

**WASHINGTON STATE
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD
MEETING NO. 151
November 18, 2010**

RETOOLING WASHINGTON'S WORKFORCE

Beginning at the August Workforce Board retreat, the Board and its partners have pursued an initiative to identify opportunities and ideas that can be quickly implemented to help unemployed workers and employers during these tough economic times. The initiative started with two questions:

- 1) How do we work together to help the unemployed who need to have their skills retooled for jobs now and in the future?
- 2) How do we work together to respond to needs of employers when they come to us to help them have the workforce they need now and in the future?

To help answer these questions, the Workforce Board and our partners convened regional forums in Des Moines and Spokane, solicited ideas via an online questionnaire, and conducted a virtual forum with business leaders. On October 5, the Board held a final statewide forum in Everett. (For a list of forum participants, see Appendix A.) At the Everett forum, participants fleshed out the ideas and identified the opportunities that seem to hold the most promise for quickly helping unemployed workers, and employers. Based upon this input, the Workforce Board and its partners formed three work groups to create work plans to address three issues:

- 1) Coordinated outreach to Unemployment Insurance exhaustees**—There will soon be a dramatic increase in the number of unemployed Washington residents who have exhausted, or are about to exhaust their unemployment benefits.
- 2) On the Job Training**—This work group focused on ways to expand the use of On-the-Job Training to increase job hires.
- 3) Coordinated employer outreach combined with improved job referral/skills matching**—These two issues have been combined because they involved two sides of the same operation. This work group concentrated on methods to improve job referrals and ways to make the most out of outreach to employers.

The three work groups, with state and local representatives from many workforce and related programs, developed work plans to quickly implement improvements in each of these areas. Participants included staff from the Workforce Board, the Employment Security Department, the State Board for Community and Technical Colleges, the Division of Vocational Rehabilitation, the Economic Services Division, Department of Commerce, Labor and Industries, Workforce Development Councils, Economic Development Councils, local government, and others.

The three work plans are presented here for the Board's review and approval.

Board Action Requested: Adoption of the Recommended Motions.

BUSINESS OUTREACH AND JOB REFERRALS

RECOMMENDED MOTION

WHEREAS, Washington has experienced the most severe economic downturn since the Great Depression and unemployment remains painfully high; and

WHEREAS, Washington's workforce development system must do the best possible job to reach out to employers with job openings and connect them with job seekers who have the skills and attributes that match the employers' needs; and,

WHEREAS, As part of the Workforce Board's initiative on Retooling Washington's Workforce an interagency work group with state and local representation has developed a work plan to improve business outreach and job referrals;

NOW, THEREFORE, BE IT RESOLVED That the Workforce Training and Education Coordinating Board approves the work plan of the work group on Business Outreach and Job Referrals.

ON-THE-JOB TRAINING AND DIRECT-CONNECT TRAINING

RECOMMENDED MOTION

WHEREAS, Washington has experienced the most severe economic downturn since the Great Depression and unemployment remains painfully high; and

WHEREAS, Washington's workforce development system must do the best possible job to spur employment growth particularly among employers who are ready to hire if they receive some reimbursement for training new or incumbent employees; and,

WHEREAS, As part of the Workforce Board's initiative on Retooling Washington's Workforce an interagency work group with state and local representation has developed a work plan to improve and expand On-The-Job Training options and direct-connect training; and

WHEREAS, The Governor has directed that discretionary WIA 10 Percent Funds in 2010 are utilized to develop a competitive, merit-based grant program designed to provide training in high demand industries and administered by the Workforce Development Councils; and

WHEREAS, The Governor has directed that the training programs emphasize training that increases employment, although other types of training, such as apprenticeships, could be included; and

WHEREAS, The Governor has directed that the training programs set eligibility criteria for workers receiving training, with an emphasis on persons receiving unemployment insurance and those who have exhausted their unemployment benefits, though the program could also include those individuals who are underemployed or who are involuntarily employed part-time, as well as those who are at risk of losing jobs without training, but with a focus for the grant program remaining on job creation; and

WHEREAS, More unemployed individuals could benefit from being connected to short-term, free and online training options to help to prepare them with competitive schools that will increase their chance of being hired as the economy recovers;

NOW, THEREFORE, BE IT RESOLVED That the Workforce Training and Education Coordinating Board approves the work plan of the work group on On-the-Job Training and Direct-Connect Training.

COORDINATED OUTREACH TO UI EXHAUSTEES

RECOMMENDED MOTION

WHEREAS, Washington has experienced the most severe economic downturn since the Great Depression and unemployment remains painfully high; and

WHEREAS, Job seekers have encountered extraordinary challenges during an extended period of low job growth and high unemployment; and

WHEREAS, Thousands of Washingtonians are running out of their UI benefits each week; and

WHEREAS, Washington's workforce development system must do the best possible job to share appropriate resource and service referral information to greatly stressed UI exhaustees; and

WHEREAS, As part of the Workforce Board's initiative on Retooling Washington's Workforce an interagency work group with state and local representatives has developed a three-part work plan to coordinate outreach to UI exhaustees;

NOW, THEREFORE, BE IT RESOLVED That the Workforce Training and Education Coordinating Board approves the work plan of the work group on Coordinated Outreach to Unemployment Insurance exhaustees.

Retooling Washington Work Group #1: Coordinated Outreach to UI Exhaustees Charter

November 5, 2010

Background

Washington State is facing the most severe recession since the Great Depression. At the Workforce Training and Education Coordinating Board's Retooling Washington's Future meeting on October 5, 2010, participants discussed ideas about how Washington's workforce system can make a difference in the near term. While many agencies are already providing services to this specific population, it became evident that coordinating outreach efforts would be beneficial and provide valuable information to exhaustees.

Directive

The specific directive for Work Group #1 is "coordinated outreach to UI exhaustees, including demographic breakdown of who is in the pool, some market analysis of skills available and work history, development of service tool chest and identification of service points for referral. Also includes development of the actual outreach strategy (collateral materials, single website, etc.)."

Deliverables

The key deliverables are:

- 1) **Data** - regular exhaustee data reports to inform outreach efforts and service provision
- 2) **Exhaustee Outreach Plan** - provides the coordinating framework for agency and partner outreach activities. The outreach plan will contain: problem identification, a statement of need; identification of agencies and partners; outreach goals; strategies for achieving those goals; outreach activities and products; an implementation timeline; and measures.
- 3) **Resource referrals for exhaustees.**
- 4) **Resource referral toolkits for service providers.**

Members

Members of this work group are comprised of staff from multiple state agencies that provide a diverse collection of services to exhaustees. Agencies below are listed in alphabetical order:

Agency	Staff
Department of Commerce (COM)	Daniel Malarkey
Department of Social and Health Services (DSHS)	Rebecca Henrie, DSHS; Troy Hutson, DSHS; Adolfo Capestany, DCS; Don Kay, DVR.
Department of Veterans Affairs (DVA)	Heidi Audette, Colleen Gilbert
Employment Security Department (ESD)	Joel Sacks, Amy Leneker, Tim Gugerty, Alison Grazzini Smith, Neil Gorrell, Jill Will, Tony Wright, Hilary Young, Greg Weeks, Sharon Williams, Anne Goranson.

Agency	Staff
Employment Security Department (ESD)	Jennie Weber, Eastern WDA, Kris Cook, North Central WDA, CJ Seitz, Northwest WDA, Julie Lord, Seattle-King County WDA, Nicole Ferrer, Seattle-King County WDA.
State Board for Community and Technical Colleges (SBCTC)	Dixie Simmons
WorkForce Central	Jawana Cain
Workforce Development Council of Snohomish County (WDCSC)	Amy Persell, Sam Samano, Heather Villars
Workforce Development Council of Spokane	Mark Mattke
Workforce Training and Education Coordinating Board (WTECB)	Martin McCallum

Milestones

Milestone	Date
Retooling WA Work Group #1 – 1 st Meeting	October 27
Statewide Exhaustee Demographics and Monthly Exhaustions by County	October 27
Provide regular exhaustee data updates and reports to Retooling WA	Monthly
Retooling WA Work Group #1 – 2 nd Meeting	November 1
WTECB IC – update on progress	November 4
Final list of statewide resource referrals	November 8
Outreach Plan to WTECB	November 8
WTECB Meeting - review report for discussion and adoption	November 18
Current UI claimants receive list of statewide resource referrals in mailer	Early December
Resource toolkits for local service providers	Beginning early December
Evaluate outreach efforts to date, identify gaps and opportunities, make course corrections (if necessary) and update & expand the Outreach Plan through July 2011.	Mid-December

Contact

Amy Leneker, Employment Security Department, 360-902-9314, alenecker@esd.wa.gov.

Retooling Washington Work Group #1: Coordinated Outreach to UI Exhaustees Outreach Plan Overview

November 4, 2010

Problem Identification

Due to high unemployment in Washington for an extended period, Unemployment Insurance (UI) claimants are running out of benefits. As of September 2010, more than 22,000 claimants in Washington have received all the benefits to which they were entitled. This includes federal Emergency Unemployment Compensation (EUC) and extended benefits. The number of people exhausting their benefits is expected to get worse when EUC begins phasing out and the triggers for extended benefits are no longer met. Every week, the number of exhaustees will increase as benefits run out.

Assuming existing claimants do not find jobs and continue to draw their full benefit amounts each week until their entitlements run out, more than 47,000 people could potentially run out of benefits by the end of December 2010. This figure includes the 22,000 who already have exhausted.

Overview of Outreach Goals and Strategies

Goal #1: Prior to exhaustion, provide UI Claimants (currently on EUC or EB) service referral information

Strategy: Identify statewide service referral resources and send to current UI claimants

Lead: Amy Leneker, ESD

Product: One-page list of statewide referrals

Delivery: Claimants on EUC or EB receive the one-page list of statewide referrals in ESD's early December mailer (we estimate 230,000).

Goal #2: Identify service tool chest and service points for referral to ensure service providers throughout the state can quickly identify and share resources with exhaustees.

Strategy: Work with service providers at the local level to identify regional and local resources

Lead: Hilary Young, ESD

Product: Online resource toolkits

Delivery: Easily accessible resource toolkits available to service providers beginning December 2010

Goal #3: Provide robust data about the exhaustee population to inform outreach and service provision, including demographic breakdown of who is in the pool and market analysis of skills available and work history.

Strategy: ESD has formed an agency-wide internal workgroup including representatives from our Labor, Market and Economic Analysis (LMEA) branch, dedicated to providing and analyzing data regarding exhaustees. This workgroup provides data to Retooling WA and service partners ongoing.

Lead: Tim Gugerty, ESD

Products: Regular exhaustee data reports

Delivery: Statewide exhaustee demographic data and monthly exhaustions to Retooling workgroup, October 27; Snohomish County pilot of county level demographic data to Snohomish County and Retooling Workgroup, November 15; county level demographic data to all counties, date TBD; additional identification of data needs and production of data reports to Retooling WA and partners, ongoing.

Measures

To ensure the success of the workgroup's outreach efforts, both quantitative and qualitative measures will be used. Quantitative measures include timely delivery of outreach products and the number of outreach activities. Qualitative measures include agency and partner satisfaction with outreach efforts, feedback from service providers and the ability to provide the growing exhaustee population with a set of quality services now and in the future.

Contact

Amy Leneker, Employment Security Department, 360-902-9314, aleneker@esd.wa.gov.



