

Business Services Training How to Work with Employers



*Sustainable Employment Strategies
Pre-Conference
Atlanta, Georgia
August 14, 2013*

**U.S. Department of Labor
Employment and Training Administration**

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Agenda

- **Why Focus on Business**
- **Strategies for Engaging Business Community**
- **Individual Verses Sector Strategy Approach**
- **Why Focus on Small Business**
- **Strategic Targeting**
- **Services Business Value**
- **Listening to Business: Results from TANF Roundtable**
- **Strategies for Reducing Barriers and Increasing Hiring**
- **Assessment as Key to Better Referral/Employment Outcomes**
- **How to Connect TANF and WIA to Enhance Employment**
- **How to Integrate WIA and TANF Business Services (Benefits for Both Programs)**
- **Career Pathways Initiative**
- **How to Make Career Connections**
- **Action Plan**

Connecting with Business is Critical



Why Business Focus?

- **Business Drives Skills Needs (Demand side)**
In 2001, ETA established the Business Relations Group
 - To ensure the workforce investment system understands the skills needs of business
 - Apply innovative approaches to help business and industry better access services of states and local investment areas
 - States and local workforce investment areas now have business services teams/operations to engage the employer community
- **Business Drives Corporate Culture**
 - What is expected of prospective employees
 - Soft skills requirements (in addition to hard skills need)
- **Source of Employment Opportunity**



Approaches to Engaging Business

- **Individual business contact**
- **Sector Strategy**
- **Small vs large business approach**
- **Intermediaries (local chamber of commerce, industry associations, i.e. NAM; HR organizations i.e. SHRM)**



Individual Approach

Advantages:

- **Intimate, allows one-on-one contact**
- **Allows interaction with CEOs and other decision makers**

Disadvantages/challenges:

- **Limited in scope**
- **Not problem solution-oriented**
- **Exhaustive, labor-intensive**

Sector Strategy Approach

Advantages:

- **Wider exposure; contacts with multiple businesses at once**
- **Work with businesses as a group**
- **Problem-solving oriented**
- **Ability to identify needs of multiple business and offer solutions**
- **Businesses in an industry have similar workforce needs**
- **Deep understanding of needs; can be used to address client barriers and enhance placement with several business within sector**
- **Business leaders in an industry sector know each other and often work together**



Sector Strategy Approach

Disadvantages/challenges:

- **Broad in scope**
- **Allows for one-on-one, but limited**
- **Access usually through industry organizations**

Why Small Business Approach?

- **Small businesses with limited resources need HR intermediaries – you could be it**
- **Can serve as One-stop shop for employment related needs of business:**
 - **Skilled workers**
 - **Provide services such as assessment, referral, drug screening**
 - **Retention services to help clients get and keep jobs**

Strategic Targeting

Small business

Analyze the number of small business in your area

For example: An analysis of Existing Businesses in Upstate SC shows:

Of active employer registrations over past 12 months, over 65% of businesses being served by SC Works are small businesses having less than 50 employees.

0-4 3799	5-9 1413	10-19 940
20-49 690	50-99 277	100-249 154
250-499 45	500-999 14	1000+ 5

Their goal is to serve all business in need of workforce services, whether small, medium, or large; however, the local area targets small business more based on analysis above.



Strategic Targeting

Small Business

- **Letters to all small businesses**
- **Create awareness**
- **Research – (recruitment sites online, Career Builder...)**
- **Cold calls via telephone, email, and field visits**
- **Word of mouth referrals (business to business)**
- **Presentations to various industry associations**

Services Business Value

Services that help lower business recruitment and training cost

- **Customized job referrals**
- **Customized pre-screening and job-matching of candidates**
- **Cost-effective training programs as well as pipeline of trained and ready workers**
- **Follow-up services that help increase retention**
- **Tax incentives and other government subsidies and services which can impact company's bottom line**
- **Easy access to business services/client job developer staff**

Services Business Value

Other Workforce Services:

- **Private space/offices for employers to conduct interviews, additional screening as needed**
- **Retention services:**
 - **Skills training to help move up career ladder (career pathway strategy for each client)**
 - **Soft skills to increase keeping existing job**
 - **Supportive services (child care, transportation, etc.)**
 - **Financial management training to help client maintain job, family, self-sufficiency**

Listening to Business: Results From TANF Business Roundtable

Barriers to Employment from Business Prospective:

- **Employers expressed facing difficulties working with employees who were lower skilled, less-educated, had been out of work for some times and some of whom were receiving benefits.**
- **Challenging work ethics and lack of individual accountability**
- **Not able to meet competency requirements**
- **Left employers after employer has invested significant resources in training**
- **Some did not have health soft skills (often late or absent) even with supports from employer such as transportation, cost-sharing,**

Listening to Business: Results From TANF Business Roundtable

Ex-offender Population

Additional challenges:

- **Difficult transitioning to mainstream society and getting some benefits to which others are entitled, (i.e. grant money they may be eligible for does not allow for basic education and they cannot access education seamlessly to get employed).**
- **Many haven't received any training in significant number of years**
- **Have compounding child support – after payment, have nothing for themselves**
- **Not eligible for jobs in certain fields (i.e. nursing, security, etc.)**
- **Some not hired because they have charges, not a conviction that have not been removed**
- **Some have not sought to get conviction appropriately expunged. Need help to do so**

