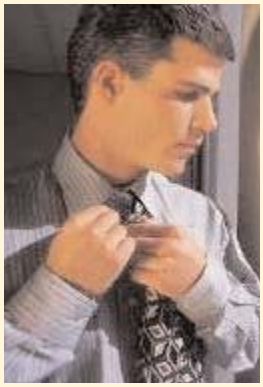
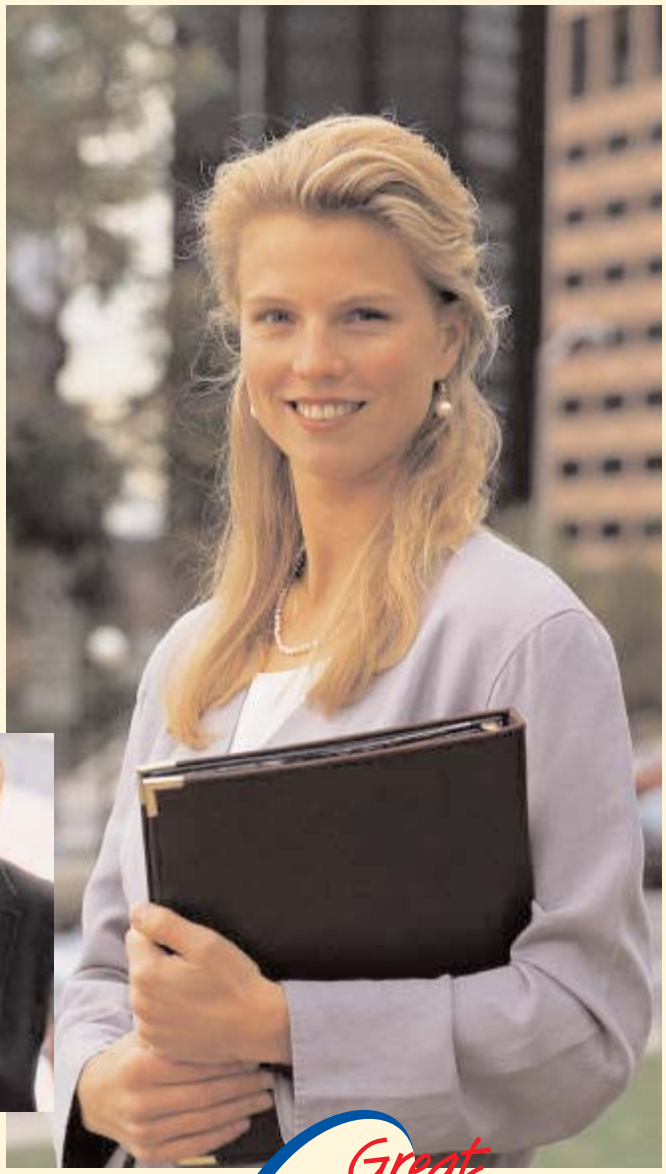
# Showcasing Workforce Excellence

## Missouri Department of Economic Development

Division of Workforce Development

*Annual Report 2005*





Great Hires.org
MISSOURI CareerCenter

*The Honorable Matt Blunt, Governor*
*State of Missouri*

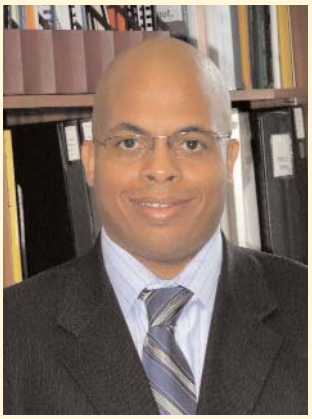
"The dynamic and aggressive new approach our Department of Economic Development is taking to attract new business and business expansion to our state sends the clear message that Missouri is open for business. However, I believe the Show Me State has just scratched the surface in showing the world what we are capable of achieving. Thanks to strong and accountable new economic incentives, elimination of regulatory barriers and new reforms that my administration has enacted, Missouri is now in position to compete for new business with any state in the nation. This administration and particularly the Department of Economic Development will continue to work to increase economic opportunities for all our citizens and bring high quality, high paying, family supporting jobs to Missouri."

*Gregory Steinhoff, Director*
*Missouri Department of Econonic Development*

The work of the Missouri Department of Economic Development is to help Missouri businesses grow, attract new businesses to our state and strengthen our economy through new job creation and investment in our communities. The practical business experience I have gained over the years has prepared me to better understand and meet the challenges facing Missouri's employers and entrepreneurs.

We had some significant successes in 2005 with litigation reform, worker's compensation and the Missouri Quality Jobs Act that ties job creation to economic incentive. The department will continue to build on the economic successes we enjoyed last year as we remain committed to creating jobs and economic growth for you -- the citizens of Missouri. We will continue to work closely with Governor Blunt to chart a new course for economic development in Missouri: a direction that will create more family supporting jobs, improve Missouri's competitive advantage, and produce better economic conditions across the state.

MISSOURI
DEPARTMENT OF ECONOMIC DEVELOPMENT



*Roderick Nunn, Director*
*Missouri Division of Workforce Develoment*

I am pleased to provide this Performance Report on Missouri's Workforce System for Fiscal Year 2005. We are proud to showcase the many ways the Division of Workforce Development and its partner agencies have collaborated to provide Missouri citizens with a progressive, demand-driven Workforce System.

We are now entering a new era where the market compels us to implement even more innovative workforce solutions that support a more dynamic economy, foster profitable businesses, and provide rewarding careers for Missourians.

This Report serves not only as a measure of what has been accomplished, but also as an incentive to continue to excel.

With new leadership in 2005 the Missouri Division of Workforce Development introduced several new improvement initiatives to drive workforce system excellence. In future months, you will hear more about how we are shifting resources and rethinking our strategic orientation to ensure that Missouri's workforce system improves its capacity to prepare the right people for the right jobs in the right places. Simply said, everything we do in the future will be with a critical eye towards quality and efficiency as we strive to prepare a skilled workforce.

# *Missouri Training and Employment Council (MTEC)*

The **Missouri Training and Employment Council (MTEC)** is the State's policy council on workforce issues. The Council is committed to maintaining a vigorous economy through a highly skilled and globally competitive workforce that allows all Missourians the opportunity to reach their full potential. The Council is helping Missouri secure a competitive advantage in the global economy by providing leadership in the creation of a world-class workforce system through the development of systemic policies, plans and standards that promote best practices.

*MTEC Executive Director Rose Marie Hopkins*

In 2004, in an effort to improve Missouri's competitiveness in the 21st Century economy, the Council published the **State of Missouri's Workforce**, making the several recommendations involving many key stakeholder groups. Momentum for reform is building as implementation has begun. The State Board of Education has already approved increased rigor for high school graduation requirements with the class of 2012. In 2006, there will be a nationally recognized work readiness certification in place. Agencies are coordinating efforts to develop gap analysis information. MTEC continues to review these recommendations and to work toward their implementation.

**Dr. Lewis Chartock** is currently the acting chairman of the Missouri Training and Employment Council. Dr. Chartock has been serving in this capacity since October 2004 due to the resignation of the chairman. He was originally appointed to MTEC in 2001 and also serves as the chairman of the Program Committee and on the Executive Committee. Dr. Chartock is the President/CEO of MERS/Missouri Goodwill Industries, headquartered in St. Louis. In addition, he serves in a variety of community leadership positions in the St. Louis area including the Missouri State Rehabilitation Advisory Council for the Blind, the Mildred Simon Charitable Foundation, CARF Board of Directors, International Association of Jewish Vocational Services, the Gateway Elder Services Foundation, and the St. Louis County Region Workforce Investment Board. Dr. Chartock is also on the Dean's Professional Advisory Committee of the George Warren Brown School of Social Work at Washington University and the Advisory Council for Rehabilitation Counseling for Maryville University.

Although St. Louis is now his home, Dr. Chartock is originally from New York. He received his bachelor's and master's degrees in New York, and his Ph.D. from Bryn Mawr College School of Social Work and Social Research at Bryn Mawr, Pennsylvania.

*L-R-- DWD Deputy Director Dawn Busick, DWD Director Rod Nunn, Lieutenant Governor Peter Kinder and Hopkins.*

# Showcasing Workforce Excellence

## Missouri Department of Economic Development

Division of Workforce Development

### Senior Staff

Dawn Busick
*Deputy Director*
*Operations*

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*Administration*

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Amy Deem
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# *Missouri Workforce System Special Initiatives*

This report describes the many programs and services offered by the Missouri Division of Workforce Development (DWD), in partnership with the other agencies comprising the workforce system. The workforce system seeks to be the primary destination for businesses looking for a one-stop shop for skilled workers. DWD is guiding its efforts with the famous quote: "When you chase perfection . . . you attain excellence!"

## Hurricane Katrina Response

In the aftermath of Hurricanes Katrina and Rita, Missouri's workforce system coordinated resources, services, and communication to assist thousands of evacuees who fled to Missouri from the hurricane-ravaged Gulf Coast region. Career Center staff worked with agencies like the Red Cross and the State Emergency Management Agency to set up centers to provide assistance. DWD also developed an informational link to the GreatHires.org job-matching website, and implemented coordinated case management strategies that allowed the workforce system to meet the many needs of the victims.

> "Our role through the Department of Economic Development will be to connect displaced Americans with employment and training opportunities and connect businesses with a ready labor pool. Our one-stop career centers also will provide displaced Americans access to local, state and federal agencies that can provide additional assistance in this time of crisis."
>
> *Gov. Matt Blunt,9/8/2005 Press Release*

A strong communication initiative informed people and businesses of the services available to them, including press releases from the Governor, letters to unemployment insurance claimants, and a brochure mailed to over 10,000 Missouri businesses, informing them of the resources available to match skilled job seekers to job openings. DWD also secured a $400,000 grant from USDOL to assist Katrina Evacuees. This funding helped establish a team of Reintegration Counselors that provided assistance to dislocated job seekers around the state. The Reintegration Counselors are operationally part of the One-Stop Career Center and work as a full-time supplemental service provider, advocating and providing guidance on all issues related to the successful reintegration of individuals displaced due to the hurricanes into the community in which they choose to live and work.

DWD staff continue to research work registrations and case records on dislocated individuals to ensure all individuals seeking unemployment insurance benefits are also being made aware of the dislocated worker benefits and services offered through DWD.

Tierra and Joseph Blunt and their family (shown here) fled to Lebanon, MO from New Orleans after their home was flooded by Hurricane Katrina. Staff at the Lebanon Career Center provided them with services to help find employment, but didn't stop there. They coordinated a shower of household gifts from the Lebanon community, where generous employers and citizens donated clothing, toys, household items, and housing for at least six months. This exciting story was featured on KOLR-TV in Springfield, and shows the heart of the workforce system put into action!

## Healthcare Career Pathways

**The Missouri Career Center in Joplin is rolling out the ladder to workers looking for success in the healthcare industry** - Southwest Missouri's third-largest employment segment. Healthcare employment in that region grew 22% from 1992 to 2002, with the demand for Registered Nurses alone expected to skyrocket 26% between 1998 and 2008 (beating the state average of 16% and the national average of 22%). The healthcare sector was the fourth-largest producer of new business startups in 2003 and is touted by career planners as the top occupational segment requiring career education or associates-degree level training.

Healthcare Career Pathways is a joint effort of local healthcare employers along with local partners of the Missouri Career Center system in the Southwest Region. It is a career ladder concept that prepares individuals for entry-level employment into jobs with strong wage potential and high hiring demand. The career ladder doesn't stop at just training, it also provides supportive services, child care or transportation for example, to remove barriers toward successful completion. Peer study groups and advanced vocational counseling also improve the odds of success for the job seeker. Once the first step of the ladder is complete, a job seeker may wish to advance further into higher wage positions with additional training and services, as needed.

The organizers of the Healthcare Career Pathways are working closely with employers from throughout Southwest Missouri that are affiliated with the Four-State Health Professions Consortium (see www.fourstatehealthconsortium.com). The pathways career ladder considers important issues such as the key entry points for healthcare careers, opportunities for advancement, what skills and qualities are needed at each level, and the demand for employment in specific healthcare jobs. Missouri Career Center partners joining the Four-State Health Professions Consortium in the Healthcare Career Pathways initiative include Lakes Country Resource Center, the Missouri Division of Workforce Development, Workforce Investment Board of Southwest Missouri, and educators such as Crowder College, Franklin Technology Center, and Missouri Southern State University. Healthcare employers or job seekers wanting more information on the Healthcare Career Pathways may call 417-629-3000.

*Business Representative ,Veronica Lowe assists businesses in the Ozark Region with their workforce needs.*

## Jobs for Missouri Graduates

**Jobs for Missouri Graduates** is a program that provides school-to-work program services to at-risk and disadvantaged high school youth. This program is modeled after Jobs for America's Graduates, Inc. (JAG), a national non-profit corporation established in 1980 for the purpose of assisting states in building a statewide organization to test three applications of the JAG Model:

- School-to-Career (for seniors in high school)
- Dropout Prevention Multi-Year Program (for students in grades 9 to 12); and
- Dropout Recovery Program (serving dropouts or alternative school settings).

Approximately 1.5 million in grants are being handed out to schools where students will be taught skills in 34 core competencies to prepare them for the workplace. Missouri has implemented twenty-three sites and has served approximately 460 high school students.

