



LakeCounty

WORKFORCE INVESTMENT BOARD

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One North Genesee Street  
Waukegan, Illinois 60085  
[www.lakecountyjobcenter.com/wfb](http://www.lakecountyjobcenter.com/wfb)  
Contact Victoria Gordon  
Phone: 847-377-2225

# MARKET RESEARCH PROJECT 2007

# MARKET RESEARCH PROJECT

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## EXECUTIVE SUMMARY

In September 2006, the Lake County Workforce Investment Board (WIB) met to develop their 2007 strategic business plan. Consensus was that a dream workforce development system in Lake County would be a partnership driven by a committed local business community and coordinated by a flexible, accessible and effective Workforce Investment Board. In order to achieve this dream it became apparent that developing a stronger business partnership was essential and each WIB committee could assist with strengthening business relationships through specific actions. The Marketing and Employer Linkages Committee was assigned the task of conducting a market research project to pinpoint what services Lake County employers needed most from the WIB and to evaluate the quality of existing services offered to them through the Job Center. This market research would also be instrumental in accomplishing the WIB's marketing plan for promoting the Job Center of Lake County's business services to employers.

During the first quarter of 2007, the Marketing and Employer Linkages Committee:

- analyzed existing data of 540 small, medium and large sized companies in the Critical Skills Shortage Initiative which includes the Healthcare, Manufacturing and Transportation & Distribution industry dating back to July 1, 2003 that had previously been contacted by the Business Services Team
- identified information to be obtained from employers
  - what services employers value and how the Job Center can serve them
  - how to effectively communicate with employers
  - how to manage, cultivate, implement and maximize service opportunities
  - how to train and coach the Business Services Team to properly use tools and execute processes to be more successful
- discussed the best ways to capture the market research data
- developed questions to ask of employers with the assistance from the One-Stop System Committee and Youth Council
- prepared, reviewed and approved the bid specifications for a Request for Proposal/RFP for conducting market research (RFP was forwarded to five potential bidders)

In April 2007, after an insufficient response to a RFP, the Marketing and Employer Linkages Committee decided to move forward with conducting market research as a committee. Copies of the December 2006 U.S. Government Accountability Office's/GAO report on employer's use of One Stop centers were distributed and the committee was briefed on its content. The committee concluded that the GAO's findings were similar to those revealed during their work and processes used while developing the 2006 WIB Marketing Plan. The committee agreed that an additional telephone or online survey would not produce any significant information other than previously uncovered. They did indicate that conducting a focus group would be more beneficial to the market research project in understanding employer perceptions, attitudes and needs and enable more candid feedback. The committee agreed to utilize the findings of the GAO report (with a caveat that small business were not well represented) to develop questions to be included in a focus group discussion guide. The committee agreed to take on the responsibility of coordinating a Lake County WIB employer focus group event. Committee members provided pro bono assistance that resulted in an approximate cost savings to the Board of \$12,000.00.

In May 2007, personalized invitations were mailed to 291 individuals representing approximately 291 Lake County employers requesting their attendance at a VIP Forum hosted by the WIB on June 19, 2007. Invitees included employers from the Critical Skills Shortage Initiative targeted industries. The selected employers represented both large and small companies; either utilized services and/or hired employees through the Job Center or had never utilized any Job Center services; and have facilities located throughout the entire Lake County area. A total of 46 individuals (16% of the total number invited) attended the event. The attendees were asked to participate in a focus group discussion as well as complete a survey. The Marketing and Employer Linkages Committee reviewed the preliminary data and provided an interim report to the One Stop System Committee and WIB in September 2007. The final employer market research findings and recommendations were presented to the Board in November 2007.

## MARKETING AND EMPLOYER LINKAGES COMMITTEE OBJECTIVES FOR 2007

**Priority Objective: By November 29, 2007, complete market research project to pinpoint what services employers most need from the WIB and to receive feedback on quality of services previously delivered.**

**Action Plan 1:** Gather data on employers' use of One-Stop services and Lake County employers by industry type

**Person(s) responsible:** Marketing Committee

**Deadline:** Jan. 12, 2007

**Action Plan 2:** Identify employers who will be interviewed, including repeat users, one-time users and non-users.

**Person(s) responsible:** Marketing Committee

**Deadline:** Jan. 12, 2007

**Action Plan 3:** Meet with other three committees to develop comprehensive list of information to be sought from employers. Possible topics include:

- Which of the services currently offered by WIB do they most need (show them list of services currently offered)?
- Which of the services currently offered by WIB do they not need (show them list of services currently offered)?
- If they used WIB services only once or twice, why did they not return for more?
- If they have used WIB services repeatedly, why? What pleases them?
- What specific employee training needs do they have?
- What specific skill sets do their prospective employees need?

**Person(s) responsible:** Marketing Committee

**Deadline:** Jan. 31, 2007

**Action Plan 4:** Identify best methodology for capturing this information.

**Person(s) responsible:** Marketing Committee

**Deadline:** Jan. 12, 2007

**Action Plan 5:** Complete market research.

**Person(s) responsible:** Marketing Committee

**Deadline:** Sept. 30, 2007

**Action Plan 6:** Analyze information/data collected.

**Person(s) responsible:** Marketing Committee

**Deadline:** Oct. 31, 2007

**Action Plan 7:** Deliver to full WIB a report on research findings, including committee's recommendations for action based on the findings.

**Person(s) responsible:** Marketing Committee

**Deadline:** Nov. 29, 2007

## ONE STOP SYSTEM COMMITTEE OBJECTIVES FOR 2007

**Priority Objective: By Sept. 30, 2007, refine process to identify employer training needs, specifically desired skill sets of employees.**

**Action Plan:** Meet with Marketing/Employer Linkages Committee to identify employers from whom this information is desired and to outline specific information needed so it can become part of employer services market research project planned by Marketing/Employer Linkages Committee for 2007.

**Person(s) responsible:** Rich Haney

**Deadline:** Jan. 31, 2007

**Priority Objective: By March 30, 2008, complete evaluation of all employer and job seeker services offered through the Job Center in order to focus resources on services with highest impact.**

**Action Plan:** Make recommendation to full WIB Board for restructuring/realignment of services offered at Job Centers to focus resources on services with highest impact and increase effectiveness of mandated services.

**Person(s) responsible:** Committee

**Deadline:** Nov. 30, 2007

## YOUTH COUNCIL OBJECTIVES FOR 2007

**Priority Objective: By Jan. 30, 2007, provide input to One-Stop Committee on WIA youth services that should be reviewed as part of overall evaluation of One-Stop services.**

**Action Plan 1:** Develop list of WIA youth services to be evaluated.

**Person(s) responsible:** Judy Gathman

**Deadline:** Jan. 9, 2007

**Action Plan 2:** Review list of WIA youth services to be evaluated and make recommendation.

**Person(s) responsible:** Youth Council

**Deadline:** Jan. 9, 2007

**Action Plan 3:** Discuss list of WIA youth services to be included in overall evaluation with One-Stop Committee chair.

**Person(s) responsible:** Tony Figueroa

**Deadline:** Jan. 30, 2007

## **FINAL REPORT**

### **SUMMARY OF FINDINGS AND RECOMMENDATIONS**

Market research concluded that the One Stop System Committee's prioritization of employer services is in sync with Lake County employer needs.

#### **Demographics:**

The primary industries served by the Job Center of Lake County are manufacturing, healthcare, and financial services and employ 100-249 employees. Most of the employers that participated in the market research indicated they hire in excess of 30 employees per year. This indicates the opportunities for the Job Center of Lake County to service this community are significantly high.

