



WORKFORCEDEVELOPMENT
COUNCIL

**Hawaii's Statewide Business Services
Framework Plan
American Job Centers
2019**



Working for Your Success



Table of Contents

Preamble.....	3
Overview and Purpose.....	4
Challenges and Opportunities.....	5
Developing Business Services.....	7
Business Services Framework Plan.....	15
Statewide Collaboration, Goals and Timelines.....	17

PREAMBLE

The Employment Engagement Committee of the Hawaii Workforce Development Council (WDC) took the lead in the development of the Statewide Business Services Framework Plan to guide the local Workforce Development Boards (WDBs) and the American Job Centers (AJCs) to collaborate with businesses.

Kim Payton, Ph.D., an organizational psychologist was contracted to facilitate statewide stakeholder meetings to identify the necessary strategies and priorities to guide the development of business services in the AJCs. The work by Dr. Payton was conducted between June to December 2018. The draft plan was adopted by the WDC on December 13, 2018.

Members and staff of the WDBs and AJCs and stakeholders on Oahu, Maui, Kauai and Hawaii counties had an opportunity to discuss the identified goals and establish priorities and timelines. Faustino Dagdag, Instructor of Business Management at Leeward Community College and a member of the Employer Engagement Committee, served as the facilitator for the feedback sessions between February and April 2019.

The plan, goals and timelines represent a snapshot in time of the challenges to build strong infrastructure, partnerships and resources at the local boards and AJCs. The feedback summarized by Dr. Payton and facilitator Dagdag reflect consistent comments that prioritized the development of comprehensive services effectively functioning at the AJCs. Dedicated outreach to employers would be phased in with fully operational centers. This document provides a broad framework to guide the local areas to create skilled teams that will be able to build credible relationships and provide worthy services that will benefit businesses.

WDC wishes to thank Dr. Payton, Faustino Dagdag, members and staff of the WDBs and AJCs, stakeholders, and the Employer Engagement Committee.



Turning Point

Kim Payton, Ph.D. Organizational Psychologist

Hawaii State Workforce Development Council Business Services Framework Draft Plan

INTRODUCTION

A. Purpose of the Plan

Develop a draft Business Services Framework Plan as mandated by the Workforce Innovation and Opportunity Act of 2014 (WIOA) which will detail the business services to be delivered at the American Job Centers (AJCs) throughout Hawai'i and include, but not be limited to assisting businesses and industry sectors to overcome challenges in recruiting, retaining, and developing talent for Hawai'i's workforce. The business services framework plan should suggest strategies and priorities to guide the development of business services at AJCs.

B. The Scope of the Plan

The first question in any planning effort is to determine the scope of the plan. Given the magnitude of workforce development needs in Hawaii, the magnitude of what is at stake, and the results of interviews and focus groups that provided input to this plan, it is clear that the scope of the plan must extend beyond how business services teams engage businesses and include the viability and operation of AJCs, and cultural influences related to workforce development in Hawaii.

C. What is at Stake?

Perhaps the greatest threat to Hawai'i's future is the growing proportion of our population that cannot afford to live in Hawai'i without working several jobs. The ALICE study of financial hardship in Hawaii listed a variety of impacts of the percentage of Hawai'i households living below the ALICE threshold including:

- increased health care costs,
- worsened traffic,
- workers stressed and less productive on the job,
- increased costs of homeless shelters,
- higher insurance premiums,
- less productive society and higher taxes to fill the gap,
- more unstable workforce, and community disruption.

The recent 51-day hotel strike in Waikiki revealed the vulnerability of our number one industry to wage-versus-cost-of-living disruption. At the same time, employers face a significant challenge finding skilled labor who will stay in Hawai'i. The solution is clear:

develop our own people so they can build successful careers and stay in Hawai'i. This is where workforce development has a vital role in securing a healthy future for Hawai'i.

D. The Goals of Business Engagement

This business services framework plan is intended to increase the likelihood that businesses will participate in creating a more effective workforce development system for the future by:

1. Becoming aware of, valuing and making use of workforce development services such as considering non-traditional hires.
2. Participating in the development of career pathways through which a consistent pipeline can be created to provide the talent that is essential to their business success.
3. Providing consistent business intelligence to coordinating bodies so the workforce development system can become and stay relevant to their needs.

Achieving these goals requires collaboration between the business and governmental sectors. Success depends on the creation of viable partnerships which require confidence, respect and trust. The degree and nature of the work required to successfully engage businesses in workforce development services will be determined by the nature of current relationships between government and business in Hawai'i.

