

Business Engagement

PRESENTERS NAMES: Dave P. Dave W. and Patrick Woods

BOARD MEETING DATE: March 14, 2018

BOARD MEMBER SPONSOR NAME: Perry England

DISCUSSION TIME: 30 Mins

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| <p>ISSUE/SITUATION: Be concise—1 or 2 sentences that get to the heart of the situation, problem or opportunity being addressed.</p> | <p>THE ISSUE/OPPORTUNITY IS:</p> <p style="text-align: center;">Part I. Business Services Inventory Progress</p> <p>This presentation is intended to update members on progress to build a comprehensive inventory of business services provided across the Workforce System. Staff is currently working with partner agencies. The inventory is expected to be complete in Spring, 2018.</p> <p>To date 14 system partners submitted information on their 25-plus programs providing services that help businesses meet their workforce development needs. More work is needed to create common descriptions and definitions of services, and to accurately reflect the scope and breadth of services available in each region of the state. The current draft does provide a foundation for creating the business services map for our state. (Please see attached chart).</p> <p>Update on Inventory Process to Better Use Technology Our partners say the current inventory template is difficult to understand and navigate, and requested the possible use of new technology, driven by survey software, to provide a platform that will streamline the input process. This should also help with consistency in reporting by partners and ensure a better common understanding of definitions related to the types of services provided. In addition, the use of survey systems, such as Survey Monkey, will support information sharing across the Workforce System. Survey systems also can provide updates over time to determine if changes are occurring in the scale, scope, or quality of services provided to businesses. Input from partners has also emphasized the importance of focusing on information that can help answer key questions and highlight important issues including:</p> <ul style="list-style-type: none"> • Where can a business find qualified workers? • How can a business get help in training existing workers? • How can a business influence the employment pipeline to find help for their specific business? <p style="text-align: center;">Part II. Exploratory Survey of Employers</p> <p>This presentation is intended to update members on progress in developing and implementing a short survey of employers who interact with the programs of the core Workforce Innovation and Opportunity Act (WIOA) partners. It is intended to inform:</p> <ul style="list-style-type: none"> • The development of the Board’s Business Engagement strategies. • The revision of the Board’s periodic survey of a random sample of all employers in Washington. <p>Background This survey is designed to be relatively brief and aimed at individuals who already have some knowledge and experience of at least some part of the state workforce system. It will be administered as an online survey, with respondents recruited through an email invitation sent to lists, or random samples from lists of known “customers.”</p> |
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| | <p>Five major workforce system services can assist employers in:</p> <ul style="list-style-type: none"> • Finding and hiring workers with needed skills. • Accessing training for workers so they can become more productive, update their skills in response to change, and advance in organizations. • Supporting workers who face challenges not related to specific job skills, such as transportation and childcare. • Developing workforce strategies and policies, such as talent pipelines. • Accessing labor market information. <p>While some portions of the survey present structured choices, there are also opportunities and invitations for respondents to “think outside the box” about what opportunities and challenges we may have missed in designing the survey.</p> <p style="text-align: center;">Part III. Business Engagement Dashboard</p> <p>An update on progress to build a dashboard showing high-level indicators considered most important to the Board in tracking the progress of the Workforce System in meeting business needs.</p> <p>To date, the following activities have taken place:</p> <ul style="list-style-type: none"> • Indicators have been identified: A) The percent of businesses in Washington that received a service from the workforce system; B) The number of jobseekers finding employment after receiving services; and C) the statewide median wage. • Meetings are scheduled and, in some cases, have taken place with partner agencies over how to generate and deliver new data elements for the four Titles. The first was scheduled February 21. • In the meantime a Tableau Dashboard is being developed for the next Board Meeting showing the three primary indicators with the data that is currently available. |
| <p>TAP STRATEGIC PRIORITY: Which TAP strategic priority or priorities does this recommendation support? Can you tie to specific goals and objectives in TAP? Briefly describe these connections. If the connection is unclear, describe why this is of consequence to the Workforce Board and/or workforce system.</p> | <p>SUPPORTS TAP STRATEGIC PRIORITY:</p> <p style="text-align: center;">Business Engagement Chart and Exploratory Survey of Employers</p> <p>Business Engagement is one of the four priorities highlighted in the TAP strategic workforce plan. By making it a key priority for the Board during the coming year it will help advance this priority by:</p> <ul style="list-style-type: none"> • First, understanding what is currently being done to effectively engage businesses across the workforce system. • Second, determine which services are most important to businesses. • Third, help develop a plan to advance business engagement policies and processes across the system in a coordinated and collaborative manner. <p style="text-align: center;">Business Engagement Dashboard</p> <p>Business Engagement is one of the four priorities highlighted in the TAP strategic workforce plan. A public dashboard will help advance this priority by:</p> <ul style="list-style-type: none"> • Making it transparent to all stakeholders. • Tracking how critical indicators are changing.. • Working with partners to widen the scope of what we are able to measure. |

