**WorkforceGPS**

**Transcript of Webinar**

**Business Engagement Series: Incumbent Worker Training #2**

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LAURA CASERTANO: With that, I'm going to move us right into today's presentation. Welcome to today's "Business Engagement Series, Incumbent Worker Training as a Business Service" webinar.

I'm going to turn things over to your moderator today. Jeff Ryan is a business solution specialist for the U.S. Department of Labor Employment and Training Administration. Jeff, take it away.

JEFF RYAN: Thanks, Laura. For those of you who are noticing, it does look like there's a big question mark in the screen. I apologize that there must be a slight technical issue. Again, my name is Jeff Ryan. I'm working in the Office of Workforce Investment in the ETA's – in ETA and I will sort of be moderating today's session. I do want to introduce to the two panelists who will be on board with us today.

First we have – oh, look at that. The question mark went away. Excellent. Thank you. So first we have Darcy Hoffman, who's the director of business services for workforce southwest Washington. She's going to be doing the bulk of the presentation. And Adriana Kaplan, who's a workforce analyst in our office here, the Office of Workforce Investment is going to talk to a little bit about a toolkit she's working on related to incumbent worker training. And she's going to give you a kind of an overview of what that is and give you an opportunity to provide any input that you may want to see in that tool.

MS. CASERTANO: And – and just – just as refer – sorry to interrupt you, just – if you're going to speak a little bit louder, people are saying that you sound a little bit low.

MR. RYAN: OK. I'm going to try to get closer to the speaker. Today we're going to start with a quick poll. We just want to get a sense of how you use incumbent worker training, what kind of funds you use? So there's a few answers here. Yeah. We use WIOA funds. We do – but we use non-WIOA funds.

We use a mix WIOA and non-WIOA or we don't do incumbent worker training or if you're not sure that's an option as well. So we'll give you a second to see. It kind of looks like WIOA funds is the bulk, but a good number of you do appear to use both WIOA and non-WIOA funds, which is good because we're going to be talking today a little bit about the concept of incumbent worker training. We're not really talking about how to pay for it.

So the fact that you potentially have multiple options could be really valuable to you. All right. So we'll see. It looks like those are – most of you have had a chance to vote. Great. So we'll move on. Thank you so much for weighing in. So to start, we just want to give you a sense of what today's webinar's all about. We're doing sort of a, what I'm calling a three-pack of sessions.

We're doing three sessions this week, all related to incumbent worker training as a business service. On Monday, we heard from a local area in Virginia who talked a lot about their vision for business engagement broadly and then how incumbent worker training fit into that. Today we're going to go a little deeper into some more specifics. We have Darcy from workforce southwest Washington is going to talk about their experiences using incumbent worker training.

But as I mentioned, we're talking about incumbent worker training at a business service. We're not really trying to focus on how, why, who, when – the sort of nuts and bolts of an incumbent worker training program. We're not talking about eligibility necessarily, largely because of most of those decisions are local based on local policies, local priorities, local needs.

And so we're really talking more about how incumbent worker training can be valuable to you as a business service broadly. We will get into a little bit of the detail when Adriana talks about her toolkit, but largely we're talking about this concept more at a business services level.

Before we get to specifics on incumbent worker training, however, I want to just give a quick overview about the concept of business engagement, what it is and why it's so important. For those of you who are on the webinar on Monday, this is the same slide you would have seen them. But I want to reiterate because we think this is really important for how you think about business engagement.

We define business engagement very broadly. It's a comprehensive value added set of strategies, activities, and partnerships designed to promote economic prosperity by providing valuable solutions to address the needs of business. So I highlighted a couple of terms in there. You know, economic prosperity is the goal. We're not necessarily saying the goal is placement; right?

We're thinking very broadly, we're thinking about how what we do affects positively affects the economy for our communities. And we think about valuable solutions. There's two concepts there, value and solutions. So we want you to think about, rather than a menu of services that somebody can pick from, a solution is actually addressing a specific set of needs they've identified. So those are kind of the important themes as we talk about business engagement today and in the future.

We also want to say that the purpose of business engagement programs is to promote long-term economic stability, competitiveness and growth. Again, the purpose is not placements, the purpose is not programmatic focus. The purpose is broadly economic value, growth, competitiveness of our country and our companies so that we can hire more people so that we can grow and create that prosperity.

