Employer Services Plan

For the Northern Virginia Workforce System

Northern Virginia Workforce Investment Board

Developed by the Employer Solutions Team

March 2014

**Updated June 2014**

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**SECTION I: INTRODUCTION**

The Northern Virginia WIB’s current strategic plan identifies that it is a strategic imperative to solidify the WIB’s focus on the business customer. During the planning process, it became clear that the workforce system that is governed by the WIB in the Northern Virginia area is out of alignment with serving the current needs of business and industry in this market due to the rapid changes in the economy. The workforce development system is meant to provide a qualified labor supply driven by the demand. The Northern Virginia WIB has defined the workforce development system as the intersection of three community sectors, where the educational sector (i.e. institutions that provide educational opportunities), the economic development sector, and the talent development sector overlap in a common mission to match supply and demand.

Since the development of the strategic plan in 2013, the WIB has focused on working with partners to more clearly align services for the business customer. The requirements from the Virginia Workforce Council to improve outcomes for the business customer support our current emphasis in this area. At times our local system has become so focused on meeting the needs of the supply side – the jobseeker - that we pay less attention to determining what business and industry really needs. For the past two years, our efforts have focused on striking more of a balance between jobseeker preparedness and meeting employer needs, ensuring that the education and training services we offer are aligned with what business requires in terms of skills and competencies required for high growth, high demand occupations and jobs, and becoming a place where businesses receive services designed to help them stay viable in today’s economy.

***Shared Vision***

The partners envision consistent, high quality services to business and industry customers.

Our shared vision, among the partners connect by the WIB’s Memorandum of Understanding, ensures that the Northern Virginia Workforce System provides business services that connect employers to SkillSource resources. Our goal is to strengthen and grow businesses, build the skills of the workforce that are based on industry demands, and meet the hiring needs of employers.

The partners are committed to helping employers by offering a wide range of tools and resources to assist with their workforce needs. These tools and resources will be connected and integrated in an approach described in Section II of this plan. The key elements that drive the approach are:

* An **Employer Solutions Team** that drive a set of practices, protocols, and accountability mechanisms for how **any** organization will interface with a business customer, thus providing businesses with a single way in which they receive products and services that is not variable depending on the agency that is their first point of contact.
* A **common technology system**, known as a contact management system (CMS), that records business contacts so that all partners can ‘look up’ if a business has already been served, what services they have received, and who has served them. Thus the business does not need to ‘tell their story over and over again’.
* A **set of services that are commonly defined** across all agencies to ensure that the business customer does not have to respond to differing requirements for services that have the same label across different organizations. These commonly defined services provide the basis for a collective marketing and communication strategy.
* **Continuous improvement strategies** based on common customer satisfaction data collection and analysis that includes mystery shoppers, focus groups, and electronic surveys.

To make the vision of a consistent, high quality delivery system that the business customer will perceive as seamless a reality will require moving from a balkanized and fragmented system to providing a seamless **customer experience:** ensuring a satisfying ‘end to end’ (the full journey of the customer from beginning to end) customer experience in addition to satisfying ‘touchpoint’ (the many critical points where a customer interacts with services) experiences.

This plan provides details to the approach we will take to make the vision a reality. There is still planning ahead to overcome the many challenges that include:

* Differing agency reporting requirements,
* Ability to access data between partner agencies,
* Differing performance expectations among partner agencies,
* Resources for common technology systems required to track business contacts and outcomes,
* Double data entry requirements of staff who may be required to continue to enter data into state legacy systems and also entering data into the common technology system in the absence of permission by the state agency to upload data from one system to another,
* Common credit for services delivered by multiple partners that accrue to a positive outcome for the business,
* Acceptance of the common definitions for services to be delivered, and
* Staff capacity.

**SECTION II: FRAMEWORK FOR THE DELIVERY OF BUSINESS SERVICES**

**Key Components for Alignment and Integration**

***1. Target industries and create Industry Alliances.*** The Northern Virginia Workforce Investment Board has had a targeted industry approach for the past twelve (12) years. This has become a proven framework within the workforce development system over the past 12 years as an alignment strategy. WIBs ensure that their targeted industry focus overlaps with the industries being targeted by the economic development agencies in the region. The WIB may have fewer industries targeted or may have additional ones, but there is always a subset that is overlapped.