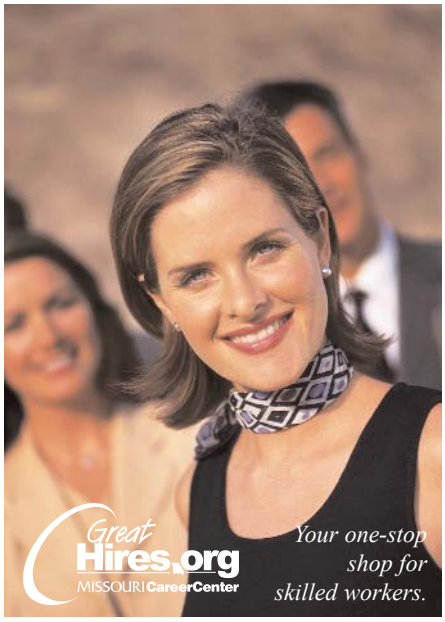
JAG's mission is to deliver a unique set of services to at-risk and disadvantaged youth, including 12 months of post-graduation follow-up services that will result in the graduate pursuing a postsecondary education and/or entering the workforce in a quality job leading to a career. For more information, log on to www.jag.org.

*DWD training courses are always available on the intranet-based workforce staff training calendar.*

## Enhanced Training

Throughout Fiscal Year 2005, DWD implemented several training projects to improve the skill and quality level of workforce staff. To date, the system **has certified over 250 Missouri Workforce Development Professionals**, trained in key competencies of workforce development. Upcoming training opportunities for this group will focus on providing critical services to businesses. In addition, DWD Training is proud to announce the following courses:

**Command Spanish.** This new initiative to train workforce system staff in the basic phrases to communicate with Spanish-speaking customers was completed in December, with additional classes being considered throughout the state. One student says the curriculum "is a proven tool that is useful and really lends itself to human resources in terms of basic phrases that you would need to know." DWD is also introducing Command Spanish for Business Professionals, with three course modules at a nominal fee for those interested in learning key phrases to communicate with Spanish-speaking individuals on the job.




**Choices** training utilizes career and interest assessments, and education and labor information. It is a tremendous asset to workforce staff assisting job seekers in the Career Centers. DWD is in the process of making Choices available on all resource room computers in our Career Centers.

**Missouri ReEntry Process (MRP)**. Workforce staff statewide are hosting learning and networking informational sessions with Eastern Region Probation and Parole staff to allow staff from the Department of Corrections, Probation and Parole and DWD to share resources, learn aspects of their respective jobs, approaches used to assist the probation and parole job seeker.
population, and methods to educate businesses about hiring ex-offenders and individuals on probation or parole. As part of the Missouri ReEntry Process initiative, DWD recently sent information to 18,000 Missouri businesses.

**Online Training:** Mindleaders computer-based training options are available for workforce staff. As one of the largest self-paced online learning vendors, Mindleaders provides cost-effective desktop computing, business skills, technology, and professional training courses. By providing more opportunities for training, workforce staff remain informed and can plan for their learning opportunities throughout the year.

**Labor Market Information**: With this information, business executives and workforce staff benefit from an understanding of how economic changes, job growth, new and evolving careers, wage information, and other labor market information impacts the environment in which we work. Business and job seeking customers will benefit when workforce staff utilize online resources and provide relevant information.

Additional training and development initiatives on the horizon include E-Folio rollout, Presentation skills training, Management and Workforce Specialist training tracks, Case Management training, and enhanced Workforce Linkage Workshop curriculum.

**WorkKeys** is a job skills assessment system, devised by ACT to measure 'real world' skills that employers believe are critical to job success. These skills are valuable for any occupation—skilled or professional—and at any level of education. The Missouri Division of Workforce Development first began using WorkKeys in 2003 with the administration of WorkKeys Readiness assessments to over 7,500 Career Assistance Program clients. This testing proved to be so successful in determining skill gaps that the idea of administering the full WorkKeys Assessments to other WIA eligible clients was advanced.

Missouri will be implementing the Missouri Career Readiness Credential (MCRC) pilot project in five Workforce Investment Regions during the first quarter of 2006. Clients will be given initial assessments in Reading for Information and Applied Mathematics and, if appropriate, issued a MCRC. When skill levels need to be raised to meet the demands of business or the goals of the client, appropriate training will be provided. Upon completion of the training, assessments will be given and the proper MCRC issued.

The state workforce client database allows data mining to gather reports on increased skill levels, number of certificates and skill levels for the state and within regions and other information useful for economic development and compliance with state and federal rules and regulations. The MCRC will have three levels: bronze, silver and gold to reflect the clients' skill levels. The efforts, listed below, of those five regions in preparing for this pilot demonstrate their dedication to its success.

- **Jefferson-Franklin Consortium**: Jefferson College has partnered with Jefferson and Franklin counties to provide one-stop computer-based WorkKeys assessment services and on-line workforce development training for Career Center clients.

- **University of Missouri-St. Louis (St. Louis County/City)**: Regional Center for Education and Work (RCEW) is working with the Carpenters Joint Apprentice Program and other trade oriented schools in implementing WorkKeys assessments. In addition, they are working with a consortium of the local Missouri Career Centers, two Workforce Investment Boards, five faith-based organizations, and four companies to submit a grant proposal for a local pilot WorkKeys Certificate initiative that could later be integrated with any statewide effort.

- **The Northwest Region** has established four WorkKeys Service Center locations in Maryville, Trenton, Chillicothe and St. Joseph in order to provide assessment services to businesses and dislocated workers in the Northwest Workforce Investment Region.

- **Kansas City Full Employment Council** (FEC): The FEC has established site licenses for WorkKeys computer-based training and WorkKeys training courseware for CAP and dislocated workers.

- **The Central Workforce Investment Board (CWIB)** has established site licenses for each of their 19 counties within their region. Business representatives have been hired to market the WorkKeys programs to businesses and three of the CWIB staff have been certified as job profilers by ACT.

## Regional Skills Gap Initiative

This project was jointly developed and implemented by the Department of Elementary and Secondary Education's Division of Career Education and the Division of Workforce Development to improve workforce skill development in the state. The project supports one of the recommendations from Missouri's *State of the Workforce Report*, which encourages state agencies to work with local boards to conduct regional supply/demand gap analysis, to identify the current and future needs of business and industry, and to identify targeted occupations for each workforce region.

The initiative is funded mostly by WIA Incentive Funds as a result of meeting performance targets for Program Years 2002 and 2003. Additional funding was provided from the 15% Governor's Reserve WIA Funds. The Skills Gap Initiative consists of two phases, Planning and Implementation. The Planning Phase made funds available to local boards on a non-competitive basis to do the following:

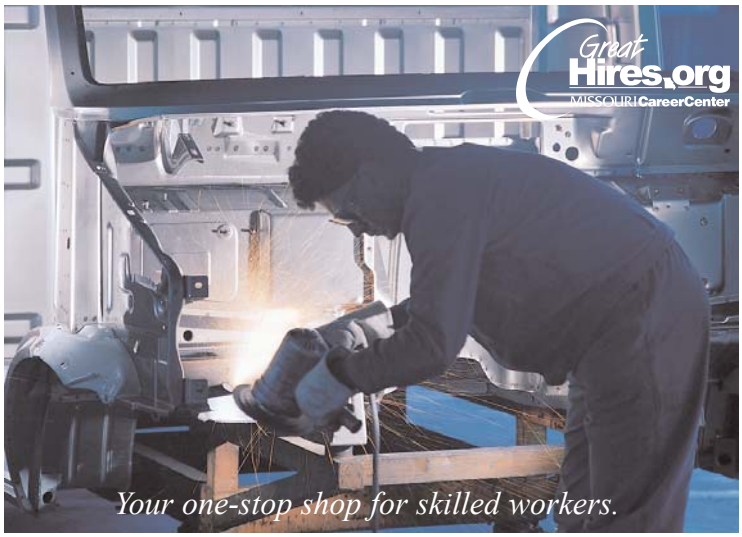
- Establish a local planning consortium that included employers and businesses;
- Identify skills gaps in the local workforce investment region;
- Develop local strategies to address gaps in the local region;
- Produce a skills gap planning report for the local region.

The Planning Phase began in February 2005 and the final reports were due July 31, 2005. All 14 regions successfully responded and were awarded $10,000 each. The St. Louis area (St. Louis City, St. Louis County, St. Charles and Jefferson/Franklin) joined together as one applicant for a total award of $40,000. The Implementation Phase is currently in the application review stage. In this phase, regions compete for funds by designing projects that would implement the local strategies developed in the Planning Phase to fill the skills gaps identified in their regions. A region could apply for up to $250,000 for the Implementation Phase, or join together with other regions for a maximum award of $500,000. The state received applications for this phase from 12 of the 14 regions and awarded over $850,000 to five of those regions in December 2005.

## Full Employment Council's Role with Dream It-Do It!

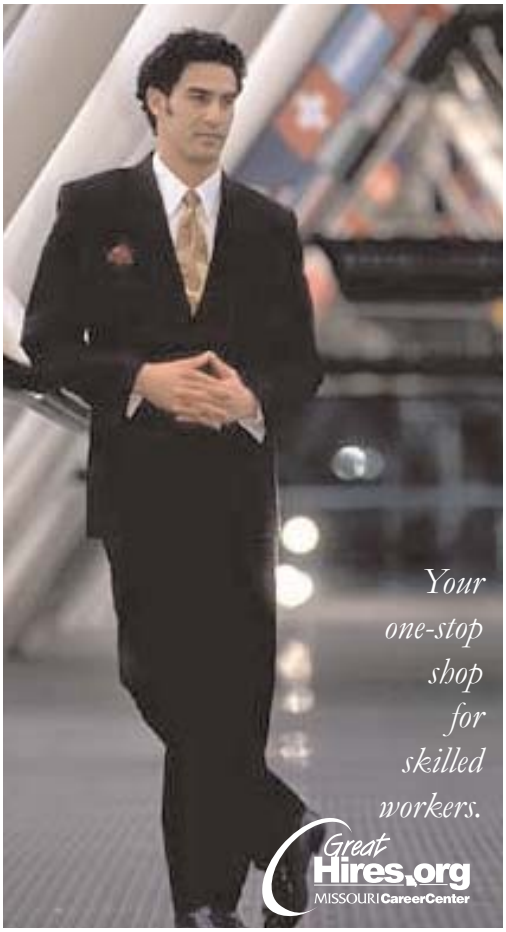
The Full Employment Council (FEC), which manages the Missouri Career Center system in the Greater Kansas City area, is targeting 18-to-26-years-olds preparing to enter or re-enter the workforce in manufacturing industry. FEC is launching the pilot project, "Dream It-Do It!" to promote manufacturing careers to high school seniors. This manufacturing careers campaign is defined by the following four activities:

- **Manufacturing Career Corners -** dedicated space within each of the One-Stop Centers devoted exclusively to manufacturing career opportunities and this overall campaign.
- **Manufacturing Career Advisors** – on-site Manufacturing Career Advisor to specifically answer questions about manufacturing careers, training opportunities, and financial assistance for training and continuing education.
- **Tuition Assistance** - FEC will provide in some cases, and seek to facilitate in others, tuition and financial assistance for individuals to attend training programs to prepare them for the technical skills today's manufacturing requires.
- **Manufacturing Career Days** – FEC, in conjunction with NAM/MI and the other organizations involved in this initiative will develop a Manufacturing Career Day with displays and speakers' bureaus at various high schools.



## The Transitions Initiative

The Division of Workforce Development and Southeast Missouri State University have launched an initiative designed to help students prepare for entering the job market from the day they begin their college classes. Beginning with the fall semester of 2005, all new Southeast students participate in a "Transitions Initiative," which will take students from orientation to career planning to hands-on learning opportunities to job placement or graduate school. This new effort will provide a coordinated, integrated delivery of services and support designed to help students make successful transitions into college, into majors and career paths, and into the world of professional and community life.




Southeast officials say the initiative will help students make informed choices about academic planning and help them more easily connect academics to post-graduation plans. The initiative offers a personal, professional and practical approach to career planning. "The earlier students find a career path appropriate for their talents, interests and abilities, the more likely they are to persist to graduation," said Dr. Leon Book, the Director of Student Transitions and First-Year Experience. To assist in this new effort, Southeast has hired Ken Young as the Experiential Learning Coordinator to be responsible for working with academic program leaders and on-site practitioners to coordinate pre-professional learning experiences for students. Wendy Blocker is the new Assistant Director for Career Linkages, overseeing unit operations and coordinating events and services. Nolan Brunnworth is the St. Louis Career Specialist, providing career services to employers, students, alumni and patrons of Southeast in the metro St. Louis area, in full cooperation and collaboration with campus colleagues.

> "[Southeast Missouri State University is] the only university that is in this unique and dynamic project with the Division of Workforce Development." -- *Dr. Leon Book, Director of Student Transitions and First Year experience.*

A key component of the Transitions Initiative will be a series of "courses" that will intentionally tie students' academic course work to their career goals. Students will complete career proficiency checks in which they will meet with a trained career counselor who will help students verify that their academic plans match their profile of talents, abilities and interests, and provide more assistance in exploring the career paths suggested by the career assessment inventory. Students will also complete a personal profile on GreatHires.org to search for employment as well as find pre-professional internships and practica for their post-graduation plans. The Division of Workforce Development has hired four career counselors who will work alongside academic advisors on the Southeast campus to provide students with the career help they need. The counselors are strategically located on campus so students will have ready access to the services they provide.

