



# IN COMMON

## *Information for the Common Good*

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### *Supported by*

*The Ohio Department of Education, Division of Career, Technical, and Adult Education*

*The Ohio Department of Human Services*

*The Ohio Bureau of Employment Services*

*The Ohio One-Stop Program*

*The Ohio Department of Development*

*The Ohio Board of Regents*

*The Ohio Department of Alcohol and Drug Addiction Services*

*Ohio Department of Natural Resources*

*and*

*Ohio Department of Aging*

*Common goals...*

*Common customers...*

*Common needs...*

*Common challenges...*

### **PARTNERSHIPS THAT WORK**

Ashtabula County's Common Good Linkage Team developed through several long-standing partnerships dating back to the late 1970s. Ashtabula County Adult Basic and Literacy Education (ABLE) program provided a variety of on-site classes at the Ashtabula County Joint Vocational School (JVS), Kent State University-Ashtabula Campus, local high schools, and at several social services agencies. During the 1980s, ABLE designed service agreements and entered into several contracts to continue and expand these on-site services. These collaborative efforts lead to the formation of the Ashtabula County Literacy Coalition. Founded in 1988 by Ashtabula County ABLE, the Ashtabula County District Library, Literacy Volunteers of America-Ashtabula, and Kent State University-Ashtabula Campus, the coalition exists to improve, expand, and coordinate services to meet the literacy needs of Ashtabula County. These agencies provided leadership to a successful adult education network with over 150 members involving businesses, social service agencies, and educational institutions.

During the 1990s, a significant partnership developed with the Ashtabula County Department of Human Services (DHS). Since 1992, ABLE and Ashtabula County DHS have negotiated a local contract to provide services to JOBS/LEAP/ESL/Ohio Works First (OWF) clients. This on-going partnership has provided the foundation for delivering basic skills, GED preparation, and workforce readiness to over 1500 DHS clients and has also served as a framework for designing and implementing welfare reform in Ashtabula County. From these contracts evolved four designated ABLE/OWF sites with the capability of providing 10 to 20 or 30 hours of services which incorporate Work Experience Program assignments and alternative activities. The agreements also included partnerships with JTPA, OBES, Head Start, and Goodwill Industries. Ashtabula County had a framework for its comprehensive workforce development program. (Continued on p. 2)

### **State Team Plans Event for Common Good Local Linkage Teams**

On Tuesday, April 11, 2000, the Common Good State Team is sponsoring, **Collaboration for Results: Designing and Implementing Outcome Frameworks**. This one-day workshop is designed for members of Common Good Local Linkage Teams and other partners involved in the Workforce Investment Act. Featured speaker will be Elliot Pagliaccio of The Rensselaerville Institute, Rensselaerville, NY. Mr. Pagliaccio will present information about implementing outcome approaches in the current results oriented environment. (See article on page 2 for further information about results oriented management approaches.)

The workshop is scheduled in Columbus at the Sanese Headquarters on Busch Blvd. Because the Common Good Project has received funds to help support this event, the registration fee is only \$25.00 and covers lunch and breaks. A separate registration brochure has been mailed to the Common Good mailing list. If you did not receive the brochure, call Mary Labelle at (614) 292-8665 or (800) 848-4815, ext. 2-8665 or e-mail <labelle.1@osu.edu> and she will fax one to you. **Registration for the event is by mail only and is limited to 150 individuals.**

In 1995, the Ashtabula Common Good Linkage Team was formally established. The "A-Team," which included all the major partners of the Ashtabula County Literacy Coalition, provided comprehensive and collaborative education, employment, and training services to at-risk youth and adults. The team worked to strengthen linkages between individuals and organizations in the areas of workforce development.

The Ashtabula County Common Good Linkage Team members were also instrumental in the formation of the Northeast Ohio One-Stop System. This association is a partnership of 56 education, employment, training, and social service agencies joined together under Ohio's one-stop program. Northeast Ohio One-Stop established an Internet system for partner agencies in Ashtabula, Columbiana, Mahoning, and Trumbull Counties.

Most recently, the Ashtabula County Common Good partners, coordinated the employment process for the Lake Erie Correctional Institution and worked cooperatively with OBES and Management Training Corporation to complete the recruitment, interviewing, and hiring process for nearly 300 jobs. This venture, along with many other economic development projects spearheaded by team partners, provides Ashtabula County with a strong workforce development program!

Local initiatives-county coalition-Common Good linkage team-one-stop system... Ashtabula County has partnerships that work!

### **Results Oriented Management: Focusing on Outcomes**

What's the bottom line? Who won the game? What was the final score? What resources will it take to accomplish the objective? How many people will be served? Questions like these are common in our outcome-oriented world, and they reflect the growing importance placed on results. The move toward an almost universal call for results with its accompanying emphasis on customer service are two trends that are affecting how groups and organizations provide services. Every investor (funder) seems to want more in terms of results, and customers want to know what results they can expect. Results oriented management is a process of helping groups and organizations develop programs and services that provide customers what they want, when they need it.

