

SOUTH CENTRAL MICHIGAN
WORKS!TM

1-800-285-WORKS

www.scmw.org

2005
Annual
Report

Committed to
Workforce Excellence



WORKFORCE DEVELOPMENT BOARD

Brook Bindus	Ritz Craft Homes-Midwest
Jan Blair	Footo Health Systems
Linda Brian	Hanover Horton School District
Richard Dandurand	Granger Construction
Steven Hogwood	McDonald's
Marcus James (Vice-Chair)	Dow Automotive
Mike Jones	Consumers Energy Gas Transmission & Storage
Ruben Marquez	United Auto Workers, Community Action Program, Region 1-C
Allan Marzano	Worthington Specialty Processing
Lynn Matzen (Chair)	Matrix Systems, LLC
Nancy Miller	LifeWays
Teri Ogg	Manpower
Tanda Reynolds	Department of Human Services
Robert Snow	County National Bank
Robert Tebo	Britton-Macon Area Schools
Jennifer Trudeau	International Union of Operating Engineers-Local 547
Reb Turner	Hillsdale County Industrial Development Commission
Dorr Warner	Michigan Department of Labor & Economic Growth-Michigan Rehabilitation Services
Leann Wilt	Venchurs Packaging, Inc/Nuestro
Randall Yagiela	Lenawee County Chamber of Commerce
Tim Bala*	Michigan Automotive Compressor, Inc.
Carl English*	Consumers Energy-Gas Division
Keith Hamilton*	Tecumseh Products
Renee Hayward*	Family Independence Agency
James Jansen*	Production Engineering
David Schmidt*	Hudson Lanes



WORKFORCE DEVELOPMENT BOARD LIAISON COMMITTEE

Karol "KZ" Bolton	Lenawee County Commissioner
John Day	Jackson County Commissioner
Ken Lautzenheiser	Hillsdale County Commissioner
William Lee	City of Hillsdale
Daniel Phelan	Jackson Community College

CONSORTIUM BOARD

Karol "KZ" Bolton (Chair)	Lenawee County Commissioner
John Day	Jackson County Commissioner
Larry Gould	Lenawee County Commissioner
Cliff Herl	Jackson County Commissioner
Kenneth Lautzenheiser	Hillsdale County Commissioner
Patricia Smith	Jackson County Commissioner
James VanDoren	Lenawee County Commissioner
Maxine Vanlerberg	Hillsdale County Commissioner
James Videto	Jackson County Commissioner

SOUTH CENTRAL MICHIGAN WORKS! STAFF

Christine Quinn	President
Maggie Flaherty	Executive Assistant/HR Manager/ EO Officer
Keith Brown	Facilities Manager
Gail Clow	Financial Assistant
Pamela Gosla	Research & Education Officer
Gail Mahoney	Regional Business Fellowship Director
Leslie Prame	Policy & Contracts Officer
Sarah Smith	Community Relations Officer

EDUCATION ADVISORY GROUP

Robert Tebo (Chair)	Britton-Macon Area Schools
Connie Barth	Lenawee Intermediate School District
Diane Covell (Yth)	Jackson Housing Commission
Dr. John Graves	Jackson County ISD
Ron Griffith	Baker College
Robert Henthorne	Hillsdale County ISD
J. J. Hodshire (Yth)	Sheriff's Department
Lynn Hollosy	Jackson Public Schools – Tomlinson
Richard Lawson (Yth)	Dynamic Education Systems
Robert Luchenbill	Reading Community Schools
Steve Krusich	Lenawee County ISD
Allan Marzano	Worthington Specialty Processing
Teri Ogg	Manpower
Daniel Phelan	Jackson Community College
Kevin Oxley	Jackson County ISD
Bill Rayl	Jackson Area Manufacturers Association
Julie Roberts	Napoleon High School
Derry Sims	Jackson Public Schools
David Stanifer (Yth)	District Court Probation – Lenawee County
DeShean Stewart (Yth)	Student – Jackson County
Dorr Warner	Michigan Rehabilitation Services
Vicki Whipp	Hillsdale County-Parent
Alternates	
Deborah Boyt-Bildner	Jackson County ISD (alt)
Joyce Lockman	Jackson Community College (alt)
Terri Simmons	Lenawee County ISD (alt)
Cindy VanGieson	Baker College (alt)
Tim Bala*	Michigan Automotive Compressor, Inc.
Renee Hayward*	Family Independence Agency
Robert Priest*	Jackson County ISD
David Schmidt*	Hudson Lanes
Bill Wilson*	Junior Achievement

*Left During the 2004/2005 Program Year

LEGISLATIVE BREAKFAST 2005

SOUTH CENTRAL MICHIGAN
WORKS!
TM



The South Central Michigan Works! Workforce Development Board (SCMW) hosted "Legislative Breakfast 2005" on Monday, January 10, 2005 at the Holiday Inn of Jackson.

This regional (Hillsdale, Jackson and Lenawee Counties) event, which had over 125 in attendance, was co-chaired by Senator Cameron S. Brown and Senator Mark Schauer, and provided a forum for discussion and exchange of information on the "economy-workforce-education" between the Legislators from Hillsdale, Jackson and Lenawee County, County Commissioners, Key Partners – economic development, education, State and Community Leaders, and the South Central Michigan Works! Board Members.

The Keynote Speaker was Steve Gunderson, who served as a U.S. Representative for 16 years and provides consulting in strategic planning, communications, and program initiatives for clients ranging from universities to associations and nonprofit organizations. He is widely recognized for his political analysis and ability to create bi-partisan and out-of-the-box strategies, especially in the areas of youth development, education, and workforce policy. He speaks and writes extensively on various public policy issues, putting them in the context of today's political environment.

