



# **Business Services Plan**

## **Southwest Region 2016**

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## Overview and Purpose

- Background and Capacity
  - Award-winning team called on frequently for state and national presentations on demand-driven innovations
  - Nationally-known excellence for integration of workforce and economic development systems
  - One of only 36 exclusive protégé WIBs selected for the second round of the National Business Learning Partnership from US DOL
  - First in the nation to integrate partners across state lines in four jurisdictions of SW MO, SE KS, NE OK, and NW AR under US DOL's WIRED framework
  - First in the nation to achieve a nationally-certified Work Ready Community
- WIB strives for an organizational culture that resembles an economic development entity rather than simply a governmental administrative program
- Chambers of Commerce and economic development organizations throughout the region consider the WIB a third party extension that adds value by making the connections to workforce strategies, solutions, and cutting-edge labor research
- Partner Integration
  - Original team launched in 2004
  - Team re-organized for Next Generation Career Center in 2010 for integration of business team with framework of regional support team, jobs team, and skills team
  - Earmarked staff for specialties in proctoring and job order coordination
  - WIOA expanded partnerships and scope for sector strategies and career pathways, branded regionally as **SectorReady™**

### 2016 Partner Participation in the Business Services Roundtable

Catholic Charities

Crowder College Training and Development Solutions

Division of Workforce Development

Family Support Division/TANF

Joplin Chamber of Commerce

Joplin Regional Partnership

Joplin Job Center

Missouri Enterprise

Missouri Work Assistance

NE OK WDB/Miami Workforce Center

Preferred Employment Services

Vocational Rehabilitation

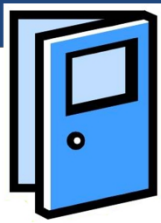
Workforce Innovation Board of Southwest Missouri

- Service Delivery Approach
  - Unique delivery channels both inside and outside the job centers
  - Field-based locations on site with employers and partners within economic development and education
  - Rapid Response functions evolved to Employment Transition Team
  - Workforce representatives on ad-hoc prospect teams for economic development attraction and expansion investors
  - Cutting-edge Business Services Product Box helps customers improve the quality of hire, reduce negative turnover, and reduce the cost of common HR functions
  - Counselor as Salesperson approach with business services outreach representatives
  - High degree of customization with National Career Readiness Certificate (NCRC) at the center
- Tiers of Service for Employers
  - Silver: Basic labor exchange recruitment, such as job orders
  - Gold: Expanded screening and recruitment such as National Career Readiness Certificate, recruitment events, screening, etc.
  - Platinum: Employers using training and development services such as WorkKeys™ Job Profile, training programs, SectorReady™ partnerships, etc.
- WIOA Employer Engagement and Business Needs Assessment
  - **SectorReady™** research with interviews and simple surveys of employers
  - Regional Labor Certification to be completed mid-2016 to gauge under-employment and psychographic trends of job seekers; helps employers compete stronger
  - Customer-Centered Design process to be used with employers organized by sector
    - Championed by U.S. DOL-ETA and created by IDEO and Stanford Design School
  - Potential employer targets: Job Center customers, chamber/economic development stakeholders, members of EmployerLink (MEC) of Barry-Lawrence County, Society for Human Resource Management, and advisory groups from career-tech-ed centers and community colleges
  - Employer-focused events:
    - Annual Heartland Workforce Summit
    - Disability Awareness Summit (targeted for Fall 2016)
    - Events specific to sectors
  - Business Services Roundtable partners assess needs and propose solutions by category through the Counselor-Salesperson approach
    - Recruitment
    - Screening
    - Training
    - Growth (economic development partnerships)
    - Research
    - Troubleshooting
  - Research and diagnostic services organized by category
    - Labor Market Profiles
    - Forecasting
    - Impact Analysis
    - Job Posting Analytics
    - Workkeys® Job Profiling