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| <p>POTENTIAL IMPACT: Effect on people, businesses, communities. What is better or different from other existing strategies?</p> | <p>IT IS SIGNIFICANT BECAUSE:</p> <p style="text-align: center;">Business Engagement Inventory and Business Engagement Dashboard</p> <p>Advancing the priority of “Business Engagement” is vitally important to the success of the TAP plan in helping enhance the economic wellbeing of business, the workers they employ, and the communities across Washington they call home. For businesses to succeed, they depend on a skilled and educated workforce that will help them respond and compete in today’s economy. In addition, many emerging workforce initiatives, such as Upskill-Backfill and Career Connected Learning, rely heavily on strong partnerships with business to advance worker productivity, skills, and career paths in ways that benefit both employers and employees.</p> <p style="text-align: center;">Exploratory Survey of Employers</p> <p>The survey will provide more information about how our current customers think about their workforce issues and our services. It will help us to target and focus our business engagement expansion.</p> <p>The survey will also give insight into the content and form employers use in articulating their workforce challenges and priorities. This will improve how effectively we collect information from the majority of respondents to the later survey. The later survey will be sent to employers whom we currently do not serve.</p> |
| <p>OPTIMAL NEXT STEPS: What do you really want to happen as a result of this discussion with the Workforce Board?</p> | <p>MY IDEAL OUTCOME OF THIS DISCUSSION IS:</p> <p>A robust discussion on how the process is progressing and provide input on the next steps.</p> |
| <p>BACKGROUND: Short history of how this recommendation came to be. What has been tried, to what result? What evidence exists to support this recommendation?</p> | <p>RELEVANT BACKGROUND INFORMATION:</p> <p>Services Inventory, Exploratory Survey and Dashboard: The business engagement projects of building the Business Services Inventory, Exploratory Survey, and Dashboard are products of the Board’s decision to make Business Engagement a priority in 2017-2018.</p> <p>Exploratory Survey: A periodic random sample Employer Survey had been conducted by the Workforce Board every other year, with a stratified sample of 2,000+ employers.</p> |
| <p>STAKEHOLDER ENGAGEMENT, PROS AND CONS: Which stakeholders have been engaged in the development of this recommendation? What are the pros and cons of this recommendation? According to whom (which stakeholder groups)? Are there viable alternatives to consider?</p> | <p>STAKEHOLDERS HAVE PROVIDED INPUT AND THEY THINK:</p> <p>Business Services Inventory and Dashboard: Majority of Workforce System Partners have been involved in this process.</p> <p>Exploratory Survey: We have received significant comments from our partners, and are in the process of further review and field testing.</p> |

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| <p>FINANCIAL ANALYSIS AND IMPACT: What will it cost to enact this recommendation? What resources will be used? Are new resources required? How much? Where will existing or new resources come from? Are there savings to be gained from this investment? Over what period? Are there other returns on investment to consider?</p> | <p>THE COST AND RESOURCE NEEDS OF THIS RECOMMENDATION ARE:</p> <p>The financial impact has not been reviewed.</p> |
| <p>RECOMMENDATION AND NEXT STEPS: What specific result do you want from the Board? Is this recommendation for discussion or action? If for discussion, will action be required at a later date? What next steps are expected after this discussion?</p> | <p>THE RECOMMENDATION AND/OR REQUESTED ACTION IS:</p> <p>Inventory and Dashboard: Provide input and direction on process design and activities to-date. Are we heading in the right direction?</p> <p>Survey: This is an information update.</p> |

Washington Workforce System—Business Services Summary Chart

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I. Themes from Submitted Responses and Discussions

To date, 14 system partners submitted information on their 25-plus programs with services that help business meet their workforce development needs. This information provides a foundation for creating the business services map for our state. We still have much work to do to ensure that all services across all regions of the state are represented. We will also need to have a common understanding that makes the scope of the services and their impact transparent to the business community. The following are common themes that emerged during the first phase of this work:

A. Support for Business Engagement Priority: Workforce System partners participating in the inventory process also support having Business Engagement as the Board's priority for the coming year.

B. Several Programs Provide Significant Business Services: Certain services provided to businesses are significant in scale and scope, provided the business is connected with specific populations of workers facing barriers. This includes businesses that employ workers that come to them through Division of Vocational Rehabilitation (DVR), the Department of Services for the Blind (DSB), and the Employment Pipeline, which connects businesses with eligible DSHS clients. In addition, the Community and Technical College system provides a robust array of in-depth training resources to businesses across the state. How services connect with other programs and other populations facing barriers outside of the statutory focus needs further review.

C. Several Programs Provide a Wide Array but Limited Depth of Business Services: The Workforce Development Councils (WDCs) in particular appear to face this challenge and are driven to strategically focus their limited resources on those services that provide the greatest return on investment for their area. As a result the delivery of systematic and consistent services across all the regions is a challenge.

D. Awareness of Scope and Scale of Business Services is Not Widely Understood: Workforce Partners are not fully aware of the depth and breadth of Business Services provided across the system. This is driven, in part, by the wide array of agencies providing discreet services to businesses in their service area or the unique focus of their programs that assist populations facing barriers, such as DVR, DSB, Employment Pipeline. In addition, the portfolio of business services varies among partners, such as WDCs, depending on funding and regional focus.