Listening to Business: Results From TANF Business Roundtable

Positives – mainly from private non-profit & private for profit:

- **UPS: Benefit from strong relationship with Georgia IV-D Fatherhood program; because they pre-screen and train individuals before referral to company**
- **Goodwill (non-profit): Works with non-custodial parents (NCP) in traditional jobs programs. They have 87% E/E rate; 100% of those are making child support payments; 3% recidivism. But acknowledged program is not for everyone, individuals must be motivated.**

Challenges

TANF, WIA, Child Support Customers Face:

- **ACF customer in particular may find it more economically advantageous not to continue working in a low-wage job; thus returning back to public benefits.**
- **For some states, low-wage jobs make person ineligible for TANF, possibly resulting in loss of housing assistance, transportation subsidy, childcare, etc.**
- **Important to note that TANF is seeing some noteworthy changes in its customers, with more who are educated, have previous work experience, and are very motivated to achieve self-sufficiency.**

Strategies for Reducing Barriers & Increasing Hiring

- **Develop partnership (ACF and DOL) to prescreen applicants**
- **One-stop interview process that allows opportunity to identify red flags (i.e. if you have problem with scheduling interviews, it may indicate possible childcare or motivational issues)**
- **Start applicants with job readiness programs (transitional or subsidized) to try out applicant to better understand their needs and personality.**
- **Need to make strong impression on paper; more employers are screening resumes and applications for keywords**
- **Although they use staffing agency, some employers still have to do some handholding and therefore need to consult with agency making the referral when they encounter problems.**

Assessment: A key to Better Referral/Employment Outcomes

- **Assess client prior work experience, transferable skills, aptitude, interest for better job matching**
- **Use results to develop wrap around services to increase success**
- **Identify appropriate assessment tools (not every assessment is appropriate for all jobs/referral)**
- **Increases employer confidence in referral system; credibility and trust**
- **Result in increased job retention**

Connecting TANF and WIA for Better Outcomes

Organization – local level:

- **Local Workforce Investment Workforce Areas**
- **Local Workforce Investment Boards**
- **One-Stop (America Job Centers)**
 - **Comprehensive Center with partners, including TANF**
 - **Affiliate sites – can serve sub-group/specific populations (i.e. TANF)**
- **Business Service Team**
 - **Comprises ES, WIA, other partners jobs and employer network connection**

How to Integrate TANF & WIA Business Services

Local Business Service Team:

- **Integrate TANF job developer(s) as part of an integrated local area BSR**
- **Identify/assign functional roles (i.e. TANF staff as Business Services Consultant who serve as lead for selected group of employers, or**
- **Sector-based function where TANF staff focuses exclusively on a particular business sector, for example – retail sector, hospitality, food service, health care entry level positions**

How to Integrate TANF & WIA Business Services

Designate Fatherhood initiative, for example, as Business Service Consultant or Business Services Lead on:

- **Healthcare sector to help recruit non-traditional employees such as males in this occupational pipeline**
- **Construction occupations;**
- **Logistics and transportation sectors as special focus on the local Business Team.**

Benefits for TANF

Co-enrollment provides:

- **Access to training, wrap around services**
- **Access to greater pool and networks of employers, job orders**
- **Additional supportive services (extended services after TANF time limit and getting off welfare row)**
- **Retention services to help keep employment (required follow-up services for 12 month in WIA)**
- **Possible increase in earning (average earnings in WIA performance)**

Benefits for WIA

For WIA program:

- **Meet mandated requirement for priority of service (WIA Section 134(d)(4)(E))**
- **Regression model: Co-enrollment of TANF participants may lower performance level**
- **Supplement WIA supportive services**
- **Provides incentives to business**



Career Pathway: Getting to the Next Level



Career Pathways Initiative

- **US Department of Labor – Employment and Training Administration**
- **US Department of Education – Office of Vocational and Adult Education**
- **Administration for Children and Families – Department of Health and Human Services**
- **Jobs for the Future**
- **Social Policy Research Associates**



Concerning Statistics

- **11.7 million were unemployed April 2013**
- **47.9% had only a high school diploma or less**
- **Over 37.3% had been out of work for 27 weeks or more (long-term unemployed)**
- **The average duration of unemployment was 36.5 weeks**

Workforce System

- **WIA (Workforce Investment Act)**

- **Workforce Investment Act Boards**

- **American Job Center Network**



American Job Center Network

<http://jobcenter.usa.gov>

Workforce System

- **TAACCCT** (Trade Adjustment Assistance Community College and Career Training Grant)
- **Apprenticeship**
 - <http://www.doleta.gov/oa/>
- **H1-B Technical Skills Training Grants**



