



WORKFORCE DEVELOPMENT
COUNCIL

Business Services Framework Draft Plan

Engagement Committee

November 2018



Kim Payton, PhD
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.



What Kind of Plan Are We Making?



Kim Payton, PhD
Organizational Psychologist

Plans are useless, but planning is essential. Dwight D. Eisenhower

With a plan, you check a box and put it on a shelf.

Decision making has two parts: make the best decision you can, and then make it the best decision. Kelvin Taketa

Planning becomes meaningful with execution.



Hawai'i's Future

- Cost of living vs. wages
- Brain drain
- Social unrest/violence
- Impact on tourism
- Economic crash

What is
at Stake?



Kim Payton, PhD
Organizational Psychologist



How Big is the Scope of the Plan?



Kim Payton, PhD
Organizational Psychologist

- Is it a plan for services to businesses in an AJC?
- Does it include career pathways?
- Does it include business sector economic development?
- Is it also about the relationship between government and business in Hawai'i?
- Is it about how our people see work and human development?

Desired Outcomes For Employers

- To become aware of, value and make use of workforce development services and participate in the refinement of career pathways, provide internship opportunities and consider non-traditional hires
- To provide consistent business intelligence to coordinating bodies so the workforce development system can become and stay relevant to their needs
- To participate in creating a more effective workforce development system



Why Engage Businesses?

- To establish a relationship of trust and credibility so when we call about an applicant, the employer considers the applicant.
- Employers are our “second customers”. We need to understand employer needs and partner with them
- Gain insights on what challenges people and employers are facing. Businesses are a source of information about changing workforce issues such as aging workforce and the need to preserve institutional memory
- Learn how to better present ourselves and develop our services
- Build a new generation of relationships
- Build workplace learning environments
- For success businesses need skilled employees
- To cultivate awareness of our services and establish confidence in our community for our workforce development services
- To help us tell our story and advocate
- Build a partnership between government and business



How Big is the Divide Between Business and Government?



Successful AJC's on the mainland arise in places where the working relationship between government and business is constructive.

In Hawai'i we have a multigenerational conflict between business, and government and labor.

Government has perfected the rejection of business initiative.

Business has learned to stay as far away from government as possible.

Fortunately there are some hard-working people on both sides who are trying to change this. But they are not organized, or unified, or supported by leaders in government and business.

The Challenge of Bridging Cultures

The workforce development system is designed and has evolved to assist job seekers with barriers to employment, while the businesses are designed and operated to succeed in their mission in the face of competition and change.

Businesses succeed by maintaining a laser like focus on their mission, and continuously seek the most effective and efficient means to succeed. This means they will attend only to entities who they believe can deliver them significant value in return for an investment of time, money and effort that they can afford.

Businesses engage other entities if:

- They are aware of the services available to them and how to access those services.
- They understand the value that engagement will provide to their business.
- The entity is clearly understandable, and engagement is simple.
- The interaction is effective and efficient.



The Challenge to Business Engagement

- The majority of businesses are unaware of the services that are available, their value or how to access them.
- The workforce development system is not really a system. It is not well organized – it is a vast array of organizations and services that are extremely complex and difficult to understand.
- The “system” was never designed to serve businesses as a customer.
- There is currently a high reliance on AJC’s as the only coherent, locus of “one stop” integration and delivery and there is currently only one AJC that is fully operational.
- One could say the current primary service to businesses is to provide young applicants and applicants who have barriers to employment, which is often entry level/ low level employees. This service tends not to be highly valued by businesses unless the benefits are very clearly articulated. Businesses are seeking more highly trained, experienced employees upon which their businesses depend.
- In order to motivate businesses to engage with the workforce development system, the value exchanges between businesses and the system must be well defined, and the system itself must be effective and efficient in delivering the value it promises.
- The services offered by the AJC’s and Career Pathways are not described in business-oriented terms, and as a result, engagement with businesses is low.



Who is the Potential Business Customer/Partner?

- Small businesses with little HR expertise accessing applicants through AJC's and Hirenet
- Businesses who have more HR sophistication accessing the Career Pathways System through which they can build a pipeline of the more skilled staff they need.
- More senior leaders in more mature businesses becoming involved in broader workforce and economic development activities through which system changes are sought to make Hawai'i more business friendly and to develop clean, more high paying jobs.



