

a joint resource journal for professionals in workforce,  
economic development, and education

WWW.WORKFORCEMARKETING.COM

# Solutions

VOLUME 5 ISSUE 4 JULY/AUGUST 2009

- 
- Enhancing Performance through Effective Case Management
  - Job Hunting: A New Experience for Many Older Workers
  - Measuring Up - Defining Success with ARRA Resources
  - Workforce Development: Building Strong Business Partnerships
  - Keeping Tarrant County Working
  - How to Measure and Improve Business Customer Satisfaction with Your Services
  - Omaha Workforce Collaborative Engages Leading-Edge Researcher to Evaluate Effectiveness of Workforce Learning

---

# From the Editors

Just last week truly tangible signs of ARRA funding appeared on a local highway: Signs saying that the roadwork was being funded by the American Recovery and Reinvestment Act. Whether you believe ARRA is a good thing or a bad thing, it is dominating conversation and effort, especially in the workforce development, economic development, and education industries. It is fitting therefore that the focus of this issue is on ARRA - its impact, what it is doing in local communities, and how best to measure and demonstrate its effect on the economy.

Taylor, Lombardi, Hall & Wydra's article, ***Enhancing Performance through Effective Case Management*** illustrates the importance of a solid employment plan in order to meet the needs of the customer as well as policy guidelines, ensuring compliance and performance.

In ***Measuring Up - Defining Success with ARRA Resources***, FutureWork Systems offers advice on defining goals and establishing specific metrics for use and measurement of the success of ARRA funding.

Workforce Solutions of Tarrant County, Texas discusses its efforts to meet the increased volume of unemployment insurance claims as well as initiatives to most efficiently and effectively use ARRA funding to meet the service needs of its customers in ***Keeping Tarrant County Working***.

There is a huge collaborative effort in Omaha, Nebraska to move unemployed and underemployed workers into true productivity. Read about their research, programs, and evaluation plans in ***Omaha Workforce Collaborative Engages Leading-Edge Researcher to Evaluate Effectiveness of Workforce Learning***.

The tough economy and shrinking retirement plans has driven many retirees back into the job market. In ***Job Hunting: A New Experience for Many Older Workers***, Deborah Russell from AARP discusses the challenges older workers face, and efforts to help them return to or remain in the workplace.

The article ***Workforce Development: Building Strong Business Partnerships*** shows collaboration at work in the Danville region of Virginia focused on the necessity to build a skilled and adaptable workforce with ever-changing technology and shifts in local industries.

And the third installment of Larry Robbin's six part series is entitled ***How to Measure and Improve Business Customer Satisfaction with Your Services***.

Please feel free to forward this issue of Solutions to your colleagues and partners, and keep up the good work!

Kerry Brooks and Kim Luedke  
Editors

# SOLUTIONS

a product of  
Workforce Marketing Associates  
LLC  
1831 Amaryllis Circle  
Orlando, FL 32825

## Editors

Kerry Brooks  
Kim Luedke

Copyright © 2009 Workforce Marketing Associates LLC. All rights reserved. Articles are submitted by members of the Workforce Vendor Network or others in the workforce industry and all trademarks are the property of the respective trademark holders. Workforce Marketing Associates LLC is not responsible for any errors, omissions, or copyright infringements caused by members of the Workforce Vendor Network or others submitting articles and included in the text in this publication.

Distribution may be made of the publication in its entirety with recognition of Workforce Marketing Associates LLC and Solutions. Distribution of individual articles or information contained therein may be made only with the express written consent of the author of the specific article.

Published bi-monthly by Workforce Marketing Associates LLC, 1831 Amaryllis Circle, Orlando FL 32825.  
Phone: (407) 384-1239  
FAX: (321) 206-2059  
Email: [kerry@workforcemarketing.com](mailto:kerry@workforcemarketing.com)

Subscription is free and provided courtesy of Workforce Marketing Associates LLC. This publication is distributed to workforce professionals nationwide. For information about becoming a member of the Workforce Vendor Network, submitting articles, or other advertising opportunities contact [kerry@workforcemarketing.com](mailto:kerry@workforcemarketing.com) or 407-384-1239.

## About Workforce Marketing Associates

Workforce Marketing Associates is a full service marketing firm, providing all the support you need from a fully designed and implemented strategic marketing plan to simple project-by-project support.

We specialize in providing these services to national, state, and local organizations; associations; non-profit, and community-based organizations; and others involved in workforce investment, education, and economic development.

# Inside this issue:

---

VOLUME 5 ISSUE 4 JULY/AUGUST 2009

- 4 Enhancing Performance through Effective Case Management
- 7 Measuring Up - Defining Success with ARRA Resources
- 10 Keeping Tarrant County Working
- 13 Omaha Workforce Collaborative Engages Leading-Edge Researcher to Evaluate Effectiveness of Workforce Learning
- 16 Vendor Directory
- 18 Workforce Development: Building Strong Business Partnerships
- 20 Job Hunting: A New Experience for Many Older Workers
- 22 Upcoming Conferences and Events
- 23 How to Measure and Improve Business Customer Satisfaction with Your Services

---

# Enhancing Performance through Effective Case Management

One of the most important factors impacting Workforce Development, and the TANF Employment and Training Programs in particular, is case management. By implementing strategic case management processes and procedures, agencies can ensure compliance with state and federal policies as well as build a framework for promoting positive performance.

“In general, effective case management requires paying attention to each customer’s specific steps toward self-sufficiency,” says Marilyn Sandoz, Consultant with Florida-based Taylor, Lombardi, Hall & Wydra, P.A. As Sandoz explains, each step along the way must be anticipated, documented, and performed—from completing assigned activities to obtaining employment. Case managers who follow the proper procedures will have a direct impact upon not only their customers’ successes—but also upon their agency’s overall performance.

## **First Things First: You gotta have a plan!**

Solid case management requires a strong employment plan, which is essential in assisting a customer in reaching his/her goals and becoming self-sufficient. The plan must be a collaborative effort between the customer and the case manager; utilize assessment results, and outline the customer’s responsibilities and specific steps toward achievable goals. Employment plans function as contracts between customers and case managers, specifying responsibilities for each party.

In Florida’s Welfare Transition Program, the employment plan is called an Individual Responsibility Plan (IRP). In every state, however, the employment plan is much more than a mere bureaucratic document. “The way the plan is viewed by case managers can have a direct impact on the plan’s effectiveness,” says Sandoz. “It should be viewed as a tool rather than a task—one that provides a clear path of actions needed to achieve goals within specified timelines.”