WIA



• Adult

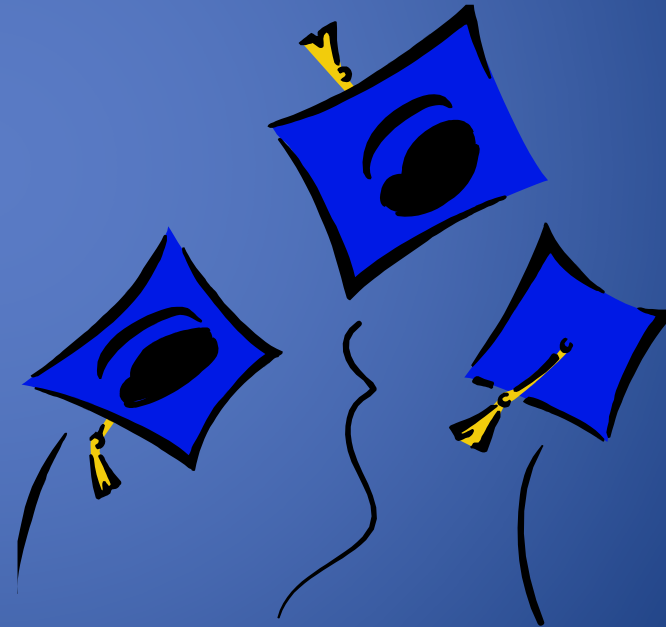


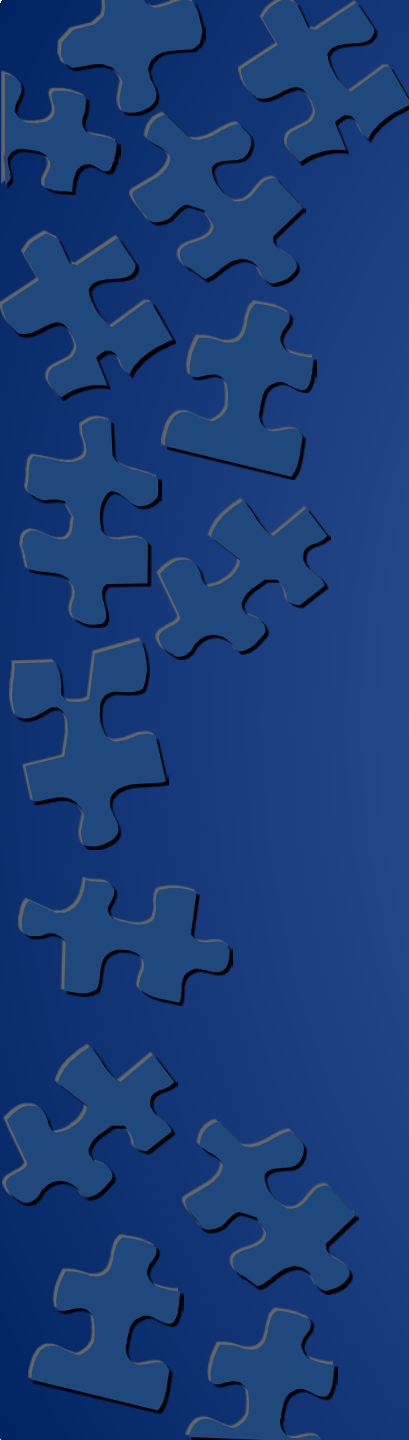
• Youth




• Dislocated Worker

**A clear sequence of education
coursework and/or training
credentials**

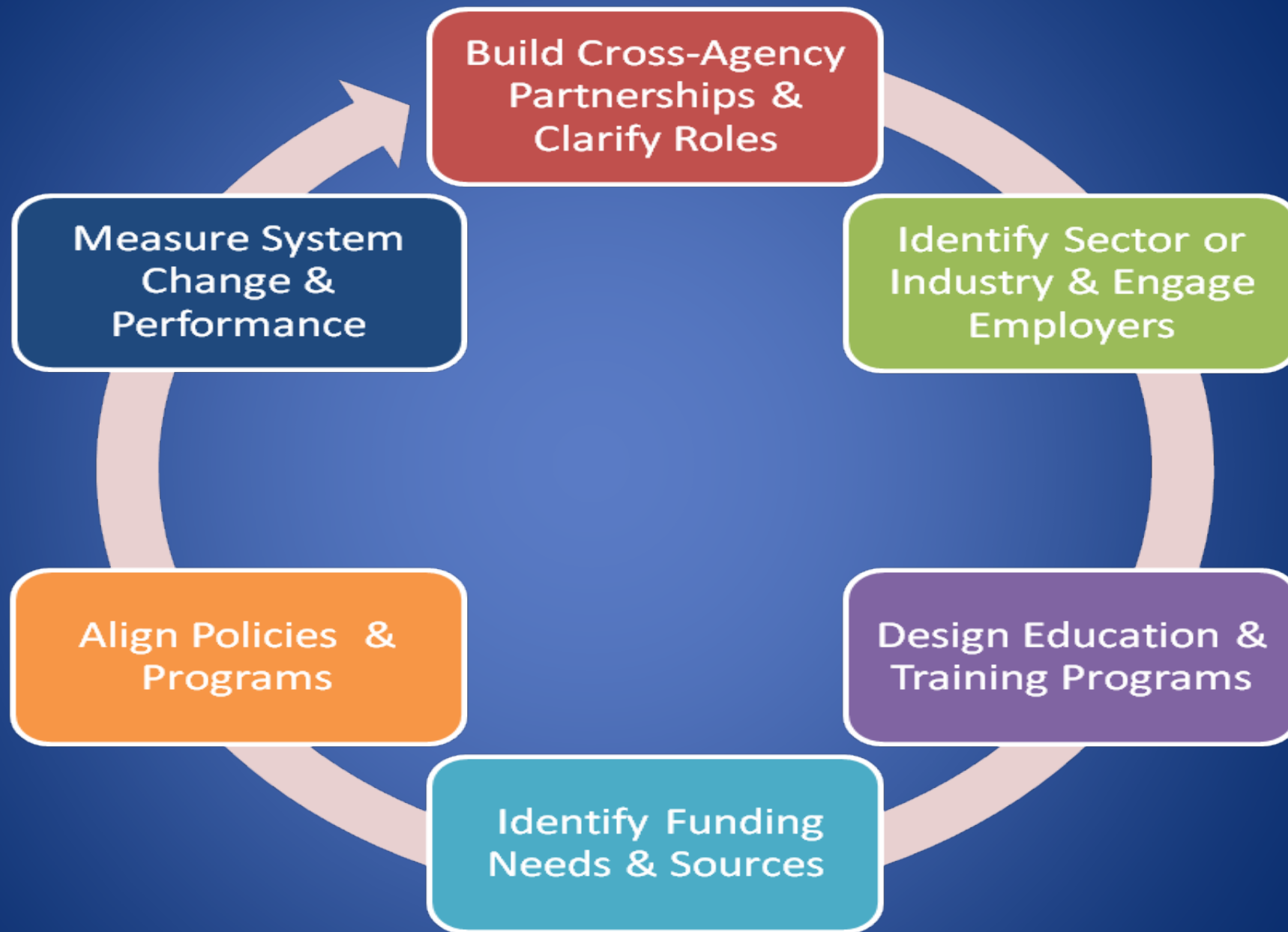


- 
- 1. Aligned**
 - 2. Full range of education options**
 - 3. Curriculum and instructional strategies with contextual learning**
 - 4. Integrated education and training**
 - 5. Lead to the attainment of an industry-recognized degree or credential**

- 
6. **Help an individual enter or advance within a specific sector or occupational field**
 7. Include academic and career counseling, wrap-around support services, and support an individual career plan
 8. Organized to meet the particular needs of individuals
 9. Goal of **increasing** an individual's educational and skills attainment and **employment outcomes**

Six Key Elements of Career Pathway Systems







Business Connections

- **State Workforce Investment Board**
- **Local Workforce Investment Board**
- **Business Services Representatives**
- **Career and Technical Education (CTE)
Advisory Councils**

Labor Market Information





***There is nothing so useless as doing efficiently
that which should not be done at all.***

~ Peter F. Drucker

Integrate wrap-around services

Ensure program leads to:

- associate degree
- baccalaureate degree
- industry-recognized credentials
- certificates at the postsecondary level



Building Cross-Agency Partnerships

How programs go about building cross-agency partnerships

<https://www.workforce3one.org/view/3001107557559061701>

Using Real-Time Labor Market Information to Support Credential Attainment and Career Pathways

Use of real-time labor market information to support career pathway efforts

<https://www.workforce3one.org/view/5001107429765257509/info>

Lessons from the Field on Building Career Pathways: Minnesota, Virginia, and Maryland

Grantee sites answer questions about lessons learned

