



USING EMPLOYER RESOURCE NETWORKS[®] TO ENGAGE BUSINESS IN CAREER PATHWAYS DEVELOPMENT

*NATIONAL CAREER PATHWAYS NETWORK CONFERENCE
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Workshop Overview

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- 1. Discuss Core Components of Employer Resource Network[®] (ERN) Model**
- 2. How the ERN Model was Expanded**
- 3. Career Pathways Under WIF Grant**
- 4. Questions and Answers**



■ What are we?

- 33 Employer Resource Networks nationally
- 200+ employers from manufacturing, healthcare and hospitality
- Over 80,000 employees have access to onsite success coach

■ Who we are?

- 9 State lead organizations
- Peer Learning Community
- Use common database and metrics



Struggles with Economic Independence

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One Step Forward Means Two Steps Back as Families Struggle to Economic Independence

Too many families are unable to make ends meet as they try to move off of assistance benefits and toward economic independence. Benefits help buffer the impacts of poverty and hardship on children's health and development. Yet when family income increases and benefits are reduced or cut-off, the new, higher income may not be enough to offset the loss or reduction of benefits. As a result, children are at increased risk of experiencing hunger and poor health.

Economic Independence

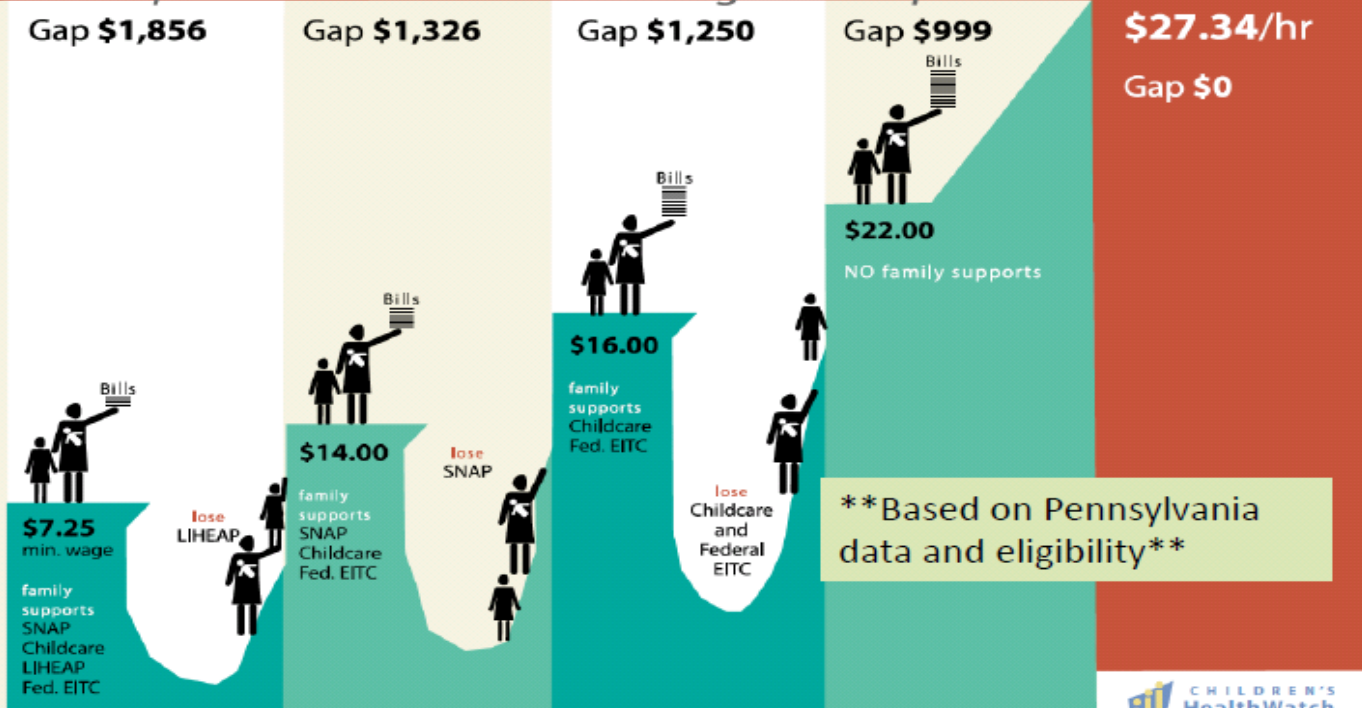


economic independence or breaking even point

let's do the math...