#### **Overall Analysis of Services Offered:**

Out of the four service categories surveyed, 3 out of 4 have 96% or greater respondents who have not used these services. Recruiting and Personnel is clearly the most recognized and accessed service offering of the Job Center of Lake County.

#### **Recruiting and Personnel**

Illinois Skills Match, College Central Network, and Job Fairs were the most recognized services of this category. However, from a customer usage standpoint, Illinois Skills Match and Job Fairs were the most utilized services of this group.

#### **Illinois Skills Match**

**Awareness: High**

**Usage: High**

**Satisfaction: Low**

**Importance: High**

Feedback indicates that this tool is not user friendly, intuitive, and do not always facilitate the acquisition of the appropriate talent.

#### **Recommendations:**

The Job Center of Lake County should provide feedback to the State of Illinois referencing the survey findings in regards to ISM and request methods of influencing change to both the structure and content of this service. Also, other local WIB's should be surveyed to determine how job matching is facilitated since employers communicated frustrations using ISM. Identify current data management processes to ensure better data input and clearance (garbage in - garbage out). Focus on effective communication and improved customer service to enhance the image of ISM and articulate the value of this tool to employers.

There is also a need for educational and marketing strategies for this service to ensure employers are using the right tool for their candidate requirements.

#### **College Central Network**

**Awareness: Medium**

**Usage: Low**

**Satisfaction: Low**  
**Importance: Neutral**

Feedback indicates that this tool is not user friendly, intuitive, and do not always facilitate the acquisition of the appropriate talent.

**Recommendation:**

Refer to Illinois Skills Match recommendations.

College Central Network/CCN also provides internships and job shadowing opportunities.

**Job Fairs**

**Awareness: High**  
**Usage: Medium**  
**Satisfaction: High**  
**Importance: Low**

The survey results indicate that employer usage and satisfaction is high for Job Fairs. However, employers do not place a high value on these services. The Job Market Place job fair is a well known brand in the business community that needs to be continued to promote credibility and recognition.

**Recommendation:**

Continue with current course of action and consider targeting market focus on higher valued services and programs. Consider co-branding opportunities to elevate credibility, i.e. with the College of Lake County. Establish metrics that are easy to collect for evaluating the use of Job Center services that improve value, such as job seeker traffic rates, employer participation and business to business networking.

**Recruiting and Personnel**

**Overall Recommendations:**

The Job Center of Lake County should also seek to enhance/refine job seeker workshops by awarding completion certificates to persons, both adult and youth, that successfully complete job preparation/soft skills training (focus on professionalism, dependability and communication skills). Promote these persons as "Job Center Certified Candidate". This would improve employer satisfaction with job matching services.

The educational and marketing strategies should include providing a user-friendly webpage that identifies employer needs and Job Center resources.

**JCLC Facilities and Equipment**

**Awareness: Low**  
**Usage: Low**  
**Satisfaction: N/A**  
**Importance: Medium to Low**

## **Education and Training**

**Awareness: Low**  
**Usage: Low**  
**Satisfaction: Low**  
**Importance: Low**

## **Financial Packages**

**Awareness: Low**  
**Usage: Low**  
**Satisfaction: Low**  
**Importance: Low**

## **Business Services**

**Awareness: Low**  
**Usage: Low**  
**Satisfaction: Low**  
**Importance: Low**

Results of the survey suggest that the services listed above are not well marketed or utilized. Upon reflection of the results that indicated employer's viewed these services of low importance, maybe the survey question should have read, "If this service met all your needs, would it be important to you?"

## **Youth Council**

**Awareness: Low**  
**Usage: Low**  
**Satisfaction: Medium**  
**Importance: Medium to High**

Organizations seem to be interested in employing the youth of Lake County; however there are a number of concerns regarding candidates' commitment, dependability, maturity, and work ethics.

### **Recommendation:**

Lake County Job Center should offer programs to assist in the professional development and building of appropriate skills that would facilitate transition into the workplace. Consider the involvement of parents in development of these programs. Employ the "Job Center Certified Candidate" concept.

### **CORE RECOMMENDATIONS:**

The Marketing committee should develop a communication strategy that will engage the interest of the business community by demonstrating alignment of Job Center programs with unmet employer needs.

The Job Center of Lake County should also seek to add value to the business community and connect with former dissatisfied employers by emphasizing the delivery

of BST services. There is a disconnect between awareness and usage of education and training services, financial services and business services, therefore conduct effective marketing to increase awareness of these three services (remember the WIIFM's/what's in it for me).

There should also be a focus on providing good customer service for employer services to increase utilization and improve overall satisfaction by:

- Establishing a BST single point of contact.
- Utilizing an automated voice mail system to direct employers, via one-step, to the contact person.
- Developing/improving BST back office processes.

There should also be a focus on increasing employer networking opportunities by extending workshop times and mini job fairs; host "lunch-learn-network" events for creating awareness of the BST services.

The Job Center of Lake County should focus on developing a website that is more appropriately categorized and user-friendly. This would assist both the employer and job seekers in quickly identifying available resources to meet their needs.

The WIB should be marketed as a resource for information, such as e-blasting articles to employers referencing business trends and information about employers that have had positive experiences utilizing the Job Center services.

The Job Center should also develop an e-mail communication strategy highlighting services offered by the job center.

The Job Center should develop a strategy that will increase the customer base and develop a plan to engage the business community of Lake County.

The Job Center should promote all candidates and their skill levels because the perception exists that only low skilled, low-wage workers are Job Center candidates. Lori Gibson's mid year wellness report also recommended that this become a 2008 strategic plan objective.

Finally, the Job Center should evaluate which services are not value-added and align resources with the higher valued programs.

### **Conclusion:**

The committee agreed that the Employer Forum was another great opportunity for the WIB to serve as a communication catalyst to Lake County employers and impact workforce development. Attendees were highly appreciative of the event especially as a means to network with other area employers. Although the WIB is currently Lake County's "best kept secret", the WIB can re-invent the Job Center by bringing the Lake County employers together to work toward a stronger workforce.

### **Next Steps:**

- Encourage Board member utilization and referral of the Job Center business services.

- Deliver a monthly/quarterly communication piece, via e-blast, to Lake County employers from the WIB keeping them abreast of the improved Job Center business services.
- The WIB committees should continue working together to promote the Job Center business services to Lake County employers.
- Board to incorporate, as applicable, employer market research findings into proposed 2008 Board retreat and planning process.

## **MARKET RESEARCH PROJECT EXHIBITS**

## EXHIBIT 1

### LAKE COUNTY EMPLOYER'S USE OF JOB CENTER EMPLOYER SERVICES

The Marketing and Employer Linkages Committee analyzed existing data of 540 small, medium and large sized Lake County companies in the Critical Skills Shortage Initiative which included the Healthcare, Manufacturing and Transportation & Distribution industry dating back to July 1, 2003 through November 30, 2006 that had previously been contacted by the Business Services Team.

The following data is coded as follows:

The companies were contacted during the following color-coded program years:

July 1, 2003 - June 30, 2004

July 1, 2004 - June 30, 2005

July 1, 2005 - June 30, 2006

July 1, 2006 - November 30, 2006

Corresponding codes for proposal plan and implemented services:

R= Recruiting

T= Training

F= Financial

B= Business Services

Data also includes the number of job orders that were entered into Illinois Skills Match/ISM and the number of persons placed into jobs (hires).

