**WorkforceGPS**

**Transcript of Webinar**

**Business Engagement Series: Incumbent Worker Training #1**

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JON VEHLOW: Again, if you haven't already done so, if you're just joining us, please introduce yourself in that welcome chat. Again, we'll have that chat up throughout today's webinar where you can type in your questions or comments at any time.

Welcome to Business Engagement Series number one, Incumbent Worker Training As a Business Service. Without further ado, I'd like to kick things off to our moderator today, Jeff Ryan, business solutions specialist with the U.S. Department of Labor Employment & Training Administration. Jeff, take it away.

JEFF RYAN: All right. Thank you, John. Thanks to everyone for joining us. We have some great panelists for you today. This is the first of three webinars we're going to do around this topic this week. So you will be hearing today from our friends at the New River/Mount Rogers workforce area in Virginia.

You'll hear from Marty Holliday who's the executive director there, Jenny Bolte who is the deputy director there and you will also hear from Kimber Simmons who is the business services coordinator at the Workforce Board and of course, we will also have a representative from – an employer, Lacy Hatcher, from an organization called ProChem who has worked with the New River folks.

And finally, we'll hear from Adriana Kaplan who is a workforce analyst from ETA's Office of Workforce Investment, but will talk a little bit about an incumbent worker toolkit that she's currently developing and to give you a little bit of information about that and how you can help develop it.

So to start, we have a quick poll. We had already asked you how familiar you are with the concept of incumbent worker training. This one is do you or your organization use resources for incumbent worker training currently? Is it something that you use WIOA funds for, other funds that aren't WIOA funds, do you use both WIOA and other, no, we don't use any or you're not sure?

So we'll just take a few seconds and let folks enter their responses there. Looks like the vast majority of you who use incumbent worker training use the WIOA funds for this purpose. We will hear a little bit about some folks using other funds. New River today has some grant funds and we will hear some – later in the week about some state funds as well that are slightly different than WIOA funds.

So thank you, John. So appreciate everyone weighing in on that. So for today's webinar, as I mentioned, we have three sessions this week, today, Wednesday and Friday. All of them are on the same topic, we have a different presenter for each one. Today, as I mentioned, it's the New River/Mount Rogers Workforce Board who are going to talk about incumbent worker training.

They're also going to talk about their sort of vision for business engagement in their workforce board. So we hope it'll be pretty interesting for you to hear about how they look at the whole picture and then how they utilize incumbent worker training as a particular service for their businesses.

Before we get into that, though, I just want to do a high-level, quick intro on what we believe business engagement is. We will talk a little bit about business services and business engagement. I want to sort of start by talking about business engagement as a more comprehensive view than a specifically business services angle.

But we believe that business engagement is a comprehensive value-added set of strategies, activities and partnerships that are designed to support and promote – there's a reason these are in red, economic prosperity by providing valuable solutions to address the needs of business, highlighting what we think are the key terminology there.

We're talking about economic prosperity as a whole, not just workforce services and the purpose of business engagement is to promote long-term economic stability, competitiveness and growth. It's more than just finding customers to take our workers in placement. So what's valuable about business engagement?

It really does help ensure that our businesses are thriving, which allows us to have economic prosperity. That prosperity benefits all of us, our workers, our communities and businesses and we should always remember that whatever we do in our jobs, if we're in workforce development, economic development and education, other government programs, we can help play a really important role in sharing the success of the business engagement program.

It's not just for workforce. But before we really take too much time getting into that big picture, we could spend a lot of time talking about business engagement and we will. In the future, we will do kind of a whole series around business engagement and we want to, if you have ideas and thoughts about what the topics you want to have covered, you please enter them in the chat.

We're sort of currently building out a plan for a multi series of webinars all around this topic, but today we wanted to start with a real specific element and that's incumbent worker training, something that's easily sort of framed in a shorter webinar. So really briefly for – I know there are some folks who aren't real familiar with incumbent worker training, essentially, why we – why it exists is because it can increase the competitiveness of businesses.

