VIRGINIA’S WORKFORCE SYSTEM

The mission of Virginia’s public workforce development system is to prepare individuals for the careers of today and tomorrow, and connect businesses to a highly skilled workforce. The Virginia Workforce System is comprised of several state and local partners, each playing a critical role in the overall design and delivery of a network of workforce services across the Commonwealth. In addition to Chief Local Elected Officials (CLEOs) and Local Workforce Investment Boards (WIBs), the following agencies are responsible for programs that are most commonly considered as key components to the public workforce system in Virginia: Department for Aging and Rehabilitative Services; Department for the Blind & Vision Impaired; Department of Business Assistance; Department of Education; Department of Labor and Industry; Department of Social Services; Virginia Community College System; and the Virginia Employment Commission.

State Workforce Investment Act & Wagner-Peyser Administrators:

Virginia Community College System (WIA)
Dr. Glenn DuBois, Chancellor

Virginia Employment Commission (W-P)
John Broadway, Commissioner

Virginia Workforce Council
Huey Battle, Chair

Building Career Pathways to Success: Workforce Investment Act & Wagner-Peyser State Plan

Commonwealth of Virginia - 2012-2017

August 1, 2012
BUILDING CAREER PATHWAYS TO SUCCESS:
Virginia's Integrated Workforce Investment Act & Wagner-Peyser State Plan
July 1, 2012 – June 30, 2017

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INTRODUCTION

**Virginia’s Workforce System Policy Emphasis: Career Pathways**

The mission of Virginia’s public workforce system is to *prepare individuals for the careers of today and tomorrow, and connect businesses to a highly skilled workforce.* In order to achieve this mission, Virginia incorporates the Career Pathways Model in the implementation of statewide workforce development programs. This model values employer engagement, customer focus, and data driven decision making in all workforce programs. The Career Pathways model strongly influenced the design and approach reflected in this document, outlining a five year strategy for Virginia’s administration of Workforce Investment Act (WIA) and Wagner-Peyser employment programs.

Career Pathways is an effective strategy to help individuals of all skill levels—and particularly those who are low-skilled—to pursue, progress through and complete the education and training they need to attain industry-recognized credentials and secure employment that leads to self-sufficiency and sustainability. This collaborative approach aligns major education, training, and workforce development programs to meet the skill needs of students, jobseekers, and workers; and the skill requirements of employers in high-demand industries and occupations (Clagett and Uhalde, 2011)

In a report titled *The Promise of Career Pathways Systems Change* (what role should workforce investment systems play? what benefits will result?), authors Clagette and Uhalde describe career pathways as a clear sequence of education and training courses and credentials that are built around eight key attributes:

- **Sector Strategies** aligned with the skill needs of industry sectors important to state and regional economies, where employers are actively engaged in determining skill requirements for employment and career progression in high-demand occupations;
- **Stackable Educational/Training Options** that include secondary, adult, and postsecondary education and training that is arranged or “chunked” in a non-duplicative progression of courses, clearly articulating one level of instruction to the next. They provide opportunities to earn postsecondary credits and postsecondary credentials that have labor market value;
- **Contextualized Learning** focused on curricula and instructional strategies that make work a central context for learning and help students attain work-readiness skills;
- **Accelerated/Integrated Education and Training** combining adult education with postsecondary technical training, giving credit for prior learning, and
adopting other strategies that accelerate educational and career advancement of participants;

- **Industry-recognized Credentials** leading to the attainment of industry-recognized degrees or credentials that have value in the labor market;
- **Multiple Entry and Exit Points** enabling workers of varying education and skill levels to enter or advance in a specific sector or occupational field;
- **Intensive Wraparound Services** incorporating academic and career counseling and wraparound support services (particularly at points of transition), and the development of individual career plans; and,
- **Designs for Working Learners** to meet the needs of adults and nontraditional students who often need to combine work and study, providing child care services and accommodating work schedules with flexible and non-semester-based scheduling, alternative class times and locations, and innovative uses of technology.

The report outlines the various roles and actions that Workforce Investment Act (WIA) systems, including state and local Workforce Investment Boards, One Stop Career Centers, and service providers, can undertake with other system partners in the development and implementation of successful career pathways systems. Many of the suggested roles and actions are incorporated within this five year strategic plan. Implementation of the strategies outlined in this integrated plan will help Virginia to maintain a workforce system that exemplifies innovation and responsiveness in an ever changing economic landscape.

**Plan Development Process: Shared Strategies for Shared Success**

The Workforce Investment Act (WIA) of 1998, as amended, requires that the governor of each state submit a WIA/Wagner-Peyser (W-P) Act State Plan to the U.S. Department of Labor (DOL) that outlines a five year strategy for its workforce investment system. States must have approved State Plans in place to receive formula allotments under WIA or financial assistance under W-P. The Integrated Plan is organization into three key sections:

- **Section I - State Workforce Strategic Plan.** This section represents the high-level vision, goals, economic and workforce analysis, strategies, and outcomes that the governor and strategic partners collaboratively identify for the state's future. The elements in this section are intended to serve as a vehicle for the governor, state workforce investment board, and other partners to identify broad goals and strategies for the state;
- **Section II - State Operational Plan.** A state's operational plan must make clear how specific workforce programs will operationalize, administer, and implement
systems and structures to achieve the vision, strategies, and goals identified by the Strategic Plan; and,

- Section III – Assurances. Includes checklist for compliance with applicable laws.

In recognition of the importance of an integrated workforce system, a joint planning team comprised of members of the Virginia Community College System (VCCS) Workforce Development Services department and members of the Virginia Employment Commission (VEC) led the integrated planning efforts in the Commonwealth. This team met several times between April 2012 and July 2012; in addition to regular planning meetings, the team hosted a stakeholder input session, facilitated by Virginia Commonwealth University's Performance Management Group. A wide variety of workforce stakeholders, including the Office of the Director of Education and Workforce, Local Workforce Investment Boards, the Department for Aging and Rehabilitative Services, business and labor associations, community-based organizations, and adult and secondary education representatives were actively engaged in the ½ day session. Many of the themes that arose from this session were closely aligned with DOL’s workforce policy emphasis areas, to include economic development alignment, cross program alignment, dual customer focus, evidence based practices, credential obtainment, and administrative flexibility.

The joint planning team used input obtained from a wide variety of stakeholders to develop the integrated plan narrative. Each section contained in the plan reflects a thoughtful consideration of multiple perspectives and positions within the workforce system. The planning team's efforts were informed by the Virginia Workforce Council (the state's workforce investment board) and several existing groups of inter-agency representatives, including the Career Pathways Workgroup, the Workforce Development System Workgroup, and the Virginia Longitudinal Data System Governance Council. The plan was submitted for public input for 30 days (45 days for the agriculture outreach section of the plan), and resulting comments and suggestions were taken into consideration prior to the submission of the final document.

It is the intent of the VCCS and the VEC, as statewide administrators for WIA and WP programs, to implement the strategies outlined in the plan between July 1, 2012 and June 30, 2017. During this five year period, the plan will be reviewed and updated annually, to reflect changes in the statewide labor market. Further, local workforce investment areas (LWIAs) will develop regional plans in alignment with the strategies outlined in this document; those local plans will also be updated annually. Rather that serving as a one-time activity, this strategic plan will be a ‘living document’ to be consulted by multiple levels of stakeholders within the workforce system on a regular basis. It will guide the deployment of resources, the development of partnerships, and the overall delivery of public workforce services across the Commonwealth.
PLAN SUMMARY

Virginia’s vision, strategy and implementation plan for Workforce Investment Act (WIA) and Wagner-Peyser (W-P) programs are outlined in this document. The format follows guidance issued by the US Department of Labor, Planning Guidance and Instructions for Submission of Strategic State Plan and Plan Modifications for Title I of the Workforce Investment Act and Wagner Peyser Act. Virginia law additionally calls for the creation of a state Workforce Development Strategic Plan with each new Governor’s term; this document is also in alignment with that plan. Previous editions of the WIA/W-P plan were based on a document reviewed and approved by the Virginia Workforce Council in 2007. The current document reflects a continued focus on integration between the WIA and W-P programs, as well as alignment with the Governor’s education and workforce development priorities, as articulated by the Career Pathways model. Items of particular note include:

- Program Integration - One Stop Advisory Committee; Common Intake Form; Memorandum of Understanding; One Stop Certification; and Career Pathways policy guidance.
- Business Services - Business Service Model; Business & Economic Development Team, One Stop Partner Business Service Network; Online Business One Stop; and Support for Entrepreneurs.
- Industry Sectors – Targeted Workforce Pipeline Expansion; Strategic Planning for Business Needs; and Resource Leveraging for Industry Sector Partnerships.
- Data Use – Virginia Longitudinal Data System; Labor Market Information Training at One Stops; Workforce Investment Board Surveys; and Career Pathways Report Card.
- Customer Service as a Brand – Targeted Professional Development for One Stop Staff; Integration of Customer Service in Branding for Virginia Workforce Network; and Establishment of Customer Service Quality Standards.
- Community College Collaborations – Adult Career Coaches and One Stop Centers

While this plan document covers a five-year period, the table below highlights particular action items for completion during the upcoming twelve month period.

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Execute Statewide Memorandum of Understanding</td>
<td>September 2012</td>
</tr>
<tr>
<td>Develop annual career pathways and workforce development report card</td>
<td>October 2012</td>
</tr>
<tr>
<td>Implement LMI Training at One Stops</td>
<td>October 2012</td>
</tr>
<tr>
<td>One Stop Certification – Phase I</td>
<td>November 2012</td>
</tr>
<tr>
<td>Develop One Stop Advisory Committee</td>
<td>March 2013</td>
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<tr>
<td>Review Local Workforce plans</td>
<td>April – June 2013</td>
</tr>
<tr>
<td>Review &amp; Update WIA/W-P State Plan</td>
<td>March – May 2013</td>
</tr>
<tr>
<td>Initiate Statewide Referral Process</td>
<td>June 2013</td>
</tr>
<tr>
<td>Issue Governor’s Executive Order establishing governance structure of career pathways system</td>
<td>July 2013</td>
</tr>
<tr>
<td>Implement Common Intake Form</td>
<td>July 2013</td>
</tr>
</tbody>
</table>
SECTION I – STATE WORKFORCE STRATEGIC PLAN

**Governor’s Strategic Vision: Building Career Pathways to Success**

The goals of Virginia’s Workforce Development Plan and the strategies supporting those goals move forward key elements of [Virginia’s Top Jobs and Greatest Opportunity](#) legislation and the [12 vision strategies of the Sub-Group on Workforce Development of the Governor’s Commission on Economic Development and Jobs Creation](#). The Workforce Plan’s four goals address identified gaps in Virginia’s workforce development delivery system including: disconnects between education and training and federally funded workforce programs, the need to better align programs with labor market demands, the call for statewide metrics for workforce system performance that transcend individual program performance outcomes, and strengthening of engagement by employers and the private sector:

1. Establish Career Pathways as the Primary Model for Collaboration between Workforce Development Stakeholders
2. Expand Virginia’s Pipeline of Workers for Targeted Industry Sectors
3. Increase Attainment of Postsecondary Education Credentials
4. Strengthen Data and Reporting of Virginia’s Career Pathways and Workforce System.

**Ultimately, what the Workforce Plan intends to achieve is the recognition of a new and expanded workforce development system in the Commonwealth: one that equally partners education, economic development, employers, and the federally funded workforce system through a new statewide vision of distributive leadership and a call to common values and goals.**

The primary vehicle through which Virginia’s Workforce Development Plan seeks to accomplish its aims is regional career pathways administered and advised through a state level career pathways system that brings together nine state agencies charged with administration of career and technical education (CTE) and workforce development programs serving all levels of education and workforce development: from middle and high school students to incumbent, transitional, and displaced employees. Increasingly significant as a national reform movement for CTE and workforce development programs, career pathways are designed to increase the pipeline of skilled workers in industry sectors vital to regional and state economic development and to increase rates of attainment of postsecondary education credentials valued by the marketplace including degrees, certificates, certifications, and licensures. By singularly focusing on the goal of job preparation and career progression, career pathways expedite the education and training
process needed by Virginia’s youth and low skills adults to earn much needed credentials and thus enter the skilled workforce.

Career pathways provide programs that are sector specific, make work a central context for learning, includes on the job training in a form relevant to the population served, offers career and educational coaching and advising, provides support services as needed to at risk populations, and expedites progress through educational programs by providing non-traditional routes to college credit attainment: from high school based dual-enrollment to college credits for industry certifications, military experience, and apprenticeships.

Virginia’s new Workforce Development plan promotes a number and variety of career pathway initiatives serving a lifelong spectrum of workers in Virginia: Governor’s STEM Academies offering pathways to high school students: PluggedIn VA offering pathways for adults lacking a high school diploma; GATE (Growing America Through Entrepreneurship) programs offering pathways to WIA participants seeking to establish their own businesses; Produced in Virginia offering pathways to adult community college students striving to continue their study of engineering and attain a baccalaureate degree without the necessity to leave families and home; the more than 200 high school and adult career coaches providing individualized career plans to participants ranging from high school students to One Stop customers; and many more examples. Critical to the success and sustainability of these efforts, and a key feature of the workforce plan, is the partnership of all of Virginia’s state level education and workforce programs to develop the Virginia Longitudinal Database System and Virginia’s first Career Pathways and Workforce Development Report Card. Statewide efforts such as these, along with the new Workforce Plan, are bringing new partners into the workforce system including an expanding role for economic development and universities and Regional Higher Education Centers.

Career pathways are designed through collaboration and resource sharing between stakeholders in Virginia’s education and workforce systems: employers and economic development, education at all levels, Workforce Investment Boards and the federally funded workforce system, and human services and community-based organizations. Career Pathways drive distributive leadership and collaborative program design, state and regional resource sharing and the development of common outcomes between education and workforce programs so as to create a transparent and accountable unified system to effect workforce solutions for Virginia’s current and future employers and employees. This is the core vision of Virginia’s workforce plan, and the blueprint for the system-wide improvements and reforms proposed for the state’s WIA and Wagner Peyser programs that are presented in this integrated state plan.
Labor Market Information and Analysis: Using Data to Drive Workforce Decisions

The Labor Market and Economic Context:
In May 2012, the Virginia Employment Commission (VEC) reported 3.7 million employees on its non-farm payrolls—3.0 million were in the private sector (81 percent). This figure represents a monthly high since the end of the past national recession. Noting that states—unlike the national aggregate—may enter and emerge from a recession at separate times, Virginia continued to suffer from dreadful year-over-year employment loss several months past the official end of the recession (June, 2009). This net year-over-year loss reached 149,000 by August 2009, and very slowly decelerated into the negative high double digits by the beginning of 2010. The spring of 2010 brought hope of the worse employment losses being over; and in the preceding months, and into 2012, net year-over-year employment growth moved into the positive low and mid-double digits—first time since all of 2007. May's 2012 year-over-year change was 45,000 additional employees.

The growing number of workers returning to the shop floors, sales rooms, offices and the many other places of business has contributed to the declining rate of unemployment from a high of 7.8 percent (328,000 displaced workers) in January 2010 to the rate of 5.5 percent—preliminary number—in May 2012. Currently, Virginia has more than 4.3 million people in the labor force, with 4 million employed, leaving 240,000 unemployed workers searching for jobs. Virginia’s unemployment rate is consistently lower than the U.S. rate by nearly 3 percentage points.

Among the 13 metropolitan statistical areas (MSA) in Virginia, the Danville MSA continues to have the highest level of unemployment in the state. April’s level (current data) at 8.3 percent is down considerably from a year ago—9.6 percent. Danville’s 5 and 10 year annual averages of unemployment are 9.5 and 8.5 percent, respectively. This MSA continues to endure the impacts of the exodus of fabric related (textile and apparel) and furniture factories as it strives to reinvent its economy.

The lowest rates of unemployment can be found in the Washington-Arlington-Alexandria MSA. The Virginia section of this MSA (as it covers areas within Maryland and West Virginia) recorded a rate of 4.0 percent unemployment in April 2012—slightly lower than a year prior. The 5 year annual average was 4.1 percent, and the 10 year annual average was

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3. See CES and BLS.
3.5 percent. This MSA has historically performed better than all other MSAs in Virginia due to the proximity to governmental opportunities in the District of Columbia; however, it seems that the reliance on the District has become less important as businesses and industry in general within Northern Virginia have become more private investment oriented. The Charlottesville MSA is the second lowest.5

Characteristics of the Unemployed

The number of people out of work in Virginia—on average in 2011—was 272,000, at an annual average rate of 6.5 percent. Of this total, 52 percent were male, and 48 percent were female. Race and ethnicity breakdowns were as follows: 163,000 white, 5.3 percent of the white labor force; 86,000 black, 11.3 percent of the black labor force; 18,000 Hispanic or Latino ethnicity, 5.8 percent of the Hispanic or Latino labor force.6

Age characteristics of the unemployed in 2011 indicate that a slight majority—58,000—were within the 25 to 34 years of age bracket. The age brackets 16 to 19 and 20 to 24 had 30,000 and 56,000 unemployed workers, respectively. These 3 age categories, as a sum—144,000—certainly is troubling. However, workers in these groups are early in their careers and have time to rebound from displacement. Older categories such as 35 to 44, 45 to 54, and 55 to 64—to a degree—have less time (and in the older categories very little time) in their working life to recover from permanent layoffs. The older brackets accounted for 120,000 of the total unemployment in 2011. On average, the 45 to 54 bracket had 48,000 (44 percent of the total) unemployed people in 2011.7

Demographic Characteristics

Virginia’s population, as estimated by the American Community Survey (ACS), was 8 million in 2010, with males representing 49.1 percent of the total and females accounting for 50.9 percent. Three age brackets exceeded 1 million: 25 to 34 (1.1 million); 35 to 34 (1.1 million; and 45 to 54 (1.2 million). Other age brackets—lower and higher—were half or less than half of these separate totals.8 The ACS also indicates that 25.4 percent (1.4 million) of the population 25 years and over had a high school education (which includes equivalency). This represents the largest percentage of that age category. Those residents with some college (no degree) and those with a bachelor’s degree each represented 20 percent (1.1 million) of population 25 years and over. Nearly 8.0 percent (428,000) did not complete high school in 2010, and 5.5 percent (294,000) had less than a ninth grade

5 See LAUS and BLS.
7 Ibid.
8 http://www.census.gov/acs/www/index.html
education. According to the ACS survey, 6.7 percent (362,000) of Virginia's residents had attained an associate's degree.

A broad view of the occupational distribution of workers reveals there are 5 large groups of occupations. The largest group has 42.1 percent (1.6 million) of Virginia's workforce (the civilian workforce) working in management, business, science, or arts related fields. Within this total, 11.3 percent of the workforce (431,000) has management positions; 4.9 percent (188,000) work in computer and mathematical jobs; 6.5 percent (248,000) have education, training, and library occupations; and 3.2 percent (123,000) work as health diagnosing technicians.³

The second largest group—sales and office related occupations (23.4 percent)—of Virginia's civilian workforce (891,000) works in sales of merchandise or services to the public, or in support of sales and the daily running of office functions. Ten percent of the workforce (388,000) has sales positions; and 13.2 percent (504,000) provide office or administrative support. The third largest group—service occupations (1.2 percent: 620,000)—of workers provide services to the residents of Virginia. In this group, 5.1 percent of the workforce (193,000) works as chefs and cooks, and servers in restaurants and cafeterias (private and public sectors); 2.6 percent (98,000) work as firefighters and police officers; while 2.0 percent (76,000) provide support in the healthcare industry.

The fourth largest group—production, transportation, and material moving (9.6 percent: 366,000) work in the plants, factories, and transportation hubs that produce and move goods to consumers within and outside of Virginia. The majority of this group—representing 4.6 percent of the total civilian workforce (175,000)—is in production occupations, 3.0 percent (116,000) in transportation, and 2.0 percent (75,000) in material moving occupations. Finally, in the fifth largest group—natural resources, construction, and maintenance (8.7 percent: 333,000)—are construction workers of all types, farmers, fishermen, and maintenance workers. Five percent (192,000) work in various construction occupations; 3.1 percent (120,000) have installation, maintenance, and repair occupations; while only 0.6 percent (21,000) work as farmers, fishermen, and foresters.

Projections for Industry and Occupational Growth and Decline

Industry Projections

According to the most recent long-term industry employment projections from the VEC, total employment in Virginia will reach 4,256,000 by 2020—3,876,000 in the private sector (89 percent). This level represents an increase of more than 671,000 jobs from 2010 (an

³ Ibid.
average annual percent change of slightly more than 1.7 percent). Of the industries growing at an annual average percent change of 2.0 percent or more—in aggregate—are professional, scientific, and technical services at 3.2 percent; health care and social assistance at 3.1 percent; construction at 3.1 percent; and educational services at 2.1 percent. Those industries that will grow between 1.0 percent and 1.9 percent are administrative and support at 1.8 percent; arts, entertainment, and recreation at 1.5 percent; and wholesale at 1.4 percent; and transportation and warehousing at 1.1 percent. Industries growing by less than 1.0 percent are the information industry at 0.8 percent; management of companies and enterprises at 0.5 percent; and manufacturing at 0.2 percent. Industries that will continue to decline are mining, and agriculture and forestry at 0.3 percent and 0.7 percent respectively. The utilities industry will remain at or near zero growth. (See Table 1)

| Table 1 | Virginia | | | United States | | |
| | | | Avg. Ann. Change | | |
| Total | 3,584,375 | 4,255,855 | 671,480 | 1.73% | 131,829,300 | 151,473,000 | 1.40% |
| Professional, Scientific, and Technical Services | 381,552 | 522,818 | 141,266 | 3.20% | 7,423,900 | 9,551,500 | 2.55% |
| Health Care and Social Assistance | 386,804 | 523,900 | 137,096 | 3.08% | 17,425,100 | 23,128,700 | 2.87% |
| Educational Services | 350,312 | 432,989 | 82,677 | 2.14% | 13,537,100 | 15,382,000 | 1.29% |
| Construction | 182,999 | 247,486 | 64,487 | 3.06% | 5,525,600 | 7,365,100 | 2.92% |
| Retail | 398,103 | 454,590 | 56,487 | 1.34% | 7,401,100 | 8,979,600 | 1.95% |
| Accommodation and Food Services | 294,179 | 335,566 | 41,387 | 1.33% | 11,110,900 | 12,113,100 | 0.87% |
| Administrative and Support and Waste | 194,688 | 232,358 | 37,670 | 1.78% | 7,401,100 | 8,979,600 | 1.95% |
| Other Services | 125,799 | 148,068 | 22,269 | 1.64% | 6,081,300 | 6,850,600 | 1.20% |
| Finance and Insurance | 120,580 | 137,719 | 17,139 | 1.34% | 5,691,300 | 6,196,400 | 0.85% |
| Wholesale | 110,111 | 126,499 | 16,388 | 1.40% | 5,456,100 | 6,200,200 | 1.29% |
| Government | 365,247 | 380,212 | 14,965 | 0.40% | 10,426,600 | 10,788,300 | 0.34% |
| Transportation and Warehousing | 119,022 | 132,357 | 13,549 | 1.08% | 4,839,700 | 5,510,900 | 1.31% |
| Arts, Entertainment, and Recreation | 46,535 | 54,151 | 7,616 | 1.53% | 1,908,700 | 2,249,300 | 1.66% |
| Real Estate and Rental and Leasing | 51,509 | 58,228 | 6,719 | 1.23% | 1,938,900 | 2,214,300 | 1.34% |
| Information | 76,089 | 82,720 | 6,631 | 0.84% | 2,710,900 | 2,851,200 | 0.51% |
| Manufacturing | 229,827 | 235,292 | 5,465 | 0.24% | 11,524,000 | 11,450,900 | -0.06% |
| Management of Companies and Enterprises | 73,845 | 77,928 | 4,083 | 0.54% | 1,863,000 | 1,966,000 | 0.54% |
| Utilities | 10,896 | 10,880 | -16 | -0.01% | 551,800 | 516,200 | -0.66% |
| Mining | 8,596 | 8,354 | -242 | -0.29% | 655,900 | 680,600 | 0.37% |
| Ag and Forestry | 57,682 | 53,526 | -4,156 | -0.74% | 1,343,700 | 1,295,900 | -0.36% |

10 The words “employment” and “jobs” are used interchangeably. Also, the level increase includes growth and replacements due to attrition.
Looking deeper, we can see that within the larger professional, scientific, and technical services industries that management, scientific, and technical consulting services will add more than 39,000 jobs by 2020; and the computer systems design and related services industry will add 65,000 jobs by 2020—each growing by 4.7 percent and 3.9 percent, respectively. Likewise, the ambulatory health care services—within the aggregated health care and social assistance industry—will grow by more than 69,000 jobs (4.0 percent). The facilities that provide nursing and residential care will add 23,000 jobs and grow by 3.0 percent by 2020. All subsectors in health care will see growth by 2020, and most will grow by more than 2.5 percent. The construction industry will add 65,000 jobs, with the majority (41,000—3.1 percent) from the specialty trade contractors.  

*Long-term Local Workforce Investment Area (LWIA) industry projections for 2020 are currently being developed and are not ready for publishing; however, by using the prior cycle of projections for 2018 it is possible to shed light on growth and decline.*

The fastest growing LWIA, in terms of level and percentage growth, will be LWIAs XI and XII. This combined area is densely populated with both residents and businesses, and naturally support a larger amount of growth—253,000 (1.9 percent) by 2020. The least growth—regarding level of employment—will occur in the South Central LWIA (VIII). This area accounts for a considerable portion of the state’s geography, yet has the lowest level of employment of all the LWIAs. LWIA VIII will add 7,300 in 2020. LWIA XVII—West Piedmont—will grow the least in percentage terms by 2020, growing less than 1.0 percent annually. This area is still reeling from punitive structural economic shifts. Efforts are—and have been—underway for some time; however, alterations in the industry mix of a local economy takes years to develop, and many more years to repair when industries leave. (See Table 2)

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Table 2

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<tbody>
<tr>
<td>Combined Projections Area (LWIA XI and LWIA XII)</td>
<td>1,253,220</td>
<td>1,506,456</td>
<td>253,236</td>
<td>1.86%</td>
<td>20.20%</td>
</tr>
<tr>
<td>Hampton Roads (LWIA XVI)</td>
<td>548,429</td>
<td>627,409</td>
<td>78,980</td>
<td>1.35%</td>
<td>14.40%</td>
</tr>
<tr>
<td>Capital Region Workforce Partnership (LWIA IX)</td>
<td>568,779</td>
<td>645,506</td>
<td>76,727</td>
<td>1.27%</td>
<td>13.50%</td>
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<tr>
<td>Greater Peninsula (LWIA XIV)</td>
<td>254,560</td>
<td>285,522</td>
<td>30,962</td>
<td>1.15%</td>
<td>12.20%</td>
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<tr>
<td>Shenandoah Valley (LWIA IV)</td>
<td>226,979</td>
<td>253,505</td>
<td>26,526</td>
<td>1.11%</td>
<td>11.70%</td>
</tr>
<tr>
<td>Bay Consortium (LWIA XIII)</td>
<td>162,039</td>
<td>186,656</td>
<td>24,617</td>
<td>1.42%</td>
<td>15.20%</td>
</tr>
<tr>
<td>Piedmont Workforce Network (LWIA VI)</td>
<td>165,879</td>
<td>189,317</td>
<td>23,438</td>
<td>1.33%</td>
<td>14.10%</td>
</tr>
<tr>
<td>Western Virginia (LWIA III)</td>
<td>173,803</td>
<td>194,122</td>
<td>20,319</td>
<td>1.11%</td>
<td>11.70%</td>
</tr>
<tr>
<td>New River/Mt. Rogers (LWIA II)</td>
<td>151,426</td>
<td>167,270</td>
<td>15,844</td>
<td>1.00%</td>
<td>10.50%</td>
</tr>
<tr>
<td>Region 2000/Central VA (LWIA VII)</td>
<td>110,696</td>
<td>122,860</td>
<td>12,164</td>
<td>1.05%</td>
<td>11.00%</td>
</tr>
<tr>
<td>Southwestern Virginia (LWIA I)</td>
<td>70,791</td>
<td>78,980</td>
<td>8,189</td>
<td>1.10%</td>
<td>11.60%</td>
</tr>
<tr>
<td>Crater Area (LWIA XV)</td>
<td>72,282</td>
<td>80,409</td>
<td>8,127</td>
<td>1.07%</td>
<td>11.20%</td>
</tr>
<tr>
<td>West Piedmont (LWIA XVII)</td>
<td>76,698</td>
<td>84,423</td>
<td>7,725</td>
<td>0.96%</td>
<td>10.10%</td>
</tr>
<tr>
<td>South Central (LWIA VIII)</td>
<td>61,406</td>
<td>68,359</td>
<td>7,296</td>
<td>1.14%</td>
<td>11.90%</td>
</tr>
</tbody>
</table>

The VEC is also in the process of developing long-term occupational projections for 2020—and along with LWIA industry projections—will be available in the fall of 2012. Here too, the prior cycle of projections for 2018 will shed light on long-term growth and decline.

