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Section 1: More Power to You! (insert section page)



December 5, 2002

Welcome to PowerSource!

In the competitive global marketplace of the 21st century, perhaps no issue is more crucial to fostering economic growth and supporting the healthy expansion of business and industry throughout the New Orleans region than the development of a skilled workforce that meets today's challenges and is positioned for tomorrow's opportunities.

Opportunity. That's what *PowerSource: Plug into the Power of the Louisiana Workforce* is all about. Opportunity also drives the call to action for The New Orleans Regional Chamber of Commerce and its affiliate, the MetroVision Economic Development Partnership. Our public/private partnership recognizes that the growth of key economic industry clusters depends on our ability to offer business a workforce with exceptional talent, outstanding technical skills and an exemplary work ethic. From shipbuilding and aerospace to the culinary arts, the entertainment industry, manufacturing and more, there is growing demand for the skills of our workforce, and a window of opportunity (yes, that word again) for strong economic strides if we work together to maximize and grow our skills base.

We in southeast Louisiana are fortunate to have excellent tools at our disposal to help our workforce continually grow and adapt. Public and private training organizations, our Workforce Investment Boards, programs of the Louisiana Department of Labor (including the exceptional Incumbent Worker Training Program), the outstanding resources of our leading regional universities and community and technical colleges and the vision and leadership of the business community provide us with an unbeatable set of tools to stimulate new opportunities that enhance our economic growth and development.

During *PowerSource*, you will hear about workforce resources as well as innovative strategies and models for best-case practices that will help your organization as well as our state achieve our goals for economic growth. I encourage you to support these outstanding efforts.

Building skills, expanding opportunities, creating wealth. That's the recipe for solid economic growth that generates a positive bottom line for companies and communities throughout southeast Louisiana. Again, welcome to PowerSource. Tune in and feel the power of this effective workforce development partnership. POWER UP!

Very truly yours,

Barbara K. Johnson
Interim President and CEO
The New Orleans Regional Chamber of Commerce
and the MetroVision Economic Development Partnership



LOUISIANA WORKS
DEPARTMENT OF LABOR

M.J. "Mike"
Foster, Jr.

Dawn Romero
Watson

Office of the
Secretary

Welcome All Employers:

In today's working environment, on-going training and education of the current and future workforce are critical factors which will determine the success of business and industry within the State of Louisiana. In order to maintain competitiveness and high productivity, companies need skilled workers prepared to make a strongly positive impact on the job. The State of Louisiana and the Greater New Orleans Region recognize this vital need. To further workforce development within this geographic area, the MetroVision Economic Development Partnership of The New Orleans Regional Chamber of Commerce has partnered with the Louisiana Department of Labor (LDOL), the Orleans and Jefferson Workforce Investment Boards and Delgado Community College to bring you the *PowerSource: Plug into the Power of the Louisiana Workforce* forum. Today, you will learn about the workforce recruitment, training and retention resources that you need to maximize your company's potential. You will also have the opportunity to meet face-to-face with resource providers and representatives of companies that have used these resources to develop model human resources programs.

This forum will highlight government services funded through LDOL such as Workforce Investment Act on-the-job training, the Incumbent Worker Training Program and employee recruitment assistance. I strongly encourage your company to utilize these services. Working in partnership, I am confident that we will be able to enhance your company's workforce and through that, the economy of the State of Louisiana.

In closing, the Louisiana Department of Labor endorses the direction that southeast Louisiana has taken in working to advance economic and workforce development. The quality of the workforce plays a vital role in business retention, expansion and attraction. We want to work with you to ensure that you have the workforce that will help your business grow and prosper, thereby continuing to provide meaningful employment opportunities in Louisiana.

Cordially,

Dawn Romero Watson
Secretary of Labor

Public Relations Division, Post Office Box 94094, Baton Rouge, LA 70804-9094
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AN EQUAL OPPORTUNITY EMPLOYER

PowerSource Players: The Project Team

David Waller, MetroVision Regional Workforce Partnership Chair

Barbara Johnson, President and CEO, MetroVision Economic Development Partnership of
The New Orleans Regional Chamber of Commerce

PowerSource Design Committee Chair

Rod Lincoln, Cytec Industries

PowerSource Project Director

Liza Sherman, MetroVision

PowerSource Design Consultant

Jennifer Wolfe Guidry, LEARN INC.

PowerSource Committee

Sue Burge, MetroVision School-to-Career Partnership

Georgia Chaney, PowerSource Assistant

Trisha Hirth, JEDCO Workforce Coordinator

Nilima Mwendo, PowerSource Marketing Coordinator, LEARN INC.

Mike Schwall, MetroVision Public Relations Department

Sponsors

New Orleans Workforce Investment Board

Jefferson Workforce Investment Board

Delgado Community College

Louisiana Department of Labor

Special Thanks

The Jefferson Parish Regional Chamber of Commerce

Jefferson Parish Economic Development Commission

River Parishes Workforce Investment Board

St. Bernard/St. Tammany/Plaquemines Workforce Investment Board

The American Society of Training and Development, New Orleans Chapter

The Human Resource Management Association, New Orleans Chapter

Louisiana Technical College

Business Resource Network – Welfare to Work

Tulane University College, Professional Development Institute

The Center for Nonprofit Resources

The University of New Orleans

PowerSource Overview

Market Forces and HR Resources

MetroVision and The New Orleans Regional Chamber of Commerce, in partnership with the Orleans and Jefferson Workforce Investment Boards (WIBs), the Louisiana Department of Labor and Delgado Community College, have organized the *PowerSource: Plug into the Power of the Louisiana Workforce* forum to present area businesses with information on recruitment, training and retention of quality employees.

The forum has three goals:

1. To present attendees with the findings and recommendations of the New Orleans Region Community Audit Report.

This report identifies critical workforce development issues for each of the eight industry clusters identified by MetroVision as the strongest within our area. The key purpose of this project is to align training, education and workforce preparedness with the true needs of area business and industry, ultimately fueling retention and attraction of businesses within our region and job growth.

2. To highlight workforce recruitment, retention and training resources available to companies operating within our region.

These are resources that are available free of charge to assist companies with recruiting and training quality employees. They include employee profiling services, employee placement and post-placement support services, as well as funded and subsidized technical and life skills training programs.

3. To present attendees with models of best case human resources practices.

These best case practices, as implemented by national and local companies, demonstrate how these companies have maximized the potential of company employees as well as their companies' competitiveness and profitability through innovative, state-of-the-art human resources programs. These practices will also provide attendees with practical ideas and solutions for employee development to take back and implement in their own companies.

Note: Please see the **PowerUp! Action Planner** at the end of this Resource Directory for a place to take notes on how you can reach these goals.

PowerSource Schedule of Events

I. Registration and Breakfast **8:00AM to 8:30 AM**

II. Opening Remarks **8:30 AM to 8:40 AM**

Why workforce development is critical to your company's bottom line.

Speaker: *Tim Coulon*, President, Jefferson Parish

III. Presentation of Community Audit Results **8:40 AM to 9:10 AM**

The findings and recommendations of the New Orleans Region Community Audit Report on workforce recruitment, training and retention as well as other labor supply and demand issues. How these issues impact your industry and company.

Speaker: *David Dodd*, DADCO Consulting

IV. Panel One: Recruiting and Retention **9:10 AM to 10:45 AM**

Becoming an employer of choice: Industry leaders share their recruiting and retention strategies, best practices and success rates. Area resource providers explain the resources available for entry-level and higher level employees

Moderator: *Tom Jones*, Director of Human Resources, Boomtown Casino

Best Case Practices

- *Katherine McCary, VP HR, SunTrust Bank Mid-Atlantic Region*
- *Karen Heil, Human Resources Manager, Cintas Corporation*
- *Patrick Jouve, Director of Business Development, Alexander & Hamilton, Inc.*

Recruitment and Retention Resources

- *Ramona Simien, Business Services Representative, Orleans One-Stop Agency Recruitment Services*
- *Paula Quenoy, Assistant Director of Career Services, Loyola University*

BREAK **10:45 AM to 11 AM**

V. Panel Two: Training for Success

11 AM to 12:30

Developing a Learning Organization: Industry leaders share their training and development experiences, best practices and success rates. Learn how to develop a learning organization, manage intellectual capital, and create a training system infrastructure. Area resource providers explain the resources available for training entry-level and higher level employees.

