

June 1, 2009

The State Workforce Investment Board and the Mississippi Department of Employment Security (MDES) are developing the Workforce Investment Act and Wagner-Peyser Act plan modification for the 2009 Program Year. Interested parties are encouraged to provide written comments on the draft plan. Comments should reference the section(s) to which they pertain.

Comments will be accepted through Tuesday, June 30, 2009 at 5:00 p.m. by emailing MDES at: stimulus@mdes.ms.gov or by writing **ATTN: State Plan Review and Comments, Post Office Box 1699, Jackson, Mississippi 39215-1699.**

Attachment A:

Questions for Workforce Investment Act/ Wagner-Peyser Act State Plan Modifications

This section of the Training and Employment Guidance Letter (TEGL) contains information that modifies the State Plan Guidance information collection. The Employment and Training Administration (ETA) sought and obtained approval from the Office of Management and Budget (OMB) to modify the State Plan Guidance in OMB Control No. 1205-0398.

In order to modify Program Year (PY) 2009 Workforce Investment Act (WIA)/Wagner-Peyser Act State Plans, states should respond to the following questions from the Stand-Alone Planning Guidance for PY 2009 (OMB No. 1205-0398). Provided below each question from the Stand-Alone Planning Guidance are examples of the types of information ETA seeks in State Plan modifications, describing both adjustments to current strategies and new activities related to Recovery Act implementation. As states update the Governor's vision, strategies, and service delivery designs, they are encouraged to reflect on and respond to ETA's strategic vision for how Recovery Act funding will be used to respond to immediate needs and priorities while also fulfilling the opportunity to transform the workforce system to achieve a new level of effectiveness. The strategic vision is described in Section 4 of this TEGL.

In its State Plan modification, the state should respond to the questions listed below:

Section I. Context, Vision, and Strategy

- Economic and Labor Market Context
- State Vision and Priorities
- Overarching State Strategies
- Service Delivery Strategies, Support for Training

Section II. Service Delivery

- State Governance and Collaboration
- Reemployment Services and Wagner-Peyser Act Services
- Adult and Dislocated Worker Services
- Youth Services
- Veterans' Priority of Service
- Service Delivery to Targeted Populations

Section III. Operations

- Transparency and Public Comment
- Increasing Services for Universal Access
- Local Planning Process
- Procurement
- Technical Assistance
- Monitoring and Oversight
- Accountability and Performance

Section I. Context, Vision, and Strategy

Economic and Labor Market Context

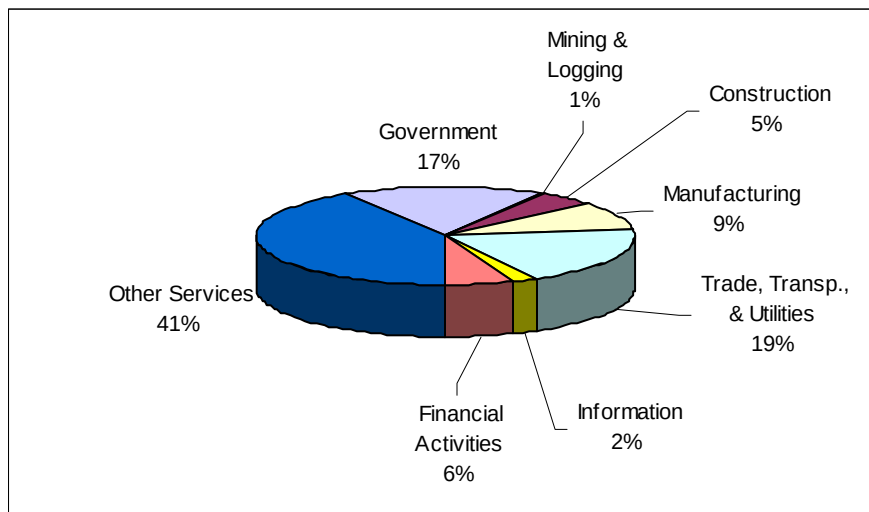
Question IV in PY 2009 Stand-Alone Planning Guidance: Provide a detailed analysis of the state's economy, the labor pool, and the labor market context. (§112(b)(4).)

In responding to this question, the state should update its analysis to indicate how the economic downturn has impacted the state's economy and the labor market context. This analysis should include current and anticipated impacts on employment by sector, current and projected demographics of the available labor pool including income levels as appropriate, and describe any skills gaps the state faces, based on the skills held by current and expected dislocated workers and the skills demanded by industries and occupations expected to grow through economic recovery.

Mississippi's Economy

In the last two decades, the industry structure in the nation as a whole has shifted toward more of a service and knowledge-based industry. Currently, in the U.S., 41 percent of all jobs are in the service sector, 9 percent in manufacturing, and the remaining are shared across several sectors (see Figure 1).

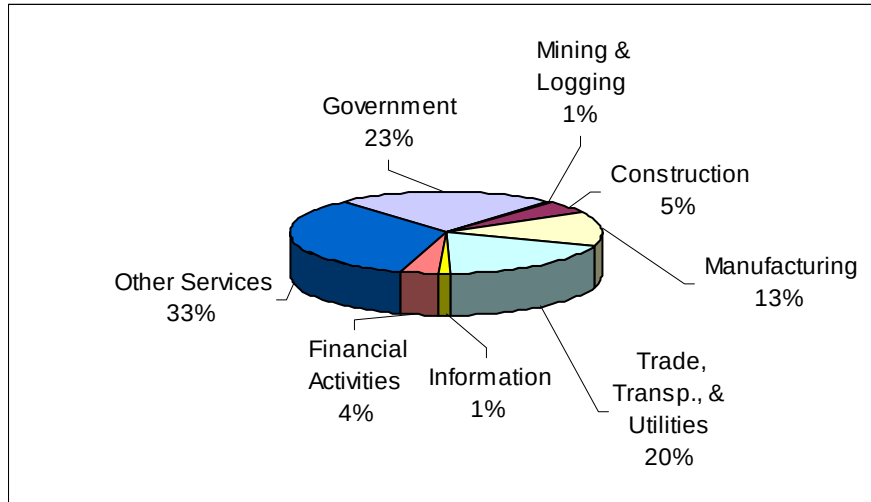
**Figure 1: U.S. Nonfarm Employment, March 2009
(not seasonally adjusted)**



Source: U.S. Department of Labor, Bureau of Labor Statistics, Current Employment Statistics

Industry Structure. Mississippi has followed national industrial trends and has a current industry structure characterized by 33 percent of the workforce employed in service and 13 percent in the manufacturing sectors (see Figure 2). The greater reliance on jobs in the manufacturing sector, as compared to the nation, reflects the rural nature of Mississippi, which continues to provide comparative advantage in terms of low labor and land costs.

**Figure 2: Mississippi Nonfarm Employment, March 2009
(not seasonally adjusted)**



Source: MS Department of Employment Security, Labor Market Information, Current Employment Statistics in cooperation with U.S. Department of Labor, Bureau of Labor Statistics

Service Sub-Sector. The two largest sub-sectors are health care and social assistance and accommodation and food services, accounting for approximately 59 percent of all service sector jobs. The former sub-sector pays an average annual wage of \$35,570 and the latter sub-sector pays \$15,411. The third largest sub-sector is administrative and support, followed by professional, scientific, and technical services, accounting for approximately 21 percent. The former pays an average annual wage of \$22,489 and the latter \$44,911 (see Table 1).

Table 1: The Service Sector, Mississippi, 2007 - March 2009

	Average 2007	March 2009	Percent Change	Avg. Annual Wage
Professional & Business Services	93,100	89,800	-3.54	
Professional, Scientific & Technical	32,400	32,800	1.23	44,911
Management of Companies	9,800	9,500	-3.06	67,013
Administrative & Support	51,000	47,500	-6.86	22,489
Educational & Health Services	128,000	129,800	1.41	
Educational Services	15,300	14,600	-4.58	31,741
Health Care & Social Assistance	112,700	115,200	2.22	35,570
Leisure and Hospitality	125,500	121,100	-3.51	
Arts, Entertainment & Recreation	13,100	11,600	-11.45	20,527
Accommodation & Food Services	112,400	109,500	-2.58	15,411
Other Services	37,100	37,100	0.00	25,086
Total	383,700	377,800	-1.54	

Source: Employment data come from the MDES Current Employment Statistics. Wage data come from the MDES Quarterly Census of Employment and Wages, 2007.

Sixty-one percent of those employed in the service sector work for businesses with 50 or more employees. These large employers, however, account for only five percent of all service businesses (see Table 2).

Table 2: Size of Mississippi Service Businesses, June 2008

Number of Employees	% of businesses	% of employees
0-4	58.0	6.0
5-9	17.8	7.5
10-19	11.7	10.1
20-49	7.5	14.5
50-99	2.6	11.4
100+	2.4	50.5

Source: MDES Quarterly Census of Employment & Wages

Manufacturing Sub-Sector. The three largest sub-sectors are transportation equipment, furniture and related products, and food manufacturing, accounting for 46 percent of all jobs in manufacturing. Of these, transportation equipment pays the highest average annual wage with \$48,796, followed by furniture and related products and food manufacturing paying \$28,244 and \$24,228 respectively. Other large sub-sectors include wood products manufacturing, machinery manufacturing, and fabricated metal, accounting for approximately 24 percent of all jobs in manufacturing. Of these, machinery manufacturing pays the highest annual average wage, \$38,418, and wood products pays the least, with an annual average of \$33,991. Employment in the remaining sub-sectors ranges between 3,000 and 9,000, with an average annual wage ranging between \$20,000 and \$55,000 (see Table 3).

Table 3: The Manufacturing Sector, Mississippi, 2007 - March 2009

	Average 2007	March 2009	Percent Change	Avg. Annual Wage
Durable Goods	113,000	95,100	-15.84	
Wood Product Mfg.	14,200	12,200	-14.08	33,991
Fabricated Metal Product Mfg.	11,100	10,900	-1.80	37,956
Machinery Manufacturing	12,500	11,900	-4.80	38,418
Electrical Equipment & Appliance	10,000	8,500	-15.00	36,281
Transportation Equipment	27,300	23,900	-12.45	48,796
Furniture and Related Product	23,700	19,500	-17.72	28,244
Non-Durable Goods	56,400	52,000	-7.80	
Food Manufacturing	24,900	23,600	-5.22	24,228
Paper Manufacturing	5,000	4,600	-8.00	55,563
Plastics and Rubber Products	8,000	6,700	-16.25	37,838
<i>Total Manufacturing</i>	<i>169,400</i>	<i>147,100</i>	<i>-13.16</i>	<i>37,303</i>

Source: Employment data come from the MDES Current Employment Statistics. Wage data come from the MDES Quarterly Census of Employment and Wages, 2007.

