



Modernizing the US Workforce System

By: James Thomas, CA

Joe Vital, NASWA Information Technology Support Center was our morning speaker. Joe started off explaining what the Steering Committee was working on: UI IT Modernization, Products & Services and Education & Training. Joe gave us a visit to the ITSC website showing the great useful tools. The website was designed to allow states to work together with sharing information.

The SCUBI system helps states effectively find jobs that fit their qualifications. The unique part of the program is to help states detect fraud quickly. Joe introduced the audience to several programs on the website that are dedicated to the UI Workforce.

Joe also covered several projects and programs to include: UI Process and IT Modernization, The UI Business Process and IO Modernization Guidebook, Lifecycle of an IT Project, Learning Reasons for Success, Leading Causes of Failure, Slippage, Current Trends, Stat UI IT Consortia, Emerging Trends, Operational Support, Implementation Approaches, Costs, and Mexico Performance Measures. What are the Cloud Types and Models, Cloud vs Data Centers, Cloud Security and Consortiums and Cloud. Joe reminded us, not to re-invent the wheel or program. He thinks you have something that works, just build upon them.



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Rethinking Job Search

By: Janelle Guthrie, WA

Consider the common mindset of the unemployed. You've lost your job. You're depressed, stressed and humiliated.

Susan Barksdale, MSW, MS, a trained cognitive behavioral therapist with Incite Incorporated, started with this in mind as she developed the concept for Rethinking Job Search.

A shift in thinking

While most American Job Centers offer courses in resume writing, interviewing and hard skills, she says, Rethinking Job Search focuses on the emotional side of unemployment—and what it takes to shift the mindset to change your thinking, your feeling and your behavior.

"It's amazing how many people come in not knowing they have a choice about how to think, how to behave and how to act," Barksdale says. "Rethinking Job Search helps people learn they have control over their feelings, thoughts and behavior. It's a very simple concept. Thoughts + actions=consequences."

Rethinking Job Search is a 24-hour program, presenting in two-hour sessions, three times a week, for four weeks. Curriculum is participant-driven with homework assignments, job-search logs and evaluations and accountability for participation through a contract for success. The contract includes things like: Be present, participate, come to all the sessions, do the job search and show up mentally.

Incite Incorporated started out with a \$20,000 pilot project at two Oregon WorkSource offices funded by the Kaiser Community Health Fund—and they saw positive results. Evaluation found 87 percent of participants were employed

during or after taking the course—33 participants.

Next, they applied for and received a \$3 million grant from USDOL Workforce Innovation Fund to implement their program and serve at least 1,000 participants over a five-year period starting in fall 2014. The grant covered a full-time project manager, a cognitive behavioral specialist, a third-party evaluator, and contracts for implementation with local workforce boards. The money also covered training of facilitators, a website, and branded materials to reproduce at all 10 selected sites.

Susan's colleague, Georgia Conrad, MBA, developed the concept of a collaboration portal and designed all the materials and branding.

How it works

All UI claimants receive an email inviting them to participate in Rethinking Job Search one week after they start receiving benefits. They receive one job search credit just for completing a survey to see if they are eligible to attend the program. If they are selected to participate, they self-enroll and receive five credits for every week they participant in all three classes.

Implementation

Step 1 was a focus on partnerships. The company already had a data-sharing agreement with Oregon's unemployment insurance program and partnerships with workforce boards. Next was putting out a request for proposals for an evaluator.

The next step was to make it simple. Georgia and the team developed Rethinking Connect, a web-based platform to centralize tracking for participants and facilitators. The site includes an on-line



scheduling program with easy access for participants

to sign up. The site allows facilitators to engage in problem solving, post announcements, hold discussions, schedule courses, collect testimonials and share resources like the posters, flyers and cards Georgia designed.

Step three was getting the message out. The team used emails to unemployment insurance claimants, the incentive for participating, referrals from WorkSource staff, flyers and posters, facilitator cold calls, and word of mouth to attract participants.

Success to date

To date 66 percent of participants have completed the online evaluation sent immediately upon completion of the workshop and 97 percent said they would recommend to a friend.

So far, 623 Oregonians have participated in Rethinking Job Search and the project is on track to meet the goal of serving 1,000 during the life of the grant.

As the project continues, they'll use unemployment insurance data to learn more about how the project affected participants when compared to non-participants, including:

- How long participants were on unemployment;
- Their earnings once employed;
- The type of employment gained; and
- Their earning potential.