full-time wages
+ family supports
= total resources

total resources
- basic living expenses
= monthly gap





Employer Resource Network (ERN) Model

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- Demand-driven private/public partnership
- Network of 5 to 10 employers
- Common needs around absenteeism, retention, & training
- Use a “neutral” administrator
- Imbed a success coach at employer site
- Services available to all employees
- Leverages nonprofit and public resources
- Businesses invest in “shares” of coach’s time



■ Success Coach Role

- Dedicated hours at each employer member
- Available via email, phone and text
- Address employees issues causing workplace instability
- Connect employees to employer, community and government resources
- Connects to financial literacy and other training
- Serves as resource to HR staff
- Maintains employee confidence, report aggregate results



- **Monthly Board Meetings**
 - ▣ Employer members chair and set the agenda
 - ▣ Success coach provides monthly performance report
 - ▣ Members discuss trending issues and gaps
 - ▣ Connect employers to community resources
 - ▣ If gap, connect employers to resources (e.g., daycare, transportation)
 - ▣ Benchmark best practices around benefits



ERNs Focus on Solutions

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Employees

- Stress
- Childcare
- Financial pressures
- Public benefits
- Substance abuse
- Housing
- Transportation
- Relationship conflicts


Employer

- Increased productivity
- Reduced absenteeism
- HR productivity increase
- Outsourced social work
- Increased EAP usage
- Increased retention
- Reduced training costs
- Reduced recruiting cost



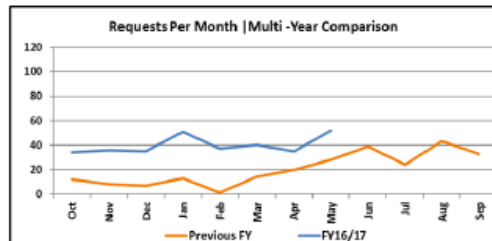
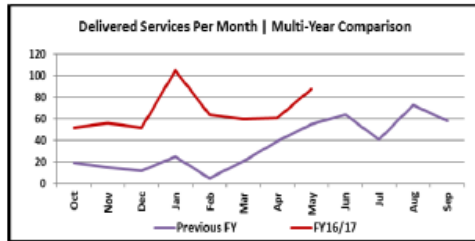
ERN Service Report

SWMERN - Kalamazoo | Year to Date | FY Oct 2016 - Sep 2017 **May 2017**

Service by Category Type												
	Totals	Bell's Brewery	Continental Linen Service	Consumers Credit Union	Employment Group	Fabri-Kal	Greenleaf Hospitality	Mann+Hummel	OnStaff Kalamazoo	Pro Services	Specialized Staffing	Summit Polymers
Auto Repair	17					2	6	2			2	5
Career Counseling	5	4				1						
Child Care	7	1	2			1	1	1			1	
Child Support	1						1					
Clothing												
Coaching	89	18	14	1	2	14	7	11		3	4	15
Food - Community												
Counseling Referral	24	6	2	1		4		2		1		8
Domestic Violence												
Education	8	4	1				1	1				1
Elder Care	1							1				
Emergency	2	1										1
Employment - Retention	3	1	2									
Financial	42	4	9			5	5	2			4	13
Financial Literacy	29	5	7			1	4	1				11
Food - FAP/SNAP												
Foreclosure/Evic Prev.	3					1	1					1
Furniture												
Govt. Agency Navigation	24	1	2			3	9	2			4	3
Hard Training	14									14		
Health/Insurance	19	3	9	1			2		1			3
Home Repair	2	1				1						
Homeless Shelter	1											1
Housing	47	3	18		1	3	4	2		2	7	7
Immigration	1		1									
Legal Assistance	21	4	4			5	3	3				2
Literacy	3				2	1						
Other	25	4	4			3	4	3			3	4
Soft Training	2		1									1
Sub. Abuse/Addictions	2		1									1
Transportation	20	1	2				3	3			7	4
Utilities	6	1					5					
Total	418	62	79	3	5	45	56	34	1	20	33	80

