

CHAPTER 10 RESOURCES

EXAMPLES OF MATERIALS USED TO LEARN ABOUT AND DESCRIBE EMPLOYERS NEEDS

- Attachment 10-A. A Business and Industry Questionnaire Developed by WORKFORCE ONE, the Northeast Regional Workforce Development Board in Chaplin, Connecticut (1995) 10-A-1
- Attachment 10-B. A Newsletter Article on Findings from a Massachusetts Business Survey..... 10-B-1

EXAMPLES OF MATERIALS USED TO INFORM EMPLOYERS ABOUT ONE-STOP SERVICES

- Attachment 10-C. Brochure Announcing Minnesota’s Annual Employer Conference: “Building a Winning Workforce” (1996)..... 10-C-1
- Attachment 10-D. Employer Services Available Through the Minnesota Workforce Center System 10-D-1
- Attachment 10-E. Minnesota Newsletter Articles Describing “Brown Bag” Dialogue Sessions For Local Employers (1997) 10-E-1

EXAMPLES OF MATERIALS DESCRIBING COORDINATED AND EXPANDED EMPLOYER SERVICE MENUS

- Attachment 10-F. Wisconsin State Guidance on Unified Employer Services Structures (1995)..... 10-F-1
- Attachment 10-G. Anoka County, Minnesota’s List of Services to Employers..... 10-G-1
- Attachment 10-H. Waukesha County (Wisconsin) Workforce Development Center’s Menu of Services for Employers 10-H-1
- Attachment 10-I. Springfield, Massachusetts: A Leaflet on What FutureWorks One-Stop Career Center Can Offer Employers 10-I-1

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ATTACHMENT 10-A
A BUSINESS AND INDUSTRY QUESTIONNAIRE
DEVELOPED BY WORKFORCE ONE, THE NORTHEAST
REGIONAL WORKFORCE DEVELOPMENT BOARD IN
CHAPLIN, CONNECTICUT (1995)

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Board Member

**EMPLOYER NEEDS ASSESSMENT:
FINAL REPORT**

Prepared By
WORKFORCE ONE
Northeast Regional Workforce Development Board, Inc.
128 Chaplin Street P.O. Box 305
Chaplin, Connecticut 06235
(860) 455-8009

October 1995

10-A-1

Board Member

TABLE OF CONTENTS

Section 1. Introduction	1
Scope	1
Current Significance	1
Section 2. Research Methodology	2
Population Selection	2
Choice of Instrument	2
Survey Procedure	4
Data Analysis	4
Follow-up	5
Section 3. Findings	6
Section 4. Conclusion	21
Section 5. Implications for Board Consideration	21
Appendix A	A-1
Business and Industry Questionnaire	
Appendix B	B-1
Business Classification Table	

BUSINESS AND INDUSTRY QUESTIONNAIRE

1. What is your service or product line? _____

2. How long has your business operated in Northeast Connecticut? _____ (years)

3. How many employees do you have at this location? 20-49 50-99 100-199 200 or more

4. What occupations best describe the composition of your current workforce?

Check all that apply

- | | | |
|--|---|--|
| <input type="checkbox"/> Machine Operators | <input type="checkbox"/> Professional/Technical | <input type="checkbox"/> Sales/Services |
| <input type="checkbox"/> Material(s) Fabricators (metal, plastics, etc.) | <input type="checkbox"/> Professional/Other | <input type="checkbox"/> Sales/Retail |
| <input type="checkbox"/> Mechanics/Machine Repair | <input type="checkbox"/> Arts/Graphic Arts/Design | <input type="checkbox"/> Food & Beverage Service |
| <input type="checkbox"/> Construction/Contractors | <input type="checkbox"/> Electrical/Electronics | <input type="checkbox"/> Agricultural/Farming |
| <input type="checkbox"/> Maintenance | <input type="checkbox"/> Administration/Clerical | <input type="checkbox"/> Computerized Equipment |
| <input type="checkbox"/> Manufacturing/other | Other (please specify) _____ | |

5. What changes, if any, do you foresee in the composition of your workforce within the next 3 to 5 years?

Please specify Increase (I), Decrease (D), or No change (N) in total numbers of workers

- | | | |
|--|---|--|
| <input type="checkbox"/> Machine Operators | <input type="checkbox"/> Professional/Technical | <input type="checkbox"/> Sales/Services |
| <input type="checkbox"/> Material(s) Fabricators (metal, plastics, etc.) | <input type="checkbox"/> Professional/Other | <input type="checkbox"/> Sales/Retail |
| <input type="checkbox"/> Mechanics/Machine Repair | <input type="checkbox"/> Arts/Graphic Arts/Design | <input type="checkbox"/> Food & Beverage Service |
| <input type="checkbox"/> Construction/Contractors | <input type="checkbox"/> Electrical/Electronics | <input type="checkbox"/> Agricultural/Farming |
| <input type="checkbox"/> Maintenance | <input type="checkbox"/> Administration/Clerical | <input type="checkbox"/> Computerized Equipment |
| <input type="checkbox"/> Manufacturing/other | Other (please specify) _____ | |

6. Which job categories do you find most difficult to fill?

Check all that apply

- | | | |
|--|---|--|
| <input type="checkbox"/> Machine Operators | <input type="checkbox"/> Professional/Technical | <input type="checkbox"/> Sales/Services |
| <input type="checkbox"/> Material(s) Fabricators (metal, plastics, etc.) | <input type="checkbox"/> Professional/Other | <input type="checkbox"/> Sales/Retail |
| <input type="checkbox"/> Mechanics/Machine Repair | <input type="checkbox"/> Arts/Graphic Arts/Design | <input type="checkbox"/> Food & Beverage Service |
| <input type="checkbox"/> Construction/Contractors | <input type="checkbox"/> Electrical/Electronics | <input type="checkbox"/> Agricultural/Farming |
| <input type="checkbox"/> Maintenance | <input type="checkbox"/> Administration/Clerical | <input type="checkbox"/> Computerized Equipment |
| <input type="checkbox"/> Manufacturing/other | Other (please specify) _____ | |

7. Are you generally satisfied with the overall skill level of **adult** (21 + years) job applicants? yes no n/a

(b) If no, what skills are missing? _____

8. Are you generally satisfied with the overall skill level of **youth** (18 to 21 years) job applicants? yes no n/a

(b) If no, what skills are missing? _____

9. Do you find it necessary to provide On-The-Job/Skills training for your employees (current and/or new)? yes no
If no, skip to question 10.

If yes, please check all that apply

- | | | |
|-----------------------------|-----------------------------------|------------------------------|
| Basic Skills | _____ Cross-Training | _____ Management/Supervisory |
| _____ Reading | _____ Computer Software | _____ Problem Solving |
| _____ Math | _____ Computer Systems | _____ Team Building |
| _____ Written Communication | _____ Industry Specific Equipment | _____ Leadership |
| | _____ Customer Relations/Sales | _____ Time Management |

Other (Please specify) _____

10. With your organization in mind, for which skills should the the Workforce Development Board develop training programs? _____

11. May we contact you for a follow-up interview? yes no

12. Would you be willing to participate in a focus group to discuss training and employment issues? yes no

If you answered yes to either question 11 or 12 please answer question 13. If you answered no to both questions please stop here.