Business Engagement Strategy

Enhance the workforce development system to create:

- *Awareness* of the services and value offered to business by the system through the actions of business engagement teams and media partners.
- *Confidence* in the system by providing consistent high quality service by optimizing the services of AJC's, HireNet, and Career Pathways.
- *Involvement* of businesses by becoming sincerely receptive to their input and valuing their involvement especially through WDB's.
- *Advocacy* by business people for the system because business leaders have come to understand the value that the system provides.



Business Engagement Strategy Goals

Goal 1 - Establishing stable, functional AJC's on each island that describe and provide their services in a manner that is perceived as valuable and relevant by businesses.

Goal 2 -Simplifying and clarifying the business view of the system, making it easy to understand how to access the system, and the value to expect.

Goal 3 - Implementing a reliable customer relationship management system and outcomes measurement system that demonstrates that WD funds are being well spent, that workforce development services provide real benefits to participating businesses, and to enable continuous improvement of the system.



The Change Agenda

Achievement of the goals described above requires change on seven levels:

- The AJC's and how they produce and promote viable job seekers
- Informed employers – the “second customer of the AJC and how they are served
- The Business Engagement Team and how they reach out to businesses
- The Career Pathways System, and how it is understood and accessed by businesses
- The WDC and WDB's, how they recruit business members and how they advocate
- The WDC staff, how they work through the complex problems that government agencies must resolve to reconcile their current program restrictions with changes in service delivery as required by WIOA
- The Governor and Mayors and how they exert pressure on government agencies to evolve



Viable Job Seekers – The Product Businesses Want

Businesses will engage if they believe the system will provide them with viable applicants. They are not likely to be motivated to hire people who are labeled “disadvantaged” or “unemployed”.

Employers are seeking applicants who possess to qualities which the ADJ’s are designed to produce:

- A good job match
- “Success Factors” (not “soft skills”) such as:
 - A positive work attitude and ethic: hard work, honesty, loyalty, and dependability
 - An understanding of the behaviors expected in the workplace and why that behavior is required. Examples include: good hygiene and proper attire, punctuality, honesty, and staying off the smart phone.
 - Communication skills: ability to establish rapport, avoid offending people, and inspire trust and respect.
 - Teamwork, ability to work with others constructively, to lead when necessary and follow when necessary.



The Job Seeker Journey

Job seekers may go through three stages in their development through the workforce development system:

1. Undergo assessment and job match counseling, learn and develop success factors, learn job application skills, and become part of an encouraging community that moves them towards success.
2. Enter into employment in some way through volunteering, internship or a job.
3. Return to the workforce development system to develop “stackable skills” in order to upgrade their value so they can develop a satisfying and high paying career.



Informed Employers – Trusting Partners

- It is not enough for AJC's to provide job applicants who have been matched well to the job and trained to have the required Success Factors. Success factors are perishable, they degrade over time if they are not maintained.
- Employers must learn to do their part (orientation, training, performance feedback, proper use of probation) to maintain a motivated, positive, and competent workforce. AJC's can provide this training and guidance to businesses and help them become better employers.
- Through this work, the employers will come to trust and respect the AJC's and thereby begin to change their view of the workforce development system. This, for instance will likely make it easier to engage the business in career pathways, or to provide dislocation avoidance and rapid response services to them, as well



The Employer Journey

Employers may go through three stages in their development through engagement with the workforce development system:

1. Post a job, participate in an orientation on what it takes to manage HR effectively, and come to trust and respect the AJC.
2. Engage in more sophisticated services such as employee training supported by ETF access to training providers who partner with the AJC, make use of AJC meeting space and other resources and thereby become part of the AJC community.
3. Become involved in business sector partnerships, and learn more about the career pathways system, join the WDB, and support the AJC in other ways.

