Outcome-driven Business Services in the Workforce Development System

September 14, 2011
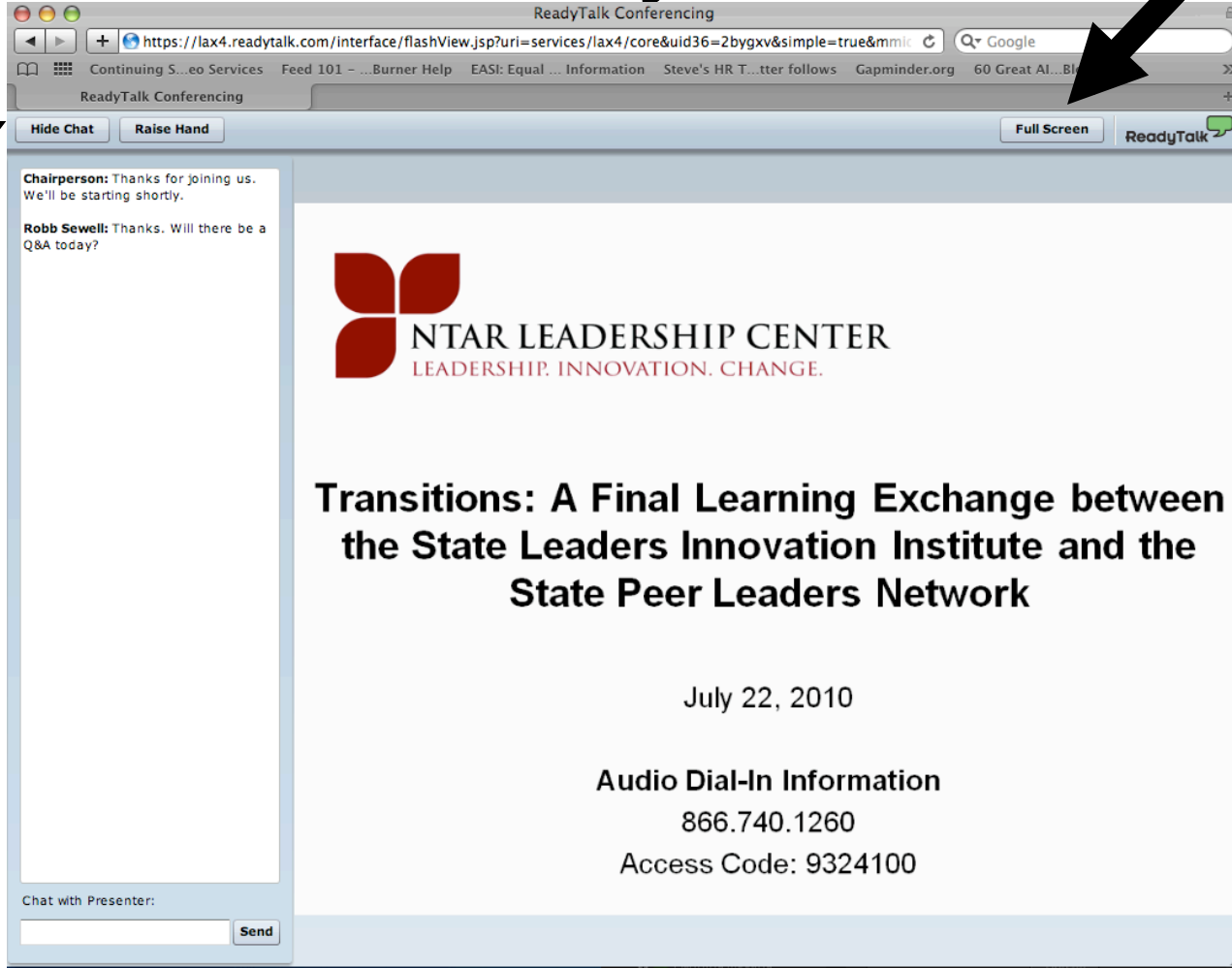
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Chairperson: Thanks for joining us. We'll be starting shortly.

Robb Sewell: Thanks. Will there be a Q&A today?

