



Seventh Planning District Consortium WORKFORCE INVESTMENT PLAN PY 05- PY 06

B. One-Stop Delivery System

- 1. Describe the LWIA's comprehensive vision of an integrated service delivery system, including the role of each LDOL program, incorporated in the Unified Plan in the delivery of services through the system.**

The comprehensive vision of a integrated service delivery system in Region 7, including the role of each LDOL Program incorporated in the Unified Plan in the delivery of services through the system, is to create a coordinated framework for service delivery that includes streamlining services through partner co-location and integration, and the creation of a one-stop delivery system.

The Louisiana Department of Labor has specifically charged the Region 7 Workforce Development Boards with the responsibility to provide coordination, strategic planning and oversight, around five (5) key elements to insure success of the regional system. These key elements are:

- Maximize efficiency by eliminating the duplication of services through the creation of standard sets of services and by expanding unique services within Region 7's one-stop centers.
 - Coordinate delivery of current services and collectively create additional services that have been identified as valuable by the businesses and job seekers.
 - Develop a common framework for service delivery regardless of the funding stream and includes multiple strategies to insure the success of the business and job seeker.
 - Identify strategies to insure the consistent delivery of a "core" set of services that are promised and delivered to both customer groups: businesses and job seekers.
 - Establish integrated locations that are easily identifiable as Region 7's one-stop locations, so businesses and job seekers can gain access to all workforce development services, no matter where they are in the region.

In order to enhance and promote the concept of an integrated service delivery system in Region 7, the Local Workforce Investment Boards have agreed to work with the Louisiana Department of Labor Office of Workforce Development on a redesign project initiative that provides a single staff structure for Wagner-Peyser staff and WIA staff through the Local Workforce Investment Boards, thus creating a more efficient, streamlined system.

Additionally, with the Unemployment Insurance service removed from the field, One-Stops can concentrate more on employment and training services. The Local Workforce Investment Boards will have functional authority over the Wagner-Peyser staff, including Veterans service

staff who work in One-Stop Centers or Career Solutions Centers. The realignment of staff functions will help to reduce multiple layers of supervision and eliminate duplication of efforts.

The redesign structure will provide a standardized framework for how customers enter the system; how they are assessed for service need; how they access services, including placement, and how offices are designed and staffed to meet the needs of the job seekers and employers.

a. Identify how the LWIA will use WIA Title I funds to leverage other Federal, State, local and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees and individuals in the local/regional workforce investment system?

One of the best ways to leverage federal, state, and local resources to insure a skilled workforce is to make the most of the dollars going to education and training in our region. The state currently has an Incumbent Worker Training Program to assist businesses to upgrade the skills of their current workers. Region 7 leads the state with 217 employers assisted from the inception of the program (June 1998 - July 1999) through the most current program year (June 2005 - July 2006). Region 7 is second only to Region 1 (New Orleans) in number of dollars awarded with \$50,416,227 dedicated to training for local businesses during this same time period.

Region 7 also leverages their dollars with adult education programs, TAA (Trade Adjustment Assistance), TOPS (Louisiana's Tuition Opportunity Program), PELL, Louisiana Rehabilitation Services training dollars, and economic development programs.

Also, the Workforce Investment Boards annually review the budgets of their Title I programs to determine available system resources. In order to maximize the effectiveness of other federal, state, local, and private resources, and to expand the participation of business, employees, and individuals in the regional workforce investment system, WIB's will utilize, to the extent allowable by law, the funding streams of the required one-stop partners to support service delivery through the one-stop system.

b. What strategies are in place to address the national strategic directions listed above (see federal register for detailed discussion), the Governor's priorities and the workforce development issues identified through the analysis of the regional economy and labor market?

Region 7 will follow the lead of the Governor who has included workforce shortages, training, and development as part of each of her three (3) priority focus areas - Economic Development, Education, and Health Care.

The intersection of these three (3) areas clearly indicate the overlapping and collaborative nature of policy development and coordination.

