Worksheet—Questions/Topics to Consider for Employer Engagement

1) Identify the employer partners currently involved with your program and what they provide. Think about how they became involved in your program.

   a) Do you need to re-engage them?

   b) Are there gaps where new employers need to be utilized?

   c) Could you use similar strategies to engage new employers?

2) Identify the healthcare systems you want to work with.

   a. Do some research and explain why you want to work with that partner

      i. This research could include meeting and networking with the different employers to assess whether they would be appropriate partners

3) Who is your ultimate key contact that is potentially the champion?

4) Who is your current point of contact? Who do you know there? Which department is that person in? Can they connect you to whom you want to work with?

5) If you don't know anyone, how will you meet someone?

   a. Go into the community and meet the people at the healthcare system, or use your contacts to identify who the appropriate person is, need a decision maker

   b. Where do healthcare providers hang out?

      i. Is there any other workforce development initiative occurring in your geographic area?

      ii. SHRM chapters?

      iii. Any city-wide, county, or state initiatives?

      iv. Who is on the local WDB? Any healthcare employers?

      v. What community benefit work is your target employer doing? Which social service agencies are they partnering with?

      vi. What organizations and events are they sponsoring?

      vii. Find someone you know who knows someone who works there.

      viii. Are there any construction projects going on with your target employer? Quite often construction projects are linked to local hiring goals, or concessions to training and including members of the surrounding community. Also, community relations people attend construction planning meetings to address community concerns.

6) **Meeting 1**: Attendees: The employer champion who is also a decision maker, the highest leader of your organization that's appropriate: Executive Director of CBO, or Dean or Director of Academic program area of Community College, WDB Director

    Purpose: Introductions, to yourself, your organization, mission, and the opportunity

    a. What's the pitch? What is your ask? Outline what you would like to do and what you are bringing to the table.

    b. Highlight the services you are offering and benefits you are bringing to them

        i. Utilize the HR language we learned

Example of an initial pitch: We are so excited to let you know that we are the recipients of a federal **grant** that is designed to help address workforce challenges for entry-level employees in the healthcare sector. We have the **funding** and **resources** to help you source, screen, and train people that meet your profile of an excellent employee, prepare people for employment in both technical and soft skills, and provide supports for them even after they are hired.

   We believe that in partnering with you, we would be able to help you find candidates that would be a great fit for your organization and we could prepare and support them so that your turnover rate for these hires would be equal to or lower than the other employees in the target departments. We believe we could decrease your screen-to-hire ratio, and reduce the volume of applications your recruiters would have to sort through. We would love to have a conversation with you to determine if the services and programs we can develop together would be of help to you.

    c. Don't forget to LISTEN and ASK QUESTIONS.

        Utilize the provided questionnaire to help with employer initial needs assessment
        Questions to consider:

        i. What are their high demand, high turn-over, high volume, low engagement? hard-to-fill jobs?

        ii. What challenges are they facing in sourcing candidates? Is there a shortage of qualified applicants, is there a large volume of people but small amount qualified or a good fit?

        iii. For community colleges: Are your current programs meeting their needs? Are there enough graduates? Is there a pipeline that could be expanded or built that will lead your graduates to their openings?

        iv. How does their recruitment process work? How will you fit your program into their current recruitment process?

        v. Think about what changes or adaptations do you need to make to fit in to their systems?

        vi. Be creative, use the ideas that were presented. You can be the "funnel before the funnel"

vii. Are they open to making any changes to their systems? Holding open requisitions? Giving special, separate consideration? Tagging your applicants in some way?

viii. Will they facilitate your access to the managers?

ix. Who is your point person in HR? In the department to which you are sending your people?

7) **Meeting 2** Attendees: Recruitment leader, Target Department leader, Educator, Workforce Development or Organizational Development representative

   i) Purpose: LISTEN: what are their challenges, where are the gaps in the systems they have, where are people falling out, falling short?

   ii) ASK QUESTIONS: Find out how they operate, where you could fit in with their current systems and processes

   iii) PRESENT: How can you help? What solutions do you have?

8) How much access will you have to your participants? Will you be able to go onsite to do coaching and meetings?

9) FOR COMMUNITY COLLEGES: Externships and Internships Opportunities

   a) Things to think about:

      i. Affiliation agreements

      ii. What students need to do externships or clinicals, i.e. background checks, immunizations, flu shots, etc. Who bears the cost? When do these things have to be complete?

      iii. Do you have a list of competencies the students have to complete?

      iv. Does the employer have a preceptor? Does the preceptor have any special training?

      v. Who is holding the preceptor accountable for competencies learned?

      vi. Are you building a relationship with the manager, the educator, the preceptor?

      vii. Are you troubleshooting and supporting your student?

      viii. Are you facilitating an evaluation at the end?

      ix. Is there an internal system that can convert the externs to hire?

            A. A way to tag them for the recruiters, to make them an offer before they have completed the program if there is a desire to hire them?

            B. A way to have them interviewing as their externship is coming to an end?

      C. Do the recruiters have a process in which they can receive the managers or preceptors recommendation or evaluation as to whether the student would be a good fit for the position?

      D. And if not for that office or lab or department, maybe another within the system?

    x. How can you facilitate this process if they don't have a current system for this to ensure your top talent get hired?

b) Are there any systems or processes that need to change?

    a. What internal systems or processes do you need to change,

    b. Are they willing to change to open up additional externship or clinical slots?

    c. What schedules can externs do? Can they offer alternative schedules to your students who work?

    d. Are your students flexible? Can they do evenings and weekends?

10) How does their recruitment and hiring system work?

    i. Do your students know and understand how it works?

    ii. Have they been coached to be excellent applicants?

    iii. Are their resumes effective and up to date?

    iv. Do they know how to do behavioral interviews? Have they practiced?

    v. Do they know how to show interest and enthusiasm for the opportunity?

    vi. Do they know the appropriate dress, hair, make-up, nails, and piercings, tattoos, and jewelry? Cell phones?

    vii. Can they articulate why they want the job? Do they ask questions to show they are interested?

11) How creative are they are able to be? Share with them some promising practices that you have learned about. Would they be willing to try any of these?

12) Here are some system issues you may be challenged with: compensation levels, shifts hours, transparency (or lack of) in the recruitment process, career ladders not being aligned, bureaucracy that comes with a large organization, lack of ability to change any systems, or desire to change any systems, employer's desire to hire only experienced people and not new grads or inexperienced people, job descriptions written in a way that excludes your people, siloed departments where they don't know what each other are doing, politics.

13) What are they able to do, what are they willing to do? What are they willing to test, or pilot?