

Wisconsin
Business Solutions
Training

Survey Data

June 24, 2015



Introduction

The Wisconsin Workforce Development Association (WWDA), the state association of all eleven Workforce Development Boards, in partnership with the Department of Workforce Development, is developing a statewide professional development training program for Business Solutions staff. The training program is just one component of the Wisconsin's Business Solutions effort that includes the Collabor8 Summit, the implementation of the Skills WI Salesforce platform, and the growing emphasis on local business solutions teams.

The WI Business Services Training program was planned in an effort to build a foundation of Business Solutions skills and knowledge the state and local workforce areas can build on. The WWDA contracted with Thomas P. Miller & Associates to work with Wisconsin to develop a curriculum for the training. The final curriculum will incorporate national best practices in addition to local input customized to fit Wisconsin needs. To this effort, TPMA, working in concert with WI leadership, worked to develop a survey of current WI Business Services personnel in an effort to better understand content and curriculum needed within the training program.

Survey Approach

This survey was distributed by email via Survey Monkey to 185 individuals. Efforts for distribution included:

- (1) Initial survey emails
- (2) Follow-up emails

As a result, there was a total of 110 survey respondents. There were 102 completed surveys and 8 incomplete surveys from incomplete surveys were included in the overall survey analysis. Each section gives an account of how many respondents answered each question.

Key Findings by Question

Q1. What is your title?

Of the 110 individuals who completed the survey, 106 provided their title. The most common title was business services consultant with 12 responses. 11 survey respondents were Local Veterans' Employment Representatives, and 10 were Employment and Training Specialists. 49 different titles were provided by respondents.

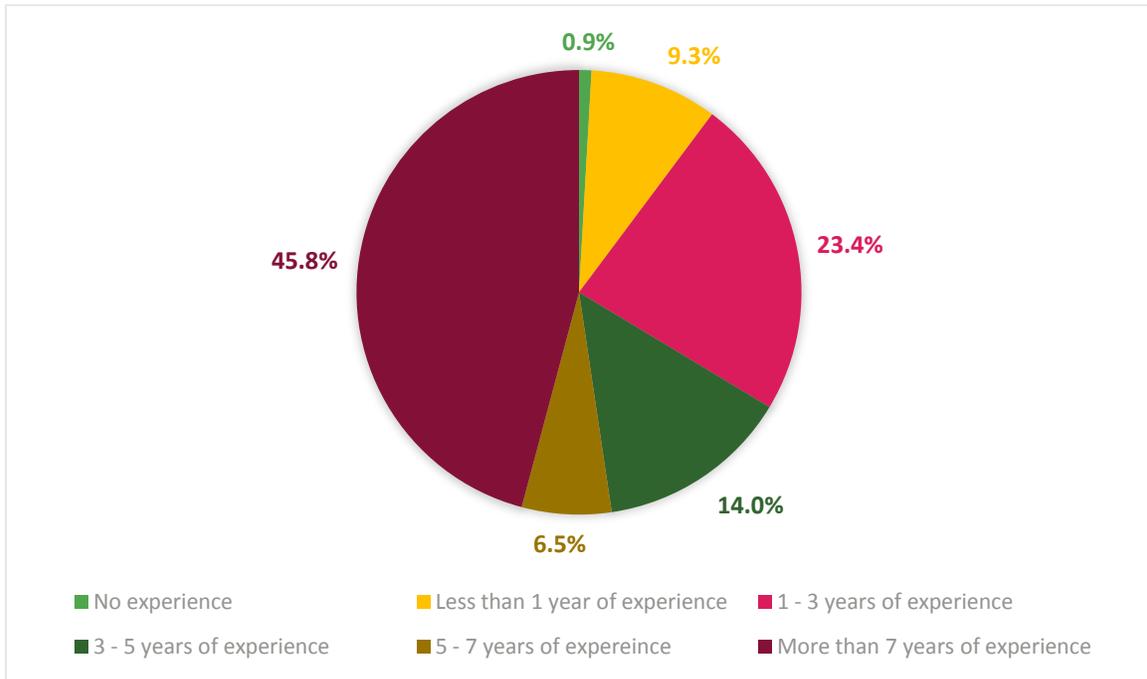
Table 1 in the appendix provides the full list of titles provided.

Q2. Which region do you represent?

