

Rhode Island

Integrated Workforce Plan

Program Years 2012-2016

- ◆ Workforce Investment Act, Title I
- ◆ Wagner-Peyser Act
- ◆ Senior Community Service Employment Program
- ◆ Trade Adjustment Act

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Section 1 - STATE WORKFORCE STRATEGIC PLAN

Governor's Vision

Since taking office in 2011, Governor Lincoln Chafee has developed, and continues to refine, a clear vision for Rhode Island's workforce development system. Through the leadership of the Governor's Workforce Board (The Board) – Rhode Island (the State Workforce Investment Board), several priorities have been established specifically for the programs covered in this State Integrated Workforce Plan, and on a broader basis, for all public workforce programs.

Rhode Island was hit particularly hard by the recession and is still struggling to recover. With this in mind, Governor Chafee and The Board have directed the public workforce system to target its efforts to meet the needs of employers and job seekers alike while at the same time responsibly and efficiently managing the taxpayer dollars that fund the programs.

At the heart of the Governor's workforce strategy is the goal of getting Rhode Islanders back to work. Later in this plan as part of the Economic and Workforce Information Analysis, you will see a detailed description of the challenges and opportunities that the system will work with in achieving the goal of preparing workers for family sustaining jobs by giving them the skills that employers need.

To identify the priorities of his workforce plan, the Governor has made a point of listening to the state's employers, both small business owners and the leaders of large corporations. Several common themes have been identified, and it is these themes that the Governor has tasked the public workforce system to address. Following is a list of priorities and a sample of the initiatives that will be utilized to implement them:

- Increase Opportunities for Work Experience – *On-the-Job Training, Summer Employment Opportunities for Youth, Jobs Initiative*
- Identify and Meet the Needs of Employers – *Governor's Workforce Board Employer Committee, Industry Partnerships*
- Improve Data Integrity – *Longitudinal Data Quality Initiative*
- Improve Work Readiness – *On-Ramps to Career Pathways, PACE Grant*
- Align, Leverage, Collaborate – *Partnership with Libraries, On-Ramps to Career Pathways, Longitudinal Data Quality Initiative*
- Entrepreneurship – *Self Employment Assistance Program*
- Urban Redevelopment – *Knowledge District*
- UI Connectivity – *Reemployment and Eligibility Assistance Program*
- Increase Number of Industry Recognized Credentials – *Youth Center/Industry Partnership Collaboration, Individual Training Accounts*
- Improve Employment Opportunities for Individuals with Disabilities - *Disability Employment Initiative*
- Literacy – *Adult Literacy Programs, Trade Adjustment Assistance*
- The All-Youth Agenda – *Youth System, Summer Employment Opportunities for Youth*

More detailed descriptions of each of these initiatives can be found in later sections of the plan.

The Governor's vision is developed and executed through the Board, specifically through its committee structure. The Board's diverse representation ensures that its workforce development policies are multi-

layered in strategy and comprehensive in scope. The committees were formed to delve more deeply into governance, workforce development issues and strategic investments and partnerships. These committees include:

Adult Education and Literacy

Improvement of adult education and literacy services will play an important role in preparing adult workers to acquire the higher level skills required in the 21st century workplace. This committee sets priorities, develops policies, ensures a connection to workplace literacy skills and provides oversight of the system.

Career Pathways System Task Force (CPSTF)

The CPSTF was established through state legislation based on recommendations from the Rhode Island 21st Century Workforce Commission report on education and workforce development. This committee is charged with creating specific career pathways to which Rhode Island higher education will link curricula in the future.

Employer Committee

The primary objective of the Employer Committee is to increase the exchange of information and feedback between Rhode Island employers and the State's workforce development system. To achieve this objective, the Employer Committee will convene an Employer Advisory Group, and will plan the logistics, format, outreach, and agenda for all Employer Advisory Group meetings.

Employment Security Advisory Council (ESAC)

The ESAC is charged to advise on issues relating to the unemployment insurance trust fund and program. By statute, the council must be comprised of two labor representatives, two business representatives, the chairs of House and Senate Labor Committees, the Economic Policy Director and the Director of Labor and Training.

Executive

The Executive Committee is responsible for the overall management, direction and oversight of the Board and its program of work. The Committee's primary role is to ensure the functionality and effectiveness of the Board. This includes recruitment of potential members, education of existing members and planning for the annual meeting. Membership is limited to officers and chairs of both standing and ad-hoc committees, as appropriate. The Committee may establish subcommittees to perform any activities within its scope of responsibilities. Meetings are scheduled as needed.

Strategic Investments and Evaluation Committee

This committee sets priorities and approves funding allocations to ensure that financial resources of the JDF funds are invested in workforce programs and strategies that will improve the employment opportunities of the state's workers and address the needs of business and industry that create economic competition and growth. It is responsible for the overall planning, development and oversight of the Board's program of work.

Youth Development

An important component of Rhode Island's workforce development plan is to better prepare our emerging workforce (students from kindergarten through college and out-of-school youth) to meet the challenges of the 21st century workforce. This committee makes recommendations on ways to build and connect a system for the improvement of academic standards, career choices and workforce readiness for all students.

Economic and Workforce Information Analysis

Overview of the process for developing the State Integrated Workforce Plan

The Governor's Workforce Board led the development of the Plan. A process was established to engage a range of stakeholders (The Advisory Group) to collect both quantitative and qualitative data, and to conduct an analysis of the workforce system and its ability to meet the needs of both businesses and workers.

The Advisory Group met on eight occasions to develop a framework and to discuss and analyze the data, and included a range of stakeholders with expertise in workforce development:

- State and local agencies: Department of Labor and Training, State Workforce Investment Office, Local Workforce Investment Boards, Department of Human Services, Department of Education, Department of Corrections, Office of Higher Education, Department of Children, Youth and Families, Economic Development Corporation, Office of Rehabilitation Services, Behavioral Healthcare, Development Disabilities and Hospitals
- Business: Chambers of Commerce, Governor's Workforce Board Industry Partners, Society of Human Resource Management
- Higher Education: Office of Higher Education, Community College of Rhode Island, New England Institute of Technology
- Non-profits: Economic Progress Institute, Rhode Island Foundation, United Way of Rhode Island
- Labor: Institute for Labor Studies and Research

These stakeholders developed a framework within which the analysis occurred, and then worked to collect the relevant data, analyze the data, and identify the system gaps. Labor market data came primarily from the Department of Labor and Training's Labor Market Information unit, which has just completed the new 10-year occupational and industry projections for the state. Population data came primarily from the American Community Survey, which collects census-like data on an annual basis.

The Plan Framework for Analyzing Gaps and Needs

The Advisory Group used a labor market framework to analyze Rhode Island's workforce system. To gauge how well the system is meeting needs and to identify gaps, the Advisory Group analyzed the demand for workers and their skills and education, the profile of the Rhode Island labor force, and public workforce programs that are working to bridge the gap between supply and demand.

Because education and skill levels are so critical to the worker, or supply side analysis of the labor market, the Advisory Group chose to establish four levels of employer "demand" and workforce "supply" based on education levels and on the demand side, on employer training requirements. There is no simple set of data available on the workforce side to analyze skill levels, so education is the best proxy available.

The four levels are:

- Very Entry: those individuals whose education level is less than a high school credential or occupations that require less than a high school credential,
- Entry: Individuals who have attained, and jobs that require, a high school credential,
- Mid: Individuals who have some form of post-secondary education or training, inclusive and up to an Associate's Degree; and occupations that require post-secondary education or training up to an Associate's Degree, and
- High: Individuals who hold, and occupations that require, a Bachelor's Degree or higher.

MAJOR INDUSTRIES AND TRENDS

Rhode Island lost 39,700 or 8% of its jobs since its peak in 2006. Job growth through 2020 is projected to yield a net increase statewide of 52,372 jobs. This estimate is based on Bureau of Labor Statistic's assumption of a full employment economy. In other words, if Rhode Island experiences optimal growth, we will have slightly more jobs in 2020 than we did in 2006.

Rhode Island's economy today is a primarily service based economy. Health care and social assistance comprise almost one in five jobs, while retail trade and accommodation/food services combined make up an additional one in five jobs.

The top five industries with the highest projected increase in the total number of new jobs¹ also represent five of the six largest industries in Rhode Island. The chart that follows illustrates the increase of number of jobs caused by growth.

Estimated and Projected Employment in Major Industry Sectors Industries with the Highest Net Change, 2010 - 2020				
	2010 Estimated Employment	2020 Projected Employment	Net Change	% Change
Total All Industries	488,178	540,550	52,372	10.70%
Health Care and Social Assistance	79,367	92,200	12,833	16.20%
Accommodation and Food Services	41,968	47,700	5,732	13.70%
Retail Trade	46,186	51,615	5,429	11.80%
Professional, Scientific, and Technical Services	20,939	25,500	4,561	21.80%
Educational Services	45,474	50,000	4,526	10.00%

"Self-employed and unpaid family workers" collectively comprise the fifth largest category of workers (41,200) and work in numerous occupations and sectors – e.g., construction workers, insurance and real-estate agents, doctors and lawyers – but are not an "industry sector."

INDUSTRIES WITH THE MOST UNEMPLOYMENT CLAIMANTS

The industries with the most unemployment claimants in June 2012 differ slightly from the largest industries in Rhode Island. While health care (3023 claimants) and Retail (2232 claimants) are the first and third biggest number of claimants and are in the top five industries, manufacturing is second in claimants (2497) and Construction is fourth (2142), both of which are large but stagnant or declining industries. Administrative and Waste Services is fifth with 1942 claimants. These five industries represented 58% of all claimants in June 2012.

INDUSTRY PARTNERS

¹ "Job growth" refers to the total number of new jobs added over a ten year period; "Job Openings" is a combination of new jobs and jobs that have turnover and therefore "replacement" each year. Projections are based on a full employment economy and on the current composition of the labor market.

The Governor's Workforce Board engages Industry Partners in a number of strategically important sectors of the RI economy to represent the workforce needs of those industries and be responsive to their needs.

Health Care

Health care is the largest industry in Rhode Island, employing almost 73,000 people, or one in seven workers. Of these, 47,000 are patient care jobs ranging from entry-level home care staff to surgeons and nurses. An additional 10,000 workers provide administrative support, and 4,500 provide cleaning and food preparation². Health care is projected to grow 16.2% over the next decade, adding 12,833 jobs, the largest job growth in any sector and well above the state average of 10.7%.

Hospitality

As a tourist and convention destination, hospitality, or the accommodations and food service industry, is a substantial piece of the RI economy. It is responsible for 41,968 jobs in 2010, and is expected to grow overall to 43,675 by 2020. Occupations, in descending order of skill level, are general manager, front line supervisor, cooks, bartenders, and housekeeping service.³ The middle level server and cook jobs can expect 19% growth, and room attendants will increase at 24%, or 98 new jobs/year. Thus this industry will experience significant and continuous growth but many of the new jobs will be low paying and offer few benefits.

Manufacturing

Manufacturing of all types currently employs 39,847, or 8% of all workers in RI. Rhode Island's manufacturing sector is expected to grow by 2 percent, and while this is much slower than the state average growth rate of 10.7 percent, it is counter to a projected 0.6 percent decline in national manufacturing employment. In addition, it is the first time that Rhode Island's manufacturing sector has been projected to add jobs since the 1980's.

Financial Services

RI currently does not have a financial services industry partnership, but the industry is among the top employers in the state. Financial services sector in RI represents 4.7% of total employees, or 23,406 workers. This industry, like many, suffered losses through 2006 – 2009 of 5,400 jobs. Occupations within this industry include accountants, analysts, and loan officers. The sector is expected to show below average growth in the next ten years of 6.6% or 1,544 jobs. Many of these jobs will be in insurance and financial planning. Accounting will add 80 new jobs per year, claims adjusters 27, and financial analysts 28.

Construction

Currently the Construction industry employs 19,943 individuals or 3% of the total working population in RI. Construction jobs have declined 15% since 2008, when the Building Futures construction industry skills gap study reported 22,000 workers in RI.⁴ The growing occupations in this industry are carpenters, 14.7% or 600 new jobs and construction laborers, 15.8% or 339 new jobs by 2020. In addition, new workers entering the skilled technical trades are seeing much more competition for apprenticeship openings. The average age of apprentices in those trades is older and more than 50% of candidates accepted as apprentices into the skilled trades have already completed two or more college courses or have a college degree in an unrelated field.⁵

CROSS-CUTTING INDUSTRIES

² [Industry by Occupation tables, Labor Market Information, August 2012](#)

³ [Rhode Island Hospitality and Tourism Association: A Skills Gap Study](#)

⁴ [Building Futures Skill Gap Study](#)

⁵ Institute for Labor Studies and Research, 2012

There are several sectors that span several industries that are important in Rhode Island. These sectors draw their employment from a similar set of occupations and skill requirements, making them distinguishable as sectors, although not categorized as such by the Bureau of Labor Statistics.

Information Technology (IT)

Employment is spread across a range of industries, making it difficult to capture the full picture of the workforce. Occupations in which large numbers of annual openings are expected include: computer support specialist (150/year), computer systems analysts (85/year), software developers (79/year), Network and Computer Systems Administrators (75/year) and computer programmers (71/year). Almost 500 openings each year will be available with just these four occupations, indicating the strength of the industry. Three of the top ten fastest growing occupations in Rhode Island are in IT.

Defense

The defense industry, like information technology, is a crosscutting industry rather than a sector. The RIEDC⁶ places their total number employed at 16,000 workers in RI. Its workers are drawn largely from engineering, information technology, business administration, and manufacturing or production. At the same time, potential employees face several barriers to employment; namely that the defense industry tends to hire from within its current ranks and that those who choose to work in defense must pass more intensive scrutiny. SENEDIA, the defense industry partnership, conducted a survey in 2010⁷ that reported 110 anticipated openings in senior level positions – engineering, information technology specialists, and business managers; 188 mid level positions from the same sectors and 388 entry level including production workers (assemblers and machinists). Across RI, engineering occupations are projected to grow 21.8%, technology 10.4%, and administration 15.7%, whereas entry-level positions like assemblers and machinists face declines of up to 18%.

Marine Trades

In 2008, approximately 6,600 individuals were working in marine industries in RI, according to the Rhode Island Marine Trades Association (RIMTA) survey done at the time⁸. It is difficult to establish actual figures for this sector, as it includes engineering, construction, and customer service occupations. As most of the economy, this sector suffered losses in the past three years. Both the leisure and naval industries declined. Motorboat mechanics can expect 4%, or nominal growth, and ship engineers 0% growth, or 29 total new jobs by 2020.

MAJOR OCCUPATIONS AND TRENDS

Industry projections provide a snapshot of overall trends within major sectors; however, looking at employment through industry projections is limited because each industry has a range of occupations within it with differing skill requirements and because some occupations are found in multiple industries. Therefore, using an occupational lens helps the workforce system to pinpoint more efficiently employer demand, both current and projected.

Job Growth

⁶ Rhode Island Economic Development Corporation [Website](#)

⁷ SENEDIA Defense Industry Skill Gap [Study](#)

⁸ The Marine Trades in Rhode Island: A Skills Gap [Analysis](#)

When analyzed by the level of skill and education required for a particular occupation in the chart below, almost half, or 47.8%, of occupations in 2020 will require a high school credential or less, and no more than short-term on the job training. Approximately 30% of jobs in 2020 will require post-secondary training but less than a bachelor's degree, and one in five jobs will require a bachelor's degree or above.

Growth in middle and high skilled jobs is projected to be slightly greater than in the entry level jobs, indicating a slow shift towards a higher-skilled economy; however, the skill and education needs in 2020 are essentially a mirror of those needed in 2010.

Rhode Island Occupational Growth Projections by Education/Skill Level, 2010 - 2020						
	2010 Employment Estimate	%	2020 Employment Projection	%	# New Jobs	% Change
Employment Category						
Very Entry Level	114,273	23.40%	128,841	23.80%	14,568	12.70%
Entry Level	120,393	24.70%	129,983	24.00%	9,590	8.00%
Middle	149,756	30.70%	164,671	30.50%	14,915	10.00%
High	103,756	21.30%	117,055	21.70%	13,299	12.80%
TOTAL	488,178	100.00%	540,550	100.00%	52,372	10.70%

What is likely not captured in the data, however, is the continuing shift within all occupations towards higher skill requirements due to technology changes, resizing of labor forces requiring workers to do more within their existing jobs, and other up-skilling trends. As a result, the overall growth picture leans towards the need for a more skilled and educated workforce.

Furthermore, workers with fewer skills face an additional challenge in Rhode Island's economy. Because of the labor surplus, employers are able to hire workers whose education and training exceeds the requirements of the position (i.e. overqualified), which then crowds out lesser skilled workers.

Job Openings

The number of job openings each year is projected to be 10,800 through 2020. These openings are a combination of growth in those occupations and yearly replacement of workers in existing jobs in those occupations (turnover).

Projected Number of Annual Openings through 2020 by Skill/Education Level		
Skill/Education Level	Projected # of annual openings	Percentage of all openings
Very Entry Level	4,527	42%
Entry Level	1,757	16%
Middle	3,239	30%
High	1,281	12%
Total	10,804	100%

Source: Rhode Island Labor Market Information Unit, 2012, with analysis by the Advisory Group

Appendix 1 details the occupations with 50 or more annual openings in Rhode Island, both in 2010 and projected to 2020, according to the skill and education level required. The projections show that a large number of very entry and entry-level work is grouped in a small number of occupations, while middle and high skilled work is spread among a more diverse set of occupations because of the technical requirements of those occupations as skill and education levels increase.

Regional concentrations of labor

Almost half of Rhode Island’s jobs are concentrated in the Providence, Cranston, and Warwick communities. One-quarter of the state’s employment is located in Providence alone. Pawtucket and East Providence together contain another 10% of employment. Newport and Woonsocket, the two other communities with significant employment, respectively have 4% and 3% of the state’s employment. This concentration of employment in a few communities points to the importance of accessible transportation to work for both employers and workers. Please see Appendix 2 for a map of the concentration of employment and town-by-town employment and wage information.

Employer Demand for Work-Readiness

Both the Governor’s Workforce Board and Industry Partners survey employers periodically to determine their workforce needs. (See Appendix 3 for a summary of recent surveys). These surveys provide valuable information on the real-time needs of employers.

Most sectors are reporting some difficulty in filling high-level jobs requiring either an advanced degree or extensive experience/long-term training. Employers report some openings persisting for 3-6 months because they cannot find the candidate with the right qualifications and/or work experience.

Across sectors and over time, employers report a lack of work-ready applicants for jobs, citing the need for workers who show up to work on time, are prepared to work, and are able to learn on the job. Employers also report that their most critical “soft skill” demand is for workers who have solid communication, teamwork, problem solving, and critical thinking skills.

In a survey conducted in August 2012 by the Society for Human Resource Management to validate previous employer surveys in the state, 52% of the 50 firms responding to the survey reported a need

for work readiness skills, 32% for customer service and 28% for teamwork and communication skills. Forty-six percent reported needing workers with technical skills, and 28% reported needing high-level technical skills. Two-thirds report that work experience is very to extremely important. These results confirm previous surveys; taken together, the surveys help to verify the combination of work readiness, workplace soft skills, technical skills and work experience needed to meet employer demand.

Education and Skill Level: Impact on Workforce Supply

Workers’ skill levels are largely determined by their education level and workforce skill preparation. Consequently, the Advisory Group decided to establish four levels of workforce supply based on education and skill level. Thirty-nine percent of RI workers age 18-64 have a high school credential or less.

Rhode Island Adults ages 18 - 64 by Education/Skill Level			
	Definition	Number	Percent of Population (ages 18-64)
Very Entry Level	Less than high school	83,980	12.40%
Entry Level	High School Diploma	183,993	27.20%
Mid-Level	Post-secondary training/education up to an Associates Degree	211,503	31.30%
High-Level	Bachelor’s Degree or higher	196,523	29.10%

A profile of residents within each of these levels of skill and education is detailed in Appendix 4.

Working age adults 18-64 who have less education worked fewer weeks per year, with only 72% of very entry-level workers working a full time job as compared to 83% of high-level workers. In addition, very entry-level workers earn less with 69% of individuals living at 133% of the poverty line or below, compared to 48% of those with a high-skilled occupation. Very entry-level workers are also more likely to receive some form of public assistance, with 36% receiving food stamps as compared to 8% of high-skilled workers. Seventy-four percent of those receiving public assistance hold a high school credential or less.

Language, Literacy, and Numeracy Levels

English language speaking ability strongly affects workforce levels. At the middle and high skill levels, over 85% report speaking only English and only 1% report speaking English “not well”. However at the very entry and entry levels of the workforce, 56% state that they speak only English and 3% speak English “not well”. A total of over 45,000 RI residents lack some level of English proficiency.

Education and Skill Levels by English Speaking Ability										
	Very Entry Level	%	Entry Level	%	Middle	%	High	%	TOTAL	%
English Speaking Ability										
Only English	72487	56%	189307	81%	199298	85%	195621	86%	656715	80%
Very Well	16957	13%	23753	10%	26419	11%	21801	10%	88930	11%
Well	11404	9%	10845	5%	6263	3%	6189	3%	34701	4%
Not Well	17069	13%	7412	3%	3123	1%	2369	1%	29973	4%
Not At All	11661	9%	2680	1%	593	0%	581	0%	15515	2%
TOTAL	129578	100%	233997	100%	235696	100%	226561	100%	825835	100%

Source: US Census Bureau, 2006-2010 American Community Survey, RIPEC calculations

National Assessment of Adult Literacy data reveals further that 8% of Rhode Island’s population lack basic prose literacy⁹. This means that these individuals cannot read or understand written language; that they might be able to locate basic information in a text, but that they lack basic literacy skills.

Another indication of literacy and numeracy ability is the number of students matriculating in higher education that require additional math and English preparation before entering credit bearing courses. At CCRI, 76% of entering students require some form of developmental education. Rhode Island College and the University of Rhode Island report 8% and 1%, respectively, of entering freshman taking developmental coursework.

Race and Ethnicity

Minorities are disproportionately represented in the very entry and entry-level skill categories. While only 10% of White individuals are at the very entry level in skill and education, 22% of Black or African American and 36% of Some Other Race Alone are at the very entry level. Thirty five percent of Whites are at the high skill and education levels, while only 19% of Black or African American and 10% of Some Other Race Alone are at that level. 47% of Asians and 35% of Native Hawaiian/Other Asian residents are at the high skill and education level. (See Appendix 5)

Unemployment Claimants

The profile of unemployment claimants (UI claimants) differs somewhat from the general population profile, with most UI claimants coming from the entry and mid-level skill categories. The chart below reflects claimants in the second quarter of FY 2012.

RI Unemployment Claimants by Education/Skill Level		
	Number	Percent of Population 18 +
Very Entry Level	2,476	12%
Entry Level	8,614	42%
Mid-Level	4,813	29%
High-Level	4,556	16%
Total Claimants	20,459	100%

Rhode Island Department of Labor and Training Data, Second Quarter 2012

⁹ <http://nces.ed.gov/naal/estimates/StateEstimates.aspx>

The bulk of UI claimants are 25-55 years old, with two-thirds of claimants spread evenly across this age span. The top five occupational categories from which claimants came in Quarter 2, representing a little over half of all claimants, were:

RI UI Claimants by Occupational Category	
Occupational Category	# Claimants
Office and Administrative	4,006
Production	2,179
Management	1,947
Sales and Related	1,443
Transportation and Materials Moving	1,403

Populations Requiring Targeted Services

There are specific populations that require particular investment by the workforce system:

Youth: As in many parts of the country, youth are facing unprecedented challenges finding employment. In 2011, the average annual unemployment in RI was 11.3%. For 16 – 19 year olds, this rate leaps to 29%.¹⁰ Un- and underemployed adults are taking the entry-level jobs that youth traditionally fill.

People with disabilities: These individuals require intensive preparation and support, including skills training, the use of adaptive technology in the workplace, job coaching, education and other services. One in four workforce system dollars currently provide services to this community.

Rhode Island Works participants: Seventy-five percent of TANF participants are at the very entry or entry levels of skill and education. During the short window (24 months) in which they are eligible to receive cash assistance, they require focused attention to improve their skills to compete on the job market once they exit and are no longer eligible for any cash support. If they do not increase their education and skill levels, they cannot secure jobs that pay a family-sustaining wage.

People with criminal records: Over 14,000 people were released from Rhode Island prisons in FY2012 and over 25,000 were on parole and probation.¹¹ Nationally, the Society for Human Resource Management reports that 80% of employers conduct criminal background checks on their employees. While having a criminal record does not automatically limit employment, in an economy with many more workers than jobs, a criminal record presents a significant additional barrier for potential workers. Combined with low literacy and skill levels among the prison population, finding employment in the formal labor market is extremely challenging.

Work-Related Barriers

While more difficult to document, three barriers to employment merit discussion because of their impact upon the ability of workers to obtain employment and remain employed, regardless of skill level and occupation:

¹⁰ Rhode Island Department of Labor and Training data

¹¹ Rhode Island Department of Corrections data, September 2012

Transportation: There is primarily anecdotal data on the difficulties some workers experience related to transportation. American Community Survey data indicate that the vast majority of Rhode Islanders use cars as their primary form of transportation; however, given that there are few other forms available, this is not an accurate indicator of transportation needs. The primary form of public transportation is bus, and Rhode Island Public Transit Authority (RIPTA) routes are limited statewide and are not necessarily located near places of employment. Community-based providers, one-stop career center staff, employers and workers all note that transportation is a challenge because of the limits of the public system. RIPTA is currently conducting an analysis and strategic plan for the system, due to be completed in early 2013.

Childcare: With state and federal cutbacks in child care subsidies, low-wage workers in particular face difficulties finding quality care that enables them to find and retain employment. Since the peak of child care subsidies in 2003 of over 14,000 slots, the number has dropped by almost 46% to a little less than 8,000 slots. (RI KidsCount Fact Book, 2012). Thousands of low-wage workers lack quality childcare and must use alternative and sometimes unreliable childcare. Maintaining full time employment is difficult when caring for small children with unreliable care. This is thus also a challenge for employers, who need workers who have solid child care arrangements to be able to be productive workers.