- WorkforceZone quarterly journal promotes special events, products/services, and initiatives to elected officials, system stakeholders, and key customers
- Business Services Roundtable working to standardize branding of outreach materials to enhance co-brokering by partners
- Consolidating older websites to [SectorReady.org](http://SectorReady.org) for workforce customers and [workforcezone.net](http://workforcezone.net) for WIB stakeholders
- Strong social media usage for Facebook and LinkedIn
- New partnership with Crowder College and the Joplin Chamber of Commerce Foundation to launch a new training center in downtown Joplin to expand space and convenience for targeted training of new and incumbent workers
- Sector Strategy Development
  - **SectorReady™** surveys and focus groups with targeted sector leaders underway
  - Heartland Workforce Summit: Present key findings, debut of **SectorReady™** framework, summit sessions on ideas and strategies
  - WorkKeys® Job Profile development and analysis to quantify minimum standards for cognitive skills, knowledge, abilities, behavior, etc.
  - Partnership meetings by sector (blend of on-site and virtual for convenience)
  - Human Centered Design teams of industry stakeholders and strategic partners for pathway tools
  - Production of realistic job preview videos and testimonials by sector
  - Collaboration with educators on design teams to deploy short-term, low-cost training for industry-driven micro-credentials or skill badges
  - Design and implementation of sustainability and performance metrics
  - Online tools distributed at [SectorReady.org](http://SectorReady.org)
  - Train local K12 schools and colleges to implement **SectorReady™** tools
  - Full implementation at American Job Centers and participating partner agencies






# Doors of Opportunity for Business Services Outreach



**Existing Business Customers**



**Networking Events/ Expos**

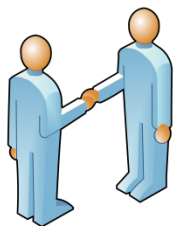


**Targeted New Customers**



**Economic Development Prospects**

## RELATING PHASE



Follow up on previous customer feedback

Review Toolbox notes and consult with other staff as needed

Chamber of Commerce and sector association events generate lots of leads at the lowest cost

Research and development for relationships in targeted industry sectors

Utilize sector associations

New and expanding firms from leads in business attraction, expansion, and/or retention projects

Requires credibility with existing eco. devo. agencies

## DISCOVERING PHASE



Study product performance of previous sale

Review gaps and ways that new products would meet needs

Review latest industry sector trends for customer

Collect data verbally at initial consultation

Interviewing skills help discover gaps between what customer has and what customer needs

Examine volume and specific skills needs of prospect

Consult with fellow BST and eco devo associates on customer needs

## ADVOCATING PHASE



Review with customer the discovery components to confirm customer expectations

Present solutions in terms of what, how it solves problem, how it satisfies

Observe customer's initial feedback (verbal and nonverbal) to transform objections/concerns into questions and solutions

Deploy Business Value Assessment

Participate in Prospect Team Presentations (as needed)

## SUPPORTING PHASE

**Confirm/Reinforce Customer Decision**




**Complete Product Order. Confer with BST & Career Center.**




**Deploy Product Box. Troubleshoot as Needed.**




**Follow-Up! Surveys, Calls, Reports, Data, Etc.**



## Product Box

Customer Demand	Solution/Product	Description/Delivery
<b>Discovery</b>		
Discovery of business needs for recruitment, training, retention, technical assistance, etc.	No-cost, no-obligation consultation by members of the Job Center's Region Business Services Team	One-on-one customer consultation; professional recommendations; referrals to resources
<b>Recruitment</b>		
Effective, user-friendly job matching	Self-service or staff-assisted access through local Job Centers and statewide job matching website	One-on-one customer service by phone or in-person; staff completes job order process; staff advises customer of results or recommended changes as needed
	Coordination of multiple agencies for joint job development	Business Services Roundtable meetings and online collaborative workspace
Mass Recruitment for high quantity or specialized high-skill positions	Mass Recruitment for high quantity or specialized high-skill positions	Special expo-style events with employer and job candidate recruitment
	Customized Job Fair Events specific to an employer or sector	Deployed in consultation with business and/or economic development partner
Recruitment of recent graduates to fill specific high-skill positions or students to fill short-term entry-level positions	Partnerships with placement offices of area educational institutions	Referrals and follow-up between Career Center and school on behalf of business customer
<b>Screening</b>		
Job candidates credentialed in basic skills or assessed on soft skills	National Career Readiness Certificate	Workeys® CRC Assessments administered and scored at Career Centers; remediation using Career Center workshops and virtual learning tools
	Basic skill credentialing and soft skill assessments	WorKeys® Career Readiness Credential basic skills assessments and/or soft skill assessments administered and scored at Career Centers
	Customized testing of job applicants for technical skills via specialized assessments	Specialized assessments such as the new Prove-It™
Job candidates credentialed in high-demand job-specific technical skills	<b>SectorReady™</b> Credentials	Delivered in partnership with educators and employers through Job Centers and other access points
Dedicated space to conduct interviews	Business Resource Rooms or other meeting spaces at Joplin, Monett, and Neosho Job Centers	Reservations handled through Job Center extranet system administered by WIB

