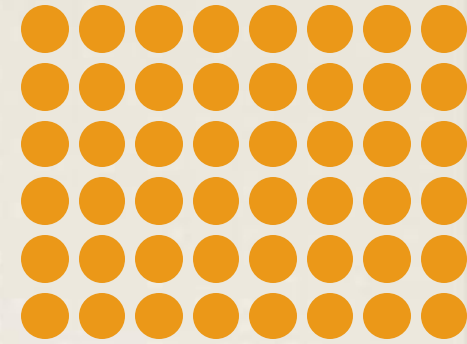
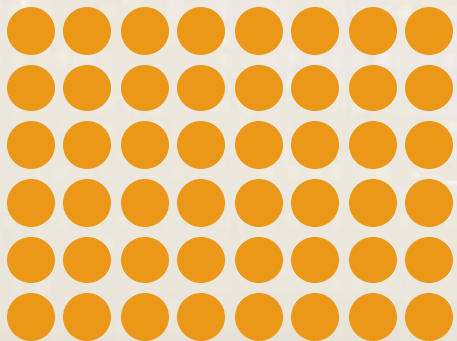




Taking a Data-Driven Approach to Employer Engagement for Workforce Programs



Mark Muckerman
CRO & Director of Strategy

Data as an Enabler

Speculation **networking**
Instinct *history experience*
TRUTH lies Rumor
CHARTS **reports**
Grapevine facts **OPINIONS**
DATA **hope** Observations
GUT FEELING



Targeted Business Outreach

Data-Driven Strategic Engagement

Improved Program Outcomes

Headlines of Our New Reality

“Do More with Less.”

“Change is Inevitable.”

“New Technology is the New Normal.”

“Accountability is Increasing.”

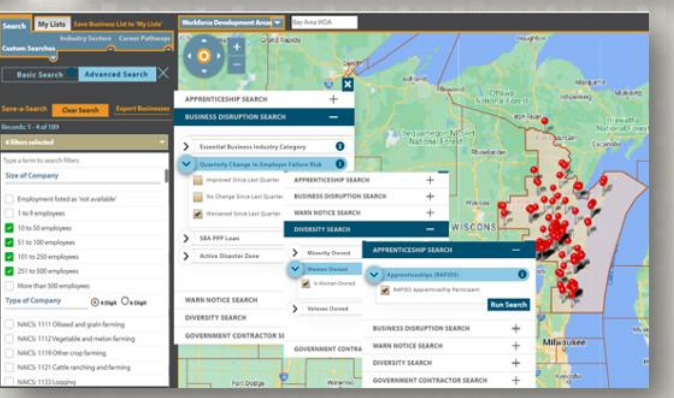
“Workforce Programs Remain Predominantly Reactive vs. Proactive.”

Employer Engagement – Past & Present

Past

1	Registered Company Name	Street Address/City	Zip Code	State	Phone	Executive First Name	Executive Last Name	Executive Jot HR Contact
2	U S Ring Binder, L.P.	6800 Arsenal Saint Louis	63139 MO	314-645-7880	Bob	Premath	Chief Execut Matthews	
3	Osage Marine Services Inc	1750 S Wharf SAINT LOUIS	63104 MO	314-421-3575	James	Patterson	President	
4	Metro Associates, Inc.	3501 Arkansas Saint Louis	63118 MO	314-772-8993	Raphael	Green	Administrator	
5	Chicago Trading, Inc.	1211 N Jaffer Saint Louis	63106 MO	312-863-8000	Toutome	Izuke	Principal	
6	Famous Pawn, Inc.	4500 Delmar Saint Louis	63108 MO	314-367-6000	Fowt	Cash	Manager	
7	Fortune Express	6738 Chipper Saint Louis	63109 MO	314-351-9988	Tony	Lieu	Manager	
8	Georges Center	2 N Euclid Av Saint Louis	63108 MO	314-361-2020	Pete	Georges	Owner	
9	Saint Louis Bible Fellowship	6234 Victoria Saint Louis	63139 MO	314-781-0472	Rick	Owlsley	Pastor	
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Present



Today's Framework

What is Employer Engagement?

Why do I need to be Data-Driven?

What data are we talking about?

Where can I get this data?

How do I use it?

