One-Stop Labor Market Information (LMI)
Statement of Work for Montana Department of Labor & Industry
Program Year 2002 (July 01, 2002 through June 30, 2003)

The Workforce Investment Act of 1998 (WIA) encompasses a range of activities that affect the labor market success, and the economic well-being, of millions of Americans. The Act's vision is to provide the system's customers with universal access to a broad range of services, and to streamline all the services the system provides. Achieving the goals of the workforce investment system requires timely and accurate information about the world of work. And this information should be easily accessible to all Americans.

- **The state agency's strategy for consulting with state and local Workforce Investment Boards, the business community, individuals and workforce development professionals to determine customers' workforce information needs.**

To accomplish this strategy, a vision was created that focuses on identifying and meeting the needs of workforce information customers. The workforce information system will provide quality information that its customers can easily access and use to make informed choices. The nationwide system will provide comparable data for all states, and be responsive to customer needs for local, state and national information. The system will anticipate and meet the changing needs of customers, support analysis and research, and use customer feedback for continuous improvement.

Through continued collaboration and cooperation efforts, we work with a myriad of partners: Workforce Investment Boards (WIBS), Community Management Teams (CMT), Workforce Services Division (WSD), Employment Relations Division (ERD), Job Service (local offices and one-stops), Business Standards Division and Montana Job Training Partnership (MJTP). Other agencies, organizations and groups are: Unemployment Insurance Division (UI), Department of Revenue, Department of Public Health and Human Services, job seekers, businesses, economic developers, general public, state, federal and local governments and any partners to WIA as outlined in our five-year strategic plan and Memorandums of Understanding (MOU). We also have staff serving on a number of committees at the local, state and national levels. This allows us to monitor the pulse of what is happening around us, sharing best practices and meeting the needs of our always-evolving customer.

Depending on the needs of the customer, we provide a vast array of labor market information. Presentations and training are customized for the customer along with a variety of tools and information that are produced on a regular basis (hard copy) and made available via our websites.

We also produce a career information delivery system (CIDS) known as the Montana Career Information Delivery System (MCIS). This information is available on CD-ROM or via the Internet. Our customers use it for career development, career choice or change, financial needs and skills assessments.

We have made our staff available for consultations in a variety of venues, or if needed the customer

can call or e-mail our office for personal customer service support.

- **How the statewide employment statistics system supports the state's WIA/Wagner-Peyser Five-Year Strategic Plan for state and local workforce development.**

The goals for the workforce information system provide a strategic approach to build on the existing strengths of the system while introducing critical improvements. The seven goals, as addressed in the Workforce Investment Council's detailed annual plan and highlighted in Montana's five-year plan, have been adopted by the State Workforce Investment Board. The seven goals in Montana's plan are to: 1) develop a comprehensive set of accurate and timely data to support workforce investment customers at local, state and national levels; 2) improve analysis to transform data into useful workforce information; 3) deliver useful information on a timely basis; 4) use local, state and national customer feedback to continuously improve and enhance the system; 5) conduct research and development activities to create and continuously improve workforce information; 6) continuously invest in quality training, technical support, and capacity building, both for workforce information system staff and for those who are involved in providing services to others through a one-stop workforce system within the state; and 7) jointly guide and manage the nationwide workforce information system through a federal-state partnership.

- **How workforce information and services are delivered to customers through the state's one-stop service delivery system.**

One of the ways these goals will be accomplished will be to provide the priority core products and services as discussed below. Another method will be to analyze and implement applicable information provided in the "Local Data Need Work Group Final Report" April 2002, published by the National Association of State Workforce Agencies and The Workforce Information Council. As a means of tracking this information, a variety of methods will be used: WebTrends to track statistics on websites, requests for information submitted to Webmaster, and evaluations from training sessions.

- **The broad strategic approach for workforce information delivery to the system's three principal customers.**

With One-Stop LMI funds provided to Montana under Wagner-Peyser authority during PY 2002, and with the governor's designee appointment and funding for section 118 of the Carl D. Perkins Vocational and Technical Education Act of 1998, Montana will provide career information, work with state and local Workforce Investment Boards, consult with employers and participants about the relevance of data collected and disseminated through the statewide employment statistics system, consult with educational agencies concerning data needs for secondary and postsecondary school students, assure nonduplication of functions carried out under One-Stop LMI funds and section 118 funds, and develop the following core LMI products and services as defined in the most recent Workforce Information Council's annual plan.

1. ALMIS DATABASE:

Description: The ALMIS database is the foundation of any delivery system. In order to promote a standard method for development, delivery and maintenance of occupational and labor market information, Montana will focus on continuing to update the core tables in the ALMIS database with state and substate data, upgrade software, populate additional tables and test data integrity. This allows all customers access to clean and accurate information, no matter how it is extracted, and serves as a cornerstone for information delivery, research and product development. Customers of the ALMIS database include LMI professionals and paraprofessionals; job seekers; Job Service Workforce Centers; one-stop centers; workforce information partner agencies; internal staff; training providers; students learning about jobs and careers; career guidance counselors; educators; corporate and public policy makers; public and private sector planners; economic development groups; researchers; employers; educational institutions; statisticians; federal, state and local governments; and Workforce Investment Boards.

Focus of project: Montana's One-Stop Delivery System. MtSaras (our ALMIS database delivery mechanism) allows us to promote a standard electronic delivery system via the Internet that can be accessed 24/7. Through this system customers can access information that meets their needs, including: wages, projections, employer name and address database, and unemployment rates.

Consultation results with state board and other customers: Through continued collaboration and cooperation efforts, we work with a myriad of partners: Workforce Investment Boards (WIBS), Community Management Teams (CMT), Workforce Services Division (WSD), Employment Relations Division (ERD), Job Service (local offices and one-stops), Business Standards Division and Montana Job Training Partnership (MJTP). Other agencies, organizations and groups are: Unemployment Insurance Division (UI), Department of Revenue, Department of Public Health and Human Services, job seekers, businesses, economic developers, general public, state, federal and local governments and any partners to WIA as outlined in our five-year strategic plan and Memorandums of Understanding (MOU). We also have staff serving on a variety of committees at the local, state and national levels. This allows us to monitor the pulse of what is happening around us, sharing best practices and meeting the needs of our always-evolving customer.

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We have made our staff available for consultations in a variety of venues, or if needed the customer can call or e-mail our office for personal customer service support.

Support of WIA/Wagner-Peyser Five-Year Strategic Plan: Supports several major goals of the plan including:

GOAL 1: Develop a comprehensive set of accurate and timely data to support workforce investment customers at local, state and national levels.

GOAL 2: Improve analysis to transform data into useful workforce information.

GOAL 3: Deliver useful information on a timely basis.

GOAL 6: Continuously invest in quality training, technical support and capacity building, both for workforce information system staff and for those who are involved in providing services to others through a one-stop workforce system within the state.

GOAL 7: Jointly guide and manage the nationwide workforce information system through a federal-state partnership.

Please see Attachment I for complete details of the seven workforce information system goals included in Montana's Strategic Five-Year State Workforce Investment Plan.

