

ALASKA  
HUMAN  
RESOURCE  
INVESTMENT  
COUNCIL

*Annual  
Report  
1999*



***Tony Knowles, Governor***



# STATE OF ALASKA

## OFFICE OF THE GOVERNOR

ALASKA HUMAN RESOURCE INVESTMENT COUNCIL

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### *Letter from the Chair:*

*I am pleased to present the third annual report of progress by the Alaska Human Resource Investment Council.*

*The AHRIC is a policy council devoted to strengthening Alaska's workforce during a time of global economic change. Our goals and strategies are continually focused on improving the quality and performance of the workforce development system. In the four years since the council's inception, we've worked to increase worker skills and employability, and strengthen the ability of companies to compete and create jobs where they are needed.*



Alice Galvin, Chair

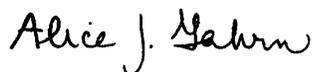
*1999 was a dynamic year for AHRIC. At the same time that state workforce programs were consolidated from several state divisions into two departments, these programs began working with the AHRIC on implementation of the federal Workforce Investment Act. The act requires that states write a 5-year unified plan that must be submitted by July 1, 2000.*

*AHRIC's workgroups, comprised of over 100 citizens and agency representatives, took on the enormous task of developing policy recommendations for the plan.*

*Meanwhile, the council continued its work with one-stop career centers, school-to-work and career pathways, industry needs assessments, business consortiums, and best practices to improve government performance and economic development in rural Alaska.*

*In 2000 our tasks are clear. With our help, the plan will be submitted and WIA implemented in Alaska, industry consortiums will continue to develop, and access to education, training and job opportunities for all Alaskans will be enhanced.*

*The council appreciates your continued confidence as we continue "building connections that put Alaskans into good jobs."*



Alice Galvin, Ed.D.  
AHRIC Chair

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## Executive Summary

1999 was a year of great change and much activity for the Alaska Human Resource Investment Council. Legislative change, both federal and state, provided new direction for the Council. On the national level, program consolidation precipitated a state legislative movement to consolidate most workforce programs under the new Department of Labor and Workforce Development, and to further streamline the Alaska Job Center Network, the state's one-stop career system.

A stronger connection with business and industry has led to new Business Learning Consortiums and partnerships between government, business, community organizations, Native organizations, and education and training institutions.

Working closely with the Alaska State Legislature, government agencies, education and training organizations, Native organizations and the federal government, the AHRIC has crafted a new direction in workforce development, one that will better serve customers, improve program outcomes, and strive for continuous improvement.

### ***Highlights of 1999 Council Achievements:***

- ♦ Worked with the Alaska Department of Labor Research & Analysis Section to produce and deliver to the Governor and Legislature the first annual program evaluation report of workforce development programs.
- ♦ Assisted the Alaska State Legislature in consolidating most workforce programs into one state department.
- ♦ Initiated Workforce Investment Act implementation, with the help of 100 citizen "policy work group" volunteers.
- ♦ Designed two pilot programs for entry-level and incumbent worker training, using STEP Governor's Discretionary funds.
- ♦ Adopted Job Center Certification Standards, and began certification process for all co-located Job Centers.
- ♦ Designated the Alaska Native Coalition on Employment and Training (ANCET) as an ad-hoc committee for developing one-stop partner agreements, and to improve access to services in rural Alaska.
- ♦ Assisted with regional workforce development planning in Western Alaska, which has been severely impacted by poor fishing seasons.
- ♦ Assisted the new Denali Commission, a federal-state partnership established by Congress, in coordinating infrastructure and economic support throughout rural Alaska.
- ♦ Continued to assist in the state's efforts to move needy Alaskans from welfare to work.
- ♦ Continued to hold "Industry Needs Assessment" forums, most recently with the Transportation Industry, to learn from transportation employers about their workforce needs, and to identify training gaps.

