

TRAINING AND EMPLOYMENT NOTICE	<b>NO.</b> 8-08
	<b>DATE</b> August 29, 2008

**TO:** ALL STATE WORKFORCE AGENCY ADMINISTRATORS  
 ALL STATE WORKFORCE LIAISONS  
 ALL STATE AND LOCAL WORKFORCE INVESTMENT BOARD  
 CHAIRS AND EXECUTIVE DIRECTORS

**FROM:** GAY M. GILBERT /s/  
 Administrator  
 Office of Workforce Investment

**SUBJECT:** A Guide and Four "How-To" Manuals on Creating and Sustaining  
 Employer-Based Workforce Development Intermediaries

1. **Purpose.** To announce the availability of a Guide and four "How-To" Manuals, entitled as a set *Taking Care of Business*, on creating and sustaining employer-based workforce development intermediaries and developing successful strategies that support transformation of the workforce system.
2. **Background.** ETA has invested in Workforce Innovation Networks (WINs), an exciting initiative that demonstrates how organizations can engage employers more effectively in workforce development in order to meet employers' needs for qualified employees and improve the economic prospects of disadvantaged job seekers and workers. The WINs initiative uses employer-based intermediaries to address the specific concerns of employers through the use of a step-by-step process that involves assessing employer needs, identifying key leadership groups, developing agreed upon goals, and developing projects to address the identified needs of the employer or employer group.

Employer-based intermediaries serve as a link between employers and workers on the one hand, and on the other hand, between employers and the elements of the workforce system: educators, trainers, workforce development professionals, etc. Employer-based intermediaries act as a "go-between" linking the two sides - conveying information from one to the other and brokering services from the workforce system to employers and workers. The WINs initiative has worked to conceive, develop, and expand the role of employer-based intermediaries. WINs has demonstrated that organizations representing employers are particularly effective at engaging their employer members.

WINs was a partnership of the Institute for a Competitive Workforce (ICW), a nonprofit affiliate of the U.S. Chamber of Commerce; Jobs for the Future (JFF), a Boston-based national nonprofit working on education and workforce development issues; and the Center for Workforce Success (CWS), the nonprofit education and training arm of the National Association of Manufacturers' (NAM) Manufacturing Institute. The new name of the NAM's Center for Workforce Success is the National Center for the American Workforce.

While ETA funded the WINs initiative for the past four years, it has been operational for over ten years. The WINs initiative was previously funded by philanthropic foundations, especially the Ford, Annie E. Casey, and Charles Stewart Mott foundations.

**3. Publication Description.** As WINs worked with selected employer-based intermediaries over the years, the partner organizations (CWS, ICW and JFF) captured exemplary practices, lessons learned, and successful approaches of those organizations. This information is now organized and presented through a Guide and four manuals:

- The Guide, *Organizing and Supporting the Employer Role in Workforce Development*, has two purposes: (a) to help employer organizations understand why it is important to better organize and support the employer side of the employment equation, and to engage employers more effectively in workforce development; and (b) to show the leaders of employer and employer-serving organizations why and how they should become workforce development intermediaries.
- The four how-to manuals provide a detailed description of specific approaches that address the demands of employers and job seekers. The manuals are as follows:
  - *Creating Community Advancement Initiatives*: A step-by-step approach to moving entry-level, low-skilled workers up the career ladder through advancement ladders, occupation-specific skills training, other job-related training, and career coaching. At the same time, the model creates vacancies, providing opportunities for entry-level workers to enter the job market.
  - *Partnering with One-Stop Career Centers*: Practical information for business organizations interested in tapping into the resources available through local One-Stop Career Centers, including training of incumbent workers and new entrants to the labor force.
  - *Providing Business Services*: A how-to manual for employer organizations seeking to partner with local Workforce Investment Boards and One-Stop Career Centers to offer employer-focused, effective and efficient business

services that address the core needs of business: hiring, training and retraining workers, thereby increasing the number of employers who use and benefit from the workforce system.

- *Building Employer-Responsive Workforce Systems at the State Level*: Practical guidance for state-level employer intermediaries in organizing key stakeholders to make state workforce systems more effective and responsive to employer needs, and to better align state economic and workforce development policies and programs.

4. **The Value of WINs Models.** The WINs models address some of employers' most pressing challenges: recruitment of new entrants; advancement of incumbent workers to fill critical openings; and advanced business services through the One-Stop delivery system that address the core needs of business. WINs models, as described in the products, can play a strategic role in the creation of a talent development system that has economic development, education and the workforce investment system fully aligned to produce regional economies that can compete in the global market.
5. **Upcoming Webinar on WINs Products.** ETA will host a Webinar on these products. In this Webinar, the developers of the Guide and how-to manuals will provide a descriptive summary of each product and discuss how to replicate successful intermediary strategies. The Webinar will provide for an open discussion and there will be ample opportunity for audience participation. Once scheduled, the date and time of the Webinar will be posted on [www.workforce3one.org](http://www.workforce3one.org).
6. **Inquiries.** These publications can be accessed on the Workforce3One Web site (Registration Required) at <http://www.workforce3one.org/view.cfm?id=4797>. Further inquiries can be addressed to Janet Sten, Director, Division of Workforce System Support at (202) 693-3045 or [Sten.Janet@dol.gov](mailto:Sten.Janet@dol.gov).