13. Please provide the following information so that we may personally contact you
Name of person to contact _____
Phone Number _____

If you have any questions regarding this survey, please contact Jackie Roy at WORKFORCE ONE (203)455 8009

THANK YOU FOR YOUR ASSISTANCE

ATTACHMENT 10-B
A NEWSLETTER ARTICLE ON FINDINGS FROM A
MASSACHUSETTS BUSINESS SURVEY

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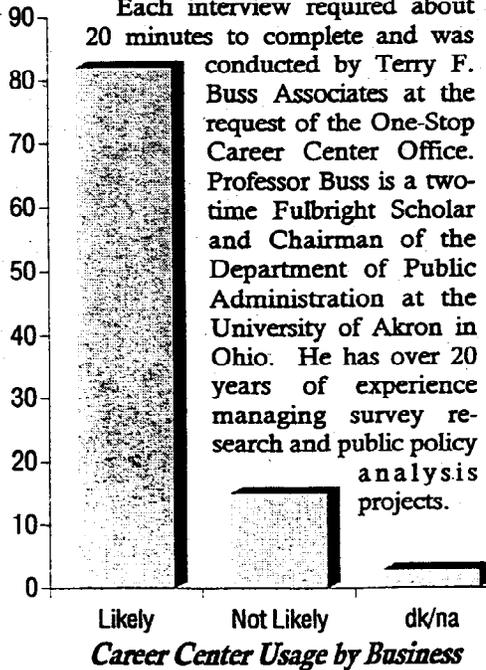
● Massachusetts Business Survey

82% of Business Likely to Use New One-Stop Career Centers

BOSTON—A RECENT SURVEY OF 200 MASSACHUSETTS BUSINESSES REVEALED anticipation among employers around the new One-Stop Career Centers now open in Hampden County and Boston. Of the business owners or personnel managers surveyed, more than 8 out of 10 said they would be likely to use a new One-Stop Career Center. By contrast, the same business people expressed widespread disappointment with the existing employment system. Only 3% said they were likely to use any of the employment programs currently offered by public agencies in Massachusetts.

The survey of manufacturing, health care, information technology and financial firms indicated that it is most important for a new career center to be high quality, responsive and technologically advanced. A desire for the system to be customer-driven was also evidenced. 92% rated as important the need for career centers to be evaluated on results, expanding centers that work best and closing centers that do not.

Each interview required about 20 minutes to complete and was conducted by Terry F. Buss Associates at the request of the One-Stop Career Center Office. Professor Buss is a two-time Fulbright Scholar and Chairman of the Department of Public Administration at the University of Akron in Ohio. He has over 20 years of experience managing survey research and public policy analysis projects.



Key Results of Mass. Business Survey

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**ATTACHMENT 10-C
BROCHURE ANNOUNCING MINNESOTA'S ANNUAL
EMPLOYER CONFERENCE: "BUILDING A WINNING
WORKFORCE" (1996)**

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Build a Winning Workforce

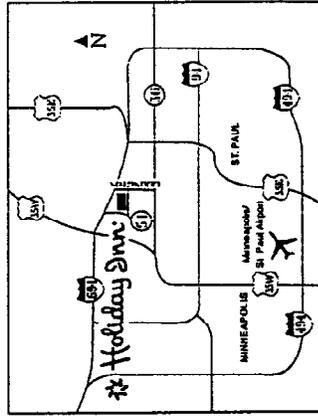
How Your Business Can WIN By Working With Government



Third Annual Employer Conference
Tuesday, Oct. 8, 1996
8:00 a.m. – 4:00 p.m.
Holiday Inn St. Paul North

AGENDA

- 8:00 am . . .Registration
- 8:30Welcome
Moderator Eric Sandrock, Minnesota Chamber of Commerce
R. Jane Brown, Commissioner, Department of Economic Security
Jay Novak, Commissioner, Department of Trade and Economic Development
Gary Bastian, Commissioner, Department of Labor and Industry
- 9:00Breakout Session 1
- 10:15Break
- 10:30Breakout Session 2
- 11:45Learn Over Lunch
- 1:15 pm . . .Breakout Session 3
- 2:30Break
- 2:45Breakout Session 4
- 4:00Adjourn



1201 WEST COUNTY ROAD E, ARDEN HILLS
Directions: From East or West, take I-694 to Lexington Avenue (Exit 43A); go south 1/2 mile to County Road E. From the south, take I-35W to I-694 east to Lexington exit.

HOLIDAY INN ST. PAUL NORTH
For Room Reservations Call:
800-465-4329 or (612) 636-4123
Special Room Rate: \$60.00

 **This annual conference provides valuable information for human resource professionals, personnel managers, business owners and business managers. Presenters from both the public and private sectors will show how you can benefit from the many varied programs and services, some new or little-known, aimed to help Minnesota businesses succeed.**

DON'T MISS IT!

Sponsored by
Minnesota Department of Economic Security
Minnesota Department of Labor and Industry
Minnesota Department of Trade and Economic Development
Minnesota Job Service Employer Committee
Minnesota Job Training Partnership Association

Additional Sponsors
Employers Association
Minnesota Chamber of Commerce
U.S. Small Business Administration

Participating Organizations
Minnesota Department of Administration
Service Corps of Retired Executives
Suburban Area Chamber of Commerce
Green Thumb

QUESTIONS?

Call TOLL-FREE, 888-234-1105. In the Twin Cities area call (612) 282-5904.

*In events of this nature, views and opinions that are not necessarily those of the co-sponsors may be expressed. SBA cooperation does not constitute or imply its endorsement of any opinions, products and/or services. These programs are extended to the public on a non-discriminatory basis.
SBA Authorization #41-1681137-3

BREAKOUT SESSION 1 • 9:00 a.m.

1-A ♦ Help for High-Hazard Business

The new MNSHARP recognition program provides incentives and support to smaller, high-hazard employers who work with their employees to develop, implement and continuously improve the effectiveness of their workplace safety and health programs.

1-B ♦ Could You Use \$10,000 to Make Your Workplace Safer?

Find out how you can apply for a matching grant from Workplace Safety Consultation to reduce safety hazards in your workplace.

1-C ♦ How Does the Immigration Act Affect My Business

Discover the requirements of the Immigration Reform and Control Act, including the Employer's Handbook, completing and maintaining forms, anti-discrimination provisions and how to avoid civil/criminal penalties for non-compliance.

1-D ♦ Creating an Employee Benefits Plan

Here's an overview of the issues associated with the design, offer and administration of a great employee benefits plan.

1-E ♦ Expanding Your Labor Choices

Learn how hiring and retaining women in non-traditional jobs may help you solve a potential worker shortage.

LEARN OVER LUNCH

Additional presenters will lead informal table discussions over lunch.

BREAKOUT SESSION 2 • 10:30 a.m.

2-A ♦ Minnesota Puts Employers First

Discover how Minnesota's developing Workforce Centers™ are your first and only stop in looking for employment and training services. Find out how this "reinventing" of government means better resources for your business.

