

*In The  
Spotlight*

**JOB FORCE BOARD AWARDS INCUMBENT WORKER TRAINING GRANTS TO AREA INDUSTRY**



**Engineered Machine Products** of Escanaba and **Cliffs Michigan Mining** of Ishpeming have been awarded Incumbent Worker Training grant by the Job Force Board at its December 17, 2003, meeting.

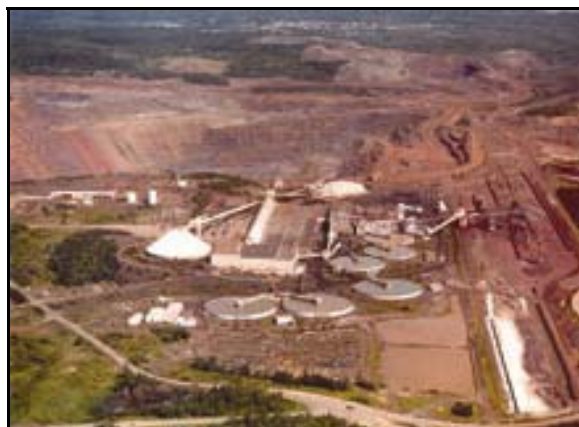
The Incumbent Worker Training Program provides grant funding for customized training for existing for profit businesses. Through this customer-driven program, The Job Force Board is able to effectively retain and keep businesses competitive through upgrade skills training for existing full-time employees.

Established in 2000, the Incumbent Worker Training Program has provided customized training for over 220 employees in the Central Upper Peninsula. The program has been structured to be flexible to meet the business's training objectives. The business may use public, private, or its own in-house training provider based on the nature of the training.

In July 31, 2003, Cleveland-Cliffs Inc. announced implementation of an action plan to significantly improve operating results. Part of this action plan was the combination of the Company's Empire and Tilden mines in Michigan into one operating unit, Cliffs Michigan Mining Co. Having a well-trained workforce is critical to expanding the mission of Cliffs Michigan Mining. Training invested today will maintain Cliffs viability for the next 20-30 years.

During its consolidation of Empire and Tilden operations, training and its funding are critical to maintain productivity levels at a time when employees may feel overwhelmed and not adequately trained for the increased demands.

The company will have 140 training events in the areas of welding, A/C certification, Open Gearing, Bearing and PT, Laser Alignment, Small Truck Computer Diagnostics, Lineman Training, Boiler Operation and Troubleshooting, Bore-tech Cutting.



*An aerial view of Cliffs Michigan Mining of Ishpeming, Michigan.*

This training will be provided by Northern Michigan University. The DCS Foxboro will provide vendor training. The training will impact roughly 600 jobs and will ultimately provide workers with an opportunity to progress through career ladders as it is anticipated that 150 entry-level positions will occur.

"The Job Force Board is pleased to work with Cliffs Mining whose goal is to have the highest trained, most productive workforce in this industry," stated Will Carne, President of the Job Force Board.

Engineered Machined Products, Inc. (EMP) of Escanaba is North America's leading producer of engine cool-

ing pumps for the diesel engine, having transformed itself from a generalist contract manufacturer to a focused and specialized full service provider of manufacturing and engineering solutions. EMP has experienced tremendous growth, especially over the last five years and training is priority for EMP as it is vital to their growth. One of the goals of EMP is to keep their current workforce intact and maintain it as a solid base of well-trained competent workers.

The company will have 74 training events in the areas of CNC Programming provided through M-TEC, Pro Engineer Wildfire Update Training and Use of Pro-E mechanisms program for load analysis provided by Pro-Engineer. CNC Programming and Pro Engineering are critical to the way EMP produces parts and communicate internally and with their customers. Improved communication systems will result in shorter lead times associated with product development and production in readiness.

"As EMP is in the highly competitive diesel component manufacturing market and competes with domestic suppliers and also foreign corporations, this training will result in costs savings for customers and will provide EMP with a competitive edge," according to Paul Arsenault, Job Force Board Chair of the Incumbent Worker Award Committee.

