

	<b>Organization, State</b>	<b>Description of Best Practice - Issues</b>	<b>Program Results - Narrative Highlights</b>	<b>Replication points/themes</b>
1	<p>Capital Region Workforce Development Board – Youth Employability Skills (YES) Academy CT</p> <p>Nilda Torres, Youth Services Manager Capital Region Workforce Development Board 99 Pratt Street 5th floor Hartford, Connecticut 06103 (860) 522-1111 ext. 31 ntorres@capitalworkforce..org</p>	<ul style="list-style-type: none"> <li>• Job readiness development program offered to youth (16-18). Includes one-on-one mentoring, interviewing techniques and tips, team building exercises and resume building.</li> <li>• Local businesses would take issue with the lack of job readiness skills youth involved in Summer Youth Employment Program had.</li> </ul>	<ul style="list-style-type: none"> <li>• Held Graduation Ceremony as a way to celebrate achievement</li> <li>• Provided Job Fair to assist in placing graduates in Summer Employment. Employment Specialist Team responsible for coordination of YES and creation of relationships with various businesses in area to secure positions for the youth that attended</li> </ul>	<ul style="list-style-type: none"> <li>• CRWDB created partnerships with various organizations</li> <li>• Engaged youth and partner organizations</li> </ul>
2	<p>Career Awareness Summer Project (Camp) WI Corey Jackson, Executive Practitioner Jackson Practitioner Group 2821North 4th Street, Box 37 Milwaukee, Wisconsin 53212 Jacksonpgi@AOL.com</p>	<ul style="list-style-type: none"> <li>• Provides opportunity for young 4th-8th graders to observe professionals using industry tools and machinery as they work on WI Depart of Transportation (WisDOT) projects</li> <li>• Address labor shortages and qualified applicants for occupations in the Transportation Industry</li> </ul>	<ul style="list-style-type: none"> <li>• Received a civil rights partnership award from the US Department of Transportation</li> <li>• WisDOT is partnering with industry, labor, community organizations, and government to support the Career Awareness Program's multiple goals</li> </ul>	<ul style="list-style-type: none"> <li>• Resources - Utilized public and private funds</li> <li>• Marketing - Utilized community based organizations, Public Schools, Counselors, Formed Partnerships.</li> <li>• Maintaining Diversity of participants</li> </ul>
3	<p>Colorado Office of Workforce Development CO Joe Eitel, Program Manager Colorado Office of Workforce Development 1313 Sherman, #323 Denver, Colorado 80203 (303) 866-4991 joe.eitel@state.co.us</p>	<ul style="list-style-type: none"> <li>• Because One-Stops are not as youth friendly and many youth do not go into the One-Stops, the State Youth Council saw the need to have each local council become web accessible. The purpose is to maintain a website /enhance technology which would be youth friendly for youth seeking employment, community resources, education and training, and labor info.</li> </ul>	<ul style="list-style-type: none"> <li>• Local Youth Council websites have proven to be successful for youth to access One-Stop services and information.</li> <li>• The project was funded through the Governor's Discretionary Funds and each region received \$12,000 to develop and maintain a youth website. The process took about one year to have each region's website built and online.</li> </ul>	<ul style="list-style-type: none"> <li>• Use of Technology – web access to One-Stops</li> <li>• Multi-site funding</li> </ul>

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4	<p>Polk Works Community Health Care Initiative FL</p> <p>David L Sims, Operations Director Polk Works 205 East Mains St. Suite 107 Bartow, Florida 33830 863-519-0100 ext 23 dave_sims@polkworks.org</p>	<ul style="list-style-type: none"> <li>Issues: The critical shortage of health care workers, the availability of training programs and the willingness of business &amp; training partners to participate.</li> <li>Development of Interactive Technology Based Courseware for Licensed Practical Nursing to increase the number of trained RNs, LPNs, Nursing Aides, and Orderlies. Commitment by Polk Community College to increase their nursing seats.</li> </ul>	<ul style="list-style-type: none"> <li>Accomplishments include private funding support to increase the capacity of local nursing programs, scholarships for health care occupations and new educational opportunities in the health care industry for youth (i.e., business and training partners).</li> <li>This grant resulted in a broad-based community effort to address health care issues in Polk County</li> <li>Healthcare info and career opportunities in the industry will be included on the new Polk Works CD ROM for youth. This will be distributed to all high school students in Polk County.</li> <li>Establishment of the Collegiate High School Allied Health program at Polk Community College.</li> <li>Selection to present at the FL Workforce 2002 Summit</li> <li>The credibility that Polk Works had already established in the community was the key to bringing together the various stakeholders in forums where shared problems and common solutions could be discussed and resolved.</li> <li>The key factor in success was a strategic plan with major partners to minimize overlap and duplication of services and activities. The plan emphasized the need to continue to develop partnerships with health care agencies in Polk County through One-Stop employment services and WorkForce 2020 Employers Edge Seminars, roundtables and individual consultations.</li> <li>This program required a dedicated and long-term effort by the local board. Polk Works and specifically the High Skills / High Wages committee have been working on this effort for almost two years. The process involved several key activities: Identifying critical target industries; Identifying the key stakeholders in those industries; Conducting board education on the key industry issues; Identifying resources that are available; Establishing priorities that reflect the importance the board places on addressing those issues;</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of a significant stakeholder coalition to address the critical workforce needs of the healthcare sector</li> <li>Labor market research related to targeted industry to determine sector need for training, ability to effectively address workforce issues and willingness to participate in subsequent sector implementation activities</li> <li>Identification of specific target populations for participation in subsequent sector training activities</li> <li>Development of a comprehensive strategic plan to address workforce needs and improve human resource utilization in the healthcare industry</li> <li>Analysis of the capacity of local training providers to address the needs of the healthcare industry</li> <li>Identification and dissemination of promising workforce practices within the targeted industry to companies in healthcare.</li> <li>Development of healthcare implementation plan to define specific activities and responsibilities for meeting the current and future workforce needs.</li> <li>Production info and materials that are replicable throughout workforce development community.</li> </ul>

