

Retooling Washington's Workforce

Washington's Workforce Development System
Addressing today's needs and building a stronger economy

December 2011



Acknowledgements

The Retooling Washington's Workforce initiative has benefitted from the human talent and resources brought to it through its many partners, especially:

Washington State Employment Security Department

Department of Social & Health Services (Division of Vocational Rehabilitation and Economic Services Administration)

State Board for Community and Technical Colleges

Department of Commerce

Department of Labor & Industries

Washington Workforce Association

Washington Economic Development Association

Workforce Training & Education Coordinating Board

Association of Washington Business

Washington State Labor Council

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Addressing today's needs and building a stronger economy.

The economy in the state of Washington, as with most other areas of the country, has continued to struggle since the Great Recession. Hitting a peak of 10 percent, the unemployment rate has yet to drop below 9 percent and over 320,000 residents are still looking, but have not found, work. Meanwhile, some of the businesses that are recovering and beginning to hire complain that they cannot find workers with the right set of skills.

It was this economic reality that prompted the Workforce Training and Education Coordinating Board (Workforce Board), and its many partners, to launch a multi-faceted initiative (Retooling Washington's Workforce) designed to improve the job prospects of Washington's unemployed while ensuring our state's businesses have the talent they need to grow and prosper.

Specifically, the Retooling Washington's Workforce initiative set out to enhance the workforce system's ability to:

1. Find and assist those employers who are hiring (or would hire) if they could find the right people.
2. Deliver a quality pool of workers capable of meeting employers' needs, and,
3. To the greatest extent possible, draw from the ranks of the unemployed, particularly long-term unemployed, when filling these new job openings

Central to this initiative are the WorkSource centers which serve as a key onramp to the state's workforce system for job seekers and employers. Washington's WorkSource is a statewide network of offices and partnerships that bring federal, state and local employment service resources together under one roof. Every working day, thousands of unemployed workers stream through the state's 80 WorkSource centers and affiliate sites looking for help in re-entering the job market. These offices have been at the front line of our state's battle in putting people back to work, supported by a broad range of training and support services available through the workforce system's many partners.

As part of its planning and performance monitoring role, the state's Workforce Board has witnessed how the many parts of the system have risen to the challenge and come up with innovations in service delivery that respond specifically to the economic crisis. The purpose of the Retooling Washington's Workforce initiative has been to identify and channel these innovations

to the rest of the system—creating efficiencies today. In the process, the initiative’s many partners (see Acknowledgements) present a vision of how Washington can have an even stronger, more responsive system for job seekers and employers in the future.

Specifically, the Retooling initiative has outlined areas for further discussion and work:

1. **Employer Engagement** – How can Washington involve more employers with the design and outcomes of the workforce system to deliver workers that meet industry’s rapidly changing needs?
2. **Leveraging Resources** – Facing a future of limited resources, can Washington stretch the capacity of the workforce system through non-public resources?
3. **The value of sharing information in aligning services** – With new technologies eliminating mechanical barriers to information sharing, how can Washington foster information sharing and nurture partnerships?
4. **Early intervention for long-term unemployed** – Can the workforce system target its services more effectively to reach the unemployed when they are ready to use these services and still have time to benefit from them?
5. **Use of assessments and national certifications** – Can Washington do more to make it easier for job seekers to understand their skills and training needs, and employers to recognize the value of the state’s workforce and find the workers they need?

This report summarizes the Retooling initiative’s activities, successes and lessons, and provides more detail on the above discussion topics. Also, performance indicators that have tracked the results of this Retooling initiative to date are included as an appendix.

How it started

The initiative began with an extensive stakeholder process that drew professionals from the fields of education, human resources, and economic development throughout the state. Business owners and labor leaders participated alongside community college deans, WorkSource Center managers, and community-based organizations.

The stakeholder process pursued answers to the following 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 the needs of employers when they come to us to help them have the workforce they need now and in the future?

The goal was to accomplish measureable results within 12 to 18 months. By design, the initiative did not receive any new special funding. Support was provided by existing resources from partner organizations.

At the stakeholder meetings, participants identified a broad range of issues and opportunities. Generally, there was recognition that the system could do a better job of linking job seekers with employers who were hiring. Many were concerned that employers were not using the system either because they were not informed of the employment services available or because employers did not believe the services would help them. Meanwhile, as economic recovery lagged, an increasing number of unemployed residents were approaching the end of their Unemployment Insurance (UI) benefits while many employers exhibited reluctance to hire in the face of uncertainty.

After reviewing these issues, stakeholders voted to target the following strategies:

- Improved Job Referral/Skills Matching & Coordinated Employer Outreach
- Expand and Improve the use of On-the-Job Training (OJT) and Direct-Connect Training
- Coordinated Outreach to Long-Term Unemployed

Committees formed to develop work plans on the above strategies, coordinate state efforts and to monitor activities of local work groups organized around the same purposes.

The following organizations participated in stakeholder meetings to determine the strategies for Retooling Washington's Workforce:

Anthony's Restaurant (Spokane)
 Association of Washington Business
 Bates Technical College
 Bellevue College
 Benton-Franklin Workforce Development Council
 The Boeing Company
 Building Changes
 Carrington College
 Cascadia Community College
 City of Lakewood
 City of Lynnwood
 Clover Park Technical College
 Coffee Systems, Inc.
 Community-Minded Enterprises
 Construction Industry Training Council
 Department of Commerce
 Department of Labor & Industries
 Department of Health and Social Services
 Eastern Washington Apprenticeship Coordinators Association
 Eastern Washington Partnership WDC
 Employment Security Department
 GEAR UP
 Goodwill Industries of the Inland Northwest
 Governor Gregoire's office
 Grays Harbor College
 Greater Spokane Incorporated
 Haskins Steel Company
 Health Workforce Institute
 Higher Education Coordinating Board
 Highline Community College
 IAM/Boeing Joint Programs
 Interim Healthcare of Spokane
 Lakewood Economic Development Council
 LU-112-NECA Electrical JATC
 Microsoft Corporation
 Multicultural Self-Sufficiency Movement
 North Central Washington Workforce Development Council
 Northwest Career Colleges Federation
 Northwest Washington Electrical Industry J.A.T.C.
 Northwest Workforce Development Council
 Olympic College
 Olympic Workforce Development Council
 Opportunities Industrialization Center of Washington
 Pacific Mountain Workforce Development Council
 Pierce College
 Puget Sound Regional Council
 Seattle Community Colleges
 SEIU Healthcare 1199NW
 Senator Maria Cantwell's office
 Sheet Metal Workers Local 66
 Shoreline Community College
 Snohomish County Workforce Development Council
 South Central Workforce Development Council
 South Puget Sound Community College
 Southwest Washington Workforce Development Council
 Spokane Area Workforce Development Council
 Spokane Community Colleges
 State Board for Community & Technical Colleges
 Tacoma Community College
 Tri-County Economic Development District
 Triumph Composite Systems
 U.S. Senate HELP Committee Staff
 Washington Economic Development Association
 Washington State Commission on Asian Pacific American Affairs
 Washington State Labor Council
 Workforce Central (Pierce County WDC)
 Workforce Development Council of Seattle-King County
 Workforce Training & Education Coordinating Board

The work plans were then presented to the Workforce Board—whose voting members have equal representation from business, labor, and government—and approved in November 2010. Efforts progressed at the state and local level throughout the next 12 months. What follows is a summary of actions taken, success stories and recommendations based on the Retooling Washington’s Workforce initiative.

Find and assist those employers who are hiring (or would hire) if they could find the right people.

Coordinated Employer Outreach

The stakeholder process generated two key observations of business outreach efforts in Washington: Some employers were receiving multiple contacts from employment programs causing some confusion as to which program to access, while other employers seemed unaware of the employment services available to them.

Many organizations conduct non-commercial outreach to employers, including Chambers of Commerce, community and technical colleges, community-based organizations, Economic Development Councils, Employment Security Department, the Division of Vocational Rehabilitation, the apprenticeship program of Department of Labor and Industries, Joint Apprenticeship and Training Committees, local governments, Workforce Development Councils, and others. A survey of these organizations, conducted by the Retooling initiative, revealed that 87percent of them partnered with at least one other organization for outreach activities. Almost 75 percent of those surveyed said they shared business contact information. However, only 50 percent said they were part of an on-going inter-organization business outreach team and only 29 percent said they contributed to a common business contact database.

The survey indicated the potential for collaboration as respondents listed the following activities as most likely undertaken through a team approach: 1) Identifying business skill needs; 2) Identifying business growth plans; 3) Identifying barriers to business retention or expansion; 4) Providing labor market information; and 5) Providing referrals to other sources of workforce information.

On July 1, 2010, a new WorkSource Service Delivery System Policy went into effect on Coordinated Employer/Business Services. This policy called for clarified roles, joint outreach planning and information sharing among WorkSource partners. The Retooling initiative encouraged that as these policies took effect that WorkSource teams broaden their outreach partnerships to include Economic Development Councils, community-based organizations, municipalities and Chambers of Commerce.

Another survey was distributed to employers who work with WorkSource. This survey found that most employers are satisfied with the quality of the information they receive through outreach efforts. Employers, however, are about evenly split as to whether or not duplication of outreach efforts is a problem in their area.

The Business Outreach effort came at a key time in. In 2009, the Legislature adopted House Bill 1323 which called for greater

Single Point of Contact

Workforce Central, Pierce County’s Workforce Development Council, supports a co-located Business Specialist with the Tacoma-Pierce County Economic Development Board, providing a single point of contact for workforce development assistance within the local economic board’s staff.

coordination between workforce and economic development organizations, calling on Workforce Development Councils and Associate Development Organizations to work together in planning and delivering services to employers.