"We live in an economic revolution", was one of the messages Mr. Gunderson stressed during his presentation. In 1990 there was one website – today there are over 50 million. Predictions suggest we will experience as much change in the next 25 years as we have in the last 100 years. The challenges that we will be facing is the global economy, demographics (diversity in our communities) and skill levels (educational attainment).

SOUTH CENTRAL MICHIGAN WORKS!

The goal of the Michigan Works! system is that every entry point leads to services relevant to our customers. Co-location of service providers and the integration of services to the fullest extent possible are the priorities of this system. The Michigan Works! system focuses on providing information and resources to enable our customers, employers and job seekers, to successfully compete in today's economy and achieve economic

security. The basis of the system has emerged as a comprehensive strategy designed to break down barriers and promote the establishment of a service delivery system which is responsive to the needs of our customers. As a system, the services from the state's major workforce development programs are accessible in a manner that is seamless to the customer. A single delivery system at the local level provides customers access to services in an integrated, rather than fragmented, manner.

South Central Michigan Works! provides services [through its Service Centers] to all employers and all job seekers. Employers, students, persons with disabilities, veterans, welfare recipients, unemployed, underemployed and employed individuals will all have equal access to services. A core set of services is available, free of charge, to all who seek them.

The system is governed locally by a partnership between the Workforce Development Board and Local Elected Officials, the Consortium Board. This partnership is responsible for the design of a local system which meets customers' needs and the minimum standards set by the State. While local partnerships have direct control over the majority of the programs included in the system through the receipt of the funds, local partnerships should also influence the expenditure of other funds which impact the education, training and employment of the workforce.

Employment Services (One Stop Service Centers):

Hillsdale

21 Care Drive
Hillsdale, MI 49242
(517) 437 3381

Jackson

Commonwealth Commerce Center
209 E. Washington Ave.
Jackson, MI 49201
(517) 841 5627

Lenawee

Lenawee County Human Service Building
1040 S. Winter Street
Adrian, MI 49221
(517) 266 5627

Description: ES staff will provide instruction on the use of the MTB as well as other resources available to customers (both employer and job seeker). Employers may be assisted in recruitment options including internet search, job opening advertising, job fairs, applications, etc. Job Seekers will also receive instruction on internet searches and have complete access to the Resource Room and its labor exchange services.

Michigan Talent Bank: Located at: www.michworks.org

Description: The Michigan Talent Bank is accessible thru the internet. Individuals can receive instruction on how to access the MTB at any of the Service Centers. Customers can access the MTB either through connections at the Service Centers or using their own internet access.

Employer Demand Driven System - BEST:

Description: Business Enhancement through Services and Training (BEST) process which collaborates with workforce, education, and economic development partners and focuses on serving business through a "demand driven" workforce development system.

The concept of B.E.S.T is to leverage all available partner assets to keep business competitive in a global market in order to save as well as create jobs. With increasing global competition for jobs, it is imperative that employers, education, economic and workforce development partners collaborate and work together for the collective good of the community.

Using the B.E.S.T process linked to a "demand driven" workforce development system increases the number of employers and job seekers who are served resulting in a lower cost per participant and higher performance standard numbers. Another positive point is that strategic planning for the system is possible with this process.

Workforce Investment Act (WIA) Core Services:

Description: WIA Core Services are available to any customer. There are no eligibility requirements to receive services. Customers visit the centers and are provided information and access to all WIA Core Services which may include, but are not necessarily limited to resume assistance, job referrals, initial assessment of skill levels and aptitudes, job search, financial aid for training not WIA related, Resource Room usage at no charge and with no eligibility requirements.

Workforce Investment Act (WIA) Adult and Dislocated Worker Services:

Description: Customers who are deemed to be in need of services beyond core (either self-serve or staff assisted) are referred for eligibility determination and possible enrollment into WIA for more intensive or training services, which may include but are not necessarily limited to comprehensive/specialized assessment, individual employment planning, counseling, short-term skills training, case management, work experience, or OJT.



Workforce Investment Act (WIA) Youth Services:

Description: Individuals receive year round services that might include Education Services, Employment Services, Leadership and Development Opportunities and Summer Youth Employment Opportunities. Goals are set and a plan for achieving those goals is outlined

Adult Continued Learning:

Description: Through Partners, this activity provides adult learners with educational services to eligible Individuals in accordance with the State School Aid Act. This may include basic skills, GED preparation, High School completion, English as a Second Language and Workplace Literacy programs.

Work First:

Description: Individuals are referred for services from Department of Human Resources or Friend of the Court using an electronic referral system. Individuals attend an orientation that provides them with basic information regarding the program. At that time customers are given a time to meet individually with a case manager where their service strategy and plan to reach self sufficiency is developed. This would include individuals who are in Time Limited Food Assistance programs. Non-Cash recipients are also served as a component of Work First.

Service Center Partners:

Members: HRDI (Human Resource Development Inc.) Veterans Representative Work Services (affiliate)
MRS (Michigan Rehabilitation Services) Job Corps Child Care Network (affiliate)
JCC (Jackson Community College) Experience Works!

Return On Investment — South Central Michigan Works!

- **Workforce Programs are an Investment not an Expenditure**
 - ◆ **\$1.00** invested in Michigan's Work First program returns about **\$4.97** in avoided welfare and food assistance costs and new payroll tax revenue generated. The ROI for all adult training programs in FY 2004 was **\$3.00**.
 - ◆ **\$1.00** invested in the South Central Michigan Works! Region, the Return on Investment for Work First was **\$5.71**. The ROI for all adult training programs in FY 2004 was **\$4.68**.
- **Impact of Workforce Program Investments**
 - ◆ In 2004, taxpayers invested about **\$6,300,000** in the South Central Michigan Works! Region adult training programs
 - ◆ In 2004, workers trained and placed through South Central's workforce programs saved taxpayers **\$29.5 million**
 - ◆ In 2004, taxpayers invested about **\$204 million** in Michigan Works! adult training programs
 - ◆ In 2004, workers trained and placed through Michigan Works! programs saved taxpayers **\$612 million**
- **Work First Funding is the foundation of the Michigan Works! System**
 - ◆ **100** Michigan Works! Service Centers served **2.8 million** customers through numerous programs
 - ◆ Work First funds about **35%** of the operating budget for the three (3) South Central Michigan Works! Service Centers.
 - ◆ Funding reductions **will impact** all services delivered by South Central Michigan Works!, not just one program.