Serving the Long-term Unemployed

October 30, 2010

Service-delivery model

To better meet customer needs and ensure that people receive the services they need to return to work as quickly as possible, ECDD has implemented a new service-delivery model in WorkSource offices across the state. Under this model, WorkSource customers receive an assessment to identify each individual's skills and determine his or her best options for finding meaningful employment, job-search preparation, job referrals, referral to training, connection to other employment and training resources, and information about other community resources.

WorkSource staff also use technology to cross-match claimants' skills with available job openings. This helps people find jobs in their local areas and can be used statewide if a person is interested in relocating.

Statewide investments

Over the past two years, the agency has invested in additional staff and new services to help unemployment insurance claimants return to work faster and reduce their likelihood of exhausting benefits. Staff investments include:

- 77 positions dedicated to providing re-employment services to UI claimants (funding for 41 of these positions expires June 2011)
- 35 business services staff specifically focused on pursuing job openings that match the skills of unemployed workers in their respective areas
- 33 career broker positions to provide long-term support for job seekers who do not qualify for special programs

The department also has invested \$350,000 to offer unlimited access to Microsoft's e-Learning library so that unemployed workers can build their computer skills and become more competitive in the job market.

By January 2011, the department will launch 12 Certiport sites so that people can take free exams to earn credentials in Microsoft's Office and Technology Associate programs. The certification will confirm to employers that they've achieved a high proficiency in the specified program, and that they're ready to apply those new skills.

Local response

Recognizing that each area faces unique needs and the availability of local resources vary, the department has elected to provide flexibility for local offices to meet the needs of their customers. Based on those needs, local areas have already adopted the following strategies to serve the long-term unemployed:

- Increased and improved orientations to WorkSource services
- Targeted workshops that specifically address the needs of claimants who are receiving Extended Unemployment Compensation and Extended Benefits
- New workshops that focus on the realities of today's economy and employment options

- Working with claimants to identify transferrable skills, and developing tools that demonstrate how those skills can be applied to other occupations and industries
- Reaching out directly to people who are approaching exhaustion to ensure that they are aware of the services available through WorkSource (includes mail, email and phone contacts)
- Extended office hours in some offices
- Referring people to community resources to mitigate their financial needs
- Working closely with LMEA's Regional Labor Economists to ensure strategies are responsive to changing economic status and impacts, and that those factors help shape the services provided
- Partnering with local economic development organizations to address business retention, workforce stabilization and to attract new businesses

ECDD has established a SharePoint site to document local efforts and share information across areas.

As members of local workforce development councils, ESD's area directors are focused on educating local boards on the number of claimants and potential exhaustees in local areas so that they can devise strategies to best meet local needs.

Many areas have already organized community response systems to provide access to resources that are available to address various needs. Examples include United Way-sponsored websites in Snohomish County (http://www.uwsc.org/get_help_resources.php) and Whatcom County (http://www.unitedwaywhatcom.org/index.php?pr=Help_for_Hard_Times).

These sites provide direct links to 211 services, local crisis centers, employment programs, job training, financial help, rental assistance, utility assistance, food assistance, medical and dental services, emergency shelters, mental health and counseling support, veteran services, and child care assistance. ESD services are featured prominently on both of these sites.

Other ideas

Local areas continue to explore options to increase their effectiveness in serving the long-term unemployed. Examples include:

- Purchasing job-profiling software to improve the quality of job matches
- Adding staff to increase workshop capacity and focus on helping EUC and EB claimants overcome barriers and develop practical and achievable employment goals
- Using AmeriCorps members to act as community resource liaisons, providing up-to-date information about local resources to staff and customers, and organizing community events to connect customers with local service providers
- Piloting new strategies to validate job readiness of UI claimants early in their claims and provide targeted employment services so that they are less likely to exhaust benefits

Implementation of these options is dependent on further analysis and available funding.

Needs

- A better understanding of the full universe of people who needs services – recognizing that social services are facing drastic cuts and needs are not limited to UI exhaustees – and the capacity of

existing resources, both statewide and locally

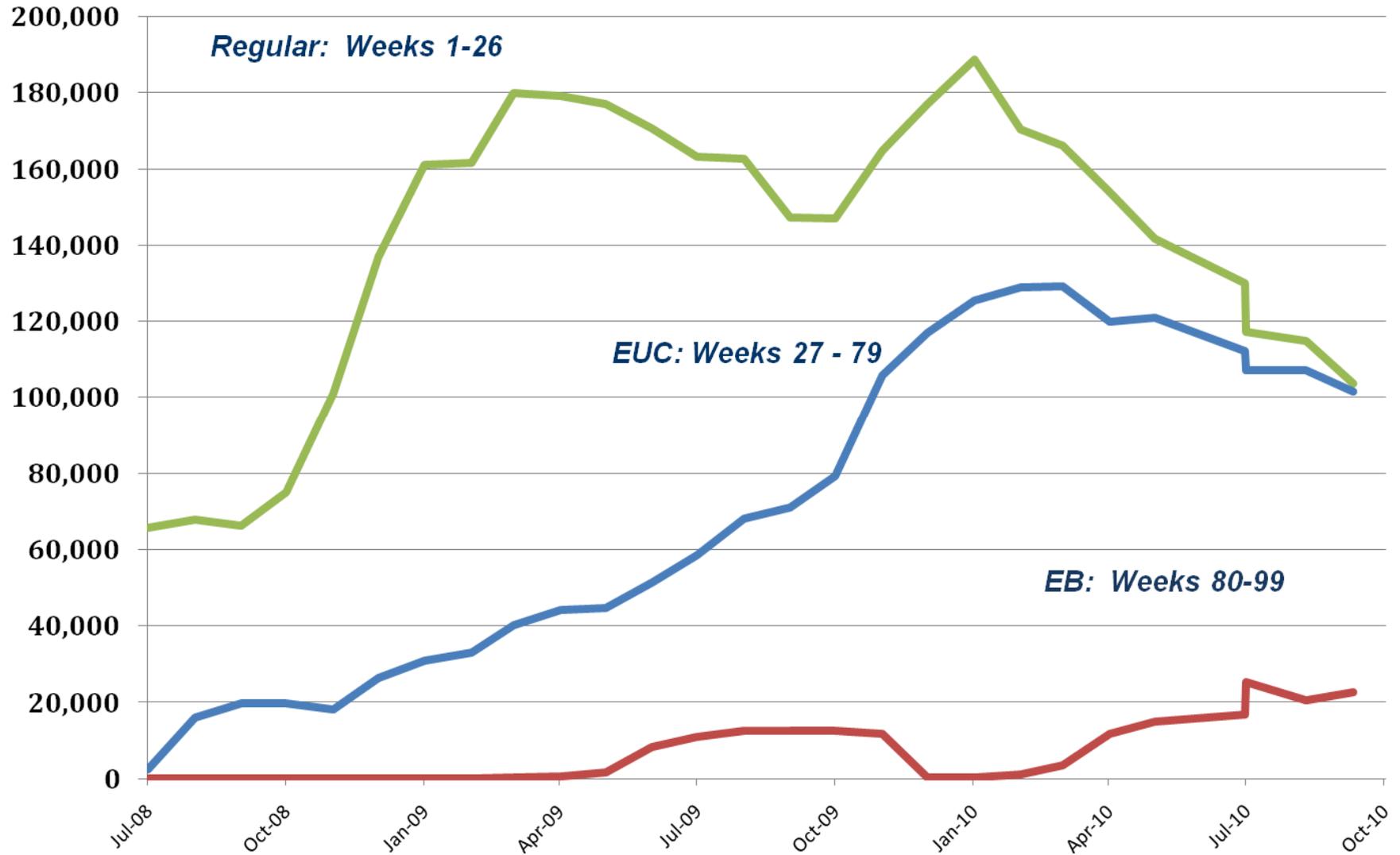
- A portal that links to existing resources (such as the websites referenced above) that are available statewide and by area, including a more comprehensive list of the services available through government programs, non-profits and faith-based organizations
- Explore opportunities for additional partnerships, including statewide economic development organization, business organizations and local libraries
- Develop strategies that specifically target the needs of rural areas, where job opportunities are more limited and there are fewer community resources
- Research and evaluate best practices in other states to determine whether they can be applied in Washington