EMP will be hiring at least 15 engineers, technicians, toolmakers and machine operators in 2003/04. According to Alan Yeck, Executive Director of M-TEC, "EMP is currently performing development work for Daimler-Chrysler and Jaguar. Short-

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ening their lead times and improving technical communication systems will expand their overseas markets."

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# Granholt, Business and Labor Leaders Meet to Address Concerns, Develop Agenda for Manufacturing

Governor Jennifer M. Granholm, on December 8, 2003, met with Michigan's business and labor leaders at the Michigan Manufacturing Matters Summit to discuss issues related to the state of manufacturing in Michigan and develop a consensus agenda to take to Washington, D.C. to seek federal action to address their concerns.

"We agreed to work together on two critical fronts to support manufacturing in Michigan," Granholm said of the summit. "We will work together to make Michigan more attractive to our existing and new businesses, and we will take the message to Washington D.C. that we need help to make real improvements for this critical sector of our nation's economy."

Granholm was able to deliver immediate results on one of the issues that business and labor leaders discussed when she signed an executive directive directing the Department of Labor

and Economic Growth (DLEG) to create an online "one-stop shop" for all state business permits and licenses. The concept is being developed by the DLEG to reduce the bureaucracy and waiting period for businesses to get licenses and permits.

"Currently, our state's permitting and licensing process for businesses is a maze of bureaucracy and red tape," Granholm said. "This initiative will create a clear path to economic expansion and growth in Michigan."

Participants in the summit represented several large and small manufacturers and labor organizations. They had an open discussion about issues ranging from health care to foreign currency. The consensus agenda that the group will push in Washington early next year contains specific action steps that will improve the state of manufacturing in Michigan and the nation Granholm said. "Manufacturing is the backbone of

our state's economy," said Granholm.

"We are committed to finding ways to make it easier to retain, expand, and grow manufacturing here. When this important sector of our economy is growing, we are able to invest more in education, health care, and the environment – the key quality of life issues that make Michigan a great place to raise a family and grow a business."

While the summit is the culmination of three months of legwork by Governor Granholm to meet with manufacturers and labor representatives in roundtables, personal meetings, and tours of manufacturing sites, she emphasized that the event is just the first step in the journey to send the message on a national level that manufacturing matters and is vitally important to the U.S. economy. Granholm said Wisconsin held a similar summit in October, and Ohio is planning a manufacturing summit for December 11, joining the nationwide movement

she started to draw awareness to the need for changes on the federal level to strengthen the manufacturing sector.

We will continue to have an ongoing discussion with business, labor, and education leaders about the need to address the concerns of manufacturing in Michigan," Granholm said. "Our state's history is built on a foundation of being a manufacturing powerhouse. Our state presently is a global leader in manufacturing and research and development. Our state's future is strongly tied to this sector, and we must do whatever it takes to ensure its continued success and growth."

More more information on the Summit contact: Liz Boyd 517-335-6397.



Will Carne, President  
Michigan Works!  
The Job Force Board

## Manufacturing Matters in Michigan

Manufacturing Matters in Michigan – Consensus from the Summit 1 **Manufacturing Summit – Consensus** During the Summit consensus was reached on actions that can be taken at the federal and state levels to create a better business environment to improve the competitiveness of manufacturing. Governor Granholm, along with participants in the summit, will take the Summit's recommendations for changes at the federal level to Washington and work with other governors to lobby for those changes. At the state level, the Governor will work with business and labor to take the next steps.

**Federal Issues International Trade** A level playing field for manufacturing must be created. Summit participants believe that international trade regulations are not adequately enforced by the federal government, which is negatively impacting the competitiveness of the U.S. manufacturing base.

Changes needed:

- Stop currency manipulation

- Make countries live up to their World Trade Organization commitments
- Protect the intellectual property of American companies Insist our trading partners eliminate non-tariff barriers

**Workforce Training and Development.** A well-educated and skilled workforce is essential for the success of manufacturing in Michigan and the U.S. Workforce training and technical assistance for small- and medium-sized companies and R&D are key to developing that workforce.

