



StaffSkills for Career Center Staff

Massachusetts is launching a new staff training effort. The *StaffSkills: Case Management/Coaching Series* is a collaboration of Commonwealth Corporation, the Division of Employment and Training, the Department of Labor and Workforce Development, and local One-Stop Career Center staff and administrators. What is particularly exciting about this project is that front-line staff are actively involved in the design, development and delivery phases. Initial focus and choice of learning objectives was shaped by a group of local Career Center supervisors. Once the design team created the training modules, a pilot group of experienced Career Center staff further assisted in refining the series. The actual instruction is a co-facilitation model with state agency trainers and highly skilled Career Center practitioners.

According to Gregg McCutcheon, the Project Leader from Commonwealth Corporation, "StaffSkills has been designed to reinforce the efforts of Career Centers to do quality work in the area of case management and coaching. It provides a modular, highly interactive basic training series that focuses on the application of skills needed on the job. The fact that this is an active collaborative effort by our agencies and a great many Career Center practitioners, is what will make this a success." This training will be complemented by the availability of the Massachusetts One-Stop Employment System's (MOSES) Case Management Module that comes on-line later in the year.

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Connecticut's Capacity Building

Building a statewide system of highly skilled workforce development professionals was the vision of Connecticut's Office for Workforce Competitiveness (OWC) when it sponsored the statewide capacity building project. The goal of the project is to provide workforce development professionals with the knowledge, skills and abilities to best serve job seekers and employers in Connecticut.

Beginning in late winter, OWC will realize its vision with the establishment of a training institute for the State's workforce development professionals, which has been designed by the professionals it serves. The project guiding principles are collaboration, continuous learning, customer focus, and accountability.

The first step in the process was to create an advisory group that represented the staff from local workforce investment boards, mandatory WIA partners, and service providers. Modeled after USDOL Region's Project Advisory Group (PAG), from the start, Connecticut's capacity building advisory group has been one of the most active statewide workforce development groups in the State. The group has collectively decided on each major step in the institute's design, looking for consensus in its decision making process.

Following the traditional model for staff development, the group agreed on contracting with the Heldrich Center for Workforce Development at Rutgers University to conduct a needs assessment. The Heldrich Center conducted focus groups for various constituent groups including employers, union representatives, front-line staff, local

board administration, and One-Stop operators' management to determine the needs of workers, job seekers and employers. The information obtained from these groups was used to design surveys that were then administered to front-line workforce development staff, local WIB chairs and WIB administrative staff in the spring and early summer 2001.

The results of the needs assessment were presented to the advisory group at a design retreat held in September. Together the group agreed on a series of courses for front-line staff to meet their development needs.

The last steps in the process are to select training providers and to

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REGIONAL ROUNDUP

From the Desk of the Regional Administrator . . .

It was one of those breathtakingly beautiful New England autumn days. The sun shone brightly in a cloudless, brilliant blue sky. The air was warm and the trees, even the city trees around the John F. Kennedy Federal Building, were beginning to show their autumn colors of red and yellow. It was a normal Tuesday in the office. And then the peace and beauty of the day was pierced by news coming over the radio that a plane had crashed into one of the twin towers of the World Trade Center. Shortly thereafter we saw television footage of the second plane slicing into the second tower. Each of us will probably remember forever where we were at that moment in time on September 11, 2001, when our whole world changed, perhaps forever.

As of the most recent count, almost 4,000 workers and family breadwinners were killed in the attack. New England was disproportionately represented in the initial death toll because the two planes that crashed into the World Trade Center originated in Boston. Moreover, the spreading concentric rings of economic dislocation quickly rippled out throughout the region. Many workers from southwestern Connecticut were unable to get to their jobs in Manhattan because the island was essentially cut off from the rest of the world. Workers in other cities and towns in New England were unable to perform their jobs because their office buildings were closed as a precautionary measure.

The employment and training system quickly leapt into the breach to assist workers in the early days of the crisis. Information about how to file a claim for Disaster Unemployment Assistance was quickly made available to workers throughout the system

through the electronic media, the print media, and at local One-Stop Centers. Subsequently, information sessions for affected workers and their families were held in Boston. At these information sessions representatives from a broad spectrum of governmental agencies (federal, state and local) that could provide assistance to affected people were present to provide information and answer questions. Our employment and training system responded exactly as we hoped it would.

