

PERFORMANCE EXCELLENCE RESOURCES

WORKFORCE DEVELOPMENT

Organizations & Web Sites

Center for Workforce Preparation

An affiliate organization of the US Chamber of Commerce, *The Institute for a Competitive Workforce (ICW)* is The Institute for a Competitive Workforce (ICW) is the education and workforce nonpartisan, non-profit, 501(c)3 affiliate of the U.S. Chamber of Commerce. ICW promotes the rigorous educational standards and effective job training systems needed to preserve the strength of America's greatest economic resource, its workforce. Through its events, publications, and policy initiatives—and drawing upon the Chamber's extensive network of 3 million members—ICW connects the best minds in American business with the most innovative thinkers in American education, helping them work together to ensure the nation's continued prosperity.

Resource Type: Professional Organization
Phone: 202-463-5525
Fax: 202-887-3424
Email: ICW@uschamber.com
URL: <http://www.uschamber.com/icw/default>

Center for Workforce Success

The Center for Workforce Success is the training and education affiliate of the National Association of Manufacturers Manufacturing Institute. The Center's mission is to find and promote workforce solutions for manufacturers in a global economy, in order to build the workforce skills and creative contributions that American industry needs to strengthen its competitive advantage.

Resource Type: Professional Organization
Address: 1331 Pennsylvania Ave., NW Washington, DC 20004-1790
Phone: 202-637-3000
Fax: 202-637-3182
E-mail: manufacturing@nam.org
URL: <http://www.nam.org>

The Employment and Training Administration

The Department of Labor's *Employment and Training Administration* seeks to build up the labor market through the training of the workforce and the placement of workers in jobs through employment services. The website is designed to direct adults, youth, dislocated workers, and workforce development professionals to information on these programs and services. Employers will find information on several areas, including tax credits and other hiring incentives, how to find and train employees, assistance with plant closures and downsizing, legislation text, and ETA grants and contracts. It also provides the most current ETA solicitation for grant applications (SGA), requests for proposals (RFPs), and the latest information from several National Programs.

Resource Type: Web Site
Address: US Department of Labor/Francis Perkins Building
200 Constitution Ave. N.W. Washington, D.C. 20210
Phone: 866-487-2365
URL: <http://www.doleta.gov>

Employment and Training Administration: Regional Offices

Region 1- Boston: Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, Vermont, Puerto Rico and Virgin Islands

Address: U.S. Department of Labor/ETA
JFK Federal Bldg. Rm. E-350
Boston, MA 02203.

Phone: 617-788-0170
Fax: 617-788-0101
URL: <http://www.doleta.gov/regions/reg01bos/>

Region 2 – Philadelphia Region: Maryland, Delaware, Pennsylvania, Virginia, West Virginia, Washington, DC

Address: U.S. Department of Labor/ETA
170 S. Independence Mall West
Philadelphia, PA 19106

Phone: 215-861-5200
URL: <http://www.doleta.gov/regions/reg02/>

Region 3 - Atlanta Region: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee

Address: U.S. Department of Labor/ETA
Atlanta Federal Center
61 Forsyth St., Room 6M12
Atlanta, GA 30303

Phone: 404-302-5200
Fax: 404-302-5382
URL: <http://www.doleta.gov/regions/reg03/>

Region 4 – Dallas/Denver Region: Arkansas, Colorado, Louisiana, Montana, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Utah, and Wyoming.

Address: U.S. Department of Labor/ETA
525 Griffin Street Room 317
Dallas, TX 75202

Phone: 972-850-4600
Fax: 972-850-4605
URL: <http://www.doleta.gov/regions/reg04/>

Region 5 – Chicago/Kansas City Region: Illinois, Iowa, Indiana, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio and Wisconsin

Address: 230 S. Dearborn Street, Room 628
Chicago, IL 60604

Phone: 312-353-0310
Fax: 312-353-4474
URL: http://www.doleta.gov/regions/reg05/Pages/r5eta_index.cfm?CFID=41352544&CFTOKEN=98945056

Region 6 – San Francisco/Seattle Region: Alaska, Arizona, California, Guam, Hawaii, Idaho, Nevada, Oregon, and Washington

Address: 90 7th Street, Suite 17-300
San Francisco, CA 94103

Phone: 415-625-7900
Fax: 415-625-7903 (West)
415-625-7923 (East)
URL: <http://www.doleta.gov/regions/reg06/region6/Home/index.cfm>

ERIC Educational Resources Information Center

ERIC, a national education information network, is part of the *National Library of Education*, U.S. Department of Education. The goal of *ERIC* is to identify, select, process, and disseminate information in education. The *ERIC* system consists of 16 clearinghouses, each serving a specialized field of education; adjunct clearinghouses on specific aspects of education; and support services. *ERIC* components offer products and

services including *ERIC Digests*, major publications, user products, bibliographies, referrals, and computer searches.