Local efforts in coordinating employer outreach

The real work in bridging the divide between outreach efforts occurred at the local level. For instance, Spokane redesigned its Business Solutions Team by assigning “Market Managers” along industry sectors who in turn designed marketing strategies and service delivery to meet the specific needs of their assigned industries. Workforce Central, serving Pierce County, supports a co-located business specialist with the Tacoma-Pierce County Economic Development Board. Other Workforce Development Councils and Economic Development Councils have similar close relationships, either through co-location, intertwined boards and/or shared staff.

Eastern Washington Partnership and North Central Washington WDC use regular weekly meetings between local outreach staff of various state and local government agencies to help coordinate outreach in their large, rural areas.

Washington’s investment in Industry Skill Panels is also paying off by providing a forum for local employers to come together with educators, labor, and local officials to identify and close skill gaps and other common workforce issues. These business-led partnerships focus a region’s resources on creating training solutions tailored to a local area’s growing industry sector by bringing key players to the table. For instance, 22 employers from King County’s rapidly growing interactive media industry are members of a Skill Panel which brings together the state’s Department of Commerce, gaming and technology companies, Seattle colleges, universities and art schools, as well as the Seattle- King County WDC and enterpriseSeattle—King County’s EDC. Another panel, Intracoastal Marine and Advanced Manufacturing Industry Alliance, got its start in Western Washington’s coastal areas but has since achieved statewide status with 30 employers engaged in efforts to build training curriculum to meet common workforce needs.

Improving the coordination of business outreach is an ongoing effort. Outreach personnel who develop good working relationships with their colleagues in partner organizations will change over time, creating the need to build new relationships. Structural changes such as collocating personnel or hiring common staff can institutionalize these gains. The state should continue its leadership in fostering coordination through professional development, technical assistance and support for projects that can serve as a catalyst for partnering.

Deliver a quality pool of workers capable of meeting employers’ needs.

Improved Job Referral/Skills Matching

The flipside to coordinating business outreach is to improve the services offered to employers. Good outreach matched by good services can build strong brand loyalty to the WorkSource centers. Conversely, any difficulty in matching job orders with applicants can undercut efforts to improve outreach.

The minority of employers who report dissatisfaction with outreach services in the previously mentioned ESD survey expressed disappointment with the quality of job referrals. A separate ESD survey found that only about half of employers with staff-assisted job orders were satisfied with the quality of candidates referred by WorkSource. Employer satisfaction is even lower with self-referred candidates.

ESD has been taking steps to identify ways to improve job referrals. The agency has focused on job matching and job referral procedures and staff training. As part of this effort, ESD and its partners are developing tools, such as checklists, that WorkSource staff can use in taking and recording job orders and making referrals of job seekers. These products are in draft form and available for review and testing at www.wtb.wa.gov/QualityJobReferrals.asp.

Local efforts in improving job referral and skills matching

To improve the quality of referred job candidates, staff at many WorkSource centers are taking a more active role in screening candidates to make sure a jobseeker's skills are a good fit for an open position. In the best cases, efforts are made to assess the types of skills a firm's current employees possess, and then apply those same standards to new applicants. Assessment tools, such as WorkKeys, help evaluate a job seeker's skills and determine what training, if any, is required to correct skill gaps. In Clallam County, the Olympic Workforce Development Council used this approach to screen for, and find, qualified local job applicants for an aerospace firm.

In Whatcom County, the Northwest Workforce Development Council headed up a highly successful public-private partnership that connected hundreds of unemployed workers with an employer's specific needs. The process began with the Bellingham WorkSource office providing an initial screen. Private sector staffing services, contracted by the employer, followed up with more specific screening. Survivors of these two screens then underwent short-term training that directly addressed the employer's needs.

Workforce Central in Pierce County operates a pre-employment training and recruitment program designed by local manufacturers and taught by industry professionals. Employers hire directly from the pool of applicants who attend the Manufacturing Academy and complete this nine-week, 360-hour, 30 college credit program.

Meanwhile, the Spokane Area Workforce Development Council has the bold goal of getting as much of its labor force as possible assessed under the National Career Readiness Certification. Currently, three employers have contracted to have their job applicants tested at Spokane's WorkSource center, bringing job seekers into the local employment office where additional services and training are available, including the free test-compatible KeyTrain remediation program.

This close employer relationship is getting unemployed workers back into good paying jobs quickly while helping others connect with the training and placement services they'll need to be competitive for future job openings.

By developing ways to assess and match jobseeker skills with employer needs, WorkSource centers are able to save businesses money in recruitment costs while ensuring that job seekers who have the skills get a chance to use them. For those whose skills fall short, it's important to connect them quickly to training that will close the skill gap for them.

Applicant Pre-Screening

Pre-screening and pre-employment training services have been used by a number of Workforce Development Councils to build a closer relationship between employers and the local pool of unemployed workers.

On-the-Job Training and other Direct Connect Training

On-the-Job Training (OJT) provides compensation to the employer for the cost of training new employees in job-specific skills. While not in common use in recent years, OJTs are a proven tool that encourages employers to hire new employees, filling those new positions from the ranks of the unemployed.

The basic premise is that it's harder to find applicants with specific occupational skills than it is to find good applicants who can learn those skills. The Workforce Board's Employer Survey, conducted every two years, routinely finds that the number one reason employers have difficulty hiring personnel is because of a lack of occupational skills. No matter how finely tuned the state's workforce training system is, Washington's dynamic economy will always put new demands on it. By providing training that allows new or existing employees to "directly connect" to an employer's skill needs, OJT and other Direct Connect tools make it possible to quickly broaden the pool of applicants by enlisting those who may not have the particular skills sought by employers, but have the capability of mastering new occupational skills on the job.

At the state level, ESD looked at how other states and areas throughout Washington have administered OJTs, and conducted a webinar on best practices attended by over 70 staff. Specifically, ESD looked at ways to streamline the employer contract part of the process and has created a template for WorkSource staff and its partners which should make OJT contracts easier for employers to complete.

In an example of collaboration, the state's Division of Vocational Rehabilitation (DVR) at the Department of Social and Health Services is launching a one-year pilot project to contract with ESD to provide up to 180 DVR customers with On-the-Job Training placements. ESD will be placing DVR clients into OJTs at 14 sites around the state to test a collaborative service delivery model that is aimed at creating more OJT opportunities by braiding DVR and ESD resources.

In another sharing of best practices, the state's Workforce Board and Lower Columbia College in Longview are working together to spread the use of a program that can be closely tailored to the needs of specific employers that aren't large enough to warrant a dedicated college program. Offered by Lower Columbia College, the Individual Certificate Program (ICP) allows students to pursue a custom-designed worksite-based learning program not currently available through apprenticeship or other college programs while earning college credit.

When combined with OJT, the program delivers locally trained workers to growing businesses. (To learn more about the expansion of ICP to other parts of Washington, go to: www.wtb.wa.gov/ICP.asp.)

OJT Best Practices Sharing

See OJT Resources and Tools:
www.wtb.wa.gov/RetoolingOJT.asp

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Direct Connect Training

A high-tech testing company in the semi-rural community of Kelso was struggling to find lab technicians until Southwest Washington Workforce Development Council teamed up with Lower Columbia College and its Individualized Certificate Program. The employer was able to identify specific competencies it needed and match them with academic coursework, creating a Chemical Technician certificate. The company then hired students, using OJTs to complete their training.

Through an agreement with Microsoft, ESD has made Microsoft's E-Learning library available through the WorkSource system and to any Washington resident who registers through a WorkSource website (regardless of employment status). Over 10,000 individuals have taken advantage of this opportunity and that number is increasing. ESD has extended the Microsoft E-Learning library through October 2012.

Such online learning might not be directly connected to employer needs but by increasing the accessibility and capacity of these training options, online courses make it possible for Washington residents to prepare for better paying jobs. Consequently, the State Board for Community and Technical Colleges made additional funds available in 2011 to colleges to establish online and hybrid courses, which are typically easier for workers to access than classroom-only courses. As a result, over 500 students have completed over 2,000 college credits.

While the statewide effort focused on identifying and removing obstacles, raising awareness and sharing best practices, local Workforce Development Councils (WDCs) drew on two pools of federal dollars (National Emergency Grant and Workforce Investment Act dollars from the Governor's discretionary fund) to broaden the application of OJTs. This funding has been instrumental in fostering additional partnerships as these WDCs have teamed up with other organizations in expanding their outreach to employers.

Local efforts in OJT and Direct Connect training

Getting employers to become comfortable with hiring new employees at a time of economic uncertainty, even with a wage subsidy, took concerted effort and resulted in some new strategies developed at the local level.

In Spokane, the WDC found that small- to medium-sized businesses were screening out too many applicants because they lacked skills—the very skills that applicants would have acquired during their OJT experience. In response, the WDC created an OJT specialist to help employers understand how to screen applicants for other job-ready characteristics such as the ability to learn and acquire new skills. This effort included holding workshops for personnel managers and business owners on how to interview for fit, rather than specific skills. In doing so, Spokane not only was able to use OJTs to spur hiring but also as a way to build a closer relationship between employers and its WorkSource employment services.

By moving unemployed workers into fields that are in-demand and essential to our state's economy, OJTs are both a workforce and economic development tool. In Seattle, long-term unemployed applicants are being screened and referred for 10-week OJTs with Burlington Northern-Santa Fe Rails—helping them start on careers in the high-demand field of transportation and logistics. OJTs are also helping the new SGL Automotive Carbon Fibers plant in Moses Lake staff up to build the next generation of BMW car bodies.