FAST FACTS . . .

South Central Economic Trends

South Central Michigan lost 4,126 jobs between 2000 and 2002

- ◆ 4,053 jobs lost in manufacturing
- ◆ 1,040 jobs lost in retail and wholesale trade* note a gain during this period in Wholesale trade in Lenawee county of 83 jobs
- ◆ 884 jobs gained in services between 2000 and 2002. Private Service Sectors employed 56,290 persons in South Central Michigan in 2000
 - +822 in 2001
 - +62 in 2002

South Central Region lost jobs between 2000 and 2002

- ◆ 4,053 jobs lost in manufacturing
 - Hillsdale County 874
 - Jackson County 1,692
 - Lenawee County 1,487

Modest gains in other sectors helped offset manufacturing losses in the South Central Region

- ◆ **Retail trade** lost 915 jobs between 2000 and 2002. The sector continued to lose jobs in 2003. The total employment declined from 15,603 in 2000 to 14,035 in 2003
 - - 162 jobs in 2001
 - - 753 jobs in 2002
 - - 653 jobs in 2003
- ◆ **Services sector** (minus trade) gained 1,924 jobs over the period. The growth in that sector almost equally distributed over the period (+1,008 jobs in 2001 and 916 jobs in 2002)
 - Finance and insurance gained 649 jobs
 - Health services grew by 570 jobs
 - Administrative support services recorded a gain of 450 jobs

South Central is forecasted to increase employment by 10.9% between 2000 and 2010

- The following sectors are projected to have the greatest growth in the South Central Michigan region during the 2000 to 2010 period:

Computer and Mathematical Occupations	31.5%
Computer Software Engineers- Applications	48.5%
Network & System Administration	44.9%
Personal Care & Service Occupations	19.1%
Personal & Home Care Aides	39.3%
Construction	18.8%
Building/ Grounds/ Cleaning & Maintenance	15.5%
Landscaping & Grounds keeping	33.1%
Sales & Related Occupations	12.2%
Counter & Rental Clerks	19.2%
Advertising Sales	18.7%
Insurance Sales	18.9%
Transportation	11.1%
Truck Drivers – Heavy & tractor trailer	19.8%



To the Region

Linking Workforce, Economic Development and Education Partners Together to Serve Business

Overview of the BEST Process...

Over the past five years, Michigan State Human Resources Development Inc has developed and implemented the Business Enhancement through Services and Training (BEST) process which collaborates with workforce, education, and economic development partners and focuses on serving business through a "demand driven" workforce development system.

The concept of B.E.S.T is to leverage all available partner assets to keep business competitive in a global market in order to save as well as create jobs. With increasing global competition for jobs, it is imperative that employers, education, economic and workforce development partners collaborate and work together for the collective good of the community.

Using the B.E.S.T process linked to a "demand driven" workforce development system increases the number of employers and job seekers who are served resulting in a lower cost per participant and higher performance standard numbers. Another positive point is that strategic planning for the system is possible with this process.

The BEST MODEL

BEST is designed to address three areas of need in a business by following a defined process:

- #1 **FACT FINDING**
- #2 **DESIGN OF TRAINING**
- #3 **PROCESS IMPLEMENTATION**

1. **Fact Finding:** The process starts with a needs assessment by way of the key decision maker(s) to define the programs and services required to meet expectations.

2. **Design of Training:**

1. A training plan is designed and presented to the key decision maker(s) for approval.
2. Monetary investment is figured for the project. Grant funding is explored to offset costs.
3. Outcomes and measurements are defined.
4. Timelines are set.

3. **Implementation of Training:**

1. Training starts and is delivered according to the timelines.
2. Outcomes are measured to assure quality.



THREE SERVICE LEVELS OF BEST

Level One: BEST can customize recruitment and training services for economic development projects, to meet business growth needs. This process leverages value added and workforce dollars to the enhance value of the project for the employer. It has proven to be a key element in attracting and retaining employers in the local area.

Level Two: BEST can work with employers to explore options that may prevent the closing of facilities and/or to reinvest/increase capacity in downsized facilities.

Level Three: The BEST process has a [BEST Practices](#) component that drills down into the business to address issues causing loss of profitability and business. Efforts are coordinated with education, state, local and county economic development to pull together all the tools needed to address these issues and affect change.

The [BEST practices](#) process uses a team approach to work with employers, and specifically designs services, processes and training based on the fact finding element to address challenges in the following and other areas:

- Employee turnover and retention rates
- Absenteeism
- Productivity
- Training needs
- Recruitment of new employees
- Organizational climate and labor relations
- Skill upgrade training
- Employee empowerment
- Quality problems
- Loss of business

B.E.S.T is a process that meets the goals of the US Department of Labor in linking education, economic development, and workforce development. It has been presented at international, national, and state conferences and is currently being implemented in South Central Michigan.