DWD staff participated in the H.I.R.E. Missouri (Help Invest in Ready Employees) meeting at the St. Louis Job Corps Center in November of 2005. This initiative, kicked off with a keynote speech by Governor Matt Blunt and a panel discussion by several key St. Louis area business partners regarding their employment and workforce needs, what they are looking for in skill levels for their applicant pool, and the type of training programs they have available within their organizations.

# Business Services

Although workforce practitioners manage the myriad programs chartered by federal and state legislation, the bottom line for Missouri citizens is that they can expect to receive a particular menu of services from One-Stop Career Centers through out the State.

> ***"I've been extremely pleased with [the Career Center's] care and assistance to my company. They are a one-stop shop!"***
>
> ***Deanna Frey, Office Manager, Edy's Grand Ice Cream, Inc.***

**Business Representatives** provide businesses with a point of contact for information about workforce services, available tax credits, and other assistance to meet their human resources needs. They are available to meet with business managers and staff, conduct presentations, and provide training on the on-line job matching tool GreatHires.org.

The **Missouri Job Development Fund** is DED's funding source for the Missouri Customized Training Program. This program allows the State to provide training to new and expanding businesses. Funding is also used to retrain employees of existing businesses to retain businesses through both direct training and increasing employee skills.

- In Fiscal Year 2005, training assistance was provided to 185 projects (183 companies and two consortiums) to train 29,859 workers in new and existing jobs at an average wage of $19.75 per hour.
- The Customized Training Program continues to receive a high overall rating in customer satisfaction. The number of companies rating the program "Excellent" increased from 51% in Fiscal Year 2003 to 72% in Fiscal Year 2004. This year, that number increased again to 76%.
- The Customized Training Program's local training coordinators continue to receive high customer service satisfaction ratings. Last year, 74% rated their local training coordinator as Excellent. This year, that number has increased to 83%.

Sections 178.892-178.896, RSMo, created the **Missouri Community College New Jobs Training Program.** It provides an incentive for the creation of new jobs by providing education and training of workers for new or expanding industries. In Fiscal Year 2005, training assistance was provided to two additional companies creating 533 new jobs at an average wage of $19.46 per hour.

Created by Sections 178.760 –178.764, RSMo, the **Missouri Community College Job Retention Training Program** provides an incentive for the retention of existing jobs by providing education and training to workers in retained jobs. Funds for this program were first appropriated in Fiscal Year 2006.

**Amy Deem, Assistant Director, and Lisa Elrod, Manager of Business Outreach Services, develop Missouri's excellent services for businesses.**

The **Work Opportunity Tax Credit** provides businesses with federal tax savings up to $2,400 per eligible worker as an incentive to hire job seekers with barriers to employment from eight targeted groups. The **Welfare-to-Work Tax Credit** is a 2-year program that provides businesses with federal tax savings up to $8,500 per eligible long-term welfare recipient hired. Over 16,000 Work Opportunity and Welfare-to-Work tax credit certifications were issued to businesses in calendar year 2005.

The **Federal Bonding Program** provides an employer with no cost insurance coverage for the non-bondable or at-risk job applicant.

**Foreign Labor Certification Services**: Businesses who wish to hire foreign workers on a temporary basis must file a Foreign Labor Application with the Division of Workforce Development. In the absence of available, willing and qualified U.S. workers, businesses may file for either:

- Temporary labor Certification - low skilled foreign workers on a temporary basis (10 months or less).
- Temporary Agriculture Certification - non-immigrant foreign workers in temporary or seasonal agricultural employment.

In 2005, DWD mailed pamphlets to over 18,000 Missouri businesses informing them of the many programs available to them, including tax breaks, federal bonding, and the new ex-offender reemployment initiative.

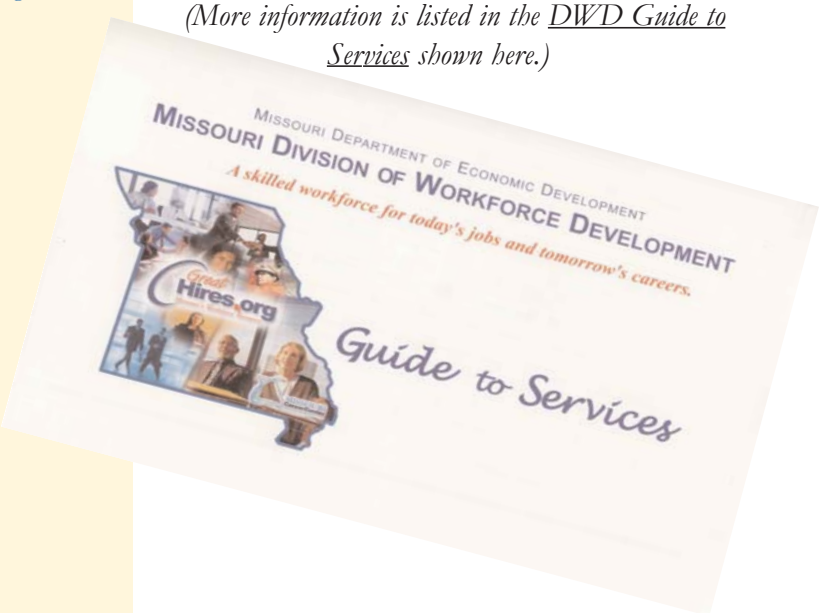
## Workforce Services

These valuable employment and training services are available at various Career Centers around the state. Stop by or call your nearest Career Center to find out what is offered. Log onto www.GreatHires.org or call 1-888-728-JOBS.

- Access to copy machine, fax and phone
- Adult Education
- Alternative Secondary School services
- Apprenticeship Programs
- Assess current skills
- Automated job match/referral to job openings
- Career exploration
- Computer/Internet access
- English as Second Language
- Entrepreneurial training
- Exploring career options
- GED Programs
- Help with living expenses while in training
- How to write a resume and cover letter
- Individual/Group counseling
- Internships
- Introduction to Resource Rooms usage
- Job Fair information
- Job interview preparation
- Job search support group meeting
- Job trends
- Leadership training (youth only)
- Occupational skills training
- On-the-Job training
- Other Career Center workshops
- Out-of-the-area job search expenses
- Relocation expenses
- Remedial education
- Skills training/upgrading
- Summer employment opportunities
- Transportation expenses
- Tutoring and study skills
- Unemployment Insurance Claim reporting
- Vocational Education and Training
- Work-related expenses

The **Missouri Employer Committee** (MEC) was established to ensure the Division of Workforce Development and the Department of Labor and Industrial Relations are responsive to business needs. Missouri Employer Committees are local organizations composed of a broad spectrum of employers representing both large and small businesses. The MEC provides low-cost seminars relating to business issues, keeps employers abreast of changes in the employment law, involves employers in a network of problem-solving relationships and responds to the needs of each community.

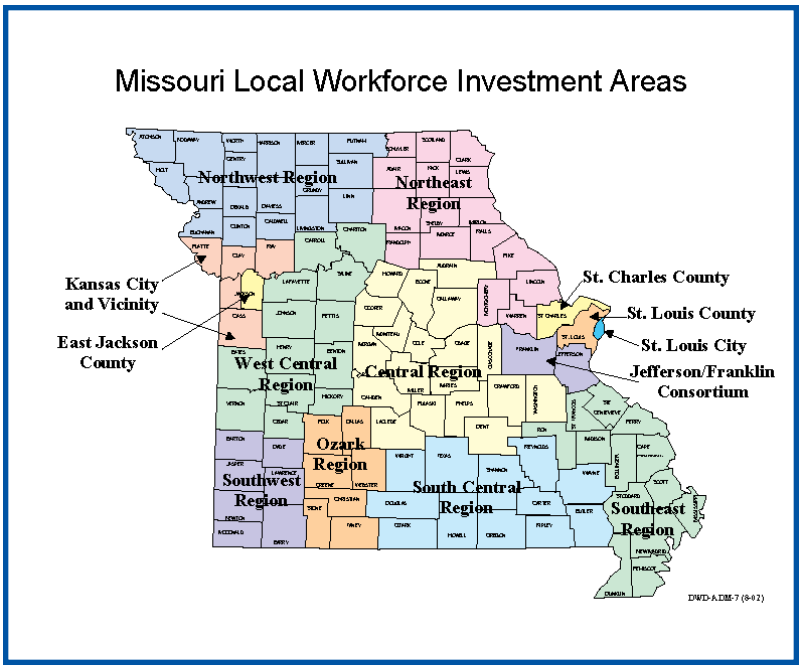
*These are just a sample of the types of services that are available to job seekers in Missouri's Workforce System (More information is listed in the DWD Guide to Services shown here.)*



# *Missouri Career Centers*

The cornerstone of the Workforce Development System are the 40+ Missouri Career Centers, which unify numerous training, education and employment programs into a single, customer-friendly system. The underlying notion of one-stop is the coordination of programs, services and governance structures so that the customer has access to a seamless system of workforce development services. Missouri Career Centers are based on the following principles:

- *Integrate* **employment and training programs to provide job seekers** *greater access* **to employment opportunities, training, education and career choices;**
- **Promote** *community-based* **design of integrated one-stop career centers that are** *flexible, simple, timely* **and** *highly* ***responsive*** **to job seekers and employers;**
- **Serve both** *job seekers* **and** *employers* **equally;**
- **Provide** *accurate* **and** *easy-to-use* **labor market information allowing job seekers and employers the opportunity to make informed career and business decisions;**
- **Provide job seekers employment opportunities resulting in** *increased economic self-sufficiency* ***and*** *well-being;*
- **Provide employers a** *qualified* **workforce;**
- **Promote** *strong accountability* **for producing customer-based results for job seekers and employers;**
- **Provide information on** *current labor market trends* **to assist educational and training institutions in the design of their curriculums.**




*I have worked with other state employment agencies across the Midwest and yours is one of the best. Your commitment to service from an employer and employee standpoint is unmatched. I look forward to hiring a hundred more people through your Career Center!*

*Dave Grace*
*Volt Services Group*

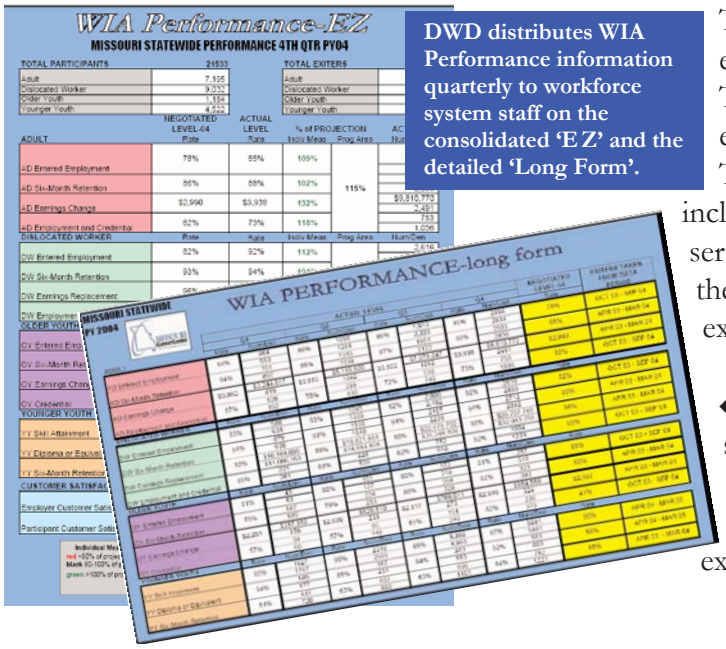
# *Measuring Workforce Performance*

Missouri's Workforce System provides its employment and training services by way of several federal and state funded programs: **Programs for Adults, Dislocated Worker Program, Helping Missouri's Youth, Labor Exchange, Unemployment Insurance Claimants Services, Trade Adjustment Assistance, Services to Veterans** and **Self-Sufficiency Programs**. Each of these programs is governed by statutory requirements and performance reporting obligations.

The **Workforce Investment Act** of 1998 (WIA) provides for a locally-driven employer focused workforce development system that meets the workforce needs of local business by preparing workers with the skills needed to succeed in targeted occupations. Missouri met or exceeded all goals for Individual Measures and exceeded all goals for the Program Areas. Based upon these results, Missouri expects to be eligible for U.S. Department of Labor incentives.

Missouri can report a significant number of performance related achievements. In addition to the outstanding performance on the required core performance indicators, many enhancements to the performance management, evaluation and reporting system have been completed. These enhancements provide local and statewide leaders with the management tools necessary for short and long-term success.

The WIA core indicators measure success in the process of preparing workers to meet the demand of local business. Embedded in the performance indicators are outcomes that support the business-driven workforce development system. WIA performance is measured on negotiated statewide rates. These performance rates are then divided among the fourteen local workforce investment boards that, along with the Missouri Training and Employment Council, make up Missouri's workforce development system.