Learn more at:

<https://rethinkingjobsearch.org/>

#InstaWorkforce: Social Media Experience for the Millennial

By: Janelle Guthrie, WA

Facebook, Instagram, Snapchat, Pinterest. So many social media opportunities! How can you keep up with it all? Victor Rapez-Betty, Next Generation Zone, Career Specialist, from Spokane, Wash., joined IAWP members Tuesday afternoon for a quick tutorial on how to use social media to connect with millennial job seekers.

#InstaWorkforce: This isn't about recruiting through social media—it's about networking through social media platforms to build relationships and help your clients find jobs, Victor says.

Victor shared that millennials see themselves differently than other

generations might see them. They believe they are capable, authentic, open to feedback and driven by purpose, he said.

"They don't want us to sugarcoat things but provide genuine feedback," he said. "If I approach any one of my participants and try to sugarcoat things, they can absolutely sniff it out."

It's important to connect with them in an authentic way.

Facebook: Facebook is one of the most commonly used social media tools. Victor offered these tips on how to maximize Facebook.

- Create a professional page with your work email account—and correspond with job seekers using that professional account.
- Friend your customers during the initial appointment or program enrollment.
- Stay connected to your page throughout the day.
- Create a business account for your workforce center.
- Control how your page appears by pinning or promoting the placement of important posts so they won't get lost in a news feed. You can target your promotions to specific areas or age groups. You can spend just \$10 to promote your post for 24 hours.
- Promote upcoming events: Job fairs, leads, hiring events, training opportunities.

Instagram: Brand image is critical to familiarity with your posts on Instagram. To develop your brand, you need to think about three things:

- Who is your target audience?
 - ◇ Relate to their needs.
 - ◇ Post frequently but do not overpopulate your customers' news feeds.
 - ◇ Keep it simple.
- What do we offer?
 - ◇ Be inclusive when offering services and don't alienate based on eligibility.
 - ◇ Focus on things that everyone can access.
 - ◇ Provide external resources that help access services you don't provide.
- How do we set ourselves apart?
 - ◇ Create a brand style guide and stick with it.
 - ◇ Use relevant hashtags that could make your post visible to those you do not serve.

Your Instagram caption should support the post and provides additional details to complete the story. Keep it simple and short and add hashtags. You can search by hashtag to get ideas.

Social media business plan—DIY style: To launch your social media strategy, Victor suggests you start with a business plan. Here are some easy steps:

- Build your case and get buy-in from your organization.
- Build a team and define rules.
- Set goals and define what success looks like.
- Develop your brand and messaging strategy.
- Identify core areas of focus for social media.

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Daily "Terri"ism

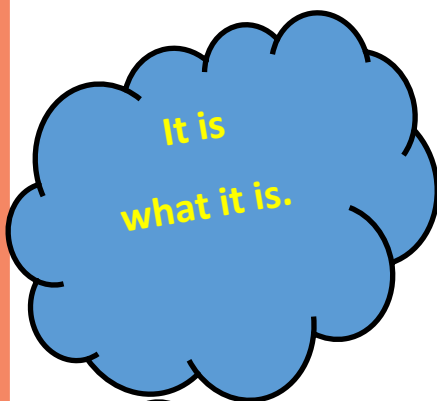


Photo by: David Slimp, OK



Awards

By: Sharon Mike, MD

There is much excitement among IAWP members and chapters when it comes to awards! This year in Costa Mesa was no different. A lot of hard work is done throughout the year and everyone was anxious to find out the winners at the annual Awards Ceremony on Tuesday.

The first award presented was the Public Policy Award and the winner was Patrick Henning, Jr... He is the Director of the California Employment Development Department who was involved in many legislative issues and reports covering areas he administers such as California training benefits, paid family leave, automation, unemployment and state disability benefits, the Workforce Innovation and Opportunity Act, School Employee Fund and others. He is a big believer in making sure information and communications reaches all employees and believes in training and cross training staff.

