment 6).

**4. Describe how the board's membership enables you to achieve your vision described above.**

The membership of the Alabama Workforce Investment Board shares a vision with the Governor to achieve a comprehensive market-driven, performance-based workforce development system, which readily adapts to dynamic occupational and economic trends. The State Board collaborated with Alabama workforce system partners through the Alabama Workforce Planning Council to develop Alabama's Workforce Development System Strategic Plan (Attachment 4). The State Board Chair participates as a member of the Workforce Planning Council. The Board was involved in the development of the Strategic Plan with drafts being provided at meetings and Executive Committee sessions. The Strategic Plan was approved by the State Board, and presented to the Governor at the State Workforce Development Conference. The Strategic Plan is a continuing work-in-progress. Board members are involved with all initiatives and communicate on related strategies included in the plan.

**5. Describe how the board carries out its functions.**

The State Board carries out functions required by WIA Section 111(d) and 20 CFR 661.205 primarily through the Board's Executive Committee. The Executive Committee will address specific issues and policies in order to make recommendations to the full Board and the Governor. For example, the One-Stop Career Center template was developed for local areas' use as a method to achieve consistency of services, information, and branding at local One-Stop Career Center offices.

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Also, the Governor via **Executive Order No. 36** restructured the Workforce Planning Council to develop, administer, and coordinate, **with input from the State Board**, the implementation of a comprehensive State strategic plan for workforce development. The Workforce Planning Council is essentially the Governor's workforce cabinet and is composed of cabinet level officers of Alabama's One-Stop partner agencies (who are also State Board members), two at large private sector members, and the chair of the State Workforce Board as an ad hoc member.

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The Alabama Career Center partner agencies provide staff expertise for the various Board functions listed in Section 111(d) to ensure all statutory and regulatory requirements are met for WIA as well as other initiatives. The **GOWD** (WIA Title I) provides full-time Board staff.

**6. How will the state board ensure that the public has access to board meetings and information?**

All meetings of the Alabama Workforce Investment Board are publicly announced prior to each meeting and are open and accessible to the general public. The public notice lists a TDD telephone number to call to access information about each meeting and includes a statement that auxiliary aids and services are available upon request to individuals with disabilities. The Alabama Open Meetings Act requires advance notice of Board meeting times and dates to be posted on the Alabama Secretary of State's website. The meetings are held in locations accessible by persons with disabilities.

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Membership information and meeting minutes are maintained at the **ADECA/WDD**, 401 Adams Avenue, Montgomery, Alabama.

**7. Identify the circumstances which constitute a conflict of interest for any state or local workforce investment board member.**

Circumstances which constitute conflicts of interest for Board members were addressed on January 7, 2000, by the "State Policy on Conflicts of Interest" for both State and LWIBs. This policy was transmitted through the Governor's Workforce Development Directive No. PY99-05. It included the Alabama Code of Ethics for Public Officials, Employees, etc., definition for a conflict of interest as follows:

"A conflict of interest involves any action, inaction, or decision by a public official or public employee in the discharge of his or her official duties which would materially affect his or her financial interest or those of his or her family members or any business with which the person is associated in a manner different from the manner it affects the other members of the class to which he or she belongs."

The State Policy Directive also included Section 111(f) and Section 117(g) of the Workforce Investment Act of 1998, as it applied to both the State and Local Boards.

Specifically, as provided in Section 111(f) and 117(g) of the Workforce Investment Act, a State or Local Board may not:

Vote on a matter under consideration by the Board-

- a) Regarding the provision of services by such member (or by an entity that such member represents); or
- b) That would provide direct financial benefit to such member or the immediate family of such member; or engage in any other activity

determined by the Governor to constitute a conflict of interest as specified in the State Plan.

The Alabama Workforce Investment Board adopted their “Conflict of Interest Policy” and “Bylaws” on March 22, 2000, incorporating the State Policy Directive into their policy document. These documents included additional language as follows:

Use or attempt to use the appointment to secure benefits, privileges, exemptions, or advantages for the member, any member of their immediate family, or an organization with which the member is associated which are different from those normally available to a member of their business classification, profession, or organization.

Any Board member with a potential or actual conflict of interest must disclose that fact to the Board (or the Executive Secretary) as soon as the conflict is discovered and, to the extent possible, before the meeting involving the issue to be discussed. If it should be determined during the meeting that a conflict of interest exists, the member must verbally declare such conflict of interest. Such declaration must be clearly noted in the minutes, and the member must excuse him/herself from the remainder of the discussion and voting.

**8. What resources does the state provide the board to carry out its functions?**

The State does not provide the SWIB with a dedicated budget, but does provide dedicated staff and funds for meetings, as well as for activities recommended by the SWIB.

**C. Structure/Process for State agencies and State board to collaborate and communicate.**

**1. Describe steps the state will take to improve operational collaboration of workforce investment activities at the state and local level. How will the State board and agencies eliminate any existing state-level barriers to coordination?**

Governor Riley placed keen emphasis on a vibrant workforce development system and his plan is articulated in **Executive Order No. 36**, which calls for increased accountability, streamlined services, universal access to services, and individuals empowered in training and career choices. The Workforce Development Planning Council acts as a fulcrum in better coordinating the efforts of those agencies charged with workforce development functions. Separate task forces appointed by the Planning Council are aligned with various workforce development goals. The Planning Council and its task forces are a platform for representatives of workforce development agencies to better channel their resources towards resolution of common workforce development challenges.

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Additionally, the State has been divided into ten workforce development regions, each having a council composed of private sector employees, economic developers, and elected officials. Regional workforce development councils are charged with identifying local priorities and working with service providers to develop proposals and projects that address priority needs. Request for State workforce development funds come through the regional councils. Regional council chairs also sit on the State and Local Workforce Investment Boards.

**2. Describe the lines of communication to attain timely sharing of information among state agencies and the state workforce investment board.**

Communication of the issues, challenges, and opportunities to the various State agencies is effected through the Planning Council and through the SWIB.

**3. Describe the lines of communication established to ensure sharing of information between state agencies and board and local boards.**

Designated representatives of each local area are invited to all SWIB meetings. These same local area representatives are ad hoc members of the Board's Executive Committee. Federal guidance and policy statements from the State WIA Administrative Entity are issued through Governor's Workforce Development Directives, which are posted on the ADECA Internet web site, accessible by all Workforce Development Partner agencies. Another vehicle for dissemination of Workforce Development policy is Alabama Career Center System Memoranda, which are similarly broadly available.

**4. Cross-cutting organizations and bodies at the State level are:**

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The referenced organizations and bodies are the SWIB, the Workforce Development Planning Council, and the GOWD.

#### **IV. ECONOMIC AND LABOR MARKET ANALYSIS**

##### **A. Current base by industry**

Annual employment figures for 2008 indicate an average employment base of close to 2 million people. Healthcare and Social Assistance as well as Professional, Scientific and Technical Services showed the greatest gains from 2007 figures. Eight of the major industry divisions decreased from 2007 with manufacturing exhibiting the largest loss. Only 2, of Alabama's 67 counties, Madison and Limestone, exhibited gains in average monthly employment.

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Service Providing employment averaged 1,588,000, up 4,200 from 2007. Manufacturing employment averaged 284,700 registering a decrease of 11.6 percent from 2007. Of the 21 Manufacturing Sectors, 15 showed decreases over the past year.

The greatest over-the-year increases were in Aerospace Products and Parts Manufacturing and Paper Manufacturing, with .8% and .5% respectively.

## **B. Industries and Occupations Growth/Decline**

From 2006 through 2016, Health Care and Social Assistance will continue to provide new career opportunities due to the aging of the population and an increase in social programs. Industries that are expected to experience the greatest gains are associated with elderly care, such as Home Health Care Services, Other Residential Care Facilities, and Community Care Facilities for the Elderly. These three industries are projected to provide over 10,500 new jobs over the ten-year period. Seven of the 20 fastest growing industries are expected to occur in Health Care and Social Assistance over the period.

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The Professional, Scientific, and Technical Services sector is also expected to be on the rise. Management, Scientific, and Technical Consulting Services as well as Specialized Design Services are predicted to add 6,000 jobs through the ten years.

Manufacturing employment in the state is projected to grow slightly over the period, by around 2.18%. While Durable Goods employment is expected to increase over 11.25% through the period, Nondurable Goods are projected to continue a steady decline of 12.57%. Due to new industry in Southwest Alabama, Iron and Steel Mills and Ferroalloy Manufacturing as well as Ship and Boat Building are expected to add around 5,800 jobs over the period.

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## Fast Growing Industries, Statewide

This data is developed and provided by the Alabama Department of Industrial Relations, Labor Market Information Division in cooperation with the Projections Managing Partnership of the U.S. Department of Labor, Employment and Training Administration.

NAICS	Industry	Employment <sup>1</sup>				Average Annual Growth <sup>2</sup>	
		2,006	2,016	Net Change	Percent Change	AL	US
3311	Iron and Steel Mills and Ferroalloy Mfg	4,360	8,390	4,030	92.34	6.76	-3.86
5172	Wireless telecommunications	2,820	5,380	2,560	90.61	6.66	3.49
3254	Pharmaceutical and Medicine Mfg	640	1,140	500	78.77	5.98	2.15
3366	Ship and Boat Building	2,660	4,430	1,770	66.83	5.25	1.10
5416	Mgt., Scientific, and Tech. Consulting Services	8,640	14,340	5,700	66.01	5.20	5.93
6216	Home Health Care Services	10,490	16,570	6,080	58.01	4.68	4.51
6233	Community Care Facilities for the Elderly	6,370	10,060	3,690	57.88	4.67	4.15
5613	Employment Services	48,220	72,980	24,760	51.35	4.23	1.75
5414	Specialized Design Services	650	950	300	46.77	3.91	2.82
5231	Securities and Commodity Contracts Brokerage	2,590	3,800	1,210	46.64	3.90	3.90
6239	Other Residential Care Facilities	1,750	2,540	790	45.03	3.79	1.72
6241	Individual and Family Services	9,270	13,400	4,130	44.52	3.75	5.65
5611	Office Administrative Services	3,400	4,900	1,500	44.24	3.73	2.30
6244	Child Day Care Services	12,480	17,430	4,950	39.66	3.40	2.95
7139	Other Amusement and Recreation Industries	12,340	17,150	4,810	38.98	3.35	2.65
6213	Offices of Other Health Practitioners	7,770	10,710	2,940	37.81	3.26	2.32
6219	Other Ambulatory Health Care Services	3,760	5,160	1,400	37.10	3.21	2.84
5239	Other Financial Investment Activities	1,160	1,580	420	36.41	3.15	3.90
7212	RV Parks & Recreational Camps	510	690	180	34.97	3.04	1.28
4412	Other Motor Vehicle Dealers	2,320	3,110	790	34.46	3.00	2.67

The U.S. Bureau of Labor Statistics reports that although automated technology and faster looms are boosting productivity nationwide, competition and an increase in imports in fiber, yarn, and thread mills will drive this sector down through 2016. These losses are reflected in the Alabama economy. In 2000, employment in textile and apparel industries in Alabama averaged over 62,000, while in 2004, employment totaled 22,800, a loss of 39,200 jobs in 8 years.

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A look at declining industries through 2016 indicates that textiles and apparels should dominate losses in the Manufacturing sector with a combined decrement of over 13,000 jobs. Textile and apparel plants in Alabama continue to lose employment slightly faster than the nation. In the past, these plants were the backbone of Alabama manufacturing; however, through 2016 the greatest contributor to decline will be Cut and Sew Apparel Manufacturing, with an estimated annual contraction of 8.88 percent. Furthermore, of the 20 worst declining industries Statewide, 6 are expected to occur in textile or apparel manufacturing.

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## **Declining Industries, Statewide**

*This data is developed and provided by the Alabama Department of Industrial Relations, Labor Market Information Division in cooperation with the Projections Managing Partnership of the U.S. Department of Labor, Employment and Training Administration.*

NAICS	Industry	Employment <sup>1</sup>				Average Annual Growth <sup>2</sup>	
		2,006	2,016	Net Change	Percent Change	AL	US
3152	Cut and Sew Apparel Mfg	4,416	1,743	-2,673	-60.53	-8.88	-8.39
3151	Apparel Knitting Mills	6,668	3,426	-3,242	-48.62	-6.44	-5.12
3133	Textile and Fabric Finishing and Fabric Coating Mills	1,248	653	-595	-47.68	-6.27	-5.02
3132	Fabric Mills	3,252	1,714	-1,538	-47.29	-6.20	-3.77
3141	Textile Furnishings Mills	7,260	3,858	-3,402	-46.86	-6.13	-1.32
	Nonferrous Metal (except Aluminum) Production and Processing						
3314	Processing	2,033	1,213	-820	-40.33	-5.03	-3.66
3353	Electrical Equipment Mfg	1,072	736	-336	-31.34	-3.69	-2.06
3313	Alumina and Aluminum Production and Processing	1,994	1,393	-601	-30.14	-3.52	-3.62
4247	Petroleum and Petroleum Products Wholesalers	1,782	1,295	-487	-27.33	-3.14	-3.63
3131	Fiber, Yarn, and Thread Mills	5,425	3,976	-1,449	-26.71	-3.06	-2.27
3322	Cutlery and Handtool Mfg	540	398	-142	-26.30	-3.01	-3.05
3221	Pulp, Paper, and Paperboard Mills	9,872	7,331	-2,541	-25.74	-2.93	-3.65
4543	Direct Selling Establishments	1,559	1,160	-399	-25.59	-2.91	-3.94
4811	Scheduled Air Transportation	777	594	-183	-23.55	-2.65	0.67
3111	Animal Food Mfg	1,175	925	-250	-21.28	-2.36	-1.67
5171	Wired telecommunications	7,817	6,170	-1,647	-21.07	-2.34	-2.30
4245	Farm Product Raw Material Wholesalers	749	596	-153	-20.43	-2.26	-3.08
4542	Vending Machine Operators	782	634	-148	-18.93	-2.08	-4.60
3271	Clay Product and Refractory Mfg	1,365	1,108	-257	-18.83	-2.06	-1.09

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Of the ten fastest growing occupations projected through 2016, only three require a Bachelor's Degree or higher, two of these in the area of computer technology. The remaining occupations require an Associate Degree or less. Six of the fastest growing occupations are expected to occur in the Healthcare field. Rail Car Repairers occurs at the top of the list due to the new industry locating in Northwest Alabama.

Modified  
6/30/09

Occupation	Employment		Percent Change	Avg Ann Openings	Education Training / Experience
	2006	2016			
Rail Car Repairers	260	440	69.23	20	Long-term on-the-job training
Network Systems and Data Communications Analysts	2,770	4,230	52.71	200	Bachelor's degree
Veterinary Technologists and Technicians	940	1,430	52.13	80	Associate degree
Medical Assistants	5,230	7,750	48.18	315	Moderate-term on-the-job training
Home Health Aides	9,590	14,210	48.18	545	Short-term on-the-job training
Computer Software Engineers, Applications	3,670	5,420	47.68	230	Bachelor's degree
Occupational Therapist Assistants	210	310	47.62	15	Associate degree
Court Reporters	240	350	45.83	15	Postsecondary vocational training
Physician Assistants	550	780	41.82	35	Bachelor's degree
Physical Therapist Assistants	1,220	1,720	40.98	65	Associate degree

Modified  
6/30/09

Alabama's declining occupations reflect losses in their respective industries as well as changes in occupational technology. Several declining occupations are related to the continued decline in textile and apparel manufacturing industries. Others, such as File Clerks, Order Clerks, and Computer Operators are declining due to technological advances in the occupations. Six of the top 10 are production occupations representing over 6,300 Alabama workers with transferable manufacturing skills that are projected to lose their current jobs over the ten-year period.

Modified  
6/30/09

Occupation	Employment		Net Change
	2006	2016	
Sewing Machine Operators	9,500	7,090	-2,410
Farmers and Ranchers	14,090	12,420	-1,670
Textile, Knitting, & Weaving Mach. Setters, Oper., & Tenders	3,310	1,980	-1,330
Textile, Winding, & Draw. Out Mach. Set., Oper., & Tenders	3,530	2,260	-1,270
File Clerks	2,720	1,770	-950
Order Clerks	3,280	2,460	-820
Paper Goods Machine Setters, Operators, and Tenders	3,050	2,540	-510
Computer Operators	1,950	1,470	-480
Electrical and Electronic Equipment Assemblers	3,220	2,780	-440
Photographic Processing Machine Operators	790	430	-360

### C. Demand for skilled workers

The High Growth Job Training Initiative laid out by President Bush identifies industries that are either primary or secondary high-growth industry areas in the national economy. These national areas overlap the Alabama economy in multiple industries that are targeted for growth. These include Healthcare, Information Technology, Shipbuilding, Aerospace, and Automotive manufacturing.

Modified  
6/30/09

Direct Healthcare occupations represent 15 of the top 40 fast-growing occupations in Alabama through 2014. Most of these are related to various types of healthcare assistants and aides. For example, medical assistants are listed as the fastest growing healthcare occupation with a change over the period of 48.18%. In the list of 14 fast growing healthcare occupations, eight are listed as assistants or aides, accounting for over 1,300 annual average job openings each year through 2014. In addition to these direct healthcare occupations are some secondary occupations related to healthcare such as postsecondary teachers in healthcare areas. There has also been a great rise in physical, social, and mental health with growth in occupations such as fitness trainers, and marriage and family therapists.

Modified  
6/30/09

Occupation	Percent Change	Total Openings	Education Title	wage mean salary
Medical Assistants	48.18	315	Moderate-term on-the-job training	\$ 24,150
Home Health Aides	48.18	545	Short-term on-the-job training	\$ 17,020
Occupational Therapist Assistants	47.62	15	Associate degree	\$ 45,210
Physician Assistants	41.82	35	Bachelor's degree	\$ 68,720
Physical Therapist Assistants	40.98	65	Associate degree	\$ 42,000
Health Educators	40.54	20	Master's degree	\$ 38,600
Dental Hygienists	38.81	165	Associate degree	\$ 41,040
Dental Assistants	38.60	160	Moderate-term on-the-job training	\$ 26,130
Fitness Trainers and Aerobics Instructors	37.82	155	Postsecondary vocational training	\$ 29,150
Physical Therapists	34.72	90	Master's degree	\$ 71,590
Medical and Public Health Social Workers	34.69	110	Bachelor's degree	\$ 39,440
Biological Science Teachers, Postsecondary	34.48	45	Doctoral degree	\$ 79,020
Physical Therapist Aides	33.90	30	Short-term on-the-job training	\$ 20,200
Personal and Home Care Aides	33.79	150	Short-term on-the-job training	\$ 15,960
Pharmacy Technicians	33.68	375	Moderate-term on-the-job training	\$ 23,380
Athletic Trainers	33.33	10	Bachelor's degree	\$ 35,250
Marriage and Family Therapists	32.14	15	Master's degree	\$ 44,220
Biological Technicians	31.71	30	Associate degree	\$ 34,780

Internet Service Providers and Web Search Portal industries are included in the President's Information Technology sector; both are fast growing in Alabama. Information Technology staffs the following fast-growing Computer and Mathematical occupations. These occupations are not anticipated to grow as they have in the past due to job outsourcing to other countries. Nevertheless, these occupations are continuing to grow faster than average due to the extreme pace in the development of new technology. The listed occupations are projected to produce an average of over 1,300 job openings a year through 2016.

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6/30/09

Occupation	Percent Change	Total Openings	Education Title	wage mean salary
Network Systems and Data Communications Analysts	52.71	200	Bachelor's degree	\$ 64,210
Computer Software Engineers, Applications	47.68	230	Bachelor's degree	\$ 73,940
Computer Software Engineers, Systems Software	37.35	175	Bachelor's degree	\$ 81,790
Database Administrators	35.63	40	Bachelor's degree	\$ 59,800
Network and Computer Systems Administrators	34.22	215	Bachelor's degree	\$ 62,190
Computer Systems Analysts	31.33	450	Bachelor's degree	\$ 68,350

Modified  
6/30/09

In Alabama, Biotechnology jobs were identified from Medical and Diagnostic Laboratories, Services, and Pharmaceutical and Medicine Manufacturing industries. The occupations listed below are a select few from the Life, Physical and Social Science Occupational Group as they are most closely associated to Biotechnology. Biological Technicians are projected to be the fastest growing occupation through the year 2016, with 30 average annual job openings through the period. Most of the growth in these occupations will occur in various technicians and technologists.

Modified  
6/30/09

Occupation	Percent Change	Total Openings	wage mean salary
Biological Technicians	31.71	30	\$ 34,780
Medical and Clinical Laboratory Technicians	19.75	85	\$ 29,910
Chemists	16.95	25	\$ 58,320
Medical and Clinical Laboratory Technologists	15.52	70	\$ 47,110
Chemical Technicians	15.31	50	\$ 40,160
Microbiologists	15.00	10	\$ 53,280
Biological Scientists, All Other	14.29	5	\$ 63,410

Alabama’s economic profile includes targeted growth in Shipbuilding industries. These tend to occur in both the Transportation and Manufacturing sectors. The occupations listed are typical of those found in shipbuilding. These occupations are expected to grow at a steady pace over the period. However, one must consider that the data for these occupations is a total for their existence across all industries, not just shipbuilding.

Shipbuilding	2016 Employment	Percent Change From 2006
Electricians	11,340	16.4
Painters, Transportation Equipment	1,220	28.4
Plumbers, Pipefitters, and Steamfitters	8,450	19.5
Structural Metal Fabricators and Fitters	4,290	19.5
Welders, Cutters, Solderers, and Brazers	11,490	23.4

Modified  
6/30/09

Although the nation faces a decline in Automotive Manufacturing jobs, Alabama continues to recruit new automotive industry to boost employment. The following five occupations are vital in automotive manufacturing and are expected to produce over 2,000 job openings a year through 2016; some through job churn, others through growth in the industry. As with Shipbuilding, these occupations exist in industries other than automotive manufacturing alone.

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Automotive Manufacturing	2016 Employment	Percent Change From 2006
Assemblers and Fabricators All Other	4,890	15.1
Industrial Machinery Mechanics	6,590	13.2
Industrial Engineers	3,140	36.5
Mechanical Engineers	4,600	17.9
Team Assemblers	43,620	26.8

## D. Critical Occupations

Modified  
6/30/09

Critical occupations can be defined several ways. The following occupations have been selected based on rankings of expected annual openings, growth, and average annual salary through 2016. Those rankings were then averaged to come up with occupations that could be described as critical. Seven of the top ten critical occupations fall into fast growing areas such as Healthcare, Automotive Manufacturing, and Information Technology. The remaining are various service-oriented occupations which are expected to have faster than average growth.

Modified  
6/30/09

Occupation	Employment		Percent Change	Avg Annual Openings	Avg Annual Salary (\$)
	2006	2016			
Computer Software Engineers, Applications	3,670	5,420	47.68	230	\$ 73,940
Network Systems and Data Communications Analysts	2,770	4,230	52.71	200	\$ 64,210
Computer Software Engineers, Systems Software	3,400	4,670	37.35	175	\$ 81,790
Management Analysts	7,180	9,370	30.50	345	\$ 83,260
Computer Systems Analysts	7,820	10,270	31.33	450	\$ 68,350
Network and Computer Systems Administrators	3,740	5,020	34.22	215	\$ 62,190
Industrial Engineers	2,300	3,140	36.52	140	\$ 68,700
Registered Nurses	40,320	51,850	28.60	1,820	\$ 54,370
Personal Financial Advisors	1,780	2,450	37.64	80	\$ 102,680
Welding, Sold., & Brazing Mach. Set., Oper., & Tend.	2,940	4,090	39.12	175	\$ 43,270

Modified  
6/30/09

A majority of the top ten critical occupations require at least a Bachelor's Degree. *Welding, Solderers, & Brazing Machine Setters & Registered Nurses* are the only two in the top ten that require less than a Bachelor's Degree. This occurs because this list of critical occupations is based on fast growing, high demand, high wage occupations, rather than just fast growing and high demand. All of these occupations listed produce a large number of annual openings, will experience a great amount of growth over the period, and pay very good wages.

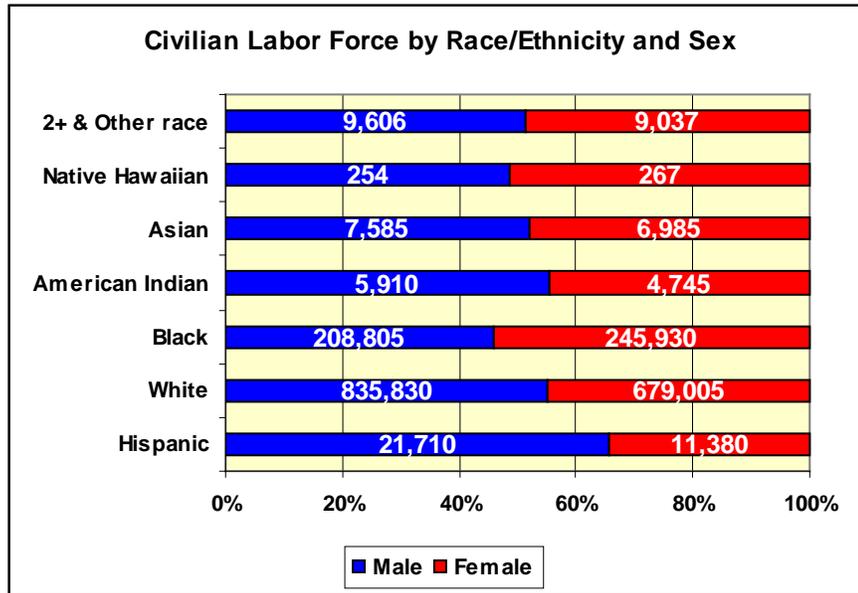
## E. Skill Needs for projected critical occupations

Occupation	Knowledge	Skills	Ability
Computer Software Engineers, Applications	Computers and Electronics Engineering and Technology Mathematics Telecommunications English Language	Programming Critical Thinking Complex Problem Solving Active Learning Troubleshooting	Deductive Reasoning Oral Comprehension Inductive Reasoning Near Vision Problem Sensitivity
Network Systems & Data Communication Analysts	Computers & Electronics Customer & Personal Service Telecommunications Administration & Management Education & Training	Equipment Selection Troubleshooting Complex Problem Solving Active Listening Active Learning	Near Vision Deductive Reasoning Written Comprehension Problem Sensitivity Inductive Reasoning
Computer Software Engineers, Systems Software	Customer and Personal Service English Language Medicine and Dentistry Public Safety and Security Therapy and Counseling	Active Listening Reading Comprehension Writing Coordination Service Orientation	Oral Comprehension Oral Expression Problem Sensitivity Speech Recognition Speech Clarity
Management Analysts	Customer & Personal Service Administration & Management English Language Personnel & Human Resources Computers & Electronics	Critical Thinking Judgment & Decision Making Active Listening Coordination Time Management	Oral Comprehension Oral Expression Written Comprehension Inductive Reasoning Written Expression
Computer Systems Analysts	Computers and Electronics English Language Customer and Personal Service Design Telecommunications	Active Learning Reading Comprehension Complex Problem Solving Critical Thinking Active Listening	Oral Comprehension Problem Sensitivity Deductive Reasoning Inductive Reasoning Written Comprehension
Network & Computer Systems Administrators	Computers & Electronics English Language Mathematics Administration & Management Telecommunications	Reading Comprehension Active Listening Critical Thinking Complex Problem Solving Speaking	Oral Comprehension Oral Expression Written Comprehension Deductive Reasoning Near Vision
Industrial Engineers	Engineering & Technology Production & Processing Mathematics Administration & Management Mechanical	Critical Thinking Active Listening Time Management Reading Comprehension Complex Problem Solving	Oral Expression Deductive Reasoning Oral Comprehension Problem Sensitivity Mathematical Reasoning
Registered Nurses	Medicine and Dentistry Psychology Customer and Personal Service English Language Biology	Active Listening Reading Comprehension Critical Thinking Instructing Speaking	Problem Sensitivity Oral Expression Inductive Reasoning Oral Comprehension Deductive Reasoning
Personal Financial Advisors	Customer & Personal Service Sales & Marketing Economics & Accounting English Language Mathematics	Active Listening Time Management Reading Comprehension Critical Thinking Speaking	Oral Comprehension Oral Expression Problem Sensitivity Written Comprehension Written Expression
Welding, Soldering, & Brazing Machine Setters, Operators & Tenders	Mechanical Production & Processing Public Safety & Security Administration & Management Education & Training	Active Listening Reading Comprehension Active Learning Equipment Maintenance Instructing	Manual Dexterity Near Vision Control Precision Finger Dexterity Arm-Hand Steadiness

## F. Demographics

Modified  
6/30/09

According to the U.S. Census Bureau, there are approximately 2,047,095 Alabamians counted in the civilian labor force. Of these workers, over 33,000 are Hispanic of any race. The following chart summarizes the labor force distribution by sex.



## G. In/Out Migration of Workers

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6/30/09

### Alabama Workforce in Alabama and Commuting to Other States

State Workplace	Total Number of AL Commuter Workforce in each Workplace	Percentage of AL Commuter Workforce to Total AL Workforce
Alabama	1,792,805	95.88 %
Georgia	29,182	1.60 %
Mississippi	11,569	0.60 %
Tennessee	7,551	0.40 %
Florida	8,286	0.40 %

(2006 On the Map Application partnership between Alabama Dept. of Industrial Relations & U.S. Census Bureau)

Modified  
6/30/09

### Bordering State Workforce Commuting to Alabama

State of Residence	Number of Commuter Workforce Entering AL	Percentage of each Alabama's in Commuter Workforce
Mississippi	9,707	0.50 %
Tennessee	10,659	0.60 %
Florida	10,828	0.60 %
Georgia	15,882	0.90 %

(2006 On the Map Application partnership between Alabama Dept. of Industrial Relations & U.S. Census Bureau)

## H. Skill Gaps

The skill gaps of workers in Alabama tend to be those which result from moving from a low-skill, labor-intensive manufacturing and agribusiness economy, to a 21<sup>st</sup> Century innovative economy based largely on advanced manufacturing and higher-tech industries. To transition from the old to the new economy, many Alabamians need to improve basic skills in such areas as applied reading, problem solving, applied mathematics, communication, and applied technology.

Once these foundational skills are mastered, a much larger number of Alabamians need to master technical skills. These needs are particularly acute in such areas as advanced manufacturing where skills related to multi-craft industrial maintenance, machining, tool and die, sheet metal, and welding are insufficient to meet current and projected demands. Similarly, in the aerospace sector, aircraft mechanics and service technicians are not available in sufficient numbers to meet demand.

In the service sector, various healthcare technicians, assistants, and aides as well as nurses are in short supply. There are also shortages in such low-wage service areas as cashiers and retail sales clerks, but the required training for these entry-level positions does not greatly impact the public workforce development system.

More specifically, each of the ten **Regional Workforce Development Councils** is currently analyzing labor market and economic development information and completing a regional “Status of the Workforce Report” based on their respective regional economies. These reports address the issue of declining occupations and/or sectors versus growing occupations and/or sectors and the skills gaps created by such job churning. This information will be submitted to the State Planning Council and State and Local Workforce Boards annually to provide well-informed planning, more closely define skills gaps, and target education and training resources accordingly.

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## I. Workforce Development Issues

Addressing the following issues has been given priority by the Alabama Workforce Development Planning Council and the Alabama Workforce Investment Board:

- Designing a comprehensive, market-driven, performance-based workforce development system that is based on labor market analysis and serves as a vital resource which readily adapts to dynamic occupational and economic needs.
- Designing and implementing organizational structures and programs based on best practices.
- Integrating a workforce development system that unites Alabama’s education and training services, employment services, and economic development resources into a streamlined delivery system.
- Becoming a recognized leader and partner in economic development by providing employers with valuable services which enhance their

- opportunities for growth and by providing job seekers with education, training, and related services which enhance their employability.
- Establishing a comprehensive marketing plan which communicates the enhanced services that the Workforce Development System provides the State's employers and employees.

Each of these issues/goals has been aligned with related strategies, initiatives, and activities designed to address the issues.

## **J. Priority of Workforce Development Issues**

No priority for the top five issues listed above has been established. It is the belief of the State Planning Council and Workforce Board that all five goals/issues must receive priority attention and must move along together in an integrated approach. Addressing any one of the issues complements and supports achievement of the other. Addressing all five of these issues concurrently is Alabama's priority.

## **V. Overarching State Strategies**

### **A. Identify how the State will use Title I funds to leverage other federal, state, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the statewide workforce investment system.**

The Workforce Planning Council has created an exciting vehicle for sharing program ideas, needs, and opportunities. Through this mechanism, many issues concerning workforce development in the State are shared and opportunities for cooperative programs are presented. This has proven to be a healthy medium to achieve collaboration, shared expertise, and shared funding. Many joint projects are currently under way which involve two or more of the Council member agencies.

### **B. What strategies are in place to address the national strategic direction discussed in Part I of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market?**

The strategies heretofore mentioned lend themselves directly to achievement of the Governor's priorities, the State's workforce development issues, and national strategic direction. An organized, coordinated system has been put in place to address all of these sets of issues. The issues will be addressed by the Workforce Planning Council and the SWIB, with the Governor's Office of Workforce Development acting as the coordinating entity.

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USDOL:  
8/13/09

WIA and ARRA funds were designated to local areas in a timely basis to ensure Adult and Dislocated Worker programs could be administered efficiently. Local areas were advised to provide increased levels of short-term occupational training through the Alabama Career Center system primarily with the ARRA funds and to provide long-

Modified per review by the USDOL: 8/13/09

term training with the general funding allowances. Adult and Dislocated Worker funds will be used for year-round occupational skills training that may be strengthened by providing training participants with food and transportation allowances.

The State policy for servicing low-income adults has been that low-income adults have priority for services in the workforce investment area. In addition, Wagner-Peyser services have been expanded to include non-comprehensive Career Centers operating in the more rural, low-income areas of the State in an effort to increase services to this particular group.

Local areas are asked to commit ARRA funding to stand-alone job skills training as provided in the Recovery Act. These stand-alone job training activities will be provided primarily by the community college systems and must be tied specifically to the needs of the employers and provide training in high growth, high demand areas. These activities are primarily targeted to under skilled, underprivileged, low-income workers.

Modified per review by the USDOL: 8/13/09

The Governor's Workforce Planning Council (Workforce Planning Council) serves as a coordinating body for workforce activities and coordinates economic development activities and Wagner-Peyser services. The Workforce Planning Council is made up of representatives from: the Governor's Office of Workforce Development, the Alabama Department of Economic and Community Affairs, the Department of Industrial Relations, the Alabama Development Office, the Department of Human Resources, the Department of Senior Services, the Alabama College System, the Alabama Industrial Training Institute, and the State Superintendent of Education. The Workforce Planning Council has determined that all services will be aligned through the Alabama Career Center system to ensure effective implementation of ARRA activities in a streamlined, transformed system that meets the needs of the employers and job seekers. Additional partners, such as the Department of Rehabilitation Services, the Department of Postsecondary Education, and the State Department of Education, are utilized within the Workforce Planning Council initiatives to ensure full alignment of the State's workforce development goals.

Modified per review by the USDOL: 8/13/09

In addition to the partnership at the State level as discussed with the Governor's Workforce Planning Council, which includes leadership and management teams of the workforce development system, the State Workforce Investment Board has required that Regional Workforce Development Councils seek to align regional strategies and streamline workforce development activities within Alabama. These imperatives include identifying and endorsing job training activities and services funded through the ARRA.

- C. Based on the State's economic and labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations within the State that are high growth, high demand, and vital to the State's economy?**

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The State has recognized for a considerable period of time that our workforce should be expanded to include persons who have normally been left out of the workforce. These persons are largely identified as discouraged workers. They include those who have deficient education credentials, sketchy work experience, disabilities, and substance abuse problems. A program, called **Ready-to-Work (RTW)**, has been designed to bring these groups back into the labor market in hopes of getting them to contribute positively to the economy. The **RTW** programs include components on adult education, interviewing skills, industrial training, and work habit training. The programs are widespread across the State and have made valuable contributions to the labor pool.

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Additionally, the State has been divided into ten workforce development regions, each having a council composed of private sector employees, economic developers, and elected officials. Regional workforce development councils are charged with identifying local priorities and working with service providers to develop proposals and projects that address priority needs. Request for State workforce development funds come through the regional councils. Regional council chairs also sit on the State and Local Workforce Investment Boards.

We constantly review the job demand information and ensure that training conducted is only for those jobs for which there is a demand. The SWIB will be looking at this area to determine if further policy is called for.

**D. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges?**

The above issues remain focal concerns of the Workforce Planning Council and the Workforce Investment Board. Fully addressing such workforce challenges, and developing solutions to such challenges, is central to the shared mission of the Planning Council and SWIB. Active information sharing linkages between the State of Alabama Workforce System and the University of Alabama's Center for Economic and Business Research, which better ensure our workforce development professionals have ready access to much of the base information they require, is a single instance of such coordination and resource pooling.

**E. What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries?**

Perhaps the chief State strategy to ensure the support of training in high growth/high demand industries is the extensive training being done by LMI representatives in Alabama. These training sessions provide instruction in the use of many types of labor market information and help users to understand how to interpret the data presented.

The trainees include many representatives from Workforce Development and Economic Development agencies.

**F. What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the State’s economic strategy?**

The State has a strong Business Relations effort underway. The Business Relations representatives call on businesses and discuss with them the services provided by Career Centers across the State. Services that are especially significant to small businesses are the Incumbent Worker Training program and On-the-Job Training. Both programs are highly regarded, particularly by small businesses, to which they frequently represent a potential source of training capital.

Alabama’s community of employers, particularly the smaller employers, is broadly recognized as generating the “demand” that drives the State’s economic engine. However, a recent Government Accountability Office (GAO) report found that just one-half of small employers are aware of the local availability of one-stop services, with only half of these, or one quarter of small employers, likely to use such one-stop services. The Employer Relations Program works to reach thousands of Alabama employers, including small businesses, each year. These businesses are alerted to new or changing employer support programs, provided the latest available labor market information, and offered assistance in filling job vacancies. Success of this strategy is evident in the GAO study, where three quarters of the small employers using One-Stop services indicated satisfaction with the services received, with the primary service sought being assistance in filling job vacancies.

The Employer Relations program also markets Career Center Business Services offered by all partners. Business Services Representatives, trained and knowledgeable about workforce development partner services, shared information regarding business services provided by the Career Center System with employers throughout the State.

