

Governor's Awards

Workforce Best Practices 2004
Award Winners and Nominees

Each year the Governor and the Workforce Training and Education Coordinating Board (Workforce Board) honor those in the workforce development system who excel. We award those individuals or groups who provide leadership, are entrepreneurial, and develop new programs and innovative projects. We recognize those whose initiatives can be the catalyst for others building a workforce development system that works for their area and their workforce.

This year, we received 27 nominations for Best Practices from board members and the state's 12 Workforce Development Councils. This increase over previous years shows the growing number of innovative projects taking place in our workforce development system and the growing commitment to celebrating progress.

Best Practice

WorkSource Columbia Basin—A Customer-Driven Model for One-Stop Services

WorkSource Columbia Basin transformed itself into a fully integrated, customer-driven employment and training center.

Since December 2002, WorkSource Columbia Basin partners have worked to find effective ways to enhance reemployment services to Unemployment Insurance (UI) claimants.

These Benton and Franklin County partners began by reviewing business processes. They used four information gathering tools to formulate ideas for change: input from business and job-seeker focus groups, customer surveys, reports on best practices, and recommendations from Workforce Development Council members.

Taking the customer's point of view, they made systemwide improvements to integrate services to all customers. They increased the menu of services offered; required all staff, regardless of funding, to provide all core services; and they improved universal access.

Results have been dramatic. There has been a 773 percent increase in UI claimants receiving direct job referrals and a 608 percent increase in such assistance for non-UI claimants. The WorkSource Center went from serving between 550–650 customers per day to 1,700 with no increase in wait time, and 72 percent of the more than 7,000 customers surveyed rated their services “excellent.” Moreover, the improved services to businesses caused an increased number of job listings. For its accomplishments, WorkSource Columbia Basin received four national awards, including “Best One-Stop of the Year” for 2004.

**WorkSource Columbia Basin—A Customer-
Driven Model in One-Stop Services**

Benton-Franklin Workforce Development Council

Goodwill Industries of the Columbia

Career Path Services, Inc.

Columbia Industries

Washington State Migrant Council

Department of Social and Health Services-Division of Vocational Rehabilitation

Employment Security Department

Dynamic Educational Services, Inc.

Columbia Basin Community College

Tri-City Chaplaincy

Yakima Valley Opportunities Industrialization Center

For additional information, contact Michelle Mann, 509-734-5984.

Best Practice

K-12 Health Careers Education and Summer Health Career Camps

Northwest partners used marketing strategies to interest middle and high school students in health care careers.

The Northwest Workforce Development Council and the Northwest Alliance for Health Care Skills, together with school districts and area colleges, developed a series of marketing strategies to increase young peoples' interest in health care careers.

First, they met with high school staff and began marketing health occupations. They came on campus and talked with students and health teachers about career opportunities, wage projections, and training requirements. They produced and distributed marketing materials in all area high schools, and held health care career fairs. During the 2003–2004 academic year, 620 middle and high school students participated.

Next, the partnership created and implemented a Summer Health Career Camp program. In a series of

week-long, free career camps held throughout the region, students participated in mock emergencies, practiced CPR, and wore scrubs to experience what it takes to work in health care. They attended lectures and learned about financial aid packages. They also visited hospitals, long-term care facilities, and emergency rooms. Meanwhile, colleges hosted campus field trips.

In 2003, 98 high school youth participated in the camps, and 28 low-income and at-risk students were placed in work-based learning internships. (Nine have graduated and entered postsecondary health programs or employment.) In 2004, 102 middle and high school youth participated in the camps, and 30 low-income and at-risk students participated in work-based learning internships.

K-12 Health Careers Education and Summer Health Career Camps Partners

Skagit Valley College

Bellingham Technical College

Whatcom Community College

St. Joseph Hospital

Whatcom County Tech-Prep

Skagit/San Juan/Island County Tech-Prep

Group Health Cooperative

Affiliated Health Services

Islands Convalescent Center

Interfaith Family Health Center

Sea Mar Clinics of Whatcom and Skagit Counties

Island Hospital - Anacortes

Madrona Medical

St. Francis Extended Care Facility

Whidbey General Hospital

Skagit Valley Medical Center

School Districts

Bellingham, Ferndale, Meridian, Blaine, Nooksack, Mount Baker, Lynden, Burlington Edison, Mount Vernon, La Conner, Anacortes, Sedro Woolley, State Street, Concrete, Oak Harbor, and South Whidbey

For additional information, contact Sanjay Rughani, 360-676-3224.

