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John R. McKernan, Jr.
Governor

John Fitzsimmons
Commissioner

DEPARTMENT OF LABOR

Strategic Plan for the Maine Department of Labor

July 1, 1988 to June 30, 1990



050181

PREFACE

This plan presents the second phase of the Maine Department of Labor's strategic planning process.

During the first year, we clarified our mission and set the future course of the Department. Under Governor McKernan's leadership, we created many new initiatives that will better enable us to respond to the human resource needs of this state. Building on that foundation, this plan presents new aggressive goals for program years 88-89 and 89-90, which will put the Department of Labor in a strong position as we enter the 1990s.

I am pleased with the headway made in the first strategic plan and want to thank every DOL employee who worked hard in setting the goals for the next two years. I am confident that we will meet these goals, and continue our reputation as the lead human resource development agency in the State.

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SECTION I

Maine Department of Labor Mission Statement

MISSION STATEMENT

The Maine Department of Labor is a Human Resource Development agency which promotes and provides programs and services to Maine workers and employers to ensure that Maine has a skilled work force to meet its current and future needs. The Department, with its experience and expertise, has the ability to respond to the human resource needs of this state through a diverse array of services and abilities to: provide job referral and job training services through a network of statewide local offices; produce research and analysis reports; provide career education and labor market information; collect unemployment taxes and pay unemployment benefits; enforce state laws for the protection of the health and safety of workers and the general public, the payment of wages, and the employment of minors and adults; and further labor/management relations.

In order to accomplish its mission, the Department of Labor must:

1. provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities;
2. provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner;
3. provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market;
4. provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

ENVIRONMENTAL CONCERNS AND OPPORTUNITIES

A. Social Demographic Factors

Over the next 13 years, there will be demographic factors evolving in the State of Maine and the nation that will affect the characteristics of the work force and the ability of our programs and services to meet the challenges of our changing economy.

From 1985 to 1995, the work force is projected to increase by about 57,000, or 10.3 percent. Most of the people that will be in the work force over the next 15 years are already working. In the same time period, total employment is expected to rise 17.4 percent, or about 89,300. The work force gains in this time period must come from those aged 25 and over, with much of this increase accounted for by females and older workers as the youth population is projected to decline. In this same time period, the work place is expected to change significantly. Many jobs will become obsolete and replaced by jobs requiring new and different skills and abilities. Retraining of those already in the work force will be required not only because of the changing work place, but because of the lack of new entrants.

In order for the Department to be successful over the next 15 years, it must be well prepared for these changes. In terms of who we serve, the most significant future trends are in age distribution, educational levels, and working women.

Age Distribution:

Looking to 1995, the most important demographic trend affecting labor supply is the decreasing number of young entry-level workers. Population projections show that the 15-24 year old age cohort will contract greatly in the coming decade. By 1994, the number of people aged 15-19 is projected to fall by 27.7 percent, from 107,412 in 1980 to 77,650 in 1994. Those aged 20-24 are expected to fall by 22.6 percent, from 98,438 in 1980 to 76,160 in 1994.

In contrast to the diminishing youth population, the older population segment is expanding. Maine's 65 and older age group has increased steadily. In 1980, there were 140,918 people 65 or older; by 1994, this age group is projected to expand to 173,550, representing a 23.2 percent increase.

The labor force participation rate has decreased for older workers over the last 20 years, but it is expected that this trend will be reversed in the coming decade. Not only has advanced medical care prolonged the good health and productivity of older workers, but the shortage of youth in the 1990s labor market will create new job opportunities for older workers as well.

Educational Levels:

The educational level of Maine's work force will be an important factor in the future. Employment opportunities are lower for the dropout than for those who complete school. Their lifetime earnings are lower, and they are more likely to require welfare and be involved in crime. In the 1986-1987 school year, the statewide dropout rate increased to 3.8 percent. These new dropouts, along with the large number of individuals who left school during the depression or for military service (World War II, Korean, or Vietnam conflicts), add up to a significant population who are currently in the work force without a high school education.

Compounding the dropout rate, which leads to a growing population with lower educational achievements, is the burden of illiteracy. Reading difficulties are a major problem for at least an estimated 10 percent of the State's adult population. Adults who are functionally illiterate cannot read well enough to use most printed matter. They cannot comprehend a newspaper article or complete a job application. Slightly more than 45,000 Maine residents did not complete eighth grade, and about 11,000 did not complete grade five. For most of these people, the inability to read is a daily problem which will escalate as jobs requiring no reading abilities are being replaced by jobs which require two or more years of post-secondary schooling.

Women:

The rise in the number of working women is an important change in the American labor market. The increase in the number of working women in the past 30 years dramatically emphasizes this change. In 1986, nearly 52 million women were working nationwide, about 200 percent more than at the end of World War II. In contrast, the number of men in the labor force increased by only 50 percent. As the labor force participation rate for women has been rising, the rate for men has been declining, suggesting a long-term convergence in the participation rates for men and women. The increased participation rate of females in the labor force has accounted for much of the recent labor force growth in Maine. As we near the year 2000, we expect the rise in the participation of women in the labor force to continue (i.e., an increased number of dual-earner families, a rising number of single parent families, and a smaller number of children born with a resulting greater attachment of women to the labor force).

These factors all will have an impact on the types of people served and the types of programs and services offered by the Department of Labor in the coming years.

B. Economic Factors

The Department of Labor currently receives the majority of its funding from federal sources. Since 1981, funding has steadily been decreasing, with expenditures for that year totaling approximately \$120 million. In 1986, total expenditures for the Department totaled approximately \$96 million. Looking at this decrease from another perspective,

in 1981 the Department had 793 full-time staff positions; in 1988 we presently have 492.

This trend of decreasing resources is not expected to change in the foreseeable future. With a mounting federal deficit and a growing support for the need for spending restraints, the Department cannot expect increased funding through traditional federal sources.

The State Legislature's approval and funding of L.D. 1275, "AN ACT to Enhance the Maine Job Training Partnership Program" and L.D. 2494, "AN ACT to Establish the Strategic Training for Accelerated Reemployment Program," was a sign of its support and understanding for the need for the state to maintain strong employment and training services in this changing economy. We must ensure that this support continues and show that the return is well worth the investment. We must all be aware, however, that given the reality of more cutbacks at the federal level in a number of areas, there will be more and more pressure on the state to maintain programs and services. It is not realistic to think that the state will be in a position to replace the loss of all federal funds.

While traditional federal services are expected to decrease over the long run, the availability of planning and demonstration grants for the next few years are bright possibilities. Because of the importance Governor McKernan has placed on human resource development and the strong record of our current programs, federal sources seem willing to allocate research and development funds to this state. These types of grants can be extremely helpful in assisting the Department to modify and improve its programs and services and to find new ways of operating more efficiently.

The prospects for private sector investments in human resource development appear positive. We have witnessed in the southern part of the state companies lowering their hiring standards and/or investing in on-the-job training activities to find needed workers. We expect more companies to offer day care, transportation, and other services to attract needed workers. These trends will continue and should present more opportunities for the Department to work closer with these companies to fill their future needs.

C. Technological Factors

The argument can be made that technological innovation is having its most significant impact on the work place since the industrial revolution. This applies to almost all areas of employment and is not necessarily dependent on whether the industry is growing or is in decline. Indeed, new technology may save some failing industries.

Technology will have an impact on product make up, production methods, and how services are delivered. Its impact has already been felt in offices, manufacturing plants, construction sites, agriculture, medical professions, and in other service industries. Developing technology has already begun to redefine how we work. This trend will continue in the foreseeable future.

The application of new technology will cause dislocation of workers and the necessity to retrain workers to provide them with the skills required in today's work place. Current population trends imply that the majority of the work force in the year 2000 is already in the labor force. Few of these individuals will remain in a single job until retirement; therefore, their ability to deal with changing technology will affect both their current position and their potential for future successful employment. As we have stated previously, demographics preclude the availability of any large group of younger, more highly trained individuals for employers to draw from. Therefore, employers will have to increase their investment in current employees to stay competitive in the marketplace.

Technology will have a significant impact on the rapidly growing service and trade industries. Not only are new methods of service being developed, but additional businesses will develop around them. Since much of the service industry is people based, a new technology will be basic interpersonal retention skills. Although this may not seem to fit the definition of technology in traditional terms, it may very well become part of the definition in the 1990s.

The development of technology will increase the level of education and training necessary to work successfully. High school dropouts and individuals with marginal skills will be at an increasing disadvantage in the future.

Overall, developing technology will mean a constantly changing work place and will demand that training be constantly reviewed, revised, and expanded in order to reflect the changes and meet the needs of our labor force.

D. Governmental Factors

It is safe to expect that a number of State and federal programs and services currently operated by the Department will be reviewed and revised in the next few years.

As we stated previously, the major source of funding and legislation that the Department currently operates under is federal. With the exception of JTPA -- which is relatively new and not expected to undergo any major revision-- the two largest federal programs operated by the department are the Unemployment Insurance and Job Service programs. These programs are currently operating under legislation that was enacted in the 1930s, when labor market conditions were quite different than today. These programs are currently under review, and there is a great deal of discussion and debate about the types of modifications that will be proposed. A number of states have gone ahead and made changes in these programs in the form of demonstrations intended to influence pending legislative action. At this point, it is difficult to determine when or what types of changes will take place.

In addition to these larger programs, there are also a number of changes proposed for smaller but significant programs that could have a major effect on how we operate and who we serve. An example of this is the worker adjustment program recently passed by Congress. This bill will affect the current TRA (Trade Readjustment Allowances) program administered by the Job Service and the Title III JTPA program administered

by the Service Delivery Areas, as well as the makeup of the Human Resource Development Council.

Recently, we have also witnessed new Federal legislation for programs operated by other state departments, which have included provisions directly affecting our department and programs. The Carl Perkins Act is one example of this in that it calls for direct involvement of JTPA and the Human Resource Development Council in its planning and administration.

Overall, legislation from child labor laws to the Wagner-Peyser Act are expected to undergo some revisions in the near future. It is important that the department support and participate in this process at all levels so that we can help shape the programs and services available in the years to come.