CHALLENGES AND OPPORTUNITIES

A. The Challenge of Bridging Cultures

Successful business engagement in Hawai'i must begin with an honest appreciation of the degree of culture clash between business and government. Successful AJCs on the mainland arise in places where the working relationship between government and business is constructive.

Probably the most significant challenge in achieving viable partnerships between the workforce development system and the business community is the difference in cultures. Although WIOA has recently emphasized the importance of businesses as customers, the workforce development system was originally designed to assist job seekers with barriers to employment. The workforce development system has been driven by federal and state regulations and their attendant rules, while business success depends on eliminating any activity or cost that does not directly support the mission of the business. This difference in motivation and focus results in a significant culture clash.

Given that businesses have a wide variety of alternative sources of assistance for accessing job applicants, the onus of engagement falls on the workforce development

system. Success in engaging businesses must begin with understanding why businesses engage with other entities. Businesses succeed by maintaining a laser-like focus on their mission, and continuously seek the most effective and efficient means to succeed. This means they will attend only to entities who they believe can deliver them significant value in return for an investment of time, money and effort that they can afford. Businesses engage other entities if the business:

- Is aware of the services available to them and how to access those services,
- Understands the value that engagement will provide to their business,
- Perceives that the process of engagement is clear and simple, and the interaction is effective and efficient.

B. The Current Situation

Based on interviews with business leaders as well as WDC members and staff, it appears that the workforce development system does not yet fulfill the foregoing criteria.

- It appears that most businesses are unaware of the services that are available, their value or how to access them.
- The workforce development system is not really a system. It is not well organized – it is a vast array of organizations and services that are extremely complex and difficult to understand. The “system” was not originally designed to serve businesses as a customer. With the passage of WIOA in 2014, states were mandated to correct this situation. WIOA calls for the alignment of workforce-related agencies who receive federal funds. Three years into the work, much has been accomplished, but there is still a lot of work to do to fulfill the mandates of WIOA.
- WIOA requires the creation of AJCs and their development into a comprehensive onestop delivery system of services for job seekers. While previous legislation had as its primary focus youth and adults with barriers to employment, WIOA requires the integration of, and an additional emphasis on, business services. At present, this shift, and the value exchange that the AJC offers has not been clearly articulated by AJCs to business customers.
- There is currently a high reliance on AJCs as the only coherent locus of “one stop” integration and delivery and there is currently only one AJC that is fully operational. Furthermore, the primary focus of the AJCs is to assist youth and job seekers with barriers to employment. The current, primary service that AJCs provide to businesses is access to young applicants and applicants who have barriers to employment, who are often entry level/ low level employees.
- Businesses are also seeking more highly trained, experienced employees. They may not be aware of how AJCs can help in this regard with occupational and educational training opportunities.

- In order to motivate businesses to engage with the workforce development system, the value exchanges between businesses and the system must be well defined, and the system itself must be effective and efficient in delivering the value it promises.

C. The Attitude Toward Business Engagement in the AJCs

The good news is that there is a very positive attitude among AJC staff and Board members toward engaging businesses. When asked in the focus groups with AJC partners why business engagement is important, the following answers were given.

- To establish a relationship of trust and credibility so when we call about an applicant, the employer considers the applicant.
- To understand employer needs and partner with them.
- Employers, along with job seekers are our customers.
- Gain insights on what challenges people and employers are facing. Businesses are a source of information about changing workforce issues such as aging workforce and the need to preserve institutional memory.
- Learn how to better present ourselves and develop our services.
- Build a new generation of relationships between businesses and AJC staff (due to retirements).
- Build workplace learning environments.
- WIOA's focus is on engaging employers.
- Educate employers on AJC services.
- For success businesses need skilled employees.
- To establish confidence in our community for our workforce development services.
- To help us tell our story and advocate.
- Build a partnership between government and business.

These answers made it clear that the AJC members view business engagement positively and are motivated to strengthen their business engagement activities. AJC members appeared to be genuinely interested in learning more about their business customers.

DEVELOPING BUSINESS SERVICES

A. Who is the Potential Business Customer?

The key to bridging a culture gap in order to provide satisfactory customer service is to clearly define who the customers are and understand their needs and expectations. It is then possible to design the service or product to meet those needs and customer expectations consistently. Businesses are likely to be interested in one or more of three

types of involvement in the system, and each of these types of involvement is relevant to a different kind of business customer.