Employer Engagement

- Job Fairs
- Hiring Events
- Welfare to Work
- Paid Work Experience
- Reentry

- Grants
- Micro Grants
- PPE Loans

- Sector Strategies
- Local Area Plans
- Macro/Micro Research
- Employment Fluctuations



- Apprenticeships
- Internships
- OJT
- IWT
- ITA

- Expansion
- Retention
- Disruption
- Supply Chain
- TAA

- Diversity (DEI)
- Minority-Owned, Women-Owned
Veteran-Owned
- Underserved, Disadvantaged
- Small Business

Reactive vs. Proactive



REACTIVE



PROACTIVE

Six “W’s” & An “H”





WHO

- Who are the strongest businesses in my region?
- Who are the contacts I should be seeking at businesses?
- Who is hiring?
- Who could or should be hiring for my in-demand occupations?

WHAT

- What data is out there?
- What programs are a good fit for a data-driven approach?
- What do I do with the data?
- What businesses are the best fit for my program?
- What is the best message to engage an employer?



WHERE

- Where are these businesses located?
- Where should my team and I focus our finite time, energy, and resources for the greatest impact?
- Where do I start?



WHEN

- When is the right time to engage a business for my program?

WHY

- Why is a data-driven approach an improvement?
- Why is my State Plan focusing on industries or occupations that aren't dominant in my region?

How

- How do I determine who is the best employer candidate for engagement?
- How do I contact them? How many businesses are actually in my region?
- How do I separate the good from the bad? The large from the small? The healthy from the struggling? The growing from the shrinking?
- How can I use historical data to shape my forward-looking strategy?



WHICH

- Which industry sectors are strongest or growing in my region?
- Which are the best businesses in those sectors?
- Which businesses are strong, growing, and expanding?
- Which businesses show elevated risk, which could lead to a staff reduction or layoff event?
- Which industries are contracting in my region?



Not all Data is Created Equal

IS YOUR DATA:

Complete



Current



Accurate



Relevant



Comprehensive



Consistent



Actionable





There Needs to be More Focus on Employer Data

- Labor Market Data (jobs, wages, and people)
- Skills and Competencies Data (people)
- Demographic and Socioeconomic Data (people)
- Educational and Training Data (including apprenticeships)
- **Employer Data (employers)**
- Geographic and Regional Data (jobs, people, economic data)
- Workforce Performance and Outcomes Data (jobs, earnings, and people)
- Government and Policy Data (legislative and policy data)
- Stakeholder Data (workers and partners)
- Technological Tools and Learning Platforms (training resource data)
- Job Readiness and Soft Skills Data (people)



What Employer Data Should We Be Looking At?

Business Identity	Business Health	Other Dimensions
Business Name (DBA, Trade styles)	Current Company Health	Corporate Family Size
Location (City, County, Workforce Region)	Business Growth/Decline Trend Indicators	Ownership Diversity Classifications (MWOB)
Size By Employment	Failure Risk / Layoff Potential	WARN History
Size By Revenue	Occupations	WARN Trend Data
Type Of Business/Industry/NAICS	Occupational Opportunity Data	Industry Health & Trends
Contact Details	Historical Performance	Time Series Analysis
Geo-Location	Job Postings	Apprenticeship History
Company Age	Posting Activity History	Employer Satisfaction Ratings

Which Questions for What Program?



Rapid Response/Layoff Aversion

Rapid Response / WARN responses

What are the occupations impacted by this Layoff?

What employers in my region are currently hiring for this ONET code?

What employers might have need for “newly available” workers but don’t have an open posting?

Who are the best employers to invite to a displaced worker hiring event?



Layoff Aversion

Which industries in my region are showing an overall decline?

Which specific businesses are showing signs of decline?

Which businesses are showing an increased risk of failure?

Which higher-risk businesses have large staff?

Which businesses are in essential industries for my state’s strategy?

What Layoff Aversion assistance resources can I offer these businesses?



Apprenticeships

Apprenticeships and Apprenticeship Expansion

What are my target careers and occupations for apprenticeship expansion?

Who are the employers in specialty target industries such as Green Energy, Healthcare, Advanced Manufacturing, Cyber & I.T.?

What businesses are current or past Apprenticeship sponsors that we can re-engage with?

Where are other similar employers who are strong prospects for RAP expansion?

Which businesses are big enough to have the necessary resources for RAP participation?

Which of those employers are strong and growing companies and, therefore, have better prospects?

Which businesses have multiple locations across my state so I can maximize my engagement and RAP expansion efforts?





Disaster Response

Disaster Response / Disaster Recovery Assistance

What is the specific impact area of our disaster (hurricane, flooding, wildfires)?

