

ALASKA LEGISLATURE COMMITTEE FILES 1995-1996 8672

8837 SENATE COMMUNITY & REGIONAL AFFAIRS

**State Training and Employment Program
Subgrants by Service Delivery Area**

FY 1994

Contractor	Amount	Number Trained
Alaska Laborers Training Trust	\$62,318	95
Association of Village Council Presidents, Inc.	\$25,627	40
Chatham Strait Seafoods	\$28,954	8
Fresh Fish Company	\$15,000	15
Golden Age Fisheries/Coastal Villages Fishing Cooperative	\$75,000	23
Hospice and Homecare of Juneau	\$22,598	20
Innovative Training and Education Cooperative	\$37,381	8
Northwest Arctic Borough	\$18,060	2
Older Persons Action Group	\$161,000	44
People Count, Inc.	\$54,540	20
South East Regional Resource Center	\$37,700	20
West Coast Construction Services, Inc.	\$9,010	40
Miscellaneous Small Contracts	\$13,209	5
Yukon Delta Fisheries Development Association	\$75,000	15
Statewide SDA Total	\$635,397	355
Alaska Laborers Training Center	\$23,595	32
Alaska Roofers	\$40,867	19
MILA	\$118,000	77
Nine Star Enterprises	\$99,989	101
Older Persons Action Group	\$148,124	42
Anchorage/Mat-Su SDA Total	\$430,575	271
Trowel Trades	\$11,010	7
OIT, Inc.	\$13,410	15
Fairbanks Area Sheetmetal Workers	\$6,990	9
Alaska Laborers Training Trust	\$7,209	37
Carpenters Training Center	\$20,800	11
Older Persons Action Group	\$21,708	12
University of Alaska, Fairbanks	\$31,515	67
Miscellaneous Small Contracts	\$31,588	16
Fairbanks SDA Total	\$144,230	174

Source: Alaska Department of Labor, Research and Analysis and The Alaska Department of Community and Regional Affairs.

AHRIC & the Alaska State Training & Employment Program (STEP)

The AHRIC has responsibility for creating statewide and regional strategic plans for human resource investments and workforce development. The STEP program falls under AHRIC's umbrella. Recently introduced legislation puts STEP directly under AHRIC's administrative authority - which falls directly in line with the legislature's intent when they created AHRIC in 1995.

At this time the AHRIC is funded through the federal funds previously used to support the three absorbed counsels, and start up money from the contributions by Alaska's workforce to state unemployment insurance funds - Alaska STEP. There are no general funds used to support this vital council and its functions. STEP funds are critical to supporting AHRIC's important mission.

AHRIC also has the responsibility to perform the monitoring and evaluation of Alaska's employment and education programs - to analyze their effectiveness (results) in adding human value through programs that lead to employment, and their cost effectiveness.

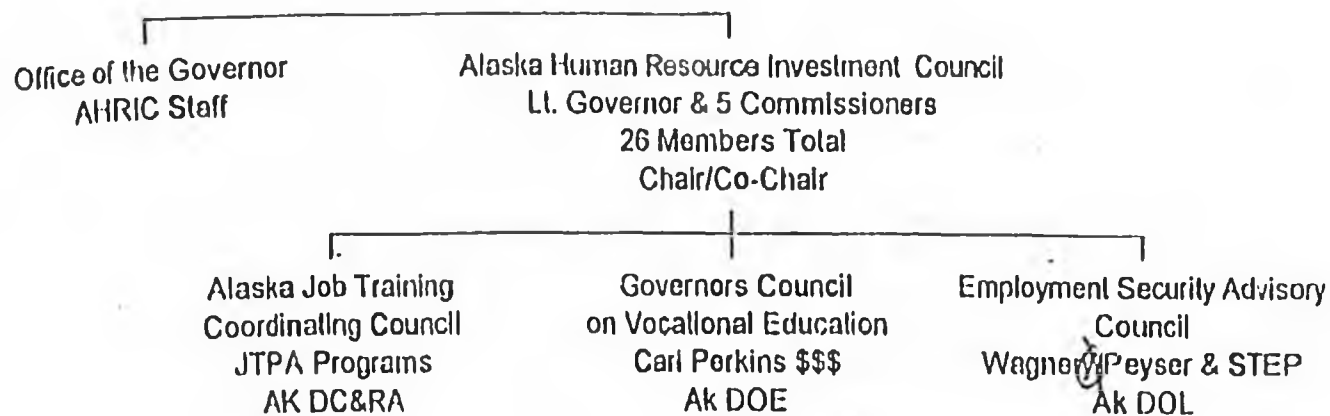
STEP was created several years ago as a pilot program, modeled after programs in California and Illinois, through broad based support by Alaskans, and the State Job Training Coordinating Council. The Alaska STEP pilot has proved to be a very effective program in helping increase the amount of work, wages and annual income of STEP participants, while reducing the individuals unemployment and cost's to the UI system. STEP stretches the capacity of federal funds that come to Alaska for workforce readiness and employment services, and serves many persons who don't fit in the categories mandated under Federal JTPA and AFDC programs.

The STEP is one of the National Governor's Association recommended state human resource "new" initiatives (see NGA's February 1996 white paper "Employing Our Resources") for helping business and labor achieve the skills and knowledge necessary to compete in the local, national and global economy. This claim was recently touted by California in a Washington Post article as the key to their re-emerging economy through high tech/high wage jobs that have come to the state based on several state initiatives, helping California replace jobs lost to military and aero-space industry downsizing with 21st century occupations.

The recent Alaska DOL evaluation of the STEP programs indicate that Alaska STEP is a program that works. This is in agreement with the remarks made by participants (Alaska workers) and vendors who deliver employment and training programs funded by STEP.

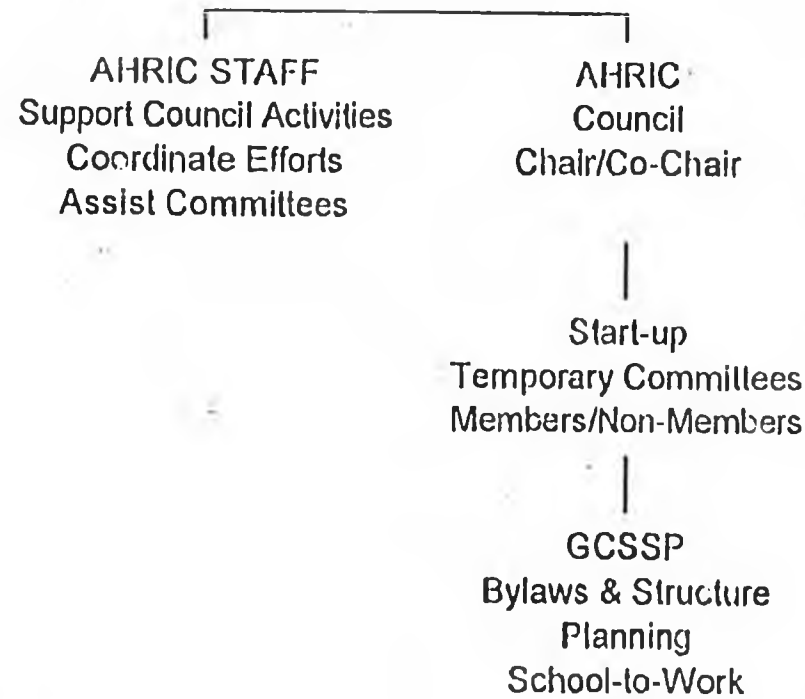
AHRIC Flow Chart

Absorbed Councils January 1, 1996



FEB-15-96 THU 05:54 PM AHRIC

Council Structure - Interim



AHRIC Work Activities

- mission - vision statement
- structure - council meetings & committees
- communications/council - public -government
- strategic planning for federal & state programs
- written plans & reports -review -approval - submit
- learn/educate/advocate council & public
- monitor/evaluate programs - report
- coordinate employment/training activities
- make recommendations for cost effectiveness & efficeincies

AHRIC Mandated Plans, Reports & Dates

Written Plans & Reports AHRIC Must Complete -Timeline

- Governors Coordinated Special Services Plan
(Biennial - in progress) 6/ 30/96
- Consolidation of Alaska's Employment & Training Programs & Progress of AHRIC to Legislature
- Report on P I C's and Future of PIC's 6/30/96
- AHRIC Biennial Strategic Plan
- AHRIC Regs & other reports requested by Governor, Legislature or AHRIC

1996 Alaska Employment Training Programs*
(by Funding Source)

Program	Funding Agency	Federal	State	AHRIC Oversight
Adult Basic Education	DOE	X	X	X
Alaska Work Programs (JOBS-Job Opportunities & Basic Skills, Food Stamp E&T)	DHSS/DOL	X	X	X
Community Service Commission (AmeriCorps)	DCRA	X		X
Disabled Veterans Outreach Program and Local Veterans Employment Representative	DOL	X		
Employment Services (UI-Unemployment Insurance)	DOL	X		X
Job Training Partnership Act-IIA (Adult Training Program)	DCRA	X	X	X
Job Training Partnership Act-IIA 5% (Over 55 Older Worker Program)	DCRA	X		X
Job Training Partnership Act-IIB (Summer Youth Employment & Training Program)	DCRA	X		X
Job Training Partnership Act-IIC (Youth Training Program)	DCRA	X		X
Job Training Partnership Act-III (Employment & Training Assistance for Dislocated Workers)	DCRA	X		X
Job Training Partnership Act-IVC (Veterans Employment Programs)	DOL/DCRA	X		X
Native American JIPA Programs	Federal/Subgrantees	X		
State Training & Employment Program (STEP)	DOL/DCRA		X	X
US Job Corps	US DOL	X		
Vocational Education (Carl Perkins Act)	Gov/USIA/DOE	X	X	X
Vocational Rehabilitation Program	DOE	X		X

* This list covers programs that are currently active in Alaska that utilize federal or state funds -- administered through state agencies. Not all programs are under the HRIC oversight at this time, as authorized under the HRIC Act.

This is not a total list of over 80 employment education & training programs available to the state, nor does it include privately funded employment education & training programs in Alaska, such as registered apprenticeships or occupational skill certificates. It is intended to reflect programs that are currently operated in Alaska.

One of AHRIC's primary objectives is to make recommendations to the Governor and the Legislature regarding consolidation and cost effective ways to manage similar programs.

AHRIC
\$110.0

Department
of Labor
(DOL)

UI Trust Fund
(STEP)
\$3,946.2

DCRA
Training &
Employment
Services
\$3,333.6

DOL
LMI-ODB
\$252.6

DOL
UI Collection
& Accounting
\$250.0

Administration
\$230.4

Grants
\$3,103.2

DOL
Employment Assistance
\$114.0

27% admin
21% UI collection

EXPENDITURE ACCOUNT	NAME OF EXPENDITURE ACCOUNT	FY 95 ACTUAL	FY 96 AUTHORIZED			FY 97 GOVERNOR
731(X)	Professional Services	3,602.3	3,781.2			3,946.2
	TOTAL INTERAGENCY TRANSFERS	3,602.3	3,781.2			3,946.2

ACCOUNT	EXPLANATION	FY 97 GOVERNOR
73100	Professional Services:	
	-Department of Community and Regional Affairs - training and employment assistance services.	3,333.6
	-Department of Labor, Labor Market Information program for occupational database services for program evaluation.	252.6
	-Department of Labor, Unemployment Insurance program for collection and accounting services.	250.0
	-Office of the Governor, Commissions and Special Offices, Alaska Human Resource Investment Council	110.0

C22
INTERAGENCY
TRANSFERS

AGENCY Department of Labor
BRU Employment Security
COMPONENT State Training and Employment Program #1184

Page 1 of 1
Revised Date: _____

FY 97

DOL - LABOR MARKET INFORMATION OCCUPATIONAL DATABASE
\$252.6

I. Data Collection

A. a private sector contract

1. to enter information from the Employment Security Employer Tax Form (submitted by 15,000+ employers in the State of Alaska) into the Occupational DataBase (ODB)
2. information entered includes:
 - Employee Social Security Number
 - Employee wages
 - Employee occupation code
 - ID number for area of employment
 - Employer identification number
 - Employer industry code

B. one and three-quarters statistical technicians in the department's Research & Analysis section to:

1. contact employers (approximately 2,000 of the 15,000+ who submit Tax Forms) for missing information
2. enter the missing information and more specific information about the occupational code and the area of employment
3. maintain historical information and update information in the ODB

II. STEP Targeted Occupations

A. a training needs survey to determine occupations/skills in high demand in the coming year is conducted each spring. Professional business organizations, native corporations, private and public training institutions and unions are asked to participate in the survey.

B. the funding formula developed by Research & Analysis and used by the Department of Community and Regional Affairs to distribute STEP funds to the Service Delivery Areas is updated annually using labor market statistics.

III. Training Program Evaluation

A. By matching the social security number of training program participants the information is analyzed by three-quarters of labor economists' time and reports are developed to show how successful a training program is at getting its participants into jobs in the occupation for which they received training.

B. In addition to STEP, reports have been prepared for:

- University of Alaska - vocational education
- Department of Education - Adult Basic Education
- Department of Education - Postsecondary Education Commission
- Department of Education - Alaska Vocational Technical Center
- Department of Health & Social Services - AFDC/JOBS program
- Department of Community & Regional Affairs - JTPA Performance Grant

Future federal block grants will require training program evaluation.

IV. Reports on employment

1. Reports provide direction to program managers and lawmakers that affect resident hire in the State.

2. Reports include:

* The Report on Nonresidents Working in Alaska -- By matching the ODB with the Permanent Fund Dividend (PFD) file estimates of the number of residents and nonresidents working in Alaska have been prepared since 1984. A residency analysis of Alaska's workers by firm is also prepared by linking these databases.

* The New Hire Report -- An estimate of job opportunities due to the combined effect of turnover and job growth. The report is developed by comparing the ODB and the PFD files over time.

DOL - UI COLLECTION & ACCOUNTING

\$250.0

* based on the number of bytes used in the UI tax collection database files

845 bytes (of the total 2,190 bytes of information collected) are necessary for determining the amount of employee contributions that are available for Alaska's State Training and Employment Program (STEP). STEP's share is 423, or 19% of the total.

* 19% needs to be applied to the total Central Office administrative and operations budget Alaska dedicated to collection Employment Security revenues.

* During FY 97, it is estimated that the total budget will be \$1,315,800.

* $\$1,315,800 \times .19 = \$250,000$

* $35 \text{ staff} \times .19 = 6.5 \text{ positions on average}$

* According to an audit performed by the U.S. Department of Labor (USDOL) in 1993, 30.38% of the number of bytes collected were required to determine revenues available for STEP. In 1994, the State Department of Labor requested the approval of USDOL to use the data byte cost allocation method at the rate of 9%. Instead, USDOL suggested that we use one of two methods of allocating costs, resulting in rates of 26% and 19%. Agreement was reached in 1994, and an agreement signed September 9, 1994, that STEP's share of costs for UI tax collection operations and related administrative functions in the Employment Security Division was computed to be 19%.

* If we do not collect the funds it would not reduce staff for UI tax collection operations and related administrative functions; we would not be able to collect and distribute STEP funds.

"A Partnership Putting Alaskans to Work"

P.O. Box 112100
Juneau, Alaska 99811-2100
Phone: (907) 465-4890
Fax: (907) 465-3212



February 6, 1996

The Honorable John Torgerson
Alaska State Senate
Room 427, State Capitol
Juneau, AK 99801-1182

Dear Senator Torgerson:

On behalf of the Alaska Statewide Private Industry Council, I would like to express our strong support for Senate Bill 229. The State Training Employment Program (STEP) has proven to be a cost-effective and business-friendly program which has increased Alaskan's skills and Alaskan's earnings. The Alaska Statewide Private Industry Council has had the experience of working with this program over the years, and feels that it is a wise investment in human capital. It promotes economic growth and job creation across the state, while increasing Alaskan hire. The State Training Employment Program is an important compliment to the prescriptive Federal employment and training programs. It's flexibility and relevance to Alaska makes it much more user-friendly. We strongly support the continuation of this program which makes it pay for Alaskans to work, and encourages businesses to train and hire those Alaskans.

Sincerely,

A handwritten signature in dark ink, appearing to read "David G. Stone".

David G. Stone
Chairman



Alaska State Legislature

Please enter into the record my testimony to the Senate Community & Regional Affairs Committee
committee name

committee on SB 229 & HB435, dated _____

We urge you to support the SB229/HB435 for the following reasons:

1. Formation of AHRIC (Alaska Human Resou. Investment Council), mandated by Federal government, replaces three other existing councils, the Alaska Job Training Council, the Employment Security Advisory Council, and the Governor's Council on Vocational Education. It is our understanding the Governor and the Legislature played a lead role in the formation of AHRIC. In our opinion, jurisdiction of all job training programs including STEP by just one council will eliminate duplicate services, enhance customer service and decrease a layer of bureaucracy.
2. We also urge you to support the STEP program. It is our believe that a change to permanent funding will bring stability, security, and predictability to the program. In a delivery of a program if consistency does not exist, services to the public are interrupted. Permanent funding for STEP under SB229/HB435 will help solve this problem.

Signed:

Jan Taitow
 Testifier
 1075 Check Street #103
 Wasilla, AK 99654
 Representing (Optional)
 Jan Taitow

Donna Brannon
 Donna Brannon
 PO 520884
 Big Lake, AK

Howard Lowery
 (Lowery)
 Anch/Met-Su PIC

Address
 Private Industry Council
 Anchorage, Alaska
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 745-4488

Board Member, AHRIC
 Adult Education
 892-9428

Howard Lowery
 Box 5305
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 Howard Lowery

New Frontier Vo-Tech Center

RED DIAMOND CENTER
P.O. Box 1869
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Soldotna, AK 99669
(907) 262-9055 (FAX) 262-7144

To: Senator John Torgerson
Organization: Alaska State Legislature
Date: 2-6-96
Fax To: 465-4779
Number of Pages (including this sheet): 2

Message: Good Points of STEP:

- (1) Is a "safety net" that catches people who don't qualify for Dislocated -- TIA etc.
 - (2) Block grants will still have same group as main focus -- @ Dislocated - poor
 - (3) P.I.C. is used to administer STEP so it doesn't create another structure
 - (4) Funding comes from people who use it -- small portion of employee contributions to the UI trust fund - not general revenues (1/10 of 1%)
- Thank for all your help

From:

Judi Walgenbach

Participant Eligibility Criteria:

- 480 Unemployed and receiving UI benefits
- 91 Unemployed and UI benefits exhausted
- 13 Likely to lose job within 6 months to reduction in force
- 6 Current job likely to be eliminated
- 78 Current job threatened by changing skill requirements
- Worked UI covered job but ineligible for benefits because:
 - 111 job was seasonal, temporary, part time, or marginal
 - 25 wage contributions insufficient due to limited job opportunity
 - 9 have more skills than called for in current job need services

Excerpts on STEP

jtpa



a partnership putting alaskans to work

**Twelfth Annual Report
Alaska Statewide Service Delivery Area
Year Ending June 30, 1995**

STEP trains powerhouse operators

In rural Alaska there is a great need for qualified operators for power plants, operators who know how to maintain the equipment in proper working order. STEP (State Training and Employment Program) funded training for 25 operators in program year 1994 through a grant to the Division of Energy in the Department of Community and Regional Affairs.