**Occupational Projections**

Computer and mathematical positions will lead occupational growth in the next several years as the business models for private and government industries move from an extensive use of labor to a more intensive use. Computer and mathematical occupations are projected to increase by 76,000 within the 2018/2020 time frame. Following closely in second place, are the office and administrative support occupations growing by 67,000; however, this group is large and will total more than 657,000 in the coming years. The top 25 growing occupations are listed in the table below.  

Table 3

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>150000</td>
<td>Computer and Mathematical Occupations</td>
<td>187,919</td>
<td>254,676</td>
<td>66,757</td>
<td>3.1%</td>
<td>35.5%</td>
</tr>
<tr>
<td>430000</td>
<td>Office and Administrative Support Occupations</td>
<td>590,740</td>
<td>657,350</td>
<td>66,610</td>
<td>1.1%</td>
<td>11.3%</td>
</tr>
<tr>
<td>151000</td>
<td>Computer Specialists</td>
<td>182,307</td>
<td>246,952</td>
<td>64,645</td>
<td>3.1%</td>
<td>35.5%</td>
</tr>
<tr>
<td>130000</td>
<td>Business and Financial Operations Occupinations</td>
<td>252,416</td>
<td>313,349</td>
<td>60,933</td>
<td>2.2%</td>
<td>24.1%</td>
</tr>
<tr>
<td>250000</td>
<td>Education, Training, and Library Occupinations</td>
<td>234,674</td>
<td>285,546</td>
<td>50,872</td>
<td>2.0%</td>
<td>21.7%</td>
</tr>
<tr>
<td>131000</td>
<td>Business Operations Specialists</td>
<td>170,406</td>
<td>214,015</td>
<td>43,609</td>
<td>2.3%</td>
<td>25.6%</td>
</tr>
<tr>
<td>290000</td>
<td>Healthcare Practitioners and Technical Occupations</td>
<td>182,205</td>
<td>225,334</td>
<td>43,129</td>
<td>2.1%</td>
<td>23.7%</td>
</tr>
<tr>
<td>350000</td>
<td>Food Preparation and Serving Related Occupations</td>
<td>300,103</td>
<td>342,316</td>
<td>42,213</td>
<td>1.3%</td>
<td>14.1%</td>
</tr>
<tr>
<td>410000</td>
<td>Sales and Related Occupations</td>
<td>442,972</td>
<td>479,400</td>
<td>36,428</td>
<td>0.8%</td>
<td>8.2%</td>
</tr>
<tr>
<td>310000</td>
<td>Healthcare Support Occupations</td>
<td>87,123</td>
<td>121,965</td>
<td>34,842</td>
<td>3.4%</td>
<td>40.0%</td>
</tr>
<tr>
<td>470000</td>
<td>Construction and Extraction Occupations</td>
<td>231,819</td>
<td>264,083</td>
<td>32,264</td>
<td>1.3%</td>
<td>13.9%</td>
</tr>
<tr>
<td>353000</td>
<td>Food and Beverage Serving Workers</td>
<td>175,310</td>
<td>203,037</td>
<td>27,727</td>
<td>1.5%</td>
<td>15.8%</td>
</tr>
<tr>
<td>390000</td>
<td>Personal Care and Service Occupations</td>
<td>123,848</td>
<td>151,481</td>
<td>27,633</td>
<td>2.0%</td>
<td>22.3%</td>
</tr>
<tr>
<td>252000</td>
<td>Primary, Secondary, and Special Education School Teachers</td>
<td>117,912</td>
<td>143,939</td>
<td>26,027</td>
<td>2.0%</td>
<td>22.1%</td>
</tr>
<tr>
<td>291000</td>
<td>Health Diagnosing and Treating Practitioners</td>
<td>108,852</td>
<td>134,576</td>
<td>25,724</td>
<td>2.1%</td>
<td>23.6%</td>
</tr>
<tr>
<td>311000</td>
<td>Nursing, Psychiatric, and Home Health Aides</td>
<td>51,022</td>
<td>75,595</td>
<td>24,573</td>
<td>4.0%</td>
<td>48.2%</td>
</tr>
<tr>
<td>472000</td>
<td>Construction Trades Workers</td>
<td>173,092</td>
<td>196,122</td>
<td>23,030</td>
<td>1.3%</td>
<td>13.3%</td>
</tr>
<tr>
<td>110000</td>
<td>Management Occupations</td>
<td>203,576</td>
<td>226,002</td>
<td>22,426</td>
<td>1.1%</td>
<td>11.0%</td>
</tr>
<tr>
<td>434000</td>
<td>Information and Record Clerks</td>
<td>142,732</td>
<td>163,039</td>
<td>20,307</td>
<td>1.3%</td>
<td>14.2%</td>
</tr>
<tr>
<td>439061</td>
<td>Office Clerks, General</td>
<td>117,747</td>
<td>137,263</td>
<td>19,516</td>
<td>1.5%</td>
<td>16.6%</td>
</tr>
<tr>
<td>490000</td>
<td>Installation, Maintenance, and Repair Occupations</td>
<td>164,866</td>
<td>184,335</td>
<td>19,469</td>
<td>1.1%</td>
<td>11.8%</td>
</tr>
<tr>
<td>399000</td>
<td>Other Personal Care and Service Workers</td>
<td>59,659</td>
<td>78,560</td>
<td>18,901</td>
<td>2.8%</td>
<td>31.7%</td>
</tr>
<tr>
<td>131111</td>
<td>Management Analysts</td>
<td>57,936</td>
<td>76,597</td>
<td>18,661</td>
<td>2.8%</td>
<td>32.2%</td>
</tr>
<tr>
<td>353021</td>
<td>Combined Food Preparation and Serving Workers, Inc. Fast Food</td>
<td>93,935</td>
<td>112,281</td>
<td>18,346</td>
<td>1.8%</td>
<td>19.5%</td>
</tr>
<tr>
<td>370000</td>
<td>Building and Grounds Cleaning and Maintenance Occupations</td>
<td>151,043</td>
<td>168,976</td>
<td>17,933</td>
<td>1.1%</td>
<td>11.9%</td>
</tr>
</tbody>
</table>
**Virginia’s Critical Industries**

Outlining the industries that are critical to Virginia’s economy is an important undertaking, and several methods could be used to this end. “Value Added”—the economic measurement that is the sum of all income paid to the owners of the factors of production—was used in this analysis.\(^{14}\)

Table 4 delineates the 25 largest industries—in terms of Value Added—for Virginia.\(^{15}\) Not surprisingly, the table shows that the top industry is the federal government. Holding both the first and second position, the military and non-military sectors have the highest Value Added in the State. Virginia’s proximity to the District of Columbia is of course the reason for this magnitude. Moreover, state and local government—for education and non-education—rank high in Value Added. Note that employee compensation is a large percentage of the Value Added component (and total output as well); the remainder is mostly rent, utilities, and services. We would consider the federal government—as well as state and local government—important industry sectors in Virginia’s economy due to the profound impact of spending by the agencies and employees in these sectors. This is especially true for Northern Virginia, Hampton Roads, and Richmond City. Restaurants, real-estate firms, the utilities and communications industry in the downtown portion of Richmond City rely heavily on government agencies and workers for revenues. Employee compensation makes up 28 percent of total compensation from all industries in the state. The economic impact from these wages is highly important to the economic health of the Commonwealth.

\(^{14}\) It is also a rather difficult task in that the methods chosen can introduce a significant level of subjectivity. An initial method could be to analyze the level of employment, i.e., larger levels of employment equal more significance. However, an obvious flaw to this method is that it would discount those industries that employ fewer workers but pay high salaries—high salaries paid to a relatively few can have a large impact in a local area. Conversely, if employee compensation (wages, salaries, benefits, total contributions to Social Security/Medicare) is used as a measure, government—including federal, state, and local—as an industry would rank high among the top ten (and at times number one) critical industries in terms of economic value, especially in the sub-states areas where local government is the largest employer. Another measure to utilize is the value of “output”—the dollar value derived from sales, or production of goods and services to be sold. While output is a good overall indicator of economic importance—and strength of the economy—to the state or sub-state areas, it is static in that it does not disclose the wealth that leaks from the area, nor does it differentiate the difference (value) between the price of goods and services from the cost of producing those goods and services—a.k.a., the “value added” component. Value Added is the sum of all income paid to the owners of the factors of production that go into making the final good—all the materials and services (including labor used towards production) that are a part of the production process of a finished good. For example, manufacturing firms (in general) have a larger Value Added component because of the many “pieces and parts” that are needed to produce a good. These production inputs (either good or services) are produced and purchased from other firms, thus adding to the level and depth of Value Added.\(^{14}\) On the other hand, a consulting firm may provide only the expertise of its skilled employees and may purchase little more than utilities and basic supplies to conduct business. Thus, the consulting firm’s Value Added is largely employee compensation—as mentioned in the government example. Retail businesses may have more of a Value Added component, but much less than a large manufacturer such as a truck manufacturer, or a shipbuilding firm. Some industries, e.g., computer systems design services rank high in all four categories and would be considered important, and perhaps critical, to Virginia’s economy as is most certainly the case in NVA (see LWIAs XI and XII). Ship building is also important to LWIA XIV (Hampton Roads) in that it ranks high in employment, wages, output, and value added. Value Added can also be understood to be the dollars spent in the local area—where more dollars mean higher dependence/criticalness.

\(^{15}\) The latest Value Added data available to the VEC is 2009.
### Table 4

<table>
<thead>
<tr>
<th>2009 Virginia Top 25 Industries By Value Added</th>
<th>Employment</th>
<th>Output</th>
<th>Employee Compensation</th>
<th>Total Value Added</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>4,738,106</td>
<td>656,126,027,780</td>
<td>247,386,441,202</td>
<td>407,306,435,998</td>
</tr>
<tr>
<td>* Employment and payroll only (federal govt, military)</td>
<td>180,977</td>
<td>28,525,210,938</td>
<td>19,743,115,234</td>
<td>28,525,212,891</td>
</tr>
<tr>
<td>* Employment and payroll only (federal govt, non-military)</td>
<td>166,568</td>
<td>24,349,083,984</td>
<td>21,526,046,875</td>
<td>24,349,081,787</td>
</tr>
<tr>
<td>Real estate establishments</td>
<td>195,271</td>
<td>31,196,429,688</td>
<td>2,180,337,402</td>
<td>23,456,208,557</td>
</tr>
<tr>
<td>* Employment and payroll only (state &amp; local govt, education)</td>
<td>318,151</td>
<td>20,915,339,844</td>
<td>18,411,156,250</td>
<td>20,915,337,158</td>
</tr>
<tr>
<td>Wholesale trade businesses</td>
<td>118,609</td>
<td>23,751,316,406</td>
<td>8,637,548,828</td>
<td>15,631,847,198</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>37,411</td>
<td>21,476,857,422</td>
<td>3,869,708,984</td>
<td>12,230,860,440</td>
</tr>
<tr>
<td>* Employment and payroll only (state &amp; local govt, non-education)</td>
<td>182,673</td>
<td>11,406,771,484</td>
<td>10,041,045,898</td>
<td>11,406,771,973</td>
</tr>
<tr>
<td>Management of companies and enterprises</td>
<td>73,145</td>
<td>16,138,738,281</td>
<td>8,742,412,109</td>
<td>10,627,087,032</td>
</tr>
<tr>
<td>Nondepository credit intermediation and related activities</td>
<td>31,390</td>
<td>18,564,005,859</td>
<td>3,202,668,945</td>
<td>9,794,499,146</td>
</tr>
<tr>
<td>Offices of physicians, dentists, and other health practitioners</td>
<td>111,409</td>
<td>14,509,622,070</td>
<td>7,817,901,367</td>
<td>9,279,751,747</td>
</tr>
<tr>
<td>Management, scientific, and technical consulting services</td>
<td>72,319</td>
<td>12,144,437,500</td>
<td>6,695,510,742</td>
<td>8,412,475,281</td>
</tr>
<tr>
<td>Food services and drinking places</td>
<td>273,518</td>
<td>15,569,736,328</td>
<td>5,429,848,145</td>
<td>10,041,045,898</td>
</tr>
<tr>
<td>Computer systems design services</td>
<td>116,951</td>
<td>10,568,518,555</td>
<td>10,351,735,352</td>
<td>7,984,530,029</td>
</tr>
<tr>
<td>Architectural, engineering, and related services</td>
<td>78,290</td>
<td>11,150,725,586</td>
<td>6,064,516,113</td>
<td>7,136,323,555</td>
</tr>
<tr>
<td>Monetary authorities and depository credit intermediation activities</td>
<td>42,912</td>
<td>12,201,249,023</td>
<td>2,460,847,168</td>
<td>6,596,812,912</td>
</tr>
<tr>
<td>Private hospitals</td>
<td>100,004</td>
<td>13,003,447,266</td>
<td>5,992,400,391</td>
<td>6,410,870,667</td>
</tr>
<tr>
<td>Custom computer programming services</td>
<td>61,506</td>
<td>8,649,534,180</td>
<td>5,399,567,871</td>
<td>5,953,851,410</td>
</tr>
<tr>
<td>Insurance carriers</td>
<td>30,430</td>
<td>8,834,994,141</td>
<td>1,959,316,895</td>
<td>5,826,556,396</td>
</tr>
<tr>
<td>Construction of other new nonresidential structures</td>
<td>103,991</td>
<td>11,975,323,242</td>
<td>3,881,204,102</td>
<td>5,593,778,503</td>
</tr>
<tr>
<td>Electric power generation, transmission, and distribution</td>
<td>9,889</td>
<td>7,224,149,902</td>
<td>1,248,883,179</td>
<td>5,086,788,391</td>
</tr>
<tr>
<td>Legal services</td>
<td>34,259</td>
<td>5,450,645,020</td>
<td>2,291,962,891</td>
<td>4,514,266,205</td>
</tr>
<tr>
<td>Tobacco product manufacturing</td>
<td>3,412</td>
<td>7,171,097,656</td>
<td>357,058,350</td>
<td>4,363,849,146</td>
</tr>
<tr>
<td>Retail Stores - General merchandise</td>
<td>83,409</td>
<td>4,332,393,066</td>
<td>2,247,265,869</td>
<td>3,679,182,287</td>
</tr>
<tr>
<td>Construction of new nonresidential commercial and health care structures</td>
<td>64,738</td>
<td>7,019,276,367</td>
<td>2,418,770,752</td>
<td>3,455,880,638</td>
</tr>
<tr>
<td>Civic, social, professional, and similar organizations</td>
<td>68,024</td>
<td>4,992,778,320</td>
<td>3,285,926,514</td>
<td>3,356,435,841</td>
</tr>
</tbody>
</table>

The Top 25 Value Added industries employ workers of various knowledge, skills, and abilities (KSA), and in many of these industrial sectors, account for the success and importance to Virginia’s economy. It should be noted that this table does not reflect the many other industries whose value added is large and indeed vital to the state’s economy. The Top 25 for the 15 LWIAs are found in the appendices.\(^\text{16}\)

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\(^\text{16}\) This data is not readily available to the public or in a published form, and thus is offered in an appendix.
Mismatch in the Labor Force

“Mismatch”—a word used to describe unemployed workers that have some overriding issues that are keeping them from being hired—is a broad category that includes many factors. Mismatch can occur due to frictional, cyclical and structural unemployment. It can also stem from the long lengths of time an unemployed worker is separated from his job. Much has been researched and written on the subject of mismatch—with a great deal of attention devoted to the “skills gap”, yet little hard evidence has emerged that provides empirical proof of the magnitude and social consequences.

Frictional unemployment is a broad category that includes workers who are jobless due to a mismatch between their skills and the skills that are in demand (the so-called “skills gap”), non-clearing wage markets (workers unwilling to accept the offered wage), immobility/location (exacerbated by the anemic housing market), attitude—to name the more common.

Cyclical unemployment (deficient demand) occurs when demand for goods and services declines to a point that industry lays off workers, but with the intention of rehiring those workers when the economy regains strength through increases in demand from consumers. Monetary policy is the typical cure for cyclical unemployment. The Federal Reserve can lower bank interest rates, thereby inducing consumers and industry alike to spend—increasing demand. Cyclical unemployment—if lengthy—can lead to structural unemployment. When an unemployed worker is separated from his job for long lengths of time, the displaced worker’s skills become tarnished as time goes on, and can—if not used—erode. This “skills erosion” results in mismatch.

Structural unemployment occurs when the nature of production changes to the degree that one-time skilled employees are no longer qualified to perform the “new” functions in business. Monetary policy has little effect upon structural unemployment; even though the economy recovers, high unemployment rates will remain. Structural and friction unemployment can be very similar. The one exception is that structural unemployment has a longer life.

Some recent work does show that nationally the degree of mismatch—assuming the skills gap share is real—has subsided since the early part of the Great Recession, and suggests that employment levels for workers with the highest level of skills, such as engineers, has nearly returned to the prerecession levels. Current strategies for business recruitment by the Virginia Economic Development Partnership (VEDP) are a testament to this, and to the increased demand of other professional and high skilled occupations in the State. Recent interviews with VEDP staff revealed that the following industries have been (and will continue to be) targeted for recruitment: advanced manufacturing, aerospace, global logistics, information technology, clean energy, and life sciences.
However, employment levels for workers who have “mid-level” skills have not returned to prerecession levels; and while the lowest skilled workers also continue to struggle, their overall numbers had not declined as much. Some current occupations that require mid to low skills, such as stock clerks and cashiers, will surely decline as the nature of retail sales moves more toward online sales. The number of telemarketers and interviewers will decline as well, due to the expanding internet platforms. The massive increase of construction workers in the mid-2000s may not again rise to that level for more than a decade, as the financial and consumer sectors recover. The glut of housing will also have to be absorbed in kind. It is likely that a portion of mismatch will diffuse as the U. S. recovery period goes forward.

It is important to understand that there is always a certain amount of “natural” mismatch in a developed capitalist economy, which is driven by technological changes and the introduction of new products. However, the current level of mismatch is unprecedented. There are several theories as to why this is occurring: (1) high schools placing less value on vocational training; (2) a disconnect between local job markets and post high school educational institutions; (3) declining union apprenticeship programs; (4) immobility of workers—many of whom cannot sell their homes due to the distressed housing market, and some of whom are unwilling to move; and (5) fewer company training opportunities. Clearly, more research needs to be prepared on this subject, and especially in separating the “skills gap” part from mismatch in general.

For the Commonwealth in general, mismatch is less of an issue than it is in parts of some regions. For example, in portions of Southside (within LWIAs VIII and XVII) mismatch has less connection with the Great Recession than other regions in the State. These LWIAs are still reeling (as mentioned above) from real structural changes in the economy that produced a labor surplus. Many of these workers choose not to move or undertake retraining. Moreover, targeted economic development efforts have to be matched with the given skills of the workers, and this can prove to be difficult.

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**State Strategies: Setting the Context to Achieve the Vision**

**Primary Strategies:**
The key strategies that Virginia will implement in order to achieve the vision of Career Pathways to Success are illustrated below. A presentation of the Governor's full workforce plan is available in Attachment A.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| I. Establish career pathways as a model for increasing collaboration between education and workforce development programs | 1. Issue Governor’s Executive Order establishing governance structure of career pathways system  
2. Increase awareness of models of career pathways, process of development of pathways, and best practices across the Commonwealth  
3. Position WIBs to better drive alignment and resource sharing to support regional career pathways systems |
| II. Expand Virginia's pipeline of workers for key industry sectors through career pathway systems | 1. Recommend use of state funds and percentage of Governor’s Discretionary Funds from major federal workforce development grants to support regional grants to develop or expand career pathways in targeted sectors for youth or adults  
2. Expand and diversify funding sources dedicated to regional career pathways and other collaborative initiatives  
3. Expand Plugged In Virginia  
4. Double to 16 the number of Governor’s STEM Academies  
5. Expand number of incumbent workers served through community college non-credit instruction  
6. Provide state level leadership and technical assistance for regions to increase the pipeline of workers for the Energy sector  
7. Improve the shape and size of an Advanced Manufacturing pipeline in the Commonwealth  
8. Develop plan to launch a public-private high school program to produce a skilled trades workforce  
9. Collaborate with SREB, VDOE and VCCS to develop four high school CTE courses, to be deployed statewide, in Modeling and Simulation  
10. Increase partnerships and resources for workforce training and pipeline development for businesses locating or expanding operations in Virginia  
11. Harness the power of career and college coaching and advising to drive interest in careers in targeted industry sectors |
| III. Increase attainment of education and workforce credentials valued by economic development and employers through career pathways and workforce development programs | 1. Promote new opportunities for high school students to simultaneously attain a high school diploma and community college certificate or degree  
2. Increase certifications and licences attained by high school students  
3. Position Virginia's Adult Education program as a national model for workforce development of low-skilled, low-wage adults  
4. Expand state registered apprenticeship programs and align ARI with community college certificates and degrees  
5. Increase attainment of Career Readiness Certificates |
| IV. Strengthen data and reporting for Virginia’s Career Pathways System | 1. Develop annual career pathways and workforce development report card for Virginia to be owned by VWC and education and workforce partners  
2. Establish sustainability for State Longitudinal Data System  
3. Improve accessibility and packaging of Labor Market Information and provide training for education and workforce partners on using LMI to guide programs and service delivery |
This plan entails cross-program strategies, partnerships, resource leveraging and policy alignment strategies Virginia will implement in accordance with the Governor’s Career Pathways vision. Section II of the plan details the integrated cross-program strategies for specific populations and sub-populations previously identified in the labor market and economic analysis. The plan also includes specific strategies for meeting the workforce needs of Virginia’s businesses. Regional and sector strategies tailored to the state’s economy are noted, as well as the key strategic partnerships that are necessary for successful implementation of the Career Pathways vision. In addition, the plan discusses steps that will be taken to coordinate discretionary and formula funding across programs and in support of the Governor’s vision. Several of the key strategies are summarized below.

**Cross-Strategies and Partnerships in One Stop Centers:**

**One Stop Advisory Committee**
A state One Stop Advisory Committee will be established to provide guidance to the One Stop centers, assist with integration of programs within their respective agencies, and act as an advisor to the Virginia Workforce Council. The committee will assist in identifying training needs for the system and facilitating needed trainings (i.e. identifying internal trainers or sharing training costs). The committee will develop action items to help One Stops address required services and serve special populations through career pathways elements. For example, actions will be identified to increase the number of sector based strategies including training. Agencies that serve targeted populations will be invited to participate on the One Stop Advisory Committee. Mandated partner programs (including WIA, Wagner-Peyser, TANF, DARS, Goodwill, etc.) will be encouraged to participate on the One Stop Advisory Committee. The participation of these key stakeholders will result in better insight on serving specific populations and providing outreach to targeted populations.

**Statewide Referral Process**
A statewide referral process will be developed that is flexible enough to revise locally as needed. Development of a standard referral process will help to ensure all job seekers have access and are connected to necessary partner agencies. The referral process will include referral to and from the One Stop Centers. One Stop and partner agency staff will periodically be provided with training on partner agencies. The existing partner resource guide will be updated to be a support to case managers in making referral decisions. In addition, the One Stop committee noted above will advise partners on standards for integrated orientation, application, and case management. Standards will be modeled on statewide and national best practices. An emphasis will be placed on building functional and integrated processes.
Common Intake Forms

One Stop Partner agencies operate multiple workforce programs that serve common customers. To better assist partners with provision of seamless services to customers, a common intake form was initiated in 2009 and piloted in the Roanoke, Danville, Martinsville, and South Boston One Stop Centers with the intent to implement in all One Stop centers in Virginia. The intake form collects client information and helps to triage and route the client through the center, ultimately resulting in referral to one or more Workforce partners. Statewide implementation of the common intake will reduce instances of job seekers not being connected to all needed services, and will further support integration and collaboration across programs. The Disability Employment Initiative (DEI) is using the common intake form as a tool to collect data on customers with disabilities. The form will be revised to serve this purpose and will be piloted in several Local Workforce Investment Areas (LWIAs) to explore the value at a statewide systems level.

Business Services

Virginia’s plans for engaging all levels of business include, creating a more business demand driven system, using various strategic planning efforts to meet the needs of business, using partnerships and leveraged resources including economic development partnerships to serve business customers, and supporting entrepreneurs through the workforce system. Regional efforts to serve businesses will be encouraged much like the regional team that was developed to assist Amazon in meeting hiring needs as it opens up new facilities in Chesterfield and Dinwiddie: the Amazon team consists of individuals from three WIBs, the VEC, three economic development offices, and the community college. Business service efforts will be centered on sector strategies that correlate with business needs. Local and State WIB members will be encouraged to be champions of business services, in partnership with local One Stop Centers, and to share their experiences and the benefits of working with the One Stops to encourage more businesses to connect to the workforce system.

Labor Market Information Training

The Virginia Employment Commission (VEC) provides high quality assistance to local Workforce Investment Boards (WIBs) and other workforce system stakeholders in regard to labor market information. Statewide data related to unemployment statistics, labor force, industry, and demographics is available organized by individual locality, as well as by Local Workforce Investment Areas (LWIAs). Additionally, the VEC's Economic Information Services team is available to customize reports based on various needs of workforce system stakeholders. The following strategies are enhancements to the existing support related to LMI tools:
• On-site training for WIB/One Stop staff
• Customized analysis for local areas
• Customized data packaging
• On-site consultation on LMI interpretation and application

The continuous use of available labor market information will help WIBs tailor efforts in localities and regions, based on real time data. These strategies will also support the development and implementation of local plans for each LWIA in Virginia.

Resource Leveraging and Policy Alignment
Virginia will coordinate discretionary and formula-based funding across programs and in support of the Governor’s Career Pathway’s vision. Three specific strategies include:

• Execute Statewide Memorandum of Understanding, to clearly define the roles and partnership expectations of each state agency within the Workforce System
• Issue Governor’s Executive Order establishing governance structure of career pathways system
• Expand and diversify funding sources dedicated to regional career pathways and other collaborative initiatives
• Develop annual career pathways and workforce development report card for Virginia to be owned by VWC and education and workforce partners
**Desired Outcomes: Establishing Indicators for Continuous Improvement**

**Performance Goals:**
The specific quantitative targets for year one of this plan are indicated in the chart below. It is important to note that these are the metrics required by DOL for WIA and W-P workforce programs; additional performance metrics will be established for Virginia’s Annual Career Pathways and Workforce Development Scorecard. In addition, the Virginia Workforce Council previously established a Career Readiness Certificate attainment rate of 5% for WIA customers served; adjustments to the goal are pending further Council action.