Work Experience: Especially in an economy with few jobs and many workers, demonstrated work experience is critical for workers to be able to compete for jobs. Employers cite a lack of work experience as a difficulty in finding qualified candidates. Competing for and securing a good job is more difficult for workers who suffer long-term unemployment, are young and first time workers, and those with limited experience.

RI Unemployment Claimants and Job Openings

A brief look at the number of unemployment claimants by occupation compared with the number of posted job openings in various occupations provides a picture of the current challenge for workers. There are many more unemployed workers at the entry level than there are jobs available in their industries, including in manufacturing and food preparation/serving (two of the largest sectors in the state). For example, there are currently 9.4 UI claimants for every available production job opening, 8.7 construction, and 5.8 hospitality, or food preparation. At the high skill level in health care, computers, and engineering, the reverse is true. There are 673 openings in the Computer and Mathematical industry and only .7 claimants.

**Rhode Island Job Openings and UI Claimants by Industry
Second Quarter, 2012**

Source: Rhode Island Department of Labor and Training, Labor Market Information Unit, September 2012

Industry	EmployRI Postings*	UI Claimants**	Claimants per Posting
Production	355	3,354	9.4
Construction & Extraction	145	1,267	8.7
Food Preparation & Serving Related	248	1,441	5.8
Education, Training & Library	118	614	5.2
Installation, Maintenance & Repair	167	868	5.2
Office & Administrative Support	1,003	4,690	4.7
Building & Grounds Cleaning & Maint.	143	605	4.2
Arts, Design, Ent., Sports & Media	129	525	4.1
Personal Care & Service	151	584	3.9
Transportation & Material Moving	428	1,542	3.6
Legal	41	105	2.6
Community & Social Services	182	453	2.5
Protective Service	181	349	1.9
Management	1,252	2,355	1.9
Business & Financial Operations	454	839	1.8
Sales & Related	1,181	1,649	1.4
Healthcare Support	600	830	1.4
Life, Physical & Social Science	129	168	1.3
Architecture & Engineering	280	290	1.0
Computer & Mathematical	672	451	0.7
Healthcare Practitioner & Technical	1,655	620	0.4
Total	9,533	25,291	2.7

* Jobs posted during the 90 day period ending June 29, 2012 and still open on June 29, 2012

** Individuals receiving unemployment insurance payments for the week ending June 16, 2012.

State Strategies (Cross-Program, Partnerships, Policy Alignment)

Governor’s Workforce Board’s Employer Committee

At its retreat held in December of 2011, it was suggested that the Governor’s Workforce Board form an Employer Committee whose primary objective would be to assess the real time needs of employers in order to strategically plan programs and funding. This idea was put into practice and the first meeting of the Committee was held on March 30, 2012. At a subsequent meeting, the following mission statement was adopted:

“The Employer Committee of the Governor’s Workforce Board of Rhode Island (GWB) will support the goals of the GWB by providing a forum for employers to provide input and feedback on the effectiveness of GWB-sponsored programs and initiatives. This will be accomplished through three core strategies:

1. Provide employer-focused input and feedback to the GWB and related resources, such as the Industry Partnerships and the Career Pathways System Task Force, to facilitate communications to and amongst the workforce system.
2. Serve as a bridge to connect employers (particularly those not currently connected) to the array of existing programs, services, and organizations in the workforce system.
3. Establish an Employer Advisory Group to acquire actionable information and enable referrals to the resources of the workforce development system. “

Initial outreach to the employer community will be conducted through a partnership with chambers of commerce located throughout the state.

It is anticipated that this new committee will be the conduit to ensuring that the workforce needs of the state's employers are met. Because it is a part of the Governor's Workforce Board, its influence will be far reaching, crossing many programs and initiatives. Its recommendations and initiatives will carry the endorsement of the Board, thereby leading to adoption and implementation throughout the workforce development system.

In the short time since its establishment, the Employer Committee has already provided an indication of the type of work it will perform and the value it can add to the workforce development system as a whole. One of its first actions was to conduct a survey of employers who were attending a Bidders' Conference for an Incumbent Worker Training Program. The committee took the opportunity of asking those employers in attendance a series of questions regarding some of the workforce needs that their companies were facing. One question focused on "Work Readiness (work ethic, attitude, etc)". An overwhelming majority (85.7%) of the employers responding to the survey stated that Work Readiness is very important to them. While this mirrors feedback from employers gained through other means, with a formal committee of the Governor's Workforce Board in place and making recommendations, the workforce development system will be held more accountable in implementing procedures to address these identified needs.

A specific initiative where it is envisioned that the Employer Committee expertise will be utilized is the Workforce Innovation Fund grant: On-Ramps to Career Pathways in Rhode Island. Work readiness is a major focus of the grant and the Committee will be called upon to inform the development of the standards that will make up the work readiness component of the initiative. They will be asked to ensure that the standards developed actually do address the work readiness challenges faced by our state's employers. Currently many work readiness curricula focus mainly on those skills needed for a job seeker to find employment; many employers tell us that workers also need those skills required to retain the job. The Employer Committee (which is made up exclusively of Board members) and the wider Employer Advisory Committee (to be named soon) will be tasked with validating the standards developed by the work readiness implementation team.

On the job training

On the Job Training (OJT) is training conducted in a work environment designed to enable individuals to learn a bona fide skill and/or qualify for a particular occupation through demonstration and practice.

The employer conducts the training while the new employee learns jobs skills on the company's own equipment and along side more experienced workers. The trainee learns the specialized skills necessary to the company's operations.

An OJT specialist works with the employer to outline the specific skills and training goals required of a particular job opening. To offset the cost of the training, a reimbursement is made to the employer based on the wages paid to the trainee.

Knowledge district

The relocation of I-195, better known as the I-Way, in Providence has made approximately 19 acres of land available for redevelopment in Rhode Island's capital city and represents one of the most important economic development opportunities in Rhode Island's recent history.

The redevelopment has the potential to change the skyline of the capital city, add significant office and commercial space to the area and create a new hub of high-wage, high-skilled job growth in knowledge-based industries, including life sciences, health care and research and development. The redevelopment of this land promises to continue to build upon and enhance partnerships between education and business and strengthen Rhode Island's urban economic base through the revitalization and reconnection of city neighborhoods once separated by the I-Way.

Governor Lincoln Chafee is committed to working with all stakeholders including the City of Providence and the Rhode Island Department of Transportation to maximize this important opportunity for economic expansion and high-wage, high-skilled jobs creation.

Although this is certainly a long-range project for the City of Providence, the local workforce board serving the city plans to take an active role in participating in the workforce development aspects of it. As the specific industries and occupations to be located in the Knowledge District become more evident, the board will consult with business owners and industry representatives to identify the training needs and work with training providers to ensure that there are job training programs available to meet the needs of the employers.

Career Pathways Task Force & the On-Ramps to Career Pathways Initiative

The Department of Labor and Training was awarded one of 34 grants across the country from the U.S. Department of Labor in July 2012 from the Workforce Innovation Fund. The grant, On-Ramps to Career Pathways is focused on aligning funding streams and policies across agencies; on creating a system of career pathways and related supports; and on improving efficiencies and effectiveness of programming across the system. While there are no direct training or service dollars associated with the grant, it offers a unique opportunity for the state to align funding along one of its key priorities; to identify a common measurement system with a dashboard of indicators to regularly assess performance, and to evaluate the ability of the system to meet demand.

Development and implementation of the grant is based on strategic partnerships. Submitted with the proposal and now part of the grant agreement is a Memorandum of Understanding signed by representatives of 21 organizations, ranging from state agencies to local workforce boards to industry partnerships to philanthropies. The grant's leadership team is made up of representatives from the Governor's Workforce Board, local workforce boards, the Department of Labor and Training, Department of Education, Department of Human Services and the Community College of Rhode Island.

Integral to On-Ramps to Career Pathways is the intent to increase the number and types of work experiences and internships available to the job seeker of all ages. This type of connection to the workplace generally results in improved retention rates.

The improvement of work readiness skills will also play a major role in this initiative. Consistent feedback from employers at all occupational levels is the need for job candidates and workers to have

fundamental skills related to job readiness, including communication, problem solving, timeliness, appearance, customer service, and other core skills. On-Ramps will develop work readiness curricula and standards, endorsed by employers, to meet this need.

The On-Ramps to Career Pathways Initiative represents the next phase of the ongoing responsibilities of the Governor's Workforce Board's Career Pathways Task Force. Mandated by the General Assembly in 2010, the CPTF has been charged with the creation, maintenance and oversight of a career pathways system in Rhode Island. The task force's work was instrumental in securing the USDOL Workforce Innovation Fund project and these new resources will enable an expansion of career pathways both conceptually and in practice.

Pace Grant

PACE – Pathways to Advance Career Education – is a U.S. Department of Labor grant awarded to the Community College of Rhode Island to develop streamlined, industry-recognized credentials training to move Rhode Island's unemployed and dislocated workers back into the work force. The CCRI PACE Grant welcomes trade-eligible dislocated workers, returning military veterans and Rhode Island's unemployed.

PACE recruitment and intake activities will include collaborations with the R.I. Department of Labor and Training, community-based agencies, employers including industry partners and other state/local agencies. Local Area Workforce Investment Act funds will be leveraged to support some of the occupational training activities. This collaboration among the Community College, DLT, and the Local Workforce Boards will provide a unique opportunity for policy alignment.

The two career pathways offered through the CCRI PACE grant are health care and information technology. Participants will have strong support and guidance from the PACE staff including academic advising, tutors and bilingual interpreters. The tutors will work in conjunction with the classroom content instructors to facilitate acquisition of the career requisite reading, writing and mathematics skills.

CCRI will integrate promising practices from the PACE program to create an "earn and learn" model that will more effectively link education, training and the workplace while addressing participants' identified barriers to program completion and success.

PACE and state employment specialists have heard often of individuals who meet the basic job requirements but fail the interview because of their inability to present themselves favorably and/or effectively articulate the connection between their experience, aptitudes, and skills and the requirements of the job. Employers report that many who look good on paper fail the interview because they can't answer questions well enough to convince the employer of their strengths. In an effort to resolve this gap, CCRI is developing a 60 hour Pre-Vocational Workplace Readiness Training to be delivered to **netWORKri** customers. The topics under consideration include:

- Fostering a Sense of Belonging
- Learning How to Learn – Content Retention, Problem Solving, Critical Thinking
- Oral and Written Communication
- Workplace Math
- Coping and Managing Job and Workplace Stress
- Job Seeking Skills and Practice

By providing these skills, valued by employers, to job seekers will directly solve one of the major barriers employers face when ready to hire.

Disability Employment Initiative

Rhode Island has a higher percentage of individuals with disabilities than any other New England state and among Rhode Islanders who have disabilities and are of working age (21 to 64), only 6 out of 10 are employed. To address this disturbing situation, the DLT recently applied for and was awarded a Disability Employment Initiative grant from the US Department of Labor.

The purpose of the grant is to increase employment for Rhode Islanders with disabilities. The funding will be used to synchronize and enhance programs that promote employment possibilities, provide employment-related tools and supports for jobseekers and workers with disabilities, and improve their effective and meaningful participation in the workplace. Specifically, the population Rhode Island will primarily target for the DEI is adult jobseekers with disabilities, with a special emphasis on individuals with developmental and behavioral health disabilities, veterans with brain injuries, TANF (RIWorks), SSI and / or SSDI recipients.

Rhode Island will address the unique needs of the target population and workforce area through the following strategic delivery components: (1) Integrated Resource Teams; (2) Integrating Resources and Services, Blending and Braiding Funds, Leveraging Resources; and (3) Partnerships and Collaboration. The overall objective of the RI- DEI project is to increase access and use of Rhode Island's One-Stop system called netWORKri. The specific objectives are to; (1) improve the statewide system of services, and (2) improve individual job seekers employment opportunities. The *DEI System Objectives* are to (1) increase access to services/employment based on partnership collaboration; (2) identify new opportunities, resources and interventions; (3) improve rates of retention and successful completion of training for adults with disabilities served; and (4) improve communication, including better data and information sharing across agencies network of skilled front-line employment counselors. The *DEI Job Seeker Objectives* are (1) training/ certifications in high growth job industries; (2) goal attainment: (3) work experience and career exposure; and (4) increased access to long term employment supports.

In conclusion, DEI funding will implement a Rhode Island program that will increase access to and increase the use of the One-Stop system so that it is truly universal for any citizen of Rhode Island with any disability. The RI-DEI will provide the opportunity for Rhode Island to meaningfully leverage and braid funding and resources that will improve employment and training outcomes for unemployed and under-employed adults with disabilities in Rhode Island, and help these individuals to find a pathway into the middle class through effective and innovative service delivery. Ultimately the DEI will enable Rhode Island to create systems change that will result in a comprehensive system of supports and resources available for adults with disabilities to find fulfilling gainful competitive employment. The RI-DEI will be a public/private partnership, bringing together state policy makers across state agencies, employment service providers, employers, and people with disabilities to create an environment that maximizes work opportunities for people with disabilities, addresses the needs of employers and strengthens the Rhode Island workforce. The success of these partnerships is particularly vital at this point in time, as Rhode Island, like the rest of the nation, copes with economic uncertainty that may threaten job growth within the state. Within the public sector, the RI-DEI will work to build capacity across multiple state agencies that support people with disabilities, including the state Vocational Rehabilitation agency, as well as other state agencies to address the myriad of challenges that contribute to unemployment and underemployment of people with disabilities.

Industry Partnerships

A major component of the Rhode Island's workforce development system is the Industry Partnership Initiative. Its purpose is to align the state's resources with the workforce needs of vital sectors of the Rhode Island economy so that businesses within these industries have access to appropriately skilled

employees, and that job seekers have the skills, training and support they need to meet employer demand in these industries.

With allocations from the State's Job Development Fund (JDF) approved by the Governor's Workforce Board, Industry Partnerships form powerful coalitions of companies, institutions and organizations which are linked by common markets, labor pools and technology and are charged with identifying and ameliorating skill gaps within their existing and emerging workforces. Successful partnerships are informed and directed by private industry; they foster collaborative environments in which private industry and the workforce development system connect and educate each other; and they are adequately supported to assess and act upon the workforce needs of their represented industry.

A successful Industry Partnership:

- Identifies the training needs of businesses, including skill gaps critical to competitiveness and innovation;
- Facilitates companies to come together to aggregate training and education needs and achieve economies of scale;
- Helps educational and training institutions align curriculum and programs to industry demand, particularly for higher skill occupations;
- Informs and collaborates with youth councils, business-education partnerships, parents and career counselors and facilitate bringing employers together to address the challenges of connecting youth to careers;
- Helps companies identify and collaborate to address common organizational and human resource challenges – recruiting new workers, retaining incumbent workers, implementing high-performance work organizations, adopting new technologies and fostering experiential on-the-job learning;
- Develops new career ladders and pathways within and across companies, enabling entry-level workers to improve skills to advance into higher skill, higher wage jobs;
- Develops new industry credentials that give companies confidence in the skills of new hires and workers more mobility and earning potential across firms;
- Promotes communication networks between firms, managers, and workers to promote innovation, potential economies of scale in purchasing and other economic activities, and dissemination of best practices. In some cases, these activities result in the development of new learning collaboratives, Centers of Excellence, or joint economic development activity.
- Undertakes special projects, as approved by the Governor's Workforce Board.

In Program Year 2012 (July 1, 2012 – June 30, 2013), an additional \$200,000 will be made available to the Industry Partnerships to fund training activities for industry priorities.

Office of Library and Information Services

In order to provide the maximum number of Rhode Islanders with desperately needed employment services, DLT has partnered with libraries across the state to make available free and convenient access to EmployRI, the state's virtual one-stop system. Using the libraries' computers, the internet based site allows a job seeker to conduct a job search and use the system's many features, such as:

- Current job openings
- Current market trends based on available job orders in the system.
- Resumé Builder, an easy-to-use tool to create, store, update, and post a resumé online
- Letter Builder, an easy-to-use tool to create, store, and update letters needed during a job search

- Virtual Recruiter, which can schedule a recurring search for job openings that meet the job seeker’s qualifications

Tech Collective and Business Service Center

A new partnership has recently been initiated between the Business Workforce Center and one of the Industry Partnerships, Tech Collective, a technology industry association, funded in part by the Governor’s Workforce Board. In surveying its members, the staff of the Tech Collective realized that there was a lack of awareness of the many services offered to employers by DLT’s Business Workforce Center. In order to raise awareness, the Tech Collective, through its electronic newsletter to members will highlight a “Business Workforce Center Service of the Month”. The inaugural service featured was “Job Matching”. In the newsletter, it was explained how representatives of the Business Workforce Center can assist employers to craft job descriptions and screen applicants, thereby lessening the time and money spent on recruiting and selecting new employees. Employers can, on their own, search through the many resumes posted to the EmployRI system by job seekers. In addition, they can utilize the EmployRI virtual recruiter function, in which candidates with matching skill sets can be automatically referred as soon their résumés are posted to the system.

The Governor’s Workforce Board Jobs Initiative

Early in 2012, in an effort to lower Rhode Island’s high unemployment rate, the Board launched the Jobs Initiative. Funding was provided to five pilot programs to provide short-term training (pre- and post-employment), internships and hiring incentives leading to jobs. The success of these pilots led the Board to provide additional funding for innovative ideas that have a high probability of resulting in jobs for unemployed or underemployed Rhode Islanders. Among the investment strategies encouraged by the Board are:

- Internship models (paid and unpaid; in-school, summer, post-college, youth and adults)
- Community pipeline programs (partnerships of employers and community based organizations)
- Education pipeline programs (partnerships of employers and schools)
- Social entrepreneurship (with intentional job training and placement opportunities)
- Back-fill strategies (training incumbent workers for promotions that create back-fill opportunities)

Youth Center / Industry Partnership Collaboration

A new collaboration has recently been formed between the Youth Center System (YouthWorks411) and the Industry Partnerships. This collaboration will form an integral part of the Program Year 2013 Youth Center statement of work currently being developed. It is envisioned that all Youth Centers will establish a relationship with all Industry Partnerships. Youth Center staff will provide generic work readiness skills to their participants before referring them to the partnership who will make available to the youth job shadowing, career exploration and job awareness opportunities in occupations that have been determined to be “in-demand”. This collaboration has the potential to provide youth with advanced job skills and industry recognized credentials.

Once a youth, through career exploration activities, demonstrates an interest and an aptitude in a particular occupation, the Partnership staff will work with its members to provide the youth with more in-depth services. As an example, the Marine Trades Partnership plans to provide internships to youth registered at their local Youth Center. In this case, the youth will attain specific job skills learned at the workplace. In yet another scenario, the Marine Trades Partnership will provide classroom training to the youth, resulting in an industry recognized credential.

Again, this is a pilot program for all Industry Partnerships scheduled to launch in Program Year 2013; hopefully because it achieves many of the elements of the Governor's vision for workforce development (internships, work readiness and industry recognized credentials), it will be continued. There are high hopes for this based on the fact one Industry Partnership tested the activities during the summer of 2012 to great success.

Adult Literacy Programs

Rhode Island has a significant entry level and low-educated population, with 39% of working age adults (18-64 years old) holding no more than a high school degree. Those with lower education are more likely to be unemployed, or, if employed, to work fewer weeks per year and fewer hours per week, decreasing their earnings.

If Rhode Island is to attract the high-skill, high-wage industries and occupations needed to grow the economy, more adults must attain higher level basic literacy skills. The Governor's Workforce Board has taken the lead on filling these obvious gaps by collaborating with the Rhode Island Office of Adult Education to target the segment of the workforce that lacks the necessary Adult Basic Education and work readiness skills to compete in the 21st century economy.

The One-Stop Career Centers also address this problem by providing literacy services, paid for by the Job Development Fund, through Skills Tutor. Participants who through a comprehensive assessment are found to be in need of these services are referred to adult education professionals for assistance. Currently, the One-Stop Career Centers administrative staff is working to leverage other dollars for this service.

Longitudinal Data Quality Initiative

The Department of Labor and Training (DLT) in partnership with the Department of Elementary and Secondary Education (RIDE), the Office of Higher Education (RIOHE), the Department of Human Services (DHS), and The Providence Plan (ProvPlan) was recently awarded a Workforce Data Quality Initiative (WDQI) grant to that expand upon the current efforts to create a seamless education and workforce data infrastructure that can inform policy, guide future programmatic and resource decisions and allow for analysis which will lead to enhanced opportunity for program evaluation and lead to better information for customers and stakeholders of the workforce system.

In recent years, Rhode Island has made considerable progress in the development of its Statewide Longitudinal Data System (LDS) - most notably in the advancement of its longitudinal education data systems and its ability to link P-12 data with post-secondary education data. On the heels of these advancements, Rhode Island is now ready to make further investments to enhance its overall SLDS through a dedicated focus on its longitudinal workforce data systems.

The present workforce data system within DLT can be characterized as adequate, but one that has been underinvested in compared to its educational counterparts. DLT possesses the capacity to produce the static data needed for its compliance reports; however, given the fact that the workforce system has limited capacity to create data linkages within its own databases as well as connect to the State's educational data, it remains the least integrated into the state's LDS and is poised to benefit the most from a targeted investment that leverages ongoing LDS efforts in Rhode Island.

The grant has the following four objectives:

- 1) A fully developed workforce longitudinal data system,

- 2) The complete linkage of workforce and education data along a P-20W continuum (from Pre-Kindergarten through post-secondary education and into the workforce),
- 3) Analysis that answers critical policy questions that are subsequently shared with key stakeholders, and
- 4) The further development of the Rhode Island DataHUB - a publicly accessible online portal that features visualizations and longitudinal data in aggregate formats.

To achieve these outcomes over the next 3 years, DLT will partner with ProvPlan to support and lead the development of the longitudinal workforce data system and the linkage of activities with educational data. ProvPlan is a nonprofit organization with a mission to serve as a data intermediary among state and local agencies and a provider of data analysis services. The organization was established in 1992 by the Mayor of Providence and Governor of Rhode Island as a way to improve collaboration and efficiency within government. Much of the success that Rhode Island has realized in linking educational data has been the result of a partnership among RIDE, OHE, and ProvPlan. DLT is eager to leverage this experience and expertise in the development of their longitudinal workforce data systems.

American Job Center Branding Initiative

The Rhode Island Department of Labor and Training plans to adopt certain elements of the American Job Center Branding Initiative at the state level and encourage One-Stop Career Centers and Workforce Investment Boards to incorporate the new branding elements into their online and hard-copy materials, where practical. Pre-printed materials without the new branding elements, such as brochures and business cards, will continue to be used. When existing supplies are exhausted, however, the state will co-brand such supplies with the new logo and tagline when ordering replacements. We will encourage local One-Stop Career Centers and Workforce Investment Boards to adopt a similar approach.

Rhode Island has a highly-recognizable and well promoted brand identifier for its One-Stop Career Centers: *netWORKri*. *netWORKri* branding has been in place since 1998 and public awareness campaigns have included print ads, billboards, direct mail, bus wraps, radio spots and web banners. The state's Virtual One-Stop (VOS) – EmployRI.org – has attained a similar level of recognition.

Specific co-branding action steps include the following:

- The American Job Centers logo, with the accompanying tagline A proud partner in the American Job Center network, will be added to the appropriate state-managed web pages, including www.netWORKri, www.employRI.org and www.dlt.ri.gov.
- The Department of Labor and Training will encourage the one-stop career centers and the Workforce Investment Boards, as the chartering entities, to adopt the new branding logo and tagline on their web sites.
- The Department of Labor and Training will add the logo and tagline to printed materials that are copied and distributed for specific events, meetings, and handouts and will encourage the one-stop career centers and Workforce Investment Boards to do the same.
- The Department of Labor and Training will add the logo and tagline to digital materials such as PowerPoint presentations and training videos and will encourage the one-stop career centers and Workforce Investment Boards to do the same.

- The Department of Labor and Training will add the logo and tagline to printed signage such as paper posters and vinyl banners and will encourage the one-stop career centers and Workforce Investment Boards to do the same.
- The Department of Labor and Training will add the logo and tagline to digital materials such as slide shows and presentations and will encourage the one-stop career centers and Workforce Investment Boards to add the logo and tagline to do the same.

The Department of Labor and Training will encourage feedback regarding the new logo and tagline from the field to gauge the reaction of job seekers, employers, and other stakeholders. We will share this information with DOL to help shape and refine the rollout the new branding initiative in subsequent months.

Leveraging Resources

Governor Chafee, through the Governor’s Workforce Board, has directed the public workforce system to operate in a more efficient and fiscally responsible manner. One of the major ways that this is accomplished is by leveraging resources. When developing programs, administrators are always mindful of opportunities to partner with other organizations that are able to provide resources, be they financial or in-kind.

This was not always the case. In the past, public agencies, for the most part, operated workforce development programs in silos, often resulting in a duplication of services and a redundancy of expenditures. In this time of reduced funding, this is no longer acceptable.

As evidenced by many of the program strategies described above (PACE, Office of Library Sciences, On-Ramps to Career Pathways), Rhode Island has made significant strides in partnering with other state agencies to leverage resources. However, collaborating with others in the public workforce system is not enough. There are plans to reach out to the private sector and philanthropies in the future to combine resources, strategies and data to create a more efficient, effective and comprehensive system of workforce development.

The youth system has had considerable success in leveraging resources in recent years. Some of the on-going efforts and a new initiative are described below:

Youth System

In 2007, the Board began allocating state Job Development Fund (JDF) resources for youth workforce development programs. These funds, leveraged with the federal WIA funds, made it possible for the local workforce boards to create a youth system that is capable of responding efficiently to the workforce needs of Rhode Island’s Youth.

This new funding allocation approach allowed the Board and the two Local Workforce Investment Boards to collaborate in an innovative process resulting in a unified Request For Proposals (RFP) that would provide services on a statewide basis using both federal and State funds. This commitment to undertake a combined RFP has attracted new resources to the youth initiative thus increasing the number of youth being served every year.