This rapid and sustained response to the needs of New England workers is particularly heroic in view of the economic conditions within which it occurred. In retrospect, we now know that a national recession officially began in March of 2001. The impact of this statement can be understood both in the aggregate numbers and in the individual instances of plant closings and layoffs that we hear about every day. For the region as a whole, 446,000 initial claims for unemployment benefits were filed during the six-month period, April-September 2001. This represents a 70% increase in claims over the comparable six-month period in 2000. This trend continued through October. During that month initial claims increased by 45% over September's workload. These individuals are coming to our employment and training system for unemployment and re-employment assistance as a result of layoffs and plant closings throughout the region. Rapid response staff in every state have responded to major plant closings and layoffs. The Pulp and Paper Company of America closing in

New Hampshire, the Prime Tanning Company closing in Maine, the Ethan Allan Company closing in Vermont, and other closings and layoffs throughout the region are constantly before us.

Many, if not all, of these economically dislocated individuals are coming to our system for help in finding new employment. The workload in the One-Stop Centers is unprecedented, and the work of front-line staff is made more difficult by new concerns about security in a myriad of areas. Internet access guidelines, mail-handling procedures, screening of applicants, all are being reviewed from a new perspective. It is a daunting prospect, but I know that our system will rise to the task as it has in the past. However, in order to be successful we must work together to build the expertise of our One-Stop Center staff and provide them with the tools that will enable them to do their jobs even more efficiently and effectively. That is why this issue of *New England Training Currents* is so important. I hope you will find

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From the Desk. . .

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within its pages articles and information that you can use to enhance the capacity of your service delivery system. Please consider all the tools that are available: The Workforce Excellence Network, the Project Advisory Group regionally sponsored training sessions, our many workforce oriented web sites, and the network of employment and training professionals throughout the region all stand ready to help you “work smarter instead of harder.”

Finally, I hope you will consider our regional office as a source of assistance to you in this time of crisis. Please feel free to call on us; we’re here to support you and the important work that you do.



Robert J. Semler
Regional Administrator

CT’s Capacity. . .

(Continued from page 1)

“put it all together.” The project implementation team will present its detailed plan to the capacity building advisory group in early January. The training institute will represent the fruition of a shared vision for Connecticut’s workforce development system.

For additional information about this project, please contact Barbara Palmer at (860) 263-6670 or barbara.palmer@po.state.ct.us.

REGIONAL CALENDAR

National

Journey to Performance Excellence 2002; January 13-16, 2002; Orlando, Florida. For more information contact Rachel Ramirez at (202) 693-2990 or visit www.journey2002.net.

2002 NAWDP 13th Annual Conference: Discover the New World of Professionalism; May 5-8, 2002; San Juan, Puerto Rico. For more information, visit www.nawdp.org or contact Paul Mendez at (202) 887-6120.

Regional

For information about these and other events sponsored by Region I DOL, contact Mike Angotti at (617) 727-8158.

Connecticut

For additional information on events sponsored by the Connecticut Department of Labor, contact Janice Schuyler or Barbara Palmer at (860) 263-6670.

Maine

For information on events sponsored by the Maine Bureau of Employment Services, contact Paul A. Cyr at (207) 624-6390.

Massachusetts

For information on events sponsored by the Massachusetts Division of Employment and Training, check out the web site at www.detma.org/workforce.

For information on events sponsored by Commonwealth Corporation, call Tracy Larson at (617) 727-8158.

New Hampshire

For information on events sponsored by the New Hampshire Department of Employment and Training, call (603) 228-4030.

Rhode Island

Rhode Island Department of Labor and Training Schedule:

- America’s Career Kit Training; Cranston, Rhode Island. December 5 and December 6, 2001. Closed.

For information on future training programs, please call Sue Chomka at (401) 462-8712.

Vermont

For additional information sponsored by the Vermont Department of Employment and Training, call Rose Lucenti at (802) 828-4271.

Capacity Building Web Sites

Association for Enterprise Opportunity

www.microenterpriseworks.org

Career-Intelligence.com Smart Woman’s On-line Career Resource

www.career-intelligence.com

Manpower Demonstration Research Corporation

www.mdrc.org

Mathematica Policy Research Inc.

www.mathematica-mpr.com

National Rural Development Partnership

www.rurdev.usda.gov/nrdp/

Office of Disability Employment Policy for the Dept. of Labor Technical Assistance Materials

www.dol.gov/dol/odep/public/pubs/publicat.htm

Woman’s Education and Industrial Union

www.weiu.org

 . . . Connecticut

For additional information on events sponsored by the Connecticut Department of Labor, contact Janice Schuyler or Barbara Palmer at (860) 263-6670.