<table>
<thead>
<tr>
<th>WIA Requirement at Section 136(b)</th>
<th>Previous Year Performance</th>
<th>Performance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entered Employment Rate</td>
<td>74%</td>
<td>74%</td>
</tr>
<tr>
<td>Employment Retention Rate</td>
<td>82%</td>
<td>83%</td>
</tr>
<tr>
<td>Average Six-Month Earnings</td>
<td>$10,500</td>
<td>$10,903</td>
</tr>
</tbody>
</table>

| Dislocated Workers:               |                           |                  |
| Entered Employment Rate           | 79.0%                     | 80%              |
| Employment Retention Rate         | 87%                       | 89%              |
| Average Six-Month Earnings        | $13,300                   | $14,750          |

| Youth                             |                           |                  |
| Placement in Employment or Education | 59%                       | 59%              |
| Attainment if a Degree or Certificate | 51%                       | 60%              |
| Literacy and Numeracy Gains       | 50%                       | 50%              |

| Additional State Established Measures: | Credential Attainment Rate (adult/dislocated worker) | 61%/65% | 61%/65% |

<table>
<thead>
<tr>
<th>W-P Requirement at Section 13(a)</th>
<th>Previous Year Performance</th>
<th>Performance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entered Employment Rate</td>
<td>60%</td>
<td>62%</td>
</tr>
<tr>
<td>Employment Retention Rate</td>
<td>80%</td>
<td>81%</td>
</tr>
<tr>
<td>Average Six-Months Earnings</td>
<td>$11,642</td>
<td>$14,000</td>
</tr>
</tbody>
</table>
SECTION II – STATE OPERATIONAL PLAN

Overview of the Workforce System: Leading the Charge

State Administrative Entities:
The Virginia Community College System (VCCS) and the Virginia Employment Commission (VEC) are the two state agencies responsible for the administration of Workforce Investment Act and Wagner-Peyser workforce programs, respectively. The VCCS is housed within Education Secretariat, and the VEC within the Commerce and Trade Secretariat. The Governor of Virginia recently created the Office of Education and Workforce Development; this office effectively supports the coordination and alignment of the Virginia’s workforce programs and supports integrated service delivery. Figure 1 illustrates the key state leadership of programs described in this Integrated Workforce Plan. See Attachment ___ for an organizational chart of the VCCS and VEC; also, see Attachment ____ for an illustration of the agencies that have responsibilities for programs that are considered to be key components of Virginia’s public workforce system.
State Board – Virginia Workforce Council:

It is vital to have a statewide leadership body that drives improvement in the workforce system, offers strategic guidance and continuity, and gives business a voice in the public workforce system. The Virginia Workforce Council (VWC) is the body designated in Virginia State Code to serve as the state workforce investment board. The Governor appoints the Chair and Vice Chair of the Council and members serve 4-year terms. The Chair of the Virginia Workforce Council must be a business owner or representative. An Executive Committee can act on behalf of the full Council as necessary and is composed of the Governor, the Council Chair, Vice Chair, the Committee Chairs, a Senator and a Delegate, and the 3 Cabinet Secretaries. The Council meets at least three times annually at different locations around the state, with more frequent meetings of the Executive Committee as conducted as deemed necessary. All relevant Council information and Council and Committee meeting times are posted to the Virginia Workforce Council’s website; the site also contains resources for VWC members.

The VWC’s primary functions are to assist the Governor in development and implement of the State Workforce Plan, development and continuous improvement of a statewide system of activities that are carried out through the One Stop system, commenting on the measures taken pursuant to section 113(b)(14) of the Carl D. Perkins Vocational and Applied Technology Education Act, designation of local workforce investment areas, development of allocation formulas for the distribution of funds for WIA adult employment and training activities and youth activities to local areas, development and continuous improvement of comprehensive State performance measures, preparation of the annual report to the Secretary of the US Department of Labor, development of the statewide employment statistics system described in section 15(e) of the Wagner-Peyser Act, and development of application for an incentive grant under section 503. The Virginia Workforce Council is a collaborative entity in the development of this plan, and will play a key leadership role in the implementation and annual review of the key strategies and outcomes discussed herein.

“The Virginia Workforce Council strongly supports this blueprint for success. It will be a living document that guides our advice to the Governor on workforce training needs. As we all strive to pave a career pathway for each and every Virginian, it will be imperative that local, state and federal partners coordinate and collaborate to foster prosperity in our businesses and communities.”

– Huey J. Battle, VWC Chair
Local Areas:
The Commonwealth’s public workforce development system is organized geographically by 15 local workforce investment areas (LWIAs). This structure allows local areas to identify and address the distinct needs of local and regional labor markets, while retaining attachment to the larger statewide workforce system. In each LWIA, a designated Workforce Investment Board (WIB) sets policy for the local area and serves as the strategic leaders in addressing workforce development issues in their regions. Virginia’s local workforce area configuration is illustrated in Figure 2 and described in the chart below:

<table>
<thead>
<tr>
<th>Area</th>
<th>Name - Localities Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Southwestern Virginia – Counties of Buchanan, Dickenson, Lee, Russell, Scott, Tazewell and Wise, City of Norton</td>
</tr>
<tr>
<td>III</td>
<td>Western Virginia – Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke. Cities of Covington, Salem and Roanoke</td>
</tr>
<tr>
<td>IV</td>
<td>Shenandoah Valley – Counties of Augusta, Bath, Clarke, Frederick, Highland, Page, Rockbridge, Rockingham, Shenandoah and Warren. Cities of Buena Vista, Harrisonburg, Lexington, Staunton, Waynesboro and Winchester</td>
</tr>
<tr>
<td>VI</td>
<td>Piedmont Workforce Network – Counties of Albemarle, Culpeper, Fauquier, Fluvanna, Greene, Louisa, Madison, Nelson, Orange and Rappahannock. City of Charlottesville</td>
</tr>
<tr>
<td>VII</td>
<td>Region 2000/Central Virginia – Counties of Amherst, Appomattox, Bedford and Campbell. Cities of Bedford and Lynchburg</td>
</tr>
<tr>
<td>VIII</td>
<td>South Central Virginia – Counties of Amelia, Brunswick, Buckingham, Charlotte, Cumberland, Halifax, Lunenburg, Mecklenburg, Nottoway and Prince Edward</td>
</tr>
<tr>
<td>IX</td>
<td>Capital Region Workforce Partnership – Counties of Charles City, Chesterfield, Goochland, Hanover, Henrico, New Kent and Powhatan; City of Richmond</td>
</tr>
<tr>
<td>XI</td>
<td>Northern Virginia – Counties of Fairfax, Loudoun and Prince William. Cities of Fairfax, Falls Church, Manassas and Manassas Park</td>
</tr>
<tr>
<td>XII</td>
<td>Alexandria/Arlington – County of Arlington and City of Alexandria</td>
</tr>
<tr>
<td>XIII</td>
<td>Bay Consortium – Counties of Accomack, Caroline, Essex, King George, King and Queen, King William, Lancaster, Matthews, Middlesex, Northampton, Northumberland, Richmond, Spotsylvania, Stafford and Westmoreland. City of Fredericksburg</td>
</tr>
<tr>
<td>XIV</td>
<td>Greater Peninsula – Counties of Gloucester, James City and York. Cities of Hampton, Newport News, Poquoson and Williamsburg</td>
</tr>
<tr>
<td>XV</td>
<td>Crater Area – Counties of Dinwiddie, Greensville, Prince George, Surry and Sussex; Cities of Colonial Heights, Emporia, Hopewell and Petersburg</td>
</tr>
<tr>
<td>XVI</td>
<td>Hampton Road – Counties of Isle of Wight and Southampton. Cities of Chesapeake, Franklin, Norfolk, Portsmouth, Suffolk and Virginia Beach</td>
</tr>
<tr>
<td>XVII</td>
<td>West Piedmont – Counties of Henry, Patrick and Pittsylvania; Cities of Danville and Martinsville</td>
</tr>
</tbody>
</table>
Operating Systems and Policies: Expanding Capacity to Accomplish the Mission

Systems and policies that support coordinated implementation of state strategies:
Virginia has identified strategies to assure coordination of and avoid duplication among the following programs:

(i) workforce investment activities authorized under WIA title I A;
(ii) other activities authorized under WIA title I A;
(iv) work programs authorized under section 6(o) of the Food Stamp Act of 1977 (7 U.S.C. 2015(o));
(v) activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.);
(vi) activities authorized under chapter 41 of title 38, United States Code;
(vii) employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);
(viii) activities authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.);
(ix) employment and training activities carried out by the Department of Housing and Urban Development; and
(x) programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)

Statewide Memorandum of Understanding:
In accordance with Virginia Code § 2.2-435.7, the Governor's responsibilities as Chief Workforce Development Officer includes facilitating efficient implementation of workforce development and training programs by cabinet secretaries and agencies responsible for such programs. In 2008, a Statewide Memorandum of Understanding (MOU) was developed and executed by and between the Governor's Cabinet Secretaries and State agencies that provide workforce, employment and training activities or supportive services. The purpose of the MOU is to specify the responsibilities of State agencies and mandatory partner programs under WIA and to establish shared accountability for funding and implementing comprehensive One Stop Centers in each LWIA in Virginia.

While WIA law does not expressly mandate a statewide MOU, the law does require that local WIBs and Chief Local Elected Officials (CLEOs) develop and enter into a local MOU between the WIB and local partner programs for operating comprehensive One Stop
Centers.

A statewide MOU provides valuable support for the implementation of MOUs at the local level. Virginia is in the process of modifying its statewide MOU to reflect input from local and state representatives regarding the need for additional guidance on cost allocations, incentives and corrective measures for local One Stop partnerships. The statewide MOU will be executed by September 2012, and will be reviewed and modified as needed, on an annual basis, in conjunction with the annual review and update for this Integrated Plan.

**One Stop Center Policies:**
The cornerstone of WIA is the One Stop service delivery method, which unifies numerous training, education and employment programs into a single, customer-friendly system in each community. The challenge in making the One Stop live up to its potential is to make sure that State and Local Boards can effectively coordinate and collaborate with the network of other service agencies, including TANF (Temporary Assistance to Needy Families) agencies, transportation agencies and providers, metropolitan planning organizations, child care agencies, nonprofit and community partners, and the broad range of partners who work with youth.

Together, workforce system stakeholders in Virginia are making progress in regard to the challenge of ensuring that the One Stop lives up to its true potential. State WIA Policy 10-1 identifies those common elements in a one stop system that lend themselves to cost sharing and the state has provided a local Memorandum of Understanding template that provides additional guidance. Each partner must contribute a fair share of the operating costs of the comprehensive One Stop Center proportionate to the use of the Center by the partner’s program (benefit received). Although, federal regulations and circulars do not specify a method to determine applicable costs or the fair share for participating programs, the general guidance is to allocate costs based on benefit received provided that the cost is allowable under program regulations and statute and that method is applied consistently. Benefit received may be defined by a combination of factors including the number of individuals served, the number of computers used and /or the amount of space used in a facility. The methodology used depends on the character of the cost; intake of individuals, utilities, telecommunications, etc.

**Mandatory federal partner programs desired to establish a physical presence in at least one comprehensive One Stop Center in each LWIA:**

- WIA Title I Youth, Adult and Dislocated Workers;
- WIA Title II Adult Education and Literacy;
- WIA Title III Wagner-Peyser;
- WIA Title IV Rehabilitation Act, as amended;
• Carl Perkins Postsecondary Career and Technical Education;
• Trade Adjustment Assistance;
• Veterans Employment and Training;
• Unemployment Compensation;
• Community Services Block Grant Act; and,
• Title V of the Older Americans Act.

Mandatory federal partner programs encouraged to provide service access and/or physical location in at least one comprehensive One Stop Center in each LWIA if present:

• HUD Employment and Training Programs; and,
• National workforce programs located in the local workforce investment area.

Mandatory state partner programs encouraged to provide service access and/or physical location in at least one comprehensive One Stop Center in each LWIA:

• Temporary Assistance for Needy Families (TANF)/VIEW; (Added by State Legislation, 2004; and,
• Supplemental Nutrition Assistance Program Employment and Training (SNAPET). (Added by State Legislation, 2004)

Desired partner programs encouraged to provide service access and/or physical location in at least one comprehensive One Stop Center in each LWIA:

• Community-based organizations;
• Faith-based organizations; veterans’ organizations;
• Planning district commissions;
• Employer services;
• Economic development services, i.e., services that drive business and employment processes at the local level, such as small business assistance and initiatives for new and expanding businesses; and,
• Other WIB selected partner programs.

Alignment of service delivery to jobseeker and employer customers, including registered apprenticeship sponsors:
Integration of programs and services is integral to ensuring quality service delivery in the One Stop. The Virginia Workforce Network will employ several strategies to continue to promote and strengthen integration within the One Stops. As noted previously a statewide One Stop partner agency MOU will be developed that creates a common vision between
partners in the One Stop and addresses integration, leveraging of resources, cost sharing, and collaboration within the One Stop. WIA and Wagner-Peyser representatives at the state and local levels will work together to ensure Wagner-Peyser is co-located within the One Stops. In areas where complete co-location is not possible, Wagner-Peyser will make efforts to have a full time staff presence within the One Stop. WIA and Wagner-Peyser will work together when moving into new physical locations to determine feasibility of co-location. Each LWIA will develop an integration process with all One Stop partners. The integration process will address integration of services such as referral intake, application, and co-case management. The specifics of the integration process will be outlined in the local LWIA partner MOU.

To further ensure and support continued integration and a focus on high quality customer service, the VCCS office of Workforce Development Services (WDS) will implement a One Stop certification process in which One Stop Centers are certified annually. The goal of this certification process is to ensure that each local area in Virginia has at least one Virginia Workforce Center that has been determined to meet uniform certification standards such that businesses and job seekers can expect to encounter a standard level of high quality services regardless of location. The certification process will allow for services to be tailored further at the local level to reflect additional region-specific needs or defined elements. The certification standards include:

- Partners agree on a shared vision for a customer-driven service delivery system;
- The physical lay-out of the Center reflects an integrated approach to customer services;
- Operational decisions are designed with customer needs in mind;
- The Center is a high-performance workplace with staff that have visible enthusiasm for delivering quality service;
- The Center implements a local WIB common marketing strategy, marketing reflects an integrated approach to customer service;
- The Center is driven by customer needs and customer feedback, and continually look for ways to “raise the bar” and establish the Center as a leader in customer satisfaction;
- Quality customer service is delivered at all levels of services (core, intensive & training);
- High quality core services provide job seekers with relevant and up-to-date informational resources and connect job seekers to appropriate services;
- High quality job seeker services are delivered at intensive and training levels;
- High quality business services are delivered to employers and businesses;
- Center staff participate in professional development activities;
Continuous quality improvement occurs throughout the Virginia Workforce Center.

Several aspects of the One Stop certification process will involve partner agencies. Integration and collaboration are key themes throughout the indicators. Partner agencies will be involved in the review of certification standards. Certification results will be shared with partner agencies so that they can assist in eliminating any barriers to integration.

A state One-Stop Advisory Committee composed of representatives from mandated and non-mandated partners will be established to:

- Advise the Virginia Workforce Counsel;
- Provide guidance and technical assistance to the Virginia’s Workforce Network;
- Assist with the implementation of policies and procedures governing the one-stop centers;
- Facilitate of integration within their respective agencies;
- Develop a statewide referral process that is flexible enough to revise locally as needed;
- Assist in identifying training needs for the system and facilitating needed trainings (i.e. identifying internal trainers or sharing training costs); and,
- Advise on standards for integrated orientation, application, and case management.

The Disability Employment Initiative (DEI) will implement strategies that will further support the integration of services for customers, especially those who face multiple challenges to employment.

Collaboration with Community Colleges

One of the most unique features of Virginia’s workforce system is the alliance between the education and the workforce system; this is evidenced by the fact that Virginia’s Community College System (VCCS) serves as the fiscal and administrative agent for WIA. The VCCS Workforce Services Department recently launched an Adult Career Coach (ACC) program to serve as a statewide model that will involve deployment of highly-skilled Adult Career Coaches and Job Placement Coordinators at every community college in Virginia. Coaches will assist adults in developing career and education plans and accessing pertinent resources available throughout the community, and particularly through local One-Stop Career Centers.

As a part of this initiative, Job Placement Coordinators will work in tandem with coaches, helping participants who are ready to gain work experience through internships, co-ops, apprenticeships, and other forms of work-based learning. Further, Coordinators will help
individuals who need tailored assistance in order to successfully find and attain employment. Such assistance will include one-on-one guidance for resume writing and interviewing. Program staff will work onsite at community colleges and One-Stops. Virginia is able to offer these enhanced services as a result of securing competitive funding through a federal grant program only accessible by community colleges. In keeping with our systems approach to workforce development, we are leveraging these funds to support the positions described above, which will act as bridges between colleges, One-Stops, and Local Workforce Investment Boards (WIBs).

State WIA Policy 99-2 addresses the involvement of optional programs such as apprenticeship programs. In the past two years, efforts have been undertaken to more fully engage the apprenticeship program through the local one stop systems. At the state level, apprenticeship representatives are included on the Career Pathways Workgroup as well as the Workforce Development Workgroup. Additionally, many local areas are developing enhanced connections. The Governor’s Strategic Workforce Plan calls for specifically highlights the importance of enhancing connections to registered apprenticeships, in connection with the goal of increasing attainment of workforce credentials. The plan calls for an expansion in state registered apprenticeship programs and alignment of apprenticeship related instruction (ARI) with community college certificates and degrees, by promoting new models of ARI that confer or articulate college credits and encouraging emerging workforce interest in apprenticeships through new feature on Virginia’s Education Wizard.

Alignment of Service Delivery
The Governor established a senior administration leadership position in 2010 to ensure service delivery alignment throughout the state in accordance with the goals and strategies in the Governor’s Workforce Development Strategic Plan, to include the following.

- Aligning workforce development with economic development strategies
- Aligning job demand and workforce development efforts
- Increasing the use of Career Pathways Programs, including apprenticeship, on-the-job training and other “Earn While You Learn” models
- Improving policy development and performance reporting
• Expanding teaching of economics in high school
• Expediting veterans and military into healthcare and technology workforce, and
• Fully funding non-credit courses at community colleges

Fully integrated service delivery that includes co-location of mandatory and optional partner programs is encouraged in Virginia. In such centers, the One Stop Center operator leads the partner management team, and all programs share costs for common services and operations. Under the Virginia Workforce Council Minimum Standards for One Stop Centers, Wagner-Peyser services are required to be physically located on site in any certified comprehensive one-stop center. This document also specifies what partner services are to be physically located, and what others are to provide information at the center with referral to direct services available. The Virginia Employment Commission (VEC), the state agency for Wagner-Peyser programs, maintains a physical presence in all comprehensive one-stop centers in Virginia, and as such, Wagner-Peyser funds contribute greatly to service provision and shared operational costs.

The state ensures the three-tiered service delivery strategy for labor exchange through the Virginia Employment Commission (VEC) as authorized by the Wagner-Peyser Act. These services are available to jobseekers by Internet or at any VEC local office and comprehensive one stop center to include: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service. Jobseekers may register for these services by Internet or by mailing in a paper registration form. This registration is also part of the unemployment insurance process and may be accomplished either by Internet or by telephone through the VEC Customer Contact Centers at the time an unemployment insurance claim for benefits is filed.

All comprehensive one-stop centers and VEC local offices also have resource rooms available for self-help/service by the customer. These resource rooms offer a wide variety of self-help materials/information, etc., including PCs with Internet access, resume assistance, self-assessments, labor market information, job hunting tips, job listings etc. Facilitated self-help services are also available at all comprehensive one-stop centers and VEC local offices. This service provides additional assistance to customers that need advice and direction in their job search or with using the self-help tools. Various workshops to groups are offered on how to use the self-help resources and on employability tips. All local offices have staff available to answer questions that will help these customers use the resources more effectively and efficiently.

Staff-assisted services are available in all comprehensive one-stop centers and VEC local offices for customers who need more intensive assistance. The extent of the staff-assisted service will be tailored to the customer’s individual need and situation. Interviews can be
arranged with individuals to access the level of assistance required regarding job development efforts, resume assistance and preparation and a myriad of other services through the partners in the Workforce Services Network.

Employers are also offered a tiered level of services. They may use the Virginia Workforce Connection (VWC) system, which is a statewide Internet-based labor exchange system, as self-service or they can receive staff assisted services. There are a variety of tools and services that may be accessed by the employer by creating an account on this system. There are qualified workers registered in our database to match the skills needed by employers. Priority of service is given to veterans, which means they have access to all new job postings from approved employers immediately.

Employers can obtain contact resources for effectively using labor exchange tools such as state and federally generated Labor Market Information (LMI). Resource information to contact workforce partners is also available in the offices and online. The VEC website provides information for employers on the Employer services page. There are links to provide information on business start-up, retention and expansion services, guidance from the Americans with Disabilities Act (ADA), information regarding consultations on workplace accommodations for person with disabilities, tax credits for new hires, training incentives such as on-the-job training, referral to sources to develop customized training programs, rapid response coordination for mass layoffs and plant closings, and more.

Staff is available to assist employers at various levels. The registration process allows employers to get assistance from staff responsible for reviewing and approving new accounts created in the labor exchange system and from local office staff responsible for reviewing job orders and notifying job seekers about the job openings. More intensive services are available to employers from local office staff and from our Regional Business and Economic Development Teams. Space can be provided in comprehensive one-stop centers and VEC local offices to assist the employer with recruiting necessities for interviewing for positions or for holding job fairs. Conferences and workshops are available periodically to disseminate information related to business services.

The VCCS WDS will develop policy guidance to model career pathways in the One-Stop. This model will encourage integration of career pathways in the One-Stop. The model will encourage the LWIAs to lead the Career Pathway efforts in their local areas. Career Pathways has a natural fit in the Virginia Workforce System because the system has promoted collaboration and sector strategies for many years. The One-Stops will partner with Adult Career Coaches at the community colleges to provide enhanced training guidance to job seekers who are interested in training. The One-Stops will educate job seekers about high-growth industries. Job seekers will be informed about high growth
industries through individualized career planning and group sessions. When making training decisions job seekers will be encouraged to participate in training for careers in high growth areas.

**Designation of state rapid response unit and activities:**
Virginia provides WIA Rapid Response activities to dislocated workers from funds reserved under Section 133(a)(2). Rapid Response is a pro-active, business-focused, and flexible strategy designed to respond to layoffs and company closings by quickly coordinating services and providing immediate aid to companies and their affected workers. WIA requires certain Rapid Response activities and allows for others. Rapid Response activities include, but are not limited to, the provision of information and access to unemployment compensation benefits, employment and training services, including those provided by the One-Stop system, emergency services, development of a coordinated response, and other significant services, including services for employers and supportive services for workers.

Rapid Response funds may also be used to provide services under WIA Sec. 134(a)(2)(A)(ii) to individuals that qualify as dislocated workers under WIA sec. 101(9). These activities can include provision of additional assistance to local areas that experience disasters, mass layoffs or plant closings, or other events that precipitate substantial increases in the number of unemployed individuals, carried out in local areas by the State or by an entity designated by the State, working in conjunction with the local boards and the chief elected officials in the local areas.

The State Dislocated Worker Unit (DWU) is comprised of a Lead Statewide Rapid Response Coordinator and an Administrative Associate. The DWU receives notices of plant closures and mass layoffs, including those covered under the Worker Adjustment and Retraining Notification (WARN) Act. WARN notices are posted on the State’s Rapid Response website within 48 hours of notification. When the DWU obtains information about a major layoff, it can respond with on-site services to assist workers facing job losses. Rapid Response provides early intervention assistance designed to transition workers to their next employment as soon as possible. As a part of this Integrated Plan, Virginia is redoubling its Rapid Response activities related to Layoff Aversion. Layoffs may be averted through the use of strategies that help retain or save jobs. The aim of the aversion could be to help the company make changes so that layoffs are reduced or completely avoided. As a viable partner with other programs and organizations within the Workforce and Economic Development communities, the Rapid Response Team has access to layoff aversion options that may be utilized in a layoff aversion plan.

While the Rapid Response Program is administered at the state level, services are planned and implemented at the local level through a combined team effort. The more quickly Rapid
Response is begun, the more time is available for workers to begin their re-entry into the workforce. Early intervention allows employers and workers to communicate about worker concerns, to take advantage of worker transition committee opportunities, to initiate peer worker projects, and to identify, design and oversee layoff aversion and incumbent worker strategies. As noted previously, Virginia is structured into 15 Workforce Investment Areas. There are four Regional Coordinator strategically located across the state to provide on-site consultation and coordination of Rapid Response activities and services in close partnership with local WIBS, One Stop Centers, VEC offices and other local partners. These Regional Rapid Response program coordinators are aligned geographically with each of the 15 LWIAs (see attachment ---) for description of each region and LWIA served). A Memorandum of Understanding outlines three primary goals and related objectives required for each Regional Rapid Response Program:

1) Stakeholder relationship development:
   - Assessment of regional WIA RR program infrastructure
   - Maintain effective relationships with local Workforce Investment Board (WIB)
   - Maintain effective partnerships with One-Stop Centers, community organizations, and appropriate government entities

2) Employer services:
   - Provide outreach and awareness
   - Implement layoff aversion strategies, to include use of labor market information (LMI)
   - Conduct on-site management briefings, to include discussion of partner resources services

3) Employee services:
   - Comprehensively assess the needs of impacted employees
   - Provide appropriate core services to impacted employees, based results of employee assessments; services provided at the employer site and in conjunction with local One-Stop Career Center; provision of core services are leveraged with local partners
   - Facilitate connections to non-intensive services (UI determination, WIA Adult/Dislocated Worker eligibility and enrollment; Trade Adjustment Act eligibility and enrollment); conduct connections on-site, as allowed by employer

Rapid Response services are available in layoffs which involve twenty-five (25) or more workers. Workers affected by layoffs of under 25 individuals, which do not receive Rapid Response services through the State, may access WIA services directly through their local one-stop systems. The Regional Rapid Response Coordinator stationed in each of Virginia's
major regions works directly with company representatives and with employees to design and deliver employment transition services before the actual layoff date. Their responsibilities include meeting with the employer (Management Briefing) to get more information about reduction in force plans, and providing an overview of service options and to customize services according to workforce needs. The focus of the first meeting with the workers (Employee Briefing) who will be dislocated is to give the employees information about:

- How the Rapid Response Process works and how it can help them get assistance with their transition;
- Job Search and Unemployment Insurance guidelines and benefits; (provided by the VEC);
- Training opportunities under the Workforce Investment Act (administered by WIBS via One Stop Centers); and,
- Resources available in the local community.

A primary goal at this stage of Rapid Response delivery is to develop a working relationship with the employees and encourage their participation in the programs and services offered. Following the initial meeting, a Workforce Transition Team may be established to facilitate transition services for the affected employees. The teams often include representatives from the human resources, training, and employee assistance departments; managers/supervisors; union stewards; and the employees. The Rapid Response Coordinator is available to serve as an active member of this team and will work with the group to plan services that meet the needs of the affected workers.

Core services are also made available to affected workers. Based on the results of a Rapid Response Needs Assessment Survey of each employee, core services can be provided in groups. A survey of the workforce needs and concerns helps to ensure that the services provided are of value and importance to the group. Rapid Response may provide the following services in a group format:

- Job Search Assistance, including instructions on how to access community resources, job application and resume preparation, assessing accomplishments and skills, resume development lab, and effective interviewing practice lab;
- Assistance in coordinating the mass filing of Unemployment Insurance claims and registration for Job Services;
- Labor Market Information, including Emerging and Demand Occupations;
- Group Stress Management Seminars made available on a regular and/or as needed to develop strategies for managing the stress associated with job loss, its impact on the family unit and on maintaining community relationships;
- Group Financial Management Seminars primarily focused on assisting affected workers in developing financial planning skills in order to maintain household and consumer finances;
- Transition resources which can be placed on-site to allow employees to use in their employment and training search activities; and
- Consultation regarding additional resources available through the One Stop Center.

In instances where the impact of international trade caused or is about to cause layoffs at a company, the Rapid Response Coordinators, in partnership with the VEC, ensure appropriate connections with Trade Act Assistance programs and services. Rapid Response staff will make customers aware of the different services available to workers under the Trade Act and provide technical assistance with petitioning for group certification.

*Continuous use of labor market information:*
The Labor Market Information (LMI) and Analysis details presented earlier in plan establishes the context in which Virginia’s workforce system operates. In addition to this comprehensive analysis of the state’s labor market and economy, labor market information will be used on a continuous basis, to provide real time analysis of local and regional markets, skills shortages, and employer needs.