Resource Type: Information Network
Address: ERIC Project
c/o Computer Sciences Corporation
655 15th St. NW, Suite 500
Washington, DC 20005
Phone: 800-538-3742
URL: <http://www.eric.ed.gov/>

Institute for a Competitive Workforce (ICW)

The Institute for a Competitive Workforce (ICW) is the education and workforce nonprofit, nonpartisan, 501(c)3 affiliate of the U.S. Chamber of Commerce. ICW promotes the rigorous educational standards and effective job training systems needed to preserve the strength of America's greatest economic resource, its workforce. Through its events, publications, and policy initiatives—and drawing upon the Chamber's extensive network of members—ICW connects the best minds in American business with the most innovative thinkers in American education, helping them work together to ensure the nation's continued prosperity. ICW develops and promotes Public-Private Partnerships that focus on the resources, reach, visibility, and leverage to accomplish its mission; A Network, Business LEADS, of business champions shaping effective local and national programs and policies that address U.S. educational and training challenges; Research on education and training issues, trends, and best practices; and Solutions to the education and workforce challenges facing businesses by working with policymakers, educators, the media, and the general public.

Resource Type: Professional Nonprofit Organization
Address: U.S. Chamber of Commerce
1615 H Street NW
Washington, DC 20062
Phone: 202-463-5525
Fax: 202-887-3424
Email: ICW@uschamber.com
Website: <http://icw.uschamber.com/>

Institute for Work and the Economy

The Institute for Work and the Economy is an independent, not-for-profit think tank operated under the direction of a national board of directors. The mission of the Institute is to recognize and address emerging issues in workforce development policy and management and to develop novel solutions and strategies for resolving structural problems facing the workforce system. It provides early warning and guidance to policy makers, opinion leaders and funders supporting workforce development on issues just over the horizon.

Resource Type: Professional Nonprofit Organization
Address: 70 East Lake Street, Suite 1700
Chicago, IL 60601-5930
Phone: 312.332.8508
Fax: 773.681.7028
E-mail: Info@workandeconomy.org
URL: www.workandeconomy.org

International Association of Workforce Professionals (IAWP)

Founded in 1913, The International Association of Workforce Professionals (IAWP) is a professional association for members who work in public and private workforce development programs. With over 13,000 members worldwide, IAWP is a non-profit educational association exclusively dedicated to workforce professionals with a rich tradition and history of contributions to workforce excellence.

IAWP members form an integral part of the success of the workforce development system. IAWP is a worldwide professional association available to all individuals with a common interest in workforce systems.

Resource Type: Educational Association
Address: IAWP Executive Office
1801 Louisville Road, Frankfort, KY 40601
Phone: 502.223.4459
Fax: 502.223.4127
Email: iawp@iawponline.org
URL: <http://www.iawponline.org/index.html>

National Association of Colleges and Employers (NACE)

The *National Association of Colleges and Employers* is an association linking organizations engaged in the career development and employment of the college educated. The National Association of Colleges and Employers is the leading professional association providing leadership in the career development and employment process of college students and alumni. NACE serves its members by providing: meaningful networking opportunities, key benchmarking, relevant research, ethical guidelines and standards for best practices, state-of-the-art professional development, training, education, value-added services and information.

Resource Type: Professional Association
Address: 62 Highland Avenue, Bethlehem, PA 18017-9085
Phone: 610-868-1421 or 800-544-5272
Fax: 610/868-0208
URL: <http://www.naceweb.org/home.aspx>

National Association of Counties (NACo)

The National Association of Counties is the only national organization that represents county governments in the United States. With its headquarters on Capitol Hill, NACo is a full-service organization that provides an extensive line of services including legislative, research, technical, and public affairs assistance, as well as enterprise services to its members. The association acts as a liaison with other levels of government, works to improve public understanding of counties, serves as a national advocate for counties and provides them with resources to help them find innovative methods to meet the challenges they face. NACo is involved in a number of special projects that deal with such issues as the environment, sustainable communities, volunteerism and intergenerational studies.