- ◆ Worked with the Health Care Business Learning Consortium to increase education and training programs to meet the demand for health care workers.
- ◆ Helped to establish a plan for workforce renewal and a new Alaska Process Industry Careers Consortium (APICC), which includes the oil, gas, mining, and power generation industries.
- ◆ Assisted the Alaska Department of Education and Early Development in starting a Career Pathways Initiative to strengthen the connection between educators, students and employers in key industries with high worker demand.
- ◆ Utilized a USDOL planning grant to formulate an incumbent worker training plan within WIA planning process.
- ◆ Worked with the Alaska Science and Technology Foundation to develop two Technology Worker Initiatives. These initiatives will provide resources to build connections between employers and schools to attract K-12 students into the technology industry, and to improve training for technology workers.
- ◆ Hosted a joint meeting between the National Workforce Board Chairs, the National Governors Association Center for Best Practices, and the National Workforce Board's executive committee.
- ◆ Adopted the Baldrige Principles for Continuous Improvement in the new WIA strategic plan for workforce investment.

- ◆ Created an annual operation plan for the AHRIC to measure success and map future progress.

These highlighted accomplishments demonstrate AHRIC's efforts toward reaching the four goals the Council established as part of its strategic plan. This report contains more detail on accomplishments as they relate to AHRIC's goals.

### **AHRIC's Goals and Strategies**

- 1. Evaluate each program under AHRIC's oversight to optimize participant employability.**
  - ◆ *Develop integrated standard program measures.*
  - ◆ *Score each program under AHRIC oversight.*
  - ◆ *Make recommendations to the Governor regarding each workforce program.*
- 2. Ensure access to quality employment education, training and employment services statewide, particularly to rural areas and for economically disadvantaged citizens.**
  - ◆ *Promote on-site and distance delivery of workforce development services to rural communities and the economically disadvantaged.*
  - ◆ *Develop services and opportunities to move Alaskans on Temporary Assistance into the workforce.*
  - ◆ *Strengthen coordination between state and Alaska Native Grantee workforce development programs.*
  - ◆ *Support community-based economic development in rural communities tied to local workforce development.*
- 3. Strengthen the involvement of business and industry in developing Alaska's workforce.**
  - ◆ *Enlist and utilize employer involvement in identifying present and future workforce needs and ensure programs and services address those needs.*
  - ◆ *Provide technical assistance to support employer participation and ownership of partnership initiatives, such as School-to-Work, Business Education Compacts, Apprenticeship, Internship, and Business Learning Consortiums.*
  - ◆ *Enlist employers to help provide solutions that support workforce development.*
- 4. Advocate for Alaska's human resource investment programs and promote continuous improvement.**
  - ◆ *Increase public awareness of the AHRIC, its purpose and mission with key constituencies.*
  - ◆ *Increase participation of key constituencies with AHRIC issues and strategies.*
  - ◆ *Increase participation with the Council through active and productive meetings, committees and informed members.*
  - ◆ *Increase valuable year-round communication with legislators.*

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Goal 1: Evaluate each program under AHRIC's oversight to optimize participant employability.

### ***Annual Evaluation Report***

State law approved in 1998 established new requirements for program reporting. The new law requires state and federally funded training programs to create performance measures and report on program outcomes. AHRIC's Evaluation and Assessment Committee and the Department of Labor and Workforce Development produced the first evaluation report on Alaska Job Training programs: Employment and Earnings of Participants in Selected Alaska Training Programs-FY1997, which is available through the AHRIC office. This report includes recommendations for data collection and reporting to improve program evaluation. The current-year report will be available to the public mid-February 2000. The new report has been re-formatted to include multiple year comparisons and to further distinguish program roles in the workforce system.

