



Maryland WIBs

BUSINESS SERVICES TOOLKIT

*Working with Employers to Ensure
Job Retention and Competitiveness*

The U.S. Conference of Mayors
Workforce Development Council Board Meeting
April 22, 2010



Business Services Toolkit Case Study #1: MOED Partnership with The Hilton Baltimore

- ISSUE: In 2008, Hilton Hotels contracted with the City to operate a new 757-room downtown hotel facility.
- PARTNERS: City of Baltimore & The Hilton Hotels Corporation
- *Workforce Development (MOED) + Economic Development (Baltimore Development Corporation) + Employer (Hilton Hotels Corporation)*
- GOAL: Fill 400 positions - Construction and Hotel Operations
- STRATEGY: MOED Business Services Team Action Plan
- Workforce Partner Forum – 40 organizations
 - Hotel Contract includes: Baltimore City Residents First Hiring Guide”
 - Ensure job applicants are prepared and pre-screened
 - Hilton G.M. and MOED staff develop a Hiring Hall plan

MOED Partners with the Hilton Baltimore

CONSTRUCTION PHASE

- Hotel Developer: Hensel Phelps
- MOED participated in pre-bid meetings
- Developer and subs sign BCRF certification statement
- Construction Industry Workshop for Jobseekers
- MOED reports to the Board

HOTEL OPERATIONS PHASE

- Hotel Operator: Hilton Hotels
"Hire for attitude, train for skill"
- *Hired Recruitment Coordinator*
Marketing/outreach,
recruitment, pre-screening,
pre-training, tracking,
reporting
- Recruitment Coordinator tracks applicants and hires
- MOED reports to the Board

MOED Partners with The Hilton Baltimore

HOTEL OPERATIONS PHASE

- 21st Century Job Search
Training guide created for workforce partners by the Business Services Team
"Hire for attitude, train for skill"
- Hilton Hiring Fair
Applicants pre-screened by MOED staff and workforce partners

HEADED FOR THE HILTON!

"21st Century Job Search"

Employer focused workshops:

- effective communication
- superior customer service
- resume writing
- interviewing tips
- job retention skills

Hands On Computer Workshops:

- email address required
- applications on line
- uploading resumes

MOED Partners with The Hilton Baltimore

OUTCOMES

- Over 825 job seekers pre-screened by MOED and workforce partners
- 400 job seekers hired
Hilton Baltimore meets hiring goal
- Over 83 % of front line employees are Baltimore City residents!



Business Services Toolkit Case Study #2: Federal Base Realignment and Closure (BRAC)

- As a result of the latest round of the Pentagon's Base Realignment and Closure (BRAC) process, 40-60,000 high-level and skilled positions will be added to Maryland's economy and at least 30,000 new households.
- Realignment will initially focus on relocating high-level Department of Defense military and civilian personnel and off-post and embedded civilian contractor jobs to Aberdeen Proving Ground, Andrews Air Force Base, Fort Meade, and the Bethesda National Naval Medical Center.
- The most immediate impacts will be felt in northeastern Maryland, metropolitan Baltimore and the suburbs of Washington, DC.
- BRAC will also promote tertiary job growth, particularly in the building trade occupations.

BRAC Workforce Development Strategies

1. From a workforce development perspective, realignment will require the creation of skill enhancement programs to enable area residents to fill job expansion employment opportunities.
2. Similarly, a sufficient number of local job-seekers will need security clearances to fill sensitive positions with Department of Defense contractors.
3. Training opportunities will need to be developed so that Maryland's workforce can have the opportunity prepare for the tertiary jobs that will become available in the next several years via base realignment.
4. Spouses of DoD employees who re-locate to Maryland for work will also require job placement assistance.

The APG Opportunity

Estimated Number of Positions:

- 8,200 new, direct positions *on Post (civilian DoD and embedded contractors)*
- 7,500 –10,000 indirect jobs (contractor tail and spin-off located *off Post*)
- 28,000 direct, indirect, and induced new positions to the region
- 60,000 new residents statewide

Types of Jobs: (Partial list of federal positions transferring to APG)

Electronics Engineers	Logistics Managers	General Engineers
Computer Engineers	Contracting Officers	Security Specialists
Secretaries	Equipment Specialists	Inventory Managers
Supply Managers	Safety Technicians	Budget Clerks
Budget Analysts	Clerical	Technical Writers
Mgmt/Program Analysts	IT Managers	Telecom. Technicians/Managers

APG Growth = Employment opportunity in Government Private Sector

BRAC Workforce Development Priorities

- Workforce Attraction
- Spousal Employment
- Talent Development

Collaboration required to ensure success!

BRAC Workforce Attraction Goals

- Generate Enthusiasm

Residents

Recent Retirees

Out commuters

Labor Shed Area

Regional

National

- Maximize incumbent movement to APG
- Communicate opportunities
- Demystify federal hiring process
- Private Sector business needs

Capitalize on Assets

Maryland Transition Center

Fort Monmouth, New Jersey



BRAC Talent Development

General:

Federal Application Process	Security Clearances
Working In Your Own Backyard	Futures 11

Secondary Schools:

Science & Math Academy	Homeland Security
STEM Initiatives/Academy	K-12 certification
Project Lead the Way	Tech Certifications
Biomedical Program	

BRAC Talent Development

Sample College Initiatives

HECC Expansion

New Science Bldg '09

Electronics Tech.