Answer Options	Response Percent	Response Count
Statewide	2.8%	3
Southeast	12.1%	13
Milwaukee	7.5%	8
WOW	9.3%	10
Fox Valley	5.6%	6
Bay Area	5.6%	6
North Central	11.2%	12
Northwest	8.4%	9
West Central	5.6%	6
Western	6.5%	7
South Central	19.6%	21
Southwest	5.6%	6

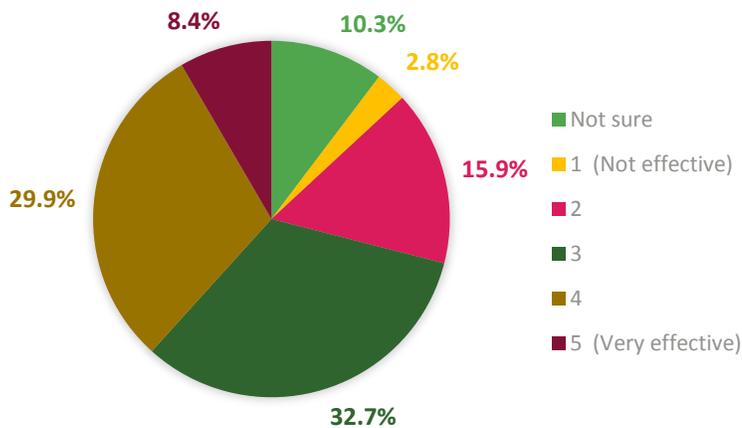
Individuals were asked what region they represent, and 107 survey respondents answered the question. 3 individuals, or 2.8%, represent the entire state. All other regions had at least 6 responses. 21 individuals, or 19.6%, represent the South Central region.

3. How much experience do you have providing services to businesses?



Individuals were asked how much experience they had providing services to businesses. 107 survey respondents answered the question. A plurality, 45.8%, had more than seven years of experience providing services to businesses. 23.4% had one to three years of experience. 14.0% had three to five years of experience, and 6.5% had five to seven. 9.3% had less than one year of experience, and just one respondent, or .9%, had no experience.

4. How do you rate the current effectiveness of the business services team in your workforce investment area?



The survey asked respondents to rate the current effectiveness of the business services team in their workforce investment areas. On a scale of one to five with five being very effective and one being not effective, 32.7% rated their business services team a three. 29.9% gave a rating of four, and 15.9% gave a rating of two. 2.8% said their team was not effective, while 8.4% said their team was very effective. 10.3% were “not sure” on a rating.

5. In regards to business services, what knowledge/skills/abilities would you personally like to improve? (Please rank your top three choices.)

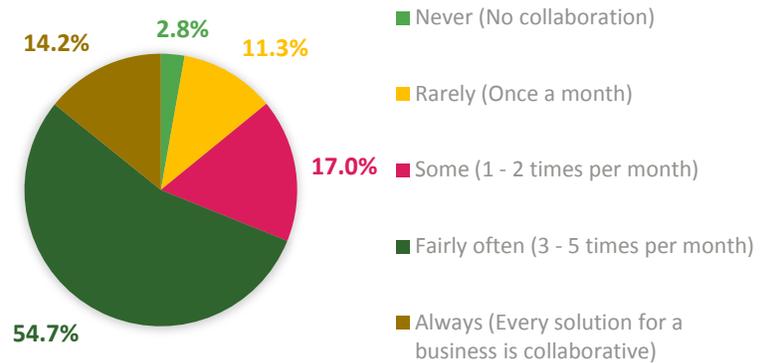
Answer Options	First priority	Second priority	Third priority	Response Count
Knowledge of the services and resources our partners can provide to businesses	21	8	14	43
Understanding and utilizing labor market information and other data	8	16	15	39
Strategically targeting businesses for outreach	22	17	9	48
Industry-specific knowledge and expertise	10	13	9	32
Effective sales techniques	9	9	7	25
Collaborating with others on a team	8	10	10	28
Maintaining a relationship with employers through good customer service and follow up	13	13	10	36
Marketing and promoting services to employers	16	16	27	59
Effective interview techniques and questions	0	5	6	11
Other (please specify)				5

Individuals were asked to identify which knowledge, skills, or abilities would they personally like to improve in regard to business services. The most frequent response was “marketing and promoting services to employers.” 59 of the 110 survey respondents ranked it among their top three priorities. 16 ranked it as their first priority. 48 respondents ranked “strategically targeting businesses for outreach” in their top three choices. Of those 48, 22 said it was their top priority, making it the most popular top priority. 43 respondents said “knowledge of the services and resources our partners can provide to

businesses” was among the top three knowledge, skills, and abilities they wanted to improve, and 21 ranked it as their top choice.

