

Business Service Team Composition, Roles and Responsibilities

Partner Collaboration a Best Practice for Serving Employers

Guide to Business Service Team Best Practices for Local Workforce Development Areas and PA CareerLink® Staff

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MISSION STATEMENT

Within the scope of the overall mission of the _____ Local Workforce Development Board and the PA CareerLink® system, the PA CareerLink® _____ Business Services Team works to enhance the community and economic vitality of the area it services by partnering with businesses, community and economic development organizations, and educational institutions. The BST supports employers as customers to attract and retain a qualified workforce. Particular emphasis is placed on emerging and targeted industries that have been designated as growth fields and the high-priority occupations contained therein.

ROLES - ALL BUSINESS SERVICE TEAM MEMBERS

1. Establish relationships with:
 - Employers
 - Local Chambers of Commerce
 - Department of Community and Economic Development
 - Industries in local areas which have been identified by the Local/Regional Plan as emerging industries for growth or high priority
2. BSTs should work with local and regional planners to ensure that, in compliance with 20 CFR 678.560(b)(3), all strategies and services that will be used in the local area are detailed in the local plan contents.
3. Participate in/attend industry partnership meetings
4. Obtain new business registrations for the local area
5. Share information on all employers, employer needs, and local community employer initiatives with all Business Service Team members and across Programs/Partners and Workforce Stakeholders
6. Market the services of the PA CareerLink®, demonstrating how those services can benefit businesses and their employees
7. Keep current with Labor Market Trends in the LWDA
8. Contact employers using only unassisted postings
9. Update CWDS with case notes, staff notes and/or services and/or hire information;
10. Understand local policies on OJT, IWT, CJT and ITA

TEAM ROLES

Team Leader/Coordinator:

- Provides strategic guidance
- Plans agendas and conducts BST meetings on a regular iteration and ensures all partners who provide business services are invited to the meetings (OVR, EARN, etc)
- Plans and arranges for cooperation and participation in providing employer programs to private industry, agencies, and individuals
- Oversees and ensures the organization and coordination of the recruitment of employers to facilitate placement of individuals
- Prepares periodic reports to monitor and evaluate the progress of the BST

Administrative and Data Support:

- Keeps official BST records and executes administrative policies determined by or in conjunction with BST members

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- Prepares memoranda outlining and explaining policies and procedures to BST members
- Directs preparation of records, such as minutes and notices
- Acts as custodian for all BST documents
- Performs publicity work

Employer Relationship Specialist:

- Establishes and maintains working relationships with local employers to promote the use of the PA CareerLink® employment programs and services
- Work closely with local chambers/commerce centers so team is aware of new employers to the area. Contacts employers new to the area or companies requiring re-visits and arranges appointments to visit the company or employee responsible for hiring workers
- Establishes rapport between PA CareerLink® and company to promote the use of PA CareerLink® programs and services
- Works with employers to answer questions, resolve problems and address complaints in order to continually improve and maximize the effectiveness and value of the PA CareerLink business services
- Answers employer questions concerning PA CareerLink® programs and services available
- Solicits employers to list job openings with the PA CareerLink®
- Receives job postings from employers and records information to facilitate selection and referral process
- Works with employers to develop job postings and provide labor market information

Job Matching Team:

- Provide feedback to case workers and other partners from employers regarding referrals
- Were job seekers ready to work?
- What could have gone better?
- What job seekers are available? Where would they fit?

TEAM COMPOSITION

Each member of the Business Services Team (BST) serves as an integral part of the PA CareerLink®

Each member's work duties add to the services of the Team. To evolve the composition of the Team, there are primary and secondary members.

