Notes for AFL-CIO Workforce Development Intermediary Workshop

April 24, 2019

Seattle

9:45 AM panel

1. Why Development is Important to Labor (Stu, Beth Shannon, Eric Nicholson)
2. First steps of workforce development plans (Joan)

* Form a 501C-3, board, mission statement, business plan…
* Needs assessment – asked the members what they wanted. They’d had a previous union program which offered English, citizenship, technology, on-call banquet. Marie had worked at MAP (union Employment Assistance Program). She knew what people needed to excel at their jobs. She saw what was going wrong.
* Needs analysis – interviewed hotel GMs and HRDs and employees; looked at industry trends, hiring needs/gaps, current and available workforce. For us, it turns out that employers needed mirrored what the members wanted.
* Talked to others in the same industry regarding best practices, available curriculum, lessons learned…
* Started small; pilotede most needed classes; expandd as word got out and funding allowed.
* Marie had conversations with the union organizers to get their input and buy-in, but Marie did most of the work. She kept the union and union leadership informed. It’s a benefit to have them working with you. (But they’re so busy with other things that we need to do our own legwork.)
* Eventually, we leveraged Trust Fund money to secure funds for a pre-employment track.
* Our housekeeping pre-employment training (designed in tandem with employers) was an apprenticable occupation. Got registered by the MA DOL in 2016. This proved to be a way to increase funding for job seeker training, build the perception of these jobs, provide college credit...

1. Forming Partnerships (Stu and Joan)

Get employers on board from the beginning.

* Build trust with employers. Takes time. Distinguish yourself from the union when talking with employers. (“We are an independent non-profit.”) 2007: Our first employer advisory meeting -- no one showed up.
* Position yourself as their ally, helping to meet their hiring and training needs.
* Get industry experts on your staff. (In our case, culinary, hotel HR and other positions.)
* Hold regular Employer Advisory Meetings. Make sure you’re involving them, getting their updates, rather than just doing a show-and-tell of our own programing.
* Involve employers in the design and implementation of your program. Have them vet your curriculum, vet your applicants, provide branded materials (e.g., guest room amenities, cleaning equipment), provide job shadowing and tours and guest train. We hold Job Fairs after each graduation and ask an employer to speak at every event. Tweet, thank, acknowledge.
* Determine what data should be logged and why and then keep it all in a database. You don’t want to burden students or staff with unnecessary data collection but keep in mind what might be helpful in the future.
* We do a holiday/appreciation gift drop-off for employers—the next year’s course catalog, flyers, pens with our logos, chocolates.
* Hotel liaison project whereby each hotel has one BEST staff assigned to it. This is their main liaison if there are any issues but they also are able to call other staff members they may have developed a relationship with.
* We go to each hotel at least once a year, sit in the employee dining hall, and provide information about our classes for incumbent workers. We contact past students/union members from that particular hotel to ask if they can help disseminate information.
* Use LinkedIn. HR staff move from hotel to hotel often. When they move, they bring their relationship with BEST to the new hotel. BEST staff should have updated LinkedIn profiles.
* You’ll need employers and the union to sign MOA’s if you’re seeking outside funding.
* One of our core values is to reflect the standards of our luxury hotels – in dress, professionalism, branding, etc. We all wear professional attire and name tags at BEST as they do in the hotels. Helps with our credibility.
* Build relationships with local politicians, CBO’s and other training providers. The employers and funders listen to them.
* Tweet positive things, e.g. thank you’s to hotels for their engagement.

Build partnerships with other community organizations.

* They will be good for referrals in both directions.
* You need them for MOA’s and MOU’s if you’re seeking funding through grant proposals.
* Good for marketing and to raise image in community.

1. Funding (Re)Sources – Matt Waltz, Mark Kessenich, Beth Shannon

BEST Numbers

BEST was incorporated in 2004.

Long history of employer contributions towards education. On-Call Banquet class was funded through Mass Workforce Training Fund (state funding).

Held first English class in 2007.

Slowly added more levels of English, US Citizenship Prep, secured funding for a computer lab. (Smith Family Foundation) 2013.

First Housekeeping class was with the Urban League, in 2008.

Added culinary in 2009.

We used Filemaker pro database and switched to Salesforce for NonProfits in August 2013.

Now we have eight levels of English curriculum, taught in five classes, offered in AM and PM.

Now we have 2,222 incumbents in our database.

We have 384 Local 26 employer contacts representing 44 Local 26 properties in our database.

Since BEST started we have served 2,197 unique GBHE-funded participants.

Since 2014, on average, we have 543 GBHE class enrollments a year and 250 unique GBHE-funded students per year.

Since 2014:

551 unique GBHE-funded participants enrolled in 1,323 Skills Training and/or certifications classes.

429 unique GBHE-funded participants have earned a total of 930 credentials.

**Job Seeker Numbers:**

386 Job Seeker Course Enrollments

254 Unique Job Seekers job placed

294 Total Job Placements (268 at Local 26 properties)

197 Unique Job Seekers Still Employed at these properties

SROI

678% Social Return on Investment – 2011-2016