- Accessing applicants through AJCs and Hirenet, is most likely to appeal to small employers who have no HR expertise in-house, and/or employers who may learn to appreciate the value of non-traditional hires as a result of their interaction with AJC staff over time.
- Accessing the Career Pathways System through which they can build a pipeline of the more skilled staff they need. This system is more likely to appeal to businesses who have more HR sophistication, either because they have HR personnel or because they have become more sophisticated by interacting with someone in the Career Pathways System, AJC staff or other HR service provider.
- Becoming involved in broader workforce and economic development activities through which system changes are sought to make Hawai'i more business friendly and to develop more high-paying jobs. These activities are likely to appeal to more senior leaders in more mature businesses.

B. Business Engagement Strategy and Overarching Goals

Businesses can be more effectively engaged with workforce development services by increasing:

- *Awareness* of the services and value offered to businesses by the system.
- *Confidence* in the system by providing consistent high-quality service.
- *Involvement* of businesses by becoming sincerely receptive to their input and valuing their involvement.
- *Advocacy* by business people for the system because business leaders have come to understand the value that the system provides.

This strategy is to be executed by achieving the following goals:

1. Ensure that the foundations of AJCs are in place. Establish stable, functional AJCs on each island that describe and provide their services in a manner that is perceived as valuable and relevant by businesses.
2. Establish an effective approach for engaging with businesses. Simplifying and clarifying the business view of the workforce development system, making it easy to understand how to access the system, and the value to expect.
3. Articulate and validate the value that AJCs offer to business customers, by implementing a reliable customer relationship management (CRM) system and outcomes measurement system that demonstrates that WIOA funds are being well spent, that workforce development services provide real benefits to participating businesses, and that enable continuous improvement of the system.

CRM systems make it possible to plan, document, manage and measure customer engagement activities.

C. The Change Agenda

To execute this strategy, change will be required on five levels:

1. Successful job seekers
2. Informed employers
3. Business Engagement in AJCs
4. WDB's that inspire, convene and coordinate
5. Political advocacy

1. Successful Job Seekers

Connecting job seekers to employers is the mission of the workforce development system. Prior to WIOA 2014 the customer of the system was a successful job seeker – workers who understand how to work, and who stay with their employers long enough to become productive. The workforce development system was initially designed to help job seekers with barriers to employment to find jobs. WIOA 2014 created an additional emphasis on the business employer as a significant customer of the workforce development system. To be successful in serving both customers, a shift in thinking and language is required.

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

Fortunately, the workforce development system contains a wide variety of services and tools that can produce a job seeker who has two qualities that are essential to employers. Those qualities are a good job match and “Workplace Ready Skills”. AJCs can provide job seekers with tools, skills and insights that make a good job match decision much more likely.

Applicants who have learned and developed key workplace readiness skills, which AJC's are also able to provide, are far more likely to become productive employees. Traditionally, these skills have been referred to as “soft skills”. This label may be motivating to some employers, but unfortunately there are still many employers who do not understand the value of “soft skills”. AJC staff described the following skills that they seek to develop in job seekers, which might be labeled as “Workplace Ready” skills:

- A positive work attitude and ethic: hard work, honesty, loyalty, and dependability.

- An understanding of the behaviors expected in the workplace and why that behavior is required. Examples include: good hygiene and proper attire, punctuality, honesty, and staying off the smart phone.
- Communication skills: ability to establish rapport, avoid offending people, and inspire trust and respect.
- Teamwork, ability to work with others constructively, to lead when necessary and follow when necessary.

Fully functional AJCs are designed to produce these high-quality job seekers. When employers discover this to be true, they will be motivated to engage. AJC staff reported significant levels of motivation to help job seekers become viable employees, but the job seeker services of the AJC are not described this way to businesses. Job seekers who have gone through AJC services receive no designation or certification of their having successfully completed a “Workplace Readiness Skills Program”.

An effective business services framework should include careful “packaging and labeling” of job seekers in a way that highlights the value of the job seeker because they have participated in the AJC program. Job seekers may go through three stages in their development through the workforce development system:

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

Because individuals may go through many transitions as their careers evolve, this packaging and labeling could take place at each step of their career transition, and certifications of their involvement with the workforce development system could reflect their increasing value to employers.

2. Informed Employers

AJCs have more to offer employers than workplace ready applicants. The AJC can inform employers on two levels. There are the small businesses who are too small to have competent HR professionals, and there are businesses who have a significant degree of HR competence. AJCs can provide assistance to both levels of employers.