Customer Demand	Solution/Product	Description/Delivery
<b>Talent Development</b>		
Training programs to develop the quality and availability of the region's human capital supply base	Identification of common training across specific sectors through industry consortium partnerships in the <b>SectorReady™</b> framework	Consortium partnerships designed and deployed in networked relationships with sector business leaders; administration, research, resource development, and procurement coordinated by WIB and sector delivery partners
	<b>SectorReady™</b> Principles Training	Short-term training through a series of workshops with assessment and industry-recognized credential; leads to immediate job placement and pathway for additional credentials and career progression
	Digital Literacy introductory computer training for job seekers and/or incumbent workers	Initial consultation and development of curriculum and logistics; licensing through grant resources or fee-for-service for credentialed programs; facilitation of training event; outcomes tracking
	Credentialed computer training for job seekers and/or incumbent workers	
	Conference Room deployment for custom training events	Consultation for scheduling and logistics of conference rooms
	MissouriWorks Training Program through Crowder College, Missouri Division of Workforce Development, and local economic development teams	Referrals to Crowder staff; grant applications to Missouri Division of Workforce Development; deployment of training by Crowder staff and vendors
Work-Based Learning for proven job experience to enter and advance through a career pathway	On-the-Job Training (OJT) Program (any agency within Business Services Roundtable)	Referral and initial consultation with Business Representatives; approval of OJT training plans and contracts by staff; monitoring of learner and company outcomes by staff; follow-up as needed
	Work Experience Programs/Internships	Referral and initial consultation with Business Liaisons; monitoring of learner and company outcomes by Business Liaisons; follow-up by Liaisons as needed
	Registered Apprenticeships	Initial consultations and referrals with DOL Bureau of Apprenticeship Training and other training sponsors such as Crowder College and Carpenters Union

Customer Demand	Solution/Product	Description/Delivery
<b>Technical Assistance</b>		
Employer Posting Requirements	7-in-1 Posters; minimum wage posters; etc.	Delivery of posters by Business Services staff or referrals to internet resources to download posters
Assistance in compliance with federal employment law	eLaws online employment law advisors from the U.S. Department of Labor	Referral to online resource and linkages to <a href="http://SectorReady.org">SectorReady.org</a>
Compliance on hiring foreign workers on a temporary or long-term basis	Foreign Labor Certification through Missouri Division of Workforce Development and U.S. Department of Labor	Business Representative refers employers to Foreign Labor Unit in the Business Relations Section at DWD in Jefferson City
Preparing workers for layoffs or closures of company; Compliance with Worker Adjustment and Retraining Notification (WARN) Act	Employment Transition Team (previously known as Rapid Response Program)	WIB team and referral for assistance from DWD Workforce Coordinator; team develops leads or follows-up on inquiries; consultation to employer; event coordination and presentations to inform affected employees of options and services
Hiring Veterans; Federal contracting compliance for Veterans preference	Recruitment of Veterans as a specialized labor pool; help employers meet federal contracting compliance for veterans preference	One-on-one consultation and follow-up by Veterans staff in Career Center, customer onsite, or by phone/email
Hiring Ex-Offenders	Missouri Re-Entry Program	Referrals made to identify potential job candidates in conjunction with Missouri Probation and Parole local offices and correctional facilities for placement and follow-up
Hiring public assistance recipients moving off welfare into the workforce	Missouri Work Assistance (MWA) Program job placement and follow-up	On-the-Job Training or Work Experience programs facilitated by MWA/TANF Business Liaisons
Hiring Older Workers	Title V Older Worker Programs	One-on-one consultation by staff (subject matter experts); referrals made for placement and follow-up on business customer and job seeker outcomes
Hiring Youth	Youth and Young Adults WIOA program	