The primary members of the BST consist of staff of partner organizations located at the PA CareerLink®

- Administrator
- LVER Veteran Representative
- BWPO Supervisor
- Career Advisor
- Title I Job Developer
- Title I Programs Project Coordinator
- Title I Project Manager
- Title I Adult & Dislocated Worker Services Representative
- Title I Youth Services Representative
- Business Services Representative
- Rapid Response Coordinator
- ATO Representative
- OVR Representative
- LWDB Staff working with Industry Partnerships
- EARN Career Navigator
- Title II

The secondary members of the BST are staff of organizations that work in conjunction with the PA CareerLink® and its mission. They provide expert knowledge of economic development, strategic planning, and working with

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employer relations:

- Business Development Representative
- Business Advisory Council Representative
- Chamber of Commerce contacts
- Economic Development partners
- Industry Associations
- Human Resources Organizations

Other partner organizations of the PA CareerLink® are invited to have a staff member attend and become an active member of the BST. At this time, the following organizations are not actively involved with the BST:

- _____ County Assistance Office
- Job Corps
- _____ County Community Action Council, Inc.
- _____ County Area Agency on Aging

Primary Members Defined

- **Administrator:** the site Administrator brings to the BST knowledge of all PA CareerLink® services and the community's business/employer relations. The Administrator assists in the implementation of services to the employer community and attends various community and economic meetings that provide pertinent information to the BST's mission.
- **BWPO Supervisor:** supervises, plans, and prioritizes work assignments for PA CareerLink® staff providing employment services and training services to jobseekers and employers.
- **LVER Veteran Representative:** the LVER provides services to veterans and employers regarding employment, training, career, and federally-mandated programs.
- **Career Advisor:** the Career Advisor is dedicated to serving the PA CareerLink® on various levels of support to meet jobseeker and business needs. Promote PA CareerLink® services to job seekers and employers. Assist businesses with registering on the PA CareerLink® system, job postings and applicant referrals. Provide current and customized labor market information to job seeker and employers.
- **Title I Job Developer:** the Developer acts as a liaison to the business community while planning, developing, and implementing employment opportunities for the individuals served at the PA CareerLink® through initiating and maintaining a network of employers and job placement opportunities for participants from all workforce development programs at the PACareerLink®.
- **Title I Programs Project Coordinator:** the Coordinator presides over the Assistance and Title I programs at the PA CareerLink®, with a primary responsibility being the development of employer relationships.
- **Business Services Representative:** acts as a liaison to the business community while planning, developing, and implementing employment opportunities for the individuals served at the PA CareerLink® through initiating and maintaining a network of employers and job placement opportunities for participants from all workforce development programs at the PACareerLink®.
- **Title I Project Manager:** the Manager's primary responsibilities include developing business relationships to employ clients within the community as well as develop relationships with employers to maintain employment (retention) with hard-to-serve individuals.
- **LWDA Representative:** Responsible for writing Title I OJT contracts.
- **Title I Adult & Dislocated Worker Services Representative:** the Representative is responsible for training services through the A/DW program and works directly with the High-Priority Occupation Demand List with the LWDA. The Representative has first-hand knowledge of those occupations, occupational training opportunities, industry cluster information, and Title I services.
- **Title I Youth Services Representative:** the Representative is responsible for assisting disadvantaged youth in securing employment and fosters employer relations to providethis assistance.
- **Rapid Response Coordinator:** his team coordinates layoff aversion and outplacement services for employers and workers affected by layoffs, plant closures, or natural disasters.
- **ATO Representative:** The Apprenticeship and Training Office (ATO) is responsible for guiding and promoting the expansion and compliance of all Registered Apprenticeship and Pre-Apprenticeship

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programs across the state.

- EARN Career Navigator: the Career Navigator is responsible for assisting EARN participants in securing employment by developing relationships with local employers. EARN Representatives will also interface with local DSTs and advocate for EARN candidates at the BST & Match Meetings.
- Title II: the Title II representative is integral in development in career pathway creation in local areas.