It is not enough for AJCs to provide job applicants who have been matched well to the job and trained to have the required workplace readiness skills. Workplace readiness skills are perishable, they degrade over time if they are not maintained. AJC staff may also provide coaching and training for employers to more effectively support employees in maintaining a positive work attitude and learning the skills they need to be productive in the business. These services to businesses should be packaged and labeled in a way

that makes their value clear to businesses, thereby increasing the perceived value of AJCs to businesses, especially if such programs noticeably improve retention.

Employers may experience three stages in their development through engagement with the workforce development system.

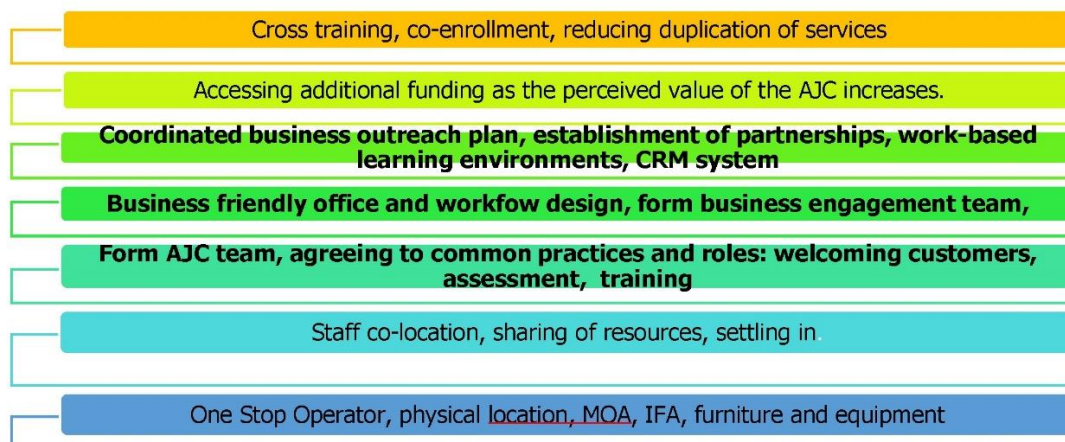
- Initial involvement: Post a job, hire workplace ready applicants, participate in programs on what it takes to manage HR effectively, and thereby come to trust and respect the AJC.
- Recurring involvement: Engage in more sophisticated services such as employee training services, gain access to training providers who partner with the AJC, make use of AJC meeting space and other resources and thereby become part of the AJC community.
- Committed involvement: Become involved in business sector partnerships, and learn more about the career pathways system, join the WDB, and support the AJC in other ways.

AJCs should develop a roadmap of business engagement, showing how businesses can work with AJCs, what they need to do to participate, and the value they will receive.

3. Business Engagement in AJCs

Businesses make very quick judgements about what they value, trust and respect. If a potential service provider is not welcoming, if it is not efficient, if it does not provide what they expect, the business person tends to write it off and doesn't come back. For businesses this high standard of engagement is very common. They have no time to waste if they are to stay in business.

AJCs must meet this standard. The standard must address business awareness, accessibility, customer friendliness, efficiency and effectiveness. The first step is to define what a functional AJC would look like. This diagram depicts the levels of development an AJC may go through, building from bottom up. AJC development factors that are specifically business-services related are indicated in bold.



AJCs may go through seven stages in their evolution:

- Initial establishment including securing an appropriate space, acquisition of required furniture, equipment and materials. Establish the required MOA and IFA, and secure an appropriate One Stop Operator, without which the AJC is very unlikely to make it out of stage one. This initial stage has proven difficult for the AJCs. Only the Oahu AJC has made significant progress because partners have been reluctant to contribute funding and have either not been able to, or motivated to address the staffing and structural challenges that stand in the way of co-location of staff.
- Co-location of providers to the degree possible and begin orienting staff to the AJC concept and to each other as team members.
- Formation of an AJC team, through which the staff agrees to become a team, to share common functions such as opening the office, maintaining resources, welcoming customers, assessment of job seekers, and training customers. Cross train staff across programs and agencies and address structural obstacles to co-enrollment in programs.
- Formally designing the AJC office environment, customer reception, assessment and training processes as a team. Formation of a business engagement team
- Establish a formal business engagement strategy, increase staff awareness of and partnering with employers and workforce development organizations, local HR services and training vendors, and thereby becoming “the place” that convenes the community around workforce development issues.
- Secure additional sources of funding as the perception of the value of AJC services increases.
- Cross train staff and enable co-enrollment across programs in order to make service delivery more efficient.

It is important to understand the relevance of these levels of development of AJCs in relation to the development of business services. A functional AJC is the vehicle that enables business engagement. Without it, there is nothing concrete for businesses to engage with.

