WORKFORCE DEVELOPMENT COUNCIL

Business Services Framework Draft Plan

Initial Considerations

August 2018

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Organizational Psychologist

Purpose

- Develop a draft Business Services Framework Plan
- As mandated by WIOA which will identify the effective use of available employment, education, training, and support services
- To fulfill the State's vision of ensuring employers have competitively-skilled employees and residents have sustainable employment and self-sufficiency.

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The Solution

- A strategy for engaging businesses more effectively so they will:
  - Participate in creating a more effective workforce development system
  - Provide consistent business intelligence to coordinating bodies so the workforce development system can become and stay relevant to their needs
  - Become aware of, value and make use of workfoce development services and participate in the refinement of career pathways, provide internship opportunities and consider non-traditional hires

Approach

- July - Review relevant documents including:
  - Hawaii's Unified State Plan
  - WIOA requirements mandated by Public Law 113-128 Section 134 (a)(3)(A) (i); 20 CFR 678.435; 34 CFR 361.435; 34 CFR 463.435; and Training and Employment Guidance Letter 16-16.
- August –
  - Form Business Services Framework Plan Steering Committee (the purpose of this committee is:
    - to provide the consultant guidance regarding the input phase, in particular to help frame the questions that need to be addressed to the stakeholder groups and to identify key informants,
    - to provide feedback concerning the initial assessment subsequent to the initial stakeholder input meetings, and
    - to review the draft plan prior to presentation.
  - Meet with Steering Committee to plan stakeholder group meetings
  - Coordinate with Olomana Loomis to plan business interview and survey process

Activities

- Reviewed relevant documents
- Attended orientation and tour of the Dillingham AJC
- Interviewing WOIA Core and mandatory partners and committee chairs

Illinois Model - Purpose

Implementation of a sector-based talent pipeline model as the strategic mechanism for workforce and economic development service delivery in the state and in each of the ten economic development regions. Sector strategies are industry-focused approaches designed to align public and private resources to address the talent needs of employers.

Illinois Model - Vision

"Promote employer-driven talent solutions that integrate education, workforce and economic development resources across systems to provide businesses, individuals and communities with the opportunity to prosper and contribute to growing the state's economy."

Illinois Model – Partnership Strategy

At the core of sector strategies are partnerships -- led by businesses, and focused on crucial industry clusters – that work collaboratively to understand the human resource needs of industry and to develop customized solutions that benefit the education and skills of workers, the competitiveness of businesses, and the overall economic development of the region and the state.

Challenges

- The complexity of the workforce development situation in Hawai'i
- The vast number of players and a lack of common understanding of how it all might fit together
- Government entities which are not used to collaborating and who tend to resist collaborating
- Many different funding streams with related requirements which make collaboration complicated
- Government entities who do not necessarily see businesses as their customers and who don't necessarily welcome input
- Businesses who tend to see government as intrusive, obstructive and a waster of time and effort
- Businesses who are not aware of or value government workforce development services as valuable.
- Businesses who are unmotivated to participate in making the workforce development system work better
- Other than on O'ahu, the American Job Centers have not been developed enough to meet business needs, even if businesses knew they existed.
- Many businesses need employees with more sophisticated Skills and the workforce development system seems to be currently focused on entry level positions.

Four Pre-requisites

- Strong regional industry partnerships between businesses and public agencies (education, workforce development, economic development and others);
- Collaborative identification of key regional industry sectors;
- Development and support of sector-based career pathways; and
- Ongoing identification of talent supply chain needs for the economic development region.

Hawaii WIOA Unified State Plan requires that this System address the U.S. Department of Labors' Six Key Elements of Career Pathways:

- Building cross-agency partnerships and clarify roles;
- Identifying industry sectors and engage employers;
- Designing education and training programs;
- Identifying Funding Needs and Resources;
- Aligning policies and programs;
- Measuring system change and performances.