Best Practice

Southeastern Washington Practical Nursing Instructional Program Expansion



Walla Walla Community College expanded capacity in its nursing program by providing classes at times and locations accessible to working people.

The upward spiraling demand for nurses, especially in the rural areas of Washington, presented Walla Walla Community College with a challenge. How would they find additional training slots without increasing faculty or facility space?

Supported by local and regional health care institutions and the Eastern Washington Partnership Workforce Development Council, they used the area's federal performance incentive funds to develop a flexible, yet intensive, training program that used existing facilities, distance learning applications, and a cohort-style learning community. Students complete four quarters of study in ten-week blocks with only a day or

two between sessions. Classes are in the evening and lectures are delivered via a new software system of recorded lectures from 'daytime' classes with guidance from a certified instructor. Labs are offered in a single six-hour session once a week instead of the more traditional method, and, at times, even on Sundays.

As a result of the new approach, Walla Walla Community College and its Clarkston campus were able to enroll 24 additional nursing students from the pool of more than 100 qualified health care applicants on the college's waiting list and are making progress in meeting a critical local need.

**Southeastern Washington Practical Nursing
Instructional Program Expansion Partners**

Walla Walla Community College

Eastern Washington Partnership Workforce Development Council

Southern Health Occupations Workgroup (Health Care Skill Panel)

St. Mary's Medical Center, Walla Walla

TriState Hospital, Clarkston

Port of Walla Walla

Lewiston-Clarkston Central Labor Council

Washington State Penitentiary

Blue Mountain Action Council

WorkSource Center, Walla Walla

Walla Walla School District

Department of Social and Health Services Community Service Office

For additional information, contact:

Ron Langrell, 509-527-4215.

Don Miller, 509-527-4639.

Tom O'Brien, 509-685-6129.

Best Practice

The WorkSource Business Connection



The Tacoma-Pierce County Workforce Development Council created a center that provides employers with a single point of contact.

Gone are the days when businesses had to visit multiple agencies to find answers. A group of Tacoma-Pierce County Workforce Development Council members and Employment Security Department (ESD) leaders streamlined the process and developed a storefront dedicated to business services.

Staff from the Tacoma-Pierce County Workforce Development Council, ESD, and Tacoma Community House operate as a team providing a range of business related services that are coordinated with local economic development and business organizations. They find and screen workers, schedule interviews, host and assist orientations, perform compensation and benefit reviews, provide information on training, and organize hiring events. They also customize wage and labor market

statistics, help businesses navigate government tax and labor laws, offer advice on tax credits, and assist companies through transitions. Most of these services are provided at no additional cost to the business.

About 1,400 businesses annually have used the Business Connection to receive more than 6,000 services across Pierce County. Last year, staff referred more than 25,000 qualified applicants to local businesses, resulting in approximately 2,000 hires.

The Business Connection reports a savings of approximately \$5,000 per recruitment, and one company saved more than \$200,000. Economic development partners now refer to the Business Connection when working on business retention or recruitment for the region.

The WorkSource Business Connection Partners

WorkSource Business Connection

Tacoma-Pierce County Employment and Training Consortium

Tacoma-Pierce County Workforce Development Council

Tacoma-Pierce County Economic Development Board

Tacoma-Pierce County Chamber of Commerce

Tacoma Community House

For additional information, contact Pam Cone, 253-404-3904.

Promising Practice

Center for Process Technology



Community and technical colleges worked together with business to develop a training/educational program for the refinery industry.

In 2003, BP Cherry Point Ferndale Refinery approached Bellingham Technical College with a critical need: 50 percent of its current workforce would retire by 2010. After talking with other area refineries, the college found there would be an estimated need for 1,000 new and replacement employees in the next 7 years, and training employees on the job was not an option.