2-B ♦ What If You Could Clone Your Most Productive Workers?

Imagine increasing your profits by cloning your most productive workers. Learn about Work Keys and Advance, powerful tools designed to measure workplace skills.

2-C ♦ Training Partnership for Businesses

Looking to educate your workforce to raise productivity? Find out about customized training of your employees through the Job Skills Partnership Program.

2-D ♦ Prepare for the Future Today

Find out what Minnesota's workforce and jobs will look like by the year 2005. What you can do now to prepare yourself for the future with Labor Market Information.

2-E ♦ Newest Computer Technology Can Cut Your Costs and Time

Introduction to the tools available on computers when looking at the hiring process. Includes helpful Internet sites, customized software programs specific to Minnesota businesses and the state's largest resume-matching computer database.

REGISTER BY E-MAIL OR FAX

ombudsman@ngwmail.des.state.mn

Fax: (612) 296-0994

BREAKOUT SESSION 3 • 1:15 p.m.

3-A ♦ How to Avoid Unnecessary Employment Taxes

How, when and why to protest a reemployment insurance claim. Plus tips to avoid paying higher rates than necessary.

3-B ♦ Independent Contractor or Employee – What's Best for You?

A review of the criteria used to determine worker status. How to make the right choice.

3-C ♦ Drugs In the Workplace and Your Rights as an Employer

What are your rights if you suspect drug use in the office by employees? What is the latest legal precedent? Steps you can take now!

♦ Repeat Sessions:

3-D Overview of OSHA Recordkeeping Requirements

3-E How Does the Immigration Act Affect My Business

3-F Newest Computer Technology Can Cut Your Costs and Time

BREAKOUT SESSION 4 • 2:45 p.m.

♦ Repeat Sessions:

4-A Independent Contractor or Employee...
4-B How to Avoid Unnecessary Employment Taxes

4-C Prepare For The Future Today

4-D What If You Could Clone Your Most Productive Workers

4-E Creating A New Employee Benefits Plan
4-F Drugs In The Workplace And Your Rights As An Employer



may need by September 29, 1999. This brochure is available in alternate formats.

St. Paul, MN 55101

Attn: Donnette Hilton

ATTACHMENT 10-D
EMPLOYER SERVICES AVAILABLE THROUGH THE
MINNESOTA WORKFORCE CENTER SYSTEM

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EMPLOYER SERVICES

RECRUITING ASSISTANCE

Job Listings: Did you know you can instantly advertise your jobs to thousands of job seekers at no charge? One phone call or fax (see following page) will list your job openings on our state-wide job bank as well as the internet.

Job Matching: Job seekers are matched with your job orders so qualified applicants are referred to your job openings. Your jobs can also be posted "bulletin-board" style (no pre-matching) to the general public to maximize the number of applicants you'll see.

SkillsNet Recruiting: SkillsNet is an electronic scanning system that matches applicant's resumes to your professional and clerical openings based on the skills you require.

Interviewing/Recruiting facilities: Conference rooms and/or offices are available for interviewing and recruiting.

REDUCING TAX & BUSINESS COSTS

Hiring Advisor: This comprehensive source of hiring advice includes information on employment law, job analysis, recruiting, building an applicant pool, reference checks, conducting interviews, drug testing, documenting discipline, and more.

Tax & Employment Seminars: Ever worry about liability associated with hiring, ADA, EEO, or workers' comp? Ask about seminars and information on these and other topics.

WorkKeys: Save training and personnel costs with this product developed by American College Testing (ACT). WorkKeys analyzes your employees' job skills and matches them to your company's needs, prioritizes training needs, and helps your company maintain compliance with EEOC and ADA.

Shared Work Program: Save human resource costs when your company experiences cyclical downturns in business. If your company qualifies, your employees can work reduced hours and collect partial Reemployment Insurance benefits to make up lost wages.

LABOR MARKET INFORMATION

Minnesota Salary Survey: This publication will show you how your wages compare to others in your area. It can help set starting wages for new jobs and keep your salaries competitive.

Other Publications: Need information for business planning or expanding? We carry a variety of publications that forecast job market and economic trends, provide employment and unemployment statistics, and more.



Minnesota Workforce Centers are sponsored by the
Minnesota Department of Economic Security and
your local Workforce Service Area.

Central Job Bank:
(612) 296-~~5046~~⁸⁷⁶⁰
(612) 296-3488 fax

SkillsNet Recruiting Services:
1-800-821-4492
(612) 821-4086 fax
(612) 821-4013 TTY

Many services are now on the
World Wide Web: <http://mn.jobsearch.org/>

Twin Cities employer service locations:

Minnesota Workforce Center - Anoka County
1201 89th Ave. NE, Ste. 230
Blaine, MN 55434
(612) 785-6450
(612) 785-6499 fax
(612) 785-6453 TTY

Minnesota Workforce Center - Dakota County
60 East Marie, Ste. 209
West St. Paul, MN 55118
(612) 522-5000
(612) 552-5008 fax
(612) 552-5005 TTY

Minnesota Workforce Center - Washington County
14900 61st St. N.
Stillwater, MN 55082
(612) 297-2440
(612) 430-6864 fax
(612) 439-3220 TTY

Minneapolis Job Service - North
1200 Plymouth Ave. N.
Minneapolis, MN 55411
(612) 520-3500
(612) 520-3530 fax
(612) 520-3529 TTY

Minneapolis Job Service - South
777 East Lake St.
Minneapolis, MN 55407
(612) 821-4000
(612) 821-4014 fax
(612) 721-4013 TTY

Minnetonka Job Service
6121 Baker Rd. Ste. 111
Minnetonka, MN 55345
(612) 945-3600
(612) 945-3601 fax
(612) 945-3639 TTY

North St. Paul Job Service
2098 11th Ave. E.
North St. Paul, MN 55109
(612) 779-5666
(612) 779-5646 fax
(612) 779-5223 TTY

Shakopee Job Service
1136-A Shakopee Town Square
Shakopee, MN 55379
(612) 496-4100
(612) 496-7682 fax
(612) 496-4160 TTY

St. Paul Job Service
2455 W. University Ave.
St. Paul, MN 55114
(612) 642-0363
(612) 649-5707
(612) 643-3567

ATTACHMENT 10-E
MINNESOTA NEWSLETTER ARTICLES DESCRIBING
“BROWN BAG” DIALOGUE SESSIONS FOR LOCAL
EMPLOYERS (1997)

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Workforce Centers "do lunch" to help employers digest information

In the history of business, no one has ever asked someone else to "do lunch" and then expected the invitee to show up with their own food in a brown paper bag. After all, brown bag lunches have a boring reputation - watching paint dry might not be more entertaining.

But that's just what two Minnesota Workforce Centers/job Service offices are asking employers to do. And the ones who are taking up the offer are glad they did.

In reaching out to employers and positioning the resources of Workforce Centers and Job Service as employer learning sites, one office in Minneapolis and one in Duluth have successfully offered brown bag lunch workshops for employers.