Eighty-six percent of those employed in manufacturing work for businesses with 50 or more employees. These large employers account for 20 percent of all manufacturing businesses (see Table 4).

Table 4: Size of Mississippi Manufacturing Businesses, June 2008

Number of Employees	% of businesses	% of employees
0-4	32.2	0.9
5-9	17.0	1.8
10-19	15.1	3.2
20-49	15.8	7.8
50-99	7.6	8.5
100+	12.3	77.8

Source: MDES Quarterly Census of Employment & Wages

Other Industry Sectors. In Mississippi, the government and trade, transportation, and utilities sectors are also among the largest employers, accounting for 23 and 20 percent of all employment, respectively (see Table 5 and Table 6). The largest sub-sectors are local government and retail trade. The latter pays an average annual wage of \$21,603.

Table 5: The Government Sector, Mississippi, 2007 - March 2009

	Average 2007	March 2009	Percent Change	Avg. Annual Wage
Federal Government	26,000	25,800	-0.77	n/a
State Government	59,400	63,000	6.06	n/a
Local Government	158,500	164,600	3.85	n/a
<i>Total</i>	<i>243,900</i>	<i>253,400</i>	<i>3.90</i>	

Source: MDES Current Employment Statistics

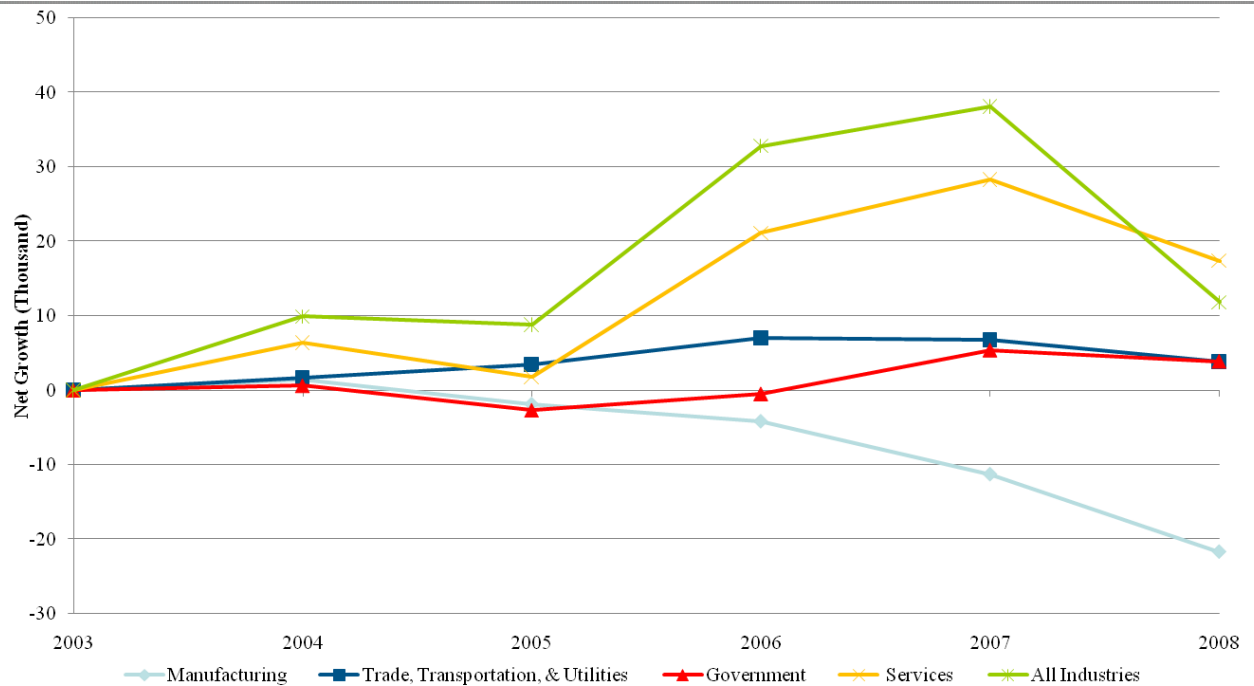
Table 6: The Trade, Transportation & Utilities Sector, Mississippi, 2007 - March 2009

	Average 2007	March 2009	Percent Change	Avg. Annual Wage
Utilities	7,600	7,700	1.32	57,709
Wholesale Trade	36,800	35,000	-4.89	47,294
Retail Trade	141,700	137,500	-2.96	21,603
Transportation and Warehousing	40,900	38,200	-6.60	35,929
<i>Total</i>	<i>227,000</i>	<i>218,400</i>	<i>-3.79</i>	

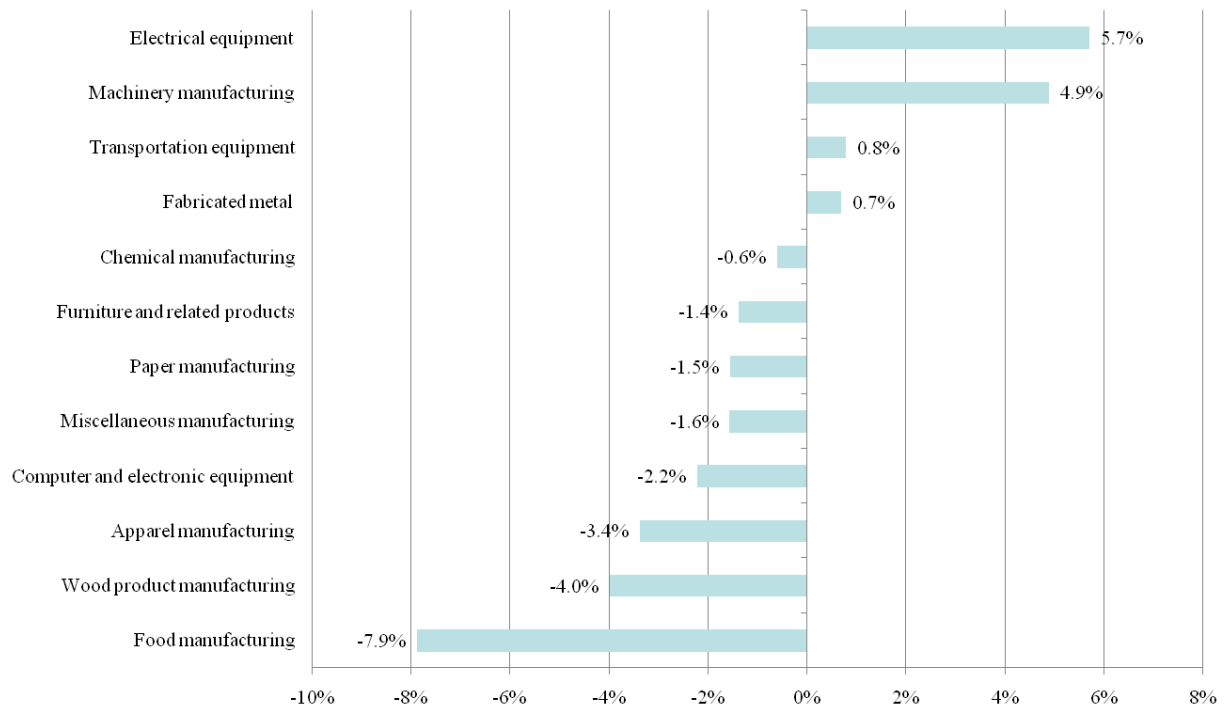
Source: Employment data come from the MDES Current Employment Statistics. Wage data come from the MDES Quarterly Census of Employment and Wages, 2007.

Employment Growth

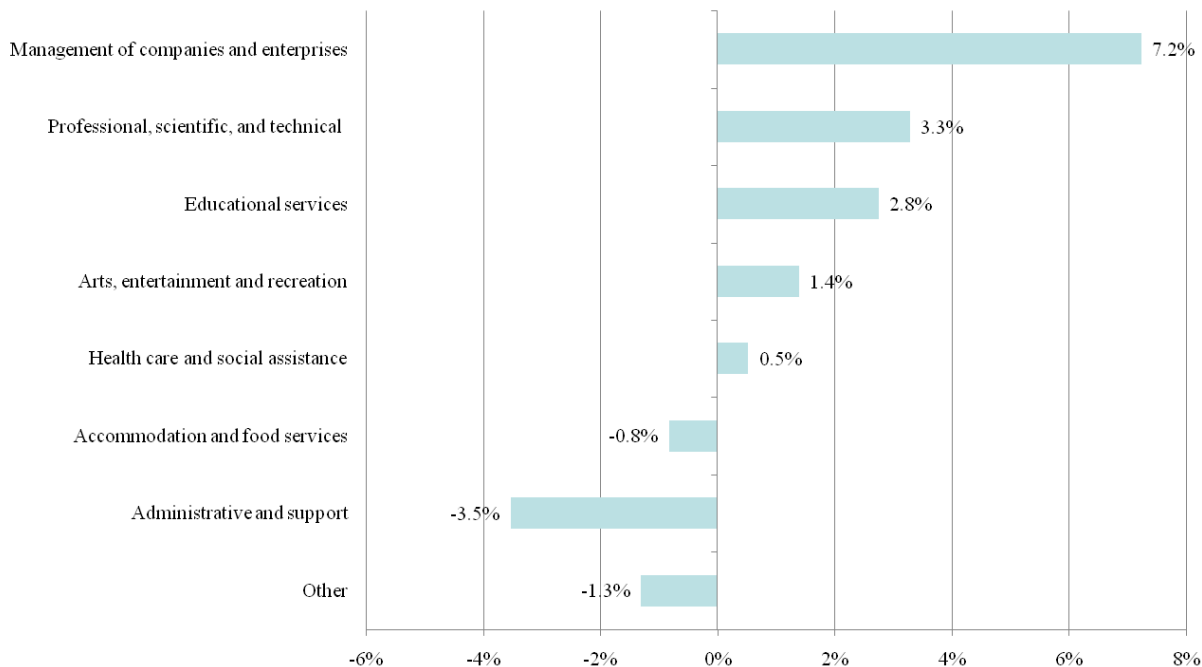
The National Strategic Planning and Analysis Research Center (nSparc) at Mississippi State University compiled the following chart (source: Bureau of Labor Statistics, 2009) which demonstrates that as of December 2008 employment growth for All Industries had increased since 2003 in Mississippi despite the economic downturn of the past year.