E. Partners Expressed Hope that Inventory Will Lead to Positive Changes: Through the inventory process, some partners said they hoped the Board would use the information to drive positive change that results in meeting the Business Engagement goal outlined in the state's strategic workforce plan *Talent and Prosperity for All (TAP)*. This includes increasing the rate and volume of business interactions with the Workforce System. But connected with this is the desire to ensure that not just scale, but also the quality of services, result in successful outcomes for workers and businesses. We have responded to this feedback and are developing an electronic chart using SurveyMonkey that helps gauge the breadth, depth, and impact of services to business.

| System Partner | 1. Convener of Business Sector on Workforce Issues | Overview |
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| Spokane Area WDC | Leads and coordinates regional collaboration that develops effective sector partnerships to ensure a skilled workforce in support of regional economy. | Industry Panels \$960K FTE: 12.5 |
| Northwest WDC | Facilitates meetings with business leaders and economic development partners to discuss workforce issues of shared concern and work with responsive entities to define local solutions. | Not separated from overall program costs |
| Benton-Franklin WDC | Able to engage all partners to provide information relevant to the needs of each business. | |
| Seattle-King County WDC | Organizes the convenings/meetings/panels through established relationships and networks. | |
| Workforce Snohomish WDC | <p>A. WDC has economic development engagement partnership with: Puget Sound Regional Council; Snohomish County Labor Council; Washington Business Alliance; Snohomish County Executive Office; Snohomish County cities Chamber of Commerce.</p> <p>B. The array of services provided in-person and online include: Workforce Snohomish Navigators Engagement; Employer Roundtables; Employer Panels; Chamber of Commerce events; Community Organization referrals and events; Focus Groups; Industry Information Panels; Town Hall events; Apprenticeship Panels with Labor and Employers; Employer information and resource dissemination; Resources for employers to ensure success of high barrier/support employees; Education on Work Opportunity Tax Benefits; Coordination with workforce employment networks including Business Alliance; and Industry Sector Advisory Boards.</p> | Part of overall WDC budget of \$6,162,058/2016 |
| Workforce Central WDC (Pierce County) | Services are provided online and in-person. Businesses value the Sector strategy approach because each industry has a Business Solutions Consultant (BSC), that is knowledgeable in that specific field/sector. Collaboration with Economic Development Board, Chambers of Commerce, business associations and City and County partners assure a comprehensive response to a business need. WDC convenes partners, facilitates roundtables and coordinates services to business. | WDC staff manage 6 Sector Strategies; ResCare 5 Staff ESD 2 Staff |
| South Central WDC | Participates in various Economic Development Councils and Chambers. Convener of South Central Business Solutions Committee. | About 15 staff from various workforce programs. |
| Workforce Southwest WDC | Responsible for convening industry to: ensure strong working knowledge of workforce challenges; best practices; set goals for achievable solutions; direct long range planning; organize workforce development trainers; and coordinate with education providers for long-range solutions. The WorkSource Business Solutions Consortium (WBS) is responsible for regular engagement with businesses. | WSW Industry Initiatives Manager, CEO & Youth Initiatives Manager with WBS \$100K ESD Marketing |

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| Eastern Washington Partnership WDC | WDC collaborates with Economic Development Council, Community and Technical Colleges, and others for sector meetings and discussions. | WDC, EDC and Community Colleges provide funding. |
| Pacific Mountain WDC | Coordinates and leads regional collaboration that develops effective sector partnerships with business, regional consortiums, community colleges, high schools, regional occupational training programs, WDCs and other regional organizations to ensure a skilled workforce. | Pac-Mt: 3fte & \$200K--Thurston Chamber: 7.5fte & \$600k --Pierce Chamber: 1.5fte & \$115k—Others |
| Division of Vocational Rehabilitation DSHS | Targets topics on recruiting for diversity and disability, ADA, disability etiquette, accommodations, Work Opportunity Tax Credit, for the following business associations, SHRM, Chambers, WorkSource staff, Career Pathways staff, etc. All Business Specialists are engaged as they are allowed to be. | 19fte: 1 manager & 18 Biz Spec. Budget: 1M+ |
| Department of Services for the Blind DSB | No | |
| Employment Pipeline DSHS/ESA/CSD | No | |
| State Community & Technical College System Programs | Workforce Training Customer Advisory Committees (CAC) Advisory Committees Skill Panels/DACUMs | |