6. How often do you collaborate with other agencies and/or organizations on business services?

The survey asked respondents how often they collaborate with other agencies and/or organizations on business services. All but one of the 110 survey respondents answered this question. 54.7% said they collaborate with other agencies and/or organization on business services three to five times per month. 17.0% collaborate one to two times per month. For 14.2% every solution for a business is a collaborative. 11.3% rarely collaborate, and 2.8% never collaborate.



7. When finding solutions to businesses' needs, what organizations and/or agencies do you most commonly partner with? (Check all that apply.)

Answer Options	Response Percent	Response Count
One Stop/Job Center Partners (e.g. WDB, Job Service, Voc Rehab)	86.80%	92
Technical Colleges	58.50%	62
Economic development organizations	39.60%	42
Community-based organizations	35.80%	38
Chambers of commerce	33.00%	35
Other	14.20%	15
4-year colleges and universities	12.30%	13

Respondents were asked with what organizations and/or agencies they most commonly partner to find solutions for businesses’ needs. 106 of the 110 the individuals who took the survey answered this question. 86.8% commonly partner with One Stop/Job Center Partners when finding solutions to businesses’ needs. 58.5% commonly partner with technical colleges. Nearly 40% commonly partner with economic development organizations. 35.8% partner with community-based organization, and 33.0% with chambers of commerce. Just 12.3% partner with four-year colleges and universities. 15 respondents provided other organizations with which they partner including workforce investment boards, Small Business Development Centers, Wisconsin Women’s Business Initiative Corporation,

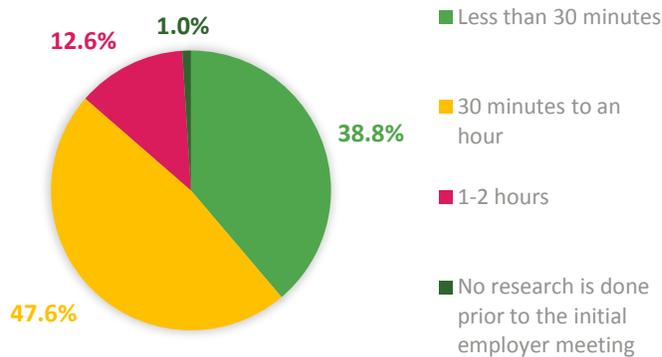
SCORE, high school apprenticeship programs, Urban League of Greater Madison, Small Business Administration, municipalities, and faith-based organizations.

8. What services do you most commonly offer to meet business's needs? (Please check all that apply.)

Answer Options	Response Percent	Response Count
Job fairs	82.20%	83
Job postings	79.20%	80
On-the-Job Training (OJT)	75.20%	76
Screening of job applicants	57.40%	58
Labor market information	52.50%	53
Vocational Rehabilitation (DVR)	39.60%	40
Grant Opportunities	37.60%	38
Work Opportunity Tax Credit (WOTC)	36.60%	37
Rapid response	35.60%	36
Customized training	34.70%	35
Veterans' assistance	32.70%	33
NCRC/WorkKeys Assessments	32.70%	33
Apprenticeship Opportunities	29.70%	30
Industry/Sector Partnerships	29.70%	30
Technical skills training	25.70%	26
Federal bonding	22.80%	23
Basic skills development (GED prep, ESL, etc.)	19.80%	20
Pre-hire or post-employment assessments	19.80%	20
Business retention and expansion services	15.80%	16
Other		14

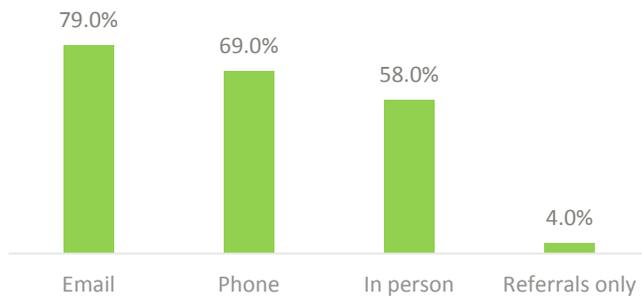
101 of the 110 survey respondents answered the question about what services they most commonly offer to meet businesses' needs. 82.2% commonly offer job fairs to meet business's needs. 79.2% commonly offer job postings, and 75.2% offer on-the-job training. Only 15.8% commonly offer business retentions and expansion services.