MINNEAPOLIS

Karen Grate, a metro area marketer, said the Minneapolis Job Service Employer Committee (JSEC) was responsible for suggesting the idea and Grate ran with it. She initiated the first official brown bag seminar in the South Minneapolis Workforce Center. "We have an outstanding JSEC in Minneapolis," Grate said. "The employers provide us with timely, thoughtful feedback on what other employers in our area want and need. I wanted to find a way to bring employers into our Workforce Center because once people get here, they are very impressed."

Grate and some members of the Minneapolis JSEC meet to brainstorm

topics and speakers. They are usually looking for a topic, or topics, and speakers that can fill a two-hour lunch period.

The brown bag lunches are promoted through a number of avenues including newsletters, word-of-mouth and a broadcast fax list of 60 targeted employers.

Any advice for other Workforce Centers considering offering this employer service? "Our format works pretty well. My only suggestion is to be prepared to put some resources and staff time into the event because it requires a lot of planning and coordination. Having employer feedback to design the content is also critical, without it, we're just guessing what our customers want," suggests Grate.



Duluth area marketer Oliver Hous admits his office is imitating the brown bag concept initiated in Minneapolis often with the same positive results. There are a few differences, however.



BROWN BAG LUNCH - Although you can't see any brown bags, 14 employers do enjoy a noon hour presentation by Nathan Halter, advertising consultant for the Star Tribune newspaper. Halter presented a seminar entitled "How to Write a Good Employment Ad." Photo by Karen Grate.

Hous says the event notice is mailed to 500 employers, distributed to area media and advertised on their Internet home page. Registration is mostly done by phone, although fax, e-mail or regular mail registrations are also accepted.

Hous said topics have been very basic so far, with a lot of newly-hired human resources people attending. Employers are encouraged to actively participate in the exchange and networking time are reserved toward the end of each presentation.

Hous said a crucial factor for success is the length of the event. "Whether it is a lunch or breakfast, a 90-minute event allows an employer to be away for their work about two hours, including travel," Hous said.

They can seldom afford more than that amount of time."

WHY BROWN BAG EVENTS?

What makes these brown bag seminars valuable? Cathryne Walt, a human resource development specialist with MDES, says business professionals are busy and there is little time during work hours to learn or keep current on industry trends. "As a result, they are pursuing their professional development on their own time," Walt said.

"When they come across learning opportunities that they perceive as valuable, especially at little or no cost, they take advantage of them." Such opportunities are especially valuable if they don't interfere with a normal work day, such as during lunch. Job relevance is a key factor, Walt said. "If learning

opportunities are offered that address current needs or problems that are timely, who can resist?"

For offices considering such seminars, Walt suggests contacting other offices that have hosted such events. Also consider partnering with chambers or other business organizations that have a common audience.

"It's a great way to leverage resources and add credibility," Walt said.

THE MDES

Training and Learning Resources Office is one place employers and partners can contact to start planning an event. The resource staff is available to talk through ideas, provide a checklist of things to remember when setting up a session (such as room arrangements, publicity, handouts, room set up, etc.), provide information on equipment and help find interesting speakers for topics.

Getting help is probably a good idea since the expectations of the audience will be high. "Participant



expectations tend to be higher because they are attending on their own time," Walt said. "They want to get practical, no-nonsense information or advice they can use immediately. The key is effective planning."

Rick Schartz, *Column Team*



BROWN BAG TIPS

Trainer Cathryne Walt offers these tips for a successful event.

- Attend to every detail.
- Make sure the topic is timely.
- Provide professionally-produced resources (hand-outs, phone numbers).
- Seek out content that is value-added.
- Have presenters talk in "their language," not "bureaucrat-ese."
- Promote the event by selling the benefits.
- Make it easy to attend.
- Anticipate the needs of the group and exceed their expectations.



WORKFORCE SOLUTIONS

Innovative Information for Employers and Job Seekers

Vol. 1 No. 2
February 10, 1997

INTERNET Growing More Valuable as Recruitment & Information Resource

Employers with Internet access may now directly access an array of employment-related services and information to include placing a job order directly on America's Job Bank. This allows employers to expand their search for skilled employees nationwide. While this will be an important tool for employers, direct access to a nationwide talent pool is only one of the many services that are directly accessible to employers online. For example, information on all U.S. Department of Labor programs; labor market information; Minnesota statutes; salary surveys; and links to other Web sites and programs are all readily available to employers by accessing the **DULUTH WORKFORCE CENTER HOME PAGE** at:

<http://mn.jobsearch.org/duluth/index.htm>

"Brown Bag" Dialogue Sessions Offer Employers Opportunity to Discuss Employment-Related Issues

The third Thursday of the month offers employers the opportunity to participate in a series of "BROWN BAG" DIALOGUE SESSIONS devoted to discussing contemporary employment-related issues of interest to employers. The next session, scheduled for February 20th, will be moderated by Duluth area reemployment insurance administrator Carl Casperson, who will discuss the reemployment insurance appeals process as well as what employers can do to improve the likelihood of a favorable determination.

On March 20th, "Successful Job Accommodations Under the Americans With Disabilities Act" will be the topic. The seminar will be moderated by a panel of private sector employers, a physical therapist, and a public service administrator. At all sessions, dialogue will be encouraged, and ongoing "networking" between participating employers is one expected result. Each session will run from 11:30 AM to 1:00 PM. Participants will bring their own lunch, thoughts and ideas. Beverages will be provided. To register, or for more information, please call 725-7751.



UNDER CONSTRUCTION: Comprehensive "ONLINE" Resource Center Soon to be Available to Employers

An Employer Resource Center is presently being developed within the Duluth Workforce Center that will provide interested employers with online access to Internet and a host of employment-related systems, as well as a wealth of printed material covering topics such as the "selection and hiring process; managing diversity; effective managing; and disability management;" just to name a few. Access will be available by making an appointment, and will be free of charge to employers. Look for more information to be coming soon.

Articles

- INTERNET - A Valuable Resource
- "Brown Bag" Dialogue Sessions Offered for Employers
- *COMING SOON:*
Online Employer Resource Center
- Division of Rehabilitation Services is a Partner of the Duluth Workforce Center
- "For Hire" Listing of Job Seekers Now Available
- The Attorney Writes

WORKFORCE SOLUTIONS

Minnesota Department of
Economic Security
320 West 2nd Street, Room 205
Duluth, MN 55802-1494
218-723-4730
Internet Address:
[http://mn.jobsearch.org/
duluth/index.htm](http://mn.jobsearch.org/duluth/index.htm)

WORKFORCE SOLUTIONS is published quarterly with the goal of providing useful, concise information about employment topics for employers and job seekers.

Your suggestions and commentary are always welcome. They will improve the quality of the publication. Call
218-723-4749 or
fax 218-723-4745.

ATTACHMENT 10-F
WISCONSIN STATE GUIDANCE ON UNIFIED
EMPLOYER SERVICES STRUCTURES (1995)

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MODELS ITEM #5

Unified Employer Services Structures

INTENT

To aid the seamlessness of the local employment and training system for existing and prospective employers by forming a package out of the employer services available through each program and then, as a system, brokering the package to employers. The package should be easy for employers to understand and managed in a way that eliminates duplicate contact while providing as nearly as possible a single point of contact between a given employer and the system.