In three two-month long sessions conducted at the Alaska Vocational and Technical Center in Seward, eleven trainees were certified as Full Powerhouse Operators and six more were certified as Assistant Powerhouse Operators. The rating is determined by the individual's performance.

Trainees learned to read meters, read forms, install and operate equipment, troubleshoot, and keep records. There was a cpr segment, and they were trained in taking a generator down, line loss and problem solving.

With trained operators, the efficiency of the equipment is increased, the equipment lasts longer, private employment is created, safety procedures are observed and a sense of accomplishment and self-worth is developed in the operators. The certifications are statewide so the holders can use them in another community if they choose.

Trainees represented a cross-section of communities — Healy Lake, St. Marys, Hoonah, Kwethluk, Nightmute, Karluk, Angoon, Alakanuk, Birch Creek, Ft. Yukon, Ekwok, Kotzebue, Kiana, St. George, and Tuntutuliak. As the word has gotten out, calls about getting training have been coming in from dozens more villages.

"We'd like to have at least one trained operator in every community," said Bruce Tiedeman, project manager.

In this, the operator training program's first year, trainees' average completion rate was 64%. Several recommendations for program improvements are being put into effect for FY 96, explained Tiedeman. Communications have already improved 100% with the villages, local utilities and native entities, he said.

The training program's objective, according to Percy Frisby, Director of the Division of Energy, is to help communities in their long term planning, to become more self-sufficient, efficient and financially responsible in their utility operations, and to maximize the use of equipment placed in rural Alaska. This is particularly important in light of anticipated reduction in state revenues.



*James Thomas
Tuntutuliak*



*Mark Mark
Nightmute*



*Clayton Jonas
Fort Yukon*



*Wassillae Alfred
Kwethluk*

carpenters, painters train with STEP

Thanks to the State Training and Employment Program (STEP), groups of Kotzebue and Nome residents who too often have been on the outside looking in when the hiring for construction jobs was done, are now trained as painters and carpenters and have the certificate they need to get good jobs.

In Kotzebue eleven men received tools, books and ten days of instruction in carpentry basics, followed by a similar course in painting. Training was held in the former city firehall, where the trainees built an eight by twelve foot wooden utility shed. The shed was donated to the city as thanks for the workshop space, after the painting class had completed the final touches. The shed will ultimately be put to use by the Northwest Inupiat Housing Authority.

The training was repeated in Nome for eleven residents of that Northwest community. Dan Hoffman, Apprentice Coordinator for the Carpenters Union in Fairbanks, taught carpentry, and Ernie Rump, Apprentice Coordinator for the Painters Union in Fairbanks, taught the painting segment.



Jeffery Monroe peers through the staff compass while Enoch Porter looks on.

"They sure were happy to get this training," commented Rump, who shared the trainees' enthusiasm, having seen the numbers of outside contractors who come in and don't hire locally.

At completion of the training, participants received an Alaska Hazardous Paint



Brady Wallis and two co-workers construct steps to the shed.



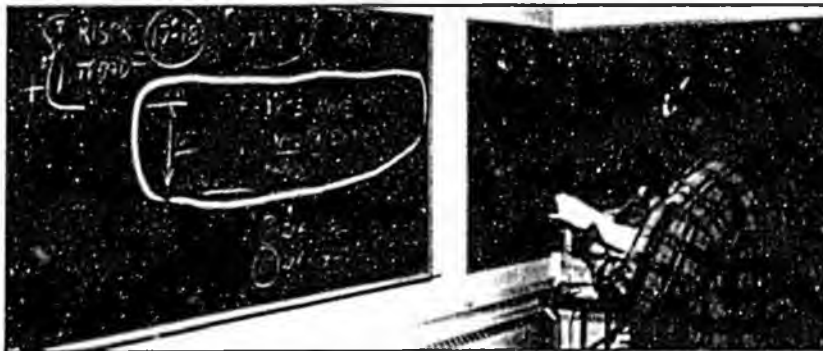
Enoch Porter works on the utility shed in Kotzebue.



Louise Carroll, an unidentified trainee, and Robert Engler nail down the roof.



Robert James operates the circular saw while Chester Fields steadies the lumber.



William Flitt makes notes on some carpentry math and measurements.

Handlers Certificate, which is needed by professional painters, and Carpenters and Painters Union Certificates of Completion.

The \$50,000 STEP grant bought the books and tools and funded the training in both locations, as well as a similar class in Fort Yukon. Most of the Fort Yukon group went to work immediately after the training.

STEP is funded by one tenth of one percent of employee contributions to the Unemployment Insurance Trust Fund. Eligibility for training is tied to prior contributions to the Fund and the applicant's current employment status.



Kotzebue STEP trainees were Jeffery Monroe, William Fields, Charles Jones, William Hensley, George Taylor, Dave Shrader, J. Gerald Omnik, John Riley and Enoch Porter.

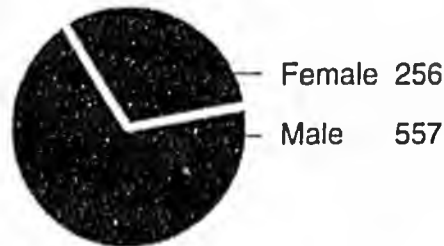
"Turning UI Trust Fund users into Fund contributors is the whole idea of STEP training," explained Katherine Brown, Program Administrator. "We hope this training will not only make residents more employable, but that it will also open doors to carpentry and painting careers."

STEP

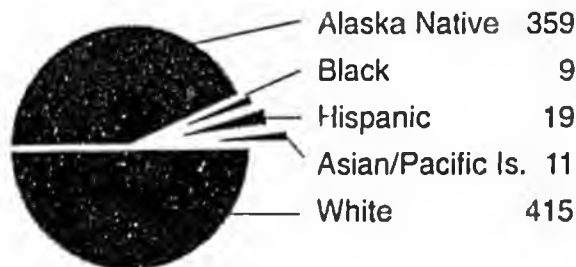
State Training and Employment Program

Total Participants 813
Total Terminees 736

STEP was created by the Legislature to provide a flexible response to Alaska job market conditions, and to reduce and prevent claims for unemployment insurance benefits.



Eligibility for the program is tied to status with the unemployment insurance program. Funding for STEP comes from one tenth of one percent of employee contributions to the Unemployment Insurance (UI) Trust Fund.



Participant Eligibility Criteria:

480	Unemployed and receiving UI benefits
91	Unemployed and UI benefits exhausted
13	Likely to lose job within 6 months to reduction in force
6	Current job likely to be eliminated
78	Current job threatened by changing skill requirements
	Worked UI covered job but ineligible for benefits because:
111	job was seasonal, temporary, part time, or marginal
25	wage contributions insufficient due to limited job opportunity
9	have more skills than called for in current job need services

Type of Training

Industry specific	338
Institutional or classroom job-linked	141
Employment assistance	279
Support services	232
On-the-job training	7
Relocation assistance	4
Necessary tools/clothing	35

Termination Information

Entered new job	122
Entered job which had been vacated	186
Received training to protect against fluctuation in the economy	347
Non-positive terminations	81
Continuing in training	77

Participant Characteristics

161	There are no available jobs requiring your skills
568	Reside in area with limited suitable employment
30	Have disability
134	Age 45 or older
100	Member of household receiving welfare
169	Claimed UI benefits more than 13 weeks
460	Face long term unemployment due to lack of suitable job opportunities, or have limited job skills
421	Receiving Unemployment Insurance
39	Enrolled in AFDC-UP program
73	Paying court-ordered child support
31	Lack skills to obtain employment
255	Skills outdated by technological change
654	Unemployed
228	Referred by Employment Service based on UI profile

Job Placements

Counselor	4	Cook, camp	1	Warehouse supervisor	1	Waitress	1
Custodian	1	Copier technician	1	Welder	1	Welders helper	1
Daycare worker	1	Customer service rep.	2	Yard worker	1	Women's advocate	1
Demonstration technician	1	Diesel mechanic	1	Youth counselor	1		
Driller helper	1	Driver, delivery	1				
Driller/blaster	1	Driver, dump truck	1	STEP - State Training and			
Driver, dump truck	1	Driver, long haul	1	Employment Program			
Driver, general	1	Driver, truck	1				
Electrician	2	Driver/warehouseman	1	Apprentice electrician	2		
Electrician helper	1	Electrician trainee	1	Apprentice telephone line	2		
Electro mechanical tech.	1	Electrician, apprentice	1	Apprentice wireman	16		
Equipment operator	5	Electronics technician	1	Assistant superintendent	1		
Field service person	1	Driver, truck	1	Bldg maintenance worker	1		
Fueler/luber	1	Driver/warehouseman	1	Boat fabricator	3		
Funeral director	1	Electrician trainee	1	Business owner	1		
Instructor	1	Electrician, apprentice	1	Carpenter	1		
Intern	1	Electronics technician	1	Cashier	2		
Janitor/owner	2	Engineer	2	Certified nurse's aide	18		
Laborer	1	Fish culturist	1	Checker	2		
Landscape worker	1	Fish processor	1	Child care provider	1		
Lead miner	1	Food service worker	1	Clerk	5		
Machinist	1	Head sawyer	1	Clerk, accounting	1		
Maintenance worker	2	HVAC technician	1	Clerk, administrative	3		
Manager, apartment	1	Incinerator operator	1	Clerk, automation	1		
Marine equipment mechanic	1	Laborer	3	Clerk, city	1		
Massage therapist	1	Machinist	1	Clerk, retail	1		
Master 100 ton skip	1	Maintenance technician	1	Concrete laborer	1		
Miner	1	Maintenance worker	2	Coordinator	1		
Operator, plant	1	Manager, office	1	Customer service rep.	1		
Photography lab technician	1	Marine mechanic	1	Dental assistant	1		
Pipe fitter helper	1	Materials lab technician	1	Drillers helper	1		
Planerman	1	Meatcutter	1	Education specialist	1		
Receptionist	1	Metal fabricator	1	Firefighter	15		
Refrigeration mechanic	1	Mill mechanic	1	Fisherman	1		
Respite care worker	1	Millwright	5	Heavy equipment mechanic	1		
Saw filer	1	Night manager	1	Home health aide	1		
Secretary	1	Operator, business/owner	1	Laborer	40		
Teacher's assistant	1	Operator, chainsaw	1	Library assistant	1		
Traffic controller	4	Operator, crane	1	Mechanic	1		
Tutor	1	Operator, heavy equipment	3	Office machine servicer	1		
Welder	1	Operator, power plant	1	Office manager	1		
		Operator, press	1	Operator, heavy equipment	1		
		Operator, security	1	Operator, plant	1		
		Operator, small craft	1	Operator, powerhouse	1		
		Operator, wastewater	2	Parts assistant	1		
		Oyster worker	1	Powderman	1		
		PCC coder	1	Program administrator	1		
		Personal care attendant	1	Receptionist	3		
		Production associate	1	Resource specialist	1		
		Public relations consultant	1	Respite care worker	1		
		Public works technician	1	Sales person	1		
		Refrigeration technician	2	Salesman	1		
		Safety professional	1	Seafood processor	12		
		Secretary	1	Secretary	1		
		Security officer	1	Stocker	1		
		Service technician	1	Tagger	1		
		Steward	1	Teacher	1		
		Stocker	1	Technician	1		
		Travel consultant	1	Training & dev. consultant	1		
		Tug boat mate	1	Transcriber	1		
		Waiter	1	Village police officer	36		
National Reserve Grant							
Title II							
Accounts payable	1						
Airframe/powerplant	1						
Apprentice glazier	1						
Bank teller	1						
Bartender	1						
Carpenter/laborer	1						
Carpentry/maintenance	1						
Carpet layer	1						
Certified nurse's aide	5						
Chimney sweeper	1						
Choker setter	1						
Clerk, accounting	1						
Clerk, store	1						
Computer programmer	1						
Construction worker	1						
Contract manager	1						

Client Participation in Training Activities

Activity	Adult	Older Worker	Summer Youth	Youth	Dislocated Worker	National Reserve	State Training & Employment Program	Education Coordination
	Title IIA	Title IIA 5%	Title IIB	Title IIC	Title III	Title III	STEP	8%
Advanced Career Training	3							
Basic Ed. Competencies	20		60	54	5		1	
Basic Skills/Adult Remedial	28		157	46	6	38		28
Career Counseling	20	6		15	23	28	5	
Case Management	237	6	22	65	113	254	14	
Classroom Training	3				1			
Customized Training	3			1	2		1	
Education to Work Transition	32			6				28
Employment Assistance							31	
Entrepreneurial Training	2				4			
High School Grad/GED Trng.						1		
Hold Status	21	3		3	6	24	2	
Industry Specific	44	1		9	15		40	
Job Development	42	8	1	16	12	23		
Job Skills Competency				74				
Job Search	12	5		13	4	2		
Limited Internship				11				
Objective Assessment	275	18	156	165	128	145	27	5
Occupational Skills Training	163	9		26	80	124	38	
On-the-Job Training	10				8	3	5	
Out-of-Area Job Search					1	1	1	
Pre-Employment Skills	1		31	93				
Relocation Assistance					4	11	3	
Retraining					11			
School to Work				11				
Supportive Services	87	3		20	64	37	101	
Vocational Exploration	11	6		3	3	38		
Work Experience	10		267	72			1	28

Communities Served

STEP

Community	Adult	Older Worker	Summer Youth	Youth	Dislocated Worker	National Reserve	State Training & Employment Program	Education Coordination
	Title IIA	Title IIA 5%	Title IIB	Title IIC	Title III	Title III	STEP	8 Percent
Akiak			8			3		
Akiachak				1			2	
Alakanuk	2			1			4	
Aleknagik							2	
Allakaket			1				1	
Ambler	2						1	
Anchor Point	1		1	3				
Angoon			1				1	
Aniak	2		20					
Anvik	1						2	
Arctic Village	2		3		1		2	
Almatluak			4					
Auke Bay	2			1	3		3	
Barrow							1	
Beaver	1							
Bethel	30		8	26	8		2	2
Brovig Mission				1			4	
Buckland	2		17		1		1	
Chalkyitsik							1	
Chefornak			1				1	1
Chevak	2		5	1			3	3
Chignik Lake							9	
Chitnaik					1			
Circle	2				1			
Clear					1			
Clam Gulch	1							
Copper Center	3			3			7	
Cooper Landing							1	
Cordova			6				3	
Craig			2		1		4	
Deering			2				1	
Delta Junction	9		18	14	7		16	
Dillingham							2	
Dot Lake			11					
Douglas	5	1		1	2		4	
Eagle			1	1				
Eek				1			1	
Ekwok							3	
Elim				1			9	
Emmonak	1		9	1			3	
Fort Greely			1	1				
Fort Yukon	6			3	4		20	
Fritz Creek	1							
Gakona				1				
Galena	5						21	
Glennallen	3			2			13	
Golovin							1	
Grayling	1							
Gustavus							3	
Haines	1		2		1		2	

Communities Served

STEPS

Community	Adult	Older Worker	Summer Youth	Youth	Dislocated Worker	National Reserve	State Training & Employment Program	Education Coordination
	Title II A	Title IIA 5%	Title IIB	Title IIC	Title III	Title III	STEP	8 Percent
Healy	2						2	
Holy Cross							1	
Homer	2	2	2	9	1		3	
Hooper Bay			3				7	1
Hoonah			12				3	
Houston							1	
Huslia	1							
Juneau	78	7	14	27	37	1	77	
Katag			27	1	1			
Karluk							2	
Kasigluk			7				1	4
Kasilof	3		2				4	
Kenai	15	2	9	2	8	1	19	
Ketchikan	11	1	36	1	8		31	
Kiana	1		2	1	1		1	
King Salmon							1	
Kipnuk							1	
Kivalina	2		27	1				
Klawock	1		12				2	
Kodiak	10	4	4	2	5		6	
Kotlganeek							2	
Kongiganak			5				3	5
Kotlik			2				3	2
Kotzebue	6		1	3	2		9	
Koyuk			9				2	
Koyukuk	3						1	
Kwathluk	5		3	1			1	
Kwigillingok			1					
Lower Kalskag			1	1			1	
Manley Hot Springs	1		1					
Manokotak							7	
Marshall	1							
McGrath	1		1	1			3	
Mekoryuk	5							
Mentasta Lake							1	
Minto	6						1	
Mountain Village			1	1			2	
Napakiaik			2	1				
Napaskiak							3	
Nenana	2		5	1	2			
Newtok							1	
Nightmute							2	
Nikiski	5		3	1	1		6	
Nikolai	4				2		2	
Ninilchik	3							
Nome	3	1	29	21	16		27	
Noorvik							1	
Northway							1	
Nulato			30	1			1	
Nunapitchuk			1					

Communities Served

STEP

Community	Adult	Older Worker	Summer Youth	Youth	Dislocated Worker	National Reserve	State Training & Employment Program	Education Coordination
	Title IIA	Title IIA 5%	Title IIB	Title IIC	Title III	Title III	STEP	8 Percent
Quzinkie			1					
Petersburg					1		1	
Point Hope				1				
Pilot Station			5					
Port Graham							2	
Quinhagak	1		3				1	3
Rampart	1							
Russian Mission								3
Ruby			6				1	
Savoonga	2					1	2	
Selawick	3			1				
Seldovia	1			1			1	
Seward	2		12	1	23		4	
Shageluk							1	
Shaktolik							7	
Sheldon Point							2	
Shishmaref							1	
Shungnak	1			1				
Silka	8		56	27	3	174	29	
Skagway	1							
Soljotna	27	1	4	5	2	2		
St. Mary's	2		1					
St. Michael			9				5	
Stebbins			3				2	
Sterling	1		2	1	1		1	
Stevens Village					1		2	
Tanacross	3							
Tatitlek							1	
Telida			1					
Teller	2						7	
Tenakee Springs			1					
Tetlin			1	1			2	
Thorne Bay				1				
Togiak							2	
Tok	7	1		3	9		7	
Toksook Bay	1		1	1	1		2	
Trapper Creek							1	
Tuluksak				4				
Tuntutuliak			1				2	
Tununak			6					4
Tyonek	2							
Unalakleet	1			1			10	1
Valdez			1	3			12	
Venetie	7		2	2			5	
Wales							13	
Ward Cove	1		1				3	
Wasilla							1	
White Mountain							1	
Wrangell	2		13		17	104	5	
Yakutat			9					

DEBRA L. CALL
Manager, Human Resources

DEPT. OF COMMUNITY & REGIONAL AFFAIRS

DIVISION OF COMMUNITY AND RURAL DEVELOPMENT

COOK INLET REGION, INC.
2525 C Street, Suite 500
P.O. Box 93330
Anchorage, Alaska 99509-3330

(907) 274-8611
Fax (907) 279-8816

To: Alaska's Partners in Human Resource Development

From: Debra Call, Former Chair, Alaska Job Training Council

Date: February 16, 1996

Re: AJTC Transition Report and Final Recommendations

As the concluding gesture in our transition to the Alaska Human Resource Investment Council (AHRIC) the Alaska Job Training Council (AJTC) has produced a closing report. We have prepared the report to provide some insight into the way JTPA has operated in Alaska, and to offer the lessons which we as a council and a training community, have learned in our twelve years of experience with the program.