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Transitions: A Final Learning Exchange between the State Leaders Innovation Institute and the State Peer Leaders Network

July 22, 2010

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Outcome-driven Business Services in the Workforce Development System, September 14, 2011

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Access to Webinar Materials

- A direct link to the webinar materials, including web and audio content, will be posted on the NTAR Leadership Center Web site by noon Eastern Time, Thursday, September 15, 2011.

www.ntarcenter.org

The NTAR Leadership Center

- Established in September 2007 through a grant from the U.S. Department of Labor's Office of Disability Employment Policy (ODEP).

- A collaboration of partners with expertise in workforce and economic development, disability employment, financial education and asset building, and leadership development.

- Created for the purpose of building capacity and leadership at the federal, state, and local levels to enable change across workforce development and disability-specific systems that will increase employment for adults with disabilities.

Guiding Principles

- Increasing partnerships and collaboration among and across generic and disability-specific systems.

- Increasing the use of self-direction in services, and integration of funding across and among systems.

- Increasing economic self-sufficiency through leveraging work incentives, financial education, or other strategies that promote profitable employment and asset building.

- Increasing the use of universal design in employment services and as a framework for employment policy.

- Increasing the use of customized and other forms of flexible work options for individuals with disabilities and others with barriers to employment.

Presenters

- **Cori DiBiase**, Aperio Consulting Group

- **David Hoff**, Institute for Community Inclusion

Opportunity for All

Serving Every Business, Using Every Talent

Outline

- Common Challenges of Business Services

- Attributes of Good Business Customer Services

- Using Labor Market Information as a Practical Tool

- Proven Strategies from the Field
  - Forming Business Service Teams
  - Sectoral Approaches
  - Meeting Business' Diversity Goals

Challenges

- Business awareness of One-Stop Career Centers and services available is inconsistent

- Businesses see One-Stops primarily as a source of low-skilled workers

- The workforce system often does not always respond quickly enough to meet business' hiring needs

- Making inappropriate referrals
  - The wrong talent
  - The wrong culture

- Need for a single point of contact

Challenges: Defining Success

Perhaps most significantly, businesses and the workforce development system have different definitions of success.

Poll Question #1

Does your One-Stop think of businesses as customers of your system — of equal importance to career seekers — or are career seekers your first and most important customers?

YES or NO

Why Promote a Dual Customer System?

Businesses hire career seekers; without strong business partnerships, it is impossible to offer career seekers a wide range of employment options.

In a dual customer system, good service for businesses means better services for career seekers, and vice versa.

Attributes of Good Business Customer Service

- Responsiveness and Timeliness:

  - Businesses should be given efficient and reliable timelines for every service

  - One-Stop staff should be "visible" in the employer community

  - Businesses should always feel that the One-Stop is there to meet their needs

  - One-Stop staff should ensure regular contact with their business customers, even doing a "check-in" call on a monthly basis

Attributes of Good Business Customer Service

- A Single Point of Contact

  - The multiple partners in the workforce system can be a powerful **disincentive** to businesses

  - The One-Stop needs a system for creating **one** point of contact for businesses representing the full range of One-Stop customers

  - To promote hiring customers with significant barriers to employment, and to build a lasting relationship, businesses need a name and a number, not just an institution to relate to

Attributes of Good Business Customer Service

- Communication
  - If you must use jargon, use the business' jargon
  - Speak to the business' priorities:
    - ✓ The talent they value
    - ✓ The growth they seek
    - ✓ The industry they represent
  - All communication should be straightforward and professional
  - One-Stop staff should be visible in the business community, and at business and industry events
 - Strong industry knowledge is key

Labor Market Information (LMI)

- Three Levels of Successful LMI Strategy:

  - Availability of data through state's LMI system, America's Career InfoNet, others

  - Capacity to translate data into a format usable by on-the-ground workforce staff, augmented by knowledge gleaned as they work one-on-one with businesses

  - Use of LMI in the strategic decision making of a local and state workforce system's leadership

LMI

- Accurate Data: Every State Department of Labor has a department that collects, analyzes, and releases labor market data

  - Do you know where this data is made publicly available?

  - Do you know how to reach and work with the team that compiles it?

  - Are you able to feed them information form the field and get "behind the scenes" information on the work they do?