Changes needed:

- Increase federal funding for job training and gain more flexibility in the grants to retrain current workforce
- Restore and increase funding for the Manufacturing Extension Program
- Capture a larger share of federal funding for R&D development

### Rising Pension and Health Care

**Costs** Companies want to provide appropriate pension and health care benefits to their employees, but the skyrocketing cost of those benefits must be addressed and curbed. Those costs negatively impact competitiveness when companies are forced to divert money from R&D and hiring to cover those liabilities.

Changes needed:

- Replace the 30-year Treasury rate with a rate based on long-term corporate bond indices
- Collaborate with business and labor to develop practical steps for federal actions to reduce costs and improve access as well as the quality and efficiency of the healthcare system
- Secure more funding for the uninsured and the underinsured

**US - Canada Border Infrastructure** Manufacturers trade parts and finished goods across North America and around the globe. Customs procedures must be simplified and automated to facilitate the flow of low-risk goods.

Changes needed:

- Seek federal funds to add technology, personnel and capacity to streamline entry across the U.S.-Canadian border
- Improve coordination among federal agencies responsible for the border
- Accelerate the development of a process for firms shipping large volumes across borders to allow self-certification and sealing of trucks

### Energy Policy

The US needs diversified, affordable, reliable, new domestic and competitive sources of energy, such as clean coal, oil, natural gas, hydro, solar, wind, alternative feed stocks and biomass, and investment in infrastructure, as well as a national focus on conservation.

- Argue for a thoughtful approach to energy policy that supports manufacturing, is reliable and promotes the use of diverse energy sources

### Taxes

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**MANUFACTURING MATTERS (continued)**

Michigan must be competitive especially for its manufacturers. We need to strike the right balance between low taxes and essential services that are critical to Michigan's economic well-being.

First steps:

- Reauthorize MEGA with more emphasis on retention
- Direct State Treasurer Jay Rising to examine state business tax structure and the need for change
- Fix the special tools rule

**Workforce Issues** Michigan must have an education and training system that provides graduates with the skills and knowledge to compete in the workplace and to continue their education.

It must support manufacturing firms in building their human capital.

First steps:

- Align and integrate economic and workforce development
- Promote innovation and entrepreneurship
- Elevate the role of community colleges
- Establish regional skills alliances
- Focus like a laser on improving basic skills through rigorous grade level content expectations in math, science, and reading

**Health Care**

Michigan's population is less healthy than the U.S. as a whole. This contributes to Michigan's health care costs

being higher than the national average.

First steps:

- Encourage public-private partnership to promote healthy lifestyles and disease prevention
- Work together to establish best practices
- Form a smaller work-group to formulate national health care actions

**State Permitting**

Michigan must streamline its permitting process to be competitive with other states in terms of how quickly permits and applications are processed.

First steps:

- Create a single State website for

- individuals or businesses seeking licenses or permits
- Eliminate unnecessary forms, procedures, or requirements
- Assist applicants for permits or licenses with web-based tools
- Capture permitting and licensing data once
- Enable on-line tracking of permit and licensing status
- Develop master applications packages for complex projects
- Initiate the PLEDGE pilot
- Allow for air quality permitting review and decision within 120 days
- Guarantee fixed dates for decisions
- Update information on the web



The Upper Peninsula workplace is undergoing profound changes that are requiring all workers to acquire advanced skills to stay competitive in a global