And something we should always remember that business engagement is more than just workforce. If your business engagement team or approach only looks at workforce needs, you're missing a lot of opportunity to create long-term relationships with businesses by addressing their ongoing needs. So some things I always think about is who is in your partnership group?

So we think business engagement is incredibly valuable because when businesses and the economy are successful, the economy grows and we prosper. That's something valuable for all of us because that's when our – we have more jobs, our communities are better, our businesses are more competitive in the market. We have to remember, again, I'm reiterating this point that it doesn't matter who we represent. If it's workforce education, economic development, etc., etc. Business engagement is really sort of the foundation of what we do. It's the – it's kind of the point of being in this business.

So underneath the broad heading of business engagement, there's a ton of very specific activities that can be carried out. Today, we want to focus a little bit on incumbent worker training underneath that umbrella because we wanted to start with something that was any sort of a bite sized piece that we could all get our heads around in a really sort of streamlined way.

In the future we're going to continue to do business engagement webinar, then other technical assistance that we will try to cover this big, big topic. But today and this week, we really just want to start with something manageable. Something that we can all use as a starter for this conversation.

So really briefly, most of you know what incumbent worker training is, but for anybody who doesn't, it's – let's really briefly talk about a few – some of the things that go into it. Incumbent worker training is valuable because it increases the participant and the company's competitiveness; right? So it allows businesses to prosper.

We believe there are really two values – two primary reasons that income a worker training should be used. One is to promote worker's skills while they were employed so that they can move up in a company that's providing better job for them and also creating backfill opportunities for potentially our workforce system to help fill.

But it can also be used to avert layoffs by providing – either by providing skills that an individual needs to remain in their current employment or potentially to help them get new employment as quickly as possible after a potential layoff. So it does have both of those elements.

As we asked at our poll at the beginning, there are a number of different types of funding sources that you could use for incumbent worker training. Under WIOA, we know of really two – there's the adult and dislocated worker formula side, which is a 20 percent limitation, but then there's also rapid response funds which do not have that 20 percent limitation, but do have a requirement that they – whatever activities you carry out for incumbent worker training must be part of a layoff aversion strategy or activity.

So designed to prevent or minimize the duration of unemployment is the how we define layoff aversion. OK. So with that, I'm going to turn it over to Darcy and she's going to talk to you about what they've got going on in workforce southwest. Darcy?

DARCY HOFFMAN: Awesome. Thank you, Jeff. Appreciate it. So I'm Darcy Hoffman. I am with Workforce Southwest Washington. We are the workforce board that covers Clark, Clallam, and Wahkiakum Counties in Washington State, not to be confused with Washington, DC. We get that a lot when we say Washington, but we are over here on the West Coast.

So I am going to talk with you today about our journey developing and implementing incumbent worker programs and sort of what that's looked like for us, but we're at a point now where we are focusing on using those funds to help employers create really clear career pathways as a tool for them to support recruitment and better retention of their existing employees.

So to start, I just want to walk you through the history of how our program has evolved over the last three years. So we started allocating our formula funds to incumbent worker programs in 2016 and in 2017 we're able to add an infusion of some competitive grant funding. And I think that funding really helped us shape our program into what it is today because of the outcomes that were associated with those particular funds. And I'll say more about that as we go through the next couple of slides.

So today we've invested to a half a million dollars and trained over 700 employees in our community. Our employer partners have matched that investment with over $600,000 in cash match, so that private investment doesn't include things like employee wages or travel expenses or things like that, this is actual cash that the employer is contributing towards – directly towards the cost of the training program.

So our average cost per over this last three year period is sitting around $655 for our investment. Pretty minimal I think for some of the outcomes that we've been able to achieve on some of the opportunities we've been able to create in more of the entry level roles that have been vacated, and getting people set up on a pathway like the employees that came before them.

So I want to dig in a little bit to how our program has evolved. So you should have a chart on – oops, bear with me. Now you should have a chart on the screen in front of you. Each one of those sections of the chart represents a program year. So you can see there's 2016, 2017, 2018.

So really in the grand scheme of things, we're still fairly early in the development of this program, but we've learned a lot and made a lot of changes I think over the last three years that I'm going to share with you today.

