



WORKFORCEDEVELOPMENT
COUNCIL

Business Services Framework Draft Plan

WDC Executive Committee

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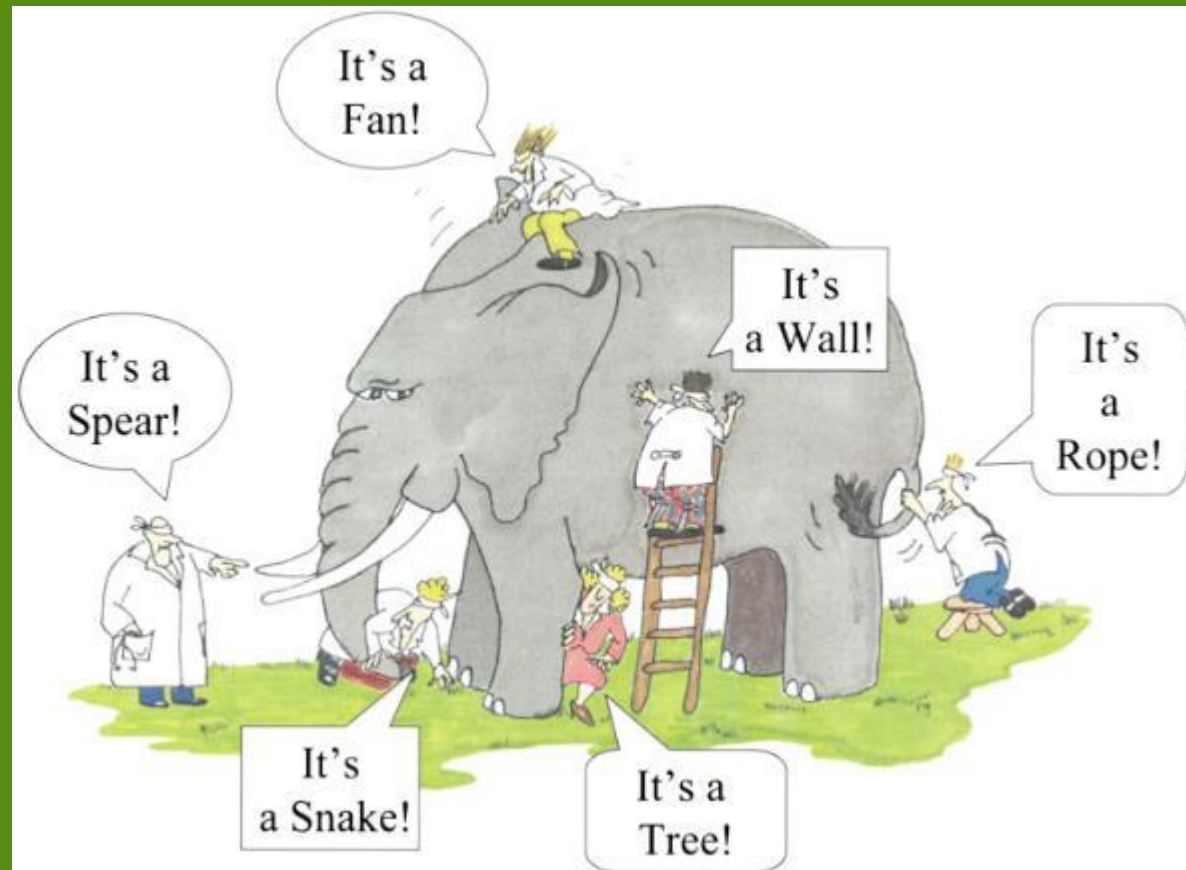
Purpose



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- 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.
- The businesses services framework plan should suggest strategies and priorities to guide the development of business services at AJCs.

What is AJC,
and what
services does
it have to
offer
businesses?



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How Big is the Scope of the Plan?



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- 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?

ALICE® is an
acronym for
Asset Limited,
Income
Constrained,
Employed

What is at Stake?



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The ALICE Study of Financial Hardship in Hawaii listed a variety of impacts of the percentage of Hawai'i households living below the ALICE threshold including:

- Increased health care costs,
- Worsened traffic,
- Workers stressed and less productive on the job,
- Increased costs of homeless shelters,
- Higher insurance premiums,
- Less productive society and higher taxes to fill the gap,
- More unstable workforce, and
- Community disruption.



