



## Employer Outreach & Engagement Strategies

Olomana Loomis ISC  
March 2019

State of Hawaii Workforce Development Council  
Contract for RFP #L-18-WDC-01



## Table of Contents

<b>EXECUTIVE SUMMARY</b>	<b>4</b>
A Sea Change	5
A Clean Slate	5
Building a Brand	6
Consistent Outreach Over Time	8
Conclusion	9
<b>PART 1: EMPLOYER AWARENESS, UNDERSTANDING AND PERCEPTIONS OF THE AMERICAN JOB CENTER HAWAII</b>	<b>10</b>
Introduction	11
Research Methodology	11
Research Findings & Takeaways	13
Conclusion	20
<b>PART 2: INTRODUCING THE AMERICAN JOB CENTER HAWAII BRAND TO EMPLOYERS</b>	<b>21</b>
Brand Rollout Sequence of Activities	23
The Essential Elements of an American Job Center Hawaii Brand Rollout	24
Key Messages	24
Brand Communication and Outreach Assets	26
Employer Engagement Pilot Program	31
Involving Key Stakeholders	32
Brand Rollout Implementation Roles	34
Customizing the Brand Rollout by Island	34
Brand Rollout Estimated Budget	34
<b>PART 3: RECOMMENDATIONS FOR AMERICAN JOB CENTER HAWAII OUTREACH TO EMPLOYERS</b>	<b>35</b>
Attract	37
Convert	40
Close	40
Delight	41
Customizing the Employer Engagement Journey By Island	42
Outreach Roles	42
Measuring Outreach Success	43
Estimated Budget	43

## APPENDICES

Appendix A: Awareness, Perception, and Usage of American Job Center Services  
Report from SMS

Appendix B: Outreach and Branding Qualitative Market Research Interview Discussion Guide

Appendix C: Full List of Interviewees

Appendix D: American Job Center Hawaii Branding Recommendations

**EXECUTIVE SUMMARY**

## EXECUTIVE SUMMARY

### A Sea Change

When the Workforce Innovation and Opportunity Act (WIOA) was passed in 2014, it brought significant changes to workforce development programs across the United States. Prior to WIOA, workforce development centers had focused primarily on serving job-seekers. Through WIOA, all Centers throughout the country have been mandated to become One-Stop Centers serving both job-seekers and employers, with services from federal, state and county departments co-located under one roof and unified under the brand of the “American Job Center.”

As part of the American Job Center’s new focus on employer engagement, our agency, Olomana Loomis ISC, was contracted by the State of Hawaii Workforce Development Council, which oversees the funding and administration of the American Job Center Hawaii statewide, to provide a brand rollout and outreach plan targeting employers. Now, as the Workforce Development Council, Workforce Development Boards, and American Job Center Hawaii staff shift their focus to include employers at equal priority with job-seekers, this plan will provide the framework for their successes to be **replicable and scalable**.

### A Clean Slate

Our project began with an assessment of awareness, understanding and perceptions of the American Job Center Hawaii among employers. Our assessment included both quantitative and qualitative market research through a combination of a statewide employer survey conducted by SMS and one-on-one or small group interviews with executives and/or human resource professionals in a variety of industries.

While these market research methodologies were different from one another, the findings correlated very strongly and showed that awareness and understanding of the American Job Center Hawaii and its services was low across the state and across industries. This was not a surprise, since the American Job Center brand is new as of WIOA and had its soft launch in Hawaii recently before the start of our project. Although our assessment showed that awareness and understanding are lower than desired, from a brand and outreach perspective, this indicates **a clean slate**, a fresh opportunity to make a positive first impression and build relationships by starting on the right foot.

In addition, our research revealed that employers across geographies and industries are facing the **common challenge** of recruiting and training desirable employees. With today's low unemployment rate, employers are willing to explore new or alternative methods of finding and attracting qualified workers to fill positions. Employers were curious about what the American Job Center Hawaii has to offer, and although some were hesitant to navigate a government program, the majority were willing to explore the possibilities.

## Building a Brand

**There is significant potential for the American Job Center Hawaii to fill a niche in the Hawaii market and become a leading provider, funder and facilitator of employee recruitment and training programs.** The pathway toward this vision should include a systematic and deliberate brand rollout and outreach campaign that establishes the American Job Center Hawaii as a go-to resource for employers.

### Increasing AJCH Employer Engagement Over Time

Year/Phase 1 Pilot & Prep	Triggers	Year/Phase 2 Launch	Triggers	Year/Phase 3 Scale & Refine
Brand Assets Pilot New Systems Define Metrics Train Teams	Protocols Consistency Market Need	Brand Rollout Launch Mass Communications Employer Engagement Employer Acquisition	Champions More Services Market Need	Expand Outreach Employer Feedback Refine the Customer Experience

A brand is more than a name or a logo. A brand's essence consists of the thoughts and feelings that live in the mind of an organization's stakeholders. Your brand is what you stand for, what you are known for, and what people believe about you.

Building a brand requires consistency over time. As a general rule of thumb, we have structured the recommendations in this document to span a timeframe of approximately three years. However, the timeframe may be shorter or longer depending on the American Job Center Hawaii's goals and readiness.

Through a brand rollout, the American Job Center Hawaii brand can be further defined and given meaning from the employer's perspective in order to have greater relevance and staying power. A brand rollout can help to **create brand champions**, namely,

people who will believe, support and evangelize the benefits of partnering with the American Job Center Hawaii. The essential elements of the brand rollout include:

- **Articulating key messages** about who the American Job Center Hawaii is and what benefits or advantages it offers employers;
- **Creating the communication and outreach assets** that help to amplify and/or illustrate these key messages in multiple formats for a variety of uses; and
- **Involving all stakeholders**, both internal and external, in the rollout to make the brand real and alive for them.

To accelerate and aid the establishment of the American Job Center Hawaii brand, we created a **tagline** that can be used with the American Job Center Hawaii logo to add immediate context and positioning. Further explanation of the tagline can be found in the Branding Recommendations in the Appendix. Several tagline options were workshopped during our project, and the frontrunner that emerged was:



In addition, in today's highly connected, technology-driven and competitive marketplace, it will be critical for the American Job Center Hawaii to have **statewide communication assets** such as a customer relationship management (CRM) system, a website with search engine optimization (SEO), and social media profiles in addition to traditional presentation decks, collateral and other materials. These communication assets should be a shared resource, enabling all American Job Center Hawaii offices to present a consistent brand while also allowing for customization and localization.

The brand rollout should **involve all stakeholders** — from the American Job Center Hawaii staff and mandatory and core partners, to the board and committee members for the Workforce Development Council and Workforce Development Boards, to policymakers and government agencies, and of course to the employers themselves.

Since the American Job Center Hawaii’s employer/business services are being revamped per the WIOA mandate, we also recommend that any new systems, protocols and processes be **piloted with a cohort of selected employers** before being implemented on a large scale. This beta test will allow for innovation, testing and refinement by the American Job Center Hawaii’s Business Engagement Team, and will lay the groundwork for a new type of working relationship with employers that is more collaborative and in-depth. The employer engagement pilot program will allow the participating employers to help shape and co-create the service delivery that meets their needs, and it will enable the American Job Center Hawaii staff to gain even deeper industry expertise for job-seeker placement and training.

Additional details and specifics for the brand rollout are described in the Brand Rollout section of this report.

### Consistent Outreach Over Time

**The brand rollout for the American Job Center Hawaii would be the precursor and kickoff for an ongoing statewide employer outreach campaign.** The employer outreach campaign should include a variety of communication channels and brand touch points to provide multiple ways for employers to learn about and experience the American Job Center Hawaii’s services. All outreach can funnel employers into a central database, and there can be coordinated follow-up procedures to meet employers’ needs, document staff activities, and keep track of progress and success.

### The AJCH Employer Engagement Journey

Attract	Convert	Close	Delight
Advertising/PSAs Public Relations Social Media Events/Seminars Speaking Opportunities Networking Referrals	Statewide Website Integrated with a Customer Relationship Management (CRM) Software	Personal Follow-Up Testimonials Case Studies FAQs	Onboarding Service Delivery Relationships Employer Recognition Marketing Emails Surveys Ongoing Improvement

An effective employer outreach strategy can be modeled after the inbound marketing approach, a growing movement in business based on the philosophy that an organization should **provide value and build trust** in order to gain and keep customers. The model above is adapted from HubSpot, a leading inbound marketing platform.

Through our assessment, we found that an employer who utilizes the American Job Center Hawaii's services will often go through a multi-step journey — first hearing about the services, then looking for information online, then emailing or calling, and then going through the paperwork to finalize the agreement. This employer engagement journey can be **planned, systematized and standardized** to increase the likelihood that an employer will commit and also increase efficiency.

Employer outreach can take many forms, including one-on-one personal outreach and follow-up as well as mass communications and marketing through TV, newspapers, radio, digital advertising, and social media. For the American Job Center Hawaii's initial outreach to employers, we recommend **personal outreach as the first focus** to more tightly control the quality of the interactions with employers. As more services are available and as new procedures become smoothly systematized, we recommend **adding or scaling up mass media** to drive a greater volume of employer inquiries.

We have found through our assessment that the American Job Center Hawaii does not need to be everything to everyone overnight in order to play a significant role in Hawaii's workforce development and economic growth. By **focusing on key industries with the greatest need and the most alignment** with existing services, the American Job Center Hawaii can be very successful in helping both employers and job-seekers; generate fresh, highly positive success stories; and build strong demand for its services among Hawaii businesses.

Depending on employer needs and inquiries, the American Job Center Hawaii can also consider a **job-seeker outreach campaign** that complements the employer outreach campaign. A job-seeker outreach campaign can help with expanding the pool of job-seekers to meet employers' specific needs and ensure that the American Job Center Hawaii has a steady and robust pipeline of qualified job candidates.

## **Conclusion**

The American Job Center Hawaii has a bright future ahead. There is tremendous potential for the American Job Center Hawaii to fill an important niche and have a major impact on our state's workforce development. With the funding and resources to provide a consistent employer customer experience and increase employer engagement, the American Job Center Hawaii can become known and recognized in our community as a valuable partner that helps businesses of all sizes, industries and islands to grow and thrive.

## **PART 1**

# **EMPLOYER AWARENESS, UNDERSTANDING AND PERCEPTIONS OF THE AMERICAN JOB CENTER HAWAII**

# EMPLOYER AWARENESS, UNDERSTANDING AND PERCEPTIONS OF THE AMERICAN JOB CENTER HAWAII

## Introduction

Our agency Olomana Loomis ISC conducted both quantitative and qualitative market research to assess current awareness, understanding and perceptions of the American Job Center Hawaii among employers statewide.

This dual-purpose assessment both established a baseline metric and provided valuable insights into employers' mindsets and preferences.

## Research Methodology

The assessment was conducted through a combination of a statewide employer survey conducted by SMS and one-on-one or small group interviews with executives and/or human resource professionals in a variety of industries.

## Quantitative Research

SMS completed 352 telephone interviews with a random sample of Hawaii business decision makers. The sample was distributed geographically as follows:

Island	Sample	Margin of error
Oahu	201	+/-6.9%
Maui	50	+/-13.8%
Kauai	51	+/-13.8%
Hawaii	50	+/-13.8%
<b>Total</b>	<b>352</b>	<b>+/-5.2%</b>

*Margin of error calculated at 9% confidence interval.*

All interviews were conducted from the SMS calling center located in the SMS offices in downtown Honolulu. Data collection was undertaken between October 10 and October 23, 2018.

## Qualitative Research

Olomana Loomis ISC completed 22 one-on-one and small group interview sessions with executives and/or human resource professionals representing the following 28 employers, including 5 companies of FCH Enterprises and 3 properties of Kyo-ya Hotels & Resorts.

American Savings Bank	Hawai'i Primary Care Association
Covanta (H-POWER)	Hawaiian Telcom
DevLeague	HPM Building Supply
DuPont Pioneer	Kamiya Gold
Gray, Hong, Nojima & Associates	KTA Super Stores
FCH Enterprises	Kyo-ya Hotels & Resorts
• A Catered Experience	• Moana Surfrider
• Food Solutions International	• Sheraton Waikiki
• Napoleon's Bakery	• The Royal Hawaiian
• Pōmaika'i Ballrooms	McDonald's Hawaii
• Zippy's Restaurants	Nordic PCL Construction
Hale Anuenue Restorative Care Center	Nordstrom ( <i>retired interviewee</i> )
Hawai'i Gas	Oceanit
Hawaii National Bank ( <i>retired interviewee</i> )	Popeyes Hawaii
Hawai'i Pacific Health	The Hawaiian Vanilla Company

These employers represent a variety of industries statewide including: agriculture, banking construction, energy, healthcare, hospitality, restaurants, retail, and technology.

They also represent a range of business sizes including both “small” employers who do not have a dedicated HR manager and “large” employers with in-house HR teams.

Interviews were conducted in person or by phone, one-on-one or in small groups. All interviews took place between October 2018 and March 2019.

A full list of interviewees with names and titles is included in the Appendix.

## Research Findings & Takeaways

The findings from the quantitative and qualitative market research correlated very strongly. A summary of the top five key research findings and takeaway recommendations is given below. **Findings were largely consistent across the state and across industries.**

A full market research survey report with charts was provided by SMS and can be found in the Appendix.

### 1. Awareness of the American Job Center Hawaii is currently low among employers.

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Market research quantifies name awareness in a variety of manners ranging from unaided awareness (name recall without name mention) to aided awareness (when respondents are told the name of the organization). **33% of employers** surveyed statewide said that they were aware of the American Job Center Hawaii after being asked the aided awareness question, “Have you ever heard of the American Job Center?” This was unsurprising since the name “American Job Center Hawaii” is new in this marketplace and was introduced only a few months prior to the survey.

Employers who were not aware of the American Job Center Hawaii were asked whether they recognized the prior names of each island’s organization. Of the employers who were not aware of the American Job Center Hawaii, 31% had heard of Oahu WorkLinks, 41% had heard of Big Island Workplace Connection, 59% had heard of Maui Worksource and 71% had heard of Workwise Kauai.

Many employers were not aware of either the new name or the prior names — 50% of Oahu employers, 38% of Hawaii Island employers, 28% of Maui employers and 14% of Kauai employers fell into this category.

Similarly, the 8 employers who were interviewed who were not part of the Workforce Development Council board or committees and/or who had not used the center’s services in the past were also unaware of the American Job Center Hawaii.

**2. The most well-known service that the American Job Center Hawaii provides is recruitment of employees. An employer outreach campaign should use testimonials and case studies to educate employers about the qualifications and workforce readiness of American Job Center Hawaii job-seekers.**

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The survey responses showed that the most utilized American Job Center Hawaii service on all islands except Kauai was recruitment of employees. 29% of Oahu employers, 29% of Hawaii Island employers, 50% of Maui employers and 8% of Kauai employers stated that they used recruitment services. The most utilized service on Kauai was human resource information with 23% of employers; however, an equal number of Kauai employers also said they didn't know/remember what service they used (23%) or refused to identify the service (23%). Some survey respondents specifically mentioned the recruitment services as a positive aspect of the American Job Center Hawaii, saying things like:

*"I think somebody came and had a candidate for us and it worked out great."*

*"They are a good resource. (We) had a good relationship with them. They provided us with workers."*

The employers who were interviewed understood the purpose of the American Job Center Hawaii regarding helping job-seekers with barriers to employment find work. They were familiar with the government's role in placing job-seekers who have disabilities, are veterans, and/or are ex-offenders, even if they had not heard of the American Job Center Hawaii before.

While employers were open to exploring the American Job Center Hawaii's services, many of the interviewees were unsure about the qualifications of the job-seekers. Interviewees shared feedback and questions such as:

*"The biggest challenge is life skills. Will they show up for work? There's a reason why these job-seekers need the services of the American Job Center Hawaii."*

*"Are the people referred by the American Job Center Hawaii really interested in applying for jobs or are they just applying to collect their unemployment benefits?"*

*"We gave (Oahu WorkLinks) a chance. We did a job fair. The quality of candidates was an issue."*

An employer outreach campaign should address these concerns and debunk myths. Testimonials and case studies from success stories can be highly effective in changing employers' perceptions and showing how the American Job Center Hawaii partners with employers to provide job-seekers who are qualified, trained and workforce-ready.