### ***Workforce Program Consolidation***

On July 1, 1999 the new law that consolidates workforce investment programs under the Alaska Department of Labor & Workforce Development took effect. AHRIC staff has served in an advisory role to the Commissioner, program directors, and the Office of the Governor on the transition. Most state workforce programs have been successfully transitioned into the

Department of Labor & Workforce Development. Some immediate improvements have occurred: (1) AHRIC staff now deals with one point of contact for all programs, which has been particularly helpful in developing the WIA plan. (2) The Job Training Partnership Office (JTPO) has been changed to the Office of Workforce Investment, and has taken a proactive role in assisting the AHRIC as liaison for the Council between the US DOL, Private Industry Councils and the AHRIC on program issues.

The new law also calls for the AHRIC to move into the Alaska DOLWD on July 1, 2000. Discussions with the DOLWD Commissioner and the Office of Management and Budget have begun to help with a smooth transition. The AHRIC will be placed under the Commissioner's Office.

### ***Workforce Investment Act Implementation***

Alaska's "Unified Plan to Implement the Workforce Investment Act of 1998" has evolved over a two-year period. The process has involved state agency personnel for all workforce system programs from six state departments and the Governor's Office. In addition, over one hundred volunteers from the public including business, labor, educators, Alaska Native organizations, and other individuals interested in workforce issues took part in work groups, to help craft state policy relating to various aspects of the state plan. Highlights of plan implementation are detailed in the following paragraphs.

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In May 1999 the AHRIC hosted a Workforce Investment Act Conference in Anchorage to promote statewide involvement for strategic planning. The session focused on values and principles to guide WIA policy work groups as they developed recommendations to the AHRIC.

Over 120 people representing almost every region of the state attended the daylong session. Michael Bruestein, a nationally known expert on workforce development issues, presented an overview of the Workforce Investment Act and answered questions from the audience.

The AHRIC presented a discussion paper, "Implementing the Workforce Investment Act in Alaska." The paper outlined development of the State Workforce Investment Act plan, reviewed functions of workforce investment boards, and discussed the continuous improvement process as part of the program accountability system. Core performance indicators for the various WIA programs were also discussed, and AHRIC Executive Director Mike Andrews initiated a policy discussion for identifying eligible providers of training services.

In July 1999 the AHRIC brought together all affected state agency personnel for an Interagency Task Force, whose purpose was to develop the written WIA plan. A timeline was established, which included a deadline for combining the work done by the Interagency Task Force and the WIA Policy work groups. After these two

sections were combined into one report, dates were established for internal review, a 30-day public comment period, and submission of the WIA plan to the US Department of Labor by April 1, 2000.

In August 1999, the Council appointed eight work groups of private sector volunteers to help craft the State's workforce development policy to include in the WIA Unified Plan. Members of the work groups represented private industries and businesses, the University of Alaska system including community colleges, local governments, economic development associations, unions, state departments, health care professionals, employment and training schools, Native associations and tribal councils, the Statewide Private Industry Council, housing authorities, vocational technical schools, and the corrections industry.

Workgroups met via teleconference and discussed a number of policy issues pertaining to their areas of interest. Facilitators were assigned to each work group. Members were encouraged to submit policy statements and to suggest changes or additions to the areas discussed. Final workgroup policy recommendations were forwarded to the AHRIC in December, and are now available on the AHRIC's website at: <http://www.gov.state.ak.us/ahric/Workgroups.html>

### ***STEP Changes & Projects***

The Council, with agreement by Alaska's Private Industry Councils, decided to create a Governor's Discretionary Fund with the State Training & Employment

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Program (STEP), amounting to 15% of its annual funds. Two initial pilot projects were approved by the Council and the Governor's Jobs & Training Policy Cabinet. These pilot projects are STEP Workforce Scholarships and First STEP Training Academies. These pilot programs will be available through the state Private Industry Councils, which under WIA will become Workforce Investment Boards.

