Employer Outreach & Engagement Strategies

Presented to Workforce Development Council Employer Engagement Committee
March 15, 2019
Assessment of AJCH Brand Among Employers

What We Have Found

Awareness and utilization of American Job Center is low among businesses.

- Businesses are facing workforce challenges including recruiting qualified employees and training employees for their industry.
- Businesses express hesitation to use government services but are concerned about what American Job Center can provide.

- 56% of respondents have very limited experience with the American Job Center.
- 54% of respondents were very likely to recommend the American Job Center to a friend or colleague.

Statewide Survey of Employers Completed

- Sample size: 52 businesses
  - Oahu: 51
  - Maui: 1
  - Kauai: 0

- 53% were small businesses with 10 or fewer employees
- Top industries represented:
  - Service industry (47.5%)
  - Retail industry (23.2%)
- Finance, insurance and real estate (9.1%)

Employers Interviewed

- American Savings Bank
- Covington 41-PDWB
- DevLeague
- DuPont Pioneer
- Gray, Hong, Nejima & Associates
- HCH Enterprises
  - A Catered Experience
  - FedEx Solutions Intl.
  - Napoletto’s Bakery
  - Plamakol Buffet
  - Zippy’s Restaurants
- Hale Anuenue
- Restorative Care Center
- Hawaii Gas
- Hawaii National Bank (ret)
- Hawaii Pacific Health
- Hawaiian Telcom
- HPN Building Supply
- Kauai Gold
- KTA Super Stores
- Kyra’s Hotels & Resorts
  - Moana Surfrider
  - Sheraton Waikiki
- The Royal Hawaiian
- McDonald’s Hawaii
- Nordic PCL
- Construction
- Nordstrom (ret)
- Oceana
- Popeyes Hawaii
- The Hawaiian Vanilla Co.

AICH Staff Interviewed

- Sandra Dyel, Oahu Business Engagement Team
- Mark Gray, Oahu Business Engagement Team
- Robert Helsham, Oahu Business Engagement Team
- Roxand Okuna, Oahu Business Engagement Team
- Nisa Tokunaga, Oahu Business Engagement Team

Make Success Even More Consistent

“Mark Gray reached out to us personally.”

- “I think somebody came and had a candidate for us and it worked out great.”
- “They are a good resource. [AJCH] had a good relationship with them. They provided us with workers.”
- “I want to communicate with them more information on how to benefit my company.”
- “Keep up the good work!”

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

- “We were happy with the services that American Job Center has provided for us.”
- “We learned that when we align ourselves with the American Job Center and we’re getting people jobs, that’s really, really good for our business.”

Focus on the Customer Experience

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

- “Posting and praying doesn’t work anymore.”
- “We gave [the American Job Center] a chance. We did a job fair. The quality of candidates was an issue.”
- “The biggest challenge is the skill. Will they show up for work? There’s a reason why these job seekers need the services of the American Job Center Hawaii.”

- “We refer people to Oahu WorkLinks because I felt I was in a position to help fulfill their purpose. But after the initial contacts, there wasn’t follow-up.”
Findings From Employer Survey & Interviews

We don’t need to be everything to everyone overnight.

Employers are willing to give the American Job Center Hawaii a try.

Collaboration and partnerships are the keys to success.
The AJCH Employer Engagement Journey

**Attract**
- Broadcast and print advertising/PSAs
- Digital advertising and SEO
- Social media
- Public relations
- Events
- Speaking engagements
- Networking
- Referrals

**Convert**
- AJCH Website
  - Information about services
  - Testimonial videos
  - Case studies
  - Opt-in forms and contact information
- Contacts entered into CRM

**Close**
- Marketing emails
  - Testimonials
  - Case studies
  - AJCH updates
  - Helpful HR information (blog posts)
- Personal follow-up by email and phone

**Delight**
- Onboarding/orientation
- Excellent service delivery
- Relationship building
- Employer awards, recognition, mahalos
- Marketing emails
  - Testimonials
  - Case studies
  - AJCH updates
  - Helpful HR information
- Renewals and upselling
- Surveys and continuous improvement
Scaling Success Over Time

**Year 1**
**Pilot & Prep**

Update brand assets including:
- AJCH website.
- CRM.
- Outreach kit.
- Testimonials, case studies and success stories.

Pilot new systems in priority industries.

Establish employer engagement KPIs and reporting practices.

Define how business engagement teams will collaborate and coordinate.

**Triggers**

Intake and processing training and protocols done.

Consistent and scalable service delivery.

Focused growth pilot completed and evaluated.

Need for more job-seeker placements.

**Year 2**
**Mass Market Launch**

Brand rollout launch, from internal to external.

Engage current and re-engage past employer partners.

Outreach, PR and advertising launch to acquire new employer partners. Possible strategies include:
- Employer Depth: More departments serviced for current/past employer partners.
- Industry Depth: More employers in pilot industries.
- Industry Breadth: Replicate pilot success in other industries.

**Triggers**

100% board and committee engagement (referrals or utilization).

Need for more job-seeker placements.

Additional services or staff ready to engage employers.

**Year 3**
**Scale & Refine**

Expand outreach, PR and/or advertising.

Survey employer partners and use feedback for continuous improvement.

Continue to refine the employer customer experience.

**Triggers**

100% board and committee engagement.

Need for more job-seeker placements.