It can increase the competitiveness of workers to make sure that they can build skills and be promoted, but also to potentially help avert layoffs. So it has two real specific intents. Many, many ways you could fund your incumbent worker training.

We include two here from WIOA, your adult and dislocated worker formula, which of course, has a 20 percent limitation and then rapid response funds has the limitation of those activities must be part of a layoff aversion, activity or strategy. But today, we're going to hear more specifically about how the New River/Mount Rogers folks have incorporated incumbent worker training into their business engagement efforts.

So I'm going to toss it to Marty and she can tell you all about what they do in New River/Mount Rogers. Marty?

MARTY HOLLIDAY: Thank you so much, Jeff. Greetings to all. This is Marty Holliday and I am the executive director of the New River/Mount Rogers Workforce Development Board and we oversee 13 localities in Southwest Virginia just to give you a frame of reference of where we are. Next slide, please.

All right. So I very explicitly wanted to show you our mission and our vision statement, because I do think that this shows how we value the importance of making sure that we are meeting the needs of businesses and job seekers. We do understand that in order for job seekers to have jobs to go to, we need to ensure that businesses needs are met.

The board also recognizes that we cannot meet the needs of businesses and job seekers by ourselves, it takes a whole workforce system and to be quite truthful, some agencies and organizations outside the system in order for us to ensure that we meet the needs of those business.

I like to tell people that in a nutshell, if you tied up everything we say that we do into two things, it is to ensure that businesses have the talent that they need to be competitive in their marketplace and that job seekers have jobs that will pay them family sustaining wages. Next slide, please. So in our strategic plan, if you'll see that goal number one deals with business engagement and ensuring that we deliver value to businesses.

I also would like you to note that we do not use the word employer, because businesses are not in business to employ people and if you want to ensure that you think about the business as a whole and what it is they do and who their competition is and what their marketplace is, you must consider them as a business and not as an employer.

Incumbent worker training is the subject for today and in our strategic plan, it actually shows up four different times listed separately and I mention this, because it's been my experience that if you don't plan to do something in your strategic plan, you don't mission it as part of your mission, you aren't going to do it or you aren't going to do it successfully.

So if you do not see the word business in your mission and you are not actively writing strategic goals in order to meet the needs of businesses in your strategic plan, you probably will not do a great job at engaging businesses in the future.

So I do now want to turn this over to Jenny Bolte. Next slide, please.

JENNY BOLTE: All right. In January, 2017, we were awarded an America's Promise Grant. It's a $6 million grant to serve 1,100 people in 3 industries, manufacturing, healthcare and IT. Twenty-five percent of our 1,100 we could focus on serving incumbent workers. Next slide, please. This grant is – we're the grant recipient, but we are partnering with three other workforce boards that spans 34 jurisdictions in the state – in the Commonwealth of Virginia.

So it's a rather large area. In our footprint, we have a project team of staff. There are four business services coordinators and five workforce system navigators. Our business services coordinators work directly with our business and our navigators work directly with our participants. Next slide, please.

This was the model that we developed when we began the project. This is a business and industry-driven project. Our business services coordinators, as I said, work directly with the businesses to help understand their needs. On staff, we also have a curriculum and instructional specialist in addition to our navigators who work directly with participants.

The curriculum and instructional specialist works with our coordinators to make sure that the training and the credentials meet the needs of our businesses. Next slide. When we began the project, we knew how important technology was going to be and in particular, trying to get a CRM so that we could manage our customers and communicate with one another.

We were very fortunate in that we got to be engaged as our CRM and it helps us manage our business data in addition to our participant data. The next two really talk specifically about what she does in the field with our businesses is our business services coordinator, Kimber Simmons.

KIMBER SIMMONS: Thank you, Jenny. I'm going to start with a little bit of discussion of our philosophy of business engagement. It's very tempting when you have wonderful programs or new grants to start your business engagement with that program and then finding the problems that match that program.