In order to better assist particularly the small employer in meeting their primary need, i.e., filling job vacancies, Alabama Job Link (AJL), an Internet-based, demand-driven, labor exchange system, offers the option of self-service job matching and workplace information services. Employers are able to establish an account enabling entry and management of job orders, as well as search for, assess, and contact job seekers.

**G. How are the funds reserved for Statewide activities used to provide incentive for the entities that make up the State’s workforce system at the State and local levels to achieve the Governor’s vision and address the national strategic direction identified in Part I of this guidance?**

Under the WIA, the Governor is authorized to withhold up to 15 percent of WIA Adult, Youth, and Dislocated Worker funds allotted to the State for the conduct of WIA Statewide Activities. These activities include the provision of incentive/capacity

building awards to local areas which exceed their negotiated WIA Adult, Youth, and/or Dislocated Worker program performance goals.

Three percent of Adult, Dislocated Worker, and Youth funds will be set aside by the State for local workforce investment area (LWIA) program incentive awards and LWIA capacity building/technical assistance activities. At least sixty-seven percent of this amount will be available for LWIA incentive awards. The balance of available funds will be utilized for LWIA technical assistance and/or capacity building activities.

LWIAs which meet or exceed both customer (participant and employer) satisfaction goals, and meet or exceed at least three of the four Adult performance goals, will be eligible to receive an Adult program incentive award. LWIAs which meet or exceed both customer (participant and employer) satisfaction goals, and meet or exceed at least three of the four Dislocated Worker performance goals, will be eligible to receive a Dislocated Worker program incentive award. LWIAs which meet or exceed both customer (participant and employer) satisfaction goals, and meet or exceed at least five of the seven Older Youth (19-21)/Younger Youth (14-18) performance goals, will be eligible to receive a Youth program incentive award.

LWIAs must plan for the full expenditure of their incentive awards in the program year in which those funds are awarded. There are no Administration or Program cost limitations with respect to these local area incentive awards, which must be expended by local areas for costs traceable to WIA Adult, Youth, and/or Dislocated Worker program activities.

**H. Describe the State's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment.**

The Alabama Workforce Development System Strategic Plan (Attachment 4) has several goals and initiatives that include strategies to better serve youth. Additional strategies are regularly identified and discussed by the Workforce Planning Council and the SWIB. A number of joint projects have been successfully crafted and launched through such Planning Council/Workforce Board coordination.

**I. Describe the State's strategies to identify State laws, regulations, and policies that impede successful achievement of workforce development goals and strategies to change or modify them.**

Both formal and informal Planning Council/State Board communication channels are effective platforms for identification and development of action strategies involving Federal or State laws and regulations that seemingly restrict the ability of workforce partners to achieve desired levels of collaboration and coordination. A high premium is placed upon maintenance of operational flexibility. (Attachments 1, 4, and 5)

**J. Describe how the State will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex state.**

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6/30/09*

Alabama gratefully acknowledges the opportunity for expanded WIA systems operational flexibility extended to the State through the WIA regulatory waiver process. We recognize the considerable benefit afforded Alabama WIA program operations through the USDOL/ETA regulatory waiver process. We look forward to your favorable consideration of our request that several such regulatory waivers currently in effect for Alabama WIA programs be extended through June 30, 2010. (Attachment 8)

**VI. Describe major state policies and requirements that have been established to direct and support the development of a statewide workforce investment system not described elsewhere in this Plan.**

**A. What state policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management?**

The State has developed an Inter-agency Electronic Linkage System (IELS). Since its inception, the IELS capability has been key in developing and maintaining a data warehouse for WIA, ES, DRS, and Human Resources information. This data storage/retrieval capacity has since expanded to include Postsecondary Education, the State Department of Education, Alabama Industrial Development Training, the Alabama Commission on Higher Education, and Adult Education.

This system will be expanded as soon as issues of confidentiality of information are resolved. With the approval of WISPR, this system can be adapted to provide combined reports. (Attachment 9)

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6/30/09*

State officials are currently investigating purchasing a single software system that provides a common platform for client intake and case management performance trackers, fiscal management, and reporting.

**B. What state policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local one-stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training?**

Where area partner agency outlets are within a reasonably proximity, they may be collocated in the regional Career Center (Attachment 7). The non-comprehensive career designation indicates that one or more partners are not collocated in the center. Representatives of those partners absent from the non-comprehensive Center are out-stationed; that is, they visit these non-comprehensive Career Centers on a regular basis.

There is no case where an ES office and a WIA office are located within a few miles of each other. A single administrative structure at the local level is a goal yet to be comprehensively realized.

**C. What state policies are in place to promote universal access and consistency of service statewide?**

SWIB policy relative to a broad spectrum of active and prospective Career Center Operations has been condensed into a “Career Center Operations Template” (Attachment 9). An underlying goal, initially spurring design and development of the Template, is the recognized need to achieve greater uniformity of service offerings at each and every Career Center, both from the perspective of the job seeker customer and that of the employer customer. A degree of regional and sub-regional latitude with respect to the precise nature of certain Career Center services is readily acknowledged, and the Template is not designed to be overly prescriptive in this regard. There is much value, however, in a workforce development system that consistently delivers a baseline of quality services to all customers.

**D. What policies support a demand-driven approach, as described in Part I. “Demand-driven Workforce Investment System,” to workforce development – such as training on the economy and labor market data for local Board and One-Stop Career Center staff?**

The LMI Division of the Alabama DIR provides training to Career Center staff and board members. The design and direction of training sessions flow directly from the goals and initiatives expressed in the State’s Workforce Development Strategic Plan (Attachment 4).

**E. What policies are in place to ensure that the resources available through the federal and/or State apprenticeship programs and the Job Corps are fully integrated with the State’s One-Stop delivery system?**

Career Center staff are knowledgeable of apprenticeship, Job Corps, and related workforce development programs available within their area, facilitating their referral of customers to these services. All Career Center One-Stop Partners are encouraged to refer qualified applicants to the Job Corps program.

**VII. Describe the actions the State has taken to ensure an integrated one-stop service delivery system Statewide.**

**A. What State policies and procedures are in place to ensure the quality of service delivery through one-stop centers such as development of minimum guidelines for operating comprehensive one-stop centers, competencies for career center staff or development of a certification process for centers?**

The Alabama's Career Center System Operations Template (Attachment 9) contains SWIB policy guidance regarding Career Center operations. Specific policies and procedures outlined within the Template cover, in part, service delivery integration, collocation, customer service, and reporting. The Template is reviewed and updated as needed to better enable the Career Center Network to collectively achieve the goals for the Career Center Systems, i.e., to grow in the directions determined by local needs and State-level policies. The structure of this ongoing review of individual Career Center activities against operational guidelines set forth in the Career Center Operations Template is very close to a certification process.

**B. What policies or guidance has the state issued to support maximum integration of service delivery through the career center delivery system for both business customers and individual customers?**

Among the Governor's expressed goals for the Alabama Workforce Development System is achievement of service delivery integration at the Career Center level. Specific guidance regarding strategies for such integration is provided through the Career Center Operations Template (Attachment 9), the Workforce Planning Council, and from the SWIB.

**C. What actions has the state taken to promote identifying career center infrastructure costs and developing models or strategies for local use that support integration?**

A committee of One-Stop partner representatives originally developed and implemented strategies for services integration at the Career Center level. Full integration is accomplished at many Career Center locations. **The GOWD oversees Career Center operations and is working on a complete integration.**

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**D. How does the state use the funds reserved for statewide activities pursuant to Section 129(b)(2)(B) and 134(a)(2)(B)(v) to assist in the establishment and operation of career center delivery systems?**

No special allocation of WIA 15 Percent Statewide Activity funds is made to local areas for One-Stops. The State does pay its share of costs through a cost allocation, which ensures costs for services at the One-Stops are paid by the benefiting fund sources such as WIA 15 percent Adults or Dislocated Workers. Two local areas do have nominal costs associated with State-level program participants, which are covered by these two local areas out of formula (program) funds. The State uses some of the 15 percent funds for technical assistance and training for Career Center staff capacity building. The State also funds the WIA management information system to include State staff who manages the system. There is also an interagency computer system (IELS) funded by the State, which allows various partner agencies to share data on individuals seeking human resource services.

**E. How does the state ensure the full spectrum of assets in the career center delivery system support human capital solutions for business and individual customers broadly?**

The Career Center Operations Template (Attachment 9), designed by State Workforce Development partner staff and approved by the SWIB, encourages Career Center staff Cross-Awareness Training on a monthly basis. This training better ensures that all partners in the Career Center are knowledgeable of the full range of One-Stop Partner agency programs and services available to job seeker and employer customers.

**VIII. Administration and Oversight of the Local Workforce Investment System**

**A. Local Area Designations**

- 1. Identify the State’s designated local workforce investment areas and the date of the most recent area designation, including whether the State is currently re-designating local areas pursuant to the end of the subsequent designation period for areas designated in the previous State Plan.**

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The most recent re-designation of local areas within the State of Alabama occurred on June 9, 2009 and is effective through June 30, 2010. The three local areas are Jefferson County (Birmingham); Mobile County (Mobile); and the remaining 65 counties form the Alabama Workforce Investment Area.

- 2. Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate agencies, postsecondary education institutions and area vocational schools; and all other criteria identified in Section 116(a)(1) in establishing area boundaries to assure coordinated planning. Describe the State Board’s role, including all recommendations made on local designation request pursuant to Section 116(a)(4).**

The criteria listed in 116(a)(1) were considered. Jefferson and Mobile counties and the AWIA met all criteria. All three had successful experience as service delivery areas under the Job Training Partnership Act. Jefferson County met the 500,000-population criterion. Since there were no requests for change in designation and no requirement to change the designation, the re-designation was a pro forma exercise.

- 3. Describe the appeals process used by the State to hear appeals of local area designations referred to in 112(b)(5) and 116(a)(5).**

WIA Section 116(a)(5) states that a unit of general local government including a combination of such units or grant recipient that requests but is not granted designation as a local area under WIA Section 116(a)(2) or Section 116(a)(3), may submit an appeal to the State Board.

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Within 10 working days of providing notice of intent to file an appeal, the appellant must submit its rebuttal package via certified mail to the **GOWD** Director. The rebuttal package should address all issues raised or questions asked by the State Board in rendering their decision and indicate if a formal hearing is requested. The appellant may be asked to provide additional information and/or documentation.

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The **GOWD** staff will work in conjunction with the State Board to expedite review of a designation appeal and to schedule a formal hearing, if requested, before the State Board. Efforts will be made by **GOWD** staff to enable State Board members to review the appeal informally, i.e., via mail-outs. If the situation warrants, the Board may be convened by the Governor in advance of a scheduled meeting date in order that the appeal may be resolved within 30 days of filing.

If the appeal to the State Board does not result in designation, the appellant, if appealing under WIA Section 116(a)(2) or Section 116(a)(3), may request review by the Secretary under 20 CFR Part 667.645. An appeal to the Secretary must be submitted by the appellant no later than 30 days after receipt of written notification from the State Board that the appeal has been denied. Appeals must be submitted by certified mail, return receipt requested, to the Secretary, U.S. Department of Labor, Washington, D.C. 20210, Attention: ASET. A copy of the appeal must be simultaneously provided to the State Board.

If the Secretary determines that the appellant was not accorded procedural rights under the appeal process established under the above section, or that the area meets the requirements for designation in WIA Section 116(a)(2) or 116(a)(3), the Secretary may require that they are to be designated as a Workforce Development area. The Secretary must issue a written decision to the Governor and the appellant.

**B. Local Workforce Investment Boards – Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of Section 117.**

Section 117(b)(1) requires the Governor, in partnership with the State Board, to ensure the composition of LWIBs is consistent with the below indicated membership requirements. (Note that a single board appointee may satisfy more than one of these requirements):

1. The Chief Elected Official of each local area will appoint the membership for that area's local board.
2. The Governor will certify the chief elected official's board appointments.
3. The size of local boards is left to the discretion of each local area.
4. The majority of local board members must represent private sector business concerns, and the local board chair must be selected from this segment. Business

representatives must be those with optimum policymaking or hiring authority who reflect the employment opportunities of the area.

5. Each of the WIA “One-Stop” partner agencies must be represented on the local board.
6. Other agencies that must be represented on the local board:
  - a. Local education agencies
  - b. Organized labor
  - c. Community-based organizations
  - d. Economic development agencies
  - e. Veterans organizations
  - f. Other appropriate agencies

**C. How will your state build the capacity of local boards to develop and manage a high performing local workforce investment system?**

Training and technical assistance funding is provided to local areas each year. Building the capacity of the local board is one of the allowable expenditures for these funds. The State schedules conferences to provide staff and board members exposure to training and emerging concepts. When local areas exhaust their allocation of technical assistance funds, upon request and if available, the State may provide additional funding.

**D. Local Planning Process – Describe the State-mandated requirements for local workforce areas’ strategic planning. What assistance does the State provide to local areas to facilitate this process, including:**

1. **What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements?**

Efforts to ensure local area awareness of developments regarding the State Plan Modification and State-prescribed requirements regarding their respective local plans are ongoing. Local areas are provided specific guidance for preparation and submission of their local plans through Governor’s Workforce Development Directives. The required submission date allows sufficient time for local area plan development, local board review of the local plans, and the opportunity for public review and comment. Local areas plans detail their efforts to move WIA programs toward talent development systems, strategies for better adapting to the demands of the emerging global economy, strategies to serve the most-in-need youth, and strategies to appropriately expand workforce information assets. Additionally, local plans are to indicate how they will increase the amount of funds available for training by decreasing administrative and infrastructure expenditures, explain the review and comment element of the local planning process, and how coordination with faith-based and community organizations is achieved. Local area performance goal negotiation will be executed once the State and the USDOL have finalized State-level performance goals for that particular

program year. A local area performance goal adjustment methodology has been developed.

**2. How does the local plan approval process ensure that local plans are consistent with state performance goals and state strategic direction?**

The local plan approval process is not dependent on performance goal negotiations, as time lines for the two are in disagreement. Local plans are reviewed with State strategic plan elements in mind. Local plan consistency with the State plan is required.

**E. Regional Planning (§§112(b)(2), 116(c))**

**1. Describe any intra-state regions and their corresponding performance measures.**

In 2004, the Alabama Workforce Planning Council established ten workforce development regions within the Alabama sixty-five county balance-of-state local area. Each region consists of five to eight counties. (Jefferson County and Mobile County were included because they are independent local areas with their own LWIBs.) In 2007, Mobile and Jefferson Counties were included in the regional councils as the councils assumed a broader role beyond just WIA activities.

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Each of the ten regions has a Regional Workforce Development Council, with representatives from regional planning and development commissions, local government councils, elected officials, economic developers, local chambers of commerce, and major area employers. Currently, the total number of members for all ten councils stands at 289 with about 20 to 50 members per council.

**2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.**

The ten Regional Workforce Development Councils function in an advisory capacity to the Alabama Workforce Investment Area Board in the design and delivery of workforce development activities and services operated within each region. Regional council members serve on the State and Local WIBs. The councils focus on designing a workforce development system tailored to a particular region's specific workforce development needs, aligning education, training, and other skills development program offerings with local labor market employment needs and opportunities. The Regional Council planning team applies relevant labor market information, demographics, economic projections, and other pertinent data toward their efforts to fashion talent development systems

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which better provide solutions to a range of regional economic and workforce needs.

Regional Councils, drawing on their unique perspective, and noting local economy occupational growth trends, provide the State Board with additional guidance, reviewing and commenting on planned regional education and training activities, assisting in coordination of economic development strategies, working to develop linkages with regional employers, recommending priorities for adult training activities, identifying the more viable youth development activities and youth providers, and useful input towards developing new strategies for effectively leveraging Federal workforce development funds through increased private sector involvement in the Alabama Career Center System.

The Regional Council concept is consistent with efforts to effectively transition from a job training system toward a talent development system, particularly a system that is agile enough, responsive enough, and appropriately structured to potentially provide the job seekers and employers comprising the workforce system with an adaptive, responsive, and demand-driven product.

**3. For inter-state regions (if applicable), describe the roles of the respective governors and state and local boards.**

Alabama is currently partnering with adjacent States in the design and execution of two Workforce Innovations in Regional Economic Development (WIRED) regional grant awards. One WIRED (Generation I) grant for \$15 million, targeting eighteen West Alabama and nineteen East Mississippi counties is active through January 31, 2010. A second WIRED (Generation II) grant for \$5.16 million affecting fourteen North Alabama counties and nine South Tennessee counties is scheduled to complete activities on January 29, 2010. A request has been submitted to extend the period of activity for one additional year. Both WIRED grants help fuel economic and workforce development efforts specifically tailored to the particular strengths of the affected regions. Additionally, there is a strong effort to coordinate North Alabama – South Tennessee WIRED grant activities to the extent feasible with regional operations funded under the Base Realignment and Closing (BRAC) initiative.

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**F. Allocation Formulas**

**1. If applicable, describe the methods and factors (including weights assigned to each factor) your state will use to distribute funds to local areas for the 30 percent discretionary formula adult employment and training funds and youth funds pursuant to Section 128(b)(3)(B) and 133(b)(3)(B).**

The State of Alabama applies the “alternate” Section 128(b)(3)(B) Youth and Section 133(b)(3)(B) Adult allocation formulas to sub-state allocations. The “alternate” procedures seem an effective means to ensuring that available WIA

employment and training funds are appropriately channeled to urban areas. The “alternate” Youth and Adult formulas apply seventy percent weights to the basic Section 128(b)(2) and Section 133(b)(2)(A) local area statutory formulas. The remaining weights of thirty percent are comprised of local area “excess poverty” and “unemployment above the State average” information.

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The excess poverty “alternate” allocation component is derived from the 2000 Census special tabulation for use in deriving within State Allocations provided by the U.S. Department of Labor. The State applies the same “above 7.5% of population” criteria legislatively required to identify “excess poverty” for Welfare-to-Work program allocation purposes to capture the “excess poverty” WIA Adult and WIA Youth “alternate” allocation formula components. Although Welfare-to-Work is no longer a Federal program, the definition of “excess poverty” as related to that program is still valid.

The WIA “alternate” formula “Unemployment above State average” component is calculated in much the same way as the WIA formula “excess unemployment” component. The difference is the WIA formula defines “excess unemployment” as that above 4.5% of the labor force; “unemployment above the State average” is that unemployment above the Alabama average.

The above “alternate” formula elements are pooled, resulting in a single Poverty/Unemployment index for each county/allocation entity. In order that a greater share of available WIA resources might be directed toward the easing of local conditions of poverty, a seventy-five percent weight is assigned to the poverty factor in this pooling, and a twenty-five percent weight assigned to the unemployment factor. The structure of the “alternate” formulas and its greater focus on the incidence of local area conditions of poverty should help lessen the adverse effects of any year-to-year WIA funding changes which may occur.

- 2. Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the state and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.**

The structure of the “alternate” formulas and its greater focus on the incidence of poverty at the local area-level should help lessen the adverse effects of any year-to-year fluctuations in WIA appropriation levels. Coupled with the WIA statutory hold-harmless funding provisions, use of the alternate allocation formula further affords State-level WIA program administrators the added flexibility required to minimize any adverse effects on one or more local areas that may be brought on by year-to-year shifts in WIA funding. The weights assigned by the State to “alternate” formula components, i.e. 75% and 25%, may be adjusted as deemed appropriate to accommodate any future shifts in WIA funding levels.

- 3. Describe the state’s allocation formula for dislocated worker funds under Section 133(b)(2)(B).**

Section 133(b)(2)(B) Dislocated Worker funds annually allotted to the State are formula allocated among the three Alabama local areas. This allocation is accomplished using the six-part formula prescribed at Section 133(b)(2)(B)(ii). (See following chart.)

### DISLOCATED WORKER ALLOCATION SIX-PART FORMULA

ALLOCATION FACTOR	WEIGHT ASSIGNED IN FORMULA	DATA SOURCE(S) AND TIME PERIOD
1. Average Monthly U.I. Beneficiaries (“Insured Unemployment Data”)	19%	Department of Industrial Relations/Labor Market Information - 10/05-9/06
2. Excess Unemployment (“Unemployment Concentrations”)	19%	Department of Industrial Relations/Labor Market Information - 10/05-9/06
3. Estimated Layoffs (“Plant Closing/Mass Layoff Data”)	19%	Department of Industrial Relations/Labor Market Information - 10/05-9/06
4. Jobs Lost (All Industries) (“Declining Industries”)	19%	Department of Industrial Relations/Labor Market Information - 2001-2002
5. Farm Operators Change (“Farmer-Rancher Economic Hardship”)	5%	2002 Census of Agriculture
6. Unemployment Compensation Exhaustees (“Long-Term Unemployment Data”)	19%	Department of Industrial Relations/Labor Market Information - 10/05-9/06
	100%	

### PY2008 LOCAL AREA/STATE LEVEL ALLOCATIONS

LOCAL AREA	ADULT	YOUTH	DISLOCATED WORKER	TOTAL
AWIA	\$6,916,595	\$7,081,491	\$5,503,047	\$19,501,133
JEFFERSON	\$460,072	\$448,202	\$635,588	\$1,543,862
MOBILE	\$1,011,650	\$1,026,759	\$276,710	\$2,315,119
<b>STATE-LEVEL</b>				
15% FUNDS	\$1,480,290	\$1,509,962	\$1,374,715	\$4,364,967
Rapid Response			\$1,374,715	\$1,374,715
<b>TOTAL</b>	<b>\$9,868,607</b>	<b>\$10,066,414</b>	<b>\$9,164,775</b>	<b>\$29,099,796</b>

The above-outlined WIA sub-state fund allocation methods and procedures are developed and implemented with the full cognizance and involvement of the SWIB.

**4. Describe how the individuals and entities on the state board were involved in the development of the methods and factors, and how the state consulted with chief elected officials in local areas throughout the state in determining such distribution.**

Draft allocation policies and methods, along with the funds allocation information, are available for review and comment. The staff who perform the calculations are always available to respond to questions. Questions regarding these processes have been asked and answered at SWIB meetings. Local areas are notified of the outcomes in terms of funding as well as the procedures for the allocations. Local elected officials are provided drafts of allocation policies and are asked for their review and comment. This assures that time is allowed for comments prior to the time the directive is published as policy.

**G. Provider Selection Policies (Section 112(b)(17)(A)(iii), 122, 134(d)(2)(F))**

**1. Identify the policies and procedures to be applied by local areas for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.**

The workforce development system, established under the WIA, emphasizes informed customer choices, system performance, and continuous improvement. The eligible training providers list is part of the strategy for achieving such goals. LWIB, in partnership with the State, determine training program eligibility.

The ability of providers to successfully perform the procedures local boards and the State use to establish eligibility, and the degree to which information on providers is made available to customers, are key factors affecting the successful operation and administration of the eligible training providers' system.

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Local areas strive to attract a broad array of eligible training providers in order to maximize customer choice with demand-driven training programs. As a vital ingredient in an effective local application process, local boards make publicly available the instructions for making applications.

WIA extends automatic initial eligibility to a provider that is either:

- A postsecondary institution that is eligible to receive Federal funds under Title IV of the Higher Education Act of 1965 and provides a program that lead to an associate degree, baccalaureate degree, or certificate, or,
- An entity that carries out training programs under the National Apprenticeship Act.

This includes universities, colleges, community colleges, some proprietary schools, and apprenticeship programs registered with the Bureau of Apprenticeship and Training within the U. S. Department of Labor.

Such institutions or entities, though determined to be automatically eligible, must submit written training program applications to be reviewed by the LWIB in which the provider desires to provide the training program(s). Program applications will describe the submitted program as defined in 20 CFR Part 663.508.

Each LWIB has developed a written application process for initial eligibility for providers of training programs who are **not** automatically eligible. These programs must meet performance criteria in order to secure WIA training service provider status. These initial eligibility procedures include instructions on how to submit applications to the LWIB, the contents of the application, program-specific performance, cost information reporting, and any additional informational requirements that the State may require. All training provider applicants will provide to the appropriate LWIB the information required by the standardized *Provider Application for Eligibility Under the Workforce Investment Act* (Form TPCS-1). The LWIB must also specify the timing, manner, and contents of the required application procedure. At a minimum, the procedures will include:

- Requirement for submission of applications to the local board at such time and in such manner as required which will contain a description of the training program;
- If the provider is currently providing the training program on the date of application submission, procedures must require that the application include appropriate performance information and cost information described in 20 CFR Part 663.540, and the program meets appropriate performance levels and the requirements outline in WIA Section 122 (b)(2)(D);
- If the submitted program is a newly developed program, procedures must require that the training provider meets appropriate requirements specified in the procedures of application process (WIA Section 122(b)(2)(D)).

Applications for training program eligibility determination will be accepted throughout the year. An LWIB shall provide a written determination of acceptance or rejection to an applying training provider within ninety (90) calendar days of the receipt of the initial eligibility determination application. LWIB staff or representatives shall, as determined reasonable by the LWIB, make an on-site visit to training provider sites for the purpose of confirming submitted information.

LWIAs that border other states make the process known to providers in those states who may desire to apply for consideration to have programs placed on Alabama's Eligible Training Providers List (ETPL). The same application and approval process is followed in receiving and processing programs submitted by out-of-state providers. Also, the State and local areas may establish reciprocal agreements with other states in order to permit approved providers programs in

those states to be considered by Alabama applicants and to accept Alabama ITAs in determining and providing appropriate training.

LWIB policy shall determine the circumstances under which reconsideration of a denied application may be afforded to a provider that was denied initial eligibility determination. A training provider whose application for certification was denied may reapply no sooner than six months after the written notice of denial.

After an LWIB has approved a training program, including those that have automatic initial eligibility and those required to qualify for initial eligibility, the LWIB then submits a copy of the provider application including all reported program description information, performance information, and cost information to the ADECA/WDD.

Upon receipt of LWIB-approved programs, WDD will review and certify within thirty calendar days of receipt of program from an LWIB. However, the LWIB may request that WDD certify a program on or about the requested date. The approved training program is then entered onto Alabama's ETPL and becomes available via the internet for customer and Career Center use.

WIA Section 122(c)(5) states that the Governor must require training providers to submit performance information annually. A waiver (Attachment 8) of this provision was requested and received.

Although a waiver has been granted, training providers provide, and the State posts, information as complete as possible on all training providers such as:

- Program completion rates for all individuals participating in the applicable program,
- Percentage of all individuals participating in the applicable program who obtained unsubsidized employment in an occupation related to the program of training, and
- The wages at placement of all individuals participating in the applicable program.

Information on WIA program participants who received assistance under WIA Section 134:

- Percentage of participants who have completed the applicable program and who are placed in unsubsidized employment,
- Retention rates in unsubsidized employment of participants who have completed the applicable program, six months after the first day of employment,
- Wages received by participants who have completed the applicable program, six months after the first day of employment, and

- Where appropriate, the rates of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measures of the skills of graduates of the applicable program.

Also, information on program costs (such as tuition, fees, books, supplies, tools, etc.) must be reported for all training programs.

WDD shall assist, as necessary, in providing LWIB information on wages and retention rates in unsubsidized employment of participants of applicable programs for the period ending six months after first date of employment. An LWIB may request WDD to consider supplemental follow-up information regarding training programs that might not be covered by UI Wage Records.

If the WDD, after consulting with LWIB, determines that a training provider or individual representing a training provider knowingly submits erroneous information for any program, the training provider will be removed from the ETPL for a period of not less than two years. A provider that is removed must wait at least two years to submit a new application.

- 2. Describe how the state solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations in the development of these policies and procedures.**

WIA planning sessions and workshops facilitate State efforts to solicit and consider recommendations from local boards, local area training providers, members of the general public, and representatives of business and labor organizations. A directive on Certification of Eligible Training Providers was distributed to local boards and training providers. Also, a public notice was placed in local newspapers around the State to advise interested parties of the directive on the subject of determination of eligible training providers and of the availability for review and comment.

- 3. How will the state maintain the state's eligible training provider list?**

The WDD has compiled one single State list of eligible training providers and programs from local areas in the State. The ETPL consists of program description information, performance information, and cost information for each approved training program and is available via the Internet. The Alabama ETPL is updated as changes occur and are reported to WDD in order to provide current and up-to-date information to allow for informed customer choices.

- 4. Describe the procedures the governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated state agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a one-stop operator. Such**

**procedures must include opportunity for a hearing and time limits to ensure prompt resolution.**

**Local Level Appeals:** If an LWIB denies an application for initial eligibility or terminates a program's eligibility, the board must provide notice with a letter of denial/termination and the reasons for denial/termination as well as the description of an appeal process.

At a minimum, the procedure must allow:

- An opportunity for an informal resolution and hearing to be completed within sixty calendar days of the filing of the grievance or complaint; and
- An opportunity for a local level appeal to State-WDD when:
  - No decision is reached at the local level within sixty calendar days, or
  - The applicant is dissatisfied with the local level hearing decision.

A training provider may submit a written request for an appeal of a local level decision to the Director of the WDD within thirty calendar days after written notification of the local board's decision. The WDD Director or designee will allow for a hearing or other method of resolution agreeable to all parties involved. The hearing or other means of resolution shall be completed and a decision issued within thirty calendar days of WDD receipt of the appeal.

**State Level Appeals:** WDD denial of an application for initial eligibility, termination of a program's eligibility, or other enforcement action with respect to a training provider may be appealed. A written request for appeal must be submitted to the Director of **GOWD** within thirty calendar days of the date written notice of denial, termination, or other enforcement action from WDD was received by the training provider. The appeal may be requested by the provider or LWIB of the area in which the provider applied. The **GOWD** Director or designee shall review the appeal and issue a final decision within sixty calendar days of receipt of the appeal.

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The decision of the **GOWD** Director is final and may not be appealed to the Secretary (20 CFR Part 667.640 (b)).

- 5. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (Section 112(b)(16))**

The State has Procurement Procedures, which were developed in accordance with 29 CFR 97.36. Public notices, mass mailings to industry trade associations, and posting notices on our Website (to include RFPs) are used based upon the particular service(s) being sought. Proposals are reviewed by Proposal Review Teams and subsequent recommendations made for funding to occur (possibly subject to negotiations). In regard

to the Incumbent Worker Training Program (IWTP), information is provided on the Website and presentations are made at Chambers of Commerce and other meetings. Applications, which are reviewed and acceptable, are funded on a first-come, first-funded basis until available funds for the IWTP are obligated. Sole-source procurements are limited in number and should be limited to the criteria at 29 CFR 97.36(d)(4).

Modified per review by the USDOL: 8/13/09

The IWTP is operated through the Alabama Department of Economic and Community Affairs Workforce Development Division. The Program applicants are reviewed by Workforce Development Division staff members, via submitted applications and on-site company reviews. IWTP funding awards are approved via several offices including the Workforce Development Division and the Governor's Office of Workforce Development, and the Director of the Alabama Department of Economic and Community Affairs. If you are requesting whom directly oversees the Program, Bill Hornsby is the Program supervisor, Sara Calhoun is the Program administrator, and Jane Leatherwood is the Program accountant.

Modified per review by the USDOL: 8/13/09

Governor's Set Aside funds are budgeted and approved for this State Level WIA activity. It is administered from the state level, and sub recipient agreements are developed from approval applications. The program is administered by the Workforce Development Division.

Modified per review by the USDOL: 8/13/09

Local areas do not approve State IWTP awards; the funds are awarded and distributed from the Alabama Department of Economic and Community Affairs Workforce Development Division. If local areas were given Governor's Set Aside WIA funds to operate IWTPs, then we would provide them written guidance. We do not pass down these funds to the local areas. If a local area wants to use their own funds (through approved ETA waiver) to do IWTPs, then they would use their own policies and/or could use our written policies. While the waiver allows local areas to use local funds to provide IWTP training programs this activity is not being practiced currently.

Modified per review by the USDOL: 8/13/09

There have been IWTP awards which pay for Six Sigma and leadership development training activities. These training programs have been determined highly successful for upgrading employee skill levels and improving the viability of the companies. Six Sigma is a highly intensive training program designed to improve the quality of process outputs by identifying and removing the causes of defects and variability in manufacturing and business processes. Leadership development training is very beneficial in enhancing the quality of leadership within an organization. Different personal characteristics can help or hinder a person's leadership effectiveness and require formalized programs for developing leadership competencies and effectiveness. Without effective leaders (line managers, supervisors, etc.) companies can experience excessive turnover, poor employee morale, and unnecessary expenses. Six Sigma and Leadership development training can also lead to improved marketability for the trained employees, increased wages and positions, and greater company loyalty.

- 6. Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (Section 112(b)(18)(B))**

Responsibility for the initial development and appropriate subsequent modification of the criteria applied by the local areas in awarding grants for youth activities is delegated to LWIBs, with appropriate input from local area Youth Councils. Such selection criteria will, however, duly reflect the appropriate emphasis on curricula supporting the development of lifelong learning opportunities, to include a strong foundation in academic skills, coupled with developing increased knowledge of and proficiencies in emerging technologies and applied vocational skills. The design and development of Youth programs will additionally reflect applicable requirements of the WIA regulations, and State policies.

#### **H. One-Stop Policies (112(D)(14))**

- 1. Describe how the services provided by each of the required and optional one-stop partners will be coordinated and made available through the one-stop system. Include how the state will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (Section 112(b)(8)(A))**

Services are coordinated through frequent Cross-Awareness Training sessions and Career Center staff meetings. The communication regarding services and programs is essential to agency coordination. Close coordination also exists with non-located partners. These partners participate on the local Career Center Advisory Committees, which have a significant private sector membership in addition to the workforce agencies represented.

One-Stop partner cooperation, through the coordination of staff activities and innovative leveraging of resources, will facilitate the integrated service delivery of core services, thus avoiding duplication while gaining efficiencies. In generic service areas, such as reception, resource room, and employer relations, staff is virtually interchangeable. This flexibility is also being advanced in the area of employer relations through marketing efforts with Career Center partner services. This transitional integration and consolidation of services will continue with further staff capacity building gained through cross-awareness training.

- 2. Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided.**

The State-level Career Center partners have review teams which assess the status of efforts toward local implementation of the SWIB Career Center Operations Template (Attachment 9). Functional policies and procedures at all comprehensive and non-comprehensive Career Centers are contrasted against the

associated operational guidelines, as expressed within the Career Center Operational Template. State-level monitoring efforts further work to determine how closely actual activities of the individual partner agencies at the Career Center mirror the roles and responsibilities with which these agencies are charged, per Career Center Template specifications. Partner agencies have individual monitoring and assessment systems.

**3. Identify any additional state-mandated one-stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the one-stop career centers.**

TANF is one of the partners in Alabama's Career Center System. They are not, however, collocated in Career Centers. TANF representation in One-Stop Partner committees at the State and local level is a measure to ensure TANF-related interests receive due consideration.

**I. Oversight/Monitoring Process – Describe the monitoring and oversight criteria and procedures the state utilized to move the system toward the state's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (Section 112(b)(14))**

The State Program Integrity Section is responsible for providing the Governor and State Board with the capability of oversight of all WIA grant recipient activities and of self-evaluation of State-supported programs and services. Monitoring responsibilities include a systematic, periodic, and objective review of WIA management/fiscal systems to ensure compliance with WIA regulations, Governor's Workforce Development Directives, Five-Year Plans, Grant and Sub-grant Agreements, policies and other Federal and State contractual agreements funded by the WIA. Additionally, the State Program Integrity Section provides the Governor with an on-site technical assistance capability for programs which do not meet performance criteria or for programs which have otherwise demonstrated a need for technical assistance.

Specifically, the State Program Integrity Section reviews activities, services, administration, and management practices to ensure compliance with the WIA, Federal and State Regulations, OMB Circulars, Government Auditing Standards, ADECA Audit Policy, Generally Accepted Accounting Procedures (GAAP), State Law and Governor's Workforce Development Directives.

The section monitors sub-recipient performance against the specifications in the LWIA Plan and achievement against performance standards. Included in this activity is an annual review of LWIA self-evaluation procedures, monitoring procedures, reports, fiscal procedures, analysis of program performance evaluations and on-site visits. An annual review is conducted in accordance with the requirement of WIA Section 184(a)(4). In order to assure objective oversight and self-evaluation, the State Program Integrity Section reviews the operation of programs conducted in each LWIA in conjunction with evaluation of the availability, responsiveness, and adequacy of the

State-level functions; it then makes comments and recommendations to the WDD Director regarding ways to improve or maintain effectiveness of such programs and services. The State Program Integrity Section documents its review activities, any resulting findings, and remedial action recommended or instituted. Relevant documentation is maintained on file within the section.

Monitoring of employment services, activities, and outcomes is conducted through a Local Office Assessment/Technical Assistance Program. Local offices are periodically visited to evaluate local office operations, to include integration of services and leveraging of resources, provide technical assistance, make recommendations for needed corrective action, and to assist in the maximum utilization of staff resources. Findings and recommendations are conveyed to management for appropriate review and action.

Career Centers are reviewed by teams made up of representatives of the partner agencies which have a presence within the Career Centers. These reviews are conducted using the Career Center Operations Template as the policy standard. The end product of these reviews provides guidance to local areas and to the individual Career Centers on the establishment of Career Centers according to the policies and guidance consistent with the USDOL and State workforce partner expectations.

The mystery shopper program has not been implemented.

**J. Grievance Procedures: Attach a copy of the state's grievance procedures for participants and other affected parties (including service providers). (Section 122(g) and 181(cc))**

Grievance Procedures are detailed in Attachment 10.

**K. Describe the following state policies or procedures that have been developed to facilitate effective local workforce investment systems (Sections 112(b)(17)(A) and 112(b)(2)).**

**1. State guidelines for the selection of one-stop providers by local boards.**

The State's guidelines for the selection of one-stop providers by local boards were adopted in February of 2000. Guidelines were developed in accordance with the requirements of 29 CFR Part 97 and 29 CFR Part 95, *Uniform Administrative Requirements for State and Local Governments (Common Rule)*, and the cost principles contained in OMB Circular A-87. These procurement procedures are applicable to programs to include the SWIB, the State Administrative agency, LWIA/sub-state grantees, and LWIBs.

**2. Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the one-stop delivery system.**

The State hosts WIA Roundtable meetings, providing a common platform for State-level, local area, Career Center, and One-Stop Partner staff, facilitating information exchange, to include joint discussion of a wide range of workforce development policies and practices. The more open, relaxed atmosphere and frank discussion which often characterize these Roundtable meetings are very useful means to effectively communicate ideas, both new and old. Frequently, this common forum is instrumental in better achieving effective communications between workforce development partners. Where an impasse may develop, local area staff may work through State-level staff in their efforts to resolve any such differences.