**DWD distributes WIA Performance information quarterly to workforce system staff on the consolidated 'EZ' and the detailed 'Long Form'.**

The WIA Performance Management System evaluates programs in seventeen different areas. The purpose of these measures is to objectively evaluate the effectiveness of WIA programs. These measures cover separate program areas, including Adult, Dislocated Worker and Youth services, as well as Customer Satisfaction. Among these programs, six primary measurements are examined:

- Entered Employment Rates - reflects the success rate of WIA clients who were unemployed at registration in obtaining unsubsidized employment within one calendar quarter of exiting the particular WIA program.

- Employment Retention Rates - measure the success of WIA clients in these programs in retaining employment for at least six months after obtaining employment in the first quarter after exit.
- Earnings Change/Replacement Rates - calculates the average difference in six months of earnings after the client exits vs. six months of earnings prior to registration.
- Credential/Diploma Rates - seeks to measure the rate at which these various groups obtain credentials and diplomas designed to enhance their work skills.
- Skill Attainment Rates - measures the rate of goals attained within one year, of those set as part of the Younger Youth customer's training plan.
- Customer Satisfaction Surveys - Assess business and job seeker customer's level of satisfaction with workforce services, using the three questions of the American Customer Satisfaction Index.

**Customer Satisfaction**

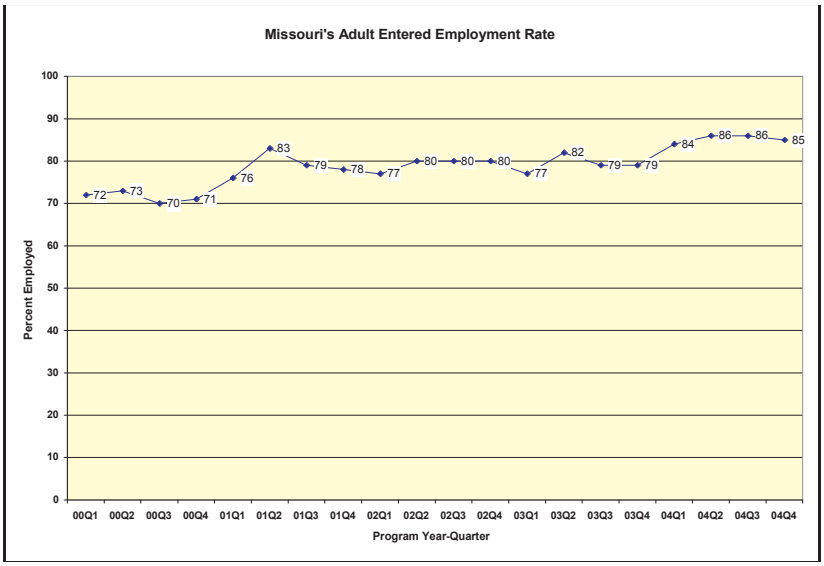
Selected job seekers and employers were randomly selected for telephone customer satisfaction surveys which focused on three questions as outlined in the U.S. Department of Labor, Training and Employment Guidance Letter 7-99. The survey used the American Customer Satisfaction Index, the most widely used index of its kind.

**Table A: Workforce Investment Act Customer Satisfaction Results**

| | Participants | |
|---|---|---|
| **Employers** | | |
| **Negotiated Performance Level** | 72 | 70 |
| **Actual Performance Level (ACSI)** | 66.50 | 69.60 |
| **# of Surveys Completed** | 725 | 699 |
| **# of Customers Eligible for the Survey** | 795 | 830 |
| **# of Customers Included in the Sample** | 795 | 830 |
| **Response Rate** | 91.20 | 84.20 |

*After retiring five years ago, I recently decided to re-enter the workforce. Thanks to the Career Center's resources and staff, I am now equipped with the skills that will assist me in obtaining my desired employment. I can now go through the entire job seeking and hiring process with a confidence I never thought would be possible at the age of 57 years.*

*Charlotte Coby Carter*
*Springfield, Mo.*




***Missouri's WIA Adult Entered Employment continued it's long-term upward trend during FY2005 marked a full 18% increase from FY2001, the first year of WIA.***

## *A) Programs for Adults*

*The historic University of Missouri-Columbia is one of the workforce system's eligible training providers.*

Individuals 18 and over who are interested in job training and job placement assistance can access services through Missouri Career Centers. Job seekers can receive an initial assessment of their skill levels and supportive service needs, along with appropriate referrals to agencies to meet these needs. In addition, job seekers can receive assistance with their job search, including access to GreatHires.org and current labor market information. Missouri Career Centers provide resource areas that offer access to tools for job seekers, including computers and fax machines.

Additional services are funded through WIA. Adults who are determined to be in need of services may receive assistance in identifying employment barriers and goals, individual counseling and career planning. Training services are designed to prepare an individual to obtain a job or upgrade skills. WIA also provides supportive services (e.g., transportation and childcare assistance) to enable an individual to participate in the program. This program aims to improve the quality of the workforce, reduce welfare dependency and enhance the productivity and competitiveness of the nation's economy.

**Table B: Adult Program Results At-A-Glance**

| | Negotiated Performance Level | Actual Performance Level | |
|---|---|---|---|
| **Entered Employment Rate (%)** | 78 | 85 | (2494/2934) |
| **Employment Retention Rate (%)** | 86 | 87.60 | (2503/2856) |
| **Earnings Change in Six Months ($)** | 2990 | 3938 | ($9810770/2491) |
| **Employment & Credential Rate (%)** | 62 | 72.70 | (753/1036) |

| Table C: Outcomes for Adult Special Populations | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Public Assistance Recipients Receiving Intensive or Training Services | | Veterans | | Individuals with Disabilities | | Older Individuals | |
| Entered Employment Rate (%) | 83.10% | 1428<br>1719 | 85% | 193<br>227 | 72.60% | 61<br>84 | 78% | 99<br>127 |
| Employment Retention Rate (%) | 87.60% | 1453<br>1658 | 85.30% | 168<br>197 | 88.30% | 53<br>60 | 87.50% | 91<br>104 |
| Earnings Change in 6 Months ($) | $4372 | 6247521<br>1429 | $4993 | 838762<br>168 | $3934 | 196713<br>50 | $1724 | 144818<br>84 |
| Employment & Credential Rate (%) | 72.40% | 699<br>965 | 79.20% | 57<br>72 | 60.90% | 14<br>23 | 80% | 16<br>20 |

| Table D: Other Outcome Information for the Adult Program | | | | |
|---|---|---|---|---|
| | Individuals who Received Training Services | | Individuals who Received Only Core & Intensive Services | |
| Entered Employment Rate (%) | 86% | 672<br>781 | 84.6% | 1822<br>2153 |
| Employment Retention Rate (%) | 89.6% | 810<br>904 | 86.7% | 1693<br>1952 |
| Earnings Change In Six Months | $5358 | 4130719<br>771 | $3302 | 5680051<br>1720 |

"I hired a self-referral from GreatHires.org within four hours of the time I posted the job order. I am very happy with the Career Center's service; what a wonderful experience!"

- Jerry, Springfield Leather

## *B) Dislocated Worker Program*

***Companies can instantly access information on Missouri's Rapid Response program at http://www.rapidresponse.ded.mo.gov/***

Missouri's Workforce System provides excellent services to Dislocated Workers: those who were laid off through no fault of their own. A prime example of this service is the *Rapid Response Unit*, which works with employers and jobseekers during times of change in the workplace. The staff of the Rapid Response Unit provide specific information regarding services the Division can provide, as well as acting as a point of contact for services from other sources.

During this program year the Rapid Response Unit held meetings throughout Missouri involving 68 companies and a total of 10,652 workers. These Dislocated Workers are, under WIA guidelines, eligible for all WIA funded reemployment assistance and services at the Missouri Career Centers.

Missouri makes a special application to the U.S. DOL under the National Emergency Grant (NEG) Program to specifically fund WIA services to affected laid-off workers, when a large layoff occurs. Missouri operated the following NEG projects: Ford/Lear, AA Overhaul, ConAgra/Nestle Purina in Northwest Missouri region; Excel/Honeywell/Holmes-Rival in West Central; Fasco in Ozark: Multi-company in Central and St. Louis; St. Louis Airline Industry I/II; Vanguard Airlines in Kansas City; WorldComm in St. Charles and the statewide Tornado Storms Disaster. A total of $26,514,855 was awarded through these NEGs.

Additionally, statewide Dislocated Worker Program technical training was provided to the local Workforce Investment Board Rapid Response Coordinators, as well as the updating and distribution of the program's *Practices and Procedures* manual.

**Table E: Dislocated Worker Program Results At-A-Glance**

| | Negotiated Performance Level | Actual Performance Level |
|---|---|---|
| Entered Employment Rate (%) | 82% | 91.6% (2616/2855) |
| Employment Retention Rate (%) | 93% | 93.8% (2712/2892) |
| Earnings Replacement in Six Months (%) | 96% | 90.2% ($29707786/32943756) |
| Employment & Credential Rate (%) | 65% | 81.7% (1004/1229) |

**Table F: Outcomes for Dislocated Worker Special Populations**

| | Veterans | | Individuals with Disabilities | | Older Individuals | | Displaced Homemakers | |
|---|---|---|---|---|---|---|---|---|
| Entered Employment Rate (%) | 90.4% | 263<br>291 | 84% | 21<br>25 | 88% | 286<br>325 | 83.3% | 20<br>24 |
| Employment Retention Rate (%) | 91% | 293<br>322 | 89.5% | 17<br>19 | 90.7% | 284<br>313 | 84% | 21<br>25 |
| Earnings Replacement Rate (%) | 82.6% | 3609438<br>4370275 | 93.8% | 205849<br>219361 | 77.7% | 2906986<br>3739727 | 388.7% | 190772<br>49074 |
| Employment & Credential Rate (%) | 78.7% | 96<br>122 | 88.9% | 8<br>9 | 84.9% | 90<br>106 | 91.7% | 11<br>12 |

**Table G: Other Outcome Information for the Dislocated Worker Program**

| | Individuals who Received Training Services | | Individuals who Received Only Core & Intensive Services | |
|---|---|---|---|---|
| Entered Employment Rate (%) | 94.2% | 1158<br>1229 | 89.7% | 1458<br>1626 |
| Employment Retention Rate (%) | 94.6% | 1113<br>1176 | 93.2% | 1599<br>1716 |
| Earnings Replacement Rate (%) | 95.4% | 11346992<br>11888901 | 87.2% | 18360794<br>21054855 |

## C) Helping Missouri's Youth

Through Missouri Career Centers, youth are provided with knowledge of the world of work, academic skills linked to occupational learning and employability, including skills that will enable them to adjust to life's challenges. DWD administers WIA funds locally to LWIB and their designated youth councils to provide services to in-school and out of school youth ages 14-21. To support the President's policy on the "No Child Left Behind Act", Missouri has taken a comprehensive approach to serving youth, including basic skills remediation, helping youth stay in or return to school, help with attaining a high school diploma or GED, enrolling in post secondary vocational training and four-year colleges, as well as internships, apprenticeships and employment.

Missouri believes that all youth can learn and acquire skills, establish career and educational goals, develop leadership traits and become good community citizens. Youth are provided with comprehensive services based on individual assessments which provide a linkage to local labor market needs and provide interventions at the right time in a young person's life resulting in a major impact on future success. Additionally, youth who may not be eligible for services under WIA guidelines, can be referred to other youth programs such as Job Corps.

**Table H: Older Youth Results At-A-Glance**

| | Negotiated Performance Level | Actual Performance Level | |
|---|---|---|---|
| Entered Employment Rate (%) | 65 | 80.6 | (257/319) |
| Employment Retention Rate (%) | 82 | 82.2 | (323/393) |
| Earnings Change in Six Months ($) | 2457 | 2946 | ($954559/324) |
| Credential Rate (%) | 41 | 62.3 | (236/379) |

**Table I: Outcomes for Older Youth Special Populations**

| | Public Assistance Recipients | | Veterans | | Individuals with Disabilities | | Out of School Youth | |
|---|---|---|---|---|---|---|---|---|
| Entered Employment Rate(%) | 80.1% | 238<br>297 | 0% | 0<br>1 | 70% | 14<br>20 | 80.6% | 204<br>253 |
| Employment Retention Rate(%) | 81.9% | 294<br>359 | 100% | 1<br>1 | 81.8% | 18<br>22 | 84.2% | 235<br>279 |
| Earnings Change in 6 Months($) | $2887 | 860294<br>298 | $-1600 | -1600<br>1 | $3742 | 67350<br>18 | $2642 | 605094<br>229 |
| Credential Rate(%) | 62.1% | 218<br>351 | 50% | 1<br>2 | 47.8% | 11<br>23 | 59.2% | 170<br>287 |

| Table J: Younger Youth Results At-A-Glance | Negotiated Performance Level | Actual Performance Level | |
|---|---|---|---|
| Skill Attainment Rate (%) | 90% | 86.9% | (5105/5877) |
| Diploma or Equivalent Attainment Rate (%) | 59% | 82.4% | (563/683) |
| Retention Rate (%) | 65% | 64.6% | (784/1214) |

| Table K: Outcomes for Younger Special Populations | Public Assistance Recipients | | Individuals with Disabilities | | Out-of-School Youth | |
|---|---|---|---|---|---|---|
| Skill Attainment Rate | 88.5 | 2668<br>3016 | 93.5 | 564<br>603 | 79.5 | 314<br>395 |
| Diploma or Equivqlent Attainment Rate | 82.4 | 504<br>612 | 93.2 | 68<br>73 | 68 | 68<br>100 |
| Retention Rate | 64 | 663<br>1036 | 61.8 | 63<br>102 | 64.5 | 176<br>273 |

| Table L: Other Reported Information | Adults | | Dislocated Workers | | Older Youth | |
|---|---|---|---|---|---|---|
| 12 Mo. Employment Retention Rate (%) | 72.6% | 2524<br>3476 | 77.4% | 2450<br>3164 | 68.4% | 310<br>453 |
| 12 Mo. Earnings Change (A or OY) Or 12 Mo. Earnings Replacement (DW) | $2933 | 9312241<br>3175 | 97.5% | 29814196<br>30564564 | $2320 | 974517<br>420 |
| Placements for Participants in Non-Traditional Employment (%) | .40% | 9<br>2494 | .40% | 10<br>2479 | 1.3% | 3<br>230 |
| Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment ($) | $3408 | 8499899<br>2494 | $5501 | 13637093<br>2479 | $2422 | 556976<br>230 |
| Entry into Unsubsidized Employment Related to the Training Received Of those who completed Training services (%) | 56.5% | 380<br>672 | 51.2% | 557<br>1087 | | |

| Table M: Participation Levels | | |
|---|---|---|
| | Total Participants Served | Total Exiters |
| Adults | 7,278 | 3,677 |
| Dislocated Workers | 9,111 | 4,260 |
| Older Youth | 1,196 | 414 |
| Younger Youth | 4,817 | 1,534 |

## Cost-Effectiveness

The differences in perceived efficiencies are explained by examining the types of services provided. Approximately 19% and 12% of the Adult and Dislocated Worker total services are in the form of follow-up services. In the Youth population, follow-up services represented only approximately 12% of services. In addition, 37% and 27% of Adult and Dislocated Worker total services are in the form of initial assessments.