The Eastern Washington Partnership worked with its region's Economic Development Councils and Associate Development Organizations to develop an OJT marketing strategy, and did some joint presentations before business audiences. A similar collaboration of the South Central Washington WDC and Economic Development Group of Kittitas County led to using OJT as an incentive to recruiting a new aerospace subcontractor (siting decision was indefinitely postponed for economic reasons).

OJTs have been valuable to the Retooling initiative by:

- Providing a tool that fosters partnerships among business outreach staff.
- Broadening the applicant pool that can satisfy specific employer needs.
- Filling skilled positions essential to the state's economic recovery.
- Helping long-term unemployed return to the workforce.

To the greatest extent possible, draw from the ranks of the unemployed, particularly long-term unemployed, when filling new job openings.

Coordinated Outreach to Long Term Unemployed

When work on the Retooling initiative began in earnest, the number of Washington residents exhausting their Unemployment Insurance (UI) benefits had reached over a 1,000 per week with the threat of greater numbers when federal UI extensions expired. Currently, the estimated number of unemployed in Washington is over 320,000 with over 65,000 having used up their UI benefits. As laid off workers lose their benefits and are still unable to find work in a sluggish economy, their families run the risk of slipping into poverty and homelessness, creating

Running out of benefits

Each week, in Washington, an average of 1,000 people are exhausting all of their unemployment insurance benefits.

conducted earlier in the year revealed that 75 percent of the UI exhaustees were still unemployed.

ESD took the lead in coordinating the strategy for outreach to UI exhaustees through a range of projects intended to identify the population and target them for more intensive information and services.

To effectively coordinate outreach activities to the growing population of those exhausting all unemployment insurance benefits, the strategy established three deliverables:

- **Data:** Provide regular exhaustee data reports to inform outreach efforts and service provision.
- **Outreach:** In collaboration with local partners, identify outreach goals and strategies and provide resource referral information.
- **Resources for front line service providers:** Share information with front line staff working in WorkSource offices; provide training as possible.

Data - To help inform outreach efforts and service provision statewide, ESD collects and publishes monthly reports on the UI exhaustee population which includes demographics such as age, education, gender, occupation, industry, veterans' status, and disability status. The reports present information broken out by county, and by legislative and congressional districts. These reports have been effective in raising awareness among the congressional and legislative delegation as well as with community and business leaders. This data also shows the percentages of UI exhaustees by occupation, education level and industry field providing the workforce system with a picture of the available workforce.

Outreach - ESD produced a resource guide to assist exhaustees and their families to quickly locate community resources, such as health care, housing and food assistance programs. To date, over 240,000 claimants who were about to exhaust their UI benefits received the resource guide. The guide is also available on the web, in both English and Spanish. In another effort to reach UI exhaustees, ESD deployed an automatic dialing and message delivery service to call and encourage former UI recipients to visit their local WorkSource career center for job assistance and other referrals. ESD also deployed a new service delivery model that helped assess job seekers' skills and outline their best options for finding living wage jobs.

Resources for front line service providers - Thanks to a partnership with the Division of Vocational Rehabilitation within the Department of Social and Health Services (DSHS), close to 300 frontline WorkSource and partner staff have been trained in motivational interviewing techniques that have helped them engage clients in pursuing the services they need to find a job. These include job-search preparation, job and training referrals, connection to other employment and training resources, and information about other community resources. The training enhanced the skills of frontline staff in serving unemployed individuals who are uncertain or seriously distressed about their employment futures. Additionally, ESD and DVR/DSHS continue to partner to improve the referral process, including designing and implementing an online referral tool to more easily and rapidly refer job seekers with disabilities who require DVR services.

Local efforts to coordinate outreach to long-term unemployed

Throughout the state, local efforts have arisen to meet the needs of long-term unemployed. Workforce Development Council Snohomish County set up Project RISE (Reconnecting Individuals in Sustaining Employment) that provided a mix of group workshops and individual, personalized employment counseling sessions for those who have been on UI for over 79 weeks. This partnership with WorkSource and ResCare Workforce Solutions help participants focus on part-time and transitional employment, while also building new connections, and greater confidence and optimism. Because many struggle with Boeing's online application process, Snohomish County's WorkSource center offered workshops that helped 2,400 applicants learn more about how to apply to the state's largest and currently most active employer.

The Workforce Development Council of Seattle-King County created an intensive job-placement service for long-term unemployed. The Back2Work Now project featured a job-club structure, a LinkedIn group and more than 30 employers who offered mock interviews and advice. . . as well as jobs.

Pierce County's WorkSource partners, including Workforce Central, created The Hiring Academy which focused on assessing jobseeker skills and preparing job seekers to apply for jobs. After graduating from the Hiring Academy, attendees earned a VIP pass that gave them exclusive entrance into a Job Fair that took place a few weeks later. The approach was two-fold. It created an incentive for job seekers to stay engaged and it provided employers an opportunity to meet attendees who have demonstrated a commitment to the job search process.

Professional Development

Motivational Interviewing is a non-judgmental style of interaction that allows acceptance of an individual's ambivalence or frustrations about change. A partnership between Employment Security and the Division of Vocational Rehabilitation (within DSHS) produced a series of hands-on training that has helped WorkSource staff engage more effectively with customers and increase successful outcomes and decrease frustration. Those who have gone through this training report it resulted in a high success rate and improved interaction with customers.

South Central Workforce Development Council created a Career Broker position to target and serve long-term unemployed customers. The broker served as a career coach, helping to guide claimants to a successful job search by identifying barriers and referring appropriate services. This intensive effort not only helped job seekers but also improved the job referral match. The Career Broker was able to gather more detailed information about those looking for work, what skills they possessed and how those skills aligned with job openings.

Spokane designated claims specialists who provided services to long-term UI claimants and those likely to become long-term unemployed.

This strategy is helping Washington to:

- Raise awareness and understanding of its pool of long-term unemployed.
- Target services to reduce social costs in the future.
- Take full advantage of this ready labor pool in fueling our state's recovering economy.

Where do we go from here?

The state's workforce system is arrayed across a wide range of state and local organizations with a variety of missions, funding sources and constituencies. Yet, the Retooling Washington's Workforce initiative has demonstrated the capacity of these organizations to knit together as needed to respond to the changing demands of Washington's economy. This initiative will be successful if the cooperation and service alignment that have occurred to meet the challenge of the Great Recession carry over to create a stronger foundation for supporting a responsive, innovative new economy.

There is every indication that this momentum can be maintained. In a forum of Retooling initiative participants held in October 2011, the 150 attendees shared the many innovations and practices that had emerged in response to the recession and its lingering effects. The general sense is that these practices, many of which have been referred to in this paper, deserve to be continued and extended throughout Washington.

Here are some of the broader lessons that can inform how Washington sustains this effort.

Employer Engagement

No amount of training and education will help applicants get jobs if it doesn't match what employers need. By building more direct connections to employers and developing tools that meet their needs, the workforce system can be more effective and nimble.

Successful projects that retrain workers and place them in good paying jobs invariably involve a partnership between workforce development and economic development organizations, and a business organization or employer(s).

Employer engagement should be fostered at every level of the workforce system, from the planning and policy to the implementation and project completion. An example of this model is the Industry Skill Panel concept developed and perfected by Washington's workforce system. Skill Panels are industry-led partnerships that bring together a wide range of community resources, including industry, educators and labor, to address the workforce concerns of a growing industry sector. In general, they identify and seek to close skill gaps and address other

common workforce issues by developing job-related training, expanding training capacity, and raising awareness about job opportunities. These panels bring disparate groups together for a common goal, helping to build trust and awareness about each partner's strength that can lead to future cooperation. The bottom line is that with employer engagement, resources are used more efficiently toward preparing local residents for higher paying jobs in their area.

Leveraging resources

Part of the new reality for the workforce system is that it must continue to find ways to do more with less. This means building solutions with sufficient value, so that other partners—particularly employers—are willing to invest. Tools such as On-the-Job Training and Individual Certificates as well as projects such as the Heath Tecna pre-employment screening and training effort in Whatcom County have demonstrated the importance and value of co-investment. These projects stretch public dollars and result in employment.

Leveraging can come in other ways as well, through organizations cooperating to provide a single point of contact or through sharing of facilities. Northwest Workforce Development Council leveraged its own customers by recruiting unemployed volunteers with computer experience to help other unemployed workers learn more about computer software. For the price of a one-fourth time coordinator, the WDC leveraged over 2,500 hours of volunteer time and helped over 900 people get needed computer training while providing work experience for the volunteers.

The value of sharing information in aligning services

Given the diversity of funding, missions and leadership within the many organizations that constitute Washington's workforce system, coordination can be difficult. But sharing information can help these organizations align and coordinate their resources. This was particularly evident as information about the extent of the UI exhaustees was shared at the local level. By hearing unemployment numbers translated to a county level, organizations were able to better understand the significance of the issue and were provided with information useful in marshaling resources.

Information sharing is at the core of the more successful business outreach efforts. By meeting regularly, sharing leads, and in some cases, presenting to businesses together, the business services outreach of the workforce system identifies new opportunities and stretches its limited resources. Equally important, the message to employers is one of a workforce system that, if not unified under one roof, is still cooperating and communicating with each other.

As a state, Washington should reinforce this direction by nurturing the use of new technologies that make information sharing and joint planning easier, and by rewarding organizations who work together.

Early intervention for long-term unemployed

This protracted recession has taught the workforce system too much about the struggles of the unemployed, coping first with record numbers of unemployed followed by record numbers of people exhausting their benefits. Losing a job is an emotional and financial strain for the individual and their family. Because each person will react differently, it can be difficult for a

state system to determine effective response mechanisms. There are only so many dollars that can be spent on case management. A lot has been learned about how and when to intervene. Washington needs to harvest this information and continue to find new and innovative ways to service the unemployed.