There was only one Citation winner this year and it was in the group category. The Oregon Chapter was responsible for nominating Fred Meyer Superstores for the Group Citation Award. The company performed outstanding service and commitment to specialized fields by their support of the youth in the communities where their stores are located. They sponsored or participated in many events at the elementary or high school level including Junior Achievement, weekend food for homeless students, Back to School supplies, summer lunches for kids and much more with drama clubs, school bands and athletic teams. In addition, Fred Meyer used their many stores, public outreach and reputation to promote and utilize WorkSource jobs and resources and

the iMatchSkills program of the Oregon State Employment Department. Being able to recognize IAWP members and groups is a wonderful opportunity. Our Individual Award of Merit Winner was Colette Nwonye of the California Employment Development Department. Colette was recognized for activities that vividly illustrated IAWP's organizational objectives and guiding principles: supplying the membership with relevant educational opportunities, providing timely and informative communication and passionately equipping members with practical tools to prepare them for challenges faced daily. During the year she actively enhanced and strengthened many community partnerships, supported multiple IAWP sub-chapters and the state chapter, created and launched the Fresno Chapter's Leadership Academy and corroborated with her Department's Training and Development staff to create the Business Process Innovation Checklist for the Disability Branch.

The IAWP Veteran Ceremony Planning Committee of the Washington Chapter was the winner of the Group Award of Merit. The team of ten individuals was responsible for holding a Veterans Ceremony on the State Capitol grounds to honor all veterans. Their work included reserving the memorials at the State Capitol, selecting a Color Guard (Intertribal Warriors), arranging for an emcee (Washington State Dept. of



Veteran Affairs Deputy Director), securing culturally diverse speakers and obtaining funds for lunch. Their hard work and dedication to a quality outcome made this event a great success. The IAWP members of the committee were Sheila Johnson-Teeter, Ann Hartman, Maria (Susana) Darcy, Shelley Calkins-Ackroyd, Don Meseck, Mimi Reeves and Judy Johnson. Non-IAWP members were Krista Basic, Sam Mitchell and Stephanie Wheeler.

This year California won both the Individual and Group Workforce System Customer Service



Awards. The individual winner was Samuel Martin. He has provided exceptional customer service and shown exemplary leadership within the Workforce Services Office and the Youth Educational Opportunities Program. Samuel has demonstrated an unwavering commitment to the Employment Development Department's (EDD) goals to assist at-risk youth by the continued development of EDD staff and the youth program. He sits on the youth programs governance council ensuring consistency in the program throughout the state and implementing policies that enhance the program for youth in the Sacramento area. Samuel was a grant recipient from the IAWP Sacramento Chapter for the youth conference and dedicates an enormous amount of his own time to all of the above. - Continued on page 5



Awards - Continued from page 4

The Group Workforce System Customer Service Award was presented to the Irvine Workforce Services Team for maintaining exceptional services during the relocation of their office with the team of staff being split up in multiple locations. They assisted over 16, 000 jobs seekers and the Business Services team coordinated over 251 recruitments and continued to offer comprehensive employment and training services despite the disconnect of staff.

Retirees are just as important to IAWP as when they were working and this years Retiree of the Year award winner Patricia Thornton of California is no exception. She did not become inactive in IAWP when she retired as proven by these accomplishments: member of the Sacramento local chapter, Executive Office Manager for the California State Chapter, editor of the State Chapter newsletter Cal-Liope, delegate for International Conferences, FLASH editor in Buffalo, State Chapter Communications Chair and responsible for submitting communications award nomination, promotes educational and training

activities for IAWP and is an active mentor for her local chapter.

The 2016 Individual Ealton Nelson International Development Award was presented to Jason Huang, Republic of China/Taiwan, for diligently working to encourage other Embassy labor attachés to attend this year's conference and get involved in IAWP. He also encouraged his government to increase participation in the conference and they have sent four delegates this year.

The Group International Development Award winner was the Washington, DC Chapter for their efforts in recruiting and developing relationships with potential international delegates at the Embassies.

The Chapter Awards were presented next. Each year chapters work hard to provide information, training, education, community service opportunities and other activities to their members. All of this is documented and submitted for judging in 5 categories: Chapter Development, Communication, Education, Marketing and Recognition. The Chapters with the highest number of points is then

recognized for their achievement.

This years' awards are as follows:

Chapter Development – Oregon, New Jersey, Illinois and California
Communication – New Jersey
Education – California
Marketing - California
Recognition – Oregon

The IAWP High Five Award recognizes chapters that submit nominations for award recognition in all five chapter categories as listed above. The High Five winners this year were: California, Illinois, New Jersey and Oregon.

Congratulations to all the winners! We especially want to thank all those who took time to write and submit nominations for without them our awards program would not be very exciting. There are many individuals and groups out there who deserve recognition so please consider submitting a nomination next year. We can all benefit from hearing about great work and taking away some ideas!

Workforce Connect Tools

By: Steve Corwin, OR

Joe Vitale from ITSC (Information Technology Support Center) shared the Workforce Connect Tools application program. It is an integrated front end with single sign on for job seeker customers. You can call it a front door or integration registration system and integrate it with validation tools like LexisNexis.