 . . . Maine

Job Fairs are Routine Business for Maine

Maine, like many other New England states is still experiencing some of the lowest unemployment in its history. A shortage of skilled workers in almost every sector is creating a significant challenge to businesses and companies that are trying to stay on the front side of the State's economic boon. The help wanted section in the newspapers has doubled in the past four years and thousands of jobs are going unfilled. With so many businesses competing to hire qualified workers and the pool of available qualified workers continuing to decline, the choices for employers are limited—either more people must be recruited or the current labor pool must be developed to meet the demand. The CareerCenters have found one way to attract qualified workers to potential individual employers and various industries in ever-increasing numbers—through Job Fairs. In recent months the number of job fairs has significantly increased and with phenomenal results.

The CareerCenters are hosting on average one job fair each month with most of these events occurring

on-site. Many of Maine's CareerCenters have planned to host at least one Job Fair per quarter. The CareerCenters are able to offer employers the space and organizational benefits of gathering in one location to attract the maximum number of potential candidates.

In the past few months, CareerCenters in the communities of Sanford, Portland, Augusta, Belfast, Ellsworth, Presque Isle and Machias have hosted or helped to organize over 11 job fairs for more than 120 employers with well over 1,000 job seekers attending. Interest from many employers continues to grow. Each time a CareerCenter organizes a job fair the number of companies and job seekers increases.

According to John Bouchard, Labor Exchange Manager at the Portland CareerCenter following a recent event, "There were 20 employers represented, and there were 250-300 people who attended during that four hour period. This is our 3rd Job Fair held in house, with each one getting more employers and job seeker participants. Survey cards filled in by the job seekers and the survey sheets for employers were filled with positive comments and feedback." The Portland CareerCenter is in the process of creating a manual on how to organize job fairs, such as public service announcements, templates for surveys, letters to employers, and follow up processes that will be made available to other CareerCenters if they so wish.

Addie Cunningham from the Ellsworth CareerCenter says that they are now in the process of creating a new type of job fair. They are working with Penobscot Job Corps to plan a fair to be held in February 2002 where the students (who will be graduating soon) will showcase their skills directly to employers. According to Cunningham, "How

we would like for this to work is that the employers in the area would receive an invitation to attend this showcase and meet, interview, and see the future work force available to them. Also, the CareerCenter would be showing how we can assist with Apprenticeship, referrals, job orders, pre-screening, applications, resumes, workshops on interviewing, how to get along with co-workers, etc." The Ellsworth CareerCenter is also involved with the University of Maine, the Ellsworth Chamber of Commerce, local businesses, and Coast Acadia Development Corporation to plan the *Second Annual Hancock County Job Fair*.

Cunningham says, "The first one was held this past March as a trial and went over very well. This time we hope to enlarge the number of employers from 20 to over 50, and we are planning to use a larger building and make it more open to both employers and the general public."

With the recent surge in dislocation that Maine has experienced due to negative economic conditions, job fairs are helping to facilitate positive recruitment for laid off workers by connecting them with employers who are looking to hire. York County CareerCenters, in collaboration with the Town of Sanford Chamber of Commerce, hosted a job fair to assist 445 workers who lost their jobs with the closure of Vishey-Sprague. The event, which was also open to the general public, featured 33 employers including Shaws, Pratt Whitney, Walmart, Hannaford, Deering Lumber, Maine Staffing, and Governor's Restaurant, to name a few. Over 300 job seekers attended.

In conjunction with another major layoff, Richard Fifield, Manager of the York County CareerCenter, says his offices also participated in a

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Job Fair that was set up by Prime Tanning specifically for their employees. According to Fifield, “Over 300 Prime Tanning employees attended and according to Prime Tanning, many employees said that they filled out applications or dropped off resumes and were pleased with the turnout of the companies.”

For more information, contact Stephen R. Duval from the Maine Department of Labor of Employment Services at (207) 624-6369.



. . . Massachusetts

For information on events sponsored by the Massachusetts Division of Employment and Training, check out the web site at www.detma.org/workforce.

For information on events sponsored by Commonwealth Corporation, call Tracy Larson at (617) 727-8158, ext. 1360.