<https://www.workforce3one.org/view/5001117349655966654/info>

The Rose that Grew from Concrete

Autobiographical



*Did u hear about the rose that grew from a crack
in the concrete*

*Proving nature's laws wrong it learned 2 walk
without having feet*

*Funny it seems but by keeping its dreams
it learned 2 breathe fresh air*

*Long live the rose that grew from concrete
when no one else even cared!*

~ Tupac Shakur



My Next Move

MyNextMove.dol.gov

What do you want to do for a living?



"I want to be a ..."



Search careers with key words.

Describe your dream career in a few words:

Examples: doctor, build houses

Search



"I'll know it when I see it."



Browse careers by industry.

There are over 900 career options for you to look at. Find yours in one of these industries:

Browse



"I'm not really sure."



Tell us what you like to do.

Answer questions about the type of work you might enjoy. We'll suggest careers that match your interests and training.

Start



Still not sure? Check out careers in these groups:

Bright Outlook

green

REGISTERED APPRENTICESHIP



My Next Move is created for the U.S. Department of Labor, [Employment & Training Administration](#), by the National Center for O*NET Development.



My Next Move

PERSONALITY

People interested in this work like activities that include **data, detail,** and regular routines.

They do well at jobs that need:

- **Concern for Others**
- **Dependability**
- **Cooperation**
- **Attention to Detail**
- **Integrity**
- **Stress Tolerance**

TECHNOLOGY

You might use software like this on the job:

Medical software

- Henry Schein Dentrax software
- Kodak Dental Systems Kodak SOFTDENT Practice management software PMS

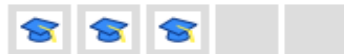
Spreadsheet software

- Microsoft Excel

Electronic mail software

- Email software

EDUCATION



some college or
high school diploma
usually needed

Get started on your career:



JOB OUTLOOK



New job opportunities are **very likely** in the future.