**3. Criteria by which the state will determine if local boards can run programs in-house.**

No LWIB run programs in-house.

**4. Performance information that on-the-job training and customized training providers must provide.**

OJT and customized training providers are exempt from the State's eligible training provider policy, but local Career Centers are required to maintain performance information on these providers.

**5. Reallocation policies.**

LWIAs provide quarterly expenditure reports for WIA funds to the **WDD**. Both local-area and State-Level reports are submitted 35 days after the end of each quarter. These reports are used to prepare Statewide expenditure reports, which are submitted to the USDOL within 45 days following each quarter.

WIA funds are available to the State for the program year of allotment and the two succeeding program years. Funds allocated by the State to a local area for a program year are available for expenditure only during that program year and the succeeding program year. Funds not expended by a local area in the two-year period must be returned to the State. Funds so returned are available for expenditure by the State and local areas subrecipients only during the third program year of availability.

This expenditure information will trigger any necessary State reallocation of Title I funds. Such reallocations would transfer funds from an under-expending or under obligating local area to local areas in compliance with Title I minimum expenditure requirements.

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The Governor will reduce State and local area current year allocations by the amount of all unexpended previous year funds if the previous years' expenditure requirement is not met.

A USDOL Title I Notice of Obligation will formally adjust the State's current year allotment to reflect Title I funds gained or lost through national re-allotment/deobligation. Upon receipt of nationally re-allotted funds, the Governor will immediately allocate the additional funds using the current year Title I allocation formula(s).

Voluntary local area fund re-allocations are permissible, but can only be finalized once a local area has agreed to accept the funds another local area wishes to deobligate. Any such voluntary re-allocation must be accomplished prior to the fourth quarter of a given program year. Notice of all State/local area fund re-allocations is formally transmitted in the State's WIA Allocation/Allotment directives, and is acknowledged by the sub-state areas through appropriate changes to their respective local area grant agreement packages.

State-level staff periodically reviews both State-level and local area-level programs' actual performance against corresponding budgeted or otherwise planned performance levels. These efforts will highlight any areas of local area performance that significantly depart from corresponding service level projections, providing WIA program managers with the data they require in order to develop and/or refine operational strategies.

**6. State policies for approving local requests for authority to transfer funds (not to exceed 20 percent) between adult and dislocated worker funding streams at the local level.**

The Statewide WIA Fiscal Procedures Manual is a financial manual, developed by the WDD, which provides fiscal guidance to local areas and State-level service providers. It addresses policies such as allowable costs, cash management requirements, obligation requirements, and fund transfers necessary for the efficient management of grant funds. The Manual includes copies of the various forms used in reporting expenditures and/or requesting to draw down funds. The Manual is modeled after requirements of the WIA and Federal Regulations.

The WIA Section 133(b)(4) authorizes local areas to transfer up to 20 percent of allocated Adult and/or Dislocated Worker funds between the two programs. The Appropriations Act, 2009 raises the transfer limits to 30 percent, which is applicable for the life of the funds. Per USDOL correspondence of September 13, 2007, this transfer authority is raised, through June 30, 200, to 100 percent of Adult/Dislocated Worker funds. A subsequent request to USDOL/ETA for an extension of this expanded transfer authority, through June 30, 2010, is currently pending.

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All Adult-Dislocated Worker Program fund transfer activity is documented within appropriate local area grant/financial records. Each local area request for fund transfer must be supported by reasonably sufficient justification, detailing how the action, if approved, will better enable the local area to deliver workforce development services to individuals eligible for and in need of those services.

**7. Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals, and others with multiple barriers to employment and training.**

Operational and organizational ties between the State, State and Local Boards, and the several related agencies and programs work to help ensure the employment and training needs of displaced homemakers, older workers, low-income individuals, disabled individuals, and other individuals with multiple barriers to employment are duly considered within the WIA program planning and resource allocation process.

Comprehensive Title I program activity planning and resource allocation design provides additional assurance of the equitable representation of such “special needs” populations.

Strong coordinative linkages between State/Local Boards and Senior Citizens Employment Program (SCEP) representatives further supports the objective of providing adequate and appropriate workforce development program services to the older workers population. Similarly, the maintenance of appropriate WIA services delivery to persons with disabilities is supported by Alabama DRS representation on State/Local Boards.

Federal guidance regarding workforce development service delivery to these targeted population segments is generally disseminated by the State to local Boards, One-Stop Career Centers, and other One-Stop Partner agency principals via Governor’s Workforce Development Directive issuance or Career Center Advisory Letters. Issues of particular immediacy and gravity may require more direct transmittal vehicles, i.e., correspondence directly from the Governor to the affected workforce development principals.

ES and DRS have a long history of strong coordinative linkages to better ensure that persons with disabilities have full access to all labor exchange and informational services. In each Career Center there is at least one Wagner-Peyser-funded staff person whose duties include functional responsibilities for services to persons with disabilities, as prescribed in Section 8(b) of the “Wagner-Peyser Act.” Persons with disabilities will be provided basic core services under the Wagner-Peyser Act along with more intensive services when indicated. Referral to training under WIA or DRS will also be accomplished where appropriate.

**8. If you did not delegate this responsibility to local boards, provide your state’s definition regarding the sixth youth eligibility criterion at Section 101(13)(c)(iv) (“an individual who requires additional assistance to complete**

**an educational program, or to secure and hold employment’). (Section 112(b)(18)(A) and 20 CFR 664.210))**

This responsibility was delegated to local boards.

**IX. Service Delivery – Describe the approaches the state will use to provide direction and support to local boards and the one-stop career center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (Section 112(b)(17)(A))**

**A. One-stop Service Delivery Strategies (112(b)(2) and 111(d)(2)).**

**1. How will the services provided by each of the required and optional one-stop partners be coordinated and made available through the one-stop system? (Section 112(b)(8)(A))**

Services are coordinated at the State level through the State Workforce Development Planning Council. This Council meets on a monthly basis to look at issues in the Career Center System. It reviews local Career Center operations and makes policy statements as needed. These are signed by the directors of each of the partner departments. The Operations Template contains instructions for the coordination of programs and services through communication at the Career Center level. Staff meetings and cross-awareness meetings are required for each Career Center, as well as having an advisory committee to advise the Career Center on coordination and services provided.

**2. How are youth formula programs funded under Section 128(b)(2)(A) integrated in the one-stop system?**

Career Center staff are knowledgeable of the currently funded and operational WIA Youth programs most appropriate to better meet the educational and training needs of their Youth customers. Many youth programs depend on the Career Center for recruitment, eligibility determination, and assessment. Youth programs which do not depend on the local Career Center for these services are notified of these WIA Youth programs through appropriate information linkages.

**3. What minimum service delivery requirements does the state mandate in a comprehensive one-stop centers or affiliate site?**

WIA Title I-B (adult, youth, and dislocated worker) services, ES, DRS, Adult Education, Trade Act, LMI, and Veterans Services. Many other services are available in some of the comprehensive centers.

**4. What tools and products has the state developed to support service delivery in all one-stop centers statewide?**

Among such tools and products are: adoption of a Statewide Career Center System logo; identifying Career Center staff with name tags adorned with this Alabama Career Center System logo; implementation of the Career Center Operations Template requirement that Career Centers no longer use signs identifying various One Stop Partner staff by agency affiliation, but rather use signs that identify these staff by function; having a single telephone system for a Career Center, and using Career Center letterhead.

**5. What models/templates/approaches does the state recommend and/or mandate for service delivery in the one-stop centers? For example, do all one-stop centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every one-stop center? Are all one-stop centers required to have a resource center that is open to anyone?**

A Career Center System Operations Template (Attachment 9) was approved by the SWIB in 2002. This Template contains mandated policies for all Career Centers in the State. Career Centers do not have a uniform method of organizing their service delivery to business customers, but the local areas work closely together and similar methods are used. There is not a single assessment process used at all Career Centers. All Career Centers are required to have a resource center.

Alabama's Career Center Operations Template provides policy for all Career Centers within the State. It establishes the threshold of service that is expected from Career Centers. There is not a uniform method of organizing Career Center service delivery to business customers. There is likewise not a common individual assessment process in every Career Center in the State. All Career Centers are required by the Template to have a resource area that is open to anyone. (State Plan– Appendix A page 11)

There is not a uniform method of organizing Career Center service delivery to business customers. There is likewise not a common individual assessment process in every Career Center in the State. (State Plan pg 11) However, all Career Centers in the state use an intake/eligibility process as well as a case manager approach to occupational skills identification and enrollment.

Common assessment processes include a review of work history and completed levels of education. All participants referred to intensive and/or training services are assessed for math, reading, and comprehension utilizing the Test of Adult Basic Education (TABE).

The State of Alabama has a Navigator Program.

- The *Navigator Project* is directed toward assessing and improving services to people with disabilities, as well as ensuring continuous system-wide efforts in this regard. The *Navigator Program* is designed to evaluate

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the status of programmatic and physical accessibility in the Alabama Career Center System, and to provide training regarding disability issues to Career Center staff. (State Plan, page 86)

- Ongoing efforts to better ensure that workforce development services available through Alabama’s Career Center System are adequately tailored to meet the special needs of the moderate to severely disabled spurred initial development of the Disability Program Navigator (DPN), which represents a partnership between workforce development agencies and community-based organizations. DPN is designed to provide a range of services to individuals with disabilities.

Basic workplace skills orientation, general workplace conditioning, and entrepreneurial skills training curricula are appropriately aligned to more closely match the specific vocational and occupational skill acquisition requirements of this special needs population. An important facet of the DPN includes client referrals to specific agencies for services that most appropriately meet their individual needs. Comprehensive service delivery entails a commitment to the full range of clients’ needs.

- The primary goal of the DPN program is a more effective integration into existing Career Center systems of workforce development services delivery methods specifically structured to meet the unique requirements of special needs customers. To this end, efforts continue to more closely involve DPN program managers in Career Center System long-range strategic planning activities. DPN program funding is provided under grants from the U.S. Department of Labor.

Sequences of service are streamlined by the fact staff are cross-trained to indentify and provide services at any particular point of the process in order to ensure individuals are not subjected to multiple visits to the Career Center or requests for information. The integration of staff from different funding sources and specific service providers is taken very seriously and monitored on a regular basis. Jobseeker core services begin with intake and collection of general information; jobseekers will be provided services as needs are indentified. These may include intensive services such as detailed assessment and referral to training as needed.

**B. Workforce Information – A fundamental component of a demand-driven workforce investment system is the integration and application of the best available state and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from business. (Sections 111(d)(8), 112(b)(1), and 134(d)(2)(E))**

**1. Describe how the state will integrate workforce information into its planning and decision making at the state and local level, including state and local boards, one-stop operations, and case manager guidance.**

The Workforce Planning Council's principal goals, among others, are to design a comprehensive, market-driven, performance-based workforce development system that is based on labor market analysis and serves as a vital resource which readily adapts to the dynamics of occupational and economic analysis. In order to accomplish this goal that working coordination and communication channels are required. The LMI Division continues to provide current information and training to workforce development staff. This training has allowed staff to develop information networks with other offices, and has provided valuable in-depth awareness of the range of available information.

While macro-workforce Information forms the basis of a demand-driven workforce investment system, micro-workforce information obtained directly from businesses is also valuable. Integration of this business-led, real time, reality check serves to either reaffirm the macro information or as an early indicator of possible changing trends in "demand." The current grass roots Employer Relations Program, marketing Career Center Business Services availability to individual employers, provides this insight into the State's evolving regional economies.

Another measure of the pulse of business demand is the Alabama State Employers Committee (ASEC). This diverse group of business owners and leaders represents regional economies from throughout the State, and serves in an advisory capacity to help identify action strategies which may enhance workforce services. The organization is comprised of 38 local community committees representing approximately 2,500 employers who work with local Career Centers throughout the State. ASEC members serve on several State and local workforce boards and are actively involved in Alabama's Career Center System.

**2. Describe the approach the state will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats that are readily accessible within one-stop career centers and at remote locations such as libraries, schools, worksites, and at home.**

The DIR, LMI Division, regularly makes available new data resources to all parties that may benefit from this information. In many instances, publications, posters, and/or reports are mailed to customers automatically. Some materials are only provided upon specific request. There is a continuous drive to provide more of this information through the internet in formats that can be accessed by a wider range of users.

Although a wide range of workforce information is available to employer and job seeker customers at a variety of locations across the State, many prospective users of this information are not fully aware this information is available. An ongoing goal of the Employer Relations program remains to help raise employer awareness of both the availability of workforce information, and how employers may access this information.

**3. Describe how the state’s Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the state’s overall strategic direction for workforce investment.**

These two plans are tied together through the State’s Workforce Development Strategic Plan (Attachment 4), which coordinates Workforce Development agencies and LMI.

**4. Describe how state workforce information products and tools are coordinated with the national electronic workforce information tools including America’s Career Information Network and Career Voyages.**

The **GOWD** and Career Center partner agencies collaborate to effectively integrate two focal electronic information tools, America’s Career Information Network (ACIN) and Career Voyages, within the Alabama Career Center System. These tools are channeled to workforce customers through the Alabama Career Information Network (ACIN) System and the Alabama DIR, LMI Division.

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ACIN is an integrated, results-oriented Statewide system for providing young people and adults with critical career information resources and the skills they need to make effective educational and career decisions. ACIN has expanded its resource capacity to include national electronic tools provided through the USDOL, Department of Education, Office of Vocational and Adult Education, and America’s Career Resource Network. The ACIN webpage has links to the DIR/LMI Division’s website, which in turn links to various other State and national electronic resource tools.

The Alabama DIR, LMI Division, working with the Bureau of Labor Statistics, is committed to providing consumers with labor market information of the highest quality. With various WIA partners across the State in constant need of more detailed, demand-driven and localized workforce data; covering industries, occupations, skill levels and other economic and demographic factors, resources and tools the DIR, LMI Division, draws on national electronic tools such as America’s Career Information Network, O\*NET, and Career Voyages. ADIR works to better meet the workforce system’s information needs with a customized labor market information user-training curriculum, utilizing the expertise and talents of national speakers and trainers and the wealth of national data, information, and resources. The ADIR LMI Division and the ACIN System are

using creative approaches to the delivery of career-related/labor market information utilizing Internet-based systems and professional development activities to instruct customers in the use of this system and to tie into the America's JOBS Network Toll-Free Help Line.

### C. Adults and Dislocated Workers

#### 1. Core Services Section 112(b)(17)(a)(i)

- a. **Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in Section 134(d)(2).**

The State requires that local areas indicate within the Memoranda of Understanding (MOU) which partner or partners are charged with providing WIA core services, and how these services are delivered. Generally, eligible adults, dislocated workers, and other workforce system customers are provided WIA core services through the Wagner-Peyser grantee. The Career Center System affords universal access to these services. An individual job seeker may access the system through Alabama Job Link, post a resume, register for work. The effective provision of these services at the local area level is monitored by the **WDD** Program Integrity Section.

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Core services are universal; local areas provide universal access to core services for adult and dislocates workers. Outreach activities will include local meetings, job fairs, and communication and coordination with community and faith based organizations. Alabama's Career Center System is set up in such a manner as to provide core, intensive, and training services depending on the needs of the customer at the local Career Center. WIA and Wagner-Peyser staff coordinate to provide these services. Each Career Center has contacts in the communities that it serves so that working relationships exist with organizations that serve those hard-to-serve groups targeted through the Recovery Act; these coordination mechanisms are in place and are working.

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

Wagner-Peyser labor exchange services for job seekers and employers are customer-focused, technologically advanced, and outcome-driven. Achieving high standards of customer satisfaction is the principal goal.

Service delivery is accomplished through a three-tiered service triage strategy, with an increasing emphasis upon self-service.

This tiered approach initiates with self-service. Where additional job-seeking assistance is needed, the system offers facilitated self-help, and provides direct staff-assisted intervention where the self-assisted option does not yield the desired results. The ES continues in its pro-active partnership-building approach to an integrated workforce delivery system through adaptation of new technologies and automation enhancements, expanding the range of customer services and workforce information available electronically, through self-service.

AJL, a web-enabled Career Center workforce development system tool, provides job seekers' and employers' self-registration and job matching capabilities, empowering customers with new service options. Jobseekers may establish an Internet account to manage their job search activities or register with labor exchange to access staff-assisted services. Employers may establish an account to manage job openings and view job seeker resumes, or seek staff assistance in recruitment, screening, and filling job vacancies. Customer access to these self-help job-seeking options is further enhanced with the installation of computers with Internet connections in the Resource Rooms of all Career Centers.

For customers requiring facilitated self-help or staff-assisted services, Wagner-Peyser-funded State Merit System staff will assist in providing core services through the Career Center system, which serves the State's workforce/economic regions.

**c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required one-stop partner programs, to deliver core services.**

Career Center partner resources will be integrated and leveraged through cooperation and coordination of staff activities in the delivery of core services to Adults and Dislocated Workers. In general service areas, such as reception and resource room, Career Center staff is functionally integrated.

The State is not integrating all of its ARRA resources together. Wagner-Peyser and WIA Title I services are integrated in the Alabama Career center system through the required co-location of staff funded by Wagner-Peyser and the WIA Title I entity. All DOL funded ARRA programs are integrated at the local Career Center level to ensure access for low-income and low-skilled workers at a central point. Intake forms identify those who are low-income, low skilled; these individuals are given top preference for

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services. The State mandates that veterans are the only group that supersedes the low-income, low-skilled individuals in service preference.

**2. Intensive Services: (Section 112(b)(17)(A)(i)) Describe state strategies and policies to ensure adults and dislocated workers who meet the criteria in Section 134(d)(3)(A) receive intensive services as defined.**

Intensive services are available through Alabama's Career Center System to all adults and dislocated workers who meet the eligibility criteria. They receive assessment, structured interviews, and may initiate an individual employment plan. Career Center staff received instruction in these processes through State-sponsored Career Development Facilitator training, and through Statewide conferences. Although an individual customer may not receive the full range of available intensive services, eligible adults and dislocated workers are provided those intensive services that are most needed, as documented within their respective individual service strategies.

**3. Training Services: (Section 112(b)(17)(A)(i))**

**a. Describe the governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.**

The Governor's vision, which calls for close coordination and collaboration in workforce development opportunities, is expressed in Executive Order No. 36 and in the State's Strategic Workforce Development Plan. The primary mission of the Workforce Planning Council lies in execution of the Governor's vision. As stated in Executive Order No. 36, Council members include the directors of those workforce development agencies that are at the core of the WIA. A number of task forces work to provide the Council with specific action strategy recommendations. The Governor realizes the lack of funding in this area drives the need for collaboration and leveraging of available funds.

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The Governor's Office of Workforce Development and the State Workforce Planning Council (Governor's Workforce Cabinet) plans to utilize strategies to leverage Governor's set-aside 15% funds. Training activities will be provided primarily by the Alabama College System (community colleges) to supplement local area training services. It is expected that employees in the high wage, high growth occupational areas, specifically industrial construction, will provide significant in-kind resources to leverage WIA funds in order to increase the number of unskilled and low-income individuals accessing services.

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## **b. Individual Training Accounts**

### **i. What policy direction has the state provided for ITAs?**

State policy dictates WIA training services must be provided through ITAs, except for those cases outlined in the WIA. Local boards have placed restrictions on ITAs, establishing maximum amounts of WIA funds that may be paid on each ITA. Generally, a scale is developed, establishing a funding ceiling which corresponds to the planned duration (training months) of a given ITA. Also, ITAs may only be with training providers which appear on the State's ETPL, which is accessible, on-line. The manner in which training services are provided maximizes customer choice, yet still promotes only those training services which lead to high- demand jobs.

### **ii. Describe innovative training strategies used by the state to fill skill gaps. Include in the discussion the state's effort to broaden the scope and reach of ITAs through partnerships with business, education, economic development and industry associations and how business and industry involvement is used to drive the strategy.**

Many innovative training strategies are being discussed, in particular through and in conjunction with members of the Workforce Planning Council. One case, the need for welders in the ship building industry in Mobile, Alabama, resulted in a partnership among the Department of Postsecondary Education, the Alabama Industrial Development Training agency, **ADECA/WDD**, and the GOWD. Each partner contributed resources in helping make the program a success, both for the businesses in need of the trained workers and the job seekers who successfully entered employment as a direct result of this training. Another example is the growing need for industrial maintenance workers. The GOWD, the State Department of Education, the Department of Postsecondary Education, and local secondary and postsecondary schools formed a partnership to develop a model-training program for industrial maintenance.

### **iii. Discuss the state's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand, and economically vital occupations.**

One must first identify and profile these "high-growth" training opportunities. The LMI Division of DIR has worked to develop the best information possible at the local and regional level. They have provided training in the use and analysis of this information to workforce and economic development personnel from all over the

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State. The Workforce Planning Council is working to build the partnerships that are necessary to obtain the maximum collaboration among these workforce development partners.

**iv. Describe the state's policy for limiting ITAs (e.g., dollar amount or duration).**

These decisions are left to LWIBs.

**v. Describe the state's current or planned use of WIA Title I funds for the provision of training through apprenticeship.**

The National Apprenticeship System has long been a leader in the training and education field, developing and registering apprenticeship programs. Through efforts of the USDOL, Office of Apprenticeship Training, and Employer and Labor Services staff located in Alabama, the Alabama Workforce Development System partners are learning of these new opportunities to help close the gap between employers looking for workers and jobseekers looking for work.

At this time there are no WIA Title I funds designated for the provision of training through apprenticeship; however, the Apprenticeship State Director has met with various WIA staff persons to discuss collaboration of workforce activities with the State's registered apprenticeship program in anticipation of possible training to occur within this program year.

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**vi. Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly (such as through an ITA) (20 CFR Section 667.266(b)(1)).**

There are no State policies in place to use WIA financial assistance to employ, or otherwise train, participants in religious activities when the assistance is provided indirectly through an Individual Training Account activity or any other WIA activity. Any requests for WIA funding which may be submitted by Faith Based and Community Organizations (FBCOs) receive equal consideration along with other applicants for such funding.

**c. Eligible Training Provider List: Describe the state's process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every one-stop career center. (Section 112(b)(17)(A)(ii))**

Alabama's ETPL is accessible via the Internet, thus making it available to customers with Internet capabilities. The ETPL is updated as necessary, with the goal of providing customers accurate and current information regarding available high-demand occupational training. Career Center resource rooms are equipped with computers, providing Internet access to customers who might not have access otherwise. Assistance is available for any customers who might have questions regarding proper use of these computers. Career Center case managers' immediate access to the ETPL facilitates their assisting customers in making informed choices.

**d. On-the Job Training (OJT) and Customized Training (Sections 112(b)(17)(A)(i) and 134(b)). Based on the outline below, describe the state's major directions, policies, and requirements related to OJT and customized training.**

**i. Describe the governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.**

The Governor's vision for workforce development does not deal specifically with OJT and customized training. The Governor's vision does relate to having demand-driven training, with OJT and customized training as two of the options for training.

**ii. Describe how the state:**

- **Identifies OJT and customized training opportunities;**
  - The State does not identify OJT and customized training opportunities – local areas are delegated this responsibility.
- **Markets OJT and customized training as an incentive to untapped employer pools including new business to the state, employer groups;**
  - Local areas market their training programs; at least one local area has a Director of Marketing on staff.
- **Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;**
  - The State does not partner to develop these two training options; local areas would develop these strategies.
- **Taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training, and;**

- These are local area activities and strategies.
- **Leverages other resources through education, economic development, and industry associations to support OJT and customized training ventures.**
  - These are local area activities and strategies.

**4. Service to Specific Populations (Section 112(b)(17)(A)(iv))**

- a. Describe the state’s strategies to ensure that the full range of employment and training programs and services delivered through the state’s one-stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities).**

The State has developed the **Ready-to-Work (RTW)** program, especially tailored to assist anyone who is unemployed or underemployed to acquire the skills to facilitate their return to the workforce. The **RTW** program helps an individual to upgrade his or her employability by providing adult education, interviewing skills, lean manufacturing, basic manufacturing, and other in-demand skills. The program delivers intensified work readiness skills which better enable the **RTW** program completers to meet employers’ entry-level job requirements. Many manufacturing entities provide their employees training in skills specific to their jobs. The **RTW** program helps provide future workers the basic learning skills which support their ready acquisition of these supplemental skills vital to the successful execution of their new job responsibilities.

Companies frequently are looking for candidates with basic workplace skills and a solid foundation in workplace behaviors. The State’s role, through applicable policy guidance and monitoring reviews, is to ensure that local areas and Career Centers are fulfilling their roles in providing access to this training to all whose assessments indicate this training could be beneficial in achievement of their individual career objectives.

Wagner-Peyser employment services are accessible through Career Center offices, and electronically through AJL, to U.S. citizens or aliens certified to work in the U.S. These services are also available to individuals with barriers to employment. Those persons assessed not to be job ready are referred to partner agencies for skill training services.

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**b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with Section 3(c)(3) of the Wagner-Peyser Act.**

Direct staff-assisted job search assistance and labor market information services are provided at the onset of unemployment in order to support the claimant's efforts to return to suitable employment in the shortest possible time.

All unemployment insurance (UI) claimants seeking labor exchange assistance are provided core services, as appropriate, to include: assessment, job search planning, provision of labor market information, job development, testing, resume preparation assistance, and selection and referral to available jobs. Priority of service for UI claimants for selection and referral services will continue to be emphasized, as reaffirmed in DIR Memorandum No. 1157, Supplement No. 5, ES Application-Taking Policy.

Job Search Workshops will be available to all UI claimants through Career Centers or affiliated locations. This intensive, staff-assisted service focuses on job search, application completion, resume preparation, and interviewing skills. "Orientation" to the Career Center Resource Room will be an integral part of every workshop. These resource rooms contain a variety of self-help print, video, and electronic career guidance tools and materials to assist job seekers in conducting their own self-directed job search. All Career Centers provide access to the Internet, AJL, and free e-mail.

Wagner-Peyser staff, operating through the Career Center system, is the primary service provider for Worker Profiling Reemployment Services, and will provide services to those claimants identified according to profile data as the most likely to exhaust their UI benefits. All Career Centers will have access to the profiled claimants in order to assist these individuals in their return to work.

Profiled UI claimants are provided services on a timely basis. Individualized, strategic plans for their return to the workforce are developed early on. The individualized service plan is designed to accommodate each profiled claimant's situation, including barriers, and indicates various strategic steps in their job search activities. Orientation, assessment, counseling, testing, and job search activities are scheduled as needed and as identified in the service plan. Referral to intensive and training services will be accomplished as indicated in the plan.

Feedback is provided through the Reemployment Services System, an automated on-line system which reports and tracks needed services and

outcomes related to those services. The UI automation program, in order to denote individuals' progress, as well as to provide reports and data for analysis, monitors this program. A customer satisfaction evaluation system is in place to determine the effectiveness of the delivery system in meeting the needs and expectations of customers. The survey instrument is provided to every claimant.

**c. Describe how the state administers the unemployment insurance work test and how feedback requirements (Section 7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.**

While the primary role of Wagner-Peyser is to provide an integrated labor exchange, it also has a responsibility to assist in maintaining the integrity of the entire Employment Security System. ES administers the work test for the State Unemployment Compensation System (Wagner-Peyser Act 7(a)(3)(F)), providing job finding and placement services for UI claimants. The work test involves assessing the claimant's availability and efforts to search for work. The results of the work test are reported to the appropriate UI authority.

Agency instructions have been issued by both the ES and the Unemployment Compensation Division of DIR, detailing procedures established to (1) maintain linkages between the two agencies in order to ensure maximum exposure to all employment service activities for the UI claimant, and (2) to report information bearing on the claimant's eligibility determination, to the unemployment compensation agency.

Individuals filing claims have a co-registration generated in AJL. Claimants are encouraged to review and update their registration/resume information on-line, and to visit a Career Center for additional assistance.

Wagner-Peyser funded staff does not participate directly in the conduct of the Eligibility Review Program. However, Wagner-Peyser staff do participate in the follow-up process to ensure that UI eligibility issues are resolved in accordance with Section 5(b)(2) of the Wagner-Peyser Act. This is accomplished through the coordination of employment services with the provision of UI claimant services.

**d. Describe the state's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) program. Does the state have a policy supporting co-enrollment for WIA and TAA?**

Alabama's State DWU is located in WDD, and the Rapid Response Team Section is organizationally situated within **GOWD**, which is responsible for

the day-to-day planning, administration and oversight of dislocated worker program activities. The **GOWD** has entered into an agreement with the ES and Unemployment Compensation Divisions of the Alabama DIR to provide coordination and support of Rapid Response and Trade Adjustment Assistance functions Statewide. Information relative to dislocation events (i.e. plant closings/mass layoffs) and Trade Adjustment Assistance (TAA) petition filings are shared between the **GOWD, WDD**, and DIR on a daily basis via e-mail, periodic activity reports, and telephone communications.

Written policy instructions specifically addressing coordination of the above-referenced activities are contained in Governor's Workforce Development Directives (PY 2000-32, Subject: Worker Adjustment and Retraining Notification (WARN) Act and Reporting of Actual or Potential Employee Layoff Activity) and PY 2002-13, Alabama Career Center System and Rapid Response Responsibilities relative to the Trade Adjustment Assistance Reform Act of 2002. Directive PY 2002-13 specifically addresses co-enrollment for WIA and TAA.

The ES, through the Career Center system, participates in efforts to serve dislocated workers, offering a wide variety of services, to include the following: employability development services, referral to training, and/or referral and placement activities. Additionally, resources are leveraged through provision of Job Search Workshops for Dislocated Workers under Rapid Response and/or TAA.

DIR is designated responsibility for processing the TAA programs. Because of the requirement of rapid and early intervention in providing the opportunity for workers to be enrolled in training, ES will cooperate with the Unemployment Compensation Division, which has been designated by the Department Director as the entity responsible for petition processing.

The ES, as a Career Center partner, also recruits, certifies job readiness, develops work/training plans, and/or refers Dislocated Workers to other partner agencies for intensive services, classroom training, and individual referral slots. Other basic services, such as application taking, assessment, counseling, testing, selection and referral to available jobs, are also provided to Dislocated Workers, as resources permit.

- e. **How is the state's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?**

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Item 4(a) above describes a specific program to address those groups. We recognize that it is critical to get all who can and will participate in the work force to do so. The **RWT** program can provide assistance in doing just that to those who will make the effort.

Both Secondary and Postsecondary education agencies, as well as business and industry principals, are represented on the Workforce Planning Council.

**f. How will the state ensure that the full array of one-stop services are available to individuals with disabilities and that the services are fully accessible?**

The State's DRS is a partner in all of the State's Comprehensive Career Centers. DRS staff assists the other partners to ensure that all Career Center programs and services are accessible. The State, through periodic monitoring, ensures that full accessibility is maintained.

Speaking specifically of those with limited English-language proficiency, Career Centers have identified those staff who have fluency in languages other than English to serve as interpreters where needed. Some areas with growing Hispanic populations have hired Spanish-speaking staff. In other areas, Career Centers have identified interpreters to call upon as needed. Forms and marketing information have been translated into Spanish to assist with those with limited English proficiency.

Persons with disabilities are provided basic core services under the Wagner-Peyser Act along with more intensive services where indicated. Referral to training under WIA or DRS will also be accomplished where appropriate. Resource rooms are provided with touch screen computers and voice recognition software for the visual and hearing impaired.

In each Career Center with Wagner-Peyser staff there will be at least one person designated whose duties shall include functional responsibilities for services to persons with disabilities, as prescribed in Section 8(b) of the Act. The goal for Wagner-Peyser staff in Career Centers is for each disabled person to experience the same type of service and equipment anywhere they may go in the State.

Resource rooms are provided with touch screen computers and voice recognition software to better accommodate the visually and hearing impaired. Additionally, occupational information is available to customers with visual disabilities through the employment statistics system. The Job Seeker Module of Alabama Comprehensive Labor Market Information System (ACLMIS) includes a mode for the visually impaired. This mode provides narration when used in conjunction with JAWS Screen Reading Software. Also, open-captioned videos are on the labor market information

website, and on CD by request only. These career videos provide information on over 550 occupations, including general information on wages, education, expected demand, and working conditions. The newest resource, the Alabama LMI Tutorial, also includes a mode for the visually impaired when used in conjunction with JAWS Screen Reading Software. Customer needs will be addressed as they arise and as new materials are developed.

- g. Describe the role LVER/DVOP staff have in the one-stop delivery system. How will the state ensure adherence to the legislative requirements for veterans' staff? How will services under this plan take into consideration the agreement reached between the Secretary and the state regarding veterans' employment programs? (Sections 112(b)(7), 112(b)(17)(B), 38 U.S.C. Chapter 41, and 20 CFR Section 1001.120)**

Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representative (LVER) staff will provide services to eligible veterans, as mandated under Title 38 U.S.C., Chapter 41, and in accordance with the general and special provisions of the Jobs For Veterans (JFV) State Grant, and other regulations, policies, and directive guidance for JFV grants from the Assistant Secretary, Veterans Employment and Training (ASVET), including Veterans Program Letter (VPL) No. 09-03 and VPL 11-02, or the most current issuance applicable to DVOP-LVER Roles and Responsibilities.

DVOPs will provide eligible veterans with intensive services on a needs-basis, with maximum emphasis on economically and educationally disadvantaged veterans, and veterans in other categories of concern as determined by the ASVET, with the provision of services in the following priority:

- Special disabled veterans
- Other disabled veterans
- Other eligible veterans in accordance with priorities established by the ASVET, taking into account applicable rates of unemployment and other emphasis mandated by Title 38 U.S.C., Chapter 42.

LVERs will integrate services to veterans and eligible persons with other Alabama Career Center network providers to promote veterans as a category of job seekers who have highly marketable skills and experience, and advocate, on behalf of veterans, for employment and training opportunities with business, industry, and community-based organizations.

On at least a quarterly basis, ES managers located in Alabama Career Center base offices will assess, as part of the Managers Quarterly Report on Services to Veterans, the level of utilization and effectiveness of services

and programs offered to veterans by other providers in the network, and submit a report in the format required by the ASVET to address compliance with the law, adherence to requirements of the JFV grant and applicable directives. Reporting will include the results of self-evaluation and a description of any corrective planning taken to resolve deficiencies or improve performance, effectiveness, and accountability. JFV grant reporting by the State will affirm that services provided to veterans are consistent with the ASVET agreement.

- h. Department of Labor regulations at 29 CFR 97.37 require all recipients of federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the state will ensure access to services through the state's one-stop delivery system by persons with limited English proficiency and how the state will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the federal rule.**

Career Center offices prominently display required posters in both English and Spanish. Additionally, staff within the Career Center as well as community resources, are identified to provide assistance to limited English-speaking individuals. Written procedures have been distributed to staff.

The LMI Division works to adapt its resources to accommodate the needs of customers with limited English language proficiency. The ACLMIS information postings are available for download through the LMI Division website in both English and Spanish versions. The Alabama LMI Tutorial has also been updated to include a Spanish version.

- i. Describe the state's strategies to enhance and integrate service delivery through the one-stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the state ensure that migrant and seasonal farm workers have equal access to employment opportunities through the state's one-stop delivery system? Include the following:**

**The number of Migrant and Seasonal Farm Workers (MSFWs) the state anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the one-stop career center system.**

All Career Center services, such as job search assistance, testing, referral, training, and assessment services are made available to migrant seasonal farm workers (MSFW) equitably through the Career Center System. The Employment Service Outreach assists in providing timely information to other partner agencies, and workforce investment boards, about special employment, training, economic, and educational needs of MSFWs and their families. It is anticipated that an estimated 200 MSFWs will be reached annually through this outreach program. Outreach Workers' activity will interface with the WIA 402/WIA § 167 grantee activity to assure all resources and assistance available to MSFWs and their families is accessible.

Outreach services to MSFWs will comply with Federal Regulations at 20 CFR 653.107 to contact those workers traditionally not reached by the usual local office intake activities. Each local Career Center will identify MSFWs service needs and contact individuals and applicant groups to offer and provide services to those not usually reached by local office intake activities. Local office staff conduct pre-seasonal surveys with leads provided by the State Office to determine anticipated MSFW population in local office areas on a month-to-month basis. Intensive efforts are made to contact all MSFWs whose usual residence is in the local office area and those that migrate into the area that do not contact local offices, branch offices or itinerant points for service. MSFWs will be informed of their rights to full ES services and invited to the Career Center office for completion of work applications in accordance with ES/MSFW regulations. Services including job referral, job development, testing, as well as referral to other service agencies will be provided. Appropriate media publicity is directed to MSFWs, informing them of their rights under various Federal and State laws, as well as directives of service agencies in the community. Handouts will be given to each person contacted advising them of this information.

Bilingual regular and outreach staff are assigned to offices where substantial proportions of MSFWs are primarily fluent and/or literate in Spanish, but not in English. Recruitment of staff from persons with MSFW backgrounds will be conducted specifically among home-based Alabama migrants.

## **5. Priority of Service**

- a. What procedures and criteria are in place under 20 CFR 663.600 for the governor and appropriate local boards to direct one-stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (Sections 112(b)(17)(A)(iv) and 134(d)(4)(E))**

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The SWIB established the policy that public assistance recipients and other individuals with low incomes would receive the highest priority for WIA services after all eligible veterans and eligible spouses of veterans have been considered for services.

- b. **What policies and strategies does the state have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L. 107-288)(38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03).**

Modified  
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The State issued policy directives in November of 2003, February of 2004, and May of 2009, to communicate veterans' priority in any workforce preparation, development, or delivery program or service that is directly funded, in whole or in part, by the USDOL. State policy provides that veterans meeting the statutory program eligibility requirements will receive preference over other eligible program applicants.