This is in line with USDOL's strategic direction to insure the full spectrum of community assets are used in a demand driven integrated seamless service delivery system with consistency in policy and service. The Governor has convened the Task Force on Workforce Competitiveness, the Adult Learning Task Force and the High School Redesign

Commission to devise strategies to better coordinate services across workforce development programs to prepare workers for high growth, high demand, and economically vital industries.

The foundation to achieving this goal is the development of partnerships among the public workforce system, business, education/training providers and the Enterprise Team, in coordination with these Task Forces. Using workforce information developed through LDOL and the Department of Economic Development the state is identifying:

1. Workforce needs in high growth, high demand, economically critical industries, and the necessary preparation required to succeed in those occupations; and
 2. An understanding of the workforce challenges that must be addressed to insure a prepared and competitive workforce.
- c. **Based on the Regional economic and labor market analysis what strategies has the LWIA implemented or plans to implement to identify and target industries and occupations within the region that are high growth, high demand and vital to the regional economy? Include: Industries projected to add a substantial number of new jobs to the economy. Industries that have a significant impact on the overall economy. Industries that impact the growth of the other industries. Industries that are being transformed by technology and innovation that require new skill sets for workers. Industries that are new and emerging and are expected to grow.**

The Louisiana Occupational Forecasting Conference, which was charged with the task of projecting job growth and demand for the purposes of state planning and budgeting, forecast projections for the state as a whole, as well as for the Region 7 Labor Market Area. The official forecast and final report of the “Top Demand Occupations List” serves as a tool for developing long-term strategies in providing appropriate training to meet the needs of a skilled labor force, and target industries and occupations, within Region 7 that are high growth, high demand, and vital to Region 7's economy.

Recent amendments to Act I of the 1997 Legislative Session require that the workforce, job growth, and demand information reflect occupational information related to the targeted cluster industries, as identified by the Department of Economic Development.

Like other states throughout the country, Louisiana and Region 7 faces a critical shortage of trained healthcare workers. The Louisiana Health Works Commission was created to address this issue by examining:

- The workforce needs of the healthcare industry in Louisiana;
- The education of future healthcare workers; and
- The image of healthcare professionals in the state.

The Health Works Commission recognizes the inability to act affects not only the quality of care provided to Louisiana residents, but also has a potential deadly impact on one of our state's most vital industries.

The healthcare industry represents 15 percent (15%) of the workforce and a \$6.2 billion statewide annual payroll, which translates into a major portion of the state and local tax revenues. Furthermore, there have been identified a total of 10,031 healthcare job vacancies in Louisiana.

In tier three (3), the Health Works Commission has accepted the recommendations of the Supply and Demand Database and Modeling Subcommittee to initially target efforts for increasing five (5) professional categories.

This group, known to the Health Works Commission as “Tier One Occupations in Demand” includes:

1. Registered Nurse (RN);
2. Licensed Practical Nurse (LPN);
3. Radiologic Technologist (Rad Tech);
4. Respiratory Therapist (RT); and
5. Physical Therapist (PT).

These professions represent occupations in which there are the greatest number of employment vacancies, as well as, the highest percentage of vacancies in the healthcare industry. Together, they represent 83 percent (83%) of all the reported healthcare vacancies. The Health Works Commission recommends that, with limited resources, efforts should be targeted initially to the professions where the demand is greatest. However, The Supply and Demand Databases and Modeling Subcommittee also recommended special consideration for the professions of:

- Pharmacist; and
- Physician Assistant (PA).

The process developed by the Health Works Commission to integrate and coordinate resources to meet the needs of specific industry can be replicated for other industries.

As the Task Force on Workforce Competitiveness, the Enterprise Team and agencies involved in workforce development identify other industries/ occupations in critical need, workforce information will be used to collaborate on similar sector initiatives.

- d. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the workforce system, education partners, and community colleges for the purpose of continuously identifying workforce challenges and developing solutions to target industries’ workforce challenges?**

Region 7 is developing strategic partnerships to address educational and economic development challenges on several levels. Region 7 will work with the Governor’s Task

Force on Workforce Competitiveness by examining the use of sector-based approaches to meeting the needs of businesses on a regional level.