It's really important, though, that we instead concentrate on our businesses and what their needs are and that's where our main focus is, because if we start every conversation with our program, our businesses are also going to start kind of molding their problems to fit our program instead of us helping them meet the actual needs of the business.

Next slide, please. I think the biggest thing with business engagement for us, and I believe for all staff who are working with businesses, is learning to listen and learning – not just listening, but active listening. And next slide, please.

And part of the active listening is paying attention to the companies and asking good questions so we can get to the heart of what the businesses' needs are and to remember that business engagement is not selling our services, our programs or our people, it is focusing on business needs and possible solutions and in particular, it's looking at how we can work together with our network of workforce programs, community development, local governments and all of the folks who do our work to find solutions.

Next slide, please. In our area, as I mentioned, we were looking at a bigger group. I think the only way we can find actual holistic solutions for our businesses is to surround them with a team and that is because all businesses have multiple needs and no one can provide all the resources or all the solutions.

So remember, multiple needs, multiple resources, multiple partners and that business services team should look kind of like your community. It's everyone who does workforce services but all the others who work with businesses as well. Next slide, please. I'm going to talk a little bit about actual incumbent worker training, because that's the name of our presentation today.

And I'm going to reiterate something that Jeff said and that's when talking about incumbent worker training, it is a win-win proposition and actually, I want to add a third win to that, because the company wins when they get employees with improved skills and they're able to fill those skill gaps within their company.

The employer who receives training gets a win, because they have an increased skill level and quite often that comes with promotion and/or a pay increase, but also our workforce system gets a win, because incumbent worker training is a wonderful way for us to start developing a relationship with the company and when you're talking business engagement, everything is relationship.

Another piece is incumbent worker training is probably the easiest referral that we can get from our partners, because anyone who's talking to a company and the company mentions something about a skill gap, a training need, they – our partners can immediately think of incumbent worker training and send them to us.

Next slide, please. So I'm actually going to introduce, in just a moment, one of our business partners and – but I wanted to preface that by talking about the actual project that we worked together. We were called by the organization, which is ProChem in Elliston, Virginia, to come and actually talk about apprenticeship programs, but in our visit, by listening and asking questions, we discovered they had a need for a customized welding training for one of their employees.

And when working with our training partners, we were able to find someone who could provide exactly the training they needed exactly the way they wanted it delivered and we have the America's Promise Grant, which allowed us to assist them with funding, but that is not the only training that they needed.

It was actually phase one of the training and we are currently in phase two of this customized welding training with this same employee and this one is being funded through WIOA. So that's a great example of being able to work with multiple funding streams and braid those funds together. Now, to talk to us about incumbent worker training from a business perspective is Ms. Lacy Hatcher who's the HR director of ProChem.

LACY HATCHER: Thanks, Kimber. All right. I am more than happy to share our experience with the incumbent worker training program. I experienced firsthand these best practices that Kimber has described. I was on the receiving side, so to speak. So firstly, a bit about our company, we are an engineering and implementation firm.

We design, build and support industrial water treatment systems for heavy industrial facilities. We employ around 35 workers from the New River and Roanoke Valleys and then another 20, 22 people across the Mid-Atlantic in the south. Those skillsets cover a broad range. We have chemical engineers, administrative professionals, IT, mechanical laborers, environmental science professionals and fabricators.

So the build portion of our business model means that we're fabricating, plumbing and assembling. One of our technologies that we developed requires a pressure vessel weld on stainless steel pipe. We had a talented welder on our fab crew, but he was not experienced or trained in the stainless pipe weld that was required on those units.

So we had always outsourced those welding assignments. I learned about the incumbent worker training from Kimber during a meeting that was initially to discuss apprenticeships for another department, but because Kimber engaged in a dialogue with me about other needs in the company, we were able to address the welding certification needs.

During that initial meeting with Kimber and the team, it was clear to me already that it was not only possible for us to get to the point where we could handle that advanced welding in-house saving us thousands, but that it was also possible to provide that professional development to our employee with potentially no cost to us and that did turn out to be the case.