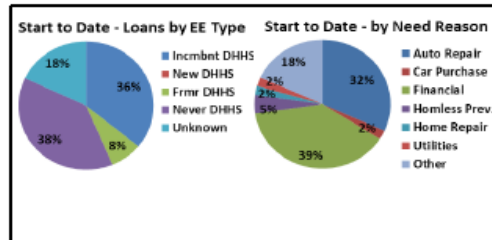
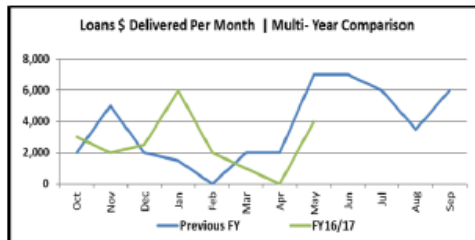
SWMERN - Kalamazoo | Monthly Dashboard | FY Oct 2016 - Sep 2017 **May 2017**

Employers	Services this Month			Delivered Services YTD	Avg Services / Mo. YTD	Unique Emps. Served YTD	Requests this Month by Source					Requests YTD by Source					Employee Request by Multiple YTD				Retention % ^{a,b,c}										YTD Utilization % Updated each Q				
	Delivered	Pending	Total Service				Total	HR	Supervisor	Self	Co-Worker	Other	Total	HR	Supervisor	Co-Worker	Other	1x	2x	3x	4x+	YTD		Q1		Q2		Q3		Q4		Total Ees	DHHS Ees	Non-DHHS Ees	
																						Service Related	ERK General	Service Related	ERK General	Service Related	ERK General	Service Related	ERK General	Service Related	ERK General				
Bell's Brewery	10		10	62	7.8	23	5	1		4					31	4	2	25			16	6	1												
CLS	22		22	79	0.4	29	15	2		13					51	6	2	43			16	8	2	3									16.2%		
Consumers Credit Union	3		3	3	9.9	1	1			1					1			1			1														
Employment Group				5	0.6	3									3			3																	
Fabri-Kal	5		5	45	5.6	20	2	2		2					24	9	1	13	1		17	2	1										7.9%		
Greenleaf Hospitality	5		5	56	7.0	18	3	2		1					31	8		17	6		10	3	5										2.8%		
Mann+Hummel	4		4	34	4.3	15	2	1		1					17	3	4	10			13	2											1.7%		
OnStaff Kalamazoo				1	0.1	1									1			1			1												2.6%		
Pro Services	7		7	20	2.5	17	7	7							18	16		2			16	1											6.6%		
Specialized Staffing	8		8	33	4.1	15	5	5							21	15	2	4			11	3		1											
Summit Polymers	24		24	80	10.0	32	12	1	1	8	2				40	11	2	21	3	3	25	6	1										2.3%		
Totals/Averages	88		88	418	52.3	174	52	21	1	28	2				238	75	13	137	10	3	129	31	10	4		100%	94.3%	100%	99.0%	94.3%			5.7%		



Served/Unq Ee	Month	YTD
Total DHHS	4	20
Incumbent DHHS	4	20
New DHHS		
Non-DHHS	17	78
Former DHHS	5	15
Never DHHS	12	63
Unknown/coded	23	76
Total	44	174