The VEC provides high quality assistance to local WIBs and other workforce system stakeholders in regard to labor market information. VEC recently the revamped its website to offer an even wider variety of tools and resources; the site offers regularly updated, comprehensive information related to unemployment statistics, labor force, industry, and demographics. This information is available organized by individual locality, as well as by LWIAs. Additionally, the VEC’s Economic Information Services team is available to customize reports based on various needs of workforce system stakeholders. The following strategies are enhancements to the existing support related to LMI tools:

- On-site training for WIB/One Stop staff
- Customized analysis for local areas
- Customized data packaging
- On-site consultation on LMI interpretation and application

The continuous use of available labor market information will help WIBs tailor efforts in localities and regions, based on real time data. Moreover, these strategies will help during the development and implementation of local plans for each LWIA in Virginia.

*Common data collection and reporting processes:*
The Virginia Workforce Connection Virtual One Stop (VOS) serves as the system of record for all Trade, Wagner-Peyser and WIA activity in Virginia. The VOS system also interfaces with Virginia Automated Benefits System (VABS), which is the system for the UI Benefits program. This interface allows the state to identify its claimants and provide appropriate reemployment services in a timely manner and provides a referral to the WIA programs for staff to determine if a claimant is eligible for additional services.

In addition to VOS, VCCS, VEC and the Department of Rehabilitative Services recently renewed a Memorandum of Understanding to implement the use of a Common Intake Form for 10 of the 15 one-stops in Virginia through a pilot initiative with the Department of Labor for the Disability Employment Initiative (DEI) grant. This form was developed through the approval of attorney general’s representing each of the respective agencies to ensure collection of data met all required state and federal regulations regarding the sharing of data. The goal is create an electronic form that all partner programs can use to access common customer information, with the benefit that customers only have to provide such information a single time when they first visit a center, as opposed to providing the same information multiple times.

State performance accountability system:
Virginia has taken several steps to develop a state performance and accountability system that goes beyond federal reporting requirements. This includes the development of a longitudinal data system that comprises both education and workforce data, the development of a WIA scorecard with additional metrics focused on costs per participant and training outcomes, and the planned development of a workforce system scorecard.

The Virginia Longitudinal Data System (VLDS) is a joint initiative of workforce and education partners to develop a longitudinal system that allows access to data for research and reporting while maintaining the security and confidentiality of the data. The system is based on a federated data system model that de-identifies data in a two-step process to ensure that matched data sets across agencies cannot be re-identified. The goal of the system is to enable agencies and researches to merge data across programs and agencies to identify methods to improve program performance. The Virginia Community College System, the State Council for Higher Education in Virginia, the Virginia Employment Commission, and the Virginia Department of Education recently entered into a contract with the University of Virginia and Virginia Commonwealth University to conduct a study related to return on investment for workforce programs using the VLDS data. This study is expected to be completed in the summer of 2013 and will provide a framework to replicate in the future. Outcomes of the ROI study are expected to be incorporated into the scorecards discussed below.
In addition to longitudinal data, Virginia is also working to develop scorecards for WIA programs and for the workforce system. Through the work of the Virginia Workforce Council, sample scorecards have been developed and presented to relevant committees and are expected to be finalized in November 2012. The WIA program data will provide outcome data related to the common measures but includes additional metrics related to credential attainment, Career Readiness Certificate Attainment, employment in related training occupations and average costs per participant data. Additional measures are expected to be added related to employer services and customer satisfaction in the coming year. Data will be provided for Virginia and by each local workforce area to identify areas of improvement. The system scorecard focuses on training related outcomes for secondary and postsecondary, as well as, employment development data related economic indicators and job growth. In addition, one metric focuses specifically on STEM-H occupations and training to ensure that participants receive critical training for jobs that are in demand.

*Use of wage record information to measure performance progress:*

Virginia employs multiple strategies to provide and use quarterly wage records information. First, state wage record information is shared with several agencies to meet federal, state and local performance requirements. The VEC has data sharing agreements provide state wage record matches for reporting of wage and earning outcomes for the Wagner-Peyser, WIA, Trade Act, DVOP, LVER, Adult Education, postsecondary Carl D. Perkins, Vocational Rehabilitation, Supplemental Nutrition Assistance Program Employment and Training Program (SNAP) and TANF programs. Local areas also have the ability to access wage information after entering into a data sharing agreement with the VEC.

Second, Virginia also participates in two national programs related to wage records exchanges. The first is the Wage Records Interchange System (WRIS), which provides data to other states for the purposes of meeting federal DOL reporting requirements. Federal DOL programs listed above also received data from other states as part of this exchange to meet their reporting requirements. The second is the Federal Employment Data Exchange Services (FEDES) which allows Virginia to access select federal employment records.

Last, as part of Virginia’s Longitudinal Data System (VLDS) development, the VEC will be providing wage record data to interface initially with secondary and postsecondary data. Additional programs, such as WIA, Trade, SNAP, TANF, VR and registered apprenticeship are expected to be available in the summer of 2013. The VLDS utilizes a customized de-identification process to allow access to sensitive data while maintaining data confidentiality.
Services to Target Populations: Creating a Career Pathway for Every Citizen

As noted in the introduction, the Career Pathways model is designed to meet the needs of jobseekers and workers of varying education and skill levels, and to meet the needs of adults and nontraditional students. These components of the model design are critical, particularly when considering the workforce needs of several target populations. Providing quality services to targeted populations is essential for Virginia’s workforce system to thrive. These services are delivered primarily via the One Stop Centers, and as such, it is essential to implement strategies resulting in total quality customer service and professional development for Center staff members and partners.

The One Stop Certification process evaluates One Stop Centers for quality of services and procedures. Customer service will be an important indicator for certification of comprehensive and satellite centers. One Stop staff will be provided with continuous training on customer service techniques. A customer service standard will be developed for One Stop centers that will be connected to certification.

It is important for One Stop Center staff to regularly participate in professional development opportunities to enhance their customer service skills and be fully prepared to serve job seeker and business customers of the One Stop. As such, staff will be encouraged to participate in professional staff development activities that are offered at the state and local level. In its role as administrator for WIA, the VCCS will provide regular training to One Stop staff on various topics related to One Stop design and delivery, promising practices for assisting customers in reaching goals (i.e. obtaining employment, retaining employment, etc.), and techniques for effectively assisting targeted populations. At a minimum, at least 60 percent of front-line staff in Virginia will achieve professional workforce development certification and maintain certification.

In addition to the provision of professional development opportunities, agencies that serve targeted populations will be invited to participate on the One Stop Advisory Committee. The participation of these key stakeholders will result in better insight on serving specific populations, providing outreach to targeted populations and strategies can be implemented based on proven practices in their respective fields. Local areas will be encouraged to invite similar agencies to participate on Workforce Investment Boards and Partner Management Teams, based on the needs and demographics of the local One Stop customer base. One Stop staff will be encouraged to develop and maintain strong working relationships with staff from agencies serving targeted populations.

Universal access is the policy for Virginia’s Workforce System. This means that all individuals shall have equal access to WIA core services and that no individual shall be at a particular
disadvantage or shall encounter unnecessary difficulty in gaining access to those services. The provision of universal access takes into account strategies to include:

- Eliminating architectural and programmatic barriers to individuals with disabilities;
- Facilitating access for individuals with poor computer skills to computer based information and services;
- Excluding place of residence as an eligibility criteria for receiving services; and
- Furnishing access to a physical location with minimal transportation barriers and flexible hours of operation.

The following sections address additional outreach and service strategies for specific target populations, to include unemployment compensation claimants; the long-term unemployed; the under-employed and dislocated workers (including trade-impacted dislocated workers and displaced homemakers); disconnected youth, Veterans, low-income individuals (including recipients of public assistance); individuals with disabilities, migrant and seasonal farmworkers; individuals with limited English proficiency; homeless individuals; ex-offenders; older workers; Indian and Native Americans; and persons who may be illiterate or have basic skill deficiencies.

**Unemployment compensation claimants; the long-term unemployed; the under-employed; dislocated workers:**

To serve the employment, reemployment, and training needs of unemployment Insurance (UI) claimants, the long-term unemployed, and under-employed job seekers, Virginia coordinates several employment and reemployment services and integrates Unemployment Insurance services with the various workforce programs. These services are provided through a statewide network of comprehensive one-stop centers and VEC local offices to ensure UI claimants have access to all services including the Employment Service, Veterans, Trade Act, and WIA Title I programs (including WIA Adult, Dislocated Worker, and Youth programs).

These reemployment services include: core labor exchange services for all job seekers; reemployment services for UI claimants; Reemployment Services Orientation (RSO) for UI claimants identified as being likely to exhaust their benefits and will need added reemployment assistance services; UI Reemployment and Eligibility Assessment (REA) program for UI claimants, who filed their claims remotely and therefore may not be connected to the one-stop delivery system for the full array of reemployment and training services available; and Reemployment Services and Reemployment and Eligibility Assessment Activities for Recipients of Emergency Unemployment Compensation (RS-EUC) program for the long-term unemployed.
To facilitate reemployment, Virginia requires UI claimants to register with the Employment Service, which is administered by the Virginia Employment Commission, through the Virginia Workforce Connection (VWC) Virtual One Stop system, and to engage in a systematic effort to obtain work during each week they receive UI benefits. The VWC is an automated system that serves as the system of record for all activities of the Wagner-Peyser Employment Services, WIA Title I programs, and Trade Act program in Virginia.

The VWC system also interfaces with Virginia Automated Benefits System (VABS), which is the system for the Unemployment Insurance Benefits program. This interface allows staff to identify claimants and provide appropriate reemployment services in a timely manner and provides a referral to the WIA programs for staff to determine if a claimant is eligible for additional services, including training. The VWC system is also accessible to the public and businesses as a “virtual one-stop” (VOS) system that provides a wide range of workforce development services and resources. Claimants can register with the Employment Service via the Internet, by telephone at the same time they file their UI claim through one of our call centers, or in person at any comprehensive one stop center or VEC local office.

Employment Services
The Wagner-Peyser Act established a nationwide system of public employment offices known as the Employment Service, and the Act was amended in 1998 by the Workforce Investment Act (WIA) to incorporate the Employment Service into the one-stop services delivery system. In Virginia, the Employment Service, also referred to as the Job Service, is administered by the Virginia Employment Commission and provides universal access to an integrated array of labor exchange services to claimants, job seekers, and businesses. These employment-related labor exchange services include: job search assistance, job referral, and placement assistance for job seekers; re-employment services to claimants; and recruitment services to employers with job openings.

Virginia uses a three-tiered service delivery strategy to provide labor exchange services to claimants and jobseekers, and these services are available at all comprehensive one-stop...
centers and VEC local offices to include: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service.

Self-services are available to customers in resource rooms that are located in all comprehensive one-stop centers and VEC local offices. These resource rooms, or resource areas, offer a wide variety of self-help materials and information, as well as PCs with Internet access (for job search activities and access to the VWC system labor exchange services, resume writing, etc.), printers, copiers, fax machines, and telephones for contacting employers. At a minimum, resource rooms offer the following self-services to our customers:

- Labor Exchange Tools
- Computer Applications Software
- Resume Writing Software
- Career Exploration Software
- Job, Career, and Skill Self-Assessment Tools
- Career, Job, and Labor Market Information
- Career Planning Information
- Job Search Information
- Interviewing Information
- Information on Resumes, Cover Letters, etc.
- Information on Job Retention
- Directories
- Periodicals

Self-services are also available online through the Virginia Workforce Connection (VWC) system, which can be accessed as a website on the Internet. This electronic resource, known generically as a virtual one stop, is available 24 hours a day, 7 days a week, 365 days a year. The VWC system provides self-service capabilities for customers to conduct job searches and post resumes, and provides them access to career information, training opportunities, skill requirements, labor market information, and industry and occupational trends.

- The VWC system provides job seekers five self-assessment options to aid in structuring and focusing their job search process, including: Job Skills, Personal Skills, Interests, Work Values, and a “Multiple assessment” using combinations of the first 4 methods. Each assessment, individually or in combination, can be used for occupational and job matching;
- Job seekers can create and store up to ten online resumes for use in job matching and review by VWC registered and approved employers. Seven different job search options allow the job seeker diverse methods to find job opportunities. The job search criteria can then be saved and set up as an automated virtual recruiter job notification. These job alert/virtual recruiters can be run daily, weekly, or monthly to search the VWC data base for new job listings. Notifications of these job opportunities are sent to the job seeker’s message center and can also be sent as an email and text message;

- The VWC system also offers advice on developing your resume, how to write cover letters, interview tips and preparation, and once employed, tips on “adapting to your new company culture”;

- The VWC system provides Career Services to job seekers, including: Career Tips, Career Explorer, Career Informer, and Job Market Explorer;

- Job seekers can review educational and training opportunities in the Educational Section of VWC. These include links to free online training courses along with information on financial aid for training;

- Labor market services are available on the VWC system. Job seekers can review labor market facts, along with area, industry, and occupational profiles for their residential or employment search areas; and,

- Additional information and links are provided to job seekers using VWC related to unemployment services, veteran services, youth services and services for seniors. Volunteer and community services information is also available through the VWC.

Facilitated self-help services are available at all comprehensive one-stop centers and VEC local offices. This service provides additional assistance to customers that need advice or direction in their job search or with using the self-help tools. Various workshops to groups are offered on how to use the self-help resources and on employability tips. All offices have staff available to answer questions that will help these customers use the resources more effectively and efficiently.

Staff-assisted services are also available at all comprehensive one-stop centers and VEC local offices for customers who need more intensive assistance. The extent of the staff-assisted service will be tailored to the customer’s individual need and situation. Interviews can be arranged with individuals to access the level of assistance required regarding job development efforts, resume assistance and preparation and a myriad of other services through the partners in the Workforce Services
Network. Individual, in-person assistance tailored to each individual's needs and group assistance offered in workshop settings are the main avenues for delivering staff assisted services. These services include career guidance, job referral, job search assistance, job search workshops, job seeker assessments, labor market information, orientation to the workforce system and resources available, outreach to targeted populations, job placement assistance, referral to training, service planning, and special employment services and assistance.

In 2009, the Virginia Employment Commission used Recovery Act funds to hire temporary Workforce Service Representative (WSR) staff to provide one-on-one reemployment services to UI claimants and customized workshops to fit local area needs. Although Recover Act funds for this effort ended September 30, 2010, the analysis of the impact of such services indicates direct and focused assistance to claimants keeps claimants active, adding positive actions in portfolios and resumes, and improves claimant changes of becoming reemployed. With these results in mind, Virginia will continue providing these reemployment services with regular Workforce Services Representative staff to the extent that Wagner-Peyser funding will allow.

**Reemployment Services to Unemployment Insurance (UI) Claimants**

Individuals who have become unemployed through no fault of their own can file a claim for unemployment insurance benefits via the Internet, by telephone through one of our customer contact centers, or in person at all comprehensive one-stop centers and VEC local offices throughout the state. Reemployment services (RES) are available to those who have a current unemployment benefit claim or have exhausted their unemployment eligibility.

The vision for reemployment services to claimants is one of a team approach, which will ensure that individuals have access to the full array of employment and training services. Services are provided jointly by workforce partners with attention to integrating Unemployment Insurance (UI) services, Wagner-Peyser employment services, WIA Title I services, Veterans Services, and Trade Act services.

Reemployment Services (RES) services emphasize:

- Helping claimants to more effectively use labor market information to target their job search based on skills and experience, rather than be limited to prior occupation or industry;
- Establishing new or supporting the development of existing claimant reemployment plans initiated within other partner programs;
- Assisting individuals and groups in understanding and fully completing the Virginia Workforce Connection (VWC) online registration process, background information and resume bank;
• Providing an orientation to all workforce services available;
• Making referrals to retraining programs;
• Making referrals to supportive services; and,
• Assisting claimants in developing more robust job search strategies.

Claimants are:
• Referred to a reemployment service in writing;
• Notified that the service is a mandatory service; and,
• Notified that failure to attend may affect their unemployment insurance benefits.

Processes are in place to accommodate rescheduling claimants that have a legitimate need to reschedule, and claimants are referred to adjudication if they “no call/no show” their scheduled appointment(s).

Referrals to reemployment services are made:
• On an individual basis as Wagner-Peyser, Trade Act, Farmworker, or Veterans staff members identify the need for reemployment services;
• Through the Reemployment Services Orientation (RSO) program;
• Through the Reemployment and Eligibility Assessment (REA) program; or,
• Through the Reemployment Services for Emergency Unemployment Compensation (RS-EUC) program.

Reemployment Services Orientation (RSO) for UI Claimants
Title III of the Social Security Act, amended in November 1993 by Public Law 103-152, requires that states establish and utilize a system of profiling all new claimants for unemployment compensation. This system will identify those who will likely exhaust their benefits and who will need reemployment assistance services to make a successful transition to new employment. The Virginia Employment Commission administers the Worker Profiling and Reemployment Services (WPRS) system within the Virginia Automated Benefits System (VABS), which is the computer system for the Unemployment Insurance Benefits program.

Under this system, identified claimants may be referred to reemployment services which include job search assistance, job placement services, counseling, testing, providing occupational and labor market information, assessment, job search workshops, other work related workshops such as handling stress, job clubs, referrals to employers, and other similar services.
As part of the WPRS program, designated Virginia Employment Commission Workforce Services Representative (WSR) staff schedule and conduct RSO sessions for UI claimants who are identified by the WPRS statistical model as most likely to exhaust their unemployment benefits. This population is considered most likely to need early intervention to mount an effective and successful job search. Claimants who fail to attend as scheduled and do not provide legitimate cause are referred to adjudication and may be disqualified from receiving unemployment compensation benefits. RSO program funding ended, and RSO services now operate with base Wagner-Peyser grant funding.

Reemployment Services Orientation is a group meeting during which claimants hear a presentation on training opportunities, labor market information, resume development, interviewing skills, and other assistance to work towards become reemployed. Some of the available services include career and vocational counseling, job-related training, in demand occupations, veterans' benefits, and a self-help center where claimants can use telephones, fax machines, photocopiers, and personal computers to conduct their job search.

In addition to identification, selection, referral to and provision of RSO group services to RSO-eligible claimants, the Virginia Employment Commission also provides further basic core services to RSO participants as appropriate, and as funding allows. RSO participants who are referred for further reemployment services will be required to attend them, and their claims for unemployment compensation benefits will be subject to adjudication if they fail to attend. The WPRS process is a cooperative effort between the RSO program and other VEC reemployment services programs, as well as service providers for WIA Title I programs as claimants are referred to more in-depth services offered by WIA partners. RSO activity includes assessing the needs of participating claimants for additional workforce services, and referring them to other VEC programs and to WIA workforce partners for further services.

Virginia advises all workforce service providers of the need to effectively collaborate and to utilize the entire “family of workforce services” to meet existing and future reemployment needs. WIA, Wagner-Peyser, DARS, DSS, MSFW, Job Corps, VCCS Adult Education, and other community programs are to be considered reemployment resources for unemployed Virginians, and will be used as tools for effecting reemployment, for reducing the time on unemployment and to stabilize the economy.

Unemployment Insurance (UI) Reemployment and Eligibility Assessment (REA) Program

“Virginia utilizes the entire family of workforce services to meet existing and future reemployment needs.”
The UI REA Program provides early intervention services to claimants who filed their claim remotely (e.g., by telephone or Internet) and therefore are likely to have not yet be connected to a one stop center, are in the fifth week or earlier of their claim series, and are not eligible for Worker Profiling and Reemployment Services (WPRS).

Virginia’s UI REA Program supports the REA grant goals set by the U.S. Department of Labor (USDOL), to accomplish the following: 1) Reduce outlays from the UI Trust Fund by decreasing erroneous UI payments and shortening UI claims duration; and 2) Help UI claimants return to work more quickly. These goals are accomplished by assessment of claimants’ reemployment efforts and their UI claim status; identification of next steps needed to strengthen job search actions; and referral to and provision of additional workforce services and training as needed. Potential claim errors are referred to Hearing Officers in the Unemployment Insurance Program for possible adjudication.

UI REA programs are grant-funded by the U.S. Department of Labor (DOL) and are considered a key resource in support of DOL’s vision of integrated and seamless service delivery for UI claimants. While REA grant monies support only the assessment and referral segments of the REA process, the Virginia Employment Commission and one-stop partners provide further workforce services and training, as appropriate, in support of this vision. Virginia’s UI REA funding has been renewed annually since 2005, and activity levels are negotiated with DOL annually, based on program activities, funding availability, and human resources availability.

Virginia’s REA strategy is to provide early intervention for claimants who are not likely to have come into a Workforce Center previously, and to connect them with needed one-stop workforce services. Program goals are achieved through an initial UI REA interview conducted by VEC staff, plus subsequent one stop services by VEC or partner staff, based on REA staff referrals.

The gateway service in the UI REA process is the UI REA interview. Participants are selected randomly from REA-eligible claimants, and individual interviews are conducted by VEC staff in a Workforce Center. Eligible claimants are those who filed their claim remotely, are in the fifth week or earlier of their claim series, and are not WPRS-eligible (Worker Profiling and Reemployment Services).

Each UI REA interview accomplishes the following:

- Assess claimants’ continued eligibility for UI benefits (with referral of possible ineligibilities to VEC Hearing Officers for adjudication).
- Assess claimants’ work search strategies.
• Assess the quality of claimants’ background data and resume in the online Virginia Workforce Connection (VWC) system to enhance job matching opportunities.

• Provide labor market information to help claimants broaden their scope of potential reemployment options and target their job search based on their skills and experience.

• Identify further workforce services or training needed, based on the initial assessments above. Then, refer claimants to services and training available through the VEC, One-Stop partners, or other community providers.

• Develop a reemployment plan for each REA participant, to include job search activities and/or referrals to further services or training.

• **Note:** Claimants are required to attend both the scheduled initial UI REA interview, plus any additional referred reemployment services. They will be notified in writing, in advance, that these services are mandatory; and, that failure to report, without valid justification, may impact their receipt of UI benefits. Procedures are in place to accommodate claimants’ rescheduling needs, and to refer claims to adjudication in situations of non-justified failure to report.

To align service delivery across programs, the initial REA interview results in referrals to further services or training. As noted above, further services and training constitute an extension of the REA process and may be provided by either the VEC or by One-Stop Partners. Sessions may be in individual or group (workshop) settings and accomplish one or more of the following:

• Improved job search skills in areas including, but not limited to, resumes, interviewing, use of the online Virginia Workforce Connection (VWC) system (skills assessment, labor market information, job applications and resume posting, job search management, etc.).

• Additions as needed to individuals’ reemployment plans.

• Career counseling.

• Skills assessment.

• Enrollment in workforce programs and career skills training through partners such as WIA, DRS, etc.; and, case management as program-appropriate.

REA Operational Guidelines developed between local VEC and One-Stop Partner organizations will support local one stop Memorandums of Understanding (MOUs). They will document methods to accomplish cross-program collaboration and feedback regarding referrals and services for REA claimants. This will:

• Advance the vision of an integrated one-stop service delivery system which will improve employment outcomes for UI claimants; and
• Comply with Training and Employment Notice 31-09 (Cross-Program Collaboration for Reemployment and Eligibility Assessment/UI REA Grants), and Unemployment Insurance Program Letter 10-12 (FY 2012 Unemployment Insurance UI REA Grants).

Reemployment Services and Reemployment and Eligibility Assessment Activities for Recipients of emergency Unemployment Compensation (RS-EUC)

The RSO and UI-REA programs are “early-intervention” programs that seek to reach claimants within the first four to six weeks of being determined eligible for unemployment compensation benefits. In contrast, the long-term unemployed—individuals that have exhausted regular unemployment benefits and have been determined eligible for Emergency Unemployment Compensation (EUC)—is the focus of the RS-EUC program.

The RS-EUC program was initiated in March 2012, pursuant to the Middle Class Tax Relief and Job Creation Act and is designed to focus on claimants who have been unemployed 13 to 26 weeks (Tier I recipients) or 27 to 40 weeks (Tier II recipients).

Claimants who are determined eligible for EUC Tier I or EUC Tier II benefits receive an informational letter reminding them of the work search requirements and the need to keep records of their work search, asking them to review their job seeker registration in Virginia Workforce Connection (VWC) system, and alerting them to the intent to schedule them for an in-person RS-EUC interview. The goal is to schedule RS-EUC interviews within three weeks of and to conduct the RS-EUC interviews within six weeks of the claimant becoming eligible for EUC Tier I or EUC Tier II.

Prior to the RS-EUC interview, Wagner-Peyser staff will review each claimant’s claims history in the Virginia Automated Benefits System (VABS), which is the automated system for unemployment insurance benefits, and each claimant’s job services history in the Virginia Workforce Connection (VWC) system, which is the automated system for Wagner-Peyser, WIA Title 1, and Trade Act programs. Interview appointment times are set based on the level of assistance the claimant appears to need to provide the four mandatory services of the RS-EUC program, and to provide additional services as needed.

The four mandatory services of the RS-EUC program are:

• review of work search,
• assessment of job skills,
• provision of labor market and career information,
• orientation to the workforce system.
Additional services may include the following:

- comprehensive and specialized assessments,
- individual and group career counseling,
- referrals to training services,
- additional reemployment services, or
- job search counseling and development or review of an individual reemployment plan that includes participation in job search activities and appropriate workshops.

The RS-EUC program is currently scheduled to end on January 2, 2013, although the lessons learned will be valuable in continuing to shape Virginia’s approach to providing reemployment services.

Disconnected youth:
Entering the labor force is one of the most significant role transitions of young adulthood. Employment is the means by which individuals come to take an active part in society, and it plays a pivotal role in helping young people negotiate the period between childhood and adulthood. Young adults who successfully transition from school to employment are less likely than others to engage in crime or rely on public systems of support (US Government Accountability Office Report, 2008; Eldelman, 2006; Sum, et al, 2003). The benefits of labor force attachment for young adults are many, for the individual youth as well as for local communities and the Commonwealth of Virginia in general.

Despite the well-documented importance of early work experience, a significant portion of Virginia’s young adult population has not been able to make this critical role transition. An alarming trend of decreasing employment rates among young adults has developed and continued nationally in the past few years. Average employment rates for teens age 16-19 during 2004 and 2005 were only 36.4 percent and 36.5 percent respectively, setting a record for the lowest teen employment rates since 1949 (Center for Labor Market Studies, 2005). According to another study, the job market for the nation’s teens was in a state of near free fall through the end of 2007 (Sum, Khatiwada, McLaughlin and Palma 2008). Nationally, the teen employment rate fell from 45% in the 1999-2000 period to only 26% in 2011, a drop of 19 percentage points or 42%. This 26% teen employment rate was lowest in the nation’s post-World War II history (Center for Labor Market Statistics).
This is the context for provision of workforce development services for youth, and particularly, the most vulnerable portion of the youth population in Virginia. The Commonwealth has realized tremendous improvement in performance outcomes for youth programs since the implementation of a corrective action plan in 2010. Statewide performance measures for WIA Youth Programs were low, particularly for the Literacy and Numeracy measure; the state’s performance measured at 4.4% of participants for program year 2009-10 against a federal benchmark of 50% of participants. While Virginia’s performance in 2010-11 still fell short of the federal benchmark, the state’s WIA Youth Programs achieved a Literacy and Numeracy measure of 25.8% of program participants, a significant gain from the previous year’s performance, and the upward trajectory continues for the 2011-12 program year. However, Virginia must continue to implement strategies that will result in improved performance outcomes for its youth workforce development programs; not simply to meet federal benchmarks, but to meet the needs of the emerging workforce that will be so critical to the sustained success of the Commonwealth.

While the majority of WIA services for adult and business customers are deployed via the One Stop Centers, WIA Youth Programs in Virginia are operated by competitively selected youth service agencies. These organizations have specific expertise and experience in the delivery of age appropriate development services for the target population. These organizations are best positioned in local communities to identify and address the needs of their local youth population. However, while youth in Virginia are served primarily by youth service agencies, this does not diminish the importance of connecting youth, particularly out of school youth, to the One Stop network.