Senior Science Society

Gov. Contracting Cert.

Cecil Science Institute
expansions

Workforce Training

29% increase in SE

BCAT Division

Articulation Agreement

AA Science & Engineering

Bio & Science lab

...and more!

Pursuit of Four Year and Research Institution

Business Services Toolkit Case Study #3:

Maryland Business Works

- Provides businesses with up to \$30,000 to support the growth and retention of their existing workforce
- Encourages promotion, creates additional job opportunities and improves worker retention by increasing skill levels
- Originally funded in 2003 with WIA Incentive dollars

MBW Program Guidelines

- Businesses are responsible for hard-dollar match for each dollar invested.
- Businesses should realize a salary increase or promotion **OR** the business must be able to quantify the economic impact of the training on the organizational bottom line.
- Proposals are reviewed and approved on a weekly basis.
- Businesses are reimbursed upon successful completion of training.

MBW Eligibility Criteria

- Participating businesses must be headquartered in Maryland or have a permanent physical location within the State.
- Businesses must be in good standing with the State of Maryland and operate under the provisions of Maryland law.
- For-profit and non-profit sector companies are eligible on a weekly basis.
- Businesses are reimbursed upon successful completion of training.

MBW Business Sectors

- Original priority focus was for small businesses with 50 employees or less and healthcare institutions.
- State currently allows LWIAs to identify industry clusters.
- BWIB Targeted Industry Sectors:
 - **Health Care & Social Assistance**
 - **Bioscience**
 - **Computer, Internet & Data Services**
 - **Business Services**
 - **Construction**
 - **Hospitality & Tourism**
 - **Port & Port Related Services**
 - **Sustainable Energy and Environmentally-Driven Services**

MBW Training Requirements

- Training MUST:
- Increase skill levels of existing workers and result in transferable skills or an industry recognized certification or credential.
- Be specific to the job of the worker(s).
- Relate to the strategic goals and objectives of the company.
- Demonstrate needs and costs that are reasonable and clearly related to the project.

MBW Allowable Training Costs

- Classroom-based training, including training that is designed to meet specific requirements of a business
- In-house staff training
- Instruction provided by consultants
- Books and training materials

MBW Grant Award Process



- Local Business Service staff assist businesses through all stages of the project including identifying appropriate training projects, composing and submitting the application to the Statewide review team for approval and processing the agreement for reimbursement.

MBW Statewide Outcomes

YEAR	EMPLOYERS	FUNDING	TRAINEES	AVG COST
1	164	\$958,375	5,592	\$171
2	231	\$848,014	2,239	\$379
3	204	\$676,985	2,234	\$303
4	165	\$618,205	2,029	\$305
5	218	\$818,415	2,485	\$329
6	202	\$640,218	2,021	\$317
7*	278	\$1,008,942	4,596	\$220
TOTAL	1,462	\$5,569,154	21,196	\$263

Business Services Toolkit Case Study #4: Regional Initiatives Between Baltimore City/County

- Baltimore County geographically surrounds Baltimore City, providing the chance to develop innovative ways to maximize opportunities for our regional workforce.
- For some time, the local workforce development agencies in both jurisdictions have pursued various partnerships, often in concert with area local workforce intermediaries.
- The City/County line, from the job-seekers perspective, has no real meaning ... a good job is a good job, wherever it might be.

Roster of Regional Initiatives

The Baltimore Alliance for Careers in Healthcare (BACH)

- BACH addresses unemployment, underemployment, and workforce shortages by identifying career pathways in health leading to economic independence.
- BACH is industry-driven, with strong board leadership from local city/county hospitals.
- BACH works with the public workforce system and area postsecondary institutions to devise training classes to help incumbent healthcare workers and new hires to acquire the skills necessary for workplace success.
- Between 2005 and 2008, 559 individuals were enrolled in coaching in seven area hospitals.

Roster of Regional Initiatives

The Baltimore Regional Employer Awards and Institute (BREI)

- Baltimore City/County's workforce agencies have long recognized that a well-qualified, stable workforce forms the foundation of a strong, regional business community.
- In order to foster such goals, in 2007 these organizations developed a collaborative effort to both honor selected regional employers for their innovative recruitment and retention programs while also offering other businesses the chance to learn how to utilize such promising practices in their own organizations.
- Businesses are recognized in four distinct categories, with winners being chosen by a panel of representatives from the City/County WIBs.
- Each of these four winners participate in the Baltimore Regional Employer Institute, where they will facilitate "peer to peer" sessions to promote and expand their promising workforce practices.

Roster of Regional Initiatives

Regional Initiatives Task Force

- The Baltimore County Workforce Development Council (BCWDC) and the Baltimore City Workforce Investment Board (BWIB) are launching a Regional Initiatives Task Force.
- This group will examine how we can better leverage and coordinate shared resources in the interest of enhancing the local workforce, and thus, the area's economy.
- The primary goals of the Task Force will be to:
 1. Identify the major challenges confronting the regional workforce, as well as potential opportunities to promote a stronger labor force.
 2. Explore and analyze issues relative to those challenges and opportunities.

Open Forum

Questions & Answers

Thank You and Enjoy Baltimore!



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