Except for the O’ahu AJC, business outreach and engagement are done by workforce development staff within their own programs. Each staff uses their own methods, maintain their own business relationships and data. In the focus groups, participants indicated that in some AJCs they attempt to avoid calling the same employers because they realize that doing so will irritate the employer and communicate the sense that the workforce development system is not operating in a businesslike manner.

Based on AJC focus groups, AJC staff on Oahu have developed a proficiency for business outreach. Some of the tactics described by business engagement staff included:

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

The business engagement team development can be summarized in three phases:

1. Co-locate staff from various programs and formation of the AJC team so business engagement staff can get to know each other, build trust, a common purpose, and become a team.
2. Become aware of each other's programs and business outreach strategies and develop and execute an initial business engagement strategy for their AJC.
3. Cultivate systems (such as a common CRM system) and processes to enhance and expand their business engagement activities.

4. WDBs That Inspire, Convene, and Coordinate

The challenges that AJCs face in motivating their partners to share staff and resources, and businesses to engage with them, are cultural, as stated above; structural, referring to funding and program realities; and political, meaning that some people in key positions seek to maintain control of the system and funding and resist change. It appears that there are significant obstacles to reconciling the intent of WIOA with the capacity and circumstances of the various agencies involved. Resolution of these difficulties is a creative and collaborative challenge.

The most immediate challenge to establishing functional AJCs, which are key to business engagement, is the difficulty that has been encountered across partner agencies to get Memoranda of Understandings/Agreements and Infrastructure Funding Agreements signed as a necessary foundation to create a comprehensive one-stop

center. This difficulty is primarily a result of an inability, thus far, to reconcile WIOA requirements with State and County resources that are available.

The local WDBs must identify and advocate for job seeker and employer needs, act as high level conveners to build relationships and mutual understanding of the potential value of a functional workforce development system as well as seek out additional sources of funding for the system.

The local WDBs must coordinate with the State Board so the Workforce Development Council can take on the “heavy lifting” of motivating the partner departments and agencies to discover creative ways to fulfill the intent of WIOA with the means at their disposal.

The WDBs must, at the same time advocate with employers to get them to understand how important the workforce development system is and provide opportunities for employers to become involved and make a difference.

Based on attendance at the WDB/AJC focus groups, the Oahu WDB appears to have by far the highest level of business community involvement. What may be more concerning is low business participation, in the actual running of some of the WDBs, where it is often difficult to convene a meeting or achieve a quorum in some counties. It is likely that with additional political support and effectively functioning AJCs, the business community will come to understand the value of participation.

5. Political Advocacy

It is not at all clear that there is enough political will or business involvement on the neighbor islands to support a successful AJC, which is a prerequisite for business engagement. It is likely that success will depend upon the involvement of the Mayors and the business community to make it a priority.

There are examples of AJCs on the mainland where success has evolved out of partnerships with economic development organizations and community college systems. Perhaps such a model would work for the neighbor islands if businesses come to see the AJCs as reliable providers of services that help businesses succeed.

Advocacy from the Governor and Mayors will be required to successfully address the initial startup challenges described above. These chief executives must reinforce the importance of workforce development, engage key senior civil service leaders, partner agencies, and provide the will to make the required changes while encouraging the business community to fulfill its part in the partnership.

Governor Ige has just been elected to a second term. He has shown strong support for the DOE, and for integrating the services in DHS in what is called “Ohana Nui “. That alignment work along with the integration of workforce development services, meaning the AJC’s and the Career Pathways System could become a single, coordinated effort

to bring support the success and wellbeing of all of Hawai'i's people and fulfill the promise of WIOA.

BUSINESS SERVICES FRAMEWORK PLAN

Business Services Goals and Associated Actions

The following actions are recommended to execute the business engagement strategy and achieve the related overarching goals.

Goal 1. Ensure that the foundations of AJCs are in place.

1.A. Foundational

- i. Demonstrate the Governor's and Mayors' support for workforce development and
- ii. American Job Centers.
- iii. Complete MOUs/MOAs and IFAs with partners.
- iv. Establish viable One Stop Operators in each AJC.
- v. Co-locate staff and cultivate a "we are one AJC" mentality.

1.B. Developmental

- i. AJC staff cross-training on AJC wide processes such as welcoming customers, assessment and training.
- ii. Aggressively recruit business members to WDBs and integrate the work of WDBs more fully with business sector partnerships and Economic Development Boards where appropriate.

