

**Business Service Plan
for the
Southwest Wisconsin Comprehensive Job Center
Southwest Wisconsin WDA**

- 1. How will the One-Stop Operator (OSO) for this Comprehensive Job Center (CJC) coordinate across the WDA to ensure that this CJC has a distinct territory that does not overlap with other CJC territories?**

The Southwest WDA has only one Comprehensive Job Center (CJC), located in Janesville; therefore the Southwest Wisconsin Workforce Development Area (SWWDA) has one CJC territory.

The location of the WDA's CJC, as well as the region's geography and demographics, dictate that most business services originated from the CJC in Janesville. To ensure that businesses throughout the entire region have access to all CJC agencies, programs and services, CJC partner staff with worksites in Grant, Green, Lafayette, Iowa and Richland counties will participate in Business Service Team meetings and will collaborate and coordinate business services activities in their areas.

Within the region, the Business Services Representatives (BSRs) will respect the current boundaries of neighboring WDAs and will not impede on neighboring CJC territories. In the event of a request for business services from SWWDA staff from an employer located outside the region, the SWWDA Business Services Team (BST) will respond to the employer's request only after making contact with the appropriate staff from the neighboring WDA. In addition, the SWWDA BSRs will continue to maintain cooperative relationships with BSRs in neighboring WDAs. As the OSO, the Southwest Wisconsin Workforce Development Board (SWWDB) will continually monitor compliance with this requirement.

- 2. How will the OSO ensure that each employer for whom enhanced business services are provided, has a single point of contact (Account Rep)?**

The SWWDA's Business Services Team (BST), known locally as the Employer Relations Team (ERT), will serve as the single point of contact for all businesses. The ERT is comprised of representatives from all Job Center partner agencies and includes staff based in both the Rock County CJC and throughout the region's other five counties, and is chaired by SWWDB's Business and Employer Services Manager.

The overarching goal of all employer interactions and business services activities is to provide exemplary customer service; that said, BSRs must recognize that an employer's time is valuable and should always aim to provide as much assistance as possible during an initial contact. Because employer inquiries are received in a variety of ways (directly to individual staff, calls to the Resource Room or other CJC departments, to the email account of individual staff, in person, via referrals from economic development agencies, chambers of commerce, professional associations and so forth), BSRs are encouraged to answer questions and provide information to the best of their ability during the initial contact or conversation.

If a BSR is unable to answer an employer's questions, or if the employer is interested in programs or services available through a different Job Center partner agency, the BSR will contact the appropriate person or agency to coordinate services. All employer contacts will be recorded in the JobNet Business system, so that all BSRs across the region can access the most up-to-date information and avoid the duplication of contact, services and so forth. In

addition to adding information to JobNet Business, BSRs also are asked to update the BST during regular meetings or, if more immediate action is required, via email between meetings so that coordination of services can be planned and implemented.

Should a partner agency desire to meet with an employer, that agency is asked to coordinate this activity through the BST. Contact information is contained in the JobNet Business system, so that a joint visitation can be scheduled. As the BST continues to reach out to employers, this process will become more streamlined, as established relationships between the employer and the team begin to emerge. In an attempt to share information and coordinate employer-focused activities, the BST will frequently communicate with local economic development representatives and organizations, chambers of commerce, postsecondary education facilities and regional professional organizations. This region-wide effort will improve services provided to employers across the board, as the various players will be made aware of the activities of the other partners. BSRs also will be encouraged to maintain memberships and affiliations with these external partners, in an ongoing attempt to strengthen relationships among agencies and provide uniform, unduplicated contacts and services.

3. How will the business services be coordinated on this Business Services Team?

Business services will be coordinated through regular team meetings which will be held monthly or more frequently, if necessary. The purpose of these meetings is to bring together BSRs from partnering agencies to discuss local workforce needs and trends, communicate programs, services and other opportunities that are being communicated to employers by the various partnering agencies and to identify any emerging opportunities in the region. Meetings will also serve as time to plan coordinated activities (such as multiple-employer job fairs and other outreach activities) targeted toward local employers.