Summer Employment Opportunities for Youth

To augment the summer employment opportunities for youth required under the Workforce Investment Act, for the past several years, the Governor's Workforce Board has allocated Job Development Fund dollars to the youth system to provide additional employment opportunities. Because increasing job preparedness for youth is a major tenet of the Governor's vision for workforce development, the Governor's Workforce Board has made a significant financial commitment to the initiative, allowing hundreds of Rhode Island youth each year with the chance to spend their summers learning what is expected of them in the workplace, experiencing different types of jobs, and earning money to help their families during these difficult economic times. Each year the program is enhanced, based on direction provided by the Board's Youth Development Committee and the Local Youth Councils as well as through feedback from participating employers. As an example, recently the work readiness portion of the program has been improved by including a mandatory financial literacy classes.

As part of the 2012 summer program, an innovative incentive was made available to companies who received Incumbent Worker Training Funds from the Board. Those companies who agreed to place and train a youth at their businesses were eligible to receive bonus funding to offset the costs of the Incumbent Worker Training grants. The BOARD made these additional funds available to demonstrate their commitment to help Rhode Island's youth obtain valuable work experiences that will prepare them for their futures.

Additionally, in the summer of 2012, the Rhode Island Department of Labor & Training and the Rhode Island Department of Human Services entered into a cooperative agreement for a 2012 Rhode Island Summer Opportunities for Youth Program. These leveraged funds, provided through the Temporary Assistance for Needy Families (TANF) Program, were used in complementary ways to address the gap between the skills of the youth workforce and the skill requirements of Rhode Island employers.

The overall purpose of the 2012 summer youth program was to expose and prepare youth for careers in identified priority/growth industries. Program providers worked with youth to identify appropriate educational and employment goals, including contextual learning reflected in a final project or portfolio. All participants were placed in meaningful work experiences that provided knowledge and skills needed to obtain a job and advance in employment. Included in the programs were robust work readiness projects designed to prepare the participating youth with the expectations of the employers.

Due to the success of the program and the capabilities that the youth system provides in responding to these innovative funding approaches, it is the hope that the Departments continue to work together and create additional opportunities to leverage funds in order to provide meaningful and effective program to the citizens of Rhode Island.

Department of Education and the Youth System

For the past several years, the Rhode Island Department of Education has reserved a portion of its funds for the sole purpose of providing tutoring services; one of the WIA required 10 elements, to youth system participants. This partnership has allowed WIA youth dollars to fund the employment related activities, resulting in less duplication and a more effective and efficient system. Based on the success of this initiative, the intention of all parties is to continue the partnership. However, in the light of diminished funding, this innovative means of leveraging funds may be at risk.

Seeking Additional Funding for Youth Centers

Since its inception in 2007, Rhode Island's Youth Center System has been solely funded by WIA Youth and Job Development Fund dollars. It is unrealistic to expect these 2 funding sources to support this ever growing service delivery structure. Therefore in order to expand the funding base, an ad-hoc group has

recently been formed to pursue alternative funding streams. Community based organizations, philanthropies and other state agencies that serve the youth population will be approached to provide leveraged funds. If successful, the youth system will be well situated to provide more varied and intensive services to all youth.

Desired Outcomes

Impact of the “Great Recession”

The Rhode Island economy has yet to recover from the impact the “Great Recession” has had on the state.

The state’s unemployment rate began to rise in 2007 increasing from 4.8 percent in January 2007 to 11.9 percent in January 2010, its highest rate in over thirty years. The state’s unemployment rate has been above the national rate since July 2005 and has been among the five highest states since 2008.

The unemployment rate for youth 16-19 has increased from a pre-recession level of 14.9 percent in 2006 to 30.7 percent in 2009. In 2010, the unemployment rate for this group fell to 25.9 percent, and then increased in 2011 to 29.0 percent, nearly twice its pre-recession level.

Rhode Island’s job market began to deteriorate a full year before the official start (December 2007) of the current recession. Between December 2006 and November 2009, Rhode Island lost 39,400 (-7.9%) jobs. Nearly all economic sectors experienced declines during this period. Losses of over 1,000 jobs were reported in the Manufacturing (-11,100), Construction (-7,000), Retail Trade (-5,300), Financial Activities (-5,200), Professional & Business Services (-4,700), Government (-3,200), Accommodation & Food Services (-2,000), Wholesale Trade (-1,300), Information (-1,000) and Other Services (-1,000) sectors. Only the Education (+1,400) and Healthcare & Social Assistance (+2,300) sectors reported job gains during the recession period.

Not surprisingly, job vacancies (data is from the Labor Market Information unit’s annual Job Vacancy Survey) also declined during this period. In summer 2006, the year prior to the recession, there were 10,949 job vacancies in Rhode Island. Job vacancies had fallen to less than 9,000 in 2007 and 2008 and plummeted to 5,948 in 2009. Reported job vacancies began to rebound with an estimated 8,106 in 2010 and 10,475 in 2011.

The Accommodations & Food Services sector, which employs high percentages of younger workers, reported significantly fewer vacancies during the recession years. In 2006, Accommodation & Food Services reported 2,001 job vacancies. In 2009, the sector reported 1,328 job vacancies. In 2011, the sector reported 1,459 job vacancies, 27 percent fewer than the number reported in 2006.

While the recession officially ended in June 2009, Rhode Island is still struggling with high unemployment rates and little job growth. While the state added 6,200 jobs between November 2009 and July 2011, employment estimates indicate that all of those jobs were lost in the year that followed. Through June 2012, Rhode Island base jobs are up a mere 100 from September 2009 (recession low). The state’s current (July 2012) unemployment rate is 10.8 percent, while down from its high of 11.9 percent, Rhode Island’s unemployment rate is expected to remain in double digits through the remainder of the year.

Based on these conditions and workforce information analysis described previously in this plan, it is clear that the economic environment has not improved significantly since our performance goals were last negotiated in the spring of 2011. Taking into consideration the labor market that we are operating under, continuous improvement, and the regression adjusted targets, Rhode Island proposes the following performance goals for Program Year 2012:

WIA Requirement at Section 136(b)	Previous Year Performance	Performance Goal
Adults:		
Entered Employment Rate	69.0%	63.3%
Employment Retention Rate	86.4%	86.0%
Average Six-Months Earnings	\$11,506.30	\$10,265.00
Certificate Rate	62.3%	56.0%
Dislocated Workers:		
Entered Employment Rate	76.3%	64.3%
Employment Retention Rate	88.9%	87.1%
Average Six-Months Earnings	\$16,468.60	\$16,124.00
Certificate Rate	66.5%	58.0%
Youth, Aged 19-21:		
Entered Employment Rate	74.3%	67.0%
Employment Retention Rate	75.0%	76.0%
Six-Months Earnings Change	\$1,768.00	\$1,400.00
Certificate Rate	58.5%	46.0%
Youth, Aged 14-18:		
Skill Attainment Rate	96.8%	57.0%
Diploma or Equivalent Attainment Rate	60.0%	62.0%
Retention Rate	72.4%	92.0%
Youth Common Measures¹²:		
Placement in Employment or Education	36.8%	N/A
Attainment of a Degree or Certificate	31.9%	N/A
Literacy and Numeracy Gains	70.3%	N/A
Customer Satisfaction:		
Participant Customer Satisfaction	79%	76.0%
Employer Customer Satisfaction	73%	79.0%
Additional State-Established Measures	N/A	N/A
W-P Requirement at Section 13(a)	Previous Year Performance	Performance Goal
Entered Employment Rate	53.0%	50.0%
Employment Retention Rate	81.0%	72.0%
Average Six-Months Earnings	\$13,397.00	\$12,000.00

¹²Goals are negotiated for these measures by states reporting common performance measure outcomes only.

Section 2 - STATE OPERATIONAL PLAN

Overview of Workforce System

State Level Organization

Rhode Island's workforce investment system is a network of services, programs and investments with shared goals to improve the skills of the state's workforce. This network strives to create a workforce pipeline by connecting the emerging workforce, the transitional workforce and the current workforce to employers and employment-related training opportunities.

The system is overseen by the Governor's Workforce Board (the Board). Established by Executive Order in September of 2005, the 19-member Board supports strategies to improve the existing skill base of the Rhode Island workforce and to anticipate the future needs of growing and emerging businesses.

The Board unifies the mandates defined by both state and federal legislation, including the Rhode Island Human Resource Investment Council (HRIC) and the United States Department of Labor's (DOL) Workforce Investment Act (WIA). Through a waiver originally granted by the DOL in 2005, the Board serves as the State Workforce Investment Board (SWIB). The Board's role is to institute statewide policies, goals and guidelines for the coordination of all employment and training programs, employment-associated educational programs and related services, throughout the state. The Board's mission is to develop, implement and support strategies that increase and improve the skill base of the workforce to meet the current and future demands of Rhode Island's businesses. In addition, the Board's convenes and builds consensus among public and private stakeholders on devising policies that increase economic development opportunities within the state. The Board serves as the primary advisory body to the governor regarding the array of Rhode Island's federal and state workforce development programs and related system issues.

The HRIC, legislatively connected to the board, manages and provides oversight of the Job Development Fund. The funds, derived an assessment of employers' payroll tax, may be used to strategically invest in and align the employment, training, education and economic development initiatives that promote and support the broader mission of the workforce development system which the Board oversees.

The Board is responsible for the coordination of workforce development efforts in the state, including WIA, Wagner Peyser, and the Carl D. Perkins Vocational Act.

Working under the leadership of the Board is the Workforce Development Interagency Council. Established by the Board, it consists of the directors of state agency departments and is responsible for implementing federal and state workforce investment activities to ensure the coordination of all available programs and initiatives. The interagency council is charged with developing and carrying out strategies to transform the state's workforce development system into an integrated, demand-focused system that produces an educated, job-ready, and skilled pipeline that meets the demands of business and contributes to a shared prosperity for Rhode Island's citizens.

Delivery System

The central service delivery coordination mechanism for the adult population is netWORKri, Rhode Island's One-Stop Career Center System, a partnership of professional labor, training, and education organizations. The netWORKri Centers are located throughout the state where jobseekers and employers are matched through quality employment programs and services. These centers provide a

one-stop gateway to employment and training services. And while these one-stop offices may include services funded through other means, the centers' operations and many core and intensive services are underwritten by Title I of WIA. At a netWORKri center, an individual can find job openings, receive labor market information, be assessed for aptitudes and skill levels, receive financial assistance for approved training services, obtain referrals to supportive services, and attend workshops that can improve employability.

Faced with the reality of reduced federal funding for workforce development services, Rhode Island recently made the difficult decision to close its netWORKri office in Pawtucket. Given the obligation of managing the public's resources in a fiscally responsible way, without the federal funds needed to support the operational expenses of the Center, the action was necessary. Yet despite the physical loss of the center, the workforce development needs of the local constituency must still be met.

As a result of an innovative and collaborative partnership developed between the Department of Labor and Training and the Office of Library and Information Services, residents of the area will have access to various workforce development services at the library located in downtown Pawtucket. The library is providing public computer access to the state's virtual career center, EmployRI.org. In addition, netWORKri staff currently assigned to other offices will travel to Pawtucket to conduct job search workshops in the library's computer lab. The workshops will address topics such as Résumé Writing, Interviewing Skills, Introduction to EmployRI (in English or in Spanish) and Using LinkedIn to Conduct a Job Search.

The Pawtucket office had been considered to be a Comprehensive Center. That designation has now been given to the West Warwick office; the Providence office remains as a Comprehensive Center as well. In addition to those offices, the state hosts 2 other centers. One is located in northern Rhode Island in the city of Woonsocket and the other (open on a part time basis) is located in the southern part of the state in Wakefield. Services available through the centers are: Wagner-Peyser, WIA, veterans' services, Rhode Island Works (TANF work transition), Trade Act programs, offender employment assistance, older worker services, among others.

Based on the success of the on-going partnership with libraries and in attempt to broaden its footprint to provide as many services to as many jobseekers as possible, DLT is currently developing a pilot program with 2 community based organizations (CBO), SER Jobs for Progress and Progreso Latino. Pending finalization of a Memorandum of Understanding, DLT will supply computers to the CBOs for the sole purpose of using them for their clients' job search activities.

The coordination of these various programs directly points to the alignment and integrated service delivery that is the focal point of the Governor's vision for workforce development.

Just as the netWORKri centers offer a one-stop gateway to services for adults, YouthWORKS411 centers provide a one-stop gateway to services for youth. YouthWORKS411 consists of centers located conveniently around the state that provide direct services to all in-school or out-of-school youth between the ages of 14-24. Center staff may also refer youth to other vendors for additional services which include: vocational interest inventories, academic assessments, occupational skills training, résumé writing, academic services, pre-GED and GED classes, academic remediation, summer jobs, leadership skills, job referrals, work readiness training and work experience.

The system also strives to meet the workforce needs of the state's employers. Employers can access services either through the netWORKri centers or through the recently created Business Workforce

Center, a walk-in service whose goal is to help the state's employers reduce the time and costs associated with training, hiring and/or transitioning employees.

Key State Administrative Personnel

The Department of Labor and Training is the administrative entity for all programs included in the State Integrated Workforce Plan:

- Charles J. Fogarty
Director, Department of Labor and Training and WIA Liaison
- Lisa D'Agostino
Deputy Director, Department of Labor and Training
- Sue Chomka
Assistant Director, Department of Labor and Training, Workforce Development Services
- David Tremblay
Administrator, Department of Labor and Training, State Workforce Investment Office
- Rick Brooks
Executive Director, Governor's Workforce Board

Coordination and Alignment

For the past two years, the Board has taken on the task of compiling the Unified Workforce Development Expenditure and Program Report. The report, which will be produced annually, represents a systemic and comprehensive review across state agencies of the programs and funds dedicated to enhancing the skills of Rhode Islanders and making the workforce more competitive.

The report details the federal and state resources available in Rhode Island for local services delivery, from each of the major workforce development programs. The funding is broken down by program, and by major initiatives such as youth, dislocated workers, incumbent workers, etc. The information includes the program name, the allocation amount, and the number of people served. Notes for each table provide additional information such as source of funding, target population, services provided, program goals, outcomes and the distribution of funds.

Spanning no less than 10 state agencies and an array of federal and state funding streams, this valuable public policy tool provides a strong basis for the analysis of resources and allows for collaboration, alignment and return on investment.

Organizational Structure and Membership Roster of Board

The membership of the board consists of 19 members who are appointed by and serve at the pleasure of the Governor.

The composition includes:

1. Nine representatives from the employer community, representative of employers of different sizes and sectors, including nonprofit sector
2. Four members representing organized labor
3. Two members representing community-based organizations
4. One representative of the post-secondary education system
5. The Director of the Department of Labor and Training.

Rhode Island State Law 42-102-2 dictates that, of the members of the HRIC, 4 must be women; 3 from the minority community; and one a person with a disability.

The current board roster:

- **Constance A Howes, JD, FACHE, Chair**
Women and Infants Hospital
- **Mario Bueno**
Progreso Latino
- **Robin Coia**
New England Laborers' Labor Management Cooperation Trust
- **Ray DiPasquale**
RI Commissioner for Higher Education
- **Charles Fogarty**
RI Department of Labor and Training
- **Deborah A. Gist**
RI Department of Elementary and Secondary Education
- **Mike Grey**
Sodexo School services
- **Juana Horton**
Horton Interpreting Services
- **Paul MacDonald**
Providence Central Federated Council
- **William McGowan**
International Brotherhood of Electrical Workers, Local 2323
- **Brandon Melton**
Lifespan
- **Sharon Moylan**
Coldwell Banker
- **Robert Nangle**
Meridian Printing
- **George Nee**
ALF-CIO
- **Cathy Streker**
Textron
- **Martin Trueb**
Hasbro
- **Pheamo Witcher**
The Genesis Center
- **2 Vacant Seats**

Plan Development

The Board took a very active role in the development of the State Integrated Workforce Plan, not only providing leadership, but participating in strategy sessions and setting priorities.

The Board recently developed a comprehensive inventory and analysis of workforce development activities in the state, including those programs covered in this plan. To assist them in the analysis, the board named an advisory group consisting of stakeholders and organizations with specific knowledge and expertise in the area of workforce development. Members represent the full spectrum of organizations with an interest in improving the state's economy:

- The State Workforce Investment Board

- Local Workforce Investment Boards
- Economic Development Corporation
- Community Based Organizations
- Employers
- Industry Partnerships
- Higher Education
- Elementary and Secondary Education
- State Agencies with a Workforce Development Mission

Working in close collaboration with the Board, the advisory group conducted the analysis that addressed, but was not limited to, an examination of the populations being served, the funding sources available and the role of employers. These stakeholders met, at least bi-weekly, throughout the summer of 2012.

This analysis was utilized to develop many of the priorities and service delivery strategies contained in this State Integrated Workforce Plan.

Collaboration

The Governor's Workforce Board governs the workforce investment system in Rhode Island. These responsibilities are diverse and include the functions outlined in WIA Section 111(d). The Executive Order that established the Board delineates the number of directors and their duties. The membership is consistent with Rhode Island Public Law 42-102-2 and the Rhode Island Constitution. The Governor appoints the Chair with the approval of the state Senate. The [bylaws](#) detail how the Board carries out its functions.

The primary collaborative interaction of the workforce system continues to be through the structures, activities and committee work of the Board. The members of the Board are represented and actively participate on a number of cross-cutting interagency committees, workgroups and other planning bodies. Finally, the Board's access to the Governor serves to facilitate joint activities and the development of memoranda of understanding between partners, and to coordinate policy at the state and local level.

The Workforce Development Interagency Council greatly assists the Board in carrying out its duties as the overseer of the workforce development system. The Council works to inform the Board of new initiatives and regulatory information affecting the programs for which the Board has oversight and responsibilities. The two bodies together provide strategic leadership for the system.

Vocational Rehabilitation

As stated previously, since 2005, DOL has approved a waiver to allow the Board to serve as the SWIB. It is statutorily mandated that a person with a disability sit on the Board to represent the needs of the disabled. For this reason, and to maintain the streamlined board, the state agency director of Vocational Rehabilitation is not a member. However, the board takes all steps necessary to ensure that the needs of individuals with disabilities are met. This is primarily accomplished through the work of the Interagency Council. The Director of the Department of Human Services (DHS), the state Vocational Rehabilitation agency, sits on the Council and serves as an advocate for individuals with disabilities. To codify this relationship and the system's dedication to serving the needs of the disabled, a Memorandum of Understanding (MOU) between DHS and DLT is in place. The stated purpose of the MOU is to maximize the resources of each party to increase the employment opportunities for Rhode Islanders with disabilities. Both departments, as well as the Board, are focused on building an

integrated system to ensure that all Rhode Islanders, including those with disabilities, are given every opportunity to find and maintain employment.

Local Area Designation

In January of 2000, two local areas were designated in the State of Rhode Island and they remain the same to this day: Workforce Solutions of Providence Cranston (serving the cities of Providence and Cranston) and the Workforce Partnership of Greater Rhode Island (serving the remaining cities and towns).

The designation of Providence/Cranston was automatic upon their request in conformity with WIA Section 116(a)(2)(C). The Greater Rhode Island elected officials requested that the Governor continue as their grant recipient by providing the administrative and fiscal support. Greater Rhode Island was entitled to automatic designation. However, due to the expansion of the Greater Rhode Island Workforce Investment Area to include the eight communities of northern Rhode Island, the new and larger workforce area was then subject to designation under the state board criteria found at WIA Section 116(B)(4). The state board approved this designation on January 18, 2000.

The designation of intrastate regions and interstate regions is not applicable to Rhode Island.

Local Level Organization and Delivery System

The members of the local boards are appointed by Chief Local Elected Officials (CLEOs) and certified by the governor. The boards direct their staff to administer the funds and oversee the area's netWORKri and YouthWORKS411 centers. The core business of the local boards is to convene workforce development partners and stakeholders at the regional level in order to assess skill and service gaps, to develop the region's workforce development plan and to implement programs to serve the needs of jobseekers and businesses.

Operating Systems and Policies Supporting State Strategies

OPERATING SYSTEMS AND POLICIES SUPPORTING STATE STRATEGIES

As Rhode Island builds upon past successful strategies as well as embraces new ways to improve the public workforce development system, it is important that these approaches be supported by a strong policy and operational architecture. Because Rhode Island has been driving towards increasing integration across workforce development there are many examples where operating system alignment have either taken place or are expected to.

EmployRI

Rhode Island's statewide virtual One-Stop and case management system, EmployRI represents an early investment made by the state to align systems and support many of its strategies by providing the information needed to inform both employer and jobseeker customers, cross-agency workforce development professionals and policy-makers.

The operating system was procured from Geographic Solutions, Inc., and implemented in May of 2009; it is a free online workforce development tool designed for job seekers, students, training providers, workforce professionals, and analysts. The system has greatly improved netWORKri's and YouthWORKS411's ability to assist with job matching for self-service job seekers and employers. It has also been proven to be a helpful tool for staff-assisted matching.

EmployRI spiders multiple online job boards to create a virtual one-stop job search resource, allowing job seekers to target their search by preferred employer, location, source, date and/or required skills. The system also offers additional features for job seekers and students such as automated résumé and cover letter writing, as well as lists of eligible training providers and programs.

Employers use the system to create and post job orders, write job descriptions, and conduct talent searches.

EmployRI is also an important labor market information tool, containing a vast database of industry and occupational information including wages and projected employment.

In addition, the system is used to case manage multiple workforce development programs, among them being Wagner Peyser, WIA, TRADE, REA, UI Profiling, and RIWorks. With the exception of RI Works, the federal required reports are run using this platform.

The State has purchased Scan Card Technology for EmployRI, which is designed to capture and record labor exchange services provided to customers; those services are automatically recorded into the system. Wagner Peyser, REA, UI Profiling, and RI Works participant activities are recorded utilizing scan cards. Since implementation, this technology has recorded more than 200,000 activities that would have otherwise been manually entered by staff and has provided a very positive return on investment in terms of improved productivity and data quality.

Longitudinal Data Quality Initiative

The utility of EmployRI as an MIS is apparent, however Rhode Island's capacity to drive public workforce decisions via data-informed analysis will take a significant leap forward with under its new Longitudinal Data Quality Initiative (LDQI). The LDQI seeks to improve the accuracy of the data within DLT's MIS while, more importantly, enabling the sharing of individualized program data with other key workforce partners. Over time this integrated approach should yield a greater depth of understanding around program outcomes, inform program design and supply the basis for more unified policy. An interagency coordinating team charged with implementing the LDQI will necessarily grapple with the obstacles that impede the integration of data as well as the capacity to analyze it. The collaboration required to accomplish this will in turn help create the environment for new policy creation and alignment across the workforce system.

Governor's Workforce Board – Workforce Development Interagency Council – Plan Management Team

Collaboration is not limited to the LDQI. The Governor's Workforce Board has a long history of bringing together business leadership with leadership of the public workforce system and statewide policy impacting this system is vetted by the Board's Strategic Investment and Evaluation Committee. At an interagency level Rhode Island has a Council who has traditionally met to identify, resolve or propose policy issues that would enhance realization of the states workforce development objectives. During the interim between formal cabinet meetings, senior level staff of these state agencies (i.e. Dept. of Labor and Training, Office of Higher Education, Adult Education, Dept. of Education, Economic Development Corporation, Dept. of Human Services, etc.) meet monthly to clarify the working agenda, vet grant opportunities, and undertake continued planning efforts.

On-Ramps To Career Pathways Initiative

Over the next three years a primary agenda item of these leadership groups will be the implementation of the Rhode Island's Workforce Innovation Fund project known as the On-Ramps to Career Pathways

Initiative. On-Ramps has two primary goals, that together not only require effective coordinating policies and operating systems, but will greatly facilitate the ability of Rhode Island to engender them. The first goal is concerned with identifying programmatic flexibility and opportunity across public workforce system agencies (within rules, regulations, statutes and practices) that may lead to better outcomes for job seekers within a career pathway and employers who need skilled workers. These approaches will include the development of work-readiness standards, a review of training capacity including the use of apprenticeship and other on-the-job opportunities in support of career pathways. The second objective is to operationalize and test these identified opportunities within the context of comprehensive One-Stops – a proposal that will demand new policy, new ways of operating and new ways of delivering services.

Rapid Response Activities

The Rapid Response Program, administered by the Department of Labor & Training's Business Service Unit, proactively responds to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers. The Rapid Response Unit works with employers and employee representative(s) to maximize public and private resources quickly and to minimize disruptions associated with job loss. Rapid Response staff members conduct on-site services when possible to disseminate information on accessing unemployment insurance benefits, One Stop Career Center re-employment services and training opportunities. Additional Rapid Response team members presenting to Dislocated Workers include the RI Housing and Mortgage Hardest Hit Fund, Neighborhood Health and Health Care Access. Other on-site services include job fairs and customized re-employment workshops, such as resume development and interviewing strategies. Email distribution lists of Dislocated Workers are formed to provide immediate information and employment opportunities to these individuals. Additionally mailings will be sent out to notify those without computer access. Rapid Response activities have and can also be scheduled utilizing the One Stop Career Centers and the Business Workforce Center. For those companies affected by increased imports or shifts in production out of the United States, Rapid Response staff members provide information about the Trade Adjustment Assistance (TAA), ATAA, and Health Coverage Tax Credit (HCTC) programs. This federally-funded program provides outstanding benefits and long-term training opportunities for certified worker groups.

Layoff aversion and business retention strategies are practiced when possible and are considered part of the scope of work for Rapid Response as a function of the Business Services Unit. The Business Service Representatives continually work on relationship building with the employer community to support them throughout all business cycles. Workshare has been a very popular and often used program by businesses experiencing a downturn in business. Joint visits to employers by the RI Department of Labor & Training Business Services Unit and other economic resource entities such as the RI Economic Development and Small Business Development Corporations are conducted regularly initiated by outreach and as a result of employer requests.

In addition to the rapid response services provided by the Business Workforce Center, for the past 2 years, DLT has entered into a contract with the AFL-CIO, the largest association of labor unions and organizations in the state, to coordinate and deliver rapid response dislocated worker services to union workers. As such it is uniquely placed to coordinate and deliver rapid response dislocated worker services to union workers. This partnership has proven to be very valuable and, if pending funding availability, will be continued throughout the life of this plan.