The blue bar there shows the total number of employees we trained for the year. The red bar shows our total investment, our workforce boards investment for the year. The black bars shows the cash match that employers invested into the training programs. And then the gray bar shows the total number of employees who actually earned a pay increase, industry recognized credential or a promotion.

So if you kind of look at the chart, you can see that our investments, this – the red bar, it's steadily increased over the three year period. Employer investment sort of peaked in year two, and they've now decreased a little bit as of last year. So in 2016 when we first started to operationalize this model, really our goal, we were just using WIOA funds.

And really our goal at the time was just to train as many people as we could, we wanted to have an impact on as many people as possible, which is why we went after so much of the employer investment because we wanted to stretch our dollars further.

And we did but I don't think we were thinking much about the quality of the training and the potential that we had to impact employees in a really positive way until 2017 came around and we received some additional competitive grant funding. Those funds required us to invest in opportunities that would offer things like credentials and pay increases.

So it was a bit of a shift in the way that we thought about incumbent worker programs, but I think bigger than that was a shift in the types of conversations that we were having with our employer partners, because now we're talking with them about investing in higher quality training programs that would lead to better outcomes for their employees, in terms of terms of higher earnings, promotions, and credentials.

But really what the chart shows me is that we actually have the best outcomes when the bars sort of start to even out. And when our organization is investing more into the training programs and pathways, we have better influence with the business community to actually leverage our funds a bit to really encourage them and incentivize them to create these career pathways.

So at the end of the day, more workers are earning credentials and pay increases. And that's really what we're after. I know in our region, and in yours too, we're all about jobs, but we don't just want any job for people in Southwest Washington. We want people to have good jobs. We want people to have jobs where they can support themselves and support their families and live the lives that they want.

So it's been increasingly important to us to use these funds to really influence the companies that we're serving in to being part of making those things happen. So I think no matter how you look at what we've done over the last three years, the investment that we've made in terms of the number of people we've had an impact on is quite low per person.

If you were to compare it to what we would invest in training and placing a new worker. So either way you slice it, I think these are really smart investments, but I think we're in a place now where we're just getting higher quality outcomes.

One of the things that I think is really important to long-term success and sustainability of incumbent worker programs is that employer investment piece. It's critical that they're quite literally buying into the program and investing in their workforce and that they see the importance and value in the type of training that's being provided.

If they're not willing to invest in it financially, then maybe we should be second guessing whether or not that would be a smart investment for us to make. And by and large, the companies that we're working with today do see the value in it. And are doing everything that they can do to attract and the most qualified talent.

So I have seen programs from around the country and even in some regions that are fairly close to me that have received funding to develop incumbent worker programs. And I've seen them be 100 percent subsidized by grant funding. And I've seen good outcomes out of those programs, but the ones that I'm thinking of have gone away.

They've gone away when the grant funding has gone away. And so that tells me that maybe the return on investment just wasn't there for those companies. So I think if we can make sure we're meeting that need right from the get go, companies are going to be more willing to invest with us to be able to impact more people.

OK. So I've talked about numbers and sort of where we started and where we are today, but now I just want to share some real examples with you about what some of our more successful models of career pathway development has looked like here. And then I'm going to talk to you a little bit about our business engagement model just in general and sort of where I see us going in the future, because while I think we've made really great progress, I don't think we're done. I think we can continue to do better.

And so I'll talk with you about what I anticipate this looking like over the course of the next year. So specific examples of things that have already happened. We have a shortage of CDL drivers I know all over the country and our region is no exception. So we've worked with a number of companies actually to help them develop up warehouse to driver training programs.

It's been really successful for the company to utilize the model. It's helped them lower turnover. It helps them with recruitment, and it does result in much, much higher wages for the employees who are interested and selected to be a part of these programs. And we have several companies that we work with that have implemented a program like this with our assistance, but have been able to maintain them for the most part on their own for some time now.

We have another one in healthcare – the healthcare recruiter pathway. So in our region we have a major hospital headquarters located here. So all of the recruiters who recruit company-wide basically all over the northern West Coast are housed here in southwest Washington. And the company, the healthcare organization, identified a recruiter training that's really specific to the healthcare industry.