E. Related Service Providers

The following is a matrix of some of the major HRD programs in the State and the specific services which they offer:

EMPLOYMENT AND TRAINING PROVIDER MATRIX

HRD Programs	Outreach	Testing	Pre-Employment Training	Diploma, Degree Education	Remedial Education	Employment Counseling	Life Skills Counseling	Occupational Training	On-the-Job Training	Customized Training	Work Experience	Apprenticeship	Upgrading	Retraining	Child Care	Transportation	Job Search	Job Placement	Total Spent Annually
University of Maine System	I	I	I	I	I	I	I								I		I		\$223,906,026
Maine Maritime Academy	I		I	I	I	I		I			I		I				I	I	8,677,230
Maine VTI System	I	I	I	I	I/S	I	I	I	I	I	I		I	I	I/S	I/S	I	I	29,259,410
JTPA	I/S	I	I	I/S	I/S	I	I	I/S	I	I	I		I	I	S	I/S	I	I	11,307,640
Job Service		I				I			I								I	I	4,008,013
TAA		I/S	S	S	S	I/S		S	S	I/S				I/S		S	I/S	I/S	1,564,920
Apprenticeship		I/S	S	S	S	S	S	S	S	I/S	S	I/S	S	S	S	S		I/S	130,494
MOICC		I/S				I/S													588,840
Displaced Homemakers	I	S	I	S	I/S	I	I	I	S	S	S	S	S	I	I	I	I	I/S	418,000
WEET		I	I/S	S	S	I/S	I	S	I/S		I				S	S	I	I/S	2,542,619
Food Stamp Job Program	I	I/S	I/S	S	S	I/S	I	S							S	S	I	I/S	260,615
Vocational Rehabilitation	I	I/S	S	S	S	I/S	I/S	S	S	S	S	S	S	S	S	S	I/S	I/S	9,395,635
Senior Community Service Employment Program										S							I/S	I/S	435,804
Job Corps	I	I	I	I	I	I	I	I	I	I	I				S	I	I	I	3,772,708
Adult & Community Education	I	I	I	I	I	I	I	I		I/S							S		4,850,000
Secondary Vocational Education Carl Perkins	I	I		I	S	I/S				I				I			I		Carl Perkins 4,346,884
BMHI			I	I	I	I	I				I						I	I	300,831
Department of Corrections		I	I	I	I	I		I	I								I	I	887,375

I = In House
S = Subcontracted

In the future, as total HRD federal funds continue to decrease and HRD becomes a more important part of the State's economic development strategy, more coordination among employment and training agencies has to take place both at the State and local levels.

Unnecessary duplication of HRD services needs to be avoided, and HRD agencies must be working toward well defined goals. With the Governor's May 15, 1987, appointment of the Maine Human Resource Development Council (MHRDC), we have a start at dealing with these objectives.

F. Local Developments and Trends:

As outlined previously in this section, between now and the year 2000, we expect our economy to improve and grow.

The job market between now and the year 2000 in Maine is expected to grow at a faster rate than the number of available workers. The labor market of the future opens a window of opportunities for those population groups who have not been able to participate more fully in the past. At the same time, existing industry will undergo modernization and retooling utilizing modern technologies to be more competitive in the world market. This will necessitate retraining of present workers to upgrade skills and abilities. It is evident that the Department of Labor, as a human resource development agency, will see its role and importance increase substantially.

For the Department to be effective in its role as a leader in human resource development, it must be efficient in its ability to identify areas of skills shortages and prepare and mobilize workers to fill identified needs. This will require intensified recruitment and training capabilities and a sound coordinated approach within the Department of Labor as well as government in total.

Finally, as attention is increasingly directed towards the importance of quality of work life and human resource development, personnel functions are expected to become larger and more sophisticated as private sector employers themselves assume more responsibility for the needs of their employees. It will be increasingly important for the Department to maintain awareness of developments in this area and to look to employers for their own definition of what they need from us.

STRATEGIC ADVANTAGE PROFILE

The Department of Labor has many distinct strengths to enable it to accomplish its mission and meet its goals and objectives.

The Governor is the first key advantage to the department. Because of his belief in the need for a skilled and motivated work force in order for the state to continue to grow and prosper, he has established human resource development as a major initiative in his administration.

The administration of the Department is enhanced by a commissioner with experience in human resource development and who has earned the respect of employment and training professionals in the state as well as on a national level.

The Department has a staff with a broad diversity of skills and extensive experience in planning and administering state and federal programs. The Department is fortunate to have a large number of employees who have worked for it for 15 years or more. The present mix of veterans and new employees allows the Department to maintain its perspective while it employs new energy and techniques to ongoing programs and services.

The fiscal and administrative systems at the Department are up to date and capable of handling complex federal and state regulations and guidelines and can generate the data and reports needed to conduct ongoing research and evaluation. Because most of the programs administered by the Department are federal, they have undergone close scrutiny and extensive monitoring. This has forced the Department to develop systems which are flexible, complete, and responsive.

The Department has in place programs and services that impact on the broad range of human resource development activities. The Department currently operates programs that deal with everything from working conditions on the job site to child labor laws to job training and referral to the major maintenance program for workers during periods of unemployment.

The Department has in place a network of local offices and staff from Madawaska to Sanford and 17 places in between. These offices are connected by state of the art computerized systems and are staffed by employees who are in daily contact with individuals seeking employment and employers seeking workers.

The Department has an extensive information and data base as well as an excellent research and analysis capability. The Department has already produced a number of reports and studies emphasizing the need for expanded human resource development services and can generate further information necessary to evaluate the labor market needs of the future.

The Department currently enjoys a good working relationship and support of the State's three Private Industry Councils and the JTPA program, which has been a traditional regional leader in terms of its performance and initiative. Through this program, there is a solid statewide capability for assessment, training, and retraining of targeted populations.

The present and projected economy of this state is considered an advantage for the Department. The tight labor market we have experienced in the southern part of the State, and soon expect to experience statewide, places a sense of importance and urgency on human resource development that would not occur in a recession or period of high unemployment. Employers who are in desperate need of workers are more apt to provide assistance with services such as transportation and child care, which are present barriers for a number of potential workers, and are more willing to assist the Department in its efforts to streamline programs and services to satisfy their needs.

The Department has a few basic weaknesses which it must recognize and overcome to be successful in the future.

The large reliance the Department currently has on federal funding is a problem. As stated previously, we expect federal funding to steadily decrease in the foreseeable future.

The fact that much of the major legislation, both state and federal, under which the Department currently operates, was enacted in the 1930s can be considered a weakness. Although the reality that these programs and services remain vital speaks to the quality of these acts, it is time that changes are made to better enable us to deal with the workplace of the 1990s.

SECTION II

Organizational Units: Mission Statements and Objectives

Office of the Commissioner

STRATEGIC PLAN FOR THE OFFICE OF THE COMMISSIONER

Purpose

The Office of the Commissioner is the central administrative unit of the Department of Labor. Within the Commissioner's Office is the Departmental Affirmative Action Officer, the Automation Coordinator and Data Base Administrator, and the Assistant to the Commissioner for Public Affairs. The Commissioner is responsible for the overall administrative, policy, budget, and information functions of the Department and reports directly to the Governor. The Commissioner serves as the Chairperson of the Maine Occupational Information Coordinating Committee, is a member of the Maine Human Resource Development Council, a member of the AFDC Coordinating Committee, and serves on a number of other labor-related boards.

The Commissioner's Office is located in the Department's central administrative building at 20 Union Street in Augusta, as is the Division of Administrative Services and the Office of Management Systems and Information, which operate under the supervision of the Commissioner.

The Office of Administrative Services is responsible for Departmental payroll, personnel, budgeting, and property. This Office is also responsible for accounting, purchasing, printing, and stockroom activities of the Bureau of Employment Security.

The Office of Management Systems and Information is responsible for the coordinated purchase and use of computerized or automated equipment and information.

In order to accomplish its mission, the Office of the Commissioner must:

- I. Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.
- II. Provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.
- III. Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.
- IV. Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

DIVISION: AFFIRMATIVE ACTION OFFICER

Responsibilities: The Affirmative Action Officer is responsible for coordinating Equal Employment Opportunities and implementing Affirmative Action in programs and services for the Department.

OBJECTIVE I: Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.

Measures

1. The Affirmative Action Officer will develop an Equal Opportunity Handbook for JTPA contractors and subcontractors to assist them in their equal opportunity and affirmative action program. A portion of the handbook to cover monitoring reviews.

Timetable: December 1989

2. The Affirmative Action Officer will develop and implement a training plan for recipients of federal funds (JTPA service delivery's) based on the results of the EEO/AA monitoring reviews.

Timetable: June 1989

3. The Affirmative Action Officer will work with the Bureau of Employment Security, Division of Economic Analysis and Research to develop and publish a resource list of women, minority and handicap organizations for use in affirmative action recruitment.

The Affirmative Action Officer will work with the Bureau of Employment Security, Division of Economic Analysis and Research to expand the Women and Minorities in Maine's Labor Force to include recommended guidelines of an Affirmative Action Plan.

Timetable: June 1989

4. The Affirmative Action Officer will revise and coordinate the EEO compliance reviews of Job Service local office services to the public. Service from the Office of the Automation Coordinator will be utilized in the computerization of this process.

Timetable: December 1989

5. The Affirmative Action Officer will revise and coordinate the EEO Compliance reviews of Unemployment Insurance local offices. Services from the Office of the

Automation Coordinator will be utilized in the computerization of this process.

Timetable: December 1989

OBJECTIVE IV: Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

Measures

1. The Affirmative Action Officer will develop, coordinate and implement an Agency New Employee Orientation Plan using guidelines and recommendations from the Bureau of Human Resources and the Agency's Employee Orientation Training Committee.

Timetable: Plan to Bureau of Human Resources - November 15, 1988.

Implementation of Plan with Agency - January 1989

2. The Affirmative Action Officer will develop and distribute an EEO/AA training survey to determine the training needs of agency managers, supervisors and employees. Survey tool must cover EEO/AA, sexual harassment, unequal treatment, reasonable accommodations, and AIDS.

Timetable: December 1988

3. The Affirmative Action Officer will coordinate, develop and implement an EEO/AA training plan to respond to training needs identified by agency employees.

Timetable: April 1989

4. The Affirmative Action Officer will develop and implement a training plan for new managers and supervisors to address federal and state EEO laws, regulations and policies; affirmative action responsibilities; sexual harassment; and reasonable accommodations to those with physical/mental limitations.

Timetable: June 1989

5. The Affirmative Action Officer will update the Maine Department of Labor Welcomes you to a Career in State Government.

Timetable: January 1989

6. The Affirmative Action Officer will work with the Office of the Automation Coordinator to:

1. Computerize the components of the affirmative action plan.
2. Monitor progress of expanded certification and Agency AA goals.
3. Generate quarterly reports.

Timetable: February 1989

7. The Affirmative Action Officer will review and revise the Job Service and Unemployment Insurance grievance procedure following guidelines from the Directorate of Civil Rights.

Timetable: July 1989

8. The Affirmative Action Officer will work with the Legal Division to review Job Service and Unemployment Insurance policies and procedures for compliance with federal and state EEO laws.