When implementing a results oriented management approach, organizations focus on what really defines success in customer terms. This means concentrating on who the customer really is and then deciding how to bring about the changes that are needed to meet customer needs. An important part of results oriented management is setting performance targets. Performance targets are the specific results that an agency or organization is committed to achieving for its customers.

A key question to be asked when setting performance targets is: "In what ways are customers to be satisfied or behaviors

changed for the outcome to be reached?" An important part of the process of using performance targets is learning. When an organization fails to meet its performance target, it needs to reflect on what it learned and what it will do differently in the future.

To learn more about the process of results oriented management, attend the workshop **Collaboration for Results: Designing and Implementing Outcome Frameworks** on April 11, 2000. (See page 1 for article on workshop.)

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## **RESOURCE CORNER**

### **Assessing Your Collaborative Strengths and Challenges**

A tool for assessing collaborative efforts in terms of key factors is provided in the article, "Assessing Your Collaboration: A Self Evaluation Tool," by Lynne M. Borden and Daniel F. Perkins. The article appeared in the April 1999 issue of *Journal of Extension*. The tool is designed to be used by collaborative groups to identify their strengths and challenges in the following areas: communication; sustainability; research and evaluation; political climate; resources; catalysts; policies, laws, and regulations; history; connectedness; leadership; community development; and understanding community. The article and tool are available on the web at the following address: <http://www.joe.org/joe/1999april/ent.html#tt1>

### **Simply Better!**

Simply Better! is a network of employment and training professionals and organizations committed to continuous improvement of services and outcomes, to customer satisfaction, and to exceptional quality. Members of the Simply Better! Network are creating a learning network to spread the skills and tools of continuous improvement throughout the employment and training system. Products for continuous improvement designed for employment and training service providers, created by employment and training professionals, and tested extensively by employment and training organizations are available on the Simply Better! website. Click on <http://simplybetter.org/> and go to the products section to download products on customer satisfaction, measuring success, and more.

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### **Ohio Department of Aging Representative Joins State Team**

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Benjamin Ibe, Chief, Office Services, Ohio Department of Aging (ODA), is the newest member of the Common Good State Team. The addition of Mr. Ibe increases the number of state agencies represented on the team to nine and enables the team to be more effective in promoting interagency collaboration at both the state and local levels. An article in the *Need to Know* section on page 4 features information about ODA.

## GOVERNOR'S WORKFORCE POLICY BOARD

In September 1999, Governor Bob Taft today appointed 50 members to the Governor's Workforce Policy Board. The Board, led by a majority of business members, is providing policy guidance to the Governor in the development of a comprehensive workforce strategy to ensure Ohio remains competitive in a global marketplace.

"The greatest challenge for our economy and for Ohio businesses is to find skilled employees," said Governor Taft. "Our workforce development system must be market-driven and it must be focused on meeting employers needs, because we do no person any favor by preparing them inadequately or for jobs that do not exist. The fact that so many business leaders are providing their expertise on the board clearly demonstrates the importance of workforce development in Ohio."

The Board is assisting the governor in developing a five-year strategic plan for workforce development as mandated under the Workforce Investment Act of 1998. The Act, which takes effect on July 1, 2000, authorizes a new workforce system to replace the Job Training Partnership Act and other provisions of federally-funded job training programs.

Under the Workforce Investment Act, the Board must include the governor, two members of each chamber of the Legislature, with a majority of representatives from the business community. In addition, other members include, local elected officials, labor organizations, state agency directors, and representatives from community-based organizations, community colleges and youth serving organizations.

### Business representatives are:

- Donna Maria Alvarado, from Columbus, president of Aguila International
- Carol L. Ball, from Greenville, president and CEO of Ball Publishing Co.
- Richard H. Brown, from Coshocton, president and CEO of Jones Metal Products Co.
- Dr. Joseph C. Christen, from Maumee, v.p. of Human Resource Development of The Andersons
- Linda L. Gentile, from Akron, president of the Akron District of Key Bank
- Patricia A. Grischow, from Canton, senior government affairs specialist of The Timken Company
- Robert A. Hill, Jr., from Mineral Ridge, pres. and CEO of Industrial Machining and Design Services, Inc.
- Edward R. Jackson, from Cincinnati, president and CEO of Fierro Technologies, Inc.
- David W. Johnson, from Salem, president, CEO & chairman of the board of Summitville Tiles, Inc.
- Peggy Mativi, from Columbus, CEO of SOLUTIONS Staffing
- Alan A. Mayne, from Chillicothe, plant manager of Kenworth Truck Co.