Moderator: *Martha Huie, President, ASTD New Orleans*

Best Case Practices

- *Eladio Amores, Project Director of Community Employment and Training Programs, Marriott International*
- *Allyson Villars, Human Resources Officer, Barriere Construction Company*

Training Resources

- *Mike Garvey, Staff Planner, Jefferson Workforce Investment Board*
- *Kevin Joyce, Incumbent Worker Training Specialist, Louisiana Department of Labor*
- *Kathleen Mix, Associate Dean of Community and Workforce Development, Delgado Community College*

VI. Industry Roundtable Discussions and Box Lunch

12:30 to 1:50 PM

Meet with peers and workforce resource providers to identify available resources, solutions and strategies.

VII. Closing

1:50 to 2:00 PM

Speaker: *Bill Hines, Chairman, MetroVision Economic Development Partnership*

VIII. Resource Providers Showcase

8 AM to 2:00 PM

Meet one-on-one with representatives from the Louisiana Department of Labor, the Chamber of Commerce, area community and technical colleges, public and private resource providers and professional associations.

Section 2 Market Forces...The Community Audit (insert section page)

Community Audit Executive Summary

The New Orleans Region Community Audit Grant Project

Executive Summary

The Community Audit Grant Project was launched by the U.S. Department of Labor in 1999 as a tool to enable key stakeholders in local economies to acquire deeper knowledge of business and labor force trends which can, in turn, be used to develop strategic plans addressing the needs of labor and business alike.

The Community Audit Program developed in response to the dynamic nature of our modern-day labor market, which has transformed at an unsettling speed. Due in part to this rapid growth and change, oftentimes workers have trouble getting current and complete information on career paths and existing opportunities; businesses struggle to find employees possessing newly in-demand skill sets, and education and training providers struggle to keep up with constantly evolving labor needs.

In addition to focusing on needs and issues such as these, the strategic research conducted in a Community Audit also focuses on maximizing community assets. Research findings are used by a range of stakeholders, including policy makers, workforce and economic development agencies, and educators to develop procedures and policies which lead to sustainable economic growth.

Louisiana Regional Market Area #1, a partnership comprised of the Workforce Investment Boards of Plaquemines/St. Bernard/St. Tammany Parishes (LWIA #10); Jefferson Parish (LWIA #11); Orleans Parish (LWIA #12) and St. Charles/St. James/St. John the Baptist Parishes (LWIA #14), was awarded a Community Audit Grant which became operational in December 2001. The ultimate objectives of the New Orleans Region Community Audit are as follows:

1. Research the labor needs of business and industry in southeast Louisiana, including current and projected in-demand occupations and skill sets, industry standards for employees and recruitment mechanisms used.
2. Research the regional labor supply, including geographic locations of untapped labor pools, unused technical skill sets, aptitudes and abilities and effective recruitment and training mechanisms.
3. Inventory gaps and assets in the regional training, education and workforce development systems currently in place and use this as a basis for action policy and funding to improve our regional workforce development systems.
4. Structure action recommendations geared towards aligning regional training/education programs and the regional workforce development system with the

true needs of regional business and industry through the creation of effective, responsive workforce policy and funding.

Key partners involved in the Community Audit include MetroVision Economic Development Partnership of the New Orleans Regional Chamber of Commerce; higher education institutions such as the University of New Orleans, Xavier University, Dillard University, Tulane University and Southern University of New Orleans; local community-based organizations such as the New Orleans Jobs Initiative; and the Louisiana Department of Labor.

MetroVision, as the lead labor demand-side project partner, has incorporated research on industry clusters as a key component in the demand-side research. Research has focused on eight industry clusters within our region, including:

1. Arts and Entertainment
2. Life Sciences and Healthcare
3. Environmental Technology
4. Food and Consumer Products
5. Oil and Gas
6. Petrochemical
7. Maritime
8. Telecommunications and E-commerce.

MetroVision data sources include original research conducted internally and by DADCO consultants, secondary federal and state statistical data sources and focus groups of area business representatives. Research has focused on identifying critical in-demand occupations and skill sets, career pathways and industry standards, recruiting and training resources and issues, and regional workforce-related assets. The Report also compares job growth and wages levels in the New Orleans Regional Labor Market Area with similar national counterparts to develop action plans and benchmarks for success.

The New Orleans Jobs Initiative (NOJI) is conducting the initial labor supply-side of the project. In this first phase of labor market profiling, the supply side team focused on compiling data on the situation of individuals who have not been able to enter or remain in the labor market. The team is gathering and assembling information that describes the “untapped labor force” — those unemployed individuals who, with the right preparation, have the potential to fill the demand for skilled workers across the region, thus entering into the workforce mainstream.

This research consists of identifying characteristics shared by the unemployed, the skills, experience and other strengths possessed by these individuals, the barriers to employment that they face, as well as the challenges they experience when utilizing employment and training resources and supportive services. Once this profile of the untapped labor supply in the region is developed, it will be cross referenced with the labor demand data and used by

the region's workforce partners to analyze and improve the system for employment and training. The ultimate goal of the Regional Community Audit Partnership is to generate strategic regional action plans, policy and funding recommendations geared to align labor demand and supply within our region and to fill key, in-demand occupations, thus supplying business and industry with the qualified employees that they need and fostering sustainable, widespread economic development.

Section 3: Partners in Power (insert section page)

Eladio Amores, Senior Manager

*Marriott International Community Employment and Training Programs
Tampa, FL*

Born in Cuba and raised in Venezuela and Puerto Rico, Eladio Amores has a diverse background from which he approaches the job training and employment arena.

He is currently a senior manager with Marriott International Community Employment and Training Programs (CETP), where he implements “Pathways to Independence,” Marriott’s innovative, employer-based, customized job training, placement, and retention program for the hospitality industry.

He has previously been the Executive Director of SER/Jobs for Progress in Santa Ana, Calif.; the Director of Vocational Services for the Easter Seal Society of Dade County, Fla.; the Executive Director of the County of Riverside Private Industry Council in Calif.; and the Director of Job Training and Economic Development for the County of San Mateo, Calif.

In Florida, Eladio is a founding member of the Business Advisory Council through Sarasota County Vocational Rehabilitation, a former Chair of the Florida Business Leadership Network, and was recently appointed to the Board of Directors of The Able Trust, which is the Florida Governor’s Alliance for the Employment of Disabled Citizens.

Eladio has a bachelor’s degree in Sociology and a master’s degree in Urban Studies from Southern Connecticut State University, as well as a master’s degree in Public Administration from the University of New Haven.

David Dodd, President

*DADCO Consulting Services
Shreveport, LA*

David Dodd is President of DADCO Consulting Services, a consulting firm specializing in capital, communication, and collaboration. After a career in commercial banking, helping to successfully organize an economic development program in the town of Logansport, La., David joined the Shreveport Chamber of Commerce as manager of Business Development and Financial Assistance. Under his tenure, job creation increased by 130% and he was named National Outstanding Young Leader in economic development by Site Selection magazine.

David founded DADCO Consulting Services, Inc., in 1999, and now has a network of consultants who he engages to meet the needs of select clients worldwide. He has worked in 42 states in the United States, as well as in Australia, Japan, and Europe.

David has a broad base of expertise in the wide field of economic development. He is a pioneer in the principles of competitive advantage through inter-firm collaboration, business networking, and cluster-based economic development.

Michael Garvey, Planner

*Jefferson Parish Workforce Investment Board
Metairie, LA*

Michael Garvey has worked for Jefferson Parish for 21 years, beginning with the CETA program as an On-the-Job Training contract writer and moving to planner with the implementation of the Job Training Partnership Act (JTPA) in 1982.

With the passage of the Workforce Investment Act (WIA) Michael assumed the position of planner for the Jefferson Workforce Investment Board (WIB) in July 2000. His responsibilities include working directly with the WIB to meet all of the requirements of the Workforce Investment Act, including the Board's relationship with the Jefferson Parish One Stop Center and all of the partners involved in the One Stop system.

