

Governor's Awards
for
Best Practices 2002

**Award Winners
and Nominees**

Workforce Strategies 2002

The
Leadership
Difference 

**Presented November 21, 2002
at Washington State's Workforce
Leadership Conference**

The Leadership Difference

Best Practice Recognition Awards

Workforce Strategies 2002: The Leadership Difference

Best Practices Awards

Rural Telework: A Local Success Story

Al Kowitz, Chair, Washington State University
Cooperative Extension at Stevens County

Martin Wold, Executive Director, Tri-County Economic
Development District

Monica L Babine, Rural Telework Specialist, Washington
State University Cooperative Energy Program

Jim Dwyer, President and CEO, Washington Dental
Service

Tom O'Brien, Director, Eastern Washington Partnership
Workforce Development Council

The education, economic development, and workforce development partnership in Colville, Washington receives this Best Practice award for achieving their vision of growing an information technology economy in a rural area.

In 2001, Washington Dental Service (WDS) was exploring its options for expanding its call center services. This Seattle-based dental benefits company became

interested in Colville through Washington State University's Rural Telework project. In Colville, the Rural Information Technology Center and the Tri-County Economic Development District had planned for, and developed, the necessary infrastructure to allow for such a possibility. WDS was impressed by offers made by Colville WorkSource affiliates and by the Colville Center of the Community Colleges of Spokane to address the company's personnel and training needs. The company chose Colville over other alternatives such as outsourcing or creation of a second site on the Interstate 5 corridor.

WorkSource personnel screened more than 200 employment applications and, in some cases, arranged tuition support. The college provided customer service training. WDS was thoroughly satisfied with the responsiveness of the Colville partners. Currently, 35 Stevens County workers are employed by the company in professional-level jobs with excellent benefits. Thirty more positions are anticipated in the coming year. This project is helping to diversify a rural economy that has been heavily reliant on natural resource-dependent industries.

***Focused Leadership
Tacoma-Pierce County Workforce
Development Council***

Peter Guzman, Acting Chair, Tacoma-Pierce County
Workforce Development Council

Colin Conant, Director, Tacoma-Pierce County
Workforce Development Council

Ron Murphy, Division Director, Casey Family Programs

James Blodgett, Regional Administrator for West Central
Region, Department of Corrections

The Tacoma-Pierce County Workforce Development Council (WDC) receives this Best Practice award for continuing to improve its vision of an integrated, customer focused workforce development system. The Council has repeatedly focused its leadership to: (1) engage other partners beyond those required by the Workforce Investment Act; (2) arrange unduplicated workforce development services; and (3) support comprehensive and seamless service to high need populations.

Although there are many examples of the Council's accomplishments, two are particularly noteworthy:

Two years ago, the WDC launched a partnership with Casey Family Programs. Casey is a national foundation that supports programs to assist needy children, youth and families. Casey Family Programs and the WDC

addressed the critical needs of foster children transitioning out of foster care and into adulthood. The partners expanded a “wrap-around” program addressing job readiness skills, training, and work experience. This unique and powerful collaboration is the first in Pierce County to combine federal funds with private funds for this targeted youth population. After three years, the partnership has provided much needed services to 150 very needy young people.

The Tacoma-Pierce County WDC also initiated an exemplary partnership with the state Department of Corrections (DOC) Community Justice Center to provide offenders and their families with job search assistance and workshops covering topics such as drivers license reinstatement, consumer credit counseling, cognitive and behavioral change, and Division of Child Support guidance. The partnership has worked so well that DOC invested significant resources to expand capacity within the WorkSource system. DOC plans to become a WorkSource affiliate at its Community Justice Center. To date, 500 offenders have received much needed workforce development services to help them return to employment successfully.

Both of these unique partnerships have been recognized as best practices by the National Institute of Corrections, the U.S. Department of Labor, and Washington State Employment Security Department.

*Eastern Washington Agriculture and Food
Processing Partnership*

Dave Zepponi, President, Northwest Food Processors
Association

Mike Gempler, Executive Director, Washington Growers
League

Patrick Baldoz, Director, Tri-County Workforce
Development Council

Tom Martinez, Human Resources Director, J. R. Simplot

John Parks, Teamsters, Local No. 760

The Eastern Washington Agriculture and Food Processing Partnership receives this Best Practice award for its leadership, teamwork, and commitment in helping to transform a traditional labor market into an industry prepared for the future. This innovative public/private partnership was created to meet the needs of employers to upgrade the skills of incumbent workers in two of Washington's largest and most labor-intensive industries—food processing and farming.