We were able to utilize grant money to pay for the training and the certification. That was a great side benefit. Even without the grant money, though, we had a clear support system for providing this training to our employee and we were willing to invest in that regardless. Kimber was also very helpful in assisting me with what I could present to leadership for gaining the approvals.

That's probably typically the biggest hurdle to getting something like this kicked off in any business. So our employee did training with a very knowledgeable instructor. There's some pictures there on the screen. Gerald was the instructor. He was so flexible with regard to our employee schedule.

He was helpful, supportive; generous with his time and his energy. The employee and the supervisor were very impressed with the training that he provided. It included classroom-based instruction too, but then of course, the practical, what you're seeing in these photos. So on my side of things for the administrative pieces, Kimber made the process of applying for the grant money and connecting with Gerald to set up the training, just so super simple.

She consistently met with – met me like 80 percent of the way to make sure the paperwork and our next steps were as quick and straightforward as possible. That's the kind of partnership that anyone would appreciate, but I think it's especially valuable for our business situation. We're a medium-sized privately held company.

So I wear many hats, juggle all the HR tasks and then our fab team also has a very aggressive schedule as well. So it was helpful to have their team be on top of our status at any given point even reminding me softly what I owed to them, which was often the case. For many businesses, I can understand that the – this process of the incumbent worker training would seem like another thing to have to add to the plate, but working with Kimber and the team it didn't feel like that.

It felt more like it was being handled for me but that I was being kept in the loop and asked to read and sign whenever I needed to. So that was fantastic. Anyway, so wrapping up here with the summary, here's some more photos of the guys welding, having our employee advance his skills has been a win-win for both he and our water systems team.

The employee was provided with a wage increase associated with his achievement. His confidence level and his capabilities have increased as well as our confidence level in his capabilities. Efficiency for that part of fabrication has improved. We're now able to weld on our own schedule rather than relying on a third party and we're saving already on outsourcing costs.

Finally, our brand at ProChem is custom tailored solutions. We develop and build these systems ourselves. So being able to, in-house, literally all the fabrication now is really gratifying. So the team is really proud of what they do and this adds to that pride.

JEFF RYAN: Great. Thank you so much. Thanks to all of our friends in – at the New River and to you, Lacy. So we're going to move on now to talk a little bit about the incumbent worker training toolkit that Adriana is developing.

Before I turn it to her, I just want to remind folks if you have questions for any of the New River folks, put them in the chat and we will try to answer them once we finish and also if you have thoughts or comments about the toolkit that Adriana's going to describe, we are happy to have your input into how or what it could include, how it could be useful to you when it's developed. So I'm going to turn it over now to Adriana Kaplan to talk to you about her toolkit. Adriana.

ADRIANA KAPLAN: OK. Thanks, Jeff. Hello. So as Jeff mentioned, we, in ETA, have been developing this toolkit for the incumbent worker. It's a collection of resources that can help businesses and also workforce development centers understand more of the program. So the toolkit will contain the main document, which is the policies and procedures manual, which gives an overview of the incumbent worker training program.

It outlines the policies related to the businesses and the incumbent worker eligibility, funding issues, business matching requirements, training and reporting requirements. In addition, there are other documents contained in the toolkit and they are the incumbent worker training program, the work plan, registration form, training needs assessment and a PowerPoint deck.

That would be useful in case you would go to a new business to explain what the program is. This is a collection of forms that are here to help you start this program and run this program, but please let us know and let me know if there are any additional areas that you would like the toolkit to address, like for instance, additional documents that would help in initiating this program.

Next slide. So here, as we – as I mentioned, I've been developing this toolkit. It is almost all done. It will be on a resource page on our ION page site, which is part of WorkforceGPS and the link that is provided here on this sheet is – shows exactly where it's going to be located. It is not – these documents are not on there yet, but they are part of the larger site and it's one of our work-based learning models.

