

# Partnering with One-Stop Career Centers:

*Strategies for Recruiting  
and Training Employees*

**A “HOW TO” MANUAL**

**WINS** 

**Workforce Innovation Networks**

**January 2008**



## Taking Care of Business:

### *A Series of How To Manuals on Creating and Sustaining Employer-based Workforce Development Intermediaries*

As WINs worked with selected employer-based intermediaries, the partner organizations captured exemplary practices, lessons learned, and “how to” approaches of those that successfully fulfilled this role. Presented here and in related publications are these experiences in the form of four manuals. Each explains in detail how to replicate a successful intermediary strategy and tailor it to your needs. These manuals are designed for workforce professionals and employer intermediaries that wish to use the public workforce system to address the dual demands of employers and job seekers. The WINs partners present these manuals as tools to help solve our nation’s most pressing workforce challenges.

The manuals cover four topics:

*Creating Community Advancement Intermediaries:* Implementing a model that enables employers to move entry-level, low-skilled workers up career ladders, at the same time creating vacancies for new workers entering the job market.

*Partnering with One-Stop Career Centers:* Advice for businesses on collaborating with One-Stop Career Centers in strong public-private partnerships to train both incumbent workers and new entrants to the labor force.

*Providing Business Services:* Positioning employer intermediaries to provide business services through the local workforce system—and using this new position as a tool to grow both association membership and the number of employers who use and benefit from that system.

*Building Employer-Responsive Workforce Systems at the State Level:* State-level employer intermediaries organize and facilitate task forces of key stakeholders to make state workforce systems more effective and responsive to employer needs and to better align state economic and workforce development policies and programs.

In addition, WINs has prepared a guide, *Organizing and Supporting the Employer Role in Workforce Development*, that has two purposes. One is to help employer organizations to understand why it is important to better organize and support the employer side of the employment equation and to engage employers more effectively in workforce development. The second is to show the leaders of employer and employer-serving organizations why and how they should become “workforce development intermediaries.”

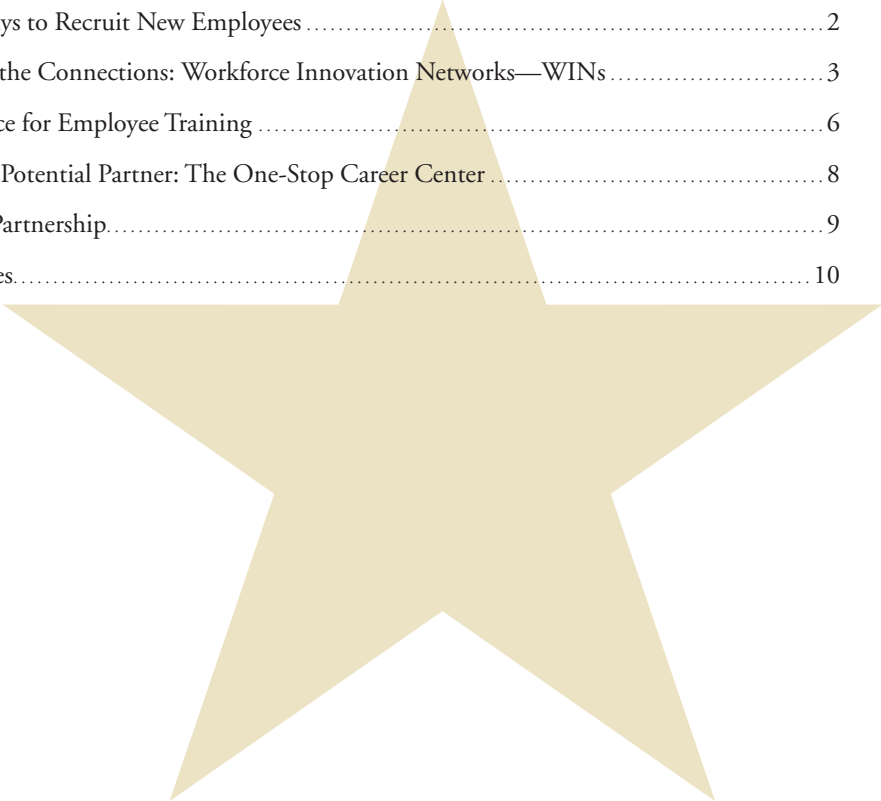
These manuals and *The Guide* may be especially useful to organizations involved in the U.S. Department of Labor’s WIRED Initiative. The WIRED Initiative focuses on labor market areas that comprise multiple jurisdictions within states or across state borders. It supports innovative approaches to education and workforce and economic development that prepare workers to succeed in a globalizing economy. Through the WIRED initiative, governors have a unique opportunity to design and implement strategic approaches to regional economic development and job growth. These manuals provide critical lessons from WINs’ on-the-ground experience.