Foundational Elements

1. Sectoral –The work of the unified business services team in each region should align around their regionally-identified industry sectors.
2. Transformational – The overall engagement of businesses should take on a transformational focus that provides a platform for regular and ongoing dialogue, rather than an unsystematic transactional approach.
3. Regional – Service delivery should be regional in nature and align with the Governor's ten economic development regions.
4. Permissible – Core partners have a federal mandate to provide specific, related services. This needs to be taken into account when developing the state framework.
5. Coordinated – The framework should describe a coordinated approach to business services and suggest a process for identifying the strategy for contacts with particular businesses and industry sectors, and how the point of contact will coordinate with other partners to meet business needs.
6. United – Building upon efforts already underway, efforts should continue to co-locate partners in order to ensure maximum coordination.
7. Aligned – Existing policies/procedures may need to be reviewed and revised to ensure alignment across actors.
8. Flexible – The framework must provide enough guidance to be helpful, but also allow enough flexibility to allow regional innovation and customization.

Structural Components -Organizational Structure

- Enable actors at both the state and regional level that enhance the coordination necessary to provide a single, reliable, agreed upon strategy that will support engagement and contact between the workforce/economic development system and employers.
- Facilitate the rapid understanding of business needs, gain the trust of business, and develop responses that will meet those needs through a non-biased approach to service delivery
- Establish a "State- level interagency management team to establish and implement policy, exhibit a united front and model cross-agency behavior to Business Services Teams (BSTs). At a minimum:
  - Establish a collaboration based on sustained, trusting relationships between key partners including workforce development, education, and economic development.
  - Issue joint policy and resolve any issues of alignment between and among related statewide programs and initiatives, especially policy and funding issues that create barriers to unified business services delivery.
  - Offer technical assistance and training to local Business Service Teams (BSTs) for cross-agency staff training and skill development in order to meet generalized training needs across multiple areas.
  - Create a shared marketing and branding message for communicating to the business community the value of the state's unified business services system.
- At a regional level, each of the economic development regions will develop mechanisms that will connect business to the full range of partner services – regardless of source.

Structural Components - Management of Business Intelligence

- Establish a business intelligence management system that will ensure "open collection, analysis and management of business intelligence." to share information across actors at the state level, and particularly at the regional/local level (within the BSTs most especially). One approach is to purchase a CRM system.
- State level responsibilities- support – through funding, if possible – creative approaches to meeting the regional/local level responsibilities outlined below. Additionally, as these issues of Business Intelligence are undertaken it will be a particular responsibility of state-level policy makers to ensure that rules of use and engagement, privacy requirements, and confidentiality concerns are all taken into account as the Management of Business Intelligence is addressed.
- Regional level responsibilities – Minimum requirements for determining the functionality of a business intelligence system.
  - Track contact information associated with these businesses;
  - Track business leads that are not currently receiving services with a Business Services Team;
  - Track all emails, calls, meetings, tasks and follow-ups for these businesses.

Structural Components - Solutions-Based Service Offerings & Delivery

- Provide businesses with service offerings that are not siloed or menu-driven but focus on delivering solutions to expressed business needs. The framework for developing and delivering these solutions-based service offerings requires:
  - Each BST has a standardized process for contacting employers in each targeted industry sector and the capability of providing direct access to appropriate services or referral to others who can provide those services.
  - The BST partners with employers to identify their needs and provide timely solutions.
  - The BST develops customized business services proposals for employer customers that detail a range of potential solutions to meet employers' needs and challenges.
  - Five-component "bundling" of available service solutions based on five types of workforce issues that might typically concern an employer:
    - Recruitment and Hiring Solutions
    - Training and Education Solutions
    - Transition Solutions
    - Information Solutions
    - Support Service Solutions
  - What is important to accomplish at the regional/local level is a design of service solutions that builds a portfolio of solutions with an action plan and accountability to businesses; it does not "dump" pre-packaged programs and processes on them.

Structural Components - Accountability and Performance Measurement

- Enable the measurement and dissemination of the meaningful results of business services activities, and establish feedback loops that will facilitate data-driven course corrections to the other four framework elements.
  - establish suitable business services performance measures based on employer employer input
  - establish mechanisms for identifying suitable outcome goals and tracking instruments for those business services performance measures, these measures should be focused on the value of these services to businesses. Such as:
    - Quality of referred candidates relative to job requirements • Reduced time to hire
    - Time to full productivity
    - Percentage of hires meeting performance expectations
    - Increased retention/reduced turnover
    - Reduced replacement costs
    - Other bottom-line financial impacts
    - Customer service/service experience
- Be flexible in the adoption of any actions in this area, as all will be subject to conformance with any applicable regulations.
- Coordinate performance measures and outcome measures across all partner agencies so that as unified business services becomes a reality one, and one set of measures will be used to assess the workforce/economic development system's impact and satisfaction to employers.