MR. RYAN: Awesome. Thank you, Adriana. So first, I want to thank our presenters for today. We're going to take some questions now. Folks have been entering them in the chat box. After the session, if you have any additional questions there, contact info for our presenters will be included in this presentation.

So if you download this slide, you'll be able to reach out to them directly in the future if you have additional questions. And as I mentioned at the top, we're going to try to do a number of webinars around the broader topic of business engagement. So if there are any specific areas that you either want to learn more about or think you have a good story to tell that you might want to be able to share on a webinar, let us know in the chat and we will keep track of all of that.

So for now, let's – we'll start with some questions. So the first question, does DOL or WorkforceGPS have any recommendations for the best or most useful CRMs for business services? As ETA, we can't really comment on that with – you know, we don't necessarily endorse any particular product.

We know there are a number of them out there. One of them was mentioned in this presentation from New River, other folks have other tools that they use. My recommendation would be that you check with either the other folks on this webinar or others in your network for the best tool for your situation.

My assumption is that based on what you're looking to do, different tools will have different value. OK. Second question, this one – Marty, this is for you. The question is I'm curious to learn more about how you manage the disparate outreach and engagement efforts of the various regions. I assume that means the multiple areas included in your grant.

Additionally, what tools did you use and how did you connect with the regions to provide direction and support?

MR. HOLLIDAY: All right. So the first thing, when we receive the grant, of course, as a group, we applied for the grant did work together.

The directors of the three other workforce areas were actively engaged in the process, but once we received the grant, the very first thing we did was hire a grant manager, which was Jenny Bolte who's now our deputy director, but at the time, her sole focus in life was to take our America's Promise Grant, which was Pathways to the America's Dream down the road. Now I'll let Jenny talk a little bit about the tool that she used in order to coordinate everything.

MS. BOLTE: Yeah. I used some PBworks product called Project Hub, but each of the areas has a business services coordinator. Their outreach and engagement activities were really driven by the local board ed community. We had to budget and we had this communication tool, but each area really did their own engagement and worked with me in regards to was this particular engagement activity in alignment with the goals of the grant.

So we did connect and communicate via that tool, but in regards to the specific engagement activities or outreach activities, they were all very much driven by the local board – each local board.

MR. RYAN: Great. Thank you. Kimber, I think this one may be for you. It's a little bit general, but I'm guessing you'll get the gist, what did the grant pay for specifically?

MS. SIMMONS: Sure. The – we – the grant funding that was used with this project paid for the actual tuition cost and the AWS certification testing cost. The company provided – paid their individual his wages while he was doing the training as well as allowed him practice time on the clock to improve to pass this credential and we –

Because we always look at incumbent worker projects and make sure that the company is providing part of the cost and we consider their paying of his wages during training and allowing him that time as their contribution to the cost of the project.

MR. RYAN: Great. Thank you. Marty, I'm going to give you this one. It's a little bit of a long question. There's multiple questions in it. So bear with me for a moment, but how was the ProChem trainee eligible for incumbent worker training? Was he going to be laid off if he did not get this training?

Looks to me like this was a subsidy to this employer and someone at the previous contractor might've been laid off due to ProChem not contracting for the training. There's a lot going on in that question, but are you able to at least cover the portions of it?

MR. HOLLIDAY: Yeah. So first off, in our incumbent worker training, there's quite an extensive application process and in all of those meetings that Lacy talked about with Kimber in and it's to get the details about the company, it's to get the details about the training that they feel that needs to happen, what's the gap between their needs and what the employee has, but there's a variety of criteria for this training.

Only one criteria is somebody's going to lose their job if they don't get the training. That's just one of the options. You know, the – a company could have declining sales, they could have supply chain issues, they could have a change in management or ownership, they could have new technology and equipment installation and basically to make them more competitive and that was in the range of creation of new employment opportunities that require advanced skills and knowledge.

So remembering that just because somebody's not technically going to lose their job doesn't mean if we don't help the company they won't be as competitive as they could be with this assistance and that's what this is really all about is finding out if we do this, do we make the company more competitive?