Regularly scheduled BST meetings are an opportunity to continually monitor the progress the BST is making in reaching its goals. Team meetings also offer an opportunity for the sharing of “best practices” among team members to encourage the success of all. The BST shall at all times promote the full array of services available through the Job Center partners.

Communication among BST members will primarily occur via email. While employer-related information will be entered in JobNet Business, additional coordination of BST activities (i.e. agendas, meeting notes, and other shared documents and resources) will take place via a secure, password-protected “portal” (i.e. a Microsoft SharePoint site designed specifically for BST activities). BST members will receive log-in credentials and will be expected to use the site to access meeting agendas and notes, enter information regarding BST events and projects, such as job fairs, to ensure that information is shared among all team members and partner agencies, as well as to track other activities assigned to and conducted by team members.

4. How will the Business Service Team prioritize outreach efforts to targeted employers?

Because the CJC serves multiple populations, as well as the general public, the BST’s goal is to work with any employer who requests services, regardless of industry or wage scale. That said, the team realizes that funding and resources often are limited and may need to target certain activities, employers or industries in order to make the best use of the funds and to help job-seekers find and retain permanent employment.

The team maintains a large email database containing contacts for more than 1,000 employers across the region. BST, CJC and other partner activities are shared with this list via a web-based mailing management program (MailChimp). This system allows the BST to broadcast its message to employers across the region in a quick and efficient manner. MailChimp tracks and

records what employers do with each message (if they open it, forward it, reply to it, etc.) so that the BST can identify those employers with an interest in CJC programs and services.

While the BST will continue to reach out to new and existing employers to determine service needs, the team will also focus on reaching out and providing additional services to those employers who already take part in CJC activities or who are already working with a CJC agency. An example of this would be promoting assessment programs such as JobFit and the National Career Readiness Certificate (NCRC) to employers who participate in the CJC biannual job fairs. Because the employer is already engaged in recruiting activities, it allows the BSR to demonstrate how JobFit can assess a job-seeker's soft skills and how an NCRC provides information on a person's work-readiness from a hard skills perspective, thereby yielding better results when employers screen applications and resumes received during a CJC job fair or other recruitment event.

The BST also will target employers who frequently post job openings on JobCenterofWisconsin.com, and will monitor other job-posting boards to track posting activities of employers who may not utilize JCW. The team also will communicate and collaborate with other local economic development organizations, chambers of commerce, professional associations, colleges and labor unions to identify employers who may be interested in or benefit from CJC business services.

5. What Strategies will the Business Services Team use to share information about targeted employers with case management staff, counseling staff, and Resource Room staff?

As described previously, targeted employers will be a priority for the BST. A key strategy will be to share employer hiring information with all Job Center partners. The primary method of sharing information among partners will be email; the SWWDB IT department has created a CJC distribution list that includes all staff housed inside the building, as well as some CJC partners whose worksites are located in other areas. Employer information regarding hiring or any on-site recruitments will be made known to Job Center partners through e-mail notification.

These notices also will be distributed WDA-wide, when appropriate, so that all Job Center partners in the area may notify clients of hiring opportunities available through the CJC, its Resource Room, JobCenterofWisconsin.com (JCW) or other avenues. Staff receiving these notices is expected to pass along the information to qualified clients; it is expected that case managers and other staff will cooperate with this request to target only qualified individuals as a way to deliver the best pool of applicants to the hiring employer(s).

Notices of all on-site Job Center recruitments will be listed in every Job Center Resource Room throughout the WDA to ensure that job seekers are aware of regional hiring opportunities. Notification also will be made, when appropriate and applicable, on the CJC's social-media sites (Facebook, Twitter, etc.) as well as through flyers that can be printed and posted both inside the CJC and in other locations around the community. This notification effort will be coordinated through the SWWDB Business and Employer Services Manager.

In addition to efforts to notify Job Center case-management and Resource Room staff of hiring opportunities, BSRs will make the local counselors aware of the skills and abilities that target employers are looking for in candidates. This will further clarify the needs of the employer and assist Job Center staff in ensuring that the job seekers are able to meet those needs.