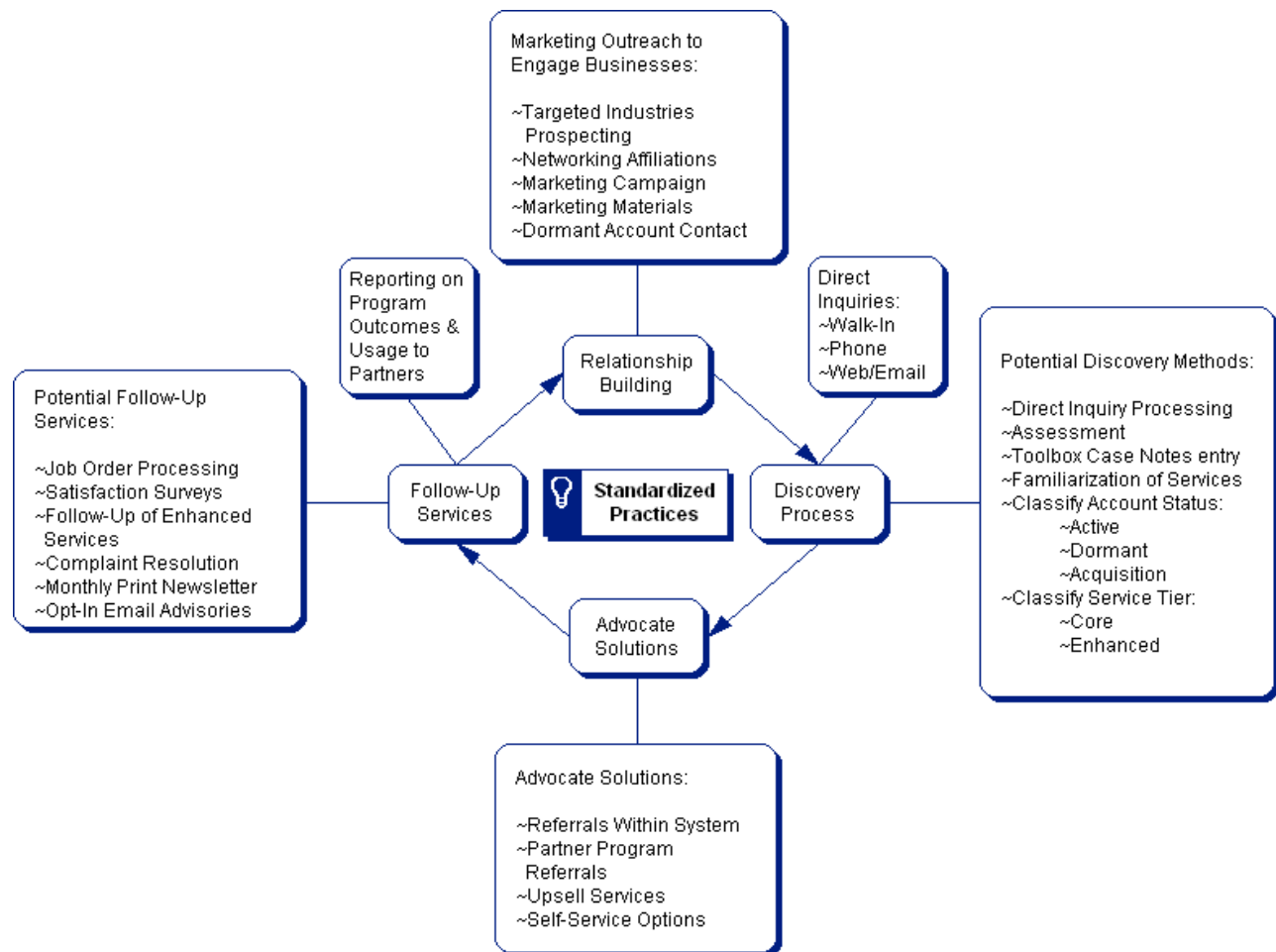


Customer Demand	Solution/Product	Description/Delivery
<b>Networking for HR/Business Leaders</b>		
Making connections with other business leaders to resolve common workforce issues	Identification of common training across specific sectors through industry consortium partnerships in the <b>SectorReady™</b> framework	Consortium partnerships designed and deployed in networked relationships with sector business leaders; administration, research, resource development, and procurement coordinated by WIB and sector delivery partners
	EmployerLink at Monett	Routine meetings and seminars organized and promoted by Business Services Roundtable and moderated by a business board member of the WIB
	Society for Human Resource Management (SHRM) local chapter	Business Services staff maintain membership and affiliation to introduce eligible new members to the SHRM chapter and connect workforce system to existing SHRM members
	Workforce/Economic Development Summit Events	Half-day conferences and other virtual learning events for business stakeholders and community leaders
	WIB affiliation and regional strategy development	Composition requirements and recruitment for Board maintained through WIB staff; task-force and workgroup participation and recruitment open in partnership with Business Services partners
<b>Local/Regional Economic Development</b>		
Assistance to prospective businesses looking to expand or relocate to Joplin/Tri-State Region	Local prospect teams led by Chambers and economic development organizations (EDOs) that include WIB staff; prospect leads developed among local network of EDO professionals	WIB staff participate to consult on labor market data and workforce services on location as needed; teams managed by Joplin Regional Partnership and/or local Chamber/EDO
Assistance to businesses targeted for retention due to risk factors for relocation out of the region or potential downsizing or closure	Business Retention and Expansion (BRE) Initiative	Leads identified through Early Warning Network contacts and/or database or from inquiries by businesses or communities; Intervention strategies customized in partnership with economic development partners
Incentives for businesses to expand and/or train their workforce	Financial or in-kind incentives for recruitment, screening, training, and other ramp-up functions	Consultations and referrals made to specific incentive program specialists to determine eligibility and strategy as needed
Four-State area-wide regional economic development	Joint service to new and existing business customers in SW MO, SE KS, NE OK, and NW AR	WIRED framework evolution to Joplin Regional Partnership and NW AR Regional Council

Customer Demand	Solution/Product	Description/Delivery	
<b>Market Research and Decision Support</b>			