A group of refinery managers, school district superintendents, power cogeneration plant managers, and Skagit Valley and Bellingham Technical College representatives created their own Northwest Process Technology Alliance. They joined the industry-funded Center for Advancement of Process Technology, thus gaining entry to a national network and marketing. They also started the Process Technology program, held two workshops for

current workers, and applied for (and received) Center of Excellence status from the State Board for Community and Technical Colleges—all within one year of their initial meeting.

Rather than duplicate or compete, the two colleges chose to collaborate. Skagit Valley offers only the first year resulting in a certificate; Bellingham offers the full degree program and guarantees matriculations of Skagit Valley students into the second year.

For an industry with a history of working in isolation, this project provides a mechanism for employers to collaborate toward a common goal. At the same time, it provides an opportunity for dislocated workers to regain earning power and young people to achieve high-wage, high-demand jobs in the region.

Center for Process Technology Partners

BP Cherry Point Refinery

Shell Puget Sound Refinery

ConocoPhillips

Tenaska CoGen Plant

Bellingham School District

Ferndale School District

IKO Pacific

Tesoro Northwest Company

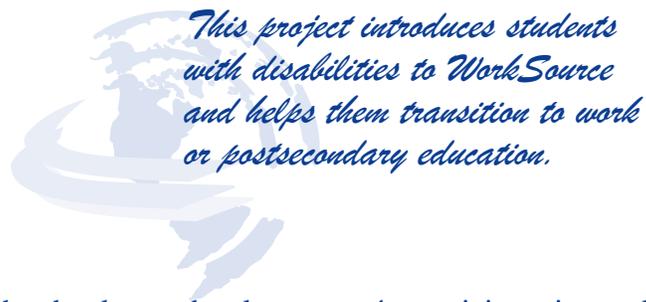
Skagit Valley College

Bellingham Technical College

For additional information, contact Satpal Sidhu or Patricia McKeown, 360-738-3105.

Promising Practice

Passport to Success



This project introduces students with disabilities to WorkSource and helps them transition to work or postsecondary education.

The transition between high school and the adult world can be difficult for students with disabilities. To address this issue, local agencies worked closely with the educational community to develop a curriculum that addresses five critical problems: (1) many students with disabilities will not attend postsecondary education and need job-readiness skills; (2) current Individualized Education Plans do not address job-readiness skills, nor do they connect transitioning youth with disabilities to WorkSource services; (3) youth with disabilities are more likely to be undereducated and underemployed than their nondisabled peers; (4) special education staff do not understand the WorkSource system; and (5) students require a youth-friendly approach that engages their curiosity about WorkSource.

Passport to Success adds job-readiness, employability skills, internships, and linkage to local WorkSource centers to the standard special education curriculum. Youth

develop resumés, participate in mock interviews, learn employability skills, and develop their own employment strategy. This curriculum is conducted in schools and at local WorkSource sites. WorkSource staff provide in-school workshops, while special education instructors visit WorkSource sites thereby ensuring that each group learns about the other's challenges and resources.

As one measure of success, Bellevue School District estimates that previously only 30–40 percent of its graduates with mild disabilities made connections for future employment or were gainfully employed. With Passport to Success, that number should increase to 60–70 percent when Passport students graduate from high school.

Passport to Success Partners

Bellevue and Redmond WorkSource Centers

Bellevue School District

Department of Social and Health Services-Department of Developmental Disabilities

Department of Social and Health Services-Division of Vocational Rehabilitation

Employment Security Department

Seattle-King County Workforce Development Council

Northwest Americans With Disabilities Act and Information Technology Center

University of Washington College of Education

University of Washington Center of Change in Transition Services

Washington Workforce Association

For additional information, contact Dan Fey, 206-448-0474.

Good Idea

Recruiting Men in Nursing



Tacoma Community College developed a calendar that highlights men in nursing to attract middle and high school males into the health care profession.