Measurable customer outcome projected: Use of WebTrends statistical software to evaluate an array of customer information including hits, page views and visits. Statistics also include information on browsers, platforms, referrers, top visitors and top pages. Statistics are compiled on a monthly basis and calculated for yearly measurements. Estimates are made for increased usage of sites and monitored to view progress toward meeting specific goals. Our websites contain e-mail accounts for comment, contact with regard to our publications, general information requests and reporting of website problems. We also include the use of feedback forms on our websites.

Item	Projected Outcome
1. Install and test SQL Server 2000 upgrade	1. Complete within 60 days after the Department I.T. staff completes the installation of Windows 2000 and SQL Server 2000 software on the production server.
2. Change the occupation code from OES to SOC for the license.dbf, licauth.dbf, and lichist.dbf tables and send to the Crosswalk Center.	2. Complete by the end of June 2003.
3. Upgrade the ALMIS table structure from version 1.1 to version 2.2.	3. Complete 80% of upgrading the ALMIS table structure from version 1.1 to version 2.2 by June 2003.
4. Upgrade the data from ALMIS DB version 1.1 to version 2.2.	4. Complete 80% of re-reformatting data from ALMIS DB version 1.1 to version 2.2 by June 2003
5. Update core tables including: **Lookup Tables:** ADDRESTY, ANNSLFLG, AREATYPE, BENMARK, CESCODE, CREDITCD, EMPSZFLG, EMPSZRNG, GEOCODE, GEOG, GROWCODE, INCOMTYP, INCSOURC, INDDIR, INDSUB, INDTYPES, LEVELTYP, LICNUMTY, LOCSTAT, OCCDIR, OCCSUB, OCCTYPES, OWNERSHP, PERIOD, PERIODID,	5. Complete Lookup, Crosswalk and Admin tables to ALMIS DB version 2.2 by June 2003. Update Data tables on Timely basis with data's release including: Monthly Press Releases, Quarterly filings, Annual data Releases, and Semi-Annual Releases. Data will be updated within a week of receiving it from Program Personnel.

PERIODTY, POPSOURC, PRPBSTAT, RATETYPE, STATTYPE, STFIPSTB, URLTOPIC, WEBFLAG, WGSOURCE
Crosswalk Tables: MATXNAIC, MATXOES, MATXSIC, MATXSOC
Admin Tables: INDCODES, OCCCODES
Data Tables: ces, empdb, income, indprj, industry, iomatrix, labforce, licauth, license, lichist, occprj, oeswage, populatn, url, urllinks, wage.

MILESTONES / PERFORMANCE OUTCOMES	TIMELINE
1. Install and test SQL Server 2000 upgrade.	1. May 2003
2. Change the occupation code from OES to SOC for the license.dbf, licauth.dbf, and lichist.dbf tables and send to the Crosswalk Center.	2. June 2003
3. Upgrade the ALMIS table structure from version 1.1 to version 2.2.	3. August 2003
4. Upgrade the data from ALMIS DB version 1.1 to version 2.2.	4. December 2003
5. Continue using version 1.1 of the ALMIS database because the available web software (MtSaras) works only with that version. All core tables are populated with current data, and web access is available to the public.	5. Ongoing
6. Update core tables in a timely manner to make information available to customers as quickly as possible. Core tables include:	6. Ongoing
• **Lookup Tables:** ADDRESTY, ANNSLFLG, AREATYPE, BENMARK, CESCODE, CREDITCD, EMPSZFLG, EMPSZRNG, GEOCODE, GEOG, GROWCODE, INCOMTYP, INCSOURC, INDDIR, INDSUB, INDTYPES, LEVELTYP, LICNUMTY, LOCSTAT, OCCDIR, OCCSUB, OCCTYPES, OWNERSHP, PERIOD, PERIODID, PERIODTY, POPSOURC, PRPBSTAT, RATETYPE, STATTYPE, STFIPSTB, URLTOPIC, WEBFLAG, WGSOURCE	indprj, iomatrix, occprj include the data for the 2000 – 2010 Projections
• **Crosswalk Tables:** MATXNAIC, MATXOES, MATXSIC, MATXSOC	stindprj and stoccprj include the data for the 2001-2003 short-term projections
• **Admin Tables:** INDCODES, OCCCODES	
• **Data Tables:** ces, empdb, income, indprj, industry, iomatrix, labforce, licauth, license, lichist, occprj, oeswage, populatn, url, urllinks, wage.	
7. Update database with historical data as time allows.	7. Ongoing

8. Continue exploring options for data sharing with Wyoming, and possibly other border states. Website linkage is a starting point.	8. Ongoing
9. Attend the Education & Communication Subcommittee meeting (ALMIS DB Maintenance Consortium) to design and upgrade the Applied ALMIS DB Administrator Class (Montana is a Consortium member).	9. Ongoing
10. Attend the Structure Subcommittee meetings (ALMIS DB Maintenance Consortium) to keep structure and content current (Montana is a Consortium member).	10. Ongoing

Cost: $64,757

2. STATE LONG-TERM PROJECTIONS:

Description: Montana will produce long-term, sub-state-level industry and occupational employment projections using calendar year 2000 as the base year and 2010 as the projected year in coordination with already produced state and BLS national projections for the same time period. The sub-state area will be the Billings MA (Montana's largest Metropolitan Area and the only area in Montana with 100,000 population). The industry projections will be SIC based rather than NAICS based, since the already produced state and national forecasts are SIC based. Customers of the projections include school counselors and educators; case workers; employers; researchers; economic development groups; state and local Workforce Investment Boards; job training planners and providers; program planners; law and policy makers; governor's office; the press; economists; state business leaders; job seekers and unemployed; and the general public.

Focus of project: Data and economic analysis.

Consultation results with state board and other customers: Through continued collaboration and cooperation efforts, we work with a myriad of partners: Workforce Investment Boards (WIBS), Community Management Teams (CMT), Workforce Services Division (WSD), Employment Relations Division (ERD), Job Service (local offices and one-stops), Business Standards Division and Montana Job Training Partnership (MJTP). Other agencies, organizations and groups are: Unemployment Insurance Division (UI), Department of Revenue, Department of Public Health and Human Services, job seekers, businesses, economic developers, general public, state, federal and local governments and any partners to WIA as outlined in our five-year strategic plan and Memorandums of Understanding (MOU). We also have staff serving on a variety of committees at the local, state and national levels. This allows us to monitor the pulse of what is happening around us, sharing best practices and meeting the needs of our always-evolving customer.

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Support of WIA/Wagner-Peyser Five-Year Strategic Plan: Supports several major goals of the

plan including:

GOAL 1: Develop a comprehensive set of accurate and timely data to support workforce investment customers at local, state and national levels.

GOAL 2: Improve analysis to transform data into useful workforce information.

GOAL 3: Deliver useful information on a timely basis.

GOAL 7: Jointly guide and manage the nationwide workforce information system through a federal-state partnership.

Please see Attachment I for complete details of the seven workforce information system goals included in Montana's Strategic Five-Year State Workforce Investment Plan.

Measurable customer outcome projected: Use of WebTrends statistical software to evaluate an array of customer information including hits, page views and visits. Statistics also include information on browsers, platforms, referrers, top visitors and top pages. Statistics are compiled on a monthly basis and calculated for yearly measurements. Estimates are made for increased usage of sites and monitored to view progress toward meeting specific goals. Our websites contain e-mail accounts for comment, contact with regard to our publications, general information requests and reporting of website problems. We also include the use of feedback forms on our websites.