| System Partner | 2. Keeping Businesses Informed-Outreach & Education to Business – <u>Helping Business Navigate Workforce System</u> | Overview |
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| Spokane Area WDC | Strong marketing and outreach plan in partnership with system area agencies includes: presence in local business journal; hold regular community conversations; distribute professional marketing materials for businesses; provide training to partner agencies on business communication; and maintain a webpage dedicated to business services; working with Society for Human Resource Management; host & manage workshops; and cooperation with media. | Industry Panels \$960K FTE: 12.5 Career Fair had 2500 jobseekers & 150 Business |
| Northwest WDC | WDC reaches out to business through collaboration with Chambers of Commerce, Economic Development Associations, Small Business Development Centers, Organized Labor and SCORE. WDC has contracts with a Chamber of Commerce for work-based learning site development and Small Business Development Center for incumbent worker on-the-job training. | Not separated out from overall program costs. |
| Benton-Franklin WDC | WDC provides a presentation to employers call “Business Banter” that covers full spectrum of services offered at WorkSource. | |
| SeaKing WDC | Business Services Team (BST) creates, manages, and delivers outreach and education activities including Rapid Response services | BST is approx. \$560,00 & 10 FTE |
| Workforce Snohomish WDC | WDC has business development engagement partnership with: National Retail Association; Washington Business Alliance; Washington STEM Network; and Center for Advanced Manufacturing Puget Sound (CAMPS) | Provided by multiple staff members at various agencies including: Workforce Sno Veterans Staff RESEA Trade Act Rep. WIOA Biz Staff |
| Workforce Central WDC | These services are created and distributed via all channels including online methods. Business Solutions consultants and WDC staff brief Chamber partners, EDB, City and County staff about programs and opportunities for business. | Staff from: WDC Biz ResCare ESD |
| South Central WDC | Regular presentations are provided to each chamber and Society for Human Resource Management SHRM. | 15 staff from various workforce programs. |
| Workforce Southwest WDC | WSW provides education and support to local businesses, primarily in our target sectors. Host bi-monthly Business PubTalk, Job Fairs and provides articles for local articles. | WSW Industry Initiatives Manager, CEO & Youth Initiatives Manager with WBS \$100K ESD Marketing |

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| <p>Eastern Washington Partnership WDC</p> | <p>Business Services Team from area partners (WIOA, Titles I,II,III & IV, EDC, College and others) work collaboratively to deliver services</p> | <p>Each partner contributes staffing & funding.</p> |
| <p>PacMountain WDC</p> | <p>WDC provides functional leadership on behalf of the development and maintenance of the regional integrated Business Services Team and creates strategies to identify and prioritize gaps impacting demand and growth sectors and provides outreach to specific businesses and their target populations.</p> | <p>Pac-Mt: 3fte & \$200k--Thurston Chamber: 7.5fte & \$600k</p> |
| <p>Division of Vocational Rehabilitation DSHS</p> | <p>DVR targets Federal Contractor (503) & (501), State, County and City Government entities as well as private sector.</p> | <p>19 fte:1 manager & 18 Biz Spec. Budget: 1M+</p> |
| <p>Department of Services for the Blind (DSB)</p> | <p>Provides workforce-related services to businesses that want to provide a disability-friendly and compliant workplace; businesses that have an existing employee who develops a disability; businesses that need to be accessible to their customer base with disabilities; assistance in meeting federal section 503 or state government Executive Order mandates; and assist HR managers.</p> | <p>Title IV DSB Part of team 15 fte/DVR 7.5 fte/ Adaptive Tech Specialists 7.5 fte/Rehab Teachers 1 fte/Business Specialist</p> |
| <p>Employment Pipeline DSHS/ESA/CSD</p> | <p>Community Services Offices (CSOs) provide DSHS services throughout the state to job-ready clients needing work. The Employment Pipeline program provides businesses with access to this ready-made workforce. The referral of clients to businesses increases the opportunity to fill their staffing needs in various positions. Program provides: assistance in hiring events for employers; presentations and individual meetings; and outreach to HR Managers and Branch Managers on program services. Introduces businesses to other state agencies and stakeholders to provide workforce assistance.</p> | <p>Statewide Staffing of 11 FTEs</p> |
| <p>State Board for Community & Technical Colleges (SBCTC)</p> | <p>Advisory Boards: Local employers get a direct connection to the education/training pipeline from which they hire. Centers of Excellence: Centers often a first point of contact to the employer community in their sector. Contract & Continuing Education: These college programs often have deep connections to local businesses through participation in a broad range of Associate Development Organization/ Economic Development Council activities. Skills Panels/DACUMs Small Business Development Centers: The Centers are hosted on several campuses (SPSCC-Highline-Walla Walla-Clarkston etc.) and provide no-cost or low-cost consulting services.</p> | <p>Advisory Boards: Perkins & Worker Retraining. Contract & Continuing Ed: Supported with colleges' state/\$, self/supported, JSP/CTP funds or grants.</p> |