A well-written employment plan assists a customer in more than just complying with the program. It provides the customer with a mapped-out path to self-sufficiency. In addition, it is a living document that must be updated as changes occur and the customer progresses. A well-executed plan can be utilized by both the customer and case manager to assist the customer in reaching goals and ensure his or her compliance with the program.

Employment plans should contain specific and comprehensive information to be effective, including:

- Short- and long-term employment goals
- Educational and personal goals
- Barriers to employment
- Supportive services provided
- Assigned activities
- Assigned hours in activities
- Dates to complete activities
- Required actions (steps to self-sufficiency) identifying a path of actions to achieve goals within specified timelines

“Effective IRPs include required actions that lead to specific outcomes,” says Sandoz. “It’s important that plans be written so customers will know what specific actions they are required to do and when, including participation documentation requirements.” In addition, she noted IRP’s must be updated as changes occur.

For example, an IRP must be updated when a customer completes the Job Search and Job Readiness Assistance activity and is then assigned to Community Service and Job Skills Training activities (computer classes). An update would also be required in instances when the customer's TANF and Food Stamps issuance amounts change, because allowable hours must be recalculated and assigned accordingly for the Community Service and Work Experience activities. And since each and every step to self-sufficiency is crucial to an effective IRP, the plan must provide *specific* guidelines for the customer.

***“Effective IRPs include required actions that lead to specific outcomes,” says Sandoz. “It’s important that plans be written so customers will know what specific actions they are required to do and when, including participation documentation requirements.”***

Take a look at the following examples of non-specific and specific IRP guidelines:

Non-specific steps:

1. Attend Job Search and Job Readiness Assistance classes.
2. Submit timesheets every month.
3. Notify case manager when you become employed.

Specific steps:

1. Attend Job Search and Job Readiness Assistance classes at the Central One Stop, 123 Elm St., Utopia, Monday through Friday from 9 AM until 4PM (30 hours per week) from 7/6/09-7/17/09.
2. Submit timesheets signed by instructor(s) every Monday by 4 PM.
3. Submit employment verification form completed by employer within three days of the start date of employment.

By pinpointing exactly what, when, and where specific steps should take place, specific guidelines give customers the exact details they need while on the path to self-sufficiency.

### **Doing the Numbers: Activities that Count**

A strong employment plan is functional only when it dovetails with policy guidelines. As customers progress through the steps outlined in the plan, it's essential that assigned activities are appropriate, activities are correctly assigned and documented, and all compliance requirements are met along the way. For example, a minimum number of hours must be completed by the customer in “core” activities before “core plus” activities will count toward meeting participation requirements. Ensuring requisite hours are completed by the various customers in the TANF program (e.g., one-parent family, two-parent family with and without childcare, teen parent) will assist your agency in meeting the TANF program performance requirements of 50% Federal All Family Participation Rate and the 90% Federal Two Parent Family Participation Rate (required for states to avoid financial penalties).

While taking individual customers' needs into consideration, “case managers must ensure that the activities outlined in a customer's employment plan are in compliance with program requirements,” Sandoz explains. Appropriate activities should be determined by assessing the individual's employability, skills, work history, and barriers. In addition, there are specific participation requirements for one- and two-parent families—and for families with a child under six years of age.

Once a customer's individual background, state/federal program policies, and local operating procedures are taken into consideration, work activities should be assigned—with special attention to whether they are “core” or “core plus” work activities—and then recorded in state management information systems to track participation.

In particular, case managers should note:

Core work activity requirements are as follows:

- Single Parent Family/Household with a child under the age of six and Teen Parent in GED activity – 87 hours of a 87-hour monthly requirement
- Single Parent Family/Household with a child over the age of six – 87 hours of a 130-hour monthly requirement
- Two Parent Family/Household without childcare – 130 hours of a 152- hour monthly requirement
- Two Parent Family/Household with childcare – 217 hours of a 238- hour monthly requirement

To meet these requirements, appropriate core and core-plus activities must be assigned:

Core work activities include:

- Unsubsidized employment
- Subsidized private sector employment
- Subsidized public sector employment
- Work experience
- On-the-job training
- Job search and job readiness assistance
- Community service
- Vocational education
- Providing childcare services

“Core plus” work activities – count toward meeting the participation requirement when requisite monthly hours in Core work activities are completed, and include:

- Education directly related to employment
- Job Skills Training
- Satisfactory attendance at secondary school or in a course of study leading to a GED (may be assigned as a stand-alone activity for a teen parent without a High School Diploma or GED)

### **The End Game: Customer Success**

Effective case management requires much more than knowledge of policy guidelines and compliance issues. Rather, it relies upon a joint effort that begins with a comprehensive assessment of the customer that provides the case manager with the information pertinent to the customer’s short- and long-term employment goals. This information is then translated into an employment plan to be utilized by the customer in attaining self-sufficiency, while maintaining compliance with TANF program requirements. As a living document, this plan should be consulted regularly over time, and updated as goals are accomplished and as barriers to employment are addressed.

“A well-executed employment plan is both personal and practical,” says Sandoz. “Goals are predictable and attainable when guidelines on the employment plan are followed. And they’re much more likely to be followed—and remain current—if the customers truly believe in them. When customers are invested from the onset, they’re more likely to be engaged with their own plans and goals.” Case managers who work with customers along the way, and who provide details and specifics, greatly ensure that engagement translates into compliance and performance.

But it’s a two-way street, according to Sandoz. “There must be a collaborative effort between the case manager and the customer,” she explains. “For that to happen, the case manager must see the employment plan for what it really is: a tool for the customer’s success.”

---

Taylor, Lombardi, Hall & Wydra, P.A., is a firm of independent Certified Public Accountants, located in the Orlando, FL area. For over 15 years, TLHW has provided monitoring, continuous improvement, and technical assistance services to Workforce Boards and non-profit organizations—including conducting various process reviews for Workforce Boards. For more information about TLHW, please contact us at (407) 539-2066 or visit [www.tlh-cpa.com](http://www.tlh-cpa.com). ■

---

# Measuring Up - Defining Success with ARRA

## Resources

The stakes are very high as the public workforce system begins ARRA implementation.