**JOB CENTER EMPLOYER DATA THRU NOVEMBER 30, 2006**

## JOB CENTER EMPLOYER DATA THRU NOVEMBER 30, 2006

TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
DAIGGER	Transp/Distrib	01/31/06		02/02/06	02/07/06	R	5	1
CHICAGO BRASS	Transp/Distrib	02/08/06		02/10/06	02/16/06	R		
THE COUNSELING CENTER	Healthcare	02/18/06		02/22/06	04/28/06	R	1	
SCHNEIDER	Transp/Distrib	05/15/06		05/26/06	05/30/06	R, BS	9	
GRAND DENTISTRY	Healthcare	11/13/06		11/15/06	12/01/06	R	1	
ALLSCRIPTS#	Manufacturing	07/07/03		07/22/03	01/06/04 R, BS	R	9	
GRIEVE CORP	Manufacturing	08/14/03		10/22/03	01/07/04 R, BS	R	29	
HAWTHORN LAKES	Healthcare	09/30/03		01/09/04	01/13/04 R, BS, F	R	5	1
FISH OVEN/CAMPBELL INT'L	Manufacturing	06/17/05		12/20/05	01/17/06 R, T, F, BS			
PROMOTIONAL PRODUCTS	Manufacturing	01/02/05		01/11/05	01/18/05 R, F, BS	R	3	1
AMCOR FLEXIBLES	Manufacturing	09/17/03		12/16/04	01/18/05 R, T, F, BS			
LAKELAND PLASTICS	Manufacturing	10/13/04		12/10/04	01/18/05 R, T, F, BS			
WREN MED	Manufacturing	06/20/04		01/11/05	01/19/05 R, F, BS	R	6	
VONCO	Manufacturing	02/05/04		12/04/04	01/19/05 R, T, F, BS	R	1	
BASE-LINE INC	Manufacturing	12/30/05		01/11/06	01/20/06 R, F, BS	R	6	
EIRICH MACHINES	Manufacturing	07/31/03		12/19/03	01/26/04 R, T, BS	R	1	
AGIE CHARMILLES CORP	Manufacturing	12/20/04		01/18/05	01/27/05 R, F, BS	R	13	4
ONSRUD CUTTER	Manufacturing	01/24/06		01/24/06	01/30/06 R, T, F, BS	BS		
FEDERAL EXPRESS	Transp/Distrib	08/28/03		01/26/04	02/02/04 R, BS	R, BS	2	
QUARTERMASTER INDUSTRIES	Manufacturing	12/01/04		01/26/05	02/03/05 R, BS	R	3	
PETROFERM LAMBENT TECHNOLOGIES (BASF)	Manufacturing	10/17/03		01/22/04	02/04/04 R, F, BS	R	3	
HELIO PRECISION PRODUCTS INC	Manufacturing	08/11/03		12/03/03	02/06/04 R, T, BS	R	1	
JELLY BELLY CANDY	Manufacturing	12/12/03		01/27/05	02/07/05 R, T, BS, F	R, BS	5	
LEARNING RESOURCES	Manufacturing	01/30/06		02/02/06	02/07/06 R, T, BS	R	20	
LAKE FOREST HOSPITAL	Healthcare	09/30/03		01/29/03	09/10/04 R, BS	R, BS	32	
OHIO MEDICAL CORP	Manufacturing	07/01/05		02/08/06	02/16/06 R, T, F, BS	R, BS	11	1
EDMIK INC	Manufacturing	02/07/06		02/08/06	02/16/06 T, BS	R	1	
THE VASQUEZ GROUP	Healthcare	12/03/04		02/07/05	02/17/05 R, F, BS	R	1	
POWERNAIL CO. INC	Manufacturing	11/04/03		01/29/04	02/18/04 R, T, F, BS	F		
KENALL MANUFACTURING	Manufacturing	08/08/03		11/07/03	02/19/04 R, T, BS	BS, R	23	
PERFECTION EQUIPMENT	Manufacturing	12/01/04		02/03/05	02/21/05 R, T, BS, F	R	6	1
ROQUETTE AMERICA INC	Manufacturing	11/20/03		02/11/04	02/23/04 R, BS, T, F	R	1	
MT. ST. JOSEPH	Healthcare	09/30/03		02/17/05	02/23/05 R, BS	R	10	1
KOMATSU	Manufacturing	03/10/05		03/15/05	02/23/05 R, F, BS	R, BS	34	
HPL STAMPING	Manufacturing	09/17/03		02/17/04	02/25/04 R, BS	R	4	1
SMURFIT-STONE CONTAINER	Manufacturing	12/12/03		02/17/04	02/26/04 T, T, F, BS	R, BS	6	4
MPI	Manufacturing	09/16/03		02/10/04	03/02/04 R, T, BS			
PAYSON CASTERS	Manufacturing	08/11/03		02/18/04	03/02/04 R, T, BS	R, BS	1	

## JOB CENTER EMPLOYER DATA THRU NOVEMBER 30, 2006

TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
PRECISION ELECTRONICS	Manufacturing	02/16/05		02/22/05	03/03/05 R, T, F, BS			
ONEAC CORP	Manufacturing	01/02/04		02/19/04	03/04/04 R, T, F, BS			
REALWHEELS	Manufacturing	02/16/05		02/18/05	03/04/05 R, T, F, BS	R	1	
TABLECRAFT PRODUCTS CO	Manufacturing	09/17/03		02/27/04	03/05/04 R, BS	R	3	
NORTHPOINTE RESOURCES	Healthcare	10/30/03		02/26/04	03/05/04 R, BS, T	R, BS	32	3
BUEHLER LTD	Manufacturing	07/07/03		08/19/03	03/05/04 R, T, F, BS			
SHELTERING OAK	Healthcare	02/02/05		01/25/06	03/07/06 R, F, BS, T	R	2	
NICASA (LAKE COUNTY COUNCIL ON Alcoholism)	Healthcare	08/29/03		02/24/04	03/08/04 BS, R	R	3	
TREDEGAR PRODUCTS	Manufacturing	10/01/03		11/04/03	03/08/04 R, T, BS	R, BS	16	1
HILLTOP CENTER	Healthcare	02/02/05		03/03/05	03/09/05 R, BS			
DOMENY TOOL & STAMPING CO	Manufacturing	06/07/05		02/08/06	03/09/06 R, T, F, BS	R	1	
CONTINENTAL ANESTHESIA	Healthcare	01/31/06		03/01/06	03/10/06 R, F, BS			
TELEFONIX	Manufacturing	02/16/05		03/01/05	03/11/05 R, T, F, BS	R, BS	2	
SUNRISE ASSISTED LIVING-GURNEE	Healthcare	02/02/05		03/10/05	03/14/05 R, BS, F			
COLBERT PACKAGING CORP	Manufacturing	08/15/03		03/08/04	03/17/04 R, T, F, BS	R	1	
BIO-IMAGING RESEARCH	Manufacturing	03/02/06		03/14/06	03/17/06 R, T, F, BS			
THE EYE CARE CTR OF LAKE CO.	Healthcare	10/13/04		03/10/05	03/20/05 R, BS	R		
MARTI'S CULINARY	Manufacturing	12/06/05		03/13/06	03/20/06 R, T, F, BS	R, BS	2	
CONCEPTS PLUS	Healthcare	02/02/05		03/15/05	03/21/05 R, BS, F	R	3	
PROGRESSIVE COMPONENTS	Manufacturing	12/15/04		03/02/05	03/22/05 R, BS, T F			
PRECISION CHROME INC	Manufacturing	10/19/04		03/03/05	03/22/05 R, BS, T, F			
R G RAY	Manufacturing	07/28/04		03/09/05	03/23/05 R, T, F, BS	BS, R	6	3
MIDWEST PRINTED CIRCUIT SVS	Manufacturing	10/09/03		03/16/06	03/23/06 R, T, F, BS	R, BS	5	
COCA COLA	Transp/Distrib	03/12/05		03/22/05	03/24/05 R, BS	R, BS	5	
COMPLETE ORTHOPEDIC	Healthcare	10/06/04		03/21/06	03/28/06 R, BS, T	R		
WHITESIDE DRAPERY WORKROOM INC	Manufacturing	02/23/06		03/24/06	03/31/06 R, T, F, BS	R, BS	1	
DADE BEHRING	Manufacturing	09/17/03		02/06/04	04/04/04 R, BS	BS, R	41	
HIGHLAND PARK PEDIATRIC ASSOC.	Healthcare	02/01/06		03/22/06	04/05/06 R, F, BS			
AMERICAN VISION CTR (GURNEE)	Healthcare	02/02/05		03/22/05	04/07/05 R, BS, F	R	1	
AMITY DIE & STAMPING CO	Manufacturing	10/12/04		04/04/06	04/07/06 R, T, F, BS	R	1	
ALLTECH COMPANY	Manufacturing	07/07/03		02/25/04	04/09/04 R, BS			
EXCLUSIVE WOODWORKING	Manufacturing	03/17/06		04/10/06	04/14/06 R, F, BS	R	1	
MAINE PLASTICS	Manufacturing	01/02/04		04/15/04	04/15/04 R, F, BS	F		
LIQUID CONTROLS	Manufacturing	09/16/03		03/29/04	04/15/04 R, T, F, BS	R	22	
NOSCO PRINTING GROUP	Manufacturing	08/22/03		10/29/03	04/18/05 R, BS	R	15	
SEDGBROOK	Healthcare	03/10/05		03/23/05	04/20/05 R, BS, F	R	67	
GREENLEAF ORTHOPEDIC	Healthcare	02/01/06		04/04/06	04/25/06 R, F, BS	R	1	