One of the primary responsibilities of the WIB is to identify the key workforce related issues in Jefferson Parish and to work to develop strategies and solutions to address these issues. One of the primary goals established by the WIB is to engage employers in the process of participating in the training efforts undertaken with WIA funds, and he is at PowerSource today as part of this on-going effort.

Karen Heil, SPHR, Human Resources Manager

*Cintas Corporation
New Orleans, LA*

Karen is a nationally certified human resources professional with 10 years of solid generalist experience. In her current position for Cintas Corporation, she is responsible for all Human Resource administrative functions for the New Orleans operation of this national S&P 500 company, as well as the regional recruiter, human resource consultant and trainer for the South Central Group of Cintas.

Karen specializes in recruiting and retention efforts for her company. She develops recruiting strategies, holds job fairs, and assists in the hiring process for hourly and salaried candidates. As for retention, she designed and implemented turnover action plans that reduced location turnover from 34.29% to 8.10% — the lowest in the South-Central Group.

Karen was recognized in August FY01 as the top-performing HR Manager in the South Central Group and won the first Human Resources PEAK Award FY02, which is given by her company to recognize outstanding business contributions by an HR Manager.

She is active on the Job Service Employer Committee and serves on the technology committee of the Human Resources Management Association in New Orleans.

Prior to joining Cintas, Karen held positions as both HR Director of a locally owned home care company and as the corporate-level human resources manager for a multi-state home health care enterprise. Karen received her bachelor's degree from the University of Wisconsin, where she graduated with honors.

Kevin Joyce, Workforce Development Program Advisor

Louisiana Department of Labor
New Orleans, LA

Kevin Joyce has worked for 12 years with the Department of Labor, specializing in job placement, tax credit determination, and Veteran's services. He is currently assigned to the Incumbent Worker Training Program and serves the business and educational communities in the New Orleans and Baton Rouge regions to develop and maintain customized work force training initiatives.

Patrick Jouve, Director of Business Development

Alexander & Hamilton, Inc.
Metairie, LA

Patrick received his master's degree from Harvard University's Graduate School of Business and his bachelor's degree in American Government from Georgetown University. Patrick, who has dual nationality in France and the United States, is bilingual in French and English

Prior to joining Alexander and Hamilton (A&H) in 2001, Patrick monitored world economic developments and foreign currency markets for a major institutional investment manager in Boston. Patrick also developed a network of corporate clients, both in Boston, Mass., and Washington, D.C. for two well-known U.S. banking concerns headquartered in the Northeast.

Patrick leads Alexander & Hamilton's business and workforce development task forces as well as A & H's Quality Control and ISO 9000 Certification Programs. Patrick is actively involved in economic development initiatives with New Orleans-based community groups such as MetroVision, The Young Leadership Council, and The Jefferson Parish Chamber of Commerce.

Katherine McCary, Vice President of Human Resources and Manager of Accessing Community Talent (ACT)

SunTrust Bank Mid-Atlantic

Katherine McCary manages SunTrust Mid-Atlantic's award-winning ACT Program (Accessing Community Talent), which targets underemployed and unemployed applicant pipelines for employment at SunTrust. This includes diverse populations such as minorities, older workers, welfare to work, transitioning military, dislocated workers, veterans, youth and individuals with disabilities.

The ACT Program is sponsored by Mr. C.T. Hill, the CEO, chairman and president of SunTrust Bank, Mid-Atlantic. The ACT program's budget includes a majority of funding for disability initiatives.

Katherine has over 25 years of staffing experience. Her current role includes representing SunTrust Mid-Atlantic as the lead company for the Virginia Business Leadership Network (Department of Labor's Office of Disability Employment Policy, formerly the President's Committee on Employment of People with Disabilities). The Virginia BLN is a business-led organization with chamber, government and community service partner organizations dedicated to increasing workforce and market place diversity by including people with disabilities. The vision of the VA BLN is to be seen as a best practice network of employers.

In addition, Katherine serves on the DC BLN Steering Committee and is active with the Maryland Governor's Committee for Employment of People with Disabilities. She was recently appointed by Virginia Governor Mark Warner to serve on the Disability Commission.

SunTrust is currently involved in the start up of a Montgomery County, MD BLN. Katherine is heading the Program Committee for the National BLN Summit to be held November 2002 at the U.S. Chamber of Commerce, Washington, D.C.

In her 10 years with SunTrust, Katherine's contributions to the company's diversity efforts have resulted in internal, regional and national recognition.

Kathleen Newton-Mix, Associate Dean

*Delgado Community College, Community and Workforce Development Division
New Orleans, LA*

Kathleen Mix has been involved in education for over 20 years. She is a native of New Orleans who began her professional career as an English and math instructor in the Delgado Community College Rehabilitation Center. After teaching for six years and designing academic training for adult learners, she was then promoted to Assistant Dean in order to create a marketing and Educational Outreach Program for the New Orleans community. She soon discovered that grants were available for customized training in a variety of areas and launched a Women's Services Center for Delgado Community College. As an outgrowth of this effort, Delgado's Community Projects Division was born, responding to specific training needs of individuals, groups and businesses.

Kathleen currently serves as the Associate Dean of Delgado's Community and Workforce Development Division. Through the business and industry arm of the college, Kathleen provides creative leadership meeting the comprehensive and evolving needs of industry. She manages numerous local, national, and international programs funded through Delgado by seeking private, corporate, federal, state and municipal resources.

In response to area needs, Kathleen designs and manages a variety of commercial training and grant programs to serve incumbent, entry level and dislocated workers. She has been a very active member of the Department of Labor Workforce Investment Board and the Private Industry Council for over ten years.

Most recently, she has been involved with Incumbent Worker Grant initiatives through the Louisiana Department of Labor and has secured over \$12 million in funding to train workers in the maritime industry. Projects created through these efforts gained Kathleen recognition as a finalist for the "Innovator of the Year" award.

Paula Quenoy, Associate Director, Career Services

*Loyola University Counseling and Career Services Center
New Orleans, LA*

Paula joined Loyola University New Orleans in 1999 after extensive career services and event planning experience at Rice University, Texas A&M International University, and Ithaca College.

At Loyola, she has primary responsibility for the career development, internship, and recruiting related services provided by the Counseling and Career Services Center. Paula concentrates much of her effort on cultivating relationships with employers and developing services to aid organizations in meeting their recruiting and hiring objectives.

Paula is active in professional associations including the American College Personnel Association, the National Association of Colleges and Employers, and the Southwest Association of Colleges and Employers. She has presented at numerous conventions and meetings of professional organizations, with a focus on connecting employers and college career services practitioners.

Paula received her master's degree in higher education administration from Syracuse University and her bachelor's degree in music from Ithaca College.

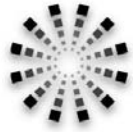
Ramona Simien, Business Service Representative

New Orleans Workforce Partnership/Adult Career Center

Ramona Simien has worked in workforce development for a number of years, in both New Orleans, La. and in Orlando, Fla. In Florida, Ramona worked with the Orlando Workforce program, formally known as WAGES WORKS! She served as a job developer for the project and was able to secure many job opportunities for her clientele.

Ramona, a native of New Orleans, also has over six years of experience in sales and marketing, and has a recognized talent for satisfying her customers (both job seekers and employers). She joined the Workforce Partnership team in November 2001 in the Business Services area.

Her goal today: to establish as many On-the-Job-Training contracts to subsidize employee wages during job training as the budget allows. For her, it's rewarding for the employer, the job seeker and herself.



POWERSource

Plug into the power of the Louisiana Workforce

Allyson Villars, Organization Development and Human Resource Officer

Barriere Construction Company

New Orleans, LA

Allyson is a 20-plus year career counselor certified by the National Board of Certified Counselors. Her diverse experience includes work with the government of Singapore, the Hyatt Hotels, the University of Sydney in Australia, and on the island of Mauritius off the coast of Madagascar.