Service by Category	Mo	YTD
Auto Repair	4	17
Career Counseling	1	5
Child Care	1	7
Child Support		1
Clothing		
Coaching	15	89
Comm Food Rsrc		
Counseling Request	6	24
Domestic Violence		
Education	3	8
Elder Care		
Emergency	1	2
Employment		3
Financial	9	42
Financial Literacy	5	29
Food Assistance		
Homeless Prev.	1	3
Furniture		
Govt Agency Nav.	1	24
Hard Training	7	14
Health/Insurance	7	19
Home Repair		2
Homeless Shelter	1	1
Housing	12	47
Immigration		1
Legal Assistance	4	21
Literacy		3
Other	3	25
Soft Training	1	2
Sub.Abuse/Addictns		2
Transportation	6	20
Utilities		6
Water/Public Health		
Total	88	418



Bridge Loans	
New Loans this Month	4
Disbursed this Month	\$4,000
Open Bridge Loans	26
Paid/Closed Bridge Loans	3
Total Disbursed	\$116,000
Balance Remaining	\$13,045
Savings	\$6,303
Delinquent	\$1,578
Loss	

A Place to Call Home - An Ee met with the SC feeling fear and anxiety and needed immediate help. The Ee was trying to regain custody of child who was living with the Ee's parents due to a situation that could have put the child in harm's way. Obtaining housing was of utmost importance to regain custody and improve their environment. Because of their credit history, finding housing had been nearly impossible. The SC sprang into action! Within days, the Ee signed a lease on a house located by the SC, with a flexible landlord. The road to safety and comfort for the Ee and child is near. The Ee was in tears with joy!

An Attorney that Speaks Our Language - An employee contacted the Success Coach because she needed help finding legal assistance for her son. She was very distressed because she did not know what to do. She tried to get assistance on her own but ran into roadblocks because of the language barrier. The coach was able to provide the employee with a list of attorneys in the area that speak Spanish. The employee called the Success Coach again the following day to thank him for the information and was very grateful that the company she works with provides a Success Coach.

Total Fin Supt	Month	YTD
Alt Public Asst		
Bus Pass/Tkn	\$60	\$80
Com Food Rsrc		
DHHS		
Gas Card		\$125
Loan	\$4,000	\$17,000
Priv/Com Rsrc		
Total	\$4,060	\$17,205