These manuals and the guide will help you understand what to do and how to create and sustain employer-based workforce development intermediaries. The state and local Workforce Investment Boards and employer intermediaries described in these manuals did it, and so can you!

# Partnering with One-Stop Career Centers

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# Partnering with One-Stop Career Centers

## *Strategies for Recruiting and Training Employees*

### Introduction

Today, many employers say that recruitment has become their most significant challenge as they face diminishing numbers of available trained workers at the same time as baby boomers are leaving the workforce. This manual answers that challenge in two ways. First, it introduces employers to a strategy for addressing their employee recruitment needs using, and partnering with, the public workforce development system. Second, it will assist employer associations and their members in pursuing this strategy.

Businesses use a variety of tactics to find workers (including the zero-sum approach of enticing them from other employers). Because the challenge of too few or undertrained workers will grow in the next few years, employers are seeking help from any useful source. Many employers are taking fresh and serious looks at recruiting workers from non-traditional sources or pools of new workers. Veterans, older workers, immigrants, and persons with disabilities are examples. A valuable and underutilized partner to assist with recruitment—especially for non-traditional workers—is the public workforce system. Its main components are local Workforce Investment Boards (WIBs), which oversee the system at the community level, along with the local service offices they operate, One-Stop Career Centers. This system offers a number of services to employers, often at no cost. The One-Stop Centers can also assist in training for an employer's workforce.

#### **Getting Assistance: [www.servicelocator.org](http://www.servicelocator.org)**

For a variety of workforce needs, the most efficient first step for an employer is to locate a One-Stop Career Center and make an appointment to get a briefing from a staff member. The One-Stop Centers provide assistance with recruitment and training.

Employers should prepare for a visit to local One-Stop Centers by determining as precisely as possible their own employee needs. Also before the visit, employers can learn more about the public workforce system by visiting [www.doleta.gov/business](http://www.doleta.gov/business) and [www.workforce3one.org](http://www.workforce3one.org).

To find a One-Stop Center, check the *America's Service Locator* Web site: [www.servicelocator.org](http://www.servicelocator.org). The Web site lists One-Stop Centers by state, zip code, services, and more. One-Stop Centers can also be located by calling: 1.877.US2.JOBS or 1.877.889.5627 (TTY).

## New Ways to Recruit New Employees

Employers and employer associations can work with their local WIBs and One-Stop Career Centers to identify and recruit new employees—especially those with the required qualifications.

The One-Stop Centers, the core of the public workforce system, serve two constituencies: employers and workers. Workers are seeking jobs or better jobs, and employers are seeking skilled new workers. Because One-Stop Centers work with both groups, they can connect one with the other and thereby better serve each group. Individuals who come to a One-Stop Center seeking a job are not necessarily without a job or without skills. In fact, it is often quite the opposite.

Taking the time necessary to learn about and connect with One-Stop Centers for recruiting assistance is a good investment. All employers seek trained workers who are ready to be productive, and these usually are currently employed, skilled workers who are seeking new opportunities or higher wages. When these workers are not available, employers often seek young or new workers who, with training, may meet company needs. In the coming years, fewer and fewer already skilled workers or young traditional workers will be in ready supply.