- J. Luke McCormick, from Dublin, senior vice president of The Frank Gates Companies
- James B. McGregor, Sr., from Springfield, executive vice president of Morgal Machine Tool Co., Inc., Ohio Stamping and Machine, Inc., and Rose City Manufacturing
- Kyle A. McKnight, from Coal Grove, owner of Champion Cleaners;
- Curtis E. Moll, from Valley City, president, chairman of the board and CEO of MTD Products, Inc.
- Patricia Nowak, from Toledo, dir. of public relations and consumer affairs of Seaway Food Town, Inc.
- Bradley R. Ohlemacher, from Elyria, executive vice president and owner of Elyria Manufacturing Corp.
- John W. "Jack" Partridge, Jr., from Columbus, senior vice president of Columbia Gas of Ohio
- David C. Phillips, from Cincinnati, chief executive officer, Downtown Cincinnati Inc. and former managing partner-industry (R&D), Arthur Andersen
- Peter S. Redding, from Kettering, president and CEO of Standard Register
- Robert F. Reichert, from Toledo, president and COO of Reichert Stamping Co.
- Jodie L. Stearns, from Bloomdale, farmer and partner of Mitchell, Stearns and Hammer
- Peter S. Strange, from Cincinnati, president of Frank Messer and Sons Construction Co.
- Ernest L. Sullivan, from Columbus, national staffing manager of BANK ONE
- Michael P. Summers, from Cleveland, president and owner of Summers Rubber Co.
- Rebecca S. Tracey, from Dayton, vice president of human resources of Mutual Tool and Die, Inc.
- Stuart J. Vosler, from Dublin, corporate affairs director of Lucent Technologies/AT&T
- Lee A. Wilkins, from Shelby, director of human resources of Gorman-Rupp Co.
- Robert C. Winzeler, Jr., from Montpelier, chairman of Winzeler Stamping Co.
- Jacqueline F. Woods, from Cleveland, president of Ameritech Ohio
- W. Paul Worstell, from Leipsic, president of PRO-TEC Coating Co.

### Labor representatives are:

- Patricia A. Moss, from Columbus, first vice president of AFSCME Ohio Council 8, AFL-CIO
- Gary L. Schaeffer, from Powell, secretary-treasurer of the Ohio State Building and Construction Trades Council
- Bruce A. Wyngaard, from Columbus, operations director of OCSEA/AFSCME, Local 11 (Continued on p. 4)

**The Common Good Website**  
<http://literacy.Kent.edu/CommonGood/>

**Community-based organizations are represented by:**

- Keith F. Molihan, from Ironton, executive director of the Ironton-Lawrence County Community Action Organization

**Community colleges are represented by:**

- Dr. Jerry Sue Thornton, from Cleveland, president of Cuyahoga Community College
- Dr. Ron D. Wright, from Cincinnati, president of Cincinnati State Technical and Community College.

**City officials are represented by:**

- George M. McKelvey, from Youngstown, mayor of Youngstown

**County officials are represented by:**

- Martha H. Dorsey, from Bethel, Clermont County commissioner
- Darrell W. Miller, from Hicksville, Defiance County commissioner
- Vicki D. Pegg, from Dayton, Montgomery County commissioner.

**Youth are represented by:**

- Dr. Deborah Bingham Catri, from Dublin, senior associate director of The Ohio State University, Center on Education and Training for Employment
- Ann B. Higdon, from Dayton, founder and president of ISUS Trade and Technology Prep Charter School.

**State government leaders serving on the Governor’s Workforce Policy Board include:**

- Roderick G.W. Chu, chancellor, Ohio Board of Regents
- C. Lee Johnson, director, Ohio Department of Development
- Bob Taft, governor, State of Ohio
- Joan W. Lawrence, director, Ohio Department of Aging
- James J. Mermis, administrator, Ohio Bureau of Employment Services
- Robert L. Rabe, administrator, Rehabilitation Services Commission
- Jacqueline Romer-Sensky, director, Ohio Department of Human Services
- Dr. Susan Tave Zelman, superintendent of public instruction, Ohio Department of Education

**Appointed by Senate President Richard H. Finan to serve as legislative representatives on the Governor’s Workforce Policy Board are:**

- Linda J. Furney, from Toledo, state senator, 11th district
- Robert A. Gardner, from Madison, state senator, 18th district

**Appointed by Speaker JoAnn Davidson to serve as legislative representatives on the Governor’s Workforce Policy Board are:**

- Bill Harris, from Ashland, state representative, 93rd district, and majority whip
- Nancy Hollister, from Marietta, state representative, 96th district

**NEED TO KNOW**

**The Ohio Department of Aging**

The Ohio Department of Aging (ODA), one of the required partners in the Workforce Investment Act, serves and represents nearly 2 million Ohioans age 60 and over. ODA’s emphasis is on improving the quality of life for older Ohioans, helping them live active, healthy, and independent lives, and on promoting positive attitudes toward aging and older people. The ODA administers a number of programs, many of which are authorized through the Older Americans Act. Both federal and state funding is used to achieve the goals of ODA.

Included in the group of older adults served by ODA are the more than 176,000 Ohioans over age 65 who are still active in the workforce in either a full- or part-time capacity. ODA, Green Thumb, the Senior Workers Action Program, the Coalition for Appalachian Development, and various other agencies around the state help administer and oversee the employment of some 2,600 Ohioans age 55 and older through the Senior Community Service Employment Program (SCSEP). The federal program subsidizes short-term jobs and training for older workers in efforts to help them secure permanent employment in the general workforce. More information on the ODA is available by clicking on [www.state.oh.us/age/](http://www.state.oh.us/age/). Information on the SCSEP can be found at [www.wdsc.org/owprog/index.html](http://www.wdsc.org/owprog/index.html)

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