. . . New Hampshire

NH's Strategic Capacity Building Efforts

Capacity building in New Hampshire is a shared activity that engages all partners and is aligned with the Workforce Opportunity Council's mission, vision, and values. The goal is to develop and implement capacity building strategies that will support the new system by developing the knowledge, skills, and abilities of all staff.

The challenge is to develop activities that meet the needs of all partners. To accomplish this objective New Hampshire is utilizing six principles:

1. Utilize an interagency team to create and implement the capacity building agenda.
2. Include capacity building as a line item in the system's budget.
3. Develop multiple strategies for developing knowledge, skills, and abilities.
4. Seek staff's feedback to define the focus of the planned activities.
5. Use capacity building to communicate the relationship between the goals and objectives of the Council and the staff's daily work tasks.
6. Use capacity building to promote continuous improvement of the system.

Interagency Team with Oversight of Capacity Building Efforts A team of interagency directors serves as the Professional Development Team (PDT). Their responsibility is to create and implement a capacity building agenda that will promote skill enhancement of all staff. To accomplish this goal, the PDT has defined the capacity building as a combination of training, facilitation, and product development. The team is building its own capacity as it implements capacity building in the partners' agencies.

In addition, this group ensures that all system-wide training activities have a direct link to a system-wide strategic goal. While each agency may continue to provide specific skills training, it is this team's job to develop training opportunities that link the work of all staff. For example, New Hampshire Employment Security may provide training to teach its staff the implica-

tions of the new Employment Security performance measures while the PDT might sponsor customer satisfaction training for the system's staff.

Capacity Building as a Line Item in the Budget Each year as the Council develops its operational budget, partners agree to support capacity building as a shared expense. Funds are set aside to ensure the delivery of capacity building efforts during the year. The Professional Development Team submits a detailed plan that identifies the needs and the associated costs with an emphasis on activities that will help the system attain its goals. For example, the Council is committed to funding at least one statewide conference each year to share information about the system and provide training to enhance partnerships. In the future, the PDT will explore how to get business sponsorship for its capacity building activities such as the statewide conference.

Multiple Strategies for Capacity Building The PDT recognizes that capacity building is more than training. As such, the PDT is committed to promoting the dissemination of information to all staff (e.g., a monthly newsletter, a master list serve of all staff, an interagency directory of all partners' services) and conducting focus groups to determine and enhance internal customer satisfaction. In addition, the PDT has networked to deliver system-wide training that is being sponsored by US DOL (e.g., Career Network training).

Feedback to Define the Focus The PDT does not work in a vacuum. While each member of the team represents the needs of its staff, the PDT seeks out input from all levels of the partners' organizations to determine the most pressing needs (e.g., held a communication

focus group to determine communication needs). In addition, feedback about the activities provided (e.g., conference evaluations) is used to improve and enhance future activities.

Capacity Building to Communicate Goals The PDT is responsible for the communication of how each employee's work is connected to the Council's goals and objectives. It is this group that ensures the flow of information between organizations and within organizations. It is also this group that ensures the sharing of information (e.g., the newsletter) that explains not only the system's plans but also how each employee contributes to the system's outcomes. In short, the PDT helps the system understand how it is moving toward the shared vision.

Continuous Improvement to Sustain the System The Professional Development Team is also one of the champions of continuous improvement. Building the capacity of staff to meet the challenges of the future requires a commitment to incremental change as well as breakthrough change. The PDT is focused on providing opportunities for staff to develop the skills they need to manage the transition and achieve both kinds of change.

In addition, the members of the PDT are learning new skills that they can use in their respective agencies to promote learning and growth (e.g., how to plan an inter-agency conference). The long-term plan is to supplement the skills that are currently missing with outside resources while simultaneously developing the in-house capacity to be self-sufficient. For example, Sandra Hastings of Sandra Hastings Associates facilitated the development of the first interagency conference and created *A Guide for Conference Planning* that the PDT is now using to plan future conferences. Implement-

ing this strategy, the PDT was able to develop the first conference while learning how to replicate the process for future conferences.

Implementing these six principles, the NH WORKS system is demonstrating its commitment to the development of its greatest asset—its employees. By funding interagency capacity building, the NH WORKS system has clearly defined how it will continually build its ability to meet the changing needs of the businesses and job seekers in New Hampshire. Because of the focus on employee growth and skill development, staff in New Hampshire have participated in multiple capacity building efforts over the last year. Data collected at the conference, in the Communication Focus Group, and at training sessions is being used to plan and refine the capacity building efforts in 2001-2002.