During our interviews and conversations with employers, we shared several past success stories like the following examples:

A Dream Come True  
by Terrie Savaiinaea

My childhood dream was to become a nurse. At the time I was not sure what type of nurse but I knew I wanted to work in the hospital helping people. However, as I approached high school my dreams of becoming a nurse were slipping away. Due to poor financial planning and choices in life my parents were unable to provide me with any guidance or money to pursue my dream. So in my senior year I joined the U.S. Navy.



I knew that the military would pay for my education while I served my country. But I was injured while at boot camp and learned that I had Osgood Schlatter disease in my right knee.

Although the military was therefore unable to pay for my schooling, I never gave up on my dream. I worked as a Chiropractor Assistant where the doctor encouraged me to return to school, pursue my dream and someday become a great nurse.

I then found Oahu WorkLinks, an American Job Center, with the resources to help me achieve my goal. The WIOA Adult Program paid for my tuition and books enabling me to complete my schooling and receive my Associate degree with double honors from Leeward Community College in Spring 2014. Subsequently, in May 2016, I received my Bachelor of Science in Nursing degree.

I'm currently employed with Waianae Coast Comprehensive Health Center and furthering my education to become a Nurse Practitioner with plans to return to the Center as a Registered Nurse.

My ultimate goal is to open my own Skilled Nursing Facility on the Leeward Coast that will incorporate native Hawaiian healing techniques, with an emphasis on homeopathic remedies, therapies and other forms of healing while incorporating Western medicine.

By becoming a nurse, my commitment to my community is making a difference in people's lives. I am highly aware that being a nurse is hard work, but am determined to use my knowledge to become a competent, compassionate, loving and skilled geriatric nurse and use my education to the fullest.

*Excerpted from the Hawaii Workforce Innovation and Opportunity Act Annual Performance Report 2015.*

### Employer Success Story

Business Name: Covanta Honolulu Resource Recovery Venture

Covanta Honolulu Resource Recovery Venture LLC, known locally as the H-POWER (Honolulu Program of Waste Energy Recovery) facility, began commercial operation in May 1990. Located in Kapolei, on the island of Oahu, the facility serves the municipal waste disposal needs of more than 850,000 residents and more than six million visitors to the island each year.

Covanta views their employees as a key pillar of success within their company. They recognize the importance of a strong and highly-motivated workforce. Attracting, developing, retaining and advancing talent are among their most important priorities. They are focused on building a diverse workforce and stand committed to providing a culture of diversity and inclusion, work/life balance and pay for performance. They offer training programs at individual, supervisory and management levels to further develop their employees.

Covanta has been a valued partner of ours since October 18, 2011.

AJCH Dillingham has placed 15 participants in the program with a retention rate of 95%. They have hired clients from the WIOA Adult and Dislocated programs for entry level positions such as Auxiliary Operator, Control Room Operator, Utility Operator, Maintenance Mechanic, Equipment Operator, Scale Attendant, and CDL Driver to name a few. Covanta also has hired veterans through the AJCH in various positions.

The AJCH renewed its on-the-job training agreement with Covanta in May of this year. It will continue through June 2020, allowing the AJCH the ability to continually place more clients with Covanta and utilize federal funds to help Covanta defray training costs.

*Employer success story provided to Olomana Loomis ISC by the American Job Center Hawaii — Oahu in November 2018.*

These success stories were very well received by employers, who were largely unaware of the effectiveness of the American Job Center Hawaii's programs.

Additional success stories should be collected and packaged for dissemination through videos and written case studies. The American Job Center Hawaii should strive for at least two recent success stories that can be shared in every industry that is targeted for employer engagement.

**3. Several employers who had used the American Job Center Hawaii’s services shared glowing praise. There were also employers who shared some negative past experiences. Ensuring a consistent and high-quality customer experience for employers will lay the foundation for a successful brand rollout and outreach campaign.**

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Verbatim responses to the survey and anecdotes shared during employer interviews indicated that there are many bright spots in the American Job Center Hawaii’s current employer engagement efforts.

*“Mark Gray reached out to us personally.”*

*“Keep up the good work!”*

*“We are really happy with the services that American Job Center has provided for us.”*

*“Sandy Dyel was a significant help for us. She wanted to work with us.”*

There were also some negative past experiences shared that indicate an opportunity to be more consistent in service delivery.

*“You can’t run a program on one or two success stories.”*

*“I referred people to Oahu WorkLinks because I felt I was in a position to help fulfill their purpose. But after the initial calls, there wasn’t follow-up.”*

As the American Job Center Hawaii focuses on increasing employer engagement, it will be essential to standardize and replicate successful employer engagement approaches and procedures.

#### **4. Employers on all islands and in all industries are concerned about keeping or recruiting qualified employees. When they heard about the American Job Center Hawaii's services, they were curious about how to work with the American Job Center Hawaii.**

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With today's low unemployment rate, employers are willing to explore new or alternative methods of finding and attracting qualified workers to fill positions. Employers were curious about what the American Job Center Hawaii has to offer, and although some were hesitant to navigate a government program, the majority were willing to explore the possibilities.

In the survey, businesses were asked how likely they would be to contact the American Job Center for services. **64%** of businesses statewide said they would be very likely to somewhat likely to contact the American Job Center Hawaii for services if they were advised that job candidates referred by the American Job Center have been trained in the skills needed for their industry.

In response to the question about the most difficult or most important challenge that their company faces regarding workforce, survey respondents said things like:

*"Finding people to show up to work"*

*"Finding qualified candidates in all positions"*

*"Having a hard time finding a long-term employee"*

*"Finding and employees that know what they are doing"*

Employer interviews yielded similar anecdotes about the challenges that employers face in finding good employees.

*"Previously, I posted jobs on Craigslist and Facebook and I could find people. But our postings now aren't yielding quality applicants. It is very hard to find someone who is qualified."*

*"Is that person cheerful? Reliable? Friendly? In the past we would have a whole bunch of applications and we could pick and choose. In this day and age, we have to call everybody. There's slim pickings."*

This indicates a **significant need** for the services of the American Job Center Hawaii and the **potential** for the American Job Center Hawaii to play a critical role in building Hawaii's workforce. However, employers are largely unaware of the American Job Center Hawaii and had many questions about its services. Here are quotes from both the survey and the interviews:

*"How do I work with them? Do I have an account executive like I would with a staffing agency?"*

*"I want to communicate with them more information on how to benefit my company."*

*"Send me more information to better understand them."*

*"I think most businesses would say that government is bureaucratic. How does it work with government helping businesses?"*

*"Do they have experience working in our industry?"*

The American Job Center Hawaii needs to educate employers about how to make use of the services and funding that is available. It would be helpful for the Business Services Team to be equipped with FAQs that help to address the most commonly asked questions or concerns among employers.

## **5. Businesses care about helping the community and support the goals of the American Job Center Hawaii.**

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In the survey, businesses were asked to rate the importance of the American Job Center's services to their business, in the context of the overall goal of benefiting Hawaii businesses. All services described to business executives were ranked as important. There are no statistical differences between responses.

- 79% said it was important to train and build a skilled workforce for in-demand and growing industries.
- 69% said it was important to promote economic growth and business expansion.

- 72% said it was important to increase access for individuals and those with barriers to employment such as veterans.
- 78% said it was important to increase employment, retention and earnings.
- 78% said it was important to reduce welfare dependence and increase economic self-sufficiency.
- 75% said it was important to match qualified job seekers with employers' job openings.

These responses demonstrate shared values between the American Job Center Hawaii and the employer audience. The American Job Center Hawaii can and should incorporate these big-picture outcomes into its messaging to employers, particularly in the personal follow-up that fosters long-term relationships with employers.

Employers who were interviewed expressed similar views that showed an emerging belief that bottom-line goals aren't the whole picture. Employers care about the bottom line but also care about their employees and about doing good in the community.

*"We want to help our employees and support them to be better in their personal lives and at work."*

*"Long term, we need to look at this differently. It's not just about putting in a body or meeting criteria. We have to look at how our company can help people achieve their goals."*

*"We learned that if we align ourselves with the American Job Center and we're getting people jobs, that's really, really good for our business."*

## **Conclusion**

Although our assessment showed that awareness and understanding are lower than desired, from a brand and outreach perspective, this indicates **a clean slate**, a fresh opportunity to make a positive first impression and build relationships by starting on the right foot. The American Job Center Hawaii has the ability to help many of Hawaii's employers and can provide significant and unique value to Hawaii businesses who are looking for qualified employees.

## **PART 2**

### **INTRODUCING THE AMERICAN JOB CENTER HAWAII BRAND TO EMPLOYERS**

## INTRODUCING THE AMERICAN JOB CENTER HAWAII BRAND TO EMPLOYERS

**A brand rollout campaign can help an organization to quickly and effectively raise awareness, understanding and engagement among its stakeholders.** Based on current levels of awareness and engagement among Hawaii's employers, we recommend that the American Job Center Hawaii plan and implement a statewide brand rollout in order to support its goals of increasing employer engagement.

We developed the brand rollout recommendations in this report based on our assessment of current employer awareness, understanding and perceptions of the American Job Center. We also worked with the Workforce Development Council, Workforce Development Boards, and American Job Center Hawaii to understand current employer engagement activities and future opportunities. Our information gathering included: a comprehensive orientation to the Workforce Innovation and Opportunity Act (WIOA) and Hawaii Workforce Development Council organization on July 17, 2018; a full tour of the two-story American Job Center Hawaii – Oahu on August 3, 2018; and meetings with members of the Oahu Business Services Team on January 18, 2019.

The Oahu Business Services Team members we interviewed were:

- Sandra Dyel
- Mark Gray
- Robert Helsham
- Roxsand Okuna
- Nisa Tokunaga

Mahalo also to the following individuals and their colleagues for providing information and support throughout our project.

- Alison Lum, Executive Director of the Oahu Workforce Development Board
- Neil Gytoku, Executive Director of the Hawaii Workforce Development Board
- Leinaala Nakamura, WorkHawaii Administrator and American Job Center Hawaii – Oahu One Stop Operator (OSO)
- Frederick Pascua of the American Job Center Hawaii – Oahu
- Bridget Komine, Assistant State Director - Hawaii and Guam for the U.S. Department of Labor, Veterans Affairs
- Kamakana Kaimulua, Vice President of Business Advocacy and Development and Military Affairs for the Chamber of Commerce Hawaii
- Natasha Inouye, Director, Sector Partnerships & Workforce Development for the Chamber of Commerce Hawaii

At the time of this report, the rollout of the American Job Center Hawaii brand had already begun. The American Job Center Hawaii – Oahu held a blessing and open house on January 28, 2019 led by Governor David Ige and Honolulu Mayor Kirk Caldwell. American Job Center Hawaii locations on all islands are actively engaging with employers, helping to place job-seekers, holding job fairs, and running many other programs that benefit both employers and job-seekers in our state. The recommendations in this report are intended to supplement and complement the employer engagement initiatives that are already underway.

### Brand Rollout Sequence of Activities

As a general rule of thumb, we have structured the recommendations in this document to span a timeframe of approximately three years. However, the timeframe may be shorter or longer depending on the American Job Center Hawaii’s goals and readiness.

#### Increasing AJCH Employer Engagement Over Time

<p><b>Year/Phase 1 Pilot &amp; Prep</b></p> <p>Brand Assets Pilot New Systems Define Metrics Train Teams</p>	<p><b>Triggers</b></p> <p>Protocols Consistency Market Need</p>	<p><b>Year/Phase 2 Launch</b></p> <p>Brand Rollout Launch Mass Communications Employer Engagement Employer Acquisition</p>	<p><b>Triggers</b></p> <p>Champions More Services Market Need</p>	<p><b>Year/Phase 3 Scale &amp; Refine</b></p> <p>Expand Outreach Employer Feedback Refine the Customer Experience</p>
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Year/Phase 1 and Year/Phase 2 include our recommendations for the American Job Center Hawaii brand rollout.

**Year/Phase 1** is the period focused on defining the American Job Center Hawaii’s brand and operationalizing the brand promise. This work should not impede the American Job Center Hawaii’s existing operations. Throughout Year/Phase 1, the American Job Center Hawaii Business Services Teams statewide should continue to service businesses, including both responding to employer inquiries and proactively reaching out to employers. The crux of Year/Phase 1 is that, as Business Services are ongoing, there is also a dedicated, collaborative effort to create and test an enhanced Business Services model and Business Services Outreach and Communications approach so that future Business Services can make an even larger impact in the community.

The **timing** and **extent** of the mass market launch in **Year/Phase 2** should be determined by three factors:

1. **Community need** (e.g., businesses needing assistance and/or job-seekers needing assistance);
2. **Readiness** by the American Job Center Hawaii to assist a greater number of employers effectively, as indicated by the establishment of business services protocols and processes and evidence of consistent, scalable service delivery; and
3. **Aspirations and goals** of the American Job Center Hawaii for employer engagement.

### **The Essential Elements of an American Job Center Hawaii Brand Rollout**

A brand is more than a name or a logo. A brand's essence consists of the thoughts and feelings that live in the mind of an organization's stakeholders. **Your brand is what you stand for, what you are known for, and what people believe about you.**

Through a brand rollout, the American Job Center Hawaii brand can be further defined and given meaning from the employer's perspective in order to have greater relevance and staying power. The essential elements of the American Job Center Hawaii brand rollout include:

- **Articulating key messages** about who the American Job Center Hawaii is and what benefits or advantages it offers employers;
- **Creating the communication and outreach assets** that help to amplify or illustrate these key messages in multiple formats for a variety of uses; and
- **Involving all stakeholders**, both internal and external, in the rollout to make the brand real and alive for them.

### **Key Messages**

The key messages or talking points when communicating with employers about the American Job Center Hawaii should speak to what employers value most. These key messages can be used at every stage of the employer engagement journey from initial inquiry through on-boarding and maintaining relationships. Through our assessment,

we have found that the following five points are essential to understanding the employer mindset:

Value for Employers	Key Messages - Description and Examples
<b>Financial Benefit</b>	<p>The American Job Center Hawaii's ability to connect employers with government funding is a significant differentiator. Possible messages may include statements such as:</p> <ul style="list-style-type: none"> <li>• Grow your business with government funding through the American Job Center Hawaii.</li> <li>• Did you know that you can be reimbursed by the government for new hires and employee training? Find out more at the American Job Center Hawaii.</li> </ul>
<b>Consistent Quality</b>	<p>Consistently high quality in the customer experience and in the job-seekers who are referred gives employers confidence. The "quality" of a job-seeker is not measured by the level of skill or education they have achieved. Employers across industries, business sizes and islands emphasized that the most important qualities of an employee are their reliability, motivation and willingness to learn. Possible messages may include statements such as:</p> <ul style="list-style-type: none"> <li>• Job-seekers referred by the American Job Center Hawaii are trained and ready to work in your industry.</li> <li>• As one of our state's largest job training providers, the American Job Center Hawaii has an extensive pool of qualified job candidates for Hawaii's major industries.</li> </ul>
<b>Timely Response</b>	<p>Employers want to move quickly to keep their businesses afloat and pursue opportunities. Key talking points should be about the American Job Center Hawaii Business Services Team's capabilities as well as intentions. Possible messages may include statements such as:</p> <ul style="list-style-type: none"> <li>• We have a full-service team to help match qualified job candidates with your business.</li> <li>• We appreciate your inquiry and will let you know how soon we can fulfill your request.</li> </ul>
<b>Simple Process</b>	<p>Government processes are often foreign or intimidating to private sector companies. Assure employers that the American Job Center Hawaii staff will work closely with them to minimize hassle and streamline the steps. Possible messages may include statements such as:</p> <ul style="list-style-type: none"> <li>• It's simple to sign up for employee recruitment and training services at the American Job Center Hawaii.</li> <li>• Our staff will guide you through the process to secure funding that helps your business.</li> </ul>
<b>Community Benefit</b>	<p>Employers of all sizes care about uplifting our community, making a difference and having a positive impact. The American Job Center Hawaii can help them to actualize corporate values of diversity and inclusion and be part of Hawaii's economic growth. Possible messages may include statements such as:</p> <ul style="list-style-type: none"> <li>• Hiring through the American Job Center Hawaii provides life-changing opportunities that help our community.</li> <li>• Thank you for partnering with us to build a skilled workforce and</li> </ul>

	a better Hawaii.
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These key messages can be combined into an “elevator speech” that summarizes the pitch for an employer to become involved. Here is an example:

*The American Job Center Hawaii helps businesses find qualified workers, train new hires, and provide professional development for their employees. These services are funded by the government so you can grow your business without cost being a barrier. It's simple to sign up for services, and our staff will work with you to meet your needs. Partner with us today to grow your business and build a skilled workforce for a better Hawaii.*

### **Brand Communication and Outreach Assets**

A strong brand is infused throughout all of an organization’s communication channels and touch points. In order for the American Job Center Hawaii to present a **unified statewide brand**, there must be shared communication and outreach assets that are used by all staff statewide.