What is at Stake?

Hawai'i's Future

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

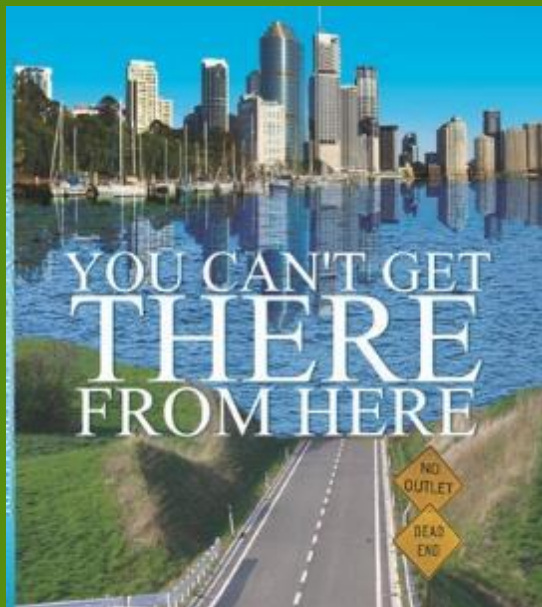


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Where do we
have to start
from to
establish viable
business
services and
business
engagement?



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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



The Desired Outcomes of Business Engagement

For businesses to:

- Become aware of, value and make use of workforce development services such as considering non-traditional hires and participating in the development of career pathways through which a consistent pipeline can be created to provide the talent that is essential to their business success.
- Provide consistent business intelligence to coordinating bodies so the workforce development system can become and stay relevant to their needs
- Participate, especially through advocacy in creating a more effective workforce development system for the future.

Achieving these goals requires real collaboration between the business and governmental sectors.



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 tended to reject business initiatives.

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 has focused on the job seeker and is driven by separate funding streams and related regulations.

The primary focus has been to support job seekers with barriers to employment.

Businesses succeed by maintaining a laser like focus on their mission, and continuously seek the most effective and efficient means to succeed. They focus on value proposition: “What will I get, and what will it cost?”

What businesses are most concerned about is hiring very specific types of skilled workers.



The Challenge of Bridging Cultures

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 not 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.



The Challenge to Business Engagement

- Currently AJC's tend to describe their job seeker customers as having “Barriers to employment”, “disadvantaged”, “unemployed”, “on welfare”, or “previously incarcerated”. These labels evolve out of the historic mission of the workforce development system but are **not appropriate labels for engaging businesses**. There are, of course businesses who are motivated by a social mission, but in general, businesses are seeking employment ready job seekers who will successfully support the business mission.
- 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.



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
- “Workforce Readiness Skills” (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.



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 can benefit from training on how 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



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 Hierarchy of AJC Development

One Stop Operator, physical location, MOA, IFA, furniture and equipment



The Hierarchy of AJC Development

Staff co-location, sharing of resources, settling in

One Stop Operator, physical location, MOA, IFA, furniture and equipment



The Hierarchy of AJC Development

Form AJC team, agree to common practices and roles: welcome, assessment training

Staff co-location, sharing of resources, settling in

One Stop Operator, physical location, MOA, IFA, furniture and equipment



The Hierarchy of AJC Development

Business friendly office design, form business engagement team, CRM system

Form AJC team, agree to common practices and roles: welcome, assessment training

Staff co-location, sharing of resources, settling in

One Stop Operator, physical location, MOA, IFA, furniture and equipment



The Hierarchy of AJC Development

Coordinated business outreach plan, establishment of partnerships, work-based learning environments

Business friendly office design, form business engagement team, CRM system

Form AJC team, agree to common practices and roles: welcome, assessment training

Staff co-location, sharing of resources, settling in

One Stop Operator, physical location, MOA, IFA, furniture and equipment



The Hierarchy of AJC Development

Cross training, co-enrollment, Reducing duplication of services

Coordinated business outreach plan, establishment of partnerships, work-based learning environments

Business friendly office design, form business engagement team, CRM system

Form AJC team, agree to common practices and roles: welcome, assessment training

Staff co-location, sharing of resources, settling in

One Stop Operator, physical location, MOA, IFA, furniture and equipment



The Hierarchy of AJC Development

Accessing additional funding

Cross training, co-enrollment, Reducing duplication of services

Coordinated business outreach plan, establishment of partnerships, work-based learning environments

Business friendly office design, form business engagement team, CRM system

Form AJC team, agree to common practices and roles: welcome, assessment training

Staff co-location, sharing of resources, settling in

One Stop Operator, physical location, MOA, IFA, furniture and equipment



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.