Another concept that may be piloted in the near future by the state, is the use of regional intermediaries to serve as a business one-stop entity, working to identify gaps in workforce solutions and develop solutions for these gaps. These intermediaries would work to bring together all the resources a business would need, working with chambers, WIBs, educational entities, and community organizations. The intermediary would play a vital role in the middle of supply and demand, aligning local workforce resources to meet businesses needs.

Coordinated by LDOL and the WIBs, WorkKeys is being integrated into all workforce development programs. All Veterans, WIA, Rapid Response, TAA, and STEP participants are tested and scores matched to specific jobs and training opportunities. All agencies participate in the Work Ready Certificate initiative providing participants a transferable credential that assures businesses that the job seeker possesses those basic skills needed for specific jobs.

When there are gaps between the participant's basic skill levels and those required by the profile, adult education provides workplace literacy assistance through the one-stop system. The coordination of services avoids duplication of services and reduces cost.

e. What strategies are in place to insure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries?

The Occupational Forecasting Conference identifies demand occupations in three (3) tiers. The first tier consists of high growth/demand occupations. Region 7 WIAs have ITA policies that provide additional assistance for individuals seeking training in these areas. LDOL is working with Region 7's WIAs to implement these policies and institute an expedited process to enroll participants in training that leads to employment in high growth/high demand industries.

In tier two (2), LDOL and the WIAs are developing a new one-stop flow that will provide all job seekers with workforce information related to high growth/demand occupations with career ladders. Staff will assist job seekers to determine what skills they possess and determine what skills they need to develop and if training is an appropriate option.

LAVOS displays high growth/demand occupations integrated with O'Net information linked to job openings and training opportunities on the Internet to assist job seekers and students.

LDOL and the Department of Education have collaborated on materials for both in-school and out-of-school youth to encourage them to pursue training in these areas. LDOL and education are developing a Youth Portal on LDOL's website to package this information in a manner attractive to new job seekers.

f. What strategies does the LWIA have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small

businesses.

During the 2004 session of the Louisiana Legislature, legislation was enacted (R.S. 23:1553(b)(12) and 1604) relative to self-employment; to provide for non-charging of benefits to establish a self-employment assistance program in which an individual participates for the purpose of establishing a business and becoming self-employed. In order to assist individuals who may be interested in pursuing a goal of self-employment, Region 7 is working toward expanding their Scorecard database to include entities that provide entrepreneurial training, business counseling, and technical assistance.

In 2004, the state enacted the Small Business Employee Training Program as a direct result of meetings with small businesses. The purpose was to provide incumbent worker training to Louisiana based businesses that have fifty (50) or fewer employees. Employers can be reimbursed up to \$3,000 per trainee per state fiscal year.

This program is funded at 2.3 percent (2.3%) of the funds available for the Incumbent Worker Training Program, providing approximately one million dollars for training.

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

Through WIA 70's WIB and youth council, programs are being integrated and coordinated to provide youth with the resources and skills necessary to succeed in the state's economy and assist in closing the poverty gap in this state. The system will broaden and enhance youths' connections to post-secondary education opportunities, leadership development activities, mentor training, community service, and other community resources.

LDOL is working with juvenile justice to develop a system to link incarcerated youth being paroled back to their local area with WIA youth programs. As youth who are paroled, register in LAVOS, they will be linked to a supportive adult in the one-stop center, in addition to their parole officer, to help them determine if employment and/or training/education is appropriate. This will assist them in linking career planning and goal setting as part of their re-attachment process.

LDOL is implementing a Youth Portal on its website to display workforce information in a format appropriate for younger users linking career planning in high school and re-attachment to education for out-of-school youth.

Wagner-Peyser and WIA are working to identify youth 18-21 who apply for unemployment insurance as potential WIA participants and provide them with linkages to high demand/growth occupations and assist them in building career plans that provide training and entry to jobs with career ladders.

Our vision is to create a future for Louisiana's youth, by creating a system that provides

the right interventions at the right time, insuring that Louisiana youth acquire the necessary skills for success in education and employment, and help businesses gain a skilled workforce. The guiding principles/goals of this vision are:

- A System Dedicated to the Success of Young People

All young people will have access to a wide range of “youth-friendly” services and activities where people provide “just in time” service interventions, training, and support which guarantee successful transition into adulthood.