Information, ideas and policies are in flux as states just submitted their first monthly report card to The U.S. Department of Labor on July 15, 2009. In the wake of ARRA implementation it is essential that states and local areas establish goals which are supported by metrics. These targets will define success and therefore drive ongoing policies and practices.

At [www.recovery.gov](http://www.recovery.gov), it is clear from the Measures of Performance for WIA participants found there, that certain activities and populations are singled out for scrutiny. The following table shows participant characteristics, and the services provided to them, that are required elements of monthly reporting. Flow statistics must be reported for new and served adults within these categories beginning May 1, 2009. Similar reporting elements are required for Dislocated Workers.

<u>Characteristics</u>	<u>Services</u>
UI Claimants	ITAs
Low Income	In Training
Public Assistance	OJT
Veterans	Skill Upgrade
Disabled	Customized
	Supportive Services
	Needs Based

It is critical that policymakers debate, understand, and set targets aimed at the above items. While some states and local WIBs are creating additional metrics to define ARRA success, such as cost per indicators or targeted training in high growth sectors, at a minimum WIBs should focus on those highlighted on [Recovery.gov](http://Recovery.gov).

Once you select the participant groups and the services that you will emphasize, consider the following points in setting targets to support policy.

### **1. Do not let the monthly metrics by themselves shape your services**

WIA Performance Measures, as well as these ARRA metrics, should drive program policy considerations rather than dictate specific operational activity. Policy then guides activity by channeling efforts towards achieving appropriate outcomes. The appropriate outcomes are not always a blind increase in a highlighted metric. Monthly metrics are better used to understand your current baseline numbers and ratios, benchmark with other states and WIBs, track historical performance for these groups and activities, and then set ambitious targets. More is not always better as illustrated below.



- Assume you are 30% above the state or national average of UI eligible participants in your adults served. Should you target an increase in this ratio? Such an increase might result in a decrease in the ratio of new low income adults served.
- Assume you are 20% below the percent of public assistance participants served compared to other states. Should you significantly increase this ratio with your expanded funding? The reason for underrepresentation may be a fully funded public assistance program now exists and dual enrolling in WIA would provide no real value to customers.
- Assume your ITA activity is very high and your OJT is very low. Once you examine outcomes; however, you determine the training related placements from selected ITAs are very low. You could then decrease ITAs in selected occupational areas and focus on a dramatic increase in OJT.

Under any of these scenarios, some of your targets for the reportable items would (and should) decrease from pre-ARRA days, but for all the right reasons. A failure to recognize the conditions you are attempting to improve can result in goals that do more harm than good.

## **2. Use your expanded funding to rethink, transform, and possibly recast your workforce system.**

After ten years of diminishing funds, the doubling of WIA funds presents an opportunity and an obligation to re-examine all of your policies, practices, and strategies. The core issues are who is served, with what service, and with what outcomes. Answering the following questions will allow policymakers to make critical decisions driven by data, not by reporting requirements, precedent, or convenience. Again, look at trends over the last couple of years and benchmarked with other States or WIB areas to add meaningful context.

a) What groups (educational status, income, employed, unemployed, etc ) have been served by your adult, dislocated and youth programs?

b) How do these compare with similar states or WIB areas?

c) What outcomes have been achieved for each group? What are your successes and failures and what level of services (Self Service, Core, Intensive, Training, and types of training by occupation) has been provided to these groups?

d) What outcomes (Entered Employed, Average Earnings and Earnings Gain) have been achieved by level of service?

e) How does your cost per served and cost per exiter compare with other similar states and WIB areas?

The end result of your planning process should result in specific metrics that will define your overall success in June 2010 and June 2011 and reflect a consensus of all stakeholders.

---

FutureWork Systems provides ARRA analysis and reporting capabilities within their Performance Matters Plus decision support system. To assist in your ARRA planning efforts, visit [http://www.futureworksystems.com/pdf/FutureWork\\_Systems\\_ARRA\\_Dashboard.pdf](http://www.futureworksystems.com/pdf/FutureWork_Systems_ARRA_Dashboard.pdf) to download a free, interactive ARRA dashboard based on PY 2007 public WIASRD records and baselines.

FutureWork Systems' Partner, Ken Ryan, has over 30 years of direct and diverse experience in all aspects of the public workforce development system.

FutureWork Systems is the leader in Web-based decision support technology and performance management services for the Workforce Development community since 2000. The company delivers their hosted decision support web application service, Performance Matters Plus, to states and local workforce areas across the country to assist in the tracking, reporting and analysis of WIA, Wagner-Peyser, Trade Act and ARRA performance. ■



# NonProfit Technologies

proudly presents **Gazelle, Sage MIP and Swipe-IT**

ITA and Support Services  
**"Tracking + Reporting  
+ Accounting"** All-in-One



Winner - Voted  
**"Best Overall Nonprofit  
Accounting"**  
by CPA Technology Advisor



Manage & Control  
**"Every job-seeker's access  
to/use of resources"**  
at One-Stop Career Centers



Contact NonProfit Technologies to learn more!

# 800.404.9758 Ext. 8130

[www.cpaZ.com](http://www.cpaZ.com)



ISV/Software Solutions  
Data Management Solutions

SAGE MIP FUND ACCOUNTING

NonProfit Technologies offers the only comprehensive workforce solution  
Case Management + Fiscal Management + Universal Customer Tracking

---

# Keeping Tarrant County Working

Since the signing of the Recovery Act in February, Workforce Solutions for Tarrant County has been steadily implementing a plan to address the increased volume of unemployment insurance claimants in need of their Rapid Response Services and accessing the services of their Workforce Centers. Keeping in mind the theme of transparency, the short timeframe for expenditures, and the need to spend the funds in the most efficient and effective way possible, several major initiatives are underway.

## Hot Information Piece

Workforce Solutions for Tarrant County has developed a vehicle to get the latest information regarding the Recovery and Reinvestment Act (ARRA) and Workforce Solutions for Tarrant County's efforts disseminated to their stakeholders and the entire community. The vehicle is a Hot information piece. It is a clear, concise, jargon-free description of important information and updates on stimulus funded initiatives. Because of its popularity it's now affectionately called the ***HOT HOT HOT – RED HOT Keeping Tarrant County Working Handout***. This handout is distributed at Tarrant's Board meetings, shared with local partners and elected officials, and posted on the Tarrant County website. "Keeping Tarrant County Working is a simple explanation of who we are and what we do!" stated Judy McDonald, Executive Director for Workforce Solutions for Tarrant County, who conceived this slogan which the local board now uses on all of its outreach efforts.