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5	<p>Huron County Department of Job &amp; Family Services OH</p> <p>Marla J. White, WIA Administrator Huron County Department of Job &amp; Family Services 185 Shady Lane Drive Norwalk, Ohio 44854 419-668-8126 Whitem@odjfs.state.oh.us</p>	<ul style="list-style-type: none"> <li>Issue: Many WIA Areas struggle with getting and keeping their business partners involved.</li> <li>Development of a comprehensive WIA Program in a rural area with strong business partner relationships;</li> <li>The Board began as a group of businesses concerned with the skill rate of job seekers and career builders in Huron County.</li> </ul>	<ul style="list-style-type: none"> <li>This program has regular and active participation from its business partners with a 70% attendance rate of the WIA Board who attend all monthly meetings. The business partners have been instrumental in the development of innovative approaches to serving our job seekers and career builders.</li> <li>This WIA Program has hosted members from many other WIA areas</li> <li>The Board has established a Resource Room, presented seminars to job seekers, developed policies to better serve Huron County residents, developed a mobile unit to travel throughout the county to deliver services to job seekers and employers, developed self-serving technology so Job Store customers can be more self directed, established a Job Store specific to youth for a central location to work their careers.</li> </ul>	<ul style="list-style-type: none"> <li>Business partners instrumental in establishing strong WIA System complete with full-service one-stop system, including special areas for employers and youth. All key partners contributed time, staff, and resources.</li> <li>A mobile unit travels throughout the region-delivering job WIA Services.</li> </ul>
6	<p>Center of Workforce Innovations IN</p> <p>Tammy L Stump, Senior Associate for Youth Services Center of Workforce Innovations 2804 Boilermaker Court, Suite E Valparaiso, Indiana 46383 219-462-2940 tstump@innovativeworkforce.com</p>	<ul style="list-style-type: none"> <li>The Employer Poster is a tool that can be used in schools, One Stops, and Cbo's that lists 11 items employers expect of employees</li> <li>Very often youth and other individuals who have never worked before do not know what is expected of them by employers.</li> </ul>	<ul style="list-style-type: none"> <li>Many customers reveal that posters provide valuable information to their clients. Posters are successful because it straightforward and easy to read.</li> </ul>	<ul style="list-style-type: none"> <li>Poster made possible from School-to-Work funds through the Department of Workforce Development and the Center of Workforce Innovations.</li> </ul>

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7	<p>Employment Services of Weld County Employment Services of Weld County Computer Learning Lab CO</p> <p>Charlie Dalpra, Learning Lab Supervisor/Voc/Ed Coordinator Employment Services of Weld County PO Box 1805, 1551 N 17th Avenue Greeley, Colorado 80632 970 353-3800 x 3475 cdalpra@co.weld.co.us</p>	<ul style="list-style-type: none"> <li>• Employment Services of Weld County Learning Lab provides fee based computerized instruction and assessment. Individualized instruction includes GED preparation, remediation and literacy, as well as beginning, intermediate, and advanced ESL lessons. Computer tutorials are available for the Corel and Microsoft Suites and other business applications. There are also computerized assessments to measure aptitude and interest with remediation for reading, writing, and basic work skills.</li> <li>• The Employment Services Learning Lab addresses the needs of the Workforce Center's customers to gain the skills necessary for obtaining and retaining employment. This may include obtaining a GED, remedial skills upgrade, acquisition of job seeking skills and/or the attitude for keeping work.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to provide an effective and affordable delivery system. The purpose was to enable the Workforce Center's customers to acquire the basic literacy skills needed to gain employment with goal of self sufficiency in a short period of time.</li> <li>• Weld County Employment Services Learning Lab has received national recognition for its program effectiveness. Learning Lab participants average one grade gain every eight hours. The lab utilizes state of the art computer technology to deliver instruction and remediation.</li> <li>• As program goals and requirements changed, the Learning Lab continued to evolve. Assessments for aptitude, interest, and attitude were integrated into the computerized delivery system. Remediation programs were added to provide for aptitude and workplace attitudes. The need for an ESL (Spanish) program was identified by the Weld County Workforce Development Board and the lab added assessments in Spanish as well as remediation programs for Spanish speaking customers. Additionally, two comprehensive ESL programs have been added to the Learning Lab's available services.</li> </ul>	<ul style="list-style-type: none"> <li>• Evolving services based on client need (addition of assessments, remediation programs, and ESL programs)</li> <li>• Incorporate new technology</li> <li>• R&amp;D of national support network</li> </ul>

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8	Staten Island Department of Labor John Capitano Supervising Labor Services Representative 1141 Hylan Blvd. Staten Island, NY 10305 718-390-8329	<ul style="list-style-type: none"> <li>• Disability services providers were not generally aware of, or had a history of participating in DOL-sponsored career center activities</li> <li>• A federal grant for community wide consensus-building led to their inclusion in DOL education, training and employer development activities so that people with disabilities (primarily adults, but open to young people as well) could get better access to jobs</li> <li>• Jointly developed Job Fairs specifically to link people with disabilities to employers seeking workers</li> </ul>	<ul style="list-style-type: none"> <li>• Created a video that was shown to people with mental illnesses that explained what the career center offers, answers important questions and makes the center more user-friendly.</li> <li>• Opened its offices to and member at regular meetings of a newly developed Staten Island employment consortium to seek ways to increase employment by all Staten Islanders with disabilities</li> <li>• Included links to disability providers' job seekers data bases on its Career Center terminals</li> <li>• Participates in resource development activities</li> <li>• Co-located with State Department of Vocational Rehabilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize that agencies serving people with disabilities are important partners in local training and employment efforts</li> <li>• Offer easy access to disability-related services, including provider networks and State VR</li> <li>• Commit to a comprehensive workforce development strategy that includes people with disabilities</li> </ul>