Contact

Hilary Young, ECDD policy manager, 360-438-4871

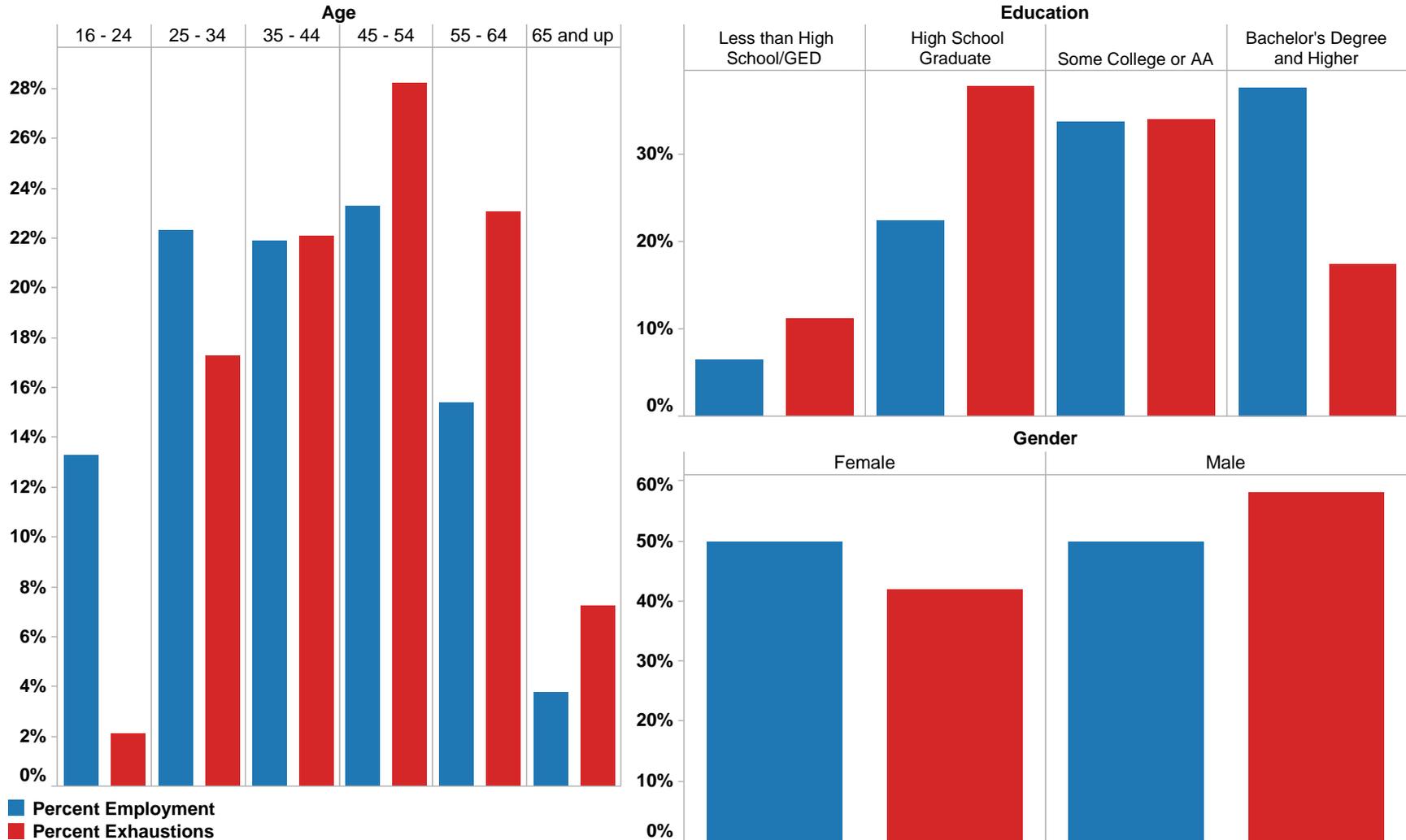
Claimants by type of benefit

Weeks available assumes maximum entitlement



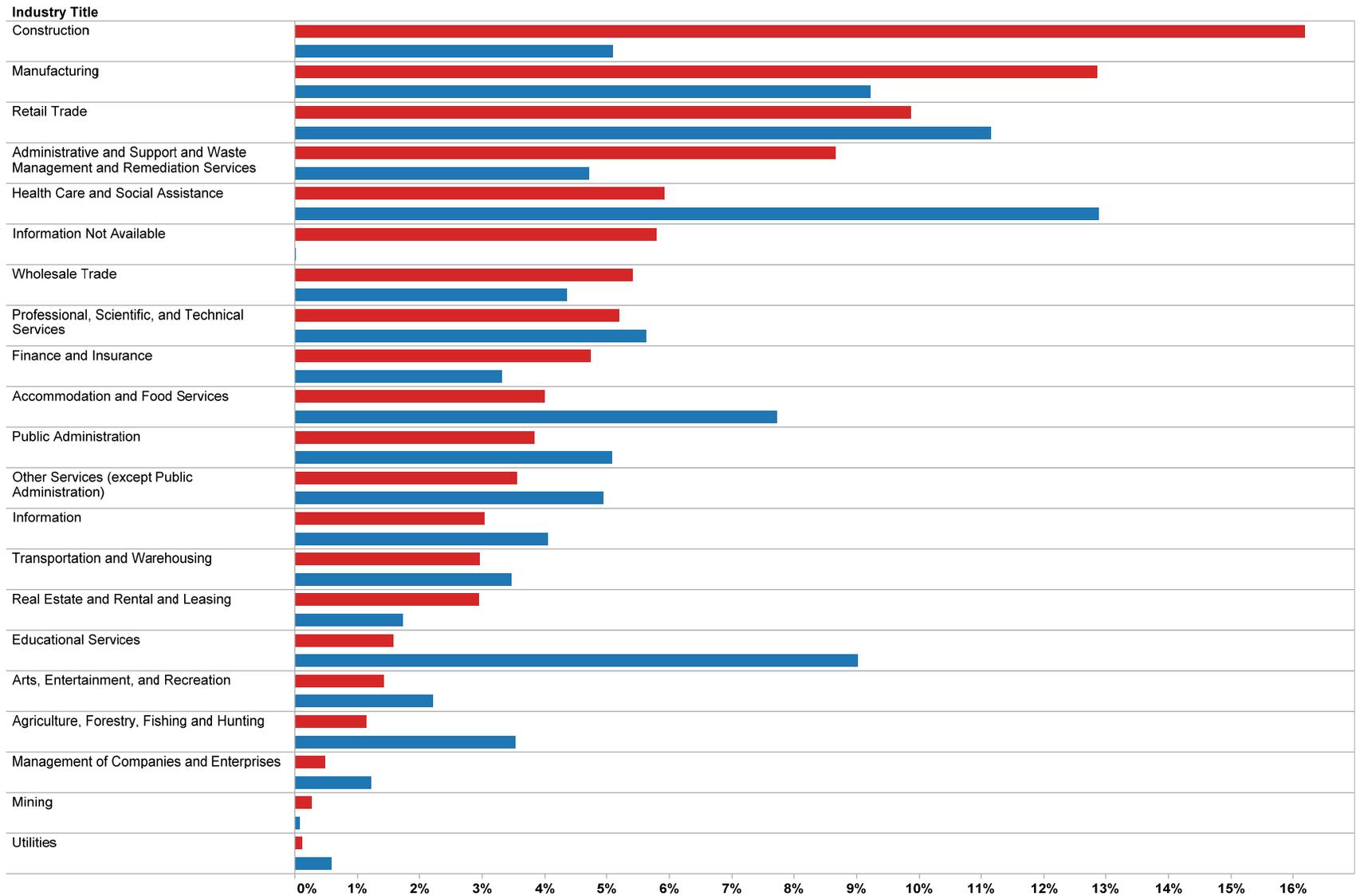
Source – UI Research, October 26, 2010

Demographics of Washington Labor Force Compared to Claimants Who Have Exhausted All UI Benefits as of October 23, 2010



Sources: Age and gender labor force information from Local Employment Household Dynamics Survey, 2009, Bureau of Labor Statistics. Education labor force information from Current Population Survey – Geographical Profile of Employed and Unemployed, 2009, Bureau of Labor Statistics. UI exhaustee demographic information from LMEA, October 26, 2010. UI exhaustion information cumulative through October 23, 2010 since Congress authorized EUC in July, 2008.

Washington Employment by Industry Percentage Compared to UI Exhaustions by Industry



Measure Names

■ Percent Exhaustions

■ Percent Total Employment

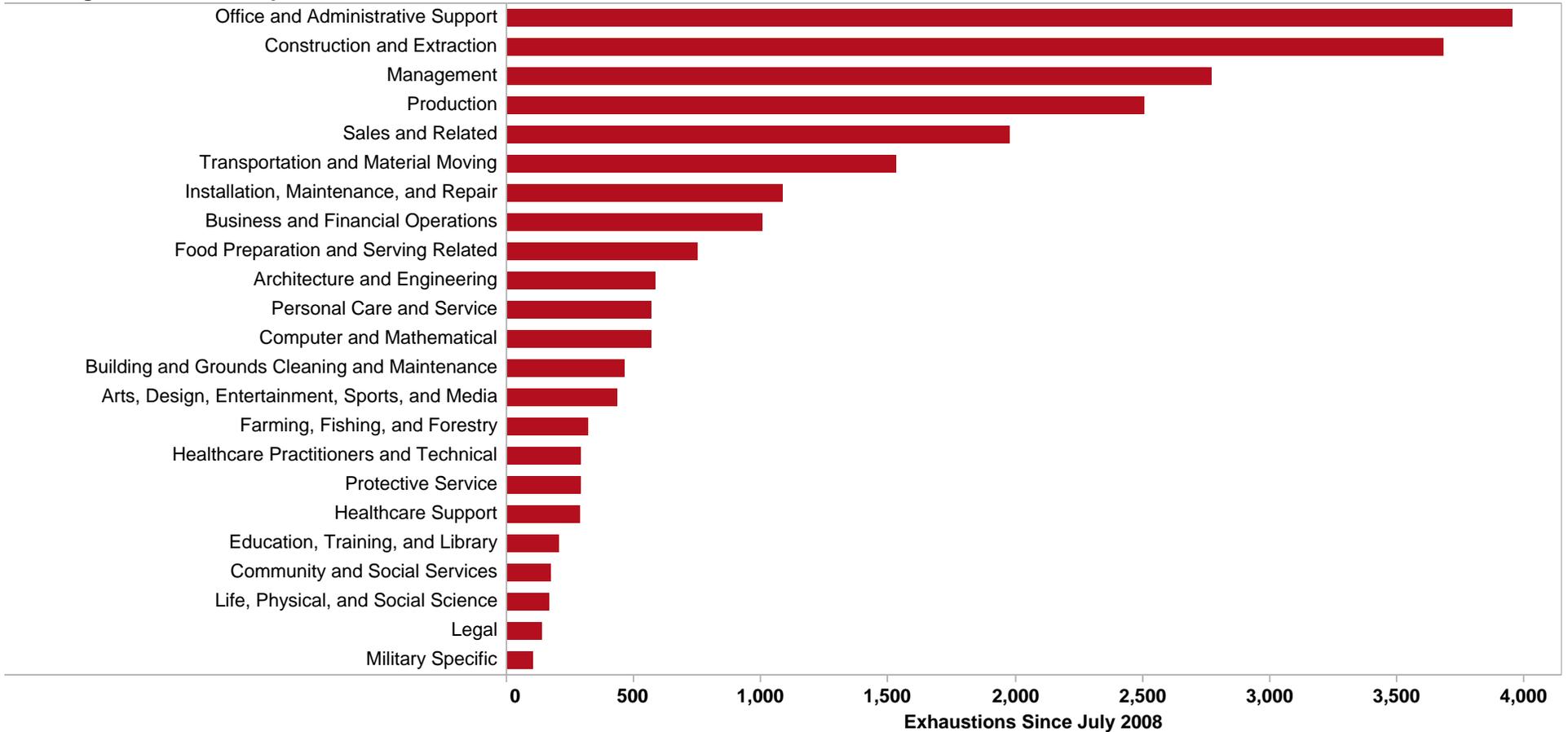
Percentage

Sources: Washington industry employment information from Local Employment Household Dynamics Survey, 2009, Bureau of Labor Statistics. UI exhaustion information cumulative through October 23, 2010 since Congress authorized EUC in July, 2008. Exhaustion information from LMEA, October 26, 2010.



UI Claimants Exhausting all UI Benefits By Occupation

2 Digit Standard Occupational Classification



Sources: UI exhaustion information cumulative through October 23, 2010 since Congress authorized EUC in July, 2008. Exhaustion information from LMEA, October 26, 2010.

Retooling Washington's Workforce

Work Group #2: On-The-Job Training and Direct-Connect Training

DRAFT Workplan

Purpose: The purpose of Work Group #2 “On-the-Job Training and Direct-Connect Training” is to advance the Retooling WA initiative by developing strategies that can, in the short term, boost employers’ ability to hire and help more unemployed Washingtonians become employed. There are two key objectives. The first is to expand On-the-Job Training opportunities in Washington, building upon the system we already have in place, and the second is to connect unemployed individuals to training that will quickly develop competitive skills and prepare them for available jobs. Given the severity of the recent recession and the slow rebound in the job market, the state and local areas must do everything possible to help the unemployed become employed. (See work group members in Attachment A.)

Summary: This initiative will build on Washington’s current On-the-Job Training (OJT) and Direct Connect Training programs by:

- 1) Utilizing, improving and expanding OJT options to boost business output and get people back to work; and
- 2) Connecting unemployed workers with short-term training that increases their competitiveness in the labor market and retools them for economic recovery.

Background: On-the-Job Training

There are a variety of public OJT programs in Washington that are administered by various state agencies, private businesses and local workforce development councils. There are also other programs that are not identified as OJT programs but have significant on-the-job training or work experience components (see Attachment B.) Each of these programs has a slightly different primary purpose. Some programs focus primarily on boosting business productivity and hiring, while others primarily focus on assisting workers to obtain and retain employment, though most try to fulfill both these objectives.

Washington’s 12 local Workforce Development Councils (WDCs) may direct Workforce Investment Act (WIA) funds to support OJT. According to the Congressional Record of the Workforce Investment Act of 1998 the term “on-the-job training” means “training by an employer that is provided to a paid participant while engaged in productive work in a job.” The OJT program:

- a. Provides knowledge or skills essential to the full and adequate performance of the job.
- b. Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training.
- c. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.”¹

¹ WIA Section 101 (A) and (C) and Section 95 (4) outline WIA OJT program requirements.

The number of WIA OJT participants varies depending on the focus of the local Workforce Development Council. From July 2008 to October 2010, the number of OJTs statewide offered through local WIA funds totaled 933. North Central WDC contracted for 219 OJTs, Spokane contracted for 218. Other workforce development areas that offered a relatively high proportion of OJTs were Southwest WA, Eastern WA, and Northwest WA. See attachments C and D.