It offers "real time triage" to downstream application programs that are linked to the system. It passes the job seeker's credentials on to these programs, so they

do not have to log in repeatedly. After completing the attestation (agreeing that the information entered is true) page, the job seeker is shown their dashboard screen.

The dashboard screen is customizable to include selected UI data, job board, partner information, additional website links (like to the online claims system), and tools. It includes display information and screen crawlers to highlight messages (i.e.: scheduled system maintenance

downtime) to the job seeker customer.

A separate secure messaging tool can be included with the Integrated Registration System to communicate with claimants. Fact finding and other UI forms can be automated in this tool. Blocks of customers can be notified with ad hoc messages using filters set by workforce relations in each state. It is Cloud ready, the open source code is free of charge from ITSC, and FedRAMP compliant.

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Membership Awards

By: Sharon Mike, MD

The 2016 Membership Awards were given to several individuals and chapters for their efforts in membership recruitment and retention.

The Bronze Keys winners were Erika Motzko and Charlene Grafton from the Oregon Chapter and Betty Jo Knutson of the Ohio Chapter.

The Silver Key winner was Erika Motzko of the Oregon Chapter and she was also the Gold Key winner.



Keeper Korps winner was Betty Jo Knutson of the Ohio Chapter.

The following chapters were recognized for having the most new members: Small

Chapter – Maryland, Medium Chapter – Texas and Large Chapter – Oregon.

In addition, numerous Chapters were recognized for having a minimum of 75% renewals during the current membership year: California, Colorado, District of Columbia, Georgia, Idaho, Illinois, Indiana, Louisiana, Maryland, Minnesota, Montana, New Jersey, New Mexico, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Texas, Washington and Wisconsin.

CompTIA's Creating IT Futures and Work-Based Learning

By: Donna Glacken, WA

When we think about getting high school students ready for the workforce we think about sending them off to minimum-wage jobs flipping burgers and waiting tables or they may land an internship with the company, learning a business skill.

CompTia has gone way beyond that old way of thinking by developing internships built on the 4 Ps.

- Project for the student to work on it's both challenging and valued
- Place for the student to work on the project
- Personnel who will care about and supervise the student
- Payment preferably monetary, to the student for the work they do

The 4 Ps allow the employer and schools to work together to create the perfect internship model that works both for the student and the employer.

There are four internship models

Model One: traditional internship where the employers provide all 4P's of the internship at their workplace

Model Two: is the a shared managed internship which allows for part of the internship to be handled virtually in cooperation with employers remote office

Model Three: is the partners internship when corporations can't supervise an intern on location but they can coordinate with their local channel partners to offer student internships

Model Four: is the consultant internship where smaller businesses that don't have enough room or workload for an intern but they can manage their projects with other small businesses through school districts or other organizations

CompTIA's out of the box thinking has brought students to be IT ready, producing high results in Chicago, Illinois by serving underserved populations such as low-income, long-term unemployed, multiple ethnic & racial groups, women,

veterans and individuals without college degrees.

The impact has been phenomenal.

- 94% graduation rate
- 80% hired at a living wage starting salary
- 75% job retention
- 30% income increase in the first year

The IT ready program provides the following opportunities; competitive admissions, free classes, eight weeks of full-time training, graduation with industry recognized certifications, training and soft skills, job placement, IT industry mentors and continuing education.

Congratulations CompTIA for all your accomplishments and sharing your information at the Workforce Development Conference.

For more information on CompTIA and their programs go to CreatingITFutures.org

Unemployment Insurance (UI) 101 for Non-UI Staff

By: Steve Corwin, OR C- Continued from June 20, 2017 Flash

Most claimants are required to register with their state workforce agency, but some are not. Those exempted from this requirement include those who meet the state's definition of employer attached. Such claimants are considered "TLO," to be on a temporary layoff from their employer. Others are union workers who obtain all of their work through their union hiring hall.

Some claimants don't do anything to claim. This is when their employer participates in the Work Share program. Employers can reduce the hours of all their staff to avoid outright layoffs, and file UI claims for their workers to help make up for the reduced pay they will receive.

Other special benefit programs include SEAP wherein claimants can receive UI benefits while starting their own business. These businesses often become employers themselves, so the return on investment of this program can repay the system manifold.

Trade affected workers, those laid off due to foreign competition can collect UI while attending school. This program has many benefits on top of the weekly UI benefits to help trade affected workers complete school or training programs to skill up for new occupations.