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9	<p>Town of Hempstead Department of Occupational Resources            NY            Edward J Kenny, Planner            Town of Hempstead Department of Occupational Resources            Hempstead Executive Plaza, 50 Clinton Street, Suite 400            Hempstead, New York 11550            (516) 485-5000, extension 1148            ekenny@hempsteadworks.com</p>	<ul style="list-style-type: none"> <li>The Hempstead Works Quality Assurance Program (HWQAP) electronically integrates the partners, vendors and other stakeholders of the local workforce investment system and empowers them to provide the highest quality of services, continually improve, apply creative management strategies and maintain good stewardship of funding.</li> <li>HWQAP addresses the issue of establishing, maintaining and continually improving a computerized data collection and reporting system to facilitate fact-based decision-making and quality management</li> </ul>	<ul style="list-style-type: none"> <li>Positive Recognition through an Audit, Assessment or Awards Process by Industry Experts As a formal recognition of HWQAP, HempsteadWorks was awarded a "Promising Practice Grant" in the amount of \$37,500 by the New York State Department of Labor. The purpose of the grant was to recognize and reward local area practices that have had proven successful outcomes or measurable benefits. The NYSDOL Promising Practices Grant recognized HWQAP under the category of "Performance /Customer Satisfaction."</li> <li>The HWQAP initiative has profoundly affected the culture of our local workforce investment system. It has fostered an atmosphere of fact-based management and heightened sensitivity to the needs of internal and external customers. It has also unified our local stakeholders in a quest for excellence, quality and continuous improvement. Staff understand that continuous improvement yields increased customer satisfaction. Belief that high customer satisfaction indicators reflect commitment to doing the right thing right, the first time. With this attitude and by using a tool such as HWQAP, continue to achieve performance excellence</li> </ul>	<p>Challenges were overcome by involving all stakeholders in strategic planning and by implementing comprehensive staff capacity building initiatives. Computer programs designed in collaboration with consultants to create a customized operating system.</p> <ul style="list-style-type: none"> <li>Transforming to a quality management organizational culture;</li> <li>Assessing strengths and weaknesses;</li> <li>Managing change;</li> <li>Mastering the required technology;</li> <li>Accomplishing more with shrinking funding streams;</li> <li>Creating a customer-driven, continuous improvement environment.</li> </ul>

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10	<p>Web site for the Illinois (IL) Department of Employment Security. IL</p> <p><a href="http://www.ides.state.il.us">http://www.ides.state.il.us</a></p>	<ul style="list-style-type: none"> <li>• IDES operates the state's unemployment insurance program, the Illinois employment service, job training and other special workforce development programs for the unemployed and underemployed, and matches employer labor needs with the skills of job seekers.</li> <li>• The IDES Revenue Division collects unemployment insurance taxes from the state's liable employers in order to fund the benefits for eligible, unemployed Illinois workers. The department also measures and analyzes the state's economy and workforce through its labor market information program</li> </ul>		
11	<p>Indiana Department of Workforce Development IN</p> <p><a href="http://www.in.gov/dwd/">http://www.in.gov/dwd/</a></p>	<ul style="list-style-type: none"> <li>• Helps people prepare for rewarding careers and good jobs through lifelong learning. This website provides an overview of programs that are working today and initiatives that are shaping Indiana's ability to compete in the global economy.</li> <li>• Certification programs and Continuing Education Units for LLI participants; Expanded training programs and curriculum development; Prof development tracks for trainers and system staff; Distance learning opportunities for LLI participants.</li> </ul>	<ul style="list-style-type: none"> <li>• The LLI won a \$25,000 National Customer Service Award from the U. S. Department of Labor in September 2000. The award was in the Building a World-Class Workforce: Professional Development and Capacity Building category. This award is "people-oriented" and salutes activities including leadership, training, a customer-focused reorganization, staff involvement and empowerment, and cultural change.</li> </ul>	<ul style="list-style-type: none"> <li>• The Office of Learning Partnerships has entered into a partnership with the LLI at the Indiana Department of Workforce Development to provide up-to-date training and professional development opportunities for employees of the Department of Workforce Development and its partner organizations. Enrollment in these courses is open to everyone.</li> <li>• A post-secondary consortium and advisory group of all state universities and colleges to coordinate programs and enhance class availability</li> </ul>