Business Engagement Tactics

- 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 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.
- 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.



WDB's That Inspire, Convene, and Coordinate

To successfully engage businesses, 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.



WDB's That Inspire, Convene, and Coordinate

- 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, and possibly integrating WDB's with EDB's and related bodies.
- 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.



Political Advocacy

- Advocacy from the Governor and Mayors will be required to successfully address the initial startup challenges described above.
- These chief executives must provide the “background music, the motivation, and the will to make the required changes. They must clearly communicate the importance 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.



Foundational Actions To Develop Business Services in AJC's

- Demonstrate Governor's and Mayors' support for workforce development and American Job Centers.
- Complete MOUs/MOAs and IFAs with partners.
- Assess the challenges that neighbor islands are facing in forming viable WDB's and develop solutions to address these challenges. The plan force should consider alternative models, such as merging with local EDB's, and or altering WDB requirements. The task force should also develop methods for more aggressively recruiting business members for the WDB. There is, for instance a tendency to recruit within existing relationship networks which precludes the involvement of business leaders who are not currently part of "the system".
- Establish viable One Stop Operators in each AJC.
- Co-locate staff and cultivate a "We are all AJC staff mentality".
- Clarify responsibilities of AJC staff to engage businesses and develop an initial business engagement strategy which clarifies which staff will engage which businesses.
- Develop a marketing and branding strategy which is customized to the needs of each island and phased to the developmental stage of each AJC.



Developmental Actions To Develop Business Services in AJC's

- Establish business engagement teams in each AJC by:
 - Conducting a workforce needs assessment for their island which identifies the most significant staffing needs on their island that their AJC should be able to address.
 - Developing a shared approach for managing their business outreach activities. This approach should make it clear who is responsible for communicating with each business and provide a means for documenting outreach activities such as a CRM.
 - Engaging in outreach activities including
 - Warm calls, cold calls, and in person visits, sometimes by several team members at the same time from different programs
 - Offering to help with job postings on HireNet
 - 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
 - Active involvement in community groups and boards
 - Serve on program advisory councils
- In collaboration with partner agencies, develop an AJC staff cross training plan that makes it possible for staff to truly operate as a team, provide seamless service even when staff are not present, and to effectively explain all the services provided in the AJC to business customers.
- Aggressively recruit business members to WDB's, and integrate the work of WDB's more fully with business sector partnerships and Economic Development Boards where appropriate.



Advanced Actions To Develop Business Services in AJC's

- Develop an “AJC Certified Workplace Ready Applicant” process which packages the training and coaching required to make a good job match decision and to acquire the “Workplace Readiness Skills” needed to be successful.
- Enhance the “business culture awareness” of business engagement teams by involving business perspectives mentors, perhaps an individual from their WDB. Ultimately, staff whose function will be primarily business engagement should be expected to have some significant business background.
- Continually research and implement best practices for business engagement through USDOL sites and Employer Engagement Committee
- Develop a roadmap for further development of business engagement teams.
- Form a business customer partner cultivation road map that will provide businesses the information and they need to access and make best use of services available through the AJC.
 - Level 1 – make good use of AJC services and support employees in maintaining their job match and success factors.
 - Level 2 – participate in career pathways services to develop a pipeline for their staffing needs.
 - Level 3 – join the WDB or in other ways participate in the evolution of the workforce development system
- Create a dynamic map of the current state of career pathways which can make the system comprehensible to potential users. Advocate for the career pathways system to become more employer centric by making it clearer how an employer can engage the system to develop and access the staff they need to be successful. Consider how business sectors might be more effectively formed as a part of the career pathways system evolution.





The Big Goal of Business Engagement



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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.