The American Reinvestment and Recovery Act provided National Emergency Grants (NEG) through the U.S. Department of Labor to expand WIA OJT programs with a few adjustments that allowed employers to be reimbursed for up to 90 percent of the wage rate of the participant. Higher reimbursements are intended to support more small- and medium-sized businesses to participate in OJT programs. The NEG program is expected to serve about 250 OJTs in Washington in 2010.

Other programs outlined in Attachment B include the Community Jobs program administered by the Department of Commerce, the OJT program administered by the Division of Vocational Rehabilitation, OJT as part of the services to TANF recipients, administered by DSHS, and the Job Skills Program administered by the State Board for Community and Technical Colleges that can train a group of incumbent workers, and the Individualized Certificate Programs that are offered now at two of our state's 34 community and technical colleges, among others.

In addition to overseeing Apprenticeship Training programs, the Department of Labor and Industries' Apprenticeship Training Council oversees some OJT programs, which differ from Apprenticeship programs because they last less than 2000 hours. These programs are currently rarely used but there may be opportunities for expansion of this option.

In 2010, the Governor directed that \$1.5 million of the state's discretionary 10 Percent Workforce Investment Act funds be allocated through a grant program "that emphasizes on-the-job training that increases employment, although other types of training such as apprenticeships could be included." Her directive also states: "Eligibility requirements should be set for workers receiving training, with an emphasis on persons receiving unemployment insurance and these who have exhausted their unemployment benefits. The program could also include those individuals who are underemployed or who are involuntarily employed part-time, as well as those who are at risk of losing jobs without training." The letter also notes that, "the focus remains on job creation."

With an understanding of current OJT options the work group developed the action steps that aim to expand the use of OJT and make better use of OJT resources.

Background: Direct-Connect Training

The Workforce Board's 2010 employer survey, found that six percent of employers during the recession (about 11,000 employers) could not find the skilled workers they needed. Those attempting to hire had the most trouble finding workers with specific occupational skills (85 percent) and the next six categories of skills that were most difficult to find were related to "soft skills" from communication (75 percent) to team work skills (61 percent) among others. These figures suggest that some targeted training could both help unemployed individuals to find work and assist employers to find the skilled workers they need.

There are a number of training programs that could boost the skills of unemployed individuals and make them more competitive in the job market. At the same time many unemployed individuals often recognize the value of returning to school as evidenced by enrollment data. In the Fall of 2009, more than 20 percent of students (47,000) enrolling at community and technical colleges were unemployed and seeking work. One in three workforce education and adult basic education students were unemployed and seeking work.² If an individual needs to get back to school as quickly as possible, he/she will often seek shorter term training that is inexpensive. Our state has a variety of such options from short-term certificates to free online training, including the Microsoft e-Learning Programs.

According to a 2010 SBCTC report, students earning short-term certificates “are more likely to be male, full-time students and unemployed than students earning long-term certificates or degrees, suggesting that most of these students are seeking training for immediate employment.”³ In the last five years, the number of short-term training options offered through our community and technical colleges has expanded significantly. SBCTC’s study found that Washington’s community and technical colleges have increased the number of short-term (less than one year) certificates by nearly 50 percent between 2005-2006 and 2008-2009—a growth rate significantly greater than any other college credential. Short-term, stackable credentials have a variety of benefits. They provide training that is matched with specific industry skills needed, they often suit working adults who need to have in and out of training, and they are less likely to be cost-prohibitive for students with limited resources.

One innovative program that is modeled for adults to increase their employability is the “Individualized Certificate Program (ICP).” A major component of the ICP is on-the-job training. Lower Columbia Community College has the most developed version of this program. The course description notes that the ICP “provides students with an opportunity to receive a certificate of proficiency in an area that is not presently available from current college programs.” Individualized Certificate Program offerings include: Biology Technician, Chemical Technician, Criminal Justice, Corrections, Energy Auditor/Residential Weatherization, Fleet Maintenance, Human Resources Assistant, State Certified Interpreter, Landscape Maintenance, Pharmacy Technician, Veterinary Assistant, Wastewater Treatment, among others.

To develop ICPs, Lower Columbia College students and staff work with local businesses and agencies to provide the student with specific vocational training. The business or agency serves as the primary training site providing technical education, equipment, and expertise. Students, in conjunction with business professionals and college supervisors set specific learning goals to be achieved during a specified field placement. The ICP is usually completed in 3-4 quarters. In addition to site-based training, the students complete general education courses on campus. The Southwest WA WDC considered this such an important priority that it funded a position at Lower Columbia Community college specifically to expand ICPs. Centralia College has a similar option. The state would benefit from more such options that help students increase their work experience and skills learned on-the-job while meeting employers’ needs for skilled workers.

² Jan Yoshiwara, SBCTC, presentation to the House Higher Education Committee, September, 2010.

³ SBCTC, *Growth in Short-Term Certificates at Washington’s Community and Technical College*, No. 1—3, September 2010 available at:

http://www.sbctc.ctc.edu/college/education/resh_rpt_10_3_growth_in_short_term_certificates.pdf

Because employers clearly identify “soft skills” as missing in many of the workers they hire or interview, job applicants, more unemployed workers could benefit from developing these skills. SBCTC is committed to identifying which colleges offer “human relation” courses, expanding these across the state, including online options.

In October 2010, several WorkSource Centers in Washington started offering free Microsoft e-learning courses to customers. The state’s Employment Security Department partnered with Microsoft with the aim of offering these free online courses in various forms of technology to anyone in the state.

There are more than a thousand e-learning courses available through six learning plans:

- ❖ Plan 1: Microsoft Office collection 2003
- ❖ Plan 2: Microsoft Office collection 2007
- ❖ Plan 3: Microsoft Office collection 2010
- ❖ Plan 4: Desktop collections (Office and Windows operating systems)
- ❖ Plan 5: Technical training for IT professionals
- ❖ Plan 6: Digital literacy (for computer beginners) Digital literacy (for computer beginners)

Each plan covers the full array of Microsoft programs and there are several learning modules for each software program. Individuals are encouraged to complete a collection before moving to another. There is no limit on the number of people who may register for these programs and courses are available in multiple languages.

These courses are intended to accelerate the workforce readiness of individuals across Washington and in addition, WorkSource customers who register for the online courses may earn certification credentials in Microsoft Office at no charge. A limited number of Technology Associate certifications, for people pursuing careers in computers also will be available at no cost through WorkSource.

Through Retooling WA’s work plan, the aim is to broaden the access to this Microsoft E-Learning plans and offer them through colleges and nonprofit organizations, in addition to the WorkSource Centers. Individuals may also access these e-learning programs on their home computers. Adequate marketing and availability of computers and internet access are essential to the success of this program.

The OJT/Direct-Connect training work group’s work plan aims to ensure that more individuals benefit from the various types of training options available.

Work Plan: Retooling WA OJT and Direct Connect Training Work Group #2

Objective 1 Utilize, improve and expand all OJT options to boost business output and get people back to work.			
Strategy	Who is responsible?	What? By When?	How we will we know that we are successful?
<p>Strategy 1.1 Identify best practices in OJT in WA and elsewhere, communicate these practices across all OJT programs and provide technical assistance for expanding and improving OJT delivery where appropriate</p>	<p>Lead: ESD WorkSource Standards and Integration</p> <p>Partners:</p> <ul style="list-style-type: none"> ▪ Workforce Board ▪ Workforce Development Councils ▪ SBCTC ▪ Private Career Schools ▪ Division of Vocational Rehabilitation ▪ DSHS ▪ Commerce ▪ Dept of Transportation ▪ L and I (Apprenticeship Training Council) ▪ Participating Employer and Workers 	<p>By March 31, 2011, develop best practices and technical assistance for OJT programs. Specifically: By December 1, 2010, ESD WorkSource Standards and Integration Division: begin convening other agencies who run OJT programs and includes input from participating workers and employers. The group identifies best practices for:</p> <ul style="list-style-type: none"> ▪ Collaborative planning / sharing of resources, ▪ Business engagement, outreach ▪ Staff training ▪ Improving the tools and communication of labor market and identifying jobs and industries that are suitable for OJT. <p>By March 31, 2011 ESD develops tools to share best practices and provide technical assistance utilizing experts from local areas and incorporating Workforce Board research.</p> <p>Resources: WDCs current practices: Spokane, Career Path Services (video of George Iranon sharing expertise on value, toolkit, pitch to business), North Central, SW WA, Workforce3One.org OJT toolkit, program manager expertise, business and workers input is necessary too.</p> <p>By March 1, 2011, the Workforce Board evaluates OJT programs in order to identify the most effective programs. Key measures are participant earnings, retention (this is a longer-term measure for third quarter after participation) Qualifications are included for programs that serve harder to serve or lower skilled participants (e.g. Community Jobs Program) at the outset. Evaluation results are used as a starting point for identifying best practices. The assessment defines where and how OJT programs provide a pathway to a higher-paying jobs. NOTE: <i>This will depend on resources available to conduct this work.</i></p>	<ul style="list-style-type: none"> ▪ Evaluation of OJT programs ▪ Benefits to employers, workers, are identified ▪ Best practices are developed ▪ Partner programs report on use of best practices and any adopted ▪ OJT program operators collect information on participants both for planning and evaluation purposes. E.g. Cost per participant (useful for planning), type of job, industry, etc.

Strategy	Who is responsible?	What? By When?	How we will we know that we are successful?
Strategy 1.2 Identify UI exhaustees and create connection with OJT programs (See also Work Group 3 work plan)	Lead: ESD WorkSource Standards and Integration and WDAs Partners: See 1.1	UI Exhaustee work group will further define this strategy including OJT options that fit with local options and priorities.	Track the number of UI exhaustees who participate in OJT programs.
Strategy 1.3 Focus WIA 10 percent funds (\$1.5 Million) to increase hiring demand.	Lead: ESD WorkSource Standards and Integration and WDAs to apply through competitive process Partners: See 1.1	December 10, 2011 ESD releases the RFP for the use of WIA 10 percent funds. The RFP contains priorities according to Governor's letter, e.g. the grant program will prioritize UI exhaustees, though others may be included. By September 2011, ESD: provides a status report on OJT programs via WIA 10 percent.	Track OJT participant earnings and retention
Strategy 1.4 Connect OJT to credit in postsecondary training where appropriate	Lead: SBCTC Partners: WDC's and WWA and CTCs and the WEC working together.	By February 1, 2011, SBCTC identifies contacts for Job Skills Program outreach and program managers at community colleges and WDC contacts and facilitates connections. WDCs and colleges work together to identify where opportunities exist for granting credit. SBCTC collects information to identify opportunities for sharing best practices and credit assessment that could be shared across the system. Note: A number of OJT contracts could have components that could be recognized for credit. These could be identified and students could connect with further learning at colleges. This should not be seen as mandatory. This is just an opportunity to connect more people with postsecondary education as appropriate.	OJT program managers track and report number of OJT participants that get college credit and the number and type of credits
Strategy 1.5 Expand OJT options available through Apprenticeship Training Council options.	Lead: L&I Apprenticeship Training Council Partners: ESD and other WorkSource Partner Programs.	By January 31, 2011,; L&I Apprenticeship Training Council will: 1) Share tracking of OJTs, 2) Describe L&I OJT options with partners and 3) Provide a report on activities (date TBA).	Track OJT under L&I Apprenticeship Training Council program and use the same earning and employment retention measures.