## JOB CENTER EMPLOYER DATA THRU NOVEMBER 30, 2006

TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
WARMLY YOURS	Manufacturing	03/03/06		03/06/06	04/25/06 R, T, F, BS	R	2	
ACH FOAM TECHNOLOGIES	Manufacturing	04/13/06		04/26/06	04/26/06 R, T, F, BS	R	2	
TJH	Manufacturing	LCP		04/13/06	04/27/06 R, T, F, BS	R	2	
PASLODE	Manufacturing	01/02/04		04/18/06	04/28/06 R, T, F, BS	R, BS	5	
WOODHEAD INDUSTRIES	Manufacturing	04/10/06		04/24/06	04/28/06 R, T, F, BS	R, BS	20	
ROLLING HILLS MANOR	Healthcare	10/03/03		05/18/04	05/00/04 R, BS	R	4	
GOODMAN PKG	Manufacturing	04/21/05		04/25/05	05/02/05 R, BS	R	3	
SHERIDAN HEALTH CARE CENTER	Healthcare	10/03/03		04/27/06	05/10/06 R, F, BS			
EKONOMY SIGN INC	Manufacturing	03/27/06		05/08/06	05/12/06 R, T, F, BS	R	1	
TOOLMATION	Manufacturing	11/22/2004 4/26/06		05/10/06	05/12/06 R, T, F, BS	R	1	
RICHARD WOLF MED	Manufacturing	09/18/03		04/19/05	05/13/05 R, T, BS	BS, R	3	
SUNRISE ASSISTED LIVING (BG)	Healthcare	05/05/03		05/05/03	05/14/03 R, BS	R	2	
MORGAN BRONZE PROD	Manufacturing	04/21/06		05/18/06	05/23/06 R, T, F, BS	R	1	
ASSOCIATE FOR WOMAN HEALTH	Healthcare	04/28/05		05/09/06	05/24/06 R, F, BS, T	R	1	
NIELSON-MASSEY VANILLAS	Manufacturing	05/10/05		05/20/05	05/27/05 R, T, F, BS			
JONES TRANSPORTATION	Transp/Distrib	06/10/04		06/11/04	06/11/04 R, T, BS	R, BS	3	4
WILCORP ENTERPRISES	Manufacturing	06/01/06		06/06/06	06/13/06 BS			
ARBOR VIEW NURSING AND REHAB	Healthcare	03/10/06		05/23/06	06/13/06 R, F, BS			
SEIMENS	Transp/Distrib	05/20/05		06/07/05	06/15/05 R, BS	R	2	
SIEMENS	Manufacturing	05/20/05		06/01/05	06/20/05 R, BS	R, BS	4	3
PILLOW FACTORY	Manufacturing	06/01/06		06/07/06	06/21/06 R, T, F, BS			
SAFETY FIRST TRANSPORTATION	Transp/Distrib	10/06/04		06/13/06	06/23/06 R, F, BS, T	R		
BARCLAY PRODUCTS	Manufacturing	03/27/06		06/19/06	06/23/06 R, T, F, BS			
ALL AMERICAN WASHER WORKS	Manufacturing	11/03/04		06/15/05	06/24/05 R, T, F, B	R	1	
CERTIFIED POWER INC	Manufacturing	06/14/06		06/23/06	06/27/06 R, T, F, BS			
GOVERNORS PK NURSING REHAB	Healthcare	09/30/03		06/09/05	06/28/05 R, BS, F	R	5	
PEER BEARING	Manufacturing	08/29/03		06/21/05	06/29/05 R, T, BS	R, BS	4	16
PCI ENERGY SERVICES	Manufacturing	06/14/06		06/29/06	06/29/06 R, T, F, BS			
SCHAEFER PACKING CO	Manufacturing	06/01/06		06/20/06	06/30/06 R, F, BS			
LAKESHORE PEDIATRICS	Healthcare	06/23/03		06/24/05	07/05/05 R, BS			
LAKESIDE TRANSPORTATION	Healthcare	06/20/05		06/24/05	07/05/05 R, BS	R	1	9
HOFFMANN VOGLER CO.	Manufacturing	10/13/04		07/05/05	07/06/05 R, BS			
HILLCREST NURSING CENTER	Healthcare	10/02/03		06/16/05	07/06/05 R, BS, F	R		
ACCESS ELECTRONICS	Manufacturing	01/02/04		05/07/04	07/08/04 R, T, BS, F	R		
IMC HOLDING	Manufacturing	06/08/05		06/28/05	07/08/05 R, F, BS	R	9	1
PEAPOD	Transp/Distrib	01/27/06		06/26/06	07/10/06 R, BS, F	R, BS	3	
AJH SERVICES	Transp/Distrib	01/27/06		06/28/06	07/11/06 R, BS, F, T	R		
MANUS HEALTH SYSTEMS	Healthcare	09/30/03		07/06/04	07/12/04 R, BS			