## Outreach through Social Media Outlets

When the unemployment rate began to rise, Workforce Solutions for Tarrant County knew it needed to expand its methods of sharing information with job seekers in readily accessible and customer friendly ways. The Board staff started and maintains the One-Stop site for Surviving a Layoff in Tarrant County.

Being laid off can be a traumatic experience, even if you knew it was coming. This website alerts job

seekers to upcoming events and helps guide them through the maze of government programs and assistance job seekers might be eligible to receive. This is a no-frills website developed with the hope that it will give information needed to help in job seekers' success.

Some of the features of this website include: Hot Jobs, a calendar of events featuring local Job Fairs and Job Readiness Workshops, blogs, links to its Facebook and LinkedIn sites, and newsletter. To visit this comprehensive website go to [www.workforcesolutions.net](http://www.workforcesolutions.net) and click on the Surviving a Layoff link.

For those job seekers without computer access, Tarrant County has coordinated with agencies that provide public computer access (e.g. public library system) to expand assistance in Job Search and UI claim filing.

## Business Centers

Tarrant County executed a plan to open three rapid reemployment centers. The purpose of these centers is to provide comprehensive services exclusively to Unemployment Insurance Claimants. This allows for more customization of services available and should reduce the increasing volume of customers accessing the regular One-Stop Career Centers.

Since services at these centers will be provided by invitation only, they have been named Workforce Solutions Business Centers simply to identify them for outreach and referral purposes. The majority of Tarrant County's customers will continue to be served through regular One-Stop Workforce Centers.

## Job Fairs

Workforce Solutions for Tarrant County continues to have job fairs throughout Tarrant County. Due to the economic conditions in late April they held a large county wide job fair. Over 80 companies and 2,500 job seekers took part in the Keeping Tarrant County



Working job fair. Arlington Mayor Robert Cluck, Fort Worth Mayor Mike Moncrief, TWC Chairman Tom Pauken, and representatives from their Board and local Chambers helped kick off the event. Information is still coming in about the success of the job fair but Tarrant County has placed many individuals in jobs due to its success.

Rapid Response or more customized job fairs are also used extensively in Tarrant County. By capturing skill-set information on affected workers and locating companies with similar skill-set needs, opportunities for quick reemployment are provided. It may be a matter of connecting a few hiring employers with the affected workers; or, when necessary, a skills-targeted job fair is conducted, providing numerous reemployment opportunities. These efforts have resulted in rapid reemployment of numerous laid-off workers. This practice not only saves the Texas business community the cost of increased Unemployment Insurance claims, but also provides valuable, experienced, and skilled employees to companies with current human resource needs.

## Marketing Outreach

Workforce Solutions for Tarrant County continues to appeal to both employers and job seekers through many different avenues. The most noticeable is the introduction of the Tarrant County Workforce Camo Man. Introduced in early January of this year, this “character” is used through billboard campaigns, ads, brochures, and seminars. The message is simple – Hunting or Hiring, Workforce Solutions for Tarrant County is available to help with the search.



To help bring new employers into the system a brochure and seminar were created, using the Tarrant County Workforce Camo Man. These seminars are frequently conducted at the workforce centers to show employers the many advantages of working with the local workforce centers and WorkInTexas to help find qualified candidates for their open positions. These seminars are created to bring employers in

the workforce centers so they can build a relationship with the center staff and so that the center staff can let the employers know about the many resources available to them.

Workforce Solutions for Tarrant County did not forget about the job seekers either. A brochure was created, again using the Tarrant County Workforce Camo Man, showing job seekers the services available in the workforce centers and how to set up an account in WorkInTexas.

---

Workforce Solutions for Tarrant County has other goals and plans for the remainder of the ARRA funds. Many of their efforts have been documented in the HOT HOT HOT – RED HOT handouts. Copies of the latest version are available on their website at [www.workforcesolutions.net](http://www.workforcesolutions.net). ■



# STAND OUT with

- Strategic Marketing
- Graphic Design
- Branding
- Web Site Design & Maintenance
- E-communications
- Public Relations
- Event Planning
- Marketing Analysis
- Much More!

 workforce marketing  
**associates** LLC

(407) 384-1239

[www.workforcemarketing.com](http://www.workforcemarketing.com)

---

# Omaha Workforce Collaborative Engages Leading-Edge Researcher to Evaluate Effectiveness of Workforce Learning

## *Research Supports National Workforce Development Project*

Moving unemployed and underemployed workers into true productivity can create genuine growth for Omaha's economy and businesses. This is typically done with learning programs geared to workforce development. But most of these programs do not engage statistically-reliable or projectable research to measure their effectiveness.

When the Greater Omaha Chamber formed the Omaha Workforce Funding Collaborative with the Workforce Investment Board, United Way of the Midlands, and Metropolitan Community College, they wanted to collect evidence and data to build a more effective workforce development system, one benefitting low-skilled, unemployed workers, and employers with workforce needs. Data gathered will be used to influence public policy and create a more strategic workforce development system. They hired Bellevue University's Human Capital Lab<sup>sm</sup> and its strategic ally Capital Analytics to measure the economic impact of their workforce development learning programs.

The Omaha Workforce Funding Collaborative, led by the Greater Omaha Chamber, will provide learning programs designed to move the unemployed and underemployed into meaningful jobs with local employer sponsors, Mutual of Omaha, Blue Cross and Blue Shield of Nebraska, and others. Metropolitan Community College will deliver the educational programs and Bellevue University's Human Capital Lab<sup>sm</sup> will evaluate the effectiveness and provide outcomes of the learning programs.

"Utilizing Capital Analytics' rigorous measurement standards, The Human Capital Lab is an expert at isolating and evaluating the impact that learning has on employee performance. In countless studies for the industry, we have been able to tell what direct impact learning has had – whether it is amount of sales increases, increased productivity, better branch management, or whatever management is trying to affect with learning interventions. This measurement is especially important at a time when Omaha is committed to creating a productive, trained workforce," said Jennifer Moss, Ph.D., Assistant Director, Bellevue University's Human Capital Lab.

The Human Capital Lab, in conjunction with Capital Analytics, answers important questions about the learning, such as:

- Will the learning programs help employees be successful in their positions?
- Does good performance in the learning program predict improved job performance?
- Are there common gaps in the workforce preparation of participants?
- What other factors predict job success besides the learning program?
- Do participants feel prepared for success after completing the learning program?