In the Youth population, initial assessment is not a reportable service, thus accounts for none of the services tallied in the above table. Follow-up services and initial assessment services are perhaps the least costly services provided through WIA. A large number of these types of services explain the greater efficiency and use of funds in the Adult and Dislocated Worker populations.

In fact, any comparison of a "cost-per" must bear in mind the differences in the populations. Experience shows that Youth participants tend to be in the system longer than Adult or Dislocated Worker participants. The focus of these programs, particularly for the younger Youth group, is fundamentally different. More emphasis is placed on attainment of skill sets for Youth. The object of the Youth program is to build a life-long base for the participant, whereas the emphasis of the Adult and Dislocated Worker Programs is more immediate—a return to productive and substantial employment. Differences in the focus also account for differences in the perceived efficiencies of the programs.

## Business and Process Measures

Missouri uses a multiplicity of tools to measure performance and define systems for improvement in workforce programs and strategic evaluation sessions to gauge the Workforce Development System's effectiveness as a demand-driven system, responsive to its many customers.The Continuous Improvement Reviews (CIR) examine the delivery of local workforce development services in terms of certain targeted WIA system elements. In order to study the effects of process change and integration on the performance of local systems, the review team meets with program and research staff to analyze each region's most recent outcomes and then identify strengths and weaknesses. The review team uses this information in conjunction with the results of last year's CIR to identify how a region's changed processes, which resulted from the previous CIR, improved the region's performance for the next year.

The comparison of the CIR and performance measures provides a linkage from the subjective CIR to the objective performance measures. The combination of these evaluation processes provides DWD with the human element of question/answer, observation and the actual customer outcomes. The information gleaned from analyzing these CIRs reveals what processes work and are shared with other regions.

# D) Labor Exchange

The Wagner-Peyser program provides a variety of employment-related Labor Exchange services, including job search assistance, job referral, and placement assistance for job seekers, re-employment services to unemployment insurance claimants, and recruitment services to employers with job openings. Services are delivered in one of three modes: self-service, facilitated self-help services, and staff-assisted service delivery approaches. Depending on the needs of the local labor market, other services may be available, such as job seeker assessment of skill levels, abilities and aptitudes, career guidance when appropriate, job search workshops and referral to training.

The services offered to employers, in addition to referral of job seekers to available job openings, include assistance in development of job order requirements, matching job seeker experience with job requirements, skills and other attributes, assisting employers with special recruitment needs, arranging for Job Fairs, assisting employers analyze hard-to-fill job orders, assisting with job restructuring, and helping employers deal with layoffs.

Job seekers who are Veterans receive priority referral to jobs and training as well as special employment services and assistance. In addition, the system provides specialized attention and service to individuals with disabilities, migrant and seasonal farm-workers, ex-offenders, youth, and older workers.

| Program Labor Exchange Year 2004 | Active Job Seekers Served | Received Staff Assisted Service | Eligible Veteran Job Seeker | Entered Employment | Entered Employment Rate | Six-Month Retention Rate |
|---|---|---|---|---|---|---|
| **Missouri** | **263,307** | **183,091** | **22,744** | **145,568** | **59** | **84** |
| Northwest | 13,711 | 11,070 | 1,114 | 7,062 | 60 | 84 |
| Northeast | 12,304 | 9,675 | 864 | 7,236 | 61 | 85 |
| Kansas City & Vicinity | 33,027 | 21,475 | 2,601 | 19,113 | 56 | 79 |
| West Central | 16,024 | 12,296 | 1,315 | 8,775 | 60 | 83 |
| St. Louis City | 25,077 | 15,429 | 1,877 | 13,213 | 57 | 82 |
| Southwest | 12,396 | 8,559 | 1,174 | 5,252 | 57 | 82 |
| Southeast | 25,837 | 18,178 | 1,746 | 14,319 | 60 | 82 |
| Ozark | 19,493 | 14,225 | 2,078 | 11,659 | 62 | 84 |
| Central | 27,400 | 20,197 | 2,894 | 15,094 | 60 | 85 |
| South Central | 12,464 | 7,874 | 970 | 6,097 | 56 | 82 |
| East Jackson county | 11,713 | 1,141 | 8,091 | 7,285 | 57 | 82 |
| St. Louis County | 34,359 | 24,234 | 3,035 | 20,333 | 59 | 87 |
| St. Charles County | 7,037 | 5,715 | 799 | 4,843 | 61 | 89 |
| Jefferson-Franklin | 8,860 | 6,073 | 889 | 3,966 | 56 | 88 |

**Note**: The target PY 2004 measure for the Entered Emp loyment Rate (EER) is 58.0 percent. Missouri's average EER for PY 2004 is 59.0 percent. Reviewing quarterly EER data, the rate has increased incrementally through the year because the state has incorporated the Wage Record Interchange System (WRIS) databas es for calculating the rates.

## E) Services to Unemployment Insurance Claimants

The Division of Workforce Development and the Division of Employment Security are responsible for serving individuals who file a claim for unemployment insurance (UI) benefits. UI claimants are required to seek employment in order to claim UI benefits. In Missouri, claimants may file a claim either by phone or on-line. All claimants who must look for work must visit a Career Center periodically to complete their '4-Week Reporting' via Missouri's on-line job matching system, GreatHires.org. This allows them to be matched with open job orders, either by Career Center staff or employers looking for workers. One additional resource to claimants is the 'UI Automatch Team', which conducts searches on job orders targeting claimants throughout the state.

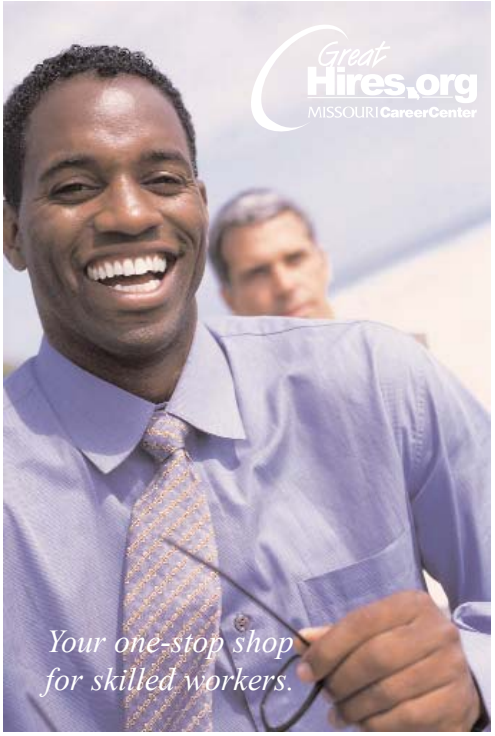
Missouri also participates in a national program designed to identify claimants who, because of their work history or last occupation, have been identified as individuals who are most likely to exhaust their benefits. The program, Worker Profiling, is part of Wagner/Peyser Reemployment Services. UI claimants likely to exhaust benefits are sent a letter instructing them to report to a Career Center closest to them for reemployment services, such as job search assistance, resume workshop or job club. The goal of Worker Profiling is to provide intensive reemployment services to reduce the claimant's time spent claiming unemployment benefits and to increase the likelihood of their returning to work sooner.

The Division of Workforce Development and the Division of Employment Security are discussing several new approaches to expand and improve our services to claimants:

- Expanding the locations where claimants can make their periodic visit to sites other than the current 42 Career Center sites.
- Incorporate the use of the "O-Net" Auto Coder software which uses a set of algorithms designed to identify on occupation for a claimant by looking at their work history. This will improve the matching ability of our system.
- The implementation of a reporting system that will identify claimants to career center staff. This report will enable staff to give claimants assistance at an earlier point than their first visit which can be up to 4 weeks into their claim.
- Improve the communication with the Division of Employment Security on claimants who refuse a referral to a job that they are qualified to apply for.
- Improve the transfer of information on a claim record between systems so that new claimants do not have to enter the same information twice.

*"GreatHires.org is a very user-friendly system. It allows an individual employer to specify the actual positions they want filled, from a generic standpoint all the way to a very detailed standpoint. I've used several different job sites such as Monster, Hot Jobs...and I think that GreatHires is a lot better than all the rest I've used so far."*
*-- Kevin Stinnett, AJM Packaging, Joplin, MO*

***F) Trade Adjustment Assistance*** (TAA) is a federal program administered by the U.S. Department of Labor. In Missouri, the program is jointly administered by the Division of Workforce Development and the Division of Employment Security (DES). The TAA program was established to help American workers who become totally or partially unemployed as a result of increased imports or movement of business operations to a foreign country.




The program assists workers to regain satisfactory employment through a full range of services. These services include:

- Employment Registration
- Employment Counseling
- Case Assessment
- Job Development
- Self-Directed Job Search Services

Based on individual eligibility determinations, TAA certified workers may receive:

- Job Search Allowances: For costs of a job search outside their local area;
- Relocation Allowances: For costs of relocating to a job outside their local area;
- Trade Readjustment Allowances (TRA): Up to 104 weeks of payments for eligible workers;
- Transportation and Subsistence Allowances: For costs to attend training outside their local area; and/or
- Training Programs: Classroom training, including remedial and/or vocational skills training. TAA funds are also available for on-the-job training (OJT).

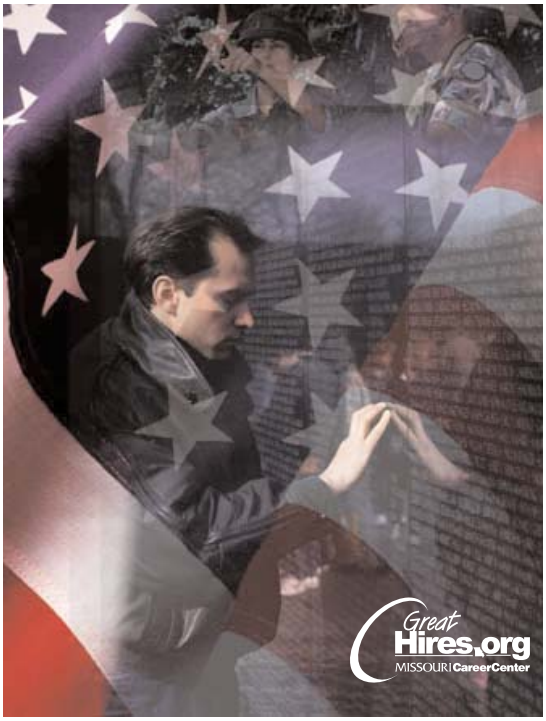
The 2002 Trade Act amendments expanded coverage and benefits for certain trade-affected workers. This expanded coverage includes:

- Additional TRA weekly benefits for those who need remedial education to facilitate reemployment;
- Health Coverage Tax Credit (HCTC) – a federal tax credit that pays 65% of the qualified health plan premiums; and
- Alternative Trade Act Assistance (ATAA) for Older Workers Program – provides supplemental payments for eligible individuals who have gained re-employment, but at a lower wage rate than earned at the trade-affected employer.

In 2004, Missouri had 1,832 individuals who attended training approved and funded under the Trade Act or NAFTA program. Of those attending, 619 individuals actually enrolled during 2004. Missouri reported 786 exiters during 2004. Performance Data on these exiters is as follows:

- Wage Replacement Six Months After Exit: 86%;
- Employed in First Full Quarter After Exit: 70%; and
- Retention – Third Quarter After Exit: 92%.