9. On average, how much time do you spend researching a business prior to the initial meeting?



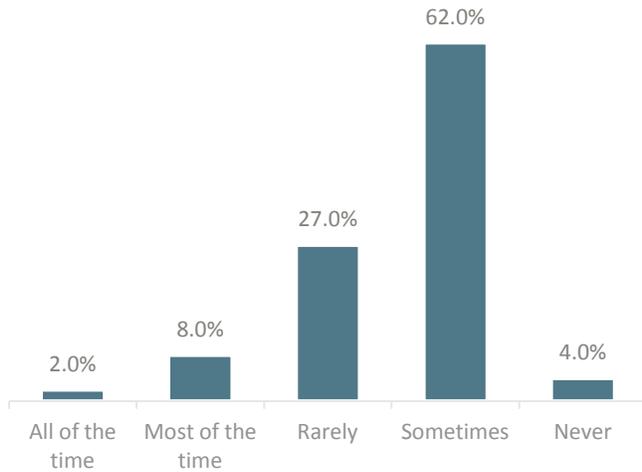
Respondents were asked how much time they spend researching a business prior to an initial meeting. 103 of the 110 respondents answered the question. 47.6% spend 30 minutes to an hour researching a business prior to an initial meeting. 38.8% spend less than 30 minutes. 12.6% research for one to two hours. 1 person does no research prior to the initial employer meeting.

10. How do you typically reach out to businesses?



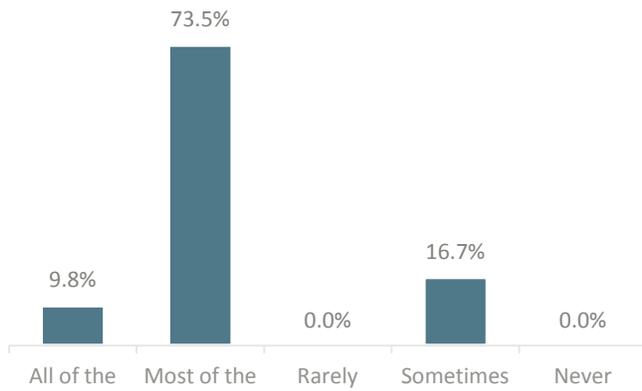
The survey asked the 110 respondents how they typically reach out to businesses, and 100 gave responses for the question. The most common method was by email; 79% typically reach out to businesses by email. 69% said they reach out by phone, and 58 said in person. Only 4% said they reach out to business by referrals only.

11. When it comes to business interactions, how often is this done in groups?



Respondents were asked how often business interaction are done in groups. 100 of the 110 survey takers responded to the question. A majority, 62%, said business interactions are sometimes done in groups. 27% said the interactions are rarely done in groups. 8.0% said most of the time, and 2.0% said all of the time. 4.0% said they are never done in groups.

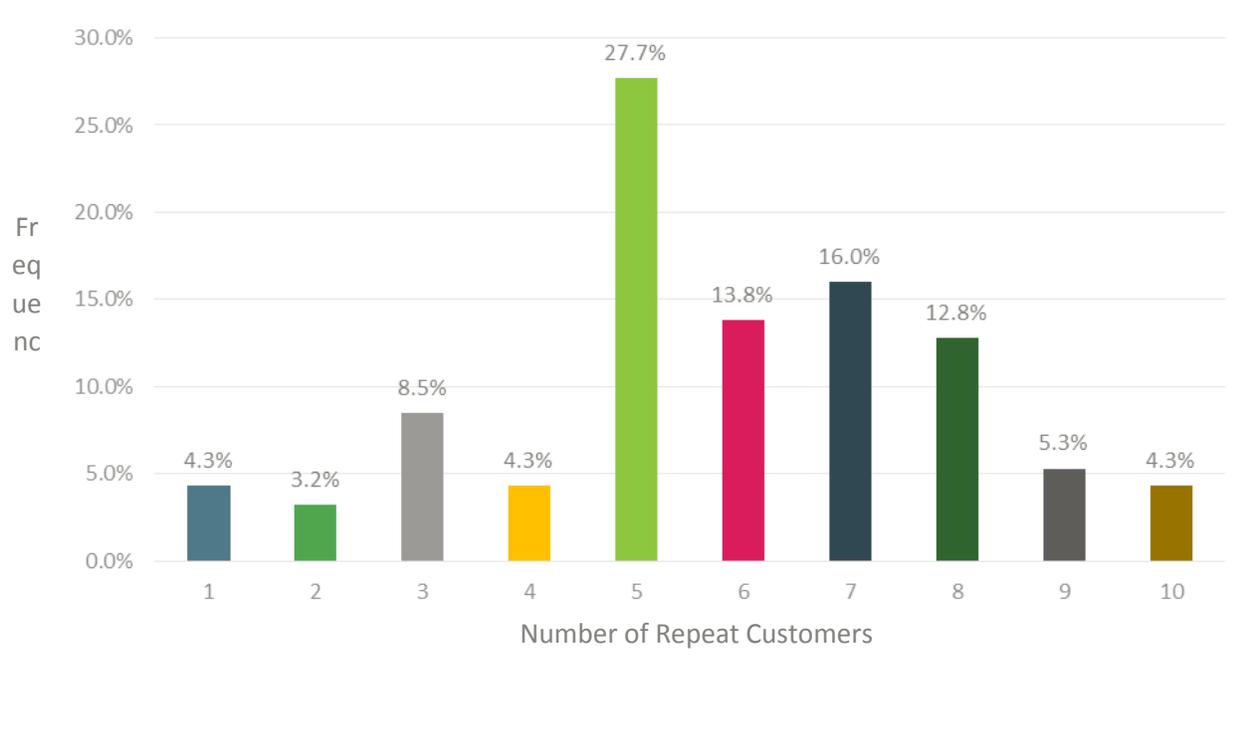
12. When it comes to business interactions, how often is this done individually?