For further information contact our Business Services Representative(s):

Hillsdale Service Center
517-437-3381

Jackson Service Center
517-841-5627

Lenawee Service Center
517-266-5627

Balanced Scorecard 2004/2005

[Transition - Maintain from Past Year]



Financial Perspective

Evaluative Comment(s)

OBJECTIVE

MEASURE

TARGET

See Status Sheet

Maximize and communicate positive economic impact and value

- Overall SCMW community ROI

- Achieve 4:1 or better benefit to expense ratio by end of 2005

Exceeded

- Maximize efficient targeting of funds

- Improvement in cost per jobseeker

- 5% average reduction in cost per participant in WIA/Welfare programs in 2005

Due to the focus on training and education which can increase cost per jobseeker-recommend measure and target changes on this objective- Cost remain low at this time

Compliance with regulatory and statutory financial requirements

- % compliance with regulatory and statutory financial requirements

- 100% compliance

Meeting

Customer Perspective

Become recognized leader and integrator of regional workforce development efforts

- % of region employers using SCMW services
- Intention/Willingness to use SCMW among jobseekers

- 5.3% by end of 2005
- 80% top-two box score

Meeting/Exceeding

Enhance awareness of SCMW services to address workforce development issues in the region

- Awareness and perceptions of SCMW activities and performance among non-customer populations

- 10-point improvement over benchmark % by end of 2005

Exceeding

Be "Easy To Do Business With" (ETDBW) for jobseekers and employers

- Jobseeker satisfaction ratings
- Employer satisfaction ratings

- 80% top-two box score
- 80% top-two box score

Exceeding
Exceeding

Internal Process Perspective

Effectively manage all aspects of regional workforce development

- % of jobseekers entered into training and education programs
- Contractor performance metrics

- 50% entered
- 100% achievement of performance goals

Moving toward goal
Meeting/Exceeding

Efficiently coordinate and integrate regional workforce development with economic development efforts

- Evaluation ratings by partnering economic development agencies

- 10-point improvement over benchmark % by end of 2005

Exceeding

Understand the training needs of employers in the region in terms of both quantity and quality

- Employers' ratings of SCMW understanding of needs

- 10-point improvement over benchmark % by end of 2005

Exceeding

Learning and Growth Perspective

Create and implement development strategies and opportunities for staff employees and contractors to acquire needed skills

- Assessment of staff development and skill needs

- 80% on self-assessment of skill measures

Meeting

Create an internal and external customer service culture at SCMW

- Employee attitude, satisfaction and alignment measures

- 80% top-two box score(s)

Major Improvements (see Survey)

Leverage business and political relationships to gain knowledge necessary to optimize SCMW effectiveness

- % of target contacts made in relationship management plan

- 100% of Tier I targeted
- 90% of Tier II targeted
- 70% of Tier III targeted

Exceeding in all areas

Financial Perspective			Evaluative Comment(s)
OBJECTIVE	MEASURE	TARGET	INITIATIVE
Maximize positive economic impact and value of SCMW	Overall South Central Michigan Works community ROI	• Achieve 4.5:1 or better benefit to expense ratio by end of 2005/06	Establish the Activity Based Function (see Internal Process Perspectives)
Maximize efficient targeting of funds	Funds utilized in high growth -demand Occupations & Businesses	75% of funds used for training will be targeted to high growth/demand occupations	Adm. Office and Contractors working closely to monitor / follow-up Utilize studies & LMI for targets
Compliance with regulatory and statutory financial requirements	% compliance with regulatory and statutory financial requirements	100% compliance	Monitoring and follow-up on Contractor and Adm. Levels
Customer Perspective			
Become recognized leader and integrator of regional workforce development efforts	% of region employers using SCMW services	10% by end of 2005/06	BEST program Legislative Breakfast 2006 Committees Community Diversity BSC Process Community Skill Assess.
	Community involvement in board and committees	Develop a measure by end of 2005/06 - <i>Involve One new person or business per month</i>	
Enhance awareness of South Central Michigan Works services to address workforce development issues in the region	Awareness and perceptions of South Central Michigan Works activities and performance among non-customer populations	Establish benchmark by end of 2005/06 - <i>conduct ROI Survey/Report and convey formula to Board and community</i>	Develop program to <i>communicate ROI and success stories to community (Include in annual report, etc.)</i>
Be "Easy To Do Business With" (ETDBW) for jobseekers and employers	Jobseeker satisfaction ratings	80% Very Satisfied	Recruit business customers as board members Develop report to track usage of Board website
	Employer satisfaction ratings	80% Very Satisfied	
Internal Process Perspective			
Create an effective integration of all programs into a single operational system	Operational performance statistics of Hillsdale pilot location	Improvement in operating performance statistics by end of 2005/06	Establish benchmark list of performance statistics to be tracked/compared other Ctrs.
		Develop Products	Create Process Flow Customize Process Mapping Self-Qualifying System
		Implement changes in Hillsdale by 7/1/05 & Complete pilot in Hillsdale by 6/30/06	Employer Database Cross-Training/C. Mgr. Assessment Work Credential
Efficiently coordinate and integrate regional workforce development with economic development and education efforts	Economic development satisfaction ratings and Education Institutions satisfaction ratings	80% Very Satisfied	BEST Program Regional Econ. Mtgs. <i>S.C. Smart Growth</i> Collaborative Mtgs.
		80% Very Satisfied	
Understand the training needs of employers in the region in terms of both quantity and quality.	Employers' ratings of South Central Michigan Works understanding of needs	Establish benchmark by end Dec. 2005 - <i>Business Reps. conduct surveys and establish new regional position</i>	BEST Program - Train and Establish Business Service Reps in all counties Regional Coordinator
Learning and Growth Perspective			
Create and implement development strategies and opportunities for staff employees and contractors to acquire needed skills	Assessment of staff development and skill needs	Develop benchmark on self-assessment of skills measures	Develop and Conduct Survey - contractor staff
	Development of an internal staff certification process	Certification process developed and initiated in 2005/06	MWA staff certified by 7/1/05
Create an internal and external customer service culture at South Central Michigan Works	Employee and partner attitude, satisfaction and alignment measures	80% Very Satisfied	Conduct employee attitude survey in 2005/06
Leverage business and political relationships to gain knowledge necessary to optimize SCMW effectiveness	% of target contacts made in relationship management plan	100% of Tier I targeted contacts made	Contact - in person, phone mail and email Legislative Breadfast 2005/06 Comm. Meetings on: Prep. for Leg. Break. 2006 The Global Economy Demographics Skills
		90% of Tier II targeted contacts made	
		70% of Tier III targeted contacts made	