Timetable: June 1989

9. The Affirmative Action Officer will continue to work with the Legal Division on compliance of JTPA policies and procedures with Federal and State EEO laws.

Timetable: March 1989

DIVISION: OFFICE OF ADMINISTRATIVE SERVICES

Responsibilities: The Office of Administrative Services (OAS) is a unit of the Office of the Commissioner. The purpose of the OAS is to be the fiscal/administrative agent of the Commissioner, the Bureau of Employment Security (BES) and the Maine Occupational Information Coordinating Committee (MOICC).

The OAS is responsible for all departmental activity related to State budget, telecommunications, leased space and special services contract administration. Also, the OAS is responsible for providing payroll, personnel and employee relations services to all units of the Department with the exception of the Maine Labor Relations Board (MLRB). In addition, the OAS provides accounting and property control services to both the BES and the MOICC; and, supply, warehouse, printing and mail services primarily to the BES and the Office of the Commissioner.

The budget for the OAS comes primarily from the BES but is supplemented by funds from all units of the Department (except the MLRB) on a pro rata basis. The total expenses of the OAS for the twelve month period ending June 30, 1988 (SFY '88) were approximately \$350,000.00.

The overall objectives of the OAS are to enhance and support the activities of the program and other administrative units of the Department. Therefore, the OAS' objectives may not directly accomplish the Department's strategic plan objective (i.e. increase service to target groups) but is aimed at assisting the Department to meet its objective (i.e., expeditious recruitment effort to fill funded vacancies).

OBJECTIVE I: Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.

Measures

1. The OAS will continue to review the department's personnel recruitment efforts and procedures and will, within its authority, recommend action to ensure funded vacancies are filled on a temporary or permanent basis, in an expeditious manner. This will include a furtherance of effort to secure a special services contract for temporary clerical services for use throughout the Department in the Augusta area (Note: Initial attempts have been denied by the Bureau of Human Resources for unspecified reasons).
2. The OAS will develop its own two (2) year Strategic Plan by September 30, 1988, by which it will be evaluated on a quarterly basis.
3. The OAS will assign necessary staff to ensure implementation of the new financial

management system (ICESA/FARS) within nine months of an approved contract between the Department and the vendor (CDSI).

4. The OAS will continue to maintain a 90 percent or better record in responding to "Draft Reply to Correspondence" requests within three work days of receipt.
5. The OAS will continue to maintain a 95 percent or better record in responding on time to requests for reports/surveys, etc.
6. The OAS will continue to process for payment 95 percent of all properly prepared invoices and vouchers within three work days of receipt.
7. The OAS will evaluate the possibility of providing property management services to the Bureau of Employment and Training Programs in order to ensure BETP's property system meets state and federal regulations by June 30, 1989.
8. The OAS will continue its mutual relationship with State trades services, working within the existing contract, to secure needed facilities related services for a clean, functional and safe workplace at least cost to the agency and state.
9. The OAS will continue to provide duplicating services to BES and other departmental units in such a manner that demonstrates concern and responsibility for accomplishing work well and within deadlines.
10. The OAS will improve its mail processing, handling and reporting procedures, keeping all employees informed of postal changes in order to realize a better level of service for existing and new programs.
11. The OAS will continue to meet and improve its Property Management responsibilities ensuring timely reporting, currency in record and responsive equipment relocation for BES, the MOICC and the Office of the Commissioner.
12. The OAS will improve its warehousing techniques and capabilities including record retention services with expended floor space and efficient use of all space.
13. The OAS's Property unit will respond to written requests for equipment and supplies transfer by affecting transfer or acknowledging the request within three (3) workdays of receipt.
14. The OAS will pursue the use of computer graphics providing each Unisys user the capability of producing quality copy for form revision and duplication. Implementation of this capability will be accomplished within six (6) months after it has been loaded to the Unisys mini.
15. The OAS will implement the automation of supplies posting and inventory providing more efficient and effective reordering, supplies control and level reviews as well as a format conducive to the application of direct user charging by December 31, 1989.

16. The OAS will continue to assign a senior member of its staff to be the MDOL coordinator for the proposed new State Accounting and Reporting System to ensure: expeditious implementation of the system; the furtherance of interfacing between the State and MDOL systems; and the State system provides for the unique requirements of MDOL's federal grants.
17. The OAS will draft and distribute a survey to all service users by January 1, 1989. The purpose of the survey is to determine the quality of service provided by the OAS

OBJECTIVE IV: Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

Measures

1. The OAS will continue to review OAS staff job descriptions to determine if positions should be submitted to the Bureau of Human Resources for possible reclassification and will complete its initial review by June 30, 1989.
2. The OAS will take action to maintain a staff turnover rate of less than 15 percent (Note: present staff level = 25).
3. The OAS will analyze present average per person sick leave usage (paid and unpaid) throughout the Department in order to determine if present usage is in excess of other similar departments and if usage is indicative of a demoralized work force.
4. The OAS will develop an individual training plan for each of its employees by March 31, 1989, that contains at least one training opportunity available to the employee during both SFY'88 and SFY'89.
5. The OAS will take the necessary action to correct any violation of laws or regulations identified by work site reviews within the specified time frame.
6. The OAS will investigate and implement by June 30, 1989 a program designed to instill a constructive service oriented attitude in all OAS staff.
7. The OAS will investigate and recommend by June 30, 1989 a program designed to bolster the image of the OAS's Office Services unit.

DIVISION: OFFICE OF THE AUTOMATION COORDINATOR

Responsibilities: The Office of the Automation Coordinator is responsible for the coordinated purchase and use of all computerized or automated equipment and information.

Budget: Allocated to Department Bureaus based on actual cost.

OBJECTIVE I: Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.

Measures

1. The Division will successfully install and run the Employment Security Financial Management System (ICESA/FARS) by FY '89.
2. The Division will study and report on the feasibility of a redesign/enhancement of the data collection and management control of the Job Service Program by May 1989.
3. The Division will study and report on the status of the automation requirements of the Unemployment Tax Division by December 1989.
4. The Division will implement the first phase of the Department's Generic Network (X.25) by January 1990.

OBJECTIVE: III: Provide the employed, unemployed and underemployed with services needed to enhance their opportunities in today's labor market.

Measures

1. The Division will build a "PC Based" Occupational Information System (OIC) for MOICC by June 1989.
2. The Division will develop a "PC Based" Wage Record Data Collection System for employers by November 1988.
3. The Division will develop a "dial-up" inquiry system for UI Itinerant Offices by September 1989.
4. The Division will develop an "A.S.P.I.R.E. MIS System" by December 1989.

DIVISION: LEGAL

Responsibilities: The purpose of the Legal Division is to provide legal services to the Maine Department of Labor (MDOL). The responsibilities of the Legal Division include representation of MDOL in court, participation in MDOL's management team, response to requests for assistance from MDOL, review of contracts and leases for MDOL, supervision of MDOL's collections contract, and participation in MDOL's rulemaking process.

Budget: Actual cost for three full-time attorneys and two clericals.

OBJECTIVE I: **Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.**

Measures

1. The Legal Division will respond to all court and other deadlines in a timely manner. This will be measured by maintaining a weekly schedule and by a quarterly review of active court files.
2. The Legal Division will respond to requests for assistance and review of legal documents within 48 hours through immediate action or a commitment to a future response date depending on the importance and priority of the request after consultation with the requesting party.
3. The Legal Division will review proposed BETP procedures for legal implications on an ongoing basis.
4. The Legal Division will provide the services of one attorney to the Commission to provide independent legal advice, which shall include review of the record in cases to be decided by the Commission, the attendance of legal counsel at Commission hearings upon request and assistance in decision writing.
5. The Legal Division will provide training to agency staff who appear at Division of Administrative Hearing and Unemployment Insurance Commission hearings by December 31, 1988, and will consult with them as needed before hearings.
6. The Legal Division will assist in the establishment of a system for agency representation at disclosure proceedings to ensure that agency personnel are familiar with disclosure law and procedures by December 31, 1988.
7. The Legal Division will assist the Bureau of Employment Security in rewriting the Deputy's Manual to include appropriate references to applicable case law by March 31, 1989.

8. The Legal Division will design training materials on the Administrative Procedures Act by March 31, 1989, and provide training on request to departmental staff and board members.
9. The Legal Division will design training materials on the public Right to Know Law by December 31, 1989 and provide training on request to departmental staff and board members.
10. The Legal Division will provide training to the Director of MOICC on the writing of contracts by March 31, 1989.
11. The Legal Division will provide training to the U.C. Director and selected staff on confidentiality statutes by June 30, 1989.
12. The Legal Division will review Job Service, Unemployment Compensation and JTPA procedures and forms for conformity with the Maine Human Rights Act and related laws by June 30, 1989.
13. The Legal Division will establish procedures for the proper investigation of wage and hour complaints submitted to BLS by June 30, 1989.
14. The Legal Division will assist Data Processing in the review of RFPs and in the procurement and negotiation process on an ongoing basis and will review the purchase of a mainframe computer by June 30, 1989.
15. The Legal Division will provide training to U.C. Deputies and Managers on separation issues by June 30, 1990.
16. The Legal Division will review procedures of the Fraud Unit of the Bureau of Employment Security regarding the investigation and prosecution of fraud complaints by June 30, 1990.
17. The Legal Division will provide legal services to the 12-County SDA, or on an as needed basis upon request.

PUBLIC INFORMATION OFFICE

OBJECTIVE I: Provide the governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.

Measures

1. All deadlines and timeframes set by the Governor's Office, regarding legislative activities, constituent correspondence, and other requests will be met.
2. By March 31, 1989, a survey will be conducted within the Department to determine effectiveness and efficiency of, and satisfaction with the Department's Legislative Procedure. A summary report will be submitted to the Commissioner, with results separated by Bureau.
3. By March 31, 1989, a survey will be conducted within the Department to determine effectiveness and efficiency of, and satisfaction with the Department's Public Information Policy. A summary report will be submitted to the Commissioner, with results separated by Bureau.

OBJECTIVE II: Provide for increased awareness of Department of Labor programs among business, government, and the general public.

Measures

1. Continue implementation of the one-year MARKETING PLAN, July 1, 1988 - June 30, 1989. By June 30, 1989, the following will have been completed:
 - A. New Press Release Policy
 - B. D.O.L. Speakers' Bureau
 - C. Survey of all local offices to ensure visibility
 - D. Updated Employee Booklet
 - E. Employee Orientation Training Program
 - F. Annual Employee Outing
2. Work with division staffs to increase division-level marketing. For those divisions which offer direct service(s) to the public, business, or the Legislature, an individual will be selected to represent the division in addressing marketing strategies. A marketing professional will be brought in to conduct a training session (or sessions) with those individuals. By December 31, 1989, each Bureau will report on marketing efforts taking place (or to take place) within their respective divisions.
3. The Public Information Officer will meet once a month with the Division Directors of each bureau to discuss potential marketing activities.
4. The Public Information Officer will write, or generate at least one article per quarter about the Department's activities.