Youth will have positive interactions with peers and knowledgeable caring adults in success-oriented environments which foster educational, leadership, and employment skills development.

- A System Designed by Young People

Young people are active partners in the design of the system and feel a keen sense of ownership in their community. Youth are empowered to take leadership roles in defining the full range of services that are responsive to both their needs and wants.

- A System that Includes an emphasis on out-of-school youth

For those young people who have dropped out-of-school or completed high school but lack employability skills, we will assist them in establishing a career path to further education and a rapid attachment to work.

The system will continue to assist the youth to build transferable skills through post-employment strategies not only on their first job, but also their second job and beyond, including service interventions that assist young people attain, retain, and advance to better jobs.

The system will design interventions that provide employability and skills training to succeed at each step of a young person’s career development.

- A System that is Locally Driven

To transform our current system, we will develop progressive programming strategies within each of the defined workforce investment areas. WIA 70’s WIB and youth council will spearhead the governance of the system by taking a clear no-nonsense approach to identifying and addressing youth issues. These governing bodies will oversee the system by convening partners and advocating strong youth policy and quality programming practices.

- A System of Committed Partners

No single agency or system partner can single-handedly achieve our vision. It will require all youth-oriented programs and providers to rally together in support of our vision. All partners must come to the table with their expertise in youth

programming, putting aside individual interests.

We must develop strong linkages among partners to optimize human and financial resources, create a continuum of service interventions and leverage funds to insure a variety of educational, developmental, and employment-related activities and service interventions to all youth.

- A System Responsive to Business Needs

In order for our system to lead to quality employment outcomes, local business participation in the design and delivery of programming activities is essential.

Business can greatly benefit the system by articulating the skills young people need for success in the work world, sharing with education and training providers how these skills are used in real work situations, and help us understand the opportunities available to first-time job seekers and the skill needed for future jobs as young people develop their individual career paths.

- A System Built on Promising Practices

Louisiana has invested a great deal in changing the way we do business as it relates to youth education and development. From education reform efforts to employment and training activities, many innovative designs and practices have proven successful.

Our goal now is to bring together all of the quality practices of Louisiana's workforce investment system, as well as build on lessons learned from other states and communities.

- A System Committed to Continuous Improvement

The needs of young people and the needs of business are constantly moving targets. What we develop as a system today will not be the system of tomorrow.

Partners in the system must have commitment to collecting feedback from its customer groups (young people and business), using customer feedback to make modifications to program design and service interventions, and responding to economic and environmental variables.

We must start with the best of what we know about youth development today and make it even better for the future.

2. Describe the actions the LWIA has taken to insure an integrated One-Stop service delivery system.

LWIA 70 and LWIA 71 are working toward consolidation and true integration of their One-Stop systems. In most offices, WIA and Wagner-Peyser (WP) staff work side-by-side in an integrated setting to provide service delivery to job seeking and business customers. Louisiana

has always allowed for local flexibility based on state policy guidance. Consolidation and integration empowers local WIA Directors and WP Regional Managers to set the overall policy and vision for the operation of their programs in the one-stop in each local jurisdiction, within WIA and Wagner-Peyser regulations and in cooperation with the state. All One-Stop Centers in the ten (10) parish area of Northwest Louisiana provide the required core services to both job seekers and employers.

Additionally, with the redesign project initiative, the Local Workforce Investment Boards will adjust the staffing pattern in the Career Solutions Centers. Although staff work cooperatively side-by-side, they will be transitioned to a team approach to facilitate the delivery of job seeker services. All teams will be designed with both Wayner-Peyser and WIA members in order to learn and build the capacity of staff members. Each LWIA will focus on developing three (3) teams as an initial first step:

- Registration Team
- Resource Area Team
- Job Order Team

The Registration Team will serve as the entry point for job seekers in the Career Solutions Centers. They will assist the customers in completing the registration process and follow-up with customers to ascertain information pertaining to their job search outcome.

The Resource Area Team will engage customers in the Resource Room or designated work space. They will essentially assist customers in job search activities, exploring career options, providing career counseling and training options. They will also assist customers in entering their skills and work history into the LAVOS System as well as building professional resumes.