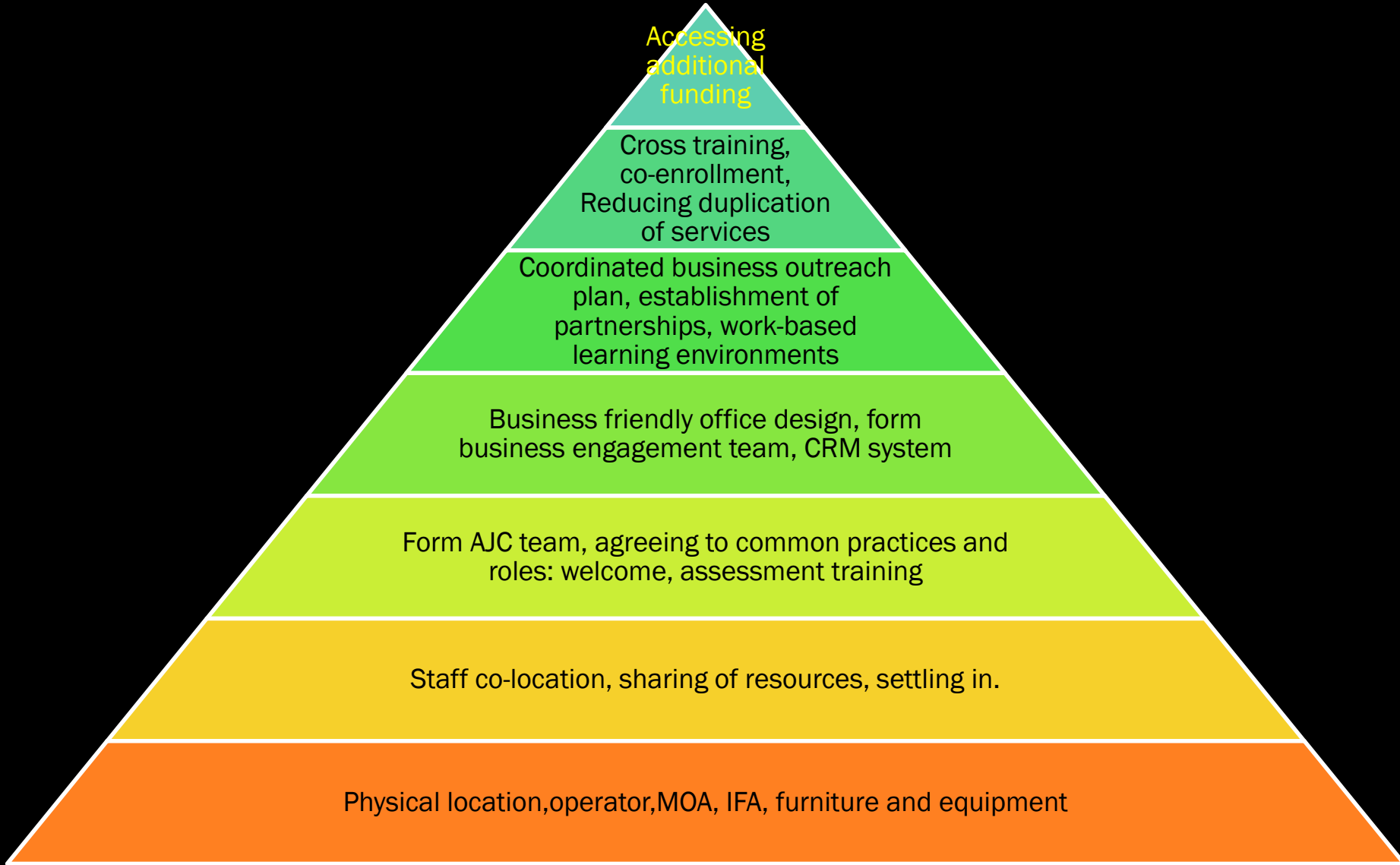


Business-like AJC's

- People make very quick judgements about what they like, trust and respect. If they have trouble finding a business, if it is not welcoming, if it is not efficient, if it does not provide what they expect, they write it off and don't come back. As customers we have very high expectations. For businesses this standard of engagement is very high. They have no time to waste if they are to stay in business.
- AJC's must meet this standard. The standard must address business awareness, accessibility, customer friendliness, efficiency and effectiveness. The first step is to define what a functional AJC would look like.