. . . Rhode Island

Capacity Building

A One-Stop training subcommittee was formed in Rhode Island to design a capacity-building training plan for all One-Stop staff. The subcommittee was comprised of staff representing partner agencies from Rhode Island's One-Stop system, netWORKri. The subcommittee used several sources to identify staff core competencies including input from the netWORKri Project Manager, Center Managers, and several center staff who participated in the training subcommittee meetings. Job function learning objectives from NAWDP were also utilized as well as NASWA/CESER's twelve core customer One-Stop interactions.

From these sources, the netWORKri capacity-building center training plan was established. The plan encompasses the following core competencies:

- Technology
- Customer service
- Center manager
- Counseling
- Job development

All netWORKri staff participated in these capacity-building core-training programs:

- Disability Sensitivity training
- Cultural Diversity training
- Customer Satisfaction training
- Welcome to One-Stop training
- Leadership 2000
- Team Effectiveness training
- Technology training

As RI's One-Stop Implementation grant has come to an end, some of our capacity-building efforts have shifted and improved due to technological advances, the receipt of new grants and contracts, and changes in the economy and how these changes affect the customers we serve. Many training programs have been offered to help staff meet their diverse customer base. Courses have included adaptive technology training for those staff who assist disabled customers. Under RI's new Rhode to Independence Disability Grant, many more capacity-building programs will be offered including disability awareness, employers' perspectives on hiring people with disabilities, the ADA, work incentives, and the identification of organizations and resources that provide information and services to those with handicaps in the community.

With dramatic changes in our economy, capacity-building programs will also include labor market information training stressing job development and placement and building relationships with employers. Labor Market Information

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training will also provide staff with an overview of the state of RI and New England's economy and new census data findings.

Technological advances ensure that continual capacity-building will be provided on America's Career Kit to all netWORKri staff with emphasis on enhancements and new changes to America's Job Bank, America's Career Infonet, America's Learning Exchange, and America's Service Locator. Additionally, capacity-building on all of the newest Microsoft software programs is offered continually to all netWORKri staff with specialty classes such as Microsoft Word for Resume Writers and Microsoft Word Shortcuts offered biannually.

The identification of additional capacity-building programs comes from netWORKri training needs assessment questionnaires that are distributed to all netWORKri staff for completion twice a year. The questionnaires are completed and returned to the netWORKri training coordinator. The data from the questionnaires are analyzed and prioritized based upon need. Additional training programs may be coordinated from data analysis.



Building Capacity through Partnerships

The Vermont Department of Employment and Training, through its network of twelve Career Resource Centers (CRCs), is meeting the challenge of providing comprehensive services to our customers by drawing on the resources of a growing network of community partners.

In the Burlington CRC other staff have pitched in, following the loss of their career counselor, to help facilitate weekly support groups for job seekers. Two partner agencies, The Burlington Housing Authority and The Family Self-Sufficiency Project, have also provided staff to assist in group facilitation, resulting in this valuable customer resource being maintained until a new counselor is hired. Also in Burlington, Employer Resource Consultants from the CRC joined with Vermont Association of Business, Industry & Rehabilitation to conduct a workshop for over 50 employers. The purpose of the workshop was to assist employers in dealing with concerns and issues in relation to the Americans with Disabilities Act.

The Brattleboro CRC has successfully brought the Work Experience, Education and Employment for Vermont (WEEEV) Program to their region over the past year. This is inherently a program of partnerships, from its funding through the Vermont Department of Prevention, Assistance, Transition and Health Access (PATH), to its implementation that includes case management of participants with PATH, DET, and Vocational Rehabilitation. Employers also play a vital role by providing work site instruction and training throughout the thirty-week program.

Transportation, or lack of the same, is a problem for many customers in a rural state without widespread public transportation. St. Albans' CRC is working with PATH, Good News Garage, and Northwest Vermont Public Transportation to provide alternative modes of transportation. One vehicle is now available to provide transportation for work or training related activities. If attempts to secure a second car and a van are successful, more flexible coverage,

including night hours, will be possible.

In the Middlebury CRC, staff has enlisted the help of the local Diversified Occupations program as well as the Counseling Service of Addison County to provide ongoing support for several clients with disabilities who were placed with local employers. Also the Vermont Adult Learning staff have provided many CRC clients with basic educational services, in preparation for employment.