Illinois Model

Coordinators

Providers

Employers

Regional One Stop American Job Centers

Illinois Model

Coordinators

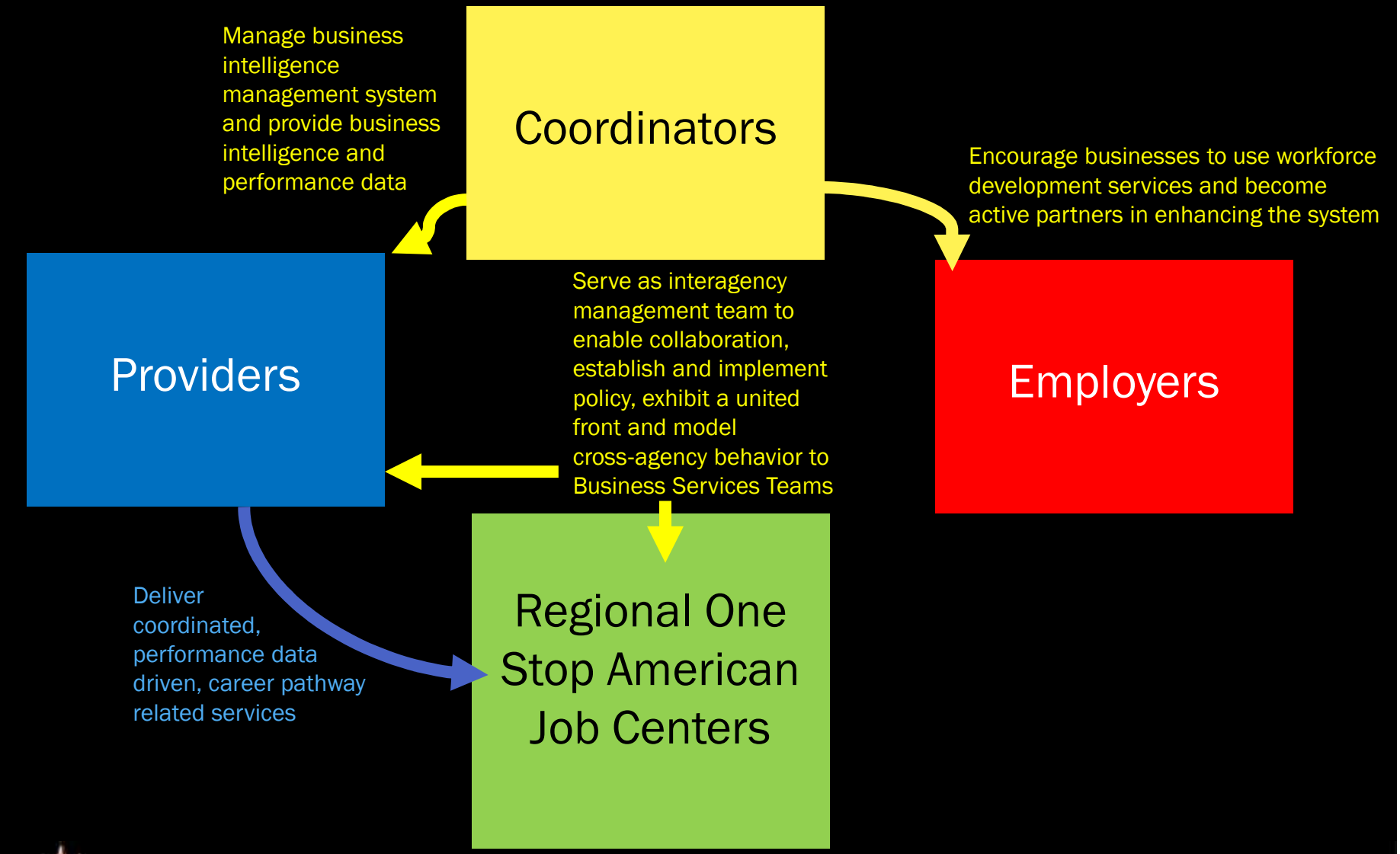