The Job Order team will basically work job orders and recruit job seekers for job orders. Each day, staff will alert Resources Area team members about new job orders. They will also conduct follow-up on referred applicants and maintain regular contact with employers.

a. How is the LWIA ensuring the quality of service delivery through the One-Stop Center by implementing the State issued minimum guidelines for operating comprehensive One-Stop Centers?

To insure consistency in the quality of service delivery, LDOL is currently developing a new service matrix for all comprehensive one-stop centers in the state. All comprehensive one-stops will be required to participate in a self-certification process based on this matrix. As part of this process, LDOL is developing a training institute with LSU leading to staff certification.

Participant flow in the one-stop is being redesigned to meet the new Wagner-Peyser requirements and common measures. The waiver to streamline delivery of Adult/Dislocated Worker services through the one-stop system by enrolling participants in WIA Title I at the point of receiving intensive services and enrolling all participants receiving core services in Wagner-Peyser is an integral part of this process.

b. How is the LWIA supporting maximum integration of service delivery through the One-Stop delivery system for both business customers and individual

customers?

The Local Workforce Investment Board has been charged with the responsibility for the implementation of the redesign initiative. They are to provide day to day oversight. As stated earlier, these first steps toward complete integration will help to eliminate duplication of services, ensure that the business needs of hiring, retention, training, and advancement of workers are evident, and connect businesses who are looking for qualified workers and individuals seeking employment.

LDOL is establishing an integrated instruction process for all its workforce development programs. This will insure that all field staff are fully informed. All instructions, guidance and information are available through LDOL's website.

LDOL is working with the WIAs to insure all partner programs are fully informed of these policies and procedures. These policies include service delivery guidelines, regional, and local planning guidance, regional and local incentive policies, policies regarding services to veterans and individuals with disabilities, and business service strategies.

The Louisiana Workforce Commission has developed regional planning guidance to assist areas to coordinate services and develop integrated strategies to meet the economic needs of their communities. Several WIBs in the state are developing one-stop business centers. LDOL is working with the Ouachita and Jefferson WIAs to model these centers for replication in other parts of the state. WIA 70, WIA 71, and LDOL will be meeting numerous times in the next few months to expand on the model from the First Planning District in order to implement full integration in this region as of January 1, 2006.

- c. What entity(ies) is/are designated as the one-stop operator(s) in accordance with §117(d)(2)(A) and §121(d) of WIA. (Provide names and addresses of entity(ies). What was the process by which the LWIB and Chief Elected Official made this designation §121(d)?**

The following entities entered into a consortium agreement to serve as the One-Stop Operator(s) in accordance with §117(d)(2)(A) and §121(d).

Ruston (Lincoln Parish) One-Stop Center

The Coordinating and Development Corporation
307 N. Homer Street, Suite 307
Ruston, LA 71270

The Louisiana Department of Labor
307 N. Homer Street
Ruston, LA 71270

The Humanitarian Enterprises of Lincoln Parish
307 N. Homer Street
Ruston, LA 71270

Minden (Webster Parish) One-Stop Center

The Coordinating and Development Corporation
310 Homer Road
Minden, LA 71055

The Louisiana Department of Labor
310 Homer Road
Minden, LA 71055

Louisiana Rehabilitation Services
310 Homer Road
Minden, LA 71055

Bossier City (Bossier Parish) One-Stop Center

The Coordinating and Development Corporation
4000 Viking Drive
Bossier City, LA 71111

The Louisiana Department of Labor
4000 Viking Drive
Bossier City, LA 71111

Job Corps
4000 Viking Drive
Bossier City, LA 71111

The WIB with the cooperation of the chief elected official utilized the designation process for selecting the one-stop operator in accordance with an agreement reached between the WIB and the consortium of entities listed above.

- d. Describe how the LWIA is moving from co-location of programs to integration of services, in particular WIA Title I and Wagner-Peyser program functions and staff. If these programs are being provided in affiliate sites, describe how the LWIA is working toward elimination of duplicative services and reducing administrative/overhead costs.**

The Workforce Investment Act of 1998 (WIA) required the creation of a comprehensive workforce system that is streamlined, customer driven, and customer focused. The WIA embodies seven (7) key principles:

1. Streamlining services through partner co-location and integration and the creation of a one-stop service delivery system.
2. Empowering individuals through access and informed choice.
3. Universal access to core sets of services for all individuals and businesses.