1.C. Advanced

- i. Set-up Business Engagement Team: Clarify responsibilities of AJC staff to engage businesses and develop an initial business engagement strategy which clarifies which staff will engage which businesses.

Goal 2. Establish an effective approach for engaging with businesses.

2.A. Foundational

- i. Assess the challenges that neighbor islands are facing in forming viable WDB's and develop solutions to address these challenges.
- ii. Develop business culture awareness for business engagement teams.
- iii. Develop "AJC Certified Workplace Ready" program for participants

2.B Developmental

- i. Develop a roadmap for formation and development of business engagement teams using labor market information to prioritize in-demand industries.
- ii. Conduct a workforce needs assessment for each island which identifies the most significant employer needs that the AJC should address.
- iii. Develop a shared approach for managing business outreach activities. This approach should make it clear who is responsible for communicating with each business and provide a means for documenting outreach activities in preparation for the implementation of a CRM system.
- iv. Research and train AJC staff in best practices for business engagement. For example, consult U.S. Department of Labor sites and Employer Engagement Committee.

2.C Advanced

- i. Implement a shared approach for business engagement team to track business contact and activities, perhaps in the form of a CRM software. Provide training to all members of team in use of software.
- ii. Develop a roadmap for further development of business engagement teams.
- iii. Form a business-customer partner cultivation road map that will provide businesses the information they need to access and make best use of services available through the AJC.
 - a. Level 1 – business partners make good use of AJC services and support employees in refining workplace skills.
 - b. Level 2 – business partners participate in career pathways services by providing work-based learning experiences to AJC participants and using AJC services to upgrade employees' skill levels.
 - c. Level 3 – join the WDB or in other ways participate in the evolution of the workforce development system.

Goal 3. Articulate and validate the value that AJCs offer to business customers.

3.A. Foundational

- i. Create a list of services and opportunities that AJCs can make available to businesses.

3.B. Developmental

- i. Develop a portfolio of human resource services for businesses that add value to their relationships with AJCs.

3.C. Advanced

- i. Leverage mature relationships with business partners into resources that support AJCs and program participants by recruiting business customers into WDBs,

- providing sites for work-based learning experiences, and ultimately providing additional sources of funding for the AJCs.
- ii. Evaluate business services, seeking input from businesses and collecting relevant outcomes data, and continually improve products and services.
 - iii. Create a dynamic map of the current state of career pathways which can make the system comprehensible to potential users.

Statewide Collaboration: A Summary of Statewide Feedback from Workforce Development Boards and American Job Centers in Response to the Business Services Framework Plan

This is a summary of feedback from participating American Job Centers (AJC) managers, members and staff of the local Workforce Development Boards (WDBs). The comments were gathered during a series of meetings held on each island. The discussions focused on eliciting the participant's opinions and positions regarding Dr. Kim Payton's "Hawaii State Workforce Development Council Business Services Framework Draft Plan." The meetings were held on Oahu - February 27, 2019, Kauai - March 13, 2019, Maui - March 20, 2019, and Hawaii County - April 5, 2019.

These facilitated discussions focused on Dr. Payton's three specific goals and recommendations for implementation of those goals. The participants were requested to focus on small and medium sized businesses as their targeted clients. They were also instructed to think in terms of implementation timeline windows of 90 days, 180 days, 12 to 18 months or longer. The participants were additionally guided to discuss challenges, barriers and ideas that would be relevant to implementing the framework plan in their respective AJCs.

The following narrative summarizes the participants' feedback in the order the discussion topics were introduced to the groups. The sequence corresponded to Dr. Payton's written framework plan draft. Each participant was provided a copy of the plan.

In the following narrative the three goals and implementation recommendations are designated in ***bold italics*** and the participants' summarized responses follows with estimated timelines for action.

Goal 1. Ensure that the foundations of AJCs are in place.

1.A. Foundational

i. Demonstrate the Governor's and Mayors' support for workforce development and American Job Centers.

Oahu, Kauai and Hawaii counties confirm their AJC has the solid support of their Mayors. Kauai Mayor Derek Kawakami is a strong supporter of the AJC when combined with his concept of the Hale Kokua – a mini one-stop for county human service agencies to offer services alongside

employment and training service provider programs such as WIOA. Maui may take longer to establish support, possibly up to a year as new Mayor Michael Victorino and his administration adapts to governing the county and becomes acquainted with county programs.

ii. Complete MOUs/MOAs and IFAs with partners.