Objective 2 Connect unemployed workers with short-term training that increases their competitiveness in the labor market and retools them for economic recovery.			
Strategy 2.1 Develop and share more widely current online training options and particularly focus on soft skills or “human relations” training.	Lead: SBCTC working with the community and technical colleges	By January 15, 2011, SBCTC will work with the Workforce Education Committee to identify colleges that are willing to share information on these classes, and where they occur online and have space available. By January 15, 2011, ESD and Workforce Development Councils will share information on “human relations” classes that can be shared with OJT and a variety of other customers (employers and jobseekers.) By March 31, 2011, SBCTC will develop an online human relations options that can be shared across the system. Resources: Many community colleges currently have a “human relations” class. They typically have no prerequisites and are open to anyone who has been admitted to the college and can register. Regular per credit tuition applies plus perhaps an online fee.	Track which colleges offer this, track when it is connected to OJT programs with WDCs and whether an online component is established.
Strategy 2.2 Expand the use of the Individualized Certificate Programs currently offered at Lower Columbia and Centralia Colleges.	Lead: SBCTC working with the community and technical colleges and the local workforce development councils or other business outreach partners as appropriate	By March 1, 2011, SBCTC has identified which colleges wish to expand OJT option Resources: Lower Columbia Community College and Centralia College ICP Programs. Note that the SW WDC sponsors a position at LCC to expand Individualized Certificate Programs.	Track the number of ICPs offered and retention of participants in employment post-program.
Strategy 2.3 Make maximum use of the Microsoft free training options.	Lead: ESD/WDA's working community colleges and other public resources that provide computer and internet access	By December 1, 2010, ESD provides communication strategy and identifies additional places where equipment (computer and internet access) can be used to undertake this training. More than a thousand courses currently available. Register via Go@WorkSource.com	ESD works with Microsoft to track use of this e-learning program
Strategy 2.4: Communicate the variety of training options for UI Exhaustees and other unemployed individuals. ***(Note: This is not via mass mailings but rather through local workforce development councils)	Lead: ESD and Workforce Development Councils working with SBCTC and other trainers (such as private career schools) and WorkSource partner programs.	UI Exhaustee work group will further define this strategy. (See Strategy 1.2.)	Website developed and posted, WorkSource Centers have provided a defined method for communication

Attachment A: OJT Retooling WA Work Group Members

October 20, 2010

Matt Bench, WDA 4 Snohomish

Jordana Barclay, Southwest WA WDC

Sandy Crews, WDA 2 Pac Mountain

Josie Darst, Eastern WA Partnership

Albert Garza, WDA 5 Seattle-King County

Anne Goranson, Assistant Commissioner, Employment Security Department

Marcia Henkle, WDA 8 North Central

MaryEllen Hill, Tacoma Pierce WDC

George Iranon, Career Path Services, Eastern WA

Diane Klontz, Department of Commerce – WorkFirst Work Support

Andrea Leary, Lower Columbia Community College

Ignacio Marquez, WDA 9 South Central WDC

Mark Mattke, Director, Spokane WDC

Melinda Nichols, Executive Director, WA Apprenticeship Training Council

Tom O'Brien, WDC Director, Eastern WA Partnership

Marijo Olson, DSHS

David Perrin, CITC (private career school)

Dixie Simmons, Workforce Director, State Board for Community and Technical Colleges

Kurt Simmons, WDA 4 Snohomish

Mary Jane Vujovic, WDA 4 Snohomish

Scott Wheeler, ESD

Staff: Maddy Thompson, Workforce Board

Attachment B: Mapping On-The-Job Training (OJT) Programs in WA

OJT Programs	Program Administration	Program Description	Statutory Authority	Participant Eligibility	Payments to Employers	# Participants	State Funding	Federal Funding	Outcome Measures
WIA - OJT	Employment Security Department and the local Workforce Development Councils.	Training by an employer that is provided to a paid participant while engaged in productive work in a job that: (A) provides knowledge or skills essential to the full and adequate performance of the job; (B) provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and (C) is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.	The Workforce Investment Act of 1998.	Unemployed or employed workers that are not earning a self-sufficient wage as determined by the local WDC or when the OJT relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the local board.	Compensation for the extraordinary costs associated with training participants and the costs associated with the lower productivity of the participants. Employer may be reimbursed up to 50 percent of the wage rate of an OJT participant for the extraordinary costs of the providing the training and additional supervision related to the OJT. Employers are not required to document such extraordinary costs.	933 (July 08 - Oct 2010) Different by different WDAs	None.	WIA ESD working with WDCs to collect	Employment and earnings outcomes.
WIA - OJT Governor's 10 Percent	Employment Security Department and the local Workforce Development Councils.	A competitive grant program that will focus on OJTs, though apprenticeships and other training that boosts employment may be considered. This grant RFP is under development and will be released before the end of the year.	The Workforce Investment Act of 1998.	TBA	TBA	TBA (approx 428)	None.	WIA 10 Percent \$	Employment and earnings outcomes
National Emergency Grants (regular)	Employment Security Department and the local Workforce Development Councils.		Grant directives from DOL that partially fall in line with the usual Workforce Investment Act guidelines.	Prolonged unemployed – laid off since 1/1/2008 (they coined a new term). Could include UI exhaustees.	TBA	TBA	None.	Yes.	Employment and earnings outcomes
SB5809 (OJT component)	Employment Security Dept and the local Workforce Development Councils	Incentives earned on WIA/ARRA funds used to buy high-demand training classes. Deadline for fund expenditure extended from June 2010 to June 11, 2011. Incentives used for high-demand training and support of students in training.	SB 5809 passed in 2009 and American Reinvestment and Recover Act of 2009.	WIA eligible students (and others?).	288 so far (subset of all WIA OJTs)	TBA	TBA	Portion of WIA 10% (\$5.528 M) and ARRA funds \$13.8 Million 09-10	

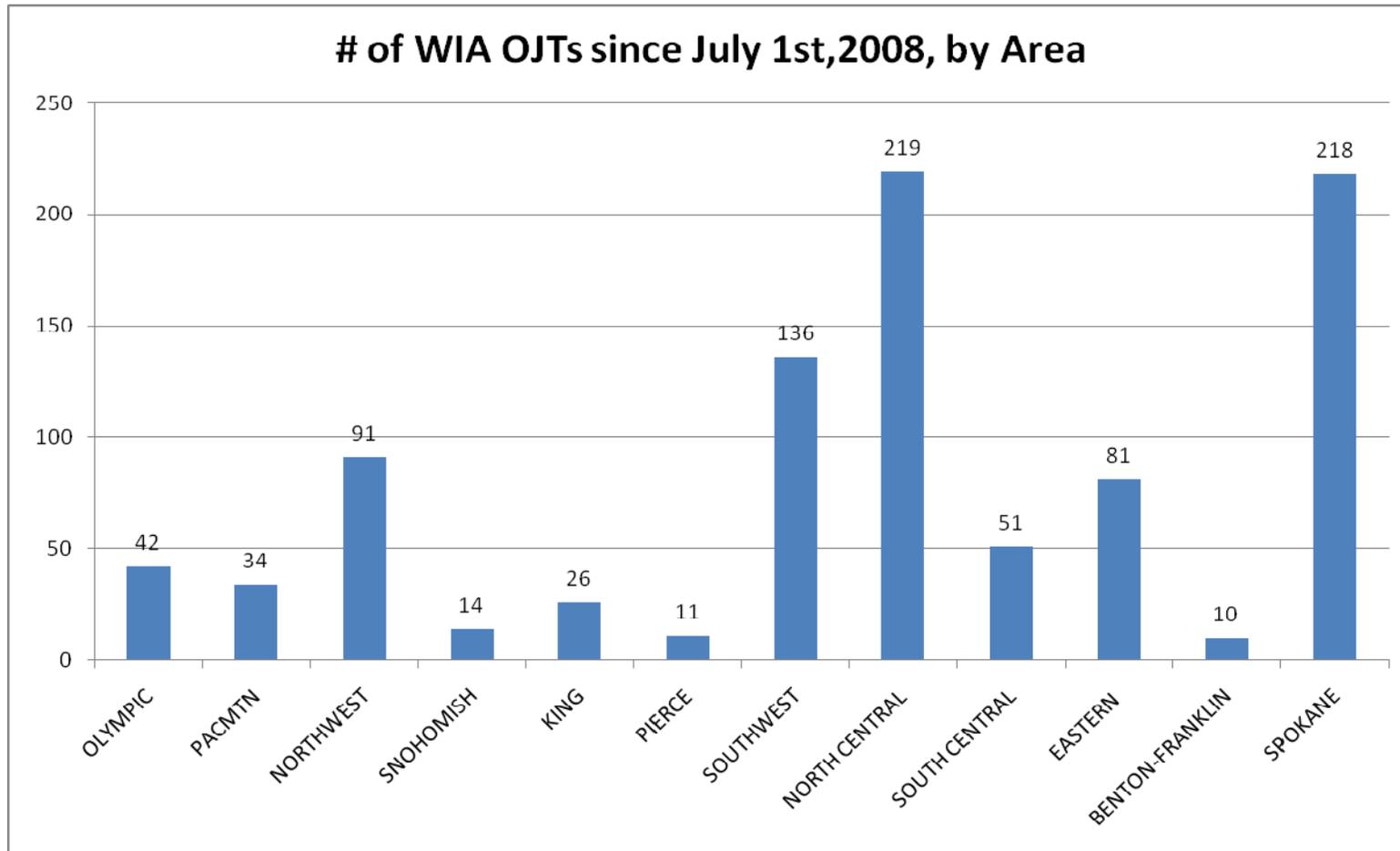
OJT Programs	Program Administration	Program Description	Statutory Authority	Participant Eligibility	Payments to Employers	# Participants	State Funding	Federal Funding	Outcome Measures
National Emergency Grants (expansion through ARRA)	Employment Security Department and the local Workforce Development Councils.	Purpose of the National Emergency Grants are to (A) support the creation of OJT opportunities; (B) Serve areas severely impacted by the economic downturn and those with the highest levels of poverty; (C) Focus on dislocated workers with prolonged unemployment and the greatest barriers to reemployment and d) Help employers accelerate the creation of new job opportunities. OJTs are defined as training that is provided to a paid participant while engaged in productive work in a job that (1) Provides knowledge or skills essential to the full and adequate performance of the job; Provides reimbursement to the employer for up to 90 percent of the wage rate, depending upon employer size and/or participant skill level, for extraordinary costs of providing the training and additional supervision related to the training; May not exceed six months and is limited in duration as appropriate to the occupation for which the participant is being trained. Employers enter into a contract to provide a job and the training necessary to perform the job. Employers provide information regarding the OJT placement and disposition. Employers must provide a safe and constructive work environment.	American Reinvestment and Recovery Act 2009 OJT National Emergency Grants.	Must meet the definition of a dislocated worker. Any dislocated worker who has been laid off since January 1, 2008 and is still unemployed may be eligible to participate in an OJT opportunity under these NEGs.	Sliding scale for OJT reimbursement of employers. 1 - 50 employees up to 90 percent; 51 - 250 up to 75 percent; 251 and over is the standard 50 percent. There is a sliding scale based on skills gap: Scale established by state policy, Policy must incorporate use of recognized skill assessment tools, Determined by gap between participant's initial skill level and skill level needed to perform job. *Employers must give successful OJT participants "high priority" for future employment at the end of OJT contract.	255	None.	Yes.	