DESIRABLE FEATURES

- ◆ A "menu" of services, not organizations and logos, is communicated to existing and prospective employers through some combination of verbal presentation, print and/or video media.
- ◆ An inter-program team(s), or team(s) independent of the programs, carries the service package to employers and recruits job orders. The team maintains close communication with the local economic development system and plays a non- duplicative role in that system.
- ◆ One process exists to track which employers have been contacted and when. This data is used to maximize the number of local employers contacted over time, keep contact at a reasonable level, allocate hiring incentives, and get feedback from employers about their awareness of the system's services and the usefulness and quality of those services.
- ◆ Any given serviceable employer is assigned an account representative or similar staff who serves as an on-going point of contact with the system.
- ◆ Job orders are pooled and available to the participants of all programs.

RELATED STATE- LEVEL ACTIVITY

- ◆ State level activity aimed at facilitating local coordination of the employer services function has been focused on establishing low cost access to the Automated Matching System (a sub system of the Job Service Information System) for non Job Service employment and training program staff. The AMS contains all job orders listed with Job Service and provides an electronic means of matching likely applicants to them. As described in the previous sections, such access is available and, if you already have either a DH&SS or DILHR terminal, requires only a logon and training. Note also that a mainframe to mainframe connection like the one between Western Wisconsin Technical College and DILHR (described under the "Case Management" section above) makes it possible to "plug in" large networks of existing equipment, such as WWTC's, to AMS access.

Contact: Pete Kroll, DILHR, JETS Division: (608)267-2396

- ◆ Under the JTPA Program's "6% Policy" (Governor's Coordination Standards), DILHR established financial incentives for JTPA administrative entities to enhance the coordination of employer services. From July, 1990 through June 1992, JTPA administrative entities were awarded a total of approximately \$103,000 for enhancing this function under the policy.

LOOKING AHEAD

- ◆ The Job Service's "Office of the Future" initiative will have a major impact on local areas' efforts to coordinating the employer services function. Under this initiative, the Automated Matching System noted above will change substantially. In an effort to reallocate staff time from application-taking and job match-making to work search and other locally-defined counseling and assistance activities, Job Service will pilot the first office (Madison, Dane County) sometime in the autumn of 1993. The initiative's intent to put technology in the hands of job seekers and employers so they can carry out their own "matching" work (through the use of Self Service Work Stations), means that the notion of sharing job orders obtained by Job Service will, in the long run, be a moot point because all orders will be available to everyone.

Depending on the overall level of Wagner Peyser funding over time, this could translate to Job Service districts being able to offer up more staff time to the local system's employer services efforts, and more time to the system's effort to impart to participants the knowledge they need to seek out the four of five jobs (usually higher paying ones) not listed in the Automated Matching System.

Additionally, the fact that Self Service Work Stations will be able to be located anywhere (malls, libraries, technical colleges) means that the "placement" function will be greatly decentralized for all employment and training customers.

A key question currently being worked on under the initiative is to what extent the work stations will be able to be used to house other employment and training computer programming, such as: the Wisconsin Career Information System, local job center greeting and registration, and for applicant data downloading/sharing.

- ◆ Local Labor Market analysts have been reorganized and are now part of the JETS Division's Bureau of Workforce Policy and Information. While the reorganization resulted in fewer local analysts covering the state, efforts are under way to reallocate their time in a way that should result in more information of use to employment and training customers and the underlying program planners. In the longer run, depending on the availability of these staff, Bureau policy may evolve to formalize the analyst's role in the local coordination planning process.
- ◆ The JTPA Program's financial incentives pertaining to unified employer services have ended; incentive resources have been focused on coordination of the assessment and case management functions.

UNIFIED EMPLOYER SERVICES STRUCTURES

Model Practice	Inter-Agency Employer Services Unit
Location	Kenosha County Job Center
Local Contact	Larry Jankowski, JOBS Program Manager Kenosha County Job Center 8600 Sheridan Road P.O. Box 4248 Kenosha, WI 53141-4248 (414) 697-2500
Materials Available	Kenosha County Employment and Training Coordination Team's Employer Packet that markets the services available to employers
Description	<p>Kenosha County's Employment and Training Team is a collaborative effort of 8 partners – the PIC, Job Service, Gateway Technical College, the Kenosha Area Development Corporation, the County DSS (JOBS), UMOS, DVR, and Goodwill Industries. The partners provide the Team's office space and funding, and oversee its operations.</p> <p>The team provides employers with a single, highly visible point of contact through which it can access the E&T system's direct placement, customized training, hiring and training subsidy services. In addition, the Team coordinates all job development and placement and employer marketing activities for the partners. The Team uses AMS to pool the partners' job orders and applicants. A separate PIC application – ACT! – is used to track and monitor employer contacts.</p> <p>The <u>Team Coordinator</u> is responsible for planning and implementing the Team's employer contact program, and for managing other Team members. The Coordinator also serves as the initial contact point for new employer accounts. The <u>Incentive Broker</u> provides expert information on hiring and training incentives such as OJT, TJTC, and Work Supplementation, and packages these incentives for specific employers. The Team also packages employer-specific as well as general customized training programs through Gateway Technical College (GTC). <u>All</u> team members and placement staff market the Team's services to employers, identify contacted business' workforce needs, and broker relationships between the employer and appropriate service providers. Other Team members include an <u>Employer Outreach Specialist</u> (PIC), <u>Placement Specialists</u> (Job Service and GTC), <u>Employment Specialist</u> (UMOS), and a Rehabilitative Counselor (DVR).</p>

All Team members are housed at the Job Center. Day-to-day supervision of the Team Coordinator is provided by LJJ Associates in Management Services, Inc. The Team meets on a monthly basis with an inter-agency Oversight Committee, to review Team activities and performance, and to resolve specific employer concerns.

UNIFIED EMPLOYER SERVICES STRUCTURES

Model Practice	Account Representative System ¹
Location	Southwestern Wisconsin Area (Grant, Green, Iowa, Lafayette and Richland Counties)
Local Contact	Bruce Palzkill, Job Service Supervisor Iowa County Job Center 1210 N. Bequette Street, Route 2, Box 4 Dodgeville, WI 53533 (608) 935-3116
Materials Available	<u>Southwestern Wisconsin Job Center Manual</u> (Chapter VI), which describes the "employer relations" practices of all six (6) job centers. Basic forms used by account reps (including "Menu of Services" and "Master Job Order" forms, and "Plan of Action" worksheet).
Description	<p>This SDA has 6 job center service locations. Each center has an inter-agency team of account representatives. These teams are comprised primarily of PIC and Job Service staff, but also include other agencies that have entered into an MOU with the job center partners.</p> <p>At a minimum, every employer with 10 or more workers has an account rep. These reps are responsible for (1) keeping the employer informed of the job center's current service menu, (2) developing and maintaining a mutual understanding re: center services to be provided (using a "Menu of Services" form), and (3) ensuring timely service to the employer (using the "Plan of Action" worksheet and JSIS/SYSM calendar to establish a tickler file with planned action dates).</p> <p>The job centers use 12 criteria to assign specific staff as account reps for specific employers. The reps use a 3-level system to rank employers for priority attention. The reps also use a 5-step process to develop individualized plans of service for each active account.</p>

¹ Southwestern Wisconsin's job center network is currently re-examining the system described above, to incorporate "Office of the Future" systems.