Bureau of Employment Security

STRATEGIC PLAN FOR THE BUREAU OF EMPLOYMENT SECURITY (BES)

Purpose

The Bureau of Employment Security provides services to help prevent or reduce the adverse social economic impact of unemployment and underemployment. It achieves this social security by operating free public employment offices in affiliation with a nationwide system of public employment services; by devising appropriate methods for reducing the volume of unemployment; and by the systematic accumulation of funds during periods of employment from which benefits may be paid for periods of unemployment. The Bureau develops, collects, and disseminates labor market information. It is responsible for the administration of the State's unemployment compensation program and related federal programs. The Bureau is responsible for the operation of the state Job Service. It also issues training allowance payments to eligible participants in various federally-sponsored training programs.

In order to accomplish its mission, BES must:

- I. Provide the Governor, legislature, and Maine citizens with an effective and efficient state bureau able to complete its mandated and assigned responsibilities.
- II. Provide employers with a skilled and motivated workforce through job training, job referral, career guidance information, and related services in an expeditious and professional manner.
- III. Provide the employed, unemployed and underemployed services needed to enhance their opportunities in today's labor market.
- IV. Provide a professional and caring environment for its staff that recognizes and supports initiatives and promotes professional development.

DIVISION: ADMINISTRATIVE HEARING

Responsibilities: The purpose of the Division of Administrative Hearing is to hear and decide disputed claims under the Unemployment Insurance Program, complaints of violations of the Federal Regulations dealing with the migrant woods program, and complaints under the Job Training Partnership Act. In a general sense, the purpose is to resolve disputes between private parties and the Department. Its primary objective must be to provide a fair and expeditious hearing and decision to the interested parties. All hearings are held pursuant to provisions of the Administrative Procedure Act.

Budget: Allocated from the Unemployment Insurance budget based on minutes per unit (MPU).

OBJECTIVE I: **Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.**

Measures

1. The Division proposes to organize, preferably in coordination with the other New England states, an annual two to three-day training conference for hearing officers to assure the minimum refresher courses on basic skills.
2. In order to assure appropriate hearing sites in the county and state facilities (except local Department of Labor offices) where nearly half of the hearings are held, the Division proposes to establish a long-term relationship with the court or the county administration recognizing the significance of the suitability of these hearing facilities.
3. In order to assure appropriate hearing sites in existing local Maine Department of Labor offices in Skowhegan, Rumford, Portland, Lewiston, and Presque Isle where the Division will work with the OAS to upgrade facilities, taking into consideration ventilation cleanliness, furniture, and noise control.
4. The Division will reduce the distance a party must travel from home or business to thirty miles or less for attendance at a hearing.
5. The Division will provide telephone hearings to parties when facts are undisputed essentially and do not require a credibility determination.
6. Since federal funding to the Division has decreased, the Division will seek other sources of revenue by offering its services to conduct hearings for any state or municipal agency. A plan will be developed to inform governmental agencies of the availability of the hearing officers by June 30, 1989.

OBJECTIVE IV: Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

Measures

1. To assure that the description of the position of Administrative Hearing Officer is adequate to fulfill the responsibilities of the position and to assure adequate compensation to assure high morale and continuity of personnel, the Division will ask the Bureau of Human Resources to conduct an analysis of the position of Administrative Hearing Officer. An FJA-1 will be submitted to the Bureau Executive Director by November 1, 1988.
2. The Division will establish opportunities for Administrative Hearing Officers to embark on one-two week studies every two or three years at institutions such as the National Judicial College.
3. The Division will provide at least one training opportunity per year for members of the support staff.

DIVISION: DATA PROCESSING

Responsibilities: The purpose of the Data Processing Division is to provide comprehensive data processing services to the Bureau's other Divisions. These services include the operation of the mainframe computer, operation of the telecommunications network, system analysis and design, applications programming, maintenance of both the mainframe and networks' operating software, computer media library, quality control and data entry services, consulting, micro applications development, and the integration of micro, departmental, and mainframe technologies.

Budget: Allocated from the other divisions based on projects per division.

OBJECTIVE I: Provide the Governor, legislature, and Maine citizens with an effective and efficient state bureau able to complete its mandated and assigned responsibilities.

Measures

1. If funding is available, install a suitable replacement for the mainframe computer's central processing unit and appropriate enhancement to the computer's disc complement. The equipment installation should be accomplished with little if any disruption to productions services. A January 1, 1990 completion for both the installation and appropriate conversion is envisioned.
2. In concert with the office of the Automation Coordinator install and operate the IBM 9370 department computer to support the timely implementation of the FARS System. Technical efforts should be completed by June 30, 1989.
3. In concert with the Office of the Automation Coordinator install and operate the X.25 telecommunication equipment and protocol at the three (3) appropriate equipment levels, the mainframe, departmental, and micro. The X.25 protocol will enable and simplify inter as well as intrastate telecommunications within the computer environments the Bureau wishes to employ. Network availability by January 1, 1990 is planned.
4. Initiate and continue a comprehensive survey of software products available for implementation on the Bureau's mainframe in three (3) areas:
 - a. So called "productivity tools," software that simplifies and quickens the tasks of programmer and analysts, e.g., 4GL's (Fourth Generation Languages) CASE (Computer Assisted Systems Engineering) LOUIS II (ad hoc reports generation).
 - b. Software that enhances the productivity of the computer or assists in the identification and correction of productivity problems, "systems tuning".

- c. Software that might reduce the time and staff resources usually devoted to applications development, so called "shelf, third party, or proprietary software." Carefully selected software of this type would not displace staff, but, could simply accomplish necessary Bureau processing requirements less expensively and more quickly than "custom" software, i.e., programs written by the staff.

These plans are contingent on federal funding.

Recognizing the probable influence of a new mainframe computer environment, a reasonable expectation for completion would be June 30, 1990.

- 5. With the support of OIS plan, develop, and implement a business (disaster) recovery plan for the Bureau by June 30, 1990. The complexity, cost, and practicality of such an effort require OIS support, e.g., a necessary component would be emergency use of OIS equipment.
- 6. In support of the Job Service's initiative to redesign and restructure its automated systems the Division will:
 - a. Appoint a senior applications development specialist to serve on the design committee, January 15, 1989.
 - b. Arrange liaison with the mainframe vendor to provide appropriate technical advice in resource assessments, January 15, 1989.
 - c. Assign systems software capabilities to support both design and resource determination efforts, January 15, 1989.
 - d. Form, orient, and train a development team by April 15, 1989, to accept assignments as appropriate and as is timely.

OBJECTIVE IV: Provide a professional and caring environment for its staff that recognizes and supports initiatives and promotes professional development.

Measures

- 1. Develop an interview package. This approach to candidate selection would focus on the recruitment of the best candidate. The package will be in use by April 15, 1989.
- 2. Develop training plans both for individual staff members and for career paths. The short term objective would be to offer each individual at least one (1) training opportunity each year. The long term goal would be to open career paths. A training opportunity will be offered each employee by September 30, 1989. Considering the probable influence of a new computer environment, longer term plans will be completed by June 30, 1990.

3. Review Division staffing and organization. With the breadth of Division responsibilities, i.e., a full service challenge, its small size will require less than orthodox organizational and staffing approaches. Care to insure appropriate classifications will be taken. Recognizing the probable influence of a new mainframe computer environment a reasonable expectation for completion would be June 30, 1990.

DIVISION: ECONOMIC ANALYSIS AND RESEARCH (DEAR)

Responsibilities: The Division is responsible for developing and maintaining state and area labor market and occupation information programs, and providing the Bureau with economic, management, and actuarial analysis for overall program and planning. The products and activities of this Division include labor force, industrial and occupational employment and wage statistics, occupational profiles, labor market information field services, management information, and the census data center program.

Budget: \$1,098,000

OBJECTIVE I: **Provide the Governor, legislature, and Maine citizens with an effective and efficient state bureau able to complete its mandated and assigned responsibilities.**

Measures

1. The Division will meet all of its obligations and requirements under the U.S. Department of Labor--Bureau of Labor Statistics Cooperative Agreements regarding the Current Employment Statistics (CES) Program, Local Area Unemployment Statistics (LAUS) Program, Occupational Employment Statistics (OES) Program, Employment Wages and Contributions Report (ES-202) Program, Standard Industrial Classification (SIC) Program, Computer Assisted Telephone Interviewing (CATI) Program, and the Permanent Mass Layoff and Plant Closing (PMLPC) Program.

These cooperative contracts are to provide information to the U.S. Bureau of Labor Statistics. As an added benefit, they are also providing information to the Governor, legislature, and Maine citizens.

2. The Division will meet all of its obligations and requirements under the U.S. Department of Labor--Employment and Training Administration (ETA) grants regarding the State and local planning information for JTPA, agricultural wage surveys, and the LMI Program under the Wagner-Peyser Act, providing services to the public on labor market information.

U.S. Employment and Training Administration grants are utilized to develop labor market information for the public and assisting the U.S. Department of Labor in establishing prevailing wage rates for the apple and wood harvesting industry. These wage rates will be to insure that the wages of Maine citizens are not adversely affected by the hiring of alien labor.

3. Requests from the public and government will be answered within five working days, and in most cases responses will be made in two days depending on the extent of the request.

4. The Division will collect information and prepare analyses required to fulfill federal obligations regarding the Job Service and Unemployment Insurance reporting requirements.
5. The Division will operate a State Census Data Center to sponsor a statewide network of affiliates offering consultation, referral, and information released by the Division and the U.S. Bureau of the Census.

OBJECTIVE II: Provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.

Measures

1. The Division will conduct a series of employer visits initiated by local area analysts. A minimum of five employer visits per month will be undertaken. This will allow for the direct collection of information regarding occupational demand, wages offered, technological changes, etc.
2. The Division will make available the computerized data retrieval system for labor market information (LABORNET) to each of Maine's three service delivery areas and at least two employment and training service providers.

OBJECTIVE III: Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.

Measures

1. The Division will conduct at least three workshops for employment and training program planners and deliverers.
2. Labor market information products and materials on the labor force, industrial and occupational employment, wages, and demographics will be made available to all 15 of Maine's human resource agencies as well as fulfilling at least 500 requests from the public.