| System Partner | 3. Business is Partner in Co-Creating Talent Pipeline | Overview |
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| Spokane Area WDC | Business is an ongoing partner in developing strategic sector plans. Working with businesses to create a talent training plan that will assist approximately 250 job seekers in in-demand occupations. | Included in #1 |
| Northwest WDC | WDC prioritizes key sectors including STEM and other high earning potential careers. | Not separated out of overall program |
| Benton-Franklin WDC | Employers identify skill gaps in their workforce so curriculum can be created to fill their need for skilled workers. | |
| Sea-King WDC | Workforce partners collaborate with businesses to create strategies and mechanisms to address challenges and gaps they are seeing in their business and industry. | |
| Workforce Snohomish WDC | WDC engages through: Sector Development; Local economic development activities; Business feedback in grant applications; Business surveys; Labor management meetings; STAM engagement; Education provider committee; Layoff Aversion education; Madden Industrial Craftsman Temp Agency at WorkSource Everett. | Staff from: Workforce Sno. Veteran Services RESEA WIOA Biz Careers in Health Care |
| Workforce Central WDC | Activities to help build the Talent Pipeline include; Upskill-Backfill Initiative, Career Connected Learning Washington Grant programs; Pierce County Construction Career Day; JobFest; Work Experience (WEX); WFC/Healthcare Council; and On the Job Training | Staff from: WDC ResCare ESD |
| South Central WDC | Business participates as the board majority in establishing strategies & business partners champion local grants and projects. | 15 from various workforce programs. |
| Workforce Southwest WDC | Regularly includes businesses in the development of strategic sector plans and pioneered the five step business engagement plan in TAP. | WSW Industry Initiatives Manager, CEO & Youth Initiatives Manager with WBS \$100K ESD Marketing Assistance |
| Eastern Washington Partnership WDC | WorkSource Walla Walla has regular business services meeting. WDC has a business services sub-committee that oversees strategic direction. | Each partner contributes staffing & funding |
| Pac-Mountain WDC | Leads, convenes, and supports new and established sector partnerships. Improves regional workforce navigation within the regional sectors for entry level and incumbent workers. | Pac-Mt: 3fte & \$200K--Thurston Chamber: 7.5fte & \$600k |
| Division of Voc-Rehab DSHS | Activities related to "Reverse Job Fairs" that are focusing in on jobseekers with Disabilities and Veterans with disabilities. | 19fte: 1 manager & 18 Biz Spec. Budget: 1M+ |

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| Department of Services for the Blind DSB | No | |
| Employment Pipeline DSHA/ESA/CSD | Limited with periodic focus on specific employers. Offers training assistance to employer to fill opening within company, i.e., training at Goodwill for various employers and CS Training for XEROX. | Statewide Staffing of 11 FTEs |
| State Board for Community & Technical Colleges (SBCTC) | All 14 programs/strategies partner with business specifically to ensure businesses are engaged in creating the talent pipeline. | APC: 1 FTE/SBCTC Funding to WTB for research. WFWS: TANF CAC: Several SBCTC staff plus state funds. |

| System Partner | 4. Recruiting, Screening, Assessments and Referring Workers for Business | Overview |
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| Spokane Area WDC | The WorkSource Business Solutions Team is comprised of a variety of partners (Titles I, III, IV, Opportunity Grant, RISE, LNI, ESD, college funded, WorkFirst and other funding streams) and is responsible for regular engagement with individual businesses seeking to hire and train workers immediately. | 1,600 business served in 2017 13K Job Posts (WorkSourceWa) |
| Northwest WDC | WDC offers these labor exchange services. | |
| Benton-Franklin WDC | Personalized to meet the specific needs of businesses. | |
| SeaKing WDC | Business Services Team (BST) coordinates events for businesses to meet jobseekers face to face. BST works with businesses to create innovative events to attract a diverse talent pool. BST also works with staff at WorkSource that work with job seekers to harness the potential talent within the WorkSource system. | BST Budget \$560,000 Staff: 10 FTE |
| Workforce Snohomish WDC | Provides sector specific employer recruitment strategies to match industry need (Retail, Manufacturing, Healthcare etc.); works with WorkSource Career Specialists and Resource Room staff and Business Solutions Team to screen, recruit, and assess job seekers for referrals. | Staff from: 12 WIOA Biz 2 Housing Hope 2 RISNW 2 Goodwill 2 RESEA 1 Workfirst 1 I-Catch 1 Retail 1 PATAM 1 Mechatronics |
| Workforce Central WDC | Business Solutions Team offers these services to companies within Pierce County. All services are based upon the needs of the company and entered into Salesforce CRM. Most used services include recruitment, job postings, hiring events and marketing flyers. | Staffing includes: WDC ResCare ESD |
| South Central WDC | South Central Business Solutions Committee along with system partners assist employers with meeting their workforce needs. | 15 staff from various workforce programs` |
| Workforce Southwest WDC | WorkSource Business Solutions Consortium WSBS primarily is responsible for these services | WSB provides oversight on all Biz Solutions programs. Titles I, II, III, & IV funding. |
| Eastern Washington Partnership WDC | Business Services Teams from area partners (WIOA, Title I,II,III & IV, EDC, College, etc.) work collaboratively to deliver services and represent the WorkSource brand in a common manner. | Each partner contributes staffing & funding |
| PacMountain WDC | Provides conduit between the public workforce system stakeholders and customers-job seekers & employers. Helps | Pac-Mt: 3 FTE & \$200K—Thurston |