OJT Programs	Program Administration	Program Description	Statutory Authority	Participant Eligibility	Payments to Employers	# Participants	State Funding	Federal Funding	Outcome Measures
Community Jobs Program	Commerce	The Community Jobs program is a transitional jobs program that provides comprehensive, paid work experience plus training opportunities for hard to employ Temporary Assistance for Needy Families recipients. Community Jobs builds work and life skills. Participants improve the quality of their communities through their work in community, government, and tribal organizations. Community-based organizations provide participants with 20 hours of work per week, a paycheck, one-on-one support, and mentoring to resolve barriers to work. Program participants remain in the program up to six months—long enough to gain both substantial work experience and an opportunity to deal with life situations beyond crisis management. The ultimate goal is unsubsidized job placement.	The Personal Responsibility and Work Opportunity Reconciliation Act of 1996.	Participants must demonstrate to their DSHS case manager that: (1) They have been unsuccessful in job search.; (2) They would benefit from intensive case management to manage employment barriers; (3) They have the potential to become more employable after a Community Jobs assignment.	No direct payments to employers.	Approximately 4,920 in 2008-2009.		\$19,653,315 (July 1, 2008-June 30, 2009).	Retention in paid employment about 65 percent (2008 figure)
WorkFirst (Supported Work)	Dept of Commerce. Commerce contracts with community-based organizations throughout the state to provide local service delivery operations, often as regional consortia.	Supported Work programs provide employment skills and training to TANF recipients in a work experience setting to increase their employability lasting for up to six months. Rather than a paycheck, participants are working to earn their TANF grant. Participants cannot work more hours per week than the maximum allowed by the Fair Labor Standards Act (FLSA) rules. Commerce contracts with local community-based organizations to provide and manage three Supported Work programs for TANF recipients: Community Service, Community Works and Community WEX. Participants coordinate with a case manager who arranges the work activity. Participants are placed on a worksite and supervised by a worksite supervisor who provides daily supervision and work training.	The Personal Responsibility and Work Opportunity Reconciliation Act of 1996.	TANF recipients. Note: This program was designed to re-engage participants in WorkFirst activities and add to the Federal Participation Rate with the Deficit Reduction Act. The Deficit Reduction Act (DRA) of 2005 requires that TANF recipients be participating in specific activities for states to qualify for full federal funding. The Supported Work Programs were implemented in 2007 to provide core work activities that met the federal guidelines and provide participation options that support obtaining employment.	No direct payments to employers.	4,305 participants were served by the Supported Work program between July 1, 2008 and June 30, 2009.	None	\$5,157,685 (July 1, 2008-June 30, 2009).	

OJT Programs	Program Administration	Program Description	Statutory Authority	Participant Eligibility	Payments to Employers	# Participants	State Funding	Federal Funding	Outcome Measures
On-The-Job-Training	Dept of Transportation	The purpose is to increase minority, female and disadvantaged people employment opportunities in the highway construction industry. Federal guidelines governing federally-funded highway construction contracts allow DOT to implement this affirmative action program. The program provides participants with training and support services while on the job and to pursue a career in the skilled construction trades.	Federal Highway Admin Nondiscrimination Section, Title 23 USC 140; 23 CFR 230, Subpart A, Appendix B. Administered by the Washington State Dept Transportation.	Minorities, females, and disadvantaged individuals are recruited for the program.; non-protected members may apply.		199 (08-09)	\$81,900 (July 1, 2008-June 30, 2009), state Legislature.	None	The report includes the number of participants starting, receiving, and completing training. The report also includes apprentices reaching journey level.
OJT	DVR	An OJT can help a customer get work right away when a lengthy academic program is not practical or desired. The host employer is paid for the extra costs associated with training. The fee to the employer The fee generally decreases over time as the customer learns job skills and the trainer (employer) spends less time with the customer; (4) The fee agreement is not based on percentages of the customer's salary, is an actual dollar amount for the cost of providing training.	Title 1 of the Rehabilitation Act.	An OJT is for a DVR eligible customer who would benefit from training by an employer: (1) In areas of employment not offered in an academic setting; (2) Enabling a customer to start work right away when a lengthy academic program is not practical or desired.	(1) DVR will pay the employer the agreed-upon fee to cover the extra costs associated with training the customer;(2) The VR Counselor and employer negotiate and agree to a payment schedule	108 Customers for FY 2009-2010	Program received 21.3 percent of funding from the State- about \$10 million (DVR does not separate funds. \$242,711 was spent on OJT in FFY 09-10.	Program received 78.7 percent of funding from the federal government - about \$50 million.	OJT agreement between employer and DVR identify specific skills being trained and, upon completion of OJT, permanent employment.
OJT	Apprenticeship Training Council	On-the-job training programs that last less than 2000 hours which differentiates them from Apprenticeships.	RCW 49.04.080 RCW 49.04.090	TBA	TBA	TBA	TBA	TBA	Employment and earnings.
Individualized Certificate Program	Lower Columbia Community College and Centralia College	Certificate programs that are individually negotiated between student, employer and college. LCC programs are usually completed in 3-4 quarters.	Not specifically addressed in state statute but fit with definition of "Adult Education" under RCW28B	No restrictions on student eligibility. However, eligibility restrictions apply if applying for financial aid programs such as the Pell Grant or support services through WIA.	Not currently a part of the programs.		Yes. State FTE enrollment \$\$\$?	Students may be eligible for Individual Training Accounts (via WIA)	Course completion, earning of credits, employment

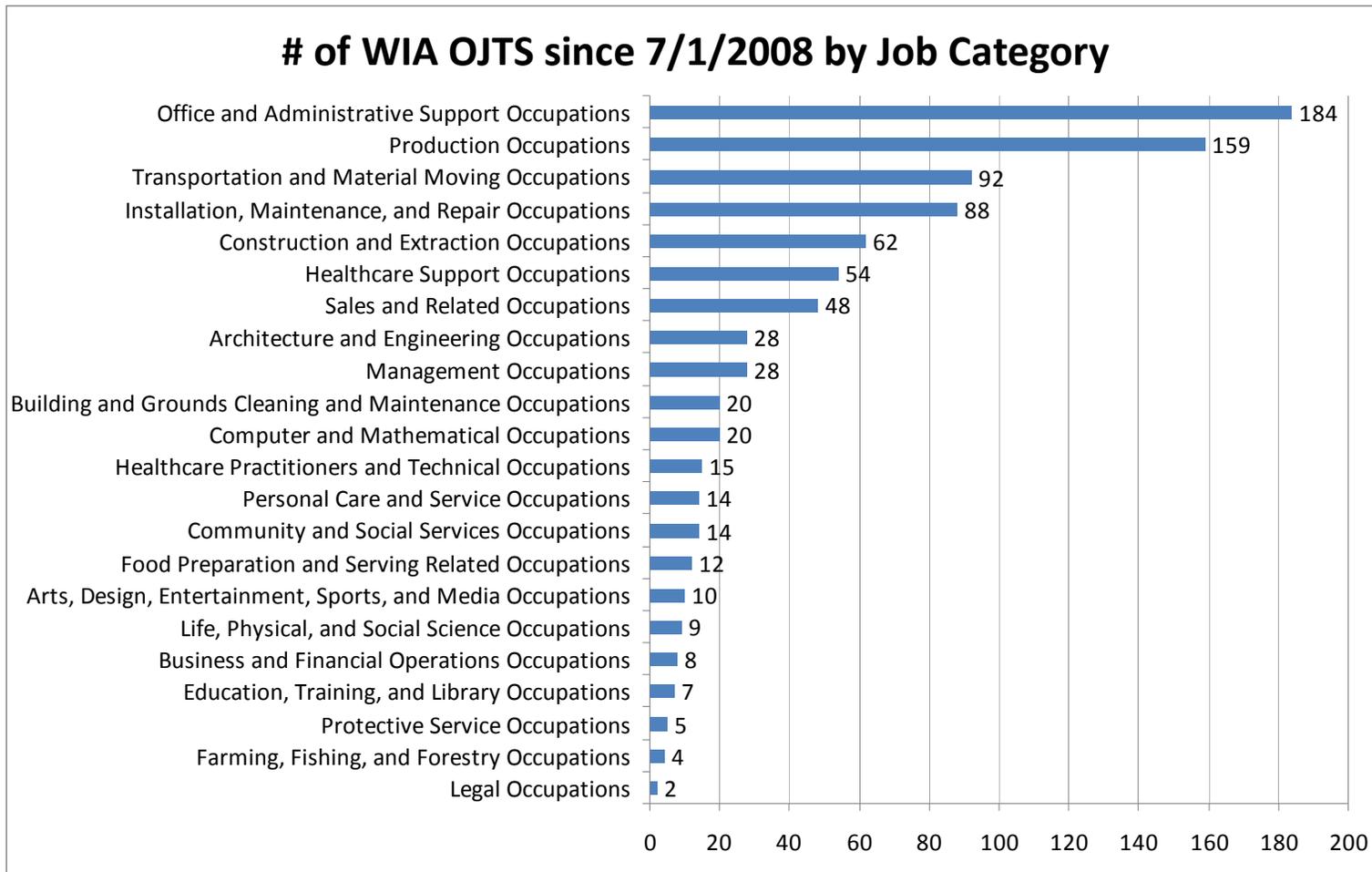
OJT Programs	Program Administration	Program Description	Statutory Authority	Participant Eligibility	Payments to Employers	# Participants	State Funding	Federal Funding	Outcome Measures
Job Skills Program	SBCTC provides funds to colleges to administer programs	<p>JSP brings together employers and educational institutions to provide customized employee training. State JSP funds, combined with employer match, support four types of training:</p> <p>Other Program Characteristics: JSP coordinates economic development with workforce training and supports local industry clusters whenever possible. JSP resources are concentrated where there is a shortage of skilled labor to meet employers' needs; in economically disadvantaged areas with high unemployment rates; in areas affected by economic dislocation; and in areas with new and growing industries.</p>	State - RCW 28C.04.400.	Prospective and current employees of a business receiving a Job Skills Program (JSP) grant are eligible for training. Eligible businesses and industries include private firms and institutions, groups, or associations concerned with commerce, trade, manufacturing, or service provisions. Public or nonprofit hospitals are also eligible.	Not a direct payment to employers.	2009-2010 Served 4766 participants 46 projects And 68 companies (some projects were consortia)	\$2,725,000	None.	Employee retention among other performance-based, individually negotiated criteria

Attachment C



Source: Scott Wheeler, ESD, October 2010. These figures are for WIA OJTs.

Attachment D



Source: Scott Wheeler, ESD, October 2010. These figures are for WIA OJTs.

Retooling Washington's Workforce Business Outreach and Job Referrals Work Plan

Purpose: The purpose of this initiative is to help more unemployed Washingtonians become employed by improving the ways workforce development and related programs reach out to employers and connect employers who have job openings with job seekers who meet the needs of the employers. Given the severity of the recent recession and the slow rebound in the job market, it is imperative that the state and local areas do everything we can to help the unemployed become employed.

Summary: This initiative will build on recent efforts to coordinate and improve WorkSource business outreach and job referrals by: 1) Expanding coordination to include more state and local partners; 2) Increased sharing and use of best practices; and 3) Applying new techniques to match employer skill needs and job seeker skills.