Resource Type: Professional Association
Address: The National Association of Counties
25 Massachusetts Avenue, NW
Washington, D.C. 20001
Phone: 202-393-6226
Fax: 202-393-2630
Website: <http://www.naco.org/>

National Association of State Workforce Agencies (NASWA)

The *National Association of State Workforce Agencies* (formerly called ICESA) is the national organization of state administrators of unemployment insurance, employment and training services, and labor market information programs in the 50 states, the District of Columbia, Puerto Rico, and the Virgin Islands. The mission of *NASWA* is to strengthen the *National Workforce Development Network* through information exchange, liaison, and advocacy. The *Center for Employment Security Education and Research* is the education and research arm of *NASWA* devoted to improving government services to America's workers and employers.

Resource Type: Professional Association
Address: National Association of State Workforce Agencies

444 N. Capitol Street, N.W. Suite 142
Washington, DC 20001

Phone: 202-434-8020
Fax: 202-434-8033
URL: <http://www.workforceatm.org/>

National Association of Workforce Boards

The National Association of Workforce Boards (NAWB) represents business-led workforce boards that plan and oversee state and local workforce development and job training programs. Workforce boards are local employer-led partnerships charged with developing a workforce development system from disparate education, job training, and employment programs in each local community. *NAWB* members are volunteers working in their communities to create a more highly skilled workforce. *NAWB* supports and promotes the work of its members through a comprehensive program of advocacy, technical assistance, and communications activities. Services are designed to help Board volunteers advance the public-private model among key policy makers, secure the role of the business sector in workforce development, enhance members' capacity and effectiveness, and learn from networking opportunities with the nationwide job training community. Founded in 1979, *NAWB* today has more than 600 members, representing approximately 85 percent of all workforce boards nationwide. At this site you will find online resources and links to workforce investment boards around the country.

Resource Type: Professional Association/Web Site
Address: National Association of Workforce Boards
1133 19th Street NW, Suite 400
Washington, DC 20036
Phone: 202-857-7900
Fax: 202.857.7955
E-mail: nawb@nawb.org
URL: www.nawb.org

National Association of Workforce Development Professionals

The mission of the *National Association of Workforce Development Professionals (NAWDP)* is to be the national voice for the profession and meet the individual professional development needs of the membership. Member benefits include, monthly *Advantage* newsletter covering important research and policy developments, "Job Bank" listings in the field, publications library and subscription document service, annual conference and regional training workshops, learning objectives for the skills needed in professional specialties, and individual certification for workforce development professionals.

Resource Type: Professional Association
1133 19th Street, NW, 4th Floor
Washington DC 20036
Phone: 202-589-1790
Fax: 202-589-1799
Membership: membership@nawdp.org
Certification: certification@nawdp.org
URL: <http://www.nawdp.org>

National Center on Education and the Economy: Workforce Development Program

The National Center on Education and the Economy is a not-for-profit organization that concentrates on helping states and localities build the capacity to design and implement their own education and training systems, suited to their history, culture and unique needs. The National Center is organized to provide resources to schools, districts, and states interested in standards-based reform. *The Workforce Development Program of the National Center on Education and the Economy* is working to create a workforce development system that provides all Americans with the kind of education, training, information and guidance they need to pursue rewarding careers. To achieve their goals, the Center helps develop public policies and provide technical assistance to implement those policies. The organization works with federal,

state, and local government agencies that have workforce development responsibilities as well as industry associations, private companies, educators and labor organizations.

Resource type: Nonprofit Organization
Address: 2000 Pennsylvania Avenue, NW, Suite 5300
Washington, DC 20006
Phone: 202-379-1800
Fax: 202-293-1560
E-mail: info@ncee.org
URL: <http://www.ncee.org/wfd/index.jsp?setProtocol=true>

National Governors Association: Center for Best Practices

NGA's *Center for Best Practices* is a 501(c) 3 corporation that is governed by a board of four Governors who report to NGA's Executive Committee. The mission of the NGA Center for Best Practices is to help Governors and their key policy staff develop and implement innovative solutions to governance and policy challenges facing them in their states. To assist state policymakers, the Center tracks, evaluates, and disseminates information on state innovations and best practices. The Center: 1) surveys the states on key issues and provides assessments of current activities for individual states; 2) Catalogues innovative programs and shares this information via reports, briefs, and a variety of online and printed materials; and 3) hosts seminars, conference calls, and regional roundtables on key issues and disseminates information through the Center web site and on-line publications.