## G) Services to Veterans




Missouri provides excellent services to our veterans, utilizing 55 full-time and 10 half-time veterans career counselors at 37 Career Centers, three Department of Veterans Affairs (DVA) Medical Centers and two Homeless Veterans Reintegration Programs in St. Louis. Additionally, staff facilitate Transition Assistance Program (TAP) sessions at Richards-Gebaur Marine Base, Whiteman Air Force Base and at Fort Leonard Wood.

Essential functions of these counselors include business and community outreach; facilitating veterans' job search and access to available Career Center services, targeting needs of individual veterans; assisting partners in the provision of services to veterans; and the provision of intensive services to veterans in need of those services.

DWD recently had five winning nominations for service to veterans awarded with a trip to Washington, D.C. during the annual Veterans Day ceremonies.

*"The willingness with which our young people are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive how the veterans of earlier wars were treated and appreciated by their nation"*
*- George Washington*

◆Springfield: George Rangel and Jodi Lindsay were nominated for their improvements in services to homeless veterans in Springfield.

◆Nevada/Sedalia: Leah Piland, Ed Bagby and Lydia Negron were nominated for their efforts in developing an Employment Skills Workshop given throughout a thirteen county area that came with minimum travel expense to the veteran customer.

◆Hannibal: Harold (Jack) Stanton is a low vision employee who received an award from the Veterans' Education Division of the Department of Elementary and Secondary Education (DESE), presented during a ceremony at the Lt. Governor's office. His coordination of services to a disabled veteran (now deceased) and his spouse, permitted the widow to retain their home.

◆Washington: O. K. Warren's efforts in the local business community resulted in the revitalization of the local MEC, job fairs, and seminars to more than 90 employers. His efforts, in conjunction with the local Economic Developer, resulted in a large production company (Harmon-Becker) moving to the community. The City of Washington recognized his efforts with the company in a letter of appreciation.

◆Eric Rainbolt (Lebanon LVER) was nominated for organizing three new programs - Career Morning, Career Day and Employer of the Week. Each involves companies providing information to staff and customers. In addition, Eric has organized two job fairs, participated in numerous Chamber of Commerce functions, organized weekly radio programs at Lebanon and Fort Leonard Wood.

Governor Blunt announced during Veterans Day observances at the Liberty Memorial in Kansas City, the formation of a council to advise him on veterans' affairs. Blunt says the council will not replace the Missouri Veterans Commission, which administers the state's veterans programs. He says it will be a broader group that will be a liaison between the governor's office, veterans' organizations, and state and federal agencies.

# *Self-Sufficiency Programs*

Missouri's workforce system provides services to certain targeted populations to help them in attaining the training and assistance that will transition them to self-sustaining careers.

The **Career Assistance Program** (CAP) provides employment and training services for applicants and recipients of Temporary Assistance, Missouri's cash public assistance program, with the goal of moving individuals off welfare and into jobs that will support them and their families. The Family Support Division refers individuals to DWD to participate in the CAP program. DWD case managers assist these referred individuals until they are "removed" from our responsibility by obtaining self-sufficiency, becoming exempt from work activities, or leaving public assistance.

The CAP program can provide:

- Supportive services, such as money, to reimburse participants for transportation costs or purchase of clothing, uniforms and other items necessary to work or look for work;
- The opportunity to volunteer at a work site to gain necessary skills for employment;
- Tuition and fees for college and other vocational education courses;
- Training while earning wages on the job at a real worksite;
- Assistance with career exploration, labor market information and job referrals; and
- Assistance to prepare for and take the GED test.

| CAP Performance | Subject to Work Requirement | Engaged in a Work Activity | Temporary Waiver Reasons | Sanctioned | Need to Engage | Percent Engaged |
|---|---|---|---|---|---|---|
| ***Statewide*** | **25,121** | **8,364** | **940** | **3,899** | **11,787** | **34.6%** |
| *Northwest* | 740 | 224 | 22 | 109 | 385 | 31.2% |
| *Northeast* | 603 | 204 | 37 | 120 | 238 | 36.0% |
| *Kansas City & Vicinity* | 4,018 | 1,157 | 93 | 575 | 2,169 | 29.5% |
| *West Central* | 1,132 | 384 | 73 | 227 | 435 | 36.3% |
| *St. Louis City* | 6,035 | 2485 | 178 | 496 | 2,842 | 42.4% |
| *Southwest* | 1,410 | 326 | 79 | 433 | 566 | 24.5% |
| *Ozark* | 1,303 | 409 | 72 | 255 | 564 | 33.2% |
| *Central* | 1,907 | 577 | 97 | 339 | 881 | 31.9% |
| *South Central* | 1,145 | 366 | 37 | 219 | 519 | 33.0% |
| *Southeast* | 2,486 | 753 | 104 | 442 | 1,175 | 31.6% |
| *East Jackson* | 1,090 | 210 | 24 | 248 | 599 | 19.7% |
| *St. Louis County* | 2072 | 848 | 87 | 226 | 911 | 42.7% |
| *St. Charles* | 494 | 186 | 19 | 68 | 221 | 39.2% |
| *Jeff-Frank* | 686 | 235 | 18 | 142 | 282 | 35.2% |

**Subject to Work Requirement** : includes those individuals that have been referred to the CAP Program as mandatory recipients.
**Engaged in a Work Activity** : includes those recipients who are participating in an allowable work activity.
**Temporary Waivers** : includes those recipients who have been given temporary permi ssion not to participate. These individuals will NOT be in an allowable work activity and should not have a sanctioned work status
**Sanctioned** : includes those recipients who are NOT participating in the program as required and have been recommended for san ctioning; work status IS 'sanction'. It is possible that an individual can be in an allowable work activity and still have a sanctioned work status. The recipient must be in an allowable work activity for2 consecutive weeks before there can be a request to lift the sanction.
**Need to Engage** : includes those recipients that are NOT in an allowable work activity.

***Parents' Fair Share*** (PFS) can help non-custodial parents increase their ability to meet their child's emotional and financial needs by helping them become more self-sufficient. The program can help an individual to improve their employment and increase their earnings, as well as help one assume an active and positive role in their child's life.

Services include: help with education through AEL and vocational programs; job search and interviewing skills; help in finding a job; financial help for transportation and other training needs; parenting education; mediation services; case management services that will help achieve individual goals; a possible temporary reduction in child support obligation while in the program; assistance in overcoming substance abuse; and supportive services, including assistance with transportation and work related expenses.

## *Missouri Employment and Training Program*

For the Missouri Employment and Training Program (METP), the Family Support Division contracts with the Division of Workforce Development to provide workforce services to Food Stamp recipients. Food Stamp recipients, ages 16-60 who are determined by Family Support Division to be mandatory participants, are required to register for work with the Division of Workforce Development and participate in up to eight weeks of individual job search activity. Services are provided in Missouri Career Centers

| PFS Performance | Subject to Work Requirement | Engaged in a Work Activity | Need to Engage | Percent Engaged |
|---|---|---|---|---|
| *Statewide* | 1,528 | 848 | 680 | 55.5% |
| Northwest | 64 | 42 | 22 | 65.6% |
| Northeast | 36 | 17 | 19 | 47.2% |
| Kansas City & Vicinity | 354 | 217 | 137 | 61.3% |
| West Central | 70 | 45 | 25 | 64.3% |
| St. Louis City | 217 | 141 | 76 | 65.0% |
| Southwest | 52 | 35 | 17 | 67.3% |
| Ozark | 75 | 53 | 22 | 70.7% |
| Central | 143 | 81 | 62 | 56.6% |
| South Central | 35 | 8 | 27 | 22.9% |
| Southeast | 192 | 101 | 91 | 52.6% |
| East Jackson | 55 | 36 | 19 | 65.5% |
| St. Louis County | 202 | 52 | 150 | 25.7% |
| St. Charles | 14 | 7 | 7 | 50.0% |
| Jefferson-Franklin | 19 | 13 | 6 | 68.4% |

| METP Performance PY2005 | 100% referred have attempted Contacted | 20% of respondents are Enrolled | 100% enrolled in Job Search are in GreatHires.org | 90% in Great Hires.org are assessed | 40% enrolled in Job Search referred to job | 20% referred to jobs/ get a job |
|---|---|---|---|---|---|---|
| 1st qtr | 46.30% | 26.89% | 77.36% | 73.21% | 19.26% | 22.37% |
| 2nd qtr | 46.05% | 32.24% | 74.66% | 71.35% | 18.91% | 21.09% |
| 3rd qtr | 52.95% | 36.34% | 74.63% | 68.79% | 19.05% | 21.32% |
| 4th qtr | 60.74% | 55.34% | 74.20% | 70.31% | 20.02% | 19.92% |

# 2005 Workforce Awards

## The Individual Achievement Awards (formerly known as the Alumni Awards) honor workforce system customers who have proven to be extraordinary people. Each of these 14 regional winners accessed services from one or more local partner agencies serving the 14 workforce investment regions of the state, making significant strides in their life that have resulted in a more rewarding future. The Individual Achievement Award winners are an inspiration to those around them and they serve as role models to others who find themselves faced with similar unexpected challenges.

***State Individual Achievement Award Winner:***
***Kevin Strauser*:**
***Jefferson/Franklin Consortium***

Kevin Strauser lost his job when his employer announced they were downsizing. Losing the sole income for his family of six was very stressful for the entire family and many adjustments were made to maintain their household. Kevin enrolled in the Dislocated Worker Program at the Missouri Career Center in Washington and entered a 15-month accelerated Registered Nursing Program at Barnes School of Nursing. While attending training, his wife worked and his family received assistance through the Family Support Division and the Jefferson/Franklin Community Action Agency. Kevin also joined the Navy Reserves, which provided extra income, as well as, additional funds to assist with the cost of training. Despite a multitude of family health issues that occurred, Kevin graduated in August 2004 and now works at St. John's Medical Center's Intensive Care Unit, where he has also been accepted into the Critical Care Fellowship Program. Kevin's accomplishments would not have been achieved without the support of his family, the Navy Reserve Center and his counselors at the Missouri Career Center.

***Harlan "Mac" McGinnis Workforce Professional Award Winner: Clarice Young, Manager, Division of Workforce Development, Moberly***

Clarice Young represents the true qualities of an exceptional workforce development professional: outstanding skills in customer service and leadership; fair, hardworking, committed, and admired by Career Center staff. A Division of Workforce Development employee, Clarice began as a clerk stenographer with the Division of Employment Security 18 years ago and has worked her way up to her current position as manager of the Hannibal, Kirksville, Warrenton and Moberly Career Centers. Clarice is a great motivator as she encourages teamwork and demonstrates a true concern for her staff, her community and the people she serves. Clarice often works 70 plus hours a week and goes above and beyond for her customers. Clarice is a member of numerous boards and committees that serve her region. Clarice loves her work and says it's just an added benefit to get paid for something she enjoys so much!

**The Harlan "Mac" McGinnis Workforce Professional Award** was created in honor of the late Mac McGinnis, who served Missouri well in several capacities over his lifetime. From his beginning with the workforce system in 1986, as the Migrant Seasonal Farm Worker Coordinator, he was named the Dislocated Worker Program Coordinator and in 1992 became the local Workforce Investment Board Director, which he maintained until he passed away in May 2004. Through Mac's insight and leadership, the Workforce Development Board of Western Missouri, Inc. won several state and national awards.

This award is presented to a person who exhibits the qualities of an exceptional workforce development professional. The award nomination recognizes individuals who have made significant contributions to the profession and have demonstrated outstanding skills in customer service and leadership. These individuals have also provided direction, guidance, inspiration, and motivation to Missouri's workforce and business community.

## *Workforce Excellence Awards*

There are three Workforce Excellence Award categories: Excellence in Economic Development, Excellence in Employment and Excellence in Education.

**Workforce Excellence in Economic Development Awards**

The Excellence in Economic Development Awards recognize outstanding efforts in Leadership and Innovation in Economic Development. Nominees represent individual businesses, consortiums, or group partnerships that have developed strategies, given direction, and set high performance expectations that have enhanced economic development through workforce and/or education activities in Missouri.

**Workforce Excellence in Employment Awards**

The Excellence in Employment Awards recognize outstanding efforts in Leadership and Innovation in Employment. Nominees represent businesses, individuals, agencies or group partnerships that demonstrate a proven commitment to enhancing employment services to our customers.

**Workforce Excellence in Education Awards**

The Excellence in Education Awards recognize extraordinary Leadership and Innovation in Education. Nominees represent individuals, agencies or partnerships that have made a positive impact on Missouri's workforce through involvement in workforce education and development programs.

A memoriam award was presented to Jo Boyer, wife of Ken Boyer, President and COO of the Southeast Missouri WIB, who passed away last year.