**STEP Pilot Projects:**

**STEP Workforce Scholarships**

Distributed through current formula to Service Delivery Areas, these scholarships would be used for any training available in Alaska that is registered with the Alaska Post-Secondary Commission, by a public vocational education provider, or through jointly-administered federally registered apprenticeship and training programs. Training would be customized for several key Alaska industries and assist employers and their employees with skill development. Scholarships would be available through the Alaska Job Center Network. Eligible workers are those who are employed or entering the workforce in key industries, and who require short term industry specific training to become or remain employed.

**First STEP Training Academies**

This project is designed to develop Workforce Readiness education and skill training for key Alaska industries. The Academies will be designed by an alliance that includes industry employers, basic skills and specific skills training providers. The intent of the project is to gauge the ability of industry to organize a consortium whose objective is to prepare individuals to meet entry-level employment qualifications within the industry. It will also increase the state's effort to prepare people for employment in key industries.

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Goal 2: Ensure access to quality employment education, training and employment services statewide, particularly to rural areas and for economically disadvantaged citizens.



***Alaska Job Center Network -  
Job Center Certification***

The Council adopted a set of Job Center Certification Standards in May 1999. The Fairbanks Job Center has been certified and thirteen additional Job Centers statewide have requested Certification packets and are expected to apply before WIA implementation in July, 2000. Job Center Certification will provide statewide standards for operating and delivering customer services at the local level.

The federal grant for implementing one-stop career centers is scheduled to end June 30, 2000. On July 1, 2000 Alaska's one-stop career center system will be guided by the ADOLWD Division of Employment Security and the Local Workforce Investment Boards. The AHRIC will remain involved to continuously improve program outcomes and customer service for employers and job seekers.

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### ***ANCET Involvement***

The AHRIC has appointed the Alaska Native Coalition for Employment and Training (ANCET) as an ad-hoc Committee. ANCET represents twelve Alaska Native non-profit organizations that receive federal grants to provide supplemental services for Alaska's Native people. The first order of business for the committee was to directly involve ANCET in the WIA planning process through the Alaska Native Grantees WIA Policy Work Group.

The Commissioner of Labor & Workforce Development, the AHRIC Executive Director and the AJCN Coordinator have been working with ANCET to develop one-stop partner agreements for implementing WIA and for full participation in the Alaska Job Center Network. This should allow greater access to services for rural Alaskans.

The AHRIC has been directly involved with promoting ANCET membership on the new local Workforce Investment Boards for Anchorage/Mat-Su and Balance of State. The AHRIC also provided technical assistance to ANCET for developing a statewide Youth Opportunities Grant proposal to the US DOL.

### ***Workforce Planning for Western Alaska***

The Governor's Jobs & Training Policy Cabinet has been focusing on economic and workforce development strategies for Western Alaska, with a particular emphasis on those villages impacted by

poor fishing seasons. The Jobs & Training Policy Cabinet includes the Lt. Governor, Commissioners who serve as members of the AHRIC, the AHRIC executive director, the directors of AIDEA and AHFC, and the Commissioner of Military and Veterans' Affairs. Many federal initiatives are now underway for Seafood Disaster Relief, and for coordinating employment opportunities with capital projects. The Association of Village Council Presidents of the Bethel Region sponsored a workforce and economic development conference in July, which the AHRIC co-sponsored. In November the Coastal Villages Fund and the AHRIC facilitated a meeting with over twenty-five program directors and leaders from the Western Region to work toward an over arching regional workforce plan.



### ***Denali Commission***

The Denali Commission is an innovative federal-state partnership established by Congress in 1998 to provide critical utilities, infrastructure, and economic support throughout Alaska. It is charged to lower the cost of living and raise the standard of living in Alaska by delivering federal services in the most cost-effective manner possible. The AHRIC executive director has been appointed by the Governor as an advisor to the Commission for job training.