And at the end of the day, that's our job is to keep our local companies here, to keep them competitive so that they can grow and hire more people and/or to offer the types of services that are going to bring a person – company into the region. So basically, we just go through this checklist and we make sure that not only is the company eligible but that the individual is eligible to participate in training. And I hope that that answered the question.

MR. RYAN: Great. Thank you. A couple more questions. We're going to try to end around – by 2:45 our time. We should've mentioned at the beginning. I forgot to say that we're aiming for about 45 minutes for these webinars. We're hoping they'll be sort of quick snapshots this week of incumbent worker training.

Adriana, this one is for you. It's a – there's a question and then I'll add a comment. Do you have a general timeframe for when the incumbent worker toolkit may be released? And a comment being if – could you include, in your policy and procedure manual, if you haven't already, allowable costs along with allowable documentation for reimbursement? So we will make sure we have that one included, but also if you have a timeframe on release.

MS. KAPLAN: Yeah. The timeframe depends on how many layers of clearance we have to go through, but I would say probably in the next three months it'll be up, hoping February or March.

MR. RYAN: Awesome. Thank you. All right. Let's do a couple more here. Jenny, I think this one's for you. The three positions listed under business and industry, I think this must be in one of your slides, are they all board stats?

MS. BOLTE: Yes. The individual – the staff for this project all report to their local boards. So like Kimber works for our board and her colleagues in the field work for their local board. Each of them also have a workforce system navigator. The curriculum instructional specialist, since we are the grant recipient, works for our grant – our board, but serves the entire grant.

MR. RYAN: Great. Thank you. All right, Jenny, you're still on the spot here. How did you find your instructors? And as for Adriana, will there be information in the toolkit addressing parameters around hiring instructors? Those are two sort of separate questions. Jenny, with regard to the first part, how do you go about finding instructors for these kind of activities?

MS. BOLTE: When we wrote the America's Promise Grant, we wrote some flexibility around training, because its purpose is to meet the needs of business industry and be very flexible. So among the business services team, look to see what training providers are there to help upskill with the particular competencies that the business is looking for.

We look at local community colleges and universities, our center of excellences and all kinds of different training providers. We look to see their – we actually look at their training. Our curriculum instructional specialist will vet all the training. They will look at the competencies being delivered in that training and match it to the requirements that the business has asked for and the one that has the best match is the one that we traditionally go with.

So it just varies. There are – sometimes we have to do a lot of digging and sometimes it takes a lot of time and sometimes we have lots of options. So it really just depends on the specific training, but there's a lot of research involved to make sure that the business needs are being met and I'll have Kimber add to that as well.

MS. SIMMONS: And sometimes a company has a preference. Like there's a trainer that they are comfortable with that understands their business and that's also something that was taken into account.

MR. RYAN: Great. Thank you. And the second part of that question feels like it might be a little too specific to an individual situation to include in the toolkit, but Adriana, this second part is will there be information in the toolkit addressing parameters around hiring instructors? I don't know if that's something you've thought of, but we can always consider it and see if it's something that makes sense for a general toolkit.

MS. KAPLAN: Well, the toolkit specifically mentions that the employer chooses the training provider and that the workforce development board consists of the employer or the business, as we've been calling it in providing the appropriate training provider.

So the company, the business, will choose who provides the training as well as the type of training that is available as long as it meets requirements and there's a whole list in the toolkit of all these requirements which I don't want to go over right now. But I hope that answers the question.

MR. RYAN: Some of these questions I'm not sure who to target them at. Let's do one or two more. Let's see, sorry, I'm trying to go through this list here to see – do you – for any of our New River folks, I don't know if this has come up, but does anybody have any ideas working with high-level professionals with a master's degree and how to integrate them into the workplace with business partners?

I'm not 100 percent sure what that question's referring to, but are we talking about doing incumbent worker training for high-level professionals? Is that something that you guys have looked at?