"Our main objective is to evaluate the workforce development system in Omaha and its ability to support our businesses. Understanding the business impact of the learning programs and what employers are not currently measuring is vital to the Collaborative's success. We need to know the ROI of the employers' time and resources; the impact the programs have on the community; and how the stakeholders in the workforce development system are working differently and more effectively to meet the needs of unemployed and underemployed workers as well as the workforce needs of the employers, said David G. Brown, president and CEO, Greater Omaha Chamber.



“We wanted to know the business impact for employers in terms that we could project to future learning and development programs. We were delighted to find a national leader in evaluating the business impact of learning right here in the Omaha metro,” Brown added.

The Omaha Workforce Funding Collaborative is a three-year initiative funded by the National Fund for Workforce Solutions. The Omaha collaborative is one of 20 throughout the country. It was created, in part, to address the Omaha metropolitan area’s most vulnerable populations through enhanced employability and long-term job potential. The collaborative was established on a model for workforce development that: engages employers and workers; meets local demand in high-growth, high-demand industries; builds the capacity of workforce partnerships; and promotes the sustainability of workforce partnerships.

The initiative provides funding and technical assistance in five occupational sectors including financial services, health care, information technology, transportation, distribution, warehousing and logistics, and advanced manufacturing and trades.

A pilot project on customer service training in the financial sector has already resulted in graduates and placement for about 20 workers, and the employer partners have initiated a second round. As a result of this partnership, the employers have hired job and career coaches who collaborate with human resource departments to support program graduates and assist in supportive services.

---

### **About Bellevue University’s Human Capital Lab<sup>sm</sup>**

Bellevue University’s Human Capital Lab is a think tank comprised of academic and business leaders devoted to measuring the impact of learning and development investments. The mission of the Human Capital Lab is to develop innovative and valuable approaches to unlocking the long-term potential of human capital investments. The Lab currently works with Fortune 500® companies to evaluate the productivity of learning interventions.

The Human Capital Lab is an entity developed and supported by Bellevue University, a regionally accredited university. A leader in adult learning nationwide, Bellevue University offers learning opportunities for human capital and learning professionals who are intent on leading this industry into the next century, including a Master of Science Degree in Human Capital Management and a Ph.D. in Human Capital Management. For more information, visit [www.HumanCapitalLab.org](http://www.HumanCapitalLab.org) or call 877-234-8720.

### **About Capital Analytics**

Capital Analytics has developed the next generation analytics for measurement of the impact of learning interventions. Their work has been recognized by leading industry groups such as Gartner and is used by Fortune 500® companies to evaluate the impact of learning interventions. Capital Analytics is an affiliate of Bellevue University’s Human Capital Lab, providing important research and learning for Lab partners, University graduate students, and measurement support for Bellevue University’s corporate learning partners. Learn more at [www.HumanCapRx.com](http://www.HumanCapRx.com) or call 919-403-3770.

### **About The Greater Omaha Chamber**

The mission of the Greater Omaha Chamber is to increase business, investment and employment in the Greater Omaha area. For more information, visit [www.OmahaChamber.org](http://www.OmahaChamber.org).

### **About The National Fund for Workforce Solutions**

The National Fund for Workforce Solutions seeks to improve employment, training, and labor market outcomes for low-income individuals. The Fund’s support will improve both the quality of jobs and the capacity of workers by promoting change at three levels -individual, institution, and system. The result will be better jobs, better workers, and a better workforce development system. For more information, visit [www.nfwsolutions.org](http://www.nfwsolutions.org). ■



# vendors

## STAND OUT

to industry decision-makers

*“Brevard Workforce Development Board, Inc. has had great success using the Solutions newsletter as a method for promoting our products and services. The opportunity to provide articles on our successful programs has led to further publication through other national level media who have contacted us after reading the articles and viewing our advertisements in Solutions. We have also heard from prospective customers interested in learning more about what we have to offer them. We plan to continue exploring and using the options Workforce Marketing Associates provides us.”*

**Joan Van Scyoc, Communications Director  
Brevard Workforce Development Board, Inc.**

 workforce marketing  
associates LLC

download details and apply today at  
[www.workforcemarketing.com](http://www.workforcemarketing.com)

# Vendor Directory

Following is a listing of industry vendors. You will find all of their contact information in their primary category, along with a listing of other categories in which they provide products and/or services. For the most current listing of vendors, visit [www.workforcemarketing.com/solutions.html](http://www.workforcemarketing.com/solutions.html).

## Associations

### **NAWB - National Association of Workforce Boards**

NAWB represents the interests of the nation's Workforce Investment Boards that have the critical role of governance and oversight of the federal resources that support the operations of the national network of taxpayer-supported One-Stop Career Centers and federal training investments.

1133 19th St. NW, Suite 400  
Washington, DC 20036  
PH:202.857.7900  
F:202.857.7955  
E [henrya@nawb.org](mailto:henrya@nawb.org)  
[www.nawb.org](http://www.nawb.org)

---

## Consulting Services

### **Taylor, Lombardi, Hall & Wydra, P.A.**

Provider of financial and programmatic monitoring, continuous improvement services, and technical assistance to Workforce Development Boards.

875 Concourse Parkway South, Ste 100  
Maitland, FL 32751  
Contact: Dalton Hall  
PH 407.539.2066  
FAX 407.539.2383  
E [dhall@tlh-cpa.com](mailto:dhall@tlh-cpa.com)  
[www.tlh-cpa.com](http://www.tlh-cpa.com)

Other Categories: Financial/Fiscal Management, Monitoring

### **Wadley-Donovan GrowthTech LLC**

The Wadley-Donovan Group, founded in 1975, is one of the nation's leading economic-development, workforce-development, and corporate-location consulting firms, with international reach and reputation.

505 Morris Avenue, Ste. 102  
Springfield, NJ 07081  
Contact: Sharon Sewell  
PH 973.379.7700 ext. 106  
F 973.379.7771  
E [ssewell@wadley-donovan.com](mailto:ssewell@wadley-donovan.com)  
[www.wdgttech.com](http://www.wdgttech.com)

Other Categories: Economic Development, Labor Market Information, Strategic Planning, Workforce Development

---

## Economic Development/Economic Development Agencies

### **International Economic Development Council (IEDC)**

A non-profit membership organization dedicated to helping economic developers do their job more effectively and raising the profile of the profession.