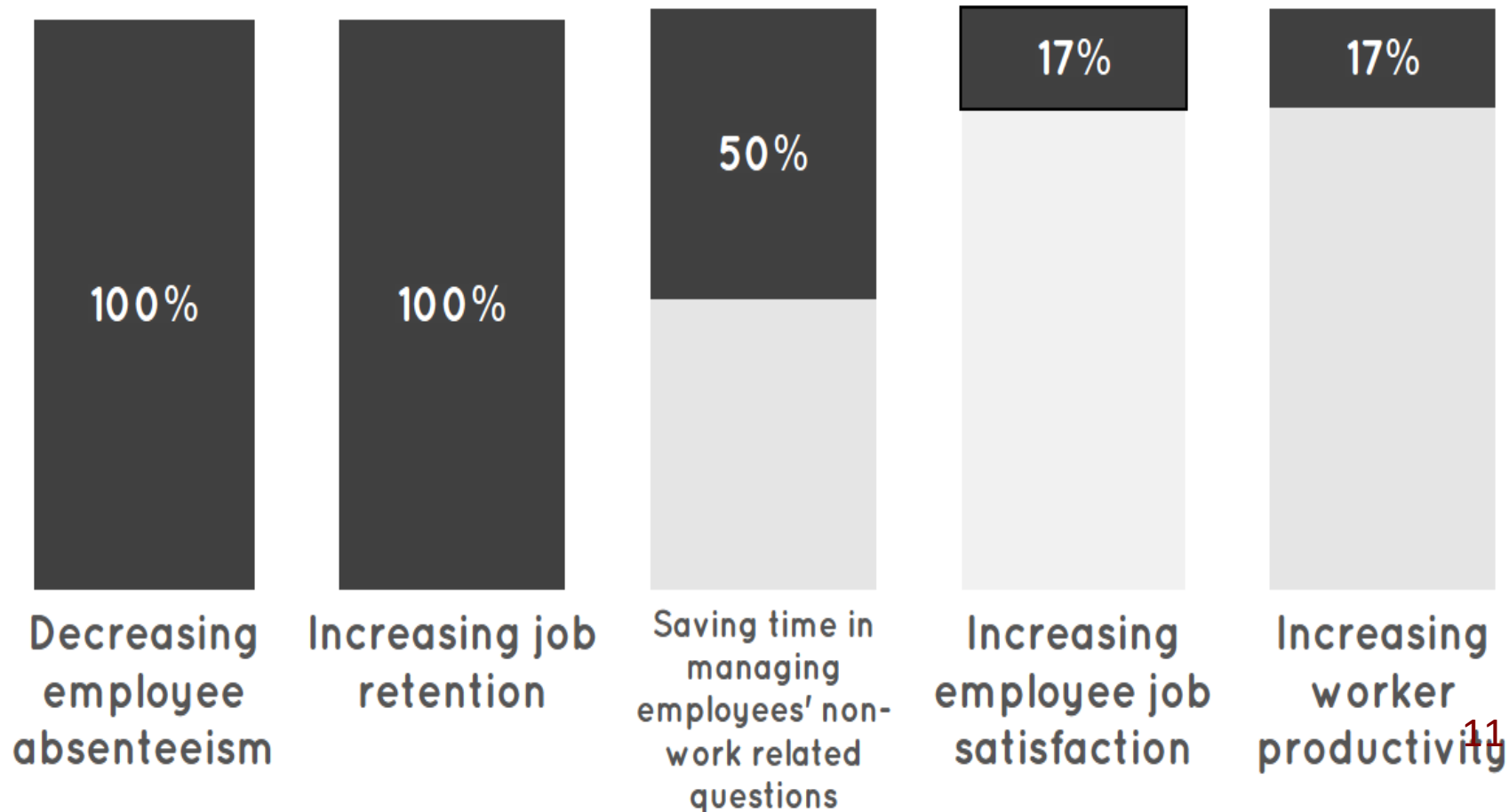
^a - % served & still employed or not terminated for a reason related to an issue addressed by the SC during a rolling 12-month lookback & not counted during a previous Q.