MS. SIMMONS: We have provided – it depends on what the training is. You know, we have several projects with companies to send individuals through Lean Six Sigma Green Belt and Black Belt training and a lot of those individuals are engineers with upper-level degrees. And so – (inaudible) – the specific training and how is it important to the company.

MR. RYAN: Great. Thank you. Sorry, that one was a little confusing. We have time for one more question. I know there's a number of other questions here. We will be looking at the transcript from this webinar and try to answer other ones. If you have specific questions, please reach out to us, particularly, if there's anything that we weren't able to cover – or to get to your answers – to your questions in this webinar, but let's do one more.

Kimber, for you to wrap up, is there a list of the questions that you ask the company for eligibility purposes when you're doing a discussion about incumbent worker training or other activities?

MS. SIMMONS: Yes. And they're based on our application and – which for us is basically our state incumbent worker application and making sure that because we have multiple funding sources, that if there are any questions that are specific to that – a funding source, that we get all the answers to begin with so we don't have to go back later.

MR. RYAN: Great. Thank you. And I think you would also probably – you know, not specifically with regard to eligibility, but you wouldn't have a set of questions specifically that you would ask because a lot of what you're trying to do is determine whether IWT is the right solution for that company in the first place.

So that's part of your broader initial discussion that kind of goes where the business needs it to go and you kind of ask the right questions along the way, but when you get to something like eligibility, you're trying to be a little more specific?

MS. SIMMONS: Yeah. That's correct. We – you know, the whole starting asking questions, and it's just probing questions, listen to what a company tells you and then you kind of go where that goes and then – but once we know it's incumbent worker, it is an answer – a solution, then there are – the application itself, there are certain questions that have to be answered – (inaudible) – with eligibility. Those are – (inaudible).

MR. HOLLIDAY: And it's also important that even though a company is eligible, the worker has to get something out of this deal; okay? The worker is going to get a bump in wages or the worker is going to get a title change or a promotion. The worker is going to get certifications the worker can take with him wherever else he or she goes.

So it's not just to the company, but it's important that we note that the worker gets something out of the training.

MR. RYAN: Thanks. That was a really great clarification, that last part, because I think a lot of – you know, there are a lot of questions here that we haven't had a chance to get to that are kind of getting at that point. So I appreciate you adding that piece in. All right. So we're actually a couple minutes longer than we were aiming for.

So we'll move on. As I said, if – we will try to answer other questions after the webinar. So let us know if there's anything specifically you want addressed, but if you want to reach Marty, Jenny or Kimber, their contact info is here. And I want to thank the three of them plus Lacy and Adriana for sharing all of your expertise today.

I want to thank everyone who joined the webinar, for your participation, for your great questions. Apologies for not being able to answer more, but we are doing this again on Wednesday afternoon 3:30 Eastern time, again, on Friday at 2:00 p.m. Easter time. We will have our friends from the workforce Southwest Washington on Wednesday and the Idaho Workforce Development Council on Friday.

So we will be hearing a similar set of information but from a different perspective. So hopefully that's a value and if you haven't registered already, please do. We hope that they will be great webinars and this one will be recorded, though. So if anybody you know didn't get to hear it, you can let them know it's up there. And I will now turn it back to John for closing.

MR. VEHLOW: Well, thank you, Jeff. And I just want to thank all of our participants and presenters today. And if you could please just stay logged into the room for just a minute long enough to provide some feedback. You will see that feedback window where you can let us know what you thought of today's webinar. Please take a second now to share with us your thoughts.

Let us know what you liked or what we can improve on. There's also an additional topics window you can let us know what you'd like to hear in future webinars. Just a reminder, as Jeff was saying, a recording of today's webinar as well as a transcript and executive summary will be made available on WorkforceGPS in about three business days.

Also, to better connect with your WorkforceGPS colleagues, please take a few minutes and sign up for the member directory on WorkforceGPS. That link is located at the top of the feedback window.

So again, we want to thank everyone for joining us today and with that, have a wonderful rest of your day, everybody.

(END)