According to the Journal of American Medicine, by 2020 there will be a nationwide shortage of 400,000 nurses. In Washington, only one percent of the state's nurses are men, significantly less than the national average of six percent. The challenge for Tacoma Community College (TCC) was how to introduce young men to nursing as a career choice.

The college had two distinct advantages. First, one third of its full-time nursing faculty was male. Second, the college had just developed a local chapter of the Assembly of Men in Nursing.

Working together, the nursing and marketing departments developed a 16-month calendar that highlights

men in nursing, showing them with rewarding careers and active lives. Each month, a different male TCC graduate nurse is shown on the job and pursuing such leisure-time activities as canoeing, bike riding, playing basketball, snow boarding, or making music. The calendar also shows the courses needed to complete the nursing program and includes contact information.

Calendars are being distributed to Pierce County middle and high school students and counselors. A reception is also planned for local school counselors to promote men in nursing through the use of the calendar.

Recruiting Men in Nursing Partners

Tacoma Lutheran Home

Independent Specialty Nurses, Auburn

Franciscan Health Care Center and Hospice

Allenmore Hospital

Tacoma Community College Staff and Graduates

St. Clare Hospital, Lakewood

St. Joseph Medical Center

Mary Bridge Children's Hospital

Life Care Center, Puyallup

Tacoma General Hospital

Foss High School Students

For additional information, contact Paula Norby, 253-566-5132.

Best Practices Nominees

Below are brief descriptions of the other 19 nominees for the 2004 Best Practices in Workforce Development Awards.

Building our Future Workforce is the goal of a business-led consortium of Pierce County construction companies who marshaled public and private resources to implement the “Get Electrified” and “Youth Building Tacoma” preapprenticeship programs and an Architecture, Construction, Engineering (ACE) magnet program. Each prepares youth or young adults for careers in the construction industry. For additional information, contact Linda Nguyen, 253-591-5810.

Customized Service for English-as-a-Second Language—WorkFirst Integrated Customized Job Skills Training Program integrates workplace and English language skills preparation with layers of support to help immigrant populations in the greater Seattle area complete training and secure employment. Language instruction at Bellevue Community College is contextual and focuses on job search, customer service and hospitality skills; workplace readiness; U.S. business culture; and computer basics. Students also gain work experience and help in developing a resumé. For additional information, contact Darlene K. Molsen, 425-564-2033.

E3 Healthcare (Employers, Employees, Education) is a School-at-Work program that provides lower-skilled health care workers with onsite training in rural North Central Washington. With E3, employers become a pool of college adjunct faculty, classes take place in the workplace or community at times suitable for both employers and employees, and coursework is tied to the needs of employers. For additional information, contact Ken Kelnhofer, 509-663-3091, ext. 276.

Edmonds Community College/Tulalip Tribes Project implemented a preapprenticeship construction program for Tulalip tribal members. Addressing a shortage of skilled construction workers, this 16-week program provides a hands-on learning experience that enables students to complete training and find employment in construction-related jobs. For additional information, contact Jerrilee Mosier, 425-640-1489.

Health Care Industry Sector WorkSource/WorkFirst Connections Project brings the health care industry together with job seekers and service providers in Snohomish County. One initiative, “Smart Move,” provides low-income, underemployed adults and dislocated workers with information about health care careers. The other, “Health Source,” teaches employers and WorkSource staff how to more effectively use the WorkSource system. For additional information, contact Mary Jane Vujovic, 425-921-3405.

Olympic College Workplace Essentials is an interactive workshop for WorkFirst participants that addresses the employability skills needed for a successful job search. Developed by a partnership of education, government, and community-based organizations, the intensive, 30-hour program focuses on learning about oneself and one's reactions to situations specifically related to the workplace. For additional information, contact Theresa MacLennan, 360-475-7849.

Olympic Workforce Development Council Business Outreach Teams developed a systematic approach to improving services to business customers. A Business Services Manager was hired to coordinate services and build business relationships. Business outreach teams distributed professional marketing materials, developed business and contact information databases, and conducted job fairs and workshops. For additional information, contact Bob Potter, 360-337-4873.