For active accounts, records of all employer contacts; service delivery, and basic employer information are maintained on AMS EMPL and TEXT records, to which all reps have access. For these accounts, the reps also maintain (in a paper file) a "Master Job Order" form that contains information on typical job openings and their requirements.

Each rep is responsible for filling job orders for their employer accounts. In this capacity, the rep acts as the agent for all job center partners. All of the partners' job-ready registrants are entered into AMS, thus forming the pool from which the reps fill their job orders.

UNIFIED EMPLOYER SERVICES STRUCTURES

Model Practice	Linkages to Economic Development
Location	Racine County
Local Contact	Virginia Rydeberg Racine County Economic Development Corporation 4701 Washington Avenue Racine, WI 53406 (414) 638-0234
Materials Available	Racine County E&T Coordination Team and Job Link Coordination Agreement Employer Services Matrix
Description	<p>In Racine, the local E&T community connects with the county's major economic development arm -- Racine County Economic Development Corporation (RCEDC) -- via Job Link. Job Link is an inter-agency network of all local organizations involved in placement. Its members include PIC, Job Service, Gateway Technical College, Racine County HSD (the JOBS Administrative Agency), UW-Parkside, Probation and Parole, DVR, and several CBOs such as the local Urban League and OIC affiliates and the Spanish Center.</p> <p>Prior to implementation of the Job Link Program, each CBO, each target population, and each funding source with an employment objective had ongoing efforts to contact private sector employers. From the employer perspective, the resulting barrage of placement specialists led to confusion, irritation and dissatisfaction.</p> <p>To solve this problem, RCEDC developed Job Link. With funding from JOBS and JTPA, Job Link outstations a full-time staff person at the RCEDC office. This staffer operates an E&T "telephone hotline" for employers, coordinates a FAX-based job order-sharing system, and develops other plans for marketing the local E&T system's services to employers. She also staffs the bi-monthly Job Link meetings.</p> <p>The hotline provides information on available services within the local E&T system, and refers callers to specific agencies in position to meet their company's needs. For example, companies interested in hiring elderly or disabled persons -- or other target group members -- are referred to agencies that work most closely with those client groups.</p>

To complement the hotline, Job Link has developed an easily-understood matrix of employer incentives, training options, and employee assistance resources. This matrix is distributed by Job Link to employers.

The job order-sharing system addresses orders called in to the hotline, as well as those generated by the member agencies' individual job development activities. The Job Link staffer will FAX all job orders that she receives to the member agencies. In addition, member agencies FAX their unfilled job orders to the Job Link staffer, who in turn FAXes them to the other member agencies. (Note: A few of the smaller member agencies do not have FAX machines. In these cases, the Job Link staffer will transmit the job orders by phone.)

RCEDC operates a small business financing program and acts as a catalyst in Wisconsin's Development Zone program. They have a policy that recipients of RCEDC loans or Development Zone tax credits must at least interview JOBS and JTPA participants for job openings that occur within their companies. The Job Link staffer serves as a central point of contact for these companies' job orders, and FAXes them to the member agencies.

Job Link operates under an MOU signed by the chief executives of each of the partner agencies. The members' job development staff meet on a bi-monthly basis to share information, coordinate their employer contact activities, and address issues facing the local E&T system.

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**ATTACHMENT 10-G
ANOKA COUNTY, MINNESOTA'S LIST OF SERVICES
TO EMPLOYERS**

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1201 89th Ave NE Suite #230
Blaine, MN 55434-3351
Telephone Rhonda Mix at 785-6487

SERVICES TO EMPLOYERS

- Access to the largest number of job seekers in the state, 250,000 last year; plus your job opening will be listed on Internet, thereby enhancing your business's exposure worldwide. Internet address - <http://mn.jobsearch.org/cjs/sites/145.htm>
- SkillsNet - a skills-based resume matching system to match your professional, managerial, technical & skilled administrative job openings to our database of job seekers
- Personalized assistance in filling your professional level job openings - our representatives work with you to find the right candidates for your needs
- Labor market information - including: salary, reemployment insurance, labor shortage & surplus, and a public "LMI Help Line" 282-2714
- Access to "Hiring Advisor" - a software package designed in Minnesota to answer all your employment law questions
- Keyboard skill testing of applicants; aptitude testing for specific occupations
- Job seeking skills workshops for potential employees of your business
- On-site facilities for you to interview applicants
- Job Service Employer Committee (JSEC) membership offers you an opportunity to provide direct input into our operations and services and to network with other area employers
- Shared Work Program as an alternative to full layoffs
- Pre-Layoff Services through quality outplacement services by the Dislocated Worker Program

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**ATTACHMENT 10-H
WAUKESHA COUNTY (WISCONSIN) WORKFORCE
DEVELOPMENT CENTER'S MENU OF SERVICES FOR
EMPLOYERS**

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FutureWorks

Serving Jobseekers and Employers in Hampden County.

What FutureWorks One Stop Career Center Can Offer Employers:

Core Services

FutureWorks offers a variety of no cost core services to employers:

Soliciting Job Orders. A FutureWorks Employer Account Representative can take an order for a job posting from an employer at any time during hours of operation, either by phone, or via fax.

Screening Of Applicants. Once you, the employer, have listed a job posting with our center, a choice is offered as to how you would like to receive applicants, *Employer Disclosed* or *Employer Undisclosed*. With a FutureWorks *Employer Disclosed Posting*, a job posting will include all the information about the open position, as well as how an applicant can apply directly to your company (your company's name and address, a contact person's name and phone number, etc...) Should an *Employer Undisclosed Posting* be chosen, the company's name and reply information will not appear on the posting, and applicants will submit a resume to FutureWorks. The FutureWorks Employer Account Representative that has been assigned to your company will then review the resumes received, screening out unqualified applicants, and forwarding to you only those applicants meeting your requirements.

Internet Postings. With your permission, any job posting you submit to FutureWorks will automatically be sent to the Massachusetts One Stop Career Center Job Bank on the world wide web. Your posting (Employer Disclosed or Undisclosed) will appear the same way it does in our career center.

Electronic Resume Search. FutureWorks scans our members' resumes into our database, building an electronic resume pool. FutureWorks Employer Account Representatives can perform a quick key-word search, identifying resumes for just the right candidates for an opening.