OBJECTIVE IV: Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

Measures

1. The Division will provide at least one education/training opportunity for each employee during the plan year.

2. The Division will seek assistance from the Bureau of Human Resources by January 1, 1989, to assure that the description of the positions within the Division are adequate to fulfill the responsibilities and to provide adequate compensation to assure high morale and continuity of personnel.
3. The Division will review and evaluate staff work areas to ensure a safe, healthy, and productive environment by April 1, 1989.

DIVISION: JOB SERVICE

Responsibilities: The primary responsibility of the Maine Job Service is to assist job seekers to find suitable employment and assist Maine employers to find qualified workers. This responsibility is met through the operation of a free public labor exchange offering work registration, job referral, and placement to job seekers and applicant screening to employers. Vocational testing and counseling is also provided to those job seekers who must or desire to change their career fields. Exclusive referral services and special recruitment efforts are provided to employers as additional services beyond applicant screening.

Budget: \$5,315,451

The Maine Job Service has developed five specific goals for the Division that will be achieved during the next two years. The five goals were developed to support the four goals that have been established for the Bureau. The appropriate Bureau goal is identified within the five Division goals.

OBJECTIVE I: Identify and evaluate existing funding levels with the timing of receipt of the monies, and examine possible funding alternatives.

Measures

1. Evaluate the adequacy of funding and examine methods to increase funding.

The Job Service Director will establish a workgroup by November 1, 1988 to review the adequacy of existing funding levels. The workgroup will also examine possible methods to increase funding levels. An interim report will be submitted by March 31, 1989 with a final report by June 30, 1989.

2. Select alternative funding sources and develop strategies to secure funding.

The Job Service Director will form a second workgroup by July 1, 1989 to select the best possible future funding alternatives and develop strategies to secure those funding sources. This committee will identify and develop various sources and feasible means to acquire these funds. An interim report should be submitted by September 30, 1989 with a final report by December 31, 1989.

Achievement of this objective will assist in the accomplishment of Bureau Objectives 1, 2, 3, and 4.

OBJECTIVE II: Increase the utilization of Job Service programs and services by developing increased awareness of those programs and services among employers, applicants, and public officials.

Measures

1. Each local office will establish an employer visitation plan by December 30, 1988.

Each plan will include a visitation schedule to assure:

- A. That four employers who have never used the Job Service will be contacted each month.
- B. That four employers who have not used the Job Service in the previous 12 months will be contacted each month.

(Small local offices may request a waiver for a lower visitation rate)

2. Each local office will establish a plan to attract more skilled applicants.
 - A. Each local office will develop a plan by January 30, 1989 to attract and register graduating high school students.
 - B. The Central Office will develop a plan by January 30, 1989 to attract new graduates of colleges, universities, VTI's and business schools to register at local offices.
 - C. The Job Service Director will establish a work group by January 30, 1989 to develop an advertising campaign to increase the registration of professional and technical job seekers.
 - D. Each local office will be provided an annual allocation for local advertising. The initial beginning January 1, 1989.
3. Local offices will increase awareness of Job Service program and services among public officials.
 - A. Each local office will invite individual area legislators, county commissioners and other local officials to tour the local office. Local offices will establish a schedule to provide individualized tours to public officials that will provide an invitation to all public officials by September 30, 1989.
 - B. Each local office will produce a local informational letter quarterly to be mailed to elected officials. The initial letter will be mailed during the first quarter of 1989.
4. Maintain a trained and knowledgeable Job Service staff.
 - A. The Job Service will develop by February 28, 1989 an individual training plan for each staff member providing an opportunity for suitable skill training.

- B. Provide training in marketing techniques and public relations for all interviewing staff by December 30, 1989.

Achievement of this objective will assist in the accomplishment of Bureau objectives 1, 3, and 4.

OBJECTIVE III: The Job Service will increase penetration of the professional and technical job market by establishing a specialized statewide system designed to attract those specific applicants and job opportunities.

Measures

1. Open a pilot professional and technical (P&T) office in Portland by July 1, 1989.
 - A. Location to be set in an environment separate from existing local office with appropriate furnishings and equipment.
 - B. Provide a continuous professional marketing campaign to advertise services available.
2. Increase P&T job orders, applicants and placements by twenty percent over PY '87.
 - A. Utilize Employer Advisory Committee for employer to employer marketing.
 - B. Increase employer visitation program directed at securing P&T orders.
 - C. Participate in trade shows/professional organizations and on campus recruitment programs.
 - D. Conduct an advertising/letter campaign.
 - E. Install a toll-free telephone number for applicants and employers. (Optional)
 - F. Establish an automated resume system by September 30, 1989.
3. Establish new P&T office(s) based on positive evaluation of data of pilot office. Evaluation to be completed by July 20, 1990.
 - A. Measure increases of P&T applicants, job orders and placements (20%).
 - B. Measure total gross salaries of P&T individuals placed.
 - C. Positive evaluation of pilot office will result in establishing and staffing additional P&T office(s) in major market areas.

Achievement of this objective will assist in the accomplishment of Bureau objectives 2 and 3.

OBJECTIVE IV: Increase office efficiency and effectiveness by examination and redesign of the Job Service Automation System.

Measures

1. Convert the Job Service automated reporting system to a real-time system.
 - A. The Bureau Executive Director will appoint a committee to determine the main frame capacity needed for a real-time system and/or the necessity for additional hardware expansion. The committee will be composed of staff from the Data Processing Division, Job Service Division, the Division of Economic Analysis and Research, and the Automation Coordinator's office.
The feasibility study will begin by January 15, 1989 and recommendations will be made by April 15, 1989.
 - B. The Job Service Director will appoint a committee to design an on-line system using present local office equipment. The committee will be composed of at least three local office staff, a representative from the Data Processing Division, the Division of Economic Analysis and Research, and the Automation Coordinator's office.
 1. The committee will be appointed by January 15, 1989 and submit a report on redesign by April 15, 1989.
 2. The system will facilitate timely entry and timely retrieval of operational data.
 3. Data entered can be retrieved the same day as entered.
 4. The system will incorporate extensive on-line edits.
 - C. The Job Service will determine the departmental resources available and accessible to design, write and install a real-time program by September, 1990.
 - D. The strategic planning committee will continue its involvement in this process as an oversight committee.

Achievement of this objective will assist in the accomplishment of Bureau objectives 1 and 4.

OBJECTIVE V: Increase efficiency of Job Service staff through evaluation of current operating policies and procedures and by developing operations handbooks.

Measures

1. Provide Job Service staff with updated employer service policies and procedures by July, 1989.
 - A. Review employer services section of all pertinent manuals and administrative letters.
 - B. Retain, revise and/or develop pertinent guidelines to reflect current operations policies and procedures.
2. Provide Job Service staff with updated applicant services policies and procedures by January, 1990.
 - A. Review applicant services section of all pertinent manuals and administrative letters.
 - B. Retain, revise and/or develop pertinent guidelines to reflect current operations policies and procedures.
3. Provide Job Service staff with updated policies and procedures related to the general public by July, 1990.
 - A. Review all pertinent manuals and administrative letters regarding services to the general public.
 - B. Retain, revise and/or develop pertinent guidelines to reflect current operations policies and procedures.

Achievements of this objective will assist in the accomplishment of Bureau objective 4.

DIVISION: UNEMPLOYMENT COMPENSATION (UC)

Responsibilities: The Unemployment Compensation Program is intended to partially insure workers against loss of wages during times of temporary unemployment. It is neither a welfare nor a relief program, but rather an insurance program for the benefit of qualified unemployed workers. The Division is responsible for the collection of employer contributions which fund the system for the payment of benefits under a variety of State and Federal unemployment programs.

Budget: \$8,060,021

OBJECTIVE I: **Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.**

Measures

1. The Division will implement a project designed to improve the quality of its nonmonetary determinations which will consist of these components:
 - a. Implementation statewide of the Quality Performance Index (QPI) system which measures the quality of nonmonetary determinations by December 31, 1988.
 - b. Proposal of a Quality Control Special Project designed to study QPI data and the effects of certain initiatives on the quality of nonmonetary determinations by December 31, 1988.
 - c. Issuance of a series of manuals containing court cases concerning unemployment compensation by June 30, 1989.
 - d. Expansion of the capabilities of the Automated Nonmonetary Determinations System by September 30, 1989.
 - e. An ongoing Central Office review of nonmonetary determinations throughout the two-year period.
2. The Division will develop and implement an automated system for workload reporting. The UC Director will appoint a committee to include representatives from the Data Processing Division and the Division of Economic Analysis and Research to achieve this goal.
3. The Tax Section of the Division will increase to 80 percent the in-house processing of wage record data by increasing the number of records processed through the

Wage Record Data Entry System and the number of employers reporting on magnetic media. This will include implementation of a project which will provide certain employers with a computer program which will enable them to report wages on diskettes.

4. The Division will conduct a study of the current automated systems utilized by the Tax Section focusing particularly on expanded functionality for field staff by December 31, 1989.

OBJECTIVE II: Provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.

Measures

1. The Director of the Division will convene a work group made up of representatives from DEAR, Maine Job Service, and other agencies of her selection to study the duration of UC benefits. The group will report its findings and recommendations to the Commissioner by February 15, 1989.
2. The Division will continue its program to inform employers on unemployment insurance procedures and employer responsibilities within the U.C. System. Each local office will conduct at least five employer group meetings during each year. In areas where group meetings are impractical, a local office may substitute, upon approval, an employer visitation program for up to three group meetings.

OBJECTIVE III: Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.

Measures

1. The Division will develop and implement a system which provides on-line access to computer files from itinerant claims offices using portable terminals by September 30, 1989. This will enable the Division to provide more up-to-date information to individuals filing claims at such offices and will expedite the claims process.
2. The Division will update the Benefit Rights Interview presentation currently in use and will study the feasibility of producing a new presentation using video technology by June 30, 1990.

OBJECTIVE IV: Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

Measures

1. The Division will implement a reorganization of upper level management by December 31, 1989 and will study the structure of the remainder of the Division to determine if reorganization of other areas is desirable by June 30, 1990.
2. The Division will assist in implementing and participate in a Management Training Program.
3. The Division will continue to conduct four statewide training conferences each year thereby affording each employee this type of training opportunity.
4. The Division will institute periodic regular regional meetings for tax field staff to provide training and to allow the opportunity for discussion of current issues.

Bureau of Employment and Training Programs

STRATEGIC PLAN FOR THE BUREAU OF EMPLOYMENT AND TRAINING PROGRAMS(BETP)

Purpose

The Bureau of Employment and Training Programs is responsible for providing State-level administrative leadership for the Maine Human Resource Development Council (MHRDC) and the Private Industry Councils operating pursuant to the Job Training Partnership Act (JTPA), P.L. 97-300 of 1982 as amended, and the Maine Training Initiative (MTI), L.D. 1275 of 1987.