SALARY:
\$33,470
per year, on average



EXPLORE MORE

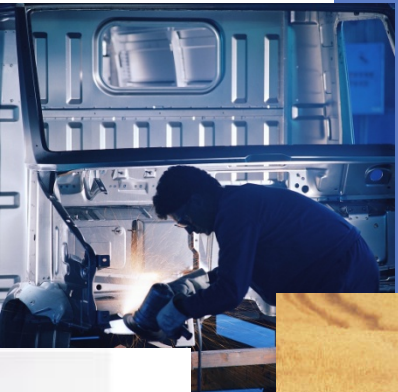
- [Dental Hygienists](#)
- [Orthodontists](#)
- [Prosthodontists](#)
- [Radiologic Technicians](#)
- [Surgical Technologists](#)

You might like a career in one of these industries:

- [Health & Counseling](#)

[See more details at O*NET OnLine](#) about dental assistants.

I want a career!





How to Make Career Connections

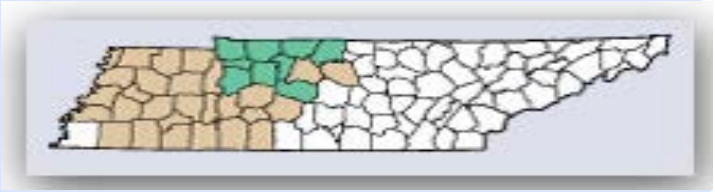
Business Services = Customer Services

History of Workforce Essentials

- Organized in 1992
- 501 (c) (3) Non-profit
- Private Industry Council
- DHS Partner-AFDC since early 1990s
- Business Services Division
- Vision-To provide customers with innovative workforce solutions which promote economic growth.
- Mission-To maximize human resource capital by using solid business principles, professional staff, effective partnerships and a commitment to continuous improvement and customer satisfaction.



Local Area Alignment



WIA

- 13 Local Workforce Areas
 - 4 Non-Profits
 - 2 Local Governments
 - 2 Community Colleges
 - 1 Development District
 - 3 Human Resource Agency
 - 1 Community Action Agency

AE

- 44 Regional Providers in 95 counties
- 2 Counties (WEI partnership with local K12)

TANF

- 5 Contractors
 - 1 University
 - 2 Non-Profits
 - 2 Private-For Profit

DOL

- 23 Comprehensive Career Centers for 95 counties

Contracting Process

WIA

- Formula Funds
- County Mayors named Workforce Essentials administrative entity for Workforce Investment Act
- Funds flow through formula based upon economic factors and demographics



TANF

- Block Grant to DHS
 - DHS Procures Services
 - Prior to 2007
 - Bid on Cost Reimbursement Contract with Placement Incentives to workforce areas
 - Tennessee operated on TANF Wavier
 - 2007-2012
 - Federal Wavier expired
 - DHS restructured program and delivery design
 - 2012 –Present
 - Contract extensions, no incentives, continuous re-structure

Eligibility and Requirements

WIA

- Certification and verification required by Career Center Staff
 - • Must document and validate eligibility factors
- Services Limited to two years or less
- Provide Services to:
 - Customers
 - Adults
 - Youth
 - Dislocated Workers
 - Employers

TANF

- DHS refers to Contractor
- Eligibility already verified
- Sentenced to Contractor
- 60 Month life-time limit
- Provide Services to:
 - Customers
 - TANF Recipients
 - TANF Children
 - Employers

Delivery of Services

WIA

- Job Readiness
 - Resume
 - Job Search skills
 - Assessment
 - Career Counseling
- Training
 - GED
 - Skilled Trades
 - Occupational Training

TANF

- Core-Minimum 20 Hours
 - Employment
 - Work Experience
 - Community Service
 - Job Search Readiness
 - Vocational Education
- Non-Core Maximum 10 hours
 - Job Skills Training
 - Education Related to Training
 - Adult Education



WIA/TANF

What Works...

- Co-located in 25 Local Career Centers
- Savings to WIA and TANF with shared Career Center Rent
- Career Centers/WIA assist TANF Customers
 - Workshops
 - Assessments
 - Resource Rooms
 - Career Readiness Certificates (CRC)
 - Co-Enrollments - (Only makes up approx. 3% of TANF/WIA)
 - ITA Training Reimbursement
 - Travel
 - Co Development of Job Orders and Placements



WIA/TANF

What Does Work...

- TANF Hour Requirement Conflicts with WIA
- Job Retention for TANF Customers is Lower
 - Hinders WIA performance (retention) results
- TANF Customers Require More Attention than WIA
- Data Tracking Systems Not Compatible
- TANF Data Systems-Labor Intensive
- TANF Entitlement vs. WIA Non-Entitlement
- TANF Contractors and WIA Contractors