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| | navigate skilled workforce to demand driven employers. | Chamber: 7.5 FTE & \$600k—Pierce Chamber: 1.5 FTE & \$115k—Others |
| Division of Vocational Rehabilitation DSHS | Work Opportunity Tax Credit for hiring individuals with disabilities and veterans with disabilities. | 19fte: 1 manager & 18 Biz Spec. Budget: 1M+ |
| Department of Services for the Blind | Working with partner agencies (WABLN & Workforce Partners) connects its qualified clients to businesses thru job fairs, and networking events that bring business well-trained and qualified talent. | Title IV DSB Part of team 15 FTE/DVR 7.5 FTE/Adaptive Tech Specialists 7.5 FTE/Rehab Teachers 1 FTE/Business Specialist |
| Employment Pipeline DSHA/ESA/CSD | Program provides on-the-spot hires made possible by EP vetting of applicants from program. Vetting done as well for referrals to businesses. | Statewide Staffing of 11 FTEs |
| State Board for Community & Technical Colleges (SBCTC) | Apprenticeship: Programs participate in job fairs and career days with K-12/Higher-Ed/CBOs to build a pool of qualified candidates. Career Services: Colleges provide job search help, such as resume building, on-campus interviews, job boards, and job fairs. Employers get access at no cost or low cost to potential employees. Rapid Response | Apprenticeship: State & grant \$ Career Services: Perkins & State \$ Rapid Response: State & Local \$ plus Colleges staff. |

| System Partner | 5. Financial Incentives to Business | Overview |
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| Spokane Area WDC | WorkSource Business Team provides information and education to business regarding specialized financial incentive for targeted populations. | Focus on Veterans and individuals with disabilities. |
| Northwest WDC | WDC provides funded OJT through various workforce programs. | Demand driven and within limited budgets. |
| Benton-Franklin | All businesses have access to services, however WDC focus is assisting clients facing barriers to employment. | |
| Sea-King WDC | Business Services Team shares information with businesses that are not using strategies to diversify or expand their workforce, or are in need of financial incentives, but not aware of programs. | BST Budget \$560k Staff: 10 FTE |
| Workforce Snohomish WDC | Accomplished through: Labor market information; paid internships; Connections with Economic Alliance Snohomish; Department of Vocational Services; RISNW; Goodwill; and OSHA | Staff from: 5 WIOA/NDWG 1 Labor Market 1 Disability Emp. 1 AmeriCorps 1 Mechatronics 1 Apprentices |
| Workforce Central WDC | The WEX and OJT are great opportunities for an employer to skill up a candidate to qualify them to do a job. | |
| South Central WDC | These activities are done as appropriate based upon availability. | 15 staff from various workforce programs |
| Workforce Southwest WDC | Managed by WSBS and offered one on one. WSW partnership with Economic Development partners. | WSW provides oversight on all Biz Solutions. Title I,II,II & IV funding. |
| Eastern Washington Partnership WDC | Business Services Teams from area partners (WIOA, Title I,II,III, IV EDC, College etc.) offer various incentives to business | Each partner contributes staffing & funding |
| Division of Voc-Rehab DSHS | Single point of contact SPOC. This is part of presentation to employers in public and private sectors. | 19 FTE: 1 manager & 18 Biz Spec. Budget: 1M+ |
| Department of Services for the Blind DSB | Services include: the payment of wages in part or full while individual is being trained: paid summer youth work experience | Title IV DSB Budget 15 percent of budget for paid work—15 VR Counselors |
| Employment Pipeline DSHS/ESA/CSD | No, but inform participants of possible benefits in other programs such as bonding through ESD and Tax Incentives. | Statewide Staffing of 11 FTEs |
| State Board for Community and Technical Colleges SBCTC | Registered Apprenticeship: Qualifies for OJT WIOA wage payments. Job Skills Program: provides a matching training grant. Customized Training: Provides a no-interest loan, and 50% B&O tax credit. | All financial incentives to business are state funded. |

| System Partner | 6. Help Business Respond to Trade Challenges and Downturns | Overview |
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| Spokane Area WDC | Partner with WorkSource to completely revamp layoff response services including the funding of a Layoff Response Coordinator. This has created a seamless pathway from rapid response events into WorkSource & Trade Adjustment Act TAA, including video on response support & strategies. | Web and video promotes and explains clearly. |
| Northwest WDC | WDC convenes and manages a multiple provided team. | |
| Benton-Franklin WDC | Businesses value the Rapid Response Service because team helps the employees of the business transition into other employment or help in maintaining their current workforce, while saving money. | |
| SeaKing WDC | Businesses Services Team BST provides services to all businesses but targets businesses facing a layoff or reduction in the workforce in order to help business retain workforce, help with build responses based on possible options. | BST Budget \$560K Staff: 10 FTE |
| Workforce Snohomish WDC | Provide rapid response assistance with: National Dislocated Worker Grants; Layoff Aversion education resources; Employer Advisory Boards; Trade Act co-location with WIOS Services. | Partners Staff 5 Sno-Navigator 5 Trade Act 1 WDC Rapid R 2 WSLC |
| Workforce Central WDC | Some businesses are not aware of wrap around services in particular Layoff Aversion and Rapid Response. WDC works with partners to assemble response teams based upon the need of the business and employees. | Staff Include: WDC ResCare ESD |
| South Central WDC | The local Business Solutions Committee BSC serves as the local Rapid Response Team to assist employers with training and wrap around services including WARN Act response support. | 15 staff from various workforce programs |
| Workforce Southwest WDC | Rare to provide any services to companies. | WSW provides oversight on all Biz Solutions. Title I,II,II & IV funding. |
| Eastern Washington Partnership WDC | Business Services Teams from area partners (WIOA, Title I,II,III & IV) work collaboratively to deliver services. | Each partner contributes staffing & funding |
| Division of Voc-Rehab DSHS | Not current activity (need to explore). | |
| Department of Services for the Blind DSB | No | |
| Employment Pipeline DSHS/ESA/CSD | No | |