Program Activity

Work First Program

for the period July 1, 2004 thru June 30, 2005

	Number of Referrals	Number Attended	Number Employed	Met 90 Day Goal	Income Case Closures	Number in Training & Education
Custodial	2199	2093	881	388	523	55
Non Custodial	311	310	177	79	n/a	n/a
Non Cash Recipient	83	83	77	n/a	n/a	11
Food Assistance	50	50	27	2	2	1
TOTAL	2643	2536	1162	469	525	67

WORKFORCE INVESTMENT ACT

Adult, Dislocated Worker & Youth Programs

for the Period July 1, 2004 thru June 30, 2005

	Number Registered	Number Exited	Entered Employment	Other Exits	Number in Training & Education
Adult	221	138	131	7	104
Dislocated Worker	192	137	136	1	82
Youth	376	171	75	96	112
TOTAL	789	446	342	104	298

TRADE ACT

TAA & NAFTA-TAA Programs

for the Period July 1, 2004 thru June 30, 2005

	Number Registered	Number Exited	Entered Employment	Other Exits	Number in Training & Education
TOTAL	194	51	20	31	190

WORKFORCE INVESTMENT ACT

Participant Customer Satisfaction

Participants Exited January 1, 2004 thru September 30, 2004

Number of Exiters	Number of Completed Surveys	Response Rate	Average Score	Planned Level	Percent of Plan Achieved	Status of Performance
319	316	99.0%	94.6	74.0	128%	Exceeded

WORKFORCE INVESTMENT ACT

Employer Customer Satisfaction

Service Date January 1, 2004 thru September 30, 2004

Employers Who Rec'd Services	Number of Completed Surveys	Response Rate	Average Score	Planned Level	Percent of Plan Achieved	Status of Performance
54	47	87.0%	82.0	73.0	112%	Exceeded

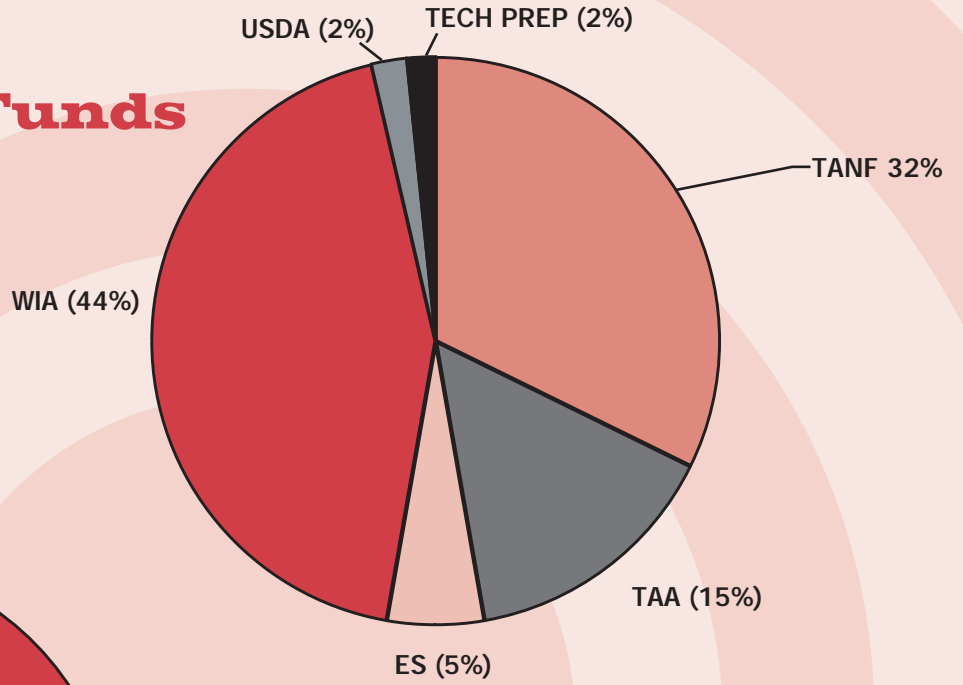
WAGNER-PEYSER

Employment Services (One-Stop)

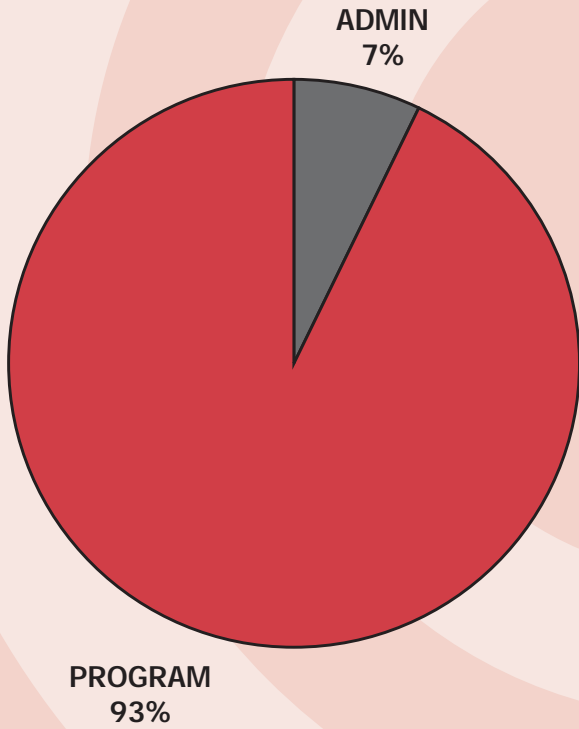
for the period July 1, 2004 thru June 30, 2005