time. No one responded rarely and never.

Respondents were asked how often business interactions are done individually, and 102 of the 110 answered this question. 73.5% said business interactions are done individually. 16.7% said sometimes, and 9.8% said all of the

13. For every ten businesses who seek out your services, about how many are repeat customers?



Respondents were asked for every ten businesses who seek out services, how many were repeat customers. Responses indicate that 4.3% of respondents thought all ten businesses were repeat customers, whereas 27.7% thought five out of the ten were, and only 4.3% answered one out of ten. It appears that most responses indicated that more than 50% were repeat customers.

14. What services or procedures are working well in your area in regards to business services?

Table 2 in appendix.

15. If you could change Workforce Business Services in any way, what would those changes be?

Table 3 in appendix.

16. If there are particular topics related to business services that you would like to focus on during this training session, please let us know in the box below.

Respondents were given the opportunity to suggest topics to focus on during a training session. 44 survey takers provided an answer. 9 said the question was not applicable to them, that they had no topics, or were too new in their position to know. 35 provided topic ideas.

Table 4 in the appendix.

Appendix

Table 1.

What is your title?	
Titles	Response Count
Administrative Coordinator	1
Business Consultant	3
Business Engagement Specialist	1
Business Service Specialist	4
Business Services & Economic Development Coordinator	1
Business Services Consultant	12
Business Services Coordinator	3
Business Services Director	1
Business Services Manager/Special Projects Manager	1
Business Services Representative	2
Case Manager	1
CEO	1
Children First Job Developer	1
Coordinator	1
Dean, Continuing Education	1
Director	1
Director of Sector Development and Business Services	1
DVR Deputy	1
DVR-Business Services Consultant	1
E & T Specialist	1
Employee Relations Specialist	1
Employer Relations Specialist	6
Employer Resource Consultant	3
Employer Services Representative	1
Employment & Training Leadworker	1
Employment & Training Specialist	10
Employment & Training Supervisor	2
Employment & Training Counselor	1
Employment & Training Specialist - Lead	1
Employment Resource Coordinator	1
Employment Specialist	8
Executive Director	1
Job Developer	2
Local Veterans' Employment Representative	11
Project Manager	1
Resource Specialist	1
Special Projects Manager/Sector Development	1

State Rapid Response Coordinator	1
Strategic Partnerships Manager	1
Training Director	1
Training Navigator	1
WDB staff	1
WIA Adult Case Manager	2
WIA Adult Team Leader	1
WIA Case Manager (Youth Program)	1
Workforce Services Supervisor	1
Workforce Systems Specialist	3
Youth Program Coordinator	1

Table 2.

14. What services or procedures are working well in your area in regards to business services?
Candidate Search and On-Site Recruitments
Chatter, Fast Forward, H1b OJT, Job Fairs,
Collaborating with each other within the job center to let each other know of job openings.
Collaborating with local board. Job fairs and onsite recruitments.
Communicating information about businesses and job openings via Chatter
Communication
Cooperation within team
Currently not a part of my job responsibilities. Only experience is encouraging customers to attend job fairs and employer events at Job Service.
Customized training and work keys
Customized training programs
Developing relationships with area partners.
Duo customer approach, better bottom line conversations, tours/job shadows, return on investment strategies, follow along supports, ADA education, collaboration with schools, work based learning opportunities/ tax credits, long term investment with an employer, etc.
Employer outreach
Employer participation in job fairs and career expos. This distribution of services through e-mail blasts and our Job Center of Wisconsin Social Media outlets (Facebook, Twitter, LinkedIn).
Featured Employer Seminars
Focusing on benefits to the business to work with us.
Getting job leads, job fairs, some partnering events.
Having a specific industry focus.
Having people available for hire.
I am too new to know
I have wonderful partnerships developed with the businesses I am engaged with.
I just started, but know that face-to-face meetings work well and we have many repeat business customers.