### Where it Works: The Manufacturing Boot Camp

In Sacramento, California, the *California Association of Employers* (CAE) served as an intermediary, bringing together employers and the Sacramento Employment and Training Agency to leverage the power of each. To recruit new employees for local manufacturers, the CAE provided education and training to prospective employees by offering a free, weeklong, *manufacturing boot camp*. A recruitment plan identified individuals who were interested in, and could benefit from, the boot camp. During the camp, they learned the skills necessary to obtain and retain employment; they received a certificate of completion; they had the opportunity to interview for an entry-level position with a local employer; and they received a free pair of work boots.

The employer association teamed up with the Employment and Training Agency to create the boot camp and deliver the training. CAE received and administered all funds, and a portion of the funds were paid to SETA to cover some of the costs of classrooms and hiring instructors.

CAE held the boot camps at the SETA office. Applicants had to pass a screening and a drug test prior to enrolling in the camp, assuring employers that graduates would meet employers' standards. The curriculum covered general "soft skills" (e.g., work ethic, timeliness, conflict management, attitude, communication, and customer service), manufacturing-specific skills (e.g., how to read a tape measure, how to read a work order, basic safety skills), and hands-on manufacturing skills.

The results were impressive:

- CAE, working with SETA, offered nine boot camps and placed 115 boot camp grads in jobs—a 78 percent placement rate.
- These new placements are staying in jobs—the project has an 80 percent retention rate.
- The training introduced 130 businesses to how SETA could help them.

# Making the Connections: Workforce Innovation Networks—WINs

## The Role of Employer-based Workforce Intermediaries

Many businesses do not take advantage of the services of the One-Stop Centers, often because they do not understand what can be gained. Further, many businesses are simply unaware that the centers exist or can help them with employee development. Because of gaps like these, employer associations and other similar employer-based organizations are uniquely suited to play the role of workforce development intermediaries, and they can lead employers to One-Stop Centers—acting as the “bridge” between businesses and the One-Stop Centers. Employer-based organizations are particularly suited to do this because they understand employer workforce needs, speak “employer language,” and enjoy employer trust. Such organizations:

- *Convene, organize, and support employers on workforce development matters:* Intermediaries are perfectly positioned to convene employers and assess their common needs—and then to represent those issues to the public workforce system. Single employers, acting alone, are unlikely to take these actions.
- *Aggregate and convey employer needs to the various education and training providers:* Intermediaries have worked successfully with, for example, several employers that all need similar training. They can aggregate the employees from several companies, negotiate and arrange for a common curriculum, locate the training in a place accessible to all companies, and oversee the process to ensure the quality of the training.
- *Directly provide workforce services to employers or broker services to employers by linking them to One-Stop Career Centers and other service providers:* Intermediaries have discovered the benefits of offering some employer training themselves as a new source of income. Perhaps the best situation is to be positioned, as an intermediary, to offer some specialized training and refer employers to One-Stop Centers for more generic training.
- *Work with education and training providers to upgrade their specific offerings and make them more relevant to evolving employer needs:* For example, intermediaries could assist the efforts of providers to incorporate skill requirements, including formal skill standards, or they could help them design curricula, certify programs, and credential graduates.
- *Conduct research and development:* Intermediaries can research employer needs locally and experiment with new workforce development techniques and partnerships.
- *Help lead and sometimes govern the various elements of local workforce development systems:* As intermediaries, employer-based organizations can help ensure that WIBs and One-Stop Centers are more employer-oriented and effective in servicing their dual customers (employers and workers) by serving as a member of the WIB or advising through other means.

Knowledge about these potential roles of intermediaries will be useful to orient both the association leadership and business men/women to the services and processes of the public workforce system.