## JOB CENTER EMPLOYER DATA THRU NOVEMBER 30, 2006

TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
TRANSOLUTIONS, INC	Manufacturing	08/11/03		06/28/05	07/12/05 R, T, F, BS	R	3	
HIGHLAND PARK HEALTHCARE	Healthcare	10/08/03		07/07/04	07/13/04 R, T, BS	R	2	
BARRETT MOVING & STORAGE COMPANY	Transp/Distrib	02/07/06		07/12/06	07/19/06 R, BS, F, T			
HYDRAFORCE INC	Manufacturing	05/18/04		07/13/06	07/21/06 R, F, BS	R	1	
COMP X TIMBERLINE	Manufacturing	07/14/06		07/19/06	07/21/06 R, T, F, BS			
MIDWEST GENERATION	Manufacturing	07/14/06		07/19/06	07/21/06 R, T, F, BS	R	1	
LAKE SHORE PEDIATRICS	Healthcare	06/23/03		07/18/03	07/22/03 R, BS	R	1	
ALL WEST PLASTIC	Manufacturing	07/07/03		07/23/03	07/23/03 R, BS	R, BS	17	2
INTERTRACTOR AMERICA CORPORATION	Manufacturing	05/18/05		07/19/05	07/24/05 R, F, BS	R	2	
ASSOCIATED PHYSICIANS	Healthcare	01/31/06		07/19/06	07/26/06 R, BS, F, T			
CHANNER CORP	Manufacturing	08/12/03		07/25/06	07/26/06 R, F, BS			
CLEARBROOK	Healthcare	06/15/04		06/22/04	07/28/04 R, BS	R, BS	7	
REUM CORP (FORMERLY CHERRY E)	Manufacturing	07/06/04		07/27/04	07/28/04 R, T, BS	BS, R	4	
FALCON PRECISION INDUSTRIES	Manufacturing	01/04/05		07/22/05	07/28/05 R, F, BS			
LAMBS FARMS	Healthcare	06/17/04		07/27/04	07/30/04 R, BS, T	R, BS	49	1
CLARIDGE HEALTHCARE	Healthcare	04/19/06		08/09/06	08/15/06 R, BS, F			
NORTH SHORE MEDICAL	Healthcare	08/09/05		08/11/05	08/17/05 R, B	R		
GRAEBEL AMERICAN MOVERS	Transp/Distrib	10/13/04		07/22/05	08/18/05 R, BS, F			
PAIDOS HEALTH MGNT SVS	Healthcare	02/02/05		07/19/05	08/18/05 R,BS,F			
COLE PARMER	Manufacturing	07/28/05		08/19/05	08/30/05 R, F, BS	R	41	1
LIFEWATCH	Healthcare	10/03/03		08/26/04	08/31/04 R, T, BS	R, BS	1	
ULINE	Transp/Distrib	08/15/05		08/22/05	08/31/05 R, BS	R	62	1
PACIFIC ABRASIVE	Manufacturing	07/27/06		08/29/06	09/12/06 R, T, F, BS			
DEUBLIN CO	Manufacturing	08/13/03		08/26/03	09/15/03 R, BS	R, BS	6	
BAXTER (ROUND LAKE)	Manufacturing	07/28/04		08/26/05	09/15/05 R, F, BS	R	2	
LAKE SHORE STAIRS	Manufacturing	06/17/05		09/09/05	09/15/05 R, T, F, BS	R	2	6
SPEEDWAY	Transp/Distrib	08/15/06		08/28/06	09/15/06 R, BS ,T			
TEMPLE STEEL, CHICAGO ADDRESS	Manufacturing	06/25/04		09/09/04	09/16/04 R, T, BS			
LASERAGE	Manufacturing	08/11/03		08/26/03	09/17/03 R, T, F	R	2	
STODDARD SILENCERS INC	Manufacturing	12/02/04		09/06/05	09/20/05 R, T, F, BS	R	2	
IDENCO IDENTIFICATION	Manufacturing	08/03/06		09/19/06	09/20/06 R, T, F, BS	R	2	
BARTON HEALTHCARE	Healthcare	04/08/06		09/08/06	09/21/06 R, BS, T, F			
HOSPIRA	Manufacturing	07/10/06		09/12/06	09/25/06 R, T, F, BS	R, BS	25	
BROWN PAPER GOODS	Manufacturing	09/05/06		09/22/06	09/26/06 R, T, F, BS			
DANAHER	Manufacturing	10/03/03		01/29/04	09/30/04 R, T, BS			
G.F.X. INTERNATIONAL	Manufacturing	01/02/04		09/23/05	09/30/05 R, F, BS	R	11	1
AMERICAN FLUORESCENT CORP	Manufacturing	08/01/03		08/20/03	10/01/03 R, T, BS	R		

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HANNA CYLINDERS/TJ BROOKS	Manufacturing	01/02/04		09/20/05	10/04/05 R, T, F, BS	R	3	
VISTA HEALTH	Healthcare	09/20/03		09/30/03	10/05/03 R, BS	R, BS		
SHUR WAY MOVING & CARTAGE CO.	Transp/Distrib	08/28/03		10/01/03	10/08/03 F, R, BS	F, R	1	1
CITATION	Manufacturing	07/24/03		09/10/03	10/09/03 R, T	R	1	
DERINGER	Manufacturing	07/24/03		09/19/03	10/09/03 R, T, BS	BS, R	1	
FEDERAL WHALEN MOVING & STORAGE	Transp/Distrib	09/01/04		09/30/04	10/12/04 R, T, BS	R		
DEPENDON INC	Transp/Distrib	02/01/06		09/12/06	10/12/06 R, BS, F, T			
HENRI STUDIO	Manufacturing	09/20/06		10/10/06	10/16/06 R, T, F, BS	R	1	
ASSOCIATED BANK	Banking	09/21/06		10/12/06	10/18/06 R, F, BS			
UNITED CONVEYOR CORP	Manufacturing	01/31/06		10/13/06	10/18/06 R, T, F, BS	R	14	
LAIDLAW	Transp/Distrib	09/18/03		10/07/03	10/21/03 R	R	11	5
FISCHER PAPER PRODUCTS	Manufacturing	09/17/03		10/14/04	10/22/04 R, T, BS	R	19	7
BEST COURIER & DELIVERY SERVICE	Transp/Distrib	08/28/03		10/09/03	10/23/03 T, R, BS	R	2	1
LAKE FOREST PEDIATRIC ASSOC LTD	Healthcare	06/13/03		10/14/03	10/28/03 R, BS	R	1	
METALEX	Manufacturing	09/24/03		10/16/03	10/29/03 R, T, F, BS	R	11	1
WINDSOR DENTAL	Healthcare	10/23/06		10/26/06	10/30/06 R, BS, T	R	1	1
10X TECHNOLOGY	Manufacturing	?		10/20/06	10/30/06 R, T, F, BS			
ASTELLAS PHARMA FUJISAWA HEALTHCARE	Manufacturing	08/22/03		10/03/03	10/31/03 R, F, BS	R, F	3	
AZKO NOBEL	Manufacturing	08/24/06		10/23/06	10/31/06 R, T, F, BS			
LTD COMMODITIES	Manufacturing	10/08/04		10/21/04	11/01/04 R, T, BS	R, BS	66	1
SOLO CUP	Manufacturing	08/19/04		10/13/04	11/02/04 R, BS	R, BS	15	
C F INDUSTRIES	Manufacturing	10/01/04		10/28/04	11/04/04 R, T, BS			
BIO-LOGIC	Manufacturing	08/05/03		08/31/04	11/04/04 T, R, BS	R	2	
NYPRO	Manufacturing	08/22/03		11/01/05	11/07/05 R, T, F, BS	R, BS	7	1
VILLAGE OF LINDENHURST	Construction	10/18/06		11/03/06	11/09/06 R, T, F, BS			
KAVO DENTAL CORP	Manufacturing	05/26/05		10/19/05	11/10/05 R			
NATIONAL GYPSUM CO.	Manufacturing	09/17/03		11/12/03	11/18/03 R, T, F, BS	R, BS	5	1
DELTA THERM INC	Manufacturing	10/12/04		11/16/04	11/19/04 R, F, BS	R, F	2	
GREGOR-JONSSON ASSOC INC	Manufacturing	10/22/04		11/19/04	11/19/04 T, F, BS	BS		
OPTIONS CARE	Healthcare	11/01/04		11/12/04	11/23/04 R, BS (SENT LIST OF WORKFORCE CTRS IN U.S. FOR OTHER LOCATIONS)	R	1	
TECSTAR	Manufacturing	03/31/05		11/21/05	11/29/05 R, T, F, BS	R	1	
WAUKEGAN PORT DISTRICT	Transp/Distrib	10/04/04		10/22/04	11/30/04 R, BS	R		