I think Salesforce has really been a nice tool for us to use in order to communicate open positions and job postings. We also are able to share open interviews and community events. Our quarterly meetings are also very helpful. I found Collabor8 to be a great way to help us get thinking about where we can make improvements in our services.

Identifying their needs
Industry sector partnerships, OJT, Salesforce communication with case managers
Informing of job openings and other related services on Salesforce
Job Fair planning OJTs (but could improve)
Job fairs
Job Fairs & information sessions with in job centers
Job Fairs, Open Houses
Job leads, job fairs, employer recruitment events, and employment-readiness trainings posted to Sales Force by South Central Business Services Team partners have been very helpful.
Job leads, Job Postings, OJT's, Job Fairs.
Job Posting & Community Distribution of such, Onsite Recruitment Assistance, Job Fair Coordination, Resource Referral for other business needs
Job posting; NCRC
Job Postings - Manufacturing Month Job Fair and Tours for students; Leadership Workshops New CNC Training for high school students is off to a good start
Listening to business, learning their needs, never going unannounced, sharing information about my business partners, following up but never be intrusive to the business
Matching applicants to employers
Monthly meetings; bringing all partners together.
More contact with businesses then when I started.
NCRC assessments, Job Center recruitments
Not sure
Nothing. We seem to be in a constant competition with each other over customers (jobseekers, students, etc.). This happens when all aspects of Business Services provide to similar of services or when certain "leaders or decision makers" within Business Services continuously withhold information. Transparency will go a very long way in building trust and relationships within Business Services as well as within the communities we serve.
Offering conference rooms at the Job Center for Open Interviews
OJT
OJT Sector partnerships
OJT / TWE
OJT, Recruitment, Information Sessions
OJT's
OJTs, Job Fairs
OJT's, job postings, employer events; job fairs and open house
OJT's; Job Fairs
On Site Recruitments, Targeted job fairs, job postings
On site recruitments
On the Job Training-Job Fairs-Open Houses with topics of interest

One on One individual services and assessments
On-site recruitments, job fairs, pre-screening of candidates
On-site recruitments.
Open Communication
Our Collabor8 Business Services group, internal process, employer outcomes
Our Collabor8 group that meets twice a month and outreach to the Business Improvement Districts.
Our manufacturing, marine manufacturing, and the healthcare alliances are strong networks. Others coming along include transportation, information technology and insurance/customer service.
Outreach
Outreach and retention
Paid work experiences, utilizing JobCenter for interviewing and testing
Partners respect each other. People want to work together.
Partnerships in the Job Center.
Partnerships...we rarely connect with a business who we can't connect to the resource they are seeking.
Past experience/word of mouth
Recruitment assistance
Recruitment services are huge right now
Referral of potential candidates
Repeat customers are pleased with the job fairs and recruitments
Sector Academies, On-the-Job Training
Sector team initiatives: our sector teams come up with mission statements and action items we will work on. We have found this is the best way to keep industry engaged. Once they get to know us through this work, they seek us out for help with training, candidate referrals, recruitment, etc...
Sharing information
Short-term trainings Heavy Metal Tour for middle school youth
Some coordination with Job Fairs in the spring and in the fall some coordination with business spotlights at the workforce development center
Strong working relationship with Economic Development
Targeted e-blasts to jobseekers and partner agencies, flyers
Team mate relationships with local businesses
Teamwork and collaboration. Communication is a struggle
The business services are going well, recruiting the qualified candidates to fill their needs is a challenge in the rural counties
The Business Services Team has become more proactive in sharing resources, and reaching out to businesses. Also, there is a group collaboration when going on site tours. However, I do not believe there is a concerted focus in approaching businesses by fully utilizing Labor Market Information. Training would help in this area.
The customer look up on the JCOW and assistance with locating employees on their behalf for business job fairs
The OJT program for us is very important. That's what businesses seem to recognize us for right away. Once we start doing OJTs with them it is easier to offer other services.

The opportunity to have companies do onsite recruitments at the Job Center for free. Recently heard of a business wanting to rent space for 1 month at a cost of \$4,000.00! Company was elated they could use our facility for free. E-blasts to job seekers who are coded with a specific o*net code to attract them to the onsite have been very successful.
There is no business service outreach in my area.
TIME OJT's for repeat businesses
TWE, OJT, training programs
Unknown
Very cooperative relationship with NWWIB.
We are all working together to do regional job fairs but we need to finalize what partner does what
We are beginning to collaborate as a team.
We have a weekly BST meeting with multiple partners as well as a monthly, strategic meeting that helps ensure good communication.
We have a wide variety of people at the table and for the most part we share information fairly well.
Working together Providing qualified candidates

Table 3.