This is a list of possible brand communication and outreach assets that the American Job Center Hawaii should consider developing and/or implementing.

#### **1. Tagline**

Through our assessment, it was discovered that the brand of the American Job Center Hawaii is new to the community and that additional context and positioning will help to build the brand quickly in this market. Thus, we created and workshopped several tagline ideas that might be used in conjunction with the American Job Center Hawaii logo when appropriate.

The tagline that emerged as the front-runner among the Workforce Development Council board and staff and among the Workforce Development Council Employer Engagement Committee members was “Working for Your Success.”



*Working for Your Success*

The tagline “Working for Your Success” succinctly and memorably describes the American Job Center Hawaii’s promise to stakeholders. It states that the American Job Center Hawaii is committed to striving to help stakeholders succeed through good jobs in Hawaii. The tagline speaks to both employers and job-seekers equally.

This tagline may be used with the logo on printed and digital materials. The tagline should not typically be used on exterior signage or other permanently installed branding. For more guidelines about tagline usage, please refer to the American Job Center Hawaii Branding Recommendations in the Appendix.

## 2. Website

A central, statewide website for the American Job Center Hawaii is the most essential external communication tool to unify the brand across counties. It is recommended that the design and development of the website take into consideration the following factors:

- **A content management system (CMS)** that is easy for the American Job Center Hawaii staff to use to update content throughout the website.
- **Site navigation** that is designed for both the employer and the job-seeker. For example, there are many options for how website content can be organized — by the type of website visitor (employer, job-seeker, partner, etc.); by need/inquiry (hire workers, train workers, etc.); by industry (restaurants, healthcare, agriculture, etc.); and/or by service (on-the-job training, apprenticeships, Rapid Response, etc.).
- **Customer relationship management (CRM) software integration** so that website forms feed directly into a central contact database and are funneled to the appropriate staff for follow-up.
- **Video and photo content** that shares compelling testimonials by employers and job-seekers.
- **Mobile-first or responsive design** so that employers can easily use the website while on the go.

- **Contact information and hours** for each American Job Center Hawaii location. It would be ideal to include not only the general office contact information but names, titles, photos and, where appropriate, brief bios of administrators and/or key employer engagement staff to humanize the center and give employers a sense of the team they will be working with.

### 3. Customer Relationship Management (CRM) Software

A CRM is the most essential internal tool for the American Job Center Hawaii Business Services Team to be able to collaborate and coordinate their follow-up with employers. There are many CRM options, including some that have low cost or free/trial versions. The following factors should be considered when selecting and implementing a CRM:

- Ability and procedure to set up or customize **database fields** for the American Job Center Hawaii's needs.
- Ability and procedure to create **custom forms** that can be embedded on the website and used on mobile devices at job fairs and other events.
- Ability and procedure to **segment or filter** contacts by various criteria.
- Ability and procedure to **assign contacts** to American Job Center Hawaii staff members for follow-up, and the ability to log follow-up activities including emails, phone calls and meetings.
- Ability and procedure to send **mass emails** to contacts to share compelling and visually appealing content such as testimonials, case studies, newsletters, etc.
- Ability and procedure to create and export **reports** from the CRM to track and measure employer engagement.
- **Training** requirements for American Job Center Hawaii staff to be able to use the CRM effectively.
- Initial and ongoing **costs** for the CRM and estimated ROI.

#### **4. Digital/Soft Copy Communications**

Email signatures, presentation slide decks, e-newsletter layouts and other digital communication tools should be designed according to the American Job Center Hawaii's branding guidelines.

A presentation slide deck can be developed for use at speaking engagements to business associations, Rotaries, etc. to educate employers about the services that are available. This type of presentation deck can be used in large group settings but can also serve as a digital sales kit for small group settings or one-on-one meetings. The slide deck can be designed with links to its various sections so that a presenter can jump between sections easily depending on the audience.

An electronic newsletter should be developed to send at regular intervals to the American Job Center Hawaii's stakeholders. Sharing periodic updates, highlights and success stories will help to keep the American Job Center Hawaii top-of-mind and reinforce key messages about the center's capabilities, expertise and effectiveness.

#### **5. Printed/Hard Copy Communications**

Name badges, business cards, flyers, brochures, folders, banners and other tangible communication tools should be designed according to the American Job Center Hawaii's branding guidelines.

Flyers, brochures and information sheets for the employer audience will differ from those that are produced for the job-seeker audience. It will be most effective to include testimonials, case studies and success stories that connect with the employer mindset and relate with the employer's perspective.

#### **6. Public Relations Templates**

It will be helpful for the American Job Center Hawaii staff to have several public relations templates ready to expedite announcements when the need arises. Public relations templates may include: a news release template with logo and boilerplate; a media advisory template; and a biography template to be used for prominent leaders or guest speakers.

## 7. Social Media

Having a social media presence can benefit the American Job Center Hawaii in several ways: by providing a channel to showcase activities on a regular basis; by serving as a go-to resource in addition to the website for people interested in learning more about the organization; and by enabling another communication channel for stakeholders to engage with the organization.

Social media should be launched with appropriate resources to maintain an active presence online. There should be further discussion about how each county can contribute to and be featured in social media content. Centralized, statewide social media profiles will be the simplest arrangement to cater to employers looking for information and will aggregate social media follower counts to build a larger audience.

## 8. Video(s)

Video content is growing by leaps and bounds online, and is one of the most effective ways to connect emotionally with audiences. Videos can be produced for multiple uses including the American Job Center Hawaii's website and social media. Videos can be emailed to employers, shown at presentations and events, and uploaded to YouTube.

The American Job Center Hawaii should have a variety of videos to tell its stories. Types of videos to consider include:

- An overview video that shares the essence of who the American Job Center Hawaii is.
- Testimonial videos featuring interviews with employers, job-seekers (both those who are employed and those who are seeking employment), partners and supporters.
- Event or program videos that highlight successes and milestones.
- Live or streaming videos so audiences can tune in for special occasions.
- TV advertising or public service announcements (PSAs).

Video production can range from high-end, multi-day filming and editing for TV ads to quick, informal videos captured on a phone. All types of videos can have a place and purpose in the American Job Center Hawaii's video library, and together, this variety of videos will help employers to understand and believe in what the American Job Center Hawaii does.

### **Employer Engagement Pilot Program**

As the American Job Center Hawaii focuses on increasing employer engagement, we highly recommend that new systems, procedures and approaches be tested and refined with a small sample group before being implemented on a mass scale statewide. The concept for the employer engagement pilot program arose from discussions with Workforce Development Council board, committee and staff members, and is a proven methodology and best practice for innovation. Based on the findings from the employer survey and interviews, we recommend that the employer engagement pilot program should focus on the following three industries where there is both a significant need for workers and a high amount of alignment with the American Job Center Hawaii's current services and job-seeker pool.

**Restaurants**



**Healthcare**



**Agriculture**



At the time of this report, a taskforce was being formed to develop the employer engagement pilot program. Potential employer participants include FCH Enterprises (A Catered Experience, Food Solutions International, Napoleon's Bakery, Pōmaika'i Ballrooms, Zippy's Restaurants); the Hawai'i Primary Care Association; and Kamiya Gold.

The structure and approach for the employer engagement pilot program will be determined by the taskforce. The pilot should take into consideration input from multiple stakeholders including the American Job Center Hawaii staff and the participating employers, in addition to input from board and committee members.

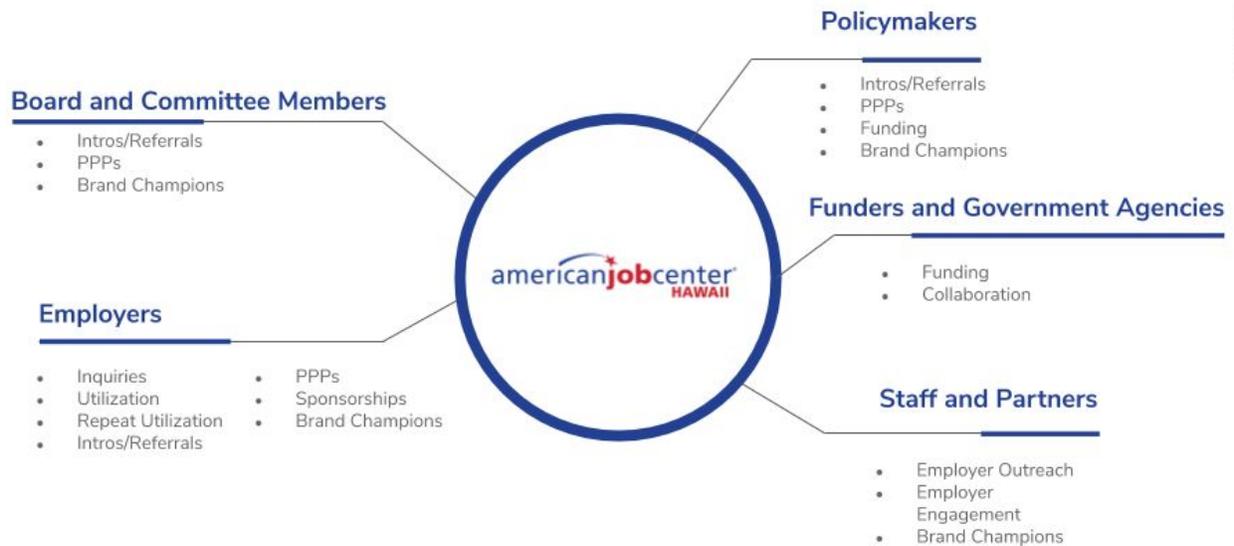
We recommend that the following factors should be considered for testing and refinement as part of the pilot program:

- Methods, resources and procedures that help to build strong relationships with employers and ensure solid communication between parties.
- Collaboration, coordination and teamwork strategies among staff members as they work together to meet an employer's multifaceted needs.
- Expectations of the employer and the requirements and resources (time, staff involvement, etc.) needed from them to have an effective partnership with the American Job Center Hawaii.
- Metrics, goals, tracking and reporting for employer engagement.
- Training, orientation or other onboarding that may be needed to gain expertise in an employer's industry and service their needs effectively.
- Troubleshooting and problem solving methods, resources and procedures to prepare for a variety of scenarios.

The intention of the employer engagement pilot is to not only stress-test new systems and ways of collaborating with employers, but also to produce fresh success stories and develop brand champions who are influential in their industries and in our community. The goal of the pilot is to create and document models of employer engagement that can be replicated over time, adapted for other businesses and industries, scaled statewide and customized as needed by business, industry or island.

### **Involving Key Stakeholders**

Belief in and support of the American Job Center Hawaii should be shared by all stakeholder groups. Brand champions can be inspired at every level from board members to staff.



To foster common understanding and positive perceptions, the brand rollout should touch every stakeholder group, starting with internal stakeholders and continuing to the general public.

### Years/Phases 1 and 2: Brand Rollout

Assets	Internal Launch	Government	External Launch
<ul style="list-style-type: none"> <li>Tagline</li> <li>Website</li> <li>CRM</li> <li>Digital Templates</li> <li>Printed Collateral</li> <li>PR Templates</li> <li>Social Media</li> <li>Videos</li> </ul>	<ul style="list-style-type: none"> <li>All-Staff Launch Event</li> <li>Board/Committees</li> <li>Presentations/Tours</li> <li>Add Board/Committees to CRM</li> </ul>	<ul style="list-style-type: none"> <li>Presentations/Tours</li> <li>Add to CRM</li> </ul>	<ul style="list-style-type: none"> <li>PR Announcement</li> <li>Open House</li> <li>Testimonials</li> <li>Advertising/PSAs</li> <li>Social "Like" Campaign</li> <li>Speaking Engagements</li> </ul>

It is important to proactively inform board members, committee members, legislators, and government officials about the American Job Center Hawaii’s enhanced approach to working with employers. This not only signals that a change has taken place but also is an opportunity to position the American Job Center Hawaii’s capabilities, readiness and intention to play a significant role in Hawaii’s workforce development.

The external launch of the brand will be most effective if multiple communication and outreach channels are deployed simultaneously or in a coordinated fashion. To quickly form a lasting impression, audiences should hear, see and encounter the energy and

momentum of the American Job Center Hawaii's public launch through media, social media and in-person events.

### **Brand Rollout Implementation Roles**

This brand rollout should be coordinated by a campaign manager who will bring together the various internal stakeholders and keep projects on schedule and within budget. Ideally, each American Job Center Hawaii location would have a designated representative to work with the campaign manager.

### **Customizing the Brand Rollout by Island**

The standardization of visual style should provide an overarching framework for effective communications. **There should be customization and localization by island, community or industry to ensure that communications are relevant and compelling for audiences.** Whenever possible, the American Job Center Hawaii should strive to share stories that are from a particular island, community or industry in order to connect with that particular island, community or industry.

### **Brand Rollout Estimated Budget**

The brand rollout described in this report is projected to require a budget of approximately \$100,000-\$150,000 including the production of brand assets.

## **PART 3**

### **RECOMMENDATIONS FOR AMERICAN JOB CENTER HAWAII OUTREACH TO EMPLOYERS**

## RECOMMENDATIONS FOR AMERICAN JOB CENTER HAWAII OUTREACH TO EMPLOYERS

The brand rollout for the American Job Center Hawaii would be the precursor and kickoff for an ongoing statewide employer outreach campaign. The employer outreach campaign should include a variety of communication channels and brand touch points to provide multiple ways for employers to learn about and experience the American Job Center Hawaii’s services. All outreach should funnel employers into a central database, and there should be coordinated follow-up to meet employers’ needs, document staff activities, and keep track of progress and success.

### The AJCH Employer Engagement Journey

Attract	Convert	Close	Delight
Advertising/PSAs Public Relations Social Media Events/Seminars Speaking Opportunities Networking Referrals	Statewide Website Integrated with a Customer Relationship Management (CRM) Software	Personal Follow-Up Testimonials Case Studies FAQs	Onboarding Service Delivery Relationships Employer Recognition Marketing Emails Surveys Ongoing Improvement

An effective employer outreach strategy can be modeled after the inbound marketing approach, a growing movement in business based on the philosophy that an organization should **provide value and build trust** in order to gain and keep customers. The model above is adapted from HubSpot, a leading inbound marketing platform.

Through our assessment, we found that an employer who utilizes the American Job Center Hawaii’s services will often go through a multi-step journey — first hearing about the services, then looking for information online, then emailing or calling, and then going through the paperwork to finalize the agreement. This employer engagement journey can be **planned, systematized and standardized** to increase the likelihood that an employer will commit and also increase efficiency.

The next several sections describe each stage of the employer engagement journey in more detail.