4. Increased accountability of all partners for the delivery of high quality services that lead to employment, retention of employment, and increased earnings that will improve the economic landscape and quality of life of this region.
5. Strong role for local workforce boards that are private sector led and focused on strategic planning, policy development, and system oversight.
6. State and local flexibility to allow for customized systems that meet local demand.
7. Improved youth programs that are more closely linked to relevant labor market data and academic achievement.

The Workforce Investment Act identifies the local Workforce Development Boards as the coordinating entities responsible for bringing together these fragmented services into a system that is responsive to both the business customers and the individual job seeker. It is the role of the WIBs to determine the commonalities in services and influence the positioning of dollars around what is unique to each available funding stream.

The Louisiana Department of Labor has specifically charged the Workforce Development Boards with the responsibility to provide coordination, strategic planning, and oversight around five (5) key elements to insure success of the local system. These key elements are:

- Maximize efficiency by eliminating the duplication of services through the creation of standard sets of services and by expanding unique services within the current one-stop structure.
- Coordinate delivery of current services and collectively create additional services that have been identified as valuable by businesses and job seekers.
- Develop a common framework for service delivery regardless of the funding stream and include multiple strategies to insure the success of the business and job seeker customer.
- Identify strategies to insure the consistent delivery of a “core” set of services that are promised and delivered to both customer groups-businesses and job seekers.
- Establish integrated locations that are easily identifiable so that all businesses and job seekers may gain access to all workforce development services, no matter where they are located in the state.

Recently, a pilot program was initiated in the First Planning District (St. Bernard/St. Tammany/Plaquemines Parishes) which will provide a standardized framework for how customers enter the system, how they are assessed for service needs, how they access services, and how offices are designed and staffed to meet the needs of job seekers.

This model program became operational in late Summer, 2005 for the First Planning

District area and will be utilized in our local area during the next several months to initiate a number of changes in order to best meet the needs of both business customers and individual job seekers. This model incorporates eight (8) principles into the service delivery model:

1. Job seekers will have access to a minimum set of services that are promised and delivered.
2. Services will be designed and driven by identified needs and wants of the job seeker.
3. Job seekers will receive a service without having to know the funding stream.
4. All services are designed and delivered to meet high quality standards and customer satisfaction.
5. System design will start with economic drivers and back into services.
6. All funding streams at the local level will be system solution focused, not problem focused within their funding sources.
7. Funding sources will take a customer perspective, not a program perspective in service design and delivery.
8. There will be a continuous improvement strategy for service delivery within all system and center activities.

Our region will soon begin a process similar to the First Planning District with the intent of utilizing their model to design a local plan which best meets the needs of our region's businesses and individual job seekers. This process will involve the cooperation of all WIB members to review every current service provided to determine ways to improve the delivery of services and evaluate whether these services are being delivered in the most efficient and cost-effective manner. The following requirements are being utilized in the First Planning District model for their redesign:

- A standardized job seeker cohort strategy will be implemented to provide services to customers based on a common set of needs, career development, career advancement, employment express, and career maintenance. These four (4) areas will be utilized to quickly determine the best level of assistance for the individual job seeker.
- There will be an identifiable set of services promised and delivered to all job seekers based on each of these cohort groups.
- Every job seeker who accesses any service will be registered as an entry activity into the computer system.
- Resource areas of each office will be designed to respond quickly to customer needs. The resource area will be established as an ongoing method for service delivery.
- Centers and services will be designed so that customers can easily identify, select, and access resources delivered in a variety of methodologies including on-line internet, facilitated self-help, groups, or one-on-one counseling.

e. Attach a copy of One-Stop Memorandum of Understanding and Cost Allocation Plan.

Memorandums of Understanding/Cost Allocation Plans may be viewed at CDC's office in Shreveport. Contact Harold LaBorde at (318) 632-2022.