The AJC Hierarchy of Development



AJC Journey

1. Securing an appropriate space, co-location of providers to some degree, acquisition of required furniture, equipment and materials, and informing the employer community that they exist. Only the Oahu AJC has made significant progress because partners have been reluctant to contribute funding, and have either not been able to or been motivated to address the staffing challenges that stand in the way of co-location of staff.
2. Successful agreement on sharing funding and staff, formation of an AJC team, meaning the staff agree to become a team, to share common functions such as opening the office, maintaining resources, welcoming, assessment and training, and cross training across their programs. Last and perhaps most importantly, once funding is secured, in the case of neighbor island AJC's, secure an appropriate one stop operator, without which the AJC is very unlikely to make it out of stage one.
3. Increased staff awareness and partnering with community employers and workforce development assets such as the career pathways system, HR services and training vendors, and thereby becoming "the place" that convenes the community around workforce development issues.



The Free Services Trap

- One of the great benefits that AJC's and career pathways offer to job seekers and employers is, the services are free. This may, however constitute a significant trap. Human beings tend to be suspicious of and devalue that which is free. This does not mean the AJC needs to charge for services. There are many forms of value exchange that can be made use of.
- For instances, job seekers may balk at the idea of a multiple day training to provide them the success factors they need. If, however that training were positioned as a benefit they can earn by successfully engaging in entry level activities, they might be motivated to participate. If AJC job seeker services were structured in a way that resulted in one or more credentials that increased the likelihood that they would be hired, then the product of the AJC, the viable job seeker, has a certified value.
- Employers might similarly receive certificates of their participation in "good employer training", through which they gain access to more sophisticated levels of the workforce development system. Ultimately participation as a WDB member should signify the highest level of engagement with the system.



The Neighbor Islands Conundrum

It is not at all clear that there is sufficient political will or business involvement on the neighbor islands to support a successful AJC. It is likely that success will depend upon the involvement of the business community to make it a priority.

There do not appear to be enough motivated business leaders to form and operate the required WDB's.

There are examples of AJC's on the mainland where success has evolved out of partnerships with the economic development organizations and community college systems. Perhaps such a model would work for the neighbor islands.



Business Engagement Teams

With the exception of the O'ahu AJC, business outreach and engagement is done by workforce development staff within their own programs. Each of these staff use their own methods, maintain their own business relationships and data. In some AJC's they attempt to avoid calling the same employers because they realize that doing so will irritate the employer and communicate the sense that the workforce development system does not have its act together.

Some of the tactics described by business engagement staff included:

- In person visits, sometimes by several people at the same time from different programs
- Inviting employers to make presentations on their hiring practices and expectations of staff
- Conducting and participating in job fairs
- Encouraging job seekers to volunteer with employers
- Warm calls, cold calls, offering to help with job postings on HireNet
- Active involvement in community groups and boards
- Serve on program advisory councils



The Business Engagement Team Journey

1. Co-location of staff from various programs and formation of the AJC team so business engagement staff can get to know each other, build trust, a common purpose, and become a team.
2. Become aware of each other's programs and business outreach strategies and develop and execute an initial business engagement strategy for their AJC.
3. Cultivate systems (such as a common CRM) and processes to enhance and expand their business engagement activities.
4. Although AJC business services team staff have worked hard to assimilate a business perspective in their work, it will be important to formally engage people who have a significant business background, who can really see the workforce development situation from a business point of view. This business perspective might be accessed through mentorship, for instance by WDC or WDB members, and by hiring people with a business background into business engagement team roles.



Career Pathways as a Real System

The work on career pathways consists of a vast variety of providers in workforce development, UH, especially the community college system, DOE, no-profit providers, and employers coordinating their efforts through business sector partnerships.

Career pathways seeks to integrate coursework and counseling in the public schools, the community colleges, the four year and graduate programs around the needs of specific business sectors for current and future staffing needs. Career pathways assists employers in establishing site visits for students, internships, to develop credentialled training, serve as eligible training providers,

Currently, this collection of resources cannot be called a system.

- It is not organized in any coherent way.
- There is no clear answer to give a business if it wishes to participate in career pathways. To address this challenge it will be important to develop a dynamic map of the career pathways system. A map is needed because of the vast number of players, activities, possibilities and rules involved. The map must be dynamic because the system is constantly evolving.
- If the AJC's have access to such a map, they can then become effective advocates for career pathways.