In addition, the Bureau is responsible for developing and implementing rules, operational guidelines, administrative procedures, planning instructions, coordination guidance, and planning reviews for programs funded by JTPA, MTI, Strategic Training for Accelerated Reemployment (STAR), Additional Support for People in Retraining and Education (A.S.P.I.R.E.), and all other state and federally funded job training programs administered by the Maine DOL.

The Bureau is also responsible for leadership of the MHRDC, which is charged with policy making, statewide coordination, and preparation of the annual Human Resource Development Plan for all the State's Human Resource Development programs.

The Bureau was created in 1983 when the JTPA replaced the Comprehensive Employment and Training Act (CETA). At that time, the DOL structure for state-level leadership of employment training programs was reorganized. In 1987, following several years of declining federal funding, further consolidation became necessary, so BETP was assigned responsibility for the tasks previously accomplished by the Maine Job Training Council staff. An Executive Order (16 FY 86/87) from Governor McKernan, Jr. completed this change.

In order to fulfill its purpose, the BETP must:

- I. Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.
- II. Provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.
- III. Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.
- IV. Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

DIVISION: EXECUTIVE

Responsibilities: The Executive Division is responsible for:

1. Ensuring the development and implementation of rules, operational guidelines, administrative procedures, planning instructions, coordination guidance, and planning reviews for programs funded by the Federal Job Training Partnership Act (JTPA) and the State MTI, STAR, HOT, AND A.S.P.I.R.E. programs.
2. Leadership of the Maine Human Resource Development Council, which is charged with policy making, statewide coordination, preparation of the Annual HRD Plan for all State's HRD programs.

OBJECTIVE I: **The Executive Division of the BETP will provide the Governor, legislature, and Maine citizens with a more effective and efficient State Department able to complete its mandated and assigned responsibilities.**

Measures

1. The Executive Division will, on at least a quarterly basis, make public presentations in order to market BETP programs and MHRDC activities. (Begin October 1, 1988, through June 30, 1989).
2. The Executive Division will, on a quarterly basis, provide the Commissioner of Labor with feedback on the progress BETP has made in achieving its Strategic Plan measures. (Begin October 1, 1988, continuing each quarter).
3. The Executive Division will ensure that the MHRDC is properly staffed, and the planned timetable is met in order to achieve Council tasks for PY '88: (Begin July 1, 1988 through June 30, 1989).
4. The Executive Division will ensure that a strategy is developed to provide regular ongoing technical assistance and training to all Job Training System employees. (Begin October 1, 1988, through June 30, 1989).
5. The Executive Division will assess BETP staff computer needs, including word processing and electronic mail. (Begin January 1, 1989, complete June 30, 1989).

OBJECTIVE II: The Executive Division of the BETP will provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.

Measure

1. The Executive Division will ensure that the Job Training System provides a trained work force to Maine employers by, at a minimum, successful attainment of the following program standards.

Program	Enrollments	Entered Employment Rate	Wage Level at Placement
A.S.P.I.R.E.	8,250	70%	\$5.50
HOT	450	82%	\$5.50
JTPA (II-A)	2,500	75%	\$5.35
MTI	1,900	80%	\$6.05
STAR	600	80%	\$6.00

OBJECTIVE IV: The Executive Division of the BETP will provide a professional and caring environment for its staff and recognize and support initiatives and promote professional development.

Measures

1. The Executive Division will ensure that an individual employee training plan is completed for every employee within the BETP. This plan will identify on an individual basis career training skills that employees may wish to enhance. A training account for each employee will be established to implement this plan. (Begin October 1, 1988, through June 30, 1989).
2. The Executive Division will establish a schedule for regular weekly meetings of BETP division directors along with monthly meetings of this BETP management team and mid-level managers in order to regularly discuss and evaluate the professional working environment within the BETP, and for problem solving of issues pertinent to BETP operations. (Begin October 1, 1988, ongoing through June 30, 1989).
3. The Executive Division will send correspondence on a quarterly basis to all BETP staff encouraging the pursuit of exercise and health related activities so that absences are minimized and productivity is enhanced. (Begin October 1, 1988, through June 30, 1989).

DIVISION: DIRECT DELIVERY

Responsibilities: Delivery of employment and training services in Kennebec, Somerset, York, and Washington Counties. Programs offered include JTPA Titles II-A, II-B, 3%, 6%, 8%, Title III, and State programs including MTI, STAR, and A.S.P.I.R.E. Activities include, but are not limited to, intake, assessment, employment competency training, work experience, educational training, occupational skill training, customized training, on-the-job training, job development and placement.

OBJECTIVE I: **Direct Delivery will provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.**

Measures

1. The Division of Direct Delivery will maintain the following performance standards for all programs offered in PY '88:

-- Adult Entered Employment Rate:	80%
-- Adult Average Wage at Placement:	\$5.50
-- Youth Positive Termination Rate:	85%
-- Youth Entered Employment Rate:	60%
2. The Division of Direct Delivery will have all programs and administrative support systems operational. (Complete by October 28, 1988).
3. The Division of Direct Delivery will conduct an in-house evaluation of its present strengths and weaknesses to be presented to the Executive Director of BETP. (Complete by May 1, 1989).

OBJECTIVE II: **Direct Delivery will provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.**

Measures

1. The Division of Direct Delivery will maintain an 80% entered employment rate in PY '88.
2. The Division of Direct Delivery will increase the number of available on-the-job training opportunities by 10% (from 195 to 215). (Complete by June 30, 1989).

3. The Division of Direct Delivery will include appropriate local employers in the development of customized curricula for vocational training in PY '88.
4. The Division of Direct Delivery will hold at least one workshop for local employers in each of its four counties to explain programs and future plans to gather employer feedback. (Complete by June 30, 1989).

OBJECTIVE III: Direct Delivery will increase services to the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.

Measures

1. The Division of Direct Delivery will increase the number of people served from 1,017 to 2,000. (Complete by June 30, 1989).
2. The Division of Direct Delivery will achieve the following target group service level in PY '88 in JTPA programs:

-- AFDC	26%	-- Veterans	7%
-- Dropouts	18%	-- Females	60%
-- Handicapped	15%	-- 45 years old+	8%
3. The Division of Direct Delivery will provide academic and aptitude testing to all applicants who desire this information in PY '88.
4. The Division of Direct Delivery will increase its service to the underemployed in PY '88 by 100 individuals.
5. The Division of Direct Delivery will reduce the wage differential between male and female participants by 25%. (Complete by June 30, 1989).

OBJECTIVE IV: Direct Delivery will provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

Measures

1. The Division of Direct Delivery will ensure that an individual employee training plan is completed for every employee within the Division. This plan will identify on an individual basis career training skills that employees may wish to enhance. A training account for each employee will be established to implement this goal. (Begin October 1, 1988 through June 30, 1989).
2. Local Direct Delivery offices will hold weekly staff meetings for all local staff in PY '88.

3. The Division of Direct Delivery will hold at least one statewide staff conference in PY '88 with workshops geared to assist staff with daily tasks.
4. All Direct Delivery staff will participate in the in-house evaluation. (Complete by May 1, 1989).

DIVISION: PLANNING

Responsibilities: The responsibilities of the Planning Division include:

1. State level planning for new programs, strategies, and techniques:
 - a. Study, conduct research, attend meetings, to keep up with labor market information, economic information, demographic information, and related program design thinking.
 - b. Brainstorm new ideas for program planning with State-level planners and other officials. c. Write concept papers and drafts describing new programs.
 - d. Prepare legislation and grants.
 - e. Provide testimony for legislative hearings, deliver public presentations describing new or operational human resource development programs.
2. State-level planning for all Job Training programs administered by the Maine Department of Labor:
 - a. Allocate all Job Training funds to the State's Service Delivery Areas.
 - b. Design and distribute Planning Instructions.
 - c. Review all Job Training Plans.
 - d. Design and operate all aspects of the performance standards system, including distribution of the JTPA Incentive Grant.
 - e. Participate in the design and analysis of quarterly management review of all Job Training programs so that plan modifications and program design changes may be made.
 - f. Design and conduct end-of-period Job Training program evaluation so that an Annual Report may be prepared.
3. State-level planning for the Maine Human Resource Development Council (MHRDC):
 - a. Assist in the development of the Governor's Human Resource Development (HRD) Goals and Objectives.
 - b. Conduct staff work for the Planning and Coordination Committee of the MHRDC.

- c. Prepare the Governor's Coordination Criteria.
- d. Conduct and lead all planning activities necessary to implement the Governor's HRD Goals and Objectives.
- e. Prepare the Governor's Annual HRD Plan.
- f. Collect and analyze data and other information in order to prepare the MHRDC Annual Report, which evaluates how successfully the Governor's HRD Goals and Objectives were implemented.

OBJECTIVE I: The Planning Division of the BETP will provide the Governor, legislature, and Maine citizens with a more effective and efficient State bureau able to complete its mandated and assigned responsibilities:

Measures

- 1. The Planning Division will produce a Job Training System Annual Report describing PY '87 activities. (Begin October 1, 1988; complete by November 18, 1988)
- 2. The Planning Division will report, on a quarterly basis, on achievement of measures shown in the BETP PY '88 Strategic Plan. (Begin October, 1988, and continuing each quarter)
- 3. The Planning Division will produce evaluations of the PY '87 MTL and JTPA programs. (Begin September 12, 1988; complete by November 1, 1988)
- 4. The Planning Division will conduct research on the Omnibus Trade and Competitiveness Act (OTCA) of 1988 to provide the implementation strategy. (Begin September, 1988; complete December, 1988)

OBJECTIVE II: The Planning Division of the BETP will provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.

Measures

- 1. The Planning Division will assist the BETP Executive Director and the Commissioner of Labor to more clearly enunciate State Job Training policy by redesigning the Planning Instructions for the Job Training System grants. (Begin November, 1988; complete by March, 1989)
- 2. The Planning Division will enhance the productivity of the Job Training System by redesigning the performance standards system. (Begin November, 1988; complete by March, 1989)

OBJECTIVE III: The Planning Division of the BETP will provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.

Measure

1. The Planning Division will prepare at least one grant application or assist in the writing of at least one piece of legislation which results in increased amounts of job training for Maine's labor force and new funding of the Job Training System. (Begin September 12, 1988; ongoing until complete)

OBJECTIVE IV: The Planning Division of the BETP will provide a professional and caring environment for its staff and recognize and support initiative and promote professional development.