Common Data-Collection and Reporting Processes

DLT has an integrated Internet-based management information system (EmployRI) which includes common intake, case management and data tracking components to meet the reporting requirements

of and provide a single interface for WIA Title I, Wagner-Peyser, Veterans, Business Services, TAA, Rapid Response, MSFW and One-Stop system requirements. The system provides LWIBs with the tools needed to deliver WIA services through an income growth model, integrating workforce information, transferable skill sets and career paths into the case management system. With data from other One-Stop partners, EmployRI data provides seamless information sharing and data exchange and increased customer service. This connectivity forms the basis for the development of enhanced interagency data exchange. DLT has an agreement with WRIS wage record exchange system in order to maximize documented performance outcomes.

State Performance Accountability System

This integrated intake system and resulting tracking system provides DLT, other state agency funded One-Stop partners and local entities, the Board, and most importantly, the local workforce boards with the data necessary to locally operate and coordinate programs effectively. From this data, Rhode Island is able to evaluate how our systems are functioning, provide timely technical assistance and help the local boards make programmatic and funding decisions. DLT and local workforce board staff continue to be involved in the development of the MIS system. Rhode Island is fully prepared to provide USDOL with any data it requires. EmployRI is a comprehensive data collection and management operating system that is used to enter participant and employer data, case notes, activities, assessments, exits and follow-ups. It contains online, real-time case management reports, providing local staff with demographic, activities, soft exit, youth goals and case management information.

The system also provides predictive performance reports based on staff entered data as well as the quarterly and annual WIA reports and 9002 and veteran reports based on wage record data. The predictive reports allow LWIAs to determine performance and implement corrective action in a timely manner without having to wait for wage record data.

Wage Record Information

Rhode Island uses both state wage record data and Wage Record Interchange System (WRIS) data to track and report on state and local performance measures. DLT and the local WIBs have access to state wage record information. WIA performance reports are distributed to the local areas on a quarterly basis.

Services to State Target Populations

Rhode Island's One-Stop Career Centers offer integrated and comprehensive employment related services to all Rhode Islanders. During the time that American Recovery and Reinvestment Act funds were available, the system was able to provide occupational skills training to many eligible and suitable job seekers. In the face of diminishing resources, this is no longer feasible and Rhode Island has adopted more of a "Work First" service delivery model. In this model, some services can be accessed directly by the job seeker while others require differing levels of staff assistance. Regardless of the delivery model, a greater emphasis is being put on employment related activities as opposed to enrolling many participants in occupational skills training. Group workshops are conducted to help job seekers with basic computer skills, resume writing, interviewing, etc. In addition, through EmployRI, job seekers can access on-line short term courses in many different disciplines.

The services of the One-Stop Centers are available to all. However, some job seekers need specialized services. Individuals in these target populations are welcome to access the assistance offered to them through the One-Stop Centers.

Unemployment Insurance (UI) Claimants

Through the Reemployment and Eligibility Assistance (REA) program, claimants are referred to the One-Stop Center when they file an unemployment claim to attend an orientation session. The group orientation is concise and informative and serves to familiarize the claimant with the services available through the system and to ensure that the necessary actions are being taken to lessen the time on unemployment and to return to work as quickly as possible. The group orientation is followed by a one-on-one session with a One-Stop staff member who reviews the claimant's work search, the job market trends as well as the claimant's job search and follow-up activities.

Self Employment Assistance

Rhode Island's economy always has been built on the successes of small business. In an effort to increase self employment opportunities to unemployment insurance recipients and to accelerate growth in the economy, DLT's Workforce Development and UI Divisions have teamed up to form the Self Employment Assistance (SEA) program. Pending funding approval, UI recipients meeting requirements will be eligible to receive self-employment allowances in lieu of regular UI benefits for the purpose of establishing a business and being self-employed. To qualify, the individuals must be actively engaged full-time in self-employment related activities, including entrepreneurial training, business counseling, and technical assistance. The SEA program will collaborate with entrepreneurial training providers and other service providers to support the initiative.

Low Income Individuals

The Rhode Island Works program, a partnership between DLT and DHS, is offered at the One-Stop Career Centers and funded by Temporary Assistance to Needy Families, provides temporary cash assistance, health coverage, child care assistance, and help finding job training or a job. This program is available for pregnant women and adults with children under age 18 (or under age 19 if child is a full-time student). The program encourages adult family members to work by offering benefits and support services. Individual comprehensive assessments, core and intensive services, occupational skills training (on a limited basis) and follow-up services are provided. Eligible parents attend a 4 week "boot camp" which consists of employment activities that include job development, and workshops (resume creation, interviewing skills, etc.)

Migrant and Seasonal Farmworkers (MSFW)

Integrated and comprehensive employment related services are offered through Rhode Island's One-Stop Career Centers to all job seekers, including migrant and seasonal farmworkers. The full MSFW Agricultural Outreach plan is included in this document.

Veterans

The Rhode Island Workforce Development Services (WDS) Division and its One-Stop Centers "proudly serve those who proudly served our country;" as such, all qualified Veterans are provided Priority of Service across all programs and services operated through our centers.

Similar to our counterparts across the country, a full array of services is available to all Veterans throughout the career center system. Disabled Veteran Outreach Program (DVOP) and Local Veteran Employment Representatives (LVER) are located at career centers to provide individualized services to Veteran customer in need of support.

In addition, WDS continually develops and designs new programming and service initiatives to support Veterans. During the past year initiatives were focused in the following areas: collaboration with the RI National Guard, including partnering for job fairs; and translating military skills to the civilian workforce as described below.

The WDS Veterans team continues to be actively engaged with the Rhode Island National Guard Headquarters and is supporting reintegration / Yellow Ribbon events, for all recently demobilized unit members and their families. At Yellow Ribbon events, Veterans team staff provides formal presentations on available One-Stop Career Center services and Priority of Service to Veterans, operate an information table to respond to questions, and direct Veterans to a career center near their home for training and job placement support.

Networking and engaging the employer community is vital to successful employment opportunities for our Veterans. Veterans staff is working with employer associations and Chambers of Commerce across the state to outreach to Veterans and assist our soldiers with translating their skills to the civilian sector. Staff utilizes both O*Net and EmployRI to assist in translating Veterans' skill sets.

Individuals with Limited English Proficiency

To better serve this growing segment of our population, the One-Stop Centers provide staffing diversity, provide some workshops in Spanish, and translate information into other languages, as appropriate. In addition to these staff assisted service, DLT has partnered with Progreso Latino, a recognized leading city and state educational center, Progreso Latino assists participants to advance their basic academic skills, obtain high school diplomas or the equivalent, become U.S. citizens, increase job skills, and provide assistance with employment opportunities.

Older Workers

In addition to the services offered through the Senior Community Service Employment Program (details can be found later in this plan), Rhode Island's more seasoned job seekers can find specialized services at the One-Stop Career Centers. A highlight of these services is the workshop entitled, "Making Your Come Back". This workshop, for the "over 40" job seeker, promises to explain "the importance of repackaging yourself, how to refresh your career image, energize your resume, get an interview lift, and discover tech savvy employment tools. "

Individuals with Disabilities

One-stop career centers, the primary deliverer of workforce development services in Rhode Island, are universally accessible, welcoming service delivery sites, where all people, including people with a range of disabilities and/or other multiple employment challenges can feel welcome; receive integrated quality services that provide education and career pathways, ultimately resulting in jobs that provide economic self-sufficiency. The original One Stop Implementation grant from USDOL in 1997-2000, the Work Incentive Grant (WIG) from 2000-2003, and the Disability Program Navigator (DPN) Initiative from 2006-2008 have strengthened existing partnerships and new ones have been developed that have resulted in sustainable activities in the One-Stop Career Centers for people with disabilities.

Accessibility considerations include physical accessibility of the resource room, computer workstations, ergonomic elements, alternate input and output devices such as voice recognition software, software that reads aloud the text on the screen, or enlarges screen text for the visually impaired.

In July 2012, a captioned telephone for the hearing impaired was installed in all netWORKri offices. This telephone connects to a captioning service that transcribes the conversation into a script that is displayed in the Captel window. Captel users can listen to the caller, like a traditional phone, and also read the captions in the display window.

In addition, physical access of the buildings, accessible parking within easy reach of the center's main entrance, accessible routes that do not require stairs and accessible path of travel to reception areas, rooms, offices and restrooms are ensured.

One-stop accessibility for physical infrastructure, technology, web sites, marketing, training, and resources has been successful because people with disabilities were significantly represented in the planning and implementation of Rhode Island's one-stop system. In 2001, netWORKri received a Service Excellence Award for accessibility at the USDOL Regional One-Stop Conference and this dedication to serving job seekers with disabilities remains a priority to this day.

DLT through its netWORKri offices offers comprehensive and integrated services to all Rhode Islanders. To augment these services, the state's 3 full-time One-Stop offices have on staff counselors who have had specialized training in serving individuals with disabilities.

The Department of Human Services, Office of Rehabilitation Services is co-located in each One-Stop thereby allowing individuals with disabilities the opportunity to access the services of both netWORKri staff, with their expertise in employment and job development activities as well as ORS staff, with their expertise in vocational rehabilitation.

The philosophy of integrated service design is important in the One-Stop Centers. Common intake and orientation procedures are available to all individuals. When meeting with counseling staff and developing an employment plan, work history, barriers, challenges, and successes are all reviewed to assist the individual in securing employment leading to economic self-sufficiency.

Comprehensive Services for Youth

The Rhode Island statewide youth system, known as YouthWORKS411, is overseen by the Governor's Workforce Board RI and the Youth Services Division of the RI Department of Labor and Training through two primary funding sources: the Workforce Investment Act and the State Job Development Fund (JDF). The funding is allocated through the State Workforce Investment Office to RI's two local workforce investment boards: Workforce Solutions of Providence Cranston and The Workforce Partnership of Greater RI.

With the allocation of State Job Development Funds to youth workforce development programs starting in 2007, the State was able to support its goal of an all-youth agenda, creating the YouthWORKS411 system. The system now includes 14 Youth Centers in 14 communities around the State, serving ages 14-24, that are funded by WIA and JDF funds, as well as several WIA stand-alone programs, dedicated to workforce development for youth. WIA stand-alone programs follow all WIA guidelines, whereas Youth Centers follow WIA guidelines for WIA participants and have the flexibility to serve all RI youth, regardless of income or barrier to employment, as JDF youth.

The two local workforce boards work cooperatively and issue joint Requests for Proposals for WIA and JDF programs to deliver comprehensive services for eligible youth, particularly to those youth with significant barriers to employment. YouthWORKS411 programs assist youth to self-sufficiency through achievement of major educational attainment, skill development, long-term sustainable employment, or enrollment in post-secondary education or training.

Program providers are responsible for recruitment, and all youth are provided with a customer-friendly initial assessment, which gathers basic information from the participant and/or referring agency to determine program eligibility. Once eligible, a comprehensive assessment is conducted to determine if the youth needs assistance with basic education, supportive services, or more intensive work readiness training. This assessment includes a review of educational skill levels, occupational skills, prior work

experience, employability, interests, aptitudes, and supportive service needs. Comprehensive case management is critical to the programs; it is the responsibility of the case manager to ensure the coordination, delivery, documentation of achievement, and tracking of all needed program services identified in the Individual Service Strategy (ISS). Program providers have the discretion to determine the specific program services that will be provided to a youth participant, based on each participant's objective assessment and individual service strategy. The following services must be made available to all program participants (the local workforce boards and the State monitors to ensure compliance):

Academic Support Services

Academic support services encompasses tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention strategies. Tutoring must be structured to ensure intensive individualized assistance is provided for youth in need of remediation or skills improvement. Activities in this element must lead to improvement in participant test scores and overall academic performance. Service providers may refer participants for this service or provide the service through scheduled activities. For youth in need of GED services, programs demonstrate linkages to the existing pre-GED and GED service providers, funded by the RI Department of Education.

Alternative Secondary School Services

Youth may be referred to scheduled alternative educational opportunities that are designed to lead to a high school diploma, such as adult high school programs. Providers continue working with any youth who drops out of school to connect the youth to alternative secondary school services.

Summer Employment Opportunities

For WIA youth, the summer employment element provides in-school youth, up to age 18, with a range of summer employment opportunities in different high demand industries and develops their career awareness in those industries. Summer employment opportunities are related to each youth's identified career goal and may also include workshops, job shadowing, life skills, basic skills, mentoring, leadership skills, and work readiness training. All work experience opportunities are consistent with State and Federal Child Labor laws. Summer employment opportunities are a mandatory component of all younger youth in-school WIA programs and are linked to academic and/or occupational learning. Programs address career awareness in the high demand industries. The WIA summer employment element is not a stand-alone program; program providers incorporate summer employment into a comprehensive plan for the youth, based on the youth's employment and training needs. As with all WIA youth, youth who participate in the WIA summer employment element are provided with a minimum of 12 months of follow-up services.

The JDF funded summer program is a stand-alone program that serves youth in three age categories: 14-16, 17-19, and 20-24. There are three elements to the program:

- Age-appropriate work readiness, with a certificate of completion
- Placement in a Work Experience or Community Service Work Experience, with a certificate of completion
- Optional Certifications

JDF summer youth are provided at least 20 hours of work readiness training. The following topics are covered in the curriculum: basic job search techniques, including labor market information; resume development or updating an existing resume, creating effective cover letter and thank you letter; interview skills, including good hygiene and appropriate workplace attire; professional and ethical behavior, including conflict resolution and interacting appropriately with others in the workplace; post-

secondary opportunities; financial literacy for youth; and health, safety, and rights on the job. Pre- and post-testing are conducted to ensure that a measurable skill gain is attained.

JDF youth are involved with the summer employment programs for at least 20 hours a week, for a maximum of 120 hours. As with WIA, JDF Summer Employment Opportunities are related to each youth's identified career goal and may also include workshops, job shadowing, and life skills. Work experience is a planned, structured learning experience that takes place at a public, private, for-profit or non-profit organization for a limited period of time. The purpose of this activity is to provide the youth with opportunities for career exploration and skill development. All activities are consistent with State and Federal Child Labor laws. Service providers are responsible for developing work experience sites, completing worksite agreements, providing orientation to worksite supervisors, making sure participants have appropriate supervision, completing payroll documentation, reporting participant wages, monitoring and documenting work experience activities and progress, and maintaining signed time sheets and participant evaluations.

Paid and Unpaid Work Experience

Work experience is a planned, structured learning experience that takes place at a public, private, for-profit or non-profit organization for a limited period of time. The purpose of this activity is to provide the youth with opportunities for career exploration and skill development. All work experience opportunities must be consistent with State and Federal Child Labor laws. Service providers are responsible for developing work experience sites, completing worksite agreements, providing orientation to worksite supervisors, completing payroll documentation, reporting participant wages or stipends, monitoring and documenting work experience activities and progress, and maintaining time sheets and participant evaluations. Programs are encouraged to develop community service opportunities for paid work experiences and teach the value of giving back to the community.

Occupational Skills Training

All older youth programs must include job-specific skills training that is accessible through the netWORKri one-stop career centers utilizing pre-approved training vouchers known as Individual Training Accounts (ITA). An ITA subsidizes the cost of approved training at institutions that include a number of proprietary schools, colleges, and other training entities. In addition, occupational skills training may be provided by a curriculum developed specifically by a service provider that addresses the needs of the population to be served. All occupational skills training must lead to a credential in the field of study and related full-time employment.

Leadership Development

Leadership development opportunities may include exposure to post-secondary opportunities; educational opportunities; community service learning projects; tutoring; peer mentoring; and peer-centered activities encouraging responsibility, organizational and teamwork training, decision-making, citizenship training, training in areas such as life skills, budgeting, financial literacy, media literacy, parenting, social responsibility, positive social behaviors to include maintaining a healthy lifestyle and being alcohol and drug free, positive attitude development, positive self esteem building, cultural diversity, work simulation activities, and other soft skills training.

Adult Mentoring

Adult mentoring connects youth to caring, competent adults who are positive role models. Mentors assist, encourage, challenge and support the youth to successfully complete the program and transition to employment and/or post secondary educational opportunities. Adult mentors are pre-screened (e.g., BCI check, etc.) and receive training to prepare them for their mentoring role (i.e., youth development, communication skills, building relationships, styles of teaching/training, etc.). Examples of adult mentors

can include workplace supervisors, managers or co-workers, local business or agency representatives, program alumni and other caring members of the community who can demonstrate successful skills. WIA Adult mentoring must include a one to one relationship with a volunteer, meeting weekly for at least 12 months, which may occur both during participation in program activities and at the work/training site.

Comprehensive Guidance and Counseling

Comprehensive guidance and counseling offers a holistic approach to working with the youth. Counseling services include: drug and alcohol abuse counseling; mental health counseling; and referral to counseling as appropriate to the needs of the youth. Specialized counseling and services may be conducted with a advisor experienced in counseling and guidance in the particular area of concern. This may be an ongoing activity throughout the duration of services and follow-up.

Supportive Services

Supportive services are those services necessary to assist youth to participate in an activity and to be successful in achieving their goals. Support services are made available based on the needs of the youth if other sources of funding or services are not available to assist.

Follow Up Services

All participants must receive follow-up services for a minimum of 12 months after exiting the program to ensure continuity of services and progress towards performance outcomes. Consistent follow up services are critical to ensure participant's success and retention. The type(s) and frequency of follow-up are to be determined based on the needs of each youth in concert with the goals to be achieved. For WIA, these services must include a minimum of monthly contact and are not to be based solely on phone contact.

In addition to the above services, Youth Centers must be able to provide the following:

Job Coaching

Job coaching is case management with a specific focus on employment.

Job Development and Placement

Job development targets youth who are seeking long-term jobs with employment preparation assistance, and career awareness. This includes program providers developing a job bank that is appropriate for youth and providing job preparation assistance in applying for a job, interviewing, negotiating the job offer, as well as ongoing job coaching to ensure the youth successfully maintains employment.

Work Preparation Services/Work Maturity Services

This service teaches basic workplace skills that include employability skills training and work maturity skills. Employability skills training are activities necessary to get hired for employment. Work maturity skills training teaches youth the skills required to meet employer expectations for dependability and productivity that are essential to enable a youth to keep a job once hired. Once determined job or training ready, the youth actively seek training or employment with the assistance of program staff.

Shared Youth Vision

Rhode Island Shared Youth Vision is an initiative designed to better coordinate services to youth across agencies in Rhode Island. Rhode Island was one of 16 states chosen as laboratories to experiment with collaboration at the federal and state levels to increase outcomes and decrease duplication of efforts for the most at-risk youth. After instituting a successful collaborative case management pilot program in

2008, Rhode Island implemented a project to replicate, expand, and institutionalize collaborative case management across the state to improve the ability to impact youth/young adult goals and objectives; expand the collaborative case management system into regions statewide and increase organization participation; increase efficiencies across support systems as resources, access, and opportunity are maximized; and increase knowledge, skills and abilities of caseworkers and other staff who provide services to youth.

In September 2012, RI will be entering its third year of the RI Shared Youth Vision Replication Project, which is now comprised of four Regional Case Management Teams, a State Team, and an online Solutions Desk. The targeted populations are youth in and aging out of foster care, youth with disabilities, pregnant and parenting youth, older out-of-school youth, and youth connected to the juvenile justice system, between the ages of 14 and 24.

Regional Teams of direct support staff from private agencies that serve youth meet biweekly to monthly to present case information confidentially on their hardest to serve youth and to gain knowledge of youth serving organizations and available services and resources. Each regional team is led by a Case Manager Liaison, who is a case manager at one of the RI DLT YouthWORKS411 Centers, whose responsibilities include coordinating, facilitating, and documenting the meetings, as well as reporting to the State Team. Using the expertise of all the case managers in the room, as well as access to the State Team members (either in attendance, by phone, or through the online Solutions Desk), the group discusses resources and strategies to help serve the presented youth in the best way possible.

The RI Shared Youth Vision State Team consists of state agencies that serve youth: RI Dept. of Labor and Training; RI Dept. Of Children, Youth & Families; RI Dept. of Human Services; RI Dept. of Education; RI Office of Rehabilitation Services; RI Juvenile Justice Commission; RI Dept. of Corrections; Exeter Job Corps Academy; and youth program managers from the local workforce investment boards. The team holds quarterly meetings to gather regional team updates and youth trends in RI, to problem solve systems issues, and to discuss agency programs and services, among other topics. A portion of the quarterly meeting includes consulting with the case manager liaisons.

In addition, RI Shared Youth Vision has an online Solutions Desk, which contains a description of RI Shared Youth Vision, information on how to become involved, youth resources for case managers, and most importantly for the regional team members, a question forum for the State Team members. If a question or issue arises concerning a youth that a case manager or regional team cannot answer or solve, team members are encouraged to use the Question Form on the Solutions Desk, which will be sent out to all of the State Team members, who have assured a 48-hour turnaround period to answer.

Exeter Job Corps Academy

Currently, there is one Job Corps location in RI: the Exeter Job Corps Academy. RI DLT has an ongoing relationship with Exeter Job Corps Academy and coordinates with them in a number of ways, as both local workforce boards have an MOU with Exeter Job Corps. The Job Corps Academy utilizes the RI DLT Youth Centers and WIA stand-alone programs to assist with candidate recruitment, while the RI DLT Youth Centers and WIA stand-alone programs expose youth to the Exeter Job Corps Academy through tours and presentations as another pathway for skill development and employment. The Center Director of the Exeter Job Corps Academy serves as a member of both LWIB Youth Councils, the Deputy Center Director of the Exeter Job Corps Academy serves as a member of Rhode Island's Shared Youth Vision State Team, and Exeter Job Corps staff serve as members of multiple Rhode Island Shared Youth Vision Regional Teams.

Youth with Disabilities

Youth with disabilities are WIA or JDF participants via our Youth Centers, WIA stand-alone programs, or JDF summer employment program. Though youth with disabilities can attend any of our JDF summer employment programs that do not have a specific targeted population, for several years, a program has been funded specifically designed for youth with disabilities. There is a very strong relationship between the youth centers and the Office of Rehabilitation Services (ORS). During the assessment and orientation, if the youth center staff feels that a participant may be in need of vocational rehabilitation services, the regional ORS case manager is contacted. The case manager then completes an assessment of the individual and, if eligible, the case manager and youth center staff develop a coordinated Individual Employment Plan to provide wrap-around employment services.

In addition, youth with disabilities are served under RI Shared Youth Vision, as they are one of the target populations. A manager from the Department of Human Services, Office of Rehabilitation Services is a member of the Shared Youth Vision State Team. Staff of the Office of Rehabilitation Services also sit on both local workforce board youth councils.

Wagner-Peyser Agricultural Outreach

The Rhode Island Department of Labor & Training will continue to comply with the requirements of 20 CFR Subpart B, Services to Migrant and Seasonal Farm Workers (MSFWs) to ensure that any identified MSFWs are offered the same range of employment & training services, benefits and protections. These services would mirror those services that are provided to non-MSFWs and would include counseling, skills assessment, job search assistance (including resume writing & interviewing skills workshops), and suitable Job Training program referrals. Every effort will be made to achieve the Equity Indicators of Compliance as well as the Minimum Service Level Indicators. Rhode Island is not a significant state, however will continue to increase and pursue activities statewide where there is a variety of agricultural activity taking place in the attempt to identify previously unknown migrant workers in order to provide access and information regarding Job Service information and other Job Center services.

Rhode Island is not a significant MSFW state, although will continue to provide information and assistance to employers and workers regarding assistance and services available to them. Rhode Island will report any Labor Law violations such as wages, hours, working conditions, certification, maintenance and inspection of any identified migrant labor camps, recruitment and hiring of migrant workers ensuring the right to free access to intercede on behalf of individuals to its Labor Standards Division and/or Federal Wage & Hour Division. Technical assistance and other business services designed to support and grow business will be provided as well. "A significant state is one that has the highest number of Migrant Seasonal Farmworkers (MSFW) applicants that utilize services under the Wagner-Peyser Act and the Workforce Investment Act (WIA) of 1998. The Employment and Training Administration (ETA) designates annually the top twenty states with the highest MSFW activity based on data received from state and local offices." http://doleta.gov/programs/who_msfw.cfm

Assessment of Need

Total MSFW registrations in RI from PY2010 through the present indicate 21 Migrant Farm Workers and 30 Seasonal Farm Workers. NetworkRI One Stop Career Center staff outreach to these individuals revealed incorrect self identification as Migrant Workers during the registration process in EmployRI,

Rhode Island's online Labor Exchange instrument. Correct classification of the registered participants would fall under Seasonal Farm Workers, not necessarily working with crops, rather retail functions at farm stands, and also numerous landscaping activities. Data suggests that Direct Market Sales including Farmer's Markets and Farm Stands are major sales generators for RI Farms. There has been an average of (4) job orders each year in 2010 and 2011 with a decrease to (3) in 2012. These job orders were placed into Interstate and Intrastate clearance activity via the Agricultural Recruitment System. There were no interstate clearance orders received during the same time frame.

According to the Rhode Island Department of Environmental Management, Agricultural Division, Rhode Island saw a sharp increase from 2002-2007, (the highest in New England and likely the U.S.), in the number of farms and total land in farms. Farms grossing less than \$50,000.00 in sales make up the majority of the increase; however, the number of farms grossing more than \$50,000 in sales also rose - from 168 in 2002 to 173 in 2007.

Nationally, RI ranked third in direct marketing sales on a per farm basis, and Providence County is the 50th highest county. This demonstrates a shift within categories of production and sales. For example, the green industry (i.e. nursery, horticulture and turf) accounted for 60 percent of market sales in 2007 compared to 67 percent in 2002. Fruits, vegetables and livestock have concurrently increased.

According to the 2007 Census of Agriculture - RI Highlights:

- The number of RI farms was 1,219, up 42 percent from 2002.
- Land in farms totaled 67,819, up 11 percent from 2002.
- Median farm size is 24 acres.
- 249 farms (20 percent) reported direct market sales.
- Rhode Island ranks 49th out of 50 in agricultural exports within the United States.
- The top agricultural commodities in the state are greenhouse and nursery products, sweet corn, apples and potatoes.