## Attract

In the Attract stage, the goal is to attract employers to find out more about the American Job Center Hawaii through positive word-of-mouth, useful online content and marketplace buzz. The American Job Center Hawaii can make use of multiple communication channels to reach employers, including:

### 1. Advertising/PSAs

Advertising and public service announcements (PSAs) provide the opportunity to promote the American Job Center Hawaii brand through controlled messaging and placement. Advertising is high-visibility and an effective strategy for the brand launch and for peak periods of activity. In general, it is usually more effective to have higher frequency advertising for a shorter period of time rather than spreading out advertising over an entire year with lower frequency.

The American Job Center Hawaii should also pursue PSAs and/or media sponsorships or partnerships to secure added value for its paid media buys. Media are often willing to assist with bonus spots or other opportunities for causes that benefit the community.

To target the employer audience, we recommend a strategic and selective approach to maximize bang for the buck. Digital advertising (including both banner ads and video ads) and select print advertising will likely be most effective to reach business executives, owners, and HR professionals and increase employer engagement. A short-term paid TV schedule may help to add lift and visibility for the brand launch. Radio is recommended for community events or calls-to-action that appeal to the general public, rather than as a driver of employer engagement.

We also recommend exploring advertorial or sponsored content opportunities, where the American Job Center Hawaii can pay to be featured through articles and interviews. Segments on shows like Hawaii News Now's HI Now, KHON's Living808, and Island Style on KITV are growing in popularity, and Hawaii Business and Pacific Business News' sponsored events, panels or special sections can help to position the American Job Center Hawaii in the business community.

## **2. Public Relations**

News coverage about the American Job Center Hawaii will add to the center's visibility in the media and reinforce messaging to employers. It will complement advertising by providing a third-party unbiased perspective on the American Job Center Hawaii's programs and services.

The launch or grand opening of each American Job Center Hawaii location can be publicized similar to how the American Job Center Hawaii – Oahu's open house was in January 2019. Media can be invited to tour the offices and interview the center's leadership. If media are not able to attend, photos and/or video footage should be sent to them afterward along with a news release.

The American Job Center Hawaii should have an annual public relations plan. The plan should articulate proactive media relations strategies to publicize newsworthy milestones such as the launch of new programs or significant changes that affect a large number of people in the community. In addition, the plan can put forth opportunities to pursue feature stories and/or op-eds that showcase the impact of the center and promote greater understanding of workforce issues in Hawaii.

## **3. Social Media**

The American Job Center Hawaii's social media profiles will increase visibility among both employers and job-seekers. To engage employers, social media content should include employer testimonials, employer event highlights, and posts about new employer partnerships.

Social media advertising campaigns to increase the number of American Job Center Hawaii followers support the goal of employer engagement. Some of the new followers gained may be business owners or decision makers, and a larger number of followers will position the American Job Center Hawaii as having influence and credibility.

In addition to the institutional voice of the American Job Center Hawaii, the center's Business Services Team may also wish to consider leveraging social media platforms like LinkedIn to connect with business leaders online.

#### **4. Events/Seminars**

Organizing or hosting events, job fairs or human resource seminars is another strategy to attract employers to the American Job Center Hawaii. Events position the American Job Center Hawaii as a resource, introduce employers to the meeting facilities available at the center's offices, and establish a concrete date and time for engagement.

Events that are organized or hosted by the American Job Center Hawaii do not necessarily have to take place at the center's offices. Sometimes it can be advantageous to be at a venue that is frequented by business leaders such as a private club, a sponsor's office or another meeting facility.

Educational seminars about how to participate in programs like on-the-job training can help employers to understand the benefits that are available to them through the American Job Center Hawaii and demystify the sign-up process.

#### **5. Speaking Opportunities**

Speaking opportunities are a great way for the American Job Center Hawaii's staff to connect with targeted groups of employers through professional associations, Rotary Clubs, Chambers of Commerce, etc. In addition to having staff speak, the American Job Center Hawaii can arrange speaking opportunities for employers who are brand champions to share about their experience, either as the focus of their remarks or as a side note in a presentation about their own business. This is a win-win for the American Job Center Hawaii and for the employer.

When possible, we recommend that at least one other staff member accompany the speaker to assist with networking and answering audience questions.

#### **6. Networking**

The American Job Center Hawaii Business Services Team should continue to maximize networking opportunities through professional associations, Rotary Clubs, Chambers of Commerce, business clubs, and other groups frequented by private-sector professionals.

## 7. Referrals

Referrals and positive word-of-mouth are especially powerful in Hawaii. The American Job Center Hawaii should engage the board and committee members of the Workforce Development Council and the Workforce Development Boards, and seek to build brand champions from within the workforce development network. Ideally, board and committee members would be able to experience the American Job Center Hawaii's services themselves first in order to be able to refer others to the center. A formalized referral program can ensure that engagement of board and committee members is taking place, and tie in to the American Job Center Hawaii's overall employer engagement metrics.

### Convert

In the Convert stage, the goal is to convert an employer into a trackable contact in the American Job Center Hawaii's customer relationship management (CRM) software.

This conversion should happen through one of two pathways:

1. The executive or decision maker visits the American Job Center Hawaii's website and fills out a form to inquire about services. The form is integrated with the CRM so that the employer's contact information is funneled directly into the CRM and assigned to an American Job Center Hawaii staff member for follow-up.
2. And/or, a contact can be manually entered into the CRM by the American Job Center Hawaii staff. For example, after a networking mixer, the staff can input contact information from the business cards they collected and manually assign contacts to themselves or to colleagues for follow-up.

The CRM should track both individual contacts (people) and companies. This will allow for multiple contacts to be associated with a single company, and for the contact history to be preserved when a contact moves from one company to another.

### Close

In the Close stage, the goal is to sign up the employer for a firm commitment to participate in an American Job Center Hawaii program or partnership.

Advancing an employer from the Convert stage to the Close stage involves two types of communication:

1. Personal follow-up by the American Job Center Hawaii staff to understand and respond to the employer's specific needs and questions.
2. Brand positioning communication and marketing emails that act like "air cover" for the "ground troops" by providing supplementary case studies, testimonials, FAQs, information and newsletter-style updates that reinforce positive perceptions of the American Job Center Hawaii and keep the employer engaged in between the personal exchanges.

Personal follow-up templates can be created for the staff to use as a baseline for one-to-one communications. Staff can customize the messages as appropriate.

Similarly, there can be a sequence of brand positioning communications that can be developed ahead of time and triggered when a new contact is entered into the CRM.

In addition, new contacts in the CRM can be added to the American Job Center Hawaii's electronic newsletter list.

## **Delight**

In the Delight stage, the goal is to delight the employer so that they have an outstanding customer experience. Ultimately, we want the employer to not only renew their agreement with the American Job Center Hawaii year after year but also to refer other employers.

The Delight stage begins when the employer decides to make a firm commitment to use a service or partner with the American Job Center Hawaii. From that point, there are several next steps that can take place to solidify and nurture the employer relationship:

1. Onboarding and orientation for the employer so that they know what to expect in their partnership with the American Job Center Hawaii. They may not know what to expect even if the Close stage lasted for several weeks or months, and it is still a good idea to reinforce key messages and ensure a smooth start to the working relationship.

2. As service delivery or the program is underway, the Business Services Team should be equipped to maintain the relationship with the employer and stay in contact, even if program staff are handling operational details. This is important since the Business Services Team will have built a relationship with the employer through the Close stage, and that relationship should not end when the Delight stage begins.
3. Brand positioning communications (marketing emails) should continue to keep the employer informed of updates and success stories.
4. The employer should have opportunities to provide feedback through conversations and through surveys so that the employer customer experience can be continually refined and improved.
5. The American Job Center Hawaii should continue the Outstanding Employer Partner recognition and any other awards or celebrations that acknowledge employers.

### **Customizing the Employer Engagement Journey By Island**

We recognize that at the time of this report, the American Job Center Hawaii locations on each island are at varying stages of readiness when it comes to increasing employer engagement. **The employer engagement journey can still be highly effective even without the mass media “air cover” during the Attract, Close and Delight stages.**

In addition, the scale and scope of mass media may differ from island to island depending on the media outlets that are most relevant for the employers on that island. The American Job Center Hawaii should have the freedom to adapt, customize and localize the recommendations in this plan for the local communities.

### **Outreach Roles**

Similar to the brand rollout, the outreach campaign requires a campaign manager who organizes, coordinates and monitors campaign activities, and who spearheads problem solving and continuous improvement.

A statewide outreach campaign should provide an overarching framework that supports and strengthens local outreach on each island. Ideally, each American Job

Center Hawaii location would designate a representative to collaborate on the statewide outreach campaign and manage their own island's outreach.

### **Measuring Outreach Success**

In addition to measuring employer engagement such as the number of employers who partner with the American Job Center, the outreach campaign can be analyzed with key performance indicators (KPIs) at every stage of the employer engagement journey.

Examples of KPIs include:

- Attract stage:
  - Outputs: Number of ad placements, news media pitches, social media posts, speaking engagements, events, networking mixers
  - Outcomes: Reach, impressions, social media engagement, new contacts met
  
- Convert stage: Website form submissions and contacts entered into the CRM
  
- Close stage:
  - Outputs: Frequency and amount of follow-up with contacts, brand positioning communications/marketing emails disseminated
  - Outcomes: Employers who decide to commit to a program or partnership
  
- Delight stage:
  - Outputs: Onboarding sessions completed, surveys disseminated, employer awards given
  - Outcomes: Employer agreement renewals, employer referrals

### **Estimated Budget**

The outreach campaign described in this report is projected to require a budget of approximately \$150,000-\$200,000 for the first year after brand launch.

## APPENDICES



*Established 1960*

*Beyond Information. Intelligence.*

*Database Marketing*

*Economic & Social Impact Studies*

*Evaluations*

*Research*

*Modeling/Forecasting*

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**AWARENESS, PERCEPTION, AND  
USAGE OF AMERICAN JOB CENTER  
SERVICES REPORT**

**November, 2018**

# CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>SITUATION ANALYSIS.....</b>	<b>2</b>
<b>OBJECTIVES .....</b>	<b>2</b>
<b>METHODOLOGY .....</b>	<b>3</b>
SUMMARY OF RESULTS.....	3
AWARENESS OF AMERICAN JOB CENTER.....	4
BUSINESS ISSUES AND NEEDS .....	5
UTILIZATION OF AMERICAN JOB CENTER SERVICES .....	8
AMERICAN JOB CENTER – SERVICES DESIRED AND FUTURE OPPORTUNITIES.....	9
COMPANY CHARACTERISTICS .....	11
<b>APPENDIX .....</b>	<b>13</b>
APPENDIX A: SURVEY INSTRUMENT .....	13
APPENDIX B: OPEN-ENDED COMMENTS BY ISLAND .....	17
APPENDIX C: DETAILED TABLES.....	28

## EXECUTIVE SUMMARY

Hawai'i business executives recognize that every aspect of workforce management is difficult, yet important to manage. As will be noted in the detailed results outlined in the report, Hawai'i executives reported that employee management from recruiting qualified employees to their training are important.

American Job Center is not well recognized with only 37 percent of Hawai'i business executives are aware of the organization. A majority of Hawai'i business executives therefore have little knowledge of the services American Job center provides. The low awareness of American Job Center combined with the recognized benefits of the services provides opens a unique opportunity for expanded reach of American Job Center.

Building awareness of the organization and its services will serve the business community well. As is summerized in the report, all service areas provided by the American Job Center are important and beneficial to Hawai'i business executives and the community. It is proposed that two areas of concentration will most likely provide the most immediate positive communication response. The two areas are:

- Job candidates referred by the American Job Center have been trained in the skills needed for your industry
- American Job Center services are low cost or free for businesses

SMS analysts endeavored to identify the primary business target segments by company size, SIC code, and by geography. The high level of importance or likelihood rankings in all areas on inquiry do not provide adequate variance for such analysis. It appears that all business segments, are equally challenged by workforce administration and would benefit from service areas provided by American Job Center.

## **SITUATION ANALYSIS**

The Workforce Development Council (WDC) is an agency attached to the State of Hawai'i Department of Labor and Industrial Relations. WDC's mission is to provide a range of employment, education, training, and related services and supports to help all job-seekers secure good jobs while providing businesses with the skilled workers they need.

According to its website "American Job Centers are at the heart of the workforce investment system under the Workforce Innovation and Opportunity Act (WIOA). These centers provide an integrated array of high-quality services so that workers, job seekers, and businesses can conveniently find the help they need under one roof in easy to reach locations. American Job Centers are designed to help businesses find qualified workers and help job seekers obtain employment and training services to enhance their careers."

In Hawai'i, American Job Centers are available to help businesses and job seekers through their offices on the four major islands or through their web portal HireNet.

## **OBJECTIVES**

The primary objectives of the research are:

- To understand businesses' level of understanding about the American Job Centers on each island.
- To assess businesses' level of interest in the American Job Centers' services and the extent to which they might utilize the services.
- To obtain businesses' reactions to branding and messaging about the American Job Centers in Hawai'i

## METHODOLOGY

SMS completed 352 telephone interviews with a random sample of Hawai'i business decision makers. The sample was distributed geographically as follows:

Island	Sample	Margin of error
O'ahu	201	+/-6.9%
Maui	50	+/-13.8%
Kaua'i	51	+/-13.8%
Hawai'i	50	+/-13.8%
<b>Total</b>	<b>352</b>	<b>+/-5.2%</b>

Margin of error calculated at 95% confidence interval.

All interviews were conducted from the SMS calling center located in the SMS offices in downtown Honolulu. Data collection was undertaken between October 10 and October 23, 2018. All calls were monitored and supervised for quality assurance.

SMS professionals designed the survey instrument. The instrument was reviewed and improved with client guidance. The final survey was pre-tested prior to start of data collection. The approved survey instrument is attached as Appendix A.

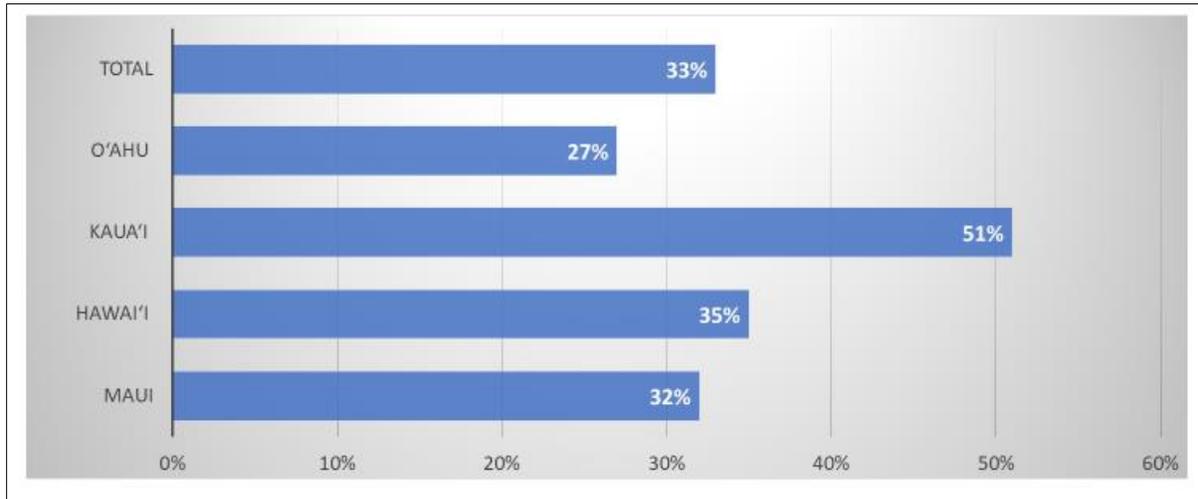
## SUMMARY OF RESULTS

The data provided for the neighbor islands in this report should be reviewed with caution due to the small sample and resulting high margin of error as noted in the Methodology section. However, even though the samples are small, they do provide "relative" insights on the attitudes and opinions of neighbor island business executives. Furthermore, when specific attitudes and opinions are consistent in multiple questions, the conclusions are strong indicators.