Six state agencies, organized labor, four Workforce Development Councils, five Eastern Washington community colleges, the U.S. Department of Labor, Community Based Organizations, training providers, and many employers worked together to find solutions to closing a widening skill gap problem. Federal and state agencies contributed nearly \$1.3 million and extensive expertise to the project. Participating employers

responded positively by contributing \$1.5 in industry match. The Northwest Food Processors Association and the Washington Growers League guided the partnership by identifying jobs common to both industries and by setting skill standards associated with these jobs. An existing labor-management committee provided leadership and project oversight. This customer-driven sector initiative has shown tremendous results. Since January 2001, it has:

- Created 26 customized training courses offering certification and opportunities for specific career advancement.
- Delivered training events for more than 32 companies at 70 work sites.
- Exceeded Governor Gary Locke's goal of training 400 employees by more than 75 percent, ultimately providing 785 training opportunities for current workers.
- Achieved trainee wage increases due to increased productivity. Workers earned an additional \$300 to \$600 over a 4 month period following training.

Promising Practices Awards

**Lynnwood WorkSource Center Partner's
Professional Networking Group**

Michael Schulte, Employment Consultant, Lynnwood
WorkSource

Sarah Johnson, Employment Consultant, Lynnwood
WorkSource

Debra Corn, DSHS Administrator, Lynnwood
WorkSource

Robert Bradley, Coordinator, Lynnwood WorkSource

Daria Consiglieri, WorkSource Administrator,
Employment Security Department

Rin Causey, President, Snohomish County Workforce
Development Council

Frank Marino, Purchasing Manager, AIS-SIM and
Professional Network Group volunteer

The Lynnwood WorkSource receives this Promising Practices award for establishing an innovative peer support network assisting unemployed professional workers, including workers laid off as a result of the downturn in the "dot.com" sector. When so many lost their jobs, WorkSource partners were faced with a new challenge. Unemployed "dot.comers" knew more about the emerging IT industry than WorkSource counselors. How could WorkSource assist this specialized group? The answer became one of melding the best of WorkSource with the best talents this group of

professionals had to offer. WorkSource staff and four IT job seekers launched a networking group with WorkSource offering meeting rooms and job search resources and the unemployed professionals offering moral support to their peers and "straight talk" about what was needed to transition into a new career. Even after finding employment, workers volunteered to return to the group to help others.

The group now consists of 174 active participants including those who have returned to work and who rotate mentoring services with other volunteers. Each week this professional networking group assists 35 to 65 job seekers. A weekly e-letter notifies participants of job openings, career fairs, peer successes, and upcoming events. The project has established a mentoring philosophy wherein each volunteer trains his or her replacement.

WorkSource Lewis County Partner's Leadership Enrichment Group

Lee Stevens, Administrator, WorkSource Lewis County
WorkSource Lewis County partner agencies include the
Department of Social and Health Services, Chehalis
Community Services Office; DSHS Division of
Vocational Rehabilitation, Lewis County Office;
Educational Services District 113, Lewis County Office;
Employment Security Department, Lewis County;
Centralia College; and the Pacific Mountain Workforce
Development Council.

WorkSource Lewis County receives this Promising
Practice award for the dedication shown by its partner
agencies and their staff to make the vision of WorkSource
a reality—customer friendly, broadly accessible, and fully
committed to continuous quality improvement.

When WorkSource Lewis County went through its 2001
certification process, the work was carried out by
supervisors. As one staff said: "All I knew was, we got
certified." When the time for re-certification came,
WorkSource Lewis County staff became much more
involved in understanding and supporting qualification
standards. Staff formed a Leadership Enrichment Group
to hone skills and engage directly in Baldrige-based self-
assessment. All WorkSource partners became actively

involved in the project. One staff member said: "Before I knew only enough about our partners to make referrals - I now understand how they do their jobs."

The success of this replicable model is demonstrated in customer feedback results showing improvements in overall customer satisfaction (98 percent of respondents in a recent survey say they would recommend WorkSource services to others). However, the main benefit is a dramatically increased understanding by staff of what it means to be a leader in a WorkSource Center, and how Baldrige criteria apply to daily operations

Good Idea Award

Giving Industry a Voice in the Employment and Training System

Kris Stadelman, CEO-President, Seattle-King County
Workforce Development Council

Dr. Holly Moore, President, Shoreline Community
College

Dr. Donald Bressler, President, Renton Technical College

Barbara Ivanov, Executive Director, Kent Chamber of
Commerce

This Good Idea award goes to the Seattle-King County
Workforce Development Council (WDC) and its project
partners for outstanding work in launching an initiative to

respond to the workforce needs identified by King County manufacturing employers.

Working with the Kent Chamber of Commerce, community and technical colleges, and the University of Washington's Northwest Policy Center, the WDC gained the commitment of 12 small- and medium-sized manufacturers to participate in a six-month process to identify strategies to help find new skilled employees and upgrade the skills of current workers. Earlier this year, the employer panel identified the causes of manufacturing skill shortages and the barriers to locating appropriate training services. This industry-led panel developed specific recommendations to address the recruitment and retention needs of employers.