And so we've supported this training for new recruiters a couple of times over the last couple of years and now it's just a part of how they up-skill and onboard all of their recruiters. So in a program like this, the impacts are really far reaching beyond just those recruiters that we're impacting, but now they have skills that are specific to the industry and the types of professionals that they're looking for and are able to better source top talent on behalf of the organization.

Another one is always like the train the trainer pathways. These have worked really well in small businesses. I say small to medium sized companies. We've done a couple of pretty inexpensive things for companies to be able to offer their own in house training for new employees or employees whose credentials are expiring, but we've done things like forklift training and safety training to allow the company to have their own internal trainer, which is a big deal for the employee who steps into that role.

But also a big deal for the company who is now able to save money by providing whatever the type of required training is in house and not having to contract out for it every time they have to train a new person or a group of people.

We've also done a lot with lean manufacturing. It's a skill set that's really high demand in our region. Probably similar for many of you. We've been able to support over 200 employees at 15 companies in our region to learn these skills.

This one doesn't typically result in an immediate pay increase or promotion, but it does result in the long run and a cost savings for the company, just because of the – by nature of the skillset and also creates a pool of manufacturing workers here in our region with really desirable marketable skills that they can take with them to future jobs.

Another example is a program called Humanitude. This has really been a game changer for some of the companies who have implemented the model here in our region. So this is healthcare specific. It's for caregivers and it's for caregivers who specialize in memory care.

And it offers all of the things that we're after like pay increases in credentials, but bigger than that I think for the company. CNAs and caregivers have quite high turnover rates just by nature of the work and the wages.

But this training has had a big impact on employee retention because the employees who've done this training understand their patients and the people that they're caring for a lot better and in turn have been a lot more satisfied and happier in their jobs. And so in turn, the people that they're caring for are getting higher quality care and people are sticking around longer in their employment.

Second to last one here is automated equipment. This is the one – so Jeff talked a bit about layoffs using incumbent worker funds as layoff aversion, which I don't know about the folks on the phone, but that can be really tough for us because a lot of times by the time we find out about a layoff, it's too late and there's really not much that incumbent worker dollars could do to prevent something like that.

But this is one that we've identified for quite a few companies who are making investments in automation. You know, now they're in a place where they have a workforce who's not skilled enough to operate the equipment. So bringing in whoever the original equipment manufacturer to provide some training on the technical aspects of the new automated equipment has been something that we've been able to use layoff aversion dollars for.

And then the last thing that I want to say on this is that when we first started developing our program, we were really after big groups of people. So we were looking for companies who wanted to train multiple people throughout their organization or we were looking for consortiums of similar companies who all wanted the same type of training, which is great and we still do those things.

But sometimes they – I think it can leave out some of the small companies. And in my region in particular, we have a lot of small businesses. We have a lot of companies who are employing under 20 people and they're never going to have those big numbers in terms of workers that they're able to train and up-skill.

But we've still been able to work with them to find training programs that are highly specialized, unique to them, that have been able to benefit them and their employees tremendously. And I just wanted to put it out there as still, I think a valid strategy and a valid group of companies that we should be talking to and considering.

So what's next for us? Before I talk with you about this medical assistant apprenticeship program, I want to give you a little bit of a lay of the land in terms of business engagement here in my region. So like I said, I'm in Washington state over here on the west coast. Portland, Oregon is located just a couple of minutes south of us. We're literally just separated by a river.

So we definitely share a labor market with Oregon, Portland, Oregon in particular. So we have probably 60,000 residents we estimate who commute to work in Oregon from Washington each day and vice versa. Oregon has probably 15,000 residents who commute and come to work in Washington each day. So because of this, we know that companies in our region don't care where people live and vice versa. People aren't super concerned with where companies are located, either. They're commuting all over the two states.

So we have a really unique bi-state partnership with two of the workforce boards in Oregon, Portland and Clackamas. So together, the three of us have formed the Columbia Willamette Workforce Collaborative. And together – we work together to support business needs, support economic development, guide public workforce investments, and really view ourselves as a labor market.

So we focus almost exclusively on four sectors. Manufacturing, construction, healthcare, and technology. Healthcare is one of the sectors. It's super strong in our region, but we have a really active group of industry leaders who are really engaged in the work that we're doing.