The Bennington CRC actually houses staff of Vermont Associates, an agency that provides career development services to older workers, combining the Vermont Associates staff resources with the technical and other resources of the CRC. This office also places a strong emphasis on working with youth, with a DET staff member serving as chair of the local Council on Youth, which is a coordinating entity for youth services.

Rutland's CRC has recently been working closely with Vocational Rehabilitation and Rutland Mental Health to address the needs of individuals with mental disabilities who "fall through the cracks" because they are either not identified, or are not eligible for existing programs. All partners are working together to establish new assessment and referral procedures and eventually, new training programs and workgroups.

The St. Johnsbury CRC has collaborated with nearby Lyndon Institute Vocational Education to offer entry-level skill training for machinists that includes machining mathematics, blueprint reading, and operating manual machining tools. The course was developed with the active participation of a committee of seven respected local employers of machinists. Committee members interview and select students for admission to the course, and

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successful completers are assured of employment.

DET's Morrisville CRC, in partnership with the Department of Corrections (DOC), has recently established a satellite office in DOC's women's residential facility (the Dale facility) in Waterbury. DET supports this effort with regular staff hours on site, computers, and access to our support systems and databases. The Dale Project enables DET to serve women residents before they exit the facility. Services

include preliminary assessment, career counseling and relevant on-site training that help women to transition to productive employment upon release. Some additional training in non-traditional employment options has been delivered in partnership with Northern New England Tradeswomen. Crucial bridges with local CRCs are developed so that lag time between release from the Dale facility to job interviews is as brief as possible.

To contribute, make comments, and/or provide feedback on the information presented in New England Training Currents, please contact:

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TRAINER'S CORNER

Creating and Using Flow Charts

Why would someone use a flow chart? To identify the actual flow or sequence in a process. Flow charts aid in the understanding of a complete process. It shows the progression of documents. These charts also demonstrate:

- How steps relate to conflict;
- Opportunities for improvement;
- Links process to customer satisfaction; and
- Identifies gaps, redundancies, and wasted resources.

How is a flow chart created?

1. Determine the process to be documented.
 - Use this as a Title for your process and write it at the top of the flip chart.
 - Indicate the date and the names of the members who participated.
2. Determine the frame or boundaries of the process.
 - Clearly identify the Start and End of the process.
 - Agree to the level of detail

to be used (Macro Flow Chart). To understand the general process, be consistent in the level of detail shown. A Macro-level flow chart will show key action steps but no decision boxes.

3. Sequence the steps.
 - Arrange the steps in the order they are carried out. Use post-it notes so the steps can be moved around. Do not draw in the arrows yet.
 - Document the current process. Unless you are flowcharting a new process, sequence what is, not what should be.
4. Draw in the arrows to show the direction or flow of the process.
5. Test the flow chart for completeness.
 - Are the process/steps being defined clearly?
 - Validate the flow chart with people who are not on the

team, but are involved in the process.

Remember to keep it simple. An individual can get more detailed as his or her experience grows. Label each process step using words that are understandable to everyone.

In effective flowcharting:

- Document the current process.
- Document the ideal process.
- Compare to identify the differences.

Flowcharting can be applied to almost anything; however, it is always helpful to ask the following Five Key Questions.

1. Which steps add value?
2. Are all steps necessary?
3. Can we combine or eliminate steps?
4. If changes are made, will the remaining steps yield the desired results?
5. Will any changes affect others?

StaffSkills. . .

(Continued from page 1)

StaffSkills is delivered in three full days spread over a three-week timeframe, to enable application and discussion of new skills and resources. The core modules are based on generic competencies but a flexible instruction level and participant examples enable sessions to match the needs of the group. Attendees are from a mix of Career Centers and are encouraged to showcase effective practices and share useful information and techniques. Each module is led by an instructor team that includes a state agency trainer and a practitioner from the field, whose daily work focuses on the specifics dealt with in that module. The series will run monthly, during the course of the year, and be held in different regions of the state.

The six modules that make up the training are:

1. Case Management/Coaching: Principles and Practice,
2. Customer Assessment,
3. Developing Plans and Caseload Oversight,
4. Arranging and Referring,
5. Using Case Consultation and Support from Others, and
6. Recording Information.

Understanding the training by supervisors and support for staff who attend is critical. Preparatory materials describing the series and expectations of those attending, is made available to participants and their supervisors, prior to the start of training. The formats for instruction include topic overviews with discussion, problem scenario exer-

cises, practice sessions, homework assignments, and e-mail contact between sessions. Staff people who attend the series each receive a certificate of completion.