The panel recommended creating a regional training consortium driven by industry, profiling employability and basic manufacturing skills requirements, and launching a campaign to inform manufacturers of the value of the Manufacturing Skill Standards to their business. The WDC, in cooperation with their community and technical college partners and others, has identified new resources to implement key panel recommendations.

Best Practices Nominees

Pierce County Health Services Career Council

Beginning in 2001, the Tacoma-Pierce County Workforce Development Council (WDC) began to address the severe workforce shortages in the healthcare industry. The WDC sponsored the Pierce County Health Services Careers Council (PCHSCC) whose membership includes the health care industry, education, labor, K-12, and WorkSource. Last year, PCHSCC won a Governor's Promising Practice Award and has continued its work. Major achievements to date of this partnership include leveraged public/private investments to:

- (1) Expand thirteen high demand healthcare training programs over the past year.
- (2) Develop and implement an awareness campaign.
- (3) Increase student retention and maximize graduation rates for high demand training programs.
- (4) Coordinate and develop nursing clinical sites regionally.
- (5) Develop a Health Care Unit Coordinator apprenticeship training.
- (6) Implement industry training reimbursement to the workforce development system to continue to assist healthcare incumbent workers with up from training costs.

The initiative helped to provide two WorkSource Career Specialists to assist healthcare professionals advance through additional training and support. Seven hundred incumbent workers have received workforce services such as career guidance and counseling, aptitude assessments, career path and student financial aid advice, and supportive services.

Snohomish County Target Industry Job Fair

WorkSource, WorkFirst, Boeing IAM, and the Quality Through Training Program (QTTP) worked together to coordinate a successful targeted job fair to match laid off aerospace workers with area employers in need of skilled workers. The impact of Boeing layoffs intensified the need for an extraordinary effort to connect skilled workers with interested and appropriate employers. The Boeing Job Fair, held at the Holiday Inn, was extremely well received. Over 3,300 job seekers attended with 47 specifically identified employers ready to interview and, in some cases, make job offers on the spot.

Employers came from around the country to recruit this talented and skilled workforce. The event received much positive comment. The attention given by employers encouraged job seekers to recognize their worth and realize there is a life after a lay-off.

SPYCE (Strengthening Programs through Youth Consultation & Evaluation)

The Seattle-King County Workforce Development Council arranged to have 10 youth, enrolled in WIA and Youth Opportunities (YO!) programs, personally conduct in-depth assessments of youth programs administered by the Council. The youth evaluators led focus groups, administered surveys, and conducted interviews with close to 400 youth across King County. By training youth to collect quantitative evaluation information from their peers, the Council gained new insight into those strategies that can help youth succeed. Participating youth received occupational and leadership development skills and benefited from project mentors. The project lays the groundwork for an ongoing, youth-driven, evaluation system.

Kitsap County Youth Resource Mapping Project

Kitsap County Board of Commissioners, Olympic WDC Youth Council, Commission on Children and Youth, Bainbridge Island Community Connections for Youth, West Sound Consortia, YWCA, Bremerton School District, and the Olympic Educational Service District 114 and other community agencies worked together to form five teams of youth and adult leaders to conduct

“Youth Asset Mapping.” Youth canvassed their community using a survey tool to gather baseline information such as before and after school resources, alternative education, summer training programs, and workforce development opportunities available in Kitsap County. Goals of the project include development of a youth oriented community resource web site, skill building for participating youth, more detailed resource maps for strategic planning, and identification of services gaps.

**Southwest Washington WorkSource Partnership:
A Consortium In Action**

The Southwest Washington WorkSource partner organizations celebrate their long-standing relationship and their progress in meeting the vision for customer friendly one-stop services. The partnership uses interagency teams to address common issues such as marketing, staff cross-training, development of common intake forms, co-location, and development of a client portfolio to share assessment results. At this time, Southwest Washington WorkSource Partnership is once again assessing its progress and the functionality of its organizational structure. The partnership is considering reforming its teams to address continuous quality improvement, services to individuals with disabilities, employer outreach, marketing, rapid response, and staff training.

Snohomish County Healthcare Training Partnership

Everett and Edmonds Community Colleges joined with the Snohomish County Workforce Development Council, other WorkSource partner agencies, and area health care industry leaders to develop a regional partnership for healthcare training. The partnership has been successful in applying and receiving state and federal funds to advance its goals. The partnership reports many accomplishments:

- Created multiple entry and exit points for both unemployed and incumbent workers in a wide array of healthcare training programs.
- Coordinated articulation of targeted healthcare programs between Everett Community College and Edmonds Community College.
- Expanded capacity in existing high demand programs and initiated new programs.
- Increased access to healthcare prerequisite classes.
- Created a core of entry courses that fit programs at both community colleges.