What businesses are in the impact area, and how many employees does each have?

Where can I find contact details for the owners of those businesses?

How can I reach out since they cannot call me?

Which businesses may qualify for dislocated worker grant funding?

What other local companies can pick up dislocated workers for short-term employment tied to recovery & rebuilding efforts?





Job Placements/Work-Based Learning

Hiring Events / Job Fairs

Who are the strong and growing businesses that might be ripe for expansion or growth?

Where are the “good” businesses located near my event or my worker population?

Who are the specific contacts at those businesses for our engagement?

Who in this industry has had active postings over the past year?

Which employers are actively posting for jobs but aren't using our State's jobs board?

What occupations are hiring by industry sector?

OJT / Work-Based Learning

Which employers are struggling and may benefit from workforce training for upskilling?

Where are the employer concentrations of occupations that align with our WBL programs?





Hiring Programs for Special Populations

Youth Hiring Programs

Who is hiring right now?

Where are the employers in our target industries for youth hiring opportunities?

Which employers best fit the industries and occupations we're targeting for internships with our community college partners and pre-apprenticeship programs with our high schools?

Who are the right contacts at these businesses?

Veterans-Hiring / Second-Chance / Disadvantaged Communities Hiring

What businesses in my region are veteran, minority, or woman-owned?

Which employers have disabled hiring programs?

Who are the employers who offer hiring opportunities to justice-involved citizens?

What strong and growing businesses are in my disadvantaged communities or opportunity zones?



Employer Data in Action



Rapid Response / WARN Responses

Using Active Jobs Posting Data for Hiring Events & Rapid Re-employment

Central Ohio Workforce Region
(121k businesses)

WARN Notice Filed (Columbus, OH)

Impacted Position: **27 Assembly Operators**
(ONET 51-2092)

ONET Search for Active Job Postings:

+50-mile radius and <90 days old = **596** postings

+25-mile radius and <30 days old = **425** postings

+City limits and <15 days old = **119** postings

The screenshot displays the econovue localvue interface. On the left, a sidebar shows filters for 'Cities' and 'All Sectors'. Below this is a 'Colored Map Legend' and a table of job postings by city. The table has two columns: 'Cities' and 'Businesses'. The row for 'Columbus' is highlighted with a yellow circle, showing 49,038 businesses. Other cities listed include Dublin, Westerville, Gahanna, Upper Arlington, Newark, Grove City, Reynoldsburg, Hilliard, Worthington, and Pickerington.

On the right, a map shows the location of Columbus, OH. Overlaid on the map are three yellow circles highlighting specific job postings. The first circle highlights '1-250 (of 596) | next >>' and 'Export Data'. The second circle highlights '1-250 (of 425) | next >>' and 'Export Data'. The third circle highlights '1-119 (of 119) | next >>' and 'Export Data'. Below these circles, job details are visible for 'Assembler - Level (exp)' and 'Production Associate'. The 'Production Associate' job details include: 'Company: Kelly Services', 'Columbus, OH, Updated: 1 day ago', 'Src: NLx', and 'Electronic Assembler'.



Rapid Response / WARN Responses

Using ONET to Find Potential, Healthy, and Strong Employers

Central Ohio Workforce Region (121k businesses)

WARN Notice Filed (**Columbus, OH**)

- Plastics Automotive Products MFG
- NAICS 3261

Impacted Position: 27 Assembly Operators
(**ONET 51-2092**)