Specific actions to be taken by a business association leader may include:

- *Gaining knowledge of local One-Stop services and systems and building a working relationship with the One-Stop Center leadership:* Learn the strengths and value of each specific One-Stop Center to local business. Once familiar with the strengths, especially the training offerings, an intermediary is positioned to bring employers and One-Stop Center staff together. At these meetings, the intermediary can make specific recommendations that reflect the needs and strengths of each.
- *Becoming familiar with the overall state of the regional workforce as it affects the regional economy and estimating future workforce trends and challenges:* Few local or regional organizations really understand the dynamics of the local economy and workforce; an employer-based intermediary is positioned to know about workforce shortages, skill needs, the availability of recently laid-off workers, and more. With this “big picture” as specific information, an intermediary can guide others (e.g., One-Stop Centers, community colleges) in properly responding to needs.
- *Help business owners and human resources managers understand the value and processes of the One-Stop Center and then bring them together with Center staff:* This activity has a variety of components. For example, intermediaries can bring One-Stop Center staff to local businesses so they may become acquainted with, and directly experience, the business and its workforce situations. They can also reverse the process and bring business leaders to One-Stop Centers and to WIB meetings, while also encouraging one-to-one relationships between businesspeople and workforce system staff. And intermediaries can arrange social occasions that enable several business leaders to interact with One-Stop Center staff on a more informal basis.

## **Consider Alternative Sources of New Workers**

Employers turning to non-traditional sources of human capital, such as veterans or persons with disabilities, may need help finding them. The One-Stop Centers can be of great assistance. They can connect employers with individuals who represent a wide variety of labor pools and who will become committed employees. Consider:

- *Veterans* are a great source of trained individuals. People who are transitioning out of the military will likely have had rigorous training and solid experience and be able to demonstrate their skills through a variety of certifications and military records.



- *Older Workers* often come with great skills and experience and are very reliable. They may be referred to employers through the *Senior Community Service Employment Program* if they are 55 years or older and meet certain income requirements. This program helps seniors—many with good skills—reenter the workforce.
- *Youth* bring energy and they are often eager to learn and fit into a job. While they are likely to require additional training, they will most likely have advanced computer skills and be able to learn new technologies quickly.
- *Persons with Disabilities* bring skills, a high desire to learn and work, and commitment to the company that hires them. They are often overlooked as a pool for recruiting employees because employers think it costs too much to hire workers with disabilities. However, most do not need special accommodations or assistance; for those that do, the cost for compliance is usually non-prohibitive (less than \$1,000).
- *Current workers* seeking challenging or more lucrative jobs are often skilled, and they bring a work record and history and often become productive members of a company quickly.
- *Laid-off workers*, including dislocated workers who lose their jobs due to international competition, bring work experience, work history and records, and a strong desire to succeed in new employment.
- *Welfare recipients* have proven to be of value to the companies that hire them. In a 1998 survey, the U.S. Department of Labor, Employment and Training Administration reported that 76 percent of businesses that hired former welfare recipients said they were productive employees and had better-than-average retention rates.
- *Ex-offenders* need employment upon returning to society. To counter resistance to hiring ex-offenders, the federal government has offered the *Federal Bonding Program* as an insurance policy to protect the employer in case of loss of money or property. See [www.bonds4jobs.com](http://www.bonds4jobs.com) for information on this program.

### **Special Assistance for Job Seekers**

Job seekers who are veterans receive priority referral to jobs and training, as well as special employment services and assistance. In addition, the public workforce system provides specialized attention and service to individuals with disabilities, migrant and seasonal farmworkers, ex-offenders, youth, minorities, and older workers.

## Valued Employees

Individuals from any of these alternative sources may become valued employees because, by coming to the One-Stop Center, they are demonstrating their seriousness about finding a job and work. Additionally, they will quite likely have received services to assess their readiness for work generally—and even for specific jobs. The One-Stop Center staff will often provide job candidates with the following services to make them “job ready”:

- *Skills assessments*, so employers know what capabilities each individual possesses;
- *Job searching skills, resume writing, interviewing, and other job-search processes*, so they know how to respond to employers’ hiring practices; and
- *Training*, often in working with computers, as well as many other types of occupational training.

## Assistance for Employee Training

Training programs funded through One-Stop Career Centers are part of an approach that is called “demand-driven” or demand-responsive—that is, they are guided by “demand” from businesses seeking employees. One-Stop Centers work directly with, and respond to, what businesses want.