Item	Projected Outcome
1. Update industry database for the Billings MA.	1. Complete by the end of March 2003
2. Forecast payroll job sectors for the Billings MA.	2. Complete by the end of May 2003.
3. Develop NAICS-based historical series.	3. Develop 2 years of data by the end of June 2003.
4. Forecast self-employment jobs & analyze/document forecast results for the Billings MA.	4. Complete by the end of June 2003.
5. Produce Occupational forecasts for Billings.	5. Complete by the end of June 2003.
6. Provide data to populate the ALMIS database with projections data and submit the data for public dissemination.	6. Submit by the end of June 2003 to ALMIS database administrator.

MILESTONES / PERFORMANCE OUTCOMES	**TIMELINE**

1. Update industry database for the Billings MA.	1. February/March 2003
2. Forecast payroll job sectors for the Billings MA.	2. April/May 2003
3. Develop NAICS-based historical series.	3. June 2003
4. Forecast self-employment jobs & analyze/document forecast results for the Billings MA.	4. June 2003
5. Produce occupational forecasts for Billings.	5. June 2003
6. Populate the ALMIS database with projections data and submit the data for public dissemination.	6. June 2003

Cost: $40,000

3. SHORT-TERM FORECASTS:

Description: Montana will produce short-term, state-level employment forecasts using any quarter in calendar year 2002 as the base year and forecast to the same quarter in calendar year 2003 and 2004. Montana will also develop a NAICS database. Customers of the short-term forecasts include school counselors and educators; employers; researchers; economic development groups; state and local Workforce Investment Boards; job training planners and providers; legislators; governor's office; the press; economists; state business leaders; the unemployed; and the general public.

Focus of project: Data and economic analysis.

Consultation results with state board and other customers: Through continued collaboration and cooperation efforts, we work with a myriad of partners: Workforce Investment Boards (WIBS), Community Management Teams (CMT), Workforce Services Division (WSD), Employment Relations Division (ERD), Job Service (local offices and one-stops), Business Standards Division and Montana Job Training Partnership (MJTP). Other agencies, organizations and groups are: Unemployment Insurance Division (UI), Department of Revenue, Department of Public Health and Human Services, job seekers, businesses, economic developers, general public, state, federal and local governments and any partners to WIA as outlined in our five-year strategic plan and Memorandums of Understanding (MOU). We also have staff serving on a variety of committees at the local, state and national levels. This allows us to monitor the pulse of what is happening around us, sharing best practices and meeting the needs of our always-evolving customer.

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customers at local, state and national levels.

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Item	Projected Outcome
1. Update the state SIC database.	1. Complete by the end of February 2003.
2. Forecast industry sectors.	2. Complete by the end of April 2003.
3. Analyze and document results.	3. Complete by the end of April 2003.
4. Produce occupational short-term projections for the state.	4. Complete by the end of May 2003.
5. Develop NAICS-based historical series.	5. Develop 2 years of data by end of June 2003.
6. Provide data to populate the ALMIS database with the short-term projections and submit the data for public dissemination.	6. Submit by June 2003 to ALMIS database administrator

MILESTONES / PERFORMANCE OUTCOMES	TIMELINE
1. Update the state SIC database. 2. Forecast industry sectors. 3. Analyze and document results. 4. Produce occupational short-term projections for the state. 5. Develop NAICS-based historical series. 6. Populate the ALMIS Database with the short-term projections and submit data for public dissemination.	1. February 2003 2. March/April 2003 3. April 2003 4. May 2003 5. June 2003 6. June 2003

Cost: $35,000

4. DEVELOP OCCUPATIONAL ANALYSIS PRODUCTS:

Description: Montana will use hard copy publications and fliers, the Internet, and other media deemed appropriate to provide O*Net SOC-based occupational products to customers on a variety of pertinent occupation-related information. Montana will strive to improve current products and develop new products for our users. Montana has begun the process of creating a comprehensive customer relations/outreach plan. This customer relations/outreach plan is being developed to provide a future direction for the dissemination of all labor market information products. Identification of customer base with appropriate products, creation of a recognizable corporate identity, and more formalized use of customer satisfaction assessments are being evaluated for the plan. Customers of these products include school counselors and educators; employers; researchers; economic development groups; state and local workforce investment boards; job training planners and providers; legislators; governor's office; the press; economists; state business leaders; the unemployed; and the general public.

Focus of project: Data and economic analysis.

Consultation results with state board and other customers: Through continued collaboration and cooperation efforts, we work with a myriad of partners: Workforce Investment Boards (WIBS), Community Management Teams (CMT), Workforce Services Division (WSD), Employment Relations Division (ERD), Job Service (local offices and one-stops), Business Standards Division and Montana Job Training Partnership (MJTP). Other agencies, organizations and groups are: Unemployment Insurance Division (UI), Department of Revenue, Department of Public Health and Human Services, job seekers, businesses, economic developers, general public, state, federal and local governments and any partners to WIA as outlined in our five-year strategic plan and Memorandums of Understanding (MOU).   We also have staff serving on a variety of committees at the local, state and national levels. This allows us to monitor the pulse of what is happening around us, sharing best practices and meeting the needs of our always-evolving customer.

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We also produce a career information delivery system (CIDS) known as the Montana Career Information Delivery System (MCIS). This information is available on CD-ROM or via the Internet. It is used by all of our customers for career development, career choice or change, financial needs and skills assessments. This tool gives customers the means to access occupational information, wages, job outlook/projections and employment trends to make better informed choices.

Through continued efforts of attempting to provide timely effective information we will be offering a Labor Market Information User's Conference and a Profile of the Montana Worker briefing. With the development and implementation of a customer relations/outreach plan, we anticipate being able to meet the needs of our customers by providing the best information on a regular basis or in a customized format. We have made our staff available for consultations in a variety of venues, or if needed the customer can call or e-mail our office for personal customer service support.

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Item	Projected Outcome
1. Publish OES program employment and wages by occupation.	1. Complete by the end of June 2003.
2. Publish job projections flier highlighting wage and training information.	2. Complete in timely manner upon release of data by State Economist.
3. Publish occupational projections for 2000-2010.	3. Complete in timely manner upon release of data by OES Program Manager.
4. Populate the ALMIS database with projections data and submit the data for public dissemination.	4. Within a week of getting the data from the Bureau Projections research analyst.

MILESTONES / PERFORMANCE OUTCOMES	TIMELINE
1. Publish OES program employment and wages by occupation.	1. June 2003
2. Publish job projections flier highlighting wage and training information.	2. 2002/2003
3. Publish occupational projections for 2000-2010.	3. June 2003
4. Populate the ALMIS database with projections data and submit the data for public dissemination.	4. June 2003

Cost: $25,000

5. PROVIDE AN EMPLOYER NAME AND ADDRESS LIST THAT CAN BE ACCESSED BY THE PUBLIC:

Description: Montana will be using the MtSaras software as the method of delivering ALMIS database information to the public by means of the Internet (also see core products #7, delivery systems, and core products #1, ALMIS database). MtSaras software will allow public access to the employer name and address list from the state-licensed ALMIS Employer Database that is loaded into the ALMIS database and accessed through MtSaras. Customers of the ALMIS database include local Job Service Workforce Centers; workforce investment partner agencies; one-stop centers; internal staff; job seekers; students learning about jobs and careers; career guidance counselors; and educational institutions.