Contact: Erin Way, Marketing & Media Relations Coordinator  
734 15th Street NW, Suite 900  
Washington DC 20005  
PH 202.942.9474  
F 202.223.7800  
E [eway@iedconline.org](mailto:eway@iedconline.org)  
[www.iedconline.org](http://www.iedconline.org)

## Education Providers

### **American Hotel & Lodging Educational Institute (EI)**

The Educational Institute is a non-profit organization that provides specific skills training in the rooms and food & beverage departments of a lodging operation with components that meet the needs of workforce development agencies. Our programs work well with at-risk youth, dislocated workers and many other workforce clients.

Contact: Faye Gayes  
800 N. Magnolia, Suite 300  
Orlando, FL 32803  
PH 407.999.8100  
F 407.236.7848  
E [fgayes@ahla.com](mailto:fgayes@ahla.com)  
[www.ei-ahla.org](http://www.ei-ahla.org)

Other Categories: Publishing, Staff Training, Workforce Development, Workplace Skills, Youth Services

### **Thinking Media/KeyTrain**

A non-profit membership organization dedicated to helping The KeyTrain® curriculum, based on ACT's WorkKeys® provides career skills development to enhance common workplace skills. Demonstrated success in job selection, GED, TABE, etc.

Contact: Sheila Boyington  
340 Frazier Avenue  
Chattanooga, TN 37405  
PH 877.842.6205 or 423.266.2244  
F 423.266.2111  
E [sheila@keytrain.com](mailto:sheila@keytrain.com)  
[www.keytrain.com](http://www.keytrain.com)

Other categories: Adult Services, Dislocated Worker Services, Education Providers, Workforce Development, Workplace Skills

---

## Fiscal Management

### **NonProfit Technologies, Inc.**



NPT is a premier partner for Sage MIP and a Microsoft Gold Certified Partner. We are the software publisher of Gazelle and Swipe-IT, web-based applications built specifically for Workforce.  
P O Box 7390

West Palm Beach, FL 33405

Contact: Michael D. Miller

PH 561.659.3570

F 561.658.2770

E [mmiller@cpaz.com](mailto:mmiller@cpaz.com)

[www.cpaz.com](http://www.cpaz.com)

Other Categories: Case Management Solutions, Consulting Services, Customer Management, Fiscal Management, IT Solutions, Management Information, Performance Management, Workforce Development, Resource Management, Accounting, One Stop Career Center Solutions

---

## Marketing Services

### Workforce Marketing Associates LLC



Workforce Marketing Associates is a full service marketing and outreach firm providing all the marketing support you need - from a simple brochure design, to a fully designed and executed marketing campaign. With over 20 years of marketing, communication, and event planning experience, and more than 12 years dedicated to the workforce industry, we specialize in providing these services to workforce and economic development organizations.

1831 Amaryllis Circle

Orlando, FL 32825

Contact: Kerry Brooks

PH 407.384.1239

F 321.206.2059

E [kerry@workforcemarketing.com](mailto:kerry@workforcemarketing.com)

[www.workforcemarketing.com](http://www.workforcemarketing.com)

Other Categories: Communications, Event Planners, Web Site Design & Maintenance

---

## Multimedia Services

### Blackburst Entertainment

Blackburst Entertainment, headquartered in Orlando, has been providing high quality, corporate video production for communication and public relations managers at Workforce Development boards since 2001.

Contact: Joe Dorsey

1830 Longwood-Lake Mary Rd. #1024

Longwood, FL 32750

PH 407.599.5353

F 407.386.7681

E [info@blackburstentertainment.com](mailto:info@blackburstentertainment.com)

[www.Blackburst.TV](http://www.Blackburst.TV)

Other categories: Communications, Conferences/Trade Shows, Consulting Services, Event Planners, General Services, Marketing Services, Service Providers, Staff Training, Technology, Web Site Design, Video Production

---

## Software Solutions

### Navient Corporation

Since 1994 over 3,000 organizations have relied on Navient's assessment software to document and match applicant skills, knowledge and ability with employment opportunities.

3470 Olney Laytonsville Road

Olney, MD 20832

Contact: Bob Sharron

PH 908.334.8425

E [bob.sharron@navientcorp.com](mailto:bob.sharron@navientcorp.com)

[www.navientcorp.com](http://www.navientcorp.com) or [www.tapdancelive.com](http://www.tapdancelive.com)

### Segment 7



Segment 7 is a software company specializing in creating cost-effective, high-return software solutions for government agencies and nonprofit organizations. We take great pride in identifying challenges and finding effective solutions.

2551 31st Street

Boulder, CO 80301

PH 720.406.8745

[www.segment7.com](http://www.segment7.com)

Other Categories: IT Solutions, Management Information, Technology

---

# Workforce Development: Building Strong Business Partnerships

As communities nationwide struggle with strategies to emerge from the current recession, workforce development and the engagement of private sector partners have become critical weapons in the recovery arsenal. For Southside Virginia, efforts to transition our existing and emerging workforce began years ago.



DANVILLE PITTSYLVANIA COUNTY  
CHAMBER OF COMMERCE, INC

The Danville region prospered for decades due to the flourishing industries of tobacco and textiles. When those markets began their devastating decline, the entire community suffered. In a span of approximately 20 years, the region experienced more than 20,000 lost jobs in those two sectors alone. Combined with the concurrent growth of information, technology, and service-based businesses, the consequence was large pockets of the labor force that lack essential skills needed in this changing economy. While the region has an abundance of adults who are willing to work, their lack of training renders them virtually unemployable at wages comparable to their previous jobs. In addition, 30-35 percent of the adult population (age 25 and older) lacks a high school education or equivalent.

Even prior to the current recession, the Danville region had focused its efforts on developing a skilled workforce adaptable to the ever-changing technologies that allow companies to be competitive in a global economy.

The enactment of the Workforce Investment Act and an increased national focus on the necessity of a demand-driven workforce system, combined with local businesses lacking skilled workers, led the board of directors of the Danville Pittsylvania County Chamber of Commerce to affirm workforce development as its number one priority legislatively and within its program of work. The vision, commitment, and directive of the board empowered the Chamber staff and other business members to become actively engaged in shaping policy and direction with the West Piedmont Workforce Investment Board. It also allowed the organization to develop and participate in partnerships designed to advance the workforce of the region.