Services Provided to Employers and MSFWs Through the One-Stop System

The State Monitor Advocate (SMA) will promote and coordinate services of the RI Department of Labor & Training's Business Workforce Center, New England Farmworker's Council, state and local agricultural agencies, farm organizations, community based organizations, and other agricultural stakeholders. The Rhode Island Department of Labor & Training will work to reach out to develop a working relationship with the RI Farm Service Bureau, USDA RI Farm Service Agency, the Rhode Island Department of Environmental Management Agricultural Division, Farm Fresh, New England Farmers Union, Northeast Sustainable Agriculture Working Group and the RI Rural Development Council. Rhode Island consists of many small, family owned farms attempting to grow their businesses. By coordinating with many of these agricultural organizations, a greater understanding of resources, hiring incentives and regulations will assist in being able to identify current workers and provide future skilled workers to meet their growing demand. Safety information and other resources will be provided to partners and organizations to hand out to their agricultural members.

In addition, the U.S. Department of Agriculture has issued for completion, a 2012 Census Survey for Agriculture to farms across the United States. The Census of Agriculture, conducted every five years by the U.S. Department of Agriculture's National Agricultural Statistics Service (NASS), is a complete count of U.S. farms and ranches and the people who operate them. The results of this survey will assist in identifying additional means of outreach and needs to customize services to farm owners and their workers.

Additional activities are planned to provide services to agricultural employers and MSFW's through the Business Workforce Center and NetworkRI One Stop Career Centers.

In order to promote and facilitate increased services to MSFWs or Seasonal Farm Workers and increase the number involved in labor exchange activities the Business Workforce Center will do the following:

1. Give presentations regarding Business Services and Hiring and Training Incentives directly to farm business owners and other agricultural organizations either on site or through the RI Department of Labor & Training's Employer Education Series.
2. When a need is present as a result of identified MSFW's/SFWs, workshops regarding job search, labor market information to identify growing careers and industries will be scheduled and delivered on site at a convenient One Stop Career Center location or at an appropriate partner organization location.
3. Encourage employers to utilize the Agricultural Recruiting System (ARS) and EmployRI to place job opportunities and identify candidates to meet their needs.
4. Provide required employer posters and other handouts in the English and Spanish
5. Meet with agricultural organizations and affiliates on a regular basis to develop an ongoing discussion for an exchange of information, identifying issues, providing solutions and coordinating efforts for successful agricultural industry growth in Rhode Island.
6. Act as a resource and provide customized business solutions to encourage business retention and employee growth.

The Rhode Island Department of Labor & Training has partnered with the New England Farmworkers Council to provide increased services to identified MSFWs/SFWs and Farm Employers. A representative from the New England Farmworkers Council maintains a presence in the Providence NetworkRI One Stop Career Center to work with staff to identify MSFWs/SFWs and refer to New England Farmworkers Council as an additional resource to meet their needs. This representative also accompanies the Business Workforce Center representatives and the State Monitor Advocate on outreach visits to farm businesses. One Stop staff will provide all career and job services, including navigating the labor exchange system and refer businesses to the Business Workforce Center to participate in the Agricultural Recruiting System (ARS) and utilize the recruiting available in EmployRI. The labor exchange system provides job openings in both agricultural and non-agricultural employment. There have not been significant numbers of Agricultural job opportunities in the past. However, with continued outreach and collaboration with other agricultural organizations, the numbers should increase. Other services, such as training or supportive services, through the One Stop and New England Farmworkers Council WIA funding will provide a pathway for MSFWs/SFWs to transition to higher wage jobs and permanent year round employment in both the agricultural and non-agricultural industries.

All complaints from MSFWs/SFWs regarding violations of employment related standards and laws shall be taken in writing by designated representatives in each One Stop Career Center and referred to the State Monitor Advocate for timely resolution. The SMA will make referrals as appropriate and cooperate with the US Department of Labor Wage & Hour Division or other appropriate agencies involved in addressing and resolving complaints.

Services to Employers

Business Workforce Center

The Rhode Island Department of Labor & Training utilizes the concept of its Business Workforce Center to provide services and outreach to the employer community. The Business Service Unit consists of (7) Business Service Specialists, a Unit Coordinator and a Chief of Operations. Centrally located in the main headquarters of the Department, the Business Workforce Center offers on demand services to the business community to provide an immediate response to a business customer's needs. Additional access can take place via a toll free line 1-888-616-JOBS which also has voice mail capability for after hours requests and a dedicated email messaging system. A triage approach is taken upon first contact with an employer to ask a series of questions to determine the short and long term needs of the business. This can occur either at the business location or at the Business Workforce Center.

Partnerships

The Business Service Specialists have developed relationships with many business support resources and have received training on their services and programs. These resources include internal units within the Department that engage with business such as Unemployment Compensation, Temporary Disability, Workshare, Labor Standards, Workers Compensation, and Professional Regulation. External Resources include the Workforce Partnership of Greater Rhode Island, Providence Cranston Workforce Investment Board, the Governor's Workforce Board, RI Economic Development, the Small Business Development Center, SBA, Chambers of Commerce, and the Society of Human Resource Management. The Business Service Specialists utilize the services and facilities of the RI One Stop Career Centers known as NetworkRI, offering them to employers to host job fairs, recruitments, informational seminars, and rapid response orientations as needed. The business In addition to site visits and to maintain a connection to the business community, the Business Service Unit attends several Business Functions throughout the year including Chamber functions, business expos, job fairs, and informational seminars. These relationships have enabled the Business Service Unit to provide an integrated product and service delivery approach to react to an array of unique needs including business retention, layoff aversion, disaster response, and recruiting and talent acquisition.

EmployRI

Rhode Island provides virtual one stop and labor exchange services for job seekers and employers known as EmployRI. The system allows employers the ability to post jobs including developing job descriptions and interview questions, searching resumes for qualified candidates, comparing labor market information and data in a 24/7 business cycle. The employer has access to their own EmployRI account or can rely on the services of the Business Service Specialists to accomplish their needs. Many of the jobs go unfulfilled due to skill inequities that exist in the applicant pool. Rhode Island continues to experience a high unemployment rate suggesting initial training or retraining is going to continue to bridge the skill gap. The skill gap in the applicant pool cannot meet the demands of the businesses who are recovering from the recession, expanding and experiencing growth, rendering them in flux and unable to meet their goals and maintain a productive work force.

On the Job Training

The On the Job Training program has given the business community the opportunity to train workers in a customized and flexible manner to fit their needs and support their goals. The Business Service Unit works with both Workforce Investment Boards to market this hiring incentive as well as Tax Credits which encourage hiring and training investments as well. Business Service Specialists currently do a joint visit with a WIB member to a business to develop an On the Job Training contract. This on site visit allows the job for which training is requested to be viewed to create a better understanding of the skills and experience needed to be successful in the position. The observation also is conducive to reviewing

training outlines submitted by employers to assist NetworkRI counselors in their suitability and assessment process. The Business Service Specialist will work with the employer to post a job order to identify potential candidates through EmployRI and the opportunity is also posted on the State Workforce Investment Office link to On the Job Training opportunities. The Business Service Specialist will also assist the employer in identifying the applicable skills assessment reflecting those essential functions that will be needed to perform in the job administered using ProvelIt software. The Business Service Specialist will notify all NetworkRI staff via email of On the Job Training Opportunities. All local career centers have physical job boards for customers to review and the OJT opportunities are also posted there. RI DLT NetworkRI One Stop Career Staff will then determine the candidate's need for training and adhere to the Priority of Service guidelines established by the State Workforce Investment Office.

Individuals with Barriers to Employment

The Business Service Specialists are engaged with other outreach functions representing individuals with barriers to employment. Two of the Business Service Specialists attend monthly Probation and Parole forums held in conjunction with several community based organizations, RI Department of Correction's Probation and Parole Unit, and city/town police departments. The forums are held at the Police Station and the resources present to individuals newly released on Parole from incarceration or assigned to Probation. The current communities hosting these events are Woonsocket, Providence, West Warwick, and Warwick. The forums give individuals an opportunity to access resources to employment, health, and educational opportunities with a reliable contact if needed. One Business Service Specialist is a member of a monthly meeting of community based, state and local organizations that serve individuals with disabilities, called the Employer Service Network (ESN). The meeting is held monthly at the Center General location of the RI Department of Labor & Training. The common thread with both the Probation and Parole forums and the ESN is the shared job and training opportunities and informational resources.

Employer Education Series

An additional component of the services offered to the business community is the Employer Education Series. A series of informational seminars regarding Unemployment and Temporary Disability Insurance, Unemployment Insurance Fraud, Labor Standards, Professional Regulation, Workforce Development Hiring Incentives, Business Retention and Layoff Aversion strategies including Workshare have all taken place and will be scheduled again as they were all very well attended and received by the business community. Additional workshops in conjunction with the US Department of Labor have also taken place and will continue to be scheduled regarding employee pension options and COBRA.

Chambers of Commerce

The Business Service Unit is and has been a member of most of the Chambers of Commerce in the State. A collaborative relationship has developed between the Chambers and the Business Service Unit. Job fairs for dislocated workers in their communities, informational resource sessions during two natural disaster events requiring an emergency response are examples of the relationship building that has developed. The Chief of Operations does outreach to the Chamber Executive Boards and conducts seminars at the Chambers to avail the members of the resources to assist them.

WIA Waiver Requests

WIA Waiver Requests

Introduction

Rhode Island appreciates the flexibility afforded by the Department of Labor's waiver authority. Waivers granted to Rhode Island in the past have supported the strategic goals of the state and its workforce development system.

As part of the State Integrated Workforce Plan, Rhode Island is requesting the approval of 11 waivers; 10 of which have been previously approved by the Department of Labor and one which is new.

Previously Approved Waivers:

1. Waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(C).
2. Waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth.
3. Waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers.
4. Waiver of the State Workforce Investment Board membership requirements at WIA Section 111(b).
5. Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training.
6. Waiver of WIA Section 101(31)(B) to increase the employer reimbursement for on-the-job training.
7. Waiver of 20 CFR 666 and 667.300(a) to reduce the collection of participant data for incumbent workers.
8. Waiver of the WIA regulations at 20 CFR 666.100 to exempt the state from including credential attainment outcomes for participants enrolled in on-the-job training in the credential performance measure calculations.
9. Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) to exempt the state from the requirement to conduct evaluations.
10. Waiver for WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) to exempt a state from the requirement to provide local workforce investment area incentive grants.

New Waiver Request:

11. Waiver of Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training.

Waiver 1

CUSTOMIZED TRAINING: 50 PERCENT EMPLOYER MATCH

The Rhode Island Department of Labor and Training, the state operational entity for the Workforce Investment Act (WIA), is requesting a waiver to permit the use of a sliding scale for the customized training employer match. The sliding scale would be based on the size of the business as follows:

- no less than 10 percent match for employers with 50 or fewer employees
- no less than 25 percent match for employers with 51-250 employees

For employers with more than 250 employees, the current statutory requirements (50 percent contribution) will continue to apply.

Statutory and/or regulatory requirements to be waived:

WIA Section 101(8) and WIA Final Regulations at 20 CFR Section 663.715 define customized training and requires employers to pay not less than 50 percent of the cost of training.

Actions undertaken to remove state or local barriers:

There are no existing state statutory or regulatory barriers to implementing this waiver request.

Goals and expected programmatic outcomes of waiver:

Customized training optimizes the resources available under workforce development initiatives to meet the needs of employers and job seekers. However, the current 50 percent employer match requirement limits the ability to market customized training programs to local employers. Local employers too often conclude that the 50 percent match requirement creates costs that outweigh the benefits of participating in a WIA customized training program.

The proposed sliding scale for the employer match will create the necessary flexibility for employers to provide the required match at a rate that more appropriately represents a particular business' or industry's cost benefit ratio of contributing to a match amount to receive skilled employees. Allowing businesses and industries to apply the sliding scale to determine the match amount will increase employer participation in WIA customized training programs at the local level. The sliding scale will answer small business owners' primary reason for not participating in the customized training. Boards will increase their participation rates for skilled job seekers that received training and found employment. Employers will benefit by having a labor pool with the marketable skills they require.

Individuals impacted by the waiver:

The waiver will positively affect all of the state's WIA customers, employers and job seekers.

Process for monitoring progress in implementation:

The State Workforce Investment Office of the Rhode Department of Labor and Training will monitor customized training programs as part of its annual WIA local program monitoring. The state will also evaluate the LWIB's monitoring process as part of each local area's sub-recipient contract monitoring responsibilities.

Notice to affected local board:

This request was developed at the request of local areas. As with all major workforce policies and procedures, the state has solicited dialogue and input from the local workforce boards and staff concerning the impact of this request. The local workforce areas support this request.

Public comment:

Rhode Island intends to post the waiver request as part of the Integrated State Plan on its web site, advertise the public comment period in the state's primary newspaper, accept comments in person at a public hearing and in writing to allow for meaningful comment and input from all interested parties, including, but not limited to, business and organized labor.

Waiver 2

PROHIBITION ON USE OF YOUTH WIA DOLLARS TO FUND INDIVIDUAL TRAINING ACCOUNTS FOR OLDER YOUTH AND OUT-OF-SCHOOL YOUTH

The Rhode Island Department of Labor and Training (DLT), as the state administrative entity for the Workforce Investment Act (WIA), is requesting a waiver of Title 20 of the code of Federal Regulations (CFR) Section 664.510, under the provisions established in Section 189(i)(4)(B) of WIA. Section 664 prohibits the use of Individual Training Accounts (ITAs) for youth participation, except in the case they are determined eligible and are co-enrolled either as an adult or dislocated worker.

The waiver request, if approved, would allow the Governor of the State of Rhode Island to appropriately use ITAs for youth participants, based on a valid needs assessment of interests, skills and aptitudes. Under the current regulation, older youth (ages 18 and over) may, at the same time, be enrolled as adults and use ITAs as "adults." Also, there is no specified age for the Dislocated Worker program, which could mean that youth under the age of 18, could also meet the dislocated worker eligibility requirements, be co-enrolled and receive ITAs. Under the current regulations, expenditures for ITAs are charged to the adult or dislocated worker funding streams, rather than to the youth funding stream. This co-enrollment requirement is a duplicative and unnecessary process which does not allow local workforce boards to charge the cost of the ITA back to the youth account, but draws down "limited" adult funds. The current regulation also does not allow some of those expenditures to be appropriately counted towards the 30 percent out-of-school expenditure requirement.

This waiver would allow older out-of-school youth to select approved ITA programs from the Rhode Island Eligible Training Provider List, while retaining their youth classification. Training costs can be charged as out-of-school youth expenditures, thereby eliminating the need to track such expenditures across different funding streams as it is done presently.

Statutory and/or regulatory requirements to be waived:

Title 20 CFR 664.510, Section 189(1)(4)(B) of WIA, prohibits the use of ITAs for youth unless they are found eligible for and co-enrolled in either the adult or dislocated worker program.

Actions undertaken to remove state or local barriers:

There are no existing state statutory or regulatory barriers to implementation of this waiver request.

Goals and expected programmatic outcomes of waiver:

The approval of this waiver will maximize the service delivery capacity of the Workforce Investment Act (WIA) youth programs by allowing youth, who are employment-focused, to have the same access as adults and dislocated workers to the advantages of ITAs.

Presently, the co-enrollment of youth in the adult programs contributes to unnecessary and duplicative paperwork, not to mention the additional tracking and reporting burden on activities, expenditures and outcomes by the local workforce boards.

By providing a waiver to allow the use of ITAs for youth (without the need for co-enrollment), in which assessment has determined that an ITA is the appropriate and best strategy for the youth, would allow the youth to be treated equally with an adult who has similar training needs. Being allowed to charge the ITA cost to the youth program instead of the adult or dislocated worker program, would reduce the dependence on “limited” adult funds and would contribute to the ability of the local boards to meet their 30 percent out-of-school expenditure requirement.

The Goals and Programmatic Outcomes to be achieved by the waiver are:

Goal: Allow the state to train out-of-school youth, if their assessment concludes that employment is their logical choice, in demand occupations in conformity with the state’s strategic plan. It would ensure that local boards have flexibility to deliver services based on individual needs of participants as intended under WIA.

Outcome: A large percentage of older and out-of-school youth either want to train for an occupation or obtain employment due to financial needs. With a waiver, older youth can pursue their occupational goals without the additional barrier of having to meet adult or dislocated worker eligibility requirements.

Goal: Eliminate duplicative paperwork for enrolling older youth into the adult programs. Co-enrollment has little purpose other than to provide documentation and justification for accessing ITAs for youth.

Outcome: Granting the waiver will decrease state and local paperwork. Training providers would also benefit because they would no longer have to follow two separate processes to provide services to adults/dislocated workers and older worker youth.

Goal : Allow local workforce boards to improve their expenditures on out-of school youth and meet the federal mandate to expend 30 percent of youth funds for this population.

Outcome: With the training cost being charged directly to the youth funding stream instead of the adult or dislocated worker program; youth expenditure levels will improve and possibly contribute to the local workforce boards meeting their 30 percent of out-of-school expenditure requirements.

Individuals impacted by the waiver:

This waiver will directly impact older WIA-eligible youth allowing them to benefit from training in a demand occupation. These customers would now directly receive the types of services afforded adult and dislocated workers that most closely and quickly meet their needs without unnecessary paperwork or tracking.

Process for monitoring progress in implementation:

The State Workforce Investment Office of the Rhode Department of Labor and Training already has the responsibility to monitor the eligibility in the adult and youth categories and the corresponding suitability of charges to various the various funding streams.

Notice to affected local boards:

This request was developed at the request of local areas. As with all major workforce policies and procedures, the state has solicited dialogue and input from the local workforce boards and staff concerning the impact of this request. The local workforce areas support this request.

Public comment:

Rhode Island intends to post the waiver request as part of the Integrated State Plan on its web site, advertise the public comment period in the state's primary newspaper, accept comments in person at a public hearing and in writing to allow for meaningful comment and input from all interested parties, including, but not limited to, business and organized labor.

Waiver 3**EXTENSION OF INITIAL ELIGIBILITY FOR ALL TRAINING PROVIDERS ON THE STATEWIDE ELIGIBLE TRAINING PROVIDER LIST****Background:**

The State of Rhode Island developed and maintains an eligible training provider list (ETPL). The list is posted to the state's web site and includes cost information. Performance data is also available. In addition to requiring information related to WIA-funded students, the Act requires performance information for all students participating in the training providers' programs (Workforce Investment Act 122(d)(1)(A) (1998), 20 CFR 663.540 (a)(1)(i)(2000). The strict enforcement of this provision by the state unduly limits the training services available to WIA clients. While most training providers supply the state with performance information on all students, some do not. In addition, some providers, notably post-secondary public and private colleges, do not provide social security numbers. Consequently, the state is not able to test the veracity of the training provider's information in all cases. Despite many attempts to secure data with regard to all students from those providers seeking to join the state's ETPL, complete data has not been obtained. Therefore, the state is seeking a waiver of this aspect of WIA in order to move into compliance regarding the ETPL and to continue to provide meaningful and plentiful training options for our clients.

The Rhode Island Department of Labor and Training (DLT) as the state administrative entity for the Workforce Investment Act (WIA), is requesting a waiver to extend the period of "Initial Eligibility of Training Providers." This waiver will address the ETPL requirement for subsequent eligibility determination included in the Workforce Investment Act (WIA) Section 122(c)(5) and Title 20 of the Code of Federal Regulations (CFR) Section 663.530, related to eligible training provider provisions.

This waiver request adheres to the format identified in WIA Section 189(i)(4)(B) and WIA Final Regulations at 20 CFR Section 661.420(c).

Statutory and/or regulatory requirements to be waived:

The WIA Section 122(c)(5) and Title 20 CFR 663.530 dealing with the time limit for initial eligibility would be waived.

Actions undertaken to remove state or local barriers:

There are no existing state statutory or regulatory barriers to implementation of this waiver request.

Goals and expected programmatic outcomes of waiver:

The State of Rhode Island fully understands the need for accountability and supports efforts to ensure that customers are making informed decisions based on quality data; however, the ability to effectively collect the required data is limited and the results could adversely impact customer choice and limit training options for clients.

The goal is to increase the quality and quantity of all performance information for training providers on the state list of eligible training providers. The state will continue to pursue this goal but does not want to be in the position of forcing the elimination of quality training providers or have providers opt out of the WIA system in the interest of complying with privacy concerns of their non-WIA clients. Our approach is that this is an ongoing process, whereby, the data available to clients will constantly improve over time.

The list of training offerings would be greatly expanded should this waiver request be approved. The Community College system, for example, is a critical provider that has been opting out of full participation in the Rhode Island ETPL system. The Community College system has been only applying for inclusion of its not-for-credit courses because of concerns with the privacy of their non-WIA student body. The Community College system would be able to offer for-credit courses on the ETPL that have not been offered before because of the subsequent eligibility requirements.

This waiver has been in place for several years and has allowed Rhode Island to expand the training choices available to our customers and to extract better and better performance information from individual providers on the ETPL.

Individuals impacted by the waiver:

The waiver will positively affect all LWIAs and boards, training providers, local One-Stop staff, and customers.

Process for monitoring progress in implementation:

The State Workforce Investment Office (SWIO) of the DLT has the responsibility to monitor all aspects of ETPL compliance.

Notice to affected local boards:

This request was developed at the request of local areas. As with all major workforce policies and procedures, the state has solicited dialogue and input from the local workforce boards and staff concerning the impact of this request. The local workforce areas support this request.

Public comment:

Rhode Island intends to post the waiver request as part of the Integrated State Plan on its web site, advertise the public comment period in the state's primary newspaper, accept comments in person at a public hearing and in writing to allow for meaningful comment and input from all interested parties, including, but not limited to, business and organized labor.

Waiver 4

WORKFORCE INVESTMENT BOARD MEMBERSHIP REQUIREMENTS

The Rhode Island Department of Labor and Training (DLT), as the state administrative entity for the Workforce Investment Act (WIA), is requesting a waiver of the WIA membership requirements for the State Workforce Investment Board (SWIB).

This waiver request, previously approved by the Department of Labor's Employment and Training Administration (ETA), has been in effect since 2005 and has allowed the Governor of the State of Rhode Island to create a SWIB that is paramount and at the same time in compliance with the approved

membership requirements set forth in Rhode Island Public Law 42-102-2 (b) and the Rhode Island State Constitution. The SWIB's membership requirements encompass the membership requirements of the HRIC with two exceptions:

- The Separation of Powers Amendment to the Rhode Island Constitution (this amendment was approved by the voters in November 2004 and its provisions supersedes the requirements of RI Public Law 42-102-2 enacted during the 2004 Rhode Island Legislative Session) prohibits state legislators from being on boards with executive functions. The removal of the state legislators reduced the size of the HRIC from 15 to 13 members.
- The Governor also appointed six additional members to the SWIB: one representative of the elementary and secondary education system, one representative of the post-secondary education system, one representative of the lead state agency responsible for implementing the state's workforce development policy (i.e., the Director of the Department of Labor and Training) and three additional representatives of the employer community.

Therefore, if the waiver is approved, the SWIB would continue to have 19 members with a business majority.

The Rhode Island HRIC is charged with essentially the same mission as the SWIB under the WIA, i.e., providing strategic leadership and coordination of workforce development efforts in Rhode Island and the support of innovative and state-of-the-practice initiatives and programs. In addition, the classes of the membership requirements of both boards are similar; therefore, to have two boards with the same mission and similar classes of membership would not make sense organizationally.

Finally, the SWIB, encompassing the membership and mission of the HRIC, is a much smaller board than the one required by the WIA. This is a desirable goal if one wishes to have an active, influential and involved board. Boards with over 50 members, as required under WIA, can be unwieldy leading to low participation rates.

Statutory and/or regulatory requirements to be waived:

The WIA contains requirements for SWIB membership at section 111(b). In the case of Rhode Island, the HRIC has essentially the same mission and membership requirements—though smaller in size. The creation of a separate SWIB under WIA would divide authority and responsibility between two public bodies with the same purpose.

The following classes of HRIC membership are required under the state statute: six from the employer community, four members must be women, three must be minority community representatives, one member must represent the disabled community, and two legislators (Senate and House).

The legislators, however, are excluded from membership on the State Workforce Investment Board and the HRIC by the RI Constitution. The Governor appointed the representatives of three state agencies and four additional employer representatives and removed the two legislators. The State Workforce Investment Council encompassing the membership and mission of the HRIC would consist of 19 members—ten would be representing the employer community.

Actions undertaken to remove state or local barriers:

There are no existing state statutory or regulatory barriers to implementation of this waiver request. The continued approval of the waiver will expedite the state's planning and implementation of WIA programs.

Goals and expected programmatic outcomes of waiver:

The continued approval of this waiver request will give the Governor greater control over the development and achievement of Rhode Island's workforce development goals. The smaller SWIB appropriately modified with additional employer and state agency representation will be able to focus on strategic issues and be more effective.

Individuals impacted by the waiver:

The workforce development system and all Rhode Islanders (both job seekers and employers) would be impacted by the approval of this waiver. A smaller and more efficient board will provide strategic leadership, aligned policies and more effective workforce development programs.

Process for monitoring progress in implementation:

The SWIO of the DLT already has the responsibility to monitor the composition of the SWIB and ensure their compliance with member requirements.

Notice to affected local boards:

As with all major workforce policies and procedures, the state has solicited dialogue and input from the local workforce boards and staff concerning the impact of this request.

Public comment:

Rhode Island intends to place this waiver request on its web site, accept comments from the public either verbally at a public hearing or in writing, and discuss it at open meetings of the state and local workforce boards to ensure transparency and to allow for meaningful public comment and input from all interested parties, including, but not limited to, business and organized labor.

Waiver 5**TO ALLOW THE STATE OF RHODE ISLAND TO USE RAPID RESPONSE FUNDS FOR INCUMBENT WORKER TRAINING**

The State of Rhode Island Department of Labor and Training (DLT), the state's Workforce Investment Act's (WIA) administrative entity, requests a waiver to allow 20 percent of rapid response funds to be used to support Rhode Island incumbent worker training activities as needed in the context of layoff aversion. This waiver provides Rhode Island with the needed flexibility to meet the growing need of employers who are experiencing difficulty during this economic downturn. Rhode Island's unemployment rate continues to hover near the highest in the nation (July 2012 rate was 10.9 percent).