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Working closely with government agencies, such as AHRIC and other organizations, the Commission intends to act as a catalyst to encourage local, regional, and statewide comprehensive assessment, planning and ranking of needed infrastructure improvements, economic development opportunities and training needs. Building on the work already accomplished by the AHRIC and other agencies, the Commission strives to identify statewide needs, to establish priorities, and to develop comprehensive work plans. Work has begun to seek the support and involvement of affected local communities, governing bodies, businesses and other organizations. The Commission will encourage partnerships between government, non-profit organizations, and businesses to expedite sustainable economic and infrastructure development.



### **Welfare Reform**

The state's efforts to help people on welfare find meaningful work have resulted in a dramatic drop in the welfare caseload saving millions of welfare benefit dollars. The AHRIC has assisted with these efforts in several ways:

- ♦ **Alaska Job Center Network.** As mentioned previously, the AHRIC is in the process of certifying several one-stop job centers. The Division of Public Assistance, Alaska's welfare agency, is a major partner in job centers across the state. Collocation of workforce development services in job centers has helped to move more needy Alaskans from welfare to work.
- ♦ **WorkStar.** The WorkStar program continues to be a highly successful business/government partnership whose mission is to move people from welfare into meaningful work. Sixteen Alaska employers are involved in this innovative project, including several businesses that are represented on the AHRIC. In November 1999, Governor Knowles assisted WorkStar in recognizing businesses that have hired welfare recipients and the recipients who have become successful employees. For more information on WorkStar: <http://www.hss.state.ak.us/htmlstuf/pubassis/workstar.htm>
- ♦ **Workforce Investment Act Implementation.** AHRIC's 5-year implementation plan for the Workforce Investment Act includes provisions for continuing the state's welfare-to-work success. Working with representatives from all state agencies involved in job training, education and welfare-to-work, the AHRIC has nearly completed its comprehensive plan, which outlines goals and strategies for improving access to services and placing people from every community into local jobs. A statewide citizen group also contributed to the plan, with their ideas on how the workforce development system can better serve their communities.

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Goal 3: Strengthen the involvement of business and industry in developing Alaska's workforce.

### **Industry Needs Assessments**

The AHRIC has effectively blended Council strategies and oversight to focus on Workforce Demand and Supply through ongoing Industry Needs Assessments. This has become one of the primary goals of the AHRIC, and has consumed much of the Council's energy. The Industry Needs Assessments focus on current and future workforce needs for specific high wage and high demand occupations, and identify gaps in the state and local capacity to meet industry training needs.

### **Transportation Industry**

A Transportation Industry Workforce Forum was held on November 4 at the



Mark Hamilton, President of the University of Alaska, at AHRIC's November Transportation Forum.

FedEx facility at Anchorage International Airport. Some 150 people heard representatives from the air, marine, land, and rail transportation

sectors discuss the workforce issues they face, including a shortage of workers at all skill levels. Training providers reported on their current programs, and discussed the need to improve skill development and employee retention in the transportation industry. The Department of Labor & Workforce Development, Research & Analysis Section reported on trends in the Transportation industry, as detailed in their November issue of *Alaska Economic Trends* magazine, a monthly publication of the Department. This publication is available at the following web site: [www.labor.state.ak.us/research/research.htm](http://www.labor.state.ak.us/research/research.htm).

Also presented at the November 4 forum was a report commissioned by the AHRIC on the impact of the transportation industry on the manufacturing sector in Alaska, which can be found on the AHRIC web site: [www.gov.state.ak.us/ahric/ahric.htm](http://www.gov.state.ak.us/ahric/ahric.htm).

Following the Forum, "Alaskans for Alaskan Jobs in Transportation," an existing industry coalition, invited AHRIC staff and Council members to discuss developing a continuing industry effort. It is anticipated this effort will lead to a transportation industry Business Learning Consortium.

Two articles on the transportation forum appeared in the November 14 issue of the *Alaska Journal of Commerce*.

### **Health Care Industry**

Efforts by the AHRIC related to workforce demand and training capacity for the health care industry continue.