So they've developed alongside of us a regional workforce plan for their industry. And one of the goals in this plan is around diversity, equity, and inclusion. And another one is around expanding capacity in some of our local health care training programs to be able to produce more applicants.

So earlier this year, our healthcare partners urged us to explore a number of apprenticeship programs for medical assisting around Oregon and Washington that they had identified. So we did just that. We've landed on a program that our employer partners feel will best meet their needs. And we're about to run a pilot of probably between 25 and 50 apprentices here in the region.

So the vast majority of these apprentices are going to be incumbent workers. I'm estimating probably 75 to 85 percent of them. So our employer partners right now are thinking about who internally they might want to look at recruiting from. And I think they're looking at Patient Access Reps, CNAs, and other types of like office support workers that they could look to as a promotional opportunity if they were to be accepted into the apprenticeship program.

So this particular program, and I want to give somebody a shout out for a minute because we didn't develop this medical assistant apprenticeship program. This was a model from the Southern Oregon Workforce Investment Board that we went and visited and that our employers are in supportive because of the flexibility of the online learning modality of the program.

So apprentices are truly able to work full time as a medical assistant and then do a few hours each week of online learning. But this is a program from Southern Oregon. So if you're out there listening, thank you so much for sharing with us. Our employers are super excited to try it out here.

But our current educational pathways for medical assistants, they can take one to two years of full time education for people to be able to earn their license to work in this field. And as many of you know who are on the call, a lot of times the people that we serve, just – they're not in a position where they can put their lives on hold that long to attend college full time and not work.

You know, many of them have families and financial obligations and just are not in a position to do that. And our employer partners really feel like this medical assistant apprenticeship program will open up the doors for new and different types of workers to be infused into their organizations.

But here's the best part about it. So the incumbent workers that are our employer partners are identifying, they will actually be 100 percent funded by the health care organizations. And that's leaving us as workforce boards a little more room to prepare people on at the entry level to assume those roles that these medical assistants may vacate by entering into the program.

So that's where we're focusing right now. We're super excited about it. We are actually throughout the region, both Portland, Clackamas, and Vancouver where I'm at launching sort of a preparatory program in Vancouver. It's going to be out of our opportunity youth center.

But the program will basically prepare young people with basic medical terminology, information about HIPAA, career exposure, and prepare or begin to prepare a pool of candidates who would be qualified to assume some of these roles like as a patient access rep or a CNA with one of our local hospitals or clinics, with the intent to get them set up on a pathway as well to enter into the medical assistant apprenticeship program at some point.

So with that being said, that's the end of my presentation. Maybe now I can turn it back over to Jeff and let you take it from here.

MR. RYAN: Thank you, Darcy. That was fantastic. For – before we move on to Adriana, I just want to remind folks if you have questions either for Darcy or for Adriana or sort of more general, make sure you type them into the chat and we will address as many as we can. We have about – we're aiming to to be done around 4:15 Eastern.

So we'll have an opportunity to get to a number of questions once Adriana is finished talking about the incumbent worker tool kit, which is something that she is working on and she's going to give you a brief overview and give you some sense of what's going to be inside that tool kit when she's done. Adriana?

ADRIANA KAPLAN: OK. Thanks, Jeff. So I'm here to talk about the resources that we've been putting together to help you in establishing an income – the worker training program. So the documents are part of an incumbent worker toolkit and they include the incumbent worker training policies and procedures manual, which is the largest of the documents.

And it includes sections on what the incumbent worker training is, what the policies per employer and income that worker eligibility are, any funding requirements, and then there is also a section on training services, and reporting requirements. In addition, the toolkit will also include an incumbent worker series of forms that are intended to help you when you establish your program.

So the first one is the incumbent worker training program form, which asks the business to provide some information related to its company. An incumbent worker work plan, which as an employer or a business, we're using those interchangeably, to describe the proposed training project and the subsequent results of the project.

Then an incumbent worker or employee training needs assessment and an incumbent worker training registration form, which where the employee can give their contact information. And lastly, the tool kit also includes an incumbent worker training PowerPoint deck, which is basically a presentation that can be used by anyone in a board, in an AJC who is going out to an employer to explain the program more in depth.