	Core	Facilitated	Mediated
Job Seeker	249028	138732	14665
Employer	26370	19319	18910

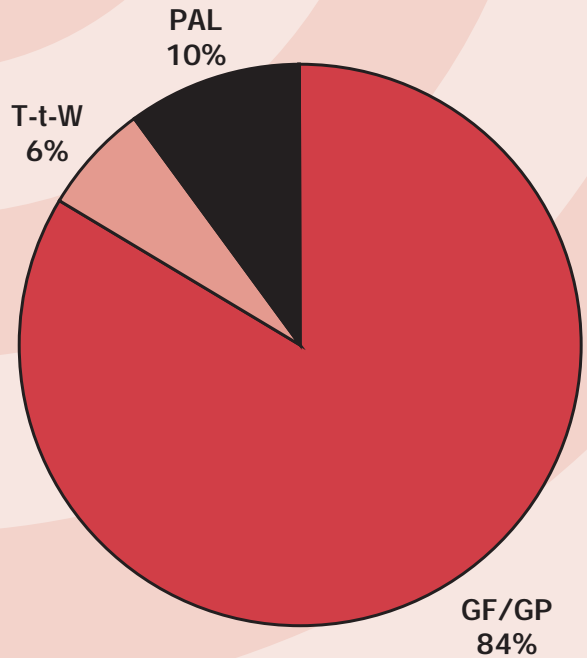
Federal Funds



Admin vs. Program



State Funds



PARTNER OF THE YEAR

Michigan State AFL-CIO Human Resources Development, Inc. (HRDI)

Michigan HRDI's history of successful performance, key community networks and extensive experience delivering employment and training services to a broad population of job seekers combined with an innovative and effective strategy for delivering business services brought HRDI to South Central Michigan Works!

As a major partner in servicing the needs of employers and the workforce within the SCMW! region have made a profound effect within the area. Since serving as a fundamental unit within the SCMW! Service Centers, performance indicators have made a pronounced positive change. Additionally, with the highly cooperative nature of HRDI, SCMW! has been able to explore many "out of the box" initiatives to improve service and serve as a model for of innovative programs dedicated to the effective utilization of workforce development monies and efforts.

Working cooperatively with HRDI, SCMW! has been able to expand its services in the Employer community using the process of Business Enhancement Services and Training [BEST] to serve as a link and convener of business and Partner activities with supplemental services through such organizations as MEDC and local economic development organizations. Through the associations which HRDI has established, numerous resources have been able to be leveraged to the benefit of our regional employers with this partnership. This cohesive approach in dealing with the workforce issues within our region has established a demand driven and more responsive approach to addressing the workforce and economic issues of our customers.

Working as Partners – with the assistance of HRDI and other valuable associates, SCMW! is working in tandem with all of our providers and with HRDI assisting in setting the pace. SCMW! is moving quickly forward toward its desired position as the first place of contact target location for employers and employees alike.



Alumna of the Year - 2005



Richard Labo enrolled in the South Central Michigan Works! Workforce Investment Act (WIA) Youth Program at Key Opportunities, Inc. in January of 2004. When he came to us he was a high school dropout, dealing with the court system, and trying to support a family. Richard was a good candidate for the GED and we began tutoring him immediately. The program paid for his GED test and he successfully passed it the first time. One of the other outcomes of receiving his GED is that he was placed on probation instead of receiving jail time.

Richard was then given a temporary assignment at Hillsdale Tool, running CNCs and other machines. As of June of 2004 he was hired by ConAgra (maintenance) and receiving benefits. Richard is happy with his current employment and has expressed great gratitude toward the Michigan Works! program and Key Opportunities for the opportunities afforded him.

EXCELLENCE IN CUSTOMER SERVICE

Sarah Smith

Sarah Smith serves as the Service Center Manager for South Central Michigan Works! in the Hillsdale One Stop Service Center as well as Director of Employment Services for Jackson Community College. Sarah is the personification of the traits and attributes associated with Excellence in Customer Service. From the recognition of one's customer base being both internal and external to understanding that one is never out of the public sight whether on the clock or off, Sarah consistently demonstrates by example and through leadership the skill necessary to provide consistent, superior customer service.

Sarah regularly devotes personal time to promoting the best of all service to the community served by the regional service centers while offering support and encouragement to those with whom she works. Sarah commits numerous hours outside of standard business hours to assure that the services provided to customers and staff alike are of optimal quality including taking college classes to upgrade her knowledge and skills. Further, Sarah takes the role and responsibilities of the service center "on the road" as she moves throughout the region participating in community activities and organizations informing others of the assistance to be found within the service centers.

With many occasions to interact with Mystery Shopper Surveys and reviews, Ms. Smith always ranked at the optimal level of customer service satisfaction. This personal high standard has continued to be observed as the ratings on similar surveys on behalf of the service center for which Ms. Smith manages have ranked at levels which exceed customer service expectations.

At all times, Ms. Smith holds herself to superior standards of knowledge, professionalism and courteous service and thus by example embodies those attributes sought for an ideal workforce development professional.