LVER-DVOP staff will assist other providers in the network to offer priority services to veterans and others eligible for priority under the law, with emphasis to veterans most in need of employment and supportive services, particularly veterans economically or educationally disadvantaged, homeless veterans, and veterans in vocational rehabilitation or occupational training. Services to veterans and program functions of LVER and DVOP staff to veterans will be integrated into the delivery of services within the Statewide network of Alabama Career Centers and other locations where mediated labor exchange services are provided, so as to offer such veterans and eligible persons the maximum advantages of a full array of employment services and training opportunities, with priority given to the needs of disabled veterans, and other veterans designated by the ASVET, through existing programs, coordination, and merger of programs and implementing new programs under the WIA, to ensure that veterans are provided universally in access and empowered with customer choice and customized access to those services which satisfy their individual needs for career development. In the provision of these services, veterans' priority will be followed in accordance with 38 U.S.C., Chapters 41 and 20 C.F.R. 1001.100 et seq. and the provisions of the DVOP and LVER grants. The LVER and DVOP program will facilitate veteran access to all WIA employment and training programs, as required by Section 112 (b)(17)(B) of the Workforce Investment Act of 1998.

Assignment of LVERs and DVOPs will be in consultation with the State Director, Veterans Employment, and Training Service, taking into consideration the needs of veterans, and particularly veterans in categories

established by law or the grant to receive greater emphasis and priority in services.

Ensuring that service providers and their staff work together, LVER and DVOP will participate in cross-awareness training with WIA and other service providers in the network, and assist other service providers to assess at the point of entry, to identify and recruit veterans and certain spouses of veterans in need of their services and programs, and meet the priority provisions of the Jobs for Veterans Act (Public Law 107-288) for all training programs funded by the USDOL, including the WIA Adult, Youth, and Dislocated Worker formula-funded program, Wagner-Peyser ES, the Trade Act programs, National Emergency Grant Job Corps, LMI Formula Grants, Pilots, Research and Development, Career One-Stop Electronic Tools or other Internet-based self-service tools, and other programs mandated by 38 U.S.C § 4215, as described in directive guidance from the USDOL, such as Training and Employment Guidance Letter No. 5-03, No. 22-04 regarding Serving Military Service Members and Military Spouses Under the WIA Dislocated Worker Formula, or other applicable guidance.

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**D. Rapid Response (Section 112(b)(17)(A)(ii)) Describe how your state provides Rapid Response services with the funds reserved under Section 133A(a)(2).**

- 1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and chief elected officials. If Rapid Response activities are shared between the state and local areas, describe the functions of each and how funds are allocated to the local areas.**

The GOWD is designated by the Governor as the entity responsible for providing Rapid Response services in Alabama. Local boards and chief elected officials are provided with periodic up-dates of activities of the Statewide Rapid Response Section. Continuous access to reports which can be customized by industry, geographic area, time frames, etc., are maintained in an ACCESS database, part of which is accessible via the Internet.

Local area staff are involved from initial notification of a layoff through the various meetings with employers and employees and the provision of all services to the laid-off workers. It is a full partnership arrangement.

- 2. Describe the process involved in carrying out Rapid Response activities.**
  - a. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?**

The WARN Act, P. L. 100-379, stipulates that the State DWU is one of three parties or groups designated to receive notifications. Also, Alabama's

State DWU is routinely alerted to impending area plant closures/layoffs by LWIA staff, ES and Unemployment Compensation Division personnel, regional economic development officials, local Career Centers, and other State agencies. Alabama's DWU also has an established 24-hour toll free number available to these agencies as well as employers and employees to alert them of any potential worker dislocations. Dislocated workers seeking additional information about services, training, etc., may also use this toll-free number.

**b. What efforts does the Rapid Response team make to ensure that rapid response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?**

Alabama's Rapid Response Team staff strives to make same day contact with company management and/or union officials, arranging on-site meetings within 24 hours of receipt of official WARN notifications. Rapid Response Team staff immediately make contact with management and/or union officials whenever notified of a potential dislocation event, whether an official WARN notice has been received or not, to ensure awareness of WARN Act provisions and to provide information about assistance available through the Alabama DWU and Rapid Response Team. Every employer and/or union contact is encouraged to provide training/meeting space on-site as much in advance of layoff date(s) as possible. Also, company contribution of meeting space with employee participation on paid company time as a means to encourage and facilitate participation is strongly encouraged. Experience has been that management and/or union officials rarely fail to provide this type of support.

**c. What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?**

Alabama's Rapid Response Team works with LWIAs and local Career Center System staff to coordinate their activities with both employers and labor organizations. They determine jointly the scope of dislocated worker assistance need and how, depending on services available in the LWIA, to serve dislocated workers. Funding reserved by the State from the Dislocated Worker account may be made available where necessary. Depending on the extent and scope of a dislocation event, **the ADECA and GOWD** may request discretionary funding from the USDOL.

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Rapid Response Team staff conducts a detailed assessment, including a survey to be completed by each dislocated worker, of the needs specific to each dislocation event and coordinate with "Dislocated Worker Service

Agency Network” to market available buildings, establish labor/management committees, provide job search workshops, money management seminars, GED preparation, etc., depending on individual circumstances.

**3. How does the State ensure a seamless transition between Rapid Response services and one-stop activities for affected workers?**

Rapid Response Team staff communicates detailed information concerning reported or potential dislocation events to local Career Center staff on a daily basis via e-mail and/or telephone communications. Local WIA and associated Career Center staff are included in e-mail notifications of dislocation event notifications received by the DWU and/or activities of the Rapid Response Team relative to their geographical area. Career Center staff are included as primary participants in all Rapid Response general information sessions or Group Employee Meetings.

**4. Describe how Rapid Response functions as a business service. Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers. How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the state promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?**

Rapid Response Team staff brief employers on the availability of OJT, IWTP, and various services available at local Career Centers, including labor market information, wage data, etc. Rapid Response coordinates with the Alabama Development Office and local industrial development boards, facilitating their intervention where possibilities to avert layoffs or plant closings exists. The **ADECA/WDD** also provides information on their Internet web sites promoting the benefits of Rapid Response assistance and providing information about dislocation event activity in the State.

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**5. What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?**

Rapid Response Team staff have established an informal “Dislocated Worker Service Agency Network” including a broad range of agencies providing services that could benefit employers and dislocated workers. Formal contractual agreements are in place with ES and Unemployment Compensation Divisions of the Alabama DIR. Rapid Response Team staff communicate with and maintain close working relationships with State and local level officials of Postsecondary Education (including Adult Education/GED Preparation Programs), the

Department of Human Resources, Alabama Cooperative Extension Service, Community Action Agencies, Public Health, Mental Health and Retardation, DRS, Department of Senior Services, Legal Services Corporation, Consumer Credit Counseling Service, Department of Veterans Affairs, Alabama Medicaid, Children's Health Insurance Programs (CHIP or All-Kids in Alabama), the Alabama Child Caring Program for Children, the USDOL Employee Benefits Security Administration and other Federal, State and local entities as appropriate to individual circumstances of each dislocation event.

**6. What systems does the Rapid Response team use to track its activities? Does the state have a comprehensive, integrated management information system that includes Rapid Response, Trade Act programs, National Emergency Grants, and one-stop activities?**

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Rapid Response Team staff maintain a detailed database of information related to every dislocation event where services are provided. Selected information is drawn from this database and is available via the Internet for public consumption at [www.adeca.alabama.gov/wdd/alabamawarnlist.asp](http://www.adeca.alabama.gov/wdd/alabamawarnlist.asp). Customized reports can be generated for LWIAs, elected officials, economic development professionals, etc., by industry, geographical area, time frames, etc. Rapid Response Team staff routinely receive Trade Act petition filing and certification notices from the USDOL and Alabama DIR. Whenever Trade Act petitions have been filed by companies who have not come to the attention of the State DWU and Rapid Response Team otherwise, they are investigated to determine what level of Rapid Response assistance may be necessary and appropriate.

**7. Are Rapid Response funds used for other activities not described above, e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events?**

Additional funding has been provided to local areas based on need justification. Further, the State has been granted a regulatory waiver which allows the expenditure of up to fifty percent of Rapid Response funds for Other Statewide Activities, to include IWTP activities.

**E. Youth: ETA's strategic vision identifies youth most in need, such as out of school youth and those at risk, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, Postsecondary vocational training, apprenticeship and enrollment in community and four-year colleges (Section 112(b)(18)).**

A lack of program focus and emphasis on outcomes has left Alabama's out-of-school, at-risk youth behind in our State economy. Alabama's strategy for out-of-school youth is to develop well-designed and coordinated programs that offer youth who become disconnected from mainstream institutions and systems additional opportunities to successfully transition to adult roles and responsibilities.

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In response to the shared vision for Youth, Postsecondary Education, Secondary Education, DHR, TANF, DRS, the Department of Youth Services, **GOWD**, and ADECA have developed a new youth vision that establishes strategies that are both agency specific and explicit in the need for a collaborative Federal/State partnership to more efficiently and effectively serve our State's neediest youth.

- 1. Describe your state's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any state requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the state will coordinate across state agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (Section 112(b)(18))**

Alabama's strategy for providing comprehensive integrated, interagency services to eligible youth involves a detailed assessment of all local, State, and Federal resource systems available, including coordination with the Alabama DHR Foster Care system, Alabama's Youth Services Department, secondary/postsecondary education programs, migrant and seasonal farm workers, students with disabilities, and the State's two Job Corps Centers (Montgomery and Gadsden). The centerpiece of this performance-coordination of services will be the Alabama Career Center System.

Alabama's three LWIAs have compiled an impressive list of available services for eligible youth. These coordinated services will enable all youth, particularly out-of-school youth, dropouts, and youth with special needs or barriers to employment (pregnant, parenting, or have disabilities) to acquire the skills and work-based experiences necessary to successfully transition into adulthood, careers, and further education and training.

The Alabama Youth Development System may be characterized as youth friendly and cost efficient. There is a sense of urgency about correcting problems, capitalizing on new youth initiative opportunities, and developing caring leaders in our State. The system created using the Full Collaboration Model (Attachment 11) will influence the labor force emerging from the State's secondary and postsecondary schools, the out-of-school youth and dropouts, welfare recipients, disabled, pregnant teens, and unemployed youth with the services and activities needed to enter the Alabama workforce at a living wage.

Modified per review by the USDOL: 8/13/09

The State policy has been that local workforce areas, to the extent feasible, use the majority of ARRA youth funds to fund SYEP activities in the summer of 2009. It is anticipated that local areas will use all or a majority of ARRA youth funds to fund SYEP activities in 2009. Any funds remaining unspent will be used to fund short-term GED and Adult education activities in the remainder of 2009. One local area used approximately 95% of its ARRA Stimulus Youth funds for a summer work experience program. Another local area estimates expending approximately 51% of the funding provided for ARRA.

Modified per review by the USDOL: 8/13/09

At one local area, due to the short timeframe for planning and implementation of SYEP, all worksites will be at public or private facilities. Local areas have been requested to ensure the work activities are meaningful to the youth participants. To the extent feasible, worksites are matched to interests and abilities of the youth participants. Examples of worksites in one local area include:

- Bay Area Food Bank
- Boys and Girls Club
- Dept of Human Resources
- Dumas Wesley
- Greater Praise Outreach
- American Red Cross
- Mobile County Health Dept.
- Mobile County Sheriffs Dept.
- USA Center for Health
- The Lighthouse Community Development Corporation
- Dearborn YMCA
- Exchange Club Family Center
- Goodwill Easter Seals
- Habitat for Humanity
- Volunteers of America
- Downtown Alliance
- Mobile Housing Authority
- Training Solutions for Construction and Industry
- Communities/Center of Excellence

Modified per review by the USDOL: 8/13/09

While the State did not have a specific policy regarding linkages to academic learning by serving SYEP participants, local areas were highly encouraged to provide their participants with academic or classroom training activities. One local area required all youth without a GED or high school diploma to participate in an adult education class as a condition of enrollment. Another local area's SYEP provided between one and two weeks of classroom training to all youth participants prior to their six-week work experience placement. The third local area has a contract with the County Public School System to provide classroom-based Career Exploration combined with Work Experience for 90 area youth ages 14-16. This is the only summer program that will provide any classroom-based training as part of the ARRA funded initiatives.

Modified per review by the USDOL: 8/13/09

State policy required that local areas spend a minimum of 30% of ARRA on out-of-school youth during the summer months. There were no other specific policies regarding supportive services or need-based payments since the primary activities were summer youth experience. However the summer youth in need of additional services will be referred to activities that provide additional supportive services such as daycare and transportation assistance.

Modified per review by the USDOL: 8/13/09

Among the three local area's Summer Youth Employment Programs it is anticipated that 3,600 youth will be served.

**2. Describe how coordination with Job Corps and other youth programs will occur. (Section 112(b)(18)(C))**

Alabama's two Job Corps Centers located in Montgomery and Gadsden are viable partners in the State's Youth Investment System. Coordination is accomplished by state workforce development staff actively participating in various local Job Corps councils, etc., Community Relations Council, Private Industry Council, and the state's Job Corps Consortium (staff from both centers and local youth partners) that meets quarterly to discuss policy, strategies, and initiatives of serving the state's neediest youth. In addition, through Alabama's Shared Youth mission, workforce development staff, in coordination with Job Corps and other youth programs, are developing a coordinated, service integrated system that includes business, education, training, and public/private sector stakeholders. These youth partners are cohesively working together to provide youth with opportunities to develop career options and improve their quality of life.

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**3. How does the state plan to utilize the funds reserved for statewide activities to support the state's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:**

No special allocation of WIA 15 Percent Statewide Activity funds is made to local areas for youth in the Career Centers. The State does pay its share of costs through a cost allocation, which ensures costs for youth services at the Career Centers are paid by the benefiting fund source such as WIA 15 percent, Adult, Dislocated Workers, etc. Two local areas do have nominal costs associated with State-level youth program participants, which are covered by these two local areas out of formula (program) funds. The State uses some of the 15 percent funds for youth program technical assistance and training for Career Center staff capacity building. The State also funds the WIA management information system to include State staff who manage the system including youth data. There's also an interagency computer system (funded by the State), which allows various partner agencies to share youth data on individuals seeking human resource services.

**a. Utilizing the funds to promote cross-agency collaboration;**

Reference Appendix A, section IX. E. 3.

**b. Demonstration of cross-cutting models of service delivery;**

Reference Appendix A, section IX. E. 3.

**c. Development of new models of alternative education leading to employment; or**

Reference Appendix A, section IX. E. 3.

- d. Development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills.**

Reference Appendix A, section IX. E. 3.

- e. Describe how your state will, in general, meet the Act's provisions regarding youth program design. (Sections 112(b)(18) and 129(c))**

Reference Appendix A, section IX. E. 3.

**F. Business Services: (Sections 112(b)(2)) Provide a description of the state's strategies to improve the services to employers, including a description of how the state intends to:**

**1. Determine the employer needs in the local areas and on a statewide basis.**

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The State Workforce Planning Council created a strategic plan (attachment 4), which identifies the following priorities:

- Imperative 1: Maximize efficiency, effectiveness, and responsiveness of workforce development system at state and local levels.
- Imperative 2: Ensure that workforce development programs and services are aligned with current and future skill needs.
- Imperative 3: Increase the number of skilled workers in labor pool.
- Imperative 4: Assist employees and employers to maximize retention and productivity.
- Imperative 5: Ensure that Alabamians are aware of career opportunities, skill requirements, and education and training options.
- Imperative 6: Demonstrate accountability.

Employer needs are determined through coordination of the workforce development community. The State Workforce Investment Board, local workforce investment boards, regional councils, and the State Workforce Development Planning Council work together to develop information on these needs. Statewide and regional "State of the Workforce" studies were performed by the University of Alabama's Center for Business and Economic Development. Copies of these studies are to be given to all regional councils and Workforce Boards.

Each Workforce Board and Council has business members who guide the development and use of information on employer needs.

**2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.**

Limited awareness of the full range of business services available through the Career Center System often constrains the full use of these services by the business community. Efforts are ongoing to help raise employer awareness of the many Career Center System services available to help meet employer needs.

**3. Streamline administration of federal tax credit programs within the one-stop system to maximize employer participation? (20 CFR part 652.3(b))**

Several strategies have been implemented within the Career Center system to maximize employer participation in the Federal tax credit programs. Local Career Center staff are trained to more effectively market the several utilities of the tax credit system to employers. Other effective strategies to teach employers better uses of tax credits are through presentations to local Chambers of Commerce, the ASEC, employer seminars, forums, and professional organizations, such as Society of Human Resources Managers. Centralization has helped streamline the tax credit program verification process. Trained analysts process employer requests through a centralized electronic on-line network.

**G. Innovative Service Delivery Strategies (Section 112(b)(17)(A))**

**1. Describe innovative service delivery strategies the state has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, statewide reserve, employer contributions, education funds, non-WIA state funds).**

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Per Executive Order 36 (Attachment 1) The State Workforce Planning Council was created and charged with the coordination, planning, budgeting, and allocation of workforce development activities.

The Career Center Strategic Planning Committee has attempted to minimize Career Center System waste and duplication, allowing more funds to be focused on service to customers. All workforce development Career Center partners are involved.

The delivery of Wagner-Peyser labor exchange services was transformed dramatically in PY 2005 with implementation of an Internet web-based demand driven labor exchange system (AJL), offering both job seekers and employers continuous self-service. This innovation broadened public access to labor exchange services, facilitating self-registration, job search, and, in many cases, self-referral to job vacancies. Employers may manage their own accounts, including posting of job openings and employee referral/selection processes.

This innovative strategy for labor exchange services delivery has the unique capability to accommodate the increasing demand for labor exchange services from both job seekers and employers alike. The shift in labor exchange delivery to a self-service option greatly leverages available resources, allowing a reduced number of staff to better focus their attention on those who truly require assistance. As a result, the quality of labor exchange services has improved, overall.

The paradigm shift to self-service promises better integration of Career Center services by allowing the reallocation of limited staff to the Employer Relations Program, which is the “marketing arm” for the Career Center employer services.

Per Executive Order 36, the State Workforce Planning Council was created and charged with the coordination, planning, budgeting, and allocation of workforce development activities. The GOWD office of field operations will provide specific management support in working with the State Information and Management Reporting Section to ensure integrated services are provided and tracked for job seekers. Plans are underway to integrate the Alabama Job-Link system so that Wagner-Peyser, WIA Title 1-B, and Adult Education activities are provided a coordinated tracking system to ensure the most efficient use of services in the Alabama Career Center system.

At the State level the local areas are strongly encouraged to provide needs-based and supportive services to low-income individuals. However, local area policy and availability of funds will determine the extent and level of services that may be provided.

Eligibility for access to WIA funded programs is guided by the Lower Living Standard Income Level.

All participants provided training through WIA Title 1-B and Adult Education are afforded the opportunity to obtain a Career Readiness Certificate by utilizing the nationally recognized Work-Keys credentials. All stand-alone training programs funded through the ARRA specifically emphasized credentialing.

Statewide ARRA funds were quickly allocated for activities for additional Dislocated Workers to be provided opportunities for short-term training of one year or less duration in occupations in which jobs are still available during this recession, pre-apprenticeship training opportunities for youth and adults, and Incumbent Worker Training Program funds for under-skilled adults in jeopardy of losing their employment.

Local areas are encouraged to present work experiences primarily for youth that would provide training and opportunities for future careers in high growth, high demand jobs, and/or preparation for green jobs that provide career pathways to green industries available in Alabama. The State Workforce Planning Council has

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worked closely with the Alabama Energy Industrial Contracting Consortium (AEICC) to increase the use of pre-apprenticeship programs and guaranteed entry into registered apprentice programs throughout emerging and high growth occupations, particularly in green industries.

2. **If your state is participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the state’s overall strategy for workforce investment.**

Alabama is not participating in the PRA demonstration.

**H. Strategies for Faith-Based and Community Organizations (Section 112(b)(17)(i)). Enhancing outreach opportunities to those most in need is a fundamental element of the demand-driven systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-Based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of Faith-Based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of Faith-Based and community-based organizations’ clients and customers to the services offered by the one-stops in the state. Outline those action steps designed to strengthen state collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate Faith-Based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the state’s workforce investment areas to help meet the objectives of the Workforce Investment Act.**

Alabama enjoys a rich diversity of faith-based, community, and other private charitable organizations that render effective aid to people in need. The State of Alabama has one of the largest and most effective populations of faith-based and community organizations (FBCOs) in the United States. On June 22, 2004, Governor Bob Riley, through Executive Order Number 21, established the Governor’s Office of Faith-Based and Community Initiatives (GFBCI), charged with making changes necessary to actively engage in collaborative efforts with FBCOs for the provision of social services to people in need.

The Alabama **GOWD and WDD** will cooperate fully with GFBCI and the Advisory Board on Faith-Based and Community Initiatives to increase and expand access to opportunities for participation of faith-based and community organizations as committed and active partners in the Alabama Career Center System (ACCS). **GOWD and WDD** will undertake the following activities to accomplish this effort:

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- Assist in developing a supportive service network to identify unmet service needs and conditions of unemployed or underemployed workers that FBCOs and other partners will address.
- Assist in collaboration between FBCOs and workforce boards to address a well-defined unmet community need by leveraging the resources of both faith-based and community organizations and the Alabama Career Center System.
- Work with the GFBCI to establish plans for outreach to FBCOs. Note: The emphasis will be on outreach to those groups that can help the FBCOs address the identified community need(s) in relation to workforce development.
- Assist in organizing FBCOs to address the community's needs in relation to workforce development including what resources and services it will solicit from Federal, State and other sources.
- Assist in activities to build the administrative capacity of the FBCOs in relation to workforce development.
- Work with the GFBCI and FBCOs to coordinate activities/services with the Career Centers and with the SWIB and LWIBs to address the identified community issues.
- Work with the GFBCI to improve the posture of FBCOs in increasing their administrative capacity to remain active in local workforce development efforts.
- Assist in increasing the number of FBCOs serving as committed and active partners in the Career Center delivery system.
- Assist in expanding the access of FBCOs clients and customers to the training, job and career services offered by the local Career Center.

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Steps will be designed to strengthen the State's collaboration efforts with LWIBs in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of partnering with Alabama's **GOWD**. **GOWD** and **WDD** will fully cooperate with GFBCI's following initiatives:

- This office envisions an environment where community-based and faith-based organizations can compete equally with other groups to provide government- or privately-funded services.
- Will serve to strengthen and expand the role of FBCOs in addressing Alabama's social problems.
- Identify the work to eliminate improper barriers to the full participation of FBCO-serving programs in the provision of social services.
- The GFBCI and Alabama's Career Center System resources can be strategically and effectively leveraged in the State's workforce investment areas to help meet the objectives of the WIA by utilizing the following strategies:
- Identify FBCOs initiative projects relating to workforce development in Alabama State government.

- Assess State barriers within workforce development to faith-based/community initiative organizations in assessing funding.
- Assess funding or other resources within State government as it applies to workforce development.
- Assess funding or other resources within federal government as it applies to workforce development.
- Assess funding or other resources within corporations and foundations as it applies to workforce development.
- Assess funding or other resources within lending institutions as it applies to workforce development.
- Assess available resources within institutions of higher learning as it applies to workforce development.
- Evaluation of effectiveness of training coordination and dissemination of information as it applies to workforce development.

## **X. State Administration**

### **A. What technology infrastructure and/or management information systems does the state have in place to support the state and local workforce investment activities such as a one-stop operating system designed to facilitate case management and service delivery across programs, a state job matching system, web-based self service tools for customers, fiscal management systems, etc.? (Sections 111(d)(2), 112(b)(1), and 112(b)(8)(B))**

The WIA partners use a system that is called AlaWorks, which provides management information on WIA participants and budgets/expenditures. Wagner-Peyser utilizes AJL as its Labor Exchange system to provide management and public services delivery to both job seekers and employers. Information can be communicated between the two systems through the Interagency Electronic Linkage System, which the State implemented in 2001. This system was developed with the use of One-Stop Grant funds. All Career Centers partners are users of the system. It is currently being enhanced to add agencies and programs.

AJL is a web-enabled Career Center workforce development system that has provided the next level of systemic transformation in the provision of employment services. AJL provides constant self-service for job seekers' and employers' job matching activities, enhanced Career Center customer services delivery management capabilities, case management, labor exchange job matching, and labor exchange information services. AJL also incorporates a "spidering" feature that affords system users instant access to millions of jobs worldwide. There are three main components of AJL: JobLink, ServiceLink, and Fiscal Link.

**JobLink:** - JobLink is a self-service job matching and workplace information service for employers and jobseekers. Jobseekers can establish an Internet account to manage their self-directed job search activities and/or register with the public labor exchange to broaden their job search activities, to include staff-assisted services. Employers can

establish an account to manage job orders and to search/view job seeker resumes. Additional assistance in seeking and finding talent may be leveraged through public labor exchange staff assistance.

**ServiceLink:** - ServiceLink is a web-based Career Center client management application that allows case managers to track their caseload and report information required under Labor Exchange, Re-employment Services, WIA, TAA, and other federal programs. ServiceLink provides a standardized process for following participants through the workforce development system network. It eases the load for case managers by providing a tool that can manage and monitor caseloads, assess employment barriers, establish training and employment plans, search for WIA eligible training providers, and track job placements. ServiceLink collects all information required to generate reports for these federal programs. Some of the reports which may be generated under ServiceLink are Recently Soft Exited and Soft Exit Warning by Office; Job Service Activity Reports by Statewide, WIB and Office; WIA Youth Elements, NEG Project Quarterly Reports and WIA Quarterly Report by Statewide, Local Area, WIB and Office.

**FiscalLink:** - FiscalLink allows case managers and program administrators the ability to process participant and vendor payments for workforce training programs.

AJL is available to all Career Center partners to support State and local workforce investment activities, such as a Career Center operational system designed to facilitate case management and service delivery across programs, a State job matching system, web-based self service tools for customers, and fiscal management systems.

**B. Describe the state’s plan for use of the funds reserved for statewide activities under WIA Section 128 (a)(1).**

Funds reserved under this Section are for Statewide administration of the WIA program, oversight and monitoring, maintaining a Statewide management information system, funding capacity building for State, local area, and service provider staff, Statewide funding of ITAs for dislocated workers who have received services from the State’s Rapid Response Team, providing incentive funds for local areas based upon their meeting/exceeding required performance standards, assessment and case management, eligibility determination for State-level programs, and funding the IWTPs.

**C. Describe how any waivers or workflex authority (both existing and planned) will assist the state in developing its workforce investment system. (Sections 189(i)(1), 189(i)(4)(A), and 192))**

No workflex authority exists, has been requested, or is contemplated at this time.

The State currently has in effect approved waivers to increase the limit of local adult-dislocated worker fund transfers to 100 percent; to extend the period of WIA service

providers initial eligibility; allowing local areas to use up to 10 percent of local annual fund allocations for Statewide Workforce Investment Activities (including IWTP); and the restructuring of SWIB member composition requirements consistent with the specifications of H.R. 1261. We have also been granted a waiver of 20 CFR 661.320(d)(2) to allow the transfer of up to fifty percent of Section 133 (a)(2) Rapid Response funds to WIA Statewide activities, i.e., provide additional funding for IWTP, these waivers expire June 30, 2009. The State has requested an extension of the waivers, noted in Attachment 8, through June 30, 2010, in order to provide the State continued flexibility in responding to varying local conditions. Such flexibility works to render the affected WIA programs more adaptive, and thereby promotes their ability to succeed.

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At the request of a local area, the State has applied for and received approval through September 30, 2009 to administer and run that local area's summer youth program. This waiver should allow for a more expeditious implementation of this program.

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**D. Performance, Management, and Accountability: Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. TEGL 15-03, Common Measures Policy, December 10, 2003. In this section, describe how the state measures the success of its strategies in achieving its goals, and how the state uses this data to continuously improve the system.**

- 1. Describe the state's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the state worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the state's previous outcomes as well as with the state-adjusted levels of performance established for other states (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the state achieve continuous improvement over the two years of the plan. (Sections 112(b)(3) and 136(b)(3))**

Effective with Program Year 2005, Wagner-Peyser performance is assessed against the Common Measures policy. Actual program performance data generated along these measures, i.e., Entered Employment Rate (EER), Employment Retention Rate (ERR), and Six Month Earnings will baseline associated performance goal negotiations which will be applied against subsequent Program Years. Continuous improvement will be achieved through analysis for performance as revealed in AJL reporting, thus affording opportunity

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for strategy modifications designed to improve performance and the system. Effective with Program Year 2010, WIA Title I-B performance will be assessed against the WIA Title I-B Adult, Dislocated Worker, and Youth Common Measures, requirements.

## Alabama's Performance Accountability System

### a. Performance Indicators and Goals

(Reference: TEGL Nos. 17-05)

#### Adult Measures - Definitions

- **Entered Employment Rate** - Of those who are not employed at the date of participation: Number of adults who are employed in the 1<sup>st</sup> quarter after exit, divided by the number of adults who exit during the quarter.
- **Employment Retention Rate** - Of those who are employed in the 1<sup>st</sup> quarter after exit: Number of adults who are employed in both the 2<sup>nd</sup> and 3<sup>rd</sup> quarters after exit, divided by the number of adults who exit during the quarter.
- **Six Month Earnings** - Of those adult participants who are employed in the 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> quarters after the exit quarter: Total earnings in the second quarter plus total earnings in the third quarter after the exit quarter divided by the number of adult participants who exit during the quarter.

#### Dislocated Worker Measures - Definitions

- **Entered Employment Rate** - Of those who are not employed at the date of participation: Number of dislocated workers who are employed in the 1<sup>st</sup> quarter after exit, divided by the number of dislocated workers who exit during the quarter.
- **Employment Retention Rate** - Of those who are employed in the 1<sup>st</sup> quarter after exit: Number of dislocated workers who are employed in both the 2<sup>nd</sup> and 3<sup>rd</sup> quarters after exit, divided by the number of adults who exit during the quarter.
- **Six Month Earnings** - Of those adult participants who are employed in the 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> quarters after the exit quarter: Total earnings in the second quarter plus total earnings in the third quarter after the exit quarter divided by the number of dislocated worker participants who exit during the quarter.

#### Youth (14-21) Common Measures - Definition

- **Placement in Employment or Education** - Of those who are not in postsecondary education or employment (including the military) at the date of participation: Number of youth participants who are in employment (including the military) or enrolled in postsecondary

education and/or advanced training/occupational skills training the 1<sup>st</sup> quarter after the exit quarter; divided by the number of youth participants who exit during the quarter.

- **Attainment of a Degree or Certificate** - Of those enrolled in education (at the date of Participation or at any point during the program): Number of youth participants who attain a diploma, GED, or certificate by the end of the 3<sup>rd</sup> quarter after the exit quarter; divided by the number of youth participants who exit during the quarter.
- **Literacy/Numeracy Gain** - Of those out-of-school youth who are basic skills deficient; Number of youth participants who increase one or more educational functioning levels; divided by the number of youth who have completed a year in the program plus the number of youth who exit before completing the youth program.

#### **Customer Satisfaction - Definition**

- **Participants** - The weighted average of participant ratings on each of the 3 questions regarding overall satisfaction reported on a 0-100 scale.
- **Employers** - The weighted average of employer ratings on each of the 3 questions regarding overall satisfaction reported on a 0-100 scale.

#### **b. Performance Management and Accountability System**

The Performance Management system described below is available for review and approval by representatives of the SWIB and LWIB. All Board member comments are duly considered.

- **Employers and Job Seekers Customer Satisfaction Measures**  
ES customer satisfaction is measured through both applicant/employer formal surveys and informal feedback. State and local Alabama Employer Services Committees (AESC) have proven invaluable in their feedback and recommendations to identify, prioritize, and enhance services locally, regionally, and Statewide. This information is provided to local offices as part of the effort to continuously improve services. Local offices also receive customer feedback that assists in determining the quality of services provided and the level of customer satisfaction achieved.

Findings from these customer surveys are used to identify the perceptions, priorities, and values associated with employment services. These findings are shared, discussed, and analyzed by management and staff to determine customer satisfaction and identify changes needed to produce desired outcomes. Findings have also provided direction and prioritization in the utilization of the limited resources available.

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The State will continue to employ telephone surveys in order to administer USDOL-prescribed (employers and participants) customer satisfaction surveys. In identifying individuals to be included in these surveys, **WDD** staff will sample from the full population of individuals receiving staff-assisted WIA core, intensive, and/or training services. It is anticipated that “satisfaction” instruments will be applied to all employers using WIA services rather than a sample. This is to ensure inclusion of the required number of employers (500). Survey questions will consist of the information prescribed by USDOL and additional State-designed questions regarding specific participant and employer attitudes regarding various aspects of WIA program services. The input of local boards may be solicited regarding future additions to or deletions from the customer satisfaction survey instruments. Should LWIBs require more detailed information than that provided by the USDOL satisfaction questions and the additional State-designed questions, they may submit these recommendations to the **WDD**. In this manner, LWIBs may be able to obtain information they feel to be more useful in shaping their respective WIA local service delivery strategies.

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**WDD** staff will regularly compile and consolidate WIA customer satisfaction information. Reports are prepared expressing satisfaction at the State and local level. Similar efforts to evaluate individual/employer customer satisfaction may be conducted at the Career Center level. State-level reports will be disseminated to all WIA outlets. Satisfaction reports traceable to the local area-level, and, as available, reports covering each Career Center within a local area, are distributed throughout each local area.

This satisfaction feedback is particularly valuable in both local area overall program planning and in specific activity management. Non-positive satisfaction survey feedback will trigger efforts by the State and/or local area to identify the root problems or situations underlying this negative feedback, and may suggest short-term or long-term strategic measures aimed at remedying real or perceived flaws in the WIA service delivery system.

The ongoing assessment of customer satisfaction surveys with WIA services will prove invaluable in helping the individual components of the WIA delivery system collectively and consistently achieve the “continuous improvement” central hallmark of WIA.

○ **State and Local Boards Performance Goals Policy**

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The State will provide each Local Workforce Investment Area (LWIA) the opportunity to negotiate Workforce Investment Act (WIA) Adult, Dislocated Worker, and Youth program performance goals on an annual basis. The negotiations of LWIA Adult, Dislocated Worker,

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and Youth performance goals shall utilize the State-level performance goals previously-negotiated with the U.S. Department of Labor (USDOL) as a starting point. It shall be the responsibility of each LWIA to clearly demonstrate to the State why adjustments to the goals are necessary, and how such adjustments will not negatively impact the ability of the LWIA to effectively deliver workforce development services to individuals eligible for and in need of those services. Consistent with the provisions of WIA Section 136(c)(3), State and local area negotiations shall take into account the specific economic, demographic, and other characteristics of the populations to be served in the local area. Renegotiation of the performance goals may be requested by a local area if circumstances arise to warrant such a request.

Section 136 of the Workforce Investment Act specifies core indicators of performance for workforce investment activities in adult, dislocated worker, and youth programs. Fifteen core measures apply to the adult, dislocated worker, and youth programs and two measures of customer satisfaction apply across the three funding streams for a total of 17 required measures. A waiver has been granted for Program Year 2010 to allow the State to replace the 17(seventeen) performance measures under WIA Section 136 with the 9 (nine) common measures. This waiver permits the State to report WIA outcomes against the common performance measures indicated below.

#### **Adult and Dislocated Worker**

1. Entered Employment Rate
2. Employment Retention Rate
3. Average Six Month Earnings

#### **Youth**

1. Literacy or Numeracy Gains
2. Placement in Employment or Education
3. Attainment of Degree or Certificate

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Quarterly reports will contrast LWIAs' current actual performance levels against their associated performance goals for each of the 9 (nine) common measures. Following the submission of the final Program Year report to the USDOL, the actual performance level of each LWIA contrasted against their negotiated goals will serve as the basis for the awarding of incentives or the imposition of sanctions.

Three percent of Adult, Dislocated Worker, and Youth funds will be set aside by the State for Local Workforce Investment Area (LWIA) program incentive awards and LWIA capacity building/technical assistance activities. At least sixty-seven percent of this amount will be

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available for LWIA incentive awards. The balance of available funds will be utilized for LWIA technical assistance and/or capacity building activities.

LWIAs, which meet or exceed at least two of the three Adult performance goals, will be eligible to receive an Adult program incentive award. LWIAs, which meet or exceed at least two of the three Dislocated Worker performance goals, will be eligible to receive a Dislocated Worker program incentive award. LWIAs, which meet or exceed at least two of the three Youth performance goals, will be eligible to receive a Youth program incentive award.

The state defines "meeting a performance goal" as LWIA performance at eighty percent to one hundred percent of the level at which a particular goal is set. "Exceeding a performance goal" is LWIA performance above the level at which a goal is set and "failing to meet a performance goal" is LWIA performance below eighty percent of the level at which a particular goal is set.

Incentive awards will be distributed as follows:

An amount of available Adult, Dislocated Worker, and Youth incentive award funds corresponding to each eligible LWIA's adjusted performance year formula allocation share will be set aside.

Each eligible LWIA's Adult incentive funds will be divided into three equal portions, or shares.

1. One share is linked to the LWIA's Adult Entered Employment Rate performance.
2. One share is linked to the LWIA's Adult Employment Retention Rate performance.
3. One share is linked to the LWIA's Adult Average Six Month Earnings performance.

Modified  
07/01/10

Each eligible LWIA's Dislocated Worker incentive funds will be divided into three equal portions, or shares.

1. One share is linked to the LWIA's Dislocated Worker Entered Employment Rate performance.
2. One share is linked to the LWIA's Dislocated Worker Employment Retention Rate performance.
3. One share is linked to the LWIA's Dislocated Worker Average Six month Earnings performance.

Modified  
07/01/10

The proportion of each eligible LWIA's Youth incentive funds will be divided into three equal portions, or shares.

1. One share is linked to the LWIA's Youth Literacy or Numeracy Gains performance.
2. One share is linked to the LWIA's Placement in Employment or Education performance
3. One share is linked to the LWIA's Youth Attainment of Degree or Certificate.

**NOTE:** Incentive award allocations will be made from the data as reported to the U. S. Department of Labor as the final performance results for the previous program year. The awards are based on current program year funds, but the calculations for those awards are based on the previous program year's performance.

Each eligible LWIA whose actual Adult, Dislocated Worker, or Youth program performance **exceeds** corresponding performance goals will receive the portion of the incentive funds set aside for that category as indicated below.

Percentage Measures Exceeded	Earnings (Change) Measures Exceeded	%
By up to 5 percent	By up to \$500	50%
Over 5, up to 10 percent	Over \$500, up to \$1000	75%
By greater than 10 percent	By greater than \$1000	100%

The procedure described above may well result in awarding the LWIAs less than the full amount of incentive funds set aside for a particular performance category. Following this initial distribution of incentive funds associated with the various performance measures, the full amount of any funds not awarded will be distributed in accordance with each LWIA's composite index of actual performance against performance goals, summed over all performance categories. These composite indices will weigh only those performance categories in which the LWIA has exceeded the associated goal, that is, have an actual/goal index greater than one. In the event that **all three LWIA's** performance in a particular category, i.e. Adult, Dislocated Worker or Youth, should fall below the index described in this paragraph for the second distribution method, it will result in **no** LWIA receiving the residual funds in the associated category.