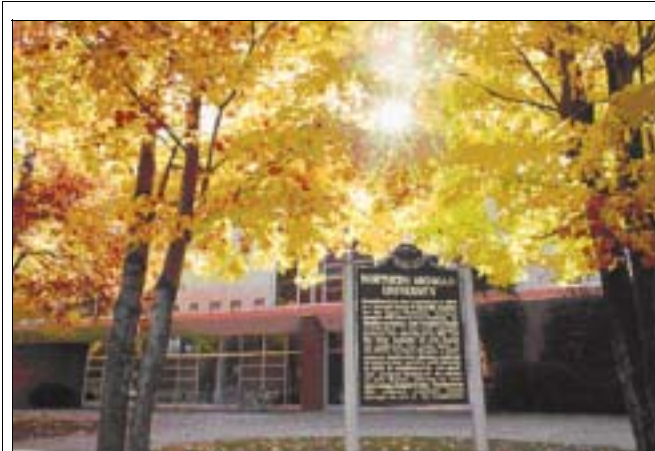
**INCUMBENT GRANT (continued)**

Other Upper Peninsula employers have benefited from Incumbent Worker Program. Seek Wilderness / Iverson Snowshoes, of Shingleton with the assistance of Northern Michigan University and AIA Boomerang Marketing, trained four employees in the areas of new product development and marketing, e-commerce (business to business and business to consumer), and developing retailer relationships. 135 employees of Louisiana Pacific – Sawyer Stud Mill, Gwinn, received Industrial supervision, quality control, teams, and hydraulics/PLC from Northern Michigan University. Northern Michigan University also provided 77 American Eagle Airlines – Sawyer Maintenance employees with training in Computer training, SQL, Rolls Royce engine and Borescope. Superior

Spectrum, of Marquette utilized the Marquette Michigan Works! Service Center to train four employees in the areas of New Point of Sale and Customer Service Data Systems for Telecommunications Companies.

The training efforts for these companies offered specific and measurable outcomes to the region, including: One business increased its growth; New technology was introduced at a firm; Systems were put into place to increase the quality of products produced; and New techniques for maintenance were introduced to maintain a facilities viability.

economy. A skilled workforce is key to maintaining the region's productivity and economic competitiveness. The Job Force Board's Incumbent Worker Training Program provides the infrastructure that helps to improve access to quality information and training services where public and private resources are integrated and used effectively to meet the needs of Employers and workers.



Northern Michigan University Campus in Marquette Michigan.



NORTHERN INITIATIVES

**Michigan Works! The Job Force Board and Northern Initiatives to work together on UP Manufacturing Skill Alliance**

As noted by Michigan Manufacturing Training Center President, Mike Coast, "To the general public, the decline of U.S.-based manufacturing may not be cause for great alarm. However, those of us who work in and around manufacturing know that the Michigan economy will not grow if we simply accept the sector's decline as inevitable. We know that manufacturing is the backbone of our economy, that manufacturing is higher tech than many people think, and that the sector is the source of good jobs for entry-level through executive employees."

In response to Governor Granholm's support for Regional Skill Alliances and Manufacturing Matters In Michigan, the Job Force Board and Northern Initiatives are working together to establish a Regional Skill Alliance to enhance services and expertise to address the business and workforce needs of manufacturers across the region.

Northern Initiatives is the regional location for the Michigan Manufacturing Technology Center and will bring valuable expertise to the Regional Skill Alliance.

# U.P. Members of Governor Granholm's Economic Council Establish Web Site



**Gary W. Erickson**  
UPPCP

Gary Erickson, Vice President and COO of Upper Peninsula Power Company, and Vickie Micheau, Executive Director of the Delta County Chamber of Commerce are encouraging U.P. residents to provide them with ideas and suggestions for helping improve the region's economy. Erickson and Micheau serve on Governor Jennifer Granholm's Council of Economic Advisors and are the sole representatives from the Upper Peninsula. The board is a 48-person bipartisan council that has been established to be the Governor's "kitchen cabinet" for ideas on how to improve Michigan's economy and attract new jobs to the state. It is the goal of this board to take input from all areas of Michigan and through a series of council meetings incorporate this input into future recommendations for Governor Granholm.

It is with this purpose in mind that Erickson and Micheau created a website to explain their roles on this board, the role of the board, and as for input from the general public. "Vickie and I encourage everyone to give us their input on this website," Erickson said. "We need everyone's knowledge, ideas, and suggestions to ensure that the Upper Peninsula's economic voice is heard on the council."

The website can be found at [www.deltami.org/governorscouncil/index.html](http://www.deltami.org/governorscouncil/index.html).

Micheau hopes she and Erickson will receive comments from a cross section of people in the U.P., including individuals from business, academia, and other organizations.

"We want ideas as well as experiences businesses have had in doing business within the state," Micheau said. "There are undoubtedly ways in which government can be more business friendly. Our goal is to ensure that the suggestions the council sends to

Governor Granholm take into account the Upper Peninsula."