Enclosed is a copy of the document as it was presented to members of AHRIC on January 26, 1996, in Anchorage. I believe that the *Transition Report and Final Recommendations to the Alaska Human Resource Investment Council* has accomplished everything we wanted it to do. It sets the framework for an understanding of the JTPA from a national policy perspective; it provides a brief overview of the state's current system for program operation; it includes a synopsis of Alaska's own policy development from employment training to our newer expectations for human resource development; and it concludes with a presentation of 18 recommendations to AHRIC, each one followed by a discussion of the issues, and examples of local or statewide practices which led to the recommendation.

This formally concludes our activities as Alaska's job training coordinating council. It has been a pleasure and a privilege to have served with so many dedicated members of our state's training, education and employment community. The leadership and talent in this group will serve our state and AHRIC well for many years to come.

enclosure as stated

1/10 of 1% of ^{unemployment} U.S. funding - employee control

Support → STEP - p. 14 - flexible funding for employer training

FAX TRANSMITTAL SHEET

STATE OF ALASKA OFFICE OF THE GOVERNOR

ALASKA HUMAN RESOURCE INVESTMENT COUNCIL
3601 "C" Street, Suite 380
ANCHORAGE, ALASKA 99503

PHONE: (907) 269-7485
FAX: (907) 269-7489

Please deliver to: Senator Torgerson Location: capitol rm. 427

Fax number: 465-4779 4821 Phone number: 465-2828

Number of pages including transmittal sheet: 2

Comments: per your request.

Date: 3/14/96 From: Mike Andrews Phone: (907) 269-7485

1996 Alaska Employment Training Programs*
(by Funding Source)

Program	Funding Agency	Federal	State	AHRIC Oversight
Adult Basic Education	DOE	X	X	X
Alaska Work Programs (JOBS-Job Opportunities & Basic Skills, Food Stamp E&T)	DHSS/DOL	X	X	X
Community Service Commission (Americorps)	DCRA	X		X
Disabled Veterans Outreach Program and Local Veterans Employment Representative	DOL	X		
Employment Services (UI-Unemployment Insurance)	DOL	X		X
Job Training Partnership Act-IIA (Adult Training Program)	DCRA	X	X	X
Job Training Partnership Act-IIA 5% (Over 55 Older Worker Program)	DCRA	X		X
Job Training Partnership Act-IIB (Summer Youth Employment & Training Program)	DCRA	X		X
Job Training Partnership Act-IIC (Youth Training Program)	DCRA	X		X
Job Training Partnership Act-III (Employment & Training Assistance for Dislocated Workers)	DCRA	X		X
Job Training Partnership Act-IVC (Veterans Employment Programs)	DOL/DCRA	X		X
Native American JTPA Programs	Federal/Subgrantees	X		
State Training & Employment Program (STEP)	DOL/DCRA		X	X
US Job Corps	US DOL	X		
Vocational Education (Carl Perkins Act)	Gov/UofA/DOE	X	X	X
Vocational Rehabilitation Program	DOE	X		X

* This list covers programs that are currently active in Alaska that utilize federal or state funds -- administered through state agencies. Not all programs are under the AHRIC oversight at this time, as authorized under the AHRIC Act.

This is not a total list of over 80 employment education & training programs available to the state, nor does it include privately funded employment education & training programs in Alaska, such as registered apprenticeships or occupational skill certificates. It is intended to reflect programs that are currently operated in Alaska.

One of AHRIC's primary objectives is to make recommendations to the Governor and the Legislature regarding consolidation and cost effective ways to manage similar programs.

OFFICE OF THE GOVERNOR
Alaska Human Resource Investment Council
3601 "C" Street, Suite 380
Anchorage, Alaska 99503
907/269-7490 Fax 907/269-7489

Senator John Torgerson
Room 427
State Capitol
Juneau, Alaska 99801-1182

February 9, 1996

Dear Senator Torgerson,



I am glad to report that the Alaska Human Resource Investment Council (AHRIC) is open and ready for business. I would like to tell you more about this in person, and have requested a meeting with you, if possible, on Monday, 10 am, February 12th in Juneau, through your staff.

Your support for creating the AHRIC was critical. It was part of the overwhelming desire of an unanimous Legislature and Governor to consolidate state boards and programs, streamline government, and offer effective and cost efficient employment and training services to the people and businesses of Alaska.

You may recall that the legislation set several things in motion to accomplish the goals and mission of AHRIC, but did not authorize funds to fully staff AHRIC until January 1, 1996. I came on board October 9, 1995, and began the work of understanding the broad reach of AHRIC - in light of the momentum of federal reforms moving through Congress that will dramatically impact Alaska's workforce development and workfare initiatives. Some of our accomplishments during the three months prior to the official opening of AHRIC were:

- locating & furnishing office space for AHRIC
- finding staff for January 1, 1996 hire
- assist the Governor on 1997 budget issues for the upcoming legislative session
- work with several Commissioners, related agencies and program directors and the public on AHRIC transition and council issues
- assist the Governor's Welfare Reform Task Force and the Jobs Mini-Cabinet
- reach out to the 26 council members, provide them with educational material to prepare them for council work
- arrange the logistics for the kickoff meeting

The council was officially seated January 1, 1996, and held its first meeting in Anchorage on January 25 & 26. The council went to work immediately on the tasks required by the Alaska Legislature and the Federal government. A press release about the first meeting is attached to

this letter.

AHRIC will hold its second meeting in Juneau on April 15 & 16. Part of the meeting will be dedicated to informing the Legislature on the progress and work of the new council. You will receive a more formal invitation to this meeting very soon.

I believe you made the right choice by supporting the creation of this new, leaner, innovative council. I look forward to meeting with you and discussing your concerns and expectations of the new AHRIC.

Sincerely,



Mike Andrews
Executive Director

CC: Governor Tony Knowles
Pat Pourchot, Legislative Director

OFFICE OF THE GOVERNOR
Alaska Human Resource Investment Council
3601 "C" Street, Suite 380
Anchorage, Alaska 99503
907/269-7490 Fax 907/269-7461

Alaska Human Resource Investment Council

Statement of purpose:

The purpose of the AHRIC is to provide coordination of federal human resource programs, to advise the Governor of human investment needs, and to recommend ways to meet those needs, while maximizing federal funds and avoiding duplication of effort. The AHRIC has evolved from the merger of the Alaska Job Training Coordinating Council (JTCA), the Governors Council On Vocational Education (Carl Perkins), and the Employment Security Council (Wagner-Peyser).

Federal Programs under AHRIC include:

- The Job Training Partnership Act
- The Carl D. Perkins Vocational and Applied Technology Education Act
- The National and Community Service Trust Act
- The Adult Education Act
- The Wagner-Peyser Act (employment services)
- Part F of Title IV of the Social Security Act
- The Job Opportunities and Basic Skills (JOBS) Training program
- The employment & training program established under the Food Stamp Act

Alaska Program(s) under AHRIC include

- State Training & Employment Act (STEP)

The AHRIC has twenty-six members, appointed by the Governor, who represent local public education, postsecondary & vocational education, private industry, organized labor, community based organizations, Alaska Native employment and training organizations, and government. The Lieutenant Governor and the Commissioners of Commerce, Community & Regional Affairs, Education, Health & Social Services and Labor sit as voting members of the council.

The consolidation of federally mandated advisory councils and their staff is intended to help streamline oversight and planning functions, reduce redundancy and waste, and allow states to use federal dollars to develop, articulate, and advance comprehensive workforce development policies and priorities. Once achieved, system wide coordination will result in improved services to the customers of the workforce development system, specifically students, workers and employers.

Through legislation creating the AHRIC, the state has determined that workforce development is critical to the economic future of Alaska and its citizens, and has committed resources to ensure that Alaska will not be left behind by other states or nations in human resource investment programs.

State of Alaska
Office of the Governor

TONY KNOWLES
 Governor
 P.O. Box 110001
 Juneau, Alaska 99811-0001
NEWS RELEASE



Bob King
 Press Secretary
Claire Richardson
 Deputy Press Secretary
 907-465-3500
 FAX: 907-465-3533

FOR IMMEDIATE RELEASE: February 9, 1996

96-031

NEW COUNCIL COORDINATES STATE'S EFFORT TO TRAIN PEOPLE FOR WORK

The Alaska Human Resource Investment Council (AHRIC) has begun targeting how the state can more effectively allocate \$50 million in federal and state job training funds. During its first meeting in late January, the council started work on a plan to address employment problems and opportunities, while at the same time streamlining government.

AHRIC was created through legislation introduced by Governor Tony Knowles that merged three state councils into one organization to better coordinate the state's efforts to put people to work. Knowles called the council the flagship of his administration's efforts to work in partnership with business and industry and Alaska's work force. "I am committed to providing the council with what ever it takes to get things done," said Knowles.

The council's meeting in Anchorage was chaired by Lt. Governor Fran Ulmer. During her opening remarks, Ulmer issued a challenge to the council to use its authority and power to make Alaska-hire a reality. "In 1994, over 78,000 non-residents worked in Alaska and took away over \$900 million in wages. This council can change that and put Alaskans to work in jobs now held by people who don't live or raise families here." Most of the non-resident workers were employed in Alaska's largest industries - seafood, oil, tourism and timber.

The 26-member council includes five commissioners; Tom Cashen of Labor, Willie Hensley of Commerce, Shirley Holloway of Education, Mike Irwin of Community and Regional Affairs and Karen Perdue of Health and Social Services. Other members represent business and labor organizations, Native corporations, educational institutions and employment service providers.

The council will deal directly with issues such as the vocational education, economic development, school-to-work and welfare reform. "This council has the leadership and experience to create the strategies and innovation Alaska needs to prepare our workforce for jobs today and in the next century," said Mike Andrews, AHRIC's executive director.

The council created four committees to meet government mandates and to begin creating the strategic plan - the Governors Coordinated Special Services Plan Committee, Council Structure Committee, School to Work Committee and the Planning Committee. The committees will report to the full council in mid-April, when the AHRIC convenes in Juneau for its second meeting.

Contact: Mike Andrews, 269-7485
 Radio Stations: for actualities call, 1-800-478-5663, in Juneau call, 465-5213

-30-
Run 370 Coast on 3/1/96

The Alaska Human Resource Investment Council

Changes in the nation's economy and political mood have spurred a national movement to implement federal reforms in employment education, training and public assistance programs. This federal movement has sent most state governments scurrying to put in place new systems to accommodate these proposed sweeping changes. Since 1992, the Federal Government has encouraged states to establish Human Resource Investment Councils for planning, monitoring, and evaluating employment and vocational education and training programs under the Joint Training Partnership Act (JTPA).

Alaska is actually a leader in this state movement. The Alaska legislature, acting upon the 1994 Legislative Budget & Audit Committee Report (November 7, 1994, Control #06-4470B-95) and recommendations by the Alaska Job Training Council and other organizations and individuals; enacted legislation in 1995 that created the AHRIC. Governor Tony Knowles signed the legislation in July, 1995, and announced the new council members in October. The council was officially seated January 1, 1996, as determined by the legislation, when the official duties of three former education and employment training councils ended.

The twenty-six member council, appointed by the Governor, includes the Lieutenant Governor, five state commissioners, representatives of business, labor organizations, Native corporations, educational institutions and employment service providers. AHRIC's main task is to create and implement a workforce development strategy through plans that will increase human value, drive economic development, prevent poverty and reduce the public expense of welfare dependency and better prepare Alaska's workers for the twenty-first century local, national and global economy.

AHRIC's Tasks

The primary function of the council will be to present to the Governor and the Legislature a human resources investment plan that is expected to accomplish the following:

- Identify \$1 million in savings to the state in fiscal year 1998 from streamlining operations.
- Interface with welfare reform initiatives that put people to work first, and meet federal mandates to end public assistance entitlement.
- Set goals and establish benchmarks for job placement, public dependence caseload reduction, increased worker education & skills, and individual and family economic self-sufficiency.
- Monitor and evaluate all State operated employment education and training programs & make recommendations to direct limited resources into effective programs while eliminating programs that don't work.
- Identify and consolidate program funding sources to increase efficiency, and

streamline government - providing more private sector involvement and opportunity for program delivery.

AHRIC & Alaska Welfare Reform

Welfare Reform is designed to move Alaskans from welfare to work, while maintaining essential human services for those who have nowhere else to turn. This takes a broad approach that looks at basic human needs, individual barriers to meaningful employment, and long term job opportunities for clients. AHRIC is involved with this effort on several different levels, most specifically in the following three areas:

- Using the statewide plan to target a percentage of training slots for AFDC clients.
- Work with the Governor, the Legislature and private sector to shift jobs held by 78,000 non-resident to low-income Alaskans.
- Help create 500 new jobs annually for welfare recipients through economic development and work-first programs.

Consolidation of Services

AHRIC represents the consolidation of three job training and vocational education councils; the Alaska Job Training Council, the Governor's Council on Vocational and Career Education, and the Employment Security Advisory Council. This reduced paid staff positions for the three councils and the costs associated with council members, streamlining members from 37 to 26.

Along with consolidation of these three councils, AHRIC will investigate ways to consolidate employment and training services throughout the state and make recommendations to the Governor and Legislature for future mergers of councils and programs that fall under the mission established for AHRIC under the 1995 legislation. The AHRIC has already begun work on identifying areas that can bring effective change:

- **Data Systems Analysis:** consolidate information between all state human resource & job training programs so as to better measure success of programs. An integrated data base is needed for proper monitoring, evaluation, reporting and administering programs.
- **Information sharing and program coordination** with Alaska Native Grantees and community based organizations involved in family assistance and job training -

to provide better linkages between programs and customers, cover rural and urban populations more effectively, and balance opportunities for all Alaskans. Broker solutions across state agencies and departments to create "one-stop" career centers and human resource outlets.

What is AHRIC doing NOW!

The AHRIC held its first meeting on January 25 & 26th in Anchorage and immediately went to work on the public process, tasks and activities assigned under the new legislation. The council began to organize its work through a work session and established four start-up committees to cover short and long term issues.

The committees are:

- Governors Coordinated Special Services Plan - whose task is to produce the final coordinated human resource investment plan for use of federal funds covering Joint Training Partnership Act program, Carl A. Perkins Vocational Education, Employment & Security under Wagner Peysner, and associated employment education and training programs administered by the state.

- Structure & Bylaws - whose task is to bring organizational structure to the new council through recommendations for rules that govern meetings, standing committees, communications, council policy and procedures.

- School-To-Work - whose task is to represent the AHRIC on educational and life long learning issues, in particular as monitor of the recently awarded \$1.3 million federal School-to-Work grant and the activities of the Alaska School-To-Work Implementation Task Force.

- Strategic Planning - whose task is to organize the council public process for creating the strategies and recommendations to the governor and legislature on future employment and training program consolidations, directions and local community involvement.

AHRIC & The Governor's Office

AHRIC is part of the Office of the Governor. AHRIC's executive director has been directed to become directly involved in several important issues and initiatives, and serves in many cases as a "broker" among state departments and divisions to integrate human resource efforts. Some issues & initiatives are:

- Member of the Governor's Welfare Reform Task Force. AHRIC has the role of helping coordinate efforts and job placement strategies to move people from welfare to work. These efforts include working with the agencies and the council in creating a

strategic plan that creates long term solutions to poverty through good jobs in meaningful work. Part of the strategy shall focus on emerging or new occupations within the state, jobs in major and expanding Alaskan industries, and replacing non-residents with Alaskans in good Alaskan jobs - to meet the federal welfare reform block grant requirements.

-Member of the Governor's Jobs Mini-Cabinet. AHRIC has a role in creating strategies that promote the hiring of Alaska's workforce and maximizing the use of Alaska's businesses. AHRIC must respond with service providers to economic expansion opportunities or contraction/downsizing workforce problems. As a member of the Jobs Mini-Cabinet, the executive director can inform the cabinet and governor of resources and programs available to advance Alaska's family.

AHRIC & the Alaska State Training & Employment Program (STEP)

The AHRIC has responsibility for creating statewide and regional strategic plans for human resource investments and workforce development. The STEP program falls under AHRIC's umbrella. Recently introduced legislation puts STEP directly under AHRIC's administrative authority - which falls directly in line with the legislature's intent when they created AHRIC in 1995.

At this time the AHRIC is funded through the federal funds previously used to support the three absorbed counsels, and start up money from the contributions by Alaska's workforce to state unemployment insurance funds - Alaska STEP. There are no general funds used to support this vital council and its functions. STEP funds are critical to supporting AHRIC's important mission.

AHRIC also has the responsibility to perform the monitoring and evaluation of Alaska's employment and education programs - to analyze their effectiveness (results) in adding human value through programs that lead to employment, and their cost effectiveness.