^b - the overall retention % of all ERN ees

^c - Insufficient data provided by member to calculate



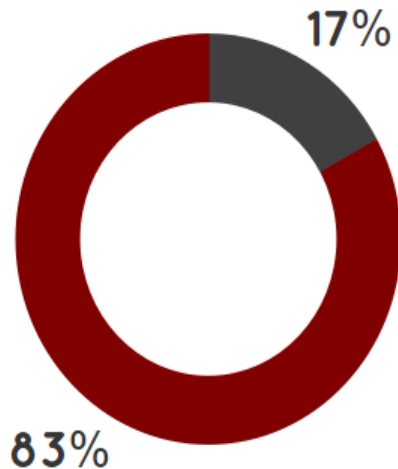
Motivation to Join ERN



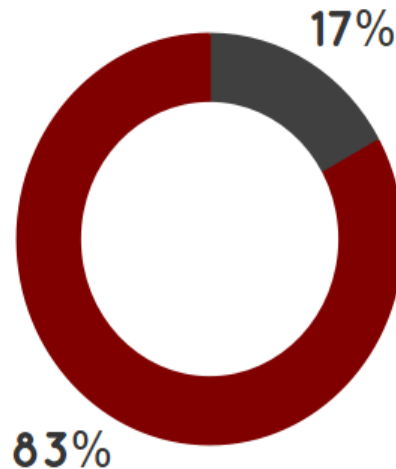


Challenges with Entry-Level Positions

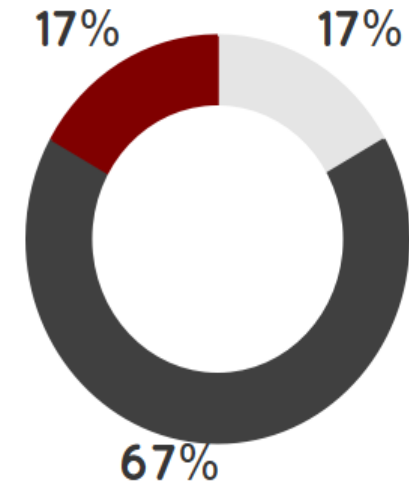
Absenteeism



Turnover



Filling Vacant Positions



- No, it was not a challenge
- Yes, it was a minor challenge
- Yes, it was a significant challenge