Road Blocks To Success

WIA

- Unemployed
- Financial limitations
- Unskilled



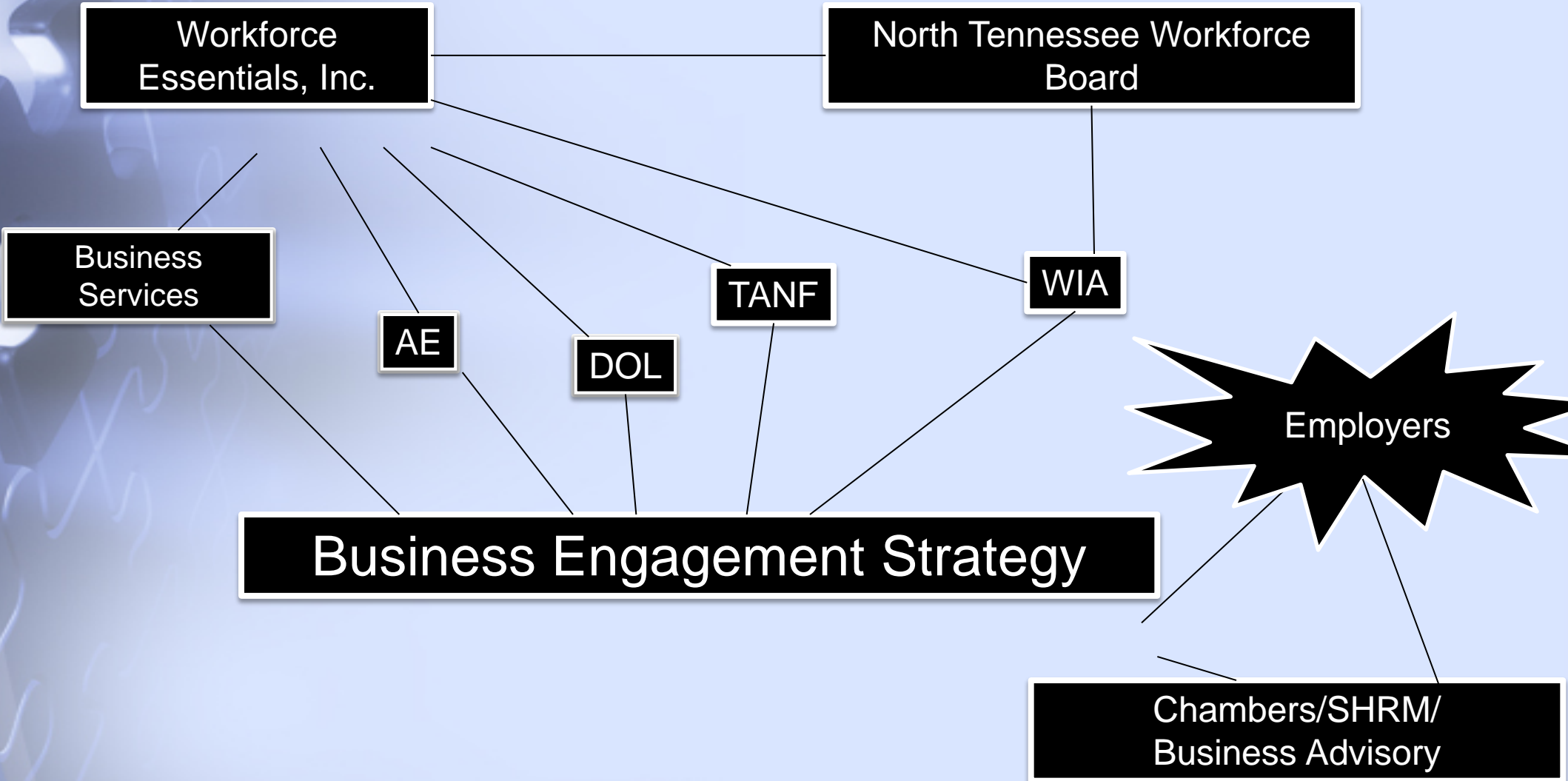
TANF

- Basic skills deficient
- Transportation
 - Rural areas
 - Reimbursement
 - Van Service
- Lack of Childcare
- Professionalism
- Work Ethics

All of this is an example of working together, which is great.....but how do you get Employer buy-in to connect the dots?

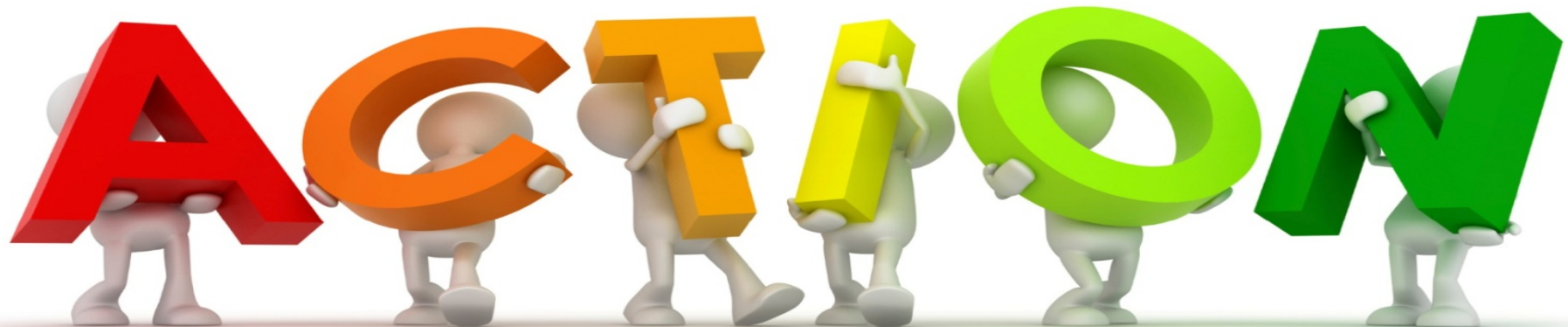


Partnership Structure



Take what we know and..