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AHRIC staff is providing technical assistance to the Alaska State Hospital & Nursing Home Association and their Education Committee to further develop their Business Learning Consortium. ASHNA has hired staff support for workforce development initiatives on behalf of the newly created consortium.

As a result of AHRIC's Industry Needs Assessment, the University of Alaska has shifted resources to direct more focus on health career training and education. The UAA School of Nursing will begin to offer an Associate Degree of Nursing (RN) in Fairbanks and Kodiak beginning in the Fall of 2000 and is exploring other initiatives to expand nursing education statewide. The Allied Health program has expanded to provide four new occupational certifications.

The ASHNA consortium is proceeding with plans to actively participate in the Health Career Pathways effort. Council members and Council committees are directly involved.

### ***Oil & Gas Process Industry***

In August, the oil and gas industry joined with the mining industry, the power generation industry, education, government, labor and community partners to start the Alaska Process Industry Career Consortium (APICC). Assisted by AHRIC staff, APICC has developed an initial and long-range agenda for workforce renewal and development.

The purpose of APICC is to:

- ♦ Assess workforce needs and gaps,
- ♦ Define industry-based skill standards,

- ♦ Develop and enhance curriculum (K-16) to meet industry needs, and
- ♦ Promote pathways to careers for Alaskans in the process industry.

Process operators in all industries have been identified as the highest need. A skills assessment and a DACUM (Develop a Curriculum) have been completed for process operators defining the core skill standards for the industry. As a result of APICC's recommendations, the University of Alaska will offer a two-year Associate of Applied Science at Anchorage, Fairbanks and Kenai campuses beginning January 2000. The courses are aimed at training new workers to operate modern computerized systems, and to replace retiring Alaska process industry workers. The skills will apply to mining and utilities, in addition to oil and gas industries.

APICC has formed a K-12 Connections Committee that met with interested school districts and others at the Career Pathways Institute. APICC industry members will be partnered with a number of Alaska School Districts implementing Industrial and Engineering Career Pathways. AHRIC members and committees are directly involved.

In 1999, AHRIC staff assisted the Health Care and Processing Industries in jointly applying to the US DOL for expanded consortium building, planning and needs assessments.

### ***Career Pathways***

A US Department of Education grant will fund Career Pathways development

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and implementation in 15 Alaska School District Partnerships. This School-to-Work effort promotes the AHRIC mission of connecting employers and industry with schools, postsecondary education, training, and public workforce programs.

Career Pathways will be developed in: Arts & Communication; Business Management & Technology; Health Services; Human Services; Industrial & Engineering Technology; and Natural Resources. A Career Pathways Institute held in September was attended by 20 school-business partnerships from 18 communities. Each partnership includes the school district, community businesses and organizations, labor organizations, postsecondary institutions, students, and parents.

AHRIC staff and the Alaska Department of Education & Early Development's School-to-Work Initiative have collaborated on implementing the Career Pathways Initiative and on additional aspects of School-to-Work.

The School-to-Work initiative is in the final year of its five-year federal grant, and has created 30 local partnerships statewide, which accounts for over 90% of Alaska's student population. In 1998, the AHRIC, the School-to-Work Office and the Job Training Partnership Office developed a Request for Proposal (RFP) to provide start-up funding for a Business Education Compact (BEC), which would provide a way to sustain school-to-work efforts after federal funding ends. The Alaska BEC convened in 1999.

### ***Incumbent Worker Project***

The AHRIC continues to follow the plan submitted to the US DOL for state incumbent worker initiatives and for developing an incumbent worker plan under WIA and STEP. An incumbent worker is someone already employed (year round or seasonal) who needs more skills and knowledge to maintain employment or progress in a career path within the industry – and includes persons preparing for entering employment with a career focus. The AHRIC was successful in gaining \$50,000 in resources from US DOL for planning efforts. The plan follows the AHRIC strategies for continuing Industry Needs Assessments, developing pilot projects through the STEP program (Workforce Scholarships and First Step Academies); and developing an incumbent worker plan under WIA. AHRIC has used the DOL resources for this project to help support the Health Care Summit, the Process Industry Forum, and the Transportation Forum.