OUTSTANDING SERVICE AWARD

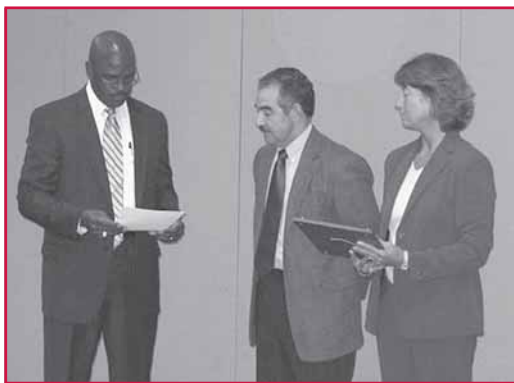
Manuel "Manny" Salazar

Manuel Salazar serves as the Service Center Manager in the South Central Michigan Works! Lenawee County Service Center. Manny, as he is known, is totally committed to the essence and services provided by the workforce development system. Mr. Salazar frequently goes above and beyond to secure support and assistance for his customer base

and to place the services of SCMW! at the forefront of the community.

Manny has spent tireless hours securing support and assistance for numerous grant opportunities undertaken by SCMW! which would provide enhanced services to the customer. While obtaining this support, Mr. Salazar moves throughout the region as an ambassador of workforce development highlighting the value and services offered though what he refers to as "His" service center and other Michigan Works! service centers throughout the region and the state. His efforts have assisted in making the SCMW! Lenawee Service Center the "go to" location for numerous regional employers when searching to find the "right match" for their employment needs. Additionally, due to his efforts, the Job Fairs conducted through the service center have become known as the sought after "to attend" affairs for employers and perspective employees alike. Manny has inspired his staff through example and deed to go the extra distance to provide assistance and support for the customer which speaks highly to all who avail themselves of the services provided within the center.

Manny Salazar serves as a prominent promoter of the value and worth of the Michigan Works! system. His dedication to workforce development and those that he serves remains constantly in focus as he moves throughout the community promoting the merits of South Central Michigan Works! .



REGIONAL SKILL ALLIANCE FOR MANUFACTURING

State Designation May 31, 2005:

Executive Summary:

Over the past six month, the South Central Region has moved forward to support our Manufacturing industry by following those outcomes that we had identified when initially putting together the Regional Skill Alliance. The following are those outcomes we had identified at that time:

The expected outcomes from the South Central Manufacturer's Skill Alliance are:

Employers

- An available, skilled manufacturing workforce
- Higher levels of productivity and quality and service
- Reduced turnover
- Increased competitive position
- Greater profitability

Workers

- Education and training component through the workforce development system
- Expanded opportunity for Work Credential, Apprenticeships, Internships
- Greater connection to the employers looking for skilled workers
- Increased availability of incumbent workers training and promotion
- Self sufficient wages and employment stability

System

- Increase in employer use of public workforce system (Credential, Referrals, BEST)
- Structured assessment, education and training process
- Assistance in pursuit of "demand-driven" system
- Targeting decreasing Education and Training funds
- Tools provided for Economic Development and Employers that will assist in the support of the Alliance in the future

The South Central Manufacturer's Skill Alliance will be designed to align regional workforce strategies with economic development to provide qualified workers for critical skill shortage occupations, and will include:

- Identification of skill shortage occupations that provide good wages and benefits in key sectors;
- Examination of both root causes and on-the-job factors that lead to shortages;
- Redirection of existing resources and implementation of strategies to address these issues.
- Establish a recognized "Work Credential" and use of industrial "skill standards".

Manufacturers will have the chance to address front line worker skill gaps, and to match employees with production needs. South Central Michigan Works! is working with the Manufacturing Skill Standards Council (MSSC) to test and certify workers in our state, relying on the national standards developed by the MSSC. Led by industry, the MSSC defined core competencies through a nationwide survey of 4000 workers from 700 manufacturing firms to identify the work and skills and knowledge needed by a highly competent workforce. The assessment based on these production standards will be offered (this summer 2004) through the pilot testing program in our Michigan Works! Service Centers. Ultimately, the results of our efforts will impact the entire nation by changing the way manufacturers find and hire "new economy" production workers. Locally, it will establish the process by which the MSSC will certify production workers; the model that will be used as the baseline for U.S. adoption.

We have continued to move forward with these outcomes and have been able to accomplish and address a majority. Examples of our accomplishments area as follows:

1. The MSSC Pilot testing has been completed and is being compiled at the national level and we expect to be able to start using these common measurements within the next 6-8 months. As we were part of the "pilot" we are in line to be one of the designated "testing" sites.
2. SCMW has developed the curriculum/structure and is readying to implement the "Work Credential" in its Hillsdale Pilot Project.

3. The National Association of Manufacturers has (unofficially) identified Michigan (South Central) as its pilot site for "Dream It Do It!" <http://www.dreamit-doit.com/campaign/home.aspx>
4. SCMW has just completed a "Labor Availability Report" done through Pathfinders. This report identifies staffing availability from those unemployed, underemployed and overall workforce in our three counties. It targets; a) number available, b) costs, c) skills and experience, d) workforce quality, e) non-pay factors, and f) training interests. Interestingly, the skills and experience categories of the underemployed workers in the South Central Michigan area would be most attractive for the following categories:
 - a) Manufacturing, assembly, fabrication or other industrial operations,
 - b) Distribution or transportation operations, and
 - c) Biotechnology, pharmaceuticals or medical research operations
5. Lenawee County has been working to bring together a consortium to identify "how we teach in K-12" by putting together a possible pilot school (details to come at a later date).
6. Hillsdale County is currently in the end stages of an overall planning process in which strategies and identifying needs will be addressed. When this process is over we will be in a better position to identify those strategies we will be using in the manufacturing area(s). Hillsdale County is the least diverse county when identifying its industries. SCMW has spent a lot of time working with these manufacturers with our BEST process and training dollars.
7. Through creation of the South-central Michigan Alliance for Regional Training (SMART) consortium, the Jackson Area Manufacturers Association (JAMA) has launched the Academy for Manufacturing Careers pre-apprenticeship and apprenticeship skilled trades training program. This program was designed by area manufacturers throughout Jackson, Hillsdale, and Lenawee Counties to meet their needs and the courses are being offered through creative partnerships between JAMA, the Intermediate School Districts in each county, and multiple post-secondary educational institutions in the region.