Focus of project: Part of Montana's one-stop delivery system. Used to provide an employer name and address list that can be accessed electronically by the public while maintaining the legally required confidentiality of ES-202 data. Montana preserves the privacy of both individuals and employers by using the product contracted for by the Employer/ALMIS Database Consortium.

Consultation results with state board and other customers: Through continued collaboration and cooperation efforts, we work with a myriad of partners: Workforce Investment Boards (WIBS), Community Management Teams (CMT), Workforce Services Division (WSD), Employment Relations Division (ERD), Job Service (local offices and one-stops), Business Standards Division and Montana Job Training Partnership (MJTP). Other agencies, organizations and groups are: Unemployment Insurance Division (UI), Department of Revenue, Department of Public Health and Human Services, job seekers, businesses, economic developers, general public, state, federal and local governments and any partners to WIA as outlined in our five-year strategic plan and Memorandums of Understanding (MOU).   We also have staff serving on a variety of committees at the local, state and national levels. This allows us to monitor the pulse of what is happening around us, sharing best practices and meeting the needs of our always-evolving customer.

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Item	Projected Outcome
1. Get and maintain approval from InfoUSA for web use of their employer database as necessary.	1. Receive approval by the end of January 2003.
2. Provide access to InfoUSA's employer database through MtSaras.	2. Complete within a week of receiving approved data.
3. Update the ALMIS Employer Database in the ALMIS database in a timely manner.	3. Complete within a week of receiving approved data.

MILESTONES / PERFORMANCE OUTCOMES	TIMELINE
1. Get and maintain approval from InfoUSA for web use of their employer database as necessary.	1. January 2003

2. Provide access to InfoUSA's employer database through MtSaras.	2. January 2003
3. Update the ALMIS Employer Database in the ALMIS database in a timely manner.	3. Ongoing
4. Contract with the appropriate entity to receive the employer database.	4. When this information becomes available

Cost: $7,700

6. PROVIDE INFORMATION AND SUPPORT TO WORKFORCE INVESTMENT BOARDS AND PRODUCE OTHER STATE INFORMATION PRODUCTS AND SERVICES:

Description: Montana will aggressively seek ways to introduce labor market information products to our state and local workforce investment boards in light of the adoption of the Workforce Investment Act. Staff will work closely with the state and local workforce investment boards to help determine LMI needs and to disseminate information. Montana will work with the state workforce investment boards by having professional staff sit on subcommittees of the state board, attend meetings, provide technical assistance and training to board members, work on educating board members in the availability and use of labor market information (employment statistics), and provide information requested by the board as time and budget allows. As the governor's designee for Section 118 of the Carl D. Perkins Vocational and Technical Education Act of 1998, Montana will also provide career information and work with state and local Workforce Investment Boards. Montana is planning a comprehensive Labor Market Information Conference in November 2003 (See part 8). Customers of the products include state and local Workforce Investment Board members and those who closely work with the board, such as other state agencies, program operators, Job Service Workforce Centers, internal staff, the Governor's Office, and legislators.

Focus of project: Labor Market Information dissemination to Workforce Investment Board members and other customers through the use of hard copy publications, fliers, the Internet, presentations and other media deemed appropriate.

Consultation results with state board and other customers: Through continued collaboration and cooperation efforts, we work with a myriad of partners: Workforce Investment Boards (WIBS), Community Management Teams (CMT), Workforce Services Division (WSD), Employment Relations Division (ERD), Job Service (local offices and one-stops), Business Standards Division and Montana Job Training Partnership (MJTP). Other agencies, organizations and groups are: Unemployment Insurance Division (UI), Department of Revenue, Department of Public Health and Human Services, job seekers, businesses, economic developers, general public, state, federal and local governments and any partners to WIA as outlined in our five-year strategic plan and Memorandums of Understanding (MOU). We also have staff serving on a variety of committees at the local, state and national levels. This allows us to monitor the pulse of what is happening around us, sharing best practices and meeting the needs of our always-evolving customer.

Depending on the needs of the customer, we provide a vast array of labor market information. Presentations and training are customized for the customer along with a variety of tools and information that are produced on a regular basis (hard copy) and made available via our websites. Some of these products include: *Montana Statistics in Brief, Montana Economy at a Glance, Montana Employment and Labor Force Trends* and the *Profile of the Montana Worker*. MtSaras (our ALMIS database delivery mechanism) allows us to promote a standard electronic delivery system via the Internet that can be accessed 24/7. Through this system, customers can access information that meets their needs, including wages, projections, commuting patterns, employer name and address database, and unemployment rates, to name a few.

We also produce a career information delivery system (CIDS) known as the Montana Career Information Delivery System (MCIS). This information is available on CD-ROM or via the Internet. It is used by all of our customers for career development, career choice or change, financial needs and skills assessments. This tool gives customers the means to access occupational information, wages, job outlook/projections and employment trends to make better informed choices.

Through continued efforts of attempting to provide timely effective information we will be offering a Labor Market Information User's Conference and a Profile of the Montana Worker briefing. With the development and implementation of a customer relations/outreach plan, we anticipate being able to meet the needs of our customers by providing the best information on a regular basis or in a customized format. We have made our staff available for consultations in a variety of venues, or if needed the customer can call or e-mail our office for personal customer service support.

Support of WIA/Wagner-Peyser Five-Year Strategic Plan: Supports several major goals of the plan including:

GOAL 3: Deliver useful information on a timely basis.

GOAL 5: Conduct research and development activities that continuously improve and create workforce information.

GOAL 7: Jointly guide and manage the nationwide workforce information system through a federal-state partnership.

Please see Attachment I for complete details of the seven workforce information system goals included in Montana's Strategic Five-Year State Workforce Investment Plan.

Measurable customer outcome projected: Use of WebTrends statistical software to evaluate an array of customer information including hits, page views and visits. Statistics also include information on browsers, platforms, referrers, top visitors and top pages. Statistics are compiled on a monthly basis and calculated for yearly measurements. Estimates are made for increased usage of sites and monitored to view progress towards meeting specific goals. Our websites contain e-mail accounts for comment, contact with regard to our publications, general information requests and reporting of website problems. We also include the use of feedback forms on our websites. Publications database used to track customer accounts (including state board members). Lists server updates are sent to board and other customers on new publications. Solicitation to be added to our publication listing is

available in monthly labor publication. Publications are distributed during training sessions.

Item	Projected Outcome
1. Publish *Labor Situation Press Release*	1. Monthly, the morning of the scheduled Press Release.
2. Publish *Montana Statistics in Brief* on our Internet website.	2. Monthly, the morning of the scheduled Press Release.
3. Publish *Montana Employment and Labor Force Trends*.	3. Quarterly, complete within a week of receiving approved data for Research Analysts.
4. Publish *Profile of the Montana Worker*.	4. Annually, before or soon after Labor Day.