  - Is this information made available to job seekers?

"Information is not knowledge."
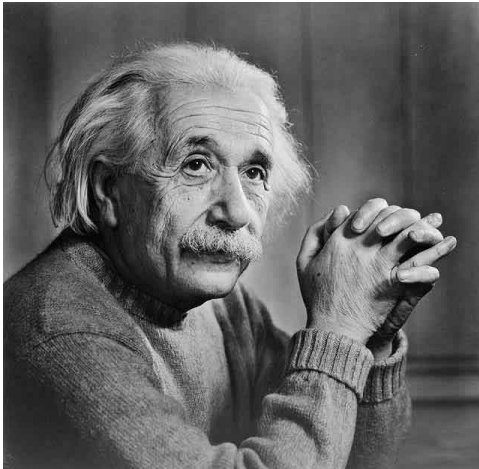
Albert Einstein

Use of LMI "On the Ground"

- Awareness of industry and specific business hiring trends — numbers, skill needs, wages, training requirements, etc.

- Full knowledge of major employers in region that comprise specific sectors

- Specific employer information — size, contact information, etc.

- Current and future perspective

- Allows you to "walk the walk, talk the talk"

LMI — "The Big Picture"

- Need for workforce development to be highly and completely knowledgeable regarding local labor market

- Information that should be a "given":
  - Composition of industry sectors in region
  - Biggest employers
  - Hiring trends within sectors and businesses
  - Emerging sectors and growth industries
  - Trends in position, skill needs, education requirements
  - Others

Use of LMI by Workforce Leadership

- Managing resources to respond to current and future needs

- Ensuring business services focus on full labor market

- Ensuring outreach and responsiveness to major employers

- Designing training services and resources based on labor market needs

- Creating long-term strategies to address labor shortages and surpluses, wage and skill gaps

- Creating mechanisms to translate information for use by: employers, workforce development staff, job seekers, partners

Job Growth vs. Replacement

- Be cautious in paying too much attention to occupations that are projected to be "high growth"

- 75% of total job openings are due to replacements, and only 25% are due to job growth

Strategies from the Field

- Dedicated Business Service Teams

  - Service as a single point of contact for businesses

  - Service as primary liaison between career counselors/ career seekers and businesses

  - Represent multiple agencies that constitute the One-Stop

Business Services Teams

- Methods of operation in Tri-Cities, Washington

  - Spend most of their time in the community

  - Operate under the One-Stop "brand," not an individual agency, as they talk to businesses and the community

  - Act as "resource coordinators" and navigators for the businesses they serve

  - Often divide their staff along sectoral lines

Sectoral Approaches

- Dividing staff along "sectoral" or industry lines

  - Allows staff to becomes "experts" in one particular industry and to learn its lingo

  - Gives staff more time to devote to industry-specific events, and to build a strong identity within a given sector

- Typically, sector choices are made based on local LMI trends

Strategies from the Field

- Offer other "value-added services" beyond just candidate referrals

  - Candidate referrals are important, but not enough to create the impression of a "full service" business solutions source,

  - Value-added services create additional trust and relationship-building tools with the business, and

  - Allows One-Stop staff the opportunity to learn more about their values, operation, and needs.

Poll Question #2

Does your center offer services to businesses in addition to candidate referrals?

YES or NO

Examples of Value-added Services

- Acting as a Human Resources advisor to businesses

- Allowing businesses to use space in the One-Stop for meetings, interviews, and events

- "Pre-screening" candidates for businesses

- Providing training to the business and its staff

- Acting as a "resource navigator" for other business resources in your community (SBA, Chambers of Commerce, SBDC, etc.)