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TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
KOMAX CORP	Manufacturing	09/17/03		11/25/03	12/01/03 R, BS	BS		
CROWN ZELLER USA	Manufacturing	10/24/03		11/26/03	12/08/03 R, T, BS	R	18	
FABRICATIONS TECHNOLOGIES	Manufacturing	10/18/04		11/30/04	12/08/04 R, T, F, BS	R, F, BS	11	1
LAKE KNOLL HEALTHCARE CTR DBA: PEBBLEBROOK	Healthcare	09/30/03		11/05/03	12/11/03 R, BS	R	4	3
CIRCUIT WORKS CORP	Manufacturing	12/12/03		12/07/04	12/14/04 R, T, BS	R	3	
PHILIP NAGEL MD	Healthcare	10/13/04		12/10/04	12/16/04 R, BS, F, T			
CHICAGO BOILER (CB MILLS)	Manufacturing	10/19/04		11/06/04	12/16/04 R, F, BS			
SAINT GOBAIN ADVANCED POLYMERS	Manufacturing	11/03/03		12/02/03	12/17/03 R, T, BS	BS, R	3	
MITSUBISHI ELECTRIC AUTOMATION	Manufacturing	07/21/05		11/14/05	12/20/05 R, T, BS	R, BS	10	
DYNAMIC PRECISION PRODUCTS	Manufacturing	07/08/05		07/28/05	Did receive proposal interest in using ISM for future	R	1	
ORCHARD MEDICAL CENTER	Healthcare	06/13/03		07/03/03				
EAGLE TEST SYSTEMS, INC	Manufacturing	09/17/03			JOB ORDER ONLY		1	
CARDINAL HEALTH	Manufacturing	07/07/03		07/28/03	R			
MEDLINE	Manufacturing	NO LETTER		07/18/03	R, BS	R, BS	522	50
BOHDAN AUTOMATION	Manufacturing	03/27/06			Unable to locate			
A F WOODS	Manufacturing	03/02/06						
A L HANSEN MFG CO	Manufacturing	08/11/03						
ABBOTT HOUSE	Healthcare	06/02/05				R	1	
ABDUL AZIZ	Healthcare	02/07/06						
ABSOLUTE PROCESS	Manufacturing	10/11/04						
ACCO BRANDS	Transp/Distrib	06/15/06						
ADULT-PEDIATRIC ORTHOPEDICS	Healthcare		NOT INTERESTED					
ADVANCED DERMATOLOGY	Healthcare	01/31/06	NOT INTERESTED					
ADVANCED FERTILITY	Healthcare	08/28/06						
AH PARTNERSHIP	Healthcare	10/03/03						
AKZO NOBEL	Manufacturing	08/24/06						
ALL MODES LOGISTICS	Transp/Distrib	02/17/04						
ALLEGIE-ASMA SERVICES	Healthcare	04/27/05						
ALLENDALE	Healthcare	02/15/05	NOT INTERESTED					
ALLIED HEALTH PROFESSIONALS	Healthcare	02/02/05						
ALL-RITE INDUSTRIES	Manufacturing	03/16/06	NOT INTERESTED					
ALPINE FAMILY PHYSICIANS	Healthcare	02/01/06	NOT INTERESTED					
AMERICAN DIAGNOSTIC SERVICES	Healthcare	09/05/06						
AMERICAN FAMILY	Insurance	09/21/06						
AMERICAN HOTEL REGISTER	Manufacturing	06/17/04						
AMERICAN INDUSTRIAL	Manufacturing	09/19/03	NOT INTERESTED					

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TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
AMERICAN METAL FIBERS, INC	Manufacturing	07/07/03	NOT INTERESTED					
AMERICAN NEEDLE & NOVELTY	Manufacturing	10/12/04						
AMERICAN PALLET	Manufacturing	02/27/06	NOT INTERESTED					
AMERICANA HEALTHCARE CARE	Healthcare	03/10/06						
ANATOL AUTOMATION INC	Manufacturing	09/17/03	NOT INTERESTED					
ANGUS CHEMICAL CO.	Manufacturing	08/11/03	NOT INTERESTED					
ANTIOCH DENTAL	Healthcare	02/01/06	NOT INTERESTED					
ARDEN SHORE CHILD/FAMILY	Healthcare		NOT INTERESTED					
ARMSTRON MEDICAL INDUSTRIES	Manufacturing	03/15/06	NOT INTERESTED					
ASSOCIATED DENTAL SPECIALIST	Healthcare		NOT INTERESTED					
ASSOCIATES-FAMILY DENTISTRY	Healthcare	10/13/04						
BARNANT CO.	Manufacturing	07/13/03	NOT INTERESTED					
BARRINGTON FAMILY HEALTHCARE (BRENDA L BRAK MD)	Healthcare	01/31/06	NOT INTERESTED					
BARRINGTON HEALTHCARE FOR WOMEN	Healthcare	02/07/06						
BARRINGTON OBSTETRICS GYNECOLOGY	Healthcare	01/31/06						
BARRY SEILLER	Healthcare		NOT INTERESTED					
BAYSIDE TERRACE	Healthcare	10/08/03						
BEST PRACTICES INPATIENT CARE	Healthcare	01/31/06	NOT INTERESTED					
BIG DAWG TRUCKING	Transp/Distrib		NOT INTERESTED					
BIOLIFE PLASMA PART OF BAXTER	Healthcare		NOT INTERESTED					
BIOSAFE MEDICAL TECH	Healthcare	03/10/06						
BISHOP HEATING INC	Manufacturing	10/11/04						
BMA ROUNDLAKE	Healthcare	03/10/06						
BRENTWOOD NORTH HEALTHCARE	Healthcare	10/08/03						
BROWN PAPER GOODS	Manufacturing	09/17/03						
BURGESS MFG	Manufacturing	01/12/05						
BURNISHINE PRODUCTS	Manufacturing	03/15/06						
BURNS FAMILY DENTISTRY	Healthcare	07/14/06						
C & C ELECTRONICS	Manufacturing	09/05/06						
C T I INDUSTRIES CORP	Manufacturing	08/15/03						
C.M. PRODUCTS	Manufacturing	08/11/03	NOT INTERESTED					
CARBI-GRIND	Manufacturing	10/11/04						
CARJIN ENTERPRISES	Transp/Distrib		NOT INTERESTED					
CARTON CRAFT, INC	Manufacturing	08/15/03	NOT INTERESTED					
CCL DISPENSING SYSTEMS	Manufacturing	08/15/03						
CENTER FOR ENRICHED LIVING INC	Healthcare	05/24/06						