Most centers provide or arrange for training for workers and job seekers, and they will cooperate with companies to recruit and train workers. The training is funded by the U.S. Department of Labor, Employment and Training Administration. Training is often provided through Individual Training accounts, which workers use at area training providers. Or the One-Stop Center can work with employees to design customized training programs. On-the-job training opportunities are also funded through the One-Stop Centers.

Employers go to a One-Stop Center with a single goal: getting trained employees. The One-Stop Center staff has a dual objective: (1) meet employers’ needs for skilled workers; and (2) meet job seekers’ goals for family-supporting employment. In meeting these objectives, Center staff collect data that describes their success in roles given by their funding agencies (both the state and the U.S. Department of Labor). Employers should expect to provide information that confirms training goals (as measured using unemployment Insurance Wage Records systems) and customer satisfaction (as measured by sampling).

Employers should confer with the One-Stop Center staff to learn what the centers have to offer. Most employers’ training needs are skill specific, so centers will require job descriptions and specification of the skills needed and the standards for employee readiness. They will then work closely with a local community or technical college to address each need. In all cases, employers should be prepared to discuss and negotiate for the assistance they need.

## Where it Works:

### Training with the Manufacturers' Association of South Central Pennsylvania

The Manufacturers' Association of South Central Pennsylvania (MASCOPA) operates as a workforce intermediary, and through the WINs initiative it provided leadership and vision to help improve the effectiveness of its local workforce investment system in supporting employers. MASCOPA operates as a regional business organization, providing supportive services to its members. MASCOPA's success has been in creating unique coalitions to address specific challenges.

With the local One-Stop Career Centers (called Pennsylvania CareerLink), MASCOPA led the creation of three large-scale, independent training consortiums for South Central Pennsylvania for the food, manufacturing, and plastics sectors. Funded by the state, these consortia are training underemployed workers.

Each consortium is composed of critical stakeholders (manufacturers, staff of Workforce Investment Boards, educators, and others). Far more than MASCOPA could have achieve alone, they have been effective in winning grants, delivering training, and serving business. MASCOPA obtained more than \$1 million in grants to build these industry consortia and deliver training to companies.

## Customized Training for Potential Employees

One-Stop Centers arrange customized training for individuals who are not yet employed. Here is how your firm can get access to those trained employees:

- The employer confers with the One-Stop Center to design specific training content and events that directly meet the company's needs.
- The employer and the One-Stop Center identify the trainers or the organization that will do the training. Often, this will be a community college.
- The employer and the One-Stop Center collaborate to identify individuals that *the employer is willing to hire* following the successful completion of the training.
- The training is conducted and the successful completers become new skilled employees.

The cost of customized training is usually shared: 50 percent from the employer and 50 percent from the One-Stop Center.

## **On-the-Job Training for New Employees**

On-the-job training, another option open to businesses, is directed at individuals that are new hires in a firm. Here is the process:

- The employer confers with One-Stop Center staff to reach an agreement on the training arrangements, the numbers to be trained, the content and location of the training (e.g., at the place of employment), and other agreements.
- The employer hires new employees and places them in a training program, which will also include direct work.
- The employer monitors the training and provides progress reports to the One-Stop Center staff.

The cost of on-the-job training is usually shared: 50 percent from the employer and 50 percent from the One-Stop Center.

## **Training Current Employees**

Training for your current employees (sometimes called incumbent workers) is a third option offered by One-Stop Centers. This training can be arranged in consultation with the One-Stop Center. The training must provide skills upgrades for your company's workers.

## **A Good Potential Partner: The One-Stop Career Center**

Each local, federally funded workforce development system has two parts: the governing board—the Workforce Investment Board—and the service offices that the WIB oversees—the One-Stop Career Centers. The WIBs and the One-Stop Centers are distributed across America, located where employers can get recruitment and training assistance. Together, they compose the country's public workforce system. Although the local systems are operated somewhat differently by each state and local government, all are funded, led, and coordinated by the U.S. Department of Labor, Employment and Training Administration. There are almost 3,200 centers nationwide, making the system a vast network of information and resources to help employers and job seekers.