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12	<p>Virtual One-Stop Career Centers Cattaraugus One-Stop 175 North Union St. Olean, NY 14760 (716) 373-1880</p> <p>Allegheny County Employment and Training Center 7 Wells Lane Belmont, NY 14813 (585) 268-9237 <a href="http://www.whatamigoingtodowithmylife.com">www.whatamigoingtodowithmylife.com</a></p>	<ul style="list-style-type: none"> <li>• Increase accessibility to One-Stop resources by youth</li> <li>• Utilize technology as a learn and search process thereby also helping to build the critical computer skills needed in today's labor force</li> <li>• Ease of access-services are available in school environments</li> </ul>	<ul style="list-style-type: none"> <li>• Computers for writing resumes</li> <li>• Internet access for job searches on line</li> <li>• Job announcements posted and updated regularly</li> <li>• Assistance of One-Stop staff and peer helpers</li> <li>• Job market information</li> <li>• Access to career web resources and software</li> </ul>	<ul style="list-style-type: none"> <li>• Integrates employment –related services within a day-to-day school environment</li> <li>• Increases the potential for better communication and collaboration between the education and employment services systems.</li> </ul>
13	<p>Federal Bonding Program DC</p> <p>Ron Rubbin, Director Federal Bonding Program 1725 DeSales Street, NW - #700 Washington, District of Columbia 20036 800-233-2258 <a href="mailto:rrubbin@mclaughlin-online.com">rrubbin@mclaughlin-online.com</a></p>	<ul style="list-style-type: none"> <li>• Fidelity Bond insurance is a unique job placement tool. Provides a "job honesty guarantee," the bond serves as an employer incentive to hire ex-offenders and other "at-risk" job seekers with the most barriers to employment.</li> <li>• Employers frequently perceive job applicants who are ex-offenders, recovering substance abusers, disadvantaged youth lacking a work history, or welfare recipients, as being potentially untrustworthy workers. This fear is further heightened by the fact that the insurance industry will not cover any employer loss caused by such workers who insurers deem "Not Bondable." As a result, these job seekers are routinely denied employment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Because the program is unique and has a continuing annual record of success for the past 37 years, the U.S. DOL continues to sponsor it.</li> <li>• 40,000 ex-offenders and other job seekers with the most barriers -to-employment have secured jobs as a result of being bonded for job honesty. No other U.S. program issues Fidelity Bonds as an employer job-hire incentive. The Federal Bonding program has a 99% success rate.</li> <li>• Research evidence shows that (1) employer attitudes toward hiring ex-offenders are improved by the availability of Fidelity Bonding for such job applicants, (2) bonding services generates quicker and better job placements for hard-to-place job seekers, and (3) bondees with jobs are less apt to return to crime and prison (i.e., recidivism) than other ex-offenders seeking jobs.</li> </ul>	<ul style="list-style-type: none"> <li>• -Novel program</li> <li>• -high success rate</li> <li>• -longevity of program sponsorship</li> <li>• -employer community support</li> <li>• -national program attention in US media</li> <li>• -employer incentives</li> </ul>

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14	<p>Larimer County Workforce Center Larimer County Youth Employment Conference CO</p> <p>Tami Agne-Moehle, WIA Youth Employment Specialist Larimer County Workforce Center 3842 South Mason Fort Collins, Colorado 80525 970-223-2470 ext 228 tagne-moehle@larimer.org</p>	<ul style="list-style-type: none"> <li>• Combined efforts with local businesses and service providers to develop a Youth Employment Conference that targets a wide range of youth. The conference follows a professional business conference model including breakout sessions &amp; keynote speakers. The sessions designed to introduce and reinforce the employability skills that reflect those needed in the current labor market.</li> <li>• Addresses need for career research and exploration a young person should be equipped with before a career training decision is made. The conference offers each youth the ability to sit down with a variety of engaged employers who provide "real life" information about their expertise and the steps they took to becoming successful in their career field.</li> </ul>	<ul style="list-style-type: none"> <li>• All conference attendees were surveyed after the event to solicit participant input and feedback. These results were overwhelmingly positive, and when combined with the anecdotal feedback from employers and presenters, demonstrated that the event was a worthwhile endeavor for all involved.</li> <li>• Sessions combined with employer networking where youth have the opportunity to sit down with a cross-section of local employers. These employers discuss their experiences and the different skill sets necessary to become successful in their field.</li> </ul>	<ul style="list-style-type: none"> <li>• partnerships with local businesses and service providers</li> <li>• individualized consumer service</li> </ul>

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15	<p>Rochester Works!</p> <p>John Premo Youth System Manager Rochester Resource Alliance, Inc. 34 St. Paul Street Rochester, New York 14604 (585) 258-3535 (585) 232-6033 fax</p>	<ul style="list-style-type: none"> <li>• Used an “employer-out” approach that began with a leading area employer (Wegman’s) identifying what skills and aptitudes they required of employees.</li> <li>• These skills measures were among the results-oriented outcomes that the Youth Council incorporated into their RFP process to help providers align their training and employment services more closely with the needs of employers</li> <li>• Wegman’s used a youth apprenticeship model that not only provided jobs, but on-job supports</li> <li>• The partnership has a wide and diverse group of stakeholders- business, Youth Council, One-Stop, BOCES, public schools, disability services providers, county and city government working together for a common mission/vision.</li> </ul>	<ul style="list-style-type: none"> <li>• Wegman’s began their in-house youth employment program in 1987, but began working with the Youth Council on implementing systems change and expanding the process within the past 2 years</li> <li>• One result is that applicants are clearer on the outcomes expected from their projects.</li> <li>• Job training and employment services are closely integrated with BOCES and public schools so youth get a combined and coordinated education and training experience and an “advocate” that can guide their development in all spheres.</li> <li>• Principles: <ul style="list-style-type: none"> <li>-Make sure youth have supports in place as well as job interests and skills</li> <li>-Provide youth mentoring-help with school, work, social, development issues</li> <li>-Services to help youth build interpersonal skills, motivation</li> <li>-Opportunities to support the value of work and work exploration and experience should be part of each young person’s k-12 experience</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Involve employers and take their interests seriously</li> <li>• Develop a clear mission, vision statement</li> <li>• Involve diverse stakeholders</li> <li>• Set clear outcome measures and reward performance</li> <li>• Ensure that youth do not get “jobs in a vacuum”-services must include support for development</li> </ul>