At times the comparison or conclusions refer to statewide responses. The statewide responses are not weighted but rather reflect the summary of all completed interviews. There is not adequate statewide business census data by SIC code, company size or other identifiable factors to undertake such a weighting.

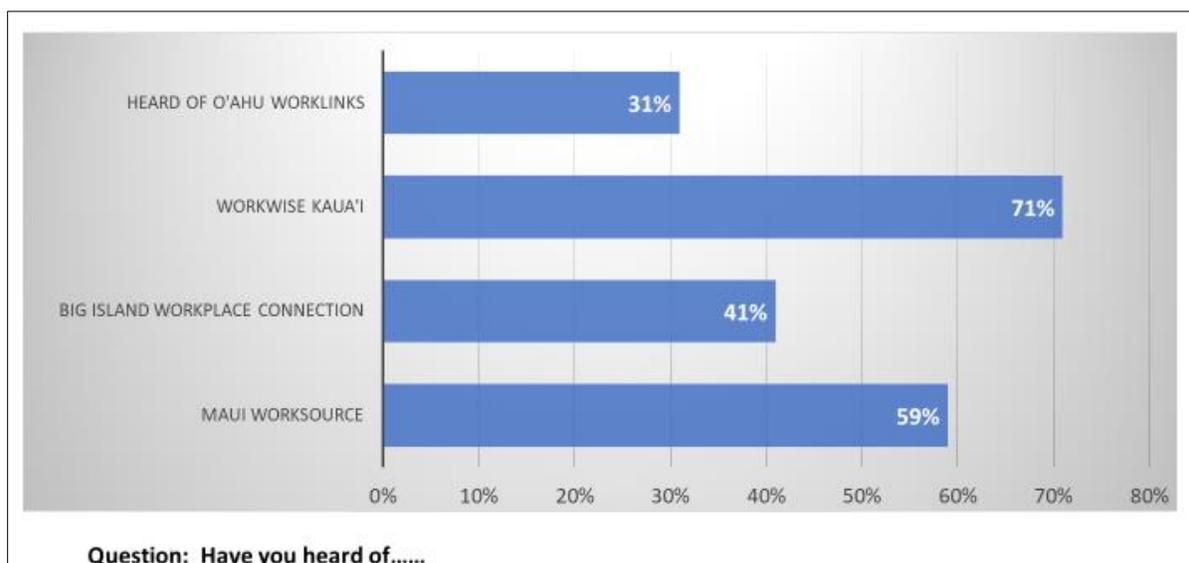
## Awareness of American Job Center

Awareness of American Job Center is low. Marketing research quantifies name awareness in a variety of manners ranging from unaided awareness (name recall without name mention) to aided awareness – when respondents are told the name of the organization. The following chart outlines the level of Hawai'i business executive awareness of American Job Center after being asked... "Are you aware of American Job Center?"



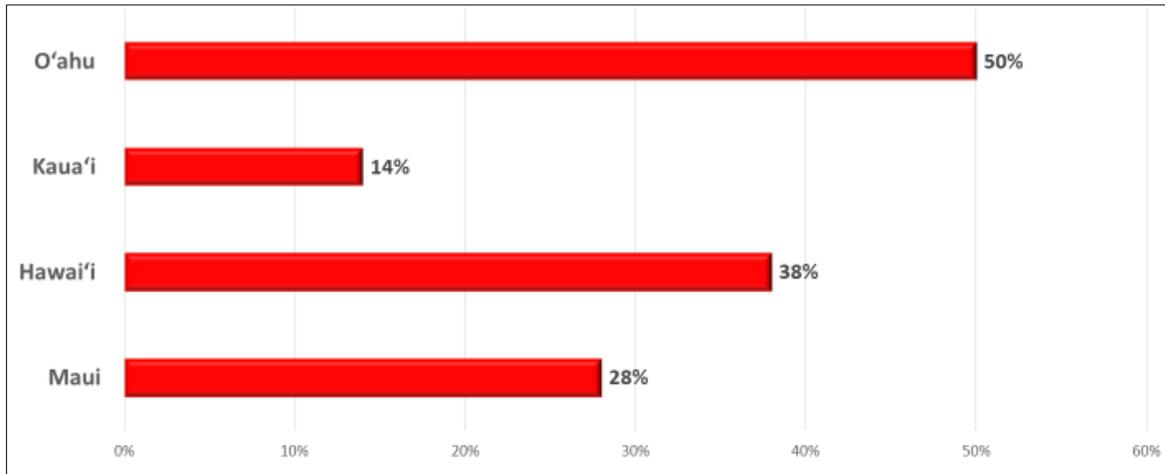
As can be noted, five out of 10 business decision makers on Kaua'i are aware of the organization as compared to 27 percent of O'ahu business decision makers. These are relatively low aided awareness levels when compared to other service industry measurements.

Prior to all island offices changing their name to American Job Center, each island's organization had a unique name. Business executives who were *not* aware of the American Job Center were asked whether they recognized the prior names of each island's organization. The following chart summarizes their awareness of these names.



Seven out of 10 business decision makers on Kaua'i who did not recognize the new name, American Job Center, did recognize the prior organization's name – Workwise Kaua'i. The prior name also had substantial recognition on Maui. The lowest level of awareness of the prior name was on O'ahu with three out of 10 business decision makers recognizing O'ahu Worklinks.

The following chart summarizes the percentage of business decision makers by island who are *not aware* of either name – American Job Center or the organization's prior island specific name. Half of the O'ahu business decision makers are not aware or recognize either name, whereas only 14 percent of Kaua'i business decision makers do not recognize the either name.



### Business Issues and Needs

The survey endeavored to identify the workforce challenges facing businesses executives in Hawai'i by asking an open-ended question. In other words, without mentioning any issues, business executives were asked: **“What is the most difficult challenge that your company faces regarding your workforce?”** On an unaided basis, business executives are most concerned about keeping or recruiting qualified employees. As can be noted in the following table more than 50 percent of executives on all islands stated this to be a major issue.

	Oahu	Maui	Hawaii	Kauai	Total
Keeping/Finding qualified employees	57%	54%	58%	63%	58%
To have more work	3%	0%	4%	0%	2%
Expenses/Pay rates	12%	14%	10%	12%	12%
Others	15%	18%	13%	18%	15%
None/Don't know/Refused	14%	16%	15%	11%	14%
Total	100%	100%	100%	100%	100%

Their comments included...

- Dependable and qualified workers
- Finding and keeping them; multitask compassionate team player; good worker, ethical, and professional
- Finding honest people... retail concerned of theft... reliable; come to work on time
- Finding people period
- Finding skilled and qualified candidates

The full list of verbatim responses can be reviewed in Appendix B.

Businesses executives were provided a list of workforce issues Hawai'i businesses may be facing and were asked to rank the importance of each. As can be noted on the following table all issues provided are important to Hawai'i businesses. These issues are of equal importance to businesses on all islands. The detailed scoring of each question by island can be reviewed in Appendix C-1.

		Oahu	Maui	Hawaii	Kauai	Total
Recruiting in general	Scored 6 to 10 (6 to Very Important)	80%	81%	75%	77%	79%
	Scored 1 to 5 (Very Unimportant to 5)	20%	19%	25%	23%	21%
	Total	100%	100%	100%	100%	100%
Recruiting qualified employees	Scored 6 to 10 (6 to Very Important)	88%	95%	87%	88%	89%
	Scored 1 to 5 (Very Unimportant to 5)	12%	5%	13%	13%	11%
	Total	100%	100%	100%	100%	100%
Training employees	Scored 6 to 10 (6 to Very Important)	89%	86%	88%	88%	88%
	Scored 1 to 5 (Very Unimportant to 5)	11%	14%	12%	13%	12%
	Total	100%	100%	100%	100%	100%
Understanding labor regulations	Scored 6 to 10 (6 to Very Important)	86%	89%	85%	95%	88%
	Scored 1 to 5 (Very Unimportant to 5)	14%	11%	15%	5%	12%
	Total	100%	100%	100%	100%	100%
Increasing costs of wages, health care, etc	Scored 6 to 10 (6 to Very Important)	84%	84%	86%	93%	86%
	Scored 1 to 5 (Very Unimportant to 5)	16%	16%	14%	7%	14%
	Total	100%	100%	100%	100%	100%

**Question: On a scale of 1 to 10, where 1 is very unimportant and 10 is very important, how important are each of the following issues to your company?**

The high level of importance does not vary by company size or other business identifiers. As an example, the following table demonstrates the lack of variance of importance of these issues by company size. SMS analysts have undertaken similar data reviews on all scale questions by multiple company identifiers and found no statistical variance.

1 = Very Unimportant 10 = Very Important	Oahu		Maui		Hawaii		Kauai		Total
	Small (<27)	Large (>=27)	Small (<30)	Large (>=30)	Small (<26)	Large (>=26)	Small (<22)	Large (>=22)	
	Recruiting in general	7	9	8	9	7	8	7	
Recruiting qualified employees	8	9	9	10	8	9	8	9	8
Training employees	9	9	9	10	9	8	8	10	9
Understanding labor regulations	8	9	9	10	8	8	9	9	8
Increasing costs of wages, health care, etc	8	8	8	9	9	8	8	10	8

\*Businesses with unknown number of all employees were excluded.

After identifying American Job Center to the business executives, an additional question was asked regarding the importance of American Job Center services. By identifying how important each of the services provided by American Job Center is, it's another verification of the issues facing the business executives. The responses provided reaffirm the responses provided previously – specifically all the areas of work force management and administration are important, but training and education are most important followed by recruitment services. The detailed breakdown of responses can be reviewed as Appendix C-2.

		O'ahu	Maui	Hawai'i	Kaua'i	Total
Recruitment services	Very Important to Somewhat Important	39%	43%	43%	43%	41%
	Moderately Important	26%	11%	22%	25%	23%
	Slightly Important to Very Unimportant	36%	46%	35%	33%	37%
	Total	100%	100%	100%	100%	100%
Job fairs	Very Important to Somewhat Important	21%	34%	31%	28%	25%
	Total	100%	100%	100%	100%	100%
Labor market and economic data	Very Important to Somewhat Important	36%	45%	41%	32%	37%
	Moderately Important	30%	16%	21%	44%	29%
	Slightly Important to Very Unimportant	35%	39%	38%	24%	34%
	Total	100%	100%	100%	100%	100%
Facilities and/or technology for candidate interviews	Very Important to Somewhat Important	34%	36%	34%	41%	36%
	Total	100%	100%	100%	100%	100%
Training and education	Very Important to Somewhat Important	70%	76%	73%	69%	71%
	Moderately Important	11%	11%	11%	21%	12%
	Slightly Important to Very Unimportant	20%	13%	16%	10%	17%
	Total	100%	100%	100%	100%	100%
Human resource consulting	Very Important to Somewhat Important	38%	40%	43%	38%	39%
	Moderately Important	23%	23%	16%	36%	24%
	Total	100%	100%	100%	100%	100%

**Question: Following is a list of services provided by the American Job Center. Please tell us how important is each service to your company?**

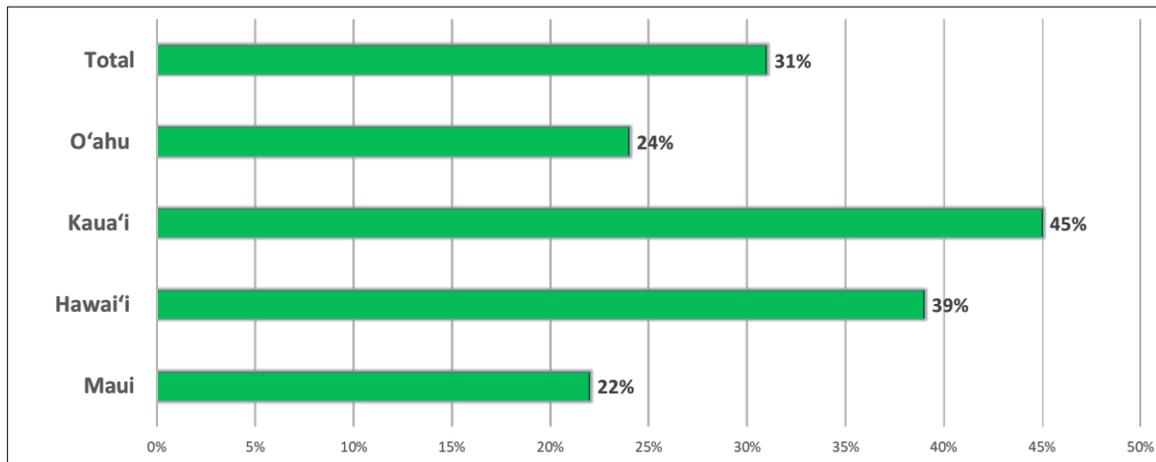
Analysis of business characteristics concludes that all business sizes identify training and education as more important. An analysis by business SIC codes results in a similar conclusion; all industries consider training and education as more important.

1 = Very Unimportant 5 = Very Important	Oahu		Maui		Hawaii		Kauai		Total
	Small (<27)	Large (>=27)	Small (<30)	Large (>=30)	Small (<26)	Large (>=26)	Small (<22)	Large (>=22)	
	Recruitment services	3	4	3	4	3	3	3	
Job fairs	2	3	2	3	2	2	3	3	2
Labor market and economic data	3	3	3	4	3	3	3	4	3
Facilities and/or technology for candidate interviews	3	4	3	4	3	2	3	3	3
Training and education	4	4	4	5	4	4	4	4	4
Human resource consulting	3	3	3	4	3	3	3	3	3

Calculation based on mean score where 5 is very important and 1 is not important at all.

## Utilization of American Job Center Services

Utilization of American Job Center services is highest on Kaua'i. As can be seen on the following chart, utilization tracks with level of awareness of American Job Center. Usage on Maui and O'ahu are slightly above 20 percent of the island's businesses.



Question: Have you utilized the services of American Job Center in the past?

The most utilized American Job Center service on all islands (except Kaua'i) was recruitment of employees. It is interesting to note that education and training services are highly utilized on Maui and the Island of Hawai'i. Human resource information services were utilized across all islands. Though Kaua'i business executives stated the highest usage of American Job Center services, they have little recall of the services used.

	Oahu	Maui	Hawaii	Kauai	Total
	Recruitment services	29%	50%	29%	8%
Education and Training services	14%	25%	29%	0%	13%
Labor market services such as market facts	0%	0%	14%	8%	5%
Human Resource information	21%	50%	43%	23%	29%
Employer incentive programs	7%	0%	14%	8%	8%
Government resources	7%	0%	0%	0%	3%
Other	14%	0%	0%	8%	8%
Don't know/remember	14%	0%	14%	23%	16%
Refused	0%	0%	0%	23%	8%
Total	100%	100%	100%	100%	100%

Question: Which services did you use? (CHECK ALL THAT APPLY)

Business executives were asked “**In your own words, can you please tell us why you decided to use American Job Center for these services?**” More than half of the respondents stated for recruitment services. Some of the other reasons are outlined in Appendix B-2 and include reasons such as...

- Low cost
- Mark Gray reached out to us personally (O’ahu)
- To get good employees
- I think somebody came and had a candidate for us and it worked out great
- Easy to hire people using that service

Business executives who have not used American Job Center services to-date did not do so because they were not aware of the organization.

		Oahu	Maui	Hawaii	Kauai	Total
Why not used American Job Center Services in the past?	Was not aware of the organization	77%	86%	82%	75%	79%
	Other reason	23%	14%	18%	25%	21%
	Total	100%	100%	100%	100%	100%

**Question: Why did you not use American Job Center Services in the past?**

The other reasons that business executives did not use American Job Center ranged from lack of workforce issues or needs to need of specialized employees that the business executive may assume cannot be provided by the American Job Center. Comments included...

- We ask inside first and we have staffing companies that utilize
- Need people with license certified dental assistance no school in Maui... no program available to get certified

The complete list of responses can be reviewed in Appendix B-3.