While the offices are most often called One-Stop Career Centers, some states have named them otherwise. In Pennsylvania, for example, they are called CareerLink offices; in Louisiana, they operate under the banner of Career Solutions Centers. Whatever their title, these service centers are always overseen by a local or regional Workforce Investment Board—a representative board comprising local business leaders, educators, local labor organizations, community-based and faith-based organizations, economic development agencies, and other One-Stop Center partners. The One-Stop Centers provide streamlined access to an array of federal education and employment programs.

## **One-Stop Career Center Services and Assistance**

The public workforce system offers a significant number of business-oriented services, including recruitment and training. Most One-Stop Centers have full-time staff dedicated to working with businesses. Their services include:

- Recruiting, including the posting of job openings and the holding of job fairs;
- Arranging for screening and referral of candidates;
- Training workers;
- Helping employers recruit a diverse workforce by reaching out to special populations;
- Helping run small businesses; and
- Coordinating with economic development activities.

## **Additional Services**

One-Stop Centers have additional services and resources for individuals. While these target workers and job seekers rather than employers, they can help a firm's individual employees. Help includes transportation, child care, dependent care, housing, and needs-related payments that are provided under certain circumstances.

The special services for employers include Rapid Response services for employers and workers who are expected to lose their jobs as a result of company closings and mass layoffs. Also, individuals whose layoffs are a result of international trade may access information and services under federal Trade Adjustment Assistance programs.

## **Valued Partnership**

In the past, an employer might simply hang a “help wanted” sign or run an ad in the local paper and lines of job seekers would form. Today that is not the case in most places. This shortage is growing at an alarming rate as older workers head for retirement. Employers are further challenged because their workers may be inadequately trained to operate and employ the new technologies that businesses rely upon to remain productive and competitive.

Employers will need to pursue alternative recruitment and training strategies as the labor market tightens. The public workforce system via the One-Stop Career Centers is a valuable resource and may become your partner and supporter. As with any partnership, it will take effort and time to reach understandings and agree on processes that work for both organizations. Yet once a partnership is established, it will be of value to you and your company.

## WINs Resources

*The following WINs resources are available on the Web sites of the WINs partners, along with many more resources on employer-responsive strategies for community advancement models, workforce intermediaries, building workforce pipelines, employer engagement, training strategies for non-traditional workers, and more.*

- Center for Workforce Success at the National Association of Manufacturers:  
[www.nam.org/workforce](http://www.nam.org/workforce)
- Jobs for the Future: [www.jff.org](http://www.jff.org)
- U.S. Chamber of Commerce's Institute for a Competitive Workforce:  
[www.uschamber.com/icw](http://www.uschamber.com/icw)

*Career Ladders: A Guidebook for Workforce Intermediaries* (Jobs for the Future 2003): Information and extensive resources on the role of workforce intermediaries in planning, developing, operating, and expanding career ladders. It summarizes lessons learned from innovative work across the country.

*Employer-focused One-Stop Centers: Businesses Getting the Most for Their Investment* (U.S. Chamber of Commerce's Institute for a Competitive Workforce 2004): Hundreds of One-Stop Centers across the country are meeting and exceeding employers' workforce development needs. ICW has the names of the businesses and their stories to prove it. Search the Online Database at: [www.uschamber.com/icw/](http://www.uschamber.com/icw/).

*Filling America's Jobs Series* (Center for Workforce Success at the National Association of Manufacturers): A Series of How-To Guides. "Working with CEOs to Communicate the Importance of a Skilled Workforce in Sector Workforce Development"; "How Businesses Can Implement Sector Workforce Development Strategies for Jobs and Economic Growth"; "How Employer Associations Can Help Small Firms Be More Competitive by Improving the Productivity of Entry-level Workers"; "How to Increase Supervisory Impact on Retention"; "A Guide for Public Workforce Professionals"; "A Guide for Employers to Benefit from the Public Workforce System."

*Finders, Keepers: Business Taking Action to Secure Skilled Workers* (U.S. Chamber of Commerce's Institute for a Competitive Workforce 2006): A series of best practices that share the successes of five chambers of commerce (four local and one state) that were supported by the WINs initiative to develop innovative pilot programs in workforce development.