The following chart, compiled by MSU's nSparc from MDES Job Transactions, Business and Wage Records, 2009, demonstrates employment growth in Mississippi's manufacturing sectors between October 2007 and March 2008.



The following chart, compiled by MSU's nSparc from MDES Job Transactions, Business and Wage Records, 2009, demonstrates employment growth in Mississippi's service sectors between October 2007 and March 2008.



Using data compiled by nSparc, Mississippi can develop strategies for training based on which sectors are growing and which are declining as well as identify any skills gaps the state faces. Training can be provided for new job growth and training can also be provided to transfer skills for those employed in declining sectors.

State Vision and Priorities

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

In responding to this question, the state should review ETA's vision for implementing the Recovery Act in Section 4 of this TEGL, and describe the Governor's new vision since the economic downturn. The description should include the Governor's vision for economic recovery, touching on the Act's principles and the Governor's view of how the Recovery Act funds can be integrated into transformational efforts to achieve an invigorated, more innovative public workforce system capable of helping enable future economic growth and advancing shared prosperity for all Americans.

Governor Haley Barbour continues to support the long-range economic development plan for the State, "Momentum Mississippi." Momentum Mississippi's Advisory Committee, a broad-based group from every region of the State, continues to make recommendations for long-range economic development plans. Many of this Advisory Committee's members are also members of the State Workforce Investment Board (the State Workforce Board).

Since its formation, *Momentum Mississippi* has helped to guide the State through the disaster of Hurricane Katrina and toward growth in many areas of the State. Although the economic downturn has impacted the automotive industry, Nissan and its suppliers continue to remain a valuable partner with the state. Toyota has announced that it will build a manufacturing plant in Northeast Mississippi, with construction resuming when the economy improves. Business and industries have announced plans to invest in Mississippi and reap the benefits of the Gulf Opportunity (GO) Zone incentives.

The ARRA funds made available to Mississippi will be a valuable resource in helping to build upon the successes of *Momentum Mississippi* and the SWIB, as well as helping the state continue development of a transformed workforce system that is truly business-led and demand-driven. Governor Barbour's economic development strategy goals also include rebuilding infrastructure and developing the talent of the workforce.

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

In responding to this question, the state should review ETA's vision for implementing the Recovery Act in Section 16 of this TEGl to reconnect disconnected youth through multiple pathways to education and training that enable them to enter and advance in the workforce. The state should describe its strategy for serving youth with funds from the Recovery Act, as well as how its strategies will be adjusted to respond to the economic downturn. What activities will the state focus on (i.e., primarily focus on summer employment opportunities, the full range of WIA youth services, or a combination)? Describe how plans for the Recovery Act youth activities will complement the state's overall vision for serving youth under WIA.

Governor Barbour recognizes that to build the State's future economy we must focus not only upon the existing workforce but also on the future workforce ... our youth. Education and career-building opportunities are key to the State's plan for economic growth and will be in the forefront of the work of *Momentum Mississippi* and the State Workforce Board. While the primary focus of this plan will be older youth, the Board will continue its planning efforts to enhance career building in the educational system, especially for those youth most in need, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other youth at risk.

In the summer of 2009, Mississippi will offer paid work experience positions to approximately 6,300 youth across all of the state's 82 counties. These new jobs will allow low income, at-risk youth to engage in constructive employment while gaining career awareness. ARRA Youth funds will be the source of these work experience wages. Remaining ARRA and regular, mainstream WIA funds will be focused upon summer work experience trainees who are highly motivated, are not returning to full-time high school and who are in need of additional services.

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

In responding to this question, states should reflect on shifting priorities necessitated by the economic downturn and areas of focus for economic recovery. States should identify the Governor’s key workforce investment priorities for the use of the Recovery Act funds infused into the state’s workforce investment system and how each will lead to actualizing the Governor’s new vision.

Governor Barbour’s key workforce investment system priorities are directly tied to his workforce goals of centralizing and streamlining workforce training; maximizing and leveraging all workforce training funds; raising the skill level of Mississippi workers; and creating more and better job opportunities for citizens. To accomplish these goals during the current economic recession, Governor Barbour recognizes that Mississippi must be even more aggressive and innovative in implementing strategic practices that lead to long-term job and economic development growth.

In order to position Mississippi for a healthy economic rebound, the Governor will focus usage of Recovery Act dollars on regional high growth industries identified by the state’s four Local Workforce Areas, such as advanced manufacturing and healthcare. This strategy will ensure that ARRA funds are directed toward programs that can not only improve the skills of workers, but that will ensure sustainable job opportunities for under- and unemployed Mississippians. This strategy will also help transform the state’s workforce system into a demand-driven system that is better equipped to respond to the needs of high growth industries.

Governor Barbour will also prioritize using ARRA funds for truly innovative practices that can produce dramatic results for the state’s workforce system. An example of this type of innovative investment would be the development of a statewide entrepreneurship framework that seeks to encourage individuals to start a new business, thereby increasing both employment and economic development in Mississippi. This type of innovative proposal will also streamline training in this area, as well as provide a clearinghouse for the leveraging of training dollars.

Finally, as unemployment continues to rise on both the state and national level, Governor Barbour’s vision includes a focus on enhancing communication efforts for available training opportunities. The Governor will work with state agencies to promote job training opportunities that are available under existing state programs and/or ARRA funded programs. This will raise awareness of opportunities for both employers and job seekers, and will assist in upgrading the skills of workers that will lead to reemployment.

Overarching State Strategies

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

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

- *How workforce investment system resources, both stimulus and regular formula funds, can be deployed to serve increased numbers of workers in need.*
- *How adults and dislocated workers, including low-income adults, who need to acquire new skills will have increased access to education and training opportunities.*
- *How the state will address a dual-customer approach, meeting the skill needs of existing and emerging employers and high-growth occupations as well as the needs of under-skilled adults.*
- *How workforce activities (e.g., adult education, job training, postsecondary education, registered apprenticeship, career advancement, needs based payments, and supportive service activities) will be aligned in career pathways both now in implementing the Recovery Act and in the transformed workforce system of the future.*
- *How the state will partner to develop workforce solutions with community colleges, business and labor organizations, registered apprenticeship program sponsors, civic groups, and community organizations to align workforce development strategies and align workforce strategies with strategies for regional development and shared prosperity.*

Governor Barbour continues to move forward his four goals:

- Centralize and streamline workforce training;
- Maximize and leverage all workforce training funds;
- Raise the skill level of Mississippi workers; and,
- Create job opportunities.

The new Mississippi Department of Employment Security (MDES) envisioned by the Governor continues to make strides in streamlining services and maximizing program efficiencies. Many of these efficiencies were the direct result of the challenges posed by providing services after Hurricane Katrina. MDES supports the State Board, WIA, Wagner-Peyser, Unemployment Insurance, the Veterans' Programs, Trade Adjustment Assistance, Work Opportunity Tax Credits, labor market information, business outreach services, and rollout of ARRA activities.

Momentum Mississippi's long-range goals for the year 2010 include:

- Increasing per capita income growth;
- Increasing employment growth;
- Enhancing the State's image for locating or expanding a business;

- Increasing the State's high-tech employment share; and,
- Maintaining the State's manufacturing job share while increasing worker skills and earnings.

Among the several issues the State has identified, increasing per capita income emerged as one of the most critical. Although per capita income has increased by 27.8 percent since Governor Barbour took office, it remains significantly lower than the national average. Similarly, the current poverty rate is lower than in the early 1990s, yet remains substantially above the national average. The unemployment rate also remains higher than the national average. These are all issues that are now being addressed through workforce and economic development initiatives under a unified workforce system.

The State has also made reaching out to hard-to-serve populations a priority, including discouraged workers, welfare recipients, and ex-offenders.

Mississippi's near-term strategy will continue to focus upon the following areas where the greatest impact can be made in promoting jobs and job growth.

The Workforce – Mississippi recognizes that providing opportunities to the following groups is essential to building a more vibrant workforce:

- Existing Workers – Including but not limited to low skill and entry-level workers and workers with no clear career path to advancement;
- Dislocated Workers – Including but not limited to Mississippi workers who have lost jobs as a result of foreign trade, displaced homemakers and the children of dislocated workers;
- Veterans – Including but not limited to recently separated veterans and spouses of Veterans;
- Offenders and Ex-Offenders – Including but not limited to incarcerated individuals scheduled for release within three months;
- Older Youth – Including but not limited to individuals between 18 and 24 who are not enrolled in school or who are under employed; and
- Mature Workers – Including but not limited to unemployed or under employed individuals over 55.

Targeted Industries – To ensure the growth of the economy, Mississippi recognizes that it must focus resources upon businesses and skills providing the greatest opportunity for future growth. The State will encourage its workforce partners to focus predominantly upon the following business types:

- Existing Business – Including but not limited to currently expanding businesses;
- High Growth and High Demand Potential- Including but not limited to current or new businesses expected to expand at a high rate in the immediate future;
- Healthcare – Including but not limited to healthcare related occupations where training is provided in partnership with healthcare providers;
- Small Business – Including but not limited to businesses that employ not less than 5 and not more than 50 workers and which support high growth or high

- demand occupations;
- Advanced Manufacturing – Including but not limited to businesses engaged in making a better product at less cost; and,
- Support Industries – Including but not limited to businesses or services necessary to support and enhance economic growth such as construction, education, finance, and transportation.

Mississippi will continue to implement Governor Barbour's vision of an integrated, accountable workforce development system. The workforce system will promote business growth and will increase employment opportunities and wages for Mississippi workers by strengthening public/private partnerships, further integrating and consolidating One-Stop services and expanding training and educational opportunities in high growth and high demand occupations.