Helpfulness of ERN Services

Of the 76%,
60% found it
helped a lot



76% received
a referral to
community
resources

Of the 72%,
79% found it
helped a lot



72% received
counseling or
advice from the
success coach

Of the 49%,
79% found it
helped a lot



49% received
other services

Of the 43%,
56% found it
helped a lot



43% received
referrals to
training
programs

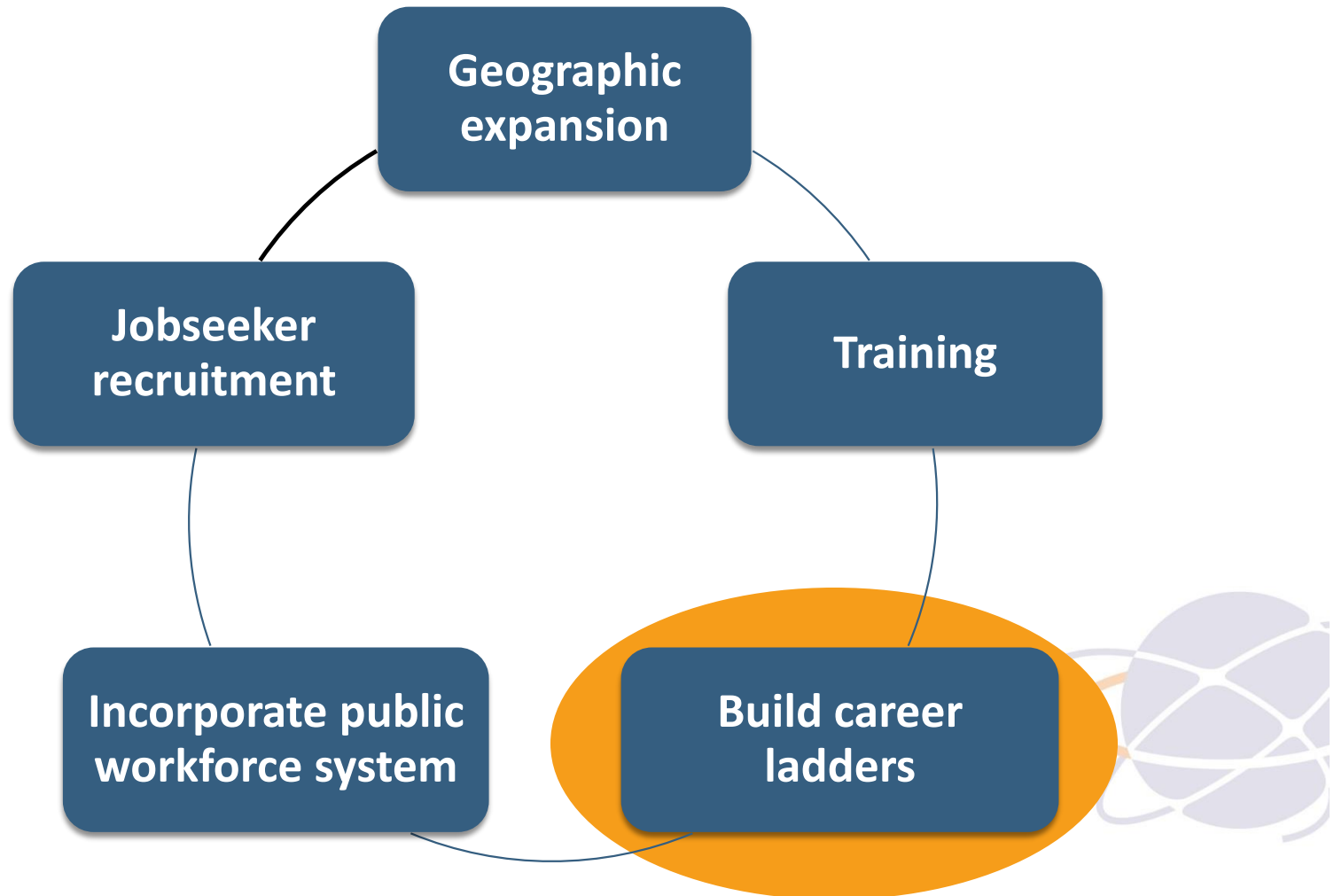
Of the 23%,
83% found it
helped a lot



23% received
Bridge Loan
funding



MI WIF Grant Expansion





WIF Grant Expansion—Training

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- **Essential Skills Training (incumbents)**
 - ▣ Soft skills identified as training need among employers
 - ▣ Under WIF, ERN members access training for workforce
- **Vocational/Technical Skills Training (incumbents & jobseekers)**
 - ▣ Training designed for ERN members
- **OJTs (incumbents & jobseekers)**
 - ▣ 50 percent wage reimbursement
 - ▣ Typically 40 hours a week for 6-8 weeks
 - ▣ Existing employees or intent to hire



WIF Grant Expansion—Career Laddering

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Two Elements to Process

Soft Skills

*Coach to assist
with motivating
employees*

Technical

*Job families, salaries,
skills & education*



WIF Grant Expansion—Career Laddering

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- **Soft Skills—Goal For It!**
 - ▣ One-day training conducted for ERN members, ERN success coaches and MWSW staff
 - Training developed by Mathematica Policy Research
 - Eight ERN members attended

 - ▣ Success coaches use process to work with incumbent workers
 - Help address their needs
 - Set short and long-term goals
 - Identify career ladder and lattice opportunities



WIF Grant Expansion—Career Laddering

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- **Technical– “Grow Your Own Talent”**
 - ▣ ERN members receive 1-day training on career pathways methodology
 - Bill Guest conducted the technical career ladders training
 - *Career Navigation System Guidebook*, August 2017
 - Seven ERN members attended
 - Focus on identifying job families (classifications, salaries, skills and education)
 - O*NET
 - State LMI
 - ▣ Several employers agree to continue their journey in developing customized career ladders



WIF Grant Expansion—Career Laddering

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- **ERN members undertaking individualized career pathways development**
 - ▣ Consumers Credit Union
 - ▣ FrabriKal
 - ▣ Bronson ERN members receive assistance identifying careers and occupations
- **ERN members receive assistance designing specific career pathways for their company**
- **Employees can obtain assistance with career planning**



SWMERN Career Pathways Experiences

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- **“Grow Your Own Talent” approach**
 - ▣ Employer must be fully invested
 - ▣ Time consuming to undertake the process
 - ▣ MWSW undertook the process
 - ▣ Bronson Hospital actively undertaking the career development process
- **FabriKal Experience**
 - ▣ Started the process earlier than other ERN members
 - ▣ 2 years to complete
 - ▣ Identify structure that works for individuals businesses

**“95 PERCENT
OF MY ASSETS
DRIVE OUT THE
GATE EVERY
EVENING.”**

**“It’s my job to maintain a work environment
that keeps those people coming back every
morning.”**

James Goodnight
CEO SAS



- **Implementation Guide**

- ▣ *Expanding Employer Engagement: A Guide to Developing and Sustaining an Employer Resource Network[®]*

- **Websites**

- ▣ www.ern-usa.com
- ▣ www.michiganworkssouthwest.org/
- ▣ www.spra.com



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Any Questions?