MILESTONES / PERFORMANCE OUTCOMES	TIMELINE
1. Attend staff, subcommittee and board meetings.	1. As scheduled
2. Research projects as requested.	2. As requested
3. Give presentations as requested to boards and committees.	3. As requested
4. Publish *Montana Statistics in Brief* on our Internet website.	4. Monthly
5. Publish *Montana Economy at a Glance*.	5. Monthly
6. Publish *Montana Employment and Labor Force Trends*.	6. Quarterly
7. Publish *Profile of the Montana Worker*.	7. Annually
8. Publish special fliers and publications as developed.	8. As developed
9. Maintain a mailing list of current WIA board members and mail pubs as published.	9. Ongoing

Cost: $55,000

7. SUPPORT THE DEVELOPMENT OF STATE-BASED WORKFORCE INFORMATION DELIVERY SYSTEMS:
Description:
The Research and Analysis Bureau has three websites in operation. The main site provides labor market information for the state of Montana and includes data on such topics as employment and unemployment, wages, prevailing wages and work-related injuries and illness, along with much more. Also available for download, free of charge, are all publications published by the bureau. The labor market information website is augmented by a second site called MtSaras (Montana Statewide Area Research & Analysis System), which provides labor market information interactively. The third site hosts the Montana Career Resource Network (MCRN) and provides information on the Montana Career Information System (MCIS) and publications produced by this section.

Montana's Research and Analysis Bureau website (http://rad.dli.state.mt.us) has become the premier

source for labor market information and employment statistics in the state. It continues to evolve by the refinement and addition of customer-related content, and by continually analyzing usage information to put the information into the hands of all customers so they can make informed decisions. Montana will continue to improve the quality and quantity of products delivered over the Internet.

Montana will continue to maintain the MtSaras system (http://saras.dli.state.mt.us/mtsaras) for delivery to customers. Montana will also continue to expand the content coverage either internally or by linkages with other states and information sources.

Montana provides career information on the web through the Montana Career Resource Network website (http://mcis.dli.state.mt.us).

Montana has begun the process of creating a comprehensive customer relations/outreach plan. This customer relations/outreach plan is being developed to provide a future direction for the dissemination of all labor market information products. Identification of customer base with appropriate products, creation of a recognizable corporate identity, and more formalized use of customer satisfaction assessments are being evaluated for the plan (see Customer Satisfaction Assessment area of this document). Montana is also planning a comprehensive Labor Market Information Conference in November 2003 (see part 8). This conference will be utilized to acquaint customers with our information, services and products, and also solicit customer feedback through survey forms and focus groups. Customers of these products include job seekers; Job Service Workforce Centers; one-stop centers; workforce information partner agencies; internal staff; training providers; students learning about jobs and careers; career guidance counselors; educators; corporate and public policy makers; public and private sector planners; economic development groups; researchers; employers; educational institutions; statisticians; federal, state and local governments; and Workforce Investment Boards.

Focus of project: To continuously improve existing systems through constant examination and evaluation of effectiveness of current data delivery. Work toward labor market information systems that are more current, effective, and user-friendly in providing quality data and analysis that will enable customers to make good business and career decisions.

Consultation results with state board and other customers: Through continued collaboration and cooperation efforts, we work with a myriad of partners: Workforce Investment Boards (WIBS), Community Management Teams (CMT), Workforce Services Division (WSD), Employment Relations Division (ERD), Job Service (local offices and one-stops), Business Standards Division and Montana Job Training Partnership (MJTP). Other agencies, organizations and groups are: Unemployment Insurance Division (UI), Department of Revenue, Department of Public Health and Human Services, job seekers, businesses, economic developers, general public, state, federal and local governments and any partners to WIA as outlined in our five-year strategic plan and Memorandums of Understanding (MOU). We also have staff serving on a variety of committees at the local, state and national levels. This allows us to monitor the pulse of what is happening around us, sharing best practices and meeting the needs of our always-evolving customer.

Depending on the needs of the customer, we provide a vast array of labor market information. Presentations and training are customized for the customer along with a variety of tools and

information that are produced on a regular basis (hard copy) and made available via our websites. Some of these products include: *Montana Statistics in Brief, Montana Economy at a Glance, Montana Employment and Labor Force Trends* and the *Profile of the Montana Worker*. MtSaras (our ALMIS database delivery mechanism) allows us to promote a standard electronic delivery system via the Internet that can be accessed 24/7. Through this system, customers can access information that meets their needs, including wages, projections, commuting patterns, employer name and address database, and unemployment rates, to name a few.

We also produce a career information delivery system (CIDS) known as the Montana Career Information Delivery System (MCIS). This information is available on CD-ROM or via the Internet. It is used by all of our customers for career development, career choice or change, financial needs and skills assessments. This tool gives customers the means to access occupational information, wages, job outlook/projections and employment trends to make better informed choices.

Through continued efforts of attempting to provide timely effective information we will be offering a Labor Market Information User's Conference and a Profile of the Montana Worker briefing. With the development and implementation of a customer relations/outreach plan, we anticipate being able to meet the needs of our customers by providing the best information on a regular basis or in a customized format. We have made our staff available for consultations in a variety of venues, or if needed the customer can call or e-mail our office for personal customer service support.

Support of WIA/Wagner-Peyser Five-Year Strategic Plan: To provide a comprehensive set of accurate and timely data to support all customers at local, state and national levels. To continuously improve existing systems through constant examination and evaluation, focusing on the effectiveness of the current data delivery. Work toward labor market information systems that are more current, effective, and user-friendly in providing quality data and analysis to make good business and career decisions. Supports several major goals of the plan including:

GOAL 1: Develop a comprehensive set of accurate and timely data to support workforce investment customers at local, state and national levels.

GOAL 2: Improve analysis to transform data into useful workforce information.

GOAL 3: Deliver useful information on a timely basis.

GOAL 4: Use local, state and national customer feedback to continuously improve and enhance the system.

GOAL 5: Conduct research and development activities that continuously improve and create workforce information.

Please see Attachment I for complete details of the seven workforce information system goals included in Montana's Strategic Five-Year State Workforce Investment Plan.

Measurable customer outcome projected: Use of WebTrends statistical software to evaluate an array of customer information including hits, page views and visits. Statistics also include information

on browsers, platforms, referrers, top visitors and top pages. Statistics are compiled on a monthly basis and calculated for yearly measurements. Estimates are made for increased usage of sites and monitored to view progress towards meeting specific goals. Our websites contain e-mail accounts for comment, contact with regard to our publications, general information requests and reporting of website problems. We also include the use of feedback forms on our websites. Publications database used to track customer accounts (including state board members). Lists server updates are sent to board and other customers on new publications. Solicitation to be added to our publication listing is available in monthly labor publication. Publications are distributed during training sessions.

Montana will continue its efforts to reach more customers through the use of the Internet. The following include totals for all 3 of Montana's Labor Market Information websites:

	Actual 2002	Estimated 2003	Estimated Change of % from 2002 to 2003
Hits	1,442,171	1,520,000	> 5 %
Page Views	589,703	650,000	> 10 %
Visits	165,606	170,000	> 2.5 %

Item	Projected Outcome
1. Create subject-driven system used by customers to drill down to information.	1. Complete by end of December 2002.
2. Evaluate alternatives to the MtSaras delivery system.	2. Complete evaluation and recommendation for submission to Management Staff by the end of June 2003.
3. Update data and add new data in a timely manner.	3. Prepare all monthly data to be released the morning of the Scheduled Press Release. Update all information in a timely manner upon receipt of approved data from Research Analysts, State Economist, Publication personnel, and Management Team.