Understanding the current skill level and supply of the regional labor market to aid in planning and decision making	Economic Modeling Specialists, Inc. suite of market data products: Career Pathways Modeling; Competency, Occupations, and Transitions Analysis; Staffing Patterns by Industry or Occupational Sector	Consultation, processing, and follow-up provided by WIB staff	
	Commuting Patterns of local workforce in and out of the counties or region		
	WorkKeys™ Job Profiles to pinpoint individual tasks to specific skill levels grouped through the National Career Readiness Credential		
		Local Employment Dynamics, Key Employment Indicators, Turnover Rates, Demographics by Sector	<i>Staff-Assisted Approach:</i> Initial consultation, processing, and follow-up provided by Business Representative or WIB staff
		Occupational, Wage, and Salary Trends	<i>Self-Service Approach:</i> Initial consultation and orientation to website data tools
		Tri-State Labor Availability Analysis categorized by commuting preference, wage goals, and underemployment perceptions	
		Complex data modeling and other customized decision-support tools	
Gaining a high-level view of an area's population and profiles of communities	Demographic Tools (Variety of sources)		
	LocationOne® Community and Economic Development Profiles		
Predicting future business needs through industry sector and occupational projections	EMSI suite: Economic Forecaster Long-Range Projections; Growth/Decline by types of businesses; Growth/Decline for demand in specific occupations		
Staying connected with news on best practices, trends, compliance issues, and local happenings	SectorReady.org and WorkforceZone.net websites	Online internet portals with a fresh blog of updated news articles and links to partner services, training programs, labor market data analysis, compliance tools, resource directories, etc.	
	Social Media, video, and other web-based products  WorkforceZone quarterly (journal style) newsletter	Professionally-designed content products delivered via subscription or on-demand basis; examples include email newsletters, podcasts, white paper downloads, and online social networks such as LinkedIn and Facebook	

## Seamless Service Delivery

- Standardized practices for business outreach involve a consultative sales process.
- Customers engaged through the marketing outreach begin in the “Relationship Building” stage and move through the diagram following a thorough assessment, solution advocacy, and follow-up stage.
- Customers that contact the Job Center directly, either through walk-in, phone, or web inquiry, will begin in the “Discovery” phase and move through the continuum with opportunity for relationship building to encourage repeat usage of the system.
- Proper MIS (Toolbox usage and a consultative sales flow provides a single point of contact operational philosophy for the business customer. Routine business services staff meetings will allow for service note review and networking on client issues as needed.