Service Delivery Strategies, Support for Training

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

In answering this question, the state should describe innovative state strategies to accomplish the state's vision and achieve the goals of the Recovery Act, including how the state will:

- *Increase services to workers in need.*
- *Support the full range of One-Stop Career Center customers in acquiring the skills needed to attain jobs in high-growth, high-wage industries and occupations, including such supports as needs-based payments, basic skills remediation, English as a second language, and supportive services.*
- *Ensure education and training delivered through the workforce system results in education and workforce skills of demonstrated value, and focus assessments and certifications towards the next level of education and employment.*
- *Strategically use youth, dislocated worker and adult statewide funds to quickly deliver innovative services.*
- *Provide targeted work experiences in order to prepare individuals for job opportunities in new industries or occupations, particularly using registered apprenticeship and on-the-job-training for all jobseekers, and summer work experience for youth.*
- *Align workforce activities with education strategies and economic and community development strategies to meet skill needs of jobs and industries important to the local and regional economies and meet the needs of under-skilled adults.*

The purpose of the American Recovery and Reinvestment Act (Recovery Act) is to preserve and create jobs, promote the nation's economic recovery, and assist those most impacted by the current recession. With the additional workforce funding provided in the Recovery Act, and the increased employment and training services this funding will support, the workforce system in Mississippi will play a vital role in America's economic recovery by assisting workers who are facing unprecedented challenges to retool their skills and re-establish themselves in viable career paths. The investment of stimulus

funds presents an extraordinary and unique opportunity for the workforce system in Mississippi to accelerate its transformational efforts and demonstrate its ability to innovate and implement effective WIN Job Center service delivery strategies. MDES will encourage an expansive view of how the funds can be integrated into transformational efforts to improve the effectiveness of the public workforce system.

The needs of workers and employers are both important in developing thriving communities where all citizens succeed and businesses prosper. Recovery Act funds will increase services and training for workers in need and will promote a more innovative public workforce system enabling future economic growth and advancing shared prosperity for the State. Mississippi will use Recovery Act funds to promote a self-sufficient and fully-employed workforce that is educated, trained and comfortable with a structured work environment and possesses a strong work ethic. The Mississippi workforce system will meet the needs of all businesses and individuals in a cost-efficient and effective manner. The workforce system will be transparent, accountable, inclusive, easy to use, and will maintain local workforce investment board authority, and will provide easy access to all Mississippians. Mississippi will focus on the following innovative strategies:

- Sector strategy approaches that build partnerships of businesses, training providers, community organizations, and other key stakeholders around specific industries or sectors to address the workforce needs of businesses and the training needs of workers.
- Sector strategies for renewable energy, broadband and telecommunications, healthcare, advanced manufacturing, and other high-demand industry sectors identified in local areas.
- Sector strategies that enable low-income, displaced and under-skilled adults to acquire the knowledge and skills for success in high-growth industry.
- Regional approaches to couple workforce development with the local economic development strategies.
- Strategies to meet immediate and/or long-term needs for trained workers in demand occupations with career advancement opportunities.
- Projects targeted at groups who are not currently fully engaged in the workforce.
- Approaches to serving rural populations, businesses and job seekers.
- Approaches that focus on implementing online or blended (both online and hand-on) training programs which will target high-growth occupations.

The Mississippi Department of Employment Security, in conjunction with the Governor's Office, published a Request for Ideas and Concepts (RFI) with a closing date of May 29, 2009 to collect brief idea or concept proposals for the use of statewide Recovery Act funds. MDES and the Governor's Office will evaluate submitted ideas and concepts for allow ability and their strategic effectiveness in achieving the goals of the Recovery Act and will provide the results of the solicitation and its recommendations to the State Workforce Investment Board (SWIB) or a committee for final recommendation to the Governor. The committee will consist of a representative of the Governor's Office, the MDES, and a local workforce investment board. Ideas submitted may not be approved or acted upon immediately.

Some ideas/concepts may be deferred or aggregated with other ideas in ways that produce a greater statewide impact given the funding resources.

Each local workforce area is also committed to increasing services to those workers most in need and to supporting the full range of services in the WIN Job Centers to allow customers to acquire the skills needed to attain jobs in high-growth and high-wage industries and occupations.

The MDES and each local workforce area are in the process of determining innovative service strategies in order to maximize resources. In fact, Mississippi is participating in a National Governors' Association sponsored Policy Academy on Sector Strategies. This involvement is providing the policy academy team with structured technical assistance and guidance on cutting-edge sector strategies and policies that will be implemented.

Section II. Service Delivery

State Governance and Collaboration

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

In responding to this question, the state should describe how the Governor is ensuring cross-agency collaboration so that workforce investments are fully tied to other investments funded by the Recovery Act outside of workforce development.

Under the leadership of Governor Barbour, Mississippi dramatically streamlined its workforce system under legislation enacted in 2004 to increase collaboration among workforce partners, state agencies, and others who provide a connection to the state's workforce efforts. However, the current economy has served as an impetus for a renewed focus on ways to better serve Mississippians and, accordingly, the Governor has taken a lead role in developing new strategies that aggressively target increased workforce training while bridging these efforts to nontraditional areas, like social services.

Because of the unique opportunity afforded to states under the American Recovery and Reinvestment Act, one of the first steps Governor Barbour has taken to ensure cross-collaboration among agencies was by convening a "Stimulus Summit" that brought together state agencies, officials, and members of the public. The Summit provided attendees with an in-depth look at how stimulus dollars could be leveraged across various agencies. Since the passage of ARRA, the Governor's Office has served as the facilitating authority for leveraging resources available to the state in all areas, including workforce. For example, Governor Barbour has encouraged the state employment agency, the Mississippi Department of Employment Security, to work closely with the social services agency, the Mississippi Department of Human Services, to ensure

maximize effectiveness of ARRA funds, since these agencies often serve similar customers. With a renewed focus on workforce efforts, the Governor also hosted a Reemployment Summit which allowed state leaders from agencies like MDES; MDHS; the Mississippi Development Authority; State Board for Community and Junior Colleges; and the Mississippi Department of Rehabilitation Services to discuss strategic partnerships on drawing down ARRA funding for a variety of purposes, such as enhancing economic development through workforce partnerships or streamlining housing, educational, and other services for rural, low-income, and disadvantaged customers.

Communication is a key aspect to Governor Barbour's strategy to ensure cross-collaboration among agencies. Although Mississippi does not have an independent stimulus office, the Governor has designated key staff to ensure communication among state agencies is ongoing, timely, and relevant. The Governor's Office has distributed information regarding funding opportunities for agencies through press releases; emails; web site posts; and phone calls. The stimulus staff holds an "as-needed" conference call for state agencies, where leveraging opportunities are discussed, and agencies are encouraged to contact the Governor's Office for potential funding opportunities

Question III.C.1. Describe the steps the state will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A) of WIA, at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing state-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)

In responding to this question, states should describe how collaboration will be supported and sustained between state agencies, particularly between the organizational entities responsible for WIA, Wagner-Peyser Act, Unemployment Insurance, Trade Act services, and Registered Apprenticeship.

The Governor has linked the work of the *Momentum Mississippi* Advisory Committee and the State Workforce Board. The two groups have significantly overlapping membership and connected agendas.

Mississippi's State Workforce Board continues to work toward and refine its six goals for the workforce development system that build on the Governor's vision and *Momentum Mississippi's* long-range economic development goals:

1. Install an accountability system that tracks system wide results and funding;
2. Consolidate workforce training efforts and reduce redundancy and administration;
3. Involve business in defining training needs;
4. Provide a user-friendly system for all customers;

5. Develop a clearly defined implementation plan; and
6. Fully leverage the community and junior college system.

The State Workforce Investment Board will continue to review and update its Strategic Plan to align ARRA activities and investments. This process will reflect and support the Governor's vision for bringing together all key workforce development players including business and industry, economic development, education, and the One-Stop partners to continuously identify workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges.

Governor Haley Barbour has stated on numerous occasions, "Our goal in Mississippi is to use WIA and the State Workforce Board to align resources to provide employers with well-trained workers and individuals with the opportunities to get their first job, their next job or a better job." Mississippi's Workforce Investment Network (WIN) is the workforce development centerpiece, combining Federal, State and community programs and services and making them easily accessible at WIN Job Centers throughout the State, as well as through on-line electronic sites.

The WIN system represents a collaborative effort including private businesses, local elected officials and local and state public agencies. This collaboration ensures that the needs of local businesses and job seekers are met through tailored solutions designed to promote workforce development and economic growth.

WIN partners include, but are not limited to: the Mississippi Department of Employment Security; the Mississippi Development Authority; local elected officials; Local Workforce Investment Boards; the Mississippi Department of Education; the Mississippi Department of Human Services; the Mississippi Department of Rehabilitation Services; the State Board for Community and Junior Colleges; and the U.S. Department of Housing and Urban Development. Additional partners are engaged at the local level.

The above partners interact on a regular basis to conduct rapid response sessions for dislocated workers, recruit potential businesses, partner to provide incumbent worker training, on-the-job training and customized training and participate in pilot projects designed to enhance and improve service delivery. The directors of key agencies that participate in the WIN system as One-Stop partners were appointed to the State Workforce Board.

While partner agencies function independently, with their own governing bodies and statutory authorities, all are dedicated to the mission of increasing employment in Mississippi. These partner agencies recognize the value of pooling resources to eliminate duplication and maximize the use of Federal and State workforce dollars.

The Governor will also require that TANF workforce efforts, including job placement, training, education, and subsidized employment, be directly linked to and offered through the WIN Job Center system.

Increased weatherization and “green” initiatives will also be linked to the workforce system and the WIN Job Centers.

On May 18 and 19, 2009, the Governor hosted Mississippi’s first Reemployment Summit. Specific alignment strategies for ARRA and other economic development, education, and workforce investment resources were discussed at the conference and are expected to be implemented under a comprehensive Mississippi Reemployment and Recovery strategy.

MDES is the single state agency responsible for WIA, Wagner-Peyser Act, Unemployment Insurance, and Trade Act programs. MDES will continue to integrate and streamline each of these federal Acts in order to achieve cost efficiencies and better services for customers.

Reemployment Services and Wagner-Peyser Act Services

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

In responding to this question, states should describe:

- *The Governor’s vision for Reemployment Services (RES), including how they differ from Wagner-Peyser core services.*
- *How RES will be coordinated with other services provided at the One-Stop Career Center under WIA.*
- *How UI claimants will be identified quickly and RES provided as early as possible following initial receipt of UI benefits or referrals through UI profiling systems.*
- *The services that will be provided under RES, including in-depth services such as skill assessment, career guidance, individual service plans, and labor market information.*
- *The specific population among UI claimants (e.g., those most likely to exhaust benefits) that the state intends to target with Recovery Act funds for RES.*
- *How the state intends to integrate information technology into its RES program to better identify and serve UI claimants, including the percentage of funds that will be used for integrating ES and UI technology requirements to identify and serve the needs of UI claimants*
- *Any labor market information tools that will be funded and integrated into RES.*

Mississippi’s Workforce Investment Network (WIN) is the workforce development centerpiece, combining Federal, State, and community programs and services and making them easily accessible at WIN Job Centers throughout the State, as well as through on-line electronic sites.