### **American Job Center – Services Desired and Future Opportunities**

Business executives were provided with a listing of services and benefits provided by American Job Center and were asked how likely they would be to contact American Job Center for each of the services/benefits. All services and benefits identified to the business executives were equally likely to generate a contact. It is important to note, that a large proportion of business executives would not be likely to contact American Job Center for any of the services/benefits listed.

As can be noted, the fact that American Job Center candidates have been trained in the skills necessary for a specific industry stimulates the highest interest. This is followed by the benefit of low cost or free services.

		Oahu	Maui	Hawaii	Kauai	Total
American Job Center services are low cost or free for businesses	Very Likely to Somewhat Likely	59%	53%	65%	57%	59%
	Not Too Likely to Not Likely At All	41%	47%	35%	43%	41%
	Total	100%	100%	100%	100%	100%
American Job Center services are made available through government support	Very Likely to Somewhat Likely	54%	47%	56%	44%	51%
	Not Too Likely to Not Likely At All	46%	53%	44%	56%	49%
	Total	100%	100%	100%	100%	100%
Job candidates referred by the American Job Center have been trained in the skills needed for your industry	Very Likely to Somewhat Likely	66%	47%	67%	68%	64%
	Not Too Likely to Not Likely At All	34%	53%	33%	32%	36%
	Total	100%	100%	100%	100%	100%
Other companies in your industry have used the American Job Center's services	Very Likely to Somewhat Likely	50%	46%	54%	44%	49%
	Not Too Likely to Not Likely At All	50%	54%	46%	56%	51%
	Total	100%	100%	100%	100%	100%
The American Job Center is staffed with experts who can help advise you on HR issues	Very Likely to Somewhat Likely	46%	43%	56%	59%	49%
	Not Too Likely to Not Likely At All	54%	57%	44%	41%	51%
	Total	100%	100%	100%	100%	100%

**Question:** If you were advised that (*CONCEPT*), how likely would you be to contact the American Job Center for their services?

More detailed summary of responses can be reviewed in Appendix C-3

To further understand the American Job Center services that will most benefit Hawai'i businesses, a list of such services/benefits was provided to the respondents. Each business executive was asked how important each service is to their business. All services described to business executives were ranked as important. There are no statistical differences between responses.

		Oahu	Maui	Hawaii	Kauai	Total
Train and build a skilled workforce for in-demand and growing industries	Important	78%	69%	83%	85%	79%
	Not important	7%	6%	6%	12%	7%
Promote economic growth and business expansion	Important	69%	61%	67%	76%	69%
	Not important	14%	16%	11%	10%	13%
Increase access for individuals and those with barriers to employment such as veterans.	Important	70%	68%	73%	81%	72%
	Not important	10%	16%	11%	5%	10%
Increase employment, retention, and earning	Important	78%	70%	89%	74%	78%
	Not important	12%	14%	5%	10%	11%
Reduce welfare dependence and increase economic self-sufficiency	Important	76%	68%	86%	83%	78%
	Not important	8%	8%	3%	7%	7%
Match qualified job seekers with employers' job openings	Important	74%	71%	81%	76%	75%
	Not important	9%	16%	8%	7%	10%

**Question:** The goal of the American Job Center is to help Hawai'i businesses by implementing the following strategies. On a five-point scale, where 1 is very unimportant and 5 is very important, how important is each of the following to your business. Top two and bottom two responses combined.

More detailed breakdown of responses can be viewed in Appendix C-4.

A slight majority of Hawai'i business executives would prefer to contact American Job Center through the HireNet website versus visiting their local island office. The preference for use of the website is highest on the Island of Hawai'i.

		Oahu	Maui	Hawaii	Kauai	Total
Visit American Job Center Office on my island	Very Likely to Somewhat Likely	40%	34%	47%	40%	40%
	Not Too Likely to Not Likely At All	60%	66%	53%	60%	60%
	Total	100%	100%	100%	100%	100%
Use HireNet website	Very Likely to Somewhat Likely	57%	37%	69%	51%	55%
	Not Too Likely to Not Likely At All	43%	63%	31%	49%	45%
	Total	100%	100%	100%	100%	100%

**Question: Hawai'i businesses can access the American Job Center services on each island by visiting their local island office. The government also developed a free online job recruiting website called HireNet Hawaii that all businesses can use for job recruiting, posting a job, searching for candidates, and more. On a four-point scale, where 1 is not likely at all, and 4 is very likely, how likely are you to...**

When asked **“Are there any other suggestions you may wish to provide to the American Job Center to better serve you?”** Seven out of 10 respondents stated that they did not know what to suggest. Some of the comments made by business executives...

- I want to communicate with them more information to how to benefit my company...
- More advertising for American Job Center and what they offer
- Call business in the area since Hilo is small and talk to owners

An additional 12 percent stated that they would like more information. The comments can be reviewed in Appendix B-4.

## Company Characteristics

The SIC code of participating companies was attached from the SMS business database. The largest industry category is the service industry which includes Hawai'i's largest industry-tourism.

	O'ahu	Maui	Hawai'i	Kaua'i	Total
A. Agriculture, Forestry, and Fishing	1%	0%	2%	0%	1%
B. Mining	0%	0%	0%	0%	0%
C. Construction	5%	7%	13%	4%	6%
D. Manufacturing	5%	9%	0%	2%	4%
E. Transportation, Communications, Electric, Gas, and Sanitary Services	5%	5%	0%	5%	4%
F. Wholesale Trade	4%	4%	10%	2%	4%
G. Retail Trade	22%	21%	17%	33%	23%
H. Finance, Insurance, and Real Estate	7%	14%	4%	12%	8%
I. Services	48%	39%	54%	42%	47%
J. Public Administration: Nonclassifiable Establishments	2%	2%	0%	0%	2%
Total	100%	100%	100%	100%	100%

The number of employees in the businesses interviews conforms to the business statistics in Hawai'i with a majority being small businesses with under 10 employees.

	O'ahu	Maui	Hawai'i	Kaua'i	Total
Less than 5	42%	37%	33%	40%	40%
5 to 10	21%	26%	23%	26%	23%
11 to 15	5%	11%	8%	9%	7%
16 to 25	6%	5%	0%	2%	4%
26 to 50	5%	4%	12%	4%	6%
51 to 100	3%	0%	6%	2%	3%
More than 100	3%	4%	4%	2%	3%
Don't know/Refuse	15%	14%	15%	16%	15%
Total	100%	100%	100%	100%	100%

A majority of the businesses interviewed have only one office usually located on the island they were interviewed.

	O'ahu	Maui	Hawai'i	Kaua'i	Total
1 office only	94%	84%	90%	82%	90%
2 offices only	4%	11%	6%	9%	6%
3 offices only	1%	0%	2%	2%	1%
4 offices	1%	5%	2%	7%	3%
Total	100%	100%	100%	100%	100%

The interviews were completed among workforce decision makers with eight out of 10 business executives either in an executive or management position.

	O'ahu	Maui	Hawai'i	Kaua'i	Total
Executive	39%	32%	40%	28%	36%
Manager	48%	60%	44%	51%	50%
Supervisor	2%	2%	2%	4%	2%
Administrative/Staff	11%	7%	8%	16%	11%
Other	0%	0%	6%	2%	1%
Total	100%	100%	100%	100%	100%

# APPENDIX

## APPENDIX A: SURVEY INSTRUMENT

### SURVEY

Aloha. I am calling from SMS Research on behalf of the Department of Labor and Industrial Relations regarding one of their programs and services. May I please speak to the person in charge of hiring at your company? If not currently available, may I have his/her name and we will call back at a later time.

Name \_\_\_\_\_  
 Direct line if available \_\_\_\_\_

Many thanks.

We are undertaking a confidential survey among Hawai'i executives responsible for hiring their staff. The survey will take approximately 10 minutes, and all your answers will remain confidential.

Some questions for classification of your business...

1. What is the number of full-time employees in Hawai'i? |\_\_||\_\_||\_\_| employees
2. How many part-time employees? |\_\_||\_\_| employees
3. Do you have offices on more than one island and if so, which islands? And which office is your Hawai'i head office?

	Offices	Head Office
O'ahu	<input type="radio"/>	<input type="radio"/>
Maui	<input type="radio"/>	<input type="radio"/>
Hawai'i	<input type="radio"/>	<input type="radio"/>
Kaua'i	<input type="radio"/>	<input type="radio"/>

4. May I have your title?  
 \_\_\_\_\_
5. How many years have you been employed at your current company? |\_\_||\_\_| years
6. Our survey subject is Hawai'i's workforce. What is the most difficult challenge that your company faces regarding your workforce?  
 \_\_\_\_\_  
 \_\_\_\_\_
7. Following are some issues that have been identified from discussions with other Hawai'i executives. On a scale of 1 to 10, where 1 is very unimportant and 10 is very important, how important are each of the following issues to your company?

(ROTATE)	Very Important									Very Unimportant	Don't Know	Refused
	10	9	8	7	6	5	4	3	2	1		
Recruiting in general	<input type="radio"/>											
Recruiting qualified employees	<input type="radio"/>											
Training employees	<input type="radio"/>											
Understanding labor regulations	<input type="radio"/>											
Increasing costs of wages, health care, etc.	<input type="radio"/>											

8. Have you ever heard of...

American Job Center		O'ahu WorkLinks		WorkSource Maui		Workwise Kaua'i		Big Island Workplace Connection	
Yes	No (GO TO EACH OF THE FOLLOWING ISLAND QUESTIONS)	Yes	No	Yes	No	Yes	No	Yes	No
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Have you utilized the services of American Job Center in the past?

Yes.....   
 No (GO TO QUESTION 12) .....

10. Which services did you use? (CHECK ALL THAT APPLY)

- Recruitment services .....
- Education and Training services .....
- Labor market services such as market facts .....
- Human Resource information .....
- Employer incentive programs .....
- Government resources .....
- Other (Specify): \_\_\_\_\_ ..
- Don't know/remember.....

11. In your own words, can you please tell us why you decided to use American Job Center for these services?

12. Why did you not use American Job Center Services in the past?

- Was not aware of the organization .....
- We use our in-house HR department .....
- We use an outside company (Specify) .....
- Other reason (Specify): \_\_\_\_\_ ..

Following is a list of services provided by the American Job Center.

13. Please tell us how important is each service to your company?

(ROTATE)	Very Important	Important	Moderately Important	Slightly Important	Very Unimportant	Don't Know	Refused
Recruitment services	<input type="radio"/>						
Job fairs	<input type="radio"/>						
Labor market and economic data	<input type="radio"/>						
Facilities and/or technology for candidate interviews	<input type="radio"/>						
Training and education	<input type="radio"/>						
Human resource consulting	<input type="radio"/>						

14. If you were advised that (*CONCEPT*), how likely would you be to contact the American Job Center for their services?

(ROTATE)	Very Likely	Somewhat Likely	Not Too Likely	Not Likely At All	Don't know	Refused
American Job Center services are low cost or free for businesses.	<input type="radio"/>					
American Job Center services are made available through government support	<input type="radio"/>					
Job candidates referred by the American Job Center have been trained in the skills needed for your industry.	<input type="radio"/>					
Other companies in your industry have used the American Job Center's services.	<input type="radio"/>					
The American Job Center is staffed with experts who can help advise you on HR issues.	<input type="radio"/>					

15. Hawai'i businesses can access the American Job Center services on each island by visiting their local island office. The government also developed a free online job recruiting website called HireNet Hawaii that all businesses can use for job recruiting, posting a job, searching for candidates, and more. On a four-point scale, where 1 is not likely at all, and 4 is very likely, how likely are you to...

(ROTATE)	Very Likely	Somewhat Likely	Not Too Likely	Not Likely At All	Don't know	Refused
Visit American Job Center Office on my island	<input type="radio"/>					
Use HireNet website	<input type="radio"/>					

16. The goal of the American Job Center is to help Hawai'i businesses by implementing the following strategies. On a five-point scale, where 1 is very unimportant and 5 is very important, how important is each of the following to your business:

(ROTATE)	Very Important	Important	Moderately Important	Slightly Important	Very Unimportant	Don't Know	Refused
Train and build a skilled workforce for in-demand and growing industries	<input type="radio"/>						
Promote economic growth and business expansion.	<input type="radio"/>						
Increase access for individuals and those with barriers to employment such as veterans, the disabled, ex-offenders, and/or other barriers.	<input type="radio"/>						
Increase employment, retention, and earnings.	<input type="radio"/>						
Reduce welfare dependence and increase economic self-sufficiency.	<input type="radio"/>						
Match qualified job seekers with employers' job openings.	<input type="radio"/>						

**17. Are there any other suggestions you may wish to provide to the American Job Center to better serve you?**

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**Thank you for participating in this survey.**

## APPENDIX B: OPEN-ENDED COMMENTS BY ISLAND

### Appendix B-1: What is the most difficult or most important challenge that your company faces regarding your workforce?

#### O'ahu

- None (8)
- Nothing (8)
- Finding good workers (5)
- Qualified people (4)
- No challenges (4)
- Finding good employees (3)
- Turnover (3)
- Finding employees (2)
- Attendance (2)
- Attendance (2)
- Finding qualified people (2)
- Good employees (2)
- Taxes (2)
- Hiring
- Finding good worker
- Wage
- Income
- Finding people
- Training
- Qualified
- Benefits
- Aging workforce
- Acquiring temporary workers
- Attendance
- Basically, to achieve confident and reliable employees
- Bilingual competitive pay
- Busy times
- Cleaning, food safety, take care customer
- Clients and the happiness of staff
- Competency
- Competent people worker laborers
- Consistency of small businesses gaining customers
- Cost
- Cost of employee benefits
- Cost of living
- Dental reception is hard to come by – availability, timing, training
- Dependable worker
- Dependable and qualified workers
- Detail with customers
- Difficulty showing work – no call no show issues
- Driver license, showing up on time, drugs
- Expanding
- Experience
- Figuring what's for lunch dealing with customers
- Find good workers
- Find qualify individuals
- Finding an employee that is qualified

- Finding and keeping them; multitask compassionate team player; physical and office good work ethic; professional
- Finding and recruiting talent, talent skill sets
- Finding apparent employees
- Finding appropriate candidates for our company
- Finding appropriate candidates to hire
- Finding available talent
- Finding capable, trained employee
- Finding competent employees
- Finding consistent and reliable employees with diligence
- Finding dependable employee
- Finding dependable people, hiring in general
- Finding employees that know what they are doing
- Finding good salespeople, communication
- Finding more qualified worker
- Finding more qualified workers
- Finding people to show up to work – several pull double of shifts; hard for business; qualified people that can do the job – they can do job attendance – no show no call, dependability
- Finding people to work
- Finding qualified; don't have a drug problem not arrested for certain of crimes
- Finding qualified applicants
- Finding qualified early childhood degree teachers
- Finding qualified employees biggest challenge
- Finding qualified employees and health care experience
- Finding qualified workers
- Finding quality workers
- Finding qualified candidates in all positions
- Finding qualified employees
- Finding qualified intern or staff
- Finding qualified workers
- Finding right person with right skills
- Finding specific qualifications qualified applicants
- Finding the right skill set for our operation
- Finding candidates that can be trained in general usually a long process to gain applicants
- Finding worker
- Finding workers
- Finding workforce – competent
- Government taxes
- Graduating high schoolers can't read or write
- Hard to find low rate work; those that accept low wages
- Hard to find skillful employees
- Hard to find the right worker... we hire train then they quit... forced to deal with young people; clothing is attire is for Young
- Hard to find good worker
- Having a hard time finding a long-term employee
- Having enough qualified candidates
- Having reliable employees
- Having the finance to hire
- Having work
- Hawai'i's bullshit taxes
- Hiring enough staff
- Hiring qualified guys cost of labor
- Hiring they keep coming and going
- Hiring, qualified employees
- Honesty of employees