MILESTONES / PERFORMANCE OUTCOMES	TIMELINE
1. Create subject-driven system used by customers to drill down to information.	1. December 2002
2. Evaluate alternatives to the MtSaras delivery system.	2. June 2003
3. Replace MtSaras system with new alternative.	3. As technology and funding allow
4. Create enhanced question and answer system for customers to find answers to commonly asked LMI questions.	4. December 2003

5. Continued integration of the 3 major websites.	5. Ongoing
6. Continue working towards complete accessibility for the website as per federal guidelines.	6. Ongoing
7. Update data and add new data in a timely manner to make information available to customers as quickly as possible.	7. Ongoing

Cost: $68,000

8. FUND STATE WORKFORCE INFORMATION TRAINING ACTIVITIES:

Description: Montana will continue to develop and expand the training provided to LMI professionals, paraprofessionals and other users of LMI. This training will be delivered using a variety of other methods. A valuable component of training is the networking opportunities for LMI staff when they are able to interact with other LMI professionals. To facilitate networking and collaboration, we will continue to encourage staff to attend LMI-based training and develop staff to serve as national trainers for the LMI Institute. This allows for LMI resources and information to be shared through a student/teacher relationship, as well as providing staff new knowledge/information to share with other staff and LMI users in the state of Montana. Training is a valuable way to learn new techniques and keep up with changes in hardware, software, data and uses for data. It offers tools that help provide efficient and effective service in a timely manner. Montana has begun the process of creating a comprehensive customer relations/outreach plan. This customer relations/outreach plan is being developed to provide a future direction for the dissemination of all Labor Market Information products. Identification of customer base with appropriate products, creation of a recognizable corporate identity, and more formulized use of customer satisfaction assessments are being evaluated for the plan (see Customer Satisfaction Assessment area of this document). Montana is also planning a comprehensive Labor Market Information Conference in November 2003. This conference will be utilized to acquaint customers with our information, services and products, and also solicit customer feedback through survey forms and focus groups. Customers of the products include LMI professionals and paraprofessionals; job seekers; Job Service Workforce Centers; one-stop centers; workforce information partner agencies; internal staff; training providers; students learning about jobs and careers; career guidance counselors; educators; corporate and public policy makers; public and private sector planners; economic development groups; researchers; employers; educational institutions; statisticians; federal, state and local governments; Workforce Investment Boards.

Focus of project: Developing coordinated training and education for workforce information staff and customers.

Consultation results with state board and other customers: Through continued collaboration and cooperation efforts, we work with a myriad of partners: Workforce Investment Boards (WIBS), Community Management Teams (CMT), Workforce Services Division (WSD), Employment Relations Division (ERD), Job Service (local offices and one-stops), Business Standards Division and Montana Job Training Partnership (MJTP). Other agencies, organizations and groups are: Unemployment Insurance Division (UI), Department of Revenue, Department of Public Health and Human Services,

job seekers, businesses, economic developers, general public, state, federal and local governments and any partners to WIA as outlined in our five-year strategic plan and Memorandums of Understanding (MOU). We also have staff serving on a variety of committees at the local, state and national levels. This allows us to monitor the pulse of what is happening around us, sharing best practices and meeting the needs of our always-evolving customer.

Depending on the needs of the customer, we provide a vast array of labor market information. Presentations and training are customized for the customer along with a variety of tools and information that are produced on a regular basis (hard copy) and made available via our websites. Some of these products include: *Montana Statistics in Brief, Montana Economy at a Glance, Montana Employment and Labor Force Trends* and the *Profile of the Montana Worker*. MtSaras (our ALMIS database delivery mechanism) allows us to promote a standard electronic delivery system via the Internet that can be accessed 24/7. Through this system, customers can access information that meets their needs, including wages, projections, commuting patterns, employer name and address database, and unemployment rates, to name a few.

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Through continued efforts of attempting to provide timely effective information we will be offering a Labor Market Information User's Conference and a Profile of the Montana Worker briefing. With the development and implementation of a customer relations/outreach plan, we anticipate being able to meet the needs of our customers by providing the best information on a regular basis or in a customized format. We have made our staff available for consultations in a variety of venues, or if needed the customer can call or e-mail our office for personal customer service support.

Support of WIA/Wagner-Peyser Five-Year Strategic Plan: Supports several major goals of the plan including:

GOAL 3: Deliver useful information on a timely basis.

GOAL 4: Use local, state and national customer feedback to continuously improve and enhance the system.

GOAL 6: Continuously invest in quality training, technical support, and capacity building, both for workforce information system staff and for those who are involved in providing services to others through a one-stop workforce system within the state.

GOAL 7: Jointly guide and manage the nationwide workforce information system through a federal-state partnership.

Measurable Customer Outcome Projected:
We receive feedback forms for the training we conduct, along with a measurement of the number of

individuals trained by the course offering or counseled in the use of Labor Market Information. We monitor the number of requests for presentations. Publications are distributed during training sessions.

Item	Projected Outcome
1. Send Research and Analysis Bureau LMI professionals and paraprofessionals to training sponsored by the ALMIS LMI Institute.	1. Continued throughout year. Number of participation depends on budgetary means, schedule conflicts, and relevance of topics.
2. Provide training sessions, make presentations and offer displays at conferences	2. Participants are asked to give us feedback through a variety of tools; evaluation forms, focus groups and one-on-one interaction.
3. Continue to change and update information and delivery systems to meet the customers changing needs.	3. Determined by comments sent to our webmaster, on-line feedback mechanism, surveys, and evaluations.
4. Continue to serve on several national consortia's supported by ETA.	4. Participate in the LMI Training Institute and Career One-Stop

MILESTONES / PERFORMANCE OUTCOMES	TIMELINE
1. Send Research and Analysis Bureau LMI professionals and paraprofessionals to training sponsored by the ALMIS LMI Institute. This would include training classes such as Basic and Applied Analyst, Survey Design, Marketing LMI, Web Design for LMI, Wage Record Analysis, Customer Service for LMI, Advanced ALMIS Database, GIS, Short-Term Forecasts, Seasonal Adjustment, The LMI Forum, and other unique training sessions sponsored by the LMI Institute.	1. Ongoing
2. Conduct training sessions, workshops and presentations for LMI users throughout the state, including the state and local Workforce Investment Boards. This includes course development, training materials, training delivery, facility rental, tuition, training-related travel expenses and other associated costs necessary to provide workforce information training. Most dates are in development, but the following presentations have been scheduled to date:	2. Ongoing
3. Labor Day Briefing to the Governor.	3. September 2002
4. R&A (LMI) representative – meet with state WIA. funding contractor and program operators.	4. Monthly
5. Job Specific Training Oversight Committee (R&A rep.).	5. 6 times per year
6. LMI-specific training.	6. October 2002

7. Case Management/Counselor Trainer.	7. November 2002
8. Job Specific & O*Net Training.	8. October 2002
9. Workforce Services Technical Training.	9. June 2003
10. Community Organizations – Provide training for Society of Human Resource Managers, Economic Development, Chamber of Commerce and others, as requested.	10. Ongoing
11. Workforce Services Center Training (formerly Job Service).	11. Ongoing
	12. Oct./Nov. 2002
12. School-to-Work and Tech Prep Training, GEAR Up.	13. As requested
13. Community Management Team.	14. 3 – 4 times per year
14. LMI Institute consortium meetings.	15. 3 – 5 times per year
15. Career One-Stop consortium (rep. for LMI Institute).	16. 4 times by June 2003
16. LMI Basic Analyst Training (state of MT trainer).	17. October 2002
17. LMI Forum (state of MT trainer).	18. Ongoing
18. Track Evaluations with database tool.	19. Ongoing
19. Attend BOS/CEP Meetings.	20. April 2003
20. Attend Louisiana LMI Conference for capacity building.	21. November 2003
21. LMI Conference.	