Over the past few months we have accomplished the following:

- We have obtained certification as a Registered Apprenticeship Training Program by the U.S. Dept. of Labor's Bureau of Apprenticeship and Training (USDOL BAT). This is no insignificant feat considering the unique way in which our program is structured. Certification of our Standards for Apprenticeship and our program required national-level review and approval, which we have achieved.
- We have hired Annette Norris as our full-time Regional Skills Program Manager (supported by South Central Michigan Works!). She is responsible for coordinating and administering the Academy for Manufacturing Careers program. Annette's work experience includes positions at Jackson Community College (where a portion of her duties involved creation and implementation of pre- and post-assessment testing) and at the Jackson Area Career Center (where her job involved working with teachers, students and local manufacturers to integrate technology and manufacturing into educational programs and curriculum).
- We have created the Manufacturers Board of Review, made up of representatives from a broad cross-section of area manufacturing firms, to act as an oversight committee for the Academy. This Board of Review will ensure that the program maintains high standards and continues to be relevant to the ever-changing needs of our advanced manufacturing firms. This Board has met multiple times over the past few months and has already provided valuable additional input during our launch phase.
- We have created preliminary marketing materials and course brochures, and have begun to distribute them to area companies via multiple avenues, including via online, at company open houses, through personal on-site visits, at career fairs, to high school career counselors, etc.
- We have identified enough students to be able to launch our first set of classes, which we will do as soon as we have completed the transcript correlations and granting of credit for past coursework.
- We have begun discussions with South Central Michigan Works! and the Michigan Economic Development Corporation on ways to leverage IWT, EDJT and other training dollars to help manufacturers invest in this training for their workers.
- We have identified additional training needs that our manufacturers tell us they cannot currently obtain locally and we are working on plans to fill those needs once we have our currently identified courses up and running.

REGIONAL SKILL ALLIANCE FOR HEALTH CARE: State Designation May 31, 2005

Executive Summary

The RSA proposal submitted by Michigan Direct Care Workforce Initiative (MDCWI) identified the need for the creation of "Best of the Best" curriculums to address the educational needs of Home Health Aides and Direct Care Workers (CNA). To this end, MDCWI proposed to collect the current curriculums utilized throughout the state and with the assistance of its statewide collaborative body; put together recommended curriculums to support these two identified entry level health care professions. Further, a training team would be created under the guidance of a program director, Jack Steiner CEO, B.E.A.M., to deploy this curriculum throughout the state in an effort to standardize the skill sets associated with certificated Direct Care Workers as previously identified. The team would serve as enhanced support for the unification of skill standards within the profession. Additionally, these trainers would also assist on an on-going basis to provide professional development to this population in promotion of career growth and development. These trainers would be representatives of specific areas, regions or service providers who would be selected from an application process to ensure a wide expanse of accessibility as well as a positive compliment of professional acumen.

To date:

- To put this in a number perspective, our partnerships involves over 5,000 organizations and employers from around the State, with representation of over 70% of the trade organizations or approximately 101,077 workers in direct care.
- We have presented nationally regarding "Voices from the Front" (I have attached a copy for your reference).
- Also, MDCWI is in the process of amassing the curriculums from around the state as well as from noted projects throughout the nation. In this effort to obtain curriculum from around the state, contact has been made with numerous RSA projects to request participation in the process. Once collected, curriculum in these venues will be reviewed by an advisory board and a preferred curriculum will be assembled. The collection process is currently underway and is to be completed by May (currently have collected approx. 60%). Expected curriculum is projected to be completed by August with a tentative training date for core trainers to be established in late September.
- During the collection of reference material, a resource catalog and source guide is also being created to assist the professional community.

Through the membership of MDCWI, as referenced above, the professional community is well represented and has had this product as a goal for quite some time. The cooperation which exists within the organization to create and accept this product is noteworthy and speaks to the dedication of these organizations as they have committed to place organizational agendas aside in deference to the betterment of the profession as a whole. With this in mind, the continuation of the promotion of placing high standards on the training and education of the professionals serving in the field has kept the momentum to this project at a constant and steadfast pace.



SOUTH CENTRAL MICHIGAN **WORKS!** TM

Workforce Development Board
Serving Hillsdale, Jackson and Lenawee Counties

Mission Statement:

To develop a system that results in a quality workforce for South Central Michigan.

Purpose Statement:

To create a quality system of coordinated, customized services that:
optimizes community resources; simplifies access to education, training, and employment opportunities;
contributes to a long-range strategy of economic and workforce development; and leads to self-sufficiency.

Core Values:

High Quality Service. All services meet or exceed customer expectations.

Innovative Leadership. The Workforce Development Board will be a leader, make strategic decisions regarding use of resources, be proactive in workforce development and will take appropriate risks to improve services and maximize impact.

Customer-focused. The board supports the development and coordination of high quality programs and services that are responsive to the needs of employers, job seekers, and other community groups.

Respect for Individuals. The board believes in treating everyone with integrity, fairness and dignity. The board values cultural diversity and differences of opinion in our decision making process.

Continuous Improvement and Accountability. Continuous improvement is essential to the workforce development system. Programs and services will be evaluated based on customer satisfaction, core performance and implementation of continuous improvement processes.

The board will ensure a sound return on investment of taxpayer dollars and will work to secure resources to support the workforce development system.

Administrative Office

310 West Bacon Street
Hillsdale, MI 49242
(517) 437-0990
Toll-Free (888) MI WORKS
Fax (517) 439-4388
Michigan Relay Center 800-649-3777

www.scmw.org



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