The partners interact on a regular basis to provide services for dislocated workers, UI claimants and Wagner-Peyser customers. These services include, but are not limited to,

assessment, job search and matching, and training opportunities such as on-the-job- and customized training.

The Governor's vision is directed through the State Workforce Council for coordination of Wagner-Peyser and Reemployment Services. WIN services will be enhanced for profiling UI claimants including in-depth assessment, and employee information for job seekers occupational matching with employer needs and training.

Reemployment Services will be provided by co-funding of staff with Wagner-Peyser funds. Increasing the goal of profiled claimants is expected and also the identifying of claimants that are job ready so immediate job matching can be instituted.

Names of claimants who are identified as those most likely to exhaust UI benefits are prepared and delivered to the local WIN Job Center staff on a weekly basis. Those individuals are notified to report for job skills training. The training consists of topics on dressing for success, interviewing skills and resume preparation. The training is conducted in small groups of six to eight people and may involve in-person presentations and/or video presentations. Local office staff usually performs the training but may involve guests from business, especially if a specific business is actively recruiting at the time of the training. These services will be expanded using ARRA funds.

Reemployment Service customers will be case managed and a work-plan will be developed for each. Intensive assessment through electronic data systems will be enhanced by using O*NET and State derived tools designed for self-assessment and staff-assisted service to include follow-up and reporting. The O*NET Ability Profiler and O*NET Computerized Interest Profiler will be a part of the assessment. O*NET Skills inventorying will enhance job matching. Mississippi LMI and WIN job seeking skills strengthen the job seekers occupational guidance and job preparation.

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

In order to ensure that jobs generated through the Recovery Act are accessible and available to all customers, describe how the state will facilitate the listing of such jobs on the State Job Bank.

Customers of the local WIN Job Centers receive the full range of labor exchange services available. These services include (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service. WIN Job Centers offer resource rooms for self-service and facilitated self-help services that include personal computers (PCs) with internet access to search for jobs, to write and post resumes and cover letters, to explore wage and job trends, to research job and labor market information, and to view specific jobs listed by the Mississippi Department of Employment Security. Resource Rooms also offer printed materials on job search and work-related skills. Telephones, fax machines, copiers, and printers are also available. Resource Rooms may also offer TV/VCRs with job search,

career and work-related videos, as well as videos and printed materials on interviewing tips.

WIN Job Center staff will provide services as needed to Center customers. These services include staff-assisted job search, placement assistance, career counseling, job referrals, job development, and workshops.

Employers have access to MDES's database of qualified workers. Businesses may also use MDES's website to obtain labor market data, wage information, Job Fair information, Work Opportunity Tax Credit information, Rapid Response information and information on Trade Adjustment Act (TAA) benefits for employees. WIN Job Center staffs also provide tailored recruitment and screening assistance.

These services are available to all customers at the local level through the State's network of WIN Job Centers.

Adult and Dislocated Worker Services

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

In its response, the state should address core services for adults, dislocated workers, and target populations, especially those given preference in the WIA Adult program in the Recovery Act – recipients of public assistance and other low-income individuals.

The core services listed in Section 134(d)(2) of the Workforce Investment Act are available at every comprehensive WIN Job Center. Each local plan will describe the Local Board's approach for delivering core and intensive services in their One-Stops.

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

In its response, the state should address how it will integrate resources provided under the Recovery Act, the Wagner-Peyser Act, and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs. For example, how will the state use these resources to provide significant funding for low-income and low-skilled workers that help them access the services and training needed to pursue family-supporting jobs.

Adult and dislocated worker customers are provided integrated services through the WIN Job Centers. WIN Job Center staffs are primarily co-funded by the WIA and Wagner-Peyser fund streams and service integration is complete and total.

Core services provided by other One-Stop partners are present in all comprehensive and most affiliate Centers. More work needs to be done to maximize and link these partner funded core services. This will remain a high priority for the State and local Workforce Boards and One-Stop operators during the upcoming two-year planning period.

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

In its response, the state should describe how the state will increase training access and opportunities for individuals, including the investment of WIA Title I funds and Recovery Act funds, and the leveraging of other funds and resources. How will the state use contracts with institutions of higher education and other training providers (as described in Section 6 of this TEG) to maximize funds to the greatest benefit?

Because of the unique opportunity afforded to states under the American Recovery and Reinvestment Act, one of the first steps Governor Barbour has taken to ensure cross-collaboration among agencies was by convening a “Stimulus Summit” that brought together state agencies, officials, and members of the public. The Summit provided attendees with an in-depth look at how stimulus dollars could be leveraged across various agencies. Since the passage of ARRA, the Governor’s Office has served as the facilitating authority for leveraging resources available to the state in all areas, including workforce training. With a renewed focus on workforce efforts, the Governor also hosted a Reemployment Summit which allowed state leaders from agencies like MDES; MDHS; the Mississippi Development Authority; State Board for Community and Junior Colleges; and the Mississippi Department of Rehabilitation Services to discuss strategic partnerships on drawing down ARRA funding for a variety of purposes, such as enhancing economic development through workforce partnerships or streamlining housing, educational, and other services for rural, low-income, and disadvantaged customers.

A major focus of the Reemployment Summit was an emphasis on customizable, stackable training modules that provide just-in-time training for businesses in need of upgrading employee skill sets in order to weather the recession and minimize layoffs. The State will work closely with both the local workforce areas and the community college system to provide this kind of short-term training, including class sized training funded by the LWIAs. The State Board for Community and Junior Colleges continues to provide Career Readiness Certificates to trainees.

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

In its response, the state should describe its models/templates/approaches for service delivery in

the One-Stop Career Centers, particularly whether the state is adjusting its approach to deliver increased levels of services with funds received under the Recovery Act.

- Do all One-Stop Career Centers have a uniform method of organizing their service delivery to business customers?*
- Is there a common individual assessment process utilized in every One-Stop Career Center?*
- What approaches will be used to ensure funds are targeted to those most in need, including low-income, public assistance recipients, persons with disabilities, etc.?*
- How will states streamline the sequence of service to facilitate individual access to needed services and training?*

All Wagner-Peyser activities are coordinated using the America's Workforce System registration, assessment, job matching, and reporting process. This will be updated in July 2009 with WINGS, or Workforce Investment Network Global Systems, which will enhance the capability for assessment and data collection. WIA functions are guided through the use of common intake and certification forms and data collection with the WIA Forms Manual as used by each WIA Area.

Each full service WIN Job Center provides access to clients with resource services both staff and self-directed. All service centers provide access to services and information using self-directed internet and printed material.

Intake and assessment are points for the identification of services needed by clients with special needs, i.e. low-income, disadvantaged, persons with disability, etc. Clients so identified are directed to more intensive staff-assisted services to provide additional information and assessment. Service delivery will be enhanced with the advent of WINGS intake and assessment and the accessibility of more self-directed services and information.

Youth Services

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

In responding to this question, the state should include the following:

- Describe the anticipated program design for the WIA Youth funds provided under the Recovery Act. Include in this description a program design for both younger, in-school, and older or out-of-school youth (including the 22-24 year olds that can be served with Recovery Act funds).*
- Will the state use the Recovery Act funds to fund only a 2009 summer youth program or some combination of 2009 and 2010? If using the funds over two summers, what percentage of funds does the state anticipate using for the first summer?*
- If using the funds for summer employment opportunities, describe how the state will deliver summer youth employment opportunities. Will the state operate the program or allocate the funds?*

- *Describe the types of worksites that will be developed for summer employment, including a mix of public and private sector work experiences, and how the state will ensure that meaningful work experiences will be developed.*
- *Describe the state's policy for developing the mix of classroom versus worksite time in a summer employment opportunity. Describe the state's policy for determining that summer employment opportunities are connected to academic and/or occupational learning and the types of connections that will be utilized.*
- *Describe any policies or strategies that the state is implementing to ensure that local areas implement activities that support out-of-school youth during summer and/or non-summer months, such as supportive services, needs-based payments, or day-care.*
- *Provide the anticipated number of youth to be served with Recovery Act funds, including the anticipated number of summer employment opportunities created with Recovery Act funds.*

Each of Mississippi's four workforce areas will be obligating 80% or more of their ARRA Youth funds for the 2009 summer program. Remaining ARRA Youth funds will be spent continuing services for summer participants who do not return to school and who need additional help.

Younger and in-school youth participants will primarily receive six to eight weeks of work experience. Older youth (18 to 24) and out-of-school youth may receive more weeks and more hours of work experience based upon a case-by-case determination of need and ability to benefit.

All ARRA Youth funds are allocated to the four local workforce areas who will address youth services in greater detail in their local plans. Each workforce area may utilize public and private worksites, with the exact mix depending upon the needs of the youth participants and worksite availability in each Mississippi county and community.

All work experience worksites will meet the criteria in 20 CFR 664.460(c), which requires that youth "acquire the personal attributes, knowledge, and skills required to obtain a job and advance in employment." Worksites will be evaluated regularly; at least twice over the summer; to ensure that work readiness skill attainment is maximized.

Each workforce area will determine the appropriate mix of classroom versus worksite time during the summer program. Similarly integrating academic and occupational learning will be on a case-by-case and youth-by-youth basis, with each local workforce area determining how this connection may best be made.

Summer youth supportive services are also left up to the four local areas, with transportation assistance being the primary concern.

Mississippi estimates that the following number of youth will be served with ARRA funds:

• Delta LWIA	1,500
• Mississippi Partnership LWIA	1,500
• Southcentral Mississippi Works LWIA	1,600
• Twin Districts LWIA	1,700
TOTAL	6,300

The State recognizes the need to focus youth resources on out-of-school and harder to serve populations and upon increased secondary and postsecondary education outcomes. The State will work with its WIA partner youth programs funded through the Departments of Education, Health and Human Services, Justice, and Labor to provide the support needed at the State level for targeting out-of-school populations while increasing accountability for employment and education outcomes.