A big part of the current claim environment is the RESEA program, which calculates claimants' likelihood of exhausting the benefits available in their UI claim. These claimants are targeted for special services that are meant to assist them in finding new jobs before they

exhaust their benefits.

Claimants may be disqualified from receiving UI benefits for "misconduct," which is defined as a willful and substantial disregard of the employer's interest. In some states, committing a crime is considered misconduct.

Overcoming separation denials of benefits is different from state to state. In some states, a claimant can requalify for benefits by earning as little as six times their benefit amount and then becoming unemployed through no fault of their own. In other states the claimant must earn ten times their weekly benefit amount to requalify.

When separations involve quits and discharges (firings), adjudicators must investigate and determine if benefits can be paid or must be denied to the claimant. Both the claimant and employer can object to the decision made, and ask for a hearing. Beyond the hearing stage, either party can appeal the decision. Finally, either party can seek redress in the court system.

When benefits are wrongly paid, states have to set up "overpayments" and recover the erroneously paid benefits. There are myriad ways this can be done, from garnishments, the Treasury Offset

Program (TOP) to seize tax refunds, etc. The simplest ways are to withhold benefits as the claimant keeps submitting weekly claims, or to get the claimant to just pay back the money.

There has been a big emphasis on preventing overpayments. It is far better to prevent them than to try and recover funds after they are wrongly paid out. Prevention relies on educating claimants and employers, using new hire reporting systems (NDNH and SDNH) originally created for child support enforcement reasons; wage cross match systems, and data queries.

When fraud occurs, either by the employer or the claimant, states have a variety of means of penalizing the offenders. They can assess "penalty weeks" wherein a claimant qualifies for benefits but does not get to collect any. Penalty fines can also be made, and criminal prosecutions pursued against the offenders.

Fraud is discovered by a plethora of data analysis tools. Multiple claims filed using the same addresses, dates of birth, and IP addresses point to fraud.

Allan included a lot more details than can be covered in this article, but he did a masterful job of portraying the broad

outlines of the entire UI system. It was kind of a drink from a fire hydrant, a little overpowering. Yet Allan painted a picture that workforce staff outside the UI system could use in understanding the complex and interconnected pieces of the UI puzzle.



#InstaWorkforce: Social Media Experience for the Millennial *Continued from page 3*

- Develop a social media content calendar complete with timing and frequency of posts.
 - Execute and track progress and success.
- Developing a social media content calendar requires a little time and thought, but you can do it! Develop three weeks' worth of content in advance and determine which social media tools to use and when.
- Here's an example.
- Monday: Employment and tips
 - ◊ Share how often to apply for jobs.
 - ◊ Teach them how to interview.
 - Tuesday: Education
 - ◊ Highlight GED success.
 - ◊ Spotlight opportunities.
 - Wednesday: Occupational training
 - ◊ Promote existing partnerships that will provide on-the-job skills.
 - ◊ Provide an in-demand career and make it look simple and attractive (ex. How much do I make, what is the training, etc.)
 - Thursday: Community Resources
 - ◊ Advertise a service that the agency might not be able to provide.
 - ◊ Open their minds.
 - ◊ Cover topics otherwise difficult to handle in person, like personal hygiene.
 - ◊ Assist with resources to overcome barriers.
 - Friday: Transferable skills
 - ◊ Improve their understanding of common non-cognitive skills that every employer is looking for regardless of industry.



LinkedIn: Young job seekers may not be as interested in LinkedIn but it's a great place for us, because it's optimized for established business professionals and excellent for you as a career coach. It's a great place to share your perspective.

Twitter: Victor doesn't really encourage Twitter as a way to reach out to youth because it's a mixed audience with message restrictions, but you can share your posts from other platforms to your Twitter accounts.

YouTube: If you're going to use YouTube, expect to produce high-quality videos, focus on releasing one video a month or quarter, and seek volunteers, novices and professionals for help.

Canva: Creating high-quality graphics posts is easy to do using Canva. You can preload your brand colors, fonts, and logos to develop easy graphics to build your posts.

Need help?

Contact Victor at the NextGenZone:
VictorR@nextgenzone.org
or 509-340-7814

Pinterest: Pinterest is a great place to curate content. Victor suggests creating boards related to job seekers with your team's approval like resume tips and how to dress for success.

Workforce Connect Tools

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The only thing states need to do it meld it with their legacy back end data systems. Montana is operating with this system in production right now. Other states are in various stages of implementation.