Resource Type: Professional Association
Address: NGA Center for Best Practices
Hall of States
444 N. Capitol St., Ste. 267
Washington, D.C. 20001-1512
Phone: 202-624-5300
Fax: 202-624-5313
URL: <http://www.nga.org/portal/site/nga/menuitem.b14a675ba7f89cf9e8ebb856a11010a0>

National Leadership Institute for Workforce Excellence

The National Leadership Institute is committed to cultivating independent leadership in state and local Workforce Investment Boards (WIBS) throughout America.

The organization's site serves WIB members and key staff by providing access to a variety of leadership development resources and tools. The site is an open and interactive forum for sharing ideas and opinions.

Resource Type: Professional Organization/Web Site
URL: <http://www.workforce-excellence.net/nli2/index.cfm>

National Rehabilitation Association

The *National Rehabilitation Association (NRA)* is the oldest and strongest advocate for the rights of persons with disabilities. Begun not long after congress passed *the National Rehabilitation Act* in 1920, this organization's mission is to provide advocacy, awareness, and career advancement for professionals in the fields of rehabilitation.

Members include rehab counselors, physical, speech and occupational therapists, job trainers, consultants, independent living instructors and other professionals involved in the advocacy of programs and services for people with disabilities.

Resource Type: Professional Association
Address: 633 S. Washington Street
Alexandria, VA 22314
Phone: 703-836-0850
Fax: 703-836-0848
E-mail: info@nationalrehab.org
URL: <http://www.nationalrehab.org>

New York Association of Training and Employment Professionals (NYATEP)

The New York Association of Training and Employment Professionals (NYATEP) is an organization that promotes, enhances, and serves the interests of local workforce investment agencies and system partners in New York State. *NYATEP* represents the thirty-three Workforce Investment Areas who administer the federal Workforce Investment Act (WIA) programs, as well as other federal, State and local workforce development initiatives across New York State. Through its Associate Membership program, *NYATEP* also provides services to numerous other workforce investment partners in New York State and beyond.

Resource Type: Professional Association
Address: 175 Central Ave, 3rd Fl
Albany, New York 12206
Phone: 518-433-1200
Fax: 518-433-7424
URL: <http://www.nyatep.org>

One Stop – Secret Shopper

One Stop- Secret Shopper is a customer service program for America's workforce development system. At this web site you will find everything you need to start a *One Stop Secret Shopper* program.

Resource Type: Consultant Organization/Web Site
Address: One Stop Secret Shopper
c/o Lengel Vocational Services
2626 Hebron Drive, West Columbia, SC 29169
Phone: 803-791-1558 ext. 25
Email: beth@lengel.us
URL: <http://www.onestopsecretshopper.com>

Tools of the Trade

A guide to the latest staff development resources, sponsored by the U.S. Department of Labor. Workforce Tools of the Trade, a part of the CareerOne-Stop, is solely targeted to fostering the professional growth of those in workforce development field across all levels of the system-front line staff, managers, administrators and partners. The web site features a searchable database of information about seminars and other training and education resources, as well as information about competencies, certifications, associations, and events relevant to workforce development professionals.

Resource Type: Web Site
Phone: 877-348-0502
Email: info@careeronestop.org
URL: www.workforcetools.org

US Chamber of Commerce

The U.S. Chamber of Commerce is the world's largest not-for-profit business federation representing: 3,000,000 businesses, 3,000 state and local chambers, 830 business associations, 94 American Chambers of Commerce in 82 countries. The US Chamber of Commerce fights for business interests before governments and regulatory agencies, in the courts, and in the media.

Through the Chamber's network of 50,000 business activists and team of lobbyists, the organization lobbies decision-makers on key issues.

Resource Type: Non-profit Business Federation
Address: 1615 H Street, NW
Washington, DC 20062-2000
Phone: 202-659-6000
URL: <http://www.uschamber.org/default.htm>

The US Conference of Mayors

The U.S. Conference of Mayors is the official nonpartisan organization of cities with populations of 30,000 or more. There are 1,139 such cities in the country today. Each city is represented in the Conference by its chief elected official, the mayor. The primary roles of the Conference of Mayors are to:

- Promote the development of effective national urban/suburban policy;
- Strengthen federal-city relationships;
- Ensure that federal policy meets urban needs;
- Provide mayors with leadership and management tools; and
- Create a forum in which mayors can share ideas and information.