Measures

1. The Planning Division will ensure that an individual employee training plan is completed for every employee within the Division. This plan will identify on an individual basis career training skills that employees may wish to enhance. A training account for each employee will be established to implement this plan. (Begin October 1, 1988, through June 30, 1989)
2. The Planning Division will sponsor several meetings of SDA Planners to discuss and evaluate ideas of mutual interest. Such ideas may include the programs and delivery techniques of other States, different methods for planning delivery of Job Training programs, input for State policy, etc. (Begin October, 1988; ongoing to June 30, 1989).
3. Members of the Planning Division will regularly pursue exercise and health related activities so that absences are minimized and productivity enhanced. (Begin September)

DIVISION: ADMINISTRATION

Responsibilities: The Administration Division develops and generates the administrative systems necessary to: (a) provide fiscal accountability for Federal and State funds appropriated for Job Training programs; (b) generate timely and accurate data for program management purposes; and (c) account for property purchased with grant funds.

Primary functions include:

Fiscal:

- Obligational control
- Contract management
- Accounting
- State budget management
- Audits
- Procedures for subgrantee financial management
- Tracking and reporting of expenditures

Management Information System:

- Maintenance of computer equipment
- Update computer program as necessary
- Generate reports on participant characteristics and activity
- Establish a communication network with other State agency computers as appropriate
- Validate accuracy of data entered in field

Participant Activity:

- Ensure compliance with established guidelines for participant eligibility
- Update data collection as needed for purposes of program management and evaluation
- Tracking and reporting of participant activity

Procurement/Property Management:

- Procedures for procurement
- Maintain inventory
- Reporting as required by Federal and State agencies

OBJECTIVE I: **The Administration Division will provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.**

Measures

1. Upgrade the computerized Management Information System (MIS) programs to incorporate reporting requirements for the new State initiative A.S.P.I.R.E. (Complete by March 30, 1989)
2. Establish a system for communication between the Job Training System's MIS computer and the Department of Human Services' computer. (Complete by March 30, 1989)
3. Develop a system to collect data for the Displaced Homemakers Program sufficient for program management and evaluation. (Complete by June 30, 1989)
4. Establish a system to contract and administer A.S.P.I.R.E. funds through the BETP. (Complete by June 30, 1989)
5. Complete a physical inventory of program property. (Begin January 1, 1989; complete by June 30, 1989)

OBJECTIVE IV: **The Administration Division will provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.**

Measure

1. The Administration Division will ensure that an individual employee training plan is completed for every employee within the Division. This plan will identify on an individual basis career training skills that employees may wish to enhance. A training account for each employee will be established to implement this plan. (Begin October 1, 1988, through June 30, 1989).

DIVISION: PROGRAM

Responsibilities: The responsibilities of the Program Division of the BETP include:

1. State level design, development, and oversight for all State Job Training programs.
 - a. Review statutes, rules, and policies for all new State and Federal employment and training initiatives including JTPA Title II-A, II-B, and III, STAR, A.S.P.I.R.E., HOT, and MTI.
 - b. Assist in the design and development of State Job Training programs.
 - c. Ensure appropriate implementation of all programs through regularly scheduled meetings with Service Delivery Areas (SDAs), on-site review of programs and monitoring on a regular basis, prescribing corrective action, and providing technical assistance.
 - d. Market programs through public presentations and through other media sources.
2. Maine Human Resource Development Council (MHRDC):
 - a. Provide staff for the Targeted Services Committee and the Upgrading and Retraining Committee.
 - b. Assist the Planning Division in the preparation of various documents including human resource development (HRD) Goals and Objectives, Coordination Criteria, HRD Plan, and the MHRDC Annual Report.

OBJECTIVE I: **The Program Division of the BETP will provide the Governor, legislature, and Maine citizens with a more effective and efficient State Department able to complete its mandated and assigned responsibilities.**

Measures

1. The Program Division will develop a process by which qualitative review of all programs at BETP can take place. (Begin October 1, 1988; complete December 31, 1988)
2. The Program Division will implement qualitative review process by providing Executive Director with quarterly program reports. (Reports due January 31, 1989, April 30, 1989, and July 31, 1989 to cover the last three quarters of PY '88.)
3. The Program Division will make at least one public presentation to market BETP programs each quarter. (Begin January 1, 1989 through June 30, 1989)

OBJECTIVE III: The Program Division of the BETP will provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.

Measure

1. The Program Division will meet at least quarterly with service delivery areas to review the quality of services provided to the employed, unemployed, and underemployed. (Begin January 1, 1989, through June 30, 1989)

OBJECTIVE IV: The Program Division of the BETP will provide a professional and caring environment for its staff and recognize and support initiatives and promote professional development.

Measure

1. The Program Division will ensure that an individual employee training plan is completed for every employee within the Division. This plan will identify on an individual basis career training skills that employees may wish to enhance. A training account for each employee will be established to implement this plan. (Begin October 1, 1988, through June 30, 1989).

Bureau of Labor Standards

STRATEGIC PLAN FOR THE BUREAU OF LABOR STANDARDS

Purpose

The Bureau of Labor Standards was established to assure that work be done in a safe and healthful environment and that workers receive a fair wage for their endeavors. It is responsible for collecting, assorting, and arranging statistical details relating to all departments of labor and industrial pursuits in the state; to trade unions and other labor organizations and their effect upon labor and capital; to the character of industrial accidents and their effort upon the injured, their dependent relatives, and upon the general public. The Bureau enforces State laws regulating the employment of minors, and the payment of wages; state laws established for the protection of health, lives, and limbs of operations in workshops and factories; and those enacted for the protection of working people.

The Bureau consists of an administrative unit and five divisions: Apprenticeship; Boiler, Elevator, and Tramway Safety; Minimum Wage, Child Labor, and Stuffed Toys; Research and Statistics; and Safety. The Bureau also has various relationships with the following Boards and Commissions: Board of Boiler Rules, Board of Occupational Safety and Health, Commission on Safety in the Maine Workplace; Board of Elevator and Tramway Safety, and State Apprenticeship and Training Council.

In order for this Bureau to accomplish its mission, it must:

- I.: Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.
- II.: Provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.
- III.: Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.
- IV.: Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

DIVISION: ADMINISTRATION

Responsibilities: To provide general support and supervision to the Bureau's programs and to act as an effective link between the Bureau and the Department as a whole.

Proposed Budget, FY '89: \$162,090

OBJECTIVE I: Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.

Measures

1. The Bureau Director will report annually to the Legislature by March 15 on the Chemical Identification Program as required by law. The Bureau shall also be responsive to legislative inquiries and requests through the Director.
2. As resources are identified, the Department's Automation Coordinator's report on the automation of the Bureau will be implemented.
3. The Bureau Director will review the most effective and efficient manner to publish on a regular basis a labor law booklet containing appropriate State laws and will report to the Commissioner by January 1, 1989.
4. The Bureau Director will coordinate staff support for the Commission for Safety in the Maine Workplace. The Commission will meet monthly.

OBJECTIVE III: Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.

Measure

1. The Bureau Director will serve as an ex-officio member of the Maine State Apprenticeship and Training Council as well as assist with the Maine Human Resource Development Council and the Rapid Employment and Training Initiative Team as requested by the Commissioner.

OBJECTIVE IV: Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

Measures

1. The Bureau Director will continue to hold weekly meetings with Division Directors to improve communication and understanding.
2. Each Division Director will provide the Director with a monthly written report which will include general updates as well as status against the strategic plan.
3. Each Division will have a minimum of one division meeting a month to improve communication and understanding within the Bureau.
4. The Bureau Director will provide at least two annual training opportunities open to employees on appropriate subjects.

DIVISION: APPRENTICESHIP

Responsibilities: The Apprenticeship Division assists employers, groups of employers, local unions, and committees of employers and employees to establish and maintain viable apprenticeship programs.

Proposed Budget, FY '89: \$176,802

OBJECTIVE I: Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.

Measures

1. The Apprenticeship Division will work with the Bureau Director to review the placement of the Division within the Department. The Bureau Director will make a recommendation to the Commissioner prior to July 1, 1989.
2. The Division will provide staff support for the Maine Apprenticeship and Training Council. The Council will meet an average of six times annually.

OBJECTIVE II: Provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.

Measure

1. The Division will increase the numbers of individuals served annually in apprenticeship programs to 275 in FY 1988-90 and 300 in FY 1990-91.

OBJECTIVE III: Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.

Measure

1. The Division will develop a recommended strategy to inform agencies serving the unemployed and underemployed about the benefits of apprenticeship training and how to access the program. The recommended strategy is to be presented to the Bureau Director by March 31, 1989.

DIVISION: MINIMUM WAGE, CHILD LABOR, STUFFED TOYS

Responsibilities: Enforcement of the State's minimum wage, employment standards, child labor, and severance laws as well as stuffed toy and bedding statutes.

Proposed Budget, FY '89: \$447,410

OBJECTIVE I: Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.

Measure

1. The Minimum Wage, Child Labor and Stuffed Toy Division shall review all posters and publications for clarity and accuracy by March 31, 1989 and annually thereafter.

OBJECTIVE III: Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.

Measure

1. The Division will make at least one presentation a quarter to the education system regarding wage and hour as well as child labor laws to better inform student and educators as to the requirements of state and federal laws.

OBJECTIVE IV: Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

Measure

1. The Division will establish an annual seminar with the U.S. Department of Labor, Wage and Hour Office, in Portland, for the purpose of sharing information and policies. The first shall be scheduled prior to June 30, 1989.

DIVISION: BOILER, ELEVATOR, AND TRAMWAY SAFETY

Responsibilities: The Division is designed to protect individuals from unnecessary mechanical hazards in the operation of boilers, elevators, and tramways by ensuring that reasonable design and construction are used; accepted safety devices are provided for; personnel employed in the installation, repair, inspection and operation and training are qualified; periodic maintenance, inspections and repairs are made which are deemed essential for their safe use; and that the appropriate statutes and rules are enforced.

Proposed Budget, FY '89: \$356,868

OBJECTIVE I: **Provide the Governor, legislature, and Maine citizens with an effective and efficient State department able to complete its mandated and assigned responsibilities.**

Measure

1. The Boiler, Elevator and Tramway Division will continue to staff the Maine Board of Boiler Rules and the Board of Elevator and Tramway Safety. The Board of Boiler Rules will meet at least four times a year, while the Board of Elevator and Tramway Safety at least three times annually.

OBJECTIVE II: **Provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.**

Measure

1. The Division will offer the opportunities in certification and testing as follows:

Boiler Engineers and Operators:	4 times annually
Boiler Inspection Certification:	4 times annually
Welding Examinations:	as required
National Boiler Examinations:	as required
Elevator Mechanic Examinations:	4 times annually

OBJECTIVE III: Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.