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16	<p>NOVA Workforce Board CA</p> <p>Michael Curran, Director NOVA Workforce Board 505 W. Olive Avenue, Suite 600 Sunnyvale, California 94086 (408) 730-7232 mcurran@novawb.org</p>	<ul style="list-style-type: none"> <li>• With expanded business representation and the addition of government, labor, and community representation, the Board had to include more voices into a cohesive decision-making body. The Board needed to look at its new policy role differently, which required visioning and planning.</li> <li>• As NOVA's Board evolved from a Private Industry Council to a WIB, it was challenged to incorporate a larger number of voices into a cohesive and unified decision-making body. The Board could no longer play the role of direct program oversight of program delivery, and needed to shift to a broader policy-making, systems change agent focus in order to shape regional workforce development efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• In 2001, over six major grants were awarded to the NOVA WB totaling \$11.8 million. These grants built on the successes of previous initiatives that were aimed at increasing skill levels and career development opportunities in Silicon Valley. Examples include the Neighborhood Self Sufficiency Centers, the Skills Testing Assessment and Reemployment (STAR) Project, H-1B Visa Demonstration Project, and Rapid Response.</li> <li>• NOVA Workforce Board provides strategic leadership to continuously improve the Workforce Investment System by: providing guidance to the One-Stop delivery system; being responsive to what customers value; being accountable to investors; and holding service providers accountable for results.</li> </ul>	<ul style="list-style-type: none"> <li>• Represents broad range of cutting-edge businesses that mirror Silicon Valley</li> <li>• strategic planning</li> <li>• Team building</li> <li>• Voice of the Customer - understand expectations to identify opps that enhance skill acquisition, employment prospects, and career advmt thus broadening decision-making capabilities.</li> <li>• task-based management enables a work group to respond to issues quickly and cost effectively. Task groups of Board members are set up for a specific purpose or problem. A Team Charter is developed by that identifies a team sponsor and leader, defines the purpose and scope of the team, and sets forth a limited timeline as well as expected outcomes. Once the specified task is complete, the group evaluates the process and then disbands.</li> </ul>
17	<p>Employee Excellence, LLC TX</p> <p>Timothy J Galpin, President Employee Excellence, LLC 5149 Richard Ave, Suite 2323 Dallas, Texas 75206 800-899-6190 orders@employeeexcellence.com</p>	<ul style="list-style-type: none"> <li>• Short, to the point, "all employee handbooks" written for people at all org levels focused on...</li> <li>• Building employee accountability for results and ownership of organizational change</li> <li>• Increasing employee accountability for cost control and productivity improvement</li> <li>• Creating employee ownership of strategy execution</li> </ul>	<ul style="list-style-type: none"> <li>• The "all employee handbooks" have been used by numerous national organizations including: Allstate Insurance, Blockbuster Video, Western Union, The US Postal Service, International Profit Associates, and Wells Fargo Bank.</li> </ul>	<ul style="list-style-type: none"> <li>• marketing and distribution to national orgs</li> <li>• Puts the knowledge, skills, and abilities in a succinct, straight forward presentation that is understandable to the entire workforce.</li> </ul>

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18	<p>Northwest Wisconsin Concentrated Employment Program, Inc. (CEP, Inc.) WI</p> <p>Michelle Kimball, Development Specialist Northwest Wisconsin Concentrated Employment Program, Inc. (CEP, Inc.) 1805 North 14th Street, Suite 1 Superior, Wisconsin 54880 (715) 392-6081 mkimball@nwcep.org</p>	<ul style="list-style-type: none"> <li>24/7 One Stop system service to employers, job seekers, students, schools and the One Stop system itself. Employers and job seekers matching resumes and soft skills for optimal job fit. Students and schools combining the Federal O*Net system information with local employers; information for maximum job shadowing and career guidance.</li> <li>CEP, Inc. has a 34-year history of successfully working with job seekers although, employers have been an after-thought. The enactment of the Workforce Investment Act (WIA) caused a viewpoint shift from Employment and Training to Workforce Development.</li> </ul>	<ul style="list-style-type: none"> <li>Goals for participating job seekers &amp; employers exceeded &amp; rising</li> <li>Goal for # of jobs in database exceeded and rising</li> <li>52% of our rural local High Schools are participating in the project (this was an unexpected outcome as the focus of the project was on employers and job seekers)</li> <li>unexpected outcome: interest expressed by local tech colleges &amp; universities.</li> <li>CEP, Inc. held employer focus groups across the 10 counties to discern what the OSCs had to offer their respective companies in order to build credibility: need for soft skills to be addressed prior to employment. majority of employers in NW WI are mom and pops who had concerns &amp; challenges abt employee hiring and retention practices. discussions combined w/ strategic planning session held by the local (WIB) yielded the of the Skills Matching Partnership. In &lt; 6 mos. employers and job seekers began to access project thru local OSCs</li> <li>Provided value to all participants (employers, job seekers, ONS partners, CEP, Inc., High Schools, tech colleges &amp; universities)</li> </ul>	<ul style="list-style-type: none"> <li>Blending of funding sources</li> <li>Procured earmark grant to fully implement project.</li> <li>Staff work closely with local employers.</li> <li>Project cut the cost/person seeking services from One Stop Centers raises level of professionalism of the One Stop Centers staff, offers a non-staff intensive service for job seekers and employers enabling the One Stop Centers to run more cost efficiently.</li> <li>Employer support and involvement from onset ensured participation practices</li> <li>Non-staff intensive and did not require lot of additional training to implement</li> <li>Filled need by employers w/strategic planning and implementation by the WIB and OSCs</li> <li>SMP eased legal concerns of employers about employment</li> </ul>

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19	<p>New Ways to Work The California Youth Council Institute (YCi): Building Effective Systems for Youth CA</p> <p>Lois Porter, Vice-President New Ways to Work 425 Market Street, Suite 2200 San Francisco, California 94105 707/824-4000 laporter@nww.org</p>	<ul style="list-style-type: none"> <li>• Established to assist CA's 50 Youth Councils in creating comprehensive, local youth-serving systems. Supported by a contract between State WIB and New Ways to Work and its partner the CA Workforce Assn. YCi supports statewide network of Youth Councils, provides TA, develops and disseminates system - building tools, identifies and shares effective practices, and works with the State Board and the State Youth Council.</li> <li>• Under WIA, ea. local workforce development area that receives formula funds from the UD DOL-ETA must convene a Youth Council that works together to establish local policies and procedures that assist their community in building a local system that supports positive youth development</li> <li>• YCi plays a key role in the relationship between local Youth Councils and the State Youth Council in the creation of effective youth policy.</li> </ul>	<ul style="list-style-type: none"> <li>• With input and feedback from Youth Council members and staff, YCi developed a framework for a comprehensive youth-serving system - the "All Youth - One System" model - which the State Youth Council formally adopted in April 2002, and which has helped local Youth Councils expand their role beyond the scope of the federal Workforce Investment Act of 1998.</li> <li>• Awarded the Architect of Change: Innovation in Customer Service Award by the U.S. Department of Labor and the National Association of State Workforce Agencies (NASWA). The Architect of Change Award recognizes creativity and innovation in serving customers of the employment and training system.</li> </ul>	<ul style="list-style-type: none"> <li>• The Institute is supported by a contract between the State Board and New Ways to Work and its partner the California Workforce Association.</li> <li>• Adoption of comprehensive strategies</li> </ul>