Enhanced Services

Because all employers needs are unique, FutureWorks offers several fee based services. Currently, our menu of enhanced services includes:

Specialized recruitment and screening

Reference checks

Success skills for incumbent workers

Seminars on workforce issues

Brokering of public financial incentives

Staffing (contract-type and temporary) services

In-depth testing and assessment

Assistance in I-9 compliance

Job task analysis

Customized PC applications

Downsizing activities and out-placement services

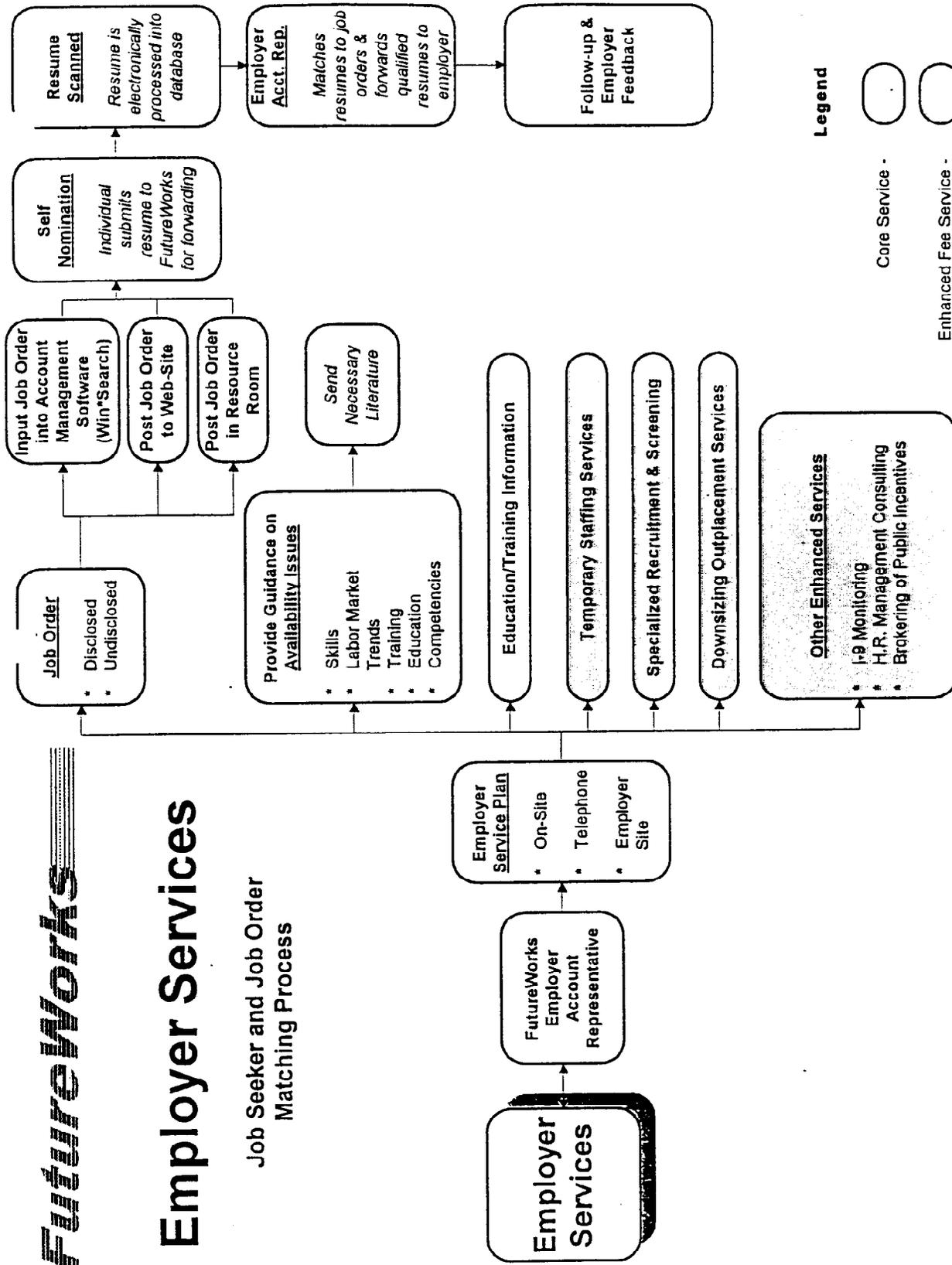
Human resources consulting

FutureWorks can help you choose from our menu of enhanced services, or work with you to develop a program tailor-made to meet your company's needs.

One Federal Street • Springfield, MA 01105 • (413) 858-2800 Fax: (413) 858-2810

Employer Services

Job Seeker and Job Order Matching Process

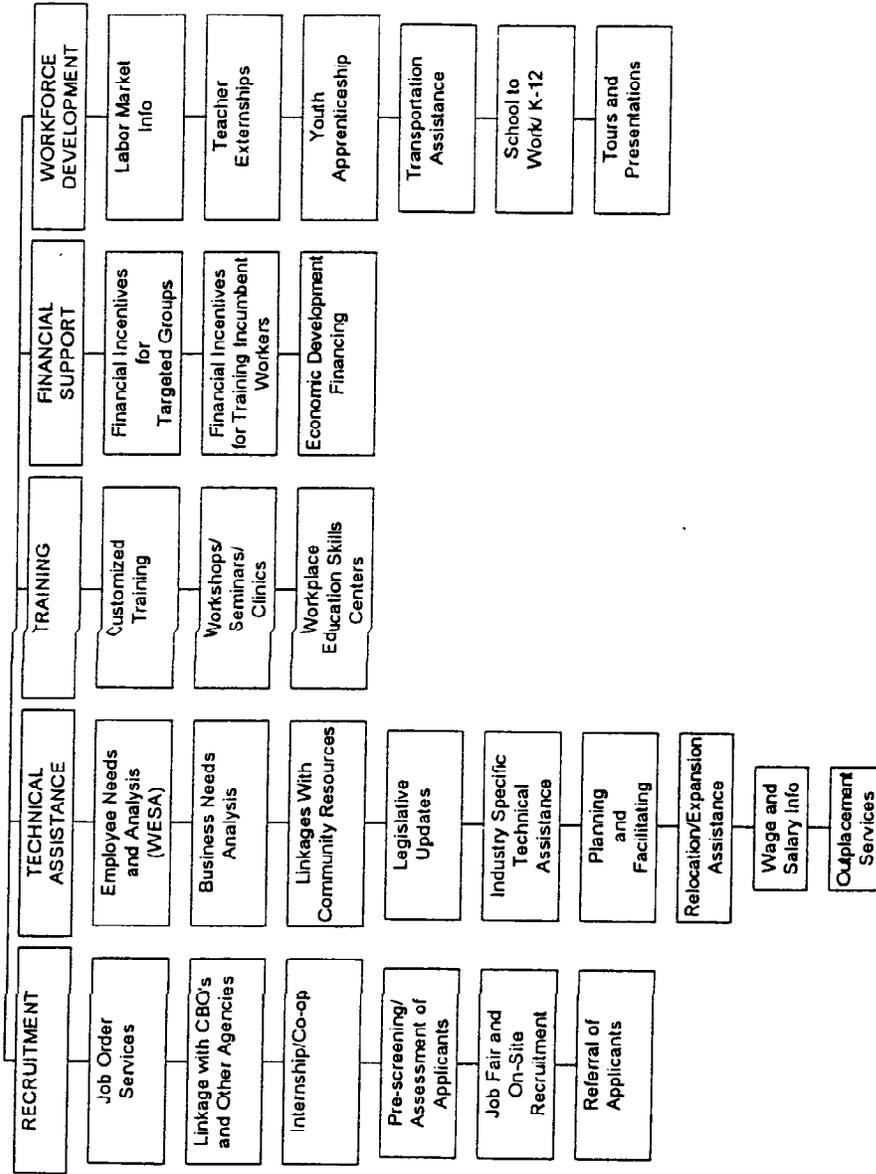


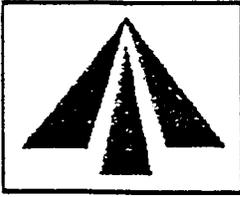
**ATTACHMENT 10-I
SPRINGFIELD, MASSACHUSETTS: A LEAFLET ON
WHAT FUTUREWORKS ONE-STOP CAREER CENTER
CAN OFFER EMPLOYERS**