- Honesty
- Interruptions
- Irregular levels of work – related to construction projects
- Keeping good employees
- Keeping reliable employees, dealing with taxes
- Keeping staff
- Keeping them
- Keeping up with the bills
- Labor cost; turnover
- Lack of labor
- Language speaking
- Life insured; need being licensed
- Limited hires
- Lock out
- Loss of a good workers
- Low unemployment
- Making sure we hire the right persons for social and skill sets
- Management
- Many problems – attendance hire them when need; no one available; very low very poor availability
- In educating no foundation; lack of quality of education
- No problems
- No problems
- No replacement
- None
- None small and no one actually quit
- None-none
- Not having enough employees.
- Only one-man shop
- Overseas
- Pay rate
- Payroll
- Payroll
- People wanting to work
- Probably all the different insurances
- Providing benefits
- Public relations, limitation with questions
- Punctuality
- Qualified applicants
- Qualified and hardworking people
- Qualified employees
- Qualified people; specialized niche; finding educated in Oral Facial Myology
- Qualified employees
- Qualified people
- Qualified worker
- Rising cost here in Hawai'i
- Receiving qualified applicants and having them show up for the interview
- Recruiting good team members
- Recruiting the right people
- Recruitment
- Refused
- Relevant experience to hire qualified employees
- Reliability
- Reliable and motivated workers
- Scheduling

- Short staffing
- Show up or no show up
- Skilled labor
- Skilled labor
- Skillset
- Some people do not have knowledge... incompetent...guys haven't...just hired didn't show up no call to works, payroll gets difficulty
- Stability
- States make cost too high for small business
- Staying in business
- The economy
- Traffic going to work
- Trying to find help; employees that are in general – dishwasher, cooks, hostess, dining kitchen area
- Trying to find employees to show up
- Turnover frontline employees
- Turnover rate
- Unemployment rates... were taking from another office, very few candidates, unemployment
- Wage and qualified worker
- Wages
- Will learn
- Work experience

## **Maui**

- None (2)
- Nothing (2)
- Qualified people (2)
- Finding qualified employees (2)
- Hiring
- Finding good worker
- Wage
- Income
- Finding employees
- Reliability
- Acquiring proper insurance for employees
- Attendance, drug use, work habits,
- Capital
- Competing with the hotel
- Cost for providing health care
- Customers
- Differences in opinions
- Difficult to connect with younger generation today.
- Employees not being able to stay and make it in on time
- Employers are long term
- Family oriented
- Finding good workers
- Finding good workers
- Finding reliable people – people show up not stoned or hung over
- Finding skilled labor
- Funding for enough positions
- Generate enough income for the work force
- Getting applicants to apply
- Getting people to apply
- Hard to find good employees
- Hiring employees

- Hiring the right people
- Hiring workers
- Honest
- Interest in the job
- Less foot traffic over Internet shoppers; training and hiring
- Longevity
- Motivation
- No challenge
- Not enough time
- Not enough workers
- One-man team
- Our age
- Providing paying payroll
- Qualified candidates
- Qualified people – education, experience
- Qualify help
- Qualified candidates
- Taxes; lack of talent

### **Hawai'i**

- None
- Nothing
- Finding qualified employees
- Hiring
- Finding good worker
- Wage
- Finding employees
- Finding good workers
- Finding people
- Training
- Getting qualified workers
- All the training has become high and turnover taking current; training takes out of their schedule; promote within
- Being able to offer full benefit package
- Checking references and vetting the employees
- Dependable
- Dependable employees
- Employees
- Finding competent workers
- Finding employee hire stay work hard now... 21 Century is spoiled – don't want to work just want pay check
- Finding men willing to work in the field and sun
- Finding really good people who care about children
- Finding the right types of who wants work everyday... apply then start and don't work
- Finding trained people
- Hard to get people willing to work
- Hiring competent workers
- Hiring nurses
- I don't have any
- Low unemployment rate
- Mainland companies being independent competitiveness – none
- Medical and increase cost
- Money to pay them
- Non-resourceful availability, employees not showing up for work
- None

- None many find persons that continuously work... clean driving abstracts; hard to get them to come to work every day no reliability
- None okay no challenges 6 month new
- Productivity
- Providing a livable income
- Qualified work
- Qualified people
- Recruiting physicians
- Retaining associates
- Rule of hiring out in the country
- Rules and laws
- Showing up to work when surfs up
- Slang
- Stable
- Stable employees
- They don't last – people
- Unemployment is so low and it's hard to find good employees that we need
- Weather
- Work hard... cashier... sell things not showing up you have to come in to work

### **Kaua'i**

- Hiring (2)
- Qualified worker (2)
- None
- Nothing
- Getting qualified workers
- Reliability
- Finding employees
- Qualified
- Finding long-term employees – longer than 30 months
- Ability to pay people well enough
- Can't find people – low unemployment
- Dealing with family lost
- Elected dictators
- Employee shown up to work
- Ethics and integrity
- Finding people
- Finding a specialty employee
- Finding certified and qualified mechanics
- Finding good help
- Finding good works/reliable people
- Finding honest people... retail concerned of theft... reliable comes to work on time
- Finding more teachers
- Finding people period
- Finding skilled and qualified candidates
- Finding the right worker
- Finding workforce
- Getting qualified teachers
- Haven't been able to fill positions for a long time
- Haven't hired anyone since I've been here
- High insurance and taxes and workers comp when people leave
- Hire a lot of challenge on new hiring a lot of things they don't pay attention... not quick enough... multiple task force... cannot keep them... consumer prices going be hire...
- Hiring and finding good employees

- Hiring people
- Hiring qualified individuals
- Hours and wages demand are high availability
- Housing for employees
- Housing on the Northshore of Kaua'i
- Kaua'i living – hiring cannot; not stable stability... no transportation
- Keeping the cost of living
- Languages
- Maintaining employees
- Nothing
- Pay
- Pay rates
- People stay at their job; hard to find employees
- Phone calls
- Productive agent
- Qualified employee
- Qualified
- Retaining staff, turnover rate is high, employment morale
- Shipping cost
- Sometimes they come in train them no skills, minimum wage to start; stay 6 months then move on take skills somewhere else
- They're very happy; no challenges faced
- We don't have that problem

**Appendix B-2: In your own words, can you please tell us why you decided to use American Job Center for these services?**

**O'ahu**

- Because it was for unemployment
- Because of their job fair
- Employee pool is hard to find those wanting to do labor work
- Good
- Job hiring
- Jobs posting
- Just need a job
- Looking for candidates but process is not user friendly . harder for doing online than in person
- Low cost
- Mark Gray reached out to us personally
- To get good employees
- Work
- You didn't

**Maui**

- Jobs
- Looking to find next employment
- Not sure if we still do
- Posting ad and hiring

**Hawai'i**

- Always good to use all venues that we can attract the best employees
- Difficulty finding employees
- I think somebody came and had a candidate for us and it worked out great
- In employees right away
- Jobs
- Never used service

**Kaua'i**

- Job
- Easy to hire people using that service
- Finding workers
- Looking for jobs
- They are good resources had good relationship with them because we are a training site here; they provided us with workers

## **Appendix B-3: Why did you not use American Job Center Services in the past?**

### **O'ahu**

- Company is seasonal
- Didn't need mass hirer
- Didn't need to utilize them because I'm employed for ten years and we didn't need new employees
- Don't recruit
- Never need it too
- No need for it
- No reason
- Used another organization Altres
- We ask inside first, and we have staffing companies that utilize

### **Maui**

- Need people with license certified dental assistance; no school in Maui... no program available to get certified
- Own employee; been here for 27 years

### **Hawai'i**

- Always had employees but have recommended to others
- Before personal

### **Kaua'i**

- No reason
- Haven't heard of it
- Just don't
- Wanted local

## “Appendix B-4: Are there any other suggestions you may wish to provide to the American Job Center to better serve you?”

### O‘ahu

- No (17)
- None (11)
- Nothing (4)
- No (3)
- No thank you (2)
- Not at this time (2)
- Nothing at this time (2)
- Communication
- Blend their names with HireNet
- Convince everyone to stop electing the same people in the State of Hawai‘i if we keep electing the same candidates will never get better results
- have more actual people to work with the services
- I don't know I don't know about them
- I want to communicate with them more information to how to benefit my company
- I would like to see them advertise
- I'm not looking to hire anybody; this survey doesn't really apply to me
- More advertising for American Job Center and what they offer
- More awareness
- No Comment
- Not really
- Nothing at this point
- Nothing right now
- Put money into training on how to dress and act present themselves for interviews
- Send me more informed to better understand them
- Will go the website

### Maui

- None (6)
- No (5)
- Nothing
- Nothing at this time
- Counseling and labor services
- In order to work in this profession, we need educated certified dental assistants in dental in Maui – we need schools in Maui – want them already educated; I have a lot of other dental; it's like a Hospital Hazzard Infection Control Regulations not hiring off the street and won't be training
- More advertisement – better access to the Office of outer island exposure
- Nope

### Hawai‘i

- No (5)
- None (2)
- Nothing
- Not at this time
- Call business in the area since Hilo is small and talk to owners
- HireNet week out those resumes that aren't perfect and very old... resumes have found jobs... search becomes cumbersome; no physical looking into lead posted applicant online... don't see anyone that would place the applicant to the employer... those need additional hands on help now
- Keep up good work
- Need work on questions... to make it clearer...
- No thank you
- Training for individual who are supervisors in every field

- What can help you can help me

#### **Kaua'i**

- No (8)
- None (4)
- Nothing (2)
- Nothing at this time
- No
- Advertise
- Advertiser your name so we know that you're available
- Better hiring qualified
- I can't think of any
- I have used HireNet in the past and have been successful, however a lot of the applicants there do not show up for interviews
- Make people more aware of them
- More awareness of their services
- Need more information
- No comment
- None
- Qualified workers and depend workers
- Send me an e-mail to know where you're located
- The program we participated in they were sending workers 55 and older; the program was for four years that was good amount of time to learn the job position; often times when we get different agencies only six months, we feel it's not a sufficient amount of time; we are really happy with the services that American Job Center has provided for us.

## APPENDIX C: DETAILED TABLES

### Appendix C-1

		O'ahu	Maui	Hawai'i	Kaua'i	Total
Recruiting in general	Very Unimportant	7%	4%	6%	5%	6%
	2	1%	0%	4%	2%	1%
	3	0%	4%	2%	5%	2%
	4	1%	0%	2%	2%	1%
	5	11%	12%	12%	9%	11%
	6	7%	7%	4%	5%	6%
	7	13%	5%	13%	11%	12%
	8	16%	19%	12%	14%	16%
	9	6%	5%	4%	7%	6%
	Very Important	37%	44%	42%	39%	39%
	Don't know/Not sure	1%	0%	0%	2%	1%
	Refused	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	
Recruiting qualified employees	Very Unimportant	4%	2%	4%	4%	3%
	2	0%	0%	0%	2%	1%
	3	1%	0%	2%	0%	1%
	4	0%	0%	2%	0%	1%
	5	7%	4%	6%	7%	6%
	6	4%	2%	6%	2%	3%
	7	6%	5%	4%	7%	6%
	8	12%	21%	13%	11%	13%
	9	8%	4%	6%	11%	7%
	Very Important	57%	63%	58%	56%	58%
	Don't know/Not sure	1%	0%	0%	2%	1%
	Refused	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	
Training employees	Very Unimportant	5%	2%	2%	4%	4%
	2	1%	0%	0%	0%	1%
	3	0%	0%	0%	2%	0%
	4	0%	4%	2%	4%	1%
	5	6%	9%	8%	4%	6%
	6	2%	2%	0%	0%	2%
	7	7%	5%	6%	2%	6%
	8	11%	11%	13%	23%	13%
	9	9%	5%	4%	2%	7%
	Very Important	58%	63%	65%	60%	60%
	Don't know/Not sure	0%	0%	0%	2%	0%
	Refused	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	
Understanding labor regulations	Very Unimportant	2%	0%	4%	0%	2%
	2	1%	0%	0%	0%	1%
	3	2%	0%	0%	0%	1%
	4	0%	4%	4%	2%	2%
	5	8%	7%	8%	4%	7%
	6	5%	4%	4%	5%	5%
	7	7%	7%	6%	5%	7%
	8	13%	14%	8%	14%	13%
	9	6%	4%	8%	7%	6%
	Very Important	54%	61%	60%	63%	57%
	Don't know/Not sure	0%	0%	0%	0%	0%
	Refused	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	
Increasing costs of wages, health care, etc	Very Unimportant	5%	4%	0%	4%	4%
	2	0%	0%	0%	0%	0%
	3	0%	2%	2%	0%	1%
	4	0%	4%	0%	0%	1%
	5	8%	7%	12%	4%	8%
	6	4%	4%	4%	2%	4%
	7	6%	9%	4%	7%	6%
	8	18%	19%	15%	21%	18%
	9	8%	11%	8%	11%	9%
	Very Important	45%	42%	54%	51%	47%
	Don't know/Not sure	3%	0%	2%	2%	2%
	Refused	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	

## Appendix C-2

		O'ahu	Maui	Hawai'i	Kaua'i	Total
Recruitment services	Very Important	26%	26%	38%	29%	28%
	Important	12%	16%	5%	12%	12%
	Moderately Important	25%	11%	22%	24%	22%
	Slightly Important	10%	13%	11%	14%	11%
	Very Unimportant	25%	32%	24%	17%	25%
	Don't know/Not sure	1%	0%	0%	5%	2%
	Refused	0%	3%	0%	0%	0%
Total	100%	100%	100%	100%	100%	
Job fairs	Very Important	12%	18%	30%	10%	15%
	Important	9%	16%	0%	17%	10%
	Moderately Important	25%	11%	8%	24%	20%
	Slightly Important	13%	8%	11%	17%	12%
	Very Unimportant	42%	47%	49%	26%	41%
	Don't know/Not sure	0%	0%	3%	7%	2%
	Refused	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	
Labor market and economic data	Very Important	24%	26%	27%	14%	23%
	Important	10%	18%	11%	17%	12%
	Moderately Important	28%	16%	19%	43%	27%
	Slightly Important	15%	18%	22%	10%	16%
	Very Unimportant	18%	21%	14%	14%	17%
	Don't know/Not sure	5%	0%	8%	2%	4%
	Refused	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	
Facilities and/or technology for candidate interviews	Very Important	24%	18%	24%	17%	22%
	Important	9%	16%	8%	21%	12%
	Moderately Important	26%	26%	19%	26%	25%
	Slightly Important	13%	5%	19%	10%	12%
	Very Unimportant	24%	29%	24%	19%	24%
	Don't know/Not sure	4%	5%	5%	7%	5%
	Refused	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	
Training and education	Very Important	56%	53%	54%	52%	54%
	Important	14%	24%	19%	17%	17%
	Moderately Important	11%	11%	11%	21%	12%
	Slightly Important	5%	0%	5%	5%	4%
	Very Unimportant	15%	13%	11%	5%	12%
	Don't know/Not sure	0%	0%	0%	0%	0%
	Refused	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	
Human resource consulting	Very Important	24%	21%	35%	14%	24%
	Important	13%	16%	8%	24%	15%
	Moderately Important	23%	21%	16%	36%	24%
	Slightly Important	15%	13%	16%	14%	15%
	Very Unimportant	24%	21%	24%	12%	22%
	Don't know/Not sure	1%	5%	0%	0%	2%
	Refused	0%	3%	0%	0%	0%
Total	100%	100%	100%	100%	100%	