Providers

Employers

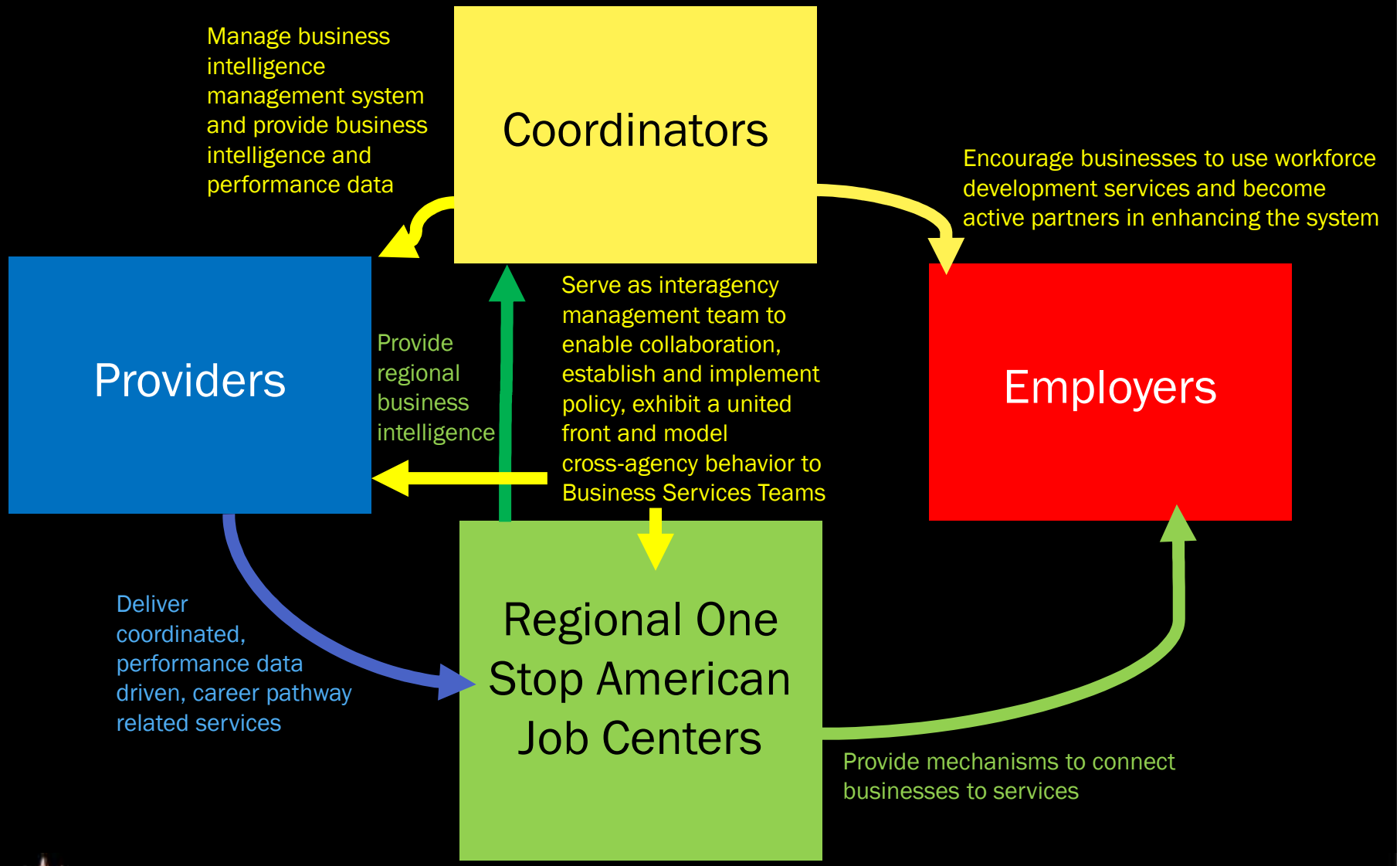
Deliver coordinated, performance data driven, career pathway related services