Measure

1. The Division shall continue to sponsor its annual Boiler and Pressure Vessel Seminar. In addition, it will develop and present a day long elevator seminar and a tramway seminar by July 1, 1991.

DIVISION: RESEARCH AND STATISTICS

Responsibilities: To collect and distribute statistical data concerning the labor and industrial conditions in the state.

Proposed Budget, FY '89: \$297,933

OBJECTIVE I: Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.

Measures

1. The Research and Statistics Division will review all statutes, rules and directives mandating the responsibility of the Division and assess compliance. The Bureau Director will be given a written report by June 30, 1989.
2. The Division will maintain and meet the following schedule of publications:

Census of Maine Manufactures

1985 by November, 1988
1986 by December, 1988
1987 by February, 1989
1988 by September, 1989
1989 by September, 1990

Directory of Labor Organizations

By February of reference year.

Construction Wage Rates in Maine

By March of year succeeding reference year.

Labor Relations in Maine

By March of year succeeding reference year.

Occupational Injuries & Illnesses in Maine

By December of year succeeding reference year.

Characteristics of Work-Related Injuries & Illnesses

By November of year succeeding reference year.

3. The Division will respond to information and related requests within an average of two weeks.

OBJECTIVE III: Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.

Measure

1. The Division will coordinate investigations of complaints under the Minimum Wage Rate on Construction Projects Law with appropriate agencies. All written complaints will have an investigation underway within one week.

OBJECTIVE IV: Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

Measures

1. The Division Director will hold weekly meetings with the professional staff and monthly meetings with the entire staff.
2. The Division Director will institute a Bureau-wide newsletter on a monthly basis.

DIVISION: SAFETY

Responsibilities: To promote work place safety and health issues in the public and private sectors as well as enforce health and safety regulations in the public sector through its various programs.

Proposed Budget, FY '89: \$1,967,704

OBJECTIVE I: Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.

Measures

1. The Safety Division will provide the Bureau Director on a regular basis, information on Division's activities to include among other things: number of visits, number of citations issued, training activities, and progress of the various programs. Service goals will be established for FY 1990-91 prior to July 1, 1990.
2. The Division will continue to provide staff support for the Maine Board of Occupational Safety and Health which will meet at least three times annually. The Division will also provide appropriate support to the nongovernmental Maine State Safety and Health Conference Committee.

OBJECTIVE II: Provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.

Measures

1. The Division will provide at least one open to the public regional training program a quarter starting March 31, 1989. The training is to coordinate with a local organization or education facility and promoted generally in the area.
2. The Division will continue to respond to training requests from individual employers and employees whenever possible.

OBJECTIVE III: Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.

Measures

1. The Division will continue to respond to all written employee complaints within 48 hours.
2. The Division will install a 1-800 phone line by January 1, 1989 and will develop a plan to the Bureau Director by that date which will promote its use.

Maine Occupational Information Coordinating Committee

STRATEGIC PLAN FOR THE MAINE OCCUPATIONAL INFORMATION COORDINATING COMMITTEE

Purpose

The Maine Occupational Information Coordinating Committee (MOICC) was established to support the development, maintenance, and operation of a comprehensive career, occupational, and economic data-based system and to foster communication and coordination of education and employment and training programs through the use of that system.

In order to accomplish its mission, the MOICC must:

- I.: Provide the Governor, legislature, and Maine citizens with an effective and efficient State department able to complete its mandated and assigned responsibilities.
- II.: Provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.
- III.: Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.
- IV.: Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

Responsibilities: The responsibilities of the Maine Occupational Information Coordinating Committee (MOICC) are: to coordinate and support the development and operation of career, occupational, and economic systems of computerized information; to foster communication and coordination among member agencies; to reduce duplication in the area of career and occupational supply and demand information development and delivery; to offer training and assistance in the use of career and occupational information systems; and to provide training and assistance in the development of career education and guidance.

Budget:

General Fund:	\$287,371
Federal Funds:	93,745
Total:	\$381,116

OBJECTIVE I: Provide the Governor, legislature, and Maine citizens with an effective and efficient State Department able to complete its mandated and assigned responsibilities.

Measure

1. MOICC will develop a strategy to respond to the needs identified in the Maine Human Resource Development Council plan. This strategy will be developed by September 30, 1988.

OBJECTIVE II: Provide employers with a skilled and motivated work force through job training, job referral, career guidance information, and related services in an expeditious and professional manner.

Measures

1. MOICC, in cooperation with the Department of Educational and Cultural Services (DECS) will prepare and distribute a comprehensive career education curriculum. This program will offer components for the kindergarten through adult population. This program will be completed by June 30, 1990.
2. MOICC, in response to counselors' needs, will coordinate training in the use of the computerized systems. There will be training for beginning users, experienced users, and for support personnel. This training will have been completed and evaluated by June 30, 1989.
3. MOICC will increase the usage of the Career Information System (CIDS) by five high schools, forty junior high schools, one college, two VTIs and two JTPA sites.

OBJECTIVE III: Provide the employed, unemployed, and underemployed with services needed to enhance their opportunities in today's labor market.

Measures

1. MOICC will provide a microcomputer-based Occupational Information System (OIS) to meet the needs of program planners. The basic OIS will be in place and will have been evaluated by June 30, 1989. Enhancements by June 30, 1990.
2. MOICC will continue to respond to the needs of adult career changers through its Adults in Career Transition Committee.
 - a. MOICC will issue four newsletters per year which will relate specifically to concerns identified by counselors of adults.

- b. MOICC will offer regional Improved Career Decision Making (ICDM) training sessions for adult counselors. These sessions will have been completed and evaluated by June 30, 1989.

OBJECTIVE IV: Provide a professional and caring environment for its staff that recognizes and supports initiative and promotes professional development.

Measure

1. MOICC will provide at least one training opportunity for each staff member.

Jobs Training Administrative Office

STRATEGIC PLAN FOR THE JOBS TRAINING ADMINISTRATIVE OFFICE

Purpose

The purpose of the Jobs Training Administrative Office (JTAO) is to operate programs on behalf of the Private Industry Council overseeing the 12-County Service Delivery Area (SDA). The PIC has selected the MDOL as its Grant Recipient and Administrative Entity under the Jobs Training Partnership Act (JTPA), and the Jobs Training Administrative Office is that unit within the MDOL performing those requisite functions.

Given the size and nature of the SDA, the JTAO participates directly in program development in the employment and training community at the federal, state and local levels. Concurrently, we provide effective, efficient training services through four Comprehensive Service Providers whose task is to reconcile the employment needs of workers and employers in their communities.

In order to accomplish this broad purpose, the JTAO pursues the following objectives:

- I.: Provide the Governor, legislature, PIC and Maine citizens with an effective organizational unit capable of meeting its responsibilities.
- II.: Meet employers needs for a skilled, motivated work force.
- III.: Target youth, adults and welfare groups with services needed to penetrate and succeed in today's labor market.
- IV.: Maintain a variety of flexible training programs.
- V.: Promote the professional growth of its staff.

Budget: Current budget for PY '88 exceeds \$12 million dollars.

OBJECTIVE I: The JTAO will provide the Governor, legislature, the PIC and Maine citizens with an effective and efficient organizational unit capable of meeting its responsibilities.

Measures

1. The JTAO will implement its Strategic Plan, as part of the Department of Labor's overall strategy, and monitor and report on the measures herein at least once each quarter.
2. The JTAO will work closely with the PIC to assure that their oversight role is dispatched through well-coordinated, productive and informative meetings held at least six times per year for the full PIC and its committees.

OBJECTIVE II: The JTAO will meet employers needs for a skilled, motivated work force.

Measures

1. The JTAO will maintain an end-of-year adult entered employment rate 120 per cent of the national (adjusted) standard.
2. The JTAO will maintain a 70% employment retention rate for individuals placed in jobs 90 days after that placement has taken place.
3. The JTAO will continue its development of an employer services component for firms which need applicants screened and assessed against varied, specific skills during PY '88.
4. The JTAO will respond to identified employer needs, with a full array of available program resources as measured by the full use of all of its state and federal funding sources in PY '88.
5. The JTAO will aggressively market its services to the employer community through a marketing strategy implemented in PY '88.

OBJECTIVE III: The JTAO will target adults, welfare recipients, and youth with services needed to penetrate, and succeed in, today's labor market.

Measures

1. Adults served by the SDA's several funding sources will average over \$5.66 per hour in wages upon placement.
2. Welfare recipients served by the SDA's several funding sources will average in excess of \$5.20 per hour in wages upon placement.
3. Youth served by the SDA's several sources of funding will exit our program at a positive termination rate in excess of 83%.
4. JTPA programs operated by the JTAO will perform at 115% of the adjusted National termination standards, and at 100% of post program standards.

OBJECTIVE IV: The JTAO will maintain a variety of flexible training programs.

Measures

1. The design of the SDA's Intake and Assessment Components will accommodate the

needs of employers and applicants as well as the technical requirements of the several federal and state funding sources, as detailed in a report to the PIC in February/March of 1989.

2. Marketing efforts planned for the coming year will include a wide range of promotional activities geared toward enhancing our system's ability to respond to employer's unique and customized demands. Activities planned include:
 - a. A targeted-services promotional youth recruitment campaign for youth. Our SDA, in conjunction with the other two SDA's, will coordinate with a nationally-known rock star personality to create a Public Service Announcement (PSA) geared to recruiting dropouts, and in-school youth into our programs. Brochures, posters, and an in-school assembly program may also be incorporated into the recruitment campaign. It is expected the PSA will be completed and ready for distribution by December 31, 1988.
 - b. Specially designed staff training opportunity on JTPA performance standards and educational competencies. A nationally-known expert (Laurie Strumpf) will offer a two-day training session to all field staff, October 20 and 21, 1988, on educational competencies. Training will emphasize identification of educational deficiencies in the work place and the techniques/strategies needed to design appropriate educational programs for clients/employers.
 - c. Sometime in the early spring of 1989 (probably April) the 12-County PIC will sponsor its FIRST ANNUAL AWARDS BANQUET. With special emphasis on recognizing outstanding employer contributions to our programs, as well as appreciation to our Service Providers for their tremendous efforts, the banquet will bring together many public and private sector individuals dedicated to the field of employment and training.

OBJECTIVE V: The JTAO will promote the professional growth of its staff.

Measures

1. The JTAO staff will participate in at least two professional development activities of their choice during PY '88.
2. The JTAO Director will work with each staff person in order to develop individual professional and or personal growth plans. Each staff person will be encouraged to participate in growth related conferences, courses and seminars which will be promoted through circulation of pertinent announcements. Participation in professional growth will be supported with JTAO financial support up to the full extent allowable under the Department of Labor's staff development plan.