So we – at this point we will also like to get any comments that you input in your chat about any additional information or additional areas that you would like information in – in the toolkit for. So can you change the slide? OK.

So on the next slide, as they – just letting you know that this toolkit, which is – it already exists and we already have all the forms, we just need to have it cleared and then we will post it on a page on IoN, which is part of our WorkforceGPS website and all of those materials, you can find them on the site. And the site also has many other desk aides as well as the OJT, the On the Job Training toolkit and other work-based learning models – resources. And that's it for me.

MR. RYAN: Great. Thank you, Adriana. All right. So now we're going to start getting into questions. Before we do, I just want to thank our two presenters, Darcy and Adriana for taking the time to talk today. We do have contact info attached to this presentation if you have additional questions that we don't get to.

But again, we're going to try to do additional webinars around various business engagement topics, so you may also have something you want to hear about or a story you want to share. If you want to let us know in the chat as well, we'll kind of keep track of things going forward. So now let's take a few minutes to look through some of the questions that you guys have posted to the chat.

And Darcy, if that's all right, I'll just read them and where they're targeted to you, I'll just let you answer.

DARCY HOFFMAN: Sure.

MR. RYAN: All right. So the first one, how do you track pay increases?

MS. HOFFMAN: So we track them through our state's case management system. We also just keep track on a spreadsheet outside of that. We're a little bit data challenge right now, so we do track it in our case management system. It can be tough for us to pull out of that system, so we do track it separately as well.

MR. RYAN: Great. All right. I'm going to keep scrolling down here. Does the money that comes from private employers only support that employer or does it go into a pool for all to use?

MS. HOFFMAN: Yeah. Good question. So the way that we have it set up right now is that it directly support that employer. In fact, we use our funds to reimburse the employer whatever we've agreed on from the get go. So they pay 100 percent of the cost upfront and we reimburse them. So their funds directly impacted them.

MR. RYAN: Great. OK. The next one. So you had mentioned a lean manufacturing component. The question is how do you define lean manufacturing in this context? Jean, I'm not sure I understand that question, but you may?

MS. HOFFMAN: I think I do. I'll take a stab at it. So we have a couple of training providers in our area that offer various levels of training and lean manufacturing. And we've utilized, or our employer partners have utilized, probably most all of them depending on how deep they want to get.

And in case you're asking for more specifics around lean manufacturing, it's basically a production process, but it originated in Japan. And it is around I guess minimizing waste without sacrificing quality or productivity in a manufacturing environment. So sort of what it is, but we have a number of vendors that provide various levels of that training here in our region.

MR. RYAN: Great. Thank you. This one's quite specific, but they're wondering whether you have experience with incumbent worker training related to the drone industry?

MS. HOFFMAN: Yeah. Interesting question. So I don't personally, we do have a company we've worked with in the past who's part of that supply chain. But I am aware of one of our partners that has worked on a pretty big project with a drone manufacturer that somewhat local here.

So I know those things are taking place and whoever asked that question, if you want more information on who the company is and the type of training that they provided, my contact information will be around here somewhere. Reach out to me. I'm happy to have a one on one conversation with you.

MR. RYAN: Great. Thank you. OK. So this one's related to apprenticeships in the hospitals. Do you involve any local colleges or is it strictly with those employers themselves?

MS. HOFFMAN: So the medical assistant program that we're working on right now does not involve any of the local colleges. Some of the other models from around the state of Washington do, in fact, many of them do. But our employer partners were really looking for something that was a bit more flexible for their employees, which is why we went with this model.

But that's to take nothing away from the great work that our community college partners are doing. All of those candidates or – yeah, candidates, at least in our region who are going through programs that are community colleges are needed and wanted by the employer community, so this is just another pathway for people.

MR. RYAN: Great. Thank you for taking all these questions. We have a couple more minutes, so we'll try to answer two or three more questions here. There's a few more then we'll be able to get to, but we can try to answer them offline, as well. Darcy, again for you. Do you have – do any companies use incumbent worker training funds to pay – to fund pay increases?

MS. HOFFMAN: No. Nope. We don't use our funds to fund pay increases or any type of payroll for incumbent workers.