Examples of Value-added Services

- On-site recruitment

- Information on employee supports (e.g., child care, transportation)

- Assisting the business in meeting its diversity goals

- Layoff response

Business and Diversity

- More and more, corporate America recognizes the need to hire and maintain a diverse workforce

    - As consumers, we spend our money with the businesses that seem to represent us; as such, businesses want staff that reflect the communities they are selling to

- Diversity should not be viewed as a challenge, but as an asset in marketing career seekers to businesses

Business and Diversity

- Even perceived barriers — immigration status, using English as a second language, disability — represent value to businesses seeking to diversify their staffing

- Business outreach via staff and materials should represent full diversity of job seekers

Contact Information

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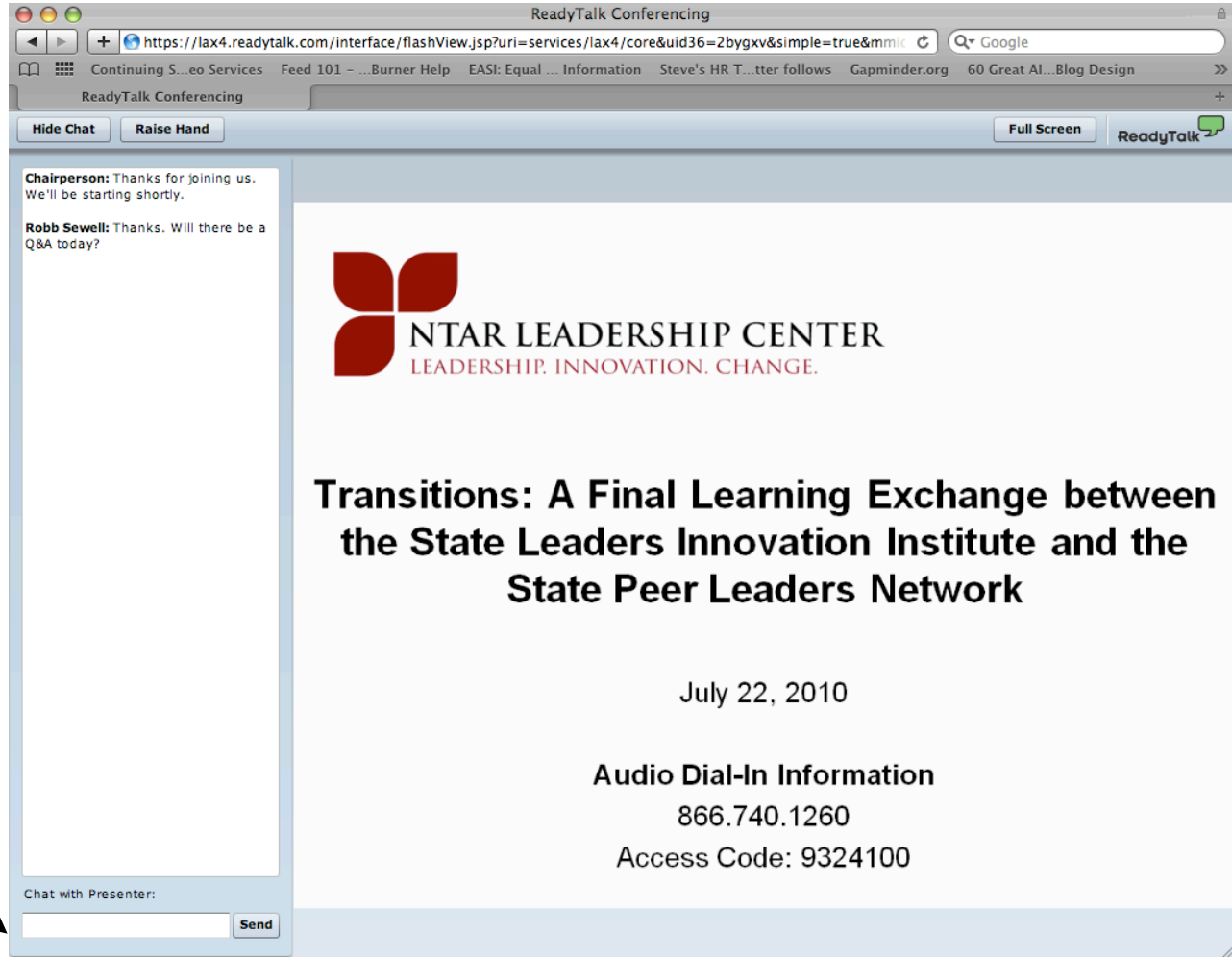p: 718.833.1435   c: 908.432.2998
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Submitting Questions for Q&A

Use **Chat box** to send your question(s) to the chairperson

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Question-and-Answer Period

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