Local WIBs, in partnership with Youth Councils, administer the process of selecting youth service agencies to provide WIA youth services. In its role as administrator for WIA, the VCCS encourages WIBs to employ quality standards for evaluating youth programs and competitively selecting service providers, including previous demonstrated success in working with out-of-school youth, including dropouts, with indicators of outcomes that include successful return to and/or completion of education activities, vocational skills training, and entry into unsubsidized employment; and, previous documented success in providing services to targeted youth groups, including high school dropouts, individuals with disabilities, homeless and runaway youth, youth offenders, and other eligible youth who face serious barriers to employment. The local WIBs and Youth Councils, consider a number of criteria as a part of their youth service provider selection process, to include:
• Returning dropouts to education programs and the level of success of high school completion;
• Documented improvements in reading, writing, and/or math skills by basic skills deficient youth;
• Returning youth who were behind grade level to grade level and/or preventing them from dropping out of the education program;
• Provision of education and support services to pregnant and parenting youth to allow for school completion;
• School and work based learning, including school transition activities that successfully address youth disabilities, including learning disabilities;
• Programs and activities that have been successful at finding shelter and other support for homeless and runaway youth, while simultaneously providing education and workforce training activities that facilitate return to school or unsubsidized employment, as appropriate; and,
• Programs that successfully provided transition activities to youth offenders, including basic education, job specific skills, work prerequisite skills, counseling, and other services necessary to effectively transition from youth institutions to community life and further education or unsubsidized employment.

Virginia’s youth workforce development program design is outlined in WIA Policy 00-5. In accordance with WIA law, the ten program elements listed below must be available to youth in each LWIA. It is important to note that specific services provided to each youth must be based on the results of an individual assessment of the youth’s education and employment needs, and documented in the youth’s individual service strategy:

• Tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;
• Alternative secondary school services;
• Summer employment opportunities that are directly linked to academic and occupational learning;
• Paid and unpaid work experiences, including internships and job shadowing;
• Occupational skill training;
• Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours;
• Supportive services;
• Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
• Follow-up services for not less than 12 months after the completion of participation, as appropriate; and
• Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
In addition to the statewide youth program design, local areas develop and implement a local program design that is tailored to meet the distinct needs of the youth population in each area. The plans address topics such as information and referrals, so that each local board ensures that youth applicants who meet the minimum income criteria to be considered an eligible WIA youth is provided with information on the full array of applicable or appropriate services that are available through the local workforce area, including eligible providers or One Stop partners, and including those receiving funds under WIA subtitle; and referral to appropriate training and educational programs that have the capacity to serve the youth either on a sequential or concurrent basis. In accordance with WIA law, an eligible youth is, an individual who:

- Is age 14 through 21;
- Is a low income individual; and
- Is within one or more of the following categories:
  - Deficient in basic literacy skills;
  - School Dropout
  - Homeless, runaway, or foster child;
  - Pregnant or parenting;
  - Offender; or
  - Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or to secure and hold employment. [WIA Sec. 101 (13)]

In addition to providing the federally mandated youth program elements, WIA youth programs in Virginia must be coherent, unified, responsive and accountable. In its role as administrator for WIA youth programs, the VCCS will continue to implement a capacity building strategy for youth programs that mandates high quality services for all youth, places a strong emphasis on providing appropriate services to out-of-school youth, incorporates work readiness training activities, and encourages local areas to enlist business support and participation. Further, the capacity building efforts at the state level will focus attention on improving essential administrative functions, primarily, the timely expenditure of WIA funds.
Capacity building efforts will be guided by the Statewide WIA Youth Program Coordinator, to build and strengthen the foundation of youth programs throughout the state, and to create platforms for innovation design and delivery of youth programming. The Coordinator will work in partnership with designated youth program staff in each LWIA. Virginia has engaged the National Youth Employment Coalition (NYEC), a national membership network that improves the effectiveness of organizations that seek to help youth become productive citizens, to assist with efforts aimed at strengthening the statewide youth program. Efforts are in progress to secure the needed resources for implementation of NYEC's PEPNet Improvement Process.

The PEPNet Improvement Process enables organizations to identify successes and plan and implement improvements based on PEPNet's national quality standards. A small Improvement Team of staff, youth, and stakeholders consider how organizational efforts compare to PEPNet's standards using PEPNet's Online Quality Self-Assessment tool. Discussion of the results leads to prioritized improvement areas, which are then turned into action steps with PEPNet's Improvement Action Plan. The Plan also serves as a tool for monitoring and assessing improvement efforts. The PEPNet Improvement Process integrates a cycle of program enhancement into daily operations. Organizations can be confident that they are considering the standards that matter, and that they have the tools to pinpoint and craft improvements in a way that also develops their staff, youth, and stakeholders. See Attachment ____ for a comprehensive description of this process.

As noted in Virginia's 2011 state plan, staff from the various Job Corps in the Commonwealth have established solid working relationships with local youth program operators across the state and have taken a proactive approach to identifying youth who are likely to benefit from services the Job Corps Center has to offer. These relationships will be maintained and enhanced during the course of implementing Virginia's integrated plan. Additional focus will be placed on connecting youth, particularly out-of-school youth, to apprenticeship opportunities in the Commonwealth. State and local workforce system representatives also maintain strong partnerships with juvenile justice and foster care agencies, to ensure these youth are connected to workforce services. The VCCS's Great Expectations Program is an example of an education and workforce service designed specifically for youth in foster care.
Veterans and disabled veterans:
Priority of service is offered to Veterans in Virginia, with respect to any qualified Department of Labor employment and job-training program. Veterans and Eligible Spouses are given priority over non-Veterans for the receipt of employment, training, and placement services, notwithstanding any other provision of the law. Each community college in Virginia maintains an office of Veterans affairs. The Veterans Affairs Office provides information and applications for VA educational benefits to veterans, reservists and eligible dependents. The Office also certifies students with confirmed VA eligibility who notify the college of their registration for classes.

The VEC provides employment and training services for Veterans, eligible persons, and Transitioning Service Members through the state Employment Service delivery system, and in cooperation with comprehensive one-stop partners, through the utilization of federally funded Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Specialist (DVOP) staff. Information on veteran services is also available at www.vec.virginia.gov. The LVER and DVOP staff are available to out-station themselves as needed to support comprehensive one-stop center partners and other supportive services organizations wherever veteran job seekers are located.

This does not preclude the fact that all Wagner-Peyser and WIA funded staff covered under this state plan also have the responsibility and requirement to assist veterans seeking services. The LVER and DVOP staff have defined roles and responsibilities and are considered an adjunct to the State Workforce system to assist the neediest of veterans with intensive employment assistance. The LVER and DVOP staff provide transitioning workshops to military members and their families that are separating from military service. The 2.5 to 3-day workshops are conducted at ten military installations throughout Virginia.

LVER and DVOP specialists in the VEC local offices, comprehensive one-stop centers, and out-station sites will provide intensive employment services to veterans who visit the workforce center, who complete Virginia Workforce Connection (VWC) registration, and who are reached via outreach activities and via the Transition Assistance Program (TAP), and who have been determined to need additional intensive staff-assisted services to reach their employment goals. LVER and DVOP staff will actively accept direct referrals from staff working on the reemployment services and Reemployment and Eligibility and Assessment (REA) programs of these most needy veterans and will use a case management strategy to assist them in obtaining their employment goals. The LVER and DVOP staff will provide
services to businesses and employers by promoting qualified veterans through direct referrals and job development. LVER and DVOP staff will work cooperatively with other workforce center staff assigned to reemployment activities to meet the goals established for reemployment activities.

The State must adhere to legislative requirements for veterans’ staff regarding the role of LVER and DVOP staff in the one-stop delivery system, and to take into consideration the agreement reached between the Secretary and the State regarding veterans’ employment programs. DVOP and LVER staff provides services to veterans and other eligible persons as outlined in Title 38 U.S.C., Chapters 41, 42. The LVER and DVOP staff will focus their efforts, according to their respective roles and responsibilities, on employer outreach and case management of those who have been identified as most in need of intensive employment and training assistance. DVOP and LVER staff, through outreach with employers, develops increased hiring opportunities within the local work force by raising the awareness of employers of the availability and the benefit of hiring veterans.

To fulfill legislatively mandated grant oversight requirements, State Agencies are required to submit fiscal, performance and program activity reports for each Federal Fiscal Year (FFY) quarter in which grant funds are obligated or expended. The U.S. Department of Labor (USDOL) Veterans Employment and Training Service (VETS) monitor expenditures reported by grantees to ensure funds are spent in accordance with cost principles established for Federal awards to State government agencies as well as approved State Plans. The Manager’s Report on Services to Veterans is required by legislation, on a quarterly basis for each local office or comprehensive one-stop center where LVER and DVOP staff are located. It is used to ensure local offices are aware of and comply with the processes and objectives approved in the State Plan, to identify areas where technical assistance is needed, and to recognize noteworthy achievements and best practices.

Under this plan the VEC will provide employment and training services for veterans, other eligible persons, and transitioning service members through the State Employment Service delivery system, cooperation and coordination with one-stop partners, presentation of the Transition Assistance Program (TAP) at military bases, and through the utilization of Federally funded Veterans’ Services staff (DVOP and LVER) in accordance with Public Law 107-288 and all applicable statutes, regulations, Director’s Memorandums and Veterans Program Letters. Additionally, the VEC will submit fiscal, performance, and program activity reports for each (FFY) quarter in which grant funds are obligated or expended.

Priority of Service (POS) to Veterans
The state is required to have policies and strategies in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), that priority of service is provided to
veterans (and eligible 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 10-09, VPL 07-09 11/10/09?

DOL’s TEN 15-10 (http://wdr.doleta.gov/directives/attach/TEN/ten2010/ten15-10.pdf) has been distributed to all VEC local offices and comprehensive one-stop center service delivery points. The VEC takes steps to ensure that veterans receive priority of service in all of the services that it provides. Performance measures governing VEC services to veterans are negotiated annually with the USDOL Veterans Employment and Training Service (VETS). The VEC has continually demonstrated a successful track record of exceeding these measures as documented in quarterly report to USDOL VETS.

An additional document of value in conveying Veterans priority is Veterans Program Letter (VPL) Number 07-09, jointly issued by the USDOL Employment and Training Administration (ETA) and USDOL Veteran’s Employment and Training Service (VETS): http://www.dol.gov/VETS/VPLS/VPLs/VPL_07-09/VPL_07-09 & Attachments A-D%20.pdf. The VEC has developed a statewide strategic guidance Inter-Office Communication (IOC) to be used by offices to help assure that they provide priority of service to veterans and eligible spouses.

A specific strategy in VEC local offices (which cover Wagner-Peyser, Trade, Unemployment Insurance, and Veterans Employment programs) that allows veterans and eligible spouses to receive priority of service at the core stage is that all new job orders are initially placed in a veterans hold status, allowing only veterans to view these jobs. Additionally, new job orders are matched for veteran candidates prior to being released to the general population.

The Priority of Service (POS) notification has been made more prominent on the www.vec.virginia.gov and www.vawc.virginia.gov websites. Specifically, the priority of service statement link is the first option in the Veterans’ services section on homepage for both of these websites. Routinely, during staff meetings LVER, DVOP, and management staffs are providing education on priority of service definitions and protocol. LVER and DVOP staff conducts regular training and discussions with one-stop partners and staff at regular intervals on specific needs of veterans, such as homelessness, and combat-related healthcare issues. For newly hired employees, the definitions of veteran and eligible spouse are explained during the new employee’s orientation to programs and services. The Virginia Workforce Connection (VWC) system provides an option for employers to conduct “Vet only” candidate searching and matching activities. Veterans online job service accounts are “marked” with a US Flag to indicate that this record belongs to a veteran, aiding staff and employers in quickly identifying veterans’ records. The VEC central office
has developed and disseminated standardized priority of service signage to be prominently displayed in local offices and One-Stop Centers throughout Virginia.

Additionally, WIA funded programs located in or accessible through the comprehensive one-stop centers, incorporate priority of service as part of the standard operating procedure involving service delivery. Veterans receive priority to the full array of core services, and once determined eligible, gain access to intensive and training services available under WIA, as well as referral to and coordination with other partner services.

The state tracks targeted applicant groups that include veterans. U.S.C. Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) identifies the following as targeted applicant groups: Special disabled veterans (highest priority), and veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized. An additional category for emphasis is Transitioning Service Members. Other special populations include any veterans who are enrolled in or who have completed a program of vocational rehabilitation or training provided by the Department of Veterans’ Affairs. Target applicant groups also include Recently Separated Veterans, Female Veterans, and Homeless Veterans.

In addition to those services provided by the VEC and VCCS, workforce and related ancillary services for Veterans (to include disabled Veterans) are provided by a wide variety of agencies and organizations in Virginia. Virginia recognizes the importance of providing seamless and high quality services to returning veterans and their families. The state has recently identified strategies to focus on the efficient coordination of effective workforce services currently available to veterans in Virginia. As a part of this Integrated Plan, the state will develop and implement a collaborative Veterans Workforce Strategy in Virginia, in part by capitalizing on the flexibility of the WIA Rapid Response program. Veterans who were discharged or released under conditions other than dishonorable may meet the eligibility requirements for dislocated workers under WIA; a military spouse can also be served with dislocated worker grant funds in certain circumstances (U.S. Department of Labor TEGL 22-04).

The strategy to coordinate Veterans workforce services in Virginia is based on the strategic goal of providing workforce services to veterans and their families that lead to enhanced employment attainment in high demand occupations. A three-pronged approach to achieving this goal includes activities to (1) enhance statewide coordination, (2) develop and implement a statewide outreach plan, and (3) support local service providers serving veterans and military spouses.
Low-Income individuals, including recipients of public assistance:
In order to ensure high quality, integrated workforce services are provided to low-income individuals, including individuals receiving TANF (Temporary Aid to Needy Families) and other forms of public assistance, State and local workforce system representatives will partner with agencies and organizations that serve this population, particularly the Virginia Department of Social Service and local VIEW (Virginia Initiative for Employment not Welfare) programs. One Stop Centers will be encouraged to continue and enhance strategies to improve job attainment and retention, for this population of job seekers.

Outreach to the business sector around hiring job seekers from this target population will be the same as for any other One Stop customer – through the business services team. Outreach to the business sector to hire One Stop customers who are TANF recipients may include preparing and disseminating targeted materials and resources; and developing and maintaining ongoing partnerships with organizations that represent businesses, such as the Chambers of Commerce. As noted previously, there are several tax and other incentives for businesses if they hire persons from certain target populations, including the work opportunity tax credit (WOTC). This information will be regularly disseminated as a part of overall business outreach.

Persons with disabilities:
The minimum standards for comprehensive one-stop centers states that: Priority will be given to assuring that throughout the system, persons with disabilities will have programmatic access to all services. The commitment to adequately serving persons with disabilities extends beyond the specialized services of vocational rehabilitation to the system as a whole and assumes the responsibility of continuously enhancing system capacity for achieving that aim. Each certified comprehensive one stop center is also inspected by the Department for Aging and Rehabilitative Services (DARS) to ensure accessibility issues are addressed as part of the certification process. Assistive Technology (AT) PC workstations are available in the resource rooms of several Comprehensive One-Stop Centers and VEC local offices for self-service use by individuals with disabilities. Through coordination with the DARS and the Department of Blind and Visually Impaired (DBVI), the public-use PCs in the resource rooms of VEC local offices provide the availability of MAGIC software for individuals who are visually impaired and JAWS software for individuals who are blind.

In addition to adherence to compliance standards, where appropriate, local areas will be encouraged to participate in the Social Security Administration’s Ticket to Work Program as Employment Networks. This will expand the capacity of the public workforce system to serve more customers receiving Social Security disability benefits.
Migrant and seasonal farm workers:
The migrant and seasonal farm worker populations in Virginia are provided with a full range of services to meet their employment, reemployment, and training needs in all comprehensive one stop centers and VEC local offices, and additionally through outreach efforts.

The VEC is the state workforce agency designated to have statewide coverage for both MSFWs and agricultural employers. This is accomplished through nine VEC local offices and one stop centers, each of which has specially trained farm placement specialist (FPS) staff. The farm placement specialists are fully qualified workforce services representatives, and are able to provide the full range of services for Wagner-Peyser Employment Service programs, Unemployment Insurance programs, and referrals to WIA programs to meet the needs of migrant and seasonal farm workers. Additionally, these farm placement specialists are usually conversant in the language of the majority of the MSFWs in their area. They are also extensively trained in the federal regulations affecting both MSFWs and the employers who use seasonal farm labor. While they are assigned to one of the nine offices described above, they actually are available to assist any of the comprehensive one stop centers or local offices throughout the state.

The VEC farm placement specialists conduct an outreach program to locate and to contact migrant and seasonal farm workers, in accordance with 20 CFR 653.107, who are not being reached by the normal intake activities of the comprehensive one stop centers and local offices. This is to increase the ability of migrant and seasonal farm workers to access core, intensive, and training services in the one stop delivery system. Depending on the need, migrant and seasonal farm workers may be registered where they live or work, referred to a job, provided a basic summary of farm workers’ rights, or have their complaints taken. They are also informed about the benefits of visiting the comprehensive one stop centers in person and strongly encouraged to do so.

Each year the Virginia Employment Commission conducts an extensive effort to estimate, by specific location, the number of MSFWs thought to be in state to do agricultural work. Farm Placement Staff, within their assigned counties and based on their on-the-ground knowledge, collaborate with other knowledgeable individuals, with the Cooperative Extension Service, with the WIA 167 provider (Telamon Corporation), with other sources including growers, and develop estimates of the total farm worker populations, and the peak farm worker populations. This information is aggregated among the nine local offices
and used to develop an estimate of the number of MSFWs that should be contacted each season through outreach.

Federal Regulations, implementing the Wagner-Peyser Act, at 20 CFR, Part 653, Subpart B-“Services to Migrant and Seasonal Farmworkers” require the VEC as the designated State Workforce Agency to identify and provide MSFWs with the full range of job seeker services. The provision of these services shall be on a basis which is qualitatively equivalent and quantitatively proportionate to the same services provided to non-MSFW job seekers. Special services to ensure that MSFWs receive the full range of employment related services are established by Subpart B.

The object of the above programmatic effort is to ensure that MSFWs have the highest chance of receiving the appropriate level of Core, Intensive, and Training Services from any of our one stop centers. To further enhance MSFWs access to training, employment, and support services, Farm Placement Specialist will refer identified MSFWs to WIA 167 One Stop partners when appropriate.

All jobseekers that are identified as MSFWs and are properly registered with the VEC are included in a compliance reporting system. That system, required by federal regulations at 20 CFR 653.112, compares the level and the quality of the jobseeker services provided to MSFWs to the same services provided to non-MSFWs. This system, referred to as the “MSFW Indicators of Compliance”, produces monthly reports for each VEC local office, and a monthly statewide report. There are two specific categories of indicators: (1) Equity Indicators, including Referred to Jobs, Received Staff Assistance Services, Referred to Supportive Services, and Received Career Guidance; and (2) Minimum Service Indicators, including MSFWs Placed, Earned 50 cents above the Minimum Wage, and Worked in Non-Ag Jobs Over 150 Days.

The information described above, combined with certain other non-automated data sent in by local offices, such as MSFW outreach reports, field checks, and One-Stop reviews, are reported quarterly to the U.S. Department of Labor (USDOL) Employment and Training Administration (ETA) though their on-line “Labor Exchange Agricultural Reporting System” (LEARS).

*Persons with Limited English Proficiency:*
The VEC maintains the capability for telephonic based translation services in every physical location and makes access to this capability available for all agency transactions. Uses of language translation services include job search functions, filing and processing of initial claims and continuing claims for UC benefits, Unemployment Insurance appeals hearings and various other uses where the spoken language could be a problem. The VEC
has electronic translation capabilities on public-use PCs for self-service and VEC web pages are available in several languages. The Agency also has developed a policy on interpreter services to ensure that all of our customers have access to and can participate in programs in the One Stop Centers. The State also maintains a listing of interpreter services for both spoken languages and sign language as a resource for the One-Stop system.

**Persons who are homeless:**
Studies indicate that climbing out of homelessness is extremely difficult impossible for those without a job. For individuals with limited skills or experience, opportunities for jobs that pay a living wage are very limited. Additionally, many members of the homeless population have to combat barriers such as limited transportation and reduced access to educational and training programs (Long, Rio, & Rosen, 2007). This population faces a number of barriers to employment, such as the lack of access to technology, which serves as a handicap for searching for work online. Also, while there are computers available through public access, some homeless individuals lack computer knowledge and fear failure.

By partnering with agencies and organizations that serve homeless individuals and families, State and local workforce partners will develop strategies to provide tailored services to meet the unique employment service needs of this population. These agencies include Community-based organizations, State and local agencies, and non-profit organizations such as the Virginia Department of Housing and Community Development, Homeward, Goodwill, and the Salvation Army.

**Persons who are ex-offenders:**
There are several tax and other incentives for businesses if they hire persons from this target population, including WOTC, IRS Access Credit, Federal Bonding Program, etc. State and local workforce system representatives in Virginia will partner with agencies/organizations that serve ex-offenders. These agencies include Community-based organizations, State and local agencies, and non-profit organizations such as Goodwill, Offender Aid Restoration (OAR), and the Salvation Army.

**Older workers:**
The United States Census Bureau reported in the 2012 Census that almost 25 percent of our population or over 74 million Americans are 55 years of age or older. The U.S. Census Bureau also reported in 2009 that 29 million or 38.6% of this population was in the labor force. The Bureau of Labor Statistics recently reported that the overall unemployment rate for workers aged 55 and older was 6.6%, which is lower than 9.1% the unemployment rate reported for all workers; however, the Council for Adult and Experiential Learning (CAEL) reports that older workers have more difficulty finding new employment after becoming unemployed. Additionally, the AARP Public Policy Institute Fact Sheet noted in February of
2011 the average duration of unemployment for older job seekers in January 2011 was 44 weeks while the average duration for job seekers under 55 was 34 weeks.

The CAEL notes in State Strategies to Support the Maturing Workforce that older workers face many challenges to obtaining employment, including employer age bias, the rigid way retirement has been viewed, and that workforce development programs do not consider older workers as a group that needs focused services. The One-Stops will educate older workers/job seekers on the financial realities or retirement so that they make sound retirement and fiscal decisions. The One-Stop Advisory Committee will support the development of financial literacy programs that include information on retirement pertinent to the needs of older workers. Through the Business Services Advisory committee, businesses will be educated on the realities of the aging workforce and the benefits of hiring older workers. The Business Services Advisory Committee will develop simple tools and low-cost approaches for assessing organizations talent management so that businesses will make better use of older workers. One-Stops will provide increased opportunities for older workers to participate in internships and apprenticeships. Older workers will be encouraged to participate in training in high growth, high demand occupations.

The One Stops will continue to partner with SECEP programs to ensure older workers are referred to the One Stops and are utilizing the services of the One Stops. SECEP programs and One Stops will work together to address barriers to obtaining employment for older workers and strategies to overcome said barriers. One strategy is to offer basic computer/technology courses to older workers who do not have basic knowledge and skills in utilizing the computer. This strategy is important, as the majority of businesses are moving to an online application for employment.

Indian and Native Americans:
According to the Economic Policy Institute Brief Different Race, Different Recession: American Indian Unemployment in 2010 by Algernon Austin, from the first half of 2007 to the first half of 2010, the American Indian unemployment rate nationally increased 7.7 percentage points to 15.2%. Although, Native American jobseekers in the Commonwealth of Virginia can access workforce development services through the Mattaponi, Pamunkey, Monacan Consortium with federal funds received through the Division of Indian and Native American Programs it is imperative that we work diligently to ensure Native Americans are connected to services to receive assistance with obtaining employment and reaching their employment goals.

The Virginia Workforce Network will work to educate organizations serving Native Americans on the One-Stops. They will be informed of job seeker services, as well as,
partner agency services. The goal will be to inform Native American job seekers on all One-Stop partner services. Native American organizations will be invited to participate in a webinar or in person meeting to learn about One-Stop services. Native American organizations with various missions will be invited to participate (participation will not be limited to human service type agencies) to reach a more broad audience that may be ultimately connected to job seekers. It is equally as important to educate One-Stop staff on serving Native Americans and the unique challenges they face to obtaining employment. Training on serving Native American job seekers will be conducted for One-Stop staff.

The Virginia Workforce Network will partner with agencies serving Native Americans by inviting some of these organization representatives to participate on the One Stop Advisory Committee to assist in developing a more inclusive plan to serving Native American job seekers. The VWN will also work with these agencies to improve information sharing and assist in development of the referral process. These agencies will also be asked to participate on regular One Stop conference calls to educate One Stop managers on resources available to Native Americans.

*Persons who may be illiterate or have basic skill deficiencies:*

According to the Weldon Cooper Center for Public Service (University of Virginia) approximately twelve percent of adult Virginians are estimated to lack basic reading skills. Illiteracy and basic skills deficiencies are significant barriers to securing employment. The Career Pathways Model is well-suited to helping Workforce System stakeholders identify and provide educational and training services that lead to career ladder opportunities for this population, including programs that incorporate assessment, tutoring, GED preparation, certificate and licensing that is paired with earning opportunities. An example of a promising strategy is the **PlugGED In** curriculum, created through a partnership of educational and governmental institutions as a response to the current adult literacy crisis and the increased need to prepare adults for jobs in the technology-driven economy. The curriculum is designed to provide learners who have not completed high school with a GED course that also incorporates technical training as a means to develop the workplace skills essential for entry-level employment in knowledge-driven, technology-rich jobs. The skills taught during the PlugGED In course include both hard skills, such as the specialized technology knowledge reflected in earned Microsoft certifications, and soft skills, such as communication, workplace ethics, collaboration, and innovation.
Services to Employers: Taking Care of Business

Meeting needs of One Stop Center business customers:
The Virginia Workforce System has a renewed focus on business as a primary One Stop customer. In October 2011 the VCCS WDS released state guidance on the business services model. LWIAs are encouraged to collaborate with partner agencies to build integrated business services teams. Teams will be comprised of WIA, Wagner Peyser, and other mandated state partners. The teams must develop an integrated approach to serving businesses and establish a single point of contact.

One example of an integrated state business team is the VEC Business and Economic Development Team. A primary goal of the Business and Economic Development Team is to educate employers about the powerful recruiting resources of the Virginia Workforce Connection (VWC) Virtual One Stop (VOS) system. Their focus is to help employers find the qualified employees they need with minimum time and expense. The team also provides labor market information to employers and economic development entities as needed. The team communicates directly with employers or indirectly through business groups, committees and partner organizations. Assistance is provided to new employers being recruited or existing employers who may be receiving assistance through other state, local or regional agencies or entities such as economic development authorities.

The Business and Economic Development Team is a resource to employers for information on Trade Act on-the-job training and other VEC services. They are available to assist local offices with employer-focused events such as Virginia Workforce Connection presentations and job fairs. The business team also is available to assist local Virginia Employment Commission management in maintaining and establishing active Employer Advisory Committees. The team members are out-stationed VEC Central Office staff so they are available to provide services in any area of the state and serve as a compliment to other local resources. Team members are primarily responsible for working with employers within an assigned area consisting of cities and counties in one or more VEC regions, but they may also provide services in other areas when required to support statewide goals or to maintain established relationships or projects. They work with VEC Central Office staff responsible for approving new Virginia Workforce Connection employer accounts, which allows the new user to get a “jump start” on the effective use of the system for recruiting.

The Business and Economic Development Team strives to increase the effectiveness of the Virginia Workforce Network by increasing the number of employers registered to use the
Virginia Workforce Connection online system and by increasing the number of job openings available to unemployed and underemployed workers in Virginia.

In addition to integrated business service teams, a business services network will be developed to establish continuity and communication amongst members statewide. The business services network will include regular meetings and conference calls, business service training (for all practitioners regardless of agency) and group professional development on the use of social media tools to serve business needs. The network will promote sharing of promising practices and a consistent approach to serving businesses.