Background: When workers lack needed training and businesses experience skill gaps, the company's ability to retain workers can be compromised. Rhode Island's Incumbent Worker Training Program addresses such needs. The purpose of the program is to help established Rhode Island businesses provide training and education for current workers, resulting in layoff aversion and reduced employee turnover. The specific objectives of the program include upgrading employee skills, providing training in portable (transferable) skills and contributing to business retention. The WIA State Plan as well as the Strategic Workforce Plan for Rhode Island 2009-2014 both speak to the importance of maximizing the capacity of the workforce development system to align, unite and flexibly address the skill demands of all employers and job seekers.

The need for this flexibility in funding is clear. As an example, manufacturing in Rhode Island has been particularly hard hit and it is necessary for companies who remain in business to reinvent themselves in order to continue to employ Rhode Islanders and meet the challenging demands of this economy.

Statutory and/or regulatory requirements to be waived:

Rhode Island requests the waiver of WIA Section 134(a)(2)(A) and WIA Regulations 20 CFR 665.310 through 20 CFR 665.320 that establish allowable statewide rapid response activities and uses for set-aside rapid response funds.

Actions undertaken to remove state or local barriers:

There are no state or local barriers to implementing the requested waiver.

Goals and expected programmatic outcomes of waiver:

Broadly speaking, this waiver will enhance the state's efforts at providing prospects for individuals currently employed in companies struggling to avoid layoffs of employees. The local, state, regional and national economy will benefit from the upward mobility of workers.

Rhode Island's layoff aversion strategy was approved by the Governor's Workforce Board in September of 2008, during the recession. The Rhode Island Business Retention and Expansion Initiative (BREI) is both a service and potential investment strategy designed to retain and sustain business growth and employment. It is a collaborative effort comprised of many different organizations, each of whom brings distinctive areas of expertise. Members include, but are not limited to, the Board, the DLT, Economic Development Agencies (both statewide and local), Chambers of Commerce, Industry Partners and educational institutions. The objective of the BREI is to provide and support various strategies that will, at a minimum, maintain the stability of a company, and therefore, its workforce. Although the BREI encompasses both business retention and workforce expansion, funds utilized under this waiver will only be used for layoff aversion activities and all training activities will be geared toward skill attainment.

At this time, no specific industry will be targeted; initially, the focus may be on companies participating in the WorkShare program. These companies have already reduced the hours of their workers due to a slowdown in business. If the company, in conjunction with the BREI team, determines that training is an appropriate service which will allow the workers to remain employed, the rapid response incumbent worker training funds would be utilized to offset the cost of the training. Training may not always be the solution for the company; in those cases, all of the other available partner services will be made available, as appropriate, to the business.

The state will use the established, applicable WIA performance measures and standards to assess the effectiveness and efficiency of the activities allowed under this waiver. The State of Rhode Island will report progress on these elements to federal authorities as required.

The use of rapid response funds for this purpose will not diminish the ability of Rhode Island to provide dislocated worker services as needed.

Individuals impacted by the waiver:

Both employers and incumbent workers will be impacted by this waiver. It is imperative that employers have options to avert layoffs or plant closures. One option is that of retraining the current workforce to meet the growing needs of business. This may require new skills or advanced skills enabling an employee to multi-task within an organization. For the employee, simply to remain employable may

require the attainment of new skills and/or credentials. Rhode Island intends to use this waiver as one layoff aversion strategy employers can utilize as they strive to remain in business.

Process for monitoring progress in implementation:

DLT, as the state administrative entity of WIA, will be responsible for the monitoring of all WIA-funded incumbent worker activities. This waiver will be incorporated into the administrative entity's monitoring procedures including a periodic review of how well the measures/standards are being met.

Notice to affected local boards:

As with all major workforce policies and procedures, the State has solicited dialogue and input from the local workforce boards and staff concerning the impact of this request. The local workforce areas support this request.

Public comment:

Rhode Island intends to post the waiver request as part of the Integrated State Plan on its web site, advertise the public comment period in the state's primary newspaper, accept comments in person at a public hearing and in writing to allow for meaningful comment and input from all interested parties, including, but not limited to, business and organized labor.

Waiver 6

TO ALLOW THE STATE OF RHODE ISLAND TO INCREASE EMPLOYER REIMBURSEMENT FOR ON THE JOB TRAINING

The Rhode Island Department of Labor and Training (DLT), the state's Workforce Investment Act (WIA) administrative entity, requests a waiver to modify the requirements found in WIA Section 101 (31)(B) and 20 CFR 663.710. This waiver will allow the implementation of a sliding reimbursement scale, based on company size, for employers participating in the On-the-Job-Training (OJT) program. The following reimbursement amounts will be utilized:

- Up to 90 percent for employers with 50 or fewer employees
- Up to 75 percent for employers with 51-250 employees

For employers with more than 250 employees, the current statutory requirements (50 percent reimbursement) will continue to apply.

Statutory and/or regulatory requirements to be waived:

Rhode Island requests a waiver of WIA Section 101 (31)(B) and WIA Regulations 20 CFR 663.710 which states that employers may be reimbursed up to 50 percent of the wage rate of an OJT participant for the extraordinary costs of providing training and additional supervision related to the OJT.

Actions undertaken to remove state or local barriers:

There is no existing state or local barrier to implementing the requested waiver.

Goals and expected programmatic outcomes of waiver:

Because of the waiver, the state expects that the OJT program services will expand to reach more employers and trainees alike. The Strategic Workforce Plan for Rhode Island 2009-2014 puts a high emphasis on the value of employer involvement in training.

The goal of the waiver is to provide the state a greater flexibility in responding to the local labor markets. WIA funds will be utilized in a manner that maximizes the state's response to the requests of

businesses in need by delivering job training and workforce development services that are relevant to the local economy.

By increasing the current employer OJT reimbursement rate for businesses, the state workforce system will be able to more effectively market WIA-funded on-the-job training. This increase will support job creation and create the necessary flexibility for employers to be reimbursed at a level more suitable to their needs thus resulting in an increase of business participation and an improvement of the percentage of job seekers that receive training and training-related employment.

The following goals and outcomes are expected:

- Increase employment opportunities for harder to serve individuals such as the long term unemployed, older workers and those with limited or sporadic job histories
- Increase the percentage of employers using OJT as a means of hiring and retaining a skilled workforce
- Increase number and percentages of workers trained and hired through OJT programs
- Raise skill proficiencies for workers that will result in increased worker viability

Individuals impacted by the waiver:

Adults and dislocated workers as well as participating employers will all be impacted by the waiver in that the OJT program will be more responsive to their needs.

Process for monitoring progress in implementation:

DLT, as the state administrative entity of WIA, is responsible for the monitoring of all WIA-funded activities and will incorporate the implementation of this waiver into existing procedures. The local workforce boards will also continue to monitor the activity.

Notice to affected local boards:

This request was developed at the request of local areas. As with all major workforce policies and procedures, the state has solicited dialogue and input from the local workforce boards and staff concerning the impact of this request. The local workforce areas support this request.

Public comment:

Rhode Island intends to post the waiver request as part of the Integrated State Plan on its web site, advertise the public comment period in the state's primary newspaper, accept comments in person at a public hearing and in writing to allow for meaningful comment and input from all interested parties, including, but not limited to, business and organized labor.

Waiver 7

TO REDUCE THE COLLECTION OF PARTICIPANT DATA FOR INCUMBENT WORKERS

The Rhode Island Department of Labor and Training (DLT), the state's Workforce Investment Act (WIA) administrative entity, requests a waiver to allow the state to discontinue the collection of seven of the data elements in Section 1 of the WIASRD for incumbent workers trained with WIA funds. The state seeks to reduce the data collection burden for businesses served under WIA-funded incumbent worker training programs. Under the waiver, the state would not collect the following WIASRD data elements: single parent (117), unemployment compensation eligible status at participation (118), low income (119), TANF (120), other public assistance (121), homeless individual and/or runaway (125), and offender (126).

Statutory and/or regulatory requirements to be waived:

20 CFR 667.300(a).

Actions undertaken to remove state or local barriers:

There is no existing state or local barrier to implementing the requested waiver.

Goals and expected programmatic outcomes of waiver:

Because of the waiver, the state expects to reduce the data collection burden for businesses being served under WIA-funded incumbent worker training programs. The Strategic Workforce Plan for Rhode Island 2009-2014 puts a high emphasis on the value of employer involvement in training.

The goal of this waiver is to minimize the data collection requirements of the employers for incumbent worker training so that they are not unnecessarily burdened with federal data collection requirements that do not provide relevant program information. Expected program outcomes include allowing the state flexibility to offer incumbent worker services and enhancing services to businesses along with increasing flexibility to engage and work with businesses in improving skills of the employer's workforce.

Individuals impacted by the waiver:

The waiver will directly impact the staff of the businesses and the Department's reporting and recordkeeping staff. It may also make the process of participating in WIA-funded incumbent worker training more attractive to employers, thus increasing business involvement and positive outcomes for companies and workers alike.

Process for monitoring progress in implementation:

DLT, as the state administrative entity of WIA, is responsible for the monitoring of all WIA-funded activities and will incorporate the implementation of this waiver into existing procedures.

Notice to affected local boards:

As with all major workforce policies and procedures, the State has solicited dialogue and input from the local workforce boards and staff concerning the impact of this request. The local workforce areas support this request.

Public comment:

Rhode Island intends to post the waiver request as part of the Integrated State Plan on its web site, advertise the public comment period in the state's primary newspaper, accept comments in person at a public hearing and in writing to allow for meaningful comment and input from all interested parties, including, but not limited to, business and organized labor.

Waiver 8

TO EXEMPT THE STATE FROM INCLUDING CREDENTIAL ATTAINMENT OUTCOMES FOR ON-THE-JOB TRAINING PARTICIPANTS

The Rhode Island Department of Labor and Training (DLT), the state's Workforce Investment Act (WIA) administrative entity, requests a waiver to exempt the state from including credential/certificate attainment outcomes for participants enrolled in the WIA On-the-Job-Training (OJT) program.

Statutory and/or regulatory requirements to be waived:

Rhode Island requests the waiver of WIA Regulations 20 CFR 666.100 (a) (1) (iv) for Adults and 20 CFR 666.100 (a) (2) (iv) that requires attainment of a recognized credential/certificate for performance. This waiver is being requested to exclude individuals who are participating in OJT program services from inclusion in the WIA credential/certificate attainment standards. They will continue to be included in all other applicable performance standards.

Actions undertaken to remove state or local barriers:

There is no existing state or local barrier to implementing the requested waiver.

Goals and expected programmatic outcomes of waiver:

Because of the waiver, the state expects that the OJT program services will expand to reach more employers and trainees alike. The Strategic Workforce Plan for Rhode Island 2009-2014 puts a high emphasis on the value of employer involvement in training.

The goal of the waiver is to give the local workforce investment areas greater flexibility and access to use of the OJT program without negatively impacting upon credential/certificate-related performance standards. It allows the training program design to be more responsive to employer and employee needs as it can be specifically created for that industry, business or worksite. Eliminating the credential/certificate reporting requirement for those participating in the OJT program will encourage its use and have a positive effect on retention and average earnings performance outcomes.

The following goals and outcomes are expected:

- Increase employment opportunities for harder to serve individuals such as the long term unemployed, older workers and those with limited or sporadic job histories
- Increase the percentage of employers using OJT as a means of hiring and retaining a skilled workforce
- Increase the number and percentages of workers trained and hired through OJT programs
- Raise skill proficiencies for workers that will result in increased worker viability

Individuals impacted by the waiver:

Adults and dislocated workers as well as participating employers will all be impacted by the waiver in that the OJT program will be more responsive to their needs.

Process for monitoring progress in implementation:

DLT, as the state administrative entity of WIA, is responsible for the monitoring of all WIA-funded activities and will incorporate the implementation of this waiver into existing procedures. Local Workforce Boards will also continue monitoring of the activity.

Notice to affected local boards:

This request was developed at the request of local areas. As with all major workforce policies and procedures, the state has solicited dialogue and input from the local workforce boards and staff concerning the impact of this request. The local workforce areas support this request.

Public comment:

Rhode Island intends to post the waiver request as part of the Integrated State Plan on its web site, advertise the public comment period in the state's primary newspaper, accept comments in person at a public hearing and in writing to allow for meaningful comment and input from all interested parties, including, but not limited to, business and organized labor.

Waiver 9

TO EXEMPT THE STATE FROM THE REQUIREMENT TO CONDUCT EVALUATIONS

The Rhode Island Department of Labor and Training, the state operational entity for the Workforce Investment Act (WIA), is requesting a waiver to exempt the state from the requirement to conduct evaluations.

Statutory and/or regulatory requirements to be waived:

Rhode Island requests a waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200)(d) requiring the conduct of evaluations of workforce investment activities for adults, dislocated workers and youth.

Actions undertaken to remove state or local barriers:

There is no existing state or local barrier to implementing the requested waiver.

Goals and expected programmatic outcomes of waiver:

The reduction to five percent in the WIA allotment Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of evaluations and incentive grants to local areas. The state's reduced funds are being used to cover the following required activities:

- Operating fiscal and management accountability information systems
- Submitting required reports
- Disseminating the list of eligible training providers for adults and dislocated workers
- Providing technical assistance to poor performing local areas
- Disseminating training provider performance and cost information

Our goal in seeking this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities we deem most essential to the basic functions of the workforce investment system.

Individuals impacted by the waiver:

This waiver will provide the state agency with more flexibility in directing Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

Process for monitoring progress in implementation:

The state will monitor progress and ensure accountability for federal funds in connection with these waivers by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Notice to affected local boards:

Both local boards were notified of the waiver requests and of the public comment period at their respective Executive Committee meetings by a staff representative of the State Workforce Board. The local workforce areas support this request.

Public comment:

Rhode Island intends to post the waiver request as part of the Integrated State Plan on its web site, advertise the public comment period in the state's primary newspaper, accept comments in person at a

public hearing and in writing to allow for meaningful comment and input from all interested parties, including, but not limited to, business and organized labor.

Waiver 10

TO EXEMPT PROVIDING INCENTIVE GRANTS TO LOCAL AREAS

The Rhode Island Department of Labor and Training (DLT), the state's Workforce Investment Act (WIA) administrative entity, requests a waiver from the requirement to provide incentive grants to local workforce investment areas.

Statutory and/or regulatory requirements to be waived:

Rhode Island requests a waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) requiring provision of incentive grants to local areas.

Actions undertaken to remove state or local barriers:

There is no existing state or local barrier to implementing the requested waiver.

Goals and expected programmatic outcomes of waiver:

The reduction to five percent in the WIA allotment for Program Year (PY) 2011 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of evaluations and incentive grants to local areas. The state's reduced funds are being used to cover the following required activities:

- Operating fiscal and management accountability information systems
- Submitting required reports
- Disseminating the list of eligible training providers for adults and dislocated workers
- Providing technical assistance to poor performing local
- Disseminating training provider performance and cost information

Our goal in seeking this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities we deem most essential to the basic functions of the workforce investment system.

Individuals impacted by the waiver:

This waiver will provide the state agency with more flexibility in directing Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

Process for monitoring progress in implementation:

The state will monitor progress and ensure accountability for federal funds in connection with these waivers by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Notice to affected local boards:

Both local boards were notified of the waiver requests and of the public comment period at their respective Executive Committee meetings by a staff representative of the State Workforce Board. The local workforce areas support this request.

Public comment:

Rhode Island intends to post the waiver request as part of the Integrated State Plan on its web site, advertise the public comment period in the state's primary newspaper, accept comments in person at a public hearing and in writing to allow for meaningful comment and input from all interested parties, including, but not limited to, business and organized labor.

Waiver 11**ALLOW A PORTION OF DISLOCATED WORKER LOCAL FUNDS TO BE USED FOR STATEWIDE ACTIVITIES, SPECIFICALLY INCUMBENT WORKER TRAINING**

The Rhode Island Department of Labor and Training (DLT), the state's Workforce Investment Act (WIA) administrative entity, requests a waiver to allow a portion of Dislocated Worker Funds to be used for statewide activities, specifically incumbent worker training.

Statutory and/or regulatory requirements to be waived:

Rhode Island requests a waiver of WIA Section 134(a) to allow a portion of dislocated worker local funds to be used for statewide activities, specifically incumbent worker training (IWT). The state requests that up to 20 percent of dislocated worker funds be used for the purpose of lay-off aversion only. IWT is a necessary strategy for upgrading current employee skills which promotes employee retention, career pathways, increased wages and job creation. A better trained, highly qualified workforce supports business growth and opens opportunities for further employment opportunities and is directly related to the goals of Rhode Island's workforce development system as outlined in the Governor's Workforce Board (The Board) State Strategic Plan.

Actions undertaken to remove state or local barriers:

There is no state or local barriers to implementing the waiver.

Goals and expected programmatic outcomes of waiver:

With this waiver, the local workforce boards will be able to offer IWT activities to Rhode Island businesses whose workforce needs skill improvement in order to compete in an ever-changing, technologically-rich commerce. Recently, there has been a substantial increase in requests from Rhode Island businesses for IWT. There is a shortage of qualified workers that have the skills required for new and emerging technologies and applications that allow businesses to remain competitive and support growth.

This waiver provides the opportunity to more effectively address layoff aversion by expanding IWT activities with a demand-driven, business focus. Investing public resources to support technical, operational or soft skills training of workers is a practical strategy for layoff aversion; it retains good jobs, creates more jobs as workers are promoted and preserves critical industries in Rhode Island. A better trained workforce is the most effective retention tool.

We expect that the refined skill set of incumbent workers participating in IWT will allow companies to increase production, become more competitive, benefit from fiscal prosperity and create more jobs.

Individuals impacted by the waiver:

- Incumbent workers, businesses, and local boards will all benefit from the approval of this waiver. The incumbent workers and businesses will be able to avoid layoffs; local boards will be better positioned to meet the needs of their business customers. In addition, unemployed

workers will also be positively impacted in that they may be able to move into job openings as the newly-trained incumbent workers are promoted.

Well-trained, highly qualified employees are the focus of this waiver. The impact promotes business growth, increased productivity and overall competitiveness that result in a skilled workforce with opportunities for increased wages, prospects for career growth and job creation.

Process for monitoring progress in implementation:

Rhode Island currently has a waiver to utilize a portion of Rapid Response funds for Incumbent Worker Training; the policies and processes developed for implementation of that program will serve as guidance for the local areas. The state will develop policy and provide training to the local area staff.

As a direct recipient of federal funds, Rhode Island maintains administrative procedures which include fiscal, compliance, programmatic, and performance monitoring processes. Monitoring encompasses a review of all requirements appropriate to activities, contract obligations, work site appropriateness, and fiscal regulation. Timely corrective actions are expected when violations of policy, regulations, or law are found. All monitoring and corrective actions are documented and maintained on file per federal record retention requirements. Monitoring is on-going, and occurs as frequently as necessary to ensure compliance.

Direct oversight of training activities will be the responsibility of the local boards who will receive comprehensive documentation of all training and expenses, participant data and performance outcomes to ensure compliance with state and federal guidelines. Locally-funded incumbent worker training will also be reported as required in the quarterly submission of WIASRD data.

Notice to affected local boards:

The waiver request is being submitted at the request of the local boards.

Public comment:

Rhode Island intends to post the waiver request as part of the Integrated State Plan on its web site, advertise the public comment period in the state's primary newspaper, accept comments in person at a public hearing and in writing to allow for meaningful comment and input from all interested parties, including, but not limited to, business and organized labor.

Trade Adjustment Assistance

Administration /Co-Enrollment

In Rhode Island, the Workforce Development Services (WDS) Division administers the Trade Adjustment Assistance (TAA) program. WDS promotes the seamless integration and coordination of services provided under the Trade Act programs with services provided under the Workforce Investment Act (WIA) and Wagner-Peyser (W-P) programs by co-enrolling TAA participants as required by TEGL 21-00 and further described in TEGL 11-02 and TEGL 22-08. Co-enrollment allows trade-affected workers to receive supportive services that may assist in a quicker transition to work and allows for the provision of core and intensive services under multiple programs.

Early Intervention

Early intervention is provided through the Business Workforce Center (BWC) which schedules Rapid Response events with trade-affected employers when notification is received from the United States Department of Labor (USDOL) that a trade petition has been certified. Rapid Response events are also scheduled upon request of the trade-affected employer, usually as a result of an existing relationship with the Rhode Island Department of Labor & Training (RIDLT) where the employer is aware an impending layoff may qualify their employees for TAA. Additionally, if in the course of a regular (or trade-related) Rapid Response event, BWC staff determine the employees may potentially be eligible for TAA; they will address this with both the employer and the employees during the Rapid Response event.

Assessment

WDS utilizes various assessment tools, including TABE, CareerScope, Prove It!, and the Objective Assessment tool within our Management Information System (MIS), EmployRI to place participants in appropriate training programs to achieve sustainable reemployment. Results from these various assessment tools are utilized to ensure customer's not only meet the minimum pre-requisite requirements set forth for a particular training program but also show the interest and aptitude to be successful in their desired career or field of training. If the assessment shows that either Adult Basic Education or English as a Second Language is needed prior to enrollment in an occupational skills training program, those participants are referred to local adult education providers for appropriate services.

Reporting

Data for each participant is entered and maintained in our MIS, EmployRI which ensures integration with all co-enrollment data (WIA and W-P data is also entered and maintained in the system) to allow for consistent TAA program administration and reporting.

Senior Community Service Employment Program (SCSEP)

The Rhode Island Department of Labor and Training's (DLT) Workforce Development Services (WDS) Division has contracted with SER Jobs for Progress (SER) via a Request for Proposal (RFP) and SER has demonstrated the ability to place older individuals into meaningful community service assignments. In addition, the agency has been successful in achieving the required thirty six percent entered employment rate for unsubsidized employment. We are always striving to increase our placement rates. DLT has contracted with SER for forty nine (49) slots. SER has in place designated Title V program staff members who oversee the program. They are responsible for training staff, recruiting enrollees, recruiting host sites, and locating employers. SER also assists in core and intensive training activities to

enable enrollees to become job ready. They partner with the One-Stop Career Centers and clients are co-enrolled.

Long-term Projections for Jobs in Industries and Occupations in the State that May Provide Employment Opportunities for Older Workers

Rhode Island employment is expected to increase by more than 52,000 jobs during the 2010-2020 projection period as the state's economy recovers from recessionary losses. Employment in 2020 is projected to reach 540,550, an increase of 52,372 (10.2%) from the 2010 employment level. Much of this growth is attributed to the increased demand for the products and services provided by the Health Care & Social Assistance; Accommodation & Food Services; Retail Trade; Professional, Scientific & Technical Services; and Educational Services sectors.

Rhode Island Industry Projections by Economic Sector				
2010 - 2020				
	2010	2020		
	Estimated	Projected	Numeric	Percent
	Employment	Employment	Change	Change
Health Care and Social Assistance	79,367	92,200	12,833	16.2%
Accommodation & Food Services	41,968	47,700	5,732	13.7%
Retail Trade	46,186	51,615	5,429	11.8%
Professional, Scientific, & Technical Services	20,939	25,500	4,561	21.8%
Educational Services	45,474	50,000	4,526	10.0%
Construction	15,943	19,800	3,857	24.2%
Administrative & Waste Services	23,192	26,835	3,643	15.7%
Self-Employed, All Jobs	41,200	43,100	1,900	4.6%
Wholesale Trade	15,815	17,700	1,885	11.9%
Management of Companies & Enterprises	9,384	11,000	1,616	17.2%
Transportation & Warehousing	9,275	10,830	1,555	16.8%
Finance and Insurance	23,406	24,950	1,544	6.6%
Arts, Entertainment, & Recreation	7,548	8,730	1,182	15.7%
Information	9,988	11,030	1,042	10.4%
Manufacturing	39,847	40,650	803	2.0%
Other Services (Except Government)	18,206	18,980	774	4.3%
Real Estate & Rental and Leasing	5,632	6,090	458	8.1%
Mining	173	185	12	6.9%
Agriculture, Forestry, Fishing & Hunting	715	715	0	0.0%
Utilities	1,131	1,000	-131	-11.6%
Government	32,789	31,940	-849	-2.6%

Occupational Outlook

Job openings result from the need to replace workers who leave an occupation and the need to fill vacancies created by business expansion. During the 2010-2020 projection period, it is estimated that employers will need to find workers to fill over 170,000 job openings. Thirty two percent of the projected job openings are attributed to the economic growth that is expected to occur during the projection period. The remaining openings are due to replacement needs resulting from employee turnover.

Several occupational groups are expected to grow at above average (10.7%) rates. Among the fastest growing occupational groups are Healthcare Support (19.7%), Computer and Mathematical (18.3%), Personal Care and Service (17.5%), and Healthcare Practitioners and Technical (15.8%). Each of these occupational groups is expected to generate over 2,300 new jobs during the projection period.

Occupational declines result from decreasing industry employment and from technological modifications. While all occupational groups are projected to have job gains: Farming, Fishing, & Forestry (0.4%); Production (3.2%); and Protective Service (4.8%) occupations are all projected to have less than a 5 percent change in employment. It is important to note that while job gains are below average, there will still be a demand for over 11,000 workers in these occupational groups resulting from new jobs and the need to replace workers who leave their jobs.

Among the major occupational groups, the greatest number of expected job openings resulting from economic growth and employee turnover will occur in Office and Administrative Support Occupations (+23,095), Food Preparation and Serving Related Occupations (+22,705), and Sales and Related Occupations (+20,233).

