
SENATE BILL 6105

State of Washington

53rd Legislature

1994 Regular Session

By Senators Skratek, Bluechel, Sheldon and M. Rasmussen

Read first time 01/12/94. Referred to Committee on Trade, Technology & Economic Development.

1 AN ACT Relating to high performance work organizations; amending
2 RCW 43.330.050, 43.330.060, and 43.330.080; adding a new section to
3 chapter 43.330 RCW; creating a new section; and providing an effective
4 date.

5 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

6 NEW SECTION. **Sec. 1.** The legislature finds that the future of our
7 state's economy and well-being is firmly linked to the world
8 marketplace. In today's global economy, only those firms that can
9 deliver high-quality goods and services, provide customers with greater
10 product variety and customization, introduce new products more
11 frequently, and create production systems that are more complex than
12 those that can be operated by unskilled workers will succeed.

13 The legislature further finds that Washington businesses with well-
14 trained, motivated workers and a work environment that is organized to
15 take advantage of the employees' skills are essential to be competitive
16 in the global economy. These firms have replaced inflexible
17 traditional work organizations with high performance work organizations
18 characterized by: An emphasis on customer service and quality;
19 flexibly structured manufacturing or service delivery systems; and

1 highly trained workers who are given responsibility commensurate with
2 the level of training.

3 NEW SECTION. **Sec. 2.** A new section is added to chapter 43.330 RCW
4 to read as follows:

5 The department shall establish services and programs that promote
6 the high performance work organization model and assist firms in
7 implementing high performance practices. The department may undertake
8 activities including, but not limited to:

9 (1) Establishing a clearinghouse of quality-related information;

10 (2) Maintaining a resource directory, including firms employing
11 high performance practices;

12 (3) Developing a quality starter kit that provides firms with
13 information on how to begin performance improvement programs;

14 (4) Facilitating the establishment of quality networks and
15 mentorship programs;

16 (5) Giving priority consideration for its assistance programs to
17 firms that implement high performance practices;

18 (6) Sponsoring quality improvement events; and

19 (7) Developing, in consultation with the state board for community
20 and technical colleges, a standard curriculum on total quality for use
21 by the state's community and technical colleges.

22 **Sec. 3.** RCW 43.330.050 and 1993 c 280 s 7 are each amended to read
23 as follows:

24 The department shall be responsible for promoting community and
25 economic development within the state by assisting the state's
26 communities to increase the quality of life of their citizens and their
27 economic vitality, and by assisting the state's businesses to maintain
28 and increase their economic competitiveness, while maintaining a
29 healthy environment. Community and economic development efforts shall
30 include: Efforts to increase economic opportunity; local planning to
31 manage growth; the promotion and provision of affordable housing and
32 housing-related services; providing public infrastructure; business and
33 trade development; assisting firms and industrial sectors to increase
34 their competitiveness and the skills of their work force, and to
35 implement high performance practices; fostering the development of
36 minority and women-owned businesses; facilitating technology
37 development, transfer, and diffusion; community services and advocacy

1 for low-income persons; and public safety efforts. The department
2 shall have the following general functions and responsibilities:

3 (1) Provide advisory assistance to the governor, other state
4 agencies, and the legislature on community and economic development
5 matters and issues;

6 (2) Assist the governor in coordinating the activities of state
7 agencies that have an impact on local government and communities;

8 (3) Cooperate with the legislature and the governor in the
9 development and implementation of strategic plans for the state's
10 community and economic development efforts;

11 (4) Solicit private and federal grants for economic and community
12 development programs and administer such programs in conjunction with
13 other programs assigned to the department by the governor or the
14 legislature;

15 (5) Cooperate with and provide technical and financial assistance
16 to local governments, businesses, and community-based organizations
17 serving the communities of the state for the purpose of aiding and
18 encouraging orderly, productive, and coordinated development of the
19 state, and, unless stipulated otherwise, give additional consideration
20 to local communities and individuals with the greatest relative need
21 and the fewest resources;

22 (6) Participate with other states or subdivisions thereof in
23 interstate programs and assist cities, counties, municipal
24 corporations, governmental conferences or councils, and regional
25 planning commissions to participate with other states and provinces or
26 their subdivisions;

27 (7) Hold public hearings and meetings to carry out the purposes of
28 this chapter;

29 (8) Conduct research and analysis in furtherance of the state's
30 economic and community development efforts including maintenance of
31 current information on market, demographic, and economic trends as they
32 affect different industrial sectors, geographic regions, and
33 communities with special economic and social problems in the state; and

34 (9) Develop a schedule of fees for services where appropriate.