15. If you could change Workforce Business Services in any way, what would those changes be?
A collaborative simple communication tool
A common effective communication tool that is available to each member
Better collaboration with partners- beyond just meeting once a month. Get rid of the need for all partners to contact all businesses - have staff be comfortable working thru one another. Dividing and conquering - we can reach more businesses. have staff and partners figure out which lane is most appropriate for them to be in, in terms of which type of businesses they should be reaching out to
Better communication & understanding of other partners & how they differ in what they offer.
Better communication between all parties involved
Better Marketing Materials
better marketing materials to showcase all partners
Collaboration between partners could increase, but with the focus on meeting the businesses' needs, not fulfilling our individual organization's "quotas," placement requirements, etc.
Collaboration on the part of the WIB
Continue to encourage collaboration among all partners, continue to encourage inclusiveness, continue to focus on solutions not programs.
Creating/generating more DVR "dedicated" positions, like "Retail Helper" with appreciative, visible businesses in local communities.
CRM tool
Deeper collaboration.
Either do business outreach in rural areas or allow current staff to do so.
Eliminate the barriers to partnership. I think cooperation is viewed as a threat to income flow.
Greater sector strategies.
Have a better access to a pool of candidates. Be able to offer more training services to businesses.

Have a specific group of folks do only the business services. At this time everyone is trying to do it along with an overwhelming number of other duties and it is difficult to excel in everything or have the time to do it as thoroughly as you would like.
Have more training. My personal experience is learn it as you go watching others. No "formal" training.
Have sales people staff the business services, not case managers
Help entering information into Salesforce: OJT's, Services for employers
I am too new to know
I think it's always a work in progress and we all work together very well. I just want to make sure that I personally set aside the time to get out there and go to area businesses.
Improve customer services practices.
Incentives for coordination
Input
Involve Economic Development Organization. They are key to bringing business to our community but the link to the workforce is not there at this time. This is our area of expertise and we need to partner with them.
It would be a separate department rather than Employment Specialists handling business services
Less self-interest from partners...some partner organizations only have interest in promoting their services opposed to serving the employers need
Leverage assets of each agency to benefit employer and employee. Bridge the communication gap between tech colleges/universities and employers
Marketing materials
MARKETING MATERIALS FOR EMPLOYERS! MORE COMMUNITY RECOGNITION OF WHAT WE ARE AND WHO WE WORK WITH.
Marketing materials to encompass all agencies and the services offered.
Marketing our free services through social media, outreach and networking events.
More advertising to bring in customers to the Job Centers so the employers have a better pool of candidates.
More assistance with posting jobs on Job Center of WI and other sites
More collaboration among other boards and agencies and training.
more collaboration between partners and statewide promotion
More collaboration, better communication with employers...a more consistent message.
More collaboration
More Outreach to businesses
More pre-contact research and personalized service
More room needed for business to conduct information sessions, interviewing sessions and individual recruitments
More staff allocated to the function and more effective staff training
More time to devote to business services
More time to meet with individuals and not be spread so thin. Make it easier for young vets to receive services to get employed. Not be income eligible, vets deserve their pension and they have a purpose to work.
Not sure but I would say that we should look more alike across the state rather than everyone doing something different. Ie: An OJT is an OJT. If one board has incumbent worker training all of

them should.
Open communication - what is going on and what have they accomplished. Marketing. Invite partner agencies to the table.
Reduce the politics of the Services Meetings and have a more genuine sharing of information about businesses that people are going to see in the upcoming weeks. I would like the team to follow through on the initial plans that we had at the Collabor8 conference.
Simplified application process / paper work for certain offerings (example OJT)
Solid collaboration by every county in our area, some do it very well, others do not collaborate and are not respectful of the relationships established
Somewhat standardized method of recording business contacts and activities, and better collaboration/communication between those that are individually contacting employers.
Team approach more often
The one person who should be taking a leadership role in collaboration has a prickly and dismissive demeanor to partners and does not share information freely. If that person had a more collaborative spirit, our group would function more efficiently.
To do more outreach
To stop reinventing the wheel
To work better together to present all of the options to an employer and not make it just about "my organization"
To work more collaboratively and not see this as a competition between agencies.
Transparency. There are a lot of "things coming down the pipeline" yet the Business Services Team as a whole is left out of the loop. One group, all appear to know what is happening and future workforce changes, yet they fail to involve the Business Services Team until there is panic in the air or urgency to make decisions.
Want to be able to post jobs on State system to provide better customer service to our employer base
We are not in the business of 'sales'. Rather, we are building a strong workforce, economy, and community.
We should collaborate more with other agencies, and market our own services more uniformly and aggressively
We'd be able to match more effectively if the wage requirements would lessen in our area.
Work more together, capitalize on partner strengths and connections. Promote as a group
Would like to have a Business service team and candidate case managers

Table 4.