All Columbus, OH businesses = 49,000

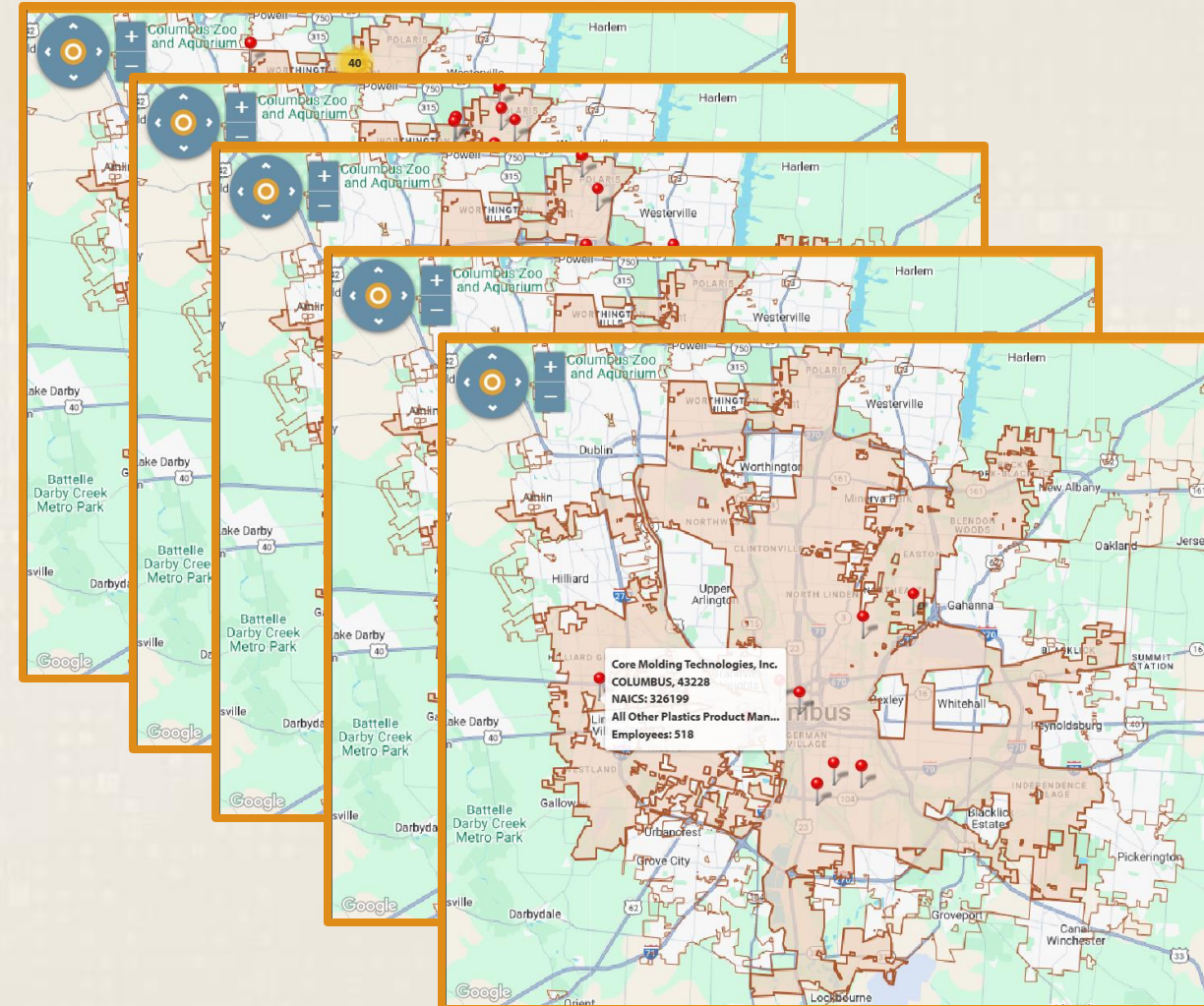
+ MFG = 1,546

+ Plastics Products MFG = 206

+ Low Failure Risk = 106

+ Growth Indicators = 41

+ Active Job Postings in the past 12 months = 9





Apprenticeships and Apprenticeship Expansion

Finding Employers for Cybersecurity Apprenticeships

Cybersecurity is a priority **Occupation / Career Path** for the RAP program.