The AJCs in Oahu, Kauai, Maui and Hawaii counties indicated they have or will shortly have all the 13 partners' agreements signed and executed, with the exception of the Temporary Assistance for Needy Families (TANF) program. The farthest timeline would be 90 days to complete agreements in all AJCs.

iii. Establish viable One-Stop Operators in each AJC.

This goal may face challenges as only Oahu has been able to work towards accomplishing this objective. Kauai estimates it will take 90 days at least as they establish the definition of "value" for their AJC. Their timeline is subject to how quickly new WDB members can be recruited and on-boarded. Maui has a One-Stop Operator with a relatively new person serving in this role and new location for its AJC. While the foundations are being laid, the AJC will likely be moving by the end of the year. Hawaii County has assigned the Deputy Director of the Office of Housing and Community Development as the One-Stop Operator until another Request for Proposal (RFP) can be issued for that role. The priority is to contract a service provider for the adult and dislocated worker programs. County staff are providing services until a new provider is selected. The Hawaii County WDB needed to reappoint 3 board members and recruit 5 new members. The board has not met due to the inability to meet quorum.

iv. Co-locate staff and cultivate a "we are one AJC" mentality.

AJCs in Oahu, Kauai, Maui and Hawaii counties have indicated co-locating as well as developing a "One AJC" mentality will take 180 days to 12 months to fully develop the structure, train personnel, establish funding streams and find appropriate facilities to house the co-located partners. Most importantly the "One AJC" mentality will develop only after some time has passed for the personnel to experience working with each other as they build their working interpersonal relationships.

1.B. Developmental

i. AJC staff cross-training on AJC wide processes such as welcoming customers, assessment and training.

AJCs in Oahu, Kauai, Maui and Hawaii counties have indicated developing a "One AJC" mentality will take a 12 to 18 months to fully develop, fund and train personnel to achieve this goal. The largest challenge for each AJC is defining the "value" of the AJC services as it applies to meeting the expectations of businesses that they are targeting to serve. This "value" determination will guide each AJC in developing their training and level of delivery for services. All AJCs suggested various ideas and initiatives to move this concept forward. Oahu has the

most developed efforts to cross-train personnel yet they estimate 180 days as a reasonable timetable.

ii. Aggressively recruit business members to WDBs and integrate the work of WDBs more fully with business sector partnerships and Economic Development Boards where appropriate.

AJCs in Oahu, Kauai, Maui and Hawaii counties have indicated that their WDB member positions should be filled and on-boarded within 90 days. On Maui, participants indicated that, first, in-demand industries would be identified, then identifying the value of the AJC can provide to businesses would be the next step, and this would be followed by recruiting business board members.

1.C. Advanced

i. Set-up Business Engagement Team: Clarify responsibilities of AJC staff to engage businesses and develop an initial business engagement strategy which clarifies which staff will engage which businesses.

The AJCs provided varying estimations of their timeline to establish fully functional business engagement teams. It will require at least 180 days for Oahu and Kauai. Maui and Hawaii counties anticipate a time frame of 12 to 18 months.

Goal 2. Establish an effective approach for engaging with businesses.

2.A. Foundational

i. Assess the challenges that neighbor islands are facing in forming viable WDB's and develop solutions to address these challenges.

Hawaii County and Maui see geographic challenges related to distances which stretch their current resources. Kauai, Maui and Hawaii counties face challenges relating to increasing their WDB membership count. Issues arising from the perceived value of the AJC to the board members are causing neutral to negative impressions in recruitment, retention and engagement of the board members and potential new board members. Kauai, Maui, and Hawaii counties shared their ideas on how to advance the perceived value of the AJC and its services. Only Oahu has ongoing initiatives to resolve the "value" perception of the AJC. Kauai and Maui referenced low awareness of local boards and AJCs by members of the business community as hindering recruitment of new board members.

ii. Develop business culture awareness for business engagement teams.

Oahu and Kauai indicate they would need at least 180 days to have their AJC personnel to be trained to interact and speak with business clients utilizing common business practices and terminologies to enhance working relationships with these businesses. Maui indicated 9 to 12 months. They all intend to have their WDB members help with this business acumen training. Hawaii County appears to be less optimistic in their timeline.

iii. Develop “AJC Certified Workplace Ready” program for participants.

This goal was acknowledged to be a valuable goal however timelines varied due to the need to research components of the core courses to meet employer’s needs, then create curriculum that will deliver needed skills, then develop methods of evaluation to establish participants’ workplace readiness certification from the AJC. The most optimistic AJC is Oahu which expressed a minimum of 180 days to meet this objective. The other AJCs find the process will take a minimum of 12 to 18 months. More realistically the timeline could extend into 24 months. Hawaii County will investigate the possible resurrection of a work readiness certificate which had been discontinued for several years. All AJCs see the need to work with their community colleges to help design the courses and certificates.