Section 4: PowerSource Handouts (insert section page)

In order of appearance:

- *Katherine McCary, VP HR, SunTrust Bank Mid-Atlantic Region*
- *Karen Heil, Human Resources Manager, Cintas Corporation*
- *Patrick Jouve, Director of Business Development, Alexander & Hamilton, Inc.*
- *Ramona Simien, Business Services Representative, Orleans One-Stop Agency Recruitment Services*
- *Paula Quenoy, Assistant Director of Career Services, Loyola University*

- *Eladio Amores, Project Director of Community Employment and Training Programs, Marriott International*
- *Allyson Villars, Human Resources Officer, Barriere Construction Company*
- *Mike Garvey, Staff Planner, Jefferson Workforce Investment Board*
- *Kevin Joyce, Incumbent Worker Training Specialist, Louisiana Department of Labor*
- *Kathleen Mix, Associate Dean of Community and Workforce Development, Delgado Community College*

Section 5: Power Resources: Recruiting (insert section page)

Recruiting Overview: Maximizing Your Power to Attract the Best Employees

Organizations today face a variety of recruiting challenges: qualified workers prepared with technical and life skills for the New Economy are in high demand, but the supply of these quality workers is diminishing due to the retirement of baby boomers, high demand for technically-skilled employees, rapidly changing skill needs as defined by the market and populations of workers with undeveloped technical and life skills that have not been prepared for the process of ‘lifelong learning.’ This situation is often exacerbated by a lack of employee screening or profiling, which can result in a mismatch between employees and jobs. Ultimately, this can lead to high levels of turnover that can amount to an indirect cost to the company that is equivalent to 25-50% of the employee’s annual salary.

According to the Society of Human Resource Management (SHRM), recruiting has become an ongoing process for most organizations, and must be approached with the same discipline and skill of other key human resource practices such as managing legal challenges and training and development needs.

Furthermore, recruiting is very specialized, as the hiring process must be customized according to the type of job and the background of the candidate. For example, the processes of recruiting college graduates, employees with on-the-job experience and entry-level technical employees are extremely different, from the interview process to salary negotiation.

A vast number of resources and white papers on recruiting are available at the website for SHRM, www.shrm.org. The New Orleans chapter of the Human Resources Management Association, an affiliated chapter of SHRM, can also provide helpful information. Their website is www.hrmaneworleans.org.

A few recruiting methods are listed on the next page; a comprehensive listing of local recruiting resources is listed in the next section.

Recruiting Methods

- Classified newspaper ads
- Outreach Programs to Immigrants and foreign workers
- Outreach Programs to Handicapped or Physically Disabled populations (through groups such as The Business Leadership Network)
- Internship Programs to recruit future and current college and high school graduates
- Industry conferences and trade shows
- Professional journals
- Help wanted signs
- Employment agencies
- Headhunters
- Web-based/internet recruiting websites
- The Louisiana Works Job Posting Site – www.laworks.net
- Community Groups such as the Business Resource Group, the One Stop Recruitment Agencies and the Louisiana Department of Labor, all listed within this guide
- “Now Hiring” banners and other advertising sources
- Internal Promotion from within Company Ranks
- Employee referrals (with a bonus)
- Customer referrals
- Job hotline on your telephone system
- Campus recruiting at secondary and post-secondary community colleges, technical colleges and universities throughout the region
- Job fairs
- Past application files
- Layoffs of other companies (contact human resource department and arrange interviews)
- Churches
- Placement services with local education providers

Directory of Regional Recruiting Resources

Note: The following alphabetical list provides an overview of some of the most easily accessible programs available in this region. However, it is not a comprehensive list of the many workforce resource programs available within the Greater New Orleans area. More information can be found by contacting the agencies listed, the Louisiana Department of Labor or your local Workforce Investment Board.

Business Resource Group (Welfare to Work Partnership)

The Business Resource Group, known nationally as The Welfare-to-Work Partnership, is a non-profit national organization formed in 1996 by CEOs of five of the leading US companies including United Airlines, Burger King, Monsanto, Sprint and United Parcel Services. This Partnership was created to provide innovative, highly effective workforce solutions for the business community through promoting for recruitment and customized, company-specific training of under-accessed populations such as former welfare recipients and other unemployed and low-income workers. The New Orleans office is part of a five city network that works to provide companies with productive, trained and qualified long term employees. In doing so, the Business Resource Group trains individuals in both technical and life skills, assists these individuals in job placement and arranges for post-placement support services which include transportation and childcare.

The Business Resource Group helps businesses meet their hiring needs with dedicated, quality employees. Companies need to find qualified and reliable workers. The Welfare-to-Work Partnership provides a new pool of workers. BRG will customize their workforce recruitment and training solutions to the specific needs of your company.

The Business Resource Group provides:

- Direct access to a new pool of good, productive employees that will increase your retention rate and reduce turnover costs
- A team dedicated to helping your business succeed
- Business-to-business human resource-related consulting and training support
- Connections to local workforce development resources, programs and job placement services
- Comprehensive mentoring and post-placement support for new employees
- Technical assistance to design and implement customized hiring and retention strategies
- Pre- and Post-employment assistance with resource coordination including:
 - Financed technical and life skills training and
 - Employee support services such as transportation services, uniforms, childcare and more

How does your organization get involved?

Step 1: Identify your company's hiring and retention needs.

Step 2: Call the local New Orleans BRG office at (504) 588-9168 to discuss how they can help your company with your recruiting and training needs.

Step 3: Hire your new employee.

Step 4: Rely on ongoing BRG support to help retain qualified, valuable employees.

How do you know this program will work for your organization?

CASE EXAMPLE

Last year alone, Bank of America hired over 1,000 former welfare recipients. After one year in operation, the longest running customized training programs – in Seattle and Dallas – boast retention rates of 92% and 80% respectively.

80% of executives who have hired former welfare recipients found that their new hires are “good, productive employees.”

62% of business leaders report that welfare to work hires have the same or better retention rates than traditional entry-level employees.

76% of The Partnership's Business Partners say their company or their industry continues to face a labor shortage. A majority of businesses, large and small, hired a former welfare recipient in the year 2000.

Bottom Line Benefits

Business of all sizes and industries have found that successful welfare-to-work programs are as much for the bottom line as they are for the community. Businesses say that welfare to work provides dedicated, reliable workers do a quality job while simultaneously reducing turnover and hiring costs.

For more information, contact the New Orleans BRG office at (504) 588-9166 or refer to the website at www.welfaretowork.com.

Louisiana Department of Labor: Placement Services

LDOL Placement Service Centers were established to help businesses with job recruitment, screening, selection, and referral. For the employer using this service, cost and staff and personal time are reduced as staff at the Center helps you find applicants who meet the basic requirements of the job. This service acts as a “front office” human resource function for your organization. Any legally registered business in good standing in the state of Louisiana is eligible. For more information or to contact the job center near you, visit the Louisiana Department of Labor’s website at <http://www.laworks.net>.

Area contacts include:

- New Orleans Downtown: Cheryl Brown (504) 568-7257
- New Orleans East: Alice Conney (504) 243-7666
- St. Bernard: Vicki Abdo (504) 278-6630
- Slidell: Pamela Thomas (985) 645-3537
- Covington: Michael Messina (985) 893-6204
- West Jefferson: Phil Spengeman (504) 361-6313
- East Jefferson: Susan Thompson (504) 736-7064

Regional One-Stop Employment and Support Services Agencies

The One-Stop Agencies located throughout the parishes of Louisiana offer complete workforce development services and resources for employee recruitment, training and retention to Louisiana business and industry at no charge. These agencies are funded through the Federal Workforce Investment Act (WIA) and are managed by the Workforce Investment Boards (WIBs) of local labor market area. Contact information for the Four Greater New Orleans Region WIBs follows below.

Job seekers have access to an array of services such as technical job-specific training, life skills training, job preparation classes, resume writing and interviewing workshops. The One Stop Agencies are equipped with technology and trained staff to assist jobseekers in their job search and employment preparation.

Employers can use a range of services geared to facilitate the recruitment of qualified employees. These services include employee profiling and screening, jobseeker aptitude and ability testing and employee matching as well as, in some locations, on-site interviewing facilities for companies to use in interviewing potential employees. Employers can also list and modify job orders on the Louisiana Department of Labor website (www.laworks.net) and in the Center’s resource room. Services are provided at no charge.