Modified  
07/01/10

Any funds remaining after the two distribution methods described prior will be reclassified (per approved change to the appropriate allocation Directive) as "Other WIA Activities" and utilized in State-Level programs.

- 2. Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 USC, Chapters 41 and 42 (Veterans Employment and Training Programs) that the state tracks (Sections 111(d)(2), 112(b)(3) and 136(b)(2)(C)).**

The State will use AJL reports, including the ETA-9002 Quarterly Report, and the WISPR reports, when implemented, to monitor and evaluate Performance Outcomes and Services to Veterans and Eligible Persons and other categories of veterans described under 38 U.S.C. Chapters 41 and 42, to include service-connected Disabled Veterans and Special Disabled Veterans, Campaign Badge Veterans, Transitioning Service Members, Newly Separated veterans, female veterans, and veterans in other categories designated by the ASVET for tracking and evaluation. Common Measures indicators of performance will be measured against expected measures negotiated with the ASVET.

The State will further use these same AJL reports to monitor and evaluate Performance Outcomes and Services to UI Claimants.

- 3. Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the state using to track and report them.**

The State has not adopted any additional goals.

- 4. Describe the state's common data system and reporting processes in place to track progress. Describe what data will be collected from the various one-stop partners (beyond that required by DOL), use of quarterly wage records (including how your state accesses wage records), and how the statewide system will have access to the information needed to continuously improve. (Section 112(b)(8)(B))**

*Modified  
6/30/09*

**WDD** and partner agencies have developed a common data system which promotes the exchange of individual customer information, enabling partners' common, real-time access to cross-agency participant information, including services provided, assessment results, referrals made, and length of time in services.

*Modified  
6/30/09*

**WDD** has taken appropriate measures to secure the wage data required for performance measures. We have a contractual agreement with DIR Unemployment Compensation Division to provide the wage data. Wage data is also obtained through the Wage Record Interchange System.

Local Area staff enters participant data in the State MIS. The State provides both oral and written instructions to the Local Area staff regarding participant data collecting and data entry. Instructions for collecting participant data are based on the WIA, Federal Regulations, and TEGs, and other appropriate guidelines.

The State compiles quarterly performance reports for State and Local Areas. Local Areas are provided copies of these reports along with an analysis of their performance. WIA performance will be assessed in accordance with the Common Measures Policy as stated in TEGL 17-05 and its subsequent change(s).

**5. Describe any actions the governor and state board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system. (Sections 111(d)(2) and 112(b)(1))**

Actions will be taken pursuant to the systems previously outlined as detailed in Executive Order No. 36, in the Career Center Operations Template, and in the Roles and Responsibilities document. (Attachments 1, 9, and 5)

**6. How do the state and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the state take if performance falls short of expectations? How will the state and local boards use the review process to reinforce the strategic direction of the system? (Sections 111(d)(2), 112(b)(1), and 112(b)(3))**

Actual performance is assessed against the associated negotiated performance goals. Where actual performance is significantly below performance goals, explanations for such deviations may be requested from the local areas.

**SANCTION POLICY**

WIA Section 136(h) addresses actions to be taken by the State when a Local Workforce Investment Area (LWIA) fails to meet performance standards.

LWIAs, which fail to meet two or more of the three Section 133(b)(2)(A) Adult performance goals, two or more of the three Section 133(b)(2)(B) Dislocated Worker performance goals, or two of the three Section 128(b)(2)(A) Youth performance goals have failed to meet its overall goals for the affected program; therefore may incur sanctions.

*Modified  
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**A. First Year**

Following the first year of failure to meet performance goals, the State shall provide the LWIA(s) with technical assistance.

Determinations regarding the type of technical assistance to be provided will be made by State staff. These activities will be funded with the three percent (3 %) Capacity Building / Technical Assistance set-asides.

*Modified  
07/01/10*

The LWIA will develop and formally submit a corrective action plan to the State. This plan, which will reflect the input of both State and LWIA staff, should be designed to have a significant impact on the LWIA's performance during the final

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two quarters of the following program year, i.e., to bring performance up to acceptable levels. The State may accept or reject the LWIA's submitted corrective action plan.

The LWIA will report monthly on the progress achieved under the corrective action plan, beginning 45 days following the plan's implementation.

## B. Second Year

If the LWIA's failure to meet performance goals extends into a second consecutive year, the State may either withhold up to five percent of the LWIA's subsequent Program Year Adult, Dislocated Worker, and/or Youth program allocation, effectively reallocating these funds to the other LWIAs, or at the discretion of the Governor, impose a LWIA reorganization plan.

A LWIA that falls into this category will be very carefully monitored by the State. If the first two quarters of the program year following the period of failed performance suggests that the LWIA's final second year performance may result in a second consecutive year of failed performance goals, the State may immediately begin discussions on what form any resulting LWIA sanctions would likely take in regard to this issue.

Should a LWIA reorganization plan be imposed, every effort will be made to observe the following sequence of events:

1. Initial meetings between State and LWIA staff will address the general scope and nature of the LWIA reorganization plan. Among the options considered at this meeting will be specific recommendations from the State, which may include:
  - a. Appointment and certification of a new LWIB;
  - b. Prohibiting the use of certain service providers;
  - d. Such other actions as the Governor determines are appropriate.
2. The reorganization plan will be imposed within forty-five calendar days following this State/LWIA meeting. Prior to the reorganization plan implementation, the LWIA will be afforded the opportunity to appeal to the Governor to rescind or revise such plan. If the LWIA is dissatisfied with the results of this hearing, it may appeal its reorganization directly to the Secretary of Labor, observing all relevant procedures governing such an appeal which follow.
  - a. No later than two weeks after the meeting, the LWIA will be notified, by certified mail, of the reorganization plan to be imposed. This notification will include information regarding any specific requirements connected with the reorganization plan.
  - b. LWIAs desiring a hearing must file a written request for such within ten days of notification of reorganization.

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- c. Any such hearing will be held within thirty days of receipt of such written request.
- d. The hearing officer's decision will be transmitted to the State within two weeks following the hearing.
- e. Within thirty days following the hearing, the State will notify the LWIA, via certified mail, of the results of the hearing and of the State's final determinations regarding LWIA reorganization.
- f. Should the LWIA be dissatisfied with this decision, it may within 30 days of notification, appeal directly to the Secretary observing all relevant procedures governing such an appeal.
- g. Should the Secretary respond favorably to the LWIA's appeal of the Governor's determinations regarding LWIA reorganization, the Governor will convene a hearing, attended by both State and LWIA staff, for the purpose of reconsidering the LWIA reorganization strategies.

- 7. What steps, if any, has the state taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL) 15-03, December 10, 2003, Common Measures Policy. NOTE: ETA will issue additional guidance on reporting requirements for common measures.

WDD has conducted several Common Measures training sessions with those local area staff primarily engaged in performance reporting. Additionally, State staff have provided local area staff with technical assistance as required to help ensure their uniform application of Common Measure requirements and implementation of Common Measures guidelines.

Modified  
6/30/09

- 8. Include a proposed level for each performance measure for each of the two program years covered by the plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under Section 136, and, for each indicator, the state must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training providers will help them attain their statewide performance goals. (Sections 112(b)(3) and 136)

Approved USDOL PY2010 Performance Goals for WIA Title I-B Adult, Dislocated Worker, and Youth programs are as follows:

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WIA Adult Measures	
Entered Employment Rate	74.5
Employment Retention Rate	83.0
Avg. Six Month Earnings	\$9,800

**WIA Dislocated Worker Measures**

Entered Employment Rate	80.5
Employment Retention Rate	91.0
Avg. Six Month Earnings	\$13,500

Modified  
07/01/10

**WIA Youth Measures**

Placement in Employment or Education	57.0
Attainment of Degree or Certificate	49.0
Literacy or Numeracy Gains	35.0

**E. Administrative Provisions**

**1. Provide a description of the appeals process referred to in Section 116(a)(5)(m).**

The appeals process described in Section 116(a)(5) covers appealing designation decisions made by the State. The decision may be appealed to the SWIB. Within ten working days of receiving the adverse ruling, the applicant may notify the **WDD** of its intention to file an appeal to the SWIB. Within twenty days after the notice of intent to file an appeal, the applicant must submit their rebuttal arguments. The goal, dependent on the meeting schedule of the SWIB, is to complete the process within sixty days of receipt of the appeal review. Another adverse ruling may be appealed to the Secretary of Labor, who may require that the area be designated as a local area under the WIA.

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6/30/09

**2. Describe the steps taken by the state to ensure compliance with the nondiscrimination requirements outlined in Section 188.**

Within the **GOWD**, both the WDD, as the State WIA administrative entity, and the DIR as the State Wagner-Peyser Act administrator, have developed equal opportunity Methods Of Administration (MOA) to implement the provisions of Section 188 and 29 CFR Part 37 (WIA nondiscrimination and equal opportunity regulations). The MOA establishes nondiscrimination policies and procedures that apply to the WDD, DIR, and recipients of WIA Title I financial assistance in the State’s WIA programs and activities. The policies and procedures are disseminated to State and local area staff, Career Center operators, Career Center partner agencies, training providers, and customers, as appropriate.

Modified  
6/30/09

The policies and procedures include appointment of Equal Opportunity (EO) Officers in the WDD, DIR, and in each LWIA. The WDD and DIR EO Officers provide training and technical assistance to State staff, LWIAs and Career Center staff in implementing nondiscrimination policies and procedures. As applicable, recipients of WIA Title I assistance are required to develop and/or comply with the policies and procedures governing WIA programs, services and activities in the following areas:

- Providing notice and communicating the policy of nondiscrimination in State and local Career Center system services and activities;
- Including nondiscrimination assurances in LWIA plans, contracts and other financial agreements;
- Ensuring universal access to core services;
- Providing equitable service and ensuring access to people with disabilities;
- Collecting EO-related data and maintaining confidentiality of records, as necessary; and
- To receive and/or refer complaints of discrimination to the WDD.

One grant program the *Navigator Project*, is directed toward assessing and improving services to people with disabilities, as well as ensuring continuous system-wide efforts in this regard. The *Navigator Program* is designed to evaluate the status of programmatic and physical accessibility in the Alabama Career Center System, and to provide training regarding disability issues to Career Center staff.

The WDD, DIR, and LWIA EO Officers monitor recipients, including Career Centers and training providers, to determine compliance with nondiscrimination policies and procedures.

## XI. Assurances

### ASSURANCES AND CERTIFICATIONS

1. The State assures that it will establish, in accordance with Section 184 of the WIA, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under Sections 127 and 132. (§112(b)(11))
2. The State assures that it will comply with Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that –
  - a. the State has implemented the uniform administrative requirements referred to in Section 184(a)(3);
  - b. the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under Section 184(a)(4); and
  - c. the State has taken appropriate action to secure compliance with Section 184(a)(3) pursuant to Section 184(a)(5). (§184(a)(6)).
3. The State assures that the adult and youth funds received under the WIA will be equitably distributed throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by the Plan. (§112(b)(12)(B))

4. The State assures that veterans will be afforded employment and training activities authorized in Section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US Code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act (38 USC 4215) and Priority of Service for Covered Persons (20 CFR Part 1010).
5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2))
6. The State assures that it will comply with the confidentiality requirements of Section 136(f)(3).
7. The State assures that no funds received under the WIA will be used to assist, promote, or deter union organizing. (§181(b)(7))
8. The State assures that it will comply with the nondiscrimination provisions of Section 188, including an assurance that a Methods of Administration has been developed and implemented. (§188)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of Section 188. (§185)
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at Section 189 (c) of the Act), which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
  - a. General Administrative Requirements:
    - i. -29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
    - ii. -29 CFR part 95 – Uniform Administration Requirement for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Nonprofit Organizations.
    - iii. -29 CFR part 96 - Single Audit Act (as amended by OMB Circular A-133)
    - iv. -OMB Circular A-21 – Cost Principles for Educational Institutions;
    - v. -OMB Circular A-87 – Cost Principles for State and Local Governments, Indian Tribes;
    - vi. -OMB Circular A-122--Cost Principles for Non-Profit Organizations;
    - vii. -48C FR Part 31 – Cost Principles for Commercial Organizations.

viii. NOTE: OMB Circular A-21, A-122, and A-87 have been incorporated into Title 2 of the Code of Federal Regulations ( 2 FR, Subtitle A, Chapter II), with Circular A-21 located in Part 220; Circular A-87 in Part 225; and Circular A-87 in Part 230.

b. Assurances and Certifications:

- i. -SF 424 B --Assurances for Non-construction Programs
- ii. -29 CFR part 37; 29 CFR § 37.20 Nondiscrimination and Equal Opportunity Regulations and Assurances
- iii. -CFR part 93 --Certification Regarding Lobbying (and regulation)
- iv. -29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

c. Special Clauses/Provisions:

- i. Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the WIA, or subsequent Executive or Congressional mandates.

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41, 20 CFR Part 1001 and 20 CFR Part 1010.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR Part 653.
15. The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations, and other partners.
16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: -- Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I—financially assisted program or activity; -- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of

race, color and national origin; -- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; -- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and -- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The State assures that funds will be spent in accordance with the WIA and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws and regulations.

**PROGRAM ADMINISTRATION AND DESIGNEES AND PLAN SIGNATURES**

**Name of WIA Title I Grant Recipient Agency:**

Alabama Department of Economic and Community Affairs  
Address: P.O. Box 5690, Montgomery, AL 36103-5690  
Telephone Number: (334) 242-5300  
Facsimile Number: (334) 242-5855  
E-mail Address: [Steve.Walkley@adeca.Alabama.Gov](mailto:Steve.Walkley@adeca.Alabama.Gov)

**Name of State WIA Title I Administrative Agency (if different than the Grant Recipient)**

Alabama Department of Economic and Community Affairs, Workforce Development Division  
Address: P.O. Box 5690, Montgomery, AL 36103-5690  
Telephone Number: (334) 242-5300  
Facsimile Number: (334) 242-5855  
E-mail Address: [Steve.Walkley@adeca.Alabama.Gov](mailto:Steve.Walkley@adeca.Alabama.Gov)

**Name of WIA Title I Signatory Official:**

Alabama Department of Economic and Community Affairs  
Address: P.O. Box 5690  
Montgomery, AL 36103-5690  
Telephone Number: (334) 353-5690  
Facsimile Number: (334) 242-5099  
E-mail Address: [Doni.Ingram@adeca.Alabama.Gov](mailto:Doni.Ingram@adeca.Alabama.Gov)

Doni M. Ingram, Director



**Name of WIA Title I Liaison:**

Governor's Office of Workforce Development  
Address: P.O. Box 302130, Montgomery, AL 36130-2130  
Telephone Number: (334) 353-5201  
Facsimile Number: (334) 353-2005  
E-mail Address: [Matthew.Hughes@dpe.edu](mailto:Matthew.Hughes@dpe.edu)

Dr. Matthew Hughes, Director



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

Alabama Department of Industrial Relations

Address: 649 Monroe Street, Montgomery, AL 36131  
Telephone Number: (334) 242-8990  
Facsimile Number: (334) 242-3690  
E-mail Address: [Director@dir.state.al.us](mailto:Director@dir.state.al.us)

**Name and Title of State Employment Security Administrator (Signatory Official):**

Alabama Department of Industrial Relations

Address: 649 Monroe Street  
Montgomery, AL 36131  
Telephone Number: (334) 242-8990  
Facsimile Number: (334) 242-3690  
E-mail Address: [Director@dir.state.al.us](mailto:Director@dir.state.al.us)

G. Thomas Surtees, Director



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As the Governor, I certify that for the State of Alabama, the Agency and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Type name of Governor: Bob Riley

Signature of Governor/Date: \_\_\_\_\_



## **Appendix A**

### **Responses to Stands-Alone Planning Guidance for PY 2009**

#### **Section I. Context, Vision, and Strategy**

##### **Economic and Labor market Context**

#### **IV. Provide a detailed analysis of the state's economy, the labor pool, and the labor market conditions. (Section 112(b)(4))**

Alabama's economy is forecast to grow by 0.3 percent in 2009 with passage of the federal stimulus package. However, if the stimulus package is not large enough or is not implemented in a timely manner, the State's economy could contract by 1.0 to 1.5 percent. Non-agricultural employment is currently forecast to decrease by 1.0 to 1.9 percent. Given the sharp decrease in both consumer and business spending, any respite from oil prices or prices generally is likely to go into savings or paying down debt rather than into consumer consumption.

While slowing demand will negatively impact almost every sector of the economy, manufacturing and retailing will continue to be hit particularly hard. The State's construction sector is also forecast to shed more workers as commercial projects dry up. Service-providing firms could begin to add workers back to their payrolls during the second quarter of 2009, but most likely not in any significant numbers.

The State's seasonally adjusted unemployment rate is 8.4 percent, which is more than double the rate of 4.1 percent from one year ago and above the national rate of 8.1 percent.

Nonagricultural wage and salary employment saw a decrease of 3,400 jobs in February 2009 with a total loss in jobs over the past year of 76,200. The largest annual losses occurred in construction, manufacturing, trade, transportation, utilities, professional and business services, and "other" services. Construction and manufacturing suffered the greatest loss with 43,400 jobs of 57 percent of the total jobs lost.

By sector and in decreasing order, the five largest employers in the State are manufacturing, retail trade, health care and social assistance, educational services, and accommodation and food services. These five sectors provide approximately 1,091,177 jobs. These leading employers are not the highest paying sectors; only manufacturing had wages that were above the State average.

The top five high-demand occupations are Registered Nurses; Team Assemblers, Customer Service Representatives; Elementary School Teachers, except Special Education; and Home Health Aides. The 50 highest earning occupations are in health, legal, management, engineering, computer, postsecondary education, and science fields and have a minimum salary of \$75,890. Only three of these do not require a bachelor's or higher degree. Nine of the top 10 are health occupations.

The State has an available labor pool of 600,800 that includes 509,000 underemployed workers seeking better jobs. Of that pool, only 19 percent have a bachelor's or higher degree and 75 percent have graduated from high school. Skill and education requirements continue to rise, and more jobs require postsecondary education and training at a minimum. The importance of basic skills generally and for high-demand, high-growth, and high-earning jobs indicates a strong need for training in these skills.

Source:

Alabama Labor Market News, March 2009 Newsletter (February 2009 Data)

Alabama Business, Volume 78, Number 1, First Quarter 2009

State of the Workforce Report III; Alabama 2008 Summary

### **State Vision and Priorities**

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

The Governor's strategic vision for workforce development is laid out in the 2008-2009 Alabama Strategic Plan for Workforce Development (Attachment 4). This strategic plan is based on Executive Order No. 36 (Attachment 1) in which the Governor established the Governor's Office of Workforce Development (GOWD) and the State Workforce Planning Council. The GOWD works closely with all State workforce partners and coordinates their efforts. The State Workforce Planning Council members include the Chancellor of Postsecondary Education, the State Superintendent of Education, the directors of the GOWD, the Department of Industrial Relations (Employment Security), the State Department of Rehabilitation, the Department of Senior Services, the Alabama Development Office (industrial recruitment), the Alabama Industrial Development Training (training designed for a particular company), the Department of Rehabilitation Services, and two private sector members. Their efforts constantly track the economic climate, and shifts in strategy are made where appropriate.

The strategic plan established six imperatives:

1. Maximize efficiency, effectiveness, and responsiveness of workforce development system at state and local levels.
2. Ensure that workforce development programs and services are aligned with current and future skill needs.
3. Increase the number of skilled workers in labor pool.
4. Assist employees and employers to maximize retention and productivity.
5. Ensure that Alabamians are aware of career opportunities, skill requirements, and education and training options.
6. Demonstrate accountability.

Added to these imperatives are the issues of spending the stimulus funding in a timely and effective manner and providing direct payments to program participants. Such

actions will help to stimulate the economy and to reduce the period of unemployment being suffered by so many.

Alabama's vision for implementing the Recovery Act includes the intensive involvement of the Governor's Workforce Planning Council (created by Executive Order 36) which is the Governor's Workforce Cabinet. The Workforce Planning Council will play an integral role in recommending the funding of ARRA training programs for adults and dislocated workers utilizing Alabama's network of 26 community and technical colleges. Regional Workforce Development Councils in the ten specific regions of the State, that also include the three local area workforce investment Boards, are involved in developing specific training and determining employer needs in each of the ten regions. Services for employed adults and dislocated workers are intended to address regionally identified underlying needs by providing short-term training in high demand occupations while leveraging both the funding to the maximum extent feasible and providing the necessary supportive services for targeted groups.

Modified per review by the USDOL: 8/13/09

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

The Governor's vision for ALL Alabama youth is for them to reach their maximum potential through active participation in a workforce investment system of quality services. In addition, the Alabama system will provide opportunities that will enable them to make informed and responsible choices, acquire critical and marketable skills, and be a healthy and caring member of their community.

Through the Governor's vision, Alabama has undertaken initiatives to create more effective youth services for transitioning our neediest youth, i.e., foster care youth, youth living in economically depressed areas with high school dropout rates and high juvenile offender rates. With the additional youth resources tied to the Recovery Act coupled with the state's WIA youth resources, our goal is to continue to document the steps and process for local communities in how to create a unified system of services to assist the neediest youth in Alabama to become productive, happy, and healthy members within our communities and State.

Modified per review by the USDOL: 8/13/09

The primary strategy for servicing youth with ARRA funds was to implement a Summer Youth Employment Program (SYEP) for eligible 14-24 year old youth throughout the State. Primary goals for the local area programs will be to provide meaningful work experience and move the largest amount of ARRA funding into the local economy as quickly as possible. Local areas carried this further by requiring eligible youth to participate in GED classes, career awareness/exploration activities, and internships. Furthermore, youth that participated in the SYEP that lacked a GED or high school

diploma will be moved through the Alabama Career Center system for continued GED activities and short-term skills training leading to a GED and/or employment.

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

The imperatives in the State's Workforce Development Strategic Plan for 2008-09 (Attachment 4) address those areas of priority in workforce development. Perhaps the main area in which the economy has required changes is in the renewed focus on short-term training to assist workers who have been laid off and need shorter term training to assist them in returning to work. It is especially important in these times to make all options available to those who are in need of assistance to allow for the proper fit of services to the individual.

Alabama's workforce development partners have identified strategies to maximize efficiency, effectiveness, and responsiveness in providing services for job seekers and employers. The goals of Alabama's workforce development system are for individuals and employers to prosper by obtaining and retaining successful employment of skilled employees. To achieve these goals and provide a skilled workforce for the future, the following strategies have been adopted:

- Consolidate a number of state-level administrative costs to maximize available resources for direct services for job seekers and employers.
- Consolidate fiscal and operations management and supervision of the Career Center System under the Governor's Office of Workforce Development in order to eliminate duplicative onsite management. Where feasible, Career Centers may be located on two-year college campuses.
- Ensure that workforce development programs and services are aligned with current and future skill needs. It is envisioned that Workforce Boards will be actively involved in establishing direction and leadership for WIA activities.
- Funds will be targeted to prepare individuals for high-wage employment in maritime, healthcare, aerospace, biotechnology, tourism, manufacturing, transportation, and industrial construction and maintenance.
- The number of skilled workers in the labor pool must be increased; therefore, the State plans to expand dual enrollment of career and technical education, course-to-course articulation, high school apprenticeship programs, and Department of Labor registered apprenticeships as workforce training options.
- Ensure that Alabamians are aware of career opportunities, skill requirements, and education and training options. Therefore, marketing and public relations activities are envisioned to inform citizens of the services available through the state's workforce development system. Career development and exploration experiences are planned for K-12 students and a toll-free number for Alabama job seekers and employers is planned to access information and assistance currently available through the state workforce development partners.

- In order for the State to demonstrate accountability, a transparent and participatory system for evaluating and funding proposals and awarding workforce development grants is proposed. Accountability requirements may also be incorporated into grant agreements and, through direct quality assurance monitoring, ensure funded programs and services are addressing the workforce development needs and that funds are used appropriately.

### **Overarching State Strategies**

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

**The state’s response to this question should describe the state’s key, actionable strategies it is deploying to achieve the Governor’s vision for the use of Recovery Act and regular formula funds. ETA is interested in how the state is connecting and integrating recovery activities to ongoing workforce investments. The responses should provide actionable direction to local areas.**

Alabama defines workforce development as “planned and coordinated actions to eliminate barriers to employment for job seekers and to meet employers’ current and future workforce needs.” Workforce development in Alabama is led by the State Workforce Planning Council (SWPC), comprised of industry and two-year college representatives and state agency heads. This Planning Council was established pursuant to Executive Order No. 36 (Attachment 1). Workforce development activities are coordinated by the GOWD in response to priorities established by the SWPC and business-led Regional Workforce Development Councils, and are carried out by partner agencies and their associated local entities. Alabama is taking a comprehensive approach to workforce development to ensure that job seekers and employers, regardless of their needs, are served.

Individuals seeking employment, including dislocated workers, are provided a wide array of services including direct connection to employers with job openings as well as career counseling and assessments. Those seeking employment or training, but who are also in need of supportive services such as tuition, disability services, child care, food, and clothing assistance are connected by Career Center staff to services from state agencies as well as community- and faith-based organizations. Additionally, individuals in need of education and training have available a variety of services to meet their needs including career counseling and assessments, adult education and GED preparation programs, short-term training, and career and technical education. New and expanding businesses are served by the Alabama Industrial Development Training (AIDT) program and existing businesses are served through the Training for Existing Business and Industry (TEBI) Program and Alabama Technology Network (ATN).

One goal of Alabama's Workforce Development system is to maximize efficiency, effectiveness, and responsiveness of the workforce development system at the state and local levels and several activities are imperative to accomplish this goal. Collaboration must occur with Regional Workforce Development Councils, industry, and economic development leaders to inform legislators and other decision makers of resource needs. To ensure that workforce development programs and services are aligned with current and future skill needs it is imperative that Alabama's workforce development partners accomplish several tasks. Partners must ensure that Regional Workforce Development Councils represent the diversity of businesses and communities within the region and be co-applicants with service providers for funding requests. The Councils must certify that proposed activities address local workforce development priorities. Workforce Investment Boards must be actively involved in establishing direction and leadership for WIA activities.

In an effort to increase the number of skilled workers in the labor pool, Alabama's workforce development partners envision expanding career and technical education dual enrollment, course-to-course articulation, high school apprenticeship programs, and the Department of Labor's registered apprenticeship as workforce training options. Additionally, funding will be targeted for Ready-to-Work programs in areas of labor demand and high numbers of unemployed individuals with limited preparation for work.

Modified per review by the USDOL: 8/13/09

WIA and ARRA funds were designated to local areas in a timely basis to ensure Adult and Dislocated Worker programs could be administered efficiently. Local areas were advised to provide increased levels of short-term occupational training through the Alabama Career Center system primarily with the ARRA funds and to provide long-term training with the general funding allowances. Adult and Dislocated Worker funds will be used for year-round occupational skills training that may be strengthened by providing training participants with food and transportation allowances.

Modified per review by the USDOL: 8/13/09

The State policy for servicing low-income adults has been that low-income adults have priority for services in the workforce investment area. In addition, Wagner-Peyser services have been expanded to include non-comprehensive Career Centers operating in the more rural, low-income areas of the State in an effort to increase services to this particular group.

Local areas are asked to commit ARRA funding to stand-alone job skills training as provided in the Recovery Act. These stand-alone job training activities will be provided primary by the community college systems and must be tied specifically to the needs of the employers and provide training in high growth, high demand areas. These activities are primarily targeted to under skilled, underprivileged, low-income workers.

Modified per review by the USDOL: 8/13/09

The Governor's Workforce Planning Council (Workforce Planning Council) serves as a coordinating body for workforce activities and coordinates economic development activities and Wagner-Peyser services. The Workforce Planning Council is made up of representatives from: the Governor's Office of Workforce Development, the Alabama Department of Economic and Community Affairs, the Department of Industrial

Relations, the Alabama Development Office, the Department of Human Resources, the Department of Senior Services, the Alabama College System, the Alabama Industrial Training Institute, and the State Superintendent of Education. The Workforce Planning Council has determined that all services will be aligned through the Alabama Career Center system to ensure effective implementation of ARRA activities in a streamlined, transformed system that meets the needs of the employers and job seekers. Additional partners, such as the Department of Rehabilitation Services, the Department of Postsecondary Education, and the State Department of Education, are utilized within the Workforce Planning Council initiatives to ensure full alignment of the State's workforce development goals.

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In addition to the partnership at the State level as discussed with the Governor's Workforce Planning Council, which includes leadership and management teams of the workforce development system, the State Workforce Investment Board has required that Regional Workforce Development Councils seek to align regional strategies and streamline workforce development activities within Alabama. These imperatives include identifying and endorsing job training activities and services funded through the ARRA.

### **Service Delivery Strategies, Support for Training**

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

The State realizes the wide array of workers who are in need of education and training services, as well as various other services that will be needed to get them into a first job or a new job. Every effort will be expended to ensure that workers will receive payment for their time in training or work experience services so that they will be able to subsist while in these services.

The State is involved in collaboration with organized labor and business groups to train workers through pre-apprenticeship and apprenticeship programs in which all parties have agreed on the training curricula to be used and the format of the training to be provided. Community colleges will be closely involved in the training efforts.

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Per Executive Order 36, the State Workforce Planning Council was created and charged with the coordination, planning, budgeting, and allocation of workforce development activities. The GOWD office of field operations will provide specific management support in working with the State Information and Management Reporting Section to ensure integrated services are provided and tracked for job seekers. Plans are underway to integrate the Alabama Job-Link system so that Wagner-Peyser, WIA Title 1-B, and Adult

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Education activities are provided a coordinated tracking system to ensure the most efficient use of services in the Alabama Career Center system.

At the State level the local areas are strongly encouraged to provide needs-based and supportive services to low-income individuals. However, local area policy and availability of funds will determine the extent and level of services that may be provided.

Eligibility for access to WIA funded programs is guided by the Lower Living Standard Income Level.

All participants provided training through WIA Title 1-B and Adult Education are afforded the opportunity to obtain a Career Readiness Certificate by utilizing the nationally recognized Work-Keys credentials. All stand-alone training programs funded through the ARRA specifically emphasized credentialing.

Statewide ARRA funds were quickly allocated for activities for additional Dislocated Workers to be provided opportunities for short-term training of one year or less duration in occupations in which jobs are still available during this recession, pre-apprenticeship training opportunities for youth and adults, and Incumbent Worker Training Program funds for under-skilled adults in jeopardy of losing their employment.

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Local areas are encouraged to present work experiences primarily for youth that would provide training and opportunities for future careers in high growth, high demand jobs, and/or preparation for green jobs that provide career pathways to green industries available in Alabama. The State Workforce Planning Council has worked closely with the Alabama Energy Industrial Contracting Consortium (AEICC) to increase the use of pre-apprenticeship programs and guaranteed entry into registered apprentice programs throughout emerging and high growth occupations, particularly in green industries.

## **Section II. Service Delivery**

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

The governor has established through Executive Order No. 36 (Attachment 1) a Workforce Planning Council to provide coordination and collaboration on workforce, economic development, and education issues. This Council's members include the State Superintendent of Education (K-12), the Chancellor of Postsecondary Education (2-year colleges), the directors of the GOWD, the Alabama Development Office (industrial recruitment), the Alabama Industrial Development Training (industrial development training tailored to new or expanding companies), the state employment security agency, the Department of Senior Services, the State Department of Vocational Rehabilitation, and private business leaders. Various programs and initiatives are discussed to determine which should move forward and which might require more coordination of efforts.

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

The State Workforce Development Planning Council, as described above, addresses coordination issues at a statewide level and works to eliminate any barriers to coordination among partner agencies. It has been relatively successful in this goal. The council meets frequently and addresses big picture issues and rather detailed ones, as well. The GOWD handles operational coordination of workforce programs. The GOWD is responsible for coordinating activities in the State's Career Centers and workforce programs that are located outside of the Career Centers.

### **Reemployment Services and Wagner-Peyser Services**

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

Wagner-Peyser core services and Reemployment Services support the Governor's vision as contained in the 2008-2009 Alabama Strategic Plan for Workforce Development.

All UI claimants are identified by the state labor exchange at virtually the moment the UI claim for benefits is filed through creation of a co-registration with Alabama Job Link (AJL). Claimants are then notified as appropriate by email, letter, and/or phone to visit the AJL web site, or the nearest Career Center to complete their job search registration. Claimant contact early in the onset of unemployment is crucial in order to support the claimant's efforts to return to suitable employment in the shortest possible time. Pursuit of this effort will be greatly enhanced by integrated information technology made possible by RES Recovery Act funding:

- Adoption of AJL as the One-Stop's common data system by Career Center partners, thus facilitating common tracking and measurement of registrants, services, and outcomes for improved coordination.
- Implementation of Auto-coder software into AJL to produce more accurate O-Net occupational coding will ensure better identification and matching skills.
- Implementation of a skills assessment, skills transferability and skills gap software tool.
- Enhancement of Resource Room capacity and capability to serve more customers more efficiently and effectively.
- Additional staff will be hired to serve larger numbers of job seekers who are encountering increasing difficulty finding jobs and employers assistance.

- Opening of new points of service located on campuses of community colleges will make services more accessible to the public.

All UI claimants seeking labor exchange staff-assistance are provided core services as appropriate. Services available include assessment, resume preparation assistance, job search planning, provision of labor market information, job development, testing, and selection and referral to available jobs. Priority of service for UI claimants for selection and referral services will continue to be emphasized, as reaffirmed in DIR Memorandum No. 1157, Supplement No. 5 and Employment Service Application-Taking Policy.

Reemployment Services (RES), in addition to core services, are offered to UI claimants selected from the Worker Profiling Reemployment Initiative (WPRS) model to participate in the Alabama Reemployment Initiative (AREI) program. This program is a joint collaborative effort by the Unemployment Insurance, WIA, Wagner-Peyser, and Post-Secondary Education to assist UI claimants return to work quicker or train for skills in demand to meet employer demand. Specific populations targeted are those lacking education and job skills and work history in low wage, high turnover occupations. This program provides a Career Center orientation conducted by a team of one-stop partners as to services available in the Center. Participants are then, based upon their choice, directed to staff-assisted labor exchange/job search or career/occupational training exploration with WIA and post secondary education staff-assistance.

Those UI Claimants found to have barriers to successful reentrance to the job market will be directed to more intensive services to include Job Search Workshops. These intensive, staff-assisted services focus on skills assessment/transferability, career guidance, individual service plans, labor market information, resume preparation, application completion, job search, and interviewing skills. "Orientation" to the Career Center Resource Room will be an integral part of every workshop. Resource Rooms are being expanded and more staff assigned to them, as they become the focal point for customer service. This allocation of resources to expand and staff Resource Rooms will be funded by Recovery Act.

Resource Rooms contain a variety of self-help print, video, and electronic career guidance tools and materials to assist job seekers in conducting their own self-directed job search or these tools may be utilized with staff assistance, if needed. All Career Center Resource rooms provide access to the Internet, AJL, free e-mail, and staff assistance.

In addition to the initial identification of UI claimants for RES, collaboration with UI payment benefits system will also identify claimants receiving a fourteenth benefit week and a twenty-sixth benefit week payment. At each of these intervals in the progression of the claim's exhaustion, the claimant will be requested to return to the Career Center for intensive staff-assisted review and reevaluation of job search/career track plans with refocus of goals/strategies in light of reality.

Wagner-Peyser staff, operating through the Career Center system, is the primary service provider for Worker Profiling Reemployment Services (WPRS) and will provide services to those claimants identified, according to profile data, as the most likely to exhaust their Unemployment Insurance benefits. All Career Centers will have access to the profiled claimants in order to assist these individuals in their return to work.

Profiled UI claimants are provided services on a timely basis. Individualized, strategic plans for their return to the workforce are developed early on. The individualized service plan is designed to accommodate each profiled claimant's situation, including barriers, and indicates various strategic steps in their Job Search activities. Orientation, assessment, counseling, testing, and job search activities are scheduled as needed and as identified in the service plan. Referral to intensive and training services will be accomplished as indicated in the plan.

Feedback is provided through the Reemployment Services System (RES), an automated on-line system which reports and tracks needed services and outcomes related to those services. The UI automation program, in order to denote individuals' progress, as well as to provide reports and data for analysis, monitors this program. A customer satisfaction evaluation system is in place to determine the effectiveness of the delivery system in meeting the needs and expectations of customers. The survey instrument is provided to every claimant.

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

Labor exchange services funded by Wagner-Peyser for job seekers and employers are customer-focused, technologically advanced, and outcome-driven with a goal of achieving high standards of customer satisfaction. As universal intake and initial service provider to a wide-ranging array of customers with varying needs and capabilities at the Career Center, Wagner-Peyser service delivery must be flexible and adaptable to meet these needs. Service triage begins when the customer enters the Career Center and the service(s) sought are self-identified and/or ascertained by staff. Quick initial assessment of the customer's needs by reception staff is completed and service initiated. Service delivery is accomplished through a three-tiered service triage strategy: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service.

Self-service has been widely embraced by a growing public that have adapted to the computer age and are increasingly more comfortable navigating the internet. Alabama JobLink (AJL), a web-enabled One-Stop workforce development system tool, empowers customers with self-service options such as self-registration, resume development, job matching capability, and career exploration through access to labor market information. Job seekers may establish an Internet account to manage job search activities and be automatically notified by the system, via e-mail, of job matches. Employers, likewise, may

establish an account to enter and manage job openings, receive automatic notification of job matches, view job seeker resumes, or access labor market information. Those needing access to the internet may visit Career Center Resource Rooms equipped with PCs having internet capability for job search, career exploration, and labor market information. In addition to electronic job search tools, “hard-copy” publications, and labor market information materials to assist job seekers are available in the Resource Room.

Capacity and capability to increase services to growing numbers of customers in Career Centers is being enhanced through enlargement of Resource Rooms where practicable, and the addition of work stations through expenditure of Recovery Act funds.

Accessibility and availability of workforce services is being expanded, through Recovery Act funds, to customers by opening of new points of service in locations where services are not readily available and unemployment exceeds the State’s rate. These satellite Career Centers are locating on Community College campuses offering Resource Rooms with self-service, facilitated self-help, and staff-assisted service options.