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TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
CENTER FOR HOLISTIC MEDICINE	Healthcare	02/07/06						
CENTER FOR PAIN CONTROL	Healthcare	01/31/06						
CERTIFIED PACKAGING CORP	Manufacturing	10/03/03	MOVED OUT OF AREA					
CHAIN O'LAKE DENTAL	Healthcare	09/05/06						
CHICAGO CORNEA	Healthcare	10/06/04						
CHICAGO TAP & LABEL	Manufacturing	08/03/06						
CHRISTIANA INDUSTRIES	Manufacturing	03/15/06						
CHUGAI USA	Manufacturing	03/11/05						
CLASSIC COMPUTER RECOVERY	Transp/Distrib	07/31/05		08/02/05		R		
CML	?	03/10/06						
CNC LTD	Healthcare		NOT INTERESTED					
COLBORNE MFG	Manufacturing	11/17/06						
COLEMAN CABLE SYSTEMS, INC	Manufacturing	07/16/03	NOT INTERESTED					
COLFAX ENVELOPE CORP	Manufacturing	12/12/03						
COLUMBIA TOOL AND GAGE	Manufacturing	11/03/04	NOT INTERESTED					
COMMERCIAL PLASTICS CO.	Manufacturing	09/17/03	NOT INTERESTED					
CONSOLIDATED PATHOLOGY CONSULTANTS	Healthcare	10/25/06						
CON-WAY CENTRAL	Manufacturing	07/16/03	NOT INTERESTED					
COOPER STAIR	Manufacturing	08/02/06						
COUNTRYSIDE ASSOCIATION	Healthcare	05/24/06						
COURTESY MOLD & TOOL	Manufacturing	08/15/03						
CRESTWOOD INDUSTRIES	Manufacturing	09/05/06						
CRITICARE SYSTEMS	Healthcare	08/28/06						
DANTE GABRIEL	Healthcare	02/01/06	NOT INTERESTED					
DAVID LLOYD DDS LTD	Healthcare	07/13/06						
DB AVIATION	Transp/Distrib	02/17/04						
DEERBROOK MEDICAL ASSOCIATES	Healthcare	10/25/06						
DEERFIELD DERMATOLOGY	Healthcare	02/01/06						
DEERFIELD HIGHLAND PARK TRANSIT	Transp/Distrib	08/28/03						
DEERFIELD HIGHLAND PARK TRANSIT	Transp/Distrib	08/28/03						
DEERPATH PHYSICIANS GROUP	Healthcare	10/25/06						
DEERPATH PRIMARY CARE	Healthcare	02/01/06						
DELANY DENTAL CARE	Healthcare	10/13/04						
DILL BROTHERS	Manufacturing	03/17/06						
DIVERSIFIED TAPE & GRAPHIC INC	Manufacturing	12/12/03						

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TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
DR MARVIN HEIMLICH	Healthcare	02/07/06						
DR SELKE AND REILY LTD	Healthcare		NOT INTERESTED					
DRILL O MATIC	Manufacturing	03/11/05						
DR'S GOTT, GOLDRATH & TROY	Healthcare	02/01/06						
DU-BRO PRODUCTS INC	Manufacturing	06/16/06						
DU-BRO PRODUCTS INC.	Manufacturing	01/21/05	NOT INTERESTED					
DUFFY & KWATT DENTAL	Healthcare	02/14/06						
DURO-CHROME INDUSTRIES	Manufacturing	06/22/05						
DYNACOIL INC	Manufacturing	07/08/05						
DYNAMIC BUILT INC	Manufacturing	10/18/04	NOT INTERESTED					
DYNAMIC DISTRIBUTION & WAREHOUSING	Transp/Distrib	01/27/06						
DYNASTY MOLD BUILDERS	Manufacturing	12/15/04	NOT INTERESTED					
ECOLOGIC	Manufacturing	01/24/06						
ERNIER WRECKER SERVICE	Transp/Distrib	02/07/06						
EUGENE F INGLES IV DDS	Healthcare	02/14/06						
EUROPA EYEWARE INC	Manufacturing	10/05/04						
EVOX RIFA	Manufacturing	01/18/06						
EXCEL LTD INC	Manufacturing	08/04/06						
FAMILY CARE OF IL	Healthcare	02/02/05	NOT INTERESTED					
FAMILY CARE OF IL	Healthcare	02/02/05						
FAMILY DENTISTRY	Healthcare	10/13/04						
FAMILY MEDICINE SPECIALIST	Healthcare	10/06/04						
FAUCET-QUEENS INC	Manufacturing	09/05/06						
FERRO PFANSTIEHL LABS	Manufacturing	12/12/03						
FETCO	Manufacturing	09/26/03	NOT INTERESTED					
FIBERGEL	Manufacturing	01/27/05	NOT INTERESTED					
FIRST SENIOR SOLUTION	Healthcare	05/24/06						
FIRST STUDENT	Transp/Distrib	09/09/03						
FISHER CONTAINER CORP	Manufacturing	08/11/03						
FLEXO-ACCESSORIES	Manufacturing	10/22/04						
FORT DEARBORN	Manufacturing	01/02/04						
FOULDS	Manufacturing	08/26/03						
FRESENIUS MEDICAL CARE	Healthcare	01/31/06	NOT INTERESTED					
GALLAGHER CORP	Manufacturing	10/09/03	NOT INTERESTED					
GASTROENTEROLOGY ASSOCIATES	Healthcare	10/25/06						
GENERAL KINEMATICS	Manufacturing	07/31/03	RELOCATE TO MCHENRY					

**JOB CENTER EMPLOYER DATA THRU NOVEMBER 30, 2006**

TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
GENESIS TRANSPORTATION	Transp/Distrib	02/07/06						
GILLETTE CO.	Manufacturing	12/12/03						
GOLDEN WALNUT SPEC	Manufacturing	06/01/06						
GOLDMAN PRODUCTS	Manufacturing	06/21/05						
GREENBERG RADIOLOGY	Healthcare	08/28/06						
GROVE PEDIATRICS	Healthcare	02/01/06						
GURNEE DENTAL CARE	Healthcare	07/13/06						
GURNEE RADIOLOGY CENTER	Healthcare	02/01/06	NOT INTERESTED					
HAAPANEN/BURKETT INC	Manufacturing	02/23/06						
HARRIS BANK	Banking	10/18/06						
HAWTHORN SURGICAL	Healthcare	03/10/06						
HEARTLAND EPS INC	Manufacturing	04/26/05						
HENRI STUDIO	Manufacturing	12/12/03	NOT INTERESTED					
HERITAGE DENTAL	Healthcare	02/14/06						
HEXAGON PACKAGING	Manufacturing	10/22/04						
HIGHLAND PARK HOSPITAL/EVANSTON HEALTHCARE	Healthcare	03/10/06						
HIGHLAND PARK OBY/GYNE	Healthcare	02/07/06						
HINKLEY SPRINGS	Manufacturing	10/13/04						
HOLLISTER, INC	Manufacturing	09/12/03						
HONDA CONNECTORS	Manufacturing	09/03/03	NOT INTERESTED					
HOSPIRA	Manufacturing	02/24/05						
HUFF CO.	Manufacturing	11/17/04	NOT INTERESTED					
HULLISON & SON CARTAGE INC.	Transp/Distrib		NOT INTERESTED					
IL JOINT BONE INSTITUTE	Healthcare	09/05/05						
IN GEAR CORP	Manufacturing	11/17/04	NOT INTERESTED					
INNOVACES, INC	Manufacturing	06/27/05						
INNOVATIVE SWAB TECHNOLOGIES	Manufacturing	10/22/04						
INTERNATIONAL FILING	Manufacturing	02/27/06	NOT INTERESTED					
INTERNATIONAL PRECISION COMPONENTS	Manufacturing	09/26/03						
INTREPID MOLDING	Manufacturing	11/17/06						
IRONWOOD INDUSTRIES	Manufacturing	08/08/03	NOT INTERESTED					
JAMES W. SMITH PRINTIN	Manufacturing	08/03/06						
JANIS PLASTICS	Manufacturing	09/17/03						
JOHN H. BECKERMAN MD PEDIATRIC CARE	Healthcare	02/01/06	NOT INTERESTED					
JOHN SWIFT CO.	Manufacturing	02/23/06						
KANAFLEX CORP OF IL	Manufacturing	06/15/06						