* Sector strategies have become wide spread within the system over the last few years. Sector strategies focus on the needs of specific industries within the local/regional economy. These strategies share four common elements:
  + They target a specific industry, customizing solutions for multiple employers in that industry, region, and community
  + They are led by a strategic partner with deep industry knowledge that coordinates worker and workplace solutions
  + They provide training and career pathways benefiting low-income individuals (including low-wage incumbent workers)
  + They achieve win-win solutions benefiting employers, low-wage workers, and the regional economy.

***2. Create a single point of contact system for businesses and economic developers.*** Create an integrated system of services for businesses that need workforce development services. The system envisioned by many of the businesses we have interviewed and worked with over the past several years would provide services and solutions that business customers’ value and delivers them in a way that was easy and efficient. The system should be focused on where the economic development, talent, and education sectors intersect and not on the delivery of WIA services alone.

The infrastructure required to create a single point of contact system requires:

* *Staffing.*  We will create a virtual team among the multiple workforce partner organizations to drive a set of practices, protocols, and accountability mechanisms for how **any** organization will interface with a business customer, thus providing businesses with a single way in which they receive products and services that is not variable depending on the agency that is their first point of contact. The Business Solution Team’s membership will be made up individuals from committed partner agencies.
* *Technology.* A contact management system is required so that all the partners can communicate about what is being delivered to a business. It is imperative that from the businesses vantage point, even if multiple entities are behind the scenes customizing services, it is perceived as one system. This means that anyone in the workforce system that they interact with has information on what the plan is for that business and what has happened to date. This system also provides an integrated data collection system thru which reports can be generated.
* *Real time labor market information (LMI) system.* There is a need for real time labor market information to serve businesses well. The LMI data produced by the Commonwealth will be augmented to include other LMI sources.
* *A core set of services.*  We will develop a set of core services offered to businesses through the system (not necessarily by each partner, but collectively) that will be described using the language of service (e.g., provide training) instead of programs (e.g., OJT or Internships). Programs are what each partner agency brings to the table to develop a plan to meet the business’ needs. A policy will be developed that specifies the services and the language to be used. Appendix A presents a sample script that exemplifies a method to ensure that any entry point a business uses to enter the workforce system will ensure that they are introduced to all the resources the system has to offer.

While still not fully developed, the following are the core services that will drive how we market and communicate with the business customer across all partner agencies:

**1) Recruiting and Screening Services**

* + *Advertise Your Job Openings:* To provide an employer the opportunity to post employment opportunities throughout the one-stop system.
  + *Screen Applicants:* Based on employer skill requirements.
  + *Conduct Recruitments:* Provide employers an in-person and/or on-line opportunity to inform job seekers (screened and/or unscreened) about available job openings within their organization.
  + *Conduct Job Fairs:* Offer multiple employers the opportunity to meet job seekers.
  + *Conduct Customized Recruitments:* Offer one employer or multiple employers with the same occupational openings the opportunity to meet job seekers, including the opportunity to recruit among specific populations such as veterans and individuals with disabilities.

**2) Employee Development/Retention Services**

* *Provide Training:* Provide employers with training for current employees and potential candidates to build required skills.
* *Provide Workshops:* On your site or off site to employees on topics such as How to do Your Taxes or How to Manage Your Finances.
* *Provide Re-employment Services/Outplacement Assistance*: To assist businesses that are downsizing due to economic factors or other circumstances.

**3) Business Information (Consultative and Planning) Services**

* + *Provide LMI Research:* To provide businesses and employers with requested information on localized labor market information.
  + *Consultative Services:* To provide entrepreneurs and businesses with information and resources to enhance business performance (i.e. business plans, tax incentives, tax credits and assistance, etc.)
  + *Provide Equipment and Facilities:*  Provide employers with space to conduct training, including computer labs. Also provide office equipment (e.g., fax, copy machine) on site for employers to use.
  + *Provide Networking Opportunities:* Connect with other employers and businesses to learn about community resources that can help your business.

***3. Continuous improvement strategies.*** Opportunities for improvement will be identified by the Business Solutions Team based on common customer satisfaction data collection and analysis. Methods to collect customer satisfaction data will include mystery shoppers, focus groups, and electronic surveys.