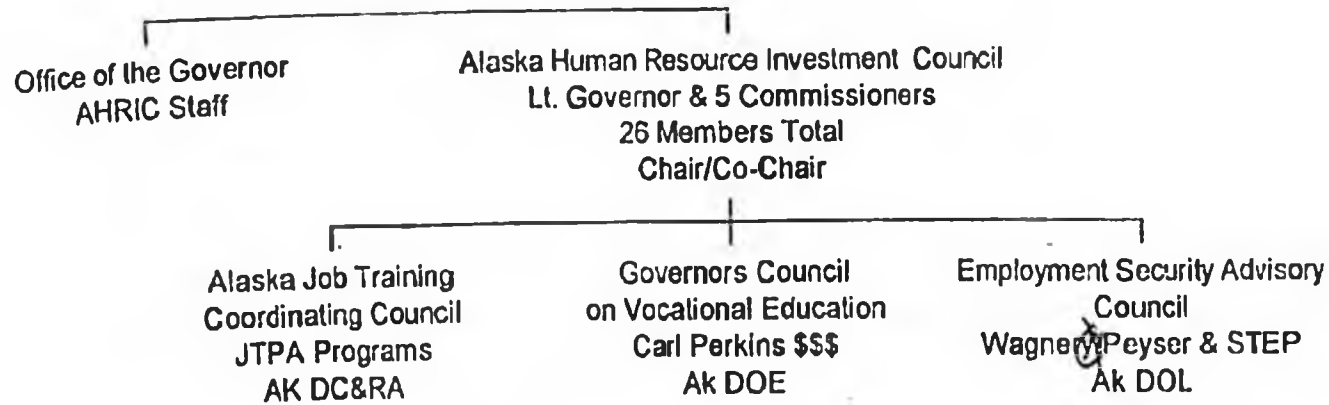
STEP was created several years ago as a pilot program, modeled after programs in California and Illinois, through broad based support by Alaskans, and the State Job Training Coordinating Council. The Alaska STEP pilot has proved to be a very effective program in helping increase the amount of work, wages and annual income of STEP participants, while reducing the individuals unemployment and cost's to the UI system. STEP stretches the capacity of federal funds that come to Alaska for workforce readiness and employment services, and serves many persons who don't fit in the categories mandated under Federal JTPA and AFDC programs.

The STEP is one of the National Governor's Association recommended state human resource "new" initiatives (see NGA's February 1996 white paper "Employing Our Resources") for helping business and labor achieve the skills and knowledge necessary to compete in the local, national and global economy. This claim was recently touted by California in a Washington Post article as the key to their re-emerging economy through high tech/high wage jobs that have come to the state based on several state initiatives, helping California replace jobs lost to military and aero-space industry downsizing with 21st century occupations.

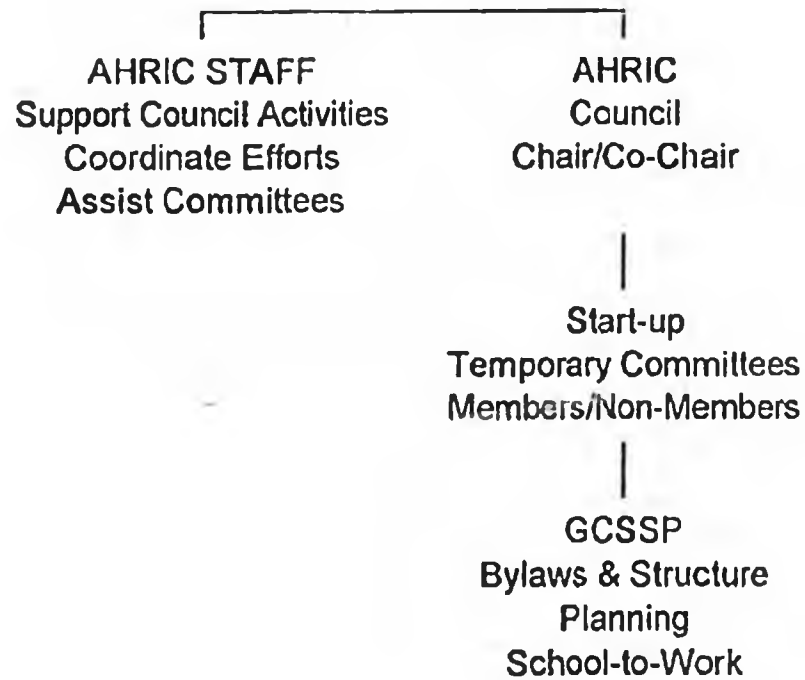
The recent Alaska DOL evaluation of the STEP programs indicate that Alaska STEP is a program that works. This is in agreement with the remarks made by participants (Alaska workers) and vendors who deliver employment and training programs funded by STEP.

AHRIC Flow Chart

Absorbed Councils January 1, 1996



Council Structure - Interim



AHRIC Work Activities

- mission - vision statement
- structure - council meetings & committees
- communications/council - public -government
- strategic planning for federal & state programs
- written plans & reports -review -approval - submit
- learn/educate/advocate council & public
- monitor/evaluate programs - report
- coordinate employment/training activities
- make recommendations for cost effectiveness & efficeincies

AHRIC Mandated Plans, Reports & Dates

Written Plans & Reports AHRIC Must Complete -Timeline

- Governors Coordinated Special Services Plan
(Biennial - in progress) 6/ 30/96
- Consolidation of Alaska's Employment & Training
Programs & Progress of AHRIC to Legislature
- Report on P I C's and Future of PIC's 6/30/96
- AHRIC Biennial Strategic Plan
- AHRIC Regs & other reports requested by Governor,
Legislature or AHRIC

**1996 Alaska Employment Training Programs*
(by Funding Source)**

Program	Funding Agency	Federal	State	AHRIC Oversight
Adult Basic Education	DOE	X	X	X
Alaska Work Programs (JOBS-Job Opportunities & Basic Skills, Food Stamp E&T)	DHSS/DOL	X	X	X
Community Service Commission (AmeriCorps)	DCRA	X		X
Disabled Veterans Outreach Program and Local Veterans Employment Representative	DOL	X		
Employment Services (UI-Unemployment Insurance)	DOL	X		X
Job Training Partnership Act-IIA (Adult Training Program)	DCRA	X	X	X
Job Training Partnership Act-IIA 5% (Over 55 Older Worker Program)	DCRA	X		X
Job Training Partnership Act-IIB (Summer Youth Employment & Training Program)	DCRA	X		X
Job Training Partnership Act-IIC (Youth Training Program)	DCRA	X		X
Job Training Partnership Act-III (Employment & Training Assistance for Dislocated Workers)	DCRA	X		X
Job Training Partnership Act-IVC (Veterans Employment Programs)	DOL/DCRA	X		X
Native American JTPA Programs	Federal/Subgrantees	X		
State Training & Employment Program (STEP)	DOL/DCRA		X	X
US Job Corps	US DOL	X		
Vocational Education (Carl Perkins Act)	Gov/UsfA/DOE	X	X	X
Vocational Rehabilitation Program	DOE	X		X

* This list covers programs that are currently active in Alaska that utilize federal or state funds -- administered through state agencies. Not all programs are under the HRIC oversight at this time, as authorized under the HRIC Act.

This is not a total list of over 80 employment education & training programs available to the state, nor does it include privately funded employment education & training programs in Alaska, such as registered apprenticeships or occupational skill certificates. It is intended to reflect programs that are currently operated in Alaska.

One of AHRIC's primary objectives is to make recommendations to the Governor and the Legislature regarding consolidation and cost effective ways to manage similar programs.

IMPLEMENTATION & TRANSITION GOV. ONLY

DRAFT 1/21/96

DEVELOPING A NEW VISION FOR SERVICES TO FAMILIES AND CHILDREN

Jill Strawn
Jeff Harris
Evelyn Gatzlans

National Governors' Association
February 1996

SENATE OF ALASKA

LEGISLATIVE COUNCIL

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P. 13

FAX NO. 919072697489

Alaska STEP Model A

DRAFT 1/24/96

A third example of an effective program that fits into a preventative strategy comes from the workforce development system. Currently, federal workforce development funds cannot be used to help businesses retrain workers in order to stay competitive in the global economy. The workforce development legislation passed by the Senate would allow such skill upgrading activity. On their own, states now invest approximately \$200 million of state resources annually to upgrade the skills of current workers. The goals of such services is to help prevent plants from closing and workers from being laid off, in turn preventing individuals from needing unemployment insurance and reemployment services. Several of these states, such as California, New Jersey, and Texas, fund these services through diversion of a small fraction of state unemployment insurance tax revenues. (See box on *California's Employment Training Panel*.)

California's Employment Training Panel

The largest of the state skill upgrading programs, California's Employment Training Panel provided \$91 million to employers for job training activities in fiscal year 1994. ETP is funded through unemployment insurance taxes (0.1% of wages or about \$7 per covered employee per year). An independent longitudinal study of ETP's results began in 1991 and found participants in ETP training had higher earnings and job security, at a time when California's average wages and unemployment rates were declining overall. Specifically the study found that ETP training increased the real earnings of employed workers by \$2,621 in the first year after training and earnings increases persisted in the second year after training.

In the health care arena, prevention is a main emphasis of managed care health systems. In return for a payment of a fixed amount per person, managed care organizations seek to improve the health of their members through an emphasis on "health" care in contrast to "sick" care. Accordingly, compared to persons in fee-for-service Medicaid, members in managed care systems are less likely to use expensive specialized services and to visit emergency rooms for nonurgent care. Medicaid resources can also be used in tandem with other sources of health care funds to enhance the use of prevention services, such as immunizations. Further, the Maternal and Child Health Services Block Grant program (Title V) spends over half of its funds on direct services and enabling services. Because states are afforded flexibility under the block grant, they can tailor programs to meet community needs. (See box on *State Prevention-Oriented Efforts in Health Care*.) Some states have also turned to behavioral incentives to emphasis prevention and to improve the health care of Medicaid beneficiaries. Maryland, for example, links the amount of the monthly AFDC payment to the children's receipt of immunizations.

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Employing our Resources

Thinking creatively for workable solutions

DRAFT

A Policy Paper of the
National Association of State Workforce
Investment Policy Council Chairs

Jerry Brown, Chair

March 1996

open to tuition-paying students for skills training in certain portable skills curricula.

Notable examples include Motorola University, McDonald's, "Hamburger U", and Disney University.

► **Business/Post-Secondary Institution Shared Costs**

Employers with a large number of employees and extensive training needs can join forces with a local post-secondary institution to design curricula and teach skills which are industry-specific but also portable and credentialed. Typically, the business pays for the curricula development and the institution ensures teacher development and quality standards achievement. Both share in the cost of program delivery and the business pays a reduced cost per pupil.

This arrangement is most frequently found in agreements with community colleges which have developed extensive programming in response to the needs of employers.

► **Consortia Arrangements**

This arrangement is similar to company training networks organized along customer-supplier lines. Typically, curricula is developed according to the specifications of the "member" companies and delivered to the supplier companies, often through the local community college. Development costs are borne by the consortia members; delivery costs are shared by the smaller supplier companies and individuals being trained. Curricula can be geared to basic management and customer services issues or focused on the requirements of the high performance workplace.

Some states provide matching funds to consortia of firms to undertake joint training programs suited to their unique needs. Typically, these programs are housed in a public educational or training institution so that the state's matching funds are eventually recaptured by the state-funded training institution.

Training Funds Capitalized by Unemployment Insurance (UI)

At least 20 states have earmarked a portion of their state-collected UI funds for training and related initiatives. In those states in which UI is well-funded, it can be used to finance workforce development without compromising the actuarial integrity of the fund. Also, states can obtain significant leverage with UI funds and realize a recognizable impact on training needs without a net tax increase.

UI associated taxes can be assessed against employers and employees.

► **Unemployment Insurance Training Trust Fund**

A portion of the UI funds is set aside in a separate reserve fund and the interest earned by the reserve fund is used to create a special trust fund.

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X STEP

This trust fund is used to finance training programs and related services, e.g., employment security services.

Typically, this option is implemented by dividing the UI revenue into two streams. A new tax is created to generate funds for the reserve fund; the UI tax is reduced in an amount equal to the new tax. The revenues generated by the reserve tax are pledged to payment of UI benefits if the UI trust fund becomes insolvent.

Three states have established UI reserve funds: North Carolina, Idaho, and Oregon.

► **Unemployment Insurance Surtax**

A surtax added to the UI tax and the revenues dedicated for employment and training. Typically, the UI tax rate is reduced to offset the training surtax so that the tax impact is neutral.

Five states use a UI surtax to help fund workforce training: California, Delaware, Rhode Island, New Jersey, and Alaska.

Tax Incentives for Employer-Provided Training

Tax incentives are a means of encouraging private sector businesses to provide training by offsetting the expense of training with tax credits, tax deductions or tax deferral for expenses related to employee training. Since many states that have corporate income taxes have statutes that parallel the federal code, these options are applicable at both the federal and state levels.

A major consideration relative to tax incentives is the overall financial impact these will have on tax revenues. This impact will vary with the type of incentive offered, e.g., tax credit, tax deduction or tax deferral; the type of training costs that are eligible; the percentage of costs that are used in the computation; and the specific tax to which the incentive is applied, e.g., corporate income tax, sales tax, property tax, etc.

An obvious limitation of corporate income tax incentives is that these incentives would apply only to those firms with a tax liability which would automatically exclude all non-profits, such as many health care and community-based organizations. This type of incentive might also exclude for-profit firms that did not expect to have a taxable profit in a given year unless the incentive, e.g., a tax credit, could be carried forward to subsequent years.

The tax incentive option is extremely flexible and offers numerous decision points in how to structure and target the incentive. Some of the key issues central to the development of a tax incentive for training include:

What types of training should qualify for the incentive?

- All types of employee training
- Specific types, e.g., basic skills, job-specific skills, skill upgrades

accounting firm of Coopers & Lybrand, concluded that a flat tax offering exemptions for homeownership, charitable contributions, investments, payroll taxes and other priorities favored by the panel would require a rate of at least 25 percent to keep from adding to the deficit.

Alternatively, if the rate for the tax plan were set at 19 percent—the rate Kemp says he favors—preserving the many exclusions apparently advocated by the commission would add about \$200 billion annually to the deficit, roughly doubling its current size, the firm concluded.

The firm's assessment highlights the perils of raising the flat tax as a campaign issue. Opinion polls suggest that Americans dislike the complexity of the current tax code and are interested in the flat-tax concept as an alternative. But many political strategists warn voters would recoil at the prospect of a 25 percent tax rate.

Kemp's proposal tries to be the most politically pleasing—and the most politically doable—by giving voters what they want: low rates and lots of deductions.

A more bare-bones flat tax, more along the lines of the 17 percent flat tax advocated by multimillionaire publisher Malcolm "Steve" Forbes Jr., already is being attacked by rivals as a sop to the rich. Forbes's plan shelters investment income from taxes, but

dicted the flat-tax approach outlined by his commission could double the growth rate of

1996 at a rate of 16 percent. The low rate would increase the deficit in the early years, but by

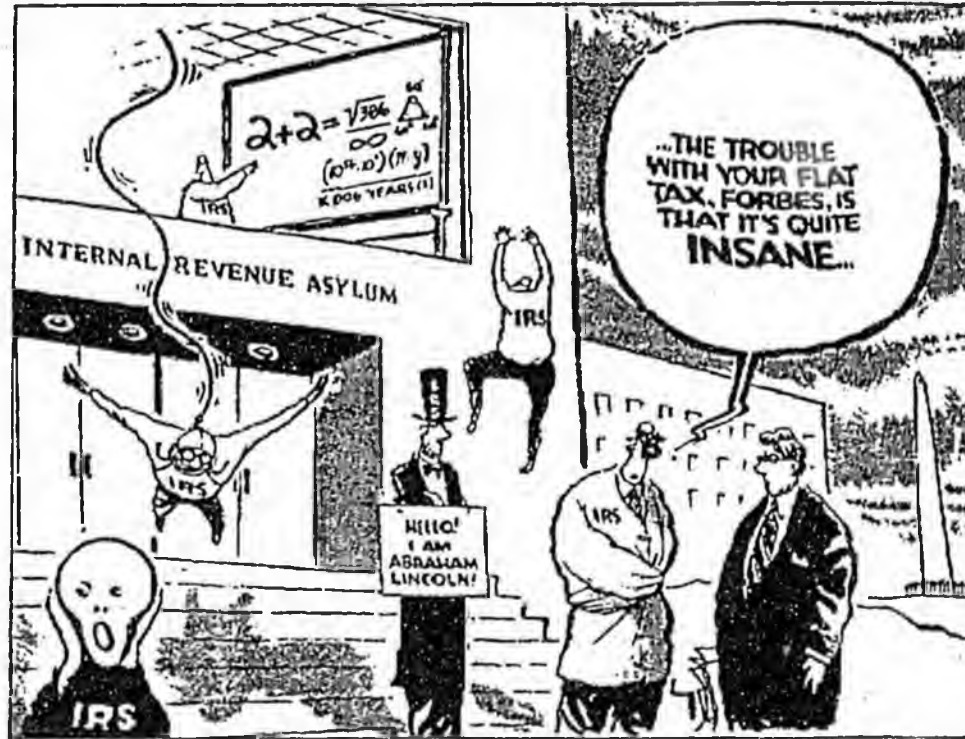
if the promised growth did not materialize, a flat tax of 19 percent rate and with all the exemptions endorsed by Kemp would add more to the national debt than the amount Congress and the White House are seeking to cut to balance the budget by 2002.

IN ITS ANALYSIS OF THE KEMP PLAN, Coopers & Lybrand made several assumptions. Because the Kemp group did not specify the level of personal exemptions allowed—except to say they should be "generous"—the accounting firm used a basic deduction of about \$32,000 for a family of four.

It then calculated the revenue impact of two versions of the plan: one that excluded investment income from tax and allowed deductions for payroll taxes, and a second that included additional deductions for mortgage interest, charitable contributions and state and local taxes.

Grace-Marie Arnett, the tax reform panel's executive director, disputes the analysis. She says the panel's report had deliberately steered clear of making precise recommendations.

"Anybody who tries to put numbers in there has put them in themselves," she says. "It's irresponsible and it makes me angry."



The California Comeback

The economy is being revived with new jobs and migration

By William Claiborne
Washington Post Staff Writer

ASACRAMENTO is a reminder of how bad things used to be, the walls of the 17th floor "war room" of California's Trade and Commerce Agency still are covered with the enticing brochures that other states used so successfully to lure California industries away during the long, deep recession of the early 1990s.

But as the Golden State emerges from five years of boom-to-bust economic free fall, the

STATES

windowless room, with its know-thy-enemy decor, is fast becoming a dusty repository for old file boxes and stationery supplies. The 34 states that once maintained full-time staffs in California to lure recession-weary businesses have all but given up their efforts.

"We'll keep this room, to remind us that we are always going to have to compete for a finite amount of capital. But the fact that this is starting to become a junk room is comforting to me," says California Secretary of Trade and Commerce Julie Meier Wright.

Hammered for five years by a precipitous drop in U.S. defense spending, the worst statewide recession in 60 years and a debilitating series of natural catastrophes, California is

coming back steadily and inexorably as the nation's leading economic force and a destination of choice for America's constantly migrating work force.