Cybersecurity Career Pathway and **ONET 15-1232**

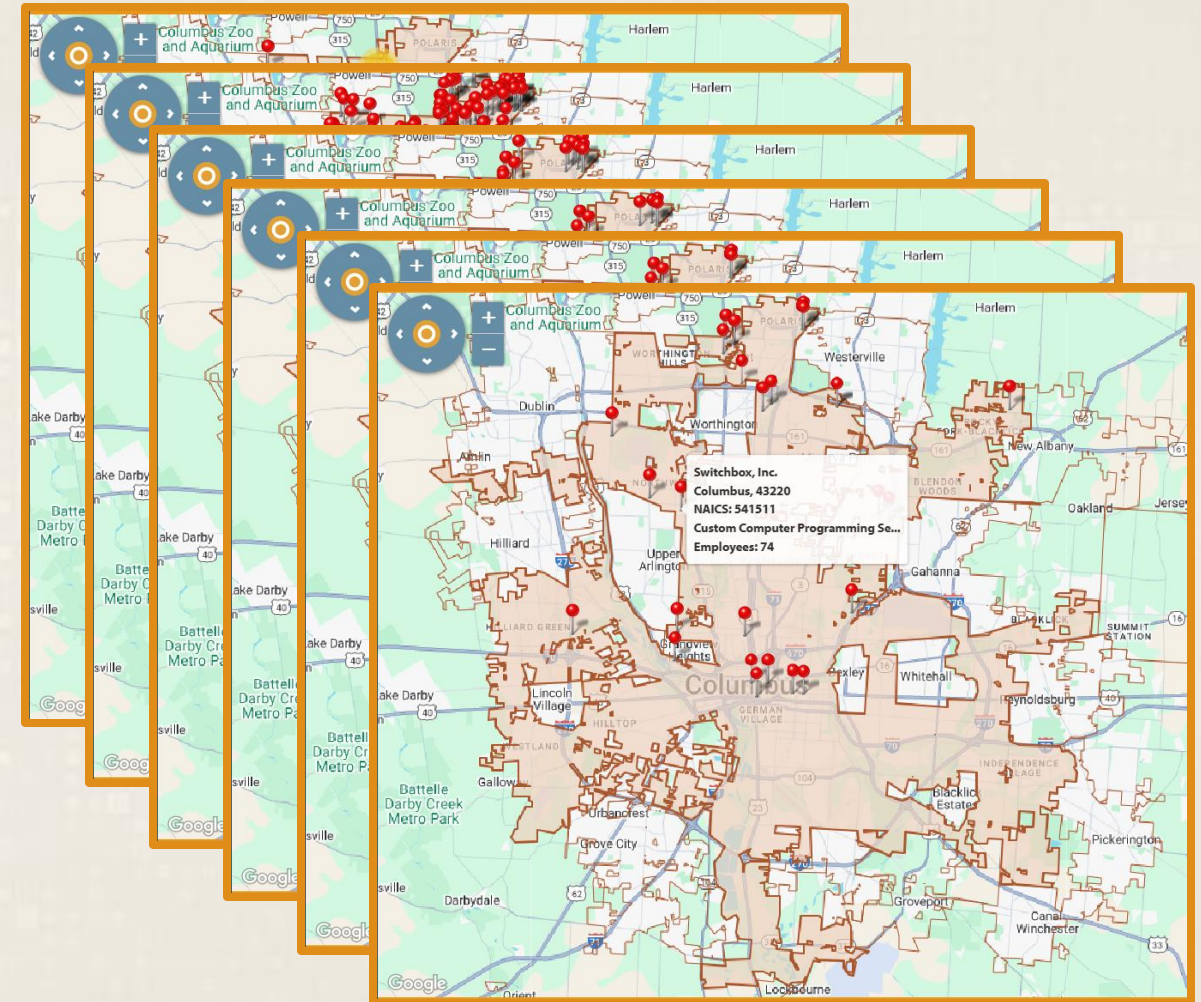
All Columbus OH businesses = 49,000

+ ONET 15-1232 = 788

+ >10 Employees = 114

+ Low Failure Risk = 79

+ Growth Indicators = 27



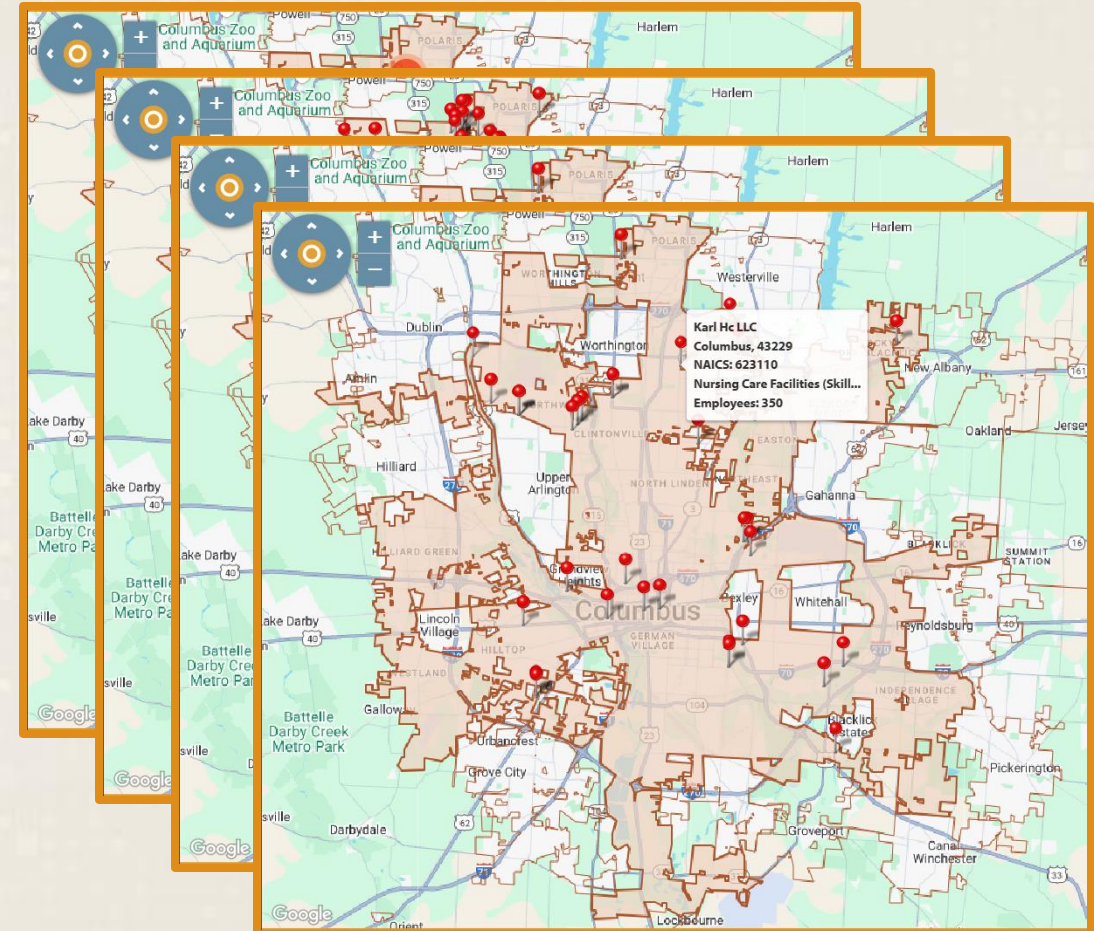


Hiring Events / Job Fairs

Looking for Employers for Nursing & Residential Care Hiring Opportunities

All Columbus, OH businesses = 49,000

- + Health Care Sector = **4,377**
- + Nursing & Residential Care = **236**
- + Companies with >50 Employees = **35**