### ***Alaska Science & Technology Foundation: Technology Worker Initiatives***

Technology companies in Alaska have expressed difficulty in hiring qualified workers, and the Information Technology Association of America has cited high, unfilled demand for high-tech jobs. Responding to this need, the Alaska Science and Technology Foundation has teamed with AHRIC, the University of Alaska, AVTEC and private training providers in developing two Technology Worker Initiatives:

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- ♦ Grants to increase the involvement of technology employers with schools and students; and
  - ♦ Technology scholarships to attract new technology workers.

Part of the initiative is to develop an Information Technology Career Pathway for K-12 students, and to engage with existing Business-Education partnerships.

These efforts are in the early stages and focus on increasing the number of technology workers available in Alaska.

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Goal 4: Advocate for Alaska's human resource investment programs and promote continuous improvement.

### ***Legislative Relations***

The Council assisted the Alaska Legislature in 1999 in a number of ways. The first program evaluation report was submitted in February, 1999 for their use. In March AHRIC provided direction to the Governor and the Legislature for consolidating workforce investment programs under the new Department of Labor and Workforce Development. The AHRIC has also advised the Legislature about the new Workforce Investment Act and implementing WIA in Alaska. There is a continuing dialogue between Council staff and the Senate Finance Committee for improving Alaska's workforce system.

### ***NASWIBC Conference***

In July, Alaska hosted the National Association of State Workforce Investment Board Chairs conference, which was attended by 40 state HRIC chairs and directors. The conference focused on the Workforce Investment Act, state workforce policy leadership and networking with other states. The conference was highlighted on local television and radio, raising awareness of the AHRIC and the WIA. AHRIC Chair Alice Galvin has been appointed to the executive committee of the NASWIBC. Also participating in the Conference were the executive committee of the National Workforce Boards, and staff of

the National Governor's Association Center for Best Practices. Corporate Sponsors of the Conference were Alaska Communications, Inc., Alyeska Pipeline Services Company, and BP Amoco.



*Lt. Governor Ulmer at the July conference with Juanita Pierman, Chair of the Michigan Workforce Commission, and Betty Jane Narver, Chair of the National Association of Workforce Board Chairs.*

### **Public Outreach**

As mentioned previously, AHRIC's industry needs assessment efforts have engaged many employers and service providers in assisting with workforce development and raising awareness about AHRIC. Attendance at AHRIC meetings has been dramatically increasing. AHRIC committees have been productive, and individual members have been very active in promoting the AHRIC among their contacts and organizations.

During the past year, AHRIC's Chair and staff have increased their attendance at meetings of both the Anchorage/Mat-Su Private Industry Council and the Alaska Statewide Private Industry Council (Balance of State).

AHRIC has further developed their homepage by adding a power point

presentation about the Council, providing access to reports and council newsletters, and a great deal of information related to the Workforce Investment Act. AHRIC's home page is [www.gov.state.ak.us/ahric/ahric.htm](http://www.gov.state.ak.us/ahric/ahric.htm).

In 1999, presentations have been made to the Career Pathways Institute, the Alaska School-to-Work Coordinators, the Professional Development Conference, the Alaska Regional Development Organizations, the Alaska Association for Human Resources, and several other organizations.

### **Baldrige Principles and Continuous Improvement**

The council has taken several steps to implement continuous improvement processes into the human resource investment system.