One of the earliest initiatives, which garnered tremendous support and measurable outcomes, was the development of a manufacturing technician program. The Chamber served as the convener for area manufacturers and Danville Community College to develop a manufacturing technician certification which addressed a gap in skills needed for advanced manufacturing jobs. To date, more than 120 people have completed the training and more than 80 percent have been hired as a result of their successful participation in the program. But efforts have extended beyond developing programs that address employers' immediate needs.

In response to the region having one of the highest unemployment rates in the nation for the last decade due to massive layoffs and closures of industries and a drastic reduction in the labor force and middle class, the Chamber and the West Piedmont Workforce Investment Board formed a team, called STREAMLINE (Strategically Training, Retraining, and Educating Advanced Manufacturing Labor in a New Economy), to develop an aggressive, proactive approach designed



to reduce skill gaps, increase the supply chain of skilled workers, enhance workforce readiness of the potential workforce, increase 21st century skills of the existing workforce, and booster the number of incumbent workers with certificates and credentials.

STREAMLINE morphed into a core regional leadership group consisting of representatives from local, regional and state officials in economic development, education, workforce development and partners. This, in turn, led to the management team for a Regional Innovation Grant (RIG) through the U.S. Department of Labor. The RIG, which is a planning grant, resulted in the West Piedmont Workforce Investment Board's collaboration with other WIBs, including WIBs in the bordering state of North Carolina, to conduct a skill gap analysis, asset mapping and other analytical needs, as well as a strategic bi-state approach in workforce development. The Chamber has remained an active participant throughout the process.

Knowing that WIA funds alone could not meet the growing demand to solve the region's many workforce challenges, the Chamber has spearheaded a collaboration of private foundations, K-12 education, higher education, and public workforce partners in becoming one of only two rural sites funded by the National Fund for Workforce Solutions. With the Chamber as the lead organization, the Dan River Region Collaborative serves approximately 150,000 people in Pittsylvania, Halifax, and Henry counties and the cities of Danville and Martinsville.

The Collaborative's goal is to promote career advancement by raising the skill levels of the existing workforce and to address employment barriers for those who remain unemployed, particularly those citizens from low-income backgrounds. To date, the Collaborative has utilized the three-year \$300,000 investment from the National Fund for Workforce Solutions to leverage over \$1 million.

Most recently, the Chamber served as a partner with Pittsylvania County Community Action to deliver the Summer Youth Employment Program to approximately 250 in-school and out-of-school youth in Danville and Pittsylvania County. The Chamber supported the program through the recruitment of private sector worksites and the development of workforce readiness workshops prior to youth assuming their employment roles for the summer.

The Chamber's efforts in workforce development continue to expand to address the sustainability and growth of area businesses. As the region addresses the transformation of our workforce, it is imperative that private sector partners be actively engaged in developing and implementing a demand-driven system. In partnership with the West Piedmont Workforce Investment Board, the Chamber is committed to building partnerships with the business community, economic developers, educators, funders, and other partners which are vital for our current workforce system – and, more importantly, our existing and future workforce – to be successful.

---

The Danville Pittsylvania County Chamber of Commerce is a business organization with more than 700 members in the Danville/Pittsylvania County (VA) region. The Chamber works to energize the region by creating exceptional business growth and profitability in a vibrant, customer-centered culture. For more information, please contact Chamber President Laurie S. Moran, CCE, at [lmoran@dpchamber.org](mailto:lmoran@dpchamber.org) or visit the Chamber's website at [www.dpchamber.org](http://www.dpchamber.org). ■

# Job Hunting: A New Experience for Many Older Workers

By Deborah Russell, Director, AARP Workforce Issues

Times have changed and so have the rules of job hunting – just ask anyone over 50 who’s been thrown back into the job market perhaps after many years. Gone are the days when daily newspaper ads were the primary source of employment listings and hardcopy résumés were personally reviewed by real people.

In today’s hiring market, older job seekers face numerous challenges, including deep economic recession, which has increased the numbers of job seekers of all ages searching for limited openings.

The faltering economy has driven many retirees back to the job market, some with little or no personal savings, and as the value of 401(k) plans shrink, the cost of products and services steadily increase.

Mid-life and older workers caught up in recent nationwide layoffs are among the millions of unemployed looking for new opportunities. However, once older workers lose jobs, research shows it’s much more difficult for them to find new ones than for younger applicants.

The unemployment rate for workers 55 and older reached 6.4 percent in April, representing the highest this figure has ever been in 61 years of tracking. Additionally, over the past several years, length of unemployment has consistently lasted about five weeks or longer, on average, for 55+ workers than for younger age groups.

Age discrimination also continues to be a barrier for many older workers, although it’s difficult to prove.

In a 2008 AARP survey, 60 percent of workers ages 45-74 said they had seen or experienced age bias. Even so, 70 percent in this age group plan to work past the traditional retirement age; nearly two thirds cited financial need as the primary reason.

Age discrimination often stems from ageist stereotypes. It’s the negative mindset that older workers, as a whole, aren’t willing to change how

## AARP Resources:

### Employer Resource Center:

<http://www.aarp.org/employerresourcecenter/>

### AARP SmartBrief: Bi-weekly E-newsletter/Clipping Service

<http://www.smartbrief.com/aarp>

### AARP Real Relief: Website for those looking for work:

[www.aarp.org/realrelief](http://www.aarp.org/realrelief)

they operate, don’t understand new technologies, don’t want to work for younger bosses and will significantly affect the overall cost of health care. The end result: highly qualified individuals are overlooked in the hiring process.

These stereotypes are myths when it comes to older workers, and any of these negative characteristics could easily apply to workers of any age.

Mid-life and older job seekers – whether searching for work for the first time or searching for the first time in a long time – would have greater success by taking steps to prepare, such as:

- immersing themselves in the technology-oriented hiring process to search for jobs and resources online and post resumes electronically;
- developing a job search strategy;
- identifying companies that are actively recruiting older workers;
- identifying job fairs with ‘older worker friendly’

- participants;
- carefully examining their financial and employment needs;
- ensuring résumés focus on skills and outcomes rather than an employment chronology;
- playing up their strengths and abilities in interviews rather than emphasizing titles and years of experience; and
- preparing themselves for interviews with hiring managers that could be significantly younger than themselves.

AARP and other organizations offer online services to help people work through this process. For example, the AARP WorkSearch tool is designed for older workers looking for jobs or who need to develop new skills. Other resources provide guidance and insight for those who've lost a job, need help understanding the search process, or simply need assistance revising an out-of-date résumé. [www.aarp.org/realrelief](http://www.aarp.org/realrelief) is a great place to get started.