2.B Developmental

i. Develop a roadmap for formation and development of business engagement teams using labor market information to prioritize in-demand industries.

Oahu indicated they are doing this now with continuous improvement taking place. Maui and Kauai are looking at 180 days to implement although questions regarding having the appropriate staff levels to conduct the research to form the roadmap concerns them. Hawaii County needs a longer timeline.

ii. Conduct a workforce needs assessment for each island which identifies the most significant employer needs that the AJC should address.

Oahu is in the process of determining these needs. Kauai indicates 180 days are needed to determine the top needs through research. Maui is struggling with manpower and funding constraints that are perceived to be barriers for the AJC to be able to provide personnel and resources to research these needs. Hawaii County sees geographical and cultural barriers extending the time needed beyond 180 days.

iii. Develop a shared approach for managing business outreach activities. This approach should make it clear who is responsible for communicating with each business and provide a means for documenting outreach activities in preparation for the implementation of a CRM system.

Oahu and Kauai AJCs found value in the implementation of a customer relationship management (CRM) system. They recognized the need to implement a system of tracking and follow up with businesses. The issue that arose was “what system would be appropriate that technically aligns with the AJC’s current information and data systems?” Discussion focused on two possible systems. The first system is HireNet Hawaii which already is in use and the other is the “Salesforce” system that is being contemplated by other areas of the state and counties for implementation as a CRM system. Concerns surrounding funding, personnel allocation and facility resources as well as limitation on these resources generated vigorous dialogues. These concerns translated into implementation timelines that were varied. Oahu had a target of 90

days. Kauai targeted 90 to 120 days. Maui is concerned that the implementation of a CRM system and business services team may be unrealistic, citing budgetary and time constraints. The Hawaii County meeting was not able to discuss a CRM system.

iv. Research and train AJC staff in best practices for business engagement. For example, consult U.S. Department of Labor sites and Employer Engagement Committee.

Oahu indicates they are doing this now with continuous improvement taking place. Kauai is looking at 180 days to implement although questions regarding having the appropriate staff levels to conduct the research to form the roadmap concerns them. Maui and Hawaii counties need a longer timeline.

2.C Advanced

i. Implement a shared approach for business engagement team to track business contact and activities, perhaps in the form of a CRM software. Provide training to all members of team in use of software.

ii. Develop a roadmap for further development of business engagement teams.

iii. Form a business-customer partner cultivation road map that will provide businesses the information they need to access and make best use of services available through the AJC.

a. Level 1 – business partners make good use of AJC services and support employees in refining workplace skills.

b. Level 2 – business partners participate in career pathways services by providing work-based learning experiences to AJC participants and using AJC services to upgrade employees' skill levels.

c. Level 3 – join the WDB or in other ways participate in the evolution of the workforce development system.

This advanced recommendation section is a combination of similar recommendations that have been discussed earlier in the narrative.

Goal 3. Articulate and validate the value that AJCs offer to business customers.

3.A. Foundational

i. Create a list of services and opportunities that AJCs can make available to businesses.

All AJCs have a list of services being currently offered to business clients. Researching and adding other service offerings to grow their value to these business clients would take a minimum of 90 days.

3.B. Developmental

i. Develop a portfolio of human resource services for businesses that add value to their relationships with AJCs.

All AJCs have a list of human resource services being currently delivered to clients. Researching and adding other human resources service offerings to expand AJCs' value to business clients would take a minimum of 90 days.

3.C. Advanced

i. Leverage mature relationships with business partners into resources that support AJCs and program participants by recruiting business customers into WDBs, providing sites for work-based learning experiences, and ultimately providing additional sources of funding for the AJCs.

ii. Evaluate business services, seeking input from businesses and collecting relevant outcomes data, and continually improve products and services.

iii. Create a dynamic map of the current state of career pathways which can make the system comprehensible to potential users.

Discussions in the advanced recommendation category were lightly touched upon with shallow depth to the dialogues, in part because so much foundational work still needs to be accomplished in most AJCs with (potential) business partners and services. Timelines and objectives were not established although similar implementation recommendations discussed in earlier sections are correlated to this advanced category. One idea that surfaced in each meeting which drew interest was the establishment of one to two business champions for the AJC who would lead the way to building engagement and participation with other businesses in the community. The attendees expressed positive feelings toward the concept.