For more information, contact the following One-Stop Agencies:

- **Orleans One-Stop Agency** Ramona Simien or Charles Franklin, (504) 636-0300

- **Jefferson One-Stop Agency Westbank** (504) 227-1283 for the Resource Room or (504) 227-1282 for Calvin McCall. **Eastbank** (504) 736-7050 or 7051, or call Mary McMiller at (504) 736-7046
- **River Parishes One-Stop Agency** James Poole (985) 783-5030
- **St. Bernard One Stop-Agency** Melissa Cardinale (504) 278-6605
- **Covington One Stop-Agency** Angela Gunnels (985) 871-1229

Secondary and Post-Secondary School Programs

School-to-Career Program

The MetroVision School-to-Career Partnership, Inc., serves seven school systems in the Greater New Orleans region. It facilitates student shadowing experiences for 9th and 10th graders and paid internships for 11th and 12th grade high school students who have met specific qualifications through participation in seven different industry-specific academies in their high schools. The industries include construction and petrochemical; culinary arts/food service; financial services; healthcare; hospitality, travel and tourism; information technology; and law and justice. Business partners support the academies and host the students in the work place.

School-to-Career also facilitates internships hosted by business partners for educators, so that they are informed about the skills and knowledge required by business and industry today and can integrate their core curriculum with lessons that are relevant to the work place.

In addition, School-to-Career is collaborating with Johns Hopkins University to create a Talent Development High School Model hub in Greater New Orleans. The model is a critically acclaimed method for redesigning high schools that focuses on increasing academic performance and career development for all students

The MetroVision School-to-Career Partnership, Inc. is a member of the National Intermediary Network and has gained national recognition for its work of linking educators and the emerging workforce with employers. For more information contact Karen Lemoine at (504) 527-6923 or klemoine@norcc.org.

Post-Secondary Education Recruiting

Most universities, community colleges, technical colleges and training institutes have career centers where employers can recruit potential employees. A listing of a selection of local schools is included on page 46 of this Resource Directory. Employers can contact the Career Services Center at each school for more information. Participating in college and university jobs or career fairs will put you in touch with qualified applicants. Please note that recruiting

for college students, interns, and graduates requires specialized recruiting techniques. It is extremely helpful to discuss these techniques with the Career Services Center Personnel when recruiting these potential employees.

Directory of Regional Recruiting Resources

Workforce Financial Incentives and Tax Credits

Corporate Jobs Tax Credit

Any corporation that establishes or expands in Louisiana may qualify for a one-time tax credit ranging from \$100 to \$225 for each new job created. The credits can be used to satisfy state corporate income tax obligations, up to 50 percent of the tax liability. This program may be used in lieu of participation in the Industrial Tax Exemption or Enterprise Zone Program. For more information, please contact the Louisiana Department of Economic Development at (225) 342-3000.

Enterprise Zone Program*

The Enterprise Zone Program is a jobs incentive program that encourages businesses to create new jobs, hiring at least 35 percent of new jobs from one of four targeted groups. A business must increase its present workforce by at least 10 percent within the first 12 months or create a minimum of 5 net new jobs with the first 24 months of the project or construction start date to qualify for this program.



A one-time \$2,500 tax credit is awarded for each certified net new job created. Businesses with SIC of 3720 or 3760 (aerospace) or NAICS of 3363 (automobile parts manufacturers), may qualify for a one-time tax credit of \$5,000 for each certified net new job. An additional \$2,500 tax credit may be awarded in the second year of employment when the new employee is no longer eligible for the Family Independence Temporary Assistance Program (FITAP).

The targeted groups are new hires who meet one of the following criteria:

- (1) live in the enterprise zone
- (2) have received some form of public income assistance (WIC, FITAP) or employment assistance (through Workforce Investment Act funding, the La. Department of Labor, Welfare-to-Work etc.) within the six months immediately prior to hiring
- (3) lack basic education skills, i.e., below 9th grade proficiency in reading, writing or math
- (4) are physically challenged

Economic Zones (EZs) are areas with high unemployment, low income, or a high percentage of residents receiving some form of public assistance.

For more information, contact Marylyn Friedkin at the Louisiana Department of Economic Development, Business Incentive Division, (225) 342-9228, or e-mail her at friedkin@lded.state.la.us. Or refer to the website at www.lded.state.la.us. For information about Enterprise Zone locations, call 1-800-998-9999 or visit the website at <http://www.hud.gov/ezec/locator>.

*Requires that advanced notice be given to the Louisiana Office of Commerce and Industry.

Jefferson Economic Future Fund (J.E.F.F.)

The Jefferson Economic Future Fund is designed to help Jefferson Parish compete for new jobs and investments. Projects are negotiated on a case-by-case basis, depending on the number of new jobs and payroll to be generated, location, and deal structure. For more information, please contact Trisha Hirth JEDCO at (504) 833-1881, ext. 349.

Quality Jobs Program

Louisiana's Quality Jobs Program provides an additional incentive for businesses to locate or expand existing operations in Louisiana, create quality jobs and promote economic development by focusing on the State of Louisiana's traditional and emerging industry clusters. The six eligible industry clusters are:

- Biotechnology and Biomedical
- Micro-manufacturing
- Software, Internet & Telecommunications
- Environmental Technology
- Food Technology
- Advanced Materials

Qualifying businesses engaged in manufacturing, oil and gas field services or other basic industries as well as businesses with certain sales percentages (please contact the LDED at the below phone number for further information on these percentages) are also eligible for a refundable tax credit based on state benefits derived from annual gross payroll.

The program can be used in conjunction with the Industrial Property Tax Exemption Program. Tax credits can range up to five percent of the newly created payroll per year and can be used to satisfy state, corporate and personal income taxes and corporate franchise tax liabilities. The program is available to companies for a period of five years, with an option for an additional five years. If credits earned exceed liabilities, a cash refund will be made.

For eligibility, application procedure or more information, contact Kay Wallace at the Louisiana Department of Economic Development, Office of Business Development, Business Incentives Division, 225-342-5367 or wallace@lded.state.la.us. Or visit the website at www.lded.state.la.us.

Welfare-to-Work Tax Credit (WtW)

WTW is a federal income tax credit that encourages employers to hire job seekers from the eight targeted groups listed below. Welfare-to-Work Tax Credit are awarded to employers that hire long-term welfare recipients that have been employed for a minimum of 400 or more hours or 180 days prior to application for the credit. The credit can amount to as much as \$8,500 per new hire based on 35% of qualified wages for the first year of employment and 50% for the second year. Qualified wages are capped at \$10,000 per year. The tax credit for hiring all other targeted groups, except Summer Youth, is up to \$2,400 for each new hire at 40% of qualified first year wages for those who are employed for 400 hours and 25% on those employed at least 120 hours. Wages include tax-exempt amounts received under accident or health plans as well as educational assistance and dependent assistance programs.

For more information about this credit, contact the Louisiana Welfare to Work Unit at (225) 342-3037, ext. 2923. To obtain IRS Form 8850 visit www.irs.ustres.gov/prod/forms.html or call 1-800-829-3676. The ETA 9061 website is www.doleta.gov/employer/eta9061.pdf.

Targeted groups:

- AFDC (Aid to Families with Dependent Children) or TANF (Needy Families) recipients
- Veterans on food stamps
- Ex-felons from low-income families
- 18-24 year old Enterprise Zone residents or food stamp recipients
- Vocational rehabilitation referrals
- 16-17 year old Enterprise zone residents as Summer Youth Employees
- SSI recipients
- Long-term AFDC recipients



Work Opportunity Tax Credit (WOTC)

This federal tax credit helps private businesses earn federal income tax savings when they hire job seekers from the eight target groups with barriers to employment that are listed above. The credit reduces employers' federal income tax liability by as much as \$2,400 per qualified new worker.

To obtain certification for the new employee, employers must complete certain forms. Download Form 8850 and instructions at <http://www.irs.ustreas.gov> or call 1-800-829-1040. For more information call the State Employment Security Agency WOTC Coordinator at 1-877-828-2050, the U.S. Department of Labor Regional WOTC Coordinator at 1-800-829-1040 or Robert Wheeler at the Internal Revenue Service at 202-622-6060.

**Please be advised that all tax credits and incentives are subject to legislative and/or congressional action. For current status information, please contact the Louisiana Department of Economic Development at www.lded.state.la.us or (225) 342-3000.

section 6 Power Resources Retention (insert section page)

Retention Overview: Maximizing Your Power To Retain Quality Employees

As the demand for quality employees increases and the need to keep skilled workers intensifies, companies must strengthen their retention strategies. Many companies have succeeded in increasing job satisfaction by incorporating benefits that respond to their employees' career, personal and family needs.