It still is far from reclaiming the boom times that accompanied the Cold War and its industrial windfalls, but a massive restructuring of the economy in new and more durable sectors and a resurgence of the old entrepreneurial spirit is beginning to revive the old California dream that once was the envy of the rest of the nation.

The war room's disuse is just the most vivid example of the turnaround.

The annual Manufacturers' Expansion and Relocation Exposition, at which out-of-state recruiters promoted corporate flight with promises of tax incentives and less regulatory

control, has been canceled this year because of a lack of interest. Last year, the number of registrants dropped from 450 to 150 firms.

Colorado and other traditional magnet states for disaffected Californians have reported a large drop off in immigration from the Golden State, a sign, economists say, of the growing job market. Colorado reported a 20 percent decline in driver's license applications from newly arrived Californians.

At the same time, California demographers have found an increase in inward migration from other states. If current trends continue, the state's population of 33 million will increase 1.6 percent a year over the next decade, a growth rate almost twice the national average.

Economists say California's job growth,

outside of the walls of the clean-air bureaucracies, beyond meeting rooms and work spaces of automo-

dedicated to specific trips with specific mileage, often the closed route from home to office to home.

which is driving the migration trends, is now more than 2.3 percent a year, far outstripping the national annual rate of 1.5 percent and is expected to continue to rise.

"We've passed the period of net outward migration. If you plot the job-growth rate against the population transfer, you need no other reason for the migration patterns than job growth," says Stephen Levy, director of the Center for Continuing Study of the California Economy, a Palo Alto research group.

The heady atmosphere of economic resurrection that surrounds the statistical abstracts of a comeback is everywhere. The state is marketing aggressively its Lazarus-like recovery and has launched a national economic development campaign aimed at stimulating outside investment.

Republican Gov. Pete Wilson, who recalls that he wasn't sure when elected five years ago whether he would be "chief executive of California or referee of its bankruptcy," began the year by affixing a vanity license plate to his government limousine reading "IS BACK" under the state name.

News magazines, which wrote ominously in 1991 of "California Crumbling" or "the Endangered Dream," have been gushing enthusiastically of late over the state's "roaring comeback" and "economic boom," as *The Economist* magazine recently put it.

The California legislature, meanwhile, is anticipating \$1.5 billion more in personal income, sales and corporate tax receipts than it received last year because of the resurgent economy. It is weighing a new budget that would increase spending in education sharply while at the same time reducing taxes 15 percent over three years for individuals and corporations.

While there are some dark clouds in the picture—unemployment, for instance, remains mired at about 2 percentage points above the national average and the housing market continues to be relatively flat—dependent economists agree that the

California comeback is real.

"It's not the good old days revisited, but this turnaround is definitely quantifiable in a number of ways. We don't think it's a passing phenomenon," says Tom K. Lieser, UCLA Business Forecasting Project's associate director.

JOEL KOTKIN, A PUBLIC POLICY analyst at Pepperdine University, in Malibu, notes that for the first time since the Great Depression, California's economy is resurging without a boom in defense spending, a strong housing market or exploding growth in new construction—the traditional boom-and-bust sectors that in the past have governed the state's economy.

Instead, he and other leading economists say, California's more enduring economic strengths are now linked to such high-skill and high-pay industries as computer software and systems, motion picture production, electronics manufacturing, engineering and management consulting and export-related wholesale trade.

The emerging pillars of the California economy—entertainment, high-technology manufacturing and international trade—have so completely supplanted the aerospace, military and construction industries that by early spring economists expect that virtually all the 525,000 aerospace and defense-related jobs lost during the last five years because of the recession and end of the Cold War will have been replaced. In all, more than 730,000 people lost jobs in the recession.

Last year more than 300,000 jobs were created here, and the state is expected to repeat that performance both this year and next, according to Ted Gibson, chief economist for California's Department of Finance.

State officials say that more than 43,000 new businesses were created in California last year, a growth rate 2 percent higher than the nation as a whole. With a gross product now close to \$900 billion, California is not only the biggest economy in the

charge meter given from 10 to 50 to 40 faster than the prospects for the latest congressional budget proposal. "Miles to discharge" in an electric

vehicle's recharging port.

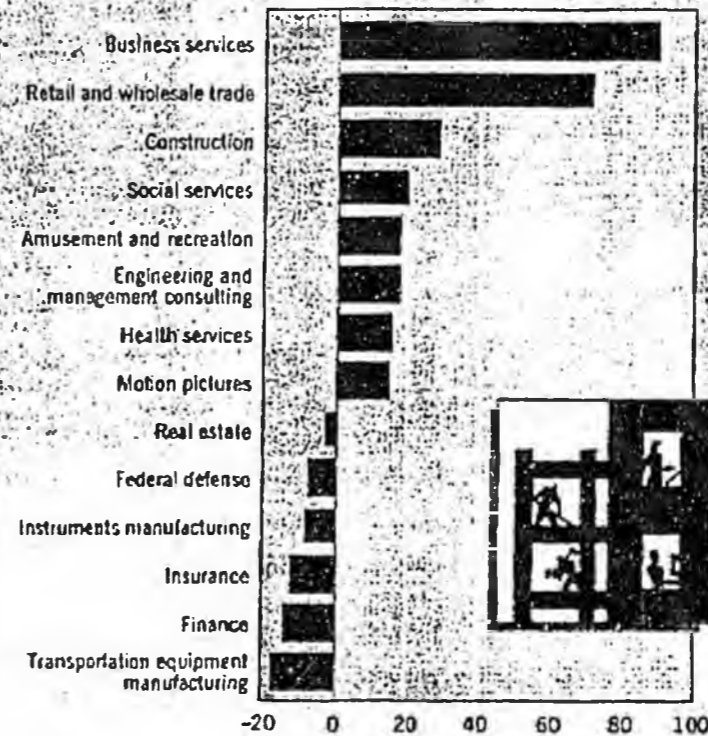
That's because of a dispute among automakers over which recharging system to use.

the flow of energy to the battery. It also involves, say, rewiring a home or office to handle increased voltages, as well as the use of safety

WHERE THE JOBS ARE

California's economy is gaining strength but shifting: traditional manufacturing and defense jobs are making way for the service and entertainment sectors.

Number of jobs lost or gained, November 1994 to November 1995, in thousands



SOURCE: California Department of Finance

THE WASHINGTON POST

United States, but it also has moved up one notch to become the seventh largest economy in the world.

"Electronics manufacturing may level out a bit and aerospace will slow down even more before it levels off, but so far California is successfully stepping over the U.S. economic slowdown. We feel comfortable that recovery here will continue," Gibson says.

Wright, California's top economic development official, attributes much of the growth to policy changes made

by the state's Republican administration, which she says improved the business climate with worker's compensation reform, manufacturing startup incentives, capital gains tax breaks and research and development tax credits.

"It took a lot of debate to get these changes through, but we knew from our studies of other states that we simply were not competitive," says Wright, a former senior executive with TRW Inc., the giant space technology and electronics firm.

Economist Levy estimates that 30,000 new entertainment jobs were created last year, double the number of jobs lost in aerospace, and that the average entertainment job pays \$10,000 more than a comparable level aircraft job. Computer services also produced 30,000 new jobs, which on average pay \$6,000 more a year than an aerospace job. This rapid expansion of high-wage industries, Levy says, helps explain why income in California grew 7.2 percent, the first substantial gain in five years. The state now has the largest share of high-wage growth sectors in the country.

A dramatic symbol of California's economic restructuring came with last month's announcement by Hollywood executives Steven Spielberg, David Geffen and Jeffrey Katzenberg—founders of DreamWorks SKG—of plans to build a new high-tech film studio in an old hangar near Los Angeles International Airport that once was used to build military aircraft, including Howard Hughes experimental seaplane, Spruce Goose, in 1947.

Although some economists warned that a worsening of the national economic picture could significantly dampen California's comeback, Kotkin says he thinks the state could withstand a mild recession partly because of the growth in international trade, which is normally recession-proof.

But, for California to withstand a recession, Kotkin says, the state needs to develop a more globally minded and aggressively competitive self-confidence to replace its complacency of the Cold War boom years. "We're recovering economically faster than we are psychologically, which explains why the housing market is not taking off. You can't take so many years of pounding and not have it impact on your sense of confidence," he says. "You have to reeducate people about the massive restructuring that is occurring in our economy and where our new strengths are before they'll fully regain their confidence."

prepare for and look for work.

Job skills training

- To assist you in attending vocational, technical or trade school.
- On-the-job training or work experience.

Job readiness activities

- How to do a resume and to fill out applications correctly.
- Where to go to sign up or look for work.
- To acquaint you with general workplace expectations and work behavior that is necessary to get and keep a good job.

Job development and placement activities

- Assistance in setting up job interviews with public and private employers.
- Help in acquiring the proper clothing or tools necessary for a job once you become employed.

Other support services

Services that are necessary to enable eligible individuals to participate in JOBS, such as:

- Child care — Child care is provided for those participating in JOBS training education, or employment activities. You may choose your own child care from licensed providers, or choose a friend or relative to care for your child(ren). We will assist you in selecting adequate child care if you do not know who you want to care for your children.



Roberta Wright-Glinski and son, Matthew. Roberta graduated from the *OPTIONS: Teen Parenting Program* in May 1994.

• One-time, work-related expenses — Eye wear for work or protective purposes, licenses, fees or dues, and start-up expenses. Under extreme circumstances, it may be possible to assist you with car repair or medical treatment that is not covered by Medicaid or Indian Health Service.

• Transportation — We can assist you with transportation costs by paying for bus tokens or by reimbursing gas mileage.

• Transitional child care and extended Medicaid — Individuals who have achieved their program goal and who have found adequate employment find that they are no longer eligible for AFDC. It is possible to continue to receive transitional child care assistance and Medicaid for up to one year after exiting the program. These benefits must be applied for and approved through the Division of Public Assistance and the Day Care Assistance Program. This will help you to get over the difficult period of adjustment while you learn to take full responsibility for yourself and your family.

All services are provided on an individual, as-needed basis. JOBS funds are limited and are allocated in a careful and economical manner. No funds are disbursed without prior approval of the program director.

For more information about JOBS/JOBS CHILD CARE, write or call:

Tanana Chiefs Conference
JOBS/JOBS Child Care Program
122 First Avenue
Fairbanks, AK 99701
907/452-8251 (in Fairbanks)
1-800-478-6822 (toll-free in Alaska)
FAX 459-3851

LOURSE CHARLES
JOBS/JOBS Child Care Coordinator, ext. 3191

MARIE JACKSON
JOBS Program Case Manager, ext. 3194

DONNA SCOTT
Employment & Training Program Director

All photos are of past or present JOBS clients. Permission was given to use photos.

“Let's go to work!”

“Kk'udaa Kk'ots'oodeneyh”

“Juk Gwit'it T'agwaroh'ya”

“Savagiaqta”



Marie Head, UAF 1994 Journalism graduate, employed at radio station KZPA, Ft. Yukon, AK.



JOBS/JOBS Child Care Program

122 First Avenue — Fifth Floor
Fairbanks, Alaska 99701

907/452-8251 (in Fairbanks)
1-800-478-6822 (toll-free in Alaska)

Are you tired of receiving public assistance and wish you could get help with training, education or employment opportunities so that you could support yourself and your family? Do you feel that if you had better training, more education or more job experience you would be able to support yourself and your family? The JOBS/JOBS CHILD CARE PROGRAM can help you reach your goals, if you qualify for our program.

What is the JOBS Program?

JOBS stands for JOB OPPORTUNITIES AND BASIC SKILLS. JOBS is a federally funded program that helps Alaska Native families receiving AFDC (Aid to Families with Dependent Children) to get the education, training or job skills necessary so that long-term welfare dependency can be stopped or avoided. JOBS helps people to help themselves become self-supporting and independent. JOBS can help you!!



JOBS clients taking a computer class in Galena under UAF Outreach program.

Where do I find the JOBS Program?

Tanana Chiefs Conference is the Alaska Native Grantee designated to administer the JOBS program in the Tanana Chiefs/Doyon region. TCC also administers the JOBS program to the following eight villages of the Arctic Slope region: Anaktuvuk Pass, Atkasuk, Barrow, Kaktovik, Nuiqsut, Point Hope, Point Lay and Wainwright, under the same requirements. This means that the TCC Employment & Training program assists eligible Alaska Native families that are referred to us by the state Division of Public Assistance. The state

Division of Public Assistance determines who is eligible for AFDC then sends a letter of referral to us that an individual may be eligible to participate in JOBS. If you are eligible for JOBS program benefits, then we contact you by letter to call or come in for an interview and orientation. Or, if you are on AFDC, and hear of our services, you may come in on a volunteer basis.

Do I have to participate in the JOBS Program?

Yes. The passage of Public Law 100-485 REQUIRES that all Alaska Native and American Indian AFDC recipients residing in the TCC or Arctic Slope Regions participate unless they are determined exempt (not required to participate due to certain circumstances) under JOBS guidelines. However, those members who are determined exempt MAY VOLUNTEER to participate in JOBS.

Who is eligible for JOBS?

All Alaska Native AFDC recipients living in the TCC/Doyon and Arctic Slope regions. A tribal enrollment form or an Alaska Native Verification Form is required. JOBS applicants may verify tribal membership or Native blood quantum at TCC's Village Government Services, located on the fifth floor of the TCC Building in Fairbanks (TCC ext. 3270). If you are enrolled to a tribe outside outside the TCC region, you may request a certificate of Indian blood from the BIA, 101-12th Ave., Fairbanks, AK 99701 (456-0222).

How do I sign up for JOBS?

You need to contact the JOBS program at the numbers or address listed in this brochure. We will ask you to come in to fill out or respond to an application packet and to participate in a program orientation and assessment of your needs.

The JOBS program also serves teen parents on AFDC. We can help with child care and other support services for a teen parent to continue with school, training or employment.

The JOBS Program offers the following components or activities:

Career counseling

- The JOBS case manager will assist you in deciding what field of education, training or work will be best for you. With your cooperation, she will consider your needs, experience, natural talents, basic skills and your educational level. She will discuss your short-term and long-term goals. From there you will determine a course of action, which is called an EMPLOYABILITY DEVELOPMENT PLAN (EDP). This plan will outline a step-by-step process that will help you to reach your identified goal. Any change to



Jack Shewfelt, Ft. Yukon Rice Project Technician, OJT JOBS participant.

this plan must be mutually agreed upon by the case manager and the JOBS client.

- The JOBS case manager will give you continuous support during the time you are participating in the JOBS Program. You will be required to keep contact with her on a regular basis and to keep her informed of any changes in your living situation or desired changes to your EDP.

Education

- To earn your high school diploma or GED.
- To attend Adult Basic Education classes.
- To attend college.
- To attend workshops or seminars to build self-esteem or self-confidence and to learn how to

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file
STEP!

INTRODUCTION TO ALASKA NATIVE JOBS PROGRAMS

Twelve Alaska Native Regional Corporations exist throughout Alaska as a result of the Alaska Native Land Claims Settlement Act. The Native Corporations provide services through profit and non-profit entities to enrolled shareholders within their designated regions. The non-profit corporations administer health, education, economic and social services programs. Service provision is funded by State and Federal grants that are either administered directly to the corporation, or are received as State pass-through grants. The Job Opportunities and Basic Skills Programs are administered either through Tribal Plan Preprints (operation plans) awarded to Alaska Native Tribal Grantees and authorized by P.L. 100-485, the Family Support Act; or through P.L. 102-477, the Indian Employment, Training and Related Services Demonstration Act of 1992. As of August 1, 1994, six Tribal Grantees administer JOBS programs in accordance with P.L. 100-485. Those programs are: Bristol Bay Native Association, Chugachmiut, Kawerak, Inc., Metlakatla Indian Community, Tanana Chiefs Conference, Inc., and Maniilaq Manpower. Three of the twelve Alaska Native Corporations administer JOBS programs under P.L. 102-477: the Association of Village Council Presidents, Cook Inlet Tribal Council and the Central Council of Tlingit & Haida Indian Tribes. Two tribal grantees, the Kodiak Area Native Association and the Aleutian-Pribilof Island Association have pending JOBS applications for administration in accordance with P.L. 102-477.

Alaskan Tribal Grantees are charged with implementing the JOBS program in accordance with policies and regulations as issued by final rule in Title II of the Family Support Act, which became effective on October 13, 1989. JOBS programs administered by Alaska Native Grantees are charged with the same duties and responsibilities as the Alaska Work Program, which administers services to the non-native population. Our most significant memorandum of agreement is with the Department of Health and Social Services, Division of Public Assistance, which describes the working relationship between the two agencies and details coordination and cooperation efforts that make service provision more efficient and effective.

TANANA CHIEFS CONFERENCE, INC. ALASKA NATIVE JOBS GRANTEE

The Tanana Chiefs Conference, Inc. (TCC) Job Opportunities and Basic Skills (JOBS) Program is well into its third two-year funding cycle. The TCC JOBS program serves Alaska Natives living in forty-two villages within the Doyon TCC Region, as well as Fairbanks. TCC JOBS also serves the 8 villages of the Inupiat Community of the Arctic Slope Region. The JOBS program is staffed by the JOBS/JOBS Child Care Coordinator and a JOBS Case Manager. The number of clients participating in the JOBS program has increased dramatically over the past two years. This growth is due to several reasons. TCC JOBS is steadily receiving more referrals from the Division of Public Assistance (DPA) and other service provider agencies; more people in the region are aware of the

JOBS program and are eager to participate in a program that will assist them with education, training or employment opportunities; and Education/Employment technicians in the subregional offices have a better understanding of the JOBS program and are able to assist with referrals and service delivery.

Although distance delivery to villages within the Doyon and Arctic Slope Regions is difficult and costly, the JOBS program coordinates efforts with many other existing service providers. The JOBS program has memorandums of agreement with several agencies and programs, such as: the Adult Learning Programs of Alaska, the University of Alaska Single Parent and Displaced Homemaker Program, the Private Industry Council, the Hutchison OPTIONS Teen Parenting Program, Fairbanks Native Association, the Department of Labor, and others. Through such cooperative networking efforts, JOBS clients are able to receive a continuum of services provided in a more economical manner with less duplication of effort.