Background

On July 1, 2010 a new WorkSource Service Delivery System Policy went into effect on Coordinated Employer/Business Services. Among other things, the Policy established that each Workforce Development Council is responsible for:

1. Establishing a coordinated and responsive system of outreach to employers. [*Governor's Executive Order 99-02 (7f)*]
2. Ensuring that the minimum menu of Basic Business Services outlined in [Appendix A](#) are available. [*Washington Workforce Association*]
3. Utilizing the statewide SKIES system by WorkSource partners to:
 - Create and manage job orders according to the WorkSource Service Delivery System Policy #1006, Rev 1.
 - Record employer contacts.
 - Document the services provided to employers.
4. Ensuring all WorkSource staff providing services to businesses are knowledgeable of all the Basic Business Services or able to make appropriate referrals where the service can be accessed.
5. Convening partners to develop a coordinated local business services plan that is approved by the board and agreed to by all the partners, and updated at least annually to reflect the pool of local job seekers, economic changes and priorities.
6. Using the dispute resolution process in the WorkSource Service Delivery System Policy #1013 Memorandum of Understanding (MOU) to address any potential issue when partners are unable to agree upon the business services plan.

At a minimum, the local business services plan must:

- a) Clearly and specifically define roles, responsibilities and primary deliverables of each WorkSource partner providing services to businesses such as outreach, job development, and Basic Business Services (Appendix A).
- b) Establish targets so that a reasonable percentage of jobs listed in SKIES match the skills of job seekers.
- c) Analyze the local labor market, and reflect industry sectors important to the region.
- d) Establish targets for serving employers with occupations in demand.
- e) Describe the process for regularly reporting on performance in meeting targets listed in b) and d).
- f) Link by reference to the Memorandum of Understanding (MOU) and Local Operations Plan.

At the same time, the Employment Security Department's Business Services Unit's PY 2010 Strategic Plan went into effect. The goals and objectives of the Strategic Plan are in Appendix B. The goals and objectives lay out how the Business Services Unit will improve business outreach, job referrals, and other business services during the current program year.

Retooling Washington's Workforce Business Outreach and Job Referral Workplan

In order to build upon the efforts already underway, the Workforce Development System will take the action steps below.

1. Form a statelevel steering committee for coordinating this initiative to improve Business Outreach and Job Referrals. The state steering committee will include representatives of state and local partners and will be responsible for interagency coordination, sharing best practices, developing a comprehensive list of state resources that are useful for business outreach, and tracking performance of this initiative. The focus of the committee will be on workforce and related economic development programs and services, but the initiative will also provide for access and referrals to other government programs that serve business.

The Workforce Board will convene the steering committee. The membership of the committee will consist of senior staff from the participating programs as well as representatives of business and labor. The committee will build on the Board's current Interagency Committee and include representatives of: the Employment and Career Development Division (ECDD) of the Employment Security Department, the WorkSource Standards and Integration Division (WSID) of the Employment Security Department, the Washington Workforce Association (WWA), the Division of Vocational Rehabilitation (DVR) of the Department of Social and Health Services, the State Board for Community and Technical Colleges (SBCTC), the Department of Commerce, the Association of Washington Business (AWB), the Washington State Labor Council (WSLC), and the Washington Economic Development Association (WEDA).

The steering committee will quickly reach an agreement on how it will operate and the specific functions it will serve.

Initial State Action Steps

Who	What	When
1.1 Workforce Board	Convene State Steering Committee.	December
1.2 Steering Committee	Reach agreement on operation and specific functions of the Steering Committee.	December
1.3 Steering Committee	Collect and disseminate best practices.	January and February
1.4 Steering Committee	Compile and disseminate information on available resources.	January and February
1.5 Steering Committee	Identify performance measures for this initiative.	January and February

2. Workforce Development Councils (WDCs) will expand their WorkSource partnerships for business services. The WDCs are already in the process of implementing the new WSID policy on coordinated business services. This new initiative will build on that process by expanding the partners involved. The exact membership of the local teams will be determined locally, but examples of additional partners (if not already present) include local representatives of economic development councils, chambers of commerce, community and technical colleges, the Division of Vocational Rehabilitation, the Department of Commerce, and local government. As with the state team, the local teams will focus on workforce and related economic development programs and services, but the teams will also provide for access and referrals to other government programs that serve business.

The local teams will develop and implement coordinated local business outreach and job referral plans. The plans will:

- Assess needs for improving business outreach.
- Define roles, responsibilities, and primary deliverables of each partner providing business outreach and job referral services.
- Target industry sectors important to the area and employers with occupations in demand.
- Indicate if there is targeting of certain types of job seekers such as individuals who have exhausted unemployment insurance benefits.
- Identify action steps to increase and improve business outreach. For example, action steps may include, among other steps:
 - Allocating more staff and other resources to business outreach.

- Creating common tool kits including social networking and other new web-based technologies. (Note: the WorkSource use of new information technologies is subject to the approval of the WorkSource Information Technology Advisory Board (WITAB),)
 - Assigning business account executives to manage outreach to particular employers, including following up with employers after services are provided in order to assess satisfaction and any additional needs.
- Identify how business outreach staff will share with other programs relevant and appropriate information obtained from employers.
 - Provide for reporting performance on this initiative.

Initial Local Action Steps

Who	What	When
2.1 WDCs	Convene expanded local teams.	December
2.2 Local Team	Reach agreement on operation and specific functions of the team.	December
2.3 Local Team	Assess or reconfirm local business outreach improvement needs.	January
2.4 Local Team	Define or reconfirm roles, responsibilities, and primary deliverables of each partner providing business outreach and job referral services.	February
2.5 Local Team	Identify or reconfirm targeted industries/ businesses.	February
2.6 Local Team	Identify action steps to increase and improve business outreach	March
2.7 Local Team	Provide for reporting performance on this initiative.	March and ongoing

3. The Employment and Career Development Division (ECDD) of the Employment Security Department will implement certain action steps to improve job referrals. ECDD continually strives to provide the best possible job referrals to employers who are hiring. A quality referral means the candidate has the specific skills, abilities, experience, and education sought by the employer. In order to accomplish this, staff must use the best possible tools to identify employer needs and job seekers' attributes; staff must take advantage of the best possible features of electronic labor exchanges; and staff must be well trained. Finally, local areas must institute processes that support the goal of quality referrals, including good

communication between staff who write job orders and staff who make referrals. In order to continuously improve job referrals, ECDD will:

- Work with the Labor Market and Economic Analysis unit and the WDCs to improve the matching of job seekers with employers by developing and implementing tools to better identify job openings, understand employer skill needs, and match employer skill needs with job seeker skills.
- Improve the usefulness of electronic labor exchanges by continuing to make improvements to Go2WorkSource.com, the state’s system, and training staff to use other electronic labor exchanges. (Note: Changes to Go2WorkSource.com are subject to the approval of the WITAB.)
- Build on the current business services training of WorkSource staff by offering training to the staff of other partner programs.
- Work with local areas to ensure that processes are in place to support quality job referrals, including, but not limited to:
 - Providing good communication between staff who write job orders and staff who make referrals.
 - Improving the follow through of job seekers who are referred to employers.
 - Recognizing that sometimes job seekers must instead be referred to training or other services in order to become a good fit for job openings.
 - Training staff on how to serve clients who are experiencing emotional stress.

Initial ECDD Action Steps

Who	What	When
3.1 ECDD	ECDD will work with LMEA and WDCs to improve tools for matching job seekers and employers.	January – March
3.2 ECDD	Improve the usefulness of electronic labor exchanges.	January – March
3.3 ECDD	Offer business outreach training to staff of other partner programs.	January and ongoing
3.4 ECDD	Work with local areas to ensure that processes are in place to support quality job referrals.	January – March
3.5 ECDD	Provide for reporting performance on this initiative.	March and ongoing

Appendix A

Basic Business Services

1. Labor Market information:

WorkSource provides access to local and state labor market information.

- Occupational descriptions
- Job and industry growth patterns
- Economic trends and forecasts
- Wage and benefit information
- Skill standards
- Labor force information
- Population and demographic information

2. Job listings:

Employers can list job openings according to their business needs.

3. Applicant Referral:

WorkSource refers qualified job seekers to employers based on businesses requirements.

4. Business Assessment:

WorkSource staff listens to business needs and offers services, options and solutions.

5. Access to Employee Training & Re-Training:

WorkSource offers information about a variety of employee training, including:

- Skills enhancement
- Skill assessment
- Basic skills
- English as a second language
- On-the-job training
- Apprenticeships
- Customized or other employer based training
- Employer training incentives
- Community and technical colleges

6. Business Assistance Information and Referral:

WorkSource can direct to or assist with:

- Business registration (master business application)
- Business retention, creation or expansion
- Employment laws and regulations
- Fair labor practices
- Interpretive services for recruitment and hiring
- Employee retention
- Unemployment Insurance information
- Tax information
- Tax incentives and tax credit information (e.g. Work Opportunity Tax Credit)
- Referral to local business resources

7. Comprehensive web site. Explore www.Go2WorkSource.com

8. Business Restructuring or Closures Information and Referral:

WorkSource provides assistance with:

- Services to avoid layoffs (shared work options)
- Services to avoid closures
- Major layoffs and plant closures
- Worker Adjustment Re-Training Notification Act (WARN) requirements
- Re-employment services

9. Access to Facilities:

- Professional recruitment and interviewing environment (based on local availability)
- Computers, Internet connections and staff assistance

Appendix B

Business Services Unit Goals and Strategic Objectives

- Goal 1** ***Assist Job Ready Customers return to work as quickly as possible***
- Support local efforts to increase the number of job orders and new employers
 - Support local efforts to secure job order that match seeker skills and abilities
 - Support local efforts to refine job order inventory
 - Fulfill the divisions responsibilities under ARRA
 - Increase the number of job orders that offer apprenticeship and on the job training opportunities
 - Support efforts to enhance program and partner integration
 - Lead efforts to promote state and federal hiring incentives
- Goal 2** ***Provide employers with qualified applicants and excellent service***
- Identify and communicate a list of services that an employer can receive at every WorkSource office.
 - Create and maintain statewide standards for the procurement, publishing, and marketing of job orders.
 - Reduce operational hurdles and advocate for resources that will improve services to employers.
 - Create and maintain statewide standards for ensuring and monitoring employer satisfaction with WorkSource services.
 - Create strategies that will meet the needs of employers and seekers in an improved economy.
- Goal 3** ***Raise awareness of ESD and help improve our reputation with external stakeholders, including the business community***
- Increase partnerships that will refine targeting and outreach efforts.
 - Increase external awareness of WorkSource employer services.
 - Increase system awareness of employer needs.
 - Improve communication and integration with local and statewide partners.
- Goal 4** ***Develop, support, and value fully staffed and well trained local business services teams.***
- Operate with a stable, professional, and fairly compensated team of local business services staff that will meet the needs of Washington's employers and job seekers.
 - Emphasize team building and integration.
 - Advocate for training programs that address the unique concerns of those providing employer services.
 - Advocate for adequate marketing material, technical equipment, and informational technologies that meet the needs of local staff.
 - Provide accurate and timely guidance to Business Services Managers and Area Directors with respect to employer services.

- Maintain consistent communication with Area Directors.
- Ensure that Business Services is analyzed through relevant and meaningful performance measures.