Conclusion

With the state's unemployment rate stuck above 9 percent and the number of UI exhaustees rising, Washington's battle to retool its workers is far from over. Still, the recession and the Retooling Initiative has brought to light and enhanced the many strengths of Washington's workforce system. The system has shown the potential of being more nimble, cooperative and capable of contributing to Washington's economic recovery and growth.

Appendix A

Dashboard Performance Indicators

The Retooling Initiative organized along three workgroups:

Workgroup 1: Coordinated outreach to Unemployment Insurance benefit exhaustees

Workgroup 2: On-the-Job Training and other Direct Connect Training

Workgroup 3: Coordinated employer outreach and improved job referral/skills matching

These state level workgroups developed performance indicators which are rolled up into one page views in the following pages. The indicators for this report were updated in Fall 2011. Later updates will be posted on the Retooling Initiative webpage: www.wtb.wa.gov/retoolingwashington.asp



Retooling Washington Work Group 1:

Coordinated outreach to unemployment insurance (UI) exhaustees

Contact: Amy Leneker
Employment Security Department

Directive

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 (materials, single website, etc.).

Deliverables

The three key deliverables are:

- 1) **Exhaustee data**
- 2) **Exhaustee outreach plan/resource referral information for exhaustees**
- 3) **Resource referral toolkits for service providers**

Schedule

Description	Due date	Status
Convene workgroup	10/27/10	Completed
Convene monthly meetings	Ongoing	Ongoing
Workforce Board approves charter	11/18/10	Completed
Present updates at Board meetings	As scheduled	Ongoing
Present six-month progress report to Workforce Board	5/5/11	Completed
Present progress report to Board	9/22/11	Completed

Indicators (data as of September 14)

Description/target	1st quarter*	2nd quarter*	3rd quarter*
1) Exhaustee data			
Number of exhaustees	47,449 total	57,183 total	63,644 total
2) Exhaustee outreach plan/resource referral information			
Number of statewide auto-dialer messages	N/A	44,475	50,057
Number of individuals that received the Resource Guide	230,000**	4,678	8,000***
Percentage of those surveyed who found the Resource Guide helpful	80%	90%	90%
Number of exhaustees who visited WorkSource after they exhausted	2,263	1,870	682
Number of claimants close to exhausting who visited WorkSource	1,096	916	839
3) Resource referral toolkits for service providers			
Number of frontline and partner staff who received Motivational Interviewing training	N/A	62	160
4) Outcomes			
Number of exhaustees who found employment	12,629	16,852	Data available at end of Oct.
Percentage of exhaustees who filed a new claim	Less than 1%	Less than 1%	Data available at end of Oct.

*1st quarter (January – March); 2nd quarter (April – June) ; 3rd quarter (July – September)

**Mailing from December 2010

***Estimated; actual data will be available at end of quarter



Retooling Washington Work Group #2

On-the-Job and other Direct-Connect Training

Contact: Bryan Wilson
Workforce Board
October 4, 2011

Directive

Increase the use of On-the-Job Training (OJT) and other forms of Direct-Connect training, including Microsoft E-Learning. Increase the availability of college credit for on-the-job learning and make more hybrid courses accessible to unemployed and incumbent workers.

Deliverables

- 1) OJTs and other employer-based training
- 2) Individualized Certificate Programs (ICPs) New hybrid courses
- 3) Microsoft E-Learning (Self-Help Approach)

Schedule

Description	Due date	Status
Convene workgroup	10/2010	Completed
Convene monthly meetings	Ongoing	Ongoing
Workforce Board approves charter	11/18/10	Completed
Present updates at Board meetings	As scheduled	Ongoing
Present six-month progress report	6/14/11	Completed
Present one-year progress report	10/6/11	

Indicators*

	June Report	October Report	
1) OJTs and Other Employer-Based Training**			
Number of participants	268	644	
Training Completion Rate	83%	87%	
Employment Rate (with OJT employer)	64%	84%	
2) College Credit for New Direct-Connect Training***			
Number of students	209	775	
Number of credits completed	197	2,426	
Number of credentials completed	19	58	
3) Microsoft E-Learning (Self-Help Approach)			
Number of people taking at least one course	10,072	11,497	
Number of courses started	21,970	27,045	
Number of people completing at least 75 percent of a course	3,620	4,405	
# of courses at least 75% completed	10,885	14,768	
Number of specialist's certifications	50	77	

***Cumulative results** since July 1, 2010.

**See the next page for additional detail.

***The October Report includes new online and hybrid courses at community and technical colleges.



Retooling Washington Work Group #2

On-the-Job and other Direct-Connect Training

Contact: Bryan Wilson
Workforce Board
October 4, 2011

Indicator Details

1) **OJTs and Other Employer-Based Training**

The October Report contains data on OJTs only and include OJTs reported by WSID, WorkFirst/ESD, and DVR. For WSID, the numbers include OJTs funded by WIA formula, WIA 10%, or the National Emergency Grant.

Dates

The data includes OJTs begun since July 1, 2010. For DVR, the data goes through September 28, 2011. For WorkFirst, the data is through August 31, 2011. For WSID, the data is through September 16, 2011.

Other Details

The training completion rate is among those OJT participants who have exited (there were 344 exiters), the percentage who completed their OJT.

The employment rate is among those OJT participants exiting, the percentage who continued employment with their OJT employer after the end of their OJT. There were 554 WIA OJT participants, 281 exiters, 250 of whom had completed their OJT, and 244 of whom were employed by their OJT employer. There were 62 DVR participants, 40 exiters, of whom 36 had completed their OJT and 34 were employed by their OJT employer. There were 28 WorkFirst participants, 23 of whom had exited, 14 had completed their OJT, and 11 of whom were employed.



Retooling Washington Work Group #3

Coordinated Employer Outreach and Improved Job Referral/Skills Matching

Contact: Bryan Wilson
Workforce Board
October 4, 2011

Directive

Improve the coordination and quality of business outreach efforts and the matching of employers with job seekers.

Deliverables

- 1) Integrated business outreach teams
- 2) Quality information for employers
- 3) Employer and job seeker skill matching
- 4) Quality job candidate referrals

Schedule

Description	Due date	Status
Convene workgroup	10/2010	Completed
Convene monthly meetings	Ongoing	Ongoing
Workforce Board approves charter	11/18/10	Completed
Present updates at Board meetings	As scheduled	Ongoing
Present six-month progress report	6/14/11	Completed
Present one-year progress report	10/6/11	

Indicators

	June Report	October Report	
1) Local Integration of Business Teams			
Percent of outreach staff who report they are part of an ongoing inter-agency outreach team.	48%	36%	
Percent of outreach staff who report duplication of effort is not a problem in their area.	59%	70%	
Evidence of business outreach integration collected from each local area.	--	*	
2) Employer Satisfaction With Business Outreach			
Percent of employers who report that duplication of outreach efforts is not a problem in their area.	NA	51%	
Percent of employers who are satisfied with outreach information.	NA	63%	
3) Job Orders That Match Local Inventories			
Number of new staff assisted job orders **	2,280	2099	
The number of new employers listing a staff assisted job order with WorkSource.** (Employers who have not used any WorkSource services the past six months.)	658	566	
Indicator of the match between job orders and inventory of job seekers. (TBD)	NA	NA	
4) Quality of Job Referrals			
Percent of employers listing staff assisted job orders satisfied with the quality of candidates referred by WorkSource partners.	45%	NA	

*Info to be posted on Workforce Board's Retooling website once collected.

**Latest available monthly data.

Appendix B

Governor's Best Practices Awards for Workforce and Economic Development

Each year, the Workforce Board and Department of Commerce seek out projects and programs that combine resources and elements of both workforce and economic development. These programs demonstrate that they improve the employability and wage earning capacity of workers while providing employers with the talent they need to prosper. The four programs recognized in 2011 are:

1. Heath Tecna Pre-Employment Program – Screening and training for aerospace firm.
2. SODO, Inc. – Disadvantaged youth training and work experience in manufacturing.
3. Spokane Work Ready – Screening for area employers.
4. I-BEST for Agribusiness Truck Driving – Successful model applied to in-demand field.

Public-Private Partnership

Pre-employment training program fuels growth

PARTNERS:

- Heath Tecna
- Northwest Workforce Council
- Washington Department of Commerce
- Northwest Economic Council
- Impact Washington
- Bellingham Technical College
- WorkSource Whatcom Career Center
- Employment Security Department
- Manpower
- Kelly Services
- Bellingham Waterfront Innovation Partnership

Nearly 400 Whatcom and Skagit County residents have good paying jobs today due, in part, to the efficient way workforce and economic development professionals responded to the needs of a local aerospace manufacturer to recruit and train new production workers.

The story begins late in 2009 when staff from the state's Department of Commerce and the Northwest Economic Council discovered that Heath Tecna, a producer of passenger aircraft interiors headquartered in Bellingham, needed to quickly increase production to fill new international orders. They brought in the Northwest Workforce Council, which led an effort that has helped keep production humming.

Working together, the project's partners created a pre-employment screening and training program that made it possible for the area's unemployed and underemployed to rapidly fill these living-wage jobs. This, in turn, allowed the company to expand global sales and exports through a consistent supply of qualified workers capable of working in a newly reengineered LEAN production environment.

Screening started at the WorkSource Whatcom Career Center. Suitable candidates were then referred to Heath Tecna's staffing service providers (Manpower and Kelly Services) for additional screening. Applicants who completed that process then undertook a two week pre-employment training developed by the company and Bellingham Technical College. The training is funded by the Governor's discretionary portion of federal Workforce Investment Act training dollars. Approval by the Employment Security Department made it possible for laid-off workers to train without looking for work during training or losing their Unemployment Insurance benefits.