JOBS clients are primarily referred to us by the DPA. Once we receive a referral, we send out a letter to the prospective clients informing them that they may be eligible for program services; we ask them to respond. If they respond positively, we proceed with an application, registration and orientation process in person, by telephone, or, if economically feasible, on-site in the village. Sometimes, village clients come into Fairbanks on other business; we then schedule an appointment to see them at that time. Village clients, in many cases, are determined exempt (excused) from participation due to the fact that they live in remote areas. Remote villages often have limited services and few employment or training opportunities. The JOBS program does endeavor to work with existing village entities, such as: the school system, City and Native Councils, the village clinics, Head Start and other early childhood development programs, and in some cases, private enterprise. During the registration process, the JOBS staff works with the prospective client to determine an Employability Development Plan (EDP). This plan outlines a step-by-step process that will help the client to reach his/her goal of self-supporting employment. This plan outlines a step-by-step process that will help the client to reach her/his goal of self-supporting employment. The TCC JOBS program does not place a time limit for the participant to achieve his/her goal at this time. It often takes village clients longer to reach goals simply because of where they live. For clients living in Fairbanks, regular progress reports are required for continued program support. Clients must demonstrate that they are progressing in a consistent and positive manner in order to receive continued support.

The range of services available under the JOBS program varies from client to client. Clients living in Fairbanks, or in some of the larger villages, naturally have more program services that they may participate in, such as: education courses, on-the-job-training experience, vocational training or job development and placement. Each client case is carefully assessed, implemented and followed-up on a monthly and quarterly basis.

The TCC JOBS program has realized several successes over the past few years. TCC JOBS clients have successfully completed courses in the following areas: culinary arts,

computer and business classes, dental assistant training, diesel mechanics, hairdressing, Athabascan language instruction, journalism and office occupations. Several clients have earned high school diplomas or GEDs, one has earned a college degree, while many are continuing work toward educational goals. Others have become employed and have exited public assistance.

Following are summaries of success stories and some quotes from actual clients about how the TCC JOBS program has helped them to become self-sufficient and independent.

"I am a 34 year-old single parent of 3 children and my work experience is limited. Upon leaving my last employment, I found it necessary to receive help through public assistance. I did not realize at the time that this was a blessing in disguise. For it was through AFDC that I was introduced to the TCC JOBS program. I have been able to attend courses at the University of Alaska. During the past two semesters I have completed four courses earning 12 credits toward an education degree. My school tuition, books and other fees have been paid for by TCC JOBS. Child care costs would have made working and attending college virtually impossible. TCC JOBS has provided for child care costs while I attend classes, study and while I work part-time, making my efforts worthwhile. This program has helped my education and self-esteem. Working toward completing my education gives me a great sense of accomplishment. Hopefully, more individuals will learn of this program and the benefits it provides."

Ti-

SS relocated to Fairbanks from a rural village in the Doyon Region 18 months ago. She was 18 years old, had one toddler child and wanted to complete her high school education. She registered with the TCC JOBS program right away. She stayed with friends while she waited for low income housing. Even though it was a struggle, she managed to get rides to and from school, and to and from her after school job. Within a few months, she did get into an affordable apartment. She earned her high school diploma in the spring of 1993 and registered for college courses for that fall. SS worked during the summer of 1993 under the Summer Youth Employment & Training Program (SYETP) while TCC JOBS offered supportive services by paying for child care and transportation costs. SS plans on continuing her college education this fall after she finishes working once again for the SYETP. SS has overcome many barriers, but with perseverance and continued JOBS support plans to complete her education and become self-supporting.

"I took the course to brush up on my computer skills. I figured it's been awhile since I've worked with one, the technology has changed. The course is a lot of fun, and the best part about it is that I'm learning new things, which will most likely help me in the future. I'm so glad that JOBS gave me the opportunity to take this course!" The previous statement was written after a JOBS client had participated in a computer workshop offered in a remote village through a joint effort with UAF in December, 1993. Within 5 months of taking this course, CP became employed by the Tribal Council as a clerk and will soon be entirely self-supporting.

GJ came into the JOBS office in July 1992. She was referred to our program by DPA. GJ stated that she would like to continue office occupations courses at UAF. After going through the registration and orientation process, her transcripts demonstrated that she was indeed a very good student. The JOBS program assisted GJ with tuition, books and fees, as well as supportive services for the UAF school year. In June, 1993, GJ was interviewed and hired for a job that utilizes the computer, bookkeeping and filing skills that she learned as a student. JOBS assisted her with a basic set of interview and work clothing and continued to assist her with child care until the end of her 90-day window for supportive services. GJ is self-supporting and doing very well in her career.

DP, mother of three children, including a new born, relocated from her home village in the Doyon region to attend a 5 month computer course that she has been planning on taking for the past few years. She did not anticipate having her third child during the same week that the course was scheduled to start, but this did not stop her. DP had applied for and received local scholarships as well as a Pell grant. She also received financial assistance from the Higher Education Department at TCC. She came in to Fairbanks early enough to find adequate housing and to arrange for child care. Although she realized that it would not be easy, she stated, *"I planned to attend ACI for a long time and I'm going through with it. I don't want to lose the funding I have finally got in place."* DP had her baby during the second week of classes. She missed only a few lessons, which she promptly made up as soon as possible. DP is continuing with her computer courses and is at the top of her class. TCC JOBS assists with child care for this very determined person.

Marie Head, mother of five children, and grandmother of 10 children, has pursued her journalism degree at the University of Alaska for several years. This past spring, 1994, Marie received her degree, with a minor in Alaska Native Studies. Marie Head is now in the process of relocating back to her home village of Ft. Yukon where she will be employed at the newly operating public radio station. Ms. Head has had several articles printed in local papers; and plans to continue writing as much as possible. *"The journalism department has been wonderful in spending a lot of time and effort to teach me writing skills. I want to write the finest stories I can about my Native people. I'm thankful to the JOBS program for making it possible for me to finish my education. I appreciate the support and personal encouragement that the JOBS employees have given me to fulfill my dream of getting a college education."* TCC JOBS wishes Marie the best in her new career. She is bringing education and skill back to the village, an ideal result of the JOBS program.

JS, father of three, living in a remote Doyon village, took a job with the City under an on-the-job-training contract with TCC JOBS. The City is responsible for paying his full wage. Copies of his hours are submitted to our office, and we reimburse the City for 50% of his training wages for up to sixteen weeks. TCC JOBS also pays for child care while JS works. JS is an exemplary employee and is now thinking of other training he might participate in so that he can continue to support his children, as well as to set a good example for them and for others in the community. The TCC JOBS program is beginning to serve more fathers as primary caretakers of their children

JOBS THROUGH THE HOME HEALTH CARE INITIATIVE

(Appeared in the July/Aug. 1995 issue of The Council, newsletter of Tanana Chiefs Conference.)

The JOBS Home Care Initiative is a two-year demonstration project funded by the U.S. Department of Health and Human Services and the Alaska Department of Health and Social Services. The purpose of the project is to recruit, train and employ recipients of Aid to Families with Dependent Children (AFDC) as home care providers. The goal is to employ welfare recipients in home care occupations. This employment will allow them to reduce their dependence on public assistance and increase the size and stability of the home care workforce, especially in rural villages. The project focuses on areas of the state where two conditions exist: individuals who are eligible for home care services cannot receive them because of a shortage of trained providers; and AFDC recipients reside in the community.

The Tanana Chiefs Conference Home Health Care Program will work with the Job Opportunities and Basic Skills Program (JOBS) to recruit, arrange for training and ensure employment for eligible applicants. Eligibility for participation in this specialized training is that an individual is an AFDC recipient and resides in a TCC-region target village. The target villages are Anvik, Arctic Village, Birch Creek, Chalkyitsik, Eagle, Fort Yukon, Grayling, Huslia, Kaltag, McGrath, Minto, Nenana, Northway, Nulato, Stevens Village, Tanana, Tetlin and Venetie. Letters will be sent to potential applicants very soon. TCC will be working with village councils during the selection process.

Training is tentatively scheduled to begin in Fairbanks on Sept. 10. Trainees begin the nurse's aide personal care attendant course and continue with intensive training for three weeks, six days per week, 8 hours minimum per day, for a total of 120 classroom hours. They will also participate in a supervised clinical practicum for 16 hours. Personal commitment for attending the training is imperative! Ten to twelve trainees selected from TCC-region villages will travel to Fairbanks for training. Transportation, room and board, and training materials will be provided, as well as other support services such as transportation and child care assistance.

Upon successful completion of the course, participants will be asked to make a commitment of at least one year to work in their home villages providing personal care and nursing assistance for eligible individuals. Individuals who meet the basic requirements to participate in this course should contact Cyndi Nation, Home Care Services director, at TCC ext. 3777 or Louise Charles, JOBS program coordinator, at TCC ext. 3191. Interested individuals may call either extension at 1-800-478-6822 to request further information. We encourage those interested to respond right away as there is much to arrange for prior to training. This is a training and employment opportunity that many only hope for. This may be your chance to learn new skills and to become employed and self-supporting.

the council

DENA' NENA' HENASH ——— OUR LAND SPEAKS
VOLUME 20, NUMBER 7 TANANA CHIEFS CONFERENCE OCTOBER 1993

Nine new certified nurses aides graduate under special demonstration project

On Friday, Oct. 6, nine Interior village residents were certified as nurses aides after a three-week training course in Home Health Care/Personal Care.

The Friday graduation ceremony culminated an intensive 120-hour training course required to ensure competent home health care at the village level.

The course was designed for direct care procedures for elderly, disabled and chronically ill village residents that will allow them to remain at home in their villages instead of relocating to Fairbanks

for hospitalization or nursing home care.

Four entities worked in collaboration on a special demonstration project to recruit, train and employ rural Native recipients of Aid to Families with Dependent Children (AFDC). The demonstration project was funded by the U.S. Department of Health & Human Services and the Alaska Department of Health & Social Services. The TCC Job Opportunities and Basic Skills Program (JOBS) and the Home Health Care Program worked in conjunction with the Older Persons Action Group to accomplish the training. The successful outcome of this training demonstrates the importance of coordination of funding; collaboration of programming and utilization of proven models in creating or improving employment opportunities in rural Alaska. TCC is very proud to have been chosen as the first tribal organization grantee for such a demonstration project and is especially proud of the nine certified nurses aides who completed the course. There is a possibility that a similar training will be offered during early 1996.

The new certified nurses aides are to be commended for their dedication, commitment and hard work to this important goal. It took determination to leave families and communities to come to Fairbanks for three long, sometimes discouraging and lonely weeks. The reward is that now these tribal members have become or will become employed and they are setting an example for others in their villages. Congratulations!



New certified nurses aides are, left to right, Irma Howard, Grayling; Doreen Joe, Northway; Faye Yaska, Grayling; Wanda David, Tetlin; Christine Sam, Northway; Violet Titus, Minto; and Ann Kruger, Anvik. Not pictured are Janice Sam, Arctic Village; and Jennie Nickoli, Nulato.

TANANA CHIEFS CONFERENCE, INC. JOBS/JOBS CHILD CARE PROGRAM

The Tanana Chiefs Conference JOBS (Job Opportunities and Basic Skills) Program is well into its fifth year of operation under the Employment and Training Department. The JOBS program is a federally funded program that offers education, training and employment opportunities to those individuals who receive AFDC (Aid to Families with Dependent Children) benefits. The goal of this program is to assist individuals so that they may become economically self-supporting and can exit welfare assistance. The TCC JOBS Program is available to Alaska Natives living in the Doyon Region and to eight villages in the Arctic Slope Region. The eight Arctic Slope Region villages are: Anaktuvik Pass, Atkasuk, Barrow, Kaktovik, Nuiqsut, Point Hope, Point Lay and Wainwright. Since the majority of individuals participating in JOBS are female, "she" will be used to refer to the caretaker parent and JOBS participant throughout this article.

The JOBS program, created by The Family Support Act, requires that individuals who are not exempt (excused) must participate in one of the components of the program: education, career counseling, job skills training, job readiness activities, and job development and placement activities.

If an individual is receiving AFDC (welfare) benefits and is an Alaska Native living in the Doyon or Arctic Slope Regions, she will be referred to the TCC JOBS program by the Division of Public Assistance (DPA). The DPA will send the TCC JOBS program a referral form stating that this person has applied for or is receiving AFDC and that she may qualify for JOBS. We then confirm that this person is receiving benefits by referencing the eligibility information system.

If they are on the eligibility list, we send them a letter explaining that they have been referred to us by DPA, and what the JOBS program is. We then inform the potential JOBS participant that they must come in or contact the JOBS office so that we may determine whether or not they will be exempt (excused) from participating. Even if a potential client is determined exempt, she may VOLUNTEER to participate in JOBS. The volunteer JOBS participant is entitled to the same services offered under the JOBS program that a mandatory participant has.

When a potential client comes in or calls the JOBS Case Manager, an appointment is set up for orientation and screening. If we do not receive a response from the potential client contacted, she is sent a second letter informing them that they must respond within a specified time frame. If they do not respond, or if they respond initially but do not follow-up with their JOBS assignments, we then inform them that they are placing themselves in the position to be "sanctioned." To be sanctioned means that the TCC JOBS office would contact the DPA to inform them that our (prospective) client is not cooperating or participating in assigned JOBS tasks. The DPA would then notify the client that unless they began to cooperate they will be penalized by losing some or all of their adult public assistance benefits for a specified period of time. When the client begins to comply, her benefits will be reinstated. Each subsequent time that the client chooses not to cooperate after that, the benefits for that individual would be discontinued for longer periods. Only under extreme situations might this occur. It is usually possible to work out a solution and get the client back on track before benefits are lost in a sanction.

hairdressing, Athabascan language instruction, journalism, office occupations as well as a number of students who are working toward attaining their GED or college degrees. We do have students whose long range goals are to become teachers, social workers, law students and medical technicians. Since more people are becoming aware of our program and its services, the JOBS caseload is growing. We have also begun to serve teen parents in the village so that they can finish their high school educations; as well as several teen parents participating in high school teen parenting programs in Fairbanks.

The main challenge we face this program year is to continue to reach more village residents with our program. It is difficult to provide outreach service to rural villages, but not impossible. Throughout this past spring through fall, TCC JOBS has assisted with several placements through joint efforts with Doyon Universal Ogden; as well as placements with various village entities through on-the-job training subcontracts. Several placements have turned into permanent employment. Throughout the program year, JOBS staff plan to visit a number of communities to inform and assist potential village participants with JOBS applications and registration.

If you have any questions about the JOBS Program or require further information, please call Louise Charles, JOBS Coordinator or Marie Jackson, JOBS Case Manager at 1-800-478-6822. This number is the TCC toll free number. You may also write to either of us at : JOBS Program, TCC Employment Office, 122 First Avenue, Fairbanks, Alaska 99701.

ANNUAL REPORT, 1993

The following are statistics for the TCC Job Opportunities and Basic Skills (JOBS) program for the period, January, 1993 through December 31, 1993:

1071 Client Contacts	1073 Inquiries
209 Agency Contacts	212 Clients Processed
23 Subregional Contacts	94 Clients Active/pending
27 School Contacts	
70 Employer Contacts	

69 JOBS Child Care Participants
13 Client eligible for Transitional Benefits

Of the 212 clients processed, the following shows the breakdown of services as follows:

- 56 Clients were employed full-time during reporting period
- 48 clients in the job search component and some were referred to various business
- 16 clients attended vocational training
- 47 clients attended courses at UAF campus and downtown center, Interior campus sites- Tok & Bethel KUC (audio-conferences) and Alaska Bible College, on-going
- 29 clients participated in GED, adult basic skills and computer skills at the Adult Learning Program of Alaska
- 16 clients participated in OJT programs

25 clients from the rural areas (interior villages) were serviced during this reporting period.

ANNUAL REPORT, 1994

The following are statistics for the TOC Job Opportunities and Basic Skills (JOBS) program for the period, January, 1994 through December 31, 1994:

1334 Client Contacts	1424 Inquiries
333 Agency Contacts	373 Clients Processed
58 Subregional Contacts	70 Clients Active/pending
97 School Contacts	
45 Employer Contacts	

54 JOBS Child Care Participants
17 Clients eligible or utilized Transitional Benefits

Of the 373 clients processed, the following shows the breakdown of services as follows:

- 45 clients became employed full-time during reporting period
- 17 clients permanently employed and exited the JOBS program successfully
- 198 clients participated in the job search component; several were referred to agencies and were provided employment counseling
- 19 clients attended vocational training in State
- 1 client attended the Byrant & Stratton Medical Office Training in New York (we only provided child care services)
- 27 clients attended courses at UAF campus and Tanana Valley Campus Downtown Center; also Interior Campus sites- Tok & Bethel KUC (audio-conferences) and Alaska Bible College (on-going)
- 29 clients participated in General Education Diploma, Adult Education Basic Skills and computer skills at the Adult Learning Program of Alaska
- 11 clients participated in On-the-job-training programs (4 clients from villages of Galena- 1, Ft. Yukon- 2, Beaver- 1)
- 03 teen moms graduated from high school
- 02 clients received their General Education Diploma
- 06 clients graduated from Alaska Computer Institute(3); SST Travel School of Alaska, Inc.(1); UAF(1); Computer Skills Training(1)
- 14 clients completed short computer courses at Adult Learning Program of AK, Computerland and UAF Interior Campus
- 01 client attended (is currently still) the Job Corps Center in Palmer

38 clients from the rural areas (interior villages) were serviced during this reporting period.

ANNUAL REPORT, 1995

The following are statistics for the TCC Job Opportunities and Basic Skills (JOBS) Program for the period, January 1, 1995 to December 31, 1995:

1600 client contacts	1554 inquiries
248 agency contacts	522 clients processed
144 subregional contacts	(80 clients funded- money spent)
86 school contacts	58 pending
56 employer contacts	
	TOTAL: 2134
69 JOBS child care participants	
21 clients eligible or utilized transitional benefits	

Of the 522 processed, the following shows the breakdown of services as follows:

- 51 clients employed during reporting period, full time permanent, part time, temporary (seasonal)
 - 21 clients permanently employed and exited the JOBS program successfully
 - 331 clients participated in the job search component; several were referred to agencies and were provided employment counseling
 - 35 clients attended vocational training in State(2- AVTEC, Seward; 1-AK Techn. Ctr, Kotzebue; 1-Tok Ctr; 1-Kuskokwim Campus, Galena; 30-Alaska Computer Institute, Hutchison, Certified Nurse Training, etc., Fairbanks)
 - 1 client completed the pilot flight safety recertification training at the Lakeland Learning Ctr, FL
 - 3 clients attended the Job Corps
 - 1 client attended the West Coast Training, Portland, Oregon
 - 9 clients from the villages completed their CNA training successfully; 3 incomplete
 - 24 clients attended courses at the UAF campus, Tanana Valley Community, Downtown Center and Interior campus sites- 3 Tok; 1 Nenana; 1 Venetie;
 - 24 clients attended the Adult Learning Program of AK(19-GED, 5-ABE/computer)
 - 3 clients achieved their GED
 - 3 clients completed their ABE and computer courses
 - 8 teen moms attending high school
 - 2 teen mom graduated from high school
 - 1 client graduated from ACI
 - 3 clients participated in OJT programs- CAIHC Contract Health Dept., UAF Interior Campus, AK Business & Industrial Development Corp.
 - 2 clients participated in the work experience component
- 42 clients from the rural areas (interior villages) were serviced during this reporting period.