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20	<p>Workforce Development Council of Seattle-King County WA</p> <p>Caroline Maillard, Planner/Monitor Workforce Development Council of Seattle-King County 2003 Western Avenue, Suite 250 Seattle, Washington 98121 (206) 448-0474 cmaillard@seakingwdc.org</p>	<ul style="list-style-type: none"> <li>• R&amp;D Committee addresses systemic workforce development issues thru testing and evaluation of new practices. Recent initiatives include researching employer-driven strategies for promoting the success of immigrant &amp; refugee workers, and exploring strategies for meeting the employer need for flexible, responsive, and immediate training of workers. Entertains “concept papers” from community permitting orgs/researchers to propose R&amp;D projects for possible funding.</li> <li>• Proactive effort to address longer-term workforce challenges. The Committee also has the unique opportunity to focus on systemic workforce issues, making concerted efforts to identify and propose solutions to system gaps .</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dec 01: Guidelines for submitting Concept Papers to the committee were published to allow interested parties with promising ideas a way to introduce them to the committee.</li> <li>▪ Apr 02: The annual retreat occurred, where two top research initiative priorities were identified for the Committee to focus on during 2002 and 2003.</li> <li>▪ Feb 2003: The first initiative, regarding employer strategies for promotion of immigrant and refugee workforce, culminated in an RFP to research the topic and provide BPs as a result of the research.</li> <li>▪ Summer 2001: WDC management and board members identified the need for and value of creating a Committee to explore the broader and more systemic issues of workforce development in order to identify and test solutions to workforce challenges.</li> <li>▪ October 2001: The first Committee meeting took place, consisting of members representing business, community and technical colleges, community based organizations, local government, high education, and K-12 schools.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Diversifying funding sources - works effectively within confines of restrictive funding. WIA funding supports Committee’s research efforts and products that can benefit WIA services, WDC workforce initiatives, and system -wide workforce efforts.</li> <li>▪ Key decision makers, WDC board members and management, determined and initiated the need to dedicate resources to research and development.</li> <li>▪ Members have remained consistently engaged, in large part due to the opportunity the Committee’s charge provides to discuss broader and longer-term workforce development issues.</li> <li>▪ There are not many examples of board-driven R&amp;D processes in either the public or private sectors. Thus, identifying an appropriate framework for Committee members to work within was a challenge. The Committee continues to refine its processes as a Committee as well as mechanisms for conducting research.</li> </ul>

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21	<p>Coastal Counties Workforce Inc.</p> <p>Workforce Scholarship Fund ME</p> <p>Michael Bourret, Executive Director Coastal Counties Workforce Inc. 1 Main Street, Suite 201 Topsham, Maine 04086 207-725-5472 director@coastalcounties.org</p>	<ul style="list-style-type: none"> <li>The Workforce Scholarship Fund provides education and training scholarships to Maine workers seeking employment, in need of upgrading their skills in order to increase their wages, advancing within their current occupation or moving from part-time to full-time employment.</li> <li>Although tapping the private sector for resources is not a new idea, organizing a consistent and comprehensive effort to obtain those dollars may indeed be novel.</li> <li>This program compensates for the steep decline in the amount of money coming from both the federal and state governments for workforce education and training. By reaching out to the private sector, the training fund is better diversified.</li> </ul>	<ul style="list-style-type: none"> <li>The fund receives financial support from small business, private corporations and foundations. Money used to provide occupational training to unemployed and underemployed who are then more marketable to employers.</li> <li>Solves 3 problems; the limited education of Maine's workers, significant layoffs by traditional Maine businesses, and a steady decline in availability of federal and state education and training dollars.</li> <li>Increased opportunities for individuals to participate in job training.</li> <li>Decreased dependence on limited state and federal tax dollars.</li> <li>Increased pool of qualified candidates for local employers.</li> <li>Increased investment opportunities for local employers.</li> <li>Increase the economic vitality of the Coastal Counties Region.</li> </ul>	<ul style="list-style-type: none"> <li>Employer incentive – employer sets up parameters on how and where money was used</li> <li>Encouraging both large and small contributions appealing to diverse businesses and met a wide variety of training needs.</li> <li>Grouping small contributions together make a difference.</li> <li>Linking trainee to an employer contributor and keeping the employer contributors informed of how contribution was spent and the good that came from it motivated employer to give and trainee to succeed. Issuing a press release at the end of the training period gave the employer contributor credit for the success of the trainee. Keeping public informed of the workers who had earned new skills generated goodwill and the possibility of additional funds — donations were tax-deductible, too!</li> </ul>