BSRs will make it a priority to truly understand the hiring needs of targeted employers, so that the Job Center can be a resource for each employer based on their specific needs. Establishing tours of employer sites is an ongoing activity by BST staff, and this practice will continue as it

offers all partners an opportunity to view each employer's facility and better understand its processes and how the company operates.

6. How will the Business Services Team assist employers with writing job descriptions that accurately describe the position?

A key factor in achieving employer satisfaction during the job-placement process is a clear and concise job description. Employers may not be fully aware of how posting on the JobCenterofWisconsin.com (JCW) system works. Based on employer feedback received from surveying conducted by SWWDB, many employers are under the false impression that the candidates who apply for a position posted on JCW are pre-screened. Because the site is online and available to anyone with access to the Internet, this is not the case, so it is important for BST members to explain that just as help-wanted listings in the papers receive all interested applicants, so will the employer's JCW listing. With this premise clarified, it will be easier for BSRs to explain the necessity of writing a detailed job description to encourage unqualified applicants not to apply for a position for which their skills or education do not meet the minimum guidelines.

Because the JCW system allows employers to create and manage their own account and post/remove job orders as needed, employers may not always contact BST staff for assistance. However, staff assistance remains available to those employers who may not want to enter their own information, be it for a lack of computer skills or Internet access or simply a lack of time and resources to do so. When called upon to assist employers with job-description creation, BST members will rely on employer-provided information and O* Net position descriptions. The BST believes employers whose job postings include accurate job descriptions and all other relevant information (wages and benefits, work site(s), etc.) are the most likely to be satisfied with the JCW system. Because of this belief, the BST will encourage all employers be as descriptive as possible when posting positions on JCW.

7. How will the Business Services Team promote direct entry of job orders by employers?

The former JobNet system has been replaced by JobCenterofWisconsin.com (JCW) as the state's official job-posting system. With this change came the ability of employers to create an account and enter/alter/remove job orders without staff assistance. The system also allows employers with established JCW accounts to add code to their corporate websites that allows JCW to electronically "scrape" those postings for inclusion on the JCW website with no further action required of the employer, making it even easier for employers to create and post their own job orders.

While the JCW system in itself promotes the direct entry of job orders by employers, many may not yet be aware they are able to do so. Therefore the BST will continue to use multiple strategies, building off the current Job Center delivery structure, to promote employer entry of job orders. The key activity will be for BSRs to speak with employers about the JCW system and to inform employers of their ability to create and account and enter job orders without staff assistance. BSRs also will inform employers that JCW listings are automatically posted to America's Job Bank, further adding visibility to their listings with no additional employer time or labor required.

When required, efforts will be made to assist employers who request such help in establishing a JCW account so that any questions about the system can be answered immediately. The BST believes that a hands-on demonstration of how to use the system will provide the employers with a level of familiarity with the system which will improve the likelihood of their using JCW independently in the future. If an employer does not have the desire to enter information into

JCW themselves, all BSRs have access to the form that must be completed and forwarded to the JCW call center.

8. How will the Business Services Team assist employers in placing job orders to effectively announce job vacancies?

The BST will discuss with employers during on-site visits the importance of accurately describing the responsibilities and education or work history requirements for a position vacancy listed on JCW. BSRs will inform employers of resources such as O*Net codes and the job descriptions that they can provide, so employers are able to accurately describe the duties of the position. A concise job description will help to ensure that the most qualified applicants apply for the job.

The BST will also emphasize the importance of entering a wage range for the positions that they list on JCW. Listing salary and benefits can be an incentive for someone to apply for a position, whereas not listing the salary can often be seen as a negative by a job-seeker. Job-seekers often mistakenly believe that the salary must be low since the employer is not willing to list it.

The BST will also market WORKnet as a valuable and powerful tool for employers. BSRs will explain WORKnet, the data available through WORKnet and how employers can use this data in planning. BSRs will assist employers, using WORKnet data, in developing a strategy for their human capital. In the event that WORKnet information and tools cannot provide the information the employer is looking for, the BSR can work with the SWWDB Business and Employer Services Manager to pull information from other tools, such as Economic Modeling Specialists Inc. (EMSI), or requesting the information from local economic developers, the region's DWD labor market economist and/or other sources that can provide the required information.