The web pages are fully customizable and can use branched logic to display or withdraw questions, or data fields, depending upon customer input. The

system can be linked to the states' job bank or labor exchange system, even if it is provided by an outside vendor, like Burning Glass, etc. Again, no separate logon is needed to access these linked websites.

A calendaring module is also available. Staff can push appointments onto the customer's calendar. The job seeker can

schedule workshops and job fairs on it. The calendar can be synced with other calendars (i.e.: Outlook) via import and export of ICS files.

Links to the social media platforms the state agency is using can be included on the dashboard page. The page can also be linked to the state agency's chat system, if the state uses one.

Apprenticeship Programs: Discussion Group

By: Steve Corwin, OR C- Continued from June 20, 2017 Flash

Thanks to Grace Fendlay of Maryland, who volunteered to facilitate the discussion, this concurrent workshop was a success. She explained that Maryland was awarded two grants to modernize and expand apprenticeships.

We are all familiar with the traditional registered apprenticeship model from the trades sector. The apprentice working 2,000 hours and attending training 400 hours per year path is well known.

In the past, it was very difficult to get into this type of apprenticeship program. This is no longer the case. So many trades workers are retiring, there is a skills gap and an apprentice gap. The trades are screaming for new apprentices to join their programs. Women and people of color are highly sought-after apprentices as companies and unions strive to diversify their workforces.

Competency based apprenticeships are where Maryland is placing a lot of effort with the grant funds they have received. These types of training paths can be in advanced manufacturing, health care, and other industries that are not traditional places for apprenticeship type training. Competency based training requires much fewer hours to complete than the traditional model.

The legislature in Maryland had to pass changes in law to move the apprenticeship office into the Workforce Operations Office. Also, to allow and regulate competency based apprenticeships. Maryland Public Broadcasting was contracted to create promotional videos. They are also placing ads on buses when the space has not

been sold to other advertisers. Via these efforts, the message about apprenticeships is being placed in front of many citizens.

Another barrier to apprenticeships are parents. Why? Because they want their children to attend college. Their thoughts about trades and manufacturing jobs is that they are dirty, lower pay, and not secure. Of course, college is not for everyone, and students too often graduate with huge piles of debt from student loans.

A better path for many is to earn while you learn; to get paid to work while you learn the industry by attending training. Each year the apprentice makes a higher wage and at the end of the program may make a very large salary compared to those parents who would rather have had their children go to college. Besides, in today's manufacturing environments, the workplaces are clean, the pay is growing, and manufacturers are incorporating high tech processes into their manufacturing lines.

Maryland decided to target two specific groups with apprenticeship efforts: youth and new Americans. Juniors and Seniors in high school are encouraged to take part in pre-apprenticeship activities. This gives them real industry experience and job leads for when they graduate.

Highly skilled workers are entering the country, but because of language and other barriers, they are driving cabs instead of performing the engineering work that they were trained for.

Maryland is also targeting jobs that are hierarchical in their progression from

entry to higher level duties. These occupations are basically operating in a quasi-apprenticeship basis already.

For example, in the health industry, hospitals employ Environmental Technicians. We may think that is a fancy title for people who are performing cleaning duties. Most people can master simple cleaning duties and that is where new hires start work in this industry. However, when it is important to prevent the spread of infectious diseases, super bugs, and to sterilize operating rooms, additional skills are required. New Americans are a good group to target for skilling up in a competency based apprenticeship to be certified for these higher-level tasks.

Other states are moving to increase apprenticeships and the number of industries using them. Montana has increased from just four staff to nineteen. Montana also has a great new website to advertise apprenticeships. Oregon is using an AIM grant to expand apprenticeships into the competency based model. That state now allows youth on unemployment benefits ten weeks of apprenticeship training. They are also using a federal WANTO grant to increase women's presence in trade apprenticeships.

Finally, apprenticeships can save businesses on training and turnover costs. Apprenticeships are also a way to build a loyal employee base in a time of labor scarcity. And apprenticeship programs can now be placed on states' ETPL (Education and Training Providers List)!



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8:30 –9:45 Welcome and Closing Keynote

9:45 –10:00 Break

10:00—12:00 Extended Concurrent Sessions

12:00—1:00 Lunch On Own

1:00—2:30 IAWP Annual Business Meeting

2:30—3:00 2018 Workforce Conference Break

3:00—4:00 Closing Ceremonies

7:00—11:00 Annual Banquet and Ball



WEDNESDAY, JUNE 21 SCHEDULE

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