The Conference holds its Winter Meeting each January in Washington, DC and an Annual Meeting each June in a different U.S. city. Additional meetings and events are held as directed by Conference leadership.

Resource Type: Federal Bipartisan Organization
Address: 1620 Eye Street, NW
Washington, DC 20006
Phone: 202-293-7330
Fax: 202) 293-2352
E-mail: info@usmayors.org
URL: www.usmayors.org/uscm/home.asp

usworkforce.org

From the *Department of Labor*, this web site provides information and training services to business, adults, youth, dislocated workers, and workforce professionals. At this site you can stay updated on major workforce development events and you can find helpful information about the *Workforce Investment Act (WIA)*, as well as tools and other resources. The site offers links to *WIA State Plans*, *WIA Annual Reports*, and *One-Stop* web sites.

Resource Type: Web Site
Address: 200 Constitution Ave., NW
Washington, DC 20210
Phone: 1-877-US-2JOBS | TTY: 1-877-889-5627
Fax: 1-202-693-272
E-mail: etapagemaster@dol.gov
URL: <http://www.doleta.gov/USWORKFORCE/>

Workforce Excellence Network

The *Workforce Excellence Network (WEN)* is an initiative of the National Association of Workforce Boards and the National Association of State Workforce Board Chairs. *WEN* helps to foster a world-class workforce development system led by strong, bold, and innovative Workforce Investment Boards. In addition to training and technical assistance, *WEN* provides practical quality and leadership tools and resources, offers forums for peer-to-peer interaction, and promotes the sharing of best practices.

Resource Type: Professional Organization
Email: info@workforce-excellence.net
URL: www.workforce-excellence.net

Workforce New York

New York State's workforce web site offers news, information, services, access to a management e-learning program, and the latest promising practices from the state's workforce development system.

Resource Type: Web Site
Address: New York State Department of Labor
State Campus, Building 12
Albany, New York 12240
E-Mail: labor.sm.does.comments@labor.ny.gov

URL: http://www.labor.state.ny.us/workforcenypartners/wfnyp_index.shtm

Books & Publications

ASTD Models for Workplace Learning and Performance: Roles, Competencies, and Outputs

This book presents data and insights gathered from more than 1,100 respondents from 28 different countries. The book enables practitioners to understand the convergence of learning and performance in the future workplace and to maintain the delicate balance between the two. It also ranks the 52 competencies identified for success in the workplace learning and performance (WLP) field by various types of demographic groups, including training and development professionals, organization development practitioners, and human resource administrators. In addition, the book makes statistical comparisons between the responses of people at all levels (executive, manager, supervisor, individual worker, consultant, for example) and compares the responses of "expert" WLP professionals and seasoned line managers. The competencies are sorted into six competency groupings (analytical, technical, leadership, business, interpersonal, and technological) and are then compared to the seven roles the study established for the WLP profession.

Resource Type: Book

Author: William Rothwell, J.

URL: <http://store.astd.org/Default.aspx?tabid=167&ProductId=7443>

Building Better Workforce Boards

This publication is a guide to membership, selection, recruitment, and development from the *National Association of Workforce Boards*.

Resource Type: Online Publication

URL: http://acinet.org/crl/library.aspx/certifications_new/library.aspx?CATID=449&PostVal=10

Case Studies on the Implementation of the Workforce Investment Act

Spotlight on Maine

The implementation of the Workforce Investment Act (WIA) requires major organizational change for employment and training agencies. The initiative emphasizes coordination, collaboration and communication among organizations for better service delivery. At this time, states are developing systems that will enable them to address the needs of all customers seeking employment. The Institute for Community Inclusion (ICI) has conducted state case studies for two purposes: (1) to identify how states have begun the process of collaboration under the new mandates of WIA; and (2) to understand the impact on customers with disabilities.

This is the third in a series of publications highlighting the findings from case studies in three states. Other studies describe the challenges and successes of WIA implementation in Kentucky and in Minnesota. Following these reports, a series of cross state analyses will focus on themes that were common among all states. These products are intended for use as a practical resource for other states as they work to create more collaborative systems for all job-seekers.

Resource Type: Online Publication

URL: http://www.communityinclusion.org/article.php?article_id=5&staff_id=42

Creating a High Performance Workforce System

Slide show from the *John J. Heldrich Center for Workforce Development*.