During the initial training summer of 2010, 380 of 449 students passed testing and began work as temporary hires (via the two private staffing services). After 90 days, they were hired by the employer with a wage bump and benefits. Production employee retention rates at the plant soared to 67%. Newly hired employees weren't the only ones to benefit from the training program's quick turnaround time. Heath Tecna executives estimate the program supported a 60% increase in export activity from June 2010 to December 2011.

By assembling a Dream Team of professionals, the Heath Tecna Aerospace Pre-Employment Screening and Training program has set a model of private and public investments that gets laid off workers back to work quickly and efficiently, helping local families and a local company thrive.



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Governor's 2011 Best Practices Award Winner

Youth work experience

Program nurtures Seattle's industry pipeline

PARTNERS:

- King County Work Training
- Manufacturing Industrial Council of Seattle
- South Seattle Community College Apprenticeship and Education Center
- Puget Sound Industrial Excellence Center
- Workforce Development Council of Seattle-King County

Since the summer of 2009, the Seeking Opportunities Developing Occupations (SODO) Inc. program has helped disadvantaged youth move past joblessness and low-wage employment into a solid career path that leads to the manufacturing sector. At the same time, the program has helped Seattle's manufacturers recognize the benefit of cultivating a talent pipeline from the ground up.

Located at South Seattle Community College Georgetown Campus, SODO Inc. is a partnership between the college, King County Work Training Program, the Manufacturing Industrial Council of Seattle and the Seattle-King County Workforce Development Council (WDC). Started originally as a summer youth employment program with federal stimulus funds, the program currently operates year-round under a federal Department of Labor Pathways out of Poverty grant managed by the WDC. Participants come from disadvantaged backgrounds and are between the ages of 18 and 24. Many lack a high school diploma, speak English as a second language or are ex-offenders.

SODO calls for a significant commitment on the part of participants. Before entering an internship, all participating youth are required to complete a four-week South Seattle Community College introductory industrial training class. Those who

successfully complete the course move on to a four-week internship through the King County Work Training Program, which places them in a worksite usually arranged by the Manufacturing Industrial Council. Employer concerns about liability are reduced as the youth are paid by the County during their internships.

Since June of 2010, when SODO Inc.'s Pathways out of Poverty grant began, 122 participants have completed the training, 115 have entered into paid work experience and 71 have completed the internship successfully. Of that number, 39 have found unsubsidized employment (including 12 who were hired by the internship employer) and five others have gone on to further education or work experience programs. Another class of 21 youth started their internships in October, 2011.

The SODO Inc. program has been instrumental in building support among area manufacturers, Seattle officials, community-based organizations and educators--all working toward a more comprehensive program that makes it possible for students to earn post-high school credentials with a career progression into Seattle's manufacturing sector.



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Governor's 2011 Best Practices Award Winner

Workplace Readiness

WorkSource enhances region's competitiveness

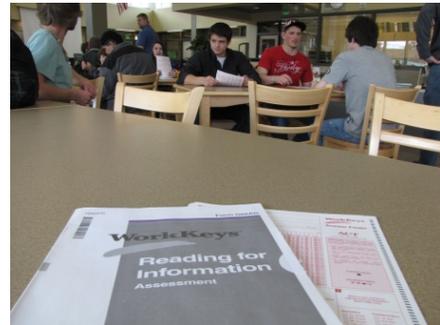
PARTNERS:

- Spokane Area Workforce Development Council
- Greater Spokane Incorporated
- Triumph Composite Systems
- Goodrich Corporation
- Kaiser Aluminum
- Community Colleges of Spokane
- Spokane Public Schools
- Medical Lake High School
- WorkSource Spokane
- Next Generation Zone

Spokane area companies looking to hire, now have a fast, effective way to measure an applicant's potential. At the same time, jobseekers can more quickly prove their value and land the job. The solution is a nationally recognized career-readiness credential that's part of the Work Ready Spokane initiative, launched by the Spokane Area Workforce Development Council in April 2011.

By encouraging the adoption of a standard assessment tool, the Work Ready initiative is creating a comprehensive workforce picture of the region recognized by potential employers across the nation, helpful to current and potential employees, and informative to the region's education and training system.

The WorkKeys assessment is a workplace skills test created by ACT—a national non-profit organization best known for its college-readiness assessment. The tests measure aptitude at reading, math and information gathering and can rate the test taker in terms of national performance. Scorers are able to earn a nationally recognized career readiness certificate, recognized and endorsed by industry authorities such as the National Association of Manufacturers.



Currently, three employers have contracted to have their job applicants tested at WorkSource, bringing jobseekers into the local employment office where additional services and training are available, including the free test-compatible KeyTrain remediation program. This close employer relationship is getting unemployed workers back into good paying jobs quickly while helping others connect with the training and placement services they'll need to be competitive for future job openings.

Between July 2010 and June 2011, WorkSource Spokane conducted WorkKeys job readiness assessments for more than 230 applicants, resulting in 42 job placements at Triumph Composite Systems. Many of these people were unemployed and would not have otherwise landed the job.

Spokane Skills Center and Medical Lake High School also are beginning to use the tests to help high school students measure their career readiness.

With help from Greater Spokane Incorporated, which brings together the Spokane Chamber of Commerce and Economic Development Council, along with the Spokane Area Workforce Development Council, Work Ready Spokane is working to expand employer use of the assessment tools.

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Farm Field to Truck Cab

Big Bend Community College Upskills Rural Workers

PARTNERS:

- Big Bend Community College
- State Board for Community and Technical Colleges
- North Central Washington Workforce Development Council
- The Opportunity Industrialization Center of Washington

Big Bend Community College in Moses Lake is strengthening the region's rural economy by helping farm workers move from the field to behind the wheel of a commercial truck. This vocational program for adults who may lack basic reading, writing or language skills has prepared over 150 low-wage workers for high-wage, in-demand transportation jobs needed by the region's agribusinesses.

The college's Integrated Basic Education and Skills Training (I-BEST) for Commercial Driver's License (CDL) Program uses the highly effective and nationally recognized I-BEST model of two instructors in the classroom—one teaching the professional-technical content while the other supports the development of basic skills in reading, math or language skills. Many of the participants are low-skilled, Spanish-speaking agricultural workers.

What sets Big Bend Community College's program apart is how well it targets adult workers. The course is not scheduled on traditional college quarters but instead meets three evenings each week and all day Saturday and Sunday for a 10-week period. This allows students to continue working as they prepare for new careers. Students completing the program have a 98 percent pass rate on the CDL exam and almost all get jobs in trucking and in their communities.



Launched with federal adult basic education and workforce development grant funds from the State Board for Community and Technical Colleges, the program later received a High Demand Workforce Development grant to refine the program.

Most of the employers produce agricultural products (J.R. Simplot, National Frozen Foods, Wilbur-Ellis, Harvest Transport Inc., among others). They need drivers to be able to move products and raw materials to and from their facilities. Average annual earnings for students who participate in the program exceed \$27,000. Even during this recession, graduates are getting hired. A recent survey of the most recent graduates reached 12 out of 15 participants, all of whom were employed in the trucking industry.

The North Central Workforce Development Council and the Opportunity Industrialization Center have contributed to the program's success through student referrals, tuition support for eligible participants, and by addressing other barriers to completion and job placement.

Big Bend Community College's I-BEST Commercial Driver's License program has helped a traditionally underserved population move from seasonal, low-wage work into more year-round, living-wage jobs. By upskilling workers into high employer demand positions critical to the region's key industry, this program has helped strengthen the economy.

POST-TRAINING SUCCESS:

Median income of 2007-2008 participants before and after completion (three quarters before and after) indicate a 40 percent increase in annual wages or an increase of over \$8,000.

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Governor's 2011 Best Practices Award Winner

Appendix C

Retooling Success Stories

The state's Workforce Development Councils were actively engaged in the Retooling Washington's Workforce initiative. The following success stories were submitted by Washington's area Workforce Development Councils and compiled by Terry Teale.

1. Allied Health Clinical Placement Project – South Central Workforce Development Council
 2. Back2Work Now – Seattle-King County Workforce Development Council
 3. Partnering with Local Government – Spokane Area Workforce Development Council
 4. Columbia Analytical – Southwest Washington Workforce Development Council
 5. On-the-Job Training – Eastern Washington Partnership
 6. Hiring Academy/Early Intervention – Workforce Central/Pierce County WDC
 7. Manufacturing Academy – Workforce Central/Pierce County WDC
 8. Experience Work Project – Northwest Workforce Council
 9. Emphasis on On-the-Job Training – Olympic Workforce Development Council
 10. A Resurgence of On-the-Job Training – North Central Workforce Development Council
 11. Outreach to U.I. Exhaustees and Veterans – Olympic Workforce Development Council
 12. Passport to Aerospace Employment – Workforce Development Council Snohomish
 13. Project RISE – Workforce Development Council Snohomish
 14. Aligning Service Delivery – Benton-Franklin Workforce Development Council
 15. OJT – Helping Employers Find Trainees Who Meet their Needs – Spokane Area WDC
-

ALLIED HEALTH CLINICAL PLACEMENT PROJECT

Employer Engagement

South Central
Workforce Development
Council



The South Central WDC partnered with Yakima Valley Community College to optimize clinical learning opportunities for health career students.