**Paul Arsenault**, Member, Michigan Works! The Job Force Board, says choosing Micheau and Erickson was a smart decision on behalf of the Governor. "Michigan's Upper Peninsula is very unique, as the economy and workforce of each of our counties is overlapping in nature. It has been our experience that for economic development in the UP to be truly successful, the Upper Peninsula must work together and be viewed as one region." Vickie Micheau and Gary Erickson have this broad perspective of



**Vicki Micheau**  
Delta County  
Chamber of  
Commerce

the UP. They truly understand the challenges of the region's economy and workforce, as well as the impact it has on our businesses, workforce, and residents."

**Joe Esbrook**, Director of Business Development to the Job Force Board, states that Economic Development and Workforce Development go hand in hand, and Workforce Development, lead by the needs of business, has already adopted and enjoy the benefits of this regional approach through the formation and use of Regional Skills Alliances. "As we move forward in developing our next generation Upper Peninsula Workforce, business involvement, through Regional Skills Alliances, will be the number one driving force behind the success of a first-rate workforce and economy. When you have the potential of, and access to, the high quality workforce we have here in the UP, the sky is the limit. You not only compete on a local, state and national level, but internationally as well."

In addition to the website, people can also submit their comments to Erickson and Micheau in writing to: Delta County Chamber of Commerce, 230 Ludington Street, Escanaba, MI

49829.

For more information on the Governor's Council of Economic Advisors, contact Gary Erickson at 906.485.2418 or Vickie Micheau at 906.786.2192.

For more information on Workforce Development and Regional Skills Alli-

## Upper Peninsula Training Network

*—Dedicated to professional training opportunities for businesses and trainers in the Upper Peninsula through networking and education.*

Trainers from across the region attended six great sessions on improving their training skills. Upfront and Company, Marquette, was the site of the December 4-5, 2003; Upper Peninsula Training Network's "Train the Trainer Workshop."

Attendees gained the knowledge and skills needed to conduct successful training sessions. The workshop was open to individuals who have expertise in certain subjects who would like to learn how to train others and for experienced trainers who wanted more background about the learning process. Sessions provided the trainees strategies on how to enhance their understanding about how adults learn, to develop new training strategies that will make their programs effective and energizing and to increase the variety and creativity of presentations.

**Paul McKelvey**, Director of Continuing Education and Sponsored programs at Northern Michigan University provided a presentation on the adult learning process and highlights of adult learning theory. This was complimented by a session on assessing the needs of your audience by **Rhea Dever**, NMU Adjunct Faculty Member.

**Sue Micensky**, Co-Owner of the Conference Connection provided valuable insight into logistics and legalities of successful presentations with **Joe Constance**, President of Constant Training, adding ten ways to make training more effective. **Jim Suksi**, Director of NMU's Masters of Training And Development program offered ways to explore the role of facilitation

in workshops. Rounding of the UPTN Train the Trainer Workshop, was a presentation on how to take your training Hi-Tech by **Joe Heribaca**, owner, Upper Peninsula Travel Video. Michigan Works! The Job Force Board was pleased to be one of the sponsors for this event. "This workshop greatly enhanced my skills as a facilitator for Career Skills Workshops at Michigan Works!" noted Candace Steinhauer, Workforce Development Professional at the Marquette Michigan Works! Service Center. The following comments from job seekers attending the Career Skills Workshops support the value of the UPTN workshop.... "The presentation was interesting, practical, as well as entertaining. This is information that I will use in my job search and hopefully in future interviews."



"It was a very positive workshop. I enjoyed the way the trainer (Candace) became very involved with each one of us in this workshop. It made me feel comfortable, relaxed, and positive about getting a job."



When asked about his thoughts regarding the Train the Trainer Workshop, Joe Holman, of NMU, responded by saying, "The UPTN hosted the workshop to showcase the high quality of Upper Peninsula Trainers. We have the talent and quality right here in the U.P. to conduct world class training events and this event proved that employers no longer need the extra time and expense of sending employees outside the region to get quality training."

For more information on the Upper Peninsula Training Network contact: Joe Holman, Department of Continuing Education Northern Michigan University, Marquette, MI, 49855.