Online and Upward provides accessible training and job placement for adults with disabilities interested in careers in Medical Billing or Medical Transcription. Using distance learning, students take online classes from Clover Park Technical College and receive support from a Goodwill Industries' site manager to gain a variety of

skills (from learning to type accurately to math, writing, and use of the Internet) necessary to succeed. For additional information, contact Andrea Olson, 253-583-8711.

Power Plant Center of Excellence is a training facility for the power operations workforce of the future. Started initially by Centralia College as an answer to TransAlta's need, it has grown to become a Center of Excellence offering a two-year technical degree program with summer internship opportunities. A reference library and website are in the development stage. For additional information, contact Steve Miller, 360-753-3433, ext. 544.

Radiological Technician Scholarship Program, supported with Workforce Investment Act funds and contributions from Clallam County health care employers, provides education opportunities to students willing to return to their communities after graduation to work for sponsoring health care providers. Employers who hire a graduate add \$5,000 to the scholarship fund, providing on-going opportunities. For additional information, contact Bob Potter, 360-337-4873.

Senior Employment Connection offers senior citizens interested in returning to work with an opportunity to meet with WorkSource Whatcom staff in a relaxed atmosphere. During

the after hours forum, seniors learn about the resources and services of the WorkSource Center, and can make connections to employers seeking their skills and experience. Outreach is coordinated through a targeted media campaign. For additional information, contact Gary Smith, 360-676-3241.

Snohomish County 2010: A Blueprint for Education, Workforce, and Economic Development in Snohomish County was created by a partnership of community leaders working to develop a single, collaborative, and comprehensive plan to improve the area's economy. The blueprint includes a unified vision and lays the groundwork for developing a strategic plan centered on eight high-skill, high-wage industry clusters targeted for economic development. For additional information, contact Mary Jane Vujovic, 425-921-3405.

Spokane Healthcare SKILL Panel is identifying health care skill gaps and the workforce solutions to address them. Following a health care occupations vacancy and demand survey, it launched a health careers website, developed a cooperative regional plan for clinical placement in nursing, and helped bring targeted training resources to the county. For additional information, contact John Baumhofer, 509-625-6210.

The Bates College Advanced Technologies and Computer Sciences Advisory Committee established a new framework for college advising that better reflects this rapidly changing industry and the career training programs offered. Results include a merger of both business advisory committees and the college's two technology programs and development of a partnership with the University of Washington-Tacoma. They also developed a business plan to move the program forward. For additional information, contact Sally Cofchin, 253-680-7205.

The State of the Workforce Report raises the visibility and improves the connection between workforce and employers and provides detailed analysis for policy-makers in Seattle-King County. Updated periodically, the report includes economic factors, workforce demographics, job availability, and employment and training system comparisons locally, regionally, and nationally. For additional information, contact Dan Fey, 206-448-0474.

The WorkSource Disability Network is an eight-organization partnership working to improve services and employment outcomes for people with disabilities throughout Washington State. Together they developed a single, comprehensive, statewide plan to coordinate

resources and eliminate duplication of effort. Their consolidated efforts have assisted staff in all of the WorkSource centers and 11 affiliate sites with accessibility and assistive technology assessments. For additional information, contact Jan Peters, 360-438-3258.

Title V Senior Community Service Employment Program at WorkSource provides a full range of services for older adults seeking employment opportunities in Kitsap County. The program includes a modularized workshop series aimed at enhancing job search skills and increasing employability for workers aged 55 and older. For additional information, contact Bob Potter, 360-337-4873.

WorkSource King County Website and Intranet is a new, user-friendly, Americans with Disabilities Act compliant online job and hiring resource for businesses and job seekers. The website also links 350 staff who provide services at the 9 King County WorkSource sites and provides them with increased communication, news updates, contact lists, and a calendar of upcoming trainings. For additional information, contact Don Fey, 206-448-0474.

WorkSource Youth Center in Snohomish County is the extension of the “One-Stop” strategy into a youth-centered environment. In addition to employment services, the center connects youth to a myriad of social and educational support programs in all 11 life domains, including substance abuse treatment, family planning, and services for youth aging out of the foster care system. For additional information, contact Mary Jane Vujovic, 425-921-3405.