9. How will the Business Services Team assist employers in recruiting qualified job applicants?

The BST will assist employers in obtaining qualified job applicants for position vacancies in several ways:

- The BST will advise employers of qualified applicants that are available through the various partner agencies in the Job Center, including WIA Dislocated Worker, Adult and Older Youth program participants, DVR consumers, W-2 and FoodShare recipients and any other subpopulation served by a CJC agency.
- The BST will stress the importance of listing the vacancy on JobCenterofWisconsin.com (JCW) so that employers can reach a large number of potential applicants.
 - The BST will also stress that listings posted on JCW are also added to America's Job Bank.
 - Job orders posted on JCW track the number of page views recorded, which will help demonstrate to the employer the system's use, visibility and effectiveness.
 - BST staff is encouraged to utilize JCW's back-end capabilities to match job-seekers registered in JCW and ASSET to the position's job title, O*Net code and required skill set. This matching system helps provide employers with a list of qualified individuals whose information already is contained within the JCW system.
 - Employers also will be encouraged to use JCW to accept resumes, as well as use the website's front-end search functions to match registered users with available job postings.
- The BST will stress the importance of emphasizing, within the posted job order, the position's education and work experience requirements to dissuade unqualified applicants from applying for the position.

- In addition, the BST will encourage all case managers and partner staff to review a job-seeker's qualifications prior to encouraging the client to apply for the position, in an effort to reduce the number of unqualified job-seeker applications received by the employer(s).
- The BST will coordinate on a regular basis and encourage businesses to participate in multiple-employer job fairs at the CJC and other locations throughout the region. Such events may be held in conjunction with local education providers, economic development agencies and/or chambers of commerce.
- The BST will encourage employers may hold off-site recruitments at the local Job Center without a charge, provided the activities comply with the policies and standards set by Rock County, the CJC's leaseholder. BST staff will be made available during such events to assist employers and ensure customer satisfaction.
- The BST will provide information regarding the fee-for-service program available through the Job Center that pre-screens applications for the employer, in order to save the employer staff time and other resources. CJC staff selects the most-qualified candidates for the position based on the position description and requirements.
- The BST will advise all Job Center partners and staff of job listings posted on JCW and other job-posting website so partner agencies may refer qualified clients to the position listing.
- The BST also will promote the availability of various CJC partners to provide on-the-job-training funds for qualified individuals. These programs encourage employers to hire partially qualified job-seekers for open positions, and provide some level of wage reimbursement for a defined period during which the individual is trained to the position's required proficiencies. The BST views OJT programs as especially beneficial to those who have recently changed careers and/or completed a training program but have no prior related work experience.

10. How will the Business Services Team ensure that employers have access to labor market information and analysis?

The BST will ensure that employers have access to local labor market information and analysis in several ways:

- Employer packets will include information on the DWD WORKnet website and the information that can be found on the website.
- The local Job Center website will have links to the WORKnet site, so that employers have easy access to the information.
- Employer packets will contain the county profile for the county in which the employer is located as well as the county snapshot. This information will be shown to the employer by the BSR, and if the employer would like to know more, additional information will be provided.
- The BST will look at holding quarterly labor market information sessions in locations throughout the WDA, to help educate employers how to navigate the WORKnet system, and how labor market information can be useful to their business. The frequency of these sessions will be based on employer interest.
- The BST will invite, on an occasional basis, DWD WORKnet representatives to speak at the Info Lunch series held in Southwest Wisconsin to encourage employers to effectively use the labor market information to benefit their business.
- In addition to the information available through the WORKnet system, SWWDB has access to other systems (i.e. EMSI, WANTED Analytics, etc.) and, upon request, can pull customized reports and share information with employers and CJC partners.
- The BST also will work with the local economic development representatives and

agencies, chambers of commerce, technical college advisory boards and professional associations to make LMI available to employers.