Take Strategic



Then let's

get real!

Career Coaching 101 – Know yourself and your Customer!

- Staff Mind Set Change – Title change
- Work to your staff's talents
- Make the hard decisions
- Don't just send anyone out to a employer!
- TANF / WIA – Customer Service
- Assessments – Not just filling it out
- What are the needs
- What is the Outcome



Career Connections = Employer Partnerships

- First thing to do is...Get out of the office!
- Provide Chamber of Commerce Memberships to Staff - Why
- Sponsor Community Job Fairs - When
- Local and Regional Job Development - How

This is just the beginning!

**How to Make
it Work for
YOU**

Benefits for Employers

- FREE
- Prescreen & Assess Potential Employees
- Utilize potential employees thru work experience
- Community Service Volunteers / Work Experience opportunities
- Tax Breaks for hiring Eligible workers
- Access to Career Coaches & Human Resources Specialists



The True Community Connection

- Resolving employer concerns about hiring people with employment barriers.
- Provocative questions for carrying out an in-depth employer assessment.
- Developing effective partnerships with employers
- Creating new work opportunities through the employment proposal.



Bring the employer to the YOU



Employers from our counties come to US to conduct workshops with ALL customers and the TN Department of Labor and Development

Employer Guest Speakers = Career Connections

Bring your Customer TO the employer



Take your Customer to the employers

Once a relationship is established you would be surprised how many are willing to conduct an onsite tour of their company!

People like to Help People

Strengths
and
Opportunities



Accomplishment
Acknowledgement
Pride

Montgomery County

- Population 180,404
- TANF Caseload 835
- 155 Employer Connections
- 27 Community Connections

Houston County

- Population 8,603
- TANF Caseload 20
- 34 Employer Connections
- 5 Community Service connections




Size does NOT matter!

Challenges = Possibilities

- Work performance
 - Work History
 - Behavior issues
 - Understanding job duties
 - Listening skills
 - Honesty
 - Communication
 - Interpersonal skills
 - Computer skills
 - Background issues
 - Education

 - This list could go on and on...
- No matter what the barrier is, there is always that certain job that will click with that certain person.
 - It is our job as Career Coaches and stewards of our programs to make sure we figure out how that individual thinks, works, and processes information.
 - Once we do that, we can start assisting them with setting goals and realizing their full potential.



If you don't like something, change it.
If you can't change it, change your attitude.
Maya Angelou

Questions

Natalie McLimore

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Business Engagement Action Plan

Business Engagement Action Plan

Informed Planning & Decision-making
 Sustainable Employment Strategies: A TANF, Workforce, Child Support Collaboration
 Atlanta, Georgia
 August 14 – 16, 2013



Client Population: _____

Engagement strategy/approach	Types of Businesses to Engage	Sources of Contact Information	Services Offered to Business	Types of Pre-screening/instrument	Partnership Development		Responsible Party for Activity	Timeline	
					<u>New</u>	<u>Established</u>		<u>Start Date</u>	<u>End Date</u>

Note: Examples of types of business services could include: prescreening, drug testing, job training for participants, soft skills, OJT, etc.



HELP PUT AMERICA TO WORK

AND EARN FEDERAL INCOME TAX CREDITS FOR HIRING NEW EMPLOYEES

WHAT IS THE WORK OPPORTUNITY TAX CREDIT?

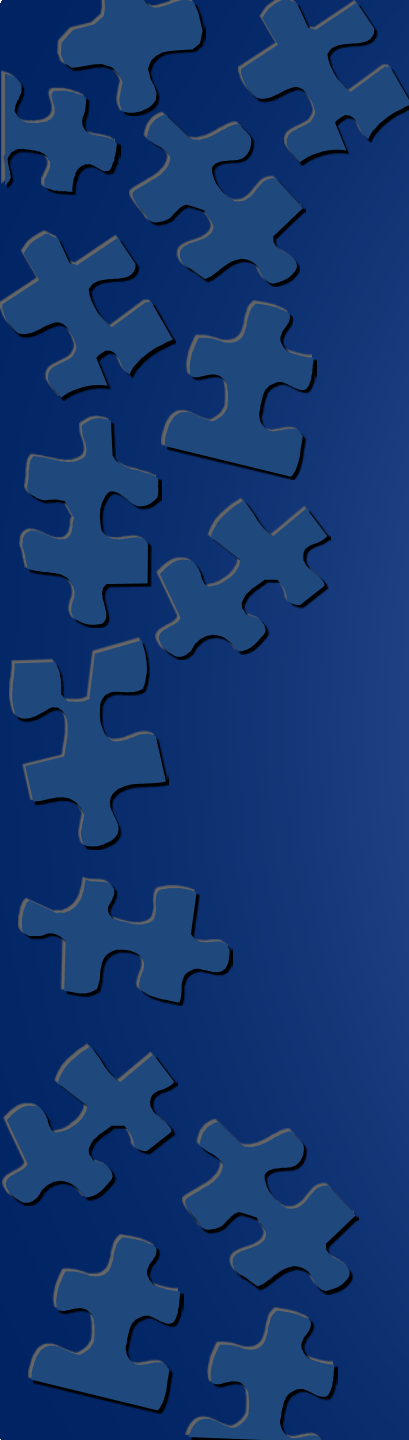
The **Work Opportunity Tax Credit (WOTC)** is a Federal tax credit available to employers who hire individuals from eligible target groups with significant barriers to employment. Each year, employers claim over \$1 billion in tax credits under the WOTC program. The success and growth of this income tax credit for business is beneficial for all who participate, while increasing America's economic growth and productivity.