***4. Create metrics that go beyond the current compliance measures.*** A dashboard of metrics will be created that provides an ‘at a glance’ method to measure the systems outcomes with regard to business services. A sample of the type of metrics we may develop to provide a common way to measure our collective level of effort might include:

* Increase the number of new businesses (in all industries) provided a service.
* Increase the referral to hire ratio.
* The % of funds dedicated to serving businesses increases.
* Number of training related job placements (in addition to entered employment).
* Number of individuals placed in targeted industries.
* Sustained employer satisfaction with the supply.

**SECTION III: COMMUNICATION PLAN**

***Part 1: What we will communicate and what will be different as a result of communicating.***

* For the business customer to know a system exists that is simple to access and that will meet their workforce needs with one contact from them.
* For staff of all the partners feel engaged; change is transparent; generate excitement for the potential; position the approach as an opportunity rather than a ‘fix’ to problems.

***Part 2: Potential audiences.***

* Individual Businesses
* Industry Associations
* Hiring Entities
* Staff
* Leaders
* WIB Board Members
* Community

**Part 3: What these audiences think about workforce services now.**

* ***Businesses/Associations:*** 
  + Do not perceive a system that is responsive to their needs. They may understand how to contact a specific agency. Based on focus groups the WIB has conducted with businesses over the years, they are often surprised to hear about what services other businesses received from a different agency and they are perplexed as to why they did not receive information about those services as well.
* ***Hiring Entities:***
  + System is too complicated to use; too many requirements; little to no value added to using the system.
* ***Partner Staff/Leaders:*** 
  + Not a coordinated system, too many challenges to overcome; need to try to create a more streamlined system to make business a true customer
* ***WIB Board Members:***
  + Not a coordinated system; too complicated for business to use; too much ‘status quo’ in the way services are delivered.
* ***Community:***
  + Mostly do not know the services exist.

***Part 4: What we want our audience to KNOW, THINK or DO as a result of the communication?***

* ***Businesses:***
  + Know: That they will receive consistent high quality workforce development services
  + Think: Their customer experience was efficient and effective with easy access to all the services that the myriad of agencies offer.
  + Do: Become repeat customers and tell other businesses about the services.
* ***Partner Staff/Leaders:***
  + Know: Purpose and mission for the integrated approach.
  + Think: This is the right thing to do and we can get to ‘yes’ to overcome some of the challenges.
  + Do: Be champions for the change and be able to articulate the purpose if asked.
* ***Board Members:*** 
  + Know: Purpose and mission for the integrated approach.
  + Think: This is the right thing to do.
  + Do: Be champions for the approach and be able to articulate the purpose if asked.

***Part 5: Key messages for each audience.***

* ***Businesses/Hiring Entities:***

With one call/contact you can get your workforce needs addressed thru a network of services.

* ***Industry Associations:***

The workforce development system, known as SkillSource, will partner with you to identify current and future workforce needs and skill requirements to help you help your members.

* ***Partner Staff/Leaders:***

We need you to commit to taking a unified approach to meeting the needs of business and industry in our region.

* ***WIB Board Members:***

We need you to recognize that the board may need to commit resources to carry out the plan, that the board needs to be a champion for this approach, and the board needs to provide support and advocacy to help overcome the challenges.

* ***Community:***

There is help for businesses looking for qualified jobseekers through the SkillSource system of SkillSource One Stop Centers.

***Part 6: When the messages will be delivered.***

* ASAP and ongoing.

***Part 7: Message delivery.***

* ***Who will deliver the message?*** 
  + - * Primarily Agency Directors for staff
      * Primarily WIB Chair/WIB Business Members and other business members of various partner agency boards.
      * Common business services site owned by all the partners
* ***What resources are required?***
  + - * Staff/consultant support to craft messages and material
      * Expertise to develop an online feedback mechanism
* ***How we will know that the audience has received the communication.***
  + - * Initial communication with staff thru an all staff meetings and other individual partner methods. Invite feedback thru an online mechanism such as a bulletin board or an internal blog.
      * Board communication will be ongoing – at each board meeting there will be an update on progress and actions that will need to be taken.
* ***How we will know if they have understood, acted on or changed as a result of the communication?***
  + - * Continued checking in and updates at staff meetings and board meetings.
      * Increase in businesses using the services, number of repeat customers, and sustained high levels of customer satisfaction.