In response to the chronic shortage of healthcare workers, the severity of the recession and an increase in unemployment, community colleges have been asked to enroll more students into their health careers programs. Accommodating an increased number of students has been seriously compromised because of a serious shortage of clinical externships annually. Although 75 clinical site agreements were in place with local hospitals, clinics and labs in Grant, Benton, Chelan, Yakima, Klickitat and Kittitas Counties, less than half were accepting students. With the support of healthcare industry partners, the South Central WDC partnered with Yakima Valley Community College to develop the Clinical Placement Project to optimize clinical learning opportunities in five occupations: Pharmacy Technician, Medical Assisting, Medical Billing and Coding, Surgical Technologist and Phlebotomy.

Local industry's expectations for the Clinical Placement Project were:

- Serve all schools in the area
- Work with all hospitals, clinics, long-term care facilities and others
- Maximize existing placement slots and create additional slots for allied health programs
- Measureable outcomes
- Single point of contact
- Benefits to education and industry through reduced faculty and agency staff hours arranging clinical placements

A Clinical Placement Coordinator was funded by an investment of \$74,349 from the WDC and in-kind contributions from YVCC.

OUTCOMES

- An additional 41 sites for a total of 126 Affiliation Agreements
- Increased program capacity:
 - Medical Assisting 57%
 - Billing & Coding 128%
 - Pharmacy Tech 20%
 - Phlebotomy 10%
- More students are employed and/or continuing their education:
 - Surgical Tech 100%
 - Billing & Coding 70%
 - Medical Assisting 100%
 - Pharmacy Tech 78%
 - Phlebotomy 100%

<http://www.workforcecouncil.org>

A local Health Skills Panel (consortium) representing industry, education, and Workforce Development has been working over several years to address a health sector skills and personnel shortage through local “grow your own” workforce initiatives and investments.



Back2Work Now:

RECONNECTING LONG-TERM UNEMPLOYED JOBSEEKERS

Workforce Development Council of Seattle-King County



This successful pilot project featured an intensive job-club structure, a LinkedIn group, and more than 30 engaged employers who offered mock interviews and advice – as well as jobs.

A New Model

The Workforce Development Council of Seattle-King County partnered with Employment Security and a multi-agency team to provide intensive job placement services to long-term Unemployment Insurance claimants through an innovative program called Back2Work Now.

Active recruitment focused on jobseekers who had collected UI for at least 79 weeks, especially those who had yet to engage in the employment and training services of WorkSource. About 200 participants were new to the WorkSource system, 61% had an Associates degree or higher, and 46% were over the age of 40.

Intensive Job Club

Back2Work Now offered a job-club structure that combined consistency with flexibility to ensure customer participation. Dedicated job placement specialists provide labor market tools, a fresh look at skills, job vacancies, and a focused job curriculum.

The six-week progressive modular units were offered at three WorkSource locations in King County; customers were free to stay at the same site or try other locations for convenience or to build their network. This supported customer momentum and engagement.

B2WN Job Club Sessions

- Resume Optimization and Customization
- Interview & Self Evaluation
- Networking & LinkedIn
- Mock Interviews with Employers
- Employer Panel and Recruiting Session
- The “4-Step Close,” salary negotiations
- Advanced Job-Search Strategies
- Mini Job Fair

RESULTS:

By the end of the project, 58% of participants (a total of 100) had found jobs. 30 more continue in the WIA program.

“You have helped me to remember all the positive qualities I have to offer as an employee – something I had forgotten after two years of job hunting.”

PARTNERING WITH EMPLOYERS

Employers were engaged throughout Back2Work Now. They offered their time on industry Q&A panels, gave participants mock interviews for practice and pointers, brought job openings to recruiting events, and used B2WN's LinkedIn site to recruit new employees.

Employer partners included:

Aerotek
Ajilon Finance & Office
Alliance 20/20
AT&T
Boeing
Chipton Ross
Cobalt Group
Concur
Dendreon
Dynacraft
Emerald Services
F5 Networks
First Choice Health Network
Hallmark Staffing
IBM Global Services
Idea Identity
Kenworth
Medtronic/Physio Control
Microsoft (3 Divisions)
PACCAR and PACCAR Parts
Paychex
Providence Health Services
REI
Seattle Public Utilities
Seattle Times
Sound Transit
Starbucks
T-Mobile
Vertafore
Volte Technical
Wimmer Solutions



LinkedIn WorkSource Networking Group

Back2Work Now staff created a WorkSource networking group via LinkedIn – a website that connects customers to a wider network of both jobseekers and employers. This site is used not only as an ongoing resource and discussion forum for jobseekers, but also a site where employers post job openings and alert jobseekers to hiring opportunities.

Job Placement

Activities included direct hiring events, an on-line workspace to facilitate access to job postings and information, building a group of employer partners, and working with existing WorkSource system job placement services and resources.

"I wanted you to know that I accepted a contract at Microsoft today. I learned of this position when I logged into LinkedIn the day after the WorkSource session."

"I'm pretty sure I would have ignored LinkedIn as a networking tool if I had not attended this session."

Self-Sufficiency Calculator

WorkSource staff helped jobseekers use the Self-Sufficiency Calculator to understand their salary needs and household budget, and identify available resources that could help pay the bills during the job search.



The Workforce Development Council of Seattle-King County is an Equal Opportunity Employer and provider of employment and training services. Auxiliary aids and services are available upon request to individuals with disabilities. Washington Telecommunications Relay System, 800.833.6384 or 7-1-1.

PARTNERING WITH LOCAL GOVERNMENT TO LEVERAGE RESOURCES AND ENHANCE SERVICES



Spokane Area Workforce
Development Council

<http://wdcspokane.com>

INTENTIONAL ALIGNMENT OF BUSINESS OUTREACH STRATEGIES

Local elected officials in the Spokane area participated in planning efforts that identified resources for employment and career development and strengthened the partnerships between the SAWDC and local government in order to improve workforce development outcomes for the citizens of Spokane County and assist in the economic recovery of the region. These resources include infrastructure for increasing community awareness, bricks and mortar locations for service delivery, and use of loaned staff.

Multiple partners contribute to the delivery of business services and bring their resources and expertise to the workforce system. Improved efforts to gather real time labor market information and recognition that providers can no longer rely on past trends as a reliable means to predict the future informed the partnership. Strengthened relationships among skills

panels, the Chamber of Commerce, Economic Development Councils and community colleges, allowed these partners to gain a better understanding of where the economy was heading. This informed the development of a plan that efficiently used available resources, communicated more effectively to stakeholders, and resulted in better services.

To create more connectivity to area businesses, the SAWDC redesigned the Business Solutions Team. This new model includes having all WorkSource staff conduct outreach activities through a coordinated system led by designated industry specialists called Market Managers. Each market manager is responsible for creating a marketing strategy for their industry, including how the entire WorkSource system operates in support of those businesses and delivers a

wide range of services that business values, e.g., research for compliance issues, recruiting, training funds for new technologies, and the "shared work" UI program.

SAWDC provided assessment and screening for a major aerospace manufacturing company under the new model. The outcome was a 50% reduction in hiring time, a reduction in employee turnover to 2%, and better workplace safety.



The WorkSource Center applies LEAN continuous improvement principles to the processes utilized while working with regional businesses. Daily Visual Management meetings are held to discuss performance and to assist teams to realize individual team goals.

New performance measures focus on service delivery and system impact.

COLUMBIA ANALYTICAL

SOUTHWEST WASHINGTON WORKFORCE DEVELOPMENT COUNCIL

SWWDC developed connections between the Individualized Certificate Program and On-The Job Training to up-skill jobseekers and provide employers with a qualified workforce.

As a mid-sized, highly technical employer, Columbia Analytical Services (CAS) is continually recruiting and hiring for high-skill occupations. Within a semi-rural area, these types of jobs are often unable to be filled with the local employment pool. A partnership between Columbia Analytical Services, WorkSource, Southwest Washington Workforce Development Council (SWWDC), and Lower Columbia College (LCC) created a two-pronged training program with students being trained for entry-level laboratory work in skills identified by the employer, matching with academic coursework in the classroom and on-the-job training. The partnership developed a Chemical Technician Individualized Certificate Program to train participants as Chemical Technicians, which was then followed by On-the-Job Training at Columbia Analytical once hired. At the same time, incumbent workers at CAS participated in an OJT using 5809 state stimulus funds, enabling them to move up the career ladder. Their positions were then backfilled by the newly trained ICP students hired by CAS.

LCC and WorkSource vetted potential participants and screened them based on their academic and job readiness skills. Thus, when a student completed training and WorkSource provided OJT funds for employment at Columbia Analytical, the student already possessed job-specific competencies to bring to the position.

The expanded LCC Individualized Certificate Program (ICP) provides incentives to local businesses, while also providing effective and sustainable training to individuals. This partnership allows students to complete 1-2 quarters of their cooperative work experience while also providing the student an opportunity to transition into OJT for employment.

This partnership emphasized the importance of creating strong employer/training connections in workforce investments in southwest Washington.

This project strengthened the relationship between Lower Columbia College and WorkSource, enabling continued open and innovative discussions about additional opportunities for partnering.



ICP In a Nutshell

The Director of the ICP works with employers as well as LCC faculty in the design of training curriculum. This training leads to an industry specific certificate that has an employer's endorsement, a win-win situation for all involved. With the addition of OJT funding from the Workforce Development Council, the ICP model can better support the training of new workers in employer specific training. Additionally, employers are invited into the college career center to partner with ICP orientations, thus further ensuring success.



ON THE JOB TRAINING

EASTERN WASHINGTON PARTNERSHIP

<http://www.washingtonworkforce.org>

Renewed Focus on OJT

The Eastern Washington Partnership Workforce Development Council (WDC) believed that a renewed focus on the OJT program was a worthwhile endeavor to meet increased demand for service resulting from the Great Recession. An initial and critical step in the WDC's OJT initiative was securing some targeted funding. It was a partner in the state's successful application for a National Emergency Grant. The WDC was also successful in securing some funding from the Governor's WIA discretionary fund. Both were important since the ARRA funding was basically spent and much of the WDC's formula funding for FY 2010 was already obligated.