<p>16. If there are particular topics related to business services that you would like to focus on during this training session, please let us know in the box below.</p>
<p>Use of Salesforce platform for communicating with those working with same employers; 2) Protocols for calling on an employer when another individual has had contact with them; 3) Define business service leadership by region; 4) Best practices for communication between partners in the job center</p>
<p>The Kwik Trip Success Story: What are the components that make it work so well? How to replicate with other employers? 2. Ideas for addressing employer requirements that keep our people out: testing required beyond the initial application; individuals with a past criminal record; a limited view of who (gender, race, disability) can do what.</p>
<p>A general approach would be the best, let the conference attendee choose what is best for him/her.</p>
<p>Any tips are helpful</p>
<p>Basics as to what Employers want/need and how to deliver solutions.</p>
<p>Business Needs Analysis as the means of Business Outreach and identification of Business Service Opportunities</p>
<p>Career pathways</p>
<p>Collaboration</p>
<p>Common performance and outcome measures for business services. Compliance with WIOA in the area of Business Services. Uniform use of JCW and Salesforce. Local best practices and how to extrapolate these Statewide. Creation of/Use of Statewide workforce system marketing materials. Discussion on how to better utilize available LMI to inform and assist businesses.</p>
<p>Connecting and developing industry specific opportunities and also place and train models</p>
<p>Consultative selling</p>
<p>Coordinating services between members and businesses</p>
<p>Find a way to hear from fewer/no employers telling me they hire job seekers who come in for a day or two and quit or never show up at all.</p>
<p>Having a list of companies in the area, contact names and numbers and an overview of the business would be beneficial.</p>
<p>Higher level services for marketing, ability to identify & providing more/new/demand driven services, Knowing more resources at the state level for expansion, training, etc.,</p>
<p>How to best coordinate providing service to businesses and job seekers.</p>
<p>How to research companies, what matters to businesses, how to use social media effectively.</p>
<p>How we can reach out to new businesses, small businesses and prospective clients.</p>
<p>Individuals that do BS be able to attend the training</p>
<p>It would be helpful if all of the people at the table had a voice in talking about whatever the topic may be. It should not be a conversation between two people and the rest just sit there. It should be dynamic. They should not discourage involvement by diminishing the comments that have been made by others.</p>
<p>Job Fairs. Have been used for many years but the effectiveness is not tracked. Hours of manpower are put into having a Job Fair but no one tracks the outcomes as to who was hired as the result of the Job Fair. Seems like a waste of precious resources.</p>
<p>Labor market trends in an easy precise format to share with employers. Understanding what other Workforce Boards offer and how they operate differently than us.</p>

Labor Market, Industry trends
Our Job Seekers need basic skill sets. This is common ground. How can we partner to achieve this?
Partnerships.
Respecting who has the knowledge and connecting business to that knowledge base, example, our Veterans have specific programs, DVR has specific programs, when an employer is trying to obtain diversity, I will connect them to the diversity partners to ensure they have complete and accurate information. If they are looking at apprenticeships, I connect them to those experts, Grants, technical schools, etc. Business appreciates when you are willing to share those who will best meet their needs and not try to be a know it all. If you research the company, you will usually know what partners to bring with you on a meeting.
Solutions-based selling techniques; Understanding others;
Tax breaks for employers that use Job Centers to hire new employment.
Too much time is spent on what Executive Directors, decision makers, and non-field staff want/are thinking, but little is actually communicated with the field workers. Having an open (maybe even confidential dialogue) with the field staff will enlighten all members of the Business Services team.
Upcoming grants
Using LMI
Where is the balance between providing business services at a macro vs micro level? Should we try to be all things to all people, or should we focus our resources on a narrow range of projects realizing that some sectors might be short-changed?
Why it's ok to not be the main point of contact for a business, why it's better to have strong relationship with a few than cold call any business you think of. Work with each other, use each other's relationships. How to get our team to divide up the 'work' strategically.
WIOA update Burning Glass / JCW integration update and training
Youth employment/ WIOA, best practice retention methods, strategies to address fears/concerns/liability of working with target populations, employer testimonials/networking with other employers, etc.
I am too new to know