## Appendix C-3

		O'ahu	Maui	Hawai'i	Kaua'i	Total
American Job Center services are low cost or free for businesses	Very Likely	31%	26%	32%	31%	31%
	Somewhat Likely	28%	26%	32%	26%	28%
	Not Too Likely	18%	18%	5%	17%	16%
	Not Likely At All	23%	29%	30%	26%	25%
	Don't know	0%	0%	0%	0%	0%
	Refused	0%	0%	0%	0%	0%
	Total	100%	100%	100%	100%	100%
American Job Center services are made available through government support	Very Likely	27%	18%	30%	19%	25%
	Somewhat Likely	25%	29%	22%	24%	25%
	Not Too Likely	23%	21%	16%	19%	21%
	Not Likely At All	23%	32%	24%	36%	26%
	Don't know	3%	0%	8%	2%	3%
	Refused	0%	0%	0%	0%	0%
	Total	100%	100%	100%	100%	100%
Job candidates referred by the American Job Center have been trained in the skills needed for your industry	Very Likely	35%	21%	41%	29%	33%
	Somewhat Likely	30%	26%	24%	38%	30%
	Not Too Likely	15%	21%	11%	17%	16%
	Not Likely At All	18%	32%	22%	14%	20%
	Don't know	1%	0%	3%	2%	2%
	Refused	0%	0%	0%	0%	0%
	Total	100%	100%	100%	100%	100%
Other companies in your industry have used the American Job Center's services	Very Likely	25%	16%	30%	17%	23%
	Somewhat Likely	25%	29%	22%	24%	25%
	Not Too Likely	19%	21%	16%	31%	21%
	Not Likely At All	30%	32%	27%	21%	29%
	Don't know	1%	3%	5%	7%	3%
	Refused	0%	0%	0%	0%	0%
	Total	100%	100%	100%	100%	100%
The American Job Center is staffed with experts who can help advise you on HR issues	Very Likely	25%	8%	30%	26%	23%
	Somewhat Likely	22%	34%	24%	31%	25%
	Not Too Likely	21%	24%	11%	19%	20%
	Not Likely At All	32%	32%	32%	21%	31%
	Don't know	0%	0%	3%	2%	1%
	Refused	0%	3%	0%	0%	0%
	Total	100%	100%	100%	100%	100%

## Appendix C-4

		O'ahu	Maui	Hawai'i	Kaua'i	Total
Train and build a skilled workforce for in-demand and growing industries	Very Important	54%	50%	65%	45%	54%
	Important	24%	16%	14%	38%	24%
	Moderately Important	15%	24%	11%	2%	14%
	Slightly Important	3%	3%	3%	5%	3%
	Very Unimportant	4%	3%	3%	7%	4%
	Don't know	0%	5%	5%	2%	2%
	Refused	0%	0%	0%	0%	0%
	Total	100%	100%	100%	100%	100%
Promote economic growth and business expansion.	Very Important	45%	42%	57%	55%	48%
	Important	23%	18%	8%	21%	20%
	Moderately Important	17%	24%	22%	14%	18%
	Slightly Important	8%	5%	5%	7%	7%
	Very Unimportant	6%	11%	5%	2%	6%
	Don't know	2%	0%	3%	0%	2%
	Refused	0%	0%	0%	0%	0%
	Total	100%	100%	100%	100%	100%
Increase access for individuals and those with barriers to employment such as veterans, the disabled, ex-offenders, and/or other barriers.	Very Important	45%	42%	57%	55%	48%
	Important	24%	24%	16%	26%	23%
	Moderately Important	20%	16%	16%	14%	18%
	Slightly Important	4%	8%	3%	2%	4%
	Very Unimportant	6%	8%	8%	2%	6%
	Don't know	1%	0%	0%	0%	1%
	Refused	0%	3%	0%	0%	0%
	Total	100%	100%	100%	100%	100%
Increase employment, retention, and earnings.	Very Important	55%	47%	70%	52%	56%
	Important	22%	21%	19%	21%	21%
	Moderately Important	9%	16%	5%	17%	11%
	Slightly Important	7%	0%	0%	5%	5%
	Very Unimportant	5%	13%	5%	5%	6%
	Don't know	2%	3%	0%	0%	2%
	Refused	0%	0%	0%	0%	0%
	Total	100%	100%	100%	100%	100%
Reduce welfare dependence and increase economic self-sufficiency.	Very Important	58%	47%	81%	55%	59%
	Important	17%	18%	5%	29%	17%
	Moderately Important	15%	24%	11%	10%	15%
	Slightly Important	3%	0%	0%	2%	2%
	Very Unimportant	5%	8%	3%	5%	5%
	Don't know	1%	3%	0%	0%	1%
	Refused	0%	0%	0%	0%	0%
	Total	100%	100%	100%	100%	100%
Match qualified job seekers with employers' job openings.	Very Important	48%	37%	65%	50%	49%
	Important	25%	34%	14%	26%	25%
	Moderately Important	16%	13%	11%	17%	15%
	Slightly Important	4%	5%	5%	2%	4%
	Very Unimportant	6%	11%	3%	5%	6%
	Don't know	1%	0%	3%	0%	1%
	Refused	1%	0%	0%	0%	0%
	Total	100%	100%	100%	100%	100%



## **Outreach and Branding Qualitative Market Research Interview Discussion Guide**

### Objectives:

1. To understand businesses' level of understanding about the American Job Centers on each island.
2. To assess businesses' level of interest in the American Job Centers' services and the extent to which they might utilize the services.
3. To obtain businesses' reactions to branding and messaging about the American Job Centers in Hawai'i.

### Discussion Topics:

#### **Section 1: Workforce Issues Facing Businesses**

1. When you think about the future of your business, are you optimistic, neutral or pessimistic? Are things getting better for your business or worse for your business? Why?
2. What are the primary workforce issues facing your business?
3. What are possible solutions to these workforce issues?
4. What are some options that you are currently using or exploring to address workforce issues?

#### **Section 2: Understanding of the American Job Centers in Hawaii**

1. Have you heard of the American Job Center Hawaii?  
Formerly known as:  
O'ahu WorkLinks  
Big Island Workplace Connection  
Worksource Maui  
Workwise Kaua'i

2. What are your general feelings and impressions of the American Job Center Hawaii?
3. What does the American Job Center Hawaii do? How do they help businesses?

### **Section 3: Interest in American Job Center Services**

[May show American Job Center Hawaii brochure or one-sheet]

The American Job Center Hawaii is a one-stop center that assists employers with all of their workforce hiring and training needs. Services include:

1. Recruiting through:
  - A robust online job board with job application review and market data.
  - Targeted job fairs based on industry or position level.
  - Meeting rooms and video conferencing technology for interviewing job applicants.
2. Training of employees in technology and occupational skills.
3. Consulting on human resources issues and unemployment insurance taxes/claims
4. Layoff aversion and worker transition strategies in the event of a business relocation, divestiture, merger, or closing.
5. Rapid response and recovery after natural disasters.

All of these services are free for employers and are subsidized by federal and state government funding.

1. What is your immediate reaction to learning about these services? How useful or beneficial would these services be for your business?
2. Do you believe that a government agency can deliver on these services for your business? Why or why not?
  - a. [If no] What would help you believe that a government agency could do this?
3. What particularly do you like about these services?
4. How likely are you to use these services? Why or why not?  
or  
[If current user] Why have you chosen to use the American Job Center for your workforce needs?
5. What kind of additional information would be helpful about these services?
6. Are there any other services that would be beneficial to address workforce issues?

#### **Section 4: Messages that would increase likelihood of contact**

1. American Job Center services are **LOW COST OR FREE** for businesses.
2. American Job Center services are made available through **GOVERNMENT SUPPORT**.
3. Job candidates referred by the American Job Center have been **trained in the SKILLS needed for your industry**.
4. **OTHER companies** in your industry have used the American Job Center's services.
5. The American Job Center is staffed with **EXPERTS** who can help advise you on HR issues.

#### **Section 5: How important are these strategies of the American Job Center to your business?**

1. Train and build a skilled workforce for in-demand and growing industries.
2. Promote economic growth and business expansion.
3. Increase access for individuals and those with barriers to employment such as veterans, disabled, and/or ex-offenders.
4. Increase employment, retention, and earnings.
5. Reduce welfare dependence and increase economic self-sufficiency.
6. Match qualified job seekers with employers' job openings.

#### **Section 6: Branding Evaluation**

1. [Show American Job Center Hawaii logo] What is your immediate reaction to the message? What are your first thoughts and feelings in response to the message? What is the key message?



## **Outreach and Branding Qualitative Market Research Interviewee List**

1. American Savings Bank  
Beth Whitehead, Executive Vice President, Chief Administrative Officer  
Crystal Dart, Vice President, Recruitment Manager
  
2. Covanta (H-POWER)  
Sandy Aguilar, Facility Administrator
  
3. DevLeague  
Russel Cheng, Co-Founder
  
4. DuPont Pioneer  
Michele Matsuda, Human Resources Manager
  
5. Gray, Hong, Nojima & Associates  
Sheryl Nojima, President
  
6. FCH Enterprises (A Catered Experience, Food Solutions International, Napoleon's Bakery, Pōmaika'i Ballrooms, Zippy's Restaurants)  
Christine Saito, Vice President, Human Resources  
Jamie Rulloda, Employment Manager
  
7. Hale Anuenue Restorative Care Center  
Joanne Beardsley  
Human Resource Director
  
8. Hawai'i Gas  
Mel Resonable, Senior Human Resources Manager
  
9. Hawaii National Bank  
Derek Kanehira, Vice President of Human Resources (retired)
  
10. Hawai'i Pacific Health  
Yvette Gibson, Manager of Talent Acquisition

11. Hawai'i Primary Care Association  
Andrea Macabeo, Program Specialist
12. Hawaiian Telcom  
Sunshine Topping, Vice President – Human Resources and Culture Office
13. HPM Building Supply  
Jeracah Lawless, Director of Human Resources
14. Kamiya Gold  
Michael Kamiya, Sales Director
15. KTA Super Stores  
Barry Taniguchi, Chairman and CEO  
Toby Taniguchi, President and COO
16. Kyo-ya Hotels & Resorts (Moana Surfrider, Sheraton Waikiki, The Royal Hawaiian)  
Trevor Bracher, Complex Director of Human Resources  
Kari Tsugawa, Director of Talent Acquisition, Central Resources Team  
Christy Nakano, Director of Human Resources, The Royal Hawaiian  
Kathy Ablan, Director of Human Resources, Moana Surfrider  
Debbie Stephens-Amas, Director of Human Resources, Sheraton Waikiki
17. McDonald's Hawaii  
Paulette Tomita, Human Resources Manager
18. Nordic PCL Construction  
Glen Kaneshige, President
19. Nordstrom  
Brian Tatsumura, Store Manager (retired)
20. Oceanit  
Ian Kitajima, Director of Corporate Development and Technology Sherpa
21. Popeyes Hawaii  
Chris Lee, Vice President
22. The Hawaiian Vanilla Company  
James Reddekopp, Owner



Branding Recommendations

## **Introduction**

The Branding Recommendations articulated in this document supplement the American Job Center Graphics Style Guide for Partners provided by the U.S. Department of Labor.

This document organizes, articulates and standardizes what the American Job Center Hawaii stands for to ensure a common understanding and consistency in how the American Job Center Hawaii looks, feels and sounds across the organization at all touch points, channels and mediums and for all stakeholders, both internal and external.

It provides guidelines for communicators, marketers and designers to describe and depict the American Job Center Hawaii in a way that is true to brand while allowing room for creative interpretation and application.

These recommendations were developed by Olomana Loomis ISC in March 2019 under the Contract for RFP #L-18-WDC-01 through the State of Hawaii Workforce Development Council.

## Table of Contents

Brand Architecture	4
Tagline	5
Tagline Sizes and Clear Space	6
Tagline Color Reproductions	6
Using the AJCH Logo with Other Logos	7
Brand Maintenance Over Time — New Programs	8

# Brand Architecture



The American Job Center Hawaii is part of a single network of publicly funded services and programs that establish a national framework for developing and implementing an integrated workforce delivery system throughout Hawaii.

The American Job Center Hawaii offers online and in-person services that bring together employers with job openings and qualified job-seekers.

The American Job Center Hawaii currently has four locations:

- Oahu
- Maui
- Hawaii Island – Hilo
- Kauai

“American Job Center Hawaii” refers to any or all of the four locations in the state. It is a name comprised of the national brand “American Job Center” and the state specifier “Hawaii.”

It is permitted to say “American Job Center” and omit “Hawaii” in text if context clearly indicates the American Job Center in Hawaii.

The permitted acronyms are “AJCH” and “AJC.”

When referring to a specific AJCH location within the state of Hawaii, it is acceptable to add the location name at the end after an en dash:

- American Job Center Hawaii – Oahu
- American Job Center Hawaii – Maui
- American Job Center Hawaii – Hilo
- American Job Center Hawaii – Kauai



Programs that are associated with the American Job Center Hawaii may use the partner logo provided in the American Job Center Graphics Style Guide for Partners provided by the U.S. Department of Labor and may use the phrase “A proud partner of the American Job Center network.”

# Tagline



Through market research with employers in the State of Hawaii from August 2018 through March 2019, it was discovered that the brand of the American Job Center Hawaii was new to the community and that additional context and positioning would help to build the brand quickly in this market. Thus, Olomana Loomis ISC created and workshopped several tagline ideas that could be used in conjunction with the American Job Center Hawaii logo when appropriate.

The tagline that emerged as the front-runner among the Workforce Development Council board and staff and among the Workforce Development Council Employer Engagement Committee was “Working for Your Success.”

The tagline “Working for Your Success” succinctly and memorably describes the American Job Center Hawaii’s promise to stakeholders. It states that the American Job Center Hawaii is committed to striving to help stakeholders succeed through good jobs in Hawaii. The tagline speaks to both employers and job-seekers equally.

The tagline is placed inside a red stripe with an upward curving right end to be visually distinct from the American Job Center Hawaii logo. The tagline is italicized to convey a feeling of forward momentum. The curved red stripe is similar in shape to a Hawaiian canoe, implying the values of teamwork and perseverance. The red color of the stripe echoes the red color of the words “Job” and “Hawaii” to emphasize the message of workforce development for the community.



The tagline is positioned outside of the required clear space around the logo as described in the American Job Center Graphics Style Guide for Partners.

The tagline may be used with the logo on printed and digital materials. The tagline should not typically be used on exterior signage or other permanently installed branding.

## Tagline Sizes and Clear Space

### Minimum Clear Space

The logo with tagline requires one "o" shape of clear space on all sides.



### Minimum Size Requirements

Recommended minimum size for print is 2" wide and 144px wide for digital.

americanjobcenter<sup>®</sup>  
HAWAII

*Working for Your Success*

2" (print)  
144px (digital)

## Tagline Color Reproductions

### Full Color

americanjobcenter<sup>®</sup>  
HAWAII

*Working for Your Success*

### Reverse

americanjobcenter<sup>®</sup>  
HAWAII

*Working for Your Success*

### Black

americanjobcenter<sup>®</sup>  
HAWAII

*Working for Your Success*

# Using the AJCH Logo with Other Logos

In American Job Center Hawaii materials, if the American Job Center Hawaii logo is used with other logos, it is preferred that the American Job Center Hawaii logo appear above and be larger than the logos of its funders, sponsors or partners.

## Business Card Example



## Banner Example



## Brand Maintenance Over Time — New Programs

As new American Job Center Hawaii programs are introduced over time, careful consideration should be given to program naming and branding.

- The program's name should neither contradict nor be redundant of the name "American Job Center Hawaii."
- The program's visual identity (logo) should harmonize with the American Job Center Hawaii's logo and maintain visual consistency. This may include using the same or complementary fonts and/or colors.
- Programs that are associated with the American Job Center Hawaii may use the partner logo provided in the American Job Center Graphics Style Guide for Partners provided by the U.S. Department of Labor and may use the phrase "A proud partner of the American Job Center network."

A program's brand is a sub-brand of the American Job Center Hawaii parent brand, meaning that it supports the parent brand's identity while enabling the pursuit of other market opportunities.

In program materials, if the program logo is used with the American Job Center Hawaii logo, it is preferred that the program logo appear above the American Job Center Hawaii logo.

Whenever a new program is launched, the program's brand should be introduced and rolled out to both internal and external stakeholders. This includes the program's visual identity as well as key messages about the new program.

Additional branding guidelines may be developed as needed when new programs are introduced.