Resource Type: Slide Show

URL: <http://www.hercjobs.org/headers/cc/images/793/CreatingHighPerformanceWorkforce.pdf>

The Customer Flow Toolkit: A Framework for Designing High Quality Customer Services

This toolkit is designed for Staff from agencies and organizations in the local one-stop centers who are involved with the design and development of the one-stop system; and staff who support the local workforce investment boards.

Resource Type: Online Publication

URL: <http://www.nyatep.org/files/public/CustomerFlowtk.pdf>

Customer Satisfaction Survey: Minnesota Department of Economic Security

The Minnesota Department of Economic Security (MDES) has created an on-going, Yearlong survey of registered customers served by the *WorkForce Center System*. Approximately 5,000 customers are questioned by telephone each year about their satisfaction with services received. The survey is part of agency efforts to incorporate customer feedback into service improvements.

Resource Type: Sample Survey

URL: <http://www.positivelyminnesota.com/>

Developing a Community Vision: A Case Study of the Charlotte-Mecklenburg Workforce Board and its Five-Year Strategic Plan

This paper describes the steps that the *Workforce Board of Charlotte-Mecklenburg*, North Carolina, has taken to make the transition from its traditional role of program oversight into a much broader policy development, advocacy, and systems planning arena. It discusses the evolution of the *Charlotte Private Industry Council* into the workforce board in place today. It provides an overview of the development and approval of the board's five-year plan and it explains how the board has organized itself to implement the plan's "big picture" policies.

Resource Type: Online Publication

URL: <http://www.balancedscorecard.org/LinkClick.aspx?fileticket=tOmjwPcVIUQ%3D&tabid=36>

A Governor's Guide to Creating a 21'st-Century Workforce

This publication describes state policies and programs that help build the workforce needed for today's jobs and business leadership. The report asserts that America's businesses need smart and skilled workers to continue producing goods and services marked by innovation, knowledge, and quality - characteristics that give U.S. firms a competitive edge in the global marketplace. To sustain this advantage, the report suggests that state and federal government - together with the private sector - we must build a workforce enterprise that: 1) improves the productivity and competitiveness of all workers and employers; 2) builds the skills needed for quality jobs; 3) provides lifelong learning opportunities; 4) supports workers in managing their careers; and 5) is supported by public and private investment.

Resource Type: Online Publication

URL: <http://www.nga.org/Files/pdf/AM02WORKFORCE.pdf>

Job Developer's Marketing Kit

Developed by the *National Association of Workforce Development Professional's* job development/marketing professional network; over 90 pages of practical tips for planning, designing, and producing your own customized marketing materials for targeting, outreach, and recruitment of employers and participants. Reproducible artwork, sample language, dos and don'ts for every project, and samples of actual materials.

Resource Type: Marketing Kit

URL: http://www.nawdp.org/nawdp_bookstore.htm

Learning Objectives

National Association of Workforce Development Professional's professional development workgroup spent three years identifying functional areas in the profession, and holding practitioner groups in their states to identify skills, knowledge, and abilities in those functions. Task and skill lists were turned into learning objectives usable for training curriculum design or personal career planning, covering ten functional areas: contract management, counseling/case management, fiscal, job development, marketing, MIS, monitoring, supervision/management, program planning/development, and training/instruction.

Resource Type: Free Publication

URL: http://www.nawdp.org/nawdp_bookstore.htm

Organizational Excellence Survey: Texas Workforce Commission

This article describes the survey, conducted by *The University of Texas School of Social Work*, that will be sent to more than 8,000 people as a tool to evaluate and improve internal customer service. It covers 20 specific subjects, including supervisor effectiveness, job satisfaction, employment development, burnout,

empowerment and more. Plus, board and workforce center staff (TWC and service providers) will answer 20 additional questions based on workforce-specific Baldrige criteria. The seven criteria—leadership, human resources focus, strategic planning, information and analysis, process management, customer and market focus, and business results—provide a framework to improve overall service.

Resource Type: Online Article

Phone: 512- 463-0221

URL: <http://www.utexas.edu/research/cswr/survey/publications/stress.pdf>

One-Stop Innovations: Leading Change Under the WIA One-Stop System

A series of reports that serve to identify, document, and disseminate innovative and promising practices supporting One-Stop Career Centers/Systems under the Workforce Investment Act. The reports are based on evaluations of One-Stop program initiatives that were chosen for their innovation. The principal criteria for evaluating these programs were the extent to which the initiative demonstrated the core values and concepts of the Baldrige principles, policy and practice, and the results of the innovation.