	Employment		Net Change	Percent Change	Openings Due To	
	2010	2020			Growth	Replacement
Total Occupations	488,178	40,550	52,372	10.7%	54,695	115,672
Management	24,230	25,815	1,585	6.5%	1,719	5,165
Business & Financial Operations	21,845	25,175	3,330	15.2%	3,332	4,418
Computer & Mathematical	11,945	14,135	2,190	18.3%	2,190	2,330
Architecture & Engineering	7,829	8,401	572	7.3%	623	1,786
Life, Physical, & Social Science	3,813	4,355	542	14.2%	543	1,019
Community & Social Service	10,241	11,603	1,362	13.3%	1,362	2,261
Legal	3,776	4,017	241	6.4%	246	666
Education, Training, & Library	31,721	34,809	3,088	9.7%	3,092	6,890
Arts, Design, Sports, & Media	8,540	9,409	869	10.2%	926	2,226
Healthcare Practitioners & Technical	35,503	41,097	5,594	15.8%	5,600	7,027
Healthcare Support	20,964	25,102	4,138	19.7%	4,152	2,916
Protective Service	10,777	11,299	522	4.8%	546	2,834
Food Preparation & Serving Related	43,673	49,422	5,749	13.2%	5,759	16,946
Building & Grounds Cleaning & Maintenance	17,941	19,439	1,498	8.3%	1,541	3,229
Personal Care & Service	17,581	20,654	3,073	17.5%	3,076	4,151
Sales & Related	48,505	53,617	5,112	10.5%	5,232	15,001
Office and Administrative Support	79,181	84,280	5,099	6.4%	6,080	17,015
Farming, Fishing, & Forestry	718	721	3	0.4%	10	216
Construction & Extraction	18,541	21,295	2,754	14.9%	2,755	4,115
Installation, Maintenance, & Repair	16,894	18,364	1,470	8.7%	1,544	3,804
Production	30,221	31,191	970	3.2%	1,697	5,830
Transportation & Material Moving	23,739	26,350	2,611	11.0%	2,670	5,827

High Demand Occupations

The top 50 occupations with the greatest number of annual openings represent numerous opportunities for finding employment in the years ahead. They are considered “High Demand” occupations. It is projected that during the 2010-2020 period, employers will need to fill over 170,000 jobs resulting from employee turnover and economic growth. These “High Demand” occupations will account for more than half (53.6%) of all job openings projected for Rhode Island.

Rhode Island High Demand Occupations by Annual Openings 2010 – 2020

Retail Salespersons	640
Cashiers	599
Waiters & Waitresses	559
Registered Nurses	439
Combined Food Prep & Serving Workers	387
Customer Service Representatives	372
Counter Attendants, Cafeteria, & Coffee Shop	336
Nursing Aides, orderlies & Attendants	266
Office Clerks, General	251
Home Health Aides	247
Laborers: Freight, Stock, & Movers, Hand	231
First-Line Supervisors: Office & Administrative Support Workers	211
Childcare Workers	197
Janitors & Cleaners	183
Bookkeeping, Accounting, & Auditing Clerks	169
Sales Representatives: Wholesale & Manufacturing	168
Receptionists & Information Clerks	160
Personal Care Aides	156
Landscaping & Ground keeping Workers	156
Stock Clerks & Order Fillers	156
Dishwashers	155
First-Line Supervisors: Retail Sales Workers	155
Cooks, Restaurant	150
Carpenters	146
Teacher Assistants	140

Bartenders	130
Accountants & Auditors	126
Secondary School Teachers	126
Elementary School Teachers	121
Medical Secretaries	117
Hosts & Hostesses	116
Maintenance & Repair Workers, General	114
Food Preparation Workers	109
Social & Human Service Assistants	106
Heavy & Tractor-Trailer Truck Drivers	105
Secretaries & Administrative Assistants	103
Maids & Housekeeping Cleaners	98
Management Analysts	96
General & Operations Managers	96
Team Assemblers	95
First Line Supervisors: Food Preparation & Serving Workers	94
Computer Support Specialists	91
Dining Room Attendants	87
Light Truck or Delivery Services Drivers	87
Security Guards	83
Hairdressers, Hairstylists, & Cosmetologists	80
Packers & Packagers, Hand	77
Tellers	74
Middle School Teachers	73

How the Long-term Job Projections Relate to the Types of Unsubsidized Jobs for Which SCSEP Participants will be Trained and the Types of Skill Training to be Provided

The Rhode Island SCSEP program is concerned for the participants in the SCSEP program. According to the Rhode Island DLT's Labor Market Information (LMI) Unit, the following industries are projected to rank among the fastest growing from 2010 to 2020: Healthcare Support (19.7%), Computer and Mathematical (18.3%), Personal Care and Service (17.5%), and Healthcare Practitioners and Technical (15.8%). These industries are not the common job skill training for SCSEP participants. The RI SCSEP participants lack the education and experience to apply for these positions. However, the SCSEP participants can be trained for the "supportive services" to these industries. Past trainings and Job placements have included positions such as Food Preparation and Service; Education, Training, and Library Services; Office and Administrative Support; Retail, Sales, and Related Services; Maintenance and Custodial Services; Personal Care and Service; Production, Assembly, Light Industrial; Protective Service; Transportation and Material Moving; Community and Social Services; Management; Healthcare; and Legal Services. This strategy has proven successful and will continue to be followed.

Current and Projected Employment Opportunities in the State and the Types of Skills Possessed by Eligible Individuals

Employment in Rhode Island is projected to grow at all education and skill levels, from jobs requiring less than a high school diploma to those requiring advanced degrees. During the 2010-2020 projection period, it is estimated that employers will need to find workers to fill over 54,000 new jobs and to replace more than 115,000 workers who will leave their jobs for various reasons.

Parallel to the national distribution, jobs requiring a high school diploma for entry into an occupation represent the largest portion of the Rhode Island labor market. Forty one percent of Rhode Island jobs require the minimum of a high school education; slightly below the nation percent (43.4%) in this category. More than 6,200 openings are projected each year for occupations at this educational level. Twenty nine percent are jobs due to growth in the economy with 71 percent due to replacement needs.

Jobs requiring college degrees (Associate, Bachelor's, Master's or Doctoral) represent slightly more than a quarter of the current occupational distribution in Rhode Island.

Educational Level	Annual Openings				
	2010	2020	Growth	Replacement	Total
Doctoral or professional degree	17,720	20,082	235	346	581
Master's degree	9,406	10,635	123	210	333
Bachelor's degree	76,630	86,338	980	1,677	2,657
Associate's degree	29,149	32,724	360	540	900
Postsecondary non-degree award	25,384	28,158	282	468	750
Some college, no degree	2,679	3,056	37	74	111
High school diploma or equivalent	203,486	220,064	1,846	4,453	6,299
Less than high school	123,724	139,493	1,594	3,781	5,375
Grand Total	488,178	540,550	5,470	11,549	17,006

Prior work experience in a previous occupation is required for fifteen percent of the occupations in our workforce. Ten percent of all occupations require from 1 to 5 years of work experience.

Work Experience	Annual Openings				
	2010	2020	Growth	Replacements	Total
	488,178	540,550	5,470	11,549	17,006
1 to 5 years	50,606	54,979	445	1,106	1,551
Less than 1 year	7,942	9,076	113	183	296
More than 5 years	11,731	12,744	109	237	346

Occupational distribution of the typical on-the-job training needed to attain competency for Rhode Island occupations.

Training Requirements	Annual Openings				
	2010	2020	Growth	Replacements	Total
Grand Total	488,178	540,550	5,470	11,549	17,006
Internship/residency	20,741	23,040	230	501	731
Apprenticeship	9,154	10,496	133	219	352
Long-term on-the-job training	22,477	23,815	168	529	697
Moderate-term on-the-job training	84,351	92,576	863	1,762	2,625
Short-term on-the-job training	195,557	216,322	2,194	5,342	7,536
None	155,898	174,301	1,869	3,196	5,065

National employer surveys also indicate the need for workers to have basic and “soft” skills now and in the future. For almost a decade, the National Association of Colleges and Employers has surveyed employers about their “most-wanted” skills. Transferable “soft skills” are those that are important to employers—regardless of the jobs pay or rank. The types of skills possessed by individuals eligible for and/or participating in the RI SCSEP are in line with the projected growth in employment opportunities in Rhode Island as well as the education and skill levels needed to fill those opportunities.

Description of the Localities and Populations for Which Projects of the Type Authorized by Title V are most Needed

In Rhode Island the SCSEP equitable distribution consists of five slots in Bristol County; ten slots in Kent County; and thirty-four (34) slots in Providence County. Rhode Island residents 55 and older (older residents) account for 26 percent of the state’s population. Of the state’s total population, 12.2 percent are living in poverty (100% or below poverty level) and 15.9 percent are living in or near poverty levels (125% or below poverty level). Older residents are less likely to be living at or near poverty levels than the population as a whole as 8.8 percent are living in poverty and 13 percent are living in or near poverty levels.

Providence County has the greatest number of older residents living in or near poverty levels on both a numeric and percentage basis. A total of 23,092 Providence County residents 55 or older are living in or near poverty levels accounting for 16 percent of the county’s older population.

In Kent County a total of 5,449 older residents are living in or near poverty levels accounting for 11.9 percent of the county’s older population.

In Bristol County a total of 1,025 older residents are living in or near poverty levels accounting for 7.3 percent of the county’s older population.

Within Providence County six cities and towns have more than 1,000 older residents living in or near poverty levels, including Providence (7,961), Pawtucket (2,896), Cranston (2,626), Woonsocket (1,820), East Providence (1,763) and Johnston (1,182). The city of Warwick (3,348) located in Kent County is the only other Rhode Island city or town with more than 1,000 older residents living in or near poverty levels. On a percentage basis, the cities of Providence (27.8), Central Falls (27.0%) and Woonsocket (20.0%), all located in Providence County, have the greatest share of older residents living in or near poverty levels.

Demographic data for individuals living at the poverty level which accounts for over two-thirds of all those living in or near poverty levels shows that older women are more likely to be living in poverty than older men. Older women account for 64.1 percent of the older residents living at the poverty level, with older men accounting for 35.9 percent.

Likewise, minority residents 55 and older are more likely to be living in poverty than the non-minority residents 55, defined as white and non-Hispanic. There are 5,657 minority residents 55 and older living in poverty. They account for 21.6 percent of Rhode Island’s older minority population (26,194). There are 17,652 non-minority residents 55 and older living in poverty. They account for 7.4 percent of Rhode Island’s older minority population (237,405). However, older minority residents numbering 5,657 account for 24.3 percent of the 23,309 older RI residents living in poverty and older non-minority residents numbering 17,652 account for 75.7 percent of the older RI residents living in poverty.

1. PLANNED ACTIONS TO COORDINATE ACTIVITIES OF SCSEP GRANTEES WITH WIA TITLE I PROGRAMS, INCLUDING PLANS FOR USING THE WIA ONE-STOP DELIVERY SYSTEM AND ITS PARTNERS TO SERVE INDIVIDUALS AGED 55 AND OLDER.

The RI DLT operates the One-Stop Delivery System, including the One-Stop Career Centers. The RI DLT has a Memorandum of Understanding (MOU) with the Greater Rhode Island Workforce Investment Board. SCSEP information is shared with the One-Stop Career Centers, such as program eligibility requirements and priorities, open training slots, and workshop information. In addition, information is shared regarding the fastest growing industries, occupations and businesses that offer appropriate job opportunities for SCSEP participants. SCSEP marketing materials, such as brochures and posters (including bilingual materials) are placed at the One-Stop Career Centers and updated and replenished during frequent visits. SCSEP staff and participants will continue to participate in Job Fairs at the One-Stop Career Centers. SCSEP participants assigned to the One-Stop Career Centers as Older Worker Specialists will help older Rhode Islanders access job information and obtain other One-Stop services that may be available to enhance employability. In addition, they will cross flow job market and training information between the One-Stop Centers and the SCSEP program offices. The RI DLT staff will disseminate information regarding training vacancies and refer potential applicants to the SCSEP program sub-grantee; SER Jobs for Progress. Exiting participants will be encouraged to continue their association with the One-Stop Career Centers. In particular, participants who have reached their individual durational limit for SCSEP services - but who have not yet obtained unsubsidized employment - will be referred to the One-Stop Career Centers for further job search and training support.

2. PLANNED ACTIONS TO COORDINATE ACTIVITIES OF SCSEP GRANTEEES WITH THE ACTIVITIES BEING CARRIED OUT IN THE STATE UNDER THE OTHER TITLES OF THE OLDER AMERICANS ACT (OAA).

Rhode Island SCSEP collaborates with other Older Americans Act programs, such as the nutrition and adult day programs. These partnerships have led to the establishment of effective training assignments that provide much needed services to older Rhode Islanders. In addition SCSEP participants have been hired by host training sites that provide OAA program services.

3. PLANNED ACTIONS TO COORDINATE SCSEP WITH OTHER PRIVATE AND PUBLIC ENTITIES AND PROGRAMS THAT PROVIDE SERVICES TO OLDER AMERICANS, SUCH AS COMMUNITY AND FAITH-BASED ORGANIZATIONS, TRANSPORTATION PROGRAMS, AND PROGRAMS FOR THOSE WITH SPECIAL NEEDS OR DISABILITIES.

The SCSEP program collaborates and leverages resources with many organizations to provide training and supportive services for the participants. Some of these entities include host training sites, educational organizations, veteran representatives, vocational rehabilitation activities, and social service agencies. In addition, RI SCSEP coordinates with many agencies to help participants in need of services such as subsidized housing or temporary shelters; no-cost medical and prescription programs; Catholic Charities; energy assistance; utility discounts; food stamps; Supplemental Security Income; reduced fares on transportation; the RI Food Bank; church-provided food and clothing; and, nutrition programs provided through the Older Americans Act. Also, the sub-grantees work to improve financial planning skills in collaboration with financial entities. For participants who will exit SCSEP without a job, referrals will be made to programs such as Foster Grandparents. Those exiting participants who wish to volunteer will be referred to opportunities such as the American Red Cross, Salvation Army, United Way, Big Brothers Big Sisters and other organizations who seek people to contribute on a voluntary basis.

4. PLANNED ACTIONS TO COORDINATE SCSEP WITH OTHER LABOR MARKET AND JOB TRAINING INITIATIVES.

RI SCSEP will maintain close liaison with the Department of Labor's One-Stop Career Centers to monitor job market trends and opportunities. Working relationships will be maintained with the One-Stop Centers, including Disability Specialists from the Office of Rehabilitative Services (ORS) and Veteran Representatives. Also, SCSEP participants will continue to be assigned as Older Worker Specialists at the One-Stops to facilitate a cross flow of information and to provide services. Also, job market information such as the Occupation and Industry Projections information will be considered when making training

decisions. The state's four One-Stop Career Centers will continue to be consulted as they provide daily support in the transition of SCSEP participants to jobs. For example, sub-grantees will visit the One-Stop Centers on a frequent basis to discuss new programs, workshops, and training that can be offered to SCSEP participants.

5. ACTIONS TO ENSURE THAT SCSEP IS AN ACTIVE PARTNER IN THE ONE-STOP DELIVERY SYSTEM AND THE STEPS THE STATE WILL TAKE TO ENCOURAGE AND IMPROVE COORDINATION WITH ONE-STOP DELIVERY SYSTEM.

RI SCSEP will continue its collaboration with the One-Stop system, including the One-Stop Career Centers and the Greater Rhode Island Workforce Investment Board. SCSEP program managers and staff visit the One-Stop Career Centers on a frequent basis to discuss and review the progress of the partnership and to learn about any new programs, workshops or training that may be available to participants. In addition, the sub-grantee works closely with the staff assigned to the One-Stop Centers to secure services for appropriate Program participants. SCSEP marketing materials, such as brochures and posters (including bilingual materials) are placed at the Centers and updated and replenished during visits. SCSEP participants who are training as Older Worker Specialists at the One-Stop Career Centers will continue to provide guidance on how to access job information, write resumes, and access other services that may be available to help secure employment. Also, valuable information is shared with the One-Stop Career Centers, such as eligibility requirements and priorities; available jobs and open training assignments and, workshop information. Access to intensive and training services will continue to be considered with the above collaborative actions. However, One-Stop Center training funds are used primarily for Rhode Islanders seeking full time work; most SCSEP participants are interested in part-time employment. As partners under the WIA, a Memorandum of Understanding for the Program will be updated with the sub grantee when appropriate.

The State's Long-Term Strategy for Engaging Employers to Develop and Promote Opportunities for the Placement of SCSEP Participants in Unsubsidized Employment

RI SCSEP will continue to emphasize actions that transition participants to successful unsubsidized employment. A significant portion of that effort goes towards strengthening working relationships with the organizations that hire SCSEP participants and in establishing new relationships with potential employers. The Program develops job leads and identifies potential employers in the public and private sectors by advertising, attending job fairs, responding to ads in local newspapers, contacting employers (in person, by telephone, and by letter), and offering the On-the-Job Experience (OJE) training option. Also, the Program will continue to use the Internet to access various job search sites in an effort to identify job opportunities for SCSEP participants.

The SCSEP partnership with the One-Stop Career Centers will continue to be maintained and improved. For example, program participants are assigned to the One-Stop Centers as Older Worker Specialists and facilitate a cross flow of information, such as job market trends and job openings. The program managers and staff will routinely consult with the One-Stop Centers. After each SCSEP participant has been transitioned to his or her unsubsidized job, follow ups will be accomplished with the successful person and his or her new workplace to facilitate long term employment. Also, the Program will maintain contact with the employers who have hired participants in the past to promote goodwill and future job prospects. Follow-up activities that are required by Program regulations, as well as more informal contacts, increase the probability of retention and of employers being receptive to SCSEP when additional jobs become available. To foster good job retention and employer relations, emphasis will continue to be placed on sending qualified and suitable participants to each particular job interview.

The typical SCSEP participant usually accepts only part-time employment with day time hours during the normal work week. Therefore, the program mostly targets community service organizations and small businesses, since these employers have more of the types of jobs that SCSEP participants are seeking.

Because SCSEP participants do not normally accept relocations or extended commutes, the Program has primarily focused on the local, community job markets. A significant portion of the Program's unsubsidized placements occur when the host training sites hire the SCSEP participants that are assigned to them. Program managers and staff will continue to routinely visit host training sites to encourage them to hire their assigned SCSEP participants when there are job openings and available funds. The value and benefits of hiring their SCSEP-trained participants will continue to be emphasized.

THE STATE'S LONG-TERM STRATEGY FOR ACHIEVING AN EQUITABLE DISTRIBUTION OF SCSEP POSITIONS WITHIN THE STATE THAT:

1. Moves positions from over-served to under-served locations within the state

RI SCSEP currently provides equitable access to the program in accordance with the percentages of program-eligible residents' three counties. When there are changes to the ratios, authorizations will be redistributed among the three counties based on the new equitable distribution - increasing positions where needed and decreasing training slots in over-served counties. However, current participants will not be impacted by any reallocations.

2. Equitably serves rural and urban areas

Bristol County, Kent County and Providence County are considered urban areas. Within those counties there exist some towns that are considered urban communities. The cities of Providence, Pawtucket, Cranston and Warwick are all considered urban and the rest of the state rural. Again, training authorizations follow the equitable distribution percentage for each County.

3. Serves individuals afforded priority for service

To assist employment counselors in prioritizing participants with significant barriers to employment, SER utilizes a multifaceted approach to reach the hardest to serve. SER assesses and reassesses participants via a face to face interview facilitated by the case manager. The assessment covers previous employment history and transferable skills; strengths and barriers; interests and hobbies; educational level; and previous training. SER also utilizes a variety of contacts to recruit those individuals and these contacts include Senior Centers; Churches and Faith Based Organizations; Homeless Shelters; Veteran's Organizations; and Community Food Banks.

Within all enrollment priorities those with poor employment prospects are given preference. These are individuals who are unable to obtain employment without the assistance of SCSEP or other employment and training programs. Those included in this category are individuals who have limited or no work histories; are basic skills deficient; have limited English language proficiency; are displaced homemakers; are disabled; are homeless. The Program views the distribution of priority individuals across the State as being in line with the equitable distribution of program-eligible individuals across the three counties.

The Ratio of Eligible Individuals in Each Service Area to the Total Eligible Population in the State:

RI has one SCSEP Grantee and one Sub-grantee who each serves three Counties per the SCSEP equitable distribution as provided by the U.S. Department of Labor which identifies each county's percentage of the state's program-eligible population. In 2010, out of a Rhode Island civilian labor force of 551,014 (those aged 16 and older) who were either working or actively seeking employment, 20.4%, or 112,210, were aged 55 and older. 26% of Rhode Islanders aged 55 and older have had their poverty levels determined. Of those individuals, 8.8% are below the poverty level.

The relative distribution of eligible individuals who:

1. Reside in urban and rural areas within the state.

US Census Bureau estimates a 2010 total population for the State of RI at 1,052,567. Of Rhode Island's 857,200 working age residents, approximately 282,500 (33.0%) were aged 55 and older in 2010. Broken down by county, the populations (and corresponding distributions) of those over age 55 are as follows: Bristol County 49,875 (4.7%); Kent County 166,158 (15.8%); and, Providence County 626,667 (59.5%). This population distribution generally corresponds to the percentage of program-eligible Rhode Islanders in each county. Specifically, the three counties are allocated positions and funding based on the Equitable Distribution ratios that are in effect for each grant year (*as identified by the U.S. Department of Labor*). The ratios for the PY 2012 grant year are Bristol County 10%, Kent County 20%, and Providence County 70%.

2. Have the greatest economic need *Greatest economic need* means the need resulting from an income level at or below the poverty guidelines established by the Department of Health and Human Services and approved by the Office of Management and Budget (OMB).

For those participants facing the greatest economic need RI SCSEP's partnership with local homeless shelters, food banks and other community agencies serving economically depressed mature individuals has led to the SCSEP program being able to serve the majority of participants who are at or below 100 percent of the Federal Poverty Level at the time of enrollment. Greatest social need and individuals described in "priority of service". The RI SCSEP reaches out to local minority communities through churches, schools and community networking to provide services to and engagement of disparate groups in all local service areas resulting in a consistently "meets or exceeds the performance" on the most-in-need measure.

3. Are minorities

In RI, SER employees reflect the minority communities having a cultural understanding of minority perspectives, concerns, and needs. Minority residents 55 and older are more likely to be living in poverty than the non-minority residents 55, defined as white and non-Hispanic. There are 5,657 minority residents 55 and older living in poverty. They account for 21.6 percent of Rhode Island's older minority population (26,194).

There are 17,652 non-minority residents 55 and older living in poverty. They account for 7.4 percent of Rhode Island's older minority population (237,405). However, older minority residents numbering 5,657 account for 24.3 percent of the 23,309 older RI residents living in poverty and older non-minority residents numbering 17,652 account for 75.7 percent of the older RI residents living in poverty. RI SCSEP active participants are comprised of 55% minorities which is more than double the ratio of minority versus non-minorities in RI.

4. Are limited English proficient

The 2010 Community Service Survey reported that 32.3% of the foreign born population in RI spoke English "not well" or "not at all" in the home. RI SCSEP currently serves 36% limited English proficient participants and has consistently met that need for eligible SCSEP participants in RI.

5. Have the greatest social need

Greatest social need means the need caused by non-economic factors, which include: physical and mental disabilities; language barriers; and cultural, social, or geographical isolation, including isolation caused by racial or ethnic status, which restricts the ability of an individual to perform normal daily tasks or threatens the capacity of the individual to live independently. (42 U.S.C. 3002(24)).

Based on 2010 U.S. Department of Labor's Bureau of Labor Statistics, individuals with disabilities living below the poverty level in Rhode Island with a disability age 18 to 64 in 2008 represented 73.12% as opposed to their counterparts who represented 8.67%. Additionally individuals have a higher likelihood by 6% of being unemployed. As mentioned above, English proficiency is also a barrier to employment, however with the small geographic area involved with the state of RI geographic isolation is not a major barrier. 14.2% of Rhode Islander's have a disability and RI SCSEP participants are comprised of 8% of disabled enrollees.

A Description of the Steps Taken to Avoid Disruptions to the Greatest Extent Possible, When Positions are Redistributed (as provided in 20 CFR 641.365); When New Census or Other Reliable Data Become Available; or When There is Over-Enrollment for Any Other Reason.

The participants who were brought into RI SCSEP during the period of higher funding in PY10 and PY11 will not be terminated from the program due to lower funding levels. The funding reductions have been countered with reduced participant training hours; and, by maintaining an "attrition period" while the participant enrollment level is brought in-line with the funds available. Total enrollment will continue to be gradually reduced through normal attrition, such as through job placements; participant-initiated exits; individual durational limits; and "for cause" terminations. Also, SCSEP managers will ensure that current Participants are not adversely impacted by the new census data that requires a redistribution of authorizations among the three counties during the PY 2012 grant year. Specifically, authorized positions will be redistributed according to the new Equitable Distribution ratios; however, changes to the actual enrollment levels in each County will only be adjusted through normal attrition.

The state's long-term strategy for serving minority older individuals under SCSEP.

Historically, the majority of participants in RI SCSEP have been minority individuals. For example, the recent U.S. DOL SCSEP minority report indicates that the state's overall incidence of all minorities in the population was 21.2% while the SCSEP enrollment percentage was 53.6%. However, while the SCSEP enrollment of Blacks was significantly higher than this minority's incidence in the State (15.5% versus 5.7%), SCSEP's enrollment of Hispanics was about 274.4% of the incidence of this minority (e.g. 35.7% enrolled in SCSEP versus 13% residing statewide). *Reference: U.S. DOL Report on Senior Community Service Employment Program - Analysis of Service to Minority Individuals, Program Year 2009, Volume I: Appendices, revised May 27, 2011.* RI SCSEP has emphasized -- and will continue to focus on -- minority enrollments. Specifically, organizations that are frequented by Hispanics are visited by the sub-grantees to provide outreach and recruit candidates for the program. Also, the program engages in job fairs and other events that are designed to make the Hispanic group inclusive. In addition, high quality flyers and literature in Spanish have been developed and distributed to reach this group.

The sub-grantee has bilingual staff from time to time -- which has proven to be very helpful for outreach, recruitment and participant support. The recruitment of bilingual staff, and participants that help administer SCSEP in the Program Offices and One-Stop Career Centers is on-going and the RI SCSEP enrollment levels for minorities in PY 2011 have been positive. For example, the percentage of minority enrollees through the fourth quarter of Program Year 2011 totaled 55%; the Hispanic enrollment level was 25%. RI SCSEP sub-grantee will continue to recruit the minority population in many ways, such as:

- contacting community agencies, minority churches and organizations that serve multi-cultural populations;

- assigning participants to host training sites which serve and communicate with the minority population;
- inviting guest speakers from the minority community to participate in SCSEP workshops;
- asking all participants, including minority individuals, to make program referrals for family, friends, and other contacts.