MR. RYAN: OK. Well, that was quick. So maybe we get one more in. This one is about the training provider for your pathways, says is there a college partner? I'm assuming that's broader than the question about the hospital medical assistant apprenticeship?

MS. HOFFMAN: Yeah. So in our region, and this will probably vary from region to region, but employers are really in the driver's seat of choosing their own training vendor for these programs. We can help make some connections for them if they need them, but the decision is really theirs. And so we have supported programs with all kinds of training providers, including our local colleges.

MR. RYAN: Great. This question maybe could be part of a data validation of your program, but this – will both the employer and the incumbent – I assume that means that's the participant who's actually in the program be asked to evaluate the program and the process. Is there any kind of outcome follow up, etc. that you've got to do?

MS. HOFFMAN: Yeah. That's a really great question, actually. For the participants, I would say no. There – we don't have anything like that, at least not yet that I think it's – it might not be a bad idea to explore. And for the business, nothing standard or formal.

But I would say that the companies that we're serving are companies that we have a pretty tight relationship with. And we're pretty involved in the process of developing and the program and so I think we know a lot about their feelings on the quality and on how it went and those kinds of things. But we don't have like a formal process, no; but not a bad idea.

MR. RYAN: Yeah. So we'll take – we'll do it one more because this one sounds sort of related to what you just said about your close relationships, but do you have somebody – they're saying a designated business development person on staff that identifies new incumbent worker training opportunities?

MS. HOFFMAN: Sort of. So we don't have anyone that is specifically dedicated to just incumbent worker. The way our staff are set up is based on industry. So we have somebody who oversees everything that's going on with manufacturing companies and healthcare companies and so on.

And so it's that person's responsibility to understand what the businesses need in their industry and to be able to support those kinds of opportunities.

MR. RYAN: Great. This one – the only reason I'm going to ask this one, even though we're a minute over is because it's again, sort of related. And this – for folks who – whoever's asking this question, part of this might be answered in Monday's webinar about the sort of philosophy behind how we do business engagement and how we identify the solutions that are needed rather than go out and say, here's the solution that – here's the service that you need as a – but are you marketing incumbent worker training to the employer community or are they approaching you? Is very much a service driven question, but I'm curious as to how you do go about identifying those companies?

MS. HOFFMAN: So both. Now that I think the program has been around for a couple of years, we – companies are learning about it from sources that aren't us. And so we do get inquiries about the program, but for the most part we're seeking out the types of opportunities that we really want to invest in.

And a lot of this does come from our partnership with the other two workforce boards in Portland and Clackamas. We're working on a lot of these projects together. So I would say most of what is happening today are intentional companies and consortiums of companies that we have sought out.

MR. RYAN: Great. Thank you. So we are out of time. We're actually three minutes over. I – we didn't get to quite all the questions, but our contact info is – mine is connected to this webinar and Darcy's will be – there we go. Thank you, Laura. There's Darcy's contact info. If you download the slide presentation from the file share, you will have that available. Darcy has very nicely offered to answer questions outside of the webinar.

If you have – shoot her an email if you have a specific question, as you can see they have a ton of cool stuff going on and can tell – talk about it from a number of different angles, which I think is really valuable.

Again, I want to thank Darcy and Adriana for your time today. I want to thank all of you who are participating for your questions for joining us again today and a reminder that we'll be back 2:00 o'clock Eastern on Friday to do our third and final session around incumbent worker training as a business service.

In that session we will hear from the Idaho Workforce Development Council, so we're going to hear a state perspective using state funds. So it'll be a slightly different look than we've seen the last two times which were, were more locally driven. So hopefully that's of interest to you and we'll talk to you on Friday. Thanks so much.

MS. CASERTANO: All right. Great. I just want to thank our presenters and at the participants remain longer in the room for a moment longer to provide us with some feedback. There are several polling questions on your screen. Please take a second now to answer those questions at the top of your screen is a feedback window where you can let us know what you thought of today's presentation.

Please let us know what you thought we did right, or how we can improve. Just a reminder, you can find a copy of the PowerPoint, the transcript, and the recording of today's session on Workforce GPS in about three business days. And please don't forget to fill out that feedback survey that's going to be emailed to you immediately following today's session.

With that, have a great rest of your day, everyone.

(END)