The Career Pathways Journey

1. Create a dynamic map of the system to make it possible to understand how employers might interact with the system and to what end.
2. Make it clearer how employers might engage the system, for instance by joining or forming business sector partnerships
3. Educate AJC staff on the career pathways system so they know how to guide employers to engage the system.



The Challenge to WDB's

- AJC's need help to motivate their partners to share staff and resources, is cultural, and structural, meaning it is rooted in the funding sources and history of the partner programs, and it is political meaning there are people in key positions who seek to maintain control of the system and its funding, and resist attempts to change.
- Career pathways faces a similar challenge, in that DOE, UH Manoa, UH Community Colleges, are not known for easy collaboration. The efforts of a wide variety of people in the mid levels of these institutions require air cover and support from upper levels of these institutions where collaboration is not so strong.
- Based on attendance at the WDB/AJC focus groups, the O'ahu WDB is the only healthy WDB. Participation, especially of business partners is low, and it is often difficult to convene a meeting or achieve a quorum. Clearly the WDB does not appear to be a priority for much of the business community. Nothing succeeds like success as they say. It is likely that with some political support and efforts within the ADJ's to make progress, the business community will come to understand the value of participation.



WDB's That Inspire, Convene, and Coordinate

The local WDB's must:

- Identify and advocate for job seeker and employer needs,
- Act as high-level conveners to build relationship, mutual understanding and understanding of the potential value of a functional workforce development system and seek out additional sources of funding for the system.
- Coordinate with the Statewide Council so it can take on the “heavy lifting” of motivating the partner departments and agencies to overcome their reluctance to change.
- Advocate with employers to get them to understand how important the workforce development system is and provide opportunities for employers to become involved and make a difference.
- All of this will require an intensified campaign to recruit business members for the WDB's. It is likely that this will require an effort by those (I assume those on the State WDC) to encourage more “thinking outside the box” when considering who might join the boards, especially on the neighbor islands. The renewal that is required in the workforce development system requires an entrepreneurial energy that must be recruited for actively in a way that will attract the attention of entrepreneurial business people.



The Role of the WDC Staff

- The key to a successful engagement of the workforce development system with businesses is the bridging of two cultures.
- As the WDB's incorporate more business people as members, more questions will be asked about why the workforce development system works the way it does. They will ask why there are challenges to getting the ADJ's to be functional, they will ask why HireNet is not used broadly, and they will ask why participation rates in both AJC's and HireNet is so low.
- When government is presented with the challenge of streamlining processes or making services more user relevant, the classic government response is "why cannot".
- In Hawai'i this "why cannot" has mostly been accepted as the end of the conversation which is why the relationship between business and government tends to be so poor in Hawai'i.
- The role of working through the difficult rules and requirements and bureaucratic habits, probably falls to the WDC staff. This is task of figuring out "how can", how the ADJ's for instance can succeed in co-locating and coordinating the work of staff from the various partner agencies. How can the AJC staff cross train so they can cover each other's work seamlessly? How can AJC staff make better use of the funds entrusted to them, service more job seekers, and provide more valid job applicants for businesses.



Political Advocacy

- Advocacy from the Governor and Mayors will be required to successfully address the initial startup challenges described above. These challenges are motivating partner departments and agencies to share funding and staff.
- These chief executives must provide the “background music, the air cover, and the will to make the required changes. They must clearly communicate the important of workforce development. People must come to understand that Hawai’i’s future depends on overcoming the limitations of our current education system, our labor environment and the negative attitudes that so many here have about work.
- Governor Ige has just been elected to a second term. He has shown strong support for the DOE, and for integrating the services in DHS in what is called “Ohana Nui “. That work along with the integration of workforce development services, meaning the AJC’s and the Career Pathways System could become a single, coordinated effort to bring Hawai’i into the 21st century regarding the way we support and cultivate our people. Then we could honestly claim to be the Aloha State.





The Big Goal of Business Engagement



Kim Payton, PhD
Organizational Psychologist

Hawaii's history has pitted management against labor. In this age of collaboration, this will no longer work. To meet the emerging global standards of quality and reliability, the traditional conflict between employers and labor must change.

The emerging workforce development system, with its AJC's, career pathways and business engagement could provide the constructive partnership between employers and labor that is required to secure a better future.