35 **Sec. 4.** RCW 43.330.060 and 1993 c 280 s 9 are each amended to read
36 as follows:

37 (1) The department shall assist in expanding the state's role as an
38 international center of trade, culture, and finance. The department

1 shall promote and market the state's products and services
2 internationally in close cooperation with other private and public
3 international trade efforts and act as a centralized location for the
4 assimilation and distribution of trade information.

5 (2) The department shall identify and work with Washington
6 businesses that can use local, state, and federal assistance to
7 increase domestic and foreign exports of goods and services.

8 (3) The department shall work generally with small businesses and
9 other employers to facilitate resolution of siting, regulatory,
10 expansion, and retention problems. This assistance shall include but
11 not be limited to assisting in work force training and infrastructure
12 needs, identifying and locating suitable business sites, and resolving
13 problems with government licensing and regulatory requirements. The
14 department shall identify gaps in needed services and develop steps to
15 address them including private sector support and purchase of these
16 services.

17 (4) The department shall work to increase the availability of
18 capital to small businesses by developing new and flexible investment
19 tools and by assisting in targeting and improving the efficiency of
20 existing investment mechanisms.

21 (5) The department shall assist women and minority-owned businesses
22 in overcoming barriers to increased investment and employment and
23 becoming full participants in Washington's traded sector economy.

24 (6) The department shall promote and assist firms in implementing
25 high performance practices that produce higher value goods and services
26 and employ a high-skill work force.

27 **Sec. 5.** RCW 43.330.080 and 1993 c 280 s 11 are each amended to
28 read as follows:

29 (1) The department may contract with associate development
30 organizations or other local organizations to increase the support for
31 and coordination of community and economic development services in
32 communities or regional areas. The organizations contracted with in
33 each community or regional area shall be broadly representative of
34 community and economic interests. The organization shall be capable of
35 identifying key economic and community development problems, developing
36 appropriate solutions, and mobilizing broad support for recommended
37 initiatives. The contracting organization shall work with and include
38 local governments, local chambers of commerce, private industry

1 councils, port districts, labor groups, institutions of higher
2 education, community action programs, and other appropriate private,
3 public, or nonprofit community and economic development groups. The
4 department shall be responsible for determining the scope of services
5 delivered under these contracts.

6 (2) Associate development organizations or other local development
7 organizations contracted with shall promote and coordinate, through
8 local service agreements with local governments, small business
9 development centers, port districts, community and technical colleges,
10 private industry councils, and other development organizations, for the
11 efficient delivery of community and economic development services in
12 their areas.

13 (3) The department shall consult with associate development
14 organizations, port districts, local governments, and other local
15 development organizations in the establishment of service delivery
16 regions throughout the state. The legislature encourages local
17 associate development organizations to form partnerships with other
18 associate development organizations in their region to combine
19 resources for better access to available services, to encourage
20 regional delivery of state services, and to build the local capacity of
21 communities in the region more effectively.

22 (4) The department shall contract on a regional basis for surveys
23 of key sectors of the regional economy and the coordination of
24 technical assistance to businesses and employees within the key
25 sectors. The department's selection of contracting organizations or
26 consortiums shall be based on the sufficiency of the organization's or
27 consortium's proposal to examine key sectors of the local economy
28 within its region adequately and its ability to coordinate the delivery
29 of services required by businesses within the targeted sectors.
30 Organizations contracting with the department shall work closely with
31 the department to examine the local economy and to develop strategies
32 to focus on developing key sectors that show potential for long-term
33 sustainable growth. The contracting organization shall survey
34 businesses and employees in targeted sectors on a periodic basis to
35 gather information on the sector's business needs, expansion plans,
36 relocation decisions, training needs, potential layoffs, financing
37 needs, availability of financing, the degree to which firms within the
38 sector have adopted high performance practices, and other appropriate

1 information about economic trends and specific employer and employee
2 needs in the region.

3 (5) The contracting organization shall participate with the work
4 force training and education coordinating board as created in chapter
5 28C.18 RCW, and any regional entities designated by that board, in
6 providing for the coordination of job skills training within its
7 region.

8 NEW SECTION. **Sec. 6.** This act shall take effect July 1, 1994.

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