Regional One Stop American Job Centers

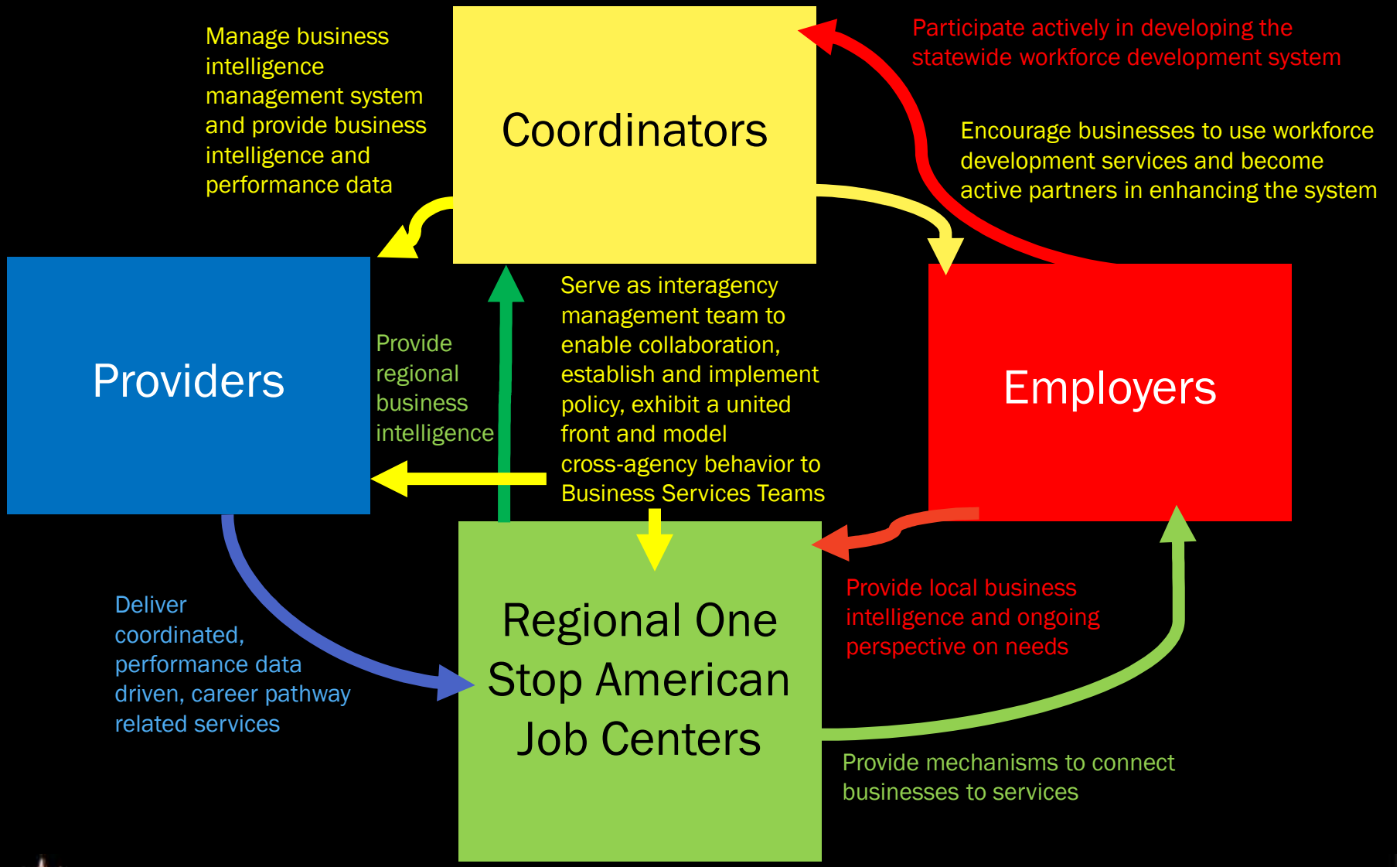
Illinois Model



Illinois Model



Illinois Model



Applicability to Hawai'i

Coordinators:

- Workforce Development Council
- Economic Development Boards
- Local Workforce Development Boards
- Chamber of Commerce

Core Providers:

- DOE Adult Education
- DHS Vocational Rehabilitation
- Wagner - Peyser

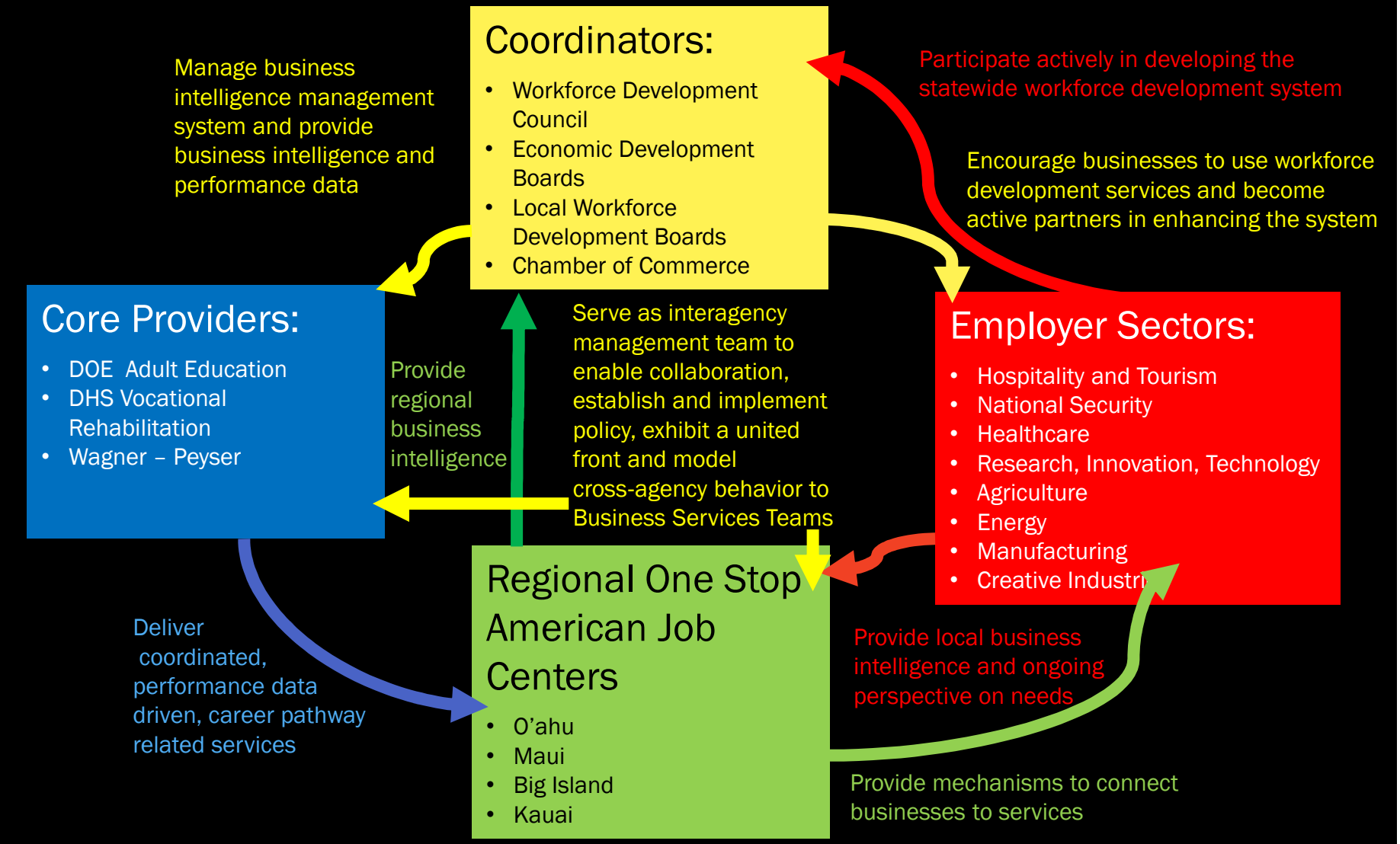
Regional One Stop American Job Centers

- O'ahu
- Maui
- Big Island
- Kauai

Employer Sectors:

- Hospitality and Tourism
- National Security
- Healthcare
- Research, Innovation, Technology
- Agriculture
- Energy
- Manufacturing
- Creative Industries

Application to Hawai'i



Collaboration Basics

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- Organizations do not collaborate. People collaborate if they choose to.
- Success will depend on finding people in the right places with the will and capacity to collaborate.
- Collaboration only happens among people who get to know each other face to face and make commitments.
- Meeting and making commitments depends on motivation. We need to know who needs to make what commitments, and why they would be motivated to do so.
- Our plan needs to specify who we start with, what roles we want them to play, and how to get them engaged.

Outreach to Employers and Workforce Branding

- We need to coordinate our interviews and surveys of businesses to present an organized approach. Remember that “The medium is the message.”
- It is important not to engage businesses in system elements that are not ready to deliver.
- It is likely that the business engagement and branding effort will need to be phased and timed to synchronize with the evolution of the workforce development system.