*Meeting the Workforce Needs of the Milwaukee Construction Industry: Case Study of the Center of Excellence* (Jobs for the Future 2006): Profile of the Wisconsin Regional Training Partnership's Center of Excellence, which addresses the boom in construction and a skills shortage in advanced manufacturing and, at the same time, connects low-wage workers to advancement opportunities in these industries.

*The Role of the Workforce Intermediary CD-ROM* (Center for Workforce Success at the National Association of Manufacturers): This CD-ROM describes the importance of regional collaboration—driven by the business community—to train the worker pipeline.

*Surviving in a Dynamic Economy—How Chambers Can Help Navigate the Workforce Development System* (U.S. Chamber of Commerce's Institute for a Competitive Workforce 2004): How chambers are helping employers meet labor force needs in three geographically diverse communities that are facing challenges—a shrinking manufacturing base, the expansion of services in the health care industry, and demographic shifts in the workforce.

*The 2005 Skills Gap Report: A Survey of the American Manufacturing Workforce* (Center for Workforce Success at the National Association of Manufacturers 2006): The results of this survey provide a picture of the broadening gap in the availability of skilled workers and the employee performance requirements of 21<sup>st</sup> century manufacturing and what should be done to ensure a future U.S. manufacturing workforce.

*Workforce Intermediaries and Their Roles in Promoting Advancement* (Jobs for the Future 2004): The origins and elements of workforce intermediaries, their strategies for advancing workers to family-sustaining careers, and the challenge of securing financing to sustain intermediary services and expand them to a scale that makes a real difference to communities.

### **Locating a One-Stop Career Center: The America's Service Locator**

[www.servicelocator.org](http://www.servicelocator.org)

For a variety of workforce needs, the most efficient first step for an employer is to contact a One-Stop Career Center. The One-Stop Centers provide assistance with recruitment and training. Prepare for a visit to the local One-Stop Center by determining as precisely as possible your employee needs. The America's Service Locator Web site lists One-Stop Centers by state, zip code, services, and more. One-Stop Centers can also be located by calling: 1.877.US2.JOBS or 1.877.889.5627 (TTY).

Also, learn more about the public workforce system by visiting [www.doleta.gov/business](http://www.doleta.gov/business) and [www.workforce3one.org](http://www.workforce3one.org).

## Workforce Innovation Networks—WINs

WINs is a partnership of:

- The Center for Workforce Success, the nonprofit education and training arm of the National Association of Manufacturers' Manufacturing Institute;
- The Institute for a Competitive Workforce, a nonprofit affiliate of the U.S. Chamber of Commerce; and
- Jobs for the Future, a Boston-based national nonprofit working on education and workforce development.

From 2003 to 2005, with the support of the Employment and Training Administration, U.S. Department of Labor, WINs honed the capacity of employer-based organizations to function as workforce development intermediaries that can play a new and important role on the employer side of the nation's workforce equation.

### **The Role of Employer-based Workforce Intermediaries**

Employer associations and other similar employer-based organizations are uniquely suited to being workforce development intermediaries: they understand and aggregate employer workforce needs, speak employer language, and enjoy employer trust. Since 1997, the WINs partnership has identified and refined the core elements of the role of effective, employer-based workforce intermediaries. Such organizations:

Convene, organize, and support employers on workforce development matters, including aggregating and conveying employer needs to the federal job training system and other providers of workforce services;

Directly provide education and training to workers and job seekers or broker such services to them by linking them to the public workforce system's One-Stop Career Centers and other education and training providers;

Work with education and training providers to upgrade their offerings and make them more relevant to evolving employer needs (e.g., incorporate skill requirements, including formal skill standards; help design curricula; and work to certify programs and credential graduates);

Help govern the various elements of local workforce development systems (including but not limited to federally funded Workforce Investment Boards and One-Stop Career Centers, community colleges, and voc-tech centers at the secondary and postsecondary levels), and make them more employer oriented and effective in serving both employers and workers; and

Conduct research and development (e.g., research employer needs locally and experiment with new workforce development techniques and partnerships).