**Business Services Advisory Committee**

A new statewide business services advisory committee will be developed to guide business services in the state. The committee will be comprised of business representatives from target industry sectors, economic development representatives, and business service representatives from various One Stop partner agencies. The committee will advise the VWC on business service needs and provide guidance and support for business service representatives locally. Professional training will be provided regularly for business services. The advisory committee will review the menu of services offered to business to determine applicability and inform on strategies to effectively offer business services. The committee will provide resources (through training and information on promising practices) to enhance applicant screening services offered to businesses. Business service representatives will provide thorough screening of job seekers who are referred to business customers. Screening will include a review of the job seekers knowledge, skills, abilities, and job readiness in comparison to the job opening. Only highly qualified applicants will be referred for positions. In instances where job seeker customers may not meet qualifications the business service representative will try to develop on the job training.

**Online Business Services**

Businesses have given feedback to staff indicating some job applicants have major issues with job readiness and soft skills. The One-Stop will work to ensure job seekers have job readiness and soft skills necessary to obtain and retain employment. This will be done through offering workshops and individualized career guidance. As well, The VCCS WDS will provide the local areas with an online job readiness training tool to aid with enhancing job seekers job readiness skills. The training will cover networking, interviewing, marketing yourself to a business, completing job applications, and other job readiness skills. Initially the online job readiness training will be piloted with dislocated workers and rapid response.
Provision of quality services in person as well as virtually is a key strategy to ensure that the workforce system takes care of its business customer. In June of 2012, the state launched an enhancement of Virginia’s One Stop Business website to include business services offered by the Community College System and Local Workforce Centers and Community Partners. This initiative was made possible through the Virginia GATE (Growing America Through Entrepreneurship) grant awarded by the U.S. Department of Labor/Employment and Training Administration. The project team consisted of representatives from the Virginia Community College System, Virginia Small Business Administration, Cyberdata, Inc., and both local GATE programs in Northern Virginia and Richmond Virginia.

Expanding business participation in the state workforce system:
Virginia’s renewed focus on taking care of business also includes activities to better advertise the availability of resources and services to businesses, and increase market penetration such that more businesses know of and use the workforce system. Businesses and representative organizations will receive ongoing outreach regarding the availability of pre-screening applicants, which saves time and money for businesses; the availability of curriculum-based work readiness training at One Stop Centers or through partners; and targeted communications to employers to determine what are the specific skills needed for potential employees.

Virginia recently participated in DOL’s business engagement project, which included interviews and focus groups with employers and business representatives. According to the final report, the following items are key needs for business engagement:

- “Real” screening
- Job seeker validation
- Assessment
- Less paperwork
- Single point of contact
- Knowledge about products and services

Business participation in the state workforce system will be expanded as a result of the continued focus on promoting and enhancing services to businesses throughout the
Commonwealth. WIA program funds and Wagner-Peyser funds will be used in collaboration to accomplish goals for expanding participation of businesses around the state by partnering with and engaging businesses more successfully. The following sections discuss Virginia’s plans for engaging all levels of business, creating a more employer demand driven system, using various strategic planning efforts to meet the needs of business, using partnerships and leveraged resources including economic development partnerships to serve business customers, and supporting entrepreneurs through the workforce system.

**Engaging businesses of all levels**

Businesses play a vital role in the structuring and implementation of the workforce development system and they are one of the primary customers of the One-Stop. The workforce development system should be coherent and accessible to businesses, however if businesses are to be active participants in the system and give back value to job seekers and the community as a whole through the provision of services; businesses must be engaged. Businesses of all levels need to be engaged in order to offer the wide variety of business services available through the workforce system. A variety of strategies will be used to engage and expand business services in Virginia. For example, one goal of the VCCS Chancellor for Program year 2012 in support of the strategic plan, *Achieve 2015*, is to double the annual number of employers provided training and services to 10,000, with a particular focus on high-demand occupational fields.

The state will raise awareness of the state workforce system and its services to businesses by targeting resources and services to activities likely to create job growth such as entrepreneurship, small business, and social enterprise incubation. Through DOL’s Workforce Innovation funding, the Virginia Employment Through Entrepreneurship Consortium (VETEC) will expand current GATE initiatives in two local workforce areas and replicate the program in a third. This initiative will deliver services more efficiently and achieve better outcomes by integrating entrepreneurship services within the public workforce system to enable hundreds of WIA-eligible job seekers to grow assets and attain long-term self-sufficiency through self-employment.

Business engagement will also be supported by a continued focus on branding (discussed in detailed later in this plan document) the one stop system and delivering a universal message to identify the one stop system and show that services are standardized. A continued effort to market the state workforce system will help stakeholders engage businesses at all levels. Strategies to market business services success stories and return on investment (ROI) will be explored to include state led business outreach and recruitment of employers as it relates to use of system products, such as the Career Readiness Certificate. Stakeholders will be encouraged to share innovative business
outreach strategies and promising practices such as the use of social media, mobile outreach, and digital storytelling to local areas in order to attract businesses and raise awareness of the business services available throughout the state.

Creating a more employer demand driven workforce system
Virginia recognizes that it is vital to have an avenue for businesses to have an avenue to voice when they are experiencing high employment demand and facing critical workforce issues. Industries can be broad and no single business can clearly articulate current workforce issues and desired solutions that represent a consensus within the industry. When industry lacks a clear voice, the workforce system is unable to address its workforce needs effectively and train job seekers to be ready to meet those hiring needs. The workforce system will be more employer demand driven by:

- Identifying industry sectors and targeting high demand, high wage employers within those industries at a state and local level;
- Actively engaging employers by utilizing career pathways systems to ensure that training and education programs meet the skill competency needs of employers;
- Utilizing and improving use of real-time labor market supply-demand information;
- Continued alignment with education and economic development to engage new and existing businesses; and,
- Evaluating workforce data and practices in order to establish trends and develop measures to test the system’s responsiveness to the business community.

During Program Year 2011, a survey of WIBs was conducted and business service was one of six main focus areas of collect data and analysis. How businesses services are being delivered, the types of business products and services offered by each LWIA and whether or not employer satisfaction are collected or not are just some examples of the data collected. Other related initiatives involve the development of a dashboard for WIBs and business service teams to share with the VWC and employers about potential applicant pools and the emerging workforce. This will allow training data to be analyzed in new and unique ways while giving a snapshot of what the one stop system can offer in the way of human capital.

Enhanced business services will also be realized by offering targeted employers “value-added” services and unique programs that can be accessed through technology methods that are cost-effective and contemporary. One example is Virginia’s work with On-the-Job Training (OJT) through the Virginia OJT Reemployment Project. Another value added service for business customers is the Career Readiness Certificate (CRC). The CRC addresses basic employment skills needed by a variety of employers. Virginia will include the CRC in its overall outreach and awareness plan, encouraging more businesses to take
advantage of this resource, while also increasing the number of jobseekers who are CRC holders.

**Strategic plans to meet business needs**

In addition to this WIA/W-P Integrated State Plan, several strategic plans have been developed that will streamline and enhance services to businesses therefore expanding business participation. These plans include the Career Pathways and Sector Strategies Strategic Plan, which calls for an active engagement of employers with a focus on industry recognized and sector specific employment and advancement over time in industry sectors. Another example is the VCCS Workforce Development Services Strategic Plan for July 1, 2012 – June 30, 2012, which lists enhancing services to businesses as one of three primary goals. Objectives of this goal include:

- Increase the number of employers served through credit and noncredit courses, customized training, and outreach services by at least 9%;
- Develop state level Rapid Response layoff aversion strategy that supports activities that establish connections with employers at the local area level and result in a baseline number of employers served and a measure of service quality;
- Establish a qualitative baseline of employers served by Job Placement/Experiential Learning Coordinators;
- Obtain an initial Virginia certification rate of 60% among Comprehensive One Stop Centers; and,
- Establish criteria for business market penetration baseline in each LWIA.

**Partnerships and leveraged resources**

Interagency collaboration, forming partnerships, and leveraging resources will be a vital aspect of Virginia’s success in meeting business’ workforce needs. Partnering in creative ways and including state agencies that are not employer driven in those partnerships is critical to continue to efficiently serve one of the workforce system’s primary customers, businesses. For example, Virginia continues to gain national recognition for its work in career pathways, as evidenced externally in its work with the National Governors Association, the national office of the Department of Labor and private foundations, and internally through a strong multi-disciplinary career pathways advisory group that includes education, economic development and workforce agency partners.

Incentivizing regional behaviors, blending funding sources from the Ford Foundation grant to the Virginia Foundation for Community College Education and a US Department of Labor Career Pathways grant to the VCCS, four regional career pathways system grants were awarded to foster collaboration between WIBs and community colleges, along with regional employers, workforce and economic development, school divisions and
community based organizations. These initiatives follow a six step process established by US Department of Labor for bringing together partners from education, industry and economic development to design and provide education and training, career coaching and support services necessary to preparing emerging, incumbent, and displaced workers for job placement and career progression in industry sectors critical to regional and state economic development.

To date, regional career pathways systems in Virginia are targeting populations from middle school students to displaced workers to prepare them for careers in high performance manufacturing, allied health, and energy. Building upon this foundation, a portion of WIA Incentive Awards issued during the program year was used to fund two $75,000 grants to foster local coordination. Region 2000 and the Greater Peninsula will focus on improving local performance through initiatives that support career pathways: including development of a comprehensive career pathway information portal for WIA Youth participants, a Future Focus Expo to connect youth to employers and education and training leading to career placement, an in school Youth Career Café, and an out of school youth Middle College, or bridge program, serving low skilled, low wage young adults without a high school diploma that will prepare participants for the GED, postsecondary education, and careers in the allied health sector.

Continued coordination and partnerships with economic development on a state and local level to broaden employer contacts and view economic development are also critical to business service development and a multi-regional effort. For example, the partnership with the Virginia Department of Business Assistance brings leveraged resources with programs like, The Virginia Jobs Investment Program (VJIP). VJIP is one of Virginia's most actively used economic development incentives. The program encourages the expansion of existing Virginia businesses and start-up of new business operations in Virginia. It specifically addresses the top concerns of existing businesses and economic development prospects – finding and developing a skilled workforce. VJIP exists to support private sector job creation. It helps offset recruiting and training costs incurred by companies that are either creating new jobs or implementing technological upgrades.

Supporting the needs of entrepreneurs
Governor McDonnell declared 2012 “The Year of the Entrepreneur” in Virginia, in order to recognize these individuals, to study why they’re successful in Virginia and to inspire others in Virginia and around the world to turn big ideas into reality here in the Commonwealth. A series of events will be held throughout the year in conjunction with this
The Entrepreneurial Education Summit is an example: on Monday, June 4, 2012, Virginia’s Community Colleges, local workforce representatives and business leaders gathered to learn about entrepreneurial education programs in the commonwealth. This Summit was hosted by the Chair of the State Board for Community Colleges and Virginia’s Community Colleges Workforce Development Services. The event served as the basis initiating a conversation on how to expand entrepreneur education across Virginia’s workforce. Key questions asked of the audience for discussion included:

- What value would there be to the Commonwealth’s business/industry employers, if the Virginia Workforce Development System started offering entrepreneurship training and support services to dislocated, transitional and/or emerging workers?
- How could Virginia’s Workforce Development System enhance its services to entrepreneurs and small business owners?
- What resources do the current WIA mandated partner agencies bring to the table that could be leveraged to enhance the Virginia Workforce Development System’s capabilities in entrepreneurship training and/or support and assistance for entrepreneurs and small business owners?
- What other partnerships could/should be explored to enhance the Virginia Workforce Development’s System’s capabilities in entrepreneurship training and/or support and assistance for entrepreneurs and small business owners? What additional resources could these potential partners bring to bear to help the Virginia Workforce Development System succeed in any entrepreneurship support initiative?

The information gained as a result of this summit, as well as findings from an upcoming study on use of WIA funds for entrepreneur support will be used to inform future strategies.

**Agricultural Outreach: Cultivating Employment Sustainability**

The purpose of this plan is to describe the activities planned for providing services to the agricultural community in Virginia in accordance with 20 CFR 653 and the Workforce Investment Act of 1998 (WIA). The policy of the Commonwealth of Virginia is to assist employers and job seekers through the operation of a basic labor exchange system as described in 20 CFR 652, Subpart A. Services to both agricultural employers and migrant and seasonal farmworkers (MSFWs) are covered in this plan.

Agricultural employers can list job openings with the Virginia Employment Commission (VEC). They may participate in the intrastate or interstate job clearance system as
described in 20 CFR 653, Subpart F. If shortages of U.S. workers develop and certain specific conditions are satisfied, agricultural employers may apply for and receive a labor certification for the temporary employment of nonimmigrant foreign workers (H-2A).

MSFWs shall be provided all of the job services consistent with Title I of WIA and their employment preferences, needs, and skills. Specifically, the VEC shall offer to MSFWs the core, intensive, and training services; the benefits and protections, including the full range of counseling, career guidance, and job referral services as are provided to non-MSFWs. In the electronic environment, specifically trained staff shall be available for direct assistance to farmworkers who are unable to meet their needs through self-service.

Finally, at least one-third of the actual peak number of MSFWs shall be contacted through outreach efforts by selected field office staff.

ASSESSMENT OF NEED

An extensive statewide survey of previous and projected agricultural and farmworker activity was conducted by the VEC. The Assessment of Need Data Sheets (see Attachment A) were developed in conjunction with input from field office personnel, farm placement staff, extension agents, WIA 167, and members of numerous other organizations with knowledge of MSFWs. A statewide survey (see Attachment B) was also conducted to estimate the MSFW population. For Program Year 2011 (PY 11), approximately 15,081 MSFWs were estimated in Virginia with a peak of about 13,461, 2,812 of which were H-2A farmworkers. Following are the previous year's agricultural activity and MSFW employment. Projections of major labor intensive crop activity and MSFW availability for the coming year have been indicated by location and crop. Staff training to meet the needs of farmworkers is described at the end of Section IV.
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</tr>
</thead>
<tbody>
<tr>
<td>Tobacco</td>
<td>April-Oct</td>
<td>1600</td>
<td>380</td>
<td>Yes</td>
<td>Decrease</td>
<td>Decrease</td>
</tr>
<tr>
<td>Vegetables</td>
<td>June-Aug</td>
<td>40</td>
<td>10</td>
<td>Yes</td>
<td>Decrease</td>
<td>Stable</td>
</tr>
<tr>
<td>Hay</td>
<td>Mar-Sept</td>
<td>10</td>
<td>0</td>
<td>Yes</td>
<td>Decrease</td>
<td>Decrease</td>
</tr>
<tr>
<td>Nursery</td>
<td>Feb-Aug</td>
<td>40</td>
<td>40</td>
<td>No</td>
<td>Stable</td>
<td>Stable</td>
</tr>
</tbody>
</table>

### SOUTHWEST (BRISTOL F.O.)

<table>
<thead>
<tr>
<th>Crop</th>
<th>Activity Period</th>
<th>Total Employment</th>
<th>MSFW Employment</th>
<th>Labor Shortage</th>
<th>Crop Changes</th>
<th>MSFW Availability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apples</td>
<td>Jun-Oct</td>
<td>200</td>
<td>125</td>
<td>No</td>
<td>Increase</td>
<td>Stable</td>
</tr>
<tr>
<td>Vegetables</td>
<td>Mar-Nov</td>
<td>350</td>
<td>200</td>
<td>Yes</td>
<td>Increase</td>
<td>Stable</td>
</tr>
<tr>
<td>Tobacco</td>
<td>May-Dec</td>
<td>180</td>
<td>75</td>
<td>No</td>
<td>Decrease</td>
<td>Stable</td>
</tr>
<tr>
<td>Trees</td>
<td>Oct-Dec</td>
<td>1200</td>
<td>900</td>
<td>Yes</td>
<td>Increase</td>
<td>Stable</td>
</tr>
</tbody>
</table>
OUTREACH PLAN

This section of the Virginia Plan for Agricultural Services was prepared in accordance with the federal requirements in 20 CFR Part 653.

A. Assessment of Available Resources:

During PY 12, the agency will use full-time farm placement staff (equivalent positions for outreach indicated) in the field offices of Bristol (.07), Charlottesville (.04), Danville (.22), Onley (.09), Tri-Cities (.08), Warsaw (.10), Roanoke (.01), South Hill (.17), and Winchester (.05). As the season develops, field office staff will conduct outreach activities. At the central office there is no staff specifically assigned for the sole purpose of conducting outreach. However, the State Monitor Advocate, in the course of visits to areas where MSFWs live and work, may conduct significant outreach. Both Onley and Winchester, as MSFW significant field offices, have full-time staff for outreach duties during the peak of the season (see Attachment C). For the 2012 growing season the VEC will maintain the same full-time staffing level used during PY 11. We anticipate no reductions during PY 12 in full-time staff serving MSFWs. To augment the VEC outreach efforts, staff from the State's WIA 167 Grantee, under an interagency cooperative agreement (see Attachment D), will supplement the agency's effort to contact a majority of the 15,081 MSFWs estimated to be in Virginia during the peak of the agricultural season.

B. Numerical Goals:

1. During PY 12, VEC staff plan to contact 33% of the MSFWs (one-third of the estimated peak MSFWs in the state) to offer job services. The VEC will make at least five contacts per staff day worked (SDW) or a minimum of 1300 contacts per staff year. Actual VEC minimum staff contacts are computed as follows and listed below by field office:

260 days = 1 staff year.

260 days x 5 contacts per SDW = 1300 contacts per staff year.

2.8 staff years x 1300 contacts per staff year = 3511 VEC contacts for PY 12.

- Winchester 132 Contacts 27 SDW
- Tri-Cities 293 Contacts 59 SDW
- Onley 1191 Contacts 239 SDW
- Charlottesville 202 Contacts 41 SDW
- Warsaw 341 Contacts 69 SDW
- Danville 225 Contacts 45 SDW
- Roanoke 74 Contacts 15 SDW
2. The WIA 167 Grantee, Telamon Corporation, under a cooperative agreement, will supplement the VEC outreach with approximately 4,226 MSFW contacts. For PY 12, Telamon Corporation (WIA 167), and any other individual or organization with the proper automated equipment, will be able to find VEC services to MSFWs listed on the agency web site at www.vec.virginia.gov and search for employment opportunities through the Virginia Workforce Connection found at www.vec.virginia.gov/virginia-workforce-connection. MSFWs may review job openings at Telamon Corporation and select prospective positions for which they may be qualified. This technological capability exposes MSFWs to more employment opportunities and they are better informed about the labor market. Through the self service system now available or with the assistance of Telamon Corporation staff, MSFWs can be registered for job services before they even visit one of the VEC field offices.

A total of approximately 7,737 MSFW contacts will be made by both VEC and Telamon Corporation during PY 12.

C. Proposed Outreach Activities (20 CFR 653.107 (i-p))

All VEC staff assigned responsibilities for MSFW outreach use a similar variety of techniques. Personal contact with at least one-third of the estimated peak number of MSFWs (as it develops during the growing season) is the primary outreach technique. Depending on the local circumstances, which include consideration of employer and MSFW preferences, outreach contacts may occur in agricultural fields during the work day. However, many MSFWs, especially those working on piece rate, prefer to continue to work rather than stopping to talk with an outreach worker. In that situation, VEC staff will meet MSFWs during lunch or after work at their living quarters. During these meetings VEC staff, in a language appropriate for the MSFW, present information on the services available from the field office and use handout materials which are specific for each location. These handouts, in some cases, contain maps in addition to a full listing of various partners, social service agencies, organizations and special groups with an interest in serving MSFW needs. VEC outreach workers may also take complaints from MSFWs. In all cases, outreach contacts are used to explain the benefits of coming into the field office to receive the full range of services available. These services include referrals to agricultural and nonagricultural jobs; information on training and supportive services with special emphasis on services available through Telamon Corporation, as well as counseling.
career guidance, and job development services; an explanation of basic farmworker rights; and a full review of the JS Complaint System.

Continuing in PY 12, follow-up will be conducted with all U.S. workers referred by the VEC on H-2A job orders who:

- Did not report for the scheduled interview, or
- Were interviewed but not hired, or
- Were later terminated by the employer.

**JOB SERVICES PROVIDED TO MSFWs THROUGH THE ONE-STOP DELIVERY SYSTEM**

A. Plan for Program Year 2012

The VEC will meet the minimum requirements for providing services to MSFWs as listed in 20 CFR 653.112. As in past years, the VEC will provide equitable services for:

- MSFWs referred to jobs
- MSFWs for whom a service is provided
- MSFWs referred to supportive services
- MSFWs receiving career guidance
- MSFWs receiving job development

In addition, as a significant MSFW state, at least four of the seven minimum service level indicators listed below will be accomplished:

<table>
<thead>
<tr>
<th>Service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSFWs placed</td>
<td>42.5%</td>
</tr>
<tr>
<td>MSFWs placed .50 cents above minimum wage</td>
<td>14.0%</td>
</tr>
<tr>
<td>MSFWs placed in long-term non-ag jobs</td>
<td>5.2%</td>
</tr>
<tr>
<td>MSFW significant field offices reviewed</td>
<td>100.0%</td>
</tr>
<tr>
<td>Field Checks conducted where JS placements were made</td>
<td>25.0%</td>
</tr>
<tr>
<td>MSFWs receiving outreach contact</td>
<td>5 per SDW</td>
</tr>
<tr>
<td>Complaints remaining unresolved more than 45 days (Unless pending enforcement agency action or hearing)</td>
<td>&lt;10%</td>
</tr>
</tbody>
</table>
B. Monitoring

Monitoring Virginia Workforce Centers throughout the year for compliance with MSFW regulations will be accomplished by both the State Monitor Advocate, and by the WIA monitoring unit.

The significant field offices at Winchester and the Eastern Shore will have an annual in-season on-site review by either the Regional Monitor Advocate, or the State Monitor Advocate, or both together.

All other field offices will have on-site reviews done by the State Monitor Advocate as appropriate or will have desk reviews done monthly using data from the agency automated reporting system, using the format suggested by USDOL: “Virginia MSFW Indicators of Compliance, Qualitatively Equivalent and Quantitatively Proportionate Services: JS Services to Migrant and Seasonal Farmworker Applicants Compared With Services to All Non-MSFWs.”


Field Office Service Area Workforce Analysis:

A current review of the most recent labor force data for the area served by the Eastern Shore Field Office indicates there are 23,565 individuals in the civilian labor force (CLF). Whites comprise 64.2% of the population, and minorities comprise 35.8%. An analysis was done to determine the MSFW population that should be included in the work force for affirmative action purposes. The current migrant population is estimated by the field office to be 3320 (Accomack County-1920 and Northampton County-1400). The field office further estimates that 20% of the unduplicated count is equal to full-time presence. Thus, the full-time equivalent for migrant workers is 664 (3320 X .20). With respect to seasonal workers, the field office estimates a population of 570 (Accomack-350 and Northampton-220) with an estimate of 40% to determine full-time presence. This is equal to 228(570 X .40). The total of the two percentages is 1234 (664+570). The MSFW estimated population of 1234 plus the CLF number of 23,565 equals 24,799, with MSFWs comprising 5.2% of the labor force.

Field Office Staffing Characteristics:

The Eastern Shore Field Office organizational structure is described below. The office is comprised of a manager, professional staff, and clerical support. The structure of the office is as follows:

**Manager**- Directs the work of professional and clerical staff engaged in all Job Service (JS), Unemployment (UI), and MSFW activities.
**Hearing Officer**- Conducts fact-finding interviews with employers and claimants and interprets and applies unemployment insurance laws. Renders non-monetary determinations in relation to the eligibility of claimants to receive unemployment benefits.

**Workforce Services Representative**- Interviews job seekers and claimants to assist in locating employment and filing claims for unemployment compensation.

**Farm Placement Specialist**- Provides service to MSFWs. Visits employers to assess current needs, advises on movement of workers, and on child labor, crew leader, and other employment-related laws. Assists agricultural employers with provisions related to the H-2A program. Possess the ability to communicate in a language which the majority of MSFWs can understand. Farm Placement Specialists are required to be bi-lingual in English and Spanish.

**Office Services Specialist**- Provides clerical support to the manager and office staff, performing a variety of general clerical functions.

The office has eleven filled positions: four part-time and seven full-time staff. The two Farm Placement Specialists are from MSFW backgrounds, speak Spanish and are racially and ethnically representative of the MSFWs in the service area. The office is 55% minority and 45 % white. Females comprise 73% of the office, and males comprise 27%.

Several activities were taken to recruit MSFWs for staff. During PY 11, the Eastern Shore Field Office hired a full time Farm Placement Specialist. In accordance with 20 CFR 653.107, the candidate selected is ethnically representative of the MSFW population, is from a MSFW background, and has previously worked as a MSFW. In addition to other qualifications, the candidate is fluent in Spanish, which is the predominant language of MSFWs in the area. These qualification requirements were communicated to interested applicants in the State Workforce Agency’s recruitment efforts and will be included as required in future efforts to recruit Farm Placement Specialists for the Eastern Shore Field Office.

**JOB SERVICES PROVIDED TO AGRICULTURAL EMPLOYERS THROUGH THE ONE-STOP DELIVERY SYSTEM**

**A. Data Analysis:**

1. Program Year 2011 History
   a. Approximately 2,924 agricultural job openings were received in VOS.
   b. Approximately 98 agricultural job orders were placed in VOS.
   c. 69 interstate clearance orders (H-2A) were initiated from 350 employers.
   d. There were 2,823 H-2A job openings.
e. There were 296 U.S. workers referred to H-2A job openings.

2. Program Year 2012 Plan
   a. Approximately 3,000 agricultural job openings are expected.
   b. Approximately 150 agricultural job orders are expected to be placed in VOS.
   c. Approximately 70 interstate clearance orders (H-2A) are expected to be filed.
   d. 2,800 H-2A job openings are expected.
   e. Approximately 300 U.S. workers will be referred to H-2A job openings.
   f. FPS and Rural Services Staff will be more engaged in job development efforts.

B. Narrative Description:
   The VEC maintains a Rural Services Unit with a professional staff located in the
central office in Richmond. This unit coordinates all phases of the agency effort to
provide job services to agricultural employers. Ten additional VEC farm placement
staff are located in nine field offices to serve agricultural employers. Both central
office and field office personnel work very closely with the state’s major grower
associations, the Virginia State Horticultural Society, the Virginia Cooperative
Extension Service, Virginia Polytechnic Institute and State University, the Farm
Bureau, the Virginia Department of Agricultural and Consumer Services, and other
interested agencies. One of the objectives of these working relationships is to
disseminate information to agricultural employers about the services available from
the VEC. With the cooperation of these organizations, the Rural Services Unit
conducts farm labor seminars for agricultural employers on a statewide basis. In
addition, participants are given information and updates on the following topics:

- Immigration Reform and Control Act (IRCA) of 1986
- Migrant and Seasonal Agricultural Worker Protection Act
- Agricultural Recruitment System (ARS)
- Farm Labor Contractor Registration
- Fair Labor Standards Act (FLSA)
- Child Labor Laws and Pesticide Safety
- Agricultural Alien Labor Certifications (H-2A Program)
- Unemployment Insurance for Agricultural Workers

For PY 12, the Rural Services Unit will conduct several seminars around the state
for employers who use temporary agricultural labor. During these meetings,
potential agricultural employers are often identified and their need for MSFW labor
discussed.

On a more technical level, the VEC uses various procedures to match agricultural
employers and farmworkers. During PY 12, the VEC will use the internet-based
Virginia Workforce Connection System (VOS) for matching jobseekers and employers. This system provides for staff assistance as needed, but also allows both jobseekers and employers to create their own files and find each other. Agricultural job orders, to include H-2A job orders, may be created by employers with final oversight by central and field office Rural Services Staff. As a result of the internet-based system we have created a much wider dissemination of all agricultural job orders. This increase in access promotes the employment of U.S. workers in Virginia agriculture.