1. The council operational plan is a management tool for performance excellence. It is a living document, continuously tracking council performance and achievement.
2. As the lead planning agency for writing the state's unified 5-year WIA plan, the AHRIC has adopted policy and has directed Local WIBs and state agencies to include Baldrige Criteria for Continuous Improvement in the WIA plan. Baldrige Core Values include:
  - ◆ Customer-driven quality
  - ◆ Leadership
  - ◆ Continuous improvement and learning
  - ◆ Valuing employees
  - ◆ Fast response
  - ◆ Design quality and prevention
  - ◆ Long-range view of the future

- ◆ Management by fact
- ◆ Partnership development
- ◆ Public responsibility and citizenship
- ◆ Results focus

The state's WIA plan will establish that the State WIB and area WIBs will use performance measures and the continuous improvement process to achieve the plan's goals and meet federal performance requirements.

3. Information from each workforce investment area will be reported annually to the Alaska Legislature and the US Department of Labor. This performance measurement system will allow for better program evaluations to guide the continuous improvement processes.

### **Board Development - Operational Plan**

The AHRIC has developed a Council Operation Plan, which has served as a useful tool for measuring progress and for mapping out the future. The Operation Plan has over thirty strategic activities that have been met by AHRIC committees. The plan is updated prior to each AHRIC meeting and lists completed, on-going, and unstarted activities. In November 1999, AHRIC's standing committees began work on the Year 2000 Operation Plan. The new plan will include scheduled activities for leadership development, Baldrige Criteria for Continuous Improvement, and setting new goals and strategies.

## Acknowledgements

### **Former Council Members**

1999 marked the departure of several AHRIC members. These members served with distinction and contributed much of their time and valuable advice to the AHRIC for four years. With heartfelt gratitude, we wish to thank our



*AHRIC Member Ruth Lister receives a gift at the November meeting*

former members Tom Cashen, Shirley Holloway, Mike Irwin, and Ruth Lister. We would also like to acknowledge Dave Rees and Bob Reynolds, who left the Council in 1998.

### **New Council Members**

The AHRIC has also been honored by the appointment of several new council members in 1999. New members include Commissioner Rick Cross, Commissioner Ed Flanagan, Kristen Forrester, Kay Hoch, Jo Ann McDowell, Wendy Redman and Colleen Ward.

### **Sponsoring Organizations**

We would like to extend our gratitude to the Alaska Hospital & Nursing Home Association for sponsoring the Alaska Health Care Work Force Development Summit in April. Our highly successful

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National Workforce Board meeting in July would not have been possible without the help of the National Governors' Association, BP Amoco, Alyeska Pipeline Services Company and Alaska Communications, Inc. We are also grateful to Federal Express for their assistance and the use of their facility at the November Transportation Forum.

***Other partners who have helped with AHRIC's efforts in 1999:***

- ◆ US Dept. of Labor, Employment and Training Administration
- ◆ Alaska Department of Labor and Workforce Development, Research and Analysis Section
- ◆ National Governors' Association
- ◆ UA Vocational Technical Education Advisory Council
- ◆ Governor's Council for Persons with Disabilities
- ◆ AJCN Steering Committee
- ◆ Alaska State Hospital & Nursing Home Association
- ◆ Alaska Native Coalition on Employment and Training
- ◆ Alaska Department of Transportation
- ◆ Alaska Trucking Association
- ◆ Alaska Air Carriers Association
- ◆ Anchorage Air Cargo Association
- ◆ Transportation Institute
- ◆ Alaska Railroad Corporation
- ◆ Yute Air
- ◆ Career Academy
- ◆ Teamsters Employer Service Training Trust
- ◆ Seafarers' International Union
- ◆ Alaska Vocational Technical Center
- ◆ Alaska Science & Technology Foundation
- ◆ University of Alaska
- ◆ Alaska Commission on Postsecondary Education
- ◆ Denali Commission

- ◆ US Dept. of Agriculture, Division of Rural Development
- ◆ Alaska Process Industry Careers Consortium
- ◆ Ilisagvik College
- ◆ Association of Village Council Presidents
- ◆ US Dept. of Housing & Urban Development
- ◆ Alaska Works Partnership
- ◆ AFL-CIO
- ◆ Alaska Business Education Compact