While the AJL system is tailored for self-service, additional job-seeking assistance is available through the Career Center system which offers both facilitated self-help and direct staff-assisted intervention through its network of Centers located throughout the State.

Facilitated self-help for job seekers is most evident in Career Center Resource Rooms, where individuals lacking adequate computer skills are assisted in entering an AJL registration into the system and creation of a resume. To meet this customer-driven shift in point of service delivery from cubicles to Resource Rooms, Career Center staff have been detached from desks and assigned to Resource Rooms to assist customers in the new “labor exchange.”

For customers requiring direct staff-assisted intervention, Career Center staff provide private one-on-one individual seated-service. Employers desiring staff assistance in recruitment, screening, and filling job vacancies may contact a Career Center to have a staff member enter the job order and assist in recruitment if needed.

During this time of high unemployment and reduced hiring it is anticipated that more job seekers will turn to facilitated self-help and direct staff-assistance service as they encounter increasing difficulty finding employment. These services will include assessment, application of skills assessment/transferability software, counseling, and job shops featuring introductory PC skills while completing a personal skills assessment on the PC and leading to development of a resume on the PC. Skills assessment/transferability software and PCs for job shops will be purchased with Stimulus Funding. In order to provide this labor-intensive service, Career Center staff will be bolstered with the hiring of additional staff with Recovery Act Funds.

Alabama Job Link labor exchange system has the capability to identify job orders placed in the system generated by the Recovery Act and if the order is for a “green” job. These

job orders, as are all job orders placed in AJL, are accessible and available to all customers. As the public's labor exchange system, all recipients of Stimulus Funds are encouraged to place jobs created by ARRA into AJL.

### **Adult and Dislocated Worker Services**

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

Alabama's Career Center System is set up in such a manner as to provide core, intensive, and training services depending on the needs of the customer at the local Career Center. WIA and Wagner-Peyser staff coordinate to provide these services. Each Career Center has contacts in the communities that it serves so that working relationships exist with organizations that serve those hard-to-serve groups targeted through the Recovery Act; these coordination mechanisms are in place and are working.

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Core services are universal; local areas provide universal access to core services for adult and dislocates workers. Outreach activities will include local meetings, job fairs, and communication and coordination with community and faith based organizations. Alabama's Career Center System is set up in such a manner as to provide core, intensive, and training services depending on the needs of the customer at the local Career Center. WIA and Wagner-Peyser staff coordinate to provide these services. Each Career Center has contacts in the communities that it serves so that working relationships exist with organizations that serve those hard-to-serve groups targeted through the Recovery Act; these coordination mechanisms are in place and are working.

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

Resource integration among the Wagner-Peyser Act, other Career Center partners, and WIA Title I for adults and dislocated workers is being accomplished under Executive Order No. 36 (Attachment 1), which established the State Workforce Planning Council (SWPC). The Planning Council has members who represent all Career Center partner agencies and work through any coordination issues that are presented. The SWPC relies on the GOWD to implement any coordination measures.

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The State is not integrating all of its ARRA resources together. Wagner-Peyser and WIA Title I services are integrated in the Alabama Career enter system through the required co-location of staff funded by Wagner-Peyser and the WIA Title I entity. All DOL funded ARRA programs are integrated at the local Career Center level to ensure access for low-income and low-skilled workers at a central point. Intake forms identify those who are low-income, low skilled; these individuals are given top preference for services.

The State mandates that veterans are the only group that supersedes the low-income, low-skilled individuals in service preference.

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

The Governor’s vision for workforce development is laid out in the 2008-2009 Alabama Strategic Plan for Workforce Development (Attachment 4). The foundation for the Strategic Plan is Executive Order No. 36 (Attachment 1). The purpose of the Strategic Plan is to guide the implementation of Executive Order No. 36. Through the processes covered in the above-referenced documents, the Governor places a high priority on maximizing training opportunities available from WIA title I, Recovery Act funds, and resources available elsewhere. The Governor has placed a very high priority on workforce preparation.

The Governor’s Office of Workforce Development and the State Workforce Planning Council (Governor’s Workforce Cabinet) plans to utilize strategies to leverage Governor’s set-aside 15% funds. Training activities will be provided primarily by the Alabama College System (community colleges) to supplement local area training services. It is expected that employees in the high wage, high growth occupational areas, specifically industrial construction, will provide significant in-kind resources to leverage WIA funds in order to increase the number of un-skilled and low-income individuals accessing services.

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

Alabama’s Career Center Operations Template provides policy for all Career Centers within the State. It establishes the threshold of service that is expected from Career Centers. There is not a uniform method of organizing Career Center service delivery to business customers. There is likewise not a common individual assessment process in every Career Center in the State. All Career Centers are required by the Template to have a resource area that is open to anyone.

There is not a uniform method of organizing Career Center service delivery to business customers. There is likewise not a common individual assessment process in every Career Center in the State. (State Plan pg 11) However, all Career Centers in the state use

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an intake/eligibility process as well as a case manager approach to occupational skills identification and enrollment.

Common assessment processes include a review of work history and completed levels of education. All participants referred to intensive and/or training services are assessed for math, reading, and comprehension utilizing the Test of Adult Basic Education (TABE).

The State of Alabama has a Navigator Program.

- The *Navigator Project* is directed toward assessing and improving services to people with disabilities, as well as ensuring continuous system-wide efforts in this regard. The *Navigator Program* is designed to evaluate the status of programmatic and physical accessibility in the Alabama Career Center System, and to provide training regarding disability issues to Career Center staff. (State Plan, page 86)
- Ongoing efforts to better ensure that workforce development services available through Alabama's Career Center System are adequately tailored to meet the special needs of the moderate to severely disabled spurred initial development of the Disability Program Navigator (DPN), which represents a partnership between workforce development agencies and community-based organizations. DPN is designed to provide a range of services to individuals with disabilities.

Modified per review by the USDOL: 8/13/09

Basic workplace skills orientation, general workplace conditioning, and entrepreneurial skills training curricula are appropriately aligned to more closely match the specific vocational and occupational skill acquisition requirements of this special needs population. An important facet of the DPN includes client referrals to specific agencies for services that most appropriately meet their individual needs. Comprehensive service delivery entails a commitment to the full range of clients' needs.

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- The primary goal of the DPN program is a more effective integration into existing Career Center systems of workforce development services delivery methods specifically structured to meet the unique requirements of special needs customers. To this end, efforts continue to more closely involve DPN program managers in Career Center System long-range strategic planning activities. DPN program funding is provided under grants from the U.S. Department of Labor.

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Sequences of service are streamlined by the fact staff are cross-trained to identify and provide services at any particular point of the process in order to ensure individuals are not subjected to multiple visits to the Career Center or requests for information. The

integration of staff from different funding sources and specific service providers is taken very seriously and monitored on a regular basis. Jobseeker core services begin with intake and collection of general information; jobseekers will be provided services as needs are identified. These may include intensive services such as detailed assessment and referral to training as needed.

## Youth Services

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

Summer Youth employment and work experience programs are in place for 16-24 year old youth. These youth participate in the work experience and career exploration opportunities throughout the State. Each local area program is somewhat different from others in amount of time worked or in other particulars. Youth without a high school diploma are required to enroll in adult education and GED preparation programs. Short-term skills training programs for eligible youth are planned to begin during late summer. Work Experience Programs for 18-24 year olds is intended to take place during a nine or ten month program. A Career Smart program, involving three Career Technical School campuses from a county public school system as hosts to provide "sampler" curriculum to 14-16 year old inters in three areas of training and job readiness skills, is envisioned. A Career Path program to provide mentoring with members from a local area Chamber of Commerce is also planned. The mentoring is scheduled to occur during a one-week internship at a mentor's company. A paid work experience program is to be coordinated with area public and non-profit organization for youth ages 17-24 for up to 40 hours a week for up to eight weeks. Worksites will predominantly be public sector. Local areas will operate summer youth employment opportunity programs

The ARRA youth program is primarily designed to provide an economic stimulus to the State by targeting the majority of the youth funds (75%) into a summer youth employment program (SYEP) for summer 2009. Of the ARRA monies for the summer 2009 components approximately 90% of the total state allocation will be utilized to provide work experience activities for youth aged 16-24, with priority of services give to veterans and out-of-school youth who do not have either a high school diploma or GED. The remaining portion of the summer monies will be utilized to provide career exploration opportunities to high school students.

Those ARRA funds not spent during the 2009 summer period will be utilized provide year-round services to youth to include GED preparation, basic skills training, and short-term training opportunities in high growth, high demand occupations to include health, green, and construction industries.

75% of the ARRA youth funds have been allocated to fund a Summer Youth Employment Program (SYEP) for summer 2009. The balance of youth funds will be utilized to provide services to out-of-school youth, to include basic skills and

occupational skills training in high growth and high demand occupations, with emphasis on targeting green jobs and/or green industries.

Alabama's ARRA Youth funds were allocated to the 3 local Workforce Investment Areas. All three local areas plan to target 75% of available funds to the development of summer work experience opportunities in the public and private non-profit sector. A portion of the overall allocation will be utilized for career exploration opportunities for younger and in-school youth.

Worksites will be developed within the public and private non-profit sector. An abbreviated ISS has been developed to assess each individual's interest. Worksites and job assignments will be made, where possible, that address each participant's career goals. Where placement cannot be made to address specific career goals worksite assignments will be made that provide a meaningful work experience and that will assist youth in the development of work-readiness and positive work habits.

The State policy has been that local workforce areas, to the extent feasible, use the majority of ARRA youth funds to fund SYEP activities in the summer of 2009. It is anticipated that local areas will use all or a majority of ARRA youth funds to fund SYEP activities in 2009. Any funds remaining unspent will be used to fund short-term GED and Adult education activities in the remainder of 2009. One local area used approximately 95% of its ARRA Stimulus Youth funds for a summer work experience program. Another local area estimates expending approximately 51% of the funding provided for ARRA.

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At one local area, due to the short timeframe for planning and implementation of SYEP, all worksites will be at public or private facilities. Local areas have been requested to ensure the work activities are meaningful to the youth participants. To the extent feasible, worksites are matched to interests and abilities of the youth participants. Examples of worksites in one local area include:

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- Bay Area Food Bank
- Boys and Girls Club
- Dept of Human Resources
- Dumas Wesley
- Greater Praise Outreach
- Training Solutions for Construction and Industry
- Mobile County Health Dept.
- Mobile County Sheriffs Dept.
- USA Center for Healthy Communities/Center of Excellence
- The Lighthouse Community Development Corporation
- American Red Cross
- Dearborn YMCA
- Exchange Club Family Center
- Goodwill Easter Seals
- Habitat for Humanity
- Volunteers of America
- Downtown Alliance
- Mobile Housing Authority

While the State did not have a specific policy regarding linkages to academic learning by serving SYEP participants, local areas were highly encouraged to provide their participants with academic or classroom training activities. One local area required all youth without a GED or high school diploma to participate in an adult education class as a condition of enrollment. Another local area's SYEP provided between one and two weeks of classroom training to all youth participants prior to their six-week work experience placement. The third local area has a contract with the County Public School System to provide classroom-based Career Exploration combined with Work Experience for 90 area youth ages 14-16. This is the only summer program that will provide any classroom-based training as part of the ARRA funded initiatives.

Modified per review by the USDOL: 8/13/09

State policy required that local areas spend a minimum of 30% of ARRA on out-of-school youth during the summer months. There were no other specific policies regarding supportive services or need-based payments since the primary activities were summer youth experience. However the summer youth in need of additional services will be referred to activities that provide additional supportive services such as daycare and transportation assistance.

Modified per review by the USDOL: 8/13/09

Among the three local area's Summer Youth Employment Programs it is anticipated that 3,600 youth will be served.

**Veterans' Priority of Service**

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

The State currently has policy in place to ensure compliance with priority of service for veterans and certain eligible spouses as required by the above-mentioned issuances; in April 2009, a Governor's Workforce Development Directive was issued transmitting a copy of 20 CFR 1010.230, published at 73 Fed. Reg.78132. Directives have previously been issued transmitting a copy of the Jobs for Veterans Act (P.L. 107-288) (38 USC 4215). The Directive issued in April 2009 instructed LWIBs to issue new policy or revisit current policy to ensure compliance with both documents referenced above. Once established, each LWIB is required to submit a copy of

their respective policy to the State for review and approval. The same directive requires each board to provide a copy to their local Career Centers. The April 2009 directive also places responsibility on each Board to ensure implementation of priority of service at the Career Centers.

The first point of contact for persons seeking services from Alabama's Career Centers is a representative from Employment Services. Those who access Career Centers or who access services through electronic mechanisms will complete a universal application that includes features and questions designed to assist staff members in identifying them for priority of services and training at the point of entry into the workforce development system. Additionally, local Career Center locations will use signage, graphics, and displays to create awareness of the policy that requires priority of service for eligible veterans and certain eligible spouses.

Local Career Center managers will develop outreach activities to locate Covered Persons under Veterans' Priority by requesting special reports of registrants within the automated data system for the purpose of ensuring that Covered Persons are made aware of and afforded priority of services. Career Center managers will develop service and training goals for Covered persons under Veterans' Priority in consultation with partner agencies and training providers that are consistent with local resources and that will encourage maximum utilization of services and training by Covered Persons under Veterans Priority.

Using the Manager' Quarterly Report on Services to Veterans, as required by USDOL under the grant for the Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP), managers of Career Centers will report on the outcomes of outreach efforts to Covered Persons and the quality and character of services provided to veterans, including the extent to which veterans are receiving priority of service from all staff funded through the USDOL. The report will address the level of utilization of Career Center services and training by Covered Persons under Veterans Priority

Local Workforce Investment Boards will ensure that policy, processes and outcomes with regard to Veterans' Priority is reviewed at the Career Centers to ensure compliance with law and regulations.

### **Service Delivery to Targeted Populations**

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

Every effort is made to ensure the availability of a wide range of workforce development activities for all target groups. It is recognized that individuals have a tremendous variety of needs in services. A comprehensive assessment is available to potential participants. At the

conclusion of the assessment process, participants are counseled on the options available to them.

### **Section III. Operations**

#### **Transparency and Public Comment**

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

A draft of the State Plan modification and the response to Appendix A of TEGL 14-08 will be posted on the ADECA ([www.adeca.alabama.gov](http://www.adeca.alabama.gov)) and GOWD ([www.owd.alabama.gov](http://www.owd.alabama.gov)) websites by the end of May 2009. Any comments received on these draft submissions prior to submission date will be carefully considered with changes made to the plan as needed.

#### **Increasing Services for Universal Access**

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

Universal access is promoted through the Career Center Operations Template (Attachment 9). Specifically, it requires all Career Centers in the State to have a resource area which is accessible to anyone, without regard to eligibility. These resource areas allow job search, research of jobs and occupations, and access to fax machines and Internet capability.

#### **Local Planning Process**

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

The WIA Grant Agreement package depicts a local area's planned WIA Younger Youth, Older Youth, Dislocated Worker, and Adult participant training services (basic skills, classroom training, individuals, ITAs, OJT, etc.), performance goals, supportive services, fund transfer activity, and program budgets.

Initial local area strategic plans and all subsequent plan modifications should be submitted for the Alabama Department of Economic and Community Affairs (ADECA) Workforce Development Division (WDD) staff review 25-30 days before a scheduled State Workforce Board meeting. For out-of-cycle modifications, wherein a SWIB meeting is not scheduled, the local area must coordinate with WDD prior to plan submittal. The State is flexible with local areas when allocations are received from USDOL too late to comply with the 25-30 day rule.

State staff recommendations for local area strategic plan/Grant Agreement approval or disapproval will be based upon the results of the WDD staff review of each submission. The final State approval/disapproval decision should be made within thirty days of the plan's/modification's receipt. Local areas will be provided written notification if unforeseen factors prevent WDD and/or SWIB staff from completing their review within this time frame. Should a strategic plan or Grant Agreement Package receive a WDD recommendation for disapproval, the local area/local board will receive advance written notice of the negative recommendation and be given the opportunity to present its case of the reasons the instrument warrants approval.

Final approval/disapproval of all strategic plans/Grant Agreement Packages is certified by the signature of the Governor or his designee on the WIA Grant Agreement Sheet and on the WIA Notice of Governor's Action. The Governor or his designee exercises approval/disapproval authority for WIA local area strategic plans and Grant Agreement Packages.

Modifications – The following conditions/circumstances will necessitate a modification to an approved local area strategic plan/Grant Agreement:

1. Any action which results in an increase or decrease in local area program year funding of 20 percent or greater;
2. Any action which results in an increase or decrease in local area planned program participant levels of 20 percent or greater;
3. The addition or deletion of a major program activity;
4. a sequence of plan revisions which cumulatively result in a 20 percent or greater increase/decrease in either funding levels or participant levels.

Revisions – The following conditions/circumstances warrant a revision to an approved **local** area strategic plan/Grant Agreement:

1. Improving strategic plan/Grant Agreement clarity or accuracy;
2. Any action which results in an increase or decrease in local area funding levels of less than 20 percent.

## **Procurement**

**VIII.F.5. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (Section 112(b)(16))**

WIA participants are offered training opportunities through many different avenues of their choice including group classroom training for high-demand jobs, individual training accounts (ITAs), and the Incumbent Worker Training Program. The State has Procurement Procedures, which were developed in accordance with 29 CFR 97.36. Public notices, mass mailings to industry trade associations, and posts notices on the ADECA Website (to include Requests for Proposals). These are used based upon the particular services(s) being sought. Proposals are reviewed by Proposal Review Teams and subsequent recommendations are made for funding to

occur (possible subject to negotiations). In regard to the Incumbent Worker Training (IWT) Program, information is provided on the Website, and presentations are made at Chambers of Commerce and other civic meetings. Applications, which are reviewed and deemed acceptable, are funded on a first-come, first-funded basis until available funds for the IWT Program are obligated. Sole-source procurements are limited in number and to the criteria at 29 CFR 97.36(d)(4). These procedures will not change in regard to Recovery Act funds, with the exception of any waivers regarding procurement which may be approved.

The State will monitor service provider procurement practices of the utilization of ARRA funds to insure that the selection and procurement of ARRA service providers were conducted according to USDOL guidance. The State will monitor local areas to insure that customer choice was not adversely affected by the selection of ARRA eligible training providers.

The State does not procure or operate summer youth operations. The State policy mandates that local areas have procurement guidelines in place for local area operations. Local areas were advised that if the local WIA administrative entity/fiscal agent did not operate SYEP then State and local competitive procurement procedures would have to be followed regarding the selection of an operational entity for the SYEP.

One local area has reported the following: In order to meet the timeline for implementation during the summer of 2009 it was determined that a prolonged process to develop job sites in the private sector would not be feasible and use of private sector settings could result in charges of favoritism due to the limited number of businesses that would be reachable. In addition, local municipalities and non-profit agencies were experiencing a dramatic reduction in resources. These factors lead to the determination to recruit and utilize worksites within these areas for summer job placement. To do this, an announcement was generated and sent to the local county commissioners and to the United Way. Municipalities within the county and area non-profit organizations were asked to identify their interest in providing a worksite for Youth participants. Staff was hired by the administrative entity to manage and implement the development of these sites, identify job descriptions, coordinate eligibility screening of applicants, train supervisors, and monitor program activities.

Modified  
per review  
by the  
USDOL:  
8/13/09

Another local area submitted the following: The local area is conducting procurement for training providers as traditionally done for all WIA expenditures. In order to expand enrollments, revisions were made to the local caps that were previously in place for On-the-Job-Training contracts to allow larger numbers of open jobs to be subsidized, resulting in more placements in the short term.

At this point, the State is not contracting to provide training. The State anticipates a competitive procurement process to solicit proposals; however, types of training activities have not been determined at this point.

### **Technical Assistance**

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

Areas needing improvement may be self-identified by local areas or may be identified by State monitors. Training and technical assistance to address these deficiencies are provided through the GOWD, which has a training and technical assistance coordinator to facilitate the delivery of these services. Local areas are also provided with nominal funding to address areas in need of technical assistance that have not escalated to the level that requires State intervention.

### **Monitoring and Oversight**

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

The State Program Integrity Section of the ADECA/Workforce Development Division is responsible for providing the Governor and the SWIB with the capability of oversight of all WIA grant recipient activities and of self-evaluation of State-supported programs and services. Monitoring responsibilities include a systematic, periodic, and objective review of WIA management/fiscal systems to ensure compliance with the Workforce Investment Act, the American Recovery and Reinvestment Act of 2009, WIA Regulations, Governor's Workforce Development Directives, State and local area Plans and other applicable Federal and State regulations and policies. Additionally, the State Program Integrity Section provides the Governor with an on-site technical assistance capability for programs which do not meet performance criteria or for programs which have otherwise demonstrated a need for technical assistance.

Specifically, the State Program Integrity Section reviews activities, services, administration, and management practices to ensure compliance with the Act, Federal and State Regulations, OMB circulars, Government Auditing Standards, ADECA Audit Policy, Generally Accepted Accounting Procedures (GAAP), State Law, and Governor's Workforce Development Directives.

The Section monitors sub-recipient performance against the specifications in the WIA Plan and achievement against performance measures. Included in this activity is an annual review of WIA self-evaluation procedures, monitoring procedures, reports, fiscal procedures, analysis of program performance evaluations and on-site visits. An annual review is conducted in accordance with the requirements of WIA Section 184(a)(4). In order to assure objective oversight and self-evaluation, the State Program Integrity Section reviews the operation of programs conducted in each local workforce investment area as well as State programs in conjunction with evaluation of the availability, responsiveness, and adequacy of the state-level functions; it then makes comments and recommendations to the WDD Division Director with respect to the ways to improve or maintain effectiveness of such programs and services. The State Program Integrity Section documents its review activities, any resulting findings, and remedial action recommended or instituted. Relevant documentation is maintained on file within the Section.

Monitoring and oversight of employment services, activities, and outcomes is conducted through a Local Office Assessment/Technical Assistance Program. Local offices are periodically visited

to evaluate local office operations, to include integration of services and leveraging of resources, provide technical assistance, make recommendations for needed corrective action, and to assist in the maximum utilization of staff resources. Findings and recommendations are conveyed to management for appropriate reviews and action.

Career Centers are reviewed by teams made up of representatives of the partner agencies having a presence within Career Centers. These reviews are conducted using the Career Center Operations Template as the policy standard. The end product of these reviews provides guidance to local areas and to the individual Career Centers on the establishment of Career Centers according to the policies and guidance consistent with Department of Labor and State workforce partner expectations.

Checks will also be made to ascertain compliance with Federal Regulations and State policies on Priority of Service for Veterans and certain included family members.

The mystery shopper program has not been implemented.

### **Accountability and Performance**

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

Case managers in Alabama's Career Center System provide participants with an array of services ranging from assessment to referral to training or other needed services. Case managers monitor participants' progress throughout the life cycle of services. Case managers also track participant progress after participation and report participant status throughout the entire process. Participant data is collected and entered into a statewide electronic system. The performance outcomes are reported in accordance with U.S. Department of Labor guidelines. Outcomes are evaluated and compared with performance goals negotiated with USDOL and local areas. Adjustments to service strategies are made in areas where the need for improvement is indicated in order to meet program objectives.

Local areas have developed work readiness skills assessment instruments utilizing the SCANS model as prescribed by USDOL at the recent Summer Youth Employment Program 2009 Forum in Orlando, FL. TEGL 17-05 Attachment B instructions were utilized by local areas for the final development of work readiness skill assessment and documentation. The State monitoring Section will unitize guidance from TEGL 17-05 Attachment B, also, in the monitoring of local areas documentation and reporting of skills gain in this area.

Attachments:

1. Executive Order Number 36
2. Alabama Workforce Development System (Organization Chart)
3. Alabama Workforce Investment Board (Members)
4. 2008 – 2009 Alabama Strategic Plan for Workforce Development
5. Alabama Workforce Development System Roles and Responsibilities
6. Alabama Workforce Development Regional Councils (Map)
7. Alabama Career Centers (Map)
8. State of Alabama Workforce Investment Act Waiver Requests
9. ARRA Summer Youth Employment Program Waiver Approval
10. Alabama's Career Center System Operations Template
11. Workforce Investment Act Sec. 181(c) Grievance Procedures
12. Alabama Youth Workforce Investment Act Full Collaboration Model
13. Alabama Workforce Investment Act Adult, Dislocated Worker, and Youth Programs PY08 Actual/PY09 Proposed Performance Goals
14. Alabama Wagner-Peyser PY08 Actual/PY09 Proposed Performance Goals
15. Key to Acronyms

<i>Modified</i> 6/30/09
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## **EXECUTIVE ORDER NUMBER 36**

WHEREAS, on December 30, 2003, and again on February 19, 2004, Executive Orders were issued creating the Office of Workforce Development. Subsequently, the requirements for the most effective and efficient operation of this office, and of this function, have changed, causing the need to amend the current structure of this office. Therefore, I hereby rescind both versions of Executive Order Number 36 and replaced them with a new Executive Order.

WHEREAS, improving Alabama's system of workforce development is a primary goal of State government; and

WHEREAS, there are a number of existing executive agencies directly responsible to the Governor that have rights, powers, duties and responsibilities that involve, in significant part, employment training and development. Streamlining and consolidating the functions of certain of these agencies into a single agency that offers the opportunity to realize significant cost savings, eliminate redundancy and simplify the organizational structure of the Executive Branch, improve accessibility and accountability, provide more efficient use of specialized expertise and facilities, reduce administrative support, and promote more effective sharing of best practices and state of the art technology, among other things; and

WHEREAS, strengthening Alabama's system of workforce and economic development to build a highly skilled and globally competitive workforce throughout the State is a primary goal of State government; and

WHEREAS, State government must continue to improve the effective utilization of existing resources in support of workforce and economic development to significantly reduce fragmentation and duplication of efforts.

NOW THEREFORE, based upon those considerations, and for other good and valid reasons which relate thereto, I, Bob Riley, Governor of the State of Alabama, by virtue of the authority vested in me by the Constitution and laws of the State of Alabama, do hereby direct the consolidation of the administration of federal and state workforce development activities by creating the Office of Workforce Development. This Executive Order replaces both versions of Executive Order No. 36, dated December 30, 2003 and February 19, 2004.

BE IT ORDERED that the Governor shall appoint the Director of Workforce Development for the state's two-year college system to serve as the Director of the Governor's Office of Workforce Development. The Director of the Governor's Office of Workforce Development shall serve in that capacity at the pleasure of the Governor. The State Workforce Planning Council shall develop, administer and coordinate the implementation of a comprehensive State Plan for Workforce Development to be approved by the Governor with input from the State Workforce Investment Act (WIA) Board. The Council shall be composed of the following members or their respective designees:

the Director of the Office of Workforce Development;

the Chancellor of The Alabama College System;  
the Director of the Alabama Department of Economic and Community Affairs;  
the Director of the Department of Industrial Relations;  
the Director of the Alabama Development Office;  
the Commissioner of the Department of Human Resources;  
the Executive Director of the Department of Senior Services;  
the Director of the Alabama Industrial Training Institute; and  
the State Superintendent of Education.

Three at-large members shall be appointed by the Governor, one of whom shall be the president of an Alabama public two-year college and the other two representing Alabama business and industry. The chairperson of the Planning Council shall be the Chancellor of The Alabama College System and the Co-chairperson shall be the Director of the Department of Industrial Relations.

BE IT FURTHER ORDERED that all the powers, duties, rights and responsibilities related to workforce development vested in the Alabama Department of Economic and Community Affairs with respect to the administration of the federal Workforce Investment Act of 1998 and any subsequent re-authorization and all liabilities arising therefrom are transferred to the Office of Workforce Development.

BE IT FURTHER ORDERED that all the workforce development powers, duties, rights and responsibilities of other units of State government and programs under the direction of the Governor whose responsibility is to provide workforce development and/or training within the State including, but not limited to those not vested in statute, and all liabilities arising therefrom are transferred to the Office of Workforce Development.

BE IT FURTHER ORDERED that personnel in the Alabama Department of Economic and Community Affairs, and other units of State government who are assigned directly or indirectly to programs transferred by this Executive Order shall continue their service within the Office of Workforce Development. While such transferred employees shall receive no change in grade or pay, their roles and responsibilities may change subject to the discretion of the Director.

BE IT FURTHER ORDERED that, whenever any provision of an Executive Order or any Act or section thereof transferred by this Executive Order provides for membership on any council, commission, board or other entity, the Director of the Office of Workforce Development or his/her designee(s) shall serve in that place. If more than one such commissioner/director is required by law to serve on any council, commission, board or other entity, an equivalent number of representatives of the Office of Workforce Development shall so serve.

BE IT FURTHER ORDERED that all unexpended balances of appropriations, grants, and contracts, including federal, state, and other funds or allocations for the past program years

ending June 30, 2007 and past fiscal years ending September 30, 2007 of the programs transferred by this Executive Order from the Alabama Department of Economic and Community Affairs, and other units of State government and programs effected by this Executive Order to the Office of Workforce Development shall be transferred to the Office of Workforce Development. All funds, including federal, state and other funds appropriated, granted, or contracted to Alabama Department of Economic and Community Affairs, and other units of State government and programs effected by this Executive Order for the program years beginning July 1, 2007 and fiscal years beginning October 1, 2007 shall be transferred to the Office of Workforce Development for its use under the same terms and conditions as specified by any act, grant or contract, or as otherwise specified by law. All books, records, papers, documents, property (real and personal), and pending business pertaining to the rights, powers and duties transferred by this Executive Order from the Alabama Department of Economic and Community Affairs, and other units of State government and programs effected by this Executive Order to the Office of Workforce Development, including but not limited to material in electronic or magnetic format and necessary computer hardware and software, shall be delivered to the Office of Workforce Development pursuant to the direction of the Director of the Office of Workforce Development.

BE IT FURTHER ORDERED that the rights, powers and duties transferred to the Office of Workforce Development by this Executive Order shall be vested in and shall be exercised by the Office of Workforce Development. Each act done in exercise of such rights, powers and duties shall have the same legal effect as if done by the Alabama Department of Economic and Community Affairs, or other affected units of State government and programs, their officers or employees thereof as it pertains to the programs transferred by this Executive Order.

BE IT FURTHER ORDERED that this Executive Order shall not affect any act done, ratified or canceled or any right occurring or established or any action or proceeding had or commenced in an administrative, civil or criminal cause regarding a unit of State government effected by this Executive Order as it pertains to the programs transferred before this Executive Order takes effect, but such actions or proceedings may be prosecuted and continued by the Office of Workforce Development.

BE IT FURTHER ORDERED that, as soon as practicable hereafter, the Office of Workforce Development shall revise and clarify the rules transferred to it under this Executive Order to reflect the reorganization of rights, power and duties affected by this Order. The parent state agency of the Office of Workforce Development may propose and adopt such other rules of the reorganized agencies that will now be administered by the Office of Workforce Development and approved by the Legislative Council where applicable.

BE IT FURTHER ORDERED that the Office of Workforce Development shall operate in full cooperation with the Department of Postsecondary Education which shall be the primary, but not sole, provider of workforce education and training.

BE IT FURTHER ORDERED that, if any provision of this Executive Order or its application to any person or circumstance is held invalid by any court of competent jurisdiction, this invalidity does not affect any other provision or application of this Executive Order which

can be given effect without the invalid provision or application. To achieve this purpose, the provisions of this Executive Order are declared to be severable.

BE IT FURTHER ORDERED that this Executive Order shall become effective immediately upon its execution and shall remain in effect until amended or modified by the Governor.



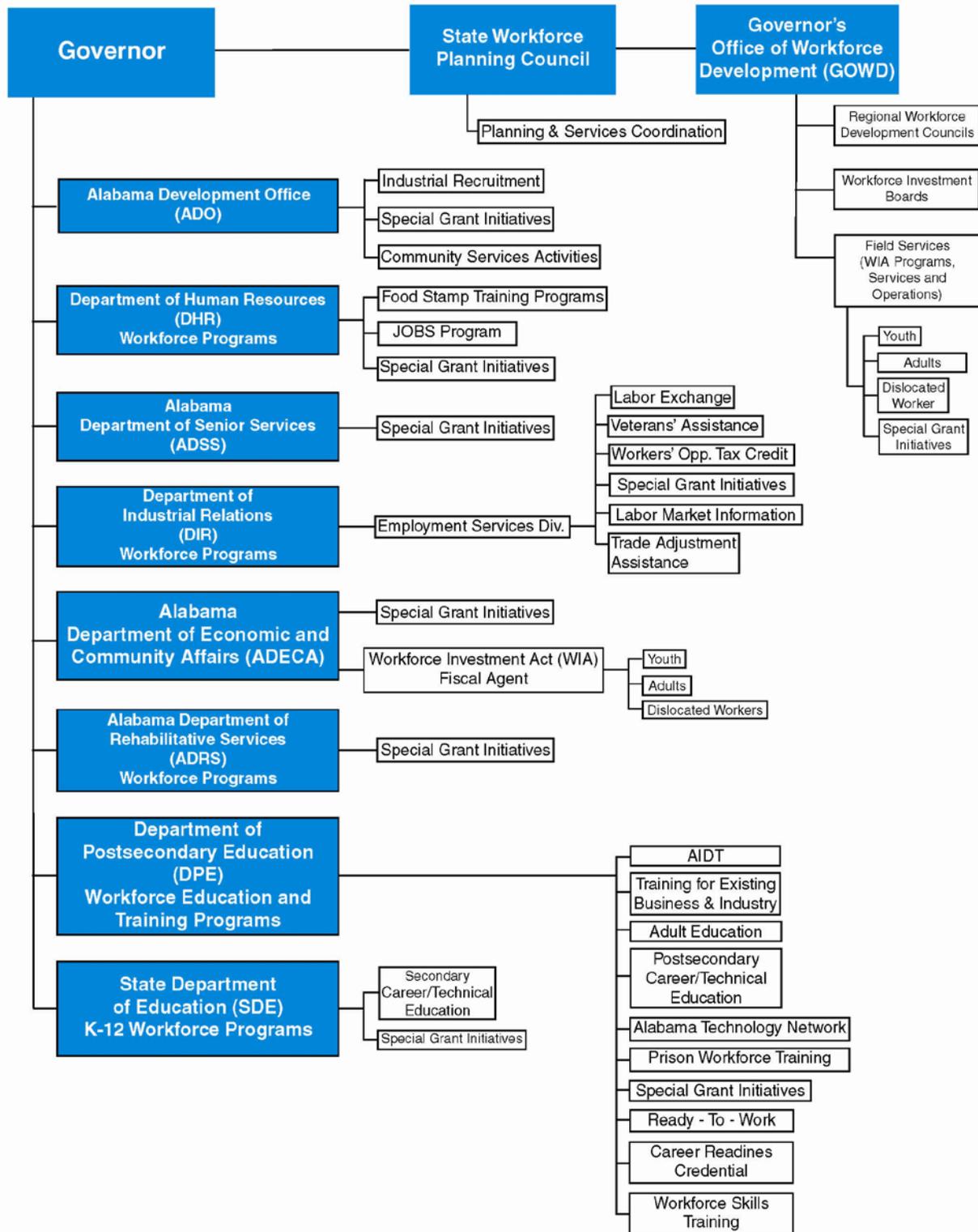
  
\_\_\_\_\_  
Bob Riley  
Governor

Attested:

  
\_\_\_\_\_  
Beth Chapman  
Secretary of State

Modified  
6/30/09

# Alabama's Workforce Development System (June 2009)



Modified  
6/30/09

ALABAMA WORKFORCE INVESTMENT BOARD

Membership by Category

93 Member Board (1 vacancy)

- 1. **The Governor:** Bob Riley
- 2. **Two members of each chamber of the State legislature to be appointed by the presiding Officer of each Chamber:**

Quinton Ross  
Alabama Senate

Hank Sanders  
Alabama Senate

Terry Spicer  
Alabama House

Elwyn Thomas  
Alabama House

- 3. **Representatives of Labor organizations who have been nominated by state labor federations:**

Stewart Burkhalter – AFL-CIO – Montgomery  
Sammy Dodson – Retired – Operating Engineers – Sylacauga  
Leroy Nicholson – AFL-CIO - Montgomery

- 4. **Representatives of individuals and organizations that have experience with respect to youth activities:**

Frank Coiro – Montgomery Job Corps Center – Montgomery  
Mary Zoghby – Boys & Girls Clubs of South Alabama – Mobile

- 5. **Representatives of individuals and organizations that have experience and expertise in the delivery of workforce investment activities including CEO’s of Community Colleges and community based organizations within the State:**

Daniel Boyd – Lowndes County Public Schools – Hayneville  
Ed Castile – Alabama Industrial Development Training – Montgomery  
Cary Cox – Auburn Training Connection – Auburn  
Elaine Jackson – Birmingham Urban League – Birmingham  
Vicki Johnson – Inter-Tribal Council of Alabama – Millbrook  
Douglas Littles – Reid State Technical College – Evergreen  
Susan Price – Alabama Department of Postsecondary Education – Montgomery  
Sydney Raine – Mobile Works, Inc. – Mobile  
Denny Smith – Calhoun Community College – Athens  
Pamela Barnes-Trammell – Telamon Corporation – Millbrook

**6. Representatives of the WIA required One-Stop Partners:**

Nancy Buckner – Alabama Department of Human Resources - Montgomery  
Bradley Byrne – Alabama Department of Postsecondary Education - Montgomery  
Irene Collins – Alabama Department of Senior Services – Montgomery  
Matthew Hughes – Governor’s Office of Workforce Development - Montgomery  
Bill Johnson – Alabama Department of Economic & Community Affairs - Montgomery  
Joe Morton – Alabama Department of Education - Montgomery  
Cary Boswell – Alabama Department of Rehabilitation Services – Montgomery  
NOT APPOINTED  
Tom Surtees – Alabama Department of Industrial Relations - Montgomery

**7. Other such representatives and head agency officials as the Governor may designate:**

Grady Batchelor – Winston County Industrial Development Authority – Haleyville  
Judy Crowley – Coffee County Family Services Center – Enterprise  
Don Fisher – Alabama Department of Industrial Relations – Montgomery  
Bob Higgins – Baldwin County Economic Development Alliance – Robertsdale  
Don Hopper – Development Council – Anniston  
Doni Ingram – Alabama Department of Economic & Community Affairs – Montgomery  
John Clyde Riggs – Alabama-Tombigbee Regional Commission – Camden  
Tucson Roberts – Covington County Economic Development Commission – Dothan  
Ron Scott – Economic Development Association of Alabama – Prattville  
Peggy Smith – Cullman Economic Development Agency – Cullman  
Joe Thomas – Governor’s Office – Pell City  
Ted VonCannon – Metropolitan Development Board – Birmingham  
Neal Wade – Alabama Development Office – Montgomery

**8. Chief Elected Officials: (representing both cities and counties where appropriate)**

Samuel Jones – Mayor – Mobile  
Judge William Ryan – District Judge – Moundville  
Todd Strange – Mayor - Montgomery

**9. Business / Private Sector Representatives: (owners, chief executive officers, or other executives with optimum policymaking or hiring authority) (49 members)**

Linda Bailey – Honda Manufacturing of Alabama, LLC – Lincoln  
Tim Beasley – Briggs and Stratton – Auburn  
Thomas Bender – Bender Shipbuilding and Repair – Mobile  
April Bishop – Alabama State Nurses Association – Montgomery  
Fred Blackwell – Michelin North America – Opelika  
Ronald Boles – General & Automotive Machine Shop, Inc. – Huntsville  
Ed Brown – Army Fleet Services – Fort Rucker  
Ralph Buffkin – Mobile Works, Inc. – Mobile  
Ruth Burchfield – BE & K – Birmingham

Glenn Camp – HB & G Building Products, Inc. – Daleville  
Bill Canary – Business Council of Alabama – Montgomery  
Stan Chavis – Stan Chavis Insurance Agency – Mobile  
George Clark – Manufacture Alabama – Montgomery  
J. Ab Conner – Conner Brothers Construction Company, Inc. – Auburn  
Nancy Dennis – Alabama Retail Association – Montgomery  
Mark Farmer – Sony Electronics, Inc. – Dothan  
Bernell Fowler – Kinro Corporation– Double Springs  
Lacy Gibson – Alabama Hospital Association – Montgomery  
Jackie Wuska Hurt – Tuscaloosa  
Walter Jacobson\*\* – AbitibiBowater – Sylacauga  
Bob Johnson – Skilstaf Incorporated – Alexander City  
Phillip Kelley – Michelin North America – Dothan  
Lester Killebrew – SunSouth, LLC – Abbeville  
Greg Kimble – Hyundai Motor Manufacturing Alabama, LLC – Montgomery  
Skip Layne – Rust Constructors, Inc. – Birmingham  
Linda Lewis – Chamber of Commerce of Walker County – Jasper  
Juliette Locke – Atlantic Marine – Mobile  
David Middlebrooks – Bush Hog, LLC – Selma  
Linda Miller – Mercedes-Benz U.S. International, Inc. – Vance  
Tipi Miller – Opelika Chamber of Commerce – Opelika  
Jim Neill – Motion Industries – Birmingham  
Jeff O’Dell – Austal – Mobile  
Marty Parker\* – Boise Paper – Alabama Operations – Jackson  
Suzanne Respass – Children’s Hospital of Alabama – Birmingham  
Mike Reynolds – BroadSouth Communications, Inc. – Selma  
Andy Ritter – Thyssenkrup Steel USA, LLC – Saraland  
Christie Sellers – Workforce Development Consultant – Montgomery  
Bill Sisson – Mobile Airport Authority – Mobile  
Dalton Smith – Region 2020 – Birmingham  
Ronnelle Stewart – Jefferson County Workforce Investment Board – Birmingham  
Ken Tucker – The Boeing Company – Huntsville  
Steve Turkoski – Dothan Area Chamber of Commerce – Dothan  
Robert Vann – Alabama River Pulp – Perdue Hill  
Victor Vernon – Business Council of Alabama – Montgomery  
Gina Warren – Alabama Power Company – Anniston  
Terry Waters – Alabama Power Company – Tuscaloosa  
Mark Weaver – MidSouth Industries, Inc. – Gadsden  
Paul Wellborn – Wellborn Cabinet, Inc. – Ashland  
Bob Woods – Alabama Power Company – Jasper

\* State Workforce Investment Board Chairperson

\*\* State Workforce Investment Board Vice Chairperson

# 2008 – 2009 ALABAMA STRATEGIC PLAN FOR WORKFORCE DEVELOPMENT

The 2008-2009 Strategic Plan for Workforce Development is the blueprint for Alabama's workforce development system and the continued implementation of Governor Riley's Executive Order 36. The Strategic Plan contains the major strategies that Alabama's workforce development partners will implement to maximize efficiency, effectiveness, and responsiveness in providing services for job seekers and employers.