The first step in retaining quality employees is the use of thorough interview and hiring techniques. According to a Harvard study, almost 80 percent of turnover results from mistakes made in the hiring process. Another Harvard study estimated that average turnover costs can amount to the equivalent of between 25% and 50% of an employee's salary. Research also shows that use of effective management and supervision techniques is critical as, oftentimes, one of the most influential factors in an employee's decision to leave a company may be conflict with their supervisor.

Support services for employees, such as flex time, child care assistance programs, employer-sponsored recreational activities, employer-subsidized training and other programs can ultimately be extremely cost-effective for your company since they work both directly and indirectly to reduce turnover. Benefits and training are critical for employee satisfaction. Listen to what your employees want in their jobs and incorporate newer, more innovative perks alongside the traditional benefits.

A vast number of resources and white papers are available on retention at the website for SHRM, www.shrm.org. The New Orleans chapter of the Human Resources Management Association, an affiliated chapter of SHRM, can also provide helpful information. Their website is www.hrmaneworleans.org. Information on using training as a retention device can also be found on the website for the American Society for Training and Development, www.astd.org.

Directory of Regional Retention Resources

Note: The following alphabetical list provides an overview of some of the most easily accessible programs available in this region. However, it is not a comprehensive list of the many workforce resource programs available within the Greater New Orleans area. More information can be found by contacting the agencies listed, the Louisiana Department of Labor or your local Workforce Investment Board.

Earned Income Tax Credit (EITC)

The Earned Income Tax Credit (EITC) is a federal tax credit for working individuals and families. The impact on of this tax credit on their total income can be considerable. However, a brief summary of the income level limitations and the maximum amount of the credit available for the 2002 tax year is as below:

Maximum Income Eligibility Limits

One qualifying child	Two or more children	No children
Single \$29,201	Single \$33,178	Single \$11,060
Married \$30,301	Married \$34,178	Married \$12,060

Maximum Credit Amount (credit computed based on a curve – See Pub 596 of the Internal Revenue Service or call the local or 800 contact number listed below)

One qualifying child	Two or more children	No children
\$2,506	\$4,140	\$376

Advanced Earned Income Tax Credit

The Advanced Earned Income Tax Credit (AEITC) allows those taxpayers who expect to qualify for the EITC and have at least one qualifying child to receive part of the credit in each paycheck throughout the year the taxpayer qualifies for the credit. During the year 2002, up to \$1,503 could be received if they were eligible for advance EITC. The employee must file their tax return indicating the amount of AEITC issued and to claim the remainder of the refund. (The Form W-2 will indicate this amount.)

The benefit of this to employers is that it amounts to a form of ‘pay raise’ as AEITC enables employers to give their employees more take-home pay in each paycheck.

Form W-5, Earned Income Credit Advance Payment Certificate, must be completed by the employee and returned to the employer for processing in order to receive the AEITC. A new W-5 Form must be completed every calendar year by the employee to renew their eligibility for AEITC.

Publication 596 fully explains the rules to qualify for and to claim the EITC and AEITC. A free copy of this publication is available for download from www.irs.gov or by calling 1-800-829-3676. Employers can display and distribute materials educating their employees about the Earned Income Credit, as well as other important tax credit issues, by contacting the Stakeholder Partnerships Education and Communication Territory Manager, Jan Pretus, at (504) 558-3204; or by calling the toll free number above to request information. Also, employers can advise their employees of opportunities available for free tax preparation services for low-income taxpayers through the VITA (Volunteer Income Tax Assistance) Sites sponsored by community organizations throughout the area.

Agenda for Children

Agenda for Children, a nonprofit advocacy agency for children, operates three main programs:

- Child Care Resources, which helps families find and choose child care, and offers training and technical assistance for child care providers.
- Project SHIELD, which provides child abuse prevention education for children, parents, and teachers.
- Second Step which teaches skills that enable children to resolve conflicts and handle anger productively.

For more information, contact Agenda for Children at (504) 586-8509 or 1-800-486-1712, outside the New Orleans area or at information@agendaforchildren.org.

Regional One-Stop Employment and Support Services Agencies

The One-Stop Agencies located throughout the parishes of Louisiana offer complete workforce development services and resources for employee recruitment, training and retention to Louisiana business and industry at no charge. These agencies are funded through the Federal Workforce Investment Act (WIA) and are managed by the Workforce Investment Boards (WIBs) of local labor market area. Contact information for the Four Greater New Orleans Region WIBs follows below.

Job seekers have access to an array of services such as technical job-specific training, life skills training, job preparation classes, resume writing and interviewing workshops. The One Stop Agencies are equipped with technology and trained staff to assist jobseekers in their job search and employment preparation.

Employers can use a range of services geared to facilitate the recruitment of qualified employees. These services include employee profiling and screening, jobseeker aptitude and ability testing and employee matching as well as, in some locations, on-site interviewing facilities for companies to use in interviewing potential employees. Employers can also list and modify job orders on the Louisiana Department of Labor website (www.laworks.net) and in the Center's resource room. Services are provided at no charge.

For more information, contact the following One-Stop Agencies:

- **Orleans One-Stop Agency** Ramona Simien or Charles Franklin, (504) 636-0300
- **Jefferson One-Stop Agency Westbank** (504) 227-1283 for the Resource Room or (504) 227-1282 for Calvin McCall. **Eastbank** (504) 736-7050 or 7051, or call Mary McMiller at (504) 736-7046
- **River Parishes One-Stop Agency** James Poole (985) 783-5030
- **St. Bernard One Stop-Agency** Melissa Cardinale (504) 278-6605
- **Covington One Stop-Agency** Angela Gunnels (985) 871-1229

Temporary Assistance for Needy Families (TANF)

TANF is a federally funded, state-operated program designed to end the dependency of needy parents on government benefits, provide assistance to needy families, prevent and reduce the number of single parent pregnancies and encourage two-parent households.

Financial assistance is provided to needy families under The Office of Family Support of the Department of Social Services. Some of the programs available to TANF recipients are:

- Louisiana's Family Independence Temporary Assistance Program (FITAP)
- Kinship Care Subsidy Program (KCSP)
- Louisiana's Family Independence Work Program (FIND Work), which assists individuals with job preparation training, employment placement and post-employment support services
- Wrap-Around Child Care (WACC) which provides child care services

FITAP provides cash assistance to families with children when their financial resources are insufficient to meet their basic needs. The program's goal is to move families on public assistance to independence by promoting job preparation and work.

KCSP provides cash assistance of \$222 per month for each eligible child who resides with an eligible relative other than a parent. The relative may be a grandparent, aunt, uncle, brother, sister, first cousin, niece or nephew, stepbrother or stepsister.

The Family Independence Work Program (**FIND Work**) assists Family Independence Temporary Assistance Program (FITAP) recipients with educational, training and work-related activities designed to lead to employment and self-sufficiency. Various support services, such as transportation, child care assistance, and eyeglasses necessary for employment or training, are offered through this program.

The **WACC** program assists working families by financing their child care while parents are at work. Fees are paid directly to the provider for the child(ren).



For more information on these programs, contact the Louisiana Office of Family Support at <http://www.dss.state.la.us/offofs/index.htm>. A TANF hotline will supply callers with local phone numbers for particular services. The TANF hotline number is 1-800-706-TANF (8263).

Directory of Regional Retention Resources

Workforce Financial Incentives and Tax Credits

Welfare-to-Work Tax Credit (WtW)

WTW is a federal income tax credit that encourages employers to hire job seekers from the eight targeted groups listed below. Welfare-to-Work Tax Credit are awarded to employers that hire long-term welfare recipients that have been employed for a minimum of 400 or more hours or 180 days prior to application for the credit. The credit can amount to as much as \$8,500 per new hire based on 35% of qualified wages for the first year of employment and 50% for the second year. Qualified wages are capped at \$10,000 per year. The tax credit for hiring all other targeted groups, except Summer Youth, is up to \$2,400 for each new hire at 40% of qualified first year wages for those who are employed for 400 hours and 25% on those employed at least 120 hours. Wages include tax-exempt amounts received under accident or health plans as well as educational assistance and dependent assistance programs.