January 11, 1996

Region X Administration
State JOBS Program Administration
Fairbanks, AK

Dear Sir/Madam:

I am writing to show appreciation of the Tanana Chiefs Conference JOBS program. It is a vital program, to which I credit my employment.

First, I want to thank and commend the staff of the JOBS program and the TCC employment department. They are positive people, whose encouragement saw me through a hard time. Louise Charles, JOBS Director and Marie Jackson, JOBS Caseworker, are very good in their work. So, it is not only the program I am appreciative of, but the people who are making it not only work, but work well.

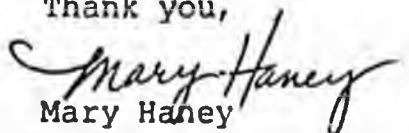
As an AFDC recipient, I just cannot see how I could look for a job without the services the TCC JOBS provides. Some of these are childcare, job listings, and resume writing. If the goal of Welfare Reform is to get parents to work, these services are necessary.

A primary service I received was to gain Work Experience in the TCC JOBS office. This helped my self-esteem, gave me experience and put me back into a "working mind-set". I was lucky to work with Louise and Marie, who were very supportive.

Currently, I am set to go to work full-time and will be earning a wage that will enable me to get off of AFDC. I am looking forward to being self-supporting of my family. Although I am grateful AFDC helped us make it through being unemployed, I am even more grateful the TCC JOBS program helped me get on my own feet.

Once again, I would like to stress the importance of the TCC JOBS program to helping AFDC parents work and to point out the quality staff working for the program.

Thank you,


Mary Haney
4444B Woodriver Dr.
Fairbanks, AK 99709


STATE OF ALASKA

TONY KNOWLES, GOVERNOR

DEPT. OF COMMUNITY & REGIONAL AFFAIRS

DIVISION OF COMMUNITY AND RURAL DEVELOPMENT

JOB TRAINING PARTNERSHIP OFFICE
333 W. 4TH AVE., SUITE 220
ANCHORAGE, ALASKA 99501-2341
PHONE: (907) 269-4500
FAX: (907) 269-4520

To: Alaska's Partners in Human Resource Development
From: Debra Call, Former Chair, Alaska Job Training Council 
Date: February 16, 1996
Re: AJTC Transition Report and Final Recommendations

As the concluding gesture in our transition to the Alaska Human Resource Investment Council (AHRIC) the Alaska Job Training Council (AJTC) has produced a closing report. We have prepared the report to provide some insight into the way JTPA has operated in Alaska, and to offer the lessons which we as a council and a training community, have learned in our twelve years of experience with the program.

Enclosed is a copy of the document as it was presented to members of AHRIC on January 26, 1996, in Anchorage. I believe that the *Transition Report and Final Recommendations to the Alaska Human Resource Investment Council* has accomplished everything we wanted it to do. It sets the framework for an understanding of the JTPA from a national policy perspective; it provides a brief overview of the state's current system for program operation; it includes a synopsis of Alaska's own policy development from employment training to our newer expectations for human resource development; and it concludes with a presentation of 18 recommendations to AHRIC, each one followed by a discussion of the issues, and examples of local or statewide practices which led to the recommendation.

This formally concludes our activities as Alaska's job training coordinating council. It has been a pleasure and a privilege to have served with so many dedicated members of our state's training, education and employment community. The leadership and talent in this group will serve our state and AHRIC well for many years to come.

enclosure as stated

THE
ALASKA JOB TRAINING COUNCIL

**Transition Report and
Final Recommendations**

to the

Alaska Human Resource Investment Council

January, 1996

Prepared with assistance from

**State of Alaska
Tony Knowles, Governor**

**Department of Community & Regional Affairs
Mike Irwin, Commissioner**

Financial support for the production of this report was provided by the Job Training Partnership Act.

THE
ALASKA JOB TRAINING COUNCIL

**Transition Report and
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January, 1996

**State of Alaska
Tony Knowles, Governor**

**Department of Community and Regional Affairs
Mike Irwin, Commissioner**

**Division of Community and Rural Development
Jeff Smith, Director**

**Job Training Partnership Office
333 West Fourth Avenue, Suite 220
Anchorage, Alaska 99501**

ACKNOWLEDGMENTS

The authors of this report wish to acknowledge the leadership and assistance of many groups and individuals who have contributed to the experiences and knowledge shared within. We recognize and appreciate the significant work done by the Governor's Office and the Lieutenant Governor's Office; all members (former and current) of the Alaska Job Training Council and its subcommittees; all members (former and current) of the state's three Private Industry Councils: the Anchorage/Mat-Su PIC, Fairbanks PIC, and the Alaska Statewide PIC; the state's three Service Delivery Area Directors and their staff, the Director and staff of the Job Training Partnership Office in the Division of Community and Rural Development, Alaska Department of Community and Regional Affairs; the members of the School-to-Work Council and its Director and staff, the members of the Governor's Council on Vocational and Career Education, its Executive Director and staff, the members of the Employment Security Advisory Council, its Director and staff, the members of the Alaska Community Services Commission, its Director and staff, the Commissioners and staff of the Alaska Department of Labor, the Alaska Department of Education, the Alaska Department of Commerce and Economic Development, and the Alaska Department of Health and Social Services; the University of Alaska; the U.S. Department of Labor, Region X Office; the National Governors Association; the National Association of Workforce Investment Policy Council Chairs; and the Alaska State Legislature in its support for Alaska's human resource development policies and initiatives.

MEMBERS OF THE ALASKA JOB TRAINING COUNCIL 1995

- **H. LEO BROWN**
Labor Representative
- **JAMES CALDAROLA**
Community Based Organization
- **DEBRA L. CALL (CHAIR)**
Business/Industry
- **TOM CASHEN, COMMISSIONER**
Department of Labor
- **REBECCA NANCE (alternate)**
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- **JOANN HENDERSON**
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State Legislature
- **DAVID REES**
Business/Industry
- **REPRESENTATIVE JERRY SANDERS**
State Legislature
- **DONNA SCOTT**
Business/Industry
- **MARY SHIELDS (VICE-CHAIR)**
Business/Industry
- **MIKE YOUNG**
Labor Representative

CONTENTS

Before you start . . . a few words about this report. We have attempted to craft a document which is easy to read, fairly broad in scope yet succinct in presentation. To help with this, we have kept the organization simple and straightforward.

Pages

- 1-2 •Part I briefly reviews the growth of national employment and training policy beginning in 1917. This will provide a basis for general understanding of the philosophy behind the 1982 Job Training Partnership Act (JTPA).
- 3-6 •Part II discusses Alaska's system for administering the JTPA and very briefly explains each program in general overview.
- 7-9 •Part III summarizes the recent initiative to establish and implement a state human resource development policy and council.
- 10-26 •Part IV contains the final recommendations of the Alaska Job Training Council. Each of the 18 recommendations is followed by a short discussion and feature stories which support the statement.
- 27 •Part V concludes the report.
- 28-32 •Part VI Appendices A-C attach relevant items which may be of interest to the reader

Alaska Job Training Council

Part I

NATIONAL EMPLOYMENT POLICY

The federal government has long understood the 'connection' between maintaining a skilled work force and sustained national economic growth. It has tried to provide opportunities for people with 'barriers to employment' to get the education and skills needed to enter the 'mainstream economy.' Attempts by Congress began with the Smith-Hughes Act of 1917, a law designed to encourage states and local areas to build vocational education systems.

1930's. It wasn't until the *Great Depression* that new programs showed the nation's move toward a more defined employment policy. Their focus however, was largely on short term job creation, rather than on long term work force preparation.

Two enduring programs of the era demonstrated some foresight. The Unemployment Insurance Program and the U.S. Employment Service were created not to prepare the unemployed for work, but to preserve workers' incomes during temporary periods of unemployment and to set up a labor exchange. Significantly, both relied upon a built-in employer support base financed as they were, through employer taxes.

1960's. It was in this way that the nation accommodated the needs of the unemployed for three decades. Not until the early '60s did the country become aware of the complexities involving a more deliberate national employment policy.

Awakened by the *civil rights movement* and the nation's 'rediscovery' of poverty, Congress directed programs almost exclusively toward outreach and training of the poor. In those days there was little public policy or even attention paid to the employer's side of work force preparation. The focus was on the 'social redemption' of the disadvantaged.

With the attention on immediate solutions to national poverty problems, the needs of employers and labor markets went largely unrecognized. Only through the continuing operation of the U.S. Employment Service and the newly enacted *Manpower Development and Training Act of 1962*, was recognition given to the private sector and its need for a skilled labor force.

1970's. By now the experience and knowledge of employment training practices had grown along with lessons learned from the unemployed and working poor. Acknowledgment of the need to match the 'economically disadvantaged' with the local labor market had begun to surface.

These connections contributed greatly to the passage of the *Comprehensive Employment and Training Act (CETA)* in 1972. At this point, the federal government began providing formula grants to local governments and directing them to develop training for the economically disadvantaged. This training was *to meet the needs of the local labor market conditions*.

In terms of national employment policy, the formal involvement of the private sector was probably the most significant legacy of CETA. Congress legislated employer input to job training with the 1978 amendments. The *Private Industry Councils (PICs)* created by these amendments were carried forward in the *Job Training Partnership Act (JTPA)*. Even more telling, their authority and scope expanded.

1980's/1990's. Passed in 1982 and effected a year later, the JTPA emphasized the "partnership" drawn from lessons of the past. This partnership was to be based on the relationship of the public-sector grant recipient to the private-sector business community.

This time however, funds were granted to state rather than local governments, and passed to local service delivery areas governed by newer versions of PICs. While membership of these local councils included community, government, labor and public agency representation, they were business dominated as required by law. Thus, employers brought the needs of the local labor market to local training programs.

While private sector participation was formally required at the local level, corresponding private sector involvement was required at the state level. To receive JTPA funds, each governor was required to appoint a *state job training coordinating council (sjtcc)*.

Like PICs, the sjtcc was to provide strong representation from business and industry. Again, including community, government, labor and public agency representation, linkage between the training of the citizens and the needs of the state's employers was intended to be at the forefront of public policy discussion.

Not only did the JTPA of the early 80's forge a new public-private partnership, but it also promoted linkage with the rapidly growing number of federal programs directed at moving particular segments of the population into jobs. The result of this intent was a requirement for coordination unmatched by other federal programs of the time.

Part II

JTPA PROGRAMS AND ALASKA'S SERVICE SYSTEM

Generally speaking, the purpose of the JTPA has been to create programs which help people whose life conditions make it difficult for them to find and stay in full time jobs.

The JTPA is not a panacea to the problems of the unemployed. It is the nation's most comprehensive approach to job training ever, with an unparalleled emphasis on public-private partnerships.

Alaska Job Training Council

Each state's job training coordinating council is appointed by and advisory to the governor. It has been the responsibility of the *Alaska Job Training Council* (AJTC) to plan and oversee coordination and effective delivery of employment training services within the state.

History. Created in 1983 by administrative order of Governor Bill Sheffield, the original 15 member council served as the governor's advisory body on all JTPA related matters. Five constituencies were represented: business and industry, government, education, organized labor, and the general public. Conforming the council to the 1989 JTPA amendments, Governor Steve Cowper expanded the council to 22 members in 1990. Representation was adjusted to approximate more closely a membership parity among business, labor and government.

Tasks. The AJTC neither operated programs nor provided services. Its purpose was to plan, coordinate and monitor the provision of employment training programs in the state. It has assessed the needs of the state's workforce; developed biennial plans which set statewide goals, objectives and coordination strategies for the programs; advised on performance standards; provided ongoing oversight of programs and services at the state and local levels; and worked to develop policy initiatives for the governor.

Structure. The AJTC accomplished a great deal of its work through its committee structure. During its twelve years, it contracted from an original 8-committee council to its concluding 3-committee structure. An ongoing interagency subcommittee (JTPA/Education Coordinating Committee) connecting the AJTC with state and federal agencies and SDA representatives, successfully coordinated JTPA and vocational education activities. A listing of these committees and their duties can be found in *Appendix A*.

Private Industry Councils* and Service Delivery Areas

As noted earlier, the PIC was first established in 1978 under amendment to CETA. The version we have today is the PIC more recently configured through the JTPA. The PICs serve as local advisory boards who have overseen services to at least 15,000 Alaskans since 1983. They have also been a critical link to local issues for the AJTC carrying a respected and significant voice on the council.

History. In 1983, shortly following enactment of JTPA, the state set about identifying its *service delivery areas* (SDAs). Each area was to be guided by a PIC. After numerous meetings and public discussions, it was ultimately concluded that Alaska met the criteria for three areas:

- Anchorage/Mat-Su Borough SDA
- Fairbanks North Star Borough SDA
- Alaska Statewide SDA

These areas distinguish themselves in geographical size, infrastructure, economy, population, and workforce development needs.

*Chairs of all PICs participated in a meeting on June 22, 1995, specifically to offer comments concerning local issues for AHRIC to consider. A listing of these comments is provided in this report as *Appendix B*.

Alaska's JTPA Service Delivery Areas

•*Anchorage/Matanuska-Susitna Consortium.* Established in 1983, the Anchorage/Matanuska-Susitna Consortium continues to operate today. It is the framework under which the service delivery area is able to design and deliver the training needed by residents of two regional governments, the Municipality of Anchorage and the Matanuska-Susitna Borough. The Municipality is the administrative entity for local receipt of JTPA funds, while the PIC provides the oversight and policy guidance for the programs.

The service delivery area encloses a mix of lifestyles and economics. It includes all of Anchorage, with the largest resident population in the state and an economy that is based heavily upon government employment, wholesale and retail trades and service industries. Contrast this to the more rural economy of the Matanuska-Susitna Valley, and you will begin to appreciate the very different employment needs of the residents served by this single SDA.

•*Fairbanks North Star Borough.* The Fairbanks PIC provides the oversight and policy guidance for programs serving the needs of the residents in the Fairbanks North Star Borough. The mayor of the City of Fairbanks is the local elected official for the PIC while the City of Fairbanks is the local grant recipient and program administrator.

The economy of this area is also diverse. In recent years, the oil industry and military construction projects have required the largest number of civilian workers. While the number of military projects has declined sharply, other smaller industries are on the rise. These include jobs in the retail service sector and tourism related industries. Future expectations include jobs at the Ft. Knox Gold Mine, a power plant in Healy and in the timber harvesting and air shipping services.

•*Alaska Statewide.* The remainder of the state is served by the Alaska Statewide Service Delivery Area. Stretching 1,400 miles from north to south and covering over 500,000 square miles, the region holds the distinction of being the nation's largest SDA. With representation from across this vast area, its PIC provides policy guidance and oversight of the employment training programs in this region.

Since its first meeting, the Alaska Statewide PIC has worked through the Division of Community and Rural Development in the Alaska Department of Community and Regional Affairs as its program administrator. This office in turn operates five regional sites.

As you would expect, the economy of this immense region is the most diverse of all SDAs in the state. It covers nearly every type of economic base imaginable, from coastal commercial fishing, to subsistence, to natural resource development (e.g. mining and timber harvesting), to tourism and retail service industries. It is the most sparsely populated of all SDAs. Population centers range from the state's capitol city of Juneau in the Southeast to towns and villages in western and northern interior Alaska. With a unique blend of rural lifestyles in areas of limited economic development, parts of this region struggle with some of the highest unemployment rates in the state, and create some of the greatest challenges to successful workforce development services.

Statewide Administration

The Alaska Department of Community and Regional Affairs administers the JTPA grant on behalf of the state. The Director of the *Division of Community and Rural Development* (DCRD) serves as the *State Liaison for Workforce Development*. The *Job Training Partnership Office* (JTPO) under direction of the division director, carries out the state's administrative duties.

Programs for Economically Disadvantaged

The JTPA has undergone some revisions throughout its years. Earlier adjustments simply refined aspects of program operations. Amendments in 1988 enacted the Economic Dislocation and Worker Adjustment Assistance Act which directly impacted the JTPA. The most recent amendments in 1992, significantly affected many elements of the programs, not the least of which was provision for year-round youth programs.

•**Title II-Adult Programs.** These funds are devoted entirely to serving eligible adult participants with 'barriers to employment.' The governor allocates 77% of these funds to the SDAs through formula.

•**Title II-Youth Programs.** There are two areas of youth programs. The first is the long standing *Summer Youth Employment Training Program* (SYETP) and the latter is the 1992 enacted *Year-Round Youth* category. The governor passes all of the funds under the *SYETP* to the SDAs. However, 82% of the *Year-Round Youth* grant is allocated locally. Each program has separate eligibility requirements and separate definitions.

Statewide Programs (Governor's Set-Aside)

Of the funds received for *Adult Programs* each year, 23% is held by the state. Of the *Year-Round Youth Program* funding, 18% is similarly reserved. These "set-aside" funds are divided into four separate categories of services, each administered on a statewide basis.

•**8% Education Coordination and Grants.** Of the eligible adult and youth funds set aside by the governor, 8% is reserved specifically for activities which coordinate job training programs of the JTPA with vocational education programs. These activities are required to focus on three areas: school-to-work transition; literacy and lifelong learning; and training, placement/retention of women in nontraditional employment.

Historically, the Alaska Department of Education has accepted these funds as passed through the Department of Community and Regional Affairs. More recently, funds have been awarded on the basis of statewide competitive proposals for projects.

•**5% Incentive Grants.** Of the eligible set-aside, 5% is reserved for "Incentive Grants and Capacity Building." Staff in the JTPO work with all of the SDAs in developing plans to meet their staff training and assistance needs.

The remaining funds are awarded by the governor as 'incentive grants' to the SDAs to reward them for outstanding performances in meeting or exceeding their predicted performance levels on a number of national standards. They may use these funds for services to the 'hard to serve' or for staff capacity building activities.

•**5% State Administration.** The final 5% set-aside funds under the *Adult* and *Year-Round Youth* programs is used to administer the JTPA at the state level. As noted earlier, the JTPO manages all statewide activities as well as pass-through grants to the SDAs.

•**5% Older Workers' Program.** In addition to the above set-asides which combine *Adult* and *Year-Round Youth* funds, a portion of funds from only the *Adult* program is reserved for activities and services related to the state's 'older worker.' For the most part, this is defined as an individual who is 55 and older and who meets JTPA income guidelines.