TEAM GOALS

- To form and strengthen existing alliances with the business community, economic development organizations, educational institutions, and community-based organizations to provide value-added services that can benefit business and augment our delivery of services.
- Establish and maintain relationships with small and medium employers, local chambers of commerce, local community and economic development organizations, and other organizations that represent employers.
- Develop, convene, or implement industry partnerships.
- Facilitate federal, state, and local resources designed to meet the economic and workforce development needs of employers. Based upon local area practices and policies, these services may include but are not limited to:
 - Assist employers with PA CareerLink® Online registration and job posting
 - PA CareerLink® Online job posting review and approval
 - Coordinate with L&I Central Office staff, employers, and employer agents in the creation and/or appropriate management of foreign labor job postings
 - Recruitment support through the PA CareerLink® system including the screening and referral of qualified registered candidates and training services customers, hiring events,
 - Local connections to support for candidate onboarding, including the On-the-Job Training (OJT) Program, Customized Job Training (CJT) Program, and Pre-Apprenticeships
 - Local connections to support for incumbent worker support including Apprenticeship and the Incumbent Worker Training (IWT) Program
 - Information and resources related to federal bonding, the Work Opportunity Tax Credit (WOTC) Program, and other programs designed to support employers.
 - Assist employers with strategies for the aversion of layoffs, and provide support for workforce reductions through Rapid Response activities
 - Support for Career Pathway development
 - Local connections to economic development resources including grants, tax relief, and financing
 - Customized Labor Market Information (LMI)
- Use Local Workforce Development Boards as the conduit between the Center for Workforce Information & Analysis (CWIA); Industry Partnerships and Employer Engagement. LWDBs have defined roles for employer engagement. Align team goal to LWDBs plan for BST Employer Engagement.
- Align Coordination/Communication between local BST Team and LWDB to reduce duplicative employer contacts.
- Market the services of PA CareerLink®, demonstrating how those services can benefit businesses and their employees
- Anticipate and adjust to the ever-changing needs of the local community and the businesses we serve so that the PA CareerLink® can meet economic and community demands.
- Provide strategic direction and establish key performance goals and measures for business services.
- Prioritize funding and resources to best serve the goals of the BST.
- Assist employers with recruitment and retention services.
- Align supply-side referrals to employers – helping employers to recruit from Title I and Title III without knowing where the referral comes from.
- Use existing state and federal resources to promote employer cooperation with the Worker Adjustment Retraining Notice (WARN) system, Unemployment Compensation protocols, new hire reporting, creating reasonable accommodations and other programs designed to protect employees.
- Explain labor and employment laws to help employers comply with discrimination, wage/hour, and safety/health regulations.
- Ensure the Commonwealth Workforce Development System (CWDS) accurately reflects business services activities including case notes, staff notes services, and hire information, using the CWDS Job Aid *Understanding the Basics of*

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Business Services, the PA CareerLink® System Procedure Manual, and the Commonwealth Workforce Development System Desk Guide and any other applicable policies, procedures, and guidance.

- Ensure the Commonwealth Workforce Development System (CWDS) is free from fraudulent activity by following the *PA CareerLink® System Procedure Manual* for employer and job posting verification.
- **Procedure Protocols**
 - Purpose: provide a standard procedure for how BST meetings will be conducted
 - Scope: BST
 - Reference Documents to be prepared in advance of meeting and provided to meeting invitees:
 - Prior meeting Minutes
 - Agenda
 - Individual Member contact list
 - Updated BST contact list
 - Team Lead/Coordinator:
 - Individual functioning as Facilitator must request Agenda items 1 week prior to scheduled meeting
 - Members must provide Agenda items to Facilitator on the Monday of the meeting week
 - Agenda is to be typed and distributed to membership by Tuesday of the meeting week
 - Facilitator is responsible for running the meeting and staying on task with the Agenda
 - Meeting Schedule:
 - Meeting date and time is scheduled at prior meeting
 - Meetings are usually held on days that best accommodate members' schedules within the office
 - Meetings are held monthly or more frequently if necessary based on special projects or assignments
 - Members:
 - BST members should make every effort to attend all meetings
 - BST members should make every effort to actively participate and support Team decisions
 - BST members are responsible for contributing Agenda items
 - BST members are responsible for keeping the meetings on track and sticking to Agenda items as much as possible
 - Goals/Objectives:
 - BST members are responsible for tasks assigned at meetings
 - Periodic evaluation of the procedures, tasks, and projects will be conducted to ensure effectiveness and to continually improve
 - BST will discuss and determine in a collaborative manner which functions/tasks should continue or be discontinued

Contacting Employer

- Purpose: provide the appropriate procedure for BST members to follow each and every time an employer contact is made
- Scope: BST
- Reference Documents:
 - PA CareerLink® Procedure Manual
 - Workforce Development Folder – Tax Credit document, On-the-Job Training document, Paid Work Experience document, Employer Services list, Workforce Development Procedure, Employer Reference Guide, Veterans Brochure, IWT Flyer
- Contact Database:
 - CWDS is the system of record and must be used to record all data
 - On a weekly basis, BST members will provide the data entry admin support person with the employer contacts made that week
 - Information will be given to the data entry admin support person by noon on Friday
 - Information must include business name, contact name, phone number, and service provided
 - Data entry admin support person will be responsible for updating the database and emailing all BST members by close of business on Friday
- Standard Contact:
 - When initiating contact with employer, BST member will:

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- have a general understanding of the business prior to making contact
 - ensure that contact with this business has not been made recently by checking the updated database
 - ensure that the contact being made is necessary at this time
 - inquire as to the business' current needs
 - make a presentation of the PA CareerLink® services appropriate for the business at this time
 - briefly describe other services that would benefit the business as well as provide pertinent literature if necessary
 - explain that the services of the PA CareerLink® are pre-paid/free of charge
- Visiting Employer's Premises :
 - BST member will :
 - follow the protocols for standard contacts
 - call the employer to set up an appointment for the visit
 - arrive at the business site at the designated time
 - leave any pertinent literature with the contact
 - make any necessary follow-up calls with information requested by the business
 - log the contact and provide the contact information to the data entry admin support person
- Phone Contact:
 - BST member will
 - follow the protocols for standard contacts
 - place the call to the business
 - make any necessary follow-up calls or inquiries
 - log the contact and provide the contact information to the data entry clerk
- Email Contact:
 - BST member will follow the protocols for standard contacts; Emails should:
 - be formatted and worded in an appropriate business manner
 - not use informal or slang language
 - contain the return routing information
 - be sent to the business only when these guidelines are met
- Written Correspondence Contact:
 - BST member will follow the protocols for standard contacts
 - Letter/correspondence will be professionally drafted
 - Correspondence will be proofread as necessary
 - Proper mailing address will be ensured
 - Proper contact name will be ensured
 - A call will be placed to the business to ensure correct information if necessary
 - BST member's name, title, and contact information will be included
 - Correspondence can then be mailed
 - A call should be placed to follow-up with contact to confirm delivery
 - Call should be approximately one week from delivery date
- Email Blast:
 - Email Blast is sent to pool of employers monthly. All recipients should be blind copied.
 - BST formulates topics for the month and collaboratively decides on contents
 - Content is typed and approved by the Administrator
 - Blast is emailed monthly on the designated day
 - An "opt out" option must be included in the body of the email, giving recipients the opportunity to be taken off the email distribution list
 - A recipient who responds with an "opt out" message must be taken off the email distribution list within 10 days of receipt of the "opt out" message

Employer Services

- Purpose: provide information on the employer services that the BST provides at the PA CareerLink®
- Scope: BST
- Reference Documents:
 - PA CareerLink® System Procedure Manual