11. What employer events will the Business Services Team hold?

The BST will hold several employer events:

- The BST will continue with the Business Info Lunch series. These events are held quarterly inside the Rock County Job Center, and are held on an occasional basis in the other five counties (due to the lack of dedicated Job Center facilities in these locations). The frequency of such events can increase, based upon demand and need.
- The BST will also continue to host several multiple-employer job fairs each year. These events provide employers the opportunity to interact with a large pool of job-seekers while sharing costs from advertising and promotion.
 - The Rock County Job Center will host at least two annual events (spring and fall). In addition, the BST will provide assistance and support for local veterans job fairs, career fairs and other events in conjunction with other local business-development and education organizations.
 - Due to a lack of dedicated job center space, job fairs in Grant, Green, Iowa, Lafayette and Richland counties will be coordinated and held in conjunction with other groups, such as the veterans, chambers of commerce, colleges and other professional organizations. BSRs will provide assistance as required and requested.
- The BST will also hold employer workshops designed to assist employers in learning about CJC services and opportunities, such as JobCenterofWisconsin.com and WORKnet, as well as staff-assisted services available from the various CJC partners. A minimum of four of these workshops will be held each year; some may be held in conjunction with other local organizations
- The BST will also continue to partner with existing human-resource organizations that exist within the WDA. Partnerships will continue with the Blackhawk Human Resource Association (serving Rock and Green counties as well as northern Illinois) and the Tri-County Human Resource Association (serving Grant, Iowa and Lafayette counties). Several members of the BST will belong to one or more of these organizations and actively participate in their events as.
- Finally, as the BSRs learn of educational opportunities being held by the technical colleges and universities within the area they will inform businesses of these opportunities for continuing education.

12. How will the Business Services Team assist employers with planning for workforce expansion or downsizing?

The BST will assist employers with planning for workforce expansion and downsizing by being a continuous resource. In order to be a part of both good times and bad times, we must maintain consistent relationships with employers. The BSRs will strive to develop solid working relationships with their employers, and through professionalism and service delivery will be known as the source for all an employer's workforce needs.

In the event of a planned employer downsizing or plant/facility closure, the BST will refer an employer to the WDB's Rapid Response representative, who works in conjunction with local and state-level staff to coordinate Rapid Response services and sessions either at the employer's location, at the Job Center or for individual persons. These activities also will include, when appropriate, participation by local economic development agencies and other partners. In

applicable situations, employers will be provided information on how customized training funds may be used for incumbent workers as a layoff-aversion tool.

When dealing with a business expansion, the BST will work with and take direction from the employer and any local or state-level economic development representatives and/or organizations, which often are working with an employer on other expansion-related issues that precede the recruitment and hiring process. Upon request, meetings between the BST, employer and other involved parties will be coordinated in order to explain available services, address any questions and negotiate a fee-for-service contract under which activities will be conducted.

In any scenario, the key to successful partnerships is an ongoing and mutually beneficial relationship between the BST and the employer(s). Many of these relationships already exist due to the dedication and work of the staff of partner agencies in the WDA. BSRs will let their employers know that they can help with both expansion and workforce reduction issues, and will be professional through these times of need and others.

13. How will the Business Services Team provide information on retention and post-employment support services for employees?

The BST will provide assistance to employers related to retention and post-employment support services in several ways:

- Resources on hiring the right employee for the job will be given to employers along with formulas that assist an employer in determining the cost to employee turnover. This will be done to emphasize the importance of hiring the right employee, the first time.
- BSRs will inform employers about the incumbent worker training programs offered through the technical colleges as well as other programs that are delivered through the Job Center on a fee-for-service basis.
- An emphasis will also be placed on educating employers about career laddering and how the concept can be used to motivate incumbent workers and assist employers in maintaining a highly trained and motivated workforce.
- BSRs will also inform employers of the Basic Skills programs offered at the Job Center through the technical colleges, programs such as GED training and remedial math and reading courses are available to elevate the skill levels of employees.
- Training on front-line supervisory skills will be considered as a way to improve employer management and improve employee retention.
- Many CJC agency programs include one year of follow-up activities, during which the case manager stays in contact with the client and offers any advice, assistance and/or support that is required. Case managers will be expected to stress the importance of soft-skill development and retaining employment.