Cost: $60,000

CUSTOMER SATISFACTION ASSESSMENT

Continuous improvement of the workforce information system depends on input from its customers through a comprehensive customer satisfaction and outreach program. Achieving this requires building on the experience of individual agencies and states in gathering customer satisfaction information. It also requires using other customer feedback strategies and incorporating customer feedback in planning, budgeting and implementing system improvements. The many diverse groups of individuals who need to provide important feedback must be kept in mind, as one survey instrument to collect this feedback may not meet the assessment goals related to data sought from all these individuals.

Montana has worked on many levels to receive feedback from its customers. Through the use of WebTrends statistical software, we are able to evaluate an array of customer information on our websites. This information includes items such as the number of hits, page views, and visits for each site. Statistics also include information on browsers, platforms, referrers, top visitors and top pages utilized on the sites. Numbers are compiled on a monthly basis and calculated for yearly measurements. Estimates are made for increased usage of sites and monitored to view progress towards meeting those goals.

Our websites contain e-mail accounts for comment, contact with regard to our publications, general information requests and reporting of website problems. We also include the use of feedback forms on our websites.

We use a publication database to monitor requests for publications. List server accounts for requested updates to publications have also been created. List server accounts include direct mailings of links to our monthly press release and publication. The bureau incorporates the use of a toll-free number as well as a TDD (Telephone Device for the Deaf) to further assist our customers in contacting us directly.

We receive feedback forms for the training we conduct, along with a measurement of the number of individuals trained by the course offering or counseled in the use of labor market information. We monitor the number of requests for presentations.

Montana has begun the process of creating a comprehensive customer relations/outreach plan. Customer satisfaction assessment has been identified as an integral piece of this plan. As our strategy continues to evolve, we will utilize several avenues to enhance the customer satisfaction assessments currently conducted. Focus groups are one of the tools identified and the bureau will be working toward opportunities to conduct these. Several of the items scheduled in Part 8 may be enhanced with focus group sessions. These include the WIA/Workforce Services Technical Training, BOS/CEP meetings and workforce services center training.

Montana is planning a comprehensive Labor Market Information Conference in November 2003. Taking advantage of the opportunity to reach a wide customer base, we plan to conduct evaluations of all sessions, focus groups and round table discussions as part of the venue.

This customer relations/outreach plan is being developed to provide a future direction for the dissemination of all labor market information products. Identification of the customer base with appropriate products, creation of a recognizable corporate identity, and more formalized use of customer satisfaction assessments are being evaluated for the plan.

The following includes a rough outline of the milestones/performance outcomes we hope to achieve:

MILESTONES / PERFORMANCE OUTCOMES	TIMELINE
1. Form customer relations/outreach committee.	1. January 2003
2. Begin an ongoing dialogue with customers (business, job seekers and workforce services included) to solicit comments on current R&A information products (information/publications/website/training), including what they like, what they would like tweaked (information added or subtracted), and suggestions for new services/products that would be useful to them.	2. February 2003
3. Lay the groundwork and begin the process of developing a customer relations/outreach vision to meet customer needs.	3. April 2003

4. Involve the bureau in an assessment of the bureau's current strengths, weaknesses, opportunities and challenges in providing better service to customers.	4. June 2003
5. Obtain one or more web alias addresses to make it easier for customers to access labor market information on R&A's website.	5. September 2003
6. Finalize R&A bureau identity utilizing a professionally designed corporate identity (logo, website design, etc.) to project a professional and cohesive look to the bureau's customers.	6. September 2003
7. Conduct a state labor market information conference in Helena for interested R&A customers from around the state and region, acquainting customers with our information, services and products, and also soliciting customer feedback through survey forms and focus groups.	7. November 2003
8. Complete a minimum of four (4) customer dialogue sessions.	8. December 2003
9. Finalize a customer relations/outreach plan.	9. March 2004

TOTAL for GRANT: $355,457

Attachment I

Montana's Strategic Five-Year State Workforce Investment Plan

Workforce Information System Goals

GOAL 1: Develop a comprehensive set of accurate and timely data to support workforce investment customers at local, state and national levels.

The workforce information system must have at its core high-quality local, state and national data. "High quality" means data that meet statistical standards, and are timely, comparable across states and areas, and relevant to customer needs. The data must be organized in standard database formats to facilitate analysis and delivery. Achieving this goal requires building on the current Bureau of Labor Statistics (BLS) federal/state cooperative statistical programs and the Employment and Training Administration funded products and systems, and establishing new data collection programs in key areas.

This will be accomplished by:

1). Evaluating and improving current data collection programs. Existing BLS programs will be reviewed for their relevance and effectiveness in meeting customer needs. The Occupational Employment Statistics wage program will be revised to meet customer needs for accurate current local information. A plan will be developed to improve the quality of local labor force estimates using data from the 2000 Census, the American Community Survey and other sources. Methods will be improved for producing universe employment and wage data for use in providing more accurate and timely county information.

2). Initiating new data collection programs. A system will be developed to edit, enhance and use wage records and other administrative data to provide local employment and wages, consumer reports, performance measures, research and other local labor market information. A system will be developed to provide "consumer reports," identifying the track record of training providers for use by individuals in choosing among training options. The O*Net data collection program will be established to complete the database and refresh the data on a regular basis.

3). Developing standards, methodologies, and technical assistance in areas of data collection and compilation. Data collection standards, methods, and technical assistance will be reviewed and evaluated. Conformance to required Office of Management and Budget classification standards for industry, occupation, race and ethnicity, and metropolitan areas will be maintained.

4). Creating appropriately structured databases to contain statistical, administrative and program data. States will continue to populate and maintain the standard database for analysis and delivery to meet Workforce Investment Act requirements. A shared methodology will be developed for building longitudinal files for use in analysis of labor market dynamics.

GOAL 2: Improve analysis to transform data into useful workforce information.

Analysis adds meaning and contexts to the data in the workforce information system, maximizing its usefulness to job seekers, students, planners, employers and other users. Achieving this goal requires improving staff analysis skills, providing analysis tools and methods, and carrying out analysis of key topics, resulting in products that are meaningful and provide added value to customers.

This will be accomplished by:

1). Creating and maintaining an analytical human resource capacity by identifying skills and competencies required of workforce information professionals.