With funding in hand, service providers identified specific staff members that were charged with conducting the employer outreach that was necessary to market the program. They are members of the WorkSource Business Services team that develops specific strategies for each of the nine counties the WDC serves. One strategy was to communicate with the region's Associate Development Organizations' (ADOs) staff about the increased OJT emphasis and in some instances to actually make joint presentations to employers. This effort also helped to market the WDC's incumbent worker program. Employers have been very receptive to this approach.



The impact of the OJT marketing effort has been an increase in the number of employers who have either begun to use the program for new hires or who have an interest in doing so when they are ready to add new employees. The outreach work has also raised the profile of WorkSource in the employer community. Employers are now more aware of the variety of services that they can access by working with the business services team. And, the number of long-term employed people who are interested in OJT as a training option for themselves has increased.

The most significant change that occurred as a result of the OJT initiative is the integrated approach that the business services team has taken to the outreach effort. The Eastern Washington Partnership's service delivery area is vast. It includes nine rural counties that stretch from the Canadian border to the Oregon border. With the limited funding that is available, it is important that service providers do not duplicate outreach efforts. It is too time consuming and expensive to do so. Ongoing communication among the team members makes their efforts more efficient.

CRITICAL PARTNERS

WIA Adult & Dislocated Worker Staff
Wagner-Peyser
WorkFirst
Associate Development Organizations
Department of Vocational Rehabilitation
WorkSource

RESULTS

(As of July 2011)

150 personal contacts with employers
20 signed OJT contracts with providers
In addition, there are some who have expressed an interest in using the program in the future and others who have actually hired new employees through WorkSource without using the program.

CHALLENGES

The greatest challenge for the OJT program in Eastern's area continues to be the state of the regional economy. Employers remain very cautious about expanding their workforce at this time.
The other concern is the significant reduction in WIA formula funding that has occurred since 2006. This will be a limiting factor as the economy begins to improve and demand for the program increases.

HIRING ACADEMY

Early Intervention

The Hiring Academy directly connects Unemployment Insurance Exhaustees and other unemployed Washington workers to jobs tailored specifically to their skills.

In 2010, Pierce County WorkSource partners decided to focus on efficiently providing additional services to unemployed workers that had exhausted UI benefits. The dramatic increase in this population made it clear that service providers needed to do business differently to successfully connect jobseekers back to the workforce. WorkForce Central (WFC) partnered with the local branch of the Employment Security Department to roll out a two-phased program to meet the needs of both the employer and unemployed.



PHASE I

Using a job matching tool called JobFit™ during the program registration process allowed partners to more accurately identify the skills of the participants. Each participant was provided a resume template to complete which served as a sourcing tool for employers and local business teams to identify qualified applicants and to customize services to ensure the readiness of job applicants. The services team provided personal attention to both the jobseekers and to the potential employer to match specific skills to employers' needs.



PHASE II

After graduating from the Academy, participants earned a VIP pass that gave them exclusive entrance into a Job Fair that took place a few weeks later. The VIP Job Fair provided employers the opportunity to meet attendees who demonstrated current job search skills, technical and soft skills that matched employers' expectations, and a desire to succeed. Exclusive access to one another after careful preparation and skills matching resulted in a positive impression and outcomes for both the applicants and the employers.



RESULTS

160 individuals participated

158 earned VIP credentials

105 VIP attended Job Fairs

53 VIPs became employed

- **Both the employer and jobseeker provided favorable feedback**
- **Placements increased among the group of jobseekers who participated**
- **Employers found qualified workers above and beyond their standard recruitment methods**

MANUFACTURING ACADEMY

The Manufacturing Academy is a workforce pre-employment training and employee recruitment program designed by local employers to prepare workers for manufacturing and aerospace careers. Employers hire directly from the talent pool for positions in production, machining, and assembly. This nine-week, 360 hour, 30-credit program is approved by local manufacturers with classes taught by industry professionals.

This program yields real benefits to the employers' bottom line by reducing the costs of hiring, increasing employee retention, and maximizing employee productivity.



The Challenge

The manufacturing and aerospace industry is expected to add several thousand jobs over the next year creating an increased demand for a skilled and adaptable workforce. Entry-level manufacturing positions require foundational manufacturing principles, soft skills, and basic math skills. Manufacturers are experiencing an absence of proficiency amongst incoming employees and candidates who lack the ability to effectively meet the technical requirements of the job, are able to problem solve, and who can work as a member of a team. The absence of these skills fundamentally contributes to the workforce shortages these companies are facing, and the growth and sustainability of the manufacturing industry is greatly impacted.

The Manufacturing Academy

Students are screened to meet employer expectations and qualifications before entering the program. They are interviewed and selected to participate in training by an employer interview panel. Pre-employment training is comprised of professional development career readiness, and advanced manufacturing. The curriculum is designed by the Manufacturing Academy Employers and is comprised of industrial math, basic manufacturing principles, basic electrical, blueprint reading, welding, LEAN principles, and multiple certifications such as OSHA and Forklift.

Classes are contracted through the Aerospace Joint Apprenticeship Committee, and are held at Bates Technical College. Students receive college credit for the program from Bates Technical College.

Critical partners included management leadership from WorkForce Central with Tacoma Community College responding to an RFP to develop and train individuals on soft skills for the workplace. Aerospace Joint Apprenticeship Committee oversaw the advanced manufacturing training and secured the instructors from Bates Technical College.

Our team learned that it is important to have a single point of contact for the employers to provide effective recruitment, screening and retention services and that it is critical to have employers engaged throughout.

EXPERIENCE WORK PROJECT

EMPLOYER ENGAGEMENT

Northwest Workforce Council



The Experience Work Project (EWP) is an effective bridge between the business community and local schools and colleges. An easy-to-use web-based platform facilitates a continuum of career exploration, skills development, work-based learning and mentorship between business and education.

The Mount Vernon Chamber of Commerce, in partnership with the Northwest Workforce Council (NWC), created the Experience Work Project (EWP) which matches students in high school and community and technical college vocational training with businesses offering work-based opportunities for career exploration, job shadow or internships. It also creates mentorship relationships with young adults moving into the workforce.

By gaining exposure to the authentic requirements of work, young adults in secondary and postsecondary vocational training can make informed choices on course selection, preparation, and training options. Students benefit by being better prepared to link education and training with career opportunities. Businesses benefit from a more robust relationship with the workforce development and K-12 system.

As a result of effective and coordinated outreach by NWC and Chamber staff, total employer participation increased 203 percent in the second year. A mentor's manual based on best practices from NWC Internship programs was developed for the program. Employer guidelines are available on the Experience Work Project website.

Students and employers valued the support the students received to enter the workforce and make contact with employers. Students ranked their experience as either good or excellent. Employers indicated students benefitted from the job shadow experience. Four students were hired directly as a result of their internship.

STUDENT PARTICIPATION (July 2010 through June 2011)

Total Student Participation	93
Students placed in job shadow	60
Student placed in internship	22
Registered for future internship	12
Graduated Skagit Valley College	27
Continuing Ed Students 2012	34
Actual/projected employment	16

<http://www.experienceworkproject.org>



<http://www.nwboard.org>

EMPHASIS on ON-the-JOB TRAINING

OLYMPIC WORKFORCE DEVELOPMENT COUNCIL

<http://www.kitsapgov.com>

Leveraging Resources

The Olympic WDC now emphasizes that the employers on the demand side of the system take a more initiatory role rather than the job seekers, as has been the case for most of the WIA program history. This new approach places most of the responsibility for establishing On-the-Job Training positions on the Business Services Team. New opportunities have emerged for unemployed workers in high growth sectors. Early indicators of success show OJTs being initiated for new positions in energy/construction, aerospace and healthcare.



The Olympic Workforce Development Council coupled OJT opportunities with an ARRA-funded grant to stimulate hiring of retrained unemployed workers in the growing field of energy efficiency and green construction. The OWDC received a grant as a partner with the Northwest Energy Efficiency Council (NEEC) and the Seattle/King County WDC for weatherization and energy related training. This grant, called the Sound Energy Efficiency Development (SEED) Grant, uses the local workforce development partnership to address the training and employment needs of veterans and unemployment recipients in the area. Over 110 people were trained in the three-county area as Weatherization Technicians, Certified Building Analysts and Building Energy Auditors. All graduates received an industry-recognized certification.

When the SEED Grant was first planned, it was anticipated that economic conditions would be improving and the energy field would show strong growth for the clients. What happened instead was slow economic growth, which resulted in a delay launching local green initiatives. One project called for 5,000 energy audits to be conducted and funded through a federal grant to RePower Bainbridge. The energy audit efforts started to increase early in 2011. During this time, the OWDC received WIA 10% funds targeted to On-the-Job Training positions. This allowed the partnership to take the students that graduated from training and use the OJT benefits to stimulate hiring the students. As a result, the local WorkSource Business Services Team had another “tool” in its toolbox for employers. Job seekers who completed their certified training would be more employable in today’s employment market, and the community would gain from a growth in jobs as well as enjoy better energy usage. The result of the Business Services Team effort to connect with employers is now starting to be realized with four new employers added to the job order system and eight new hires recorded.

An important key to the success of this project was the ability to combine three different grants and to use them together for the good of the industry and the job seekers. Clearly communicating how each grant would work in combination with the other, and how it would help all partners presented a strong rationale for collaboration.