The mention of any products or vendors does not constitute an endorsement by the United States Department of Labor.

Technology Tip

Computer Viruses: What You Need To Know

As people use e-mail as a tool for communication, blanket warning are sent out regularly to employees regarding the latest computer virus. These warnings originate with the best intentions of protecting the public. However, we should be clear about several things first when dealing with computer viruses. Exactly what is a virus and how is it spread?

E-mails, the Actual Text Messages, do not contain viruses because viruses cannot exist in an e-mail text message. They cannot exist in Usenet (newsgroup) postings or simply "float around" the Internet. Viruses are attachments that accompany a text message. *Not all attachments are bad, but all viruses transmitted by e-mail come as attachments.*

A virus is a piece of software designed and written to adversely affect your computer by altering the way it works without your knowledge or permission. Viruses must be attached to and infect an executable program (.exe, .vbs). Therefore, when reading an e-mail an individual is not executing any malicious code to activate a virus or system-destroying bug! In more technical terms, a virus is a segment of program code that implants itself to one of your executable files and spreads systematically from one file to another. Computer viruses do not spontaneously generate. They must be written and have a specific purpose. A virus has two distinct functions:

- Self-replication or Propagation: Spreads itself from one file to another without your input or knowledge.

- Virus Payback: Implements the symptom or damage planned by the perpetrator. This could include erasing a disk or harddrive, corrupting your programs or just creating havoc on your computer. The virus payload can be benign or malignant at the whim of the virus creator.

A benign virus is designed to do no real damage to your computer. For example, it will conceal itself until a predetermined date or time and then does nothing more than display some sort of message.

A malignant virus is one that attempts to inflict malicious damage to your computer, although the damage may not be intentional. There are a significant number of viruses that cause damage due to poor programming and outright bugs in the viral code. A malicious virus might alter one or more of your programs so that it does not work as it should. The infected program might terminate abnormally, write incorrect information into your documents, or the virus might alter the directory information on your system. This might prevent the partition from mounting, or you might not be able to launch one or more programs, or programs might not be able to locate the documents you want to open.

Some of the viruses identified are benign; however, a high percentage of them are very malignant. Some of the more malignant viruses will erase your entire hard disk, or delete files.

Who's Who in...

... Washington and the Region

Information on NAWDP can be obtained from:
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(202) 693-2990
http://www.workforce-excellence.net

Information on the National Leadership Institute for WEN can be obtained from:
http://www.wibleadership.com



... New Hampshire

Contact for Training Issues:
Dept. of Employment Security
32 South Main Street
Concord, NH 03301
(603) 228-4030
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Contact for One-Stop Career Centers:
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Program Technician
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10 West Street
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Contact for Welfare Reform, General Employment Service:
Sandra Sweeney
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Dept. of Employment Security
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Contacts for Welfare Reform:
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6 Hazen Drive
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Jackie Heuser
Adult Workforce Director
Workforce Opportunity Council, Inc.
64 Old Suncook Road
Concord, NH 03301
(603) 229-3470
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... Massachusetts



Contacts below are at this address:
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The Schrafft Center
529 Main Street, Suite 110
Boston, MA 02129
(617) 727-8158
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WIA Youth Services:
Ephraim Weisstein
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WIA Adult Services:
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WIA Dislocated Workers:
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Apprenticeship:
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School-to-Career:
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Director
Massachusetts Department of Education
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e-mail: fkane@doe.mass.edu

Contacts below are at this address:
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Fax: (617) 727-1090

WIA Implementation:
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Welfare-to-Work:
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Career Center Operations:
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Contacts below are at this address:
Division of Employment and Training
Hurley Building
19 Staniford Street
Boston, MA 02114
(617) 626-6600
Fax: (617) 727-2039

Wagner-Peyser:
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e-mail: mboyle@detma.org

Veteran's Services:
Eileen Zewski
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WOTC:
Alice Sweeney
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Who's Who in...

... Connecticut

Connecticut Department of Labor
200 Folly Brook Boulevard
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All of the contacts below are at the above address.