- **WOTC reduces an employer's cost** of doing business, requires little paperwork, and applying for WOTC is simple.
- WOTC can **reduce an employer's federal income tax liability** by as much as \$9,600 per employee hired.
- **There is no limit** on the number of individuals an employer can hire to qualify to claim the tax credit.
- Certain **tax-exempt organizations can take advantage of WOTC** by hiring eligible veterans and receiving a credit against the employer's share of Social Security taxes.

WHO IS ELIGIBLE?

- **Veterans**
- **TANF Recipients**
- **SNAP (food stamp) Recipients**
- **Designated Community Residents**
- **Vocational Rehabilitation Referral**
- **Ex-Felons**
- **Supplemental Security Income Recipients**
- **Summer Youth Employees**

Visit <http://www.doleta.gov/business/incentives/opptax/eligible.cfm> for more target group eligibility information.



HELP PUT AMERICA TO WORK AND EARN FEDERAL INCOME TAX CREDITS FOR HIRING VETERANS

WHAT IS THE WORK OPPORTUNITY TAX CREDIT?

The **Work Opportunity Tax Credit (WOTC)** is a Federal tax credit available to employers who hire veterans and individuals from other eligible target groups with significant barriers to employment. Each year, employers claim over \$1 billion in tax credits under the WOTC program. The success and growth of this income tax credit for business is beneficial for all who participate, while increasing America's economic growth and productivity.

WHO IS ELIGIBLE?

A **veteran** who has a service-connected disability, is unemployed, or is receiving SNAP (food stamp) benefits.

VETERAN TARGET GROUP	MAXIMUM TAX CREDIT
Receives SNAP (food stamps) benefits	\$2,400
Entitled to compensation for service-connected disability:	
Hired within 1 year of discharge or release from active duty	\$4,800
Unemployed at least 6 months in the year ending on the hiring date	\$9,600
Unemployed	
At least 4 weeks	\$2,400
At least 6 months	\$5,600

Employees must work at least 120 hours in the first year of employment to receive the tax credit.

HOW WOTC WORKS FOR YOU

- **WOTC reduces an employer's cost** of doing business, requires little paperwork, and applying for WOTC is simple.
- WOTC can **reduce an employer's federal income tax liability** by as much as \$9,600 per veteran hired.
- **There is no limit** on the number of individuals an employer can hire to qualify to claim the tax credit.
- Certain **tax-exempt organizations can take advantage of WOTC** by receiving a credit against the employer's share of Social Security taxes.

Veterans are excellent job candidates as they are experienced and possess many desirable characteristics such as:

- The ability to rapidly adapt and adopt new skills.
- A strong sense of personal integrity and accountability.
- Training in many occupational skills that can be invaluable in today's labor market!

¹See <http://www.americasheroesatwork.gov/> for more reasons to hire America's veterans.



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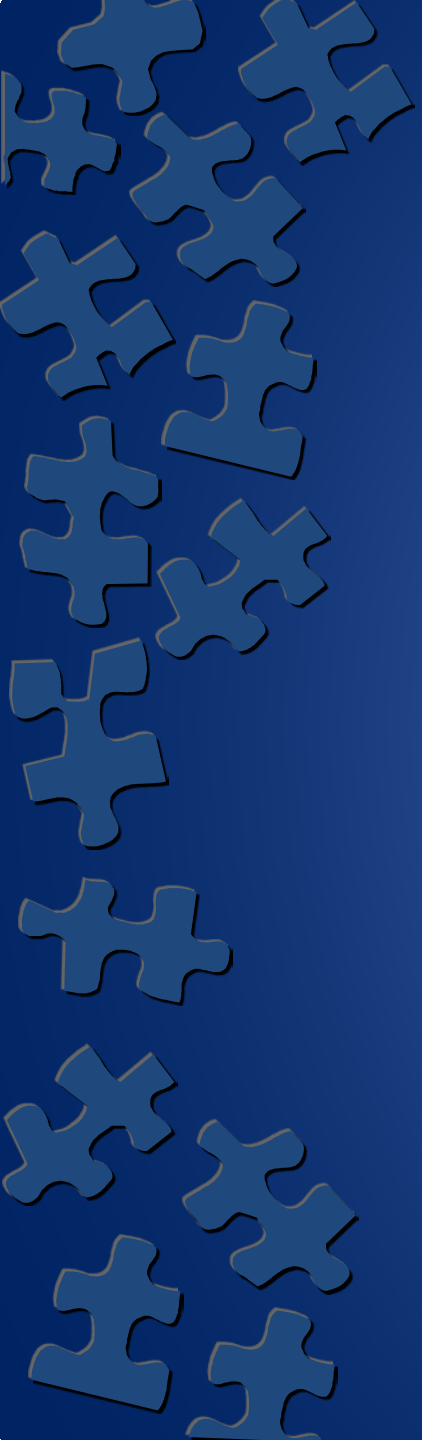


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THANK
YOU