CRITICAL PARTNERS

Olympic Workforce Development Council

Employment Security Department

Kitsap Community Resources

Olympic Educational Services District 114

Organized Labor

Olympic College

Peninsula College

NEEC

Seattle-King County WDC

RePower Bainbridge

A RESURGENCE OF ON-THE-JOB TRAINING

NORTH CENTRAL WORKFORCE DEVELOPMENT COUNCIL

Helping businesses hire and train workers has never been more critical than in the current economic climate. On-the-Job Training is a valued tool in the North Central Workforce Development area. It affords businesses short on resources or without a structured plan the financial and technical assistance to train new hires.

The North Central Workforce Development Council assigned additional staff and provided guidance and resources to business service teams. Experienced service providers maintained a customer service focus with the primary goal providing qualified candidates, training tools and resources.

WHAT WORKED

- A dedicated OJT Coordinator to facilitate outreach and identify opportunities
- Coordinated employer visits with Employment Security staff, weekly radio "job report" and business community networking
- Regular business service team meetings
- More intentional communications with businesses and potential clients
- Customer Service workshops for incumbent workers
- "MyJobNetwork" workshop attended weekly by OJT candidates to network and connect with employers
- WorkKeys assessments
- Combining skills instruction, such as digital literacy, IC3, and MOS with OJT
- Outreach to UI vocational education graduates who may need short OJT work experience

FUNDING DIVERSITY

The Recovery Act, Governor's Discretionary Grants and SB 5809 increased OJT enrollments 280% compared to three years ago. In FY 2010, 138 OJT contracts were written using 10 funding sources. This diversity in funding allowed for training a variety of long-term UI recipients, UI exhaustees, dislocated workers, low skilled adults, and older youth.



OUTREACH TO UNEMPLOYMENT INSURANCE EXHAUSTEES AND VETERANS

OLYMPIC WORKFORCE DEVELOPMENT COUNCIL

INTENTIONAL AND TIMELY OUTREACH TO VETERANS

WorkSource Kitsap County veterans' staff became aware that while veterans were waiting to have their unemployment claims processed (typically 4-6 weeks) they were not receiving any employment and training assistance, including the Unemployment Insurance Re-employment Orientation. Veterans were not made aware of WorkSource resources and services when they were discharged from military service.

WorkSource veterans' staff initiated focused outreach to veterans who had a separation date of more than one year previously and who were still drawing unemployment insurance benefits. The process began with over 500 letters mailed to veterans inviting them to attend a customized orientation for veterans. The orientation provided an overview of all the services available to job seekers at WorkSource Kitsap County. As the backlog of orientations to the long-term unemployed veterans diminished, efforts were refocused on providing orientations to recently separated veterans. WorkSource continues to send about 30 letters per month to recently separated veterans with attendance at the orientations averaging from 15 to 20 veterans per session.

Critical partners in this effort are the WorkSource Veterans' Representatives, Workforce Investment Act (WIA) service providers, and the WorkSource Business Services Team. Veterans' Representatives use their knowledge of the needs of veterans to develop outreach methods and provide orientations while the WIA service providers inform them of and provide job training assistance. The Business Services Team marketed the skills and qualifications of veterans to local employers.

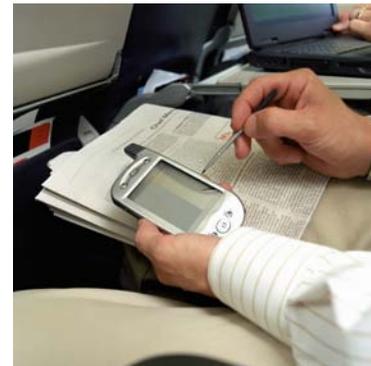
WorkSource partners came up with a practical solution to a system problem without using additional resources. The outcome is helping an important part of our workforce integrate back into civilian employment after military service.

<http://www.kitsapgov.com>



PASSPORT TO AEROSPACE EMPLOYMENT

WORKFORCE DEVELOPMENT COUNCIL SNOHOMISH



To meet customer demand, the Boeing Company increased its airplane production rates, adding 2,500 jobs in Snohomish County in 2010-11. It became apparent to WorkSource Snohomish County staff that job candidates were struggling to complete the Boeing online application process. To provide assistance to both job candidates and to Boeing, WorkSource Snohomish County invited Boeing Human Resources professionals to the Centers to provide workshops and train Employment Specialists to host additional workshops. This effort became known as "Passport to Aerospace Employment" and has been highly acclaimed. In standing room only sessions, job candidates learned the ins and outs of the online application process, tips and tricks for getting noticed by Boeing recruiters, and how to ace an interview. Thirty workshops were hosted by the WDCSC during the months of April to July 2011.

Upon completing the initial Passport workshop, job candidates were assessed and, if ready, applied to Boeing. Those in need of additional training were referred in cohorts of 90 to the Washington Aerospace Training and Research Center (WATR) for Aerospace Manufacturing Core and Aerospace Assembly Mechanic Certificate training.

Job candidates who needed additional training were referred to appropriate WorkSource resources.

Results as of July 2011:

2,400	Total Customers
180	Veterans
1,568	People receiving unemployment insurance

<http://www.wdcsc.org>

PROJECT RISE

Workforce Development Council
Snohomish

<http://www.wdcsc.org>



Reconnecting Individuals to Sustainable Employment (RISE) provided a mix of group workshops and individual, personalized employment counseling sessions. Group settings provided time for networking, sharing common experiences, and finding support.

Coordinated Outreach to Unemployment Insurance Exhaustees

To rapidly address the rising number of unemployment insurance claimants nearing or exhausting their benefits, Workforce Development Council Snohomish County partnered with local Employment Security Department staff and the local Workforce Investment Act service delivery provider, Res Care Workforce Solutions, to deliver comprehensive services to serve job candidates receiving unemployment insurance (UI) longer than 79 weeks.

RISE participants enrolled in the WIA Adult and Dislocated Worker programs

and were provided with the following program components:

- (1) A two-day intensive job search workshop focusing on job search basics, transferrable skills, referral planning, the value of temporary employment, and stress management.
- (2) Another two-day intensive SuperHost front-line customer service training- an internationally recognized program focused on the tourism, retail and service industries that offered both short-term transition employment

opportunities as well as long-term career opportunities.

- (3) The RISE Job Club, a semi-monthly group, fostered important connections among peers, enhanced support networks and built networking skills.
- (4) One-on-one sessions with employment specialists to develop a customized re-employment plan.
- (5) A dedicated Business Services staff member to market RISE participants to businesses and connect to the local job market.

PROJECT RISE RESULTS:

180 participants -- 67 found employment and exited the program

While outcomes are continuing to be reported, many people have found part-time or transitional employment, and they have all developed a new networking community, boosted their confidence, and found hope.



ALIGNING SERVICE DELIVERY

BENTON-FRANKLIN WORKFORCE DEVELOPMENT COUNCIL

There is a sufficient body of evidence to suggest that the current service delivery system may not be adequate to meet the demands driven by the economic downturn. Moreover, concurrent with economic conditions, it is reasonable to presume that staffing levels in the WorkSource Center will be on the decline. To address this new reality, Benton-Franklin WDC, together with partners, will undertake a comprehensive assessment of the entire service delivery system with the specific intent to retool to better assist job seekers to re-engage into the workforce.

The Benton-Franklin WDC and its partner agencies are approaching the challenge from two fronts: internal (serving jobseekers who come into the center) and external (intentional outreach to the employer community).

Internal Strategies to Serve the Long-Term Unemployed

- Identify individuals who have been on unemployment insurance for 6 months or more
- Continuous one-on-one staff engagement with jobseekers
- Train and retrain staff on the tools and techniques for uncovering transferrable skills
- Develop Individual Work Portfolios to highlight skills valued by employers
- Establish individual service plans with specific assignments to encourage and ensure that jobseekers are fully engaged in their own success
- Utilize the Center's assessment tools (Key Train, Work Keys, Prove-It; Choices CT, etc.)
- Enhanced emphasis on the use of SKIES job matching capabilities

External Efforts WorkSource Columbia Basin's Business Services Unite

- Identify key industry sectors/clusters and target businesses within each
- Conduct skills panels
- Forge new employer relationships with businesses to expand opportunities for job placements
- Utilize "Business in the Morning", an issues oriented, employer focused workshop/seminar series to increase WorkSource's brand awareness, hence laying the groundwork for more job orders
- Collaborate closely with Work WIA contractor to develop opportunities for OJT/WEX opportunities
- Work closely with internal staff to better communicate specific employer needs and to stay abreast of the jobseeker inventory.

OJT – Helping Employers Find Trainees Who Fit Their Specific Needs

SPOKANE AREA WDC



Spokane has sharpened its focus upon the use of OJTs as a tool to transition workers back into employment.

In Spokane, the Workforce Development Council found that small-to medium-sized businesses were screening out too many applicants because they lacked the skills – the very skills that applicants would have acquired during their OJT experience. In response, the WDC created an OJT specialist position to help employers understand how to screen applicants for other job-ready characteristics such as the ability to learn and acquire new skills. The WDC launched two new OJT programs funded by a National Emergency Grant and the Governor's 10% Discretionary Grant. This effort included holding workshops for personnel managers and business owners on how to interview for fit, rather than specific skills. In doing so, Spokane not only was able to use OJTs to spur hiring but also as a way to build a closer relationship between employers and its WorkSource employment services. Employers reported that this “new” way of looking at hiring is very effective

SAWDC also offers a workshop to assist employers in developing more comprehensive and effective training plans that reflect the full requirements necessary to meet their workforce skill deficiencies. The implementation of this program and process is anticipated to improve both the quality and the effectiveness of the training offered by participating employers.

CRITICAL PARTNERS:

Career Path Services
Employment Security
Goodwill Industries

NEW ESD 101
Community Colleges of Spokane
Spokane Community College