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Targeted groups:

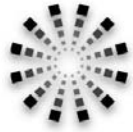
- AFDC (Aid to Families with Dependent Children) or TANF (Needy Families) recipients
- Veterans on food stamps
- Ex-felons from low-income families
- 18-24 year old Enterprise Zone residents or food stamp recipients
- Vocational rehabilitation referrals
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- SSI recipients
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To obtain certification for the new employee, employers must complete certain forms. Download Form 8850 and instructions at <http://www.irs.ustreas.gov> or call 1-800-829-1040. For more information call the State Employment Security Agency WOTC Coordinator at 1-877-828-2050, the U.S. Department of Labor Regional WOTC Coordinator at 1-800-829-1040 or Robert Wheeler at the Internal Revenue Service at 202-622-6060.



POWERSource

Plug into the power of the Louisiana Workforce

**Please be advised that all tax credits and incentives are subject to legislative and/or congressional action. For current status information, please contact the Louisiana Department of Economic Development at www.lded.state.la.us or (225) 342-3000.

Training Overview: Maximizing Your Power to Develop Qualified, Prepared Employees

The modern-day economy is characterized by competition, technological changes and the globalization of business. In this environment which mandates that businesses consistently produce improved goods and services at lower operating costs, businesses and their employees are challenged to constantly learn new and more efficient ways of working. Technological and technical ‘know-how’ along with higher overall levels of job skills and the capacity to be a ‘life-long learner’ are vital to the success of businesses and employees alike in our modern-day economy. Training and continuing education have come to be necessary tools for a company’s growth and success. Those companies that invest in their employees give themselves a competitive edge through fortifying their most important and valuable factor of production: their workforce.

The State and Federal programs outlined within this guide can fund this competitive edge for your company through wage subsidies or wholly funded customized training programs.

Types of Training

The Committee on Post-Secondary Education and Training for the Workplace (Hansen 1994) names four major types of training:

1. Qualifying training – initially preparing people for entry-level work
2. Skills improvement training – for employed individuals who desire/need further education and training to upgrade their skills and increase job mobility
3. Retraining – for those who have been or are about to be displaced from their jobs and need to prepare for a new line of work
4. Second-chance training – for individuals in need of a combination of basic education and job skills, perhaps in combination with other social services, to reach economic self-sufficiency through employment.

Directory of Regional Training Resources

Grant Funding and Subsidies for Customized Employee Training

Note: The following alphabetical list provides an overview of some of the most easily accessible programs available in this region. However, it is not a comprehensive list of the many workforce resource programs available within the Greater New Orleans area. More information can be found by contacting the agencies listed, the Louisiana Department of Labor or your local Workforce Investment Board.

Louisiana Workforce Development and Training Program

This program provides companies located in the State of Louisiana with funding for customized workforce training programs. The ultimate objective of this fund is to improve the competitiveness and productivity of Louisiana's workforce and business environment. Louisiana companies expanding within the state through opening an additional location in a new area, existing Louisiana businesses that have been operating within the state for a period of less than three years and out-of-state companies starting operations within the state are all eligible. The expansion of an existing Louisiana company by the addition of a new technology or product line may also be eligible for grants from this workforce training fund. A minimum of 10 net new jobs must be created. Pre-employment and/or on-the-job training are acceptable programs that can qualify for funding from Louisiana Department of Economic Development from this funding source. Training occurs on the job site or at a community or technical college campus. For further information, please contact Ms. Cathy Breaux of the Louisiana Department of Economic Development at (225) 342-5375 or breaux@ided.state.la.us.

Incumbent Worker Training Program (IWTP)

IWTP is a Louisiana Department of Labor grant program funded at \$50 million annually, designed to help business and industry build the skills of their existing employees to increase their productivity, efficiency and job-related skill sets, thereby impacting the company's bottom line. Companies awarded the grants will work in conjunction with a training institution such as Delgado Community College, Louisiana Technical College, Nunez Community College and the University of New Orleans, to design customized training programs that match the specific scheduling and course content needs of the business. Employees are trained at the company, at the site of the training provider, or a combination of both. Employers who have contributed to the Louisiana's Unemployment insurance system for a minimum of three years and who have 15 or more employees are eligible. Smaller companies may partner with other companies to meet the 15 minimum employee requirement in order to qualify.

For more information about IWTP, please contact Liza Sherman, MetroVision Business Development and Regional Workforce Manager at lssherman@norcc.org or (504)527-6928.

Workforce Investment Act On-The-Job Training Program (OJT)

Through this WIA-funded program, employers are reimbursed for up to 50% of an employees wages during the training period after hire. On-the-job training occurs at the job site. Through this program, new or existing employees can gain the skills to be successful and prepared for the on-the-job reality of an occupation.

For more information contact please contact the following One Stop Agencies:

- **Orleans One-Stop Agency** Ramona Simien or Charles Franklin, (504) 636-0300
- **Jefferson One-Stop Agency Westbank** (504) 227-1283 for the Resource Room or (504) 227-1282 for Calvin McCall. **Eastbank** (504) 736-7050 or 7051, or call Mary McMiller at (504) 736-7046
- **River Parishes One-Stop Agency** James Poole (985) 783-5030
- **St. Bernard One Stop-Agency** Melissa Cardinale (504) 278-6605
- **Covington One Stop-Agency** Angela Gunnels (985) 871-1229

Business Resource Group (Welfare to Work Partnership)

The Business Resource Group, known nationally as The Welfare-to-Work Partnership, is a non-profit national organization formed in 1996 by CEOs of five of the leading US companies including United Airlines, Burger King, Monsanto, Sprint and United Parcel Services. This Partnership was created to provide innovative, highly effective workforce solutions for the business community through promoting for recruitment and customized, company-specific training of under-accessed populations such as former welfare recipients and other unemployed and low-income workers. The New Orleans office is part of a five city network that works to provide companies with productive, trained and qualified long term employees. In doing so, the Business Resource Group trains individuals in both technical and life skills, assists these individuals in job placement and arranges for post-placement support services which include transportation and childcare.

The Business Resource Group helps businesses meet their hiring needs with dedicated, quality employees. Companies need to find qualified and reliable workers. The Welfare-to-Work Partnership provides a new pool of workers. BRG will customize their workforce recruitment and training solutions to the specific needs of your company.

The Business Resource Group provides:

- Direct access to a new pool of good, productive employees that will increase your retention rate and reduce turnover costs
- A team dedicated to helping your business succeed
- Business-to-business human resource-related consulting and training support
- Connections to local workforce development resources, programs and job placement services
- Comprehensive mentoring and post-placement support for new employees

- Technical assistance to design and implement customized hiring and retention strategies
- Pre- and Post-employment assistance with resource coordination including:
 - Financed technical and life skills training and
 - Employee support services such as transportation services, uniforms, childcare and more

How does your organization get involved with the Business Resource Group?

Step 1: Identify your company's hiring and retention needs.

Step 2: Call the local New Orleans BRG office at (504) 588-9168 to discuss how they can help your company with your recruiting and training needs.

Step 3: Hire your new employee.

Step 4: Rely on ongoing BRG support to help retain qualified, valuable employees.

How do you know this program will work for your organization?

CASE EXAMPLE

Last year alone, Bank of America hired over 1,000 former welfare recipients. After one year in operation, the longest running customized training programs – in Seattle and Dallas – boast retention rates of 92% and 80% respectively.

80% of executives who have hired former welfare recipients found that their new hires are “good, productive employees.”

62% of business leaders report that welfare to work hires have the same or better retention rates than traditional entry-level employees.

76% of The Partnership's Business Partners say their company or their industry continues to face a labor shortage. A majority of businesses, large and small, hired a former welfare recipient in the year 2000.

Bottom Line Benefits

Business of all sizes and industries have found that successful welfare-to-work programs are as much for the bottom line as they are for the community. Businesses say that welfare to work provides dedicated, reliable workers do a quality job while simultaneously reducing turnover and hiring costs.

For more information, contact the New Orleans BRG office at (504) 588-9166 or refer to the website at www.welfaretowork.com.

Training Providers

Local Post-Secondary Education Institutions

The following Jefferson and Orleans parish institutions are resources for recruiting and training employees. Different schools focus on different educational specialty areas. More information on each school, and their recruiting or training specialties, can be found by contacting the career centers at each of these institutions.