**Communication Plan: At a Glance**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ***Audience*** | ***Outcome*** | ***Message*** | ***Timing*** | ***Delivery*** | ***Measure of Success*** | ***Follow-up*** | ***Resources***  ***Required*** |
| Business /Hiring entities | System user  Good word of mouth  Repeat customer | With one call/contact you can get your workforce needs addressed thru a network of services. | Start now and ongoing | Websites  Meetings  Marketing Material | High customer satisfaction not only for the outcome but for the customer experience |  |  |
| Industry Assoc. | System user  Good word of mouth  Repeat customer | The workforce development system, known as SkillSource, will partner with you to identify current and future workforce needs and skill requirements to help you help your members. | Start now and ongoing | Websites  Meetings  Marketing Material | High customer satisfaction not only for the outcome but for the customer experience |  |  |
| Staff | Engage  Support  Champion | We need you to commit to taking a unified approach to meeting the needs of business and industry in our region. | Start now and ongoing | Staff meetings within each partner  Joint partner meetings | Working together to overcome challenges |  |  |
| Leaders | Engage  Support  Champion  Remove Barriers | We need you to commit to taking a unified approach to meeting the needs of business and industry in our region. | Start now and ongoing | Leadership Team | Working together to overcome challenges |  |  |
| WIB Board Members | Engage  Support  Champion  Remove Barriers | We need you to recognize that the board may need to commit resources to carry out the plan, that the board needs to be a champion for this approach, and the board needs to provide support and advocacy to help overcome the challenges. | Start now and ongoing | Board Meetings | Working together to overcome challenges |  |  |
| Community | Awareness  Word of mouth | There is help for businesses looking for qualified jobseekers through the SkillSource system of SkillSource One Stop Centers. | Start now and ongoing | Targeted Marketing | Referrals increase from community groups and members |  |  |

**Appendix A: Script**

**Business and Employer Services - Framework**

***Purpose:*** To create a consistent access point thru which all business find out about the full range of services available to them from the system, as opposed to just what is available at each agency. And to provide business with a consistent way to access each service as opposed to different ways depending on each agency.

**Our Promise to Our Customers:** We promise to:

* Not give you the ‘run around’.
* Listen to you
* Be courteous and respectful
* Respond to your needs
* Give accurate information
* Provide an attractive and state of the art facility.

**Initial Phone Answering Script:**

[Call is received at the front desk/reception of any agency. Agency conducts regular greeting based on agency protocols].

[Caller begins to ask about business services and/or identifies themselves as a business customer; the following should be added to the regular protocol]:

*Let me get you to a member of our Employer Solutions Team. I will make sure that they have the information you have already given me. The person I am connecting you to is* [Insert Name] *and just in case we get disconnected, their phone number is XXX. Would you mind holding while I transfer you?*

[In cases where no Employer Solutions Team member is available, proceed with]:

*We have an Employer Solutions Team. Unfortunately, none of the team members is available right now to take your call. May I take your name, company, and phone number and a member of the Team* [or specific person if you have a name] *will get back to you within 24 business hours.*

**Employer Solutions Team Member Script**

[Call is transferred to Employer Solutions Team member and they proceed with the following]:

*Hello, welcome to SkillSource employer solutions. How may I help you today?*

(or if the receptionist has informed you of the request, say something like – *I understand you are interested in whether we can help you post a job opening* [or whatever you were told], *can you tell me more about what you need?*)

[Gather information]

*I think we can help you with that* (whatever the presenting request is). *And I would also like to tell you about the other services we can provide. SkillSource is a network of agencies with services designed to meet your specific needs. In addition to what you have requested today, we also provide:*

* *Recruiting and Screening Services such as applicant screening, recruitments, and job fairs.*
* *Employee Development/Retention Services such as training and outplacement assistance.*
* *Business Information (Consultative and Planning) Services such as labor market information and consultation on obtaining tax credits.*

[You should have the Core Services to Business list easily accessible so that if the customer asks - “what is that’ you can provide a fuller description].

*Do you need anything else right now?* **[if yes – follow up based on what they ask for] [And continue…**]*.Ok, well let me ask you a few questions to get us started on meeting your request for a* (job fair, or recruitment, or whatever).