Additional resources include the use of the Agricultural Recruitment System (ARS) for job orders, local and regional circulation of agricultural job orders, close coordination with WIA 167 service providers, and direct contact with grower associations. The VEC has a "Home Page" on the Internet, found at: [www.vec.virginia.gov](http://www.vec.virginia.gov). This site contains a State Monitor Advocate Section and a Rural Services Section which has many useful forms, publications and links, a list of the Rural Services Staff, copies of active H-2A job orders and information of interest to Agricultural Employers and MSFWs. There are also links to WIA 167 agencies, and to other resources to assist farmworkers and agricultural employers. Organizations serving farmworkers may access these sites and make appropriate information available to job seekers.

At the state level, the Governor has formed a MSFW interagency policy committee to coordinate overall services to MSFWs. This committee, which meets as needed, brings together agencies (including the VEC) which serve the needs of MSFWs. Within this forum and by way of relationships developed as a result, substantial coordination is provided in order to respond to the local needs of MSFWs.

Virginia continues to be a significant user of the H-2A program. Although some agricultural employers have reduced the number of workers they need in certain crops, they continue to diversify in the varieties of crops grown. For example, the VEC has received H-2A job orders in recent years for custom combine operators, agricultural equipment operators and fish hatchery. We continue to strive to match qualified workers to agricultural openings in Virginia, but this continues to be difficult due to the diminishing migrant population. The decline in the number of migrant farm workers can be directly contributed to the U.S. government’s efforts to curb illegal immigration, the downturn in the economy and the rise in U.S. worker unemployment. We hope to expand the use of the VOS system among agricultural employers and workers alike to better match applicants with job openings.
Staff training is an on-going process. Initial training for new farm placement staff serving in Virginia Workforce Centers has been and will continue to be conducted on outreach, the Job Service (JS)complaint system, MSFW definitions, other regulatory requirements, and the ARS. Additional training for selected staff, including Field Office Management and Regional Directors will be provided through attendance at regional training sessions conducted by the State Monitor Advocate and State Rural Services Manager. Training will also be conducted by the State Monitor Advocate and Rural Services Manager for new Workforce Services Representatives at state VOS training sessions held at a central location. FPS staff will participate at local grower meetings, and combined training will be conducted with the WIA 167 Grantee (Telamon). The VEC will continue to work closely with labor law enforcement agencies, such as the U.S. Department of Labor, Wage and Hour Division, the Virginia Department of Labor and Industry, the Virginia Department of Health and with the Central Virginia Legal Aid Society in order to continue knowledge exchange and to ensure quality service to agricultural workers and employers.

OTHER PLAN REQUIREMENTS:

A. This plan for agricultural services in Virginia was prepared by the State Monitor Advocate. Helpful assistance was also provided by field office managers and especially the farm placement staff who directly serve MSFWs and growers.

B. In the preparation of this plan, consideration was given to the State Monitor Advocate’s recommendations as presented in the annual MSFW summary developed under 20 CFR 653.108(t).

C. The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed below and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.

D. The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met. Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states
each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.

E. The Virginia State Monitor Advocate is assigned to work on a full-time basis performing the duties as described at 20 CFR 653.108 and the State will abide by the regulations at 20 CFR 653.108.

F. The organizations listed below assisted in the development of this plan and/or were provided a complete copy of it for review and comment:

Ms. Sharon L. Saldarriaga, State Director
Telamon Corporation
5501 Patterson Ave., Ste. 102
Richmond, VA 23226

Ms. Christianne Queiroz, Program Director
Virginia Farm Workers Program
Central Virginia Legal Aid Society
1000 Preston Avenue, Suite B
Charlottesville, VA 22903

Mr. James Albright
Coordinator of Migrant Ministry
Catholic Diocese of Richmond
P.O. Box 584
Accomack, Virginia 23301

Ms. Carol Burke, General Manager
Frederick County Fruit Growers Association
P.O. Box 2735
Winchester, VA 22604

Mr. Kenny Annis, Agricultural Consultant
2148 Clearview Road
Exmore, Virginia 23350

Ms. Eloise Wilder, Executive Secretary
Virginia Agricultural Grower’s Association
P.O. Box 857
South Boston, VA 22592

Mr. Bruce Clark, District Director
U.S. Department of Labor
Wage and Hour Division
400 N. 8th Street, Room 416
Richmond, VA 23219-4815

Ms. Karen Mann
Mental Health and Substance Abuse Services Office
VA Dept. of Mental Health, Mental Retardation and Substance Abuse Services
109 Governor Street
Richmond, VA 23219

Mr. Ron Thompson, Senior Policy Analyst
Virginia Department of Motor Vehicles
2300 West Broad Street
Richmond, VA 23220

Ms. Jane Brown, Director of Community Resources and Programs
Virginia Department of Social Services
730 East Broad Street
Richmond, VA 23219

Ms. Denise Goode, Special Assistant
Virginia Department of Rehabilitative Services
8004 Franklin Farms Drive
Richmond, VA 23218

Mr. Micah Raub
Virginia Department of Agriculture and Consumer Services
Pesticide Services, Worker Protection Standards
102 Governor Street, 1st Floor
Richmond, VA 23219

Mr. Gary Hagy, Director. Division of Food and Environmental Services
Office of Environmental Health Services
Virginia Department of Health
1500 East Main Street
Richmond, VA 23219

Mr. Ed Rossmoor, Executive Director
Executive Director Rural Family Development
The Virginia Council of Churches
1214 West Graham Road
Richmond, VA 23220

Ms. Elizabeth Whitley Fulton, President
MAS Labor
P.O. Box 507
Lovingston, VA 22949
**Trade Adjustment Assistance: Managing Market Fluctuations**

**Seamless coordination with WIA/W-P:**
In Virginia, the Virginia Employment Commission (VEC) administers the Trade Adjustment Assistance (TAA) program, in accordance with the Secretary of the U.S. Department of Labor and Governor’s Agreement. The VEC-TAA program staff and Wagner-Peyser staff are responsible for providing seamless services to participants through a coordinated and functionally aligned effort with the staff for Workforce Investment Act (WIA) Title I programs.

Virginia uses dual customer enrollment for alignment of service delivery across programs. After a lay-off occurs, orientation and intake/claim sessions for the TAA affected workers are held jointly by VEC TAA staff, Wagner-Peyser staff, and WIA Title I staff. The customer observes firsthand the service integration and functional alignment between the programs and the importance of co-enrollment between partners. As indicated in the guidance of co-enrollment policy VWN Directive 07-01: Co-Enrollment of Eligible Individuals in Workforce Investment Act (WIA) Dislocated Worker and Trade Adjustment Act (TAA) Programs and Services, dated 2/14/2007, all TAA customers are required to be referred to WIA for co-enrollment. TAA case managers and WIA case managers emphasize the benefits of co-enrollment to allow the maximum benefit from all available resources.

To further enhance the coordination between TAA and the Wagner-Peyser Employment Service programs, Trade participants who decline occupational skills training in favor of searching for work and Trade participants who are nearing completion of occupational skills programs are referred to Wagner-Peyser reemployment services (RES) specialists. RES staff assist Trade participants in developing an effective job search strategy. If it is determined that the Trade participant is being passed over for employment based on lacking specific skills, RES staff will work with the Business Services staff to identify an appropriate on-the-job-training (OJT) placement. If it is determined that the Trade participant is being passed over for employment based on lacking a credential, and the participant has not yet taken advantage of training, the participant is referred back to back to Trade staff for occupational skills training and/or occupational skills training coupled with an OJT placement.
Early intervention to worker groups:
Rapid Response Service teams consist of VEC Trade staff, Wagner-Peyser staff, and WIA program staff, and are led by a Rapid Response Coordinator. The Rapid Response Coordinator serves as a transition services consultant.

Every effort is made to provide information sessions prior to the commencement of the layoffs and plant closure. The presentation consists of an overview of the benefits and services that can be expected from each of the partner groups, emphasizing, how the partner agencies will work together as a team to offer the customer individualized comprehensive re-employment benefits and services.

Services delivery by the team whenever possible are delivered on site and may include but are not limited to:

- Management briefing of available re-employment services from the Rapid Response Team (Dislocated Worker Unit, VEC Trade and Wagner-Peyser Employment Services staff, and Virginia Workforce Center);
- Employee briefing of transition services from Virginia’s Workforce Network;
- Benefits available under trade adjustment assistance;
- Services to incumbent worker under trade adjustment assistance;
- Career counseling and job search assistance;
- Local labor market information;
- Unemployment insurance benefits;
- Assessment of Workforce Transition service needs;
- Organizing Transition Teams and Transition Centers;
- Information about education and training opportunities;
- Special services for veterans and adults with disabilities; and,
- Information on health benefits and pensions.

Core and intensive services to TAA participants:
WIA provides core and intensive services to TAA participants via the One Stop Centers:

- Individual Employment Plans (IEP’s) are developed, shared, and agreed upon between the TAA Case Managers and WIA Case Managers;
- Leveraging of resources is utilized by having WIA take the lead in conducting assessments (basic education levels, aptitudes, interests, etc.);
- Results guide the TAA case manager in developing customers’ re-employment plans, which identify any possible barriers to employment and how those barriers will be addressed;
Both WIA and Wagner-Peyser staff conduct re-employment workshops for customers needing additional assistance in job search resources, resume writing, interviewing skills, etc. All TAA customers have access to any resources provided by Wagner-Peyser Employment Service programs and all customers co-enrolled with WIA are able to partake in any workshops provided by WIA staff;

Because Wagner-Peyser Employment Service staff have on-going direct connection to local and statewide employers and job openings, customers may be assigned to a staff person for assistance with job search activities;

Case Management is conducted and overseen by TAA Case Managers. Because TAA and WIA have a shared computer system, case notes are accessible by either program, allowing staff to determine if monthly contact has been made. If contact has been made and the documentation shows ongoing progress toward goals with no issues, the contact will satisfy both program’s requirements. Ongoing communication is stressed between both TAA and WIA staff. Periodic combined staff meetings reinforce the open communication. “Staffings” between a customer and both program representatives occur as needed to address customer needs or issues while working toward an integrated approach to address such needs and issues;

When it is determined a customer needs retraining to be more competitive in the job market, TAA takes the lead in development of the training plans and determinations to ensure compliance with Title 20: Employees’ Benefits; Chapter V: Employment and Training Administration, Department of Labor; Part 617: Trade Adjustment Assistance for Workers Under the Trade Act of 1974; Subpart C: Reemployment Services; 617.22 - Approval of Training;

The training plans are developed and justified based on WIA comprehensive in-depth skills and test assessments, Labor Market information, in addition the customer’s background regarding employment history, education are all reviewed carefully;

TAA is the primary funding source for an individual’s training;

WIA may offer assistance with supportive services (bus vouchers, child care, counseling, utility and rental assistance, extra school supplies, etc.) as needed for a customer to be able to be successful in the chosen training program;

Co-funding of training also may occur, if it is necessary to meet a customer’s needs; and,

Prior to entering training, consulting with the VEC Monetary Determination Unit for a review of the workers weekly income support Unemployment Insurance and Trade Re-adjustment allowance will be reviewed to ensure the worker will have ongoing income support. If it is determined that the worker does not have enough weekly income support to see him/her to the end of training, an
assessment of the workers financial resources will be reviewed, statement obtained showing how the worker will take care of himself once all income has been exhausted.

How assessments are utilized:
TAA staff carefully review WIA comprehensive in-depth skills and test assessments including education levels, aptitudes, interests, etc., Labor Market information, in addition the customer's background regarding employment history, education are all reviewed carefully to develop participants’ reemployment plans and to determine if training is needed, and if so, to develop and justify training plans.

When it is determined, based on the above factors, that a customer needs retraining to be more competitive in the job market, TAA takes the lead in the development of training plans and training determinations to ensure compliance with the six criteria for TAA approved training in accordance with Title 20: Employees’ Benefits; Chapter V: Employment and Training Administration, Department of Labor; Part 617: Trade Adjustment Assistance for Workers Under the Trade Act of 1974; Subpart C: Reemployment Services; 617.22 - Approval of Training. The criteria for TAA approved training are as follows:

- There is no suitable employment available for the adversely affected worker;
- The worker should benefit from appropriate training, as it should provide necessary skills to gain employment and be within the worker's abilities to complete;
- There is a reasonable expectation of employment following completion of such training. This emphasizes favorable market conditions for the employment sought after training;
- Training approved by the Secretary is reasonably available to the worker from either public agencies or private providers, which includes access to a variety of training, variety of institutions and training outside of commuting area as necessary;
- The worker is qualified to undertake and complete training. The individual has the appropriate educational background and work experience and the financial resources to complete the training; and,
- Such training is appropriate for the worker and available at a reasonable cost. Reasonable cost is based on: the total cost of program, including training, related expenses, travel or transportation costs and subsistence expenses.
Additionally, TAA staff conducts a review of the participant’s remaining eligibility for weekly income support from Unemployment Insurance (UI) benefits and Trade Readjustment Allowance (TRA). If the participant has insufficient UI and TRA weekly income support to complete training, then an assessment of the worker’s financial resources will be reviewed, and a statement obtained showing how the participant will support themselves in training after all UI and TRA income support has been exhausted.

*How data is integrated through different agencies:*

The Virginia Workforce Connection (VWC) Virtual One Stop system is the system of record for the Trade Adjustment Assistance (TAA), Trade Readjustment Allowances (TRA), Re-Employment Trade Adjustment Assistance (RTAA), Workforce Investment Act (WIA) Title I, and Wagner-Peyser Employment Services programs. The VWC system collects information that is universal to all of these programs, including: customer demographics, veteran information, migrant worker information, employment status, disability, older worker, low income, public assistance, needs and barriers, etc., and information on various program participation, services, training, credentials, and program exit outcomes. The VWC system also interfaces with Virginia Automated Benefits System (VABS), which is the system for the Unemployment Insurance Benefits program. The VWN system ensures consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting.
Outreach and Awareness: Branding the Workforce System from the Inside Out

During the process of developing this Integrated Workforce State Plan, the joint VCCS and VEC the team hosted a stakeholder input session, facilitated by Virginia Commonwealth University’s Performance Management Group. A wide variety of workforce stakeholders, including the Office of the Director of Education and Workforce, Local Workforce Investment Boards, the Department for Aging and Rehabilitative Services, business and labor associations, community-based organizations, and adult and secondary education representatives were actively engaged in the ½ day session. One of the primary themes from this session was the need for a coordinated and comprehensive outreach and awareness effort for Virginia’s Workforce System. The consensus of the stakeholders is that the workforce system will have consistent branding across the state and customers in all regions will have access to high quality services and products. Some of the specific outcomes of a statewide outreach and awareness effort were noted as:

- Tell our story and gain better market penetration;
- Implement a new branding campaign based on the mission, vision and values of the integrated system; and,
- A marketing and outreach program will help employees and employers understand how the system can help them meet their needs and who to contact for assistance.

Participants in the session noted that Virginia currently has a brand (Virginia Workforce Network), but there are opportunities for improvement in terms of coordinated use across the state, and more importantly, in terms of the actual products and services represented by the brand. This section outlines strategies that Virginia will employ during the course of implementation of this 5-year plan, in order to effectively brand the workforce system from the inside out.

A Customer Service Branding Strategy:
Branding goes beyond marketing and outreach - it is more than just a logo or tagline. Virginia’s branding efforts will not be successful without ensuring that all aspects of the workforce system reflect and support the intended brand. As noted in several sections of this plan, one of the system’s most valuable assets—staff members—must be well-trained in articulating and delivering on the brand of high quality customer service. This step is particularly important for service-oriented organizations that don't sell or deliver tangible products. The products of Virginia’s workforce system are soft assets such as workforce training, labor market knowledge and information, and service coordination experience.
The branding strategy will include techniques to help stakeholders effectively convey why and how the workforce system adds value to localities, regions, and the state.

Virginia will build a strong workforce brand that integrates multiple components, including customer interactions, employee communications, ‘corporate philosophy’ and all forms of print and online media outreach efforts. The brand will extend to all employees (including state and local staff, One Stop and partner staff, local WIBs, etc.), job seeker and business customers, the media and the general public. Brand consistency throughout all levels of the workforce system will help Virginia maintain a system that exemplifies innovation and responsiveness in an ever-changing economic landscape. The aforementioned One Stop Certification process is a major effort in establishing consistency throughout all aspects of Virginia’s workforce system. In addition to setting the standards for quality customer service, a part of the branding effort will include regular evaluation of those standards. A part of the branding strategy will include realistic checkpoints for each aspect of the system that interacts with jobseeker and business customers.

One of the system’s most valuable assets—staff members—must be well-trained in articulating and delivering on the brand of high quality customer service.
**WIA Waiver Requests – Ensuring Flexibility and Innovation**

In accordance with the provisions of Training and Employment Guidance Letter (TEGL), 21-11, Virginia is seeking extension of eight existing WIA waivers that were most recently approved by the US Department of Labor. These waivers were originally sought and granted under the authority granted at Section 189 of the Workforce Investment Act. The opportunity for public review and comment was concurrent with the public comment period for this Integrated State Plan, in addition to direct consultation with representatives of the workforce investment boards. There are no known state or local statutory or regulatory barriers for these waiver requests. A presentation of the previously submitted plan for each waiver follows:

1. Waiver to allow local workforce boards the ability to transfer up to 50% of funds between the adult and dislocated worker program streams.

**Requested Applicability: WIA Formula funds**

**Statutory/ Administrative Requirements to be waived**

WIA Section 133(b)(4) and 20 CFR 667.140, Funds Transfer Authority

Virginia requests a waiver of the statutory 20% limitation on transferring local WIA funds between the Adult and Dislocated Worker programs so that 50% of such funding is available depending on which population has the greatest service needed as determined locally.

**Goals of the waiver and expected outcomes**

WIA funding streams can have the effect of creating "stovepipes" within the same program by establishing two sets of eligibility requirements for individuals within the same population cohort. This waiver will allow local boards with flexibility in ensuring that appropriate service mixes can be provided based upon “real time” local need and demand, rather than limiting local areas in who they can serve based on historical poverty and unemployment factors that determined adult and dislocated worker funding availability.

Program needs change quickly at the local level. Each of Virginia’s 15 local areas serves diverse groups of job seekers and businesses; from urban, suburban to rural situations. The economic climate in the various regions vary greatly even under the best of circumstances and given the current economic crisis, changes in regional economies can often place increased demands on dislocated worker funds, and likewise, continued reductions in adult program funding can limit some areas in serving those hard-to-serve adults most in need. This waiver “levels” the field and allows local boards to design innovative programs and be responsive in a demand-driven environment.
Individuals impacted by the waiver
Low income individuals seeking entry into the work world as well as unemployed individuals seeking workforce re-entry will be positively impacted by the waiver as local boards can respond to the service needs in the area that may differ throughout the course of a year and may not always align with the circumstances that existed when adult and dislocated worker formula calculations were determined.

Process to use in monitoring progress in implementing the waiver
A Field Guidance Memorandum will identify the administrative procedures to be followed by local areas in making a funds transfer request. Local areas will be able to submit a written request to transfer funds between the adult and dislocated worker programs throughout the program year, and can be made at any time during the life of the funds. Transfer requests in excess of 50% of the remaining fund balance at the time of the request for either program must include a description of the expected impact to the program that funds are being moved from and verify and/or include documentation that the decision was made at a meeting of the WIB or one of its committees. This will indicate that the WIB has weighed the pros and cons of program impacts that may result from such a transfer. WIBs must submit their written request to transfer funds to the State WIA office at the Virginia Community College System (VCCS) for administrative review and approval on behalf of the Governor for purposes of the WIA (CFR 667.140 (b)). State WIA Finance staff will verify that the funds transfer request does not exceed the funding availability per program year allocation. WIBs receiving an approved funds transfer will receive a revised Notice of Obligation (NOO) from VCCS. A copy of the revised NOO will be provided to the state WIA program staff for monitoring purposes.

2. Waiver to allow local workforce boards the ability to use of to 20% of dislocated worker funds for incumbent worker training

Requested Applicability: WIA Formula funds

Statutory / Administrative Requirements to be waived
WIA Section 134(a)(1)(B) and 20 CFR 665.200-220, Use of local funds for certain Statewide Activities for Dislocated Workers

Virginia requests a waiver to allow local boards, upon request and approval by the Commonwealth, to designate up to 20% of their local dislocated worker allocation as local activity funds for the purposes of providing an incumbent worker training program (IWT).
This waiver would remove the current provision which only allows statewide funds to be used for this activity.

**Goals of the waiver and expected outcomes**
The local activity fund designation would allow local boards to implement innovative incumbent worker training programs consistent with how the State is able to conduct such activities under Section 134 of the WIA and 665.200-220 of the Final Regulations.

The goal of this waiver originally approved by DOL in 2005 was to allow local boards some flexibility if determined necessary to be more responsive to the needs of the employer community while also allowing employed individuals who may not meet WIA income eligibility requirements to upgrade their skills. While the State has historically funded incumbent worker training activities from the statewide funds, such activities remains a popular choice for the employer community, with the current need outpacing the amount of state funding available for such use. This waiver has the added benefit of allowing local boards the ability to strengthening their linkages with the economic development and employer communities.

While the Commonwealth still believes that long-term, this basis for the waiver alone is sound, the waiver also has value during the current economic crisis for the following reason:

- There may be instances where employers need to retrain workers to adapt to new technologies or practices to remain competitive and avoid lay-off or closure situations. Existing employees likely will be earning more than individuals in the employed adult category that WIBs can typically work with under standard eligibility guidelines. The benefits to the individuals, employers and the state and local area will be better served if such individuals can be assisted while employed rather than them becoming unemployed.

Additional expected outcomes of the waiver are that local boards can become more known and relevant to the employer and economic development community, more individuals can be exposed to the one stop system where they might not otherwise utilize its services and local boards are afforded service design flexibility.

**Individuals impacted by the waiver**
The waiver benefits entire communities within the Commonwealth by allowing local areas to quickly adapt to economic conditions. Businesses can remain open and competitive and keep their workers employed. Such assistance at the “front end” will be less costly over
time than the impacts of a business shutting down and dislocating employees. It also aligns with the Governor’s economic development goals of retaining and assisting existing employers or new employers that have specialized training needs in order to remain competitive in a global and ever-changing economy. This waiver would encourage boards to partner with more employers and labor and community organizations to promote universal access for more individuals.

**Process to use in monitoring progress in implementing the waiver**

Virginia has operated under a waiver approval for local boards to use up to 25% of their local adult and dislocated worker funds for incumbent worker strategies since 2005 and amended our Incumbent and Employed Adult policy provisions as a result of the original waiver, [http://www.vccs.edu/Portals/0/ContentAreas/Workforce/VWN/Policy02-04.pdf](http://www.vccs.edu/Portals/0/ContentAreas/Workforce/VWN/Policy02-04.pdf).

In requesting a local fund designation for incumbent worker training, the local board has been required to submit a local plan waiver to the State. The plan amendment must identify the exact percentage to be set aside, and describe the services and activities to be funded, a target number of employers and/or employees that will benefit from the funds, how the service aligns with the local plan’s strategic goals and assurance that the training is for high demand or high growth occupations. This requirement would continue should the waiver be approved, with modifications to incorporate the new direction established by the DOL relative to layoff aversion strategies.

In order to reflect the current economic situation and the increased demand for dislocated worker funds at this time, the Commonwealth, as directed by the United States Department of Labor, must focus incumbent worker training in concert with Layoff Aversion strategies. Virginia is comprised of 15 diverse regional workforce areas, each with unique economic compositions and industry bases. Use of labor market data alone cannot accurately predict where the demand for layoff aversions may be needed. (By this we mean that identifying target industries and sectors alone cannot be viable; if a company presents a compelling and valid need and that company is not part of a “targeted” industry or sector, the local area should still have the ability to meet this “real time” demand. For this reason, rather the attempting to predict where incumbent worker strategies may be needed, Virginia will establish a two-tiered process for local areas who wish to continue or establish incumbent worker training efforts:

(1) A layoff aversion plan must be submitted and approved by the state. Such a plan will be considered an amendment to the local area’s overall strategic plan and must address the following:

- The local area’s overall layoff aversion strategy and approach, with appropriate linkages to the state strategy, and discussion of how IWT fits into that approach.
• The local economic landscape and the main reasons employers need IWT to avoid layoffs.
• The target industries and economic sectors.
• How the WIB (and its one stops and service providers) will work with the regional employer community to establish regular means of contact (outreach, on-site meeting rotation, establishing “roundtables”, working through existing VEC Employer Advisory Committees, chambers, etc.) and identify (surveys or other means) the likelihood or instances when layoff aversion, to include incumbent worker training will be needed and/or helpful.

(2) Following a layoff aversion plan approval by the State, local areas will be able to advance to a more contemporary “real time” process where local areas can receive applications submitted by employers who make the case at the time funds are needed, provided that the local area has an initial plan approval from the state in place.

Once a local plan amendment is approved by the state, before an activity can be funded, the following detail must be provided to the WIB in the form of an application specific to the project:

• The type of training to be delivered, and the skills that will result.
• Other One Stop Career Center services offered to employees.
• Other services offered for employees and the employer, including services leveraged from workforce system partners.
• How employers were selected, i.e. announced layoffs through a WARN, other public notice, or other means; reduced employee hours; or another indicator of economic difficulty that could be addressed through IWT.
• A determination that IWT is the appropriate solution for an individual employer, and that the training will provide the employer with the skills it needs to maintain operations and avoid closure or lay-offs.
• Evidence of employer commitment, either to retain the employee, to pay the employee a higher wage, or otherwise benefit the employee.

For all approved incumbent worker projects:

• The funds will be tracked by funding stream.
• Performance outcomes for incumbent workers served under this waiver will be reported in the WI Standardized Record Date (WIASRD) or any subsequent DOI data system.
These plan amendments allow the state to review and evaluate the impacts of the waiver.

In combination with Waiver #2 above, the funding flexibility afforded to local boards should provide for adjustments to ensure that expanded populations benefit from WIA and other partner services. Annual review of funding and populations served may result in the State adjusting local activity funding percentages, though this has not been determined necessary to date.

3. Waiver to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training and other statewide activities. (Incumbent worker training as part of a layoff aversion strategy and activities to assist local workforce areas in the provision of employment and training services and employer services).

**Requested Applicability: WIA Formula funds**

**Statutory/ Administrative Requirements to be waived**

*WIA Section 134(a)(1)(A)*

**Goals of the waiver and expected outcomes**

During the current economic crisis, the flexibility for the state to have additional funding sources available to ensure that actual services can be provided as necessary (as opposed to just traditional rapid response activities that are not service-oriented) can help Virginia ensure that demands can be met. The funds would be used only for program purposes allowable under section 134 (a), not administration as indicated in Section 134(a)(3)(A)(i.) and (B). This transfer authority would be analogous at the state level to the authority of local areas to transfer funds among adult and dislocated worker funding streams.

Examples of activities funded in the past under this waiver include: regional coordination to ensure workforce and training needs of two major IT firm locating in Southwest Virginia were met, innovative program of assessment, skills, training and supportive services for a major military spouses project at Fort Lee, a pilot for serving disabled veterans, and enhancements to the Career Readiness Certificate system, support of a Governor’s initiative known as the Commonwealth Scholars which brings business leaders into classrooms, where they work with educators to motivate students to complete a rigorous course of study in high school so that they are better prepared for postsecondary education or to enter the workforce; in addition to numerous grants to local workforce areas demonstrating a need for additional resources to meet needs of increased levels of dislocated workers in their communities.
Recognizing the concerns articulated by the Department of Labor on the use of rapid response funds for their strict statutory purpose during the current economic crisis, the Commonwealth does respectfully note that in these times of increased demand for services, the current limitations that prevent/restrict use of rapid response for actual service delivery interventions is precisely why we are seeking the continued approval of this waiver – in order to have expanded resource capability to meet needs. We do not see this waiver as contrary to the concerns of the DOL.

In the interest of “narrowing the field” of possible uses, Virginia would focus funding used under this waiver approval on the following allowable statewide activities:

1) Pilots and demonstrations that advance one of the four goals of the Governor’s Workforce Development Plan.
2) Incumbent Worker Training (IWT) that is part of a concerted layoff aversion strategy. (discussed in more detail below)
3) Carrying out activities deemed necessary to assist local areas in the provision of employment and training services.