Cameron College
Concordia University Wisconsin-New Orleans
Delgado Community College
Devry Institute of Technology
Dillard University
Eastern College of Health Professions
Herzing College
ITT Technical Institute
Loyola University
Louisiana Technical College
Northwood University
Nunez Community College
Our Lady of Holy Cross College
Southern University at New Orleans
Southwest University
Troy State University
Tulane University
University of New Orleans
University of Phoenix
Upper Iowa University
William Carey College
Xavier University of Louisiana

Business and Vocational Schools

These schools, which provide non-academic training, give attendees skills for a particular trade. They are listed in the yellow pages under business and vocational schools. You can recruit potential employees directly from these schools by contacting the career office at each school.

Goodwill Industries International

Goodwill Industries International is a network of 208 community-based, autonomous member organizations that serves people with workplace disadvantages and disabilities by providing job training and employment services, as well as job placement assistance and post-employment support. With locations in the United States, Canada and 22 other countries, Goodwill helps people overcome barriers to employment and become independent, tax-paying members of their communities. For more information, visit www.goodwill.org. Or for the Greater New Orleans Career Development office, call (504) 482-4173.

Non-Profit Training Resources for Non-Profit Agencies

Contact the Center for Non-Profit Resources at (504) 483-8080 for a comprehensive listing of educational opportunities for employees working in the non-profit community.

Private training providers

There are a number of private training providers throughout the Greater New Orleans Region which offer corporate training programs in general business skills as well as more technical skills, such as computer training. For more information on these private resources, consult the yellow pages or contact the New Orleans Chapter of the American Society for Training and Development, at www.astd-new-orleans.org. You may also contact the New Orleans Chapter of the Human Resources Management Association at www.hrmaneworleans.org.

Literacy Programs

There are a number of adult literacy programs that operate throughout the State of Louisiana and in the Greater New Orleans Region. Some of the longest running programs are listed here.

Adult Education Program, Louisiana Department of Education

The Adult Education Program helps adults to become literate, gain knowledge and skills for employment and self-sufficiency and to successfully prepare them for their GED. Adults, 16 years and older, who lack basic skills, regardless of their educational background, are eligible. Training locations are within each parish in Louisiana. Classes are scheduled during the day and at night, depending on the location. Some programs provide literacy programs at the job site. For more information, see the Department of Education's website at www.doe.state.la.us or contact them toll-free at 1-877-453-2721.

Catholic Charities Archdiocese of New Orleans

This Agency provides instruction in English as a second language (ESL) using computer assisted language learning to refugees and immigrants. Catholic Charities works with literacy for non-native English speakers and offers resource materials for citizenship preparation. For more information, please contact Paulina De Santis at (504) 523-3755, ext. 2617 or pdesantis@archdiocese-no.org.

Hispanic Apostolate ESL Program

The Hispanic Apostolate provides ESL and Citizenship classes for any non-English speaking learner 17 years and older. There are multiple locations throughout the community. For more information, contact Sr. Robin Richard, O.P. at (504) 896-8317, ext. 127 or r-richardop@aol.com.

Jefferson Parish Schools/Adult Education

This program holds GED and pre-GED classes at various Jefferson Parish Middle and High School locations. For more information or for testing and placement, contact Sharon Wegner at (504) 362-4729 (Westbank location main number) or sharonweg@hotmail.com or visit the web site at www.jpss.k12.la.us.

New Orleans Public Library Learning Center

The Learning Center offers assistance in literacy skills, GED prep, reading, math, language art, typing, and Commercial Driver's License preparation. Classes are also held at the Martin Luther King, Jr. Library. For more information, contact Wilma Devoe at (504) 596-3841 or wdevoe@gno.lib.la.us or visit the web site at www.nutrias.org.

New Orleans Public Schools, Department of Adult and Continuing Education

The goal of this program is to offer pre-GED, GED testing and academic instruction to help adult learners obtain a High School Equivalency Diploma. The learners are tested and placed according to the appropriate academic level where they can pursue the high school equivalency diploma at their own pace. Each learner is retested every 60 days to determine their readiness to enter the Adult Academic Education Program. Ultimately, they will become eligible to take the GED. Learners who possess limited proficiency in reading and/or English can receive tutoring for basic skills learning. For more information, contact John A. Jones, Jr., Dept. Head at (504) 942-1700, john_a_jones2@hotmail.com or visit the web site at www.nops.k12.la.us.

Office of Social Apostolate

The Office of Social Apostolate offers lifeskills training. An Individual Education Plan (IEP) is created for each student such that the student can work at his/her own pace. Materials are provided free of charge. There are two locations for the students' convenience. For more information, contact Sr. Marion Brett, D.C., Director at (504) 581-4987, mbrett@archdiocese-no.org or swilliams@archdiocese-no.org.

Plaquemines Parish School Board Adult Education

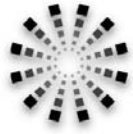
Through this program, Adult Education classes are offered in five high schools throughout Plaquemines Parish and in the Parish Prison. Students are tested and placed in an instruction program in accordance with their academic level. For more information, contact Eva Jones, Assistant Superintendent at (985) 564-2743.

St Bernard Parish School Board

St. Bernard Parish School Board's Adult Education program offers GED testing for residents of this parish, including Parish prisoners. Learning disabled students are helped through Special Ed classes with one-on-one attention. A teacher is sponsored at the juvenile jail for correctional literacy. For more information, contact Jim Connor at (504) 301-1911, joyjames@bellsouth.net or visit the web site at www.gnofn.org/~sbpsb.

St. Tammany Literacy Assistance Program

This assistance program is a volunteer-driven, non-profit organization to assist individuals with reading, writing, & math. The program offers basic literacy and pre-GED instruction through multi-sensory methods of tutoring. Locations are in St. Tammany Parish churches and in 12 public libraries throughout the parish. For more information, contact Juliette Cote, President at (985) 643-7814, litasst@bellsouth.net or juliette@charter.net.



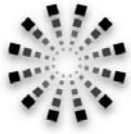
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YMCA Educational Services (YES!)

YES! is a volunteer supported, one-on-one tutoring and small-group reading and math instruction up to the 5th grade reading level. Assistance is available in multiple parishes surrounding New Orleans. For more information, contact Lou Johnson at (504) 566-7323, yes@ymcaneworleans.org or visit the web site at www.ymcaneworleans.org.

Section 8 POWERUP planning (insert section page here)



PowerUp! Action Planner

PowerSource Goal 1: Share results of Community Audit Report

1. One discovery from the Community Workforce Audit that is relevant to my organization

2. One recommendation from the Audit that I can implement or use:

PowerSource Goal 2: Highlight workforce recruitment, retention and training resources

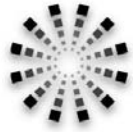
3. One recruiting resource I want to find out more about and possibly use:

4. One retention resource I want to find out more about and possibly use:

5. One training resource I want to find out more about and possibly use:

PowerSource Goal 3: Present attendees with models of best case human resources practices

6. One model that I may be able to use in my organization and will follow up on:

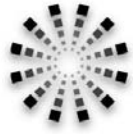


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PowerNotes

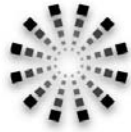
PowerNotes



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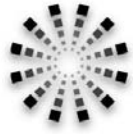
PowerNotes



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PowerNotes



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PowerNotes

PowerNotes

PowerNotes

PowerSource Evaluation Form

Please answer the following questions. Your feedback will be incorporated into future MetroVision forums and/or passed onto the appropriate resource providers so that they can contact you with more information on their programs. Thank you!

1. I would rate the overall quality of PowerSource as...^{Poor} 1 2 3 4 5 6 7 8 9 10 ^{Excellent}
Why?

2. What I liked best about PowerSource was...

3. What I liked least about PowerSource was...

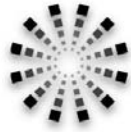
4. The most significant idea I got from PowerSource was...

5. The most important resource I got from PowerSource was...

6. Please contact me with additional information about some of the programs and services I learned about during PowerSource:

(name) _____ (phone) _____

*Thank you for attending PowerSource, and thank you for your feedback!
Please leave this form at your table.*



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