[Depending on the request, the protocols depicted in the flow charts in the employer services plan begin – either follow the steps for the scenario where your agency can deliver the requested service without partners or follow the steps where you need to gather some partners to create a comprehensive solution. **If you determine that your agency can meet the need singularly:**]

*I will be putting a business plan together that specifies what I heard you need and how we propose to help you. You will receive that from me within 2 working days by email* [or shorter if you can make it shorter]

**[If you determine after gathering all the information you need that you will convene other partners to discuss how we can collectively respond:]**

*I will need to confer with other members of my team so that we can create a comprehensive plan to address your needs. I will get back to you with the beginning of a plan within* *3 working days* [this is our standard, however if they have expressed a timeline that is shorter you will need to meet that timeline].

[As with all good closeouts – repeat some of the things you heard and summarize to ensure you did not miss anything, reiterate the steps/agreements, ask if there is anything else, and close out the call].

**Appendix B: Flow Charts for the System as Envisioned**

Customer Flow 1: If a Business Contacts the WIB (acting as the single point for the System) in the ***will be state***:

Employer Solutions Lead (ESL) conducts interview [what do you need/how may I help you]

ESL matches request to service menu; convenes the team (or appropriate members), within 2 working days to develop plan

BSL follows-up by telephone, on site meeting, whatever is appropriate with business

Plan needs revising?

Revise with team and get approval of revised plan.

Begin implementation of services as outlined

Team lead provides business/economic developer with a written business plan within 2 days of original request

No

Y

Lead from team identified as the contact for follow up and further service

Complete Plan using Template

Send Comment Card Link

Enter into electronic customer management system (CMS)

Script

**Customer Flow 2: If a business contacts a partner directly:**

Partner ESL conducts interview [what do you need/how may I help you]

Partner ESC matches request to service menu and provides written plan to business within 2 days

Partner ESC follows-up by telephone, on site meeting, whatever is appropriate

Plan needs revising?

Revise and get approval of revised plan from the business.

Begin implementation of services as outlined

No

Y

Partner ESL provides follow up and continues to identify the need for further service at which time customer flow 1 (use of the team) might be appropriate

Complete Plan using Template

Send Comment Card Link

Partner org can provide service on own?

N

Y

Enter into CMS

**Appendix C: MOU LANGUAGE**

The following language will be used as an amendment to the current partner MOU. For partners who may be business service partners only as part of the Employer Solutions Team, this language will be used in a simplified MOU that will stand for that purpose alone.

**Section I: Purpose**

The purpose of this addendum to the Memorandum of Understanding (MOU) is to identify and coordinate a variety of workforce development resources to create a seamless, integrated system that addresses the needs of employers and businesses by offering a simple system through which businesses will get access to all the MOU partners services by utilizing a single point of contact system. This addendum to the Memorandum of Understanding establishes commitments, joint processes, and procedures that enable partners to integrate and support business services as defined in the Business Services Plan. This document amends the agreements in the current MOU by specifying the agreements required specific to delivering services to businesses. Nothing in this addendum nullifies or voids the agreements in the current MOU. All other conditions and agreements in the existing MOU apply. The Addendum to the Memorandum of Understanding is effective from July 1, 2014 until June 30, 2016.

**Section II: Responsibilities of the Agencies Under the Agreement**

**Commitments**

The agencies that are party to this addendum commit to the following:

***a) Shared Vision***

The partners envision consistent, high quality services to business and industry customers.

Our shared vision, among the partners connect by the WIB’s Memorandum of Understanding, ensures that the Northern Virginia Workforce System provides business services that connect employers to SkillSource resources. Our goal is to strengthen and grow businesses, build the skills of the workforce that are based on industry demands, and meet the hiring needs of employers.

***b) Employer Solutions Team***

To participate on the Employer Solution Team and to use the team members as a way to respond to a business’s request for services

***c) Common Technology***

The partners agree to participate in the development and use of common technologies that assist in:

* Integration of services within and across agencies and systems through agreed upon technological approaches
* Streamlining resources and programs
* Sharing information on customers, agency services, and labor market needs
* Unifying measurement and accountability, and
* Developing common data systems to track progress
* Providing access to information
* Providing access to customers
* Aligning internal processes to allow technology interface,

as applicable to the delivery of services to businesses.

***d) Methods and Processes***

To participate in the development of tools that streamline process for businesses. Once developed, commit to using the streamlined processes.

***e) Reporting***

To participate in the data collection needed to report outcomes and performance to the Commonwealth of Virginia and to the WIB.

***f) Customer Satisfaction***

Commit to collecting and using business customer feedback to improve the systems and processes developed.