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| <p>State Board for Community & Technical Colleges SBCTC</p> | <p>Rapid Response Job Skills, Customized Training: These programs are used to: improve business efficiencies to compete with lower cost overseas competitors; adjust to changes in technology; and avoid layoffs during seasonal downturns. Competitive Funding for Workforce Initiatives: Programs often have wrap-around services or to develop stable labor pool.</p> | |
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| System Partner | 7. Pre & Follow-Up Support Services for Employees | Overview |
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| Spokane Area WDC | Primarily managed by the WorkSource Spokane Business Team. | |
| Northwest WDC | Pre-Support services provided by multiple programs. Follow-up support services are severely limited for WIOA A1B Adult & DW. | Not separated out from overall programs. |
| Benton-Franklin WDC | Businesses value the Pre & Follow-up support services because it allows them to retain employees (reduces turnover & training costs). | |
| Sea-King WDC | Businesses value these services to help keep their workforce health (physically & mentally) in order to operate at full capacity. | N/A |
| Workforce Snohomish WDC | Online and in-person services include: Support services; Referrals to agencies in Business Consortium; Human resource management meetings; Industry/employer information panels; Follow-up contact with established partners; New business to WorkSource WA. | Staff/Partners 12 WIOA Biz 2 Housing Hope 2 RISNW 2 Goodwill 2 RESEA 1 Workfirst 1 I-Catch |
| Workforce Central WDC | WDC coordinates these services with partners in order to remove obstacles or barriers for employees to help them be available for work. | Staff Include: WDC ResCare ESD |
| South Central WDC | These services are limited by program requirements. Where programs allow they are provided to workers. | 15 staff from various workforce programs. |
| Workforce Southwest WDC | Not providing these services at this time. | |
| Eastern Washington Partnership WDC | Business Services Teams from area partners (WIOA, Title I,II,III, IV, EDC, College etc.) and interested members/service providers from broader community work collaboratively to deliver services to job seekers and incumbent workers. | Each partner contributes staffing & funding |
| Division of Voc-Rehab DSHS | Specific to DVR Job seekers. | Budget: 1M+ |
| Department of Services for the Blind DSB | Program includes: following employee with visual disability for at least 90 days after job stability is achieved and can provide wrap-around services during this time; assisting employee with work related benefits i.e. Social Security & Housing etc. | Title IV DSB No annual budget 15 VR Counselors |
| Employment Pipeline DSHS/ESA/CSD | Very strong in this area i.e. ensures links to other DSHS programs and ensure continuity of services. Program ensures eligibility follow up to determine services the client is still eligible for. Follow-up after employment to discuss any new barriers that may arise. Discussion of job advancement promotions etc. Discussion for possible trainings available to assist client in advancing in their workplace. | Statewide Staffing of 11 FTEs |