Many employers and recruiters recognize the benefits of 50+ workers. Older employees are typically loyal, maintain a strong work ethic, have lower rates of turnover and absenteeism, are dependable in crises, and are committed to quality work.

For others, letting go of ageist stereotypes is critical. Age discrimination is illegal, but it also reduces a company's ability to wisely select among potential 'best candidates,' because some of those candidates may have been screened out of the process.

Businesses that want to maintain long-term competitiveness in the new century will push themselves to build multi-generational workforces, and develop policies and practices to attract, educate, and retain an increasingly age-diverse workforce.

The U.S. workforce is aging. Older workers will soon outnumber younger workers. So even after the current crisis has passed, the need for qualified workers in all sectors of employment will inevitably push the growing cadre of older workers into the hiring spotlight.

Companies already reaching out to mid-life and older workers are a step ahead of their competitors, even in the midst of recession. They're already reaping the spoils highlighted in a 2005 Towers Perrin report commissioned by AARP, which showed that older workers are highly motivated to exceed job

expectations, which strongly correlates with job engagement and company performance – desirable factors for any employer.

Since 2001, the annual AARP Best Employers for Workers Over 50 awards program has recognized over 130 for-profit and non-profit organizations demonstrating best practices for mid-life and older employees.

Facing dramatic, unexpected change is a challenge at any age. How quickly we assess our situation and create a plan to work through it affects our ability to weather life's storms. Older workers are facing the storm of a lifetime. Regardless of the obstacles, many are taking that storm to task.

---

AARP is a nonprofit, nonpartisan membership organization that helps people 50+ have independence, choice and control in ways that are beneficial and affordable to them and society as a whole. We have offices in all 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands. AARP does not endorse candidates for public office or make contributions to either political campaigns or candidates. We produce AARP The Magazine, the world's largest-circulation magazine; AARP Bulletin, the news source for AARP's 40 million members and Americans 50+; AARP Segunda Juventud, the only bilingual U.S. publication dedicated exclusively to the 50+ Hispanic community; and our website, [AARP.org](http://AARP.org). AARP Foundation is an affiliated charity that provides security, protection, and empowerment to older persons in need with support from thousands of volunteers, donors, and sponsors. ■

## Doing Great Things

for Workforce, Education, and/or Economic Development?

Contact us today at [kerry@workforcemarketing.com](mailto:kerry@workforcemarketing.com)  
to find out how you can submit an article for a future issue!

---

### UPCOMING CONFERENCES & EVENTS

#### **August 15 - 18, 2009**

Southern Economic Development Council (SEDC) 2009  
Annual Conference  
Point Clear, AL  
<http://www.sedc.org>

#### **September 20 - 22, 2009**

Northeastern Economic Developers Association 2009 Annual  
Conference  
Philadelphia, PS  
<http://www.nedaonline.org>

#### **October 4 - 7, 2009**

International Economic Development Council 2009 Annual  
Conference  
Reno, NV  
<http://www.iedc.org>

#### **December 7 - 9, 2009**

Youth Development Symposium  
Chicago, IL  
<http://www.nawdp.org>

# How to Measure and Improve Business Customer Satisfaction with Your Services

*What Percentage of People That You Refer for Interviews Actually Get Hired?*

*Part Three of a Six-Part Series By Larry Robbin*



“Matchmaker, matchmaker, make me a match” isn’t just a song from Fiddler On The Roof. It’s also what our business customers hope that we will be able to do for them. But, matchmaking in workforce development organizations is actually a relatively weak part of our services. Many organizations

don’t realize how weak it is because they aren’t keeping track of the number of people they refer for interviews and compare this number with the percentage that actually get hired. But business people know that we are weak in this area. I’ve heard many stories at business association meetings where private sector people share the stories about the mismatched people we send them for interviews.

Why do we send mismatched people for interviews?

There are several reasons for this phenomenon. Sometimes the staff of workforce development organizations will send a job seeker out on an interview where they have little chance of being hired because the staff person feels that this will help the job seeker’s motivation. The faulty logic here says that going on an interview keeps people’s interest in job search at a high level. The problem with this perspective is that it leads to real disappointment on both the business person’s end as well as the job seeker’s. Interviews that go nowhere validate the private sector criticism of our field that we don’t understand their needs

at the same time they actually lead to job seeker frustration and depression. Don’t send people out on “feel good” interviews! It doesn’t really make anyone feel good!

Another reason we mismatch people for interviews comes from how we gather information about job openings. We often ask business people about skill and ability needs, but rarely ask about personality and culture fit. The truth about hiring is that much of the decision lies in whether or not the interviewer feels that the person will fit into their workplace team and culture. On many occasions I have seen an interviewer decide to hire someone that needed training for a position over someone that was more qualified in the hard skills, but didn’t match the soft skill needs of the workplace culture. Soft skills are often an essential function of the job. It is easier to train someone with a personality and work style that fits into your organization than it is to try and change an individual’s personality that grates on your managers, employees and customers. Matchmaking is about matching both the hard and soft skills!

Here are some questions you can ask of your private sector customers that will reveal things you can use to make the soft skills match:

- How would you describe the personality and work styles that best fit in your organization?
- Have you ever hired anyone for this position that did not work out? What was wrong with the match of that person with the job?
- Has the type of person that you hire changed over time? How has it changed?
- How is the culture and personality of your business different from that of your competitors?
- Can you describe your favorite employee to me? What is it about the way they work that you like?

These questions will help you get at the soft skills aspect of the match. Keep track of your outcomes in referring people for interviews. Track not only how many get hired, but also how many get called back for second interviews. A call back is a compliment to your matchmaking even if they don't get hired. Don't hesitate to ask business people in your follow up call as you thank them for interviewing your customer what was more competitive about the person they decided to hire. Private sector temporary agencies expect their representatives to get hires at least every one out of three referrals. How well are you doing? See if you can upgrade your matchmaking so a higher percentage of your people get hired and you will satisfy more job seekers and business customers!

---

Larry Robbin has over forty-five years of experience in public and private sector workforce development as a trainer and consultant. He offers the training Matchmaker Matchmaker Make Me A Match as well as 250 other workforce development workshops and a wide range of management consulting services. For additional information contact [larryrobbin@aol.com](mailto:larryrobbin@aol.com).■