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- CWDS System Services Desk Guide
- Understanding the Basics of Employer Services
- PA CareerLink® Foreign Labor Job Orders (H-2A/H-2B) Procedures Manual for PA CareerLink® Staff
- Job Posting Guidelines Policy
- Job Posting Worksheet
- Tax Credit Information Sheet
- On-the-Job Training Information Sheet
- Paid Work Experience Information Sheet
- Veterans Brochure
- IWT Flyer
- Employer Profiles in CWDS:
- Job postings:
 - Guidelines for creating new job postings or reviewing and approving/rejecting new/pending job postings, as outlined in the PA CareerLink® System Procedure Manual, must be strictly adhered to.
 - Employers can log in to their employer profile and create job postings in CWDS on their own
 - Job postings created in CWDS by the employer can be identified as Unassisted or Staff Assisted at the employer's discretion
 - Job postings can be created in CWDS by BST members at the request of the employer
 - Employer must complete all required fields contained in the CWDS/PA CareerLink® Job Posting screens to effectively submit a job posting to New/Pending status on CWDS/PA CareerLink®
 - The method(s) chosen to collect applicants for each job posting is determined by the employer
 - Employer can choose to remain anonymous or to have name and contact information displayed in the job posting
 - Foreign Labor Job Postings
 - Guidelines for foreign labor job postings, as outlined in the PA CareerLink® Foreign Labor Job Orders (H-2A/H-2B) Procedures Manual for PA CareerLink® Staff, must be strictly adhered to.
 - Tasking for new H-2A postings will be emailed to BWPO Career Advisors by FLC staff in Central Office. BWPO Career Advisors will create and manage H-2A postings. Referrals to these postings must be done following instructions in the posting. H-2A postings must not be closed or edited in any way by anyone other than the BWPO staff contact on the posting.
 - New/Pending H-2B job postings must be reported to the FLC resource account. These postings must not be approved, rejected, or edited in any way by anyone other than FLC staff.
 - Permanent foreign labor postings can be reviewed and approved like any other posting. These postings must not be rejected or edited in any way without first contacting the employer or agent contact on the posting.
- Job Posting Referrals:
 - Applicants will be referred to job postings based on the methods selected by the employer at the time the job posting was placed, as well as by PA CareerLink® staff for all Staff Assisted job postings, and at the request of the employer, as long as the job posting is open.
 - Methods of referral can include (but are not limited to): referral directly from CWDS; applications mailed to employer; applications collected at PA CareerLink®; applicant calls placed to the PA CareerLink® for pre-screening; on the employer's website; other various methods
 - PA CareerLink® staff can also refer applicants to open job postings while working with a client that matches the skills and experience required by the employer
- Workshops:
 - Small, informational seminars are held at the PA CareerLink® on topics of interest to employers
 - Employers relay business needs, and topics are generated to fill information gaps
 - Sessions are planned and conducted based on information obtained from feedback on employer surveys
- Labor Market Information (LMI):
 - CWIA provides local labor market information
 - One-page informational sheets are available in the Career Resource Area
 - CWIA can build LMI reports based on employer specifications
 - LWDBs can also be a resource for labor market information and analysis
- Meeting Facilities:
 - Space at the PA CareerLink® is available for interviews, orientations, and employer workshops

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- Space can be reserved through a Business Services Team Member
- Recruitment Procedures:
 - BST members can assist with business recruitment practices and various human resource consultation services customized to the specific employer's needs.
 - Areas of assistance can include (but are not limited to):
 - Collection and pre-screening of applications, applicant referrals, and job development
 - Scheduling interviews and honing interview techniques
 - Resume writing; skills/experience matching
 - writing/reviewing job descriptions
 - Creating orientation sessions for new employees
 - Employee performance and retention assistance
 - Explaining labor and employment laws
 - Connecting employer with OVR for information on creating job accommodations
- Source of Current Economic Information:
 - BST is responsible for periodically providing the most updated business information and best practices of businesses in Pennsylvania
 - BST members work to become leaders in economic information for area businesses in need of assistance
 - BST members obtain timely information from Workforce Development websites and periodicals
- Veterans Benefit Information:
 - Local Veterans' Employment Representatives (LVER) who work directly with employers, provide services, and promote veteran hires are available on site at the PA CareerLink®
 - BST members are kept updated on current veterans' benefit information and changes
 - BST members can research the most recent and pertinent veterans' information
- Source of Pertinent Referral Information:
 - BST members provide businesses with referrals to area agencies and other businesses that can offer assistance on various issues
 - BST members strive to anticipate the needs of area businesses and alleviate potential issues
 - Information can be provided to area businesses including (but not limited to): Work Opportunity Tax Credit information; on-the-job training information; and paid work experience information
- Job Fairs/Career Fairs:
 - BST, in conjunction with the PA CareerLink®, will host, coordinate, and facilitate job and/or career fairs based on employer needs, employee needs, or jobseeker needs
 - Customized fairs for specific employers, trades and/or industry clusters will also be hosted

Industry Clusters

- Purpose: provide a procedure for incorporating Industry Clusters into BST services
- Scope: BST
- Reference Documents:
 - Industry Clusters list provided by the _____ LWDB
 - Industry Clusters list provided by CWIA
 - Pennsylvania Industry Clusters Report
- Clusters:
 - Main focus of the BST will be to serve the industries in the Clusters although other businesses will also be served
 - Businesses in each Cluster will be determined by the LWDB on an annual basis
 - The lists provided by the LWDB and CWIA will be the BST's targeted market
- Members:
 - Members of the BST will be divided into Industry Cluster specialists to be trained in a specific targeted industry for the purpose of better serving businesses in the Clusters
 - Each specialist will assist other BST members when calling on businesses in their cluster