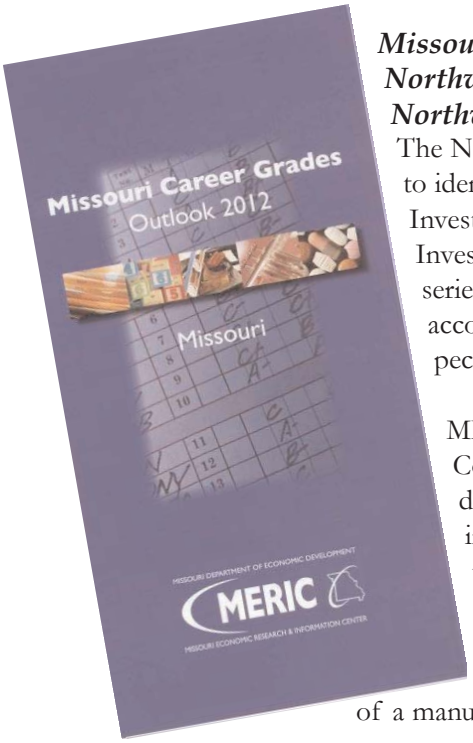
***Leadership in Economic Development Award Winner:***

***Rob O'Brian***
***Joplin Area Chamber of Commerce***

As the President/Economic Development Director of the Joplin Area Chamber of Commerce, Rob O'Brian's leadership in the Southwest Region, as well as statewide, has impacted the revitalization of Missouri's economic development system. Rob is currently a member of the Southwest Region Workforce Investment Board (WIB), President of the Missouri Economic Development Finance Association, and immediate past-president of the Missouri Economic Development Council (MEDC).

Under his tenure with MEDC, the organization took a leading role in advocating and crafting legislation that literally "opened Missouri for business." These efforts included workers' compensation tort reform legislation, and a new business incentives program (Quality Jobs). These pro-business environment initiatives positioned Missouri as a competitive state for retention of jobs, expansion of commercial investment, and creation of new jobs.

*Innovation in Economic Development Award winner:*




***Missouri Economic Research and Information Center (MERIC)***
***Northwest Skills Gap Planning Consortium***
***Northwest Region***

The Northwest Skills Gap Planning (SGP) Consortium collaborated with MERIC to identify and address critical labor and skills gaps in the Northwest Workforce Investment Area. The consortium was appointed by the Northwest Workforce Investment Board (WIB) and represented the 18 counties of this region. After a series of meetings spanning a six-month period, not only was the original goal accomplished, but both the Northwest WIB and MERIC experienced an unexpected evolution of work products and outcomes.

MERIC was able to apply the experience working with the Northwest SGP Consortium to identify the needs and determine the methodologies for the development of Career and Industry Grades for all Missouri workforce investment regions. The Northwest GSP Consortium was able to operationalize the skills gap analysis in a manner that maximizes local training resources. The Consortium also ensures appropriate targeted representation on policy development boards, teams, and committees while allowing the workforce development system to be proactive in response to the decline of a manufacturing-based economy.

***Innovation in Economic Development Award Winner:***
***Industry Council for the St. Louis Regional Engineering Academy***
***St. Louis County***

The Industry Council for the St. Louis Regional Engineering Academy was established in an effort to meet the future demands of local employers by increasing the number of technically-trained workers in the St. Louis area. Over 17 companies who utilize a technology workforce formed the Council that provides leadership in the development, operation, support, and guidance of the Engineering Academy.

The St. Louis County Economic Council, St. Louis Community College, and others realized that within the next 10 years, one-half of St. Louis' technically-trained workforce will retire. Project Lead the Way, a rigorous, demand-driven technical training program, was instituted to fulfill this need. While in high school, students from across the St. Louis metropolitan area begin the first steps on a vital career pathway. Project Lead the Way is a sequence of five pre-engineering courses at the high school level. Currently, 16 high schools participate and implement Project Lead the Way curriculum with a projected 1,563 students participating.

***Leadership in Employment Award Winner:***
***Kansas City Power and Light***

For many years, Kansas City Power and Light (KCPL) and the Full Employment Council (FEC) have provided employment opportunities for urban youth looking to experience employment with a major corporation. As a result of this successful collaboration, KCPL and FEC have developed the Professional Track and the Vocational Track for young people interested in employment. Now in its ninth year, the Professional Track provides college students between the ages of 18 and 21 with a 10-week internship at various KCPL plants and offices.

In 2004, FEC staff and KCPL developed a Vocational Track that focuses on career opportunities for young adults in the skilled and production areas of KCPL. FEC recruits, pre-screens and arranges for eligible young people to interview with KCPL.

***Innovation in Employment Award Winner:***
***Student Initiative - Maryville***

Taking what could be a negative situation and turning it into a positive outcome led to the creation of the Student Initiative. Last August the Maryville School District announced that school would start two weeks late due to construction delays. This created a problem for Northwest Technical School and 13 school districts whose students were scheduled to participate in classes at the technical school. The Student Initiative Committee saw this as an opportunity to educate students in career opportunities in the manufacturing field and as a way to expose students to the basic and soft skills needed in specific industries.

The students learned about the importance of workplace values, team building, WorkKeys, personality assessments and sexual harassment. Numerous companies participated in the project by providing plant tours. The program was so successful that it was offered again in the Fall of 2005. The curriculum was revamped with the help of the participants and has been titled "Building Futures." Area school districts were so impressed with the outcomes of this project that it has been expanded to include additional student groups.

***Leadership in Education Award Winner:***
***SBC Communications - St. Louis***

What started out as a pilot program has seen such great success that it is now planning for its fourth year. SBC partnered with the Career Center in 2002 as part of a pilot project to connect at-risk youth with the business community. The St. Louis County Workforce Investment Board's Youth Council and Missouri Career Center staff designed the program while SBC provided volunteer coaches. The coaches and students meet monthly at SBC in groups, and one-on-one, to discuss topics related to the workplace such as teamwork, time management and goal setting. The benefits of the project are three-fold: SBC coaches have the opportunity to give back to their community; students learn what it is like to be part of the workforce; and, the local schools benefit by participating in a program designed to complement what is taught in the classroom. The Career Center benefits from the positive outcomes of the hard-to-serve participants.

***Innovation in Education Award Winner:***
***Central Region Career Counselors Project***

Based on input from area educators and employers, the Central Workforce Investment Board (C-WIB) determined that area students weren't getting a full exposure to career-related topics in high school. As a result, C-WIB initiated a pilot program of roving career counselors that would provide service to any student requesting it. Career counselors meet one-on-one with students to talk about career opportunities. The program provides opportunities for students to explore various educational and career paths and it gives students the tools they need to continue their research outside of school.

***Innovation in Education Award Winner:***
***Gary Stelzer, Coordinator, St. Louis Carpenters Joint Apprenticeship Program***

The St. Louis area has benefited from the strong relationship between workforce development and labor. In an effort to find new ways to widen the recruitment efforts into the carpenters union, Gary Stelzer with the St. Louis Carpenters Joint Apprenticeship Program (CJAP) began to re-evaluate the entrance requirements. A post-secondary joint labor-management training program, CJAP is the largest federally approved apprenticeship program in Missouri. CJAP chose to use the ACT WorkKeys system to profile training in order to determine the skill levels required for success on the job. Those results were used to adjust the educational entrance requirements. Now the apprentice program is open to applicants with a high school diploma, GED, or the appropriate WorkKeys skill levels. Gary has been instrumental in the successful implementation of the WorkKeys assessments for approximately 2,400 incoming apprentice carpenters. Due to Gary's innovative leadership, the passage of assessments in Applied Math by first-timers has increased significantly.

# *Local WIA Performance*

**Local Workforce Board Performance/Awards**

Employers, job seekers, partner agencies and staff are all critical components to the implementation and continuous improvement of a responsive workforce development system. Because of our customers' willingness to help us understand their needs while providing valued input in our problem-solving process, the vision of a demand-driven workforce system in Missouri can be realized. It takes all our customers challenging us and partnering with us for that vision to become reality.

## CENTRAL REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| **Total Participants Served** | 911 | 1349 | 318 | 311 |
| **Total Exiters** | 300 | 403 | 87 | 129 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| **Customer Satisfaction** | **Program Participants** | **72** | **66.50** |
| | **Employers** | **70** | **69.60** |
| **Entered Employment Rate** | **Adults** | **78** | **93** |
| | **Dislocated Workers** | **85** | **96** |
| | **Older Youth** | **80** | **91** |
| **Retention Rate** | **Adults** | **86** | **87** |
| | **Dislocated Workers** | **93** | **95** |
| | **Older Youth** | **85** | **94** |
| | **Younger Youth** | **65** | **69** |
| **Earnings Change/Earnings Replacement in 6 Months** | **Adults ($)** | **2718** | **5247** |
| | **Dislocated Workers** | **85** | **109** |
| | **Older Youth ($)** | **2762** | **4172** |
| **Credential/Diploma Rate** | **Adults** | **60** | **82** |
| | **Dislocated Workers** | **60** | **89** |
| | **Older Youth** | **60** | **80** |
| | **Younger Youth** | **60** | **72** |
| **Skill Attainment Rate** | **Younger Youth** | **90** | **91** |

**Overall Status of Local Performance** **EXCEEDED**

## EAST JACKSON COUNTY REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 203 | 267 | 24 | 143 |
| Total Exiters | 166 | 140 | 9 | 26 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 78 | 80 |
| | Dislocated Workers | 82 | 91 |
| | Older Youth | 65 | 86 |
| Retention Rate | Adults | 82 | 95 |
| | Dislocated Workers | 89 | 91 |
| | Older Youth | 78 | 70 |
| | Younger Youth | 65 | 100 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 2990 | 2792 |
| | Dislocated Workers | 90 | 95 |
| | Older Youth ($) | 2457 | 2970 |
| Credential/Diploma Rate | Adults | 60 | 69 |
| | Dislocated Workers | 65 | 75 |
| | Older Youth | 39 | 88 |
| | Younger Youth | 59 | 89 |
| Skill Attainment Rate | Younger Youth | 90 | 87 |
| Overall Status of Local Performance | | | MET |

## JEFFERSON/FRANKLIN COUNTY REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 228 | 360 | 52 | 181 |
| Total Exiters | 47 | 127 | 17 | 46 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 83 | 86 |
| | Dislocated Workers | 85 | 99 |
| | Older Youth | 65 | 100 |
| Retention Rate | Adults | 85 | 93 |
| | Dislocated Workers | 93 | 100 |
| | Older Youth | 85 | 100 |
| | Younger Youth | 65 | 86 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 2900 | 5895 |
| | Dislocated Workers | 90 | 102 |
| | Older Youth ($) | 2457 | 8776 |
| Credential/Diploma Rate | Adults | 62 | 75 |
| | Dislocated Workers | 67 | 100 |
| | Older Youth | 42 | 100 |
| | Younger Youth | 59 | 90 |
| Skill Attainment Rate | Younger Youth | 94 | 99 |
| Overall Status of Local Performance | | | EXCEEDED |

## KANSAS CITY REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 823 | 741 | 161 | 823 |
| Total Exiters | 636 | 473 | 37 | 167 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 78 | 84 |
| | Dislocated Workers | 82 | 91 |
| | Older Youth | 65 | 68 |
| Retention Rate | Adults | 82 | 83 |
| | Dislocated Workers | 89 | 89 |
| | Older Youth | 78 | 74 |
| | Younger Youth | 65 | 55 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 2990 | 4081 |
| | Dislocated Workers | 90 | 101 |
| | Older Youth ($) | 2457 | 2120 |
| Credential/Diploma Rate | Adults | 62 | 64 |
| | Dislocated Workers | 65 | 74 |
| | Older Youth | 39 | 46 |
| | Younger Youth | 59 | 77 |
| Skill Attainment Rate | Younger Youth | 90 | 90 |

Overall Status of Local Performance MET

## NORTHEAST REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 219 | 242 | 58 | 171 |
| Total Exiters | 71 | 119 | 19 | 55 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 78 | 88 |
| | Dislocated Workers | 83 | 98 |
| | Older Youth | 65 | 88 |
| Retention Rate | Adults | 86 | 97 |
| | Dislocated Workers | 93 | 99 |
| | Older Youth | 82 | 89 |
| | Younger Youth | 65 | 86 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 2990 | 4945 |
| | Dislocated Workers | 94 | 103 |
| | Older Youth ($) | 3009 | 9418 |
| Credential/Diploma Rate | Adults | 63 | 75 |
| | Dislocated Workers | 65 | 86 |
| | Older Youth | 51 | 56 |
| | Younger Youth | 62 | 92 |
| Skill Attainment Rate | Younger Youth | 90 | 95 |

Overall Status of Local Performance EXCEEDED

## NORTHWEST REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 386 | 797 | 57 | 194 |
| Total Exiters | 153 | 203 | 19 | 72 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 78 | 85 |
| | Dislocated Workers | 80 | 96 |
| | Older Youth | 68 | 75 |
| Retention Rate | Adults | 86 | 85 |
| | Dislocated Workers | 90 | 92 |
| | Older Youth | 82 | 83 |
| | Younger Youth | 65 | 64 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 2990 | 5498 |
| | Dislocated Workers | 96 | 83 |
| | Older Youth ($) | 2533 | 3257 |
| Credential/Diploma Rate | Adults | 55 | 71 |
| | Dislocated Workers | 64 | 76 |
| | Older Youth | 41 | 75 |
| | Younger Youth | 59 | 87 |
| Skill Attainment Rate | Younger Youth | 90 | 74 |
| Overall Status of Local Performance | | | MET |