Resource Type: Online Publications

URL: <http://wdr.doleta.gov/opr/fulltext/document.cfm?docn=6193>

Overseeing One-Stops: A WIB Member's Guide to Quality Assurance

This guidebook provides workforce investment boards (WIBs) with a practical framework for overseeing the performance of the one-stop career centers and other program operators that make up their local workforce development systems.

Resource Type: Online Publication

URL: <http://www.nawb.org/PRODUCTSSERVICES/InformationPublications/tabid/95/Default.aspx>

Promising Practices from the John J. Heldrich Center for Workforce Development

The John J. Heldrich Center for Workforce Development has released initial reports on promising practices supporting the One-Stop approach under the Workforce Investment Act (WIA). Nominations were made in three categories: service to job seekers, service to employers, and One-Stop system design and management. The *Heldrich Center* targeted twenty-five sites nationwide for first-round evaluation. Representatives visited the nominated sites and conducted interviews with stakeholders from site directors to customers and community partners.

Resource Type: Online Publication

URL: <http://www.heldrich.rutgers.edu/Publications/RecentPublicationsByPT.aspx?id=Program+Evaluation%2FBest+Practices>

Providing TAA Program Services: A Guide for Texas Workforce Commission Staff and For Workforce Development Boards and Their Contractors

Prepared by the *Texas Workforce Commission*, this Guide's purpose is to enable high-quality delivery of services to trade-affected workers by local workforce professional staff. The guide includes desk aides of the various forms and plans required in providing trade adjustment assistance. It deals with receiving the customers, how a worker may request services, and local areas' trade service functions.

Resource Type: Online Publication

URL: <http://www.twc.state.tx.us/svcs/twist/twisthp.html>

Putting Your Workforce Investment Board on the Political Map: Tips on Marketing, Communications, and Public Relations

This paper describes how a number of *Workforce Investment Boards (WIBs)* around the country are using marketing and communications techniques and tools to build a visible and assertive presence in their communities. These boards are developing and executing business plans and strategies that use innovative communication tools such as video conferencing, the Internet, cable TV, as well as fact sheets, brochures, newsletters, events, and media contacts to educate and energize their various stakeholders and "put their WIBs on the political map."

Resource Type: Online Publication

URL: <http://www.nawb.org/PRODUCTSSERVICES/InformationPublications/tabid/95/Default.aspx>

Return on Investment: Guidelines to Determine Workforce Development Impact. 2nd Edition

Dr. Benson's approach to estimating the economic impact of publicly funded workforce development programs has achieved increasingly widespread interest and adoption. The Second Edition is completely rewritten, updated, expanded and incorporates the practical experiences of implementing this model over the last three years. A completely new chapter in the Second Edition describes in great detail how you can go about designing your own economic impact measures to evaluate unique programs. Examples for you to work through, confronting the real world problems you encounter in using ROI, samples of reporting formats, references and guidelines fill this handbook which contains almost three times more information as the original. You will learn the theory and the practice.

Resource Type: Book

Author: Dennis K. Benson

URL: www.nawdp.org/nawdp_bookstore.htm

Self Assessment Tool for Workforce Investment Boards

This paper is one of a series of publications by the National Association of Workforce Boards, to provide guidance, technical assistance, and advice to the members and staff of Workforce Investment Boards on topics of importance to their successful governance of the nation's workforce development system.

Resource Type: Online Publication

URL: <http://www.nawb.org/PRODUCTSSERVICES/InformationPublications/tabid/95/Default.aspx>

Setting the Stage for Workforce Board Success

This book shares the results of a survey, conducted at a special session of over 400 board chairs and directors, that is aimed at helping boards gauge where they stand in the grand scheme of things. It is divided into three parts: 1) New leadership for new boards; 2) A snapshot of the survey results with recommendations, and 3) The exact voting results for each question posed in the survey.

Resource Type: Online Publication

URL: <http://www.nawb.org/PRODUCTSSERVICES/InformationPublications/tabid/95/Default.aspx>

Skill Standards: A Strategic Tool for Your Company

This publication is a good reference tool for workforce development professionals. It highlights actual businesses that are using industry skill standards as a resource for company development. The benefits of using skill standards in various human resource development practices are also outlined to provide employers and others a clearer understanding of the strategic benefits of developing and using industry skill standards.