Veterans' Priority of Service

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

In answering this question, the state should outline the changes to state and local policies and strategies that make them sufficient to meet the requirements of 20 CFR 1010.230, published at 73 Fed. Reg. 78132 on December 19, 2008, of the Jobs for Veterans Act regulations issued on December 19, 2008 implementing priority of service for veterans and eligible spouses in Department of Labor job training programs. This includes providing the following information and/or attachments to the State Plan modification:

- *A description of the changes to policies for the delivery of priority of service 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 description must include how:*
 1. *The state policies ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service.*
 2. *The state policies 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.*
- *A description or copy of the state's policy requiring 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.*

Priority of service for veterans is provided in all core and intensive services provided by Wagner-Peyser funded staff in all WIN Job Center locations. Additionally all core and

intensive services provided by WIA funding are inclusive of veteran priority of services as policies and statements of operation have been included in the four WIA Workforce Area Plans. This policy of service requires that covered persons are identified at the point of service and each person is given the opportunity to take full advantage of priority of service.

These processes ensure that covered persons are aware of (1) their entitlement to priority of service, (2) the full array of employment, training, and placement services available through the WIN One-Stop offices and all service points, and (3) that all applicable eligibility requirements for these programs are understood and applied.

Veterans' priority of service is provided through continuing education of all personnel. TEGL No. 5-03 on implementing veterans' priority is provided during staff training. Office assessments are used to monitor customer service to ensure priority of service is provided. In addition to advising veterans of their preferred status, signs are posted in each WIN Job Center to make veterans aware of their priority of service entitlement. MDES personnel are made aware of their responsibilities to provide priority of service during staff training sessions, employee assessments and during local office visits by MDES State Office staff. Veterans are made aware of the special assistance provided by DVOP and LVER staff when WIN Job Center staff conducts outreach activities for the veteran community. MDES enforces procedures through the issuance of Employment Service Bulletins to ensure the prioritization of service to the special populations of veterans as identified by VETS.

In order to maximize job and training opportunities, information on such services as WIA approved training courses, Work Opportunity Tax Credits (WOTC) and On-the-Job Training (OJT) contracts are available to eligible veterans at WIN Job Centers. For those veterans with barriers to employment, referrals are made to the VARO and other One-Stop partners and staff.

Service Delivery to Targeted Populations

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

In responding to this question, the state should:

- *Describe the strategy the state will use to effectively implement the Recovery Act priority of service for low-income individuals and recipients of public assistance under the WIA Adult program.*

- *Indicate how the state will use Wagner-Peyser resources to support individuals with disabilities, such as funding disability program navigators in One-Stop Career Centers, or assisting other targeted populations.*

Each local workforce area must address in its plan how the ARRA and regular WIA Adult programs will implement the priority of service for low-income individuals and public assistance recipients.

The Mississippi Department of Employment Security has recently begun discussions with the Mississippi Department of Human Services' Social Services Block Grant staff to identify opportunities to expand outreach to target populations, especially low-income individuals, through the state's network of Community Action Agencies.

Also, in comprehensive WIN Job Centers customers with disabilities will receive the full range of services available through the State's One-Stop system. WIN Job Center staff, including Wagner-Peyser funded staff and Vocational Rehabilitation coordinators, will provide specialized services to customers with disabilities. All Centers shall adhere to Americans with Disabilities Act (ADA) requirements to assure that customers with disabilities are able to access or have assistance in accessing job listings and other resources. Knowledgeable and competent staff shall be available to assist each customer as needed. The staff shall be capable of responding to the needs of persons with disabilities.

WIN Job Centers will continue to work closely with all partners to ensure programs and services are accessible for all individuals. The Mississippi Department of Rehabilitation Services (MDRS) provides advice and guidance regarding assistive services, and/or devices are available to provide easy access to information and workforce related services to persons with disabilities in the WIN Job Centers. . Thirty WIN Job Centers are now equipped with special ADA compliant computers to be used by individuals with disabilities to conduct a job search, complete resumes, and access other services that are provided at the WIN Job Centers.

The State Workforce Board encourages the following activities:

- Dedicating a portion of their website to links with local and national disability resources to support staff and customers with disabilities in each workforce area;
- Ensuring that disability literature and information on local resources is available in local WIN Job Center resource libraries;
- Each WIN Job Center plans to hold an open house for local disability organizations to provide an opportunity to learn about the system with a brief orientation of services offered;
- Promoting services through local advocacy groups, community action groups, faith based community organizations and others that provide support and service to persons with disabilities;

- Designating a lead staff member in each local workforce area to provide outreach and serve as a liaison to the disability community and other individuals with barriers to employment;
- Developing marketing materials that describe persons with disabilities as a target audience;
- Facilitating the transition of youth with disabilities to school, employment and economic self-sufficiency;
- Conducting outreach to, and coordination with, community service providers working with people with disabilities, local Independent Living Centers, and public and private mental health and developmental disability organizations; and
- Including a case management model that provides accessible intensive services to individuals with barriers to employment.

Section III. Operations

Transparency and Public Comment

Instruction from Section II of State Planning Guidance Plan Development Process: Include a description of the process the state used to make the Plan available to the public and the outcome of the state's review of the resulting public comments. (§§111(g) and 112(b)(9).)

The Recovery Act places a high priority on transparency. The state should describe:

- *State efforts to promote transparency.*
- *The process used to make the Plan modification available to the public and the outcome of the state's review of resulting public comments.*

MDES is in the process of establishing a stimulus page linked to our website, mdes.ms.gov. The Governor's Office also has a stimulus web page, <http://stimulus.ms.gov>, which promotes transparency.

All ARRA policy and implementation decisions are open to scrutiny. Policies are posted and are subject to public comment.

The completed sections of the modification to the Program Year 2009 Workforce Investment Act (WIA)/Wagner-Peyser Act State Plan will be posted on the Mississippi Department of Employment Security (MDES) website beginning on June 1, 2009 for public review and comment. Public Notices will be placed in the State's major daily newspapers with statewide circulation announcing the availability of the plan's modifications on the MDES website. Email notification of the plan modifications will be sent to workforce partners and interested parties including but not limited to local workforce administrators, elected officials and boards, partner agencies, and community

and junior college presidents. Each of the four local workforce investment area directors and workforce investment board chairs will be invited to review and make plan recommendations. As possible, the plan will be discussed at meetings attended by local workforce investment area directors and other stakeholders.

Public comment received will be carefully considered by the plan modification team and will be shared with the Governor's Office, the SWIB, and will then be forwarded to the Department of Labor.

Increasing Services for Universal Access

Question VI.C. What state policies are in place to promote universal access and consistency of service statewide? (§112(b)(2).)

In its response, the state should explain how it will efficiently and effectively use its Wagner-Peyser Recovery Act funds to support the hiring of sufficient levels of staff in the limited time period available for state One-Stop Career Centers to provide universal access and services required to meet the needs of increased numbers of customers in the economic downturn.

Each of the four Mississippi workforce areas has executed a Memorandum of Understanding with all One-Stop partners. The "MOU's" deal with service coordination and delivery through the WIN Job Centers.

WIA and Wagner-Peyser funds are combined in each Center to co-fund and co-deliver core and intensive services to customers. This policy will be applied to Reemployment Service funds to maintain this continuity of service.

Wagner-Peyser funded staff under the ARRA will be time-limited which limits the scope of training and expertise that can be established during the funding period. With these perimeters, staff will be trained to provide those activities that maintain the tri-age approach to customer services. These services will include (1) self-service, (2) facilitated self-service and (3) staff-assisted. The tools to complete these will be technologically driven to provide the maximum of service within the limited hiring and training times available.

Staff will be providing services that will support UI, Wagner-Peyser, WIA, Veteran, and special needs groups. These will include job registration, assessment, skill inventorying, job matching, referral to job openings, and referral to supportive services within WIA and WIN partners. The case management approach will be used so staff will be able to use technology driven tools for assessment, skills inventorying and matching. Facilitated self-service is a primary tool and staff will be trained in the use of these tools and for review of progression of the user.

Skills inventorying and matching will be directed toward the needs of employers so unmet needs can be identified and services provided for job matching or training creation or re-direction.

Local Planning Process

Question VIII.D. Describe the state-mandated requirements for local areas' strategic planning, and the assistance the state provides to local areas to facilitate this process. (§112(b)(2) and 20 CFR 661.350(a)(13).)

In responding to this question, states should describe how they are facilitating the use of the local planning process to ensure that local areas are able to update their Local Plans and still quickly and efficiently deliver increased levels of services as intended under the Recovery Act.

ARRA funds will be spent quickly, wisely, and ethically. Each local plan will address how these three goals will be achieved. The Mississippi Department of Employment Security, through the Office of Grant Management, will work with the four local workforce areas (Delta, MS Partnership, Southcentral MS Works, and Twin Districts) to ensure that each local planning process is fully utilized to allow the efficient delivery of increased levels of service.

Procurement

Question VIII.F.5. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).) (Note: All procurements must comply with OMB requirements codified in 29 CFR Parts 95.40-95.48 and 97.36.)

In answering this question, the state should describe:

- *How providers of all youth services will be procured under the Recovery Act. If using funds for summer employment opportunities and the fiscal agent or the state is not operating this program element, please specifically describe procedures for procuring summer employment operational entities and job opportunities.*
- *How the state will implement the Recovery Act provision that a Local Workforce Investment Board may award a contract to an institution of higher education or other eligible training provider if the local board determines that it would facilitate the training of multiple individuals in high-demand occupations, and if such a contract does not limit customer choice.*

The youth services summer program may begin as early as May 1, 2009 and ends September 30, 2009. Outreach, eligibility determinations and worksite development should have begun as soon as possible. For this reason, the Mississippi Department of Employment Security determined that current WIA youth providers may have their contracts amended, without the need to conduct a new procurement, to include stimulus bill funding for the 2009 summer program. If current youth providers lack the capacity to deliver summer program services, the local workforce area may elect to contract with any of the WIN Job Center partner agencies listed in WIA at section 121(b)(1) and in the WIA rules at section 662.200. Additional sole source approval to use one or more of the

partner entities to deliver summer program services is not required. Once the 2009 summer program is complete (September 30, 2009), all WIA youth services whether funded by the stimulus bill or by regular formula WIA youth funds, must be competitively procured. The only exception is in house delivery of youth services by the local grant recipient in accordance with applicable USDOL guidance. If the local workforce area has already competitively procured WIA youth services for PY 2009 or followed local workforce area procurement policy, a new procurement need not be initiated.