14. How will the Business Services Team provide information to employers on workplace and customized training?

Relating to post-employment support services is information on workplace and customized training. The BST will, as stated previously, work to make employers aware of the Business and Industry Training representatives of area technical colleges – Southwest Wisconsin Technical College and Blackhawk Technical College. If possible, brochures, training catalogs and other information provided by the technical colleges will be included in the employer packets.

In addition, if the employer is not able to work with the technical college to resolve their training needs, the BSRs will also inform employers about the training (customized and on-the-job)

provided by SWWDB as part of the fee-for-service plan. The BST focus will be to always refer an employer first to the technical colleges for customized training. If the employer is seeking something which cannot be offered, or cannot be offered in a timely and affordable fashion, then the employer will be referred to the SWWDB fee-for-service option of service delivery. SWWDB will provide customized fee-for-service training programs with the assistance of professional and experienced training providers.

15. Identify at least one business service that the Business Services Team will offer that conforms to the WDA fee for Services Plan?

SWWDB will coordinate and operate the WDA's fee-for-service plan and will charge for several services delivered as part of this plan. SWWDB's Business and Employer Services Manager will oversee the program, and will coordinate with the SWWDB Business Services Coordinator as well as staff from other partner agencies to deliver services to employers.

For example, one service that will be offered as a fee-for-service activity is recruitment assistance, which could vary in service levels from accepting, sorting and screening applications on behalf of the employer to participating in the candidate selection, review and interviewing process. As employers have become "lean" and/or streamlined their human-resources departments over the past several years, they have expressed the need for occasional, temporary assistance from the workforce system. The level of service and the method through which services will be delivered will be determined on a case-by-case basis as driven by the employer's needs.

Core services will be provided at no cost to employers; however, intensive and training services will be provided on a fee-for-service basis. Pricing for the services will be billed on a negotiated contract amount based on the time necessary to complete the task(s) at hand; with a goal of full cost recovery for staff time as well as other direct expenses related to the delivery of the services to an employer.

An administrative fee will be charged on any fee-for-service contract that requires extraordinary amounts of staff time and resources to complete; this fee will be discussed and negotiated with the employer prior to the delivery of services and is intended to defray overhead and administrative expenses. The administrative fee will go, in part, to: SWWDB to offset any administrative and staff costs associated with billing and financial management; toward BST operational expenses such as marketing, rental/equipment/technology fees and other costs associated with BST events or activities; and/or be reserved for allocation of the "commission" in the subsequent funding year to the partner agency who provided the business referral and/or staff and resources used to deliver services to the employer(s). The funds will be held as administrative fees for SWWDB and will be used to further the menu of services available to employers and fund other employer-related events.

Fee-for-service activities primarily will be delivered by the SWWDB Business and Employer Services Manager and/or Business Services Coordinator. BST members from other agencies may be called upon, on occasion, to provide their time to deliver services to employers as the program grows, specifically in the area of pre-screening. In these instances, SWWDB will negotiate and contract with partner agencies to compensate for staff time and costs. All contracts with employers will be negotiated by the SWWDB Business and Employer Services Manager so that employers receive consistent pricing information and assurance that the BST will be able to deliver the required services. Fee-for-service activities offered include, but are not limited to:

- Intensive pre-screening of applications based on the employer-created job description.
- Assistance identifying and selecting interview candidates, based on employer's desired

- skill set and other employer-identified factors.
- Coordination and delivery of background checks and/or drug screens.
 - Grant-writing services.
 - Reference checks for interview candidates.
 - Marketing assistance.
 - Specialized ad placement and creation.
 - Policy and handbook creation and updates.
 - On-site specialized training programs.
 - Other services as needed by employers.

If desired, employers may choose to “layer” fee-for-service activities. For example, an employer may have the BST screen applications and later may contract with the BST to complete background and reference checks once the desired candidates have been identified.