IWT Discussion

Specific applications will be required before funds under item 2 of this waiver (IWT) are committed. Such applications must document the following:

- The type of training to be delivered, and the skills that will result
- Other One Stop Career Center services offered to employees.
- Other services offered for employees and the employer, including services leveraged from workforce system partners.
- A determination that IWT is the appropriate solution for an individual employer, and that the training will provide the employer with the skills it needs to maintain operations and avoid closure or lay-offs.
- Evidence of employer commitment, either to retain the employee, to pay the employee a higher wage, or otherwise benefit the employee.

The application process will be in tandem with the overall layoff aversion strategy as defined herein (this is an initial strategy framework that may be modified in the future based on additional research and best practices review, consultation with and technical assistance from the DOL etc).:
**Layoff Aversion**

Plant closings and mass layoffs can occur for a variety of reasons in periods of both economic expansion and decline. These may include financial difficulty, mergers and acquisitions, loss of markets, consolidations, foreign competition, product or service obsolescence, shift in parent company focus, or other factors. Corporate conglomerates frequently close or sell plants or facilities which may be profitable, but not profitable enough. They may sell or close operations which no longer meet their core business application or which are viewed as excess capacity to their overall operations.

When a closely held business is sold, a loss of jobs may occur if the new owner restructures the company. An owner’s retirement can precipitate a business closing in the absence of a successorship plan. Once a company announces its intentions to close or substantially downsize, the decision is usually final and irreversible. However, there are occasions when the decision can be changed. Over the past 25 years there have been hundreds of examples of companies that were scheduled to close, but were kept in operation because of a response initiated by one or more interest groups such as employees, management representatives, government and community groups, and labor organizations. These responses have included management or employee buyouts, sale to other parties, and business restructuring. It is important to be aware that there may be opportunities to save jobs and avoid resulting hardships imposed on individuals and communities when a plant or business closes.

Early response is critical. An important initial step in Rapid Response is to assess the reason for the plant closing or mass layoff. If there is an indication that the business closing or mass layoff might be averted, the Rapid Response Section can provide technical assistance to interested parties to investigate possible layoff aversion strategies. This can include undertaking a pre-feasibility study for a company or group, including the workers, to purchase the plant or company and continue operations. Layoff aversion initiatives are authorized and may be funded under the Workforce Investment Act.

**Pre-feasibility Studies**

A pre-feasibility study can assess whether it is possible to continue the business operation and under what conditions. It can provide objective evidence that there is no likelihood of the business reopening (or not closing). If the study proves negative, it can help to expedite the commitment of workers to seek new employment. To be effective, a pre-feasibility study should be performed in a timely manner and completed within 30-45 days. The process should be sensitive to the needs and interests of workers and should involve both labor and management in a union shop. Basic questions which should be answered in the pre-feasibility study include:
• Will a retraining of the workforce to a new skill set that allows the facility to remain or become more competitive make a difference in the closing/layoff? (new product line possibilities, new manufacturing or management processes, etc).
• Are the present owners amenable to a buyout?
• Is the firm organized for a smooth transition?
• Are the products or services in a declining, stable, or growing market?
• Can the facility be an efficient producer in its industry?
• How does the facilities profitability compare to its competition?
• Has the physical plant been maintained in satisfactory condition?
• What is the potential for the plant to exist either as an independent firm or as a subcontractor?

The pre-feasibility study can assess basic elements of the business, including study methodology, organizational analysis, market analysis, operations/manufacturing analysis, financial analysis, legal analysis, and conclusions. It can examine the applicability of employee ownership and whether an Employee Stock Ownership Plan (ESOP) would be appropriate as an equity-sharing and tax-favored financing strategy.

**Adequate Lead Time is Essential**
For a layoff aversion effort to succeed; there must be sufficient time to organize an effective response. Generally, six months or more is needed to complete a business turnaround or buyout. Management and employees should be mobilized to pursue the effort. The firm must have a realistic potential to be viable, and key management and hourly personnel must be retained for the business to continue.

**Awareness Efforts**
The State’s rapid response section will establish communication means through local chambers, business associations, employer advisory committees etc. to ensure that businesses are aware of employer and employee services available through the one stop system that may be able to help avert or delay layoffs and otherwise benefit the company and its employees from a workforce development and skills enhancement perspective. An additional benefit of this approach is that it will have the potential to capture all businesses regardless of size as many companies don’t meet the threshold for WARN requirements.

As with all well-intentioned plans, the Commonwealth recognizes that labor market information and pre-determined strategies alone will not in all cases capture all of the need that may exist during the life of this plan. The application process will still allow the state to respond to real-time situations while the state continually evaluates its layoff aversion strategies and makes adjustments as necessary.
Data, Targeted Approach Areas and Statewide Response
The labor market information produced in the 2009 State Plan Modification (and contemporary updates as they become available) will be used as a baseline for layoff avoidance efforts; however, it must again be noted that use of data alone cannot be account for “real time” situations that may develop. The Commonwealth may develop targeted strategies for sectors such as automotive, real estate and mortgage, manufacturing/production, service, transportation and banking industries as a result of review of WARN activity. Partnerships with newly created positions at the Virginia Employment Commission through ARRA funds that they are receiving will be explored as a way of ensuring a statewide approach through their local office delivery system. Business and Economic Development Specialists (BEDS) will provide leadership, planning, and coordination of reemployment efforts. They will establish and maintain relationships with State-level business and economic development entities, such as Department for Business Assistance, Virginia Economic Development Partnership, State Chamber of Commerce, headquarter offices of workforce partners, and others to be determined based upon customer needs. They will also conduct research and provide information to Regional Business and Economic Development Specialists and local workforce center managers on growth business sectors and industries, and coordinate state-level marketing and public relations activities to support regional and local area efforts. State level staff will also work with these individuals to provide presentations to business organizations to encourage the use of the state workforce system for job posting.

Redirect
In instances where the layoff cannot be averted, early awareness can help strategies be established to more quickly retrain individuals in statewide demand occupations using current labor market information and other business/economic development-identified areas. Examples may include: Home Care Aide, Personal Chef, Physical Therapy Aide, Certified Nursing Assistant, Medical Assisting, Viticulture, Paralegal, Help Desk Analyst: Tier 1, Graphic Design, AutoCAD, CISCO Certification, MS Office Certifications.

For any approved incumbent worker projects developed under this waiver:

- The funds will be tracked by funding stream.
- Performance outcomes for incumbent workers served under this waiver will be reported in the WIA Standardized Record Date (WIASRD) or any subsequent DOL data system.

Individuals impacted by the waiver
Employers, job seekers and employed adults benefit from the ability to maximize training and other related services to meet skill and supportive needs. Other entities that can assist
in the implementation of the Governor’s Workforce Development Plan will also allow the entire system to benefit from various perspectives.

**Process to use in monitoring progress in implementing the waivers**

Funds made available under this waiver would be reviewed by a committee, to include members of the Virginia Workforce Council as well as appropriate state WIA staff members. A standardized application process requires that projects identify alignment with the One Stop system, the Governor’s Workforce Plan, the purposes of the WIA and other key elements such as performance outcomes and braided funding. This allows a uniform base to consider funding requests and ensures that investment of funds is sound. The Virginia Community College System, as WIA administrative and fiscal entity, executes grant agreements with recipients and establishes a reporting process to track and monitor progress. The VCCS also has fiscal controls in place to track available balances in order to provide advice on the use of rapid response funds for statewide activities.

4. **Waiver of WIA Regulation 29 CFR 664.510, to allow older and out of school youth to use Individual Training Accounts.**

**Requested Applicability: WIA Formula funds (Youth)**

TEGL 14-08 indicates that states already having this waiver are not required to submit a full waiver plan as it has become a fundamental aspect in the operation of the workforce system.

5. **Waiver to permit implementation of and reporting only on the common program performance measures established in TEGL 17-05 in place of the 17 current statutory measures**

**Requested Applicability: WIA Formula funds**

**Statutory/ Administrative Requirements to be waived**

WIA Sections 136(b)(2) and (c)(1); 20 CFR 666.100(a) and 666.300(a)

**Goals of the waiver and expected outcomes**

Virginia, like most other states, has experienced challenges in communicating to those outside the program administration arena what exactly the WIA does and the benefits it provides. Complexities such as the current 17 performance measures add further to the difficulties in relaying the story, particularly in quick “take away” opportunities with
legislators, policy makers and others such as the business community that can help shape
the workforce arena.

Moving to six streamlined reporting categories for WIA will help achieve a goal of the
Governor’s Workforce Plan which is to demonstrate results and value in the workforce
system that meets business needs through performance measurement and assessment.
Other goals include of the waiver include:

- Simplification of case management through reduction of the number of different
  performance outcomes

- Removal of conflicting performance measures which may serve to confuse case
  managers and/or serve as disincentive to integrated case management

- Laying the foundation for greater emphasis on integrated system wide performance
  metrics.

The Governor’s Workforce Plan as cited above and the Virginia Workforce Council both
have endorsed 8 workforce system measures, but due to various policy and data
sharing/technology infrastructure issues, they have yet to be implemented. The
Performance and Accountability Committee of the Virginia Workforce Council has
recommended that the WIA program move forward with implementing DOL’s common
measures and it is hoped that this can serve as in impetus for other DOL funded programs
to consider such a move, with the longer-term goal that all workforce system programs in
Virginia will eventually use Virginia’s common system measures.

Individuals impacted by the waiver
Approval of this waiver should result in impacts that are seamless and invisible to the
individuals that are served with WIA funds, and beneficial to the administrative structure
that operates behind the scenes in terms of administering WIA programs. Policy makers
will benefit from a more streamlined manner in which to receive performance information
relative to the WIA program, and other partner programs may choose to benefit by
considering a move to the common measures once the benefits to the WIA program from
switching over are recognized.

Process to use in monitoring progress in implementing the waiver
A technical field guidance memorandum and technical assistance will be provided to the
local workforce investment areas, patterned on the instruction and information provided in
TEGL 17-05. The Virginia Workforce Connection, the virtual one stop system (VOS) in use
in the Commonwealth will be modified to allow for the capturing and reporting of common performance measure outcomes to the DOL.

6. Waiver of the time limit on the period of initial eligibility for training providers, to acknowledge and address data collection barriers

**Requested Applicability: WIA Formula funds**

**Statutory/ Administrative Requirements to be waived**
WIA Section 122(c)(5) and 20 CFR Part 663.530

**Goals of the waiver and expected outcomes**
37 states have been granted a waiver under this category to date; more than any other waiver category approved by DOL. This suggests strongly that it has been difficult for states to implement the specific requirements of the WIA relative to reporting elements deemed necessary for a training provider to remain on the eligible training provider list after the initial term, and that the DOL has acknowledged this fact. Virginia seeks this waiver so that the initial term referenced in current law can be modified so that training providers can operate under an initial eligibility period until the WIA is reauthorized by Congress.

While Virginia has promulgated policy guidance to local areas on the elements for inclusion in determining subsequent eligibility for training providers based on the requirements at Section 122 (d) of the WIA training providers, collection of all required elements has been problematic and inconsistent over the years. Contributing factors to this fact include:

- Creation and maintenance of a data collection system around WIA requirements would be costly and burdensome, particularly with the volumes of individuals that some training providers serve.

- From the total class rolls, the relatively few numbers of WIA participants in comparison using Individual Training Accounts at institutions may not justify the resources necessary to develop and utilize reporting systems that WIA requirements create.

- There exists a potential to violate creating data privacy components of the Family Educational Rights Privacy (FERPA)
WIA data requirements can have the effect of asking training entities and students to provide more information at a time when business are trying to streamline processes and be more customer friendly and the national direction is for the workforce development system to do the same.

With consistent and strict enforcement of all reporting requirements, Virginia, like most other states, runs the risk over time of losing training providers for the WIA system. This could be particularly devastating in the many rural areas of Virginia which are already challenged in the numbers and availability of training providers.

By allowing Virginia to reissue policy guidance to local workforce investments boards to focus only on collection of the information required for the initial eligibility period until Congress and the Department of Labor can address the challenges identified above at a national level (again, evidenced in the fact that 74% of states have this particular waiver), we can convey our commitment to accountability while ensuring that we do not end up losing training providers at a time when they are most needed to meet the increasing number of youth, adults and dislocated workers we are being challenged to place into training.

The state policy guidance for initial eligibility will be modified to indicate that training providers must supply some form of performance outcomes to the local workforce board that placed them on the list annually that offer an indication of how the institution and programs rate in general terms of topics that may include credentials or certificates earned, employment placement, earnings and customer satisfaction through existing means or mechanisms as they have available.

Local areas would continue to have the ability to add additional reporting should they so desire. In all cases customer choice will continue to be main factor and sufficient information about training providers will continue to be available to the customers as they weigh the options with their case managers based upon choice and other factors.

**Individuals impacted by the waiver**

All customers will be positively impacted by this waiver. Individual customers will continue to have choice in selecting training providers, employers will benefit thorough a continued pipeline of skilled individuals and quality training providers will continue to serve current and new customers.

**Process to use in monitoring progress in implementing the waiver**

Virginia WIA Policy 00-7, “Certification Process for WIA Training Providers”, will be modified to incorporate the elements outlined in this waiver request if approved. Annual
program monitoring reviews of the local areas already conducted by the state will be modified and used to monitor on-going waiver implementation.

7. Waiver of requirements to competitively select providers of youth program elements.

**Requested Applicability: WIA Formula funds**

**Statutory Provisions to be Waived**

WIA section 123 requirements to competitively select providers of youth program elements which applies to section 129(c)(2)(D),(G), (H), (I) and (J) ; and 20 CFR 664.410(a)(4), (7), and (8),(9), and (10)

Consistent with the nature of approvals granted to 20 other states, Virginia is seeking a waiver of the competitive procurement requirements for the following WIA youth program elements if they are provided by the grant recipient, fiscal agent, one stop centers or partner agencies:

- Paid and unpaid work experience, including internships and job shadowing
- Supportive services
- Adult Mentoring
- Comprehensive Guidance and Counseling
- Follow-up services for not less than 12 months after the completion of participation
- Adult mentoring

**Goals and Programmatic Outcomes to be Achieved by the Waiver**

The waiver will allow WIBs to more effectively and efficiently identify potential providers for delivery of youth program elements, by working with exiting entities that are already engaged in such efforts. This will enable WIA funds to be used more efficiently in those local areas where there are limited numbers of providers or where the size of the program is small enough that competitive procurement of these elements is not an efficient solution to program management. In many cases, the amount of efforts to acquire these services through a RFP process does not match the availability of providers. In some LWIAs there are no providers for these services. Rural areas in particular often encounter problems in identifying service providers that are capable of or effective in the delivery of the elements that would be covered by this waiver.

This would be expected to lead to increases in the numbers of youth served in these areas, or increases in the investments in occupational skills training, since more resources will be available for this purpose.
The greater flexibility resulting from this waiver would also allowed workforce centers to improve the continuity of services to youth, implement a more cost-effective and integrated service delivery system, and develop stronger ties with work experience/internship host agencies and employers. This waiver will allow Virginia’s local areas the ability to achieve efficiencies in the delivery of all youth services; keep the administrative costs of competitive procurement processes at a minimal level; and direct more funds to program activities that lead toward performance improvement.

**Individuals Impacted by the Waiver**

- Local boards needing to minimize administrative costs and redirect those funds to additional program activities that assist youth participants and lead to performance improvement.
- Older, out-of-school, low-income and disconnected youth, who have demonstrated the need for additional youth program services.
- Community and partner organizations seeking to partner with workforce boards to meet the needs of disconnected youth populations that their current resources alone cannot address.

**Process Used to Monitor Progress in Implementing the Waivers**

If this waiver is granted, the state will accept requests from LWIBs to forego competitive procurement of the five identified youth program elements. Such requests will provide a description of the alternative service delivery arrangements, who the provider would be, a justification as to why these arrangements will enable improved service to customers, and a description of how these benefits will be measured on an ongoing basis, including how the waiver will enable increased investments in educational and skills gains. In particular, the state will review requests to ensure that the overall efficiency of program operation is being advanced by the waiver request, and will not approve requests where cost savings are not apparent.

Once requests are approved, the state’s youth program consultant will monitor implementation efforts on a regular and ongoing basis to ensure that service delivery and performance results are positive, and the state’s WIA annual monitoring efforts will also be modified to add this element to the list of youth items that are reviewed from a compliance perspective.

8. Waiver to allow class-sized training contracts to be used in addition to use of Individual Training Accounts.

**Requested Applicability: WIA Formula funds**
**Statutory/ Administrative Requirements to be waived**
WIA Section 134 (d)(4)(G)(i); WIA Implementing Rule 20 CFR Part 663.400; and WIA Implementing Rule 20 CFR Part 663.430

**Exemption from Individual Training Accounts - Class Sized Training**
The state is requesting a waiver to allow class-sized training contracts to be used in addition to use Individual Training Accounts, which is the primary means of purchasing occupational training services with WIA allocated formula dollars for adults and dislocated workers. This waiver would facilitate the training of multiple individuals in high demand occupations, while increasing training capacity. Customer choice would not be limited. Allowing regular formula dollars to be used in this manner, expands the pool of resources available to local areas in ensuring training capacity can be quickly ramped up. The waiver would also help Virginia advance the Administration’s goal of increasing credential, degree and certificate attainment as articulated in TEGL 15-10. This waiver has previously been approved for the state of Illinois.

**Goals of the waiver and expected outcomes**
The requested waiver is consistent with the national strategic direction that was articulated in TEGL 14-08, with the precedent being set in the use of American Recovery and Reinvestment Act funds. In addition, the requested waiver is consistent with the national strategic direction as described in TEGL 15-10, and in particular supports the following strategic priorities:

- Support an increase in education, training enrollments, and capacity in a time when many states and educational institutions are experiencing budget shortfalls;
- Target services to meet the changing needs of workers and employers;
- Build a demand-driven system within a regional economic development context;
- Implement system reform, with streamlined governance and alignment of economic and workforce development regions;
- Strengthen partnerships with community and faith-based organizations;
- Increase the use of flexibility provisions in WIA to design innovative programs that fuel economic competitiveness and create employment opportunities for career seeker customers; and
- Utilize an integrated and enhanced performance accountability system.

**Individuals impacted by the waiver**
WIBs and employers - The waiver will allow LWIBs to work with employers and training providers to develop class size contracts with WIA funds. This will enable WIA funds to be used to address critical capacity problems by providing WIA seed funds for training
program development. It will also encourage training providers to invest in increased capacity because they will be more likely to do so if there is a prospect of a longer term relationship with the LWIB. Finally, the waiver will enable LWIBs to respond directly to employer requests for significant numbers of persons trained in a particular occupation, because they will be able to enter into a direct class-size contract with one or more training providers to conduct the training.

Adults and Dislocated Workers – WIA participants will be afforded an additional avenue in which to receive training, and may benefit from a quicker process in which to begin training.

Process to use in monitoring progress in implementing the waiver
The state will carefully monitor the implementation of this waiver at the local level, including collection of the following elements:

- The number of LWIBs who develop direct training contracts;
- The number of contracts for development on new training capacity;
- The industries and occupations for which such contracts are developed; and
- The number of persons trained via such contracts.
### SECTION III – STATE ASSURANCES CHECKLIST

#### PLANNING PROCESS AND PUBLIC COMMENT

<table>
<thead>
<tr>
<th>STATEMENT</th>
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<tbody>
<tr>
<td>1. The state established processes and timelines, consistent with WIA Section 111(g), to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.</td>
<td>WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f) 20 CFR 641.325(h)</td>
<td>(Include a link or copy of a summary of the public comments received.)</td>
</tr>
<tr>
<td>2. The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.</td>
<td>WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)</td>
<td></td>
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<td>3. The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.</td>
<td></td>
<td></td>
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<tr>
<td>4. The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan.</td>
<td>WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)</td>
<td>Include a link or copy of comments received. See Michelle A. for comments link.</td>
</tr>
<tr>
<td>5. In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.</td>
<td>20 CFR 653.108(t)</td>
<td></td>
</tr>
<tr>
<td>6. The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.</td>
<td>WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207</td>
<td>Policy 00-3</td>
</tr>
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</table>
7. Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the state and area agencies on aging, and public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except national grantees serving older American Indians or Pacific Island and Asian Americans, which are encouraged, but not required, to participate in the state planning process.

<pre><code> | STATEMENT                                                                 | REFERENCE                                  | DOCUMENTATION or COMMENTS |
 |---------------------------------------------------------------------------|---------------------------------------------|---------------------------|
 | 8. The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds. | WIA Sections 112(b)(2), 129, 134, 20 CFR 665.100 | Policy 01-04; Policy 02-02; Policy 05-04 |
 | 9. The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g). | WIA Sections 112(b)(13), 111(f), 117(g) | Policy 99-2 |
 | 10. The state has established a written policy and procedure that describes the state’s appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116. | WIA Sections 112(b)(15), 116(a)(5), 20 CFR 661.280, 20 CFR 667.700 | Policy 2001-01 |
 | 11. The state established written policy and procedures that describe the state’s appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area. | 20 CFR 667.640, 20 CFR 662.280 | Policy 2001-01 |
 | 12. The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members. | WIA Sections 112(b)(6), 117(b), 20 CFR 661.300(a), 20 CFR 661.325 | Policy 99-2 |
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<tr>
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<th>Statement</th>
<th>Reference Information</th>
<th>Policy Code</th>
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<tbody>
<tr>
<td>13</td>
<td>The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.</td>
<td>WIA Sec 117(c) 20 CFR 661.325</td>
<td>Policy 99-2</td>
</tr>
<tr>
<td>14</td>
<td>Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.</td>
<td>WIA Sections 111(e), 111(b) 20 CFR 661.210</td>
<td>(Not applicable in Virginia)</td>
</tr>
<tr>
<td>15</td>
<td>Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system.</td>
<td>WIA Sections 111(b), 111(e) 20 CFR 661.210(c)</td>
<td>(Not applicable in Virginia)</td>
</tr>
<tr>
<td>16</td>
<td>When applicable, the state takes any action necessary to assist local areas in developing and implementing the One Stop System.</td>
<td>WIA Sections 112(b)(14), 134(c) W-P Section 8(c)</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>The state established procedures for determining initial and subsequent eligibility of training providers.</td>
<td>WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535</td>
<td>Policy 00-7</td>
</tr>
<tr>
<td>18</td>
<td>All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One Stop Career Centers.</td>
<td>WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>The state ensures that outreach is provided to populations and sub-populations who can benefit from One Stop Career Center services.</td>
<td>WIA Section 188 29 CFR 37</td>
<td>Policy 03-02</td>
</tr>
<tr>
<td>20</td>
<td>The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.</td>
<td>WIA Section 188 29 CFR 37.42</td>
<td>Policy 03-02; Universal Access</td>
</tr>
<tr>
<td>21</td>
<td>The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.</td>
<td>WIA Section 188 29 CFR 37.20</td>
<td>Policy 01-02; Policy 01-01</td>
</tr>
<tr>
<td>22</td>
<td>The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.</td>
<td>WIA Section 185</td>
<td>Policy 08-07</td>
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## ADMINISTRATION OF FUNDS

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<tr>
<td>23. ☒ The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.</td>
<td>WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128(b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)</td>
<td>See attachment titled Procedures for Substate Allocation of LWIA Funds</td>
</tr>
<tr>
<td>23a. ☒ For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.</td>
<td>WIA Section 133(b)(2)(B) 20 CFR 661.130(e)(2)(i)-(ii)</td>
<td>See attachment titled Procedures for Substate Allocation of LWIA Funds</td>
</tr>
<tr>
<td>24. ☒ The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.</td>
<td>WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B) 20 CFR 661.205(e)</td>
<td>See attachment titled Procedures for Substate Allocation of LWIA Funds</td>
</tr>
<tr>
<td>25. ☒ The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.</td>
<td>WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340</td>
<td>VWN Policy 01-04</td>
</tr>
<tr>
<td>26. ☒ The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.</td>
<td>WIA Section 112(b)(16)</td>
<td>See Statewide WIA Funding Agreement Process document attached (to be revised) VWN Policy 05-02; Policy 00-05</td>
</tr>
<tr>
<td>27. ☒ The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.</td>
<td>WIA Sections 112(b)(18)(B), 123, 129</td>
<td></td>
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<td></td>
<td>The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.</td>
<td>WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.</td>
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<tr>
<td>28.</td>
<td>The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer unnecessarily significant shifts in funding from year-to-year during the period covered by this plan.</td>
<td>WIA Section 112(b)(12)(B)</td>
</tr>
<tr>
<td>29.</td>
<td>The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.</td>
<td>WIA Sections 112(b)(11), 127, 132, 184 29 USC 49(h), (c) 20 CFR 652.8(b), (c)</td>
</tr>
<tr>
<td>30.</td>
<td>The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.</td>
<td>WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410</td>
</tr>
<tr>
<td>31.</td>
<td>The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Department regulations.</td>
<td>WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603</td>
</tr>
<tr>
<td>32.</td>
<td>The state will not use funds received under WIA to assist, promote, or deter union organizing.</td>
<td>WIA Section 181(b)(7) 20 CFR 663.730</td>
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### ELIGIBILITY

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<tbody>
<tr>
<td>34. Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the “deficient in basic literacy skills” criterion.</td>
<td>WIA Sections 101(13)(C)(i) CFR 664.205(b)</td>
<td>Eligibility Guidelines</td>
</tr>
<tr>
<td>35. Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding “requires additional assistance to complete and educational program, or to secure and hold employment” criterion.</td>
<td>WIA Sections 101(13)(C)(iv) 20 CFR 664.200(c)(6), 664.210</td>
<td>Eligibility Guidelines</td>
</tr>
<tr>
<td>36. The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies: 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One Stop Career Centers and for service delivery by local workforce preparation and training providers.</td>
<td>WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310</td>
<td>VWL 08-09</td>
</tr>
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### PERSONNEL AND REPRESENTATION

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<tr>
<td>37. The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met. Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity. If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.</td>
<td>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</td>
<td></td>
</tr>
<tr>
<td>38. Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with DOL regulations.</td>
<td>W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)</td>
<td></td>
</tr>
<tr>
<td>39. The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.</td>
<td>W-P Section 8(b) 20 CFR 652.211</td>
<td></td>
</tr>
<tr>
<td>40. If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.</td>
<td>W-P Section 8(b) 20 CFR 652.211</td>
<td></td>
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<tr>
<td>41. The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.</td>
<td>W-P Section 8(b) 20 CFR 652.211</td>
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<tr>
<td>42. If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.</td>
<td>W-P Section 8(b) 20 CFR 652.211</td>
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</table>
STATEMENT OF ASSURANCES CERTIFICATION

The Commonwealth of Virginia certifies on the _____ day of August month in the year 2012 that it complied with all of required components of the Workforce Investment Act and Wagner-Peyser Act. The Commonwealth also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.

________________________________________

Governor

________________________________________

Date
Attachments & Links:

A  Governor’s Workforce Plan
B  Labor Market Information Tables:
   Tables 5 – 18 (Top 25 Industries by Value Added - LWIAs)
C  List of Workforce System Agencies
D  Local Workforce Investment Area Map
E  One Stop Center List
F  Youth Program List
G  Workforce Data Quality Initiative Fact Sheet
H  Virginia Longitudinal Data System Fact Sheet
I  Virginia Workforce Council Roster (SWIB)
J  Workforce Data Quality Initiative Fact Sheet
K  Virginia Education WIZARD
L  Workforce Development System 2012 Action Plan
M  WARN Act
N  Rapid Response Contact List
O  Common Intake Form
P  Procedures for Sub-state Allocation of LWIA Funds
Q  Statewide WIA Funding Agreement Process
R  Policies/Procedures Document: Sub-recipient LWIA Payment Processing
References:

Clagett, Mary Gardner and Ray Uhalde, (2011). The promise of career pathways systems change: What role should workforce investment systems play? What benefits will result?


Final report of the workforce development subgroup of the governor’s commission on economic development and jobs creation (2010)

Final Report of the business engagement project (US DOL) 2012