**Appendix D: Operating Documents**

**Employer Inquiry Form**

Thank you for your inquiry to the Employer Services Team. Please fill out the following. You will receive a response to this inquiry within 1 business day. If you would prefer to speak with someone directly, please call: Sarah Scott at 703.752.1606

Business Name:\_\_\_\_\_\_\_\_\_\_

Person to Contact:\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email Address:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_-

Phone:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Business Location (check all that apply)

* Loudoun County
* Prince William County
* Fairfax County

**Nature of the Request (check all that apply)**

□General Information: I am trying to find out more about what you do and can do for my company

□Specific Information: I have a specific need:

□**Recruiting and Screening Services**

* + *Advertise Job Openings*
  + *Screen Applicants*
  + *Conduct Recruitments*
  + *Conduct Job Fairs*

□**Employee Development/Retention Services**

* *Provide Training*
* *Provide Workshops*
* *Provide Re-employment Services/Outplacement Assistance*

□**Business Information (Consultative and Planning) Services**

* + *Provide LMI Research*
  + *Consultative Services*
  + *Provide Equipment and Facilities*
  + *Provide Networking Opportunities*

□**Other:**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

□I have used services from SkillSource in the past

□I have never used SkillSource services before

**Click here to submit this form**

**Code of Conduct Between the Partners of the Employer Solutions Team**

**June 2014**

As an individual member of the Employer Solutions Team, on behalf of my organization and when representing the team, I agree to:

* Plan, direct and deliver services to businesses and employers to meet the stated requirements in the Employer Services Plan.
* Build and maintain effective employer and business relationships through proactive business programs and problem resolution.
* Assist in defining or designing business processes and solutions collectively with the team.
* Assist in identifying business opportunities and successfully delivering employer services to meet the team’s objectives.
* Assist in preparing business plans for assigned projects.
* Maintain in-depth knowledge of business drivers and challenges and share trends.
* Identify and propose solutions for business needs.
* Identify issues/risks and recommend strategic solutions to improve critical business outcomes.
* Evaluate current business processes and programs to ensure maximum service delivery and continuous improvement.
* Work with Employer Lead on business need analysis, plan development, and service execution as required.
* Share business and employer contacts in a transparent fashion.
* Utilize the business contact management system to ensure a single point of contact (e.g., checking the system before contacting an employer, keeping contact dates in the system while interacting with employers.

Signature of Employer Solutions Team Member Date

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_

**BUSINESS PLAN TEMPLATE**

**EMPLOYER SOLUTIONS TEAM**

Solution for: (name of business)

Date of Proposal:

SkillSource Employer Solutions Team Contact: (name, email, phone)

***I. Business Need:***

(Briefly describe what the business wants/needs based on the information gathering with the economic development contact and/or direct interview with the business contact)

***II. Services to be Delivered:***

(Briefly describe the services the workforce system will offer-use the common language developed by the team)

***III. Outcomes Expected:***

(Briefly describe the outcomes, i.e. X number of workers retrained and demonstrating the skills specified; Y number of referrals to interview for specific jobs; X number of assessments conducted; etc.)

***IV. Cost/Value of the Proposed Employer Solution:***

Cost: (if applicable, list any cost to the business/fees we would charge)

Value: (identify the value of the services, such as training, we are providing above and beyond what the business is paying in the following line items. Refer to the Pricing Sheet)

* Staff Time
* Facilities
* Materials/Marketing
* Other (fixed costs)

Total Cost Contributions:

Submitted to: (fill in Name)

Accepted by: (fill in Name)

Date:

**PRICING SHEET FOR BUSINESS PLAN**

**TO ASSIST WITH FILLING OUT THE VALUE PART OF SECTION IV OF THE PLAN**

This is only used if the organization(s) delivering any part of the service does not charge the actual cost to the business. The value section of the business plan is designed to let the business know how much the services they are receiving are worth – even if at no cost to them.

**I. STAFF TIME:** Bill the time at $25 per hour of time spent on the business project

**II. FACILITIES:**

|  |  |  |
| --- | --- | --- |
|  | ½ day | Full day |
| Classroom: | $370 | $740 |
| Computer Lab | $590 | $1180 |
| Open Space | $1075 | $2150 |

**III. OTHER FIXED COSTS**: Some small items may be a fixed cost, like copying, or an assessment. Charge the actual cost.

**IV. MATERIALS/MARKETING:** Charge 10% of the total of the above items.