2). Providing software and related products to support analysis of statistical, administrative, and program data through flexible, easy-to-use designs. The effectiveness of existing software and products would need to be evaluated to see if they meet analytical needs. Software and related products would be provided to support analysis of statistical, administrative, and program data through flexible, easy-to-use designs. Existing software that meets analytical needs would need to be catalogued and shared. Additional or improved software to meet analytical needs would need to be developed and provided.

3). Developing standards, methodologies, and technical assistance for analytical systems and processes.

4). Producing analytical products. A federal/state cooperative state employment projections program needs to be established in which BLS provides leadership, technical methods, and assistance, and states participate with BLS in technical development, and prepare and disseminate the projections. State processes and schedules for producing projections would be established.

Occupational analysis products would be developed that encompass employment trends, educational attainment levels, wages, job openings, job market conditions, major employing industries, geographic distribution of jobs and other information. Skills-oriented information products would be provided using O*Net and other skills research and databases.

GOAL 3: Deliver useful information on a timely basis.

The success of the one-stop system mandated by the Workforce Investment Act, as well as other workforce development services, rests on the timely delivery of information about the labor market, using media and formats that are accessible to customers who have varying levels of expertise and access to technology. These customers must also have access to technical assistance in using workforce information. Achieving this requires providing tools to simplify and speed up data delivery, developing customer-focused delivery systems using the Internet and other emerging technologies, and providing a variety of innovative approaches for universal access to workforce information.

This will be accomplished by:

1). Improving and maintaining linkages between data production and delivery to improve access to information. This would be done by modifying data production systems to provide appropriately formatted data and linkages to populate the states' standard database for analysis and delivery.

2). Creating customer-focused products, services, and intelligent delivery systems using the Internet and other emerging technologies. An employer name and address list would be provided that could be accessed by the public. Support would be provided for America's Learning Exchange, America's Job Bank, and America's Career Information Network. Continuation of funding to states is necessary to provide information and support to Workforce Investment Boards and other state information products and services. State-based workforce information delivery systems would be supported.

3). Providing a variety of innovative approaches for universal access to workforce information. The One-Stop Operating System would be maintained to support delivery of services through integrated access to web-based systems, case management, scheduling, and tracking. Common Systems/Web-Based System Support would be maintained. Access would be expanded to web-based systems through community organizations, libraries, and schools. Toll-free telephone access would be provided to workforce information and services.

GOAL 4: Use local, state and national customer feedback to continuously improve and enhance the system.

Continuous improvement of the workforce information system depends on input from its customers through a comprehensive customer satisfaction and outreach program. Achieving this requires building on the experience of individual agencies and states in gathering customer satisfaction information and using other customer feedback strategies and incorporating customer feedback in planning, budgeting and implementing system improvements. The many diverse groups of individuals who need to provide important feedback must be kept in mind as one survey instrument to collect this feedback may not meet the assessment goals related to data sought from all these individuals.

This will be accomplished by:

1). Providing a variety of innovative approaches for universal access to workforce information. Current and prospective customer needs would be analyzed. Development of a customer contact tracking system, customer satisfaction standards, and dedicated customer relations staff would take place. Customer needs and input would be summarized, and the results would be incorporated into the annual plan.

2). Incorporating customer feedback, as appropriate, into the workforce information system and products.

GOAL 5: Conduct research and development activities that continuously improve and create workforce information.

Research and development is needed to improve the quality of workforce information and to add

critical new information sources. Research should focus on data collection methods, statistical procedures, and application of technology to reduce cost, increase timeliness, and improve quality. In addition, investments are needed in tools to increase the speed and efficiency and reduce the cost of labor market transactions. Achieving this requires setting priorities, and creating and implementing a research and development plan.

This will be accomplished by:

1). Identifying and setting priorities for current research projects by conducting a review and approval of continuation of current research and development activities. Coordination with other public and private sources such as the Montana Ambassadors, the MSU Extension business retention studies, and others of a similar nature, by providing staff review and expertise in survey design and research areas as necessary.

2). Identifying new research initiatives in data collection and analysis. Occupational supply information will continue to be developed, including information on the output of education and training programs, identifying relationships between these programs and occupations, and other topics. Development of data and analysis methods will be continued for occupational supply information. State and local educational agencies will be consulted to meet the information needs of secondary and postsecondary school students. Local needs will be determined for benefits information and methodology for providing it. Research will be conducted that identifies alternative aggregation approaches, such as industry clusters, as part of enhanced universe employment and wage data efforts. O*Net research will be continued, including developing methods for collecting occupational skills data.

3). Developing a long-range research and development plan. Tools will be created that increase the speed and efficiency, and lower the costs, of labor market transactions.

GOAL 6: Continuously invest in quality training, technical support, and capacity building, both for workforce information system staff and for those who are involved in providing services to others through a one stop workforce system within the state.

The skills of the staff who develop, analyze, and deliver workforce information must be maintained and improved through training in data collection methods, analysis, use of technology, and customer support. Training and assistance must be provided to customers in the uses and limitations of workforce information. Achieving this requires expanding the system's capacity and better coordinating existing resources.

This will be accomplished by:

1). Developing a coordinated training and education program for workforce information staff and customers. Increasing coordination between ETA, BLS, the states, and the LMI Institute will help to improve the efficiency, quality, and consistency of training while eliminating duplication for cost savings. Involving BLS and ETA Regional Offices is important in the delivery of customer training. The LMI Institute and other state workforce information training initiatives must be funded. Appropriate delivery systems must be explored for training, including a professional staff of trainers,

distance learning, and computer-based training. A set of outreach and education materials must be developed that describe services and products to be provided to workforce information system customers.

2). Delivering quality training to both workforce information system staff and to all involved in providing services to others through a one-stop workforce system.

GOAL 7: Jointly guide and manage the nationwide workforce information system through a federal-state partnership.

Initial Objectives of the foregoing seven goals: Accomplishment of these initial priorities will move the workforce information system toward the vision and goals of the Workforce Investment Act mandate.

Customers will see quality occupational wage and employment data for more local areas, allowing more comparisons across the country, within states, and across more occupations within an area. Customers will also see more timely data, produced in a standardized format for quick updates to delivery systems, and more accurate.

The development of O*Net will continue, including basic data collection. Customers will see current data of basic skills, abilities and other characteristics.

Customers will see more timely publication of employment and wage data for the nation, states, and local areas, more accurate local employment and wage data as staff use better editing systems to find and correct errors, and very local and timely information on labor market conditions derived from the high volume of transactions on America's Job and Talent Banks.

Customers will see continued availability of career information in electronic formats and printed publications, O*Net data and tools incorporated into state workforce information systems and America's Job Network, and short-term industry and occupational forecasts available for many states and areas.

Customers will see information on the track record of training providers for use by individuals receiving training under the Workforce Investment Act, and also emerging information on performance of the workforce investment system for guiding policy, service delivery and funding decisions.

Customers will see improvements to the workforce information system based on plans developed cooperatively by the states and federal agencies, using input from customers, and opportunities to rate satisfaction with the workforce information system and to provide input on customer needs.

Customers will see better skilled state workforce investment information staff provide more and better analysis of important topics, and special assistance to customers.