Resource Type: Online Publication

URL: <http://www.nawb.org/PRODUCTSSERVICES/InformationPublications/tabid/95/Default.aspx>

The Strategic Five-Year Local Workforce Investment Plan for the Alameda County Service Area

This strategic plan presents the basic framework for the development of a fully integrated workforce development system to serve the employment and economic needs of the Alameda County's workforce and employer communities.

Resource Type: Online Publication

URL: www.acwib.org/faq/2.2.htm

Taking Your WIB to the Next Level: A Strategic Perspective

Slide show, from the *National Leadership Institute for Workforce Excellence*, that focuses on strengthening the strategic leadership role of Boards in their states and communities as authorized under the WIA. It addresses the critical challenge of how WIBs can make the transition from merely operating programs to leading a successful and visible workforce investment system in their community or state. The function of leadership, strategic thinking and planning, Board structure, and accountability are addressed.

Resource Type: Slide Show

URL: www.wibleadership.com/leadership.cfm?openBlock=2

Workforce Board Leadership: Advice from Experienced CEO's

This publication is an essay by J. William Ward, CEO of the Hampden County Regional Employment Board in Springfield, Mass., a twenty-year veteran who has led a board with a national reputation for excellence and innovation through three major organizational transformations. The publication consists of interviews that Mr. Ward conducted with Successful Workforce Investment Board directors from around the country.

Resource Type: Online Publication

URL: <http://www.nawb.org/PRODUCTSSERVICES/InformationPublications/tabid/95/Default.aspx>

Journals, Magazines & Newsletters

NAWDP Advantage

All NAWDP members receive a free subscription to the NAWDP Advantage - offering workforce development news, resources, tips and humor - as part of their membership.

Resource Type: Workforce Development Newsletter

URL: <http://www.nawdp.org//AM/Template.cfm?Section=HomePage>

The New England Training Currents

A publication from the Commonwealth Corporation for the Employment and Training Community, funded by the Department of Labor. This newsletter is published quarterly and provides information about workforce training and development, as well as information about Commonwealth Corporation, States and DOL events and services.

Resource Type: Newsletter

URL: <http://wdr.doleta.gov/directives/>

Workforce Professional

The bi-monthly, tabloid-size newsletter, from the *International Association of Personnel Employment*, is mailed to more than 14,000 readers. The main objective of the newsletter is to provide practical information - something readers can use in everyday work life. Regular sections include *Everyday HR*, *SkillShop*, *Workforce Resources*, and *What Works: Best Practices in Workforce Development*.

Resource Type: Bi-monthly Newsletter

URL: <http://www.iawponline.org/information.html>

Consultants

Accelerating Higher Achievements

Richalene (Ricki) M. Kozumplik, owner of Accelerating Higher Achievements, offers training and facilitation services to the One Stop system at the local, state, and federal levels. As a workforce development professional for more than 25 years, Ms. Kozumplik has provided both direct service within, and consultation to, the employment and training system at local, state and federal levels. Ms. Kozumplik's current activities as a consultant, focused within the workforce development system, began in May of 1998. As such, she provides technical assistance, consulting, facilitation and training services to state and local Workforce Investment Boards, state offices, local One Stop Operators and Centers, state and local partner agency and service provider staff, and the Department of Labor Regional and National offices. Working throughout the country allows Ms. Kozumplik to identify and research "best" and "promising practices" within the workforce development system.

Resource Type: Consultant

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Hogan Center for Performance Excellence

Focused on helping organizations, teams and individuals achieve and sustain excellence, the *Hogan Center* is a performance excellence organization that offers a wide variety of quality implementation services. Founded in 1987 by Warren Hogan to assist a group of companies in the implementation of Total Quality Management (TQM), the *Hogan Quality Consortium* has become the *Hogan Center for Performance Excellence* specializing in Leadership and Planning, Customers and Markets, Information and Analysis, Human Resources, and Systems and Processes. In 2001 the Hogan Center founded the Center for Workforce Excellence to focus on meeting the needs of workforce development.

Resource Type: Consulting Organization

Address: The Hogan Center for Performance Excellence
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Dallas, TX 75234

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972-406-1976

Fax: 972-406-2922

URL: <http://www.hogancenter.com/>

SDG Strategic Development Group

Geared to the workforce development community, SDG provides strategic planning, research and project management services in community and economic development. SDG strives to develop effective local workforce development programs through solid information and analysis.

Resource Type: Consultant Organization

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