Layoff Aversion

Identifying At-Risk Medium-Sized Businesses for Early Intervention & Assistance

Regional Risk Assessment

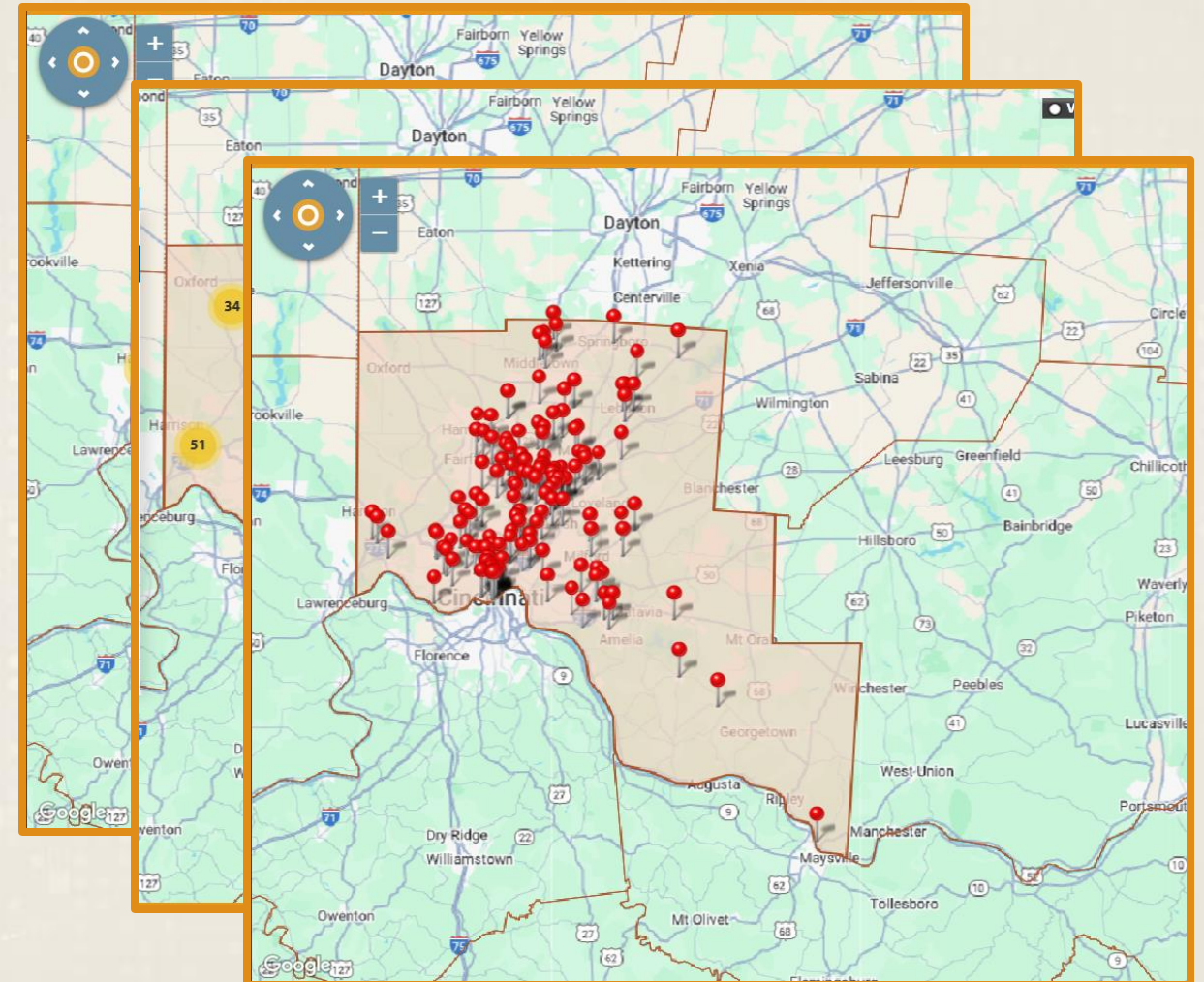
Southwest Ohio Workforce Region =
87,000 businesses

Geography = **Southwest OH**
Industry Sector = **ALL**

+Business Size = 10 – 50 employees =
2,344

+ALL Businesses with increasing failure
risk = **1,423**

+Only Highest Risk = **144**



But...It's All About the Impact!

WorkForce Central Transformed Operations and Improved Program Outcomes

The internship program placed 417 individuals in 120 businesses.

- **Over \$1M in wages paid to interns and saved by businesses**

22 training cohorts were completed across different sectors.

- **Improving employment rate**

SELACO WDB Leveraged Data-Driven Sector Strategies to Accelerate Business Engagement

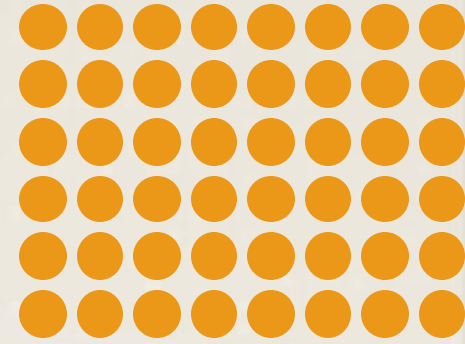
A five-year Local Area Plan was developed, which validated the top five priority sector strategies and the two emerging sectors on the horizon.

- **Accelerated business outreach efforts by 50%**
- **300% more in-person meetings**

Monterey County Accelerated Targeted Grant Outreach to the Most Vulnerable Small Businesses

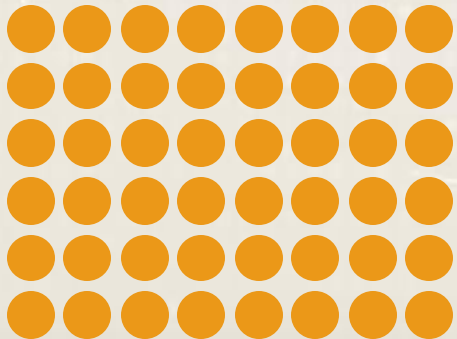
90% of the businesses in the County are under 50 employees, and 3,000 small businesses met the initial criteria.

- The first round of **grant funding totaled \$1.1M**
- Its success resulted in more funding totaling **\$1.6M**
- **409 applications**
- **340 recipients**



Questions?
Thank you!

Visit us at Booth 114



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