A list of community services that are needed and the places where these services are most needed. Specifically, the plan must address the needs and location of those individuals most in need of community services and the groups working to meet their needs.

The Program views the distribution of community service needs across the State as being in-line with the equitable distribution of program-eligible individuals.

1. Needs of Individuals:

Many SCSEP participants are in need of various supportive services. The needs of individuals will be met so they can fully benefit from SCSEP services and be in the best position to obtain and retain unsubsidized jobs. Sub-grantee staffs will provide job-related or personal counseling directly; or, by referral to community resources that are better qualified to deal with particular problems. When the need is job-related, the counseling may also include the Participant's training site supervisor. If the sub-grantee cannot satisfy a Participant's personal or social need, there will be access to a full array of services through information and referral networks and procedures. Services include legal assistance, health care agencies, educational opportunities, Social Security benefits; and clothing, housing, home heating fuel and transportation assistance. In addition, incidentals necessary for training site assignments (e.g. safety glasses, work shoes, etc.) will be obtained by referral to social agencies that may provide them without charge. If unavailable at no cost through local resources, the sub-grantees may procure the needed items.

2. Community Services and Supportive Services

The work of collecting, monitoring, and analyzing community service needs is an ongoing process. SCSEP's service to a community is based primarily on the social and economic needs of the participants entering the program and on the demand for services within local communities. The identification of potential training sites is accomplished through community outreach efforts such as through meetings with current and potential host training sites, to determine where the greatest needs for SCSEP assignments exist. Efforts also include frequent coordination with the One-Stop Career Centers and Rhode Island's Division of Elderly Affairs to monitor community needs. RI SCSEP initiates and maintains partnerships with area non-profit agencies that provide a wide range of services, including: adult day programs, child day care, food services, recreational facilities, health care, and social services. The current focus is on community service needs being supported through the state's network of senior centers, state service centers, housing agencies, shelters, and child care facilities.

Efforts are ongoing to expand the reach of SCSEP throughout the State. For example, there is an ongoing effort to recruit additional community service training sites in RI to compliment the existing sites. Existing sites include Boys and Girls Club; Channel One Ralph Holden Community Center; Comprehensive Community Action Inc; DaVinci Center; Federal Hill House; Fruit Hill Day Care; MET School; RI Donation Exchange; Senior Services, Inc.; St. Elizabeth Place; and St. Martin DePorres.

The state's long-term strategy to improve SCSEP services, including planned longer-term changes to the design of the program within the state, and planned changes in the use of

SCSEP grantees and program operators to better achieve the goals of the program. This may include recommendations to the Department as appropriate.

RI SCSEP has been successful for many years in providing work experience, supportive services and job search assistance to Older Workers and in assigning productive trainees to community service agencies. The Program has helped Older Rhode Islanders become job-ready and to re-enter the workforce - while providing employers with trained individuals. There is one sub-grantee who serves three counties. The distribution of authorizations is based on the Equitable Distribution as provided by U.S. DOL, which identifies each County's percentage of the state's program-eligible population. The Program Year 2012 grant funds 49 authorizations across the state, according to the following allocations: Bristol County – 5 slots; Kent County –10 slots; Providence County – 34 slots.

The sub-grantee has many years of experience in operating the SCSEP program and has created well-established relationships with host training sites, employers, supportive service resources, and training providers. However, one strategic area that will continue to receive emphasis is Sub-grantee staff training. Significant changes to the Program during the past decade have placed greater emphasis on performance measures and greater priority on enrolling those program-eligible individuals who are least marketable and who have the most barriers to employment. SCSEP personnel will need to continually increase expertise and knowledge to meet performance expectations; to effectively assist the targeted population in achieving long term employment; and to maximize the Program's contributions to community service. Such areas of expertise include job development; outreach and recruitment of partnerships, participants, training sites, and employers; counseling, case management and case note writing; participant files maintenance; and, market research and statistical analysis. Greater knowledge of the targeted population, such as the disabled, will also be needed to ensure continuous improvement. One recommendation is for U.S. DOL to place greater emphasis on arranging training that directly applies to effective SCSEP operations at the sub-grantee level (e.g. the staff training described above). Another recommendation is for U.S. DOL to increase nationwide outreach so that employers become more aware of SCSEP and its job-ready participants.

The state's strategy for continuous improvement in the level of performance for SCSEP participants' entry into unsubsidized employment, and to achieve, at a minimum, the levels specified in OAA Section 513(a)(2)(E)(ii).

1. Targeting Jobs Effectively:

RI SCSEP has been most successful in placing its participants in unsubsidized employment with community service agencies - especially with host training sites - and in other service-oriented industries. The most prevalent occupations for SCSEP participants include jobs in maintenance and custodial work, as office clerks and receptionists, van drivers, child care workers, senior center program assistants, retail sales associates, housekeeping, food service, and in customer service.

The Program focuses on all areas of the state. However, many participants cannot - or prefer not to - have long commutes to and from work so all attempts will be made to identify and develop local job opportunities. Again, a significant portion of the Program's unsubsidized placements occur when community service training sites hire SCSEP participants that have been training at the sites. Therefore, program managers and staff will routinely visit host training sites and encourage them to hire their assigned SCSEP participants as funds become available. The value and benefits of hiring their trained participants will be emphasized. Also, the Program will require training sites to sign a Letter of Agreement that clearly describes the temporary nature of training assignments and which emphasizes the site's responsibility for considering qualified participants for jobs.

2. Working with the One-Stops Effectively:

The Program will continue to partner with the One-Stop Centers to monitor information on job openings and trends that will help identify current and future regional job opportunities. Information will be tracked regarding the fastest growing industries and the occupations and businesses that offer appropriate job opportunities for SCSEP participants. Future coordination will increasingly emphasize workforce development in view of demographic, economic and job market changes. In addition, SCSEP participants training as Older Worker Specialists will continue to be assigned at the One-Stop Centers to assist older job seekers and to cross flow job market and training information with One-Stop Center personnel and SCSEP program managers and staff.

3. Managing Durational Limits Effectively:

The Program will continue to provide quality support to each participant who is approaching his or her SCSEP durational limit (e.g. not employed after 48 months in the program). The sub-grantees will continue to train on individual durational limit requirements and extension waiver factors; transitional planning and scheduling; conducting assessments; preparing and implementing transitional Individual Employment Plans; researching the local job market; and on accessing all supportive services available to assist the SCSEP participants. When a participant receives an assessment 12 months before his or her durational limit date, a transitional IEP is developed and initiated. In addition, a reassessment will be accomplished six months before the individual's durational limit date (or sooner, if needed); his or her transitional IEP will be updated during the reassessment. For individuals with good or reasonable job potential, transitional IEP actions may include polishing resumes and interviewing skills; enhancing job development and training efforts; making rotations; and/or using the OJE training option. In addition, to foster good employer relations during the transition process, emphasis will be placed on sending qualified and suitable participants to each job interview.

4. Training Participants Effectively:

Participant training is a key ingredient for successful program performance. The following training activities are ongoing and will continue to be emphasized:

- a) In addition to providing quality work experience, the host training sites will be encouraged to make formal in-service and on-the-job training available for their assigned SCSEP participants. The intent is not only to increase effectiveness in the current assignment, but also to further prepare participants for unsubsidized employment. Training will be consistent with each participant's assessment and Individual Employment Plan. Also, computer training and experience will continue to be emphasized and provided by the sub-grantee, host training sites, and by training sources under agreement with the sub-grantee. In addition, SCSEP will continue to collaborate with the local libraries and non-provide agencies that offer free training.
- b) Workshops will continue to be provided by the sub-grantee, covering different aspects of the job-seeking process and topics relating to health, consumer information, transportation, social security and retirement security. Workshops include speakers from community service organizations, government agencies, and the local business community. In addition, workshops will continue to be arranged for specific skills - such as customer service.

- c) Participants seeking full time employment - who would improve their potential for transition into unsubsidized employment with skills training - will be encouraged to attend programs offered through the Workforce Investment Act's One-Stop Career Centers.

PY 2012 SCSEP Grantee Final Goals						
	PY 2011 Nationwide Goals	PY 2011 Baseline Performance	PY 2012 Proposed Goals			
Entered Employment	33.0%	36.4%	36.0%			
Retention	70.0%	65.9%	66.0%			
Average Earnings	\$7,500	\$7,707	\$7,700			
Service Level	N/A	161.4%	165.0%			
Community Service	N/A	84.8%	86.0%			
Most In Need	2.55	2.50	2.54			
Grantee	Entered Employment Proposed Goal	Retention Proposed Goal	Average Earnings Proposed Goal	Service Level Proposed Goal	Community Service Proposed Goal	Most-in-Need Proposed Goal
Rhode Island	34.9%	64.4%	\$7,591	150.0%	90.0%	2.75

APPENDIX 1

Rhode Island Occupational Employment Projections High Demand Occupations Occupations with Fifty of More Openings a Year

SOC Title	2010 Estimated Employment	2020 Projected Employment	Annual Due to Change	Total Annual Growth	Total Annual Replacement	Total Annual Openings
Total, All Occupations	488,178	540,550	52,372	5,470	11,549	17,006
Very Entry Level						
Retail Salespersons	14,703	16,785	2,082	208	432	640
Cashiers	10,888	11,936	1,048	105	494	599
Waiters and Waitresses	8,824	10,013	1,189	119	440	559
Combined Food Preparation and Serving Workers	8,332	9,884	1,552	155	232	387
Counter Attendants, Cafeteria, and Coffee Shop	4,031	4,466	435	44	292	336
Home Health Aides	4,610	6,479	1,869	187	60	247
Laborers and Freight, Stock, and Material Movers, Hand	5,186	5,840	654	65	166	231
Janitors and Cleaners, Except Maids and Housekeepers	7,292	7,746	454	45	138	183
Personal Care Aides	2,978	4,294	1,316	132	24	156
Landscaping and Groundskeeping Workers	4,564	5,311	747	75	81	156
Stock Clerks and Order Fillers	6,280	6,254	(26)	-	156	156
Dishwashers	2,751	3,039	288	29	126	155
Bartenders	2,761	3,102	341	34	96	130
Hosts and Hostesses, Restaurant and Lounge	1,464	1,590	126	13	103	116
Food Preparation Workers	2,523	2,703	180	18	91	109
Maids and Housekeeping	4,424	4,669	245	24	74	98
Dining Room and Cafeteria Attendants and Bartenders	1,945	2,091	146	15	72	87
Packers and Packagers, Hand	2,148	2,309	161	16	61	77
Counter and Rental Clerks	1,947	2,046	99	10	44	54
Construction Laborers	2,140	2,479	339	34	17	51

Entry Level

Customer Service Representatives	8,871	10,066	1,195	120	252	372
Office Clerks, General	8,889	9,833	944	94	157	251
Childcare Workers	4,770	5,242	472	47	150	197
Receptionists and Information Clerks	3,624	4,124	500	50	110	160
Teacher Assistants	4,516	4,898	382	38	102	140
Social and Human Service Assistants	2,961	3,377	416	42	64	106
Secretaries and Administrative Assistants	7,315	7,361	46	5	98	103
Light Truck or Delivery Services Drivers	2,956	3,238	282	28	59	87
Security Guards	2,861	3,242	381	38	45	83
Tellers	1,708	1,750	42	4	70	74
Driver/Sales Workers	2,206	2,463	257	26	44	70
Shipping, Receiving, and Traffic Clerks	2,352	2,321	(31)	-	60	60
Billing and Posting Clerks	1,818	2,034	216	22	32	54

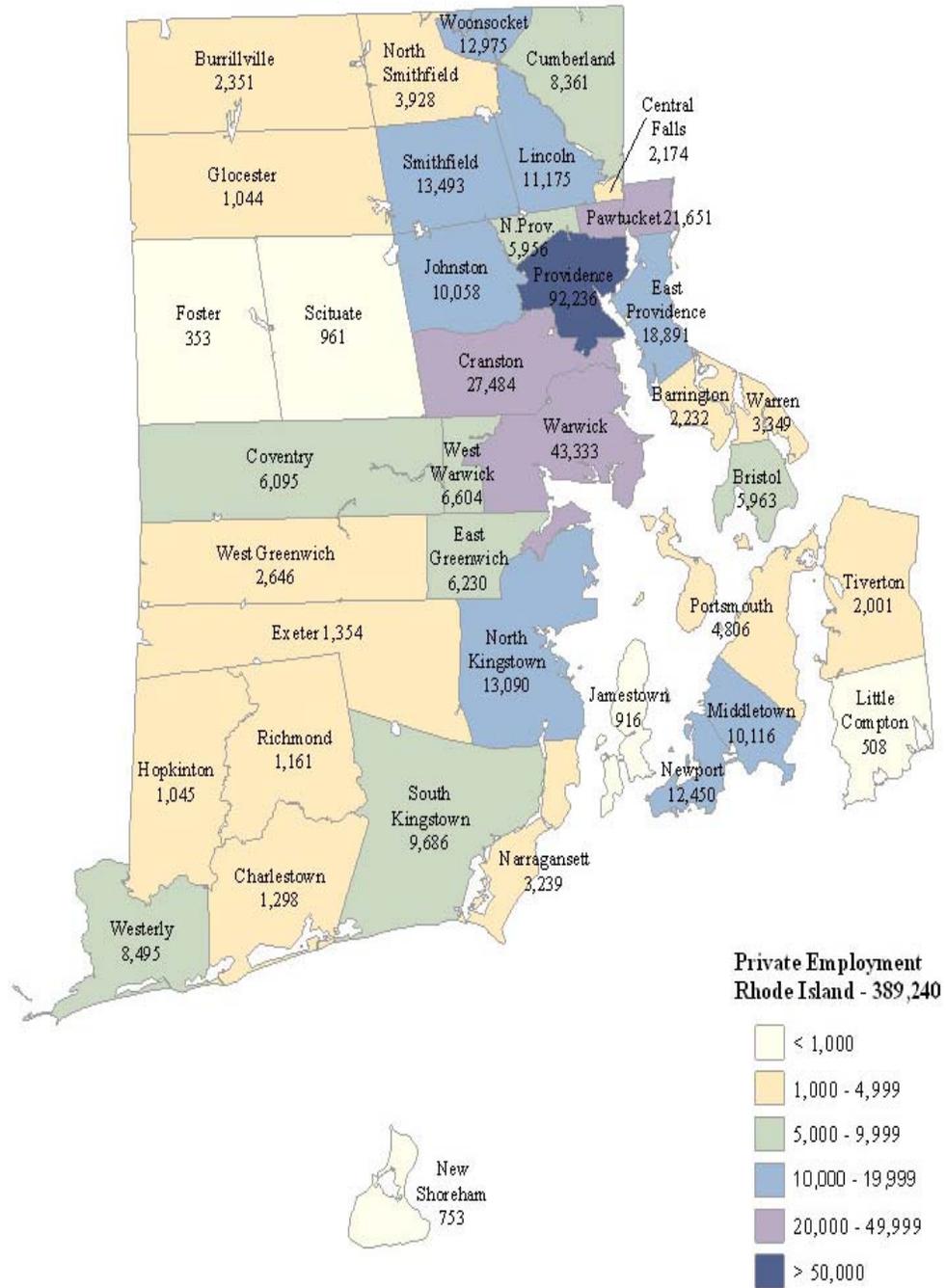
Middle Skilled

Registered Nurses	12,961	14,998	2,037	204	235	439
Nursing Aides, Orderlies, and Attendants	9,360	10,809	1,449	145	121	266
First-Line Supervisors of Office and Support Workers	5,807	6,370	563	56	155	211
Bookkeeping, Accounting, and Auditing Clerks	7,783	8,610	827	83	86	169
Sales Representatives, Wholesale and Manufacturing	4,675	5,256	581	58	110	168
First-Line Supervisors of Retail Sales Workers	5,171	5,506	335	34	121	155
Cooks, Restaurant	3,859	4,542	683	68	82	150
Carpenters	4,066	4,665	599	60	86	146
Medical Secretaries	3,092	3,840	748	75	42	117
Maintenance and Repair Workers, General	4,058	4,444	386	39	75	114
Heavy and Tractor-Trailer Truck Drivers	2,858	3,340	482	48	57	105
Computer Support Specialists	2,249	2,567	318	32	59	91
Hairdressers, Hairstylists,						

and Cosmetologists	2,562	2,876	314	31	49	80
Firefighters	1,762	1,773	11	1	49	50
Painters, Construction and Maintenance	1,540	1,704	164	16	34	50
Automotive Service Technicians and Mechanics	3,142	3,323	181	18	81	99
Team Assemblers	3,924	4,091	167	17	78	95
First-Line Supervisors of Food Preparation and Serving	2,754	3,110	356	36	58	94
Pharmacy Technicians	1,429	1,890	461	46	25	71
Plumbers, Pipefitters, and Steamfitters	1,680	1,905	225	22	48	70
Electricians	1,691	1,905	214	21	46	67
Insurance Sales Agents	1,547	1,800	253	25	35	60
First-Line Supervisors of Construction Trades	1,445	1,705	260	26	33	59
Managers, All Other	2,154	2,242	88	9	48	57
Police and Sheriff's Patrol Officers	1,821	1,855	34	3	53	56
Medical Assistants	1,863	2,117	254	25	29	54
Coaches and Scouts	956	1,211	255	26	24	50
General and Operations Managers	4,640	4,735	95	10	86	96
High Skilled						
Accountants and Auditors	3,739	4,195	456	46	80	126
Secondary School Teachers, Except Special and Career	4,107	4,250	143	14	112	126
Elementary School Teachers	3,473	3,926	453	45	76	121
Physicians and Surgeons	2,468	2,691	223	22	49	71
Lawyers	2,401	2,517	116	12	46	58
Pharmacists	1,189	1,441	252	25	30	55
Management Analysts	2,796	3,294	498	50	46	96
Teachers and Instructors, All Other	3,693	3,973	280	28	56	84
Middle School Teachers, Except Special and Career	2,090	2,363	273	27	46	73
Financial Managers	2,737	2,955	218	22	50	72
Software Developers, Systems Software	1,431	1,913	482	48	15	63
Financial Analysts	1,328	1,626	298	30	28	58
Child, Family, and School						

Social Workers	1,900	2,033	133	13	45	58
Computer Systems Analysts	1,467	1,758	291	29	28	57
Human Resource and Labor Relations Specialists	1,870	2,119	249	25	32	57
Network and Computer Systems Administrators	1,225	1,553	328	33	21	54
Market Research Analysts and Marketing Specialists	801	1,115	314	31	21	52

Rhode Island Private Covered Employment by City and Town 2011



APPENDIX 3

**Recent Employer Surveys
By Governor’s Workforce Board and Industry Partners**

Survey	When	# responses	Topics
Governor’s Workforce Board Survey at bidders conference	Spring 2012	93	<p>How important are these things? 86% Work readiness 65% High School Credential 46% English Language skills 44% Technical Skills</p> <p>75% Vacant positions difficult to fill, because 67% said applicants lack work experience 70% said applicants lack relevant training or education 55% said applicants lack right attitude/motivation/personality</p> <p>54% said these positions are vacant for 0-3 months 30% 3-6 months</p>
Rhode Island Marine Trades Association	Spring 2011	38	<p>Hiring in the last 6 months 34% hired full time non seasonal 36% hired seasonal people 32% have current openings; 42% are planning on hiring within six months 95% will not be reducing workforce</p> <p>Top 3 most valuable technical skills ○ Customer Service (15%) ○ Engine repair (13%) ○ Sales and marketing (13%)</p> <p>Top 3 most valuable soft skills ○ Pride in work (15%) ○ Initiative (15%) ○ Thinking/problem solving (13%)</p> <p>Top 3 technical skills that need improvement ○ Computer/IT (17%) ○ Customer Service (17%) ○ Sales/marketing (14%)</p> <p>Top 3 soft skills that need improvement ○ Thinking/problem solving (19%) ○ Interpersonal skills (15%) ○ Initiative (13%) ○ Teamwork (13%)</p>
Rhode Island Hospitality Association	Spring 2012	50+	<p>44% have positions they have been unable to fill Employers reported Cook (58%) and Department manager (26%) had most openings</p>

<p>Defense Industry Partnership Survey</p>	<p>Oct-Nov 2011</p>	<p>60+</p>	<p>Hiring outlook for the next five years Hiring Projections for one year</p> <p>Entry level Skilled Production 123 Technicians 63 Degreed Engineers 51 Administrative 50</p> <p>Mid-level Degreed Engineers 64 Technicians 43</p> <p>High Level Degreed Engineers 35 Technicians 26</p> <p>% of employers with difficulty filling the following positions: 83% Other engineers 76% Logisticians 74% Computer or Electrical engineers 65% Technicians 60% Production Workers 57% Financial/contract administration</p> <p>% of companies wanting collaborative training in: 73% Advanced courses for computer and electrical engineers 73% Information assurance / cyber security 71% Leadership programs 66% Contract management 66% Knowledge of shipboard environments 63% Skills for using new technology 63% Innovation skills 59% Regulatory training 56% Business, communication, and sales skills for technical staff 54% Project management</p>
<p>Washington County Regional Needs Assessment</p>	<p>Fall 2011</p>	<p>53</p>	<p>40-45% of employers said the following skills re mandatory or very important: Positive attitude, strong work ethic, reliability, honesty, initiative/motivation, team player, customer service</p> <p>40% of employers said applicants lack the following skills: strong work ethic, reliability, initiative/motivation, problem solving/critical thinking skills</p>

APPENDIX 4

Population Demographics By Skill Level
 American Community Survey Data
 2006-2010

	Total	% of Total		Labor force		Unemployed		
		Population	Labor force	Population	Unemploy	Population	In-state	
Age								
18-24	13,884	1.7%	8,643	1.6%	2,433	5.9%	5,127	
25-64	70,096	8.5%	43,742	7.9%	6,196	15.1%	28,927	
65+	45,598	5.5%	3,789	0.7%	195	0.5%	3,131	
<hr/>								
Total Population Less than High School	129,578	15.7%	56,174	10.1%	8,824	21.6%	37,185	
Total UI Claimants Less Than High School	2,476	12.1%						
<hr/>								
Population 25-64								
	#	% of Total Population 25-	% of Group					
<hr/>								
SNAP	17,017	24.3%	35.6%					
Income-Poverty Ratio**								
<133%	22,776	32.5%	31.2%					
133%-250%	18,452	26.3%	21.7%					
251%+	27,096	38.7%	6.9%					
Weeks Worked/Year***								
48-52	31,575	45.0%	8.7%					
27-47	5,366	7.7%	10.7%					
0-26	4,120	5.9%	15.9%					
<hr/>								
Total Population 25-64	70,096	100.0%	12.6%					

	Total	% of Total		% of Total		Unemploy	% of Total	
		Population	Labor force	Population	Unemployed		Population	In-state
Age								
18-24	58,839	7.1%	38,520	7%	3,501	8.6%	29,522	
25-64	152,664	18.5%	127,454	23%	7,903	19.3%	100,912	
65+	24,193	2.9%	4,869	1%	343	0.8%	3,733	
Total Population	235,696	28.5%	170,843	31%	11,747	28.7%	235,696	
Total UI Claimants Some	4,813	23.5%						
Population 25-64								
	#	% of Total Population 25-		% of Total				
SNAP	10,713	7.0%		22.4%				
Income-Poverty Ratio**								
<133%	16,229	10.6%		22.2%				
133%-250%	25,485	16.7%		30.0%				
251%+	110,135	72.1%		27.9%				
Weeks Worked/Year								
48-52	104,135	68.2%		28.7%				
27-47	12,803	8.4%		25.5%				
0-26	7,356	4.8%		28.4%				
Total Population 25-64	152,664	100.0%		27.3%				

	Total	% of Total		% of Total		Unemploy	% of Total	
		Population	Labor force	Population	Unemployed		Population	In-state
Age								
18-24	11,864	1.4%	9,950	1.8%	948	2.3%	7,806	
25-64	184,659	22.4%	161,693	29.1%	5,139	12.6%	128,119	
65+	30,038	3.6%	8,196	1.5%	372	0.9%	6,610	
Total Population	226,561	27.4%	179,839	32.4%	6,459	15.8%	141,703	
UI Claimants	4,556	22.3%						
Population 25-64								
	#	% of Total Population 25-		% of Total				
SNAP	3,485	1.9%		7.3%				
Income-Poverty Ratio**								
<133%	9,552	5.2%		13.1%				
133%-250%	12,600	6.8%		14.8%				
251%+	161,853	87.6%		41.0%				
Weeks Worked/Year								
48-52	134,317	72.7%		37.0%				
27-47	18,836	10.2%		37.5%				
0-26	6,618	3.6%		25.6%				
Total Population 25-64	184,659	100.0%		33.1%				

Appendix 5 **Education and Skill Level by Race and Ethnicity, Rhode Island Residents Ages 18 - 64**

	White Alone		Black or African American alone		AI/AN alone or in combination		Asian alone		Native Hawaiian and Other Pacific Islander alone		Some other race alone		Two or more major race groups		TOTAL	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Very Entry Level	46,816	10%	6,477	22%	396	19%	2,943	19%	21	21%	11,837	36%	1,606	18%	70,096	13%
Entry Level	124,503	27%	9,342	31%	861	40%	3,288	21%	43	43%	10,206	31%	2,704	30%	150,947	27%
Middle	131,056	28%	8,574	28%	676	32%	2,168	14%	0	0%	7,417	23%	2,773	31%	152,664	27%
High	165,805	35%	5,707	19%	202	9%	7,479	47%	35	35%	3,424	10%	2,007	22%	184,659	33%
TOTAL	468,180	100%	30,100	100%	2,135	100%	15,878	100%	99	100%	32,884	100%	9,090	100%	558,366	100%

Source: American Community Survey Data, 2006-2010 with analysis by RIPEC