Formula Grants to the SDAs. While the governor keeps a portion of the *Adult* and *Year-Round Youth* funds, the remainder of the funds is passed directly to the SDAs. In turn, the SDAs serve designated populations based upon the job training plans developed every two years through their PICs. You will find examples and explanations of projects, services, and programs operated under Alaska's SDAs in Part IV of this report.

Dislocated Worker/Rapid Response Program

While *Title II* of the JTPA focuses on youth and adults who are at a disadvantage in finding and keeping full time employment, *Title III* helps adults who are or are going to be permanently laid-off from their jobs, or who are considered 'long-term unemployed.' It is designed to assist individual job losses as well as mass lay-offs, and to do so rapidly. Ideally, the program provides assistance even before lay-offs occur.

Local Administration

The governor receives funds under this program and passes at least 50% to the SDAs. These funds are used to meet the special needs of "dislocated workers." There is no income eligibility requirement for the program, but the participant's employment dislocation must be due to an industry or plant closure or employer cut back.

Statewide Administration

While the SDAs serve the needs of residents in their area as lay-offs occur, the state Dislocated Worker Unit in the JTPO coordinates with them in organizing state-wide, regional, and industry-wide measures. This has included such activities as program marketing and workshops for dislocated workers. Alaska has also used these funds for such initiatives as *Unemployment Profiling* and *career transition centers*.

The state dislocated worker unit also coordinates rapid response activities. It has developed a statewide plan that insures response within 48 hours of notification of lay-off conditions. Working with the local SDA staff, this unit assists in arranging and coordinating on-site meetings, setting up labor-management committees and generally assisting the dislocated worker.

State Training and Employment Program (STEP)

In addition to federally funded job training programs, Alaska has had great success in training and placing citizens through a state program. The State Training and Employment Program (STEP) was originally enacted in 1989 by the Alaska Legislature as a two year pilot program. It was extended twice, ultimately authorizing the program through June of 1996.

During this time STEP has served 4,890 workers who would otherwise have been ineligible for training assistance under the JTPA or for whom JTPA funds were not available. It has offered the worker an opportunity to acquire new skills, and in fact, has trained workers for new Alaskan businesses. It has also assisted many who have been displaced from their jobs.

Funded through a portion of employees' contributions to the Unemployment Insurance Trust Fund, the Alaska Department of Labor has granted these funds to the AJTC.

Historically, the AJTC has administered this grant program through the JTPO. That office in turn, has provided these funds to the SDAs for local training services. The SDAs have found STEP funds to be particularly accessible and flexible. They have used them to respond quickly to changing local economic conditions. Participant eligibility determinations have been quick and simple. As a result, many of Alaska's unemployed have been able to enter or return to the labor market quickly.

Part III

From Employment Training to Human Resource Development

The first part of this report very briefly summarized some of what federal policy has done in developing national employment training programs. Part II provided a very general overview of JTPA programs in Alaska and how they are administered here. Part III will shift gears now and present much greater detail about how the state has broadened its perspective of employment training programs to the larger view of a human resource development system.

Employment and Training Policy

The early years of Alaska's job training council were also its formative years. Working to set up an effective and efficient state system focusing on coordination, the council's attention was directed toward planning and oversight of programs. While a general employment training policy was understood then, it wasn't until 1989 that the state adopted a formal 12 point statement under administrative order of Governor Cowper.

While this significant step offered guidance in the delivery of employment training programs, the state was growing increasingly aware of the need to coordinate even more broadly. Given the direction in which programs were moving nationally, and the increasing demands for comprehensive coordination and increased efficiency, a policy focused on only specific elements of workforce preparation was being outpaced. The new welfare-to-work *JOBS Program* was on line and the need for even greater coordination was increasing.

It was about this time that the AJTC began revisiting its earlier premises, and started formulating a broader view reflecting a higher

level of coordination with a more comprehensive statewide system. This system would encompass not only employment training, but the larger aspects of "human resource development."

1990 Position Paper

A *position paper* developed by members of the council was presented to gubernatorial candidates in the 1990 elections. The concluding position of the AJTC was that "human resource development should be the issue for Alaska." While this perspective prevailed, no policy was ever formally embraced. As the state delivered a growing number of "human resource development" programs, frustration was mounting over the lack of a comprehensive policy to guide these programs into a holistic system.

It was at a point in late 1992 that the AJTC's membership articulated two immediate goals. First and foremost, this body wanted to see the state adopt a comprehensive policy for human resource development. This would be followed by system-wide implementation.

In the next three years the AJTC turned its attention to establishing first consensus, and then support, for a comprehensive policy. Assisted by input from members of PICs and other statewide and local advisory boards, a *white paper* was drafted in the fall of '93.

Blue Ribbon Task Force

This paper contained the concerns and philosophy of the previous years and called for the creation of a *Blue Ribbon Task Force* to draft "human resource development policy" and to recommend the "very best methods for

Alaska to implement" its direction. Operating as a subcommittee of the AJTC, a panel began to identify a comprehensive list of beliefs reflecting statewide consensus. They were set in legislation, and with the help of key legislators, a bill was introduced in early 1994. It was ultimately passed by both houses of the legislature, however vetoed by Governor Hickel because of shortcomings in the bill's structure.

Human Resource Development Policy

Because the governor valued the importance of addressing the need for policy, he immediately appointed a temporary *Human Resource Development Advisory Council*. This advisory body was to formulate a comprehensive statement and to suggest principles for its implementation. He recognized that such a policy was "needed to ensure that relevant public and private efforts are focused on a common goal."

He also outlined the tasks of the council. Development of their statement was to follow examination of several factors: respective roles of government, community, and private sector in developing the state's human resources and how their roles would be fulfilled best; the state's economic goals with regard to human resource development; and strategies for implementation of a comprehensive policy.

The 10-member council undertook a series of meetings through late summer and early fall of that year. With a draft policy in hand by early October, a statewide conference was held to conclude input from constituent groups on its basic tenants. Over 100 individuals from urban and rural Alaska in the areas of economic development, organized labor, community and volunteer services, employment services, job training, secondary and postsecondary education, vocational education, adult education, and private sector business and industry gathered in a single day to discuss policy points and direction.

The final policy was delivered to the governor on October 31. The advisory council

disbanded, satisfied that its concluding statement represented a broad consensus of human resource development constituencies from across the state.

Consolidation

With this new statement, came the expectation for Alaska's next governor to effect the policy through creation of a comprehensive council. This body would be the result of consolidating the planning, oversight, and policy advisory functions of at least three state workforce development boards.

The rationale for this action was fueled by several earlier findings. A 1992 assessment of state boards and commissions recommended the consolidation of three councils whose functions were very similar. They were the AJTC, the *Employment Security Advisory Council* and the *Governor's Council on Vocational and Career Education*.

In late 1994 the Legislative Budget and Audit Committee issued a comprehensive survey/review of work force related boards, programs and agencies in the state. Citing the opportunity to increase efficiency and eliminate "management redundancies" the report included a recommendation that these same three councils be consolidated into a single board to serve as the state's planning and coordinating body for workforce related programs.

Permitting the consolidation of these federally funded councils, the 1992 amendments to the JTPA outlined requirements for consolidation of such boards and their duties. The resulting "human resource investment council" had taken hold in several states and the concept had by now, garnered widespread support in Alaska. Earlier discussions of consolidation confirmed that there was political and popular support for the *concept* in Alaska, however, the details and specifics of a consolidated council were still undefined.

The Workforce Development Conference in October 1994 offered a forum for all gubernatorial candidates to share their views

and priorities in developing the state's 'human resources.'

Alaska Human Resource Investment Council Shortly following election to office,

Governor Knowles set the course for the state's human resource development system. At his request, state legislation was introduced in March 1995, to consolidate the AJTC, the *Employment Security Advisory Council* and the *Governor's Council on Vocational and Career Education* into a comprehensive planning and oversight board. This new body was to be known as the *Alaska Human Resource Investment Council (AHRIC)*.

With strong leadership from the Lieutenant Governor and widespread legislative support, the governor's bill passed. It was signed into law on June 3. This law sunsets the three formerly existing councils on December 31, 1995, and transfers the total of their duties, functions and responsibilities to AHRIC effective January 1, 1996.

Workforce Development Block Grants

As noted in Part I of this report, it has taken the nation more than eighty years to refine its principles for public workforce programs.

Congress is ready once more to effect a change. This time, its leadership is promoting a renewal of states' prerogatives in delivering federal program services. We are facing 'workforce development block grants' full square.

With bills in Conference Committee at this writing, it is a matter of time before states administer public training funds as part of larger 'workforce development block grants.' It will then be up to each state to establish its own priorities, to set key performance measures, and to operate a comprehensive service system. With AHRIC we now have a council who is properly positioned to advise the governor on these key issues, and who is also empowered to see that they work.

Part IV

RECOMMENDATIONS TO THE ALASKA HUMAN RESOURCE INVESTMENT COUNCIL

Over the past 12 years the AJTC has had the privilege to work in partnership with a vast number of talented Alaskans. They have crossed the spectrum of private and public enterprise, they have represented statewide and local concerns and they have hailed from all corners of rural and urban Alaska. During this time, the Council has benefited greatly from the insights and lessons shared by these groups and individuals. As the gavel is passed from the AJTC to AHRIC, we would like to offer the observations and conclusions we have drawn over our years in working within the state's workforce development community. They are presented as a parting gesture of gratitude and respect for the hard work done by so many Alaskans. At the same time they are offered as an invitation to the members of AHRIC to enjoy the road ahead with the hope that these recommendations may help to map the way.

1. Insist that developing the state's human resources is the most important state goal.

Continually remind state lawmakers and policy makers that development of Alaska's primary resource - its people - must be Alaska's priority goal. If we are to find ourselves competitive in the emerging world economy, we must focus on developing our most enduring natural resource.

Network, market and connect with other leaders in resource development. Panels such as *Marketing Alaska* offer opportunities to focus attention on developing not only our commercial resources, but our human resources. Our state's residents must be first in line for 'resource development.'

2. Adopt a comprehensive policy for human resource development and require that all plans and services demonstrate how they adhere to and promote it.

A 1994 study of workforce-related programs prepared by Alaska's Legislative Budget and Audit Committee, generally concludes that the state's workforce preparation system would be more efficient if several councils were consolidated into a single human resource investment council. More to the point, it states that the efficiencies of the new council would be bolstered through implementation of the Human Resource Development Policy issued by the 1994 Governor's Advisory Council. The report suggests that the policy would provide the focus for state planning efforts.

The policy statement presented to the Governor by that council in October of '94, is included in this report as *Appendix C*. It reflects the thinking of a broadly representative group who received constituency based input. The work of the council is still relevant and timely and should be considered the starting point for definition of AHRIC's own policy.

Implementing this or any human resource development policy would naturally proceed through the 'human resource development'

system being built in Alaska today. This system will be composed of diverse elements, including employment services, job training, vocational and adult education, and supportive services such as child care and Aide to Families with Dependent Children (AFDC). The overall integrating thread is the connection to economic development strategies in the state. All of these elements should be part and parcel of the comprehensive policy and implementation strategy.

3. The human resource development system must be customer focused; meeting the needs of the employer and the worker. This will directly relate to economic development opportunities.

The system must be responsive to the needs of two customers: our business/industry sector and our 'client' or potential employee. It must meet the needs of the client while also keeping its sights on the needs of the employer.

This will not be a simple or easy task. The system must be flexible enough to adjust to changing conditions, while maintaining maximum responsiveness. Focus on its strengths. Look for advice from client and business/industry representatives who will provide some of the best assistance in defining a properly balanced 'needs-based/customer focused' system.

Adapting to meet local 'client' needs was in fact, the principle behind the formation of the Anchorage/Mat-Su Consortium in 1983. It stands today as a model of compromise, based on the belief by two adjacent governments that 'the customer comes first.'

Anchorage/Mat-Su Consortium

In 1983 local job training personnel and government officials seriously examined the working relationship between residents of the

Matanuska-Susitna Valley and the Anchorage Borough. As a result of many discussions, it was ultimately agreed that a consortium of the two political subdivisions (Anchorage Borough and the Matanuska-Susitna Borough) would be formed to serve residents of both regions as a single entity. This consortium would provide the same level of JTPA services to eligible 'clients' of both areas. To this day the arrangement has worked to the mutual satisfaction of both municipalities and their residents. Everyone generally agrees that one of the consortium's greatest efficiencies is its ability to serve the citizens of two areas as if they were within the boundaries of only one.

Customer focused service delivery was also at the heart of innovation which redesigned youth services, again at the Anchorage/Mat-Su SDA.

Employment Competency System

The Anchorage/Mat-Su SDA's *Employment Competency System* is an example of a system that has matured as a result of 'putting the customer first.' Recognizing in the early years of their programs that youth who were leaving JTPA were still not finding or holding jobs for very long, the SDA realized that something needed to change.

After much internal review, the office concluded that more intensive efforts needed to be focused on the particular employment barriers of individual youth. It also recognized the need for a strong basic skills foundation in all of its participants. As a result, it designed the *Employment Competency System* to operate as connected service components which would evaluate the specific needs of basic skills training, pre-employment/work maturity training and job specific skills training. They were seen as important aspects of preparing youth to be part of the current and future workforce. Over time, the system made a significant difference; more youth were finding jobs and keeping them longer than before. With proven success, the employment competency system was later adapted to serve this SDA's adult population as well.

In addition to concern over assessment, the Anchorage/Mat-Su SDA also deliberated over the most effective way to provide client training and support services with very limited dollars.

In-House or Contract Services?

The question was whether these functions should be contracted or provided *in house*. Ultimately, the SDA concluded that neither one nor the other should be used exclusively. It found that a combination of in-house services and competitive bid from local training institutions or businesses offered the best in available services. In the final analysis this 'coordinated competitiveness' has served to benefit the participant. There has been a consistently high level of support, cooperation, and quality of services.

The point is well demonstrated here that we must design our training and development system to meet the clients' needs if we are to make the most of our abilities to train Alaskans. However, with the customer also defined as Alaska's business and industry sector, we must provide the training to meet their needs. Private, and even public sector jobs, will define the skills and competencies needed by our workforce. Therefore business and industry must be recognized as key ingredients in deciding what training is funded.

An example of how a successful connection between 'market' conditions and training can prepare the local labor force and lead to sustained local employment, is found in the Northwest corner of the state. Were it not for close collaboration with the mining industry and trades organizations, local residents would not be employed to the impressive extent that they are today at the Red Dog Mine.

Red Dog Mine

A joint project to train workers for the Red Dog Mine, involving NANA/Coates Diamond Drilling, Maniilaq, Cominco and the

Alaska Statewide SDA, operated successfully from 1987 - 1990. Many trainees from these projects continue to be employed at the Red Dog Mine, a world-class deposit of lead and zinc ore 90 miles north of Kotzebue. At the height of its operation, 50% of its 360 employees were local Native Alaskans.

Customized training was conducted in electrical work, welding, mechanics, and millwright at two sites, Alaska Vocational Technical Center in Seward and Kotzebue Technical Center. Trainees were trained in groups, and returned to work at the mine in the summer, followed by additional classroom training, at the end of which they became full time employees. The retention rate was especially high.

The discovery of a new ore deposit as important as the first will extend the life of the mine. NANA is working at strengthening math and sciences in the K-12 school system to provide the basis for getting some residents into college training as engineers. After years of mine operation, and many groups of teachers and students touring the mine, local residents have come to understand the value of the project and its prospect of year-round work not otherwise available to village residents.

Again, here is an illustration of how crucial it is to involve local business/industry in training decisions when putting Alaskans to work. In this case it also reduced non-resident hire. It shows too, that going beyond training and including local school districts can promise that youth will be ready to fill local jobs.

4. Build on the strengths of the JTPA system which have already proven themselves and continue to build on the emerging elements which are supported by broad-based consensus.

Generally speaking, the JTPA has worked very well as a 'tool' to deliver job training. This

is due in large part to the flexibility it allows the service providers in tailoring training to the individual needs of the client. A strong and successful system must include a great measure of this adaptability.

Recognize also that the foundation of today's system has been constructed over many, many years. In the course of this building, a wealth of experience and a pool of talent has developed among those who have worked with it. In assessing the system's strengths, do not overlook the collective human 'assets' already available to draw from.

Other strengths of the system include the participation of the private sector, the collaboration among the state's agencies who administer the system, and the coordination with the state's JTPA Native Grantees. Every one of these elements has contributed significantly to setting the strong foundation we have today.

There are also several 'legs' of the JTPA system upon which to be build. These are the *Private Industry Councils*, the *One Stop Career System*, and the statewide *School-to-Work System*. Utilize them to their fullest. Insist that new or unfamiliar training and employment strategies show how they fit into these frameworks.

Private Industry Councils

In 1983 the state was divided into three service delivery areas. The JTPA services continue to be provided to local communities through these areas. Each one is provided oversight by a PIC.

Every two years each PIC in partnership with its local government, develops a job training plan for the area. This plan is tailored to local training needs, based upon the area's current and anticipated economic conditions.

These PICs are considered to be a strong feature of the JTPA system because of their broad representation from education, employment and training agencies and private sector employers. They allow the system a strong measure of local control. That is, PICs main-

tain maximum flexibility in program design which in turn allows local determination of services and delivery methods most responsive to the employers and the community. They provide a forum for the development of local public policies, and with their combination of private and public sector members, they can provide external oversight and local perspective not subject to agency politics or influence.

One Stop Career System

The Alaska Partnership for Employment and Training is the state's one stop career system. It is customer focused, designed to address the diverse employment and training needs of 'clients' as well as business and industry. It is based upon the use of current electronic technology, staff development and collaborative, interagency teamwork.

This multi-layer system will eventually encompass the entire state. It will make basic workforce preparation services available to all Alaskans under a 'seamless career system' set at four levels of service tiers. These tiers include *mail and dial up services*, *self-directed*, *intermediate*, and *full service offices*. Pilot sites are currently underway in Wasilla, Fairbanks and Bethel.

School-to-Work Opportunities System

In 1993 Alaska drafted its 'planning to plan' design for a school-to-work transition system. The following year a council, representing all aspects of Alaska's education and workforce preparation system and private sector employers, was appointed to firmly develop the state's plan. Through the course of many meetings and much public discussion, the plan was written in accordance with federal guidelines. The U.S. Department of Labor was offering competitive grants to states whose plans merited funding for implementation. In 1995, Alaska was selected to receive an initial year grant of \$1.3 million.

Today the Alaska Department of Education (DOE) administers this *system building*