Waivers were requested from DOL to allow expansion of current youth provider contracts to include summer youth program services, and for limited, expedited procurement.

The four local workforce areas may contract for group-sized classroom training, as described in the ARRA, so long as customer choice is not limited. The mechanism for carrying out “group-sized classroom training” must be addressed in each local plan. Customer choice will include both ETPL offerings and newly developed group-sized training to ensure that customer choice is expanded rather than constricted.

Technical Assistance

Question VIII.G.2. Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided. (§112(b)(14).)

In answering this question, the state should describe its strategy for providing training and technical assistance to local areas for all programs funded by the Recovery Act, including whether Recovery Act funds will be used for technical assistance and training to local areas. The state should also address training to be provided to new staff and technical assistance on the creation of a summer employment program.

Mississippi has, and will continue to expand its training and technical assistance efforts to include the ARRA, with immediate focus on the 2009 summer youth program. Local areas have participated in USDOL webinars and actively exchange questions and best practices with each other and MDES state staff.

Mississippi conducts joint meetings with its four local areas at least quarterly to identify opportunities for improvement and technical assistance. Technical assistance for the coming year will include ARRA issues for Adults, Dislocated Workers, and Youth, particularly the summer youth employment programs, as well as statewide and regional workforce development to stimulate the economy. Technical assistance will continue in the areas of Common Performance Measures tracking and attainment, improving business services, writing more OJT and customized training agreements, developing demand training in synch with the community and junior colleges, recertifying and upgrading WIN Job Centers, utilizing technology more effectively, resource identification and utilization, streamlining customer paperwork, and strategic planning for local Boards.

Monitoring and Oversight

Question VIII.H. Describe the monitoring and oversight criteria and procedures the state utilizes to move the system toward the state's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)

In responding to this question, the state should demonstrate, through a monitoring plan or otherwise, that the state monitoring system meets the requirement of 20 CFR 667.410(b)(2) and that the state's plan includes monitoring and oversight of the additional funds provided under the Recovery Act, particularly plans to monitor reemployment services and summer employment, including summer employment worksites.

The State monitoring plan is described below. These monitoring efforts will be expanded to include at least monthly on-site visits to determine summer program development and operation, and at least quarterly on-site visits to determine if other ARRA adult, dislocated worker, and year-round youth programs are on track and in full compliance with every statutory, USDOL, state, and local requirement.

WIN Job Centers conduct periodic reviews of results, celebrate successes, identify opportunities for improvement, and plan resolution/improvement. A rating system is used to quantify the satisfaction level. Additionally, local workforce areas conduct regular visits to their respective WIN Job Centers to evaluate customer flow, service delivery and other functions related to WIA programs.

The State performs annual on-site monitoring and oversight reviews of its WIA sub recipients to verify compliance with Federal, State, and local policies and procedures. The reviews examine administrative structures, program operations, results achieved and fiscal systems.

Data Element Validation is conducted on-site in each of the local workforce areas on a regular basis. Data Element Validation insures the accuracy and reliability of program and performance information reported to DOL for Federally funded programs. Findings are compiled and submitted to DOL and used by State and local areas to improve their data reporting processes.

The State has standard practices for the development of reports on a quarterly basis regarding WIA performance measurements. The reports are based on data derived from the State WIA reporting and tracking system. These reports provide planned versus actual performance data for WIA Adult, Dislocated Worker, and Youth programs.

Local areas have the ability to immediately recognize and make adjustments in any areas where improvement is needed. The State provides technical assistance to local areas whose performance is failing to meet negotiated performance measures and incentive grants to local areas whose performance meets or exceeds negotiated levels.

Accountability and Performance

Question X.C.1. Describe the state’s performance accountability system, including any state-system measures and the state’s performance goals established with local areas. Identify the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. (§§112(b)(3) and 136(b)(3).)

- *The Recovery Act emphasizes the importance of accountability. Describe the state’s overall efforts to hold the state and its local areas accountable for the results of activities funded by the Recovery Act, and how the state will measure whether it has achieved the state’s goals for implementation as described in Questions I.C. and I.E. under “State Vision and Priorities.”*
- *The Recovery Act requires states to report on work readiness to assess the effectiveness of summer employment opportunities for youth. The state should identify its methodology for determining whether a measurable increase in work readiness skills has occurred, and what tools will be used for this determination.*

Mississippi is in the process of rolling out a new MIS system called “WINGS.”

The Mississippi Department of Employment Security, Office of Grant Management, has launched a multi-year project to develop a unified participant reporting system: Workforce Investment Network Global Services (WINGS) aimed at meeting the Wagner-Peyser, Workforce Investment Act (WIA), and Trade Adjustment Act (TAA) program requirements under Common Measures and the postponed federal requirement that mandates integrated reporting (WISPR – Workforce Investment Streamlined Performance Reporting System) for the three programs. The project will be multi-layered to meet both short-term (five years) objectives and longer-term visionary objectives that extend five years and beyond.

The mission of the WINGS Reporting System is to develop a flexible, web-based, user-friendly application that meets workforce reporting requirements while streamlining operations and maximizing resources. WINGS will be used by all partners in the WIN system, including WIN Job Centers, Mississippi’s four workforce investment areas, community colleges and others. As a web-based application, WINGS will provide convenient access to employment and training services for both participants and employers.

The Mississippi Department of Employment Security has contracted with the National Strategic Planning and Analysis Research Center (nSparc) at Mississippi State University to develop WINGS.

Initially, nSparc will develop a web-based system capable of providing an easy to use, efficient data collection system for the workforce programs of the Mississippi Department of Employment Security. As the system develops it will be enlarged to include other workforce partners and professionals.

The first phase of WINGS is scheduled to be implemented in July 2009. This phase will consist of labor exchange functions.

WINGS will be expanded to report on all ARRA activities and results. Each local plan must address the local workforce area's ARRA activities and expected results. Progress in achieving planned objectives will be measured at least quarterly for the year-round ARRA programs and at least monthly for the 2009 summer youth employment program.

Each local area has also developed work readiness pre- and post-tests based upon USDOL's April 30, 2009, webinar on this topic. A data field has been built into the stand-alone data collection system for ARRA youth developed by Mississippi State University's nSpare to track work readiness attainment, as measured by the tests. A sample "work readiness" tool is attached.

ATTACHMENTS

Attachment A: **The Delta Workforce Investment Area
ARRA Summer Youth Employment Program
Work Readiness Skills Policy**

Attachment B: **Delta Workforce Investment Area
Summer Employment Program
Work Readiness Skills Pretest**

Attachment C: **Delta Workforce Investment Area
Summer Employment Program
Work Readiness Skills Pretest Answer Key**

Attachment D: **DWIA Summer Employment Program
Biweekly Worksite Supervisor Evaluation Of Participant**

Attachment E: **DWIA Summer Employment Program
Final Worksite Supervisor Evaluation Of Participant
And
Work Readiness Skills Benchmarks**

**The Delta Workforce Investment Area
ARRA Summer Youth Employment Program
Work Readiness Skills Policy**

The only performance measure for youth who are served by the Summer Youth Employment Program funded by the ARRA is attainment of work readiness skills. In order to measure if a youth has an increase in work readiness skills, all youth must be assessed to determine if they are deficient in work readiness skills. The Delta Workforce Investment Area has adopted the following guidelines:

1. PRE-ASSESSMENT TO DETERMINE DEFICIENCY

All youth are required to complete the Work Readiness Skills Pre-Test Assessment to determine if the youth is deficient in work readiness skills and therefore, eligible for the Summer Youth Employment Program (SYEP). This Work Readiness Skills Pre-Test will be administered prior to enrollment. If the applicant states on the pretest that he/she has never worked for wages for ninety consecutive days or been fired from or quit a job, he/she is automatically eligible to participate in the SYEP.

After completion of the SYEP Work readiness Pre-Test, the staff will check the pre-assessment answers with the answer key, determine if the youth is deficient in work readiness skills, and then go over the pre-test with the participant. If a youth misses any one of the questions, the youth is considered work readiness skills deficient and in need of work readiness skills training/work experience. The staff will discuss with the youth the areas in which they were deficient in work readiness skills and stress the importance of positive work habits. After going over the pre-test, both the staff member and the applicant will sign the pre-test. If the applicant does not miss an answer, he/she will be determined to be not deficient in work readiness skills and ineligible to participate in the program.

2. POST-ASSESSMENT TO DETERMINE ATTAINMENT OF WORK READINESS SKILLS

The worksite supervisor will be given three assessments to use to evaluate the participants. One will be administered after the first week of work experience, one midway through work experience, and a final evaluation to be administered within the last two weeks of work experience. Should the participant not be able to complete work experience, the last evaluation completed by the worksite supervisor will be used to determine if a gain in work readiness skills had been attained. The supervisor, or at the worksite supervisor's request, the contractor monitor/evaluator, will go over the worksite supervisor evaluation with the participant and explain any areas that need improvement. The participant and the worksite supervisor will sign each evaluation.

To be considered as successfully attaining work readiness skills, the youth must not receive a one (needs improvement) on a scale of one to four (4) on the final worksite supervisor evaluation (post test assessment) of the participant.

3. Effective Date

This policy is revised effective May 1, 2009.