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22	Youth Offender Demonstration Project <a href="http://www.usdoj.gov">http://www.usdoj.gov</a>	<ul style="list-style-type: none"> <li>For the YODP, the role of surveillance of youthful offenders was maintained by the court and probation officers while services and case management support were provided thru employment training agencies and nonprofit orgs in the community. The YODP, combining oversight of the youth while delivering services to support their passage to the world of work, provided a theoretically driven demonstration of recommended social development strategies for youth offenders.</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships between youth offender agencies and workforce development agencies provide an important connection that can further each agency's mission;</li> <li>The partnerships are likely to continue and the YODP was the instrument for this breakthrough;</li> <li>Youth indicated that the promise of jobs at a decent wage is what drew them to the local projects and it is what kept them engaged with the projects;</li> <li>Use of a crime prevention model that includes employment, training, and placement services appears critical for these youth;</li> <li>The project's promise and ability to help youth transition to employment was a major feature that led many probation officers to refer youth to local projects; and</li> <li>It may take additional time to demonstrate that an investment in education and training will result in more youth offenders, or youth at risk of criminal involvement, successfully transitioning to full-time employment.</li> </ul>	Intensive case management and employment training were the principal components of the aftercare model. Services included: <ul style="list-style-type: none"> <li>Intake and assessment;</li> <li>case management;</li> <li>support for earning a high school diploma or GED certificate;</li> <li>work readiness and soft skills training;</li> <li>barriers to work (child care, transportation, tattoo removal);</li> <li>subsidized work experience;</li> <li>job-search support;</li> <li>job development;</li> <li>job-placement support; and</li> <li>post-placement follow-up</li> </ul>

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23	<p>Hempstead Works for Youth Initiatives NY</p> <p>Clinton C. Boone            Department of Occupational Resources            50 Clinton Street, Suite 400            Hempstead, NY 11550            (516) 485-5000 x1148            ekenny@hempsteadworks.com  <a href="http://www.hempsteadworks.com">www.hempsteadworks.com</a></p>	<ul style="list-style-type: none"> <li>Disadvantaged youth are provided with employment and academic enrichment in the summer months.</li> <li>There is an intergenerational mentoring component to the program - participants work with younger youth while adults mentor and supervise the participants.</li> <li>The program operates on a college campus and gives participating youth an idea of what lies beyond high school.</li> <li>The WIB, Youth Council, and One-Stop partners provide leadership and strategic planning to expose low-income youth to higher education and employment through work experience, academic and occupational learning, and activities conducted in a university setting and cross-generational mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Successful completion of the program by all 30 participants.</li> <li>Gains in math and reading skills by all participants.</li> <li>Retention in school by all participants.</li> <li>The lessons learned and the infrastructure built during the course of this initiative will enable the WIB to construct more effective programs for future WIA youth.</li> <li>Strong partnership built between private businesses, community based orgs, a rehabilitation org, and the WIB. Funding was from both private and public sources.</li> <li>The Town of Hempstead Workforce Investment Board, Youth Council, Department of Occupational Resources (DOOR) and the One-Stop partners were all involved in the selection of the initiative.</li> <li>HWYI was developed by the Town of Hempstead Youth Council, the Long Island Staff Development Consortium, and the United Cerebral Palsy Association of Nassau County.</li> <li>The WIB, Youth Council, and DOOR conducted the procurement, contracting, monitoring, auditing, and marketing activities</li> </ul>	<ul style="list-style-type: none"> <li>Building strong partnerships prior to the initiative.</li> <li>Resources pooled to meet objectives of the initiative by the Long Island Staff development Consortium and United Cerebral Palsy Association.</li> <li>The Consortium submits a proposal with a budget in response to an RFP issued by the Youth Council.</li> <li>Funding will continue through the current cost-sharing model with an emphasis on expanding and enriching the funding stream with grants and entrepreneurial efforts such as fee for services</li> <li>Consortium represents a network of local partners that brokered the partnership between businesses, local educational agencies, and students.</li> <li>The HWYI is a collaboration of government, non-profit and private sectors.</li> </ul>

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24	<p>Catskills GED Service NY</p> <p>Maureen Boutin Columbia Greene Community College 4400 Rt. 23 Hudson, NY 12534 (518) 828-4181 boutin@sunycgcc.edu</p>	<ul style="list-style-type: none"> <li>• To provide GED services, job placement and career planning assistance to youth under 21 years of age in Greene and Columbia Counties</li> <li>• Youth &lt; 21, who were not previously receiving GED services, are now able to attend GED classes tailored to each students learning style or preference.</li> <li>• Referrals go to Columbia Greene Community College (CGCC) and participants are screened for WIA eligibility.</li> <li>• To accommodate ea. individual's learning style, traditional GED materials are supplemented with videos, computer software programs, and on-line instruction. Program offers group and individual instruction.</li> <li>• The program has a strong employment component with pre-employment and career dev topics such as resume writing, job apps and interviewing skills included in the curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>• After one year of operation, results included: <ul style="list-style-type: none"> <li>○ 46 total enrollments.</li> <li>○ Program surpassed Title I-B Workforce Investment Act performance goals for youth.</li> <li>○ Program met funding expenditure requirements for out-of-school youth.</li> <li>○ Program helped the Cairo-Durham and Catskill School districts serve recent high school dropouts.</li> </ul> </li> <li>• Many students with learning disabilities who dropped out of high school are entering the program and are having success</li> <li>• The Columbia Greene Workforce Investment Board approved funding for the project.</li> <li>• The program was approved by the State Education Department under the Alternative High School Equivalency Preparation Program.</li> <li>• The Catskill School District is responsible for the instructional component and for the facilities.</li> <li>• The Columbia Greene One-Stop Center's Workforce Investment Office is responsible for eligibility determination, referrals, case management, job placement, and internships.</li> <li>• The Adult Education Office is assisting with registering students for the GED test and with attaining test results from the State Education Department.</li> </ul>	<ul style="list-style-type: none"> <li>• A dedicated, caring, and flexible staff with alternative teaching methods to deal with learning disabilities is the key to the success of the program.</li> <li>• School district program support by the administration is essential.</li> </ul>