Seattle Regional Meeting September 13, 2010

Creigh H.	Agnew	Board Member
Joyce	Ahlering	Policy Analyst, Workforce Board
Tina	Alexander	Associate Dean, Technical Training South Puget Sound Community College Hawks Prairie Campus
Sue	Amber	WDC member
Gordy	Anderson	Seattle King County WDC Board Member
Julie	Anderson	Workforce Board
Patrick	Baldoz	WDC member
Esther	Bennett	Department of Social and Health Services
John	Bowers	
Susan	Cable	Director of Workforce Development Pierce College District
Kimberly Anne	Cambern	Program Manager Worker Retraining Shoreline Community College
Christine	Campbell	Workforce Grants & Special Projects Coordinator Clover Park Technical College
Clytie	Causing	Executive Director SEIU Healthcare 1199NW Multi-Employer Training & Education Fund
Ellie	Chambers-Grady	Economic Development Manager City of Lakewood
Nick	Codd	Economic Opportunities Specialist Building Changes
Charlie	Crawford	Dean, Business and Workforce Education Tacoma Community College
Bill	Dehmer	DSHS King North CSO Administrator

Seattle Regional Meeting September 13, 2010

Del	Delabarre	WDC member
John	Doocy	Workforce Development Council
Tim	Fryer	DSHS WorkFirst Supervisor King South CSO
Albert	Garza	ESD
Rob	Gentry	IAM/Boeing Joint Programs and Boeing's Learning Organization
Margrat	Graham	Seattle King County WDC
Alfred	Griswold	Seattle Central Community College Executive Dean for Workforce Education
Jorja	Gunderson	Program Manager of Continuing Education
Sally	Harris	State of Washington Department of Commerce
Amy	Hatfield	Dean for Workforce Development and Basic Studies Olympic College
Anne Hatfield	Hatfield	ESD
Mike	Hudson	Workforce Board Member
Troy	Hutson	Board Member
Carl	Johnston	DSHS/Div Vocational Rehabilitation Vocational Rehabilitation Supervisor
Don	Kay	Department of Social & Health Services Assistant to the Director Division of Vocational Rehabilitation
Mike	Kelly	Dean for Workforce Education (GHC)
Kathy	Keolker	ESD, WorkSource Affiliate North Seattle
A	Koebmicles	

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Chip	Kormas	Veterans Services Program Coordinator Employment & Career Development Division Employment Security Department
Rick	Krauss	DSHS WorkFirst Program Consultant
Ashley	Kreuger	IAM/Boeing Joint Programs and Boeing's Learning Organization
James	Laeur Blatz,	Business Services Manager Seattle-King County Washington State Employment Security
Weiya	Liang	Director, Washington State GEAR UP and College Access Challenge Grant programs Higher Education Coordinating Board
Nancy	Loverin	Integrated Services Manager
Mark	Maher	
Mark	Mattke	Workforce Board Member
Carol	Melby	Program Administrator - Economic Development SBCTC
Bill	Messenger	WSL Council
Gloria Millsaps	Millsaps	IAM/Boeing Joint Programs and Boeing's Learning Organization
Darlene K.	Molsen	Associate Dean Bellevue College Workforce Education
Suzanne	Monteiro	Vocational Rehabilitation Supervisor Everett, WA 98201
David J.	Montgomerie	Dean, Business & Management Training Center Bates Technical College
Judith	Morel	WDC Seattle Board

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Gerry	O'Brien	
Eleni	Papadakis	Executive Director Workforce Board
Patrick	Raines	Vocational Rehab. Supervisor, Pacific Mountain WDC
Noel	Rubadue	SPSCC Hawks Prairie Center
Lindsay	Ruf	IAM/Boeing Joint Programs and Boeing's Learning Organization
Erik	Sackstein	
Sam	Samani	
CJ	Seitz	Northwest Area Director of the Employment Security Department
Marléna	Sessions	Seattle King County WDC
Halene	Sigmund	halene@citicwa.com
Jeffery	Snyder	IAM/Boeing Joint Programs and Boeing's Learning Organization
Jeff	Snyder	IAB/Boeing
David	Spates	
Kendrick	Stewart	DSHS Rainier CSO Administrator
Tim	Stokes	Executive Vice President Academic and Student Affairs
Alan	Sugiyama	
Tim	Sweeney	Communications Director Workforce Board
John	Walstrum	President Clover Park Technical College
Jean	Watley	Dean of Instruction and Job Readiness Training Center Bates Technical College
Ron	Wheadon	Dean for Student Learning Cascadia Community College
Cindy	Williams	Department of Social and Health Services Vocational Rehabilitation Supervisor Division of Vocational Rehabilitation
Bryan	Wilson	Deputy Director Workforce Board

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Walt	Wong	Chief Operating Officer Workforce Board
Walt	Yeager	Seattle King County WDC Board Member
Cindy	Zehnder	Chair Workforce Board

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Julie	Anderson	Workforce Board Secretary
Suzanne	Anderson	WorkFirst Program Specialist Department of Social and Health Services
Kathy	Atha	Business Services WorkSource Spokane
Kevin Panelist	Bergdahl	Triumph Composite Systems
Bill	Bloom	CME
Shannon	Booth	ESD
Craig	Dias	Haskins Steel Co., Inc. Spokane, WA
Frank	Dietz	Anthony's
Christy	Doyle	Workforce Education Spokane Community College
Joe	Dunlap, Ed.D	President Spokane Community College
Robert	Duron	Spokane Area Workforce Development Council Chair Coffee Systems Inc. Spokane
Robert F.	Everett	WIA-Program Operator Manager 130 S. Arthur Spokane, WA 99202
Larry	Guenther	Stevens Co.
Staci	Hanlin	Stevens County Economic Development Specialist Tri County Economic Development District
Signe	Hoerner	WorkFirst Program Supervisor Spokane WorkFirst CSO
Dawn	Karber	Workforce Operations Spokane Area Workforce Development Council

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Evie	Lawry	Apprenticeship Consultant, Department of Labor & Industries
Kathleen	Lopp	Board Member OSPI
Robert	Martin	CME
Mark	Mattke	WDC
Martin	McCallum	Workforce Board Staff
John	Merk	SHEET METAL WORKERS LU 66 Kennewick, WA
Nancy	Nelson, CPC	Owner/President Spokane Area WDC Youth Council Chair
Lisa	Nisenfeld, Executive Director	SW WA Workforce Development Council
Shelly	O'Quinn	Greater Spokane Inc.
Tom	O'Brien	Eastern Washington Partnership WDC
Eleni	Papadakis	Workforce Board Executive Director
George	Payon	Career Pathways
Pat	Perez	Eastern WA Apprenticeship Coordinator Assoc.
Heidi	Peterson	ESD
Dave	Peterson	WDC
Frank	Powers	Dean of Business, Professional Studies & Workforce Education, Spokane Falls Community College
Rebecca	Rhodes	IEL Spokane
Patricia P.	Robinson	Goodwill Industries of the Inland Northwest Community Employment Program
Lora	Senf	Acting Assistant Dean of Workfirst and IBEST, Institute for Extended Learning

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Dixie	Simmons	Director of Workforce Education SBCTC
Tracy	Struble	Workforce Education & Career Services Spokane Community College
Paula	Sweeney	Interim Health Care
Tim	Sweeney,	Workforce Board
Peter	Tenney	Executive Director
Gena	Wikstrom	Executive Director Northwest Career Colleges Federation
Dennis	Williamson	Training Director LU 112-NECA Electrical JATC
Walt	Wong	Workforce Board
Lindsey	Woolsey	Facilitator
Cindy	Zehnder	Workforce Board Chair

Everett Statewide Meeting October 5, 2010

Gilbert	Alaniz	YV-OIC
Sue	Ambler	Snohomish County Workforce Development Council E/S
Sherry	Ambrose	Associate Economic Policy Analyst, Economic Development Puget Sound Regional Council / Prosperity Partnership T
Randall	Ambuehl	Training Director Northwest Washington Electrical Industry J.A.T.C.T
Julie	Anderson	Workforce Board Staff
Patrick	Baldoz	Director South Central Workforce Council UI
Robert	Brown	SW Washington Area Director Washington State Employment Security Department E/S
Ellie	Chambers-Grady	Manager Lakewood Economic Development Council T
Scott	Cheney	Staff Director Senate HELP Subcommittee on Employment and Workplace Safety
Bill	Clemens	WDC Chairman E/S
Kathy	Cooper	SBCTC T
Jesse	Cote	Legislative, Organizing and Contract Support
Deborah	Doyle	Region 3 & 4 Administrator Department of Social and Health Services UI
Gay	Dubigk	NW Workforce Development Council
Ron	Falberg	DVR, Area Manager E/S
Dot	Fallinee	ESD
Kelly	Franklin	DVR, Chief of Field Services E/S

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Jacqueline	Galan	WorkSource Snohomish County Arbor Education and Training E/S
Jaime	Garcia	Health Workforce Institute E/S
Leslie	Goldstein	Governor's Office T
Anne	Goranson	Employment Security Department
David	Hankinson	DSHS Area Manager- Area 1 Division of Vocational Rehabilitation E/S
Sally	Harris	Business Service Manager Department of Commerce E/S
Sally	Hintz	Senator Maria Cantwell's office Marissa Ingalls Intern Senator Maria Cantwell's office
Mike	Hudson	Board Member Association of Washington Business
Marissa	Ingalls	Intern Senator Maria Cantwell's office
Gary	Kamimura	Manager WorkSource Standards and Integration Division Employment Security Department E/S
Don	Kay	DSHS, DVR E/S
Tony	Lee	Workforce Board Member UI
Rena	Long	All Hands Community Interpreting Service
Julie	Lord	WDCSC Council Member Employment Security Department Snohomish County

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Mandy	Ma	Executive Director Multicultural Self-Sufficiency Movement UI
Mark	Mattke	Executive Director Spokane Area Workforce Development Council E/S
Martin	McCallum	Workforce Board Staff
Teresa	McDermott,	T Director Olympic College Worker Retraining and Work- Integrated Learning <i>"Connecting Education to Work"</i>
Steve	McLain	L&I
Carol	Melby	Program Administrator ABE, SBCTC T
Egils	Milbergs	Director Economic Development Commission T
Sandy	Miller	Deputy Assistant Commissioner, ECDD, ESD E/S
Suzanne	Monteiro	WDCSC Council Member DVR E/S
Lisa	Nisenfeld	SW Washington Workforce Development Council UI
Tom	O'Brien	Director Eastern Washington Partnership WDC
Marijo	Olson	Chief, Field Operations, CSD Department of Social and Health Services UI
Shelly	O'Quinn	Workforce Development Manager Greater Spokane Incorporated E/S
Eleni	Papadakis	Executive Director Workforce Board
Dave	Perrin	Executive Vice President Construction Industry Training Council UI
Bob	Potter	Olympic WorkSource E/S
Jennifer	Reynolds	All Hands Community Interpreting Service

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Jody	Robbins	Apprenticeship Technical Specialist Department of Labor & Industries
Joel	Sacks	Deputy Director Employment Security Department UI
Marléna	Sessions	Workforce Development Council of Seattle-King County T
Dixie	Simmons	SBCTC T
Gary	Smith	NW Workforce Development Council E/S
Tim	Sweeney	Communications Director Workforce Board
Jennifer	Thornton	Employment Security Department Deputy Assistant Commissioner WorkSource Standards and Integration Division T
Paul	Trause,	Commissioner Employment Security Department E/S
Jennie	Weber	Employment Security Employment Director E/S
Greg	Weeks,	Ph.D., Director Labor Market and Economic Analysis Employment Security Department E/S
Rich	White	The Boeing Company T
Gena	Wikstrom,	Executive Director Northwest Career Colleges Federation T
Bryan	Wilson	Deputy Director Workforce Board
Walt	Wong	Workforce Board Chief Operating Officer
Lindsey	Woolsey	Business and Industry Strategies Corporation for a Skilled Workforce

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Tony	Wright	Asst Commissioner for ECDD/ESD UI
Kendee	Yamaguchi	Executive Director Washington State Commission on Asian Pacific American Affairs UI
Carol	Young	Employment Security Department Snohomish County E/S
Cindy	Zehnder	Workforce Board Chair