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| <p>State Board for Community & Technical Colleges SBCTC</p> | <p>Registered Apprenticeship: Some provide wrap-around services which include tools, initiation fees, credentialing, transportation and assistance with UI Benefits.</p> <p>WorkFirst Work-Study: provides support services for student employees, connections to childcare, food assistance, transportation and other services.</p> <p>College Support: Workers receive training at CTCs, low-skill & low-income workers may qualify for additional wrap-around supports through federal and state funding.</p> | <p>WFWS: TANF Funds</p> <p>Other college supports: State and Federal funding.</p> <p>State-Wide Staffing by SCCTC plus student-facing staff at CTC.</p> |
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| System Partner | 8. Business/Industry Specific Services | Overview |
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| Spokane Area WDC | Included in previous services 1-7 | |
| Northwest WDC | Includes, WIOA 1-B incumbent worker training, Job Skills Training, and Work Start funding for all businesses. Coordinated through WDC and services delivered by multiple approved training entities. | Not separated out from overall programs. |
| Benton-Franklin WDC | Businesses value this service because of the collaboration with all partners. | |
| Sea-King WDC | Businesses value these resources in order to keep apprised of new technologies, skills in order to upskill their workforce. Business Services Team shares this information. | N/A |
| Workforce Snohomish WDC | Business trade shows; Online shared event calendar; sector focused business events; Professional networking group; Cold calling; Apprenticeship employer engagement; Employer focus groups; Community organization referrals; Individual training, Customized Training and Incumbent Worker Training; Rapid Response; Sector specific advisory boards; and sector employer roundtables. | Partner/Staff 12 WIOA Biz 2 Housing Hope 2 RISNW 2 Goodwill 2 RESEA 1 Workfirst 1 I-Catch |
| Workforce Central WDC | These services are provided to; help companies to skill-up and grow their employees; retain current staff and build employee loyalty. Industry specific roundtables are created to provide an opportunity for an open table for employers to discuss challenges and opportunities. | Staff Include: WDC ResCare ESD |
| South Central WDC | Industry specific services are aligned with local sector strategies as defined in the local area plan. | 15 staff from various workforce programs. |
| Workforce Southwest WDC | Responses included in 1-4 | |
| Eastern Washington Partnership WDC | Business Services Teams from area partners (WIOA, Title I,II,III, IV, EDC, College etc.) work collaboratively. | Each partner contributes staffing & funding |
| Division of Vocational Rehabilitation | Not currently but interested in exploring this area. | |
| State Board for Community and Technical Colleges (SBCTC) | <p>Limited Legal Licensed Technician (LLLT): Work with Bar Association in new practice of law.</p> <p>Hospital Employee Education & Training (HEET): Hospitals can upskill & backfill their incumbent workers to meet growing healthcare workforce needs.</p> <p>Corporate & Continuing Education, with financial support from the Job Skills and Customized Training programs provide short-term industry specific training.</p> <p>Aerospace Pipeline</p> | LLLT: No budgeted funds. Other duties as assigned for one staff member of SBCTC. |

*State Community & Technical College System Programs- includes some or all of the following 14 programs within the Business Services Chart:

Centers of Excellence: Centers link business, industry, labor and the state's educational systems to create a highly skilled and readily available workforce. Each of the 10 Centers is focused on a single industry sector which drives Washington's economy. Centers are located physically on different college campuses, but serve the entire CTC system by acting as a translator between industry and education. Centers work to connect current and emerging workforce demand with the supply of a skilled and educated workforce prepared through the CTC system and act as a single point of contact for a large state system.

Apprenticeship: The CTC system is integral partners in Washington's apprenticeship system, providing much of the related supplemental instruction our state's apprentices need to be successful in their work. Employers are central to Washington's registered apprenticeship system and help design the curricula and learning outcomes for apprentices.

Skills Panels, DACUMs: Colleges facilitate skills panels and DACUMs (Developing a Curriculum). These processes put employers at the center of identifying the major duties, tasks, knowledge, skills and abilities of specific occupations, allowing colleges to develop programs and courses directly aligned with local employer needs

Job Skills Program: Businesses can partner with CTCs to address critical training needs for incumbent workers or to skill-up a new workforce. State funds are available through a statewide competitive process.

Customized Training Program: Businesses use the Customized Training Program to receive training from a CTC and then repay the training cost over an 18 month period, interest free. Businesses also get a Business and Occupancy tax credit worth 50% of the cost of the training.

Contract & Continuing Education: Colleges offer noncredit workforce training, often on demand. Corporate and continuing education departments partner with local business to provide training to respond to specific needs as well as industry-recognized credentials, such as in project management certifications.

Career Services: Career and Employment Services staff on CTC campuses assists students to explore, plan, develop, evaluate and implement their career plans. At many of the colleges they provide referrals for students to jobs on- and off-campus.

Workforce Training Customer Advisory Committee: SBCTC staffs this statewide advisory committee made up of business, labor and educational representatives. The committee advises SBCTC on the Worker Retraining and Job Skills programs, as well as other workforce development issues.

Competitive Funding for Workforce Initiatives: SBCTC administers competitive workforce education funding programs supporting colleges in meeting specific employer needs. Funding like the Hospital

Employee Education and Training grant (HEET) requires colleges to collaborate with employers to meet training needs in their business or sector.

Aerospace and Advanced Manufacturing Pipeline Advisory Committee: The "Pipeline Committee" is a legislatively formed advisory committee comprised of key employers, labor representatives and education leaders. This committee provides advice on trends and educational needs to build a strong and competitive workforce for Washington's aerospace and advanced manufacturing sectors.

Advisory committees: Every college job-training program has an advisory committee made up of employers and skilled workers. These committees keep colleges up-to-date on industry and workforce needs, employment forecasts, industry trends and new technologies.

Rapid Response: Colleges participate in regional rapid response events, staffing information sessions, career fairs, and other outreach activities to workers impacted by significant layoffs.

I-BEST: Washington's Integrated Basic Education and Skills Training Program (I-BEST) quickly teaches students literacy, work, and college-readiness skills so they can move through school and into living wage jobs faster. Like all job training programs, I-BEST programs are aligned with specific, local employer needs.

WorkFirst Work Study: Student work study placements are at businesses sites in career fields aligned with their training program; wages/benefits fully funded for up to 19 hrs. per week; payroll managed by college.