Contents of the Strategic Plan are driven by Executive Order 36; research by Auburn University at Montgomery and the University of Alabama; and recommendations by the Regional Workforce Development Committees of the Alabama Rural Action Commission. In addition, feedback was solicited from regional workforce development councils, Career Center professionals, Training for Business and Industry Program coordinators, state agency partners, and educators.

## GOALS, IMPERATIVES, AND STRATEGIES

### *Goals*

The goals of Alabama's workforce development system are for:

- Individuals to prosper by obtaining and retaining successful employment; and
- Employers to prosper by obtaining and retaining skilled employees.

### *Imperatives and Strategies*

To achieve its goals and provide a skilled workforce for the future, the Alabama workforce development system has identified the following imperatives and associated major strategies.

#### *Imperative 1: Maximize efficiency, effectiveness, and responsiveness of workforce development system at state and local levels.*

To achieve this imperative, Alabama's workforce development partners will:

- Maximize resources for direct services to job seekers and employers at the local level.
- Reduce state-level administrative costs to maximize available resources for direct services for job seekers and employers.
- Replace duplicative data collection, intake, referral, and reporting systems with a single system that meets needs of the workforce development partners.
- Implement an automated accounting system that captures balances of funding streams, thus facilitating coordinating planning, budgeting, and resource allocations by the SWPC.
- Implement procedures for funding workforce development activities through multiple funding streams coordinated by the SWPC.
- Assist Regional Workforce Development Councils and service providers to obtain funding from external sources.

- In collaboration with Regional Workforce Development Councils and industry and economic development leaders, inform legislators and other decision makers of resources needed.
- Consolidate fiscal and operations management and supervision of Career Center system under the GOWD, eliminate duplicative onsite management, and, where feasible, locate Career Centers or non-comprehensive centers on two-year college campuses.
- Implement a plan to ensure that Career Centers have a professional, welcoming, and client-friendly atmosphere.
- Cross train Career Center staff to provide multiple services for job seekers and employers, including those in professional fields, and develop, where needed, a directory of regional workforce development assets and resources; emphasize the “one-stop” feature of the centers.
- Utilize assistive technology and disability accommodation services in Career Centers; train staff in use of technology and services.
- Collocate work programs authorized under the Food Stamp Act and programs for TANF recipients in Career Centers where feasible.
- Expand the Food Stamp and Employment Training Program to provide additional services, improved access, and increased utilization of workforce development services by food stamp recipients.
- Develop a sliding scale for WIA Individual Training Account (ITA) values based on training program factors.
- Integrate the workforce development system into Alabama’s overall economic development strategies.
- Promote efforts of local economic development organizations and the Alabama Small Business Development Consortium to serve entrepreneurs and small business owners.

*Imperative 2: Ensure that workforce development programs and services are aligned with current and future skill needs.*

To achieve this imperative, Alabama’s workforce development partners will:

- Ensure that Regional Workforce Development Councils represent the diversity of businesses and communities within the region.
- Require that Regional Workforce Development Councils be co-applicants with service providers for funding requests and that the Councils certify that proposed activities address local workforce development priorities.
- Actively involve WIBs in establishing direction and leadership for WIA activities.
- Develop the Program Year 2009 Workforce Investment Act/Wagner-Pyser Act state plan based on documented priorities, best practices, and the Alabama Strategic Plan for Workforce Development.
- In collaboration with university deans of engineering, implement the Alabama STEM Initiative to increase enrollment in science, technology, engineering, and mathematics (STEM) and provide a seamless transition in engineering and industrial technologies curricula from secondary through university levels.
- Require that career and technical education program curricula are reviewed annually and revised, as warranted, by an industry program advisory committee.
- Target funds to address workforce development needs of areas impacted by the Base Realignment and Closure (BRAC) Commission.
- Target funds to prepare individuals for high-wage employment in maritime, healthcare, aerospace, biotechnology, tourism, manufacturing, transportation, and industrial construction and maintenance.
- Increase participation of industry and economic development organizations in the annual Alabama Workforce Development Conference as a means of informing conference participants of skill needs.

*Imperative 3: Increase the number of skilled workers in labor pool.*

To achieve this imperative, Alabama's workforce development partners will:

- Expand career and technical education dual enrollment, course-to-course articulation, high school apprenticeship programs, and Department of Labor registered apprenticeships as a workforce training option.
- Expand the GED concurrent enrollment program.
- Provide completers of the Ready-to-Work Program and GED recipients six credit hours of tuition-free instruction in high-demand, high-wage technical education courses.
- Provide a referral system for retirees to re-enter employment and volunteer opportunities through the Mature Worker Taskforce.
- Promote employer awareness of the talent pool of qualified individuals with disabilities and assistance available to employers who hire individuals with disabilities through such organizations as the Alabama Business Leadership Employment Network.
- Develop a referral system so that unsuccessful job applicants may be referred to Career Centers for additional assistance in obtaining employment.
- Coordinate inmate education and training with the Department of Corrections to ensure uninterrupted training and support objectives of the Governor's Community Partnership for Recovery and Re-Entry program.
- Institute Career Readiness Credential in prison education programs.
- Target funding for Ready-to-Work programs in areas of labor demand and high numbers of unemployed individuals with limited preparation for work.

*Imperative 4: Assist employees and employers to maximize retention and productivity.*

To achieve this imperative, Alabama's workforce development partners will:

- Implement statewide the Operations Management and Continuous Improvement Program that assists existing businesses in increasing profits through greater efficiency.
- Develop and implement an Alabama WIA Incumbent Worker Training Model based on best practices for administering and managing WIA incumbent worker training funds.
- Provide assistance to employers through Vocational Rehabilitation's Retain A Valued Employee (RAVE) program.
- Implement a professional development program for TEBI personnel at two-year colleges.
- Expand the Career Ready Alabama initiative, including ACT WorkKeys job profiles for employers.

*Imperative 5: Ensure that Alabamians are aware of career opportunities, skill requirements, and education and training options.*

To achieve this imperative, Alabama's workforce development partners will:

- Implement marketing and public relations activities that inform citizens of job opportunities and potential earnings in Alabama's new economy, skills required, training providers, and services available through the State's workforce development system.
- Expand the Vocational Rehabilitation School-to-Career program to educate students with disabilities about career opportunities in Alabama.
- Maximize use of virtual guidance websites to include education plans supporting career choices at the secondary, postsecondary, and higher education levels; and information on financial aid, employment opportunities, career information, and training opportunities.
- Enhance career development and exploration experiences for K-12 students.

- Establish a toll-free number for Alabama job seekers and employers to access information and assistance.

*Imperative 6: Demonstrate accountability.*

To achieve this imperative, Alabama's workforce development partners will:

- Implement a transparent and participatory system for evaluating funding proposals and awarding workforce development grants.
- Incorporate accountability requirements into grant agreements.
- Ensure through direct quality assurance monitoring that funded programs and services are addressing workforce development needs and that funds are used appropriately.
- Rescind funds from workforce development projects making inadequate progress toward achieving objectives.
- Inform Regional Workforce Development Councils of Career Center performance and engage Councils in implementing continuous improvement practices for the Career Center System.
- Implement a formal communications protocol with the GOWD as the clearinghouse and repository for workforce development system information, policies, procedures, and directives.
- Post an annual performance report on the workforce development system and a listing of funded activities on the GOWD website.

## Alabama Workforce Development System Roles and Responsibilities

**Governor:** is the chief executive officer of the state workforce system and is responsible for providing leadership and oversight through his office and through his position as chairman of the State Board of Education. He approves the State Plan for Workforce Development and appoints the Director of the **Governor's Office of Workforce Development**.

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**State Workforce Planning Council:** is responsible for receiving input from the various agencies, boards, and constituencies of the workforce system and for developing a State Plan for Workforce Development based upon that input and upon analysis of labor market information. The Plan must be in compliance with the WIA and other applicable state and federal laws, rules and regulations. The Plan is presented to the Governor for his review, revision, and approval. The Planning Council is also responsible for assessing and promoting coordination of the agencies involved in funding and implementing the State Plan. The Planning Council is constituted as outlined in Executive Order No. 36. The members are the Director of the **Governor's Office of Workforce Development**, and Chancellor of Postsecondary Education, the Director of the Alabama Department of Economic and Community Affairs, the Director of the Department of Industrial Relations, the Director of the Alabama Development Office, the Commissioner of the Department of Human Resources, the Director of the Alabama Industrial Training Institute, the State Superintendent of Education, or their respective designees and two at-large members appointed by the Governor, one of whom shall be the president of an Alabama public two-year college and the other representing Alabama business and industry.

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6/30/09

**Governor's Office of Workforce Development Director:** is responsible for representing the Governor on issues related to workforce development and for providing general leadership, oversight, and coordination of the state workforce system on behalf of the Governor. The Director has authority over those programs, personnel and activities funded under the WIA and located in ADECA. **WDD** of ADECA is under this authority with ADECA serving as fiscal agent only. Any and all other authority formerly vested in the Director of ADECA is transferred to the **GOWD**.

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6/30/09

**State Workforce Investment Board:** is responsible for advising the Governor and the State Workforce Planning Council on the development of the State Plan for Workforce Development. The State Board is also responsible for designating local workforce areas, approving an annual report, and reviewing performance data.

**Local Workforce Investment Boards:** are responsible, in partnership with the chief local elected officials, for providing general leadership, oversight, and governance of the workforce development system in the local area in compliance with applicable state and federal policies and regulations. They are responsible for identifying eligible training providers and for approving the annual general program budget for their respective areas. The local board are also required to approve contracts with service providers for the local areas.

**State Board of Education:** is responsible for providing leadership, oversight, and for developing policies, programs, and budgets for career/technical education in the State's K-12 and postsecondary systems.

**Chancellor, Department of Postsecondary Education:** is the chief executive officer of the Alabama College System and provides leadership and oversight to all programs, including those related to workforce development. He chairs the State Workforce Planning Council.

**Superintendent, Elementary-Secondary Education:** is the chief executive officer of the K-12 public school system throughout the State which provides programs related to career education as well as technical education. The Superintendent of Education serves on the State Workforce Planning Council.

**Department of Industrial Relations:** contains the Divisions of ES, Unemployment Compensation, LMI, Hearings and Appeals, Workers Compensation, and State Programs. These divisions are primarily responsible for workforce security programs, but the ES Division is responsible for some workforce development programs, including Veterans' Assistance, Worker's Opportunity Tax Credit, and Trade Adjustment Assistance. ES is also a major partner in the Career Centers throughout the State. The Director of the Department of Industrial Relations is a member of the State Planning Council.

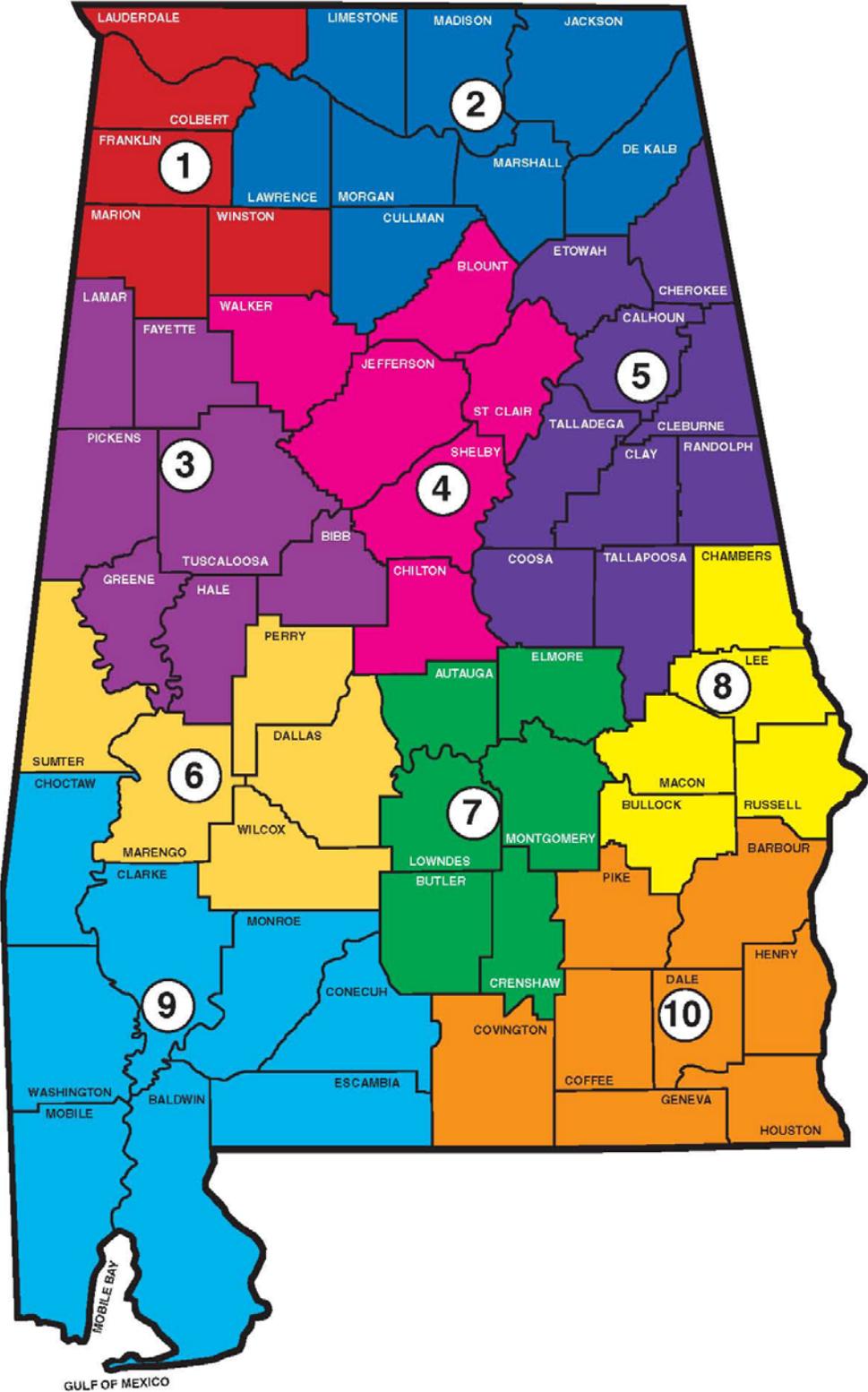
**Department of Human Resources:** is involved in the Workforce Development System through its Food Stamp Training Program and its Job Readiness Program. The Director is a member of the State Planning Council.

**Department of Rehabilitation Services:** is involved in the Workforce Development System as a contractor of services for its clients who seek education and training for job preparation. The Director is a member of the State Planning Council.

**One-Stop Centers:** are the primary vehicles for local assessment and referral to information and/or services in the Workforce Development System.

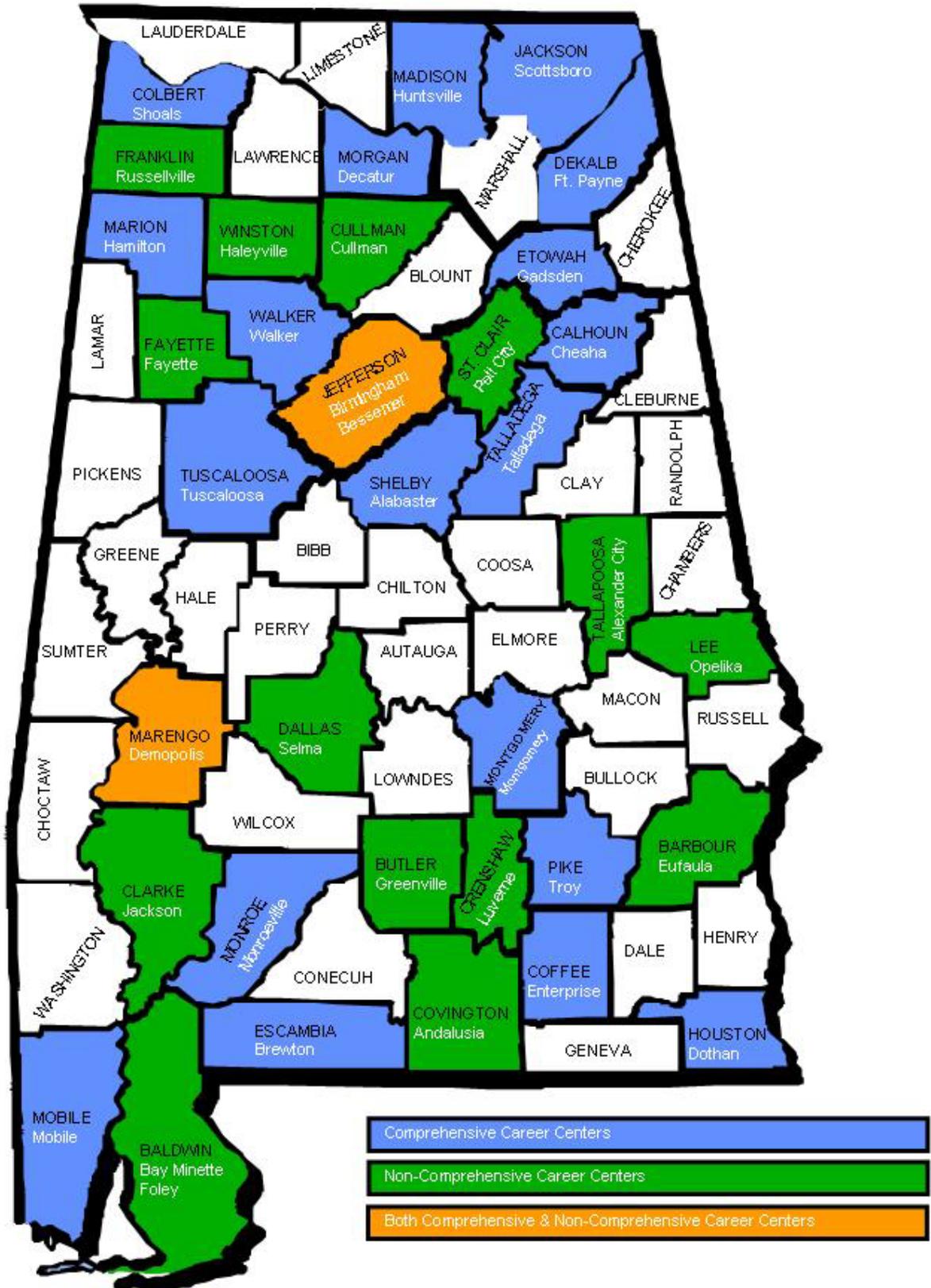
**Regional Workforce Development Councils:** gather and analyze regional labor market information, demographics, and other pertinent data to inform the state workforce development system of regional need, concerns, issues, priorities, and related action plans.

### Alabama Workforce Development Regional Councils



Modified  
6/30/09

### Alabama Career Centers



<i>Modified</i> 6/30/09
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## **State of Alabama Workforce Investment Act Waiver Requests**

The following are requests for waivers which have been in use by the State of Alabama for varying periods of time. They are submitted pursuant to 20 CFR 661.420(c).

### **Eligible Training Provider List**

**1. Statutory Requirements to be Waived:**

WIA Section 122(d) requires the annual submission by training providers of program information on all individuals participating in an applicable training program. This has proven to be an overly burdensome requirement. If performance information were required only for WIA-funded program participants, the collection of information would be much less burdensome and compliance would be manageable.

**2. State or Local Statutory Barriers:**

There are no existing state or local statutory or regulatory barriers to implementation of this waiver request.

**3. Goals of the Waiver and Expected Programmatic Outcomes:**

This waiver makes provision of consumer information less burdensome and still provides information that is valuable to the consumer. This waiver allows the provision of helpful information to potential trainees without being overly burdensome.

**4. Description of the Individuals Impacted by the Waiver:**

This waiver impacts those customers who are eligible for WIA training services in that it would provide them with information about performance results for WIA-funded individuals in a given training program. This information is very valuable to the consumer in making critical career decisions. Information about the entire group that has gone through training, regardless of funding, would also be valuable, but it has been extremely difficult to acquire. Confidentiality issues come into play when acquiring information about non-WIA students because social security numbers are involved. Two-year colleges have been unable to overcome this issue.

**5. Description of the Process to Monitor Waiver Program:**

The ADECA Workforce Development Division will monitor the progress of the waiver through maintenance of the ETPL system, of which the Workforce Development Division is the administrator of the Internet website. The Workforce Development Division continues to work with the two-year colleges and the Department of Postsecondary Education to provide the best information available to those using the ETPL.

## 6. Opportunity for Local Boards to Comment on the Waiver Request:

This waiver has been used by WIA local areas and boards for several years. They have taken no exception to it. It is helpful to them. This waiver request will be available for review and comment on our website for a minimum of 30 days before the beginning of PY09. Comments will be received and reviewed. Comments will be forwarded to DOL in a timely manner.

## 7. Public Comment on the Waiver Request:

The response for this is the same as the response to Waiver Request number 6, above. The website is [www.adeca.alabama.gov](http://www.adeca.alabama.gov).

## Incumbent Worker Training at the Local Area Level

- A. The Alabama Department of Economic and Community Affairs (ADECA), as the State Administrative Entity for the Workforce Investment Act (WIA), is requesting that its waiver of the restrictions on the use of local area WIA funds for **Incumbent Worker Training** at the local area level be extended. This waiver allows LWIBs, at their discretion, to spend up to 10 percent of funds allocated to a local area under Section 133(b) to carry out incumbent worker training programs. The approval of this waiver helps to prevent layoffs and closures by assisting companies in becoming more competitive through provision of needed training. We require a dollar-for-dollar match of WIA funds by the employer.

Existing employees of companies need skill upgrade training to remain viable assets for the companies and to reach potential for promotions. Companies are unable to survive and thrive in this highly competitive global market without up-to-date skilled employees. Many companies and employees are unable to absorb the costs of supplying skill upgrade training opportunities so the Incumbent Worker Training Program (IWTP) is utilized to help off-set these training costs.

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IWTP applications are accepted from qualifying companies on a year-around basis. As funding becomes available, the applications are reviewed on a first submitted, first considered basis. On-site reviews are conducted with each applicable company and all IWTP employee enrollment registrations, invoicing, and program requirements are discussed in detail to help ensure full cooperation and efficient program management. This includes labor representation as applicable to those so represented.

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Several areas of criteria are reviewed within each applying company's paperwork to determine appropriate use of IWTP funds, including

- A. Type of applying entity (For-profit, Non-Profit, Government, etc.)
- B. financial viability of company
- C. tax obligation fulfillment for both State and Federal
- D. description of the proposed training program
  - i. occupational skills training designed to meet special requirements of a business or industry
  - ii. educational training, other than degreed programs, such as workplace literacy, basic skills, "soft" skills, and English as a Second Language

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- E. demonstrate the potential effect of the training on business operations
- F. identify the skills that will be acquired by the employees (lay-off aversions, sales increases, efficiency improvements, financial viability improvements, etc.)
- G. identify the potential effect of the training on the employees (jobs saved, wage increases, promotional opportunities, etc.)

Once all required Rapid Response activities are budgeted, up to 50 percent of the Rapid Response funds allocations have been available to fund incumbent worker training programs. Under the WIA, Incumbent Worker Training is one of the limited WIA allowable activities, which allow states to have a positive impact on those who are already employed. The waiver has allowed us to fund additional Incumbent Worker Training Projects, which would not have otherwise been funded. The employer demand greatly exceeds the limited funds for this activity. We funded about ten (10) more (limitation of \$50,000 per project) than would have been funded with FY09 Rapid Response funds.

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Existing employees of companies need skills upgrades training to remain viable assets for the companies and to reach potential for promotions. Companies are unable to survive and thrive in this highly competitive global market without up-to-date skilled employees. Of the ten (at least) companies participating in IWTP awards through a waiver for the FY09 Rapid Response funds there is an expected 477 participants to be directly affected with the training funds. Most companies are manufacturing companies and most are small businesses that could not otherwise provide employee training.

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We believe that the effects of the waiver have been nominal on individuals seeking training as dislocated workers, adults, or youth as all local areas have unspent prior year funds for these services.

### 1. Statutory Requirements to be Waived:

WIA requires progression through a series of core, intensive, and training activities. The requirements for intensive services include, from WIA Section 134(d)(3)(A), being "...unemployed and are unable to obtain employment through core services...", "...been determined by a one-stop operator to be in need of more intensive services in order to obtain or retain employment that allows for self-sufficiency." WIA Section 134(d)(4)(A)(i) requires a person to have "...met eligibility requirements for intensive services..." and to be "...unable to obtain or retain employment through such services." These requirements effectively block the use of local funds for Incumbent Worker Training.

Alabama has run an Incumbent Worker Training Program using state-level funds. This program has become very popular and very worthwhile. Local areas have used the waiver to a limited extent, but the waiver is a valuable tool for training incumbent workers. A state policy requires a dollar-for-dollar employer match.

This waiver increases local flexibility to address the needs of the labor market.

**2. State or Local Statutory Barriers**

There are no existing state or local statutory or regulatory barriers to implementation of this waiver request.

**3. Goals of the Waiver and Expected Programmatic Outcomes:**

This waiver provides LWIBs the option to spend a portion of their WIA funding on Incumbent Worker Training. It is a program that is very popular with employers, because it is needed. With each succeeding year, competition in the workplace increases. Employers are required not only to work harder, but to work smarter, and this requires employee training. Incumbent Worker Training provides this training to employees of companies that need the assistance, thereby assisting in retaining jobs and even in creating jobs. In addition to these benefits, Incumbent Worker Training is spreading word about WIA in a very positive way. Employers have been very pleased with this activity. This waiver will help to spread information about WIA among the employer community.

**4. Description of the Individuals Impacted by the Waiver:**

The potential impact of this waiver is on employers and employees in businesses in which employees need training in order to remain competitive in the marketplace. Without the training, the business may have to lay off employees or to close. The training makes the employees more valuable to the current employer and to other future employers.

**5. Description of the Process to Monitor Waiver Progress:**

The ADECA Workforce Development Division will monitor the progress of the waiver by checking with local areas on any Incumbent Worker Training they provide and to check on them through the statewide management information system.

**6. Opportunity for Local Boards to Comment on the Waiver Request:**

This waiver has been available to local areas for several years. Information that this new request will be made will be available to local areas through putting the State Plan modification on the ADECA website.

**7. Public Comment on the Waiver Request:**

This waiver request will be made known to local areas through publication on the ADECA website at [www.adeca.alabama.gov](http://www.adeca.alabama.gov). Any comments will be forwarded to DOL in a timely manner.

**Transfer of Funds from Rapid Response to Statewide Activities**

**1. Statutory Requirements to be Waived:**

The State of Alabama requests that its waiver of WIA Section 134(a)(3)(A)(iv)(I) be extended. This waiver allows the transfer on up to 50 percent of Rapid Response funds to WIA Statewide Activities in order that we may provide additional Incumbent Worker Training. **Funding sources do not distinguish any IWTP activities or program requirements.**

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All IWTP program requirements are followed and goals strived for, regardless of the funding source utilized. Therefore, all information would remain constant from previous answer.

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**Alabama’s overall layoff aversion approach, and how IWT fits into that approach**

- A. Existing employees of companies need skills upgrade training to remain viable assets for the companies and to reach potential for promotions. Companies are unable to survive and thrive in this highly competitive global market without up-to-date skilled employees. The IWT program is a key asset in ensuring Alabama has a trained workforce, which can compete in tough economic times and in a global economy.

**Describe the economic landscape of the state/local area and the main reasons employers need IWT to avoid layoffs**

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- A. Alabama’s economic profile includes targeted growth in Shipbuilding industries. These tend to occur in both the Transportation and Manufacturing sectors.
- B. Seven of the top ten critical occupations fall into fast growing areas such as Healthcare, Automotive Manufacturing, and Information Technology.
- C. The skill gaps of workers in Alabama tend to be those which result from moving from a low-skill, labor-intensive manufacturing and agribusiness economy, to a 21<sup>st</sup> Century innovative economy based largely on advanced manufacturing and higher-tech industries. To transition from the old to the new economy, many Alabamians need to improve basic skills in such areas as applied reading, problem solving, applied mathematics, communication, applied technology, as well as efficient manufacturing methods.

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Once these foundational skills are mastered, a much larger number of Alabamians need to master technical skills. These needs are particularly acute in such areas as advanced manufacturing where skills related to multi-craft industrial maintenance, machining, tool and die, sheet metal, and welding are insufficient to meet current and projected demands. Similarly, in the aerospace sector, aircraft mechanics and service technicians are not available in sufficient numbers to meet demand.

The IWTP can help to offset the employer costs associated with skill upgrade training, which helps to ensure companies can afford to provide training to under skilled employees.

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**Your plan for how IWT will be delivered, such as:**

- D. The target industries and economic sectors
  - 1. No industry or economic sector is prohibited from apply for IWTP funds. The manufacturing sector accounts for a large number of high paying jobs and, therefore, the IWTP is committed to this industry.
- E. The type of training to be delivered, and the skills that will result
  - 1. The IWTP is designed to provide assistance to Alabama employers to help with certain expenses associated with new or upgraded skills training of

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full-time, permanent company employees. Examples of skills upgrade training include:

- i. Lean (Kaizen, Continuous Improvement, Value Stream Mapping, etc.)
- ii. ISO 9001:2000
- iii. Six Sigma
- iv. Leadership & Management Development
- v. Computer skills upgrade (desktop applications, accounting software, manufacturing software, CAD)
- vi. Ergonomics
- vii. Maintenance skills upgrade (Programmable Logic Control, troubleshooting, welding, etc.)

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2. The training could be occupational or educational skills training (other than degreed programs) designed to meet the unique requirements of the business or industry.

**F. Other One Stop Career Center services offered to employees**

1. Career Centers are utilized as a local contact for employers to collect registration paperwork and process eligibility documents.
2. Career Center resources are also available to all employers and employees, including application intakes, job searches, job screening, employment testing, resume development, computers, and internet.

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**G. Other services offered for employees and the employer including services leveraged from workforce system partners**

1. New businesses may have Industrial Development Training Institute. This is not available to existing businesses. It represents millions of dollars provided from State General Funds.

**Criteria the state will consider in identifying appropriate uses of IWT, such as:**

**A. How employers will be selected in identifying appropriate uses of IWT (public notices WARN, other means; reduced employee hours or another indicator such as economic difficulty could be addressed through IWT):**

1. Applications for funding are reviewed on a first-in, first-considered basis.
2. Business must be "for-profit" and have been in operation in Alabama for a minimum of two (2) years before the application date.
3. Business must have at least one full-time, permanent employee, other than the owner of the business.
4. Business must demonstrate financial viability and be current on all state and federal tax obligations.
5. Businesses must present a training program that provides for new and/or upgraded job skills that are necessary for the company to maintain or increase competitiveness in a global economy and marketable work skills for the participating employees.

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- 6. Business must demonstrate the effect of the training on business operations and identify the skills that will be acquired by the employees.

**Whether IWT is the appropriate solution for an individual employer, and whether the training will provide the employer with the skills it needs to maintain operations and avoid closure or layoffs.**

- 7. This information is ascertained during both the application review process and the on-site meeting with the employer.

**The resulting employer commitment, either to retain the employee, to pay the employee a higher wage, or otherwise benefit the employee**

- 8. The IWTP application collects several outcome estimates based on training activities including
  - 1. number of jobs saved
  - 2. number of jobs created
  - 3. short/long-term wage increase percentage
  - 4. turn-over reduction percentage
  - 5. a 50 percent match of training costs is also required

**Other criteria that the state may establish to guide local areas in applying for and using IWT**

- 9. Local areas do not apply for IWTP funds; the IWTP is limited to private, for-profit companies.

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**Waiver requests must include the required elements for WIA waiver requests outlined at 20 CFR 661.420(c), including how the state will monitor the use of the waiver in local areas.**

- 10. The ADECA Workforce Development Division will monitor the program through visits to companies which have Incumbent Worker Training agreements and by reviewing information in our reporting system.
- 11. The ADECA Workforce Development Division will monitor the progress of the waiver by checking with local areas on any Incumbent Worker Training they provide and to check on them through the statewide management information system.

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**States that are granted IWT waivers must: (1) track the funds by funding stream (2) report performance outcomes for incumbent workers served under the waiver in the WIA WIASRD.**

- 12. All IWTP program data, including fund sources, are maintained for tracking and accounting purposes. Since we have had waivers approved in the past, we are well aware of tracking Rapid Response funds used for the IWT Program.
- 13. The Incumbent Workers are included in the annual WIASRD Report.

**2. State or Local Statutory Barriers:**

There are no existing state or local statutory or regulatory barriers to implementation of this waiver request.

**3. Goals of the Waiver and Expected Programmatic Outcomes:**

This waiver gives the State the flexibility to move funds from the Rapid Response program to Incumbent Worker Training, which greatly enhances the State’s ability to adapt as situations dictate. Incumbent Worker Training has proven to be our best available tool to assist with layoff avoidance

**4. Description of Individuals Impacted by the Waiver:**

Individuals impacted by this waiver will be those workers whose companies are in need of employee training to meet the competitive demands of the marketplace. Provision of the training to these individuals helps the competitiveness of the company and helps the trainee by providing the worker with additional skills which are valuable at the current job and any future job.

**5. Description of the Process to Monitor Waiver Program:**

The ADECA Workforce Development Division will monitor the program through visits to companies which have Incumbent Worker Training agreements and by reviewing information in our reporting system.

**6. Public and Board Comments**

The draft State Plan modification, including the waiver requests will be posted on the ADECA website on June 3, 2009, prior to submission to USDOL. Any comments will be reviewed by ADECA Workforce Development Division and forwarded to USDOL.

**Waive the Limit on Transfers between Adult and Dislocated Worker Programs**

**1. Statutory Requirements to be Waived:**

A waiver of the limits on transfers between adult and dislocated worker programs is requested. This limit is found in Section 133(b)(4) of WIA. This waiver would result in the ability to transfer up to 100 percent of funds from one of these programs to the other.

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There are three sources of funding; Dislocated Worker, TAA, and State-Level Rapid Response, that may be used to provide services to Dislocated Workers while only one is available for Adult services. This waiver affords the local areas the flexibility to place the resources where they are needed the most. We have had up to 100 percent transfer authority via waiver in the past to allow for maximum flexibility in providing services to those needing services.