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25	<p>Jefferson –Lewis Community Youth Mapping Project NY</p> <p>Martin DelSignore, Executive Director Jefferson-Lewis Workforce Area The WorkPlace - One Stop Career Center 1222 Coffeen Street Watertown, New York 13601 (315) 782-9252</p>	<ul style="list-style-type: none"> <li>• To comprehensively and cohesively assess youth services in the community in order to improve their targeting, integration, and effectiveness.</li> <li>• "Youth Mappers" surveyed the community through scheduled on-site interviews in order to gauge the state of youth services in the area.</li> <li>• Responses included answers to the survey (mainly "checkboxes" with some open-ended questions) as well as any additional information provided in narrative form.</li> <li>• After adult supervisors reviewed each survey for completeness, youth staff entered responses into a database and scheduled second interviews required to obtain missing information.</li> <li>• Survey staff (youth and adults) met each Friday to reflect on their experiences, review progress on the week's goals, and to plan for the following week.</li> </ul>	<ul style="list-style-type: none"> <li>• The project strengthened relationships between youth and adults, businesses, local organizations, and youth service providers.</li> <li>• The results provided a comprehensive look at what community resources are available for young people.</li> <li>• The project positively impacted WIA performance measures including career awareness, high school graduation, enrollment in post-secondary education, job placement, and job retention.</li> <li>• Youth Council members were aware that similar programs were operating in an urban environment and decided to implement the program in a rural setting.</li> <li>• Local workforce partners decided that informed decisions about youth service delivery would require the systematic identification and shared knowledge of needs and available resources.</li> <li>• Members of the WIB and Youth Council attended a USDOL Region I presentation on Youth Mapping Strategies in Spring 2001, and used the information they received as the basis for the local project.</li> <li>• WIB members selected two pilot sites, the Villages of Carthage and Lowville.</li> <li>• The Center for Community Studies at SUNY Jefferson Community College assisted in the development of a survey instrument to capture key information.</li> <li>• Youth Mappers conducted the survey interviews in the pilot communities during July-August 2001; Pilot project report on survey findings completed in Jan 2002.</li> </ul>	<ul style="list-style-type: none"> <li>• WIA Youth and TANF Funds contributed to the project design, delivery and implementation.</li> <li>• Start early and talk to as much of the community as possible. This helps to get the community behind the initiative and build some momentum.</li> <li>• Establish an identity - give the youth shirts, advertise, and find ways to make the community aware of the initiative.</li> <li>• It is information that will help the kids decide what to do for themselves, not telling them what to do.</li> <li>• Approach the private sector for input and involvement - they are willing to help.</li> <li>• This initiative is a benefit to the entire community, not just the youth.</li> </ul>

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26	<p>Regional Out of School Youth Program NY</p> <p>WIB of Herkimer, Madison and Oneida Counties</p> <p>Russ Davis WIB of Herkimer, Madison and Oneida Counties 209 Elizabeth St. Utica, NY 13501 (315-793-6037)</p>	<ul style="list-style-type: none"> <li>To integrate Out-of-School Youth (OSY) into the One-Stop system in order to fully utilize the three-county One-Stop system services for youth.</li> <li>The project gives OSY easy access to the One-Stop system, provides families with information about the services available, and connects young people and their families with the regional workforce investment system.</li> <li>Ea. individual has the full range of support necessary to promote educational advancement, or a training program that will lead to successful and self-sufficient employment.</li> <li>The primary goal: connect at-risk youth to education and assist them in attaining a HS diploma. If they are unable to get a diploma, training options are then introduced to the youth.</li> </ul>	<ul style="list-style-type: none"> <li>From April through November 2001, the tri-county region increased the number of out-of-school youth served by approximately 500 percent over its total from PY 2000.</li> <li>Ninety OSY were enrolled in the program with WIA dollars. These individuals were enrolled in high school, GED programs, or gaining work experience or training.</li> <li>The program reduces a duplication of services between partner agencies.</li> <li>The marketing efforts helped to get out the message to "stay in school."</li> <li>Through the Youth Council (which represents employers, non-profits, educational institutions, community-based organizations, youth and parents) the WIB was able to attain input from all key sectors in the region.</li> <li>By working collaboratively with partners that responded to a Youth Council RFP and the Youth Council, the WIB was able to put together a regional program that included all partners.</li> <li>The effort was launched with an extensive marketing effort.</li> <li>Publicity was received through major media outlets in all three counties.</li> <li>Regional staff development efforts aimed at educating One-Stop System partners also increased referrals to the program.</li> </ul>	<ul style="list-style-type: none"> <li>The Board of Cooperative Educational Services (BOCES) and Cosmopolitan Center will continue to offer matching funds through state and federal grants to continue this program.</li> <li>WIA funds as well as school district support of alternative high school, GED and vocational programs are used.</li> <li>Non-local sources of funding include state and federal grants received by the Cosmopolitan Center and three BOCES partners.</li> <li>Outreach in the communities was key to the initiative.</li> <li>Timing is important. The best time to recruit youth is at the end of the summer when most youth are going back to school.</li> <li>Important to lay the groundwork for a referral system among the various partners.</li> </ul>
27	<p>Albany Department of Children and Family Services</p> <p>Sheri Townsend, Commissioner City of Albany Department of Youth and Family Services 175 Central Avenue Albany, NY 12206 (518) 434-5723 townss@ci.albany.ny.us</p>	<ul style="list-style-type: none"> <li>Help for young people to navigate services successfully using a case management approach</li> <li>Recognition that youth with special needs have complex issues to address and may need consistent, long-term support</li> <li>Includes connecting youth to alternative education, job training and employment</li> </ul>	<ul style="list-style-type: none"> <li>Before entering the program youth work with a case manager to complete educational and emotional assessments and eligibility screening</li> <li>Each case manager works with 25-30 youth and low caseloads ensure they don't "fall through the cracks"</li> <li>A newly developed services "swipe card" will allow the city to collect data on services used</li> </ul>	<ul style="list-style-type: none"> <li>Recognizing that youth benefit by consistent adult mentorships as both role models and for practical assistance and support</li> <li>Involves close coordination with education, training and employment systems</li> </ul>