# Logic Model, Inputs, Outputs, Success Metrics

WIB OF SW MO LOGIC MODEL: SECTOR-READY® CAREER PATHWAYS & SECTOR PARTNERSHIPS				
CHALLENGES	ACTIVITIES	INPUTS	OUTPUTS	END-GOALS
The unmet needs (& root causes) in our region that our activity will address.	In order to address the root cause(s) of our problem, we will produce the following deliverables:	In order to accomplish our activity we will need the following:	We expect that once completed or underway, this activity will produce the following evidence or deliverable(s):	If accomplished, we expect that this activity will lead to the following long-term outcomes and/or resolution:
<p><b>Job reductions</b> from skill gaps that cause employers to re-invest elsewhere to meet skill demands</p> <p><b>Shrinking workforce pipeline</b> due to low awareness or negative perceptions of career opportunities regionally</p> <p><b>Failure to meet skill demands</b> through training &amp; employment programs due to inadequate resources, options, or access</p> <p><b>Frustration</b> of training &amp; employment programs (student loan debt, job outcomes unmet, etc.)</p> <p><b>Underemployment</b> of individuals possessing some skill, but not in the right category or level needed by employers</p> <p><b>High poverty linked to unemployment</b> in populations affected by criminal record, substance abuse, dropout, limited English proficiency, etc.</p>	<p><b>Engagement of employers</b> to identify credentials to meet skill needs at all stages of a sector career</p> <p><b>Well-defined, localized maps</b> that help students &amp; job seekers set career goals clarifying expectations &amp; rewards</p> <p><b>Re-engineered workforce solutions &amp; re-aligned resources</b> to be sector-driven, high-impact, high-volume, low-cost, &amp; scalable</p> <p><b>Career Pathway decision tools</b> that help set realistic career goals &amp; training investments at key entry/exit points for students &amp; job seekers</p>	<ul style="list-style-type: none"> <li><b>Connectivity, time &amp; insights</b> of employers &amp; providers of potential solutions</li> <li><b>Coordination of R&amp;D, project, event &amp; proposal functions</b> (WIB &amp; partners)</li> <li><b>Virtual Clearinghouse</b> for wide-scale engagement &amp; adoption of customers (students &amp; job seekers) as well as stakeholders &amp; partners (employers &amp; partners via <b>SectorReady</b>)</li> <li><b>Partnership participation</b> to re-align resources &amp; logistics</li> <li><b>Employer Buy-in</b> to use solutions &amp; help fund resource costs</li> <li><b>Customer Engagement</b> from partners to promote usage of tools</li> </ul>	<p><b>Sector partnerships convened or engaged</b> with input &amp; satisfaction tracked for each employer stakeholder</p> <p><b>SectorReady</b> online with verified usage analytics</p> <p><b>New solutions launched &amp; linked to SectorReady</b> tools</p> <p><b>Promotional efforts launched</b> to attract new customers and re-engage previous users</p> <p>customers; introduce new pathway options &amp; solutions; <b>SectorReady</b> usage verified by analytics</p> <p><b>Promotional efforts targeted</b> to engage populations affected by specific work-related barriers</p>	<p><b>Growth of jobs and investment</b> in the region's targeted sectors</p> <p><b>Increased share of credentialed job candidates</b> referred to and hired by employers (as compared to non-credentialed applicants)</p> <p><b>Increase in advanced credentials</b> attained along stages of pathway</p> <p><b>Economic Impact &amp; ROI</b> for stakeholders and their customers' gains in the labor market</p> <p><b>Reduction of poverty</b> &amp; dependence on public assistance programs; resources re-invested for sustainability &amp; innovation</p>
				<p>We expect that, if completed or sustained, this activity will lead to the following intermediate changes:</p> <p><b>Company retention, layoff aversion</b> as verified by economic development stakeholders</p> <p><b>Increases in enrollment &amp; completion</b> of credentials to enter targeted occupations</p> <p><b>Improved employer metrics</b> such as hire-time cycle, retention, productivity, etc.</p> <p><b>Usage &amp; Customer Satisfaction</b> gains as expressed by participants as well as online analytics</p> <p><b>Increase in earnings</b> related to advancements in Career Pathway</p> <p><b>Increases in Entered Employment, Retention &amp; Earnings</b> for targeted populations affected by work-related barriers</p>