Contact for Staff Development:
Janice Schuyler
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Contact for Labor Market
Information:
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Director of Research
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Barbara Palmer
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Contact for Automation Support:
Susan Stackpole
Program Manager
(860) 263-6380

Contact for Welfare-to-Work:
John Lorch
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Contact for Performance
Measurement:
Adele DeFrancesco
Manager
(860) 263-6740

Contact for WIA:
Lorna Joseph
Director of Operational Support
(860) 263-6044

... Maine

Paul A. Cyr
Deputy Director
Bureau of Employment Services
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Fax: (207) 624-6499

Scott C. Tilton
Director
Fishing Industry Retraining Project
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Fax: (207) 594-9578

... Rhode Island

Contact for Workforce Development
Services:
Judith Cozine
Assistant Director
Workforce Development
Department of Labor and Training
Center General Complex
1511 Pontiac Avenue
Cranston, RI 02920
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e-mail: jcozine@dlt.state.ri.us

... Vermont

All of the contacts for Vermont
are at the address below.

Vermont Department of
Employment & Training
5 Green Mountain Drive
P.O. Box 488
Montpelier, VT 05601-0488
(802) 828-4000
Fax: (802) 828-4374

Contact for One-Stop Operations:
David Copeland
Assistant Director
Jobs & Training
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e-mail: dcopeland@det.state.vt.us

Contact for WIA Dislocated Workers:
Andrea Tomasi
Program Coordinator
(802) 828-4177
Fax: (802) 828-4374
e-mail: atomasi@det.state.vt.us

Contact for Wagner Peyser, LVER/
DVOP, WOTC:
Michael Calcagni
Program Coordinator
(802) 828-4350
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e-mail: mcalcagni@det.state.vt.us

Contact for School-to-Work
and H-1B:
Greg Voorheis
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Fax: (802) 828-4374
e-mail: gvoorheis@det.state.vt.us

Contact for WIA Adult and Youth:
Rose Lucenti
Program Coordinator
(802) 828-4271
Fax: (802) 828-4374
e-mail: rlucenti@det.state.vt.us

Contact for Apprenticeship:
David Lagala
Apprenticeship Program Chief
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Fax: (802) 828-4374
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Contact for One-Stop Career
Centers:
Kathleen Partington
Project Manager
One-Stop Project Office
Department of Labor and Training
Center General Complex
1511 Pontiac Avenue
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Contact for Training:
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(401) 462-8712
Fax: (401) 222-1635
e-mail: schomka@dlt.state.ri.us

Workforce Excellence Network

Associate Membership Application Form 2001

Organization Name: _____

Contact Person: _____ Title: _____

Organization Address: _____

City: _____ State: _____ Zip Code: _____

Telephone #: _____ Fax #: _____

Web Site: _____ E-mail Address: _____

Type of Organization: _____ Major Funding Source: _____

Major Activity: _____ Governing Board: _____

If no board, who is the signatory? _____

To whom does your organization report? _____

(Mayor, Governor, County Commission, School Board, State Office of Workforce Security, etc.)

How many staff are in your organization? _____

One-Stop Participation: _____

Approximate Annual Funding: \$ _____

Direct Customer Services: _____

Does your organization utilize any Total Quality Management or Continuous Improvement Principles in the management of your organization? (Circle One) Yes or No

How long has your organization used Total Quality Management or Continuous Improvement Principles?

Has your organization received any awards or recognition as a quality organization or for high performance?

(Circle One) Yes or No

If yes, from whom did you receive an award or recognition and when? _____

Are you interested in receiving additional information about quality programs?

(Circle One) Yes or No

Are you in need of technical assistance information or leads of professionals in this area?

(Circle One) Yes or No

Workforce Excellence Network
US Department of Labor, Employment and Training Administration
200 Constitution Avenue, NW Room C-4318
Washington, DC 20210
Attention: WEN Membership

Quality Initiatives

If we are to enjoy economic growth in the 21st Century, we must continually search for better ways to accomplish our goals and achieve our missions. The road to high performance is not a guarded secret. Awareness is the first step. High performance organizations don't get that way by chance, they are designed for success. The Workforce Excellence Network (WEN) can assist you in your journey to Performance Excellence. Member Benefits include:

- Copies of criteria for workforce excellence.
- Discounted registration fees at all WEN events and training, including the annual Journey to Performance Excellence Conference.
- Unlimited access to the resources, tools and information available through the WEN web site, including members only reports and resources.
- Technical assistance from the WEN staff in identifying best practices, consultants, conferences, and training opportunities in quality and high performance.

Associate Membership is Free. Fill out the application above or on-line at www.workforce-excellence.net