George W. (Bunky) Butler, Chair
Delta Workforce Investment Area Board

Date

No

**Delta Workforce Investment Area
Summer Employment Program
Work Readiness Skills Pretest**

Name _____ Date _____

Attendance

- | | | |
|---|-----|----|
| 1. I have worked full time for at least 90 calendar days for one employer, excluding work experience. | Yes | No |
| If yes, where did you work? _____ | | |
| 2. I have been fired from or quit a job. | Yes | No |
| 3. It will be okay to take off a few days if my family goes on a vacation this summer. | Yes | No |

Punctuality

- | | | |
|--|-----|----|
| 4. I arrived at least 15 minutes early today. | Yes | No |
| 5. It will be okay to eat my breakfast after I get to work. | Yes | No |
| 6. I don't have to call my supervisor if I am going to be just a few minutes late. | Yes | No |

Appearance

- | | | |
|---|-----|----|
| 7. Saggy, loose fitting pants or shirts do not create a safety problem at work. | Yes | No |
| 8. It is okay to wear a cap or scarf if my hair doesn't look good. | Yes | No |

Following Directions

- | | | |
|--|-----|----|
| 9. I should listen to and follow the directions of my worksite supervisor. | Yes | No |
| 10. If I do not understand what I am supposed to do at work, I should ask questions. | Yes | No |

Quality of Work – Completing Tasks

- | | | |
|--|-----|----|
| 11. I should complete tasks very slowly so I won't have much to do each day. | Yes | No |
| 12. I should complete tasks neatly, accurately, and thoroughly. | Yes | No |

Quality of Work - Behavior/Attitude

- | | | |
|--|-----|----|
| 13. I should do my share on group tasks. | Yes | No |
| 14. I should complain to everybody if I don't want to do what I am assigned. | Yes | No |

Dependability

- | | | |
|--|-----|----|
| 15. If I do a good job, my boss won't have to constantly supervise me. | Yes | No |
| 16. A good worker should show initiative. | Yes | No |

Working Relationships - Interpersonal Relations

- | | | |
|--|-----|----|
| 17. If I need help to complete an assignment, I should not ask for it. | Yes | No |
| 18. Having a positive attitude is a good work habit. | Yes | No |

Personal Behavior

- | | | |
|--|-----|----|
| 19. If I do something the wrong way, it is okay for me to blame other workers. | Yes | No |
| 20. I should not have to worry about following safety rules. | Yes | No |

The answers I gave on this Work Readiness Skills Pretest have been discussed with me.

 Applicant's Signature

 Date

 Staff Signature

 Date

Automatically eligible: Yes No
Number missed: _____
Eligible: Yes

No

**Delta Workforce Investment Area
Summer Employment Program
Work Readiness Skills Pretest Answer Key**

If the answer to number 1 is no, the applicant is automatically eligible. If the applicant misses one in any category, the applicant is considered in need of work readiness skills training/work experience.

Attendance

- | | | |
|--|-------------------|------------------|
| 1. I have worked full time for at least 90 calendar days for one employer, excluding work experience.
If yes, where did you work? _____ | <u>Yes</u> | No |
| 2. I have been fired from or quit a job. | Yes | <u>No</u> |
| 3. It will be okay to take off a few days if my family goes on a vacation this summer. | Yes | <u>No</u> |

Punctuality

- | | | |
|--|-------------------|------------------|
| 4. I arrived at least 15 minutes early today. | <u>Yes</u> | No |
| 5. It will be okay to eat my breakfast after I get to work. | Yes | <u>No</u> |
| 6. I don't have to call my supervisor if I am going to be just a few minutes late. | Yes | <u>No</u> |

Appearance

- | | | |
|---|-----|------------------|
| 7. Saggy, loose fitting pants or shirts do not create a safety problem at work. | Yes | <u>No</u> |
| 8. It is okay to wear a cap or scarf if my hair doesn't look good. | Yes | <u>No</u> |

Following Directions

- | | | |
|--|-------------------|----|
| 9. I should listen to and follow the directions of my worksite supervisor. | <u>Yes</u> | No |
| 10. If I do not understand what I am supposed to do at work, I should ask questions. | <u>Yes</u> | No |

Quality of Work – Completing Tasks

- | | | |
|--|-------------------|------------------|
| 11. I should complete tasks very slowly so I won't have much to do each day. | Yes | <u>No</u> |
| 12. I should complete tasks neatly, accurately, and thoroughly. | <u>Yes</u> | No |

Quality of Work - Behavior/Attitude

- | | | |
|--|-------------------|------------------|
| 13. I should do my share on group tasks. | <u>Yes</u> | No |
| 14. I should complain to everybody if I don't want to do what I am assigned. | Yes | <u>No</u> |

Dependability

- | | | |
|--|-------------------|----|
| 15. If I do a good job, my boss won't have to constantly supervise me. | <u>Yes</u> | No |
| 16. A good worker should show initiative. | <u>Yes</u> | No |

Working Relationships - Interpersonal Relations

- | | | |
|--|-------------------|------------------|
| 17. If I need help to complete an assignment, I should not ask for it. | Yes | <u>No</u> |
| 18. Having a positive attitude is a good work habit. | <u>Yes</u> | No |

Personal Behavior

- | | | |
|--|-----|------------------|
| 19. If I do something the wrong way, it is okay for me to blame other workers. | Yes | <u>No</u> |
| 20. I should not have to worry about following safety rules. | Yes | <u>No</u> |

Be sure to go over the pretest and explain what was missed. After going over the pretest, the staff member should sign and date the pretest after the participant signs and dates it.

The answers I gave on this Work Readiness Skills Pretest have been discussed with me.

Applicant's Signature

Date

Staff Signature

Date

**DWIA SUMMER EMPLOYMENT PROGRAM
BIWEEKLY WORKSITE SUPERVISOR EVALUATION OF PARTICIPANT**

Participant Name: _____	Date Work Experience Began: _____
Work Experience Supervisor: _____	Title: _____
Worksite: _____	Phone: _____

We are very interested in the long-term success of our program and would appreciate you taking a few minutes to share your assessment of the participant and our work experience program. Your feedback will be very valuable for the participant and will help us guide the participant to the successful attainment of work readiness skills.

Using a scale of “1” to “4”, please rate the participant in the following areas:

	Needs Improvement	Below Expectation	Meets Expectation	Exceeds Expectation	
1. Attendance:					
Reports to work at the appropriate time and place.	1	2	3	4	NA
Calls when late or will be absent.	1	2	3	4	NA
Has regular attendance.	1	2	3	4	NA
2. Appearance:					
Dresses appropriately.	1	2	3	4	NA
Grooms appropriately.	1	2	3	4	NA
3. Work Habits:					
Accepts constructive criticism from supervisors and co-workers.	1	2	3	4	NA
Behaves in a professional manner at the worksite.	1	2	3	4	NA
Completes tasks.	1	2	3	4	NA
Follows instructions.	1	2	3	4	NA
Gets along with others.	1	2	3	4	NA
Has a positive attitude.	1	2	3	4	NA
Shows initiative.	1	2	3	4	NA
Works well with others.	1	2	3	4	NA
4. Communication:					
Relates well to supervisor and others.	1	2	3	4	NA
Asks appropriate questions.	1	2	3	4	NA
Demonstrates interest in the experience.	1	2	3	4	NA
5. Overall Evaluation:					
Is acquiring positive work skills.	1	2	3	4	NA

Do you have any comments or suggestions?

Work Site Supervisor’s Signature:_____ **Date:**_____

Participant’s Signature:_____ **Date:**_____

**DWIA SUMMER EMPLOYMENT PROGRAM
FINAL WORKSITE SUPERVISOR EVALUATION OF PARTICIPANT**

Participant's Name: _____ Job Title: _____	Date Work Experience Began: _____
Worksite: _____ City/Town: _____ Phone #: _____	Work Experience Supervisor: _____ Title: _____

The Delta Workforce Investment Area and _____ would like to thank you for being a vital part of our Summer Employment Program. In agreeing to supervise and help our participant attain work readiness skills, you have performed a valuable service for both the participant and the community. Thank you for sharing your time, work values, and expertise with our participant.

Using a scale of "1" to "4", please rate the student in the following areas:

	Needs Improvement	Below Expectation	Meets Expectation	Exceeds Expectation
1. Attendance	1	2	3	4
2. Punctuality	1	2	3	4
3. Appearance	1	2	3	4
4. Follows Directions	1	2	3	4
5. Quality of Work-Completing Tasks	1	2	3	4
6. Quality of Work - Behavior/Attitude	1	2	3	4
7. Dependability	1	2	3	4
8. Working Relationships- Interpersonal Relations	1	2	3	4
9. Personal Behavior	1	2	3	4
10. Overall Evaluation	1	2	3	4

After being under your supervision and guidance, do you now consider this participant to have attained necessary basic work readiness and work maturity skills (benchmark ratings above 1)?
 Yes _____ No _____

If your answer is no, please explain why. _____

Comments:

Worksite Supervisor's

Signature: _____ **Date:** _____

Participant's

Signature: _____ **Date:** _____

**DELTA WORKFORCE INVESTMENT AREA
SUMMER EMPLOYMENT PROGRAM
Work Readiness Skills Benchmarks**

		Benchmark Ratings
1. Attendance		
• 100% attendance		4
• 1 or 2 excused absences		3
• Complies with program policy, notifies of absence		2
• Often absent without good reason		1
2. Punctuality		
• 100% on time and from breaks, ready to work		4
• Notifies supervisor , late to work or from break 1 or 2 Times, but immediately ready to work		3
• Complies with program policy, notifies supervisor if going to be late		2
• Lacking in punctuality, late more than 4 times in 2 week period		1
3. Appearance		
• Participant dresses appropriately for the job.		4,3,2,1
• Hair groomed neatly and appropriately.		4,3,2,1
4. Following Directions		
• Has a positive attitude toward supervisor.		4,3,2,1
• Listens to and follows instructions.		4,3,2,1
• Asks appropriate questions.		
• Carries out assigned tasks as told to do.		4,3,2,1
5. Quality of Work-Completing Tasks:		
• Completes work neatly, accurately, thoroughly.		4,3,2,1
• Corrects errors.		4,3,2,1
• Accepts constructive criticism from supervisors.		4,3,2,1
• Makes effective use of suggestions for improvement.		
6. Quality of Work - Behavior/Attitude:		
• Doesn't waste time.		4,3,2,1
• Completes assigned work on schedule.		4,3,2,1
• Does his/her share on group tasks.		4,3,2,1
7. Dependability:		
• Does work effectively and efficiently without constant supervision.		4,3,2,1
• Shows initiative and good judgment when minimal instructions are given.		4,3,2,1
8. Working Relationships – Interpersonal Relations:		
• Shows respect for others.		4,3,2,1
• Helps co-workers, if requested.		4,3,2,1
• Will ask for help from co-workers, if needed		4,3,2,1
• Shows a positive attitude when working with others.		4,3,2,1
• Shows a positive attitude when working with others.		4,3,2,1
9. Personal Behavior:		
• Follows rules in regard to safety.		4,3,2,1
• Follows rules in regard to use of equipment.		4,3,2,1
• Follows rules in regard to personal conduct.		4,3,2,1
• Accepts responsibility for his/her actions.		4,3,2,1
• Demonstrates interest in learning new skills.		4,3,2,1
10. Overall Evaluation:		4,3,2,1
As a whole, has the participant demonstrated satisfactory attainment of all benchmarks?		