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EMPLOYER SERVICES





WORKFORCE DEVELOPMENT CENTER

"Where People and Jobs Connect"

MAIN TELEPHONE NUMBER

(414) 695-7800

TO PLACE A JOB ORDER

Call: (414) 695-7760

Fax: (414) 695-7777

MENU OF SERVICES FOR EMPLOYERS

JOB ORDERS AND RECRUITMENT

- Local, statewide, and national exposure of job openings through JobNet computer network.
- Self referral of job seekers to job openings via JobNet.
- Access to trained graduates, and students.
- Recruitment and referral of special target populations.
- On-site interviewing capabilities.

ASSESSMENT/TESTING/REFERRAL

- Basic and technical skills assessment.
- Aptitude testing.
- Career development assistance.
- Occupational and job analysis.
- Access to a manufacturing assessment process.

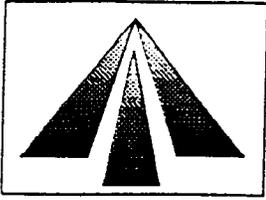
TRAINING AND TECHNICAL ASSISTANCE

- Customized training to fit company needs.
- Upgrading of skills for new and existing workers.
- Youth apprenticeship, internship, and co-op programs.
- Workforce development needs analysis and recommendations.
- Assistance in developing workplace education sites.
- Technical assistance for workplace issues.
- Financial incentives to employers for on the job, and/or classroom training for new and existing workers.
- Consulting services related to employee relations, i.e., recruitment practices, personnel policies, workforce development planning, etc.

RESOURCES AND OTHER BUSINESS SERVICES

- Business retention, expansion, and relocation assistance.
- Labor market information.
- Linkages with school districts.
- Outplacement services for individuals laid off due to plant closings, downsizing, or re-organization.
- Linkages with community service organizations.
- Financing assistance.

892 Main Street • Pewaukee • Wisconsin • 53072



WORKFORCE DEVELOPMENT CENTER
"Where People and Jobs Connect"

MAIN TELEPHONE NUMBER
(414) 695-7780

TO PLACE A JOB ORDER:
Call: (414) 695-7760
Fax: (414) 695-7777

Thank you for contacting the Workforce Development Center.
We welcome the opportunity to assist you with your employment needs.

The job order form enables you to recruit employees through two services. By putting an X in the box in front of Job Service, your job order will be entered in the newly created computerized JobNet system. The job order is sent statewide and nationwide including Internet. Special screening will be done to refer qualified Veterans to your order(s).

When you check the WCTC Employment Opportunity Center, your job order will be entered into a computerized job-matching system that identifies students and graduates from specific program areas in the Wisconsin Technical College System.

For the widest range of recruitment activities we encourage employers to use both systems.

*** PUT AN X IN THE BOX IN FRONT OF JOB SERVICE
AND WCTC EMPLOYMENT OPPORTUNITY CENTER.**

Fax the job order back to either of the fax numbers listed on the form.

Your job listing(s) will remain active for 30 days. If the position (s) is filled prior to that time, please call to close the job order. **After 30 days, your order will be closed, unless you contact us prior to that time to keep the order open.**

If you have any questions, please call us.

Job Service (414) 695-7760
WCTC Employment Opportunity Center (414) 695-7811

• 892 Main Street • Pewaukee • Wisconsin • 53072

FAX or MAIL JOB ORDER



Workforce Development Center
 Attn: Job Order Unit
 892 Main Street
 Pewaukee, WI 53072

Check one or both

Job Service: Statewide, National/Internet
 Telephone: (414) 695-7760 FAX: (414) 695-7777

Employment Opportunity Center - WCTC
 Telephone: (414) 695-7811 FAX: (414) 695-7813

SHADED AREAS FOR OFFICE USE ONLY

Employer Name		Acct. No.	SIC Code	GW		
Street Address		City	ST State	ZIP Zip Code		
Person to Contact		Area Code/Phone Number ()	Ext.	Fax No.		
Referral Instruction for Applicants: <input type="checkbox"/> Apply in Person <input type="checkbox"/> Call for Appointment Resume: <input type="checkbox"/> Mail <input type="checkbox"/> Fax			Affirm. Action Yes	MIN Mandatory Yes		
Job Development Yes	State Eligible	Clearance LWE - 2/24/01	Date	Title of Job Opening		
DGT Code	IF	IS	Category	Job Duration 1) More than 150 days <input type="checkbox"/> 2) Less than 4 days <input type="checkbox"/> 3) Between 4 and 150 days <input type="checkbox"/>	Number of Openings	Number of Applicants you wish to consider
Class. Title	GRS ID	Name (Self)	Area Code	Telephone		
Permanent: <input type="checkbox"/> Full Time <input type="checkbox"/> Part Time Temporary: <input type="checkbox"/> Full Time <input type="checkbox"/> Part Time Cooperative Education Program <input type="checkbox"/> Internship <input type="checkbox"/>	Shift: (Full Time) <input type="checkbox"/> 1 First <input type="checkbox"/> 2 Second <input type="checkbox"/> 3 Third <input type="checkbox"/> R Rotating (Part Time) <input type="checkbox"/> AM = Mornings <input type="checkbox"/> PM = Afternoons <input type="checkbox"/> EV = Evenings <input type="checkbox"/> WE = Weekends <input type="checkbox"/> AL = All Part Time Hrs.					
Hours/Days of Week	Pay Minimum Starting or Pay Range _____ Minimum _____ Maximum		Per: <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Month <input type="checkbox"/> Year			
Location of Job	If Temporary, Ending Job Date	Education Level	Years	AG	HC	
Requirements: (Qualifications required: education, experience, and/or training)						
Job Summary: (Description of job, basic duties or send actual job description. Any special aptitudes, working conditions, equipment?)						
Descriptors			Additional Referral Instructions			
Comments			Group(s)	Employer ID: Y N		
Is position covered by a bargaining unit? <input type="checkbox"/> Yes <input type="checkbox"/> No (Union _____)						
Benefits: <input type="checkbox"/> Health <input type="checkbox"/> Life <input type="checkbox"/> Dental <input type="checkbox"/> Paid Vacation <input type="checkbox"/> Retirement						