## OZARK REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 335 | 354 | 18 | 308 |
| Total Exiters | 191 | 165 | 3 | 176 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 78 | 88 |
| | Dislocated Workers | 83 | 88 |
| | Older Youth | 65 | 78 |
| Retention Rate | Adults | 86 | 89 |
| | Dislocated Workers | 93 | 94 |
| | Older Youth | 82 | 90 |
| | Younger Youth | 60 | 78 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 3132 | 4008 |
| | Dislocated Workers | 97 | 99 |
| | Older Youth ($) | 2553 | 1459 |
| Credential/Diploma Rate | Adults | 65 | 76 |
| | Dislocated Workers | 63 | 72 |
| | Older Youth | 41 | 85 |
| | Younger Youth | 59 | 73 |
| Skill Attainment Rate | Younger Youth | 90 | 98 |
| Overall Status of Local Performance | | | NOT MET |

## SOUTH CENTRAL REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 506 | 188 | 67 | 348 |
| Total Exiters | 284 | 122 | 32 | 146 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 80 | 83 |
| | Dislocated Workers | 82 | 98 |
| | Older Youth | 65 | 80 |
| Retention Rate | Adults | 86 | 90 |
| | Dislocated Workers | 85 | 93 |
| | Older Youth | 70 | 83 |
| | Younger Youth | 60 | 80 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 2990 | 3815 |
| | Dislocated Workers | 96 | 126 |
| | Older Youth ($) | 2457 | 4591 |
| Credential/Diploma Rate | Adults | 68 | 74 |
| | Dislocated Workers | 67 | 87 |
| | Older Youth | 41 | 45 |
| | Younger Youth | 67 | 85 |
| Skill Attainment Rate | Younger Youth | 89 | 85 |

Overall Status of Local Performance MET

## SOUTHEAST REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 755 | 633 | 72 | 618 |
| Total Exiters | 313 | 267 | 18 | 139 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 78 | 80 |
| | Dislocated Workers | 83 | 91 |
| | Older Youth | 68 | 56 |
| Retention Rate | Adults | 87 | 86 |
| | Dislocated Workers | 93 | 93 |
| | Older Youth | 85 | 75 |
| | Younger Youth | 66 | 60 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 3132 | 3508 |
| | Dislocated Workers | 96 | 93 |
| | Older Youth ($) | 2457 | 2101 |
| Credential/Diploma Rate | Adults | 62 | 71 |
| | Dislocated Workers | 66 | 77 |
| | Older Youth | 41 | 44 |
| | Younger Youth | 59 | 77 |
| Skill Attainment Rate | Younger Youth | 89 | 83 |

Overall Status of Local Performance MET

## SOUTHWEST REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 166 | 150 | 24 | 136 |
| Total Exiters | 73 | 100 | 7 | 69 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 78 | 79 |
| | Dislocated Workers | 80 | 87 |
| | Older Youth | 65 | 78 |
| Retention Rate | Adults | 86 | 85 |
| | Dislocated Workers | 93 | 91 |
| | Older Youth | 80 | 79 |
| | Younger Youth | 65 | 71 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 2990 | 3066 |
| | Dislocated Workers | 96 | 116 |
| | Older Youth ($) | 2457 | 418 |
| Credential/Diploma Rate | Adults | 63 | 44 |
| | Dislocated Workers | 65 | 67 |
| | Older Youth | 35 | 44 |
| | Younger Youth | 60 | 76 |
| Skill Attainment Rate | Younger Youth | 89 | 98 |
| Overall Status of Local Performance | | | NOT MET |

## ST. CHARLES COUNTY REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 19 | 1099 | 23 | 16 |
| Total Exiters | 3 | 456 | 7 | 3 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 70 | 25 |
| | Dislocated Workers | 82 | 90 |
| | Older Youth | 69 | 67 |
| Retention Rate | Adults | 85 | 79 |
| | Dislocated Workers | 92 | 95 |
| | Older Youth | 50 | 90 |
| | Younger Youth | 64 | 89 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 2854 | 1149 |
| | Dislocated Workers | 80 | 78 |
| | Older Youth ($) | 2340 | 3668 |
| Credential/Diploma Rate | Adults | 50 | 0 |
| | Dislocated Workers | 66 | 86 |
| | Older Youth | 41 | 71 |
| | Younger Youth | 57 | 100 |
| Skill Attainment Rate | Younger Youth | 80 | 96 |
| Overall Status of Local Performance | | | NOT MET |

## ST. LOUIS CITY REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 1507 | 530 | 231 | 821 |
| Total Exiters | 794 | 260 | 145 | 340 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 82 | 90 |
| | Dislocated Workers | 80 | 95 |
| | Older Youth | 63 | 85 |
| Retention Rate | Adults | 86 | 88 |
| | Dislocated Workers | 93 | 89 |
| | Older Youth | 82 | 85 |
| | Younger Youth | 66 | 47 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 3132 | 3199 |
| | Dislocated Workers | 96 | 77 |
| | Older Youth ($) | 2250 | 1512 |
| Credential/Diploma Rate | Adults | 50 | 78 |
| | Dislocated Workers | 65 | 81 |
| | Older Youth | 41 | 64 |
| | Younger Youth | 57 | 85 |
| Skill Attainment Rate | Younger Youth | 89 | 80 |

Overall Status of Local Performance NOT MET

## ST. LOUIS COUNTY REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 995 | 2077 | 47 | 560 |
| Total Exiters | 592 | 1142 | 6 | 58 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 71 | 77 |
| | Dislocated Workers | 82 | 88 |
| | Older Youth | 65 | 60 |
| Retention Rate | Adults | 82 | 87 |
| | Dislocated Workers | 93 | 97 |
| | Older Youth | 82 | 71 |
| | Younger Youth | 65 | 65 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 2800 | 3963 |
| | Dislocated Workers | 85 | 81 |
| | Older Youth ($) | 2250 | 3693 |
| Credential/Diploma Rate | Adults | 64 | 72 |
| | Dislocated Workers | 65 | 85 |
| | Older Youth | 30 | 20 |
| | Younger Youth | 59 | 91 |
| Skill Attainment Rate | Younger Youth | 92 | 81 |

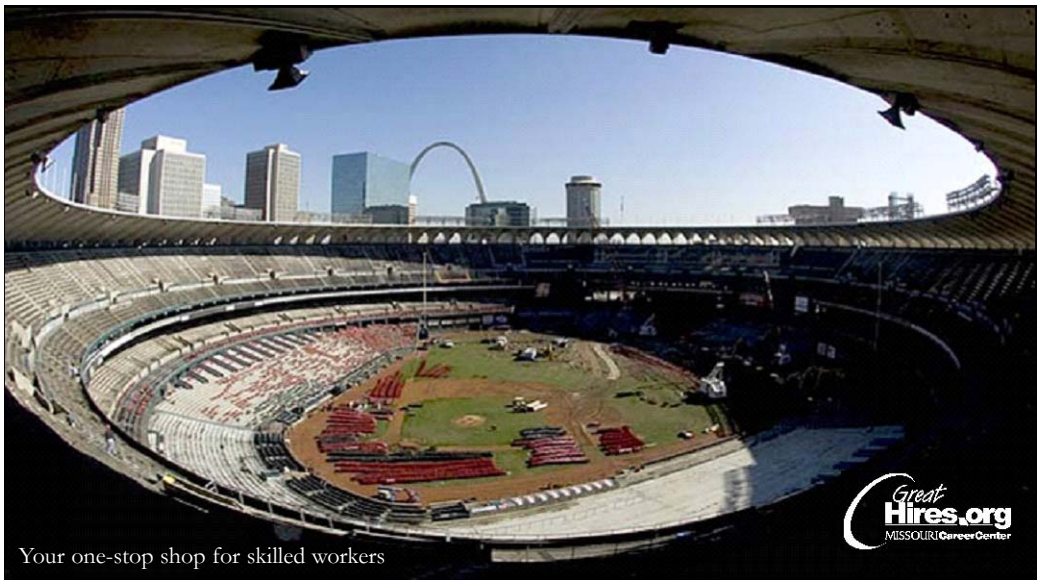
Overall Status of Local Performance NOT MET

## WEST CENTRAL REGION WIB

| | Adults | Dislocated Workers | Older Youth | Younger Youth |
|---|---|---|---|---|
| Total Participants Served | 226 | 327 | 44 | 187 |
| Total Exiters | 54 | 283 | 8 | 108 |

| | | Negotiated Performance Level | Actual Performance Level |
|---|---|---|---|
| Customer Satisfaction | Program Participants | 72 | 66.50 |
| | Employers | 70 | 69.60 |
| Entered Employment Rate | Adults | 78 | 92 |
| | Dislocated Workers | 82 | 94 |
| | Older Youth | 66 | 86 |
| Retention Rate | Adults | 80 | 98 |
| | Dislocated Workers | 93 | 97 |
| | Older Youth | 70 | 100 |
| | Younger Youth | 65 | 87 |
| Earnings Change/Earnings Replacement in 6 Months | Adults ($) | 2990 | 7460 |
| | Dislocated Workers | 97 | 106 |
| | Older Youth ($) | 2457 | 5273 |
| Credential/Diploma Rate | Adults | 62 | 93 |
| | Dislocated Workers | 65 | 94 |
| | Older Youth | 41 | 70 |
| | Younger Youth | 59 | 77 |
| Skill Attainment Rate | Younger Youth | 90 | 99 |

Overall Status of Local Performance EXCEEDED



Your one-stop shop for skilled workers

# ETA INTERNET-BASED ASSISTANCE

## The CareerOneStop Portal

The Career OneStop Portal, *www.careeronestop.org*, provides a single point of access to the content of the national electronic tools by customer and topic areas. These tools consist of:

**America's Job Bank,** *www.ajb.org*, an electronic job board where employers can post their jobs and search for resumés and job seekers can search for jobs and post their resumés, all without charge.

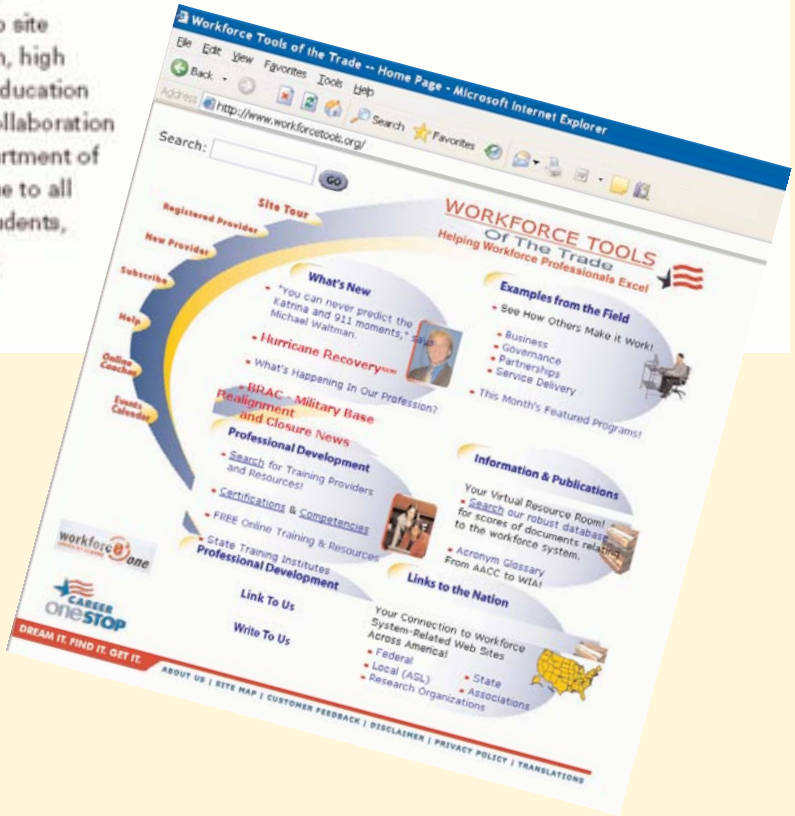
**America's Career InfoNet,** *www.acinet.org*, a site that offers a wide array of current and accurate career and labor market information, as well as an array of career planning tools.

**America's Service Locator,** *www.servicelocator.org*, a tool that directs citizens to available workforce services and information at the Federal, state and local levels; it is the link between the "clicks" of virtual service delivery and the "bricks" of the physical One-Stop Career Center system.

**Career Voyages**, *www.careervoyages.gov*, a Web site designed to provide information on high growth, high demand occupations along with the skills and education needed to attain those jobs. It is the result of collaboration between the Department of Labor and the Department of Education. While Career Voyages provides value to all Americans, it especially targets four groups: Students, Parents, Career Advisors, and Career Changers.

**O*NET OnLine**, *http://online.onetcenter.org*, a site that provides detailed information on occupational characteristics and skill requirements, and provides the common occupational language that serves as the underpinnings of the CareerOneStop, as well as the workforce information system as a whole.

**Workforce Tools of the Trade**, *www.workforcetools.org*, a Web site designed to support the professional growth of those that help business and citizens meet their workforce development needs. The site provides information for professionals at all levels of the workforce investment system – front-line staff, managers administrators and partners – to help enhance their knowledge and performance.



# *Showcasing Workforce Excellence*

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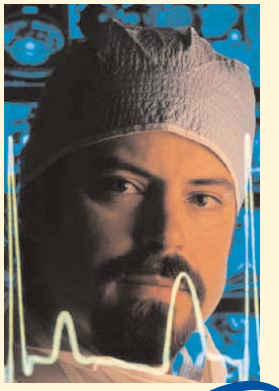
PO Box 1087 , Jefferson City, MO 65102-1087
Telephone: 573-751-3999  Fax: 573-751-8162



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