Additional services or staff ready to engage employers.
Focus on Growth & Fresh Success Stories in Priority Industries

- Increase industry expertise
- Test new systems and processes
- Deliver consistent and scalable results
- Build relationships with influencers
Project Wrap-Up

● Final presentations
  ○ March 6, 2019: WDC Executive Committee
  ○ March 7, 2019: WDC Board
  ○ March 15, 2019: WDC Employer Engagement Committee

● Final report will be completed and submitted to WDC by March 29, 2019 and will include:
  ○ Identity assessment findings
  ○ Tagline recommendations
  ○ Brand maintenance / users guide
  ○ Brand rollout plan
  ○ Outreach plan
Key Decisions for Implementation

**What are the goals/milestones for employer engagement?**

From July 2017 - June 2018, the O‘ahu American Job Center Hawaii and its partners served **6,281** adult job-seekers and **572** employers.

**Who will drive the brand rollout and outreach campaign?**

**What funding is available?**
What We Have Found

**Awareness** and utilization of American Job Center is low among businesses.

Businesses are facing workforce challenges including recruiting qualified employees and training employees for their industry.

Businesses express hesitation to use government services but are curious about what American Job Center can provide.

Only 33% of survey respondents statewide said they had heard of the American Job Center.

58% of survey respondents said that keeping/finding qualified employees is the most difficult challenge that their company faces regarding workforce.

64% of survey respondents were Very Likely to Somewhat Likely if they were advised that job candidates referred by the American Job Center have been trained in the skills needed for their industry.
Statewide Survey of Employers Completed

Sample size: 352 businesses

- O'ahu: 201
- Maui: 50
- Kaua'i: 51
- Hawai'i: 50

Margin of error: +/-5.2%

Methodology: Telephone

Data collection: Oct. 10-23, 2018

53% were small businesses with 10 or fewer employees

Top industries represented:

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Covanta (H-POWER)
DevLeague
DuPont Pioneer
Gray, Hong, Nojima & Associates
FCH Enterprises
  ● A Catered Experience
  ● Food Solutions Intl.
  ● Napoleon’s Bakery
  ● Pōmaika‘i Ballrooms
  ● Zippy’s Restaurants
Hale Anuenue
  Restorative Care Center
Hawai‘i Gas
Hawai‘i National Bank (ret.)
Hawai‘i Pacific Health
Hawaiian Telcom
HPM Building Supply
Kamiya Gold
KTA Super Stores
Kyo-ya Hotels & Resorts
  ● Moana Surfrider
  ● Sheraton Waikiki
  ● The Royal Hawaiian
McDonald’s Hawaii
Nordic PCL Construction
Nordstrom (ret.)
Oceanit
Popeyes Hawaii
The Hawaiian Vanilla Co.
AJCH Staff Interviewed

- **Sandra Dyel**, O‘ahu Business Engagement Team
- **Mark Gray**, O‘ahu Business Engagement Team
- **Robert Helsham**, O‘ahu Business Engagement Team
- **Roxsand Okuna**, O‘ahu Business Engagement Team
- **Nisa Tokunaga**, O‘ahu Business Engagement Team

Mahalo also to:
- **Alison Lum**, Executive Director of the O‘ahu Workforce Development Board;
- **Neil Gyotoku**, Executive Director of the Hawai‘i Workforce Development Board; and
- **Frederick Pascua** of the American Job Center Hawaii on O‘ahu
for providing information about current employer engagement activities.
“Mark Gray reached out to us personally.”

“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.”

“I want to communicate with them more information on how to benefit my company.”

“Keep up the good work!”

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

“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.”
Focus on the Customer Experience

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

“Posting and praying doesn’t work anymore.”

“We gave (O‘ahu WorkLinks) a chance. We did a job fair. The quality of candidates was an issue.”

“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.”

“I referred people to O‘ahu WorkLinks because I felt I was in a position to help fulfill their purpose. But after the initial calls, there wasn’t follow-up.”
“Because of funding cuts, the numbers (of Business Engagement team) got cut. We don’t currently have a Business Engagement team that focuses primarily on business services.”

“I’ve spoken to Chambers, Rotaries and associations about who we are. When outreaching to businesses, we ask, ‘How can we meet your needs?’”
Year 2: Launch AJCH Brand Rollout

Assets
- Logo, tagline, style guide
- Talking points, elevator speech, key messages
- Website development and launch
- AJCH staff preparation
- CRM setup, training, launch
- Templates (email signature, business card, badge, marketing email, slide deck, flyer, letterhead, news release)
- Collateral updates
- Social media
- Overview video
- Testimonials and stories

Board, Committees, Staff & Partners
- All-staff brand launch pride-building event
- Presentations
- Tours/open house events
- Onboarding/orientation demo
- Referral program launch
- Add to CRM list for ongoing communications

Government
- Presentations
- Reports including success stories and testimonials
- Add to CRM list for ongoing communications

External
- Re-engagement of current and past employer partners
- Public relations
  - Announce available funding that can help employers
  - Feature success stories
  - Op-eds
- Advertising / PSAs
- Social media “Like” campaign
- Speaker bureau blitz
## Key Performance Indicators

### Marketing & Communications

- Advertising impressions, reach, click rate, cost per click, etc.
- Email open rates and click rates
- Social media likes/followers, engagement, reach
- Website traffic, unique visitors, average time spent on page, top pages, bounce rate
- Video views
- Number of presentations given, size of audience reached, etc.
- News coverage quantity, placement, depth and tone

### Employer Engagement

- Number and source of inquiries (website opt-in, email and phone)
- Number of employer partners (new and renewals)
- Duration of employer participation
- Number of referrals
- Number of job seekers placed and retained
- Metrics by target industry, type of employer and/or type of job placement