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This waiver has not hindered, but enhanced the services to both Adults and Dislocated Workers. With 100 percent transfer authority, services are only limited by the total dollar amount of Adult and Dislocated Worker funds. Anything less

can result in Adult or D.W. fund not being spent as either Adults or D.W. may not be served because in different category than available funds.

There are no issues with performance for Adults or Dislocated Workers.

**2. State of Local Statutory Barriers:**

There is no existing State or local barrier, statutory or regulatory, to implement this waiver request.

**3. Goals of the Waiver and Expected Programmatic Outcomes:**

The primary goal of this waiver is to gain the flexibility needed to most effectively use the funds allocated to the State under the Workforce Investment Act. By allowing the funds to be transferred as needed, based on the needs determined within each local area within the State, the funds will be more effectively used.

**4. Description of the Individuals Impacted by the Waiver:**

The individuals impacted will be adults and dislocated workers who are in need of training and re-employment services. By having the flexibility to move the funds to the target group where the need is greatest, program participants, both adults and dislocated workers, will benefit from the waiver.

**5. Description of the Process to Monitor Waiver Program:**

Alabama's Workforce Investment Act planning and accounting procedures allow the State to keep track of and approve of any transfers. We also track expenditures of funds in order to ensure the benefits of such transfers.

**6. Opportunity for local boards and public to comment on the waiver Request:**

The waiver request will be posted on the ADECA website under the Workforce Development Division at least 30 days prior to submission of the overall WIA plan and the waiver plan to USDOL. Any comments made to the ADECA Workforce Development Division will be copied to USDOL expeditiously. Again, that website is [www.adeca.alabama.gov](http://www.adeca.alabama.gov)

## U.S. Department of Labor

JUN 15 2009

Employment and Training Administration  
200 Constitution Avenue, N.W.  
Washington, D.C. 20210

The Honorable Bob Riley  
Governor of Alabama  
State Capitol  
Montgomery, Alabama 36130

Dear Governor Riley:

The Employment and Training Administration (ETA) is pleased to be able to respond positively to your request for waivers of statutory and regulatory requirements under the Workforce Investment Act (WIA). This action is taken under the Secretary's authority to waive certain requirements of WIA Title I, Subtitles B and E, and sections 8-10 of the Wagner-Peyser Act. The requests are written in the format identified in WIA section 189(i)(4)(B) and 20 CFR 661.420(c), and appear to meet the standard for approval at 20 CFR 661.420(e). The following is the disposition of the State's submission (copy enclosed).

Requested Waiver: Waiver of the requirement under WIA section 123 and 20 CFR 664.610 regarding competitive selection of providers of youth activities.

The State has requested a waiver of the requirements under WIA section 123 and 20 CFR 664.610, stating that providers of summer youth employment activities must be selected by awarding a grant or contract on a competitive basis. Alabama seeks the waiver to allow the Jefferson County Workforce Investment Board to use local procedures to contract directly with the state workforce agency (SWA), the Alabama Department of Economic and Community Affairs Workforce Development Division (ADECA-WDD), to provide summer youth employment activities. ADECA-WDD is the State's grantee for WIA title I funds, and operates summer youth employment activities for a 65-county balance-of-state area.

When submitting a waiver request, states must provide detailed justification for the waiver, describe reasonable accountability safeguards against unfair procurement practices, assure compliance with state and local procurement laws and policies, and describe how states will publicly announce summer employment providers, as indicated by the transparency provisions in the American Recovery and Reinvestment Act of 2009 (Recovery Act). See ETA Training and Employment Guidance Letter (TEGL) No. 14-08, Section 19, issued on March 18, 2009. While TEGL No. 14-08 does not address waivers permitting local workforce investment boards to contract with SWAs for the provision of summer youth employment services, the TEGL does indicate that given the short timeframe for 2009 summer youth implementation, states and local areas are encouraged to explore expedited or emergency procurement processes that

may be available under current state and local law, provided that these processes comply with Office and Budget Management (OMB) requirements. In this case, the State indicates that the local area does not have expedited procurement processes to complete a competition to select youth service providers before the beginning of the summer, nor do local service providers in Jefferson County have sufficient capacity to quickly organize summer youth employment activities that would serve an estimated 200 youth in the county. By contracting directly with ADECA-WDD, the local area will be able to immediately implement summer youth employment opportunities.

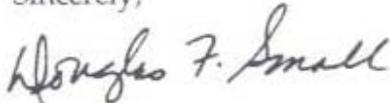
The State's written request meets the ETA requirements outlined above. The requested waiver is granted through September 30, 2009. The waiver is intended to allow the local area to contract with the SWA – ADECA-WDD – so it can administer and run 2009 summer youth employment activities in the Jefferson County local workforce area.

The waiver is only applicable to WIA Youth program funds made available through the Recovery Act, and only applies to the summer employment program element. The waiver is not to be construed as ETA approval of the process of selection, but rather approval under this waiver to use this procedure as a method of selecting summer youth employment providers, provided that the procedure meets OMB requirements (codified in 29 CFR Parts 95.40-95.48 and 97.36) and state and local procurement laws and policies.

The approved waiver is incorporated by reference into the State's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and this constitutes a modification of the State Plan. A copy of this letter should be filed with the State's WIA Grant Agreement and the approved State Plan. In addition, we encourage the State to address the impact this waiver has had on the State's performance in the WIA annual performance report, due on October 1 of each year.

We look forward to continuing our partnership with you and achieving better workforce outcomes. If you have any questions, please do not hesitate to call me at (202) 693-2700, or contact your State's Federal Project Officer in the Regional Office.

Sincerely,



Douglas F. Small  
Deputy Assistant Secretary

Enclosure

cc: Darlene Stodolski, Federal Project Officer for Alabama, ETA Atlanta Regional Office



## Alabama's Career Center System Operations Template

**The vision we share is to build a workforce development system in Alabama which addresses and serves the workforce development needs of its employers and workers.**

**Career Center Advisory Committee:** In order to assure that collaboration among not only the partner agencies has occurred, but also collaboration with private sector employers within the community, each Career Center will have a Career Center Advisory Committee. This Advisory Committee must include all partners agencies and have at least an equal number of private sector employers. The purpose of the Advisory Committee will be to provide recommendations for services, activities, marketing, and outreach efforts in the Career Center's area of operations. These Advisory Committees should meet not less than once per quarter, but more frequently when needed. In Mobile and Jefferson Counties, the LWIBs serve in these roles in addition to other roles.

**Cross Awareness Training:** It is essential for all Workforce Development Partners to participate in Cross Awareness Training. Each partner agency should train the staff of other partner agencies on the services and activities which are provided by his/her agency. In this way, each staff person in the Career Center will be better able to refer employers and workers to the appropriate activity(ies) and service(s). Cross Awareness Training should be held frequently, as staff members and services and activities change. It is good to better understand what your partners are doing.

**Customer Satisfaction:** Each Career Center must have a customer feedback system to determine how customers feel about the physical structure, about how they were treated by staff, if any problems were encountered, what was wrong, and what was right. This should be an ongoing process and should be conducted by each Career Center. One questionnaire should cover all partner agencies. This information should be reviewed by the Career Center Advisory Committee and changes should be recommended accordingly.

**Collocation:** While collocation is not required by law, it is by far the most effective way to reach the objectives of a Career Center, including integration of staff and customer choice. Collocation eases the process of cross awareness training, thereby enhancing collaboration among staff. To facilitate collocation, each partner that is not collocated at present should ensure that it has a clause in its lease, which allows it to escape from the lease for the purpose of collocation into a Career Center.

**Partners:** The minimum partners for each comprehensive Career Center should be the WIA Title I entity, Employment Security, Adult Education, and Rehabilitation Services. Other partner agencies should be collocated as feasible.

**Non-comprehensive Career Centers:** Those offices, which do not have all the partners indicated above, but do have two or more of the required partner entities and have a resource area with information on a wide variety of workforce development programs and services, may be deemed to be a Non-comprehensive Career Center with the approval of the Workforce Development State Partner Group.

**Resource Area:** Each Career Center should have a resource area within which computers are available for resume preparation and Internet access for job search. The resource area should also contain a wide variety of printed material on community resources; workforce development activities, programs, and services, including services provided by partner agencies and those provided by non-partner agencies.

**Monthly Reports:** A monthly report is due to the ADECA/Workforce Development Division for each month on the fifth working day of the following month. This report should provide the number of persons seen by each partner in the Career Center, the number who used the Resource Area only, and the total number of persons who used the Career Center during the month.

**Putting the Customer First:** Career Centers have two primary sets of customers: employers and job seekers. Career Centers must constantly look for ways to improve services to customers and avoid any policies that do not keep customer service as the goal.

**“Kiddie Corner”:** Each Career Center should have an area designated for use by the children of customers who are visiting the Career Center. It should have small tables and chairs, games, and books available for use by the children. This is not a requirement to have full-time day care for customers.

**Career Center Names:** Many of the Career Center names are difficult to locate in a telephone listing because the name does not include the name of the town/city in which the Career Center is located. In the interest of being able to locate the telephone listing for a given Career Center, each Career Center should be listed under “Alabama’s Career Center System,” followed by the place name, such as “Alabaster”, or “Mobile”.

**Telephone Listing:** Each Career Center should have a telephone listing for the Career Center, as indicated above, in addition to any listing for each partner agency. Any marketing done will be for the Career Center and not for the individual partner agency, so the Career Center listing will be what a customer attracted by marketing efforts will be looking for. Each Career Center should, at a minimum, have a listing in the white pages of the telephone book as well as a yellow page listing under the heading, “Employment Agencies.”

**Signage:** Each Career Center and non-comprehensive Career Center should have a main sign prominently displayed on the front of the Career Center building, which says, “Alabama’s Career Center System,” and includes the full color (red, white, and blue) logo. This main sign should not have other information such as partners listed on it. If there is a sign between the front of the building and the street, it should contain the same name and logo. This is needed for Statewide recognition of Alabama’s Career Center System.

## WIA Section 181(c) Grievance Procedures

### **I. Guidelines for Local Workforce Investment Area Grievance Procedures Under the Workforce Investment Act (WIA)**

#### **Scope and Purpose**

Each local workforce investment area in the Alabama Workforce Investment System must establish and maintain grievance procedures. The procedures must provide for resolution of grievances or complaints from participants and others affected by the local workforce investment system, including complaints about WIA Title I-funded programs and services administered by One-Stop partners and service providers. Local area procedures should include a process for referring grievances and complaints related to One-Stop partners' programs (non-title I-funded) to the appropriate partner agency.

Local area grievance procedures must be designed to resolve grievances or complaints that allege violations of Title I of WIA. Employee grievances or complaints related to terms and conditions of employment will be handled according to procedures established by employers. Discrimination complaints will be handled according to procedures established under WIA regulations at 29 CFR Part 37. Complaints involving criminal fraud, waste, abuse or other criminal activity will be handled according to procedures established under the Department of Labor's Incident Reporting System (20 CFR §667.630).

#### **References**

WIA Sections 181(c); 20 CFR §667.600; and 29 CFR §§37.25(d), 37.70-37.72, and 37.77.

#### **General Requirements**

At a minimum, local area grievance procedures must include the following elements.

- **Notice.** A method of notifying participants and other interested parties of grievance procedures and their rights to use the procedures. Reasonable efforts must be made to ensure that information is available to and understandable by participants and others, including persons of limited-English speaking ability, youth, and persons with disabilities that might affect their ability to read, hear or otherwise access information regarding grievance and complaint procedures.

Local areas must provide information about their grievance and complaint procedures to subrecipients, service providers, and One-Stop partners, and must ensure that every entity to which they award title I funds notifies participants of the grievance and complaint procedures.

- **Time Limits.** Grievances and complaints, except those alleging discrimination, must be filed within one (1) year of the alleged violation.
- **Records.** All records of grievances and complaints (e.g., documentation of informal resolution, investigation reports, hearing records, etc) will be maintained for no less than three (3) years from the date of final resolution.

- **Confidentiality.** Local areas will ensure that complaints, actions taken, and the identity of complainants will be kept confidential to the maximum extent possible, unless disclosure is essential to a fair determination.
- **Prohibition Against Retaliation.** It is a violation of WIA Section 184 (f) to discharge or in any other manner discriminate against an individual because that individual has filed a complaint, instituted a proceeding under Title I, or testified in a proceeding or investigation under or related to Title I.
- **Due Process.** Local areas must ensure due process in the administration of their grievance procedures. At a minimum, the elements of due process include notice and opportunity to be heard.
- **Other Remedies.** Local area grievance and complaint procedures may not prevent an aggrieved person or complainant from pursuing remedies under other Federal, State, or local laws.

### **Specific Elements Required in Local Area Procedures**

- Opportunity for informal resolution and a hearing within sixty (60) days of the date a grievance or complaint is filed.
- Opportunity for an individual alleging a labor standards violation to submit the grievance to a binding arbitration procedure when an applicable collective bargaining agreement provides for such.
- Opportunity to appeal to the Alabama Department of Economic and Community Affairs (ADECA), Workforce Development Division (WDD) when (1) the local area does not issue a decision within sixty (60) days; or (2) either party to the complaint is dissatisfied with the local area decision. Appeals should be mailed within ten (10) days of receipt of an unsatisfactory decision or of the date by which the complainant should have received a decision to

Director  
Alabama Department of Economic and  
Community Affairs  
Workforce Development Division  
401 Adams Avenue  
PO Box 5690  
Montgomery, Alabama 36103-5690

- Local areas must identify at least one person in each Career Center who will be able to answer customers' questions about grievance and complaint procedures, to refer aggrieved persons to appropriate partner programs, and to assist customers who wish to file complaints.

### **Local Workforce Investment Area Role in Discrimination Complaint Procedures**

No person in the United States may be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with any WIA Title I-funded program or activity based on that person's race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in a WIA Title I-financially assisted program or activity (29

CFR § 37.5). Any person who believes that he/she, or any specific class of persons, has been or is the object of discrimination that is prohibited by WIA may file a written complaint, either by him/herself or through a representative, with the WDD Equal Opportunity Officer or the Director, Department of Labor, Civil Rights Center.

**Receipt of Discrimination Complaints**

Discrimination complaints filed in-State, including those involving local area activities, will be received and processed only at the State-level by the ADECA Workforce Development Division. However, local workforce investment areas may be requested/required to assist in State-led investigations and resolution efforts.

Local area grievance and complaint procedures must include a method of informing participants and others affected by or interested in local workforce investment area programs, activities and services of discrimination complaint procedures. At a minimum, local areas must inform participants, service providers, One-Stop partners, and other customers affected by or interested in local workforce investment area programs, activities and services of the right to file, and where and when to file discrimination complaints.

LWIAs should maintain records of any discrimination complaints they or their recipients refer to the WDD.

**Where to File Discrimination Complaints:** The complainant has the option of filing a written complaint with either

Lillian Patterson  
Equal Opportunity Officer  
Alabama Department of Economic &  
Community Affairs  
Workforce Development Division  
401 Adams Avenue  
P.O. Box 5690  
Montgomery, Alabama 36103-5690  
(334) 242-5300 (voice)

**or**

Director  
Civil Rights Center  
U.S. Department of Labor  
200 Constitution Avenue NW  
Room N-4123  
Washington, DC 20210

**When to File:** Discrimination complaints must be filed within 180 days of the alleged violation, unless the Director, Civil Rights Center, extends the time for good cause shown.

## II. WIA State-Level Grievance Procedures Workforce Development Division

### Scope and Purpose

State-level procedures are established to resolve grievances and complaints that allege violations of title I of the Workforce Investment Act (WIA), regulations (20 CFR Parts 660-671), grants, or other agreements under WIA. The procedures are available to participants and other interested parties affected by Alabama Workforce Investment System statewide programs and activities. Statewide activities are those administered by, or otherwise conducted on behalf of, the ADECA/WDD. Statewide activities include, but may not be limited to, rapid response activities for dislocated workers; certification of eligible training providers; dissemination of (1) a State list of eligible training providers, (2) a list of eligible providers of youth activities, (3) information identifying eligible OJT and customized training providers, and (4) provider performance and cost information; incumbent worker training; evaluations for continuous improvement; provision of incentive grants; technical assistance to local areas that do not meet performance measures; assistance in establishing and operating one-stop systems; assistance to local areas with high concentrations of eligible youth; and operation of a fiscal and management accountability system.

State-level procedures are also established to receive and resolve appeals of decisions made by local workforce investment areas.

These grievance and complaint procedures do not apply to the following areas. Refer to the documents cited in parentheses, WIA regulations, or other directives for information about complaints and grievances in these areas.

- Complaints related to terms and conditions of employment from employees of the WDD, local workforce investment areas (LWIAs), or other WIA recipients (see specific employer's personnel policies and procedures).
- Non-designation of local areas (see applicable Governor's Workforce Development Directive [GWDD]).
- Denial/termination of training provider eligibility (see applicable GWDD).
- Audit disputes (see ADECA Audit Policy).
- Discrimination complaints (Section III)
- Complaints of fraud, abuse, or criminal activity in WIA programs and activities (see Department of Labor Incident Report Procedures).

**Retaliation Prohibited:** It is a violation of WIA §184 (f) for any WIA recipient to discharge, discriminate against, or otherwise unlawfully deny any individual a benefit to which he/she is entitled under WIA title I because that individual files a complaint, institutes or causes to be instituted any proceeding under WIA title I, or testifies in any such proceeding.

### Notice

All participants in Statewide programs and activities will be given a copy and an explanation of the WDD *WIA Grievance and Complaint Procedures Form (WDD-24)* at the time of application/registration. A signed and dated copy of the WDD-24 must be maintained in each participant's file. When grievance and complaint procedures are explained and/or made available

in an alternative format to vision-impaired applicants/participants, the alternative format, name of person who explained/provided the procedures, and the date must be recorded in the participant's file.

Career Centers will provide grievance and complaint information to applicants and other WIA customers upon request, or will make such information otherwise available.

**Filing and Content of Complaints**

Service providers (including training providers), employers, and Career Center staff will make every effort to resolve grievances informally and immediately (within ten [10] days) after being notified of a grievance. When a grievance or complaint is not resolved informally, an aggrieved customer or complainant may send a written complaint to

Lillian Patterson  
Equal Opportunity/Grievance Officer  
Alabama Department of Economic  
and Community Affairs  
Workforce Development Division  
401 Adams Avenue  
PO Box 5690  
Montgomery, Alabama 36103-5690

The written complaint should include (1) a statement of the grievance/complaint, including relevant dates; (2) the complainant's name, address, and telephone number; (3) the name, title, and address of the person against whom the complaint is filed (respondent); (4) the complainant's signature; and (5) date of the written complaint.

The date of filing of any complaint is the date the written complaint is received in the Workforce Development Division.

**Receipt and Resolution**

Step 1 – Acknowledgement: The WDD Equal Opportunity (EO)/Grievance Officer will acknowledge receipt of complaints in writing within five (5) days to the complainant, respondent, and other parties, as appropriate. If the complaint is not accepted (e.g., ADECA/WDD does not have jurisdiction), the complainant will be notified within five (5) days including referral to the appropriate agency.

Step 2 – Informal Resolution: The WDD EO/Grievance Officer (or other WDD staff assigned by the Division Director) will continue to try to resolve the grievance/complaint informally. Informal resolution attempts may include investigation, Informal mediation, or other methods.

If resolution is achieved by informal means, all parties to the complaint will be notified in writing of the resolution, including any agreements or corrective actions. The WDD EO/ Grievance Officer (or other WDD staff assigned by the WDD Division Director) will monitor implementation of and compliance with agreements and/or corrective action plans. The complaint will be closed

according to the terms of any agreement or corrective action plan, but in any case, no later than 60 days after receipt of the grievance or complaint.

If informal resolution is not possible, the WDD/EO Officer (or other staff assigned by the Division Director) will notify the complainant and other parties and a hearing will be scheduled.

**Step 3 – Hearing:** The WDD Director will assign one or more hearing officer(s). The hearing process will include the following elements:

- written notice to all parties of the date, time, and place of the hearing; the name(s) of the hearing officer(s); and the issues to be decided;
- the right to a fair and impartial hearing;
- the right, at the complainant’s expense, to be represented by counsel;
- the right to present evidence and witnesses;
- identification of parties involved and in attendance at the hearing;
- opportunity to question witnesses and other parties involved;
- written report of findings and recommendations from the hearing officer(s) to the WDD Director;
- written decision from the WDD Director to the complainant, respondent, and other parties, as appropriate, within 60 days of receipt of the complaint.

**Step 4 – Appeals to the Secretary of Labor.** Under the following conditions, a complainant and/or respondent may appeal a WDD decision to the Secretary of Labor and will be notified of that right in the WDD’s written decision or by other means, as necessary:

- If the WDD does not issue a decision within 60 days of receipt of a grievance or complaint, either party to the complaint may appeal to the Secretary of Labor within 120 days of the date the complaint was filed with the WDD.
- A party to a complaint who receives an adverse decision from the WDD may appeal to the Secretary of Labor within 60 days of receipt of the adverse decision.
- Appeals to the Secretary must be sent by certified mail, return receipt requested to
  - Secretary
  - U.S. Department of Labor
  - Washington, DC 20210
  - Attention: ASET
- A copy of the appeal must be sent at the same time to the opposing party and to
  - Dr. Helen Parker, Regional Administrator
  - U.S. Department of Labor
  - Employment and Training Administration
  - 61 Forsyth Street SW
  - Atlanta, Georgia 30303

### **Appeals of Local Workforce Investment Area Decisions**

A complainant or respondent involved in a complaint that is filed with a LWIA may appeal to the WDD if:

- the LWIA does not reach a decision within 60 days of the date a complaint is initially filed; or
- either party to the complaint is dissatisfied with the LWIA’s hearing decision.

## **Procedures**

**Step I – Filing Appeals of LWIA Decisions:** An appeal of a local area decision must be written and submitted within ten (10) days after a complainant receives a decision from the LWIA , or within 10 days of the date he/she/they should have received a decision. The appeal should include (1) a brief statement of the issues in the complaint initially filed with the LWIA; (2) the date the complaint was filed; (3) a brief statement of the LWIA’s decision; and (4) the date the complainant received the LWIA’s decision. If a complainant does not receive a decision from the LWIA within 60 days of filing a complaint, the appeal should state the date by which a decision should have been received. The appeal should be mailed to

Steve Walkley, Division Director  
Workforce Development Division  
Alabama Department of Economic  
and Community Affairs  
401 Adams Avenue  
PO Box 5690  
Montgomery, Alabama 36103-5690.

**Step 2 – Receipt, Review, Decision:** Receipt of appeals will be acknowledged within five (5) days. Appeals that are not timely filed will be denied and returned to the complainants, unless the WDD Director waives the time limitation for filing an appeal for good cause shown.

Appeals will be remanded to LWIAs when

- an appeal is filed before local procedures are exhausted;
- a LWIA has failed to follow its grievance/complaint procedures and/or has violated the WIA or its regulations related to grievances; or
- a complainant has been denied due process at the local level.

The WDD Director will issue a written decision on an appeal of a local level decision within sixty (60) days of receipt of the appeal.

### **Step 3 – Federal-level Appeals:**

- If the WDD Director fails to issue a decision on the appeal within 60 days, either party to the grievance/complaint may appeal to the Secretary of Labor within 120 days of filing the appeal with the WDD (see mailing address in previous section).
- Any party to the appeal who/that receives an adverse decision from the WDD may appeal to the Secretary within 60 days of the adverse decision.
- Appeals must be sent to the Secretary of Labor by certified mail, return receipt requested. At the same time, a copy must be sent to Dr. Helen Parker, ETA Regional Administrator (see address above), and to the opposing party.

**Records:** Grievance/complaint records will be maintained for no less than three (3) years from the date of resolution.

### **III. WIA Discrimination Complaint Procedures** **Workforce Development Division**

No individual in the United States may be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with any WIA title I-funded program or activity on the basis of that individual's race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries, on the basis of citizenship or participation in a WIA title I program or activity. (WIA §188; 29 CFR Part 37, §37.5)

Any person who believes that he/she or any specific class of individuals has been or is subjected to discrimination prohibited by the Workforce Investment Act (WIA) or the, may file a written complaint, either by him/herself or through a representative. Complainants and respondents (individuals or entities against whom allegations of discrimination are made) have the right to be represented by an attorney or other individual of their choice.

**Where to File Discrimination Complaints:** The complainant has the option of filing a written complaint with either

Lillian Patterson  
 Equal Opportunity Officer  
 Alabama Department of Economic &  
 Community Affairs  
 Workforce Development Division  
 401 Adams Avenue  
 P.O. Box 5690  
 Montgomery, Alabama 36103-5690  
 (334) 242-5300 (voice)

or

Director  
 Civil Rights Center  
 U.S. Department of Labor  
 200 Constitution Avenue NW  
 Room N-4123  
 Washington, DC 20210

**When to File:** Discrimination complaints must be filed within 180 days of the alleged violation, unless the Director, Civil Rights Center, extends the time for good cause shown.

**Content of Complaints:** Each complaint must be filed in writing and must contain the following information:

- the complainant's name, address and telephone number (or another means of contact);
- the identity of the person or entity the complainant alleges is responsible for the discrimination (respondent);
- a description of the allegations; and
- the complainant's or his/her representative's signature.

### **Complaint Processing Procedures**

The date of a complaint is the date the written complaint is received in the WDD. Upon receipt of a complaint, the WDD EO Officer will determine if the WDD has jurisdiction, and if so, will provide written notice to the complainant within five (5) days that

- acknowledges receipt of the complaint;
- notifies the complainant of his/her right to representation in the complaint process, at his/her expense;
- identifies or restates the issues raised in the complaint;
- states the issues the WDD will accept or reject, including the reason an issue is rejected;
- offers the complainant the option of an investigation or alternative dispute resolution by mediation; and
- notifies the complainant that a *Notice of Final Action* will be issued within ninety (90) days of receipt of the complaint and of appeal procedures if the *Notice of Final Action* is not issued within that time.

If the WDD does not have jurisdiction, the complainant will also be notified within five (5) days.

### **Investigation**

If the complainant chooses to have his/her complaint resolved through investigation, the WDD EO Officer (or other staff assigned by the WDD Director) will conduct an investigation, make efforts to bring the parties to agreement, as appropriate, and make recommendations for resolution and/or corrective actions to the WDD Director.

### **Notice of Final Action**

A written *Notice of Final Action* will be signed and issued by the WDD Director within 90 days of receipt of a complaint. The *Notice of Final Action* will include

- a discussion of the WDD's decision on each issue and the reason(s) for the decision; or
- a summary of the way the parties resolved the issue; and
- notice of the complainant's right to complain to the Civil Rights Center (CRC) within thirty (30) days of issuance of the *Notice of Final Action*, if he/she is dissatisfied with the WDD's final action.

### **Mediation**

The WDD uses mediation as a means of alternative dispute resolution. If the complainant chooses mediation as the means of resolution, a third party mediator, acceptable to both parties, will be selected. Because WIA nondiscrimination regulations (29 CFR §37.76[c][1]) entitle a complainant to choose mediation, any respondent who/that is a recipient of WIA title I funds from the WDD must cooperate in the mediation process.

The complainant and respondent will be notified of the date, time, place, and conditions of the mediation session by the WDD EO Officer or the mediator. All parties must agree to keep the mediation proceedings and any resultant agreements confidential, and not to involve the mediator in any litigation. If the complaint is settled, all parties must sign a written settlement agreement. A *Notice of Final Action* that describes the way the parties resolved the complaint will be issued within 90 days of the date the complaint was filed.

### **Conditions Under Which Parties to Mediation May File a Complaint with CRC**

If any party to the settlement agreement breaches the agreement, the non-breaching party may file a written complaint with the CRC Director within thirty (30) days of learning of the breach.

If the parties do not reach an agreement as the result of mediation, the complainant may file a complaint with the CRC Director and will be so advised.

### **Records**

Complaint logs containing the name and address of the complainant; the date the complaint is filed; the disposition of the complaint and date of disposition will be maintained by the WDD EO Officer.

All records related to complaints and actions taken will be maintained for a period of not less than three (3) years from the date of resolution.

### **Retaliation and Intimidation**

According to 29 CFR Part 37 §37.11, a WIA recipient must not discharge, intimidate, retaliate, threaten, coerce, or discriminate against any individual because the individual has

- filed a complaint alleging a violation of Section 188 of WIA or 29 CFR Part 37;
- opposed a practice prohibited by the nondiscrimination and equal opportunity provisions of WIA or 29 CFR Part 37;
- furnished information to, or assisted or participated in any manner in an investigation, review, hearing, or any other activity related to any of the following:
  - administration of the nondiscrimination and equal opportunity provisions of WIA;
  - exercise of authority under WIA nondiscrimination and equal opportunity provisions;
  - exercise of privilege secured by those provisions;
- otherwise exercised any rights and privileges under the nondiscrimination and equal opportunity provisions of WIA.

Sanctions and penalties may be imposed against any recipient that engages in any such retaliation or intimidation, or fails to take appropriate steps to prevent such activity.

## **WIA Section 122(g) Grievance Procedures**

### **Appeals of Denial or Termination of Training Provider Eligibility**

If a LWIB (LWIB) denies an application for initial eligibility determination from a training provider, the board must provide written notice of the denial, including the reasons for the denial and a description of an appeal process.

#### **Local Appeals**

Each LWIB shall develop a written appeal process. At a minimum, the procedures must allow for:

- an opportunity for an informal resolution and a hearing to be completed within 60 days of the filing of the appeal; and
- an opportunity for a local level appeal to the Workforce Development Division when:
  - no decision is reached within 60 days; or
  - the applicant (training provider) is dissatisfied with the local resolution or hearing decision.

#### **State-level Appeal of LWIB Denial/Termination of Training Provider Eligibility**

A training provider that does not receive a decision within sixty (60) days of the appeal to the LWIB, or that receives a decision with which the training provider is dissatisfied, may appeal to the Director, Workforce Development Division (WDD). The WDD Director or his designee will allow for a hearing or other method of resolution agreeable to all parties. The hearing or other means of resolution shall be completed and a decision issued within thirty (30) days of receipt of the appeal.

If the training provider or LWIB disagrees with the decision of the WDD Director, either party may appeal to the Director, Office of Workforce Development (OWD). The OWD Director shall review the case and issue a decision within thirty (30) days.

The decision of the OWD Director is final and may not be appealed to the Secretary of Labor.

#### **Appeals of State-Level Denials/Terminations of Training Provider Eligibility**

A WDD denial or termination of eligibility, or other enforcement action with respect to a training provider may be appealed. A written request for appeal must be submitted to the Director, Office of Workforce Development, within thirty (30) days of the date of written notice from the WDD to the training provider of denial, termination, or enforcement action. The appeal may be requested by the training provider or the LWIB for the area in which the provider applied or previously operated. The OWD Director or his designee shall review the matter and issue a final decision within sixty (60) days of receipt of the appeal. The decision of the OWD Director is final and may not be appealed to the Secretary of Labor.

## **ALABAMA YOUTH WORKFORCE INVESTMENT SYSTEM – FULL COLLABORATION MODEL**

WIA partners, service providers and other interested parties (business/private sector/non-profits) can interact to establish or improve service in a youth development/workforce investment system (adult, dislocated workers, incumbent workers) and plan for services and activities for customers. We will use every resource available. Presently, all partners are implementing this full collaboration model in their local areas and contiguous areas.

1. **Networking** – Workforce development partners, service providers and other interested partners gain an awareness of available resource and discover how to access or refer customers to those services. This is deemed a starting point but greatly insufficient for the level of impact desired.
2. **Performance-Coordination** – Assists in the selection and scheduling of services in a one-stop or integrated, interagency service delivery system. In coordinating, partners, service providers, and other interested parties arrange for customers to receive specific services from different agencies. In the Performance-Coordination step, agencies determine their respective roles and schedule activities.
3. **Active-Cooperation** – Partners and service providers look for ways to support and complement one another’s transition services. Active-Cooperation prevents duplication and saves an agency time and expense.
4. **Full Collaboration** – Begins with networking, coordination, and cooperation and then requires partner and service providers to share decisions, responsibilities, and trust. **Full-Collaboration requires partnerships/service providers to invest time and energy to come up with options and design strategies for carrying out a customer’s individual service strategy plan.**

In assembling the Alabama WIA youth progressive collaboration model for the State, we have identified many valuable Faith-Based and community-based resources and service strategies that have been incorporated into our plan. The Jefferson County LWIB will certify four (4) physically located Career Centers in their WIA Youth Opportunity Grant Area. The Mobile LWIB certifies one (1) physically located Career Center. The Alabama Workforce Investment Area will have a minimum of nineteen (19) comprehensive Career Centers and a number of satellite Career Centers. The majority will be where partners are physically located and others will be electronically connected. Counties in this large LWIA will also be electronically connected to the one-stop system.

Modified 6/30/09
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**ALABAMA WORKFORCE INVESTMENT ACT**  
**ADULT, DISLOCATED WORKER, AND YOUTH PROGRAMS**  
**PY08 ACTUALS/PY09 PROPOSED PERFORMANCE GOALS**

<b>Adult Program</b>				
	PY08		PY09	Proposed
Measure	Actuals (thru 03/31/09)	PY08 Goal	GPRA Goals	PY09 Goal
1 Entered Employment Rate	70.01%	74.50%	64.80%	74.50%
2 Employment Retention Rate	82.05%	83.00%	80.80%	83.00%
3 Average Six Months Earnings	\$11,217	\$9,800	\$12,597	\$9,800
4 Employment and Credential Rate	45.56%	48.00%	N/A	48.00%
<b>Dislocated Worker Program</b>				
	PY08		PY09	Proposed
Measure	Actuals (thru 03/31/09)	PY08 Goal	GPRA Goals	PY09 Goal
1 Entered Employment Rate	77.49%	80.50%	70.20%	80.50%
2 Employment Retention Rate	89.63%	91.00%	83.90%	91.00%
3 Average Six Months Earnings	\$14,008	\$13,500	\$14,773	\$13,500
4 Employment and Credential Rate	49.72%	55.00%	N/A	55.00%
<b>Youth (19-21) Program</b>				
	PY08		PY09	Proposed
Measure	Actuals (thru 03/31/09)	PY08 Goal	GPRA Goals	PY09 Goal
1 Entered Employment Rate	68.99%	72.00%	N/A	72.00%
2 Employment Retention Rate	76.55%	83.00%	N/A	83.00%
3 Earnings Change	\$3,683	\$4,000	N/A	\$4,000
4 Credential Rate	22.17%	40.00%	N/A	40.00%
<b>Youth (14-18) Program</b>				
	PY08		PY09	Proposed
Measure	Actuals (thru 03/31/09)	PY08 Goal	GPRA Goals	PY09 Goal
1 Skill Attainment Rate	86.67%	73.00%	N/A	73.00%
2 Diploma or Equivalent Rate	34.69%	52.00%	N/A	52.00%
3 Retention Rate	60.78%	65.00%	N/A	65.00%
<b>Youth (14-21) Program</b>				
	PY08		PY09	Proposed
Measure	Actuals (thru 03/31/09)	PY08 Goal	GPRA Goals	PY09 Goal
1 Literacy and Numeracy Gains	26.42%	N/A	N/A	N/A
2 Placement in Employment or Education	57.69%	N/A	N/A	N/A
3 Attainment of a Degree or Certificate	39.16%	N/A	N/A	N/A
<b>Customer Satisfaction</b>				
	PY08		PY09	Proposed
Measure	Actuals (thru 03/31/09)	PY08 Goal	GPRA Goals	PY09 Goal
1 Participants	80.22	82.00	N/A	82.00
2 Employers	95.21	87.00	N/A	87.00

Modified  
6/30/09

**ALABAMA WAGNER-PEYSER  
PY08 ACTUALS/PY09 PROPOSED PERFORMANCE GOALS**

<b>Measure</b>	<b>PY08 Actuals (thru 03/31/09)</b>	<b>PY08 Goal</b>	<b>PY09 GPRA Goals</b>	<b>Proposed PY09 Goal</b>
1 Entered Employment Rate	64.00%	66.20%	59.00%	66.20%
2 Employment Retention Rate	82.00%	83.10%	77.70%	83.10%
3 Average Six Months Earnings	\$11,575	\$11,420	\$10,034	\$11,420

<p><i>Modified</i> 6/30/09</p>
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## Key to Selected Acronyms

1.	ACIN	America's Career Information Network
2.	ADECA	Alabama Department of Economic and Community Affairs
3.	AJL	America's/Alabama's JobLink
4.	ASEC	Alabama State Employers Committee
5.	ASVET	Assistant Secretary, Veterans Employment and Training
6.	CFR	Code of Federal Regulations
7.	DHR	Department of Human Resources
8.	DIR	Department of Industrial Relations
9.	DRS	Department of Rehabilitation Services
10.	DVOP	Disabled Veterans Outreach Program
11.	DWU	Dislocated Worker Unit
12.	EO	Equal Opportunity
13.	ES	Employment Service
14.	ETA	Employment and Training Administration
15.	GED	General Equivalency Degree
16.	GFBCI	Governor's Office of Faith-Based and Community Initiatives
17.	<b>GOWD</b>	<b>Governor's Office of Workforce Development</b>
18.	IELS	Inter-Agency Electronic Linkage System
19.	ITA	Individual Training Account
20.	IWTP	Incumbent Worker Training Program
21.	LMI	Labor Market Information
22.	LVER	Local Veterans Employment Representative
23.	LWIA	Local Workforce Investment Area.
24.	LWIB	Local Workforce Investment Board
25.	MSFW	Migrant Seasonal Farm Workers
26.	OJT	On-the-Job Training
27.	OMB	Office of Management and Budget
28.	PY	Program Year
29.	<b>RTW</b>	<b>Ready-to-Work</b>
30.	<b>SWPC</b>	<b>State Workforce Planning Council</b>
31.	TAA	Trade Adjustment Assistance
32.	TANF	Temporary Assistance for Needy Families
33.	TEGL	Training and Employment Guidance Letter
34.	UI	Unemployment Insurance
35.	USDOL	United States Department of Labor
36.	WARN	Worker Adjustment and Retraining Notification
37.	<b>WDD</b>	<b>Workforce Development Division</b>
38.	WIA	Workforce Investment Act
39.	WIRED	Workforce Innovations in Regional Economic Development