## JOB CENTER EMPLOYER DATA THRU NOVEMBER 30, 2006

TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
KBC NURSING CENTER	Healthcare	03/10/06						
KELLER TRUCKING	Transp/Distrib	02/07/06						
KSH INC. (DEERFIELD BAKERY)	Manufacturing	09/03/03	NOT INTERESTED					
LAKE COOK ORTHOPEDIC	Healthcare	10/06/04						
LAKE COUNTY ANSTHSGSTS LTD	Healthcare	04/28/05						
LAKE COUNTY MOVERS	Transp/Distrib	01/27/06						
LAKE COUNTY PRESS, INC	Manufacturing	08/11/03	NOT INTERESTED					
LAKE FOREST INTERNAL MEDICINE	Healthcare	02/01/06						
LAKE FOREST MEDICAL SPECIALISTS	Healthcare	10/06/04						
LAKE FOREST OBSTETRICS GYNECOLOGY & INFERTILITY	Healthcare	02/01/06	NOT INTERESTED					
LAKE HEART SPECIALISTS	Healthcare	10/06/04						
LAKE PARK CENTER	Healthcare	04/27/06						
LAKE SHORE GASTROENTEROLOGY	Healthcare	10/06/04						
LAKE WAREHOUSING & DISTRIBUTING	Transp/Distrib	01/27/06						
LANOFF, DADDONO & MC CAVANAUGH	Healthcare	02/01/06						
LARSEN MFG	Manufacturing	04/14/06						
LAUREL INDUSTRIES	Manufacturing	08/27/03	NOT INTERESTED					
LENZINI EXCAVATING	Transp/Distrib		NOT INTERESTED					
LEO JACOBS	Healthcare	10/05/06						
LEONARD SARNAT MD	Healthcare	10/05/06						
LEVY & O'BRIEN	Healthcare	02/07/06						
LEXINGTON HEALTH CARE CTR	Healthcare	08/28/03						
LIBERTY COACH	Manufacturing	08/14/03	NOT INTERESTED					
LIBERTYVILLE MEDICAL GROUP S.C.	Healthcare	09/18/03						
LIFT PARTS MFS CO	Manufacturing	09/17/03						
LIFTX INC	Manufacturing	06/01/06						
LINDSEY CHIROPRACTIC CLINIC	Healthcare	02/07/06						
LMG FAMILY DOCTORS	Healthcare	10/05/06						
LOGAN GRAPHIC PRODUCTS	Manufacturing	09/17/03	NOT INTERESTED					
LONG GROVE CONFECTIONERY CO.	Manufacturing	08/11/03						
LONG GROVE MANOR	Healthcare	10/03/03						
LORDAHL MFG	Manufacturing	09/22/06						
LR GREGORY & SON	Manufacturing	10/11/04						
M KAPLAN MD	Healthcare	10/05/06						
MAC AMERICAN CORP	Manufacturing	11/22/04						

## JOB CENTER EMPLOYER DATA THRU NOVEMBER 30, 2006

TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
MAC LEAN VEHICLE SYSTEMS	Manufacturing	10/11/04						
MAJESTIC MOLD CORP	Manufacturing	11/08/04						
MANGEL & CO. INC.	Manufacturing	03/30/06	NOT INTERESTED					
MANOR CARE HEALTH SERVICES (HIGHLAND PARK)	Healthcare	04/27/06						
MANOR CARE HEALTH SERVICES (LIBERTYVILLE)	Healthcare	10/08/03						
MAURICE B PICKARD MD	Healthcare	10/05/06						
MAXIT INCORPORATED	Manufacturing	06/15/06						
MBA BUILDING SUPPLY INC	Manufacturing	10/11/04						
MEDICAL EYE SERVICES	Healthcare	10/06/04						
MERCY BARRINGTON PRACTICE	Healthcare	08/28/06						
METRO SELF STORAGE	Transp/Distrib	10/25/06						
MEXINOX USA, INC	Manufacturing	10/11/04						
MICRO-MASTER CO	Manufacturing	10/13/04						
MID-AMERICAN BAG CO.	Manufacturing	08/29/03	MOVED OUT OF AREA					
MORTON MFG	Manufacturing	09/17/03						
MSO MEDICAL, INC	Healthcare	02/01/06	NOT INTERESTED					
MULTIMETAL PRODUCTS COR	Manufacturing							
MULTIMETAL PRODUCTS CORP	Manufacturing	03/18/05						
MUNDELEIN PEDIATRICS	Healthcare	10/06/04						
NETWORK COMMUNICATIONS	Manufacturing	11/08/04	NOT INTERESTED					
NEW NGC INC	Manufacturing	06/15/06						
NICE ICE INC.	Manufacturing	11/22/04	NOT INTERESTED					
NICHOLS ALUMINUM	Manufacturing	09/24/03						
NORTH END TOOL MFG	Manufacturing	09/05/06						
NORTH SHORE ONCOLOGY HEMATOLOGY	Healthcare	02/14/06						
NORTH SHORE PODIATRY	Healthcare	02/07/06						
NORTH SHORE PRIVATE DUTY	Healthcare	02/02/05						
NORTH SHORE SPORTS AND SPINAL REHAB	Healthcare	02/07/06						
NORTH SHORE WOMEN'S HEALTHCARE ASSOC.	Healthcare	02/14/06						
NORTH SUBURBAN MEDICAL ASSOC	Healthcare	02/01/06						
NORTHERN LAKE MEDICAL	Healthcare	10/06/04						
NORTHFIELD BLOCK CO.	Manufacturing	08/11/03						

## JOB CENTER EMPLOYER DATA THRU NOVEMBER 30, 2006

TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
NORTHSHORE ALLERGY & ASTHMA (LANOFF-DADDANO-MC CAVANAUGH)	Healthcare		NOT INTERESTED					
NORTHSHORE ENDOSCOPY CENTER	Healthcare	03/10/06						
NORTHWEST EYE CARE CENTER	Healthcare	02/01/06	NOT INTERESTED					
NORTHWESTERN TOOL&DIE	Manufacturing	11/17/06						
NOVAS DOHN ASSOCIATES	Healthcare	02/14/06						
NO-WAY SPEAKER PRODUCTS, INC	Manufacturing	09/17/03	RELOCATE TO MEXICO					
NURSE EXPRESS	Healthcare		NOT INTERESTED					
NURSES EXPRESS HEALTHCARE SVCS	Healthcare	02/02/05						
O MY GOODNESS	Manufacturing	03/30/06	NOT INTERESTED					
OB-GYNEE ASSOC OF LAKE FOREST LTD	Healthcare	02/14/06						
OB-GYNEE ASSOC OF LIBERTYVILLE	Healthcare	02/14/06						
OPPORTUNITY INC	Healthcare	10/08/03				R		
ORTHOPEDIC & SPORT INJURIES	Healthcare	02/07/06						
ORTHOPEDIC CENTER OF LAKE COUNTY	Healthcare	02/07/06						
PACE NORTH	Transp/Distrib	02/17/04						
PACIFIC CYCLE	Manufacturing	11/08/04	MOVED TO MADISON WI					
PACTIV CORP	Manufacturing	11/08/04						
PARADE PACKAGING	Manufacturing	09/22/06						
PARKSON CORP	Manufacturing	01/02/04						
PAVILLION OF WAUKEGAN	Healthcare	10/08/03						
PEDIATRIC ASSOC OF BARRINGTON	Healthcare	10/29/04						
PEDIATRIC PARTNERS SC	Healthcare	10/29/04						
PEDIATRIC SPECIALIST OF NORTHWEST	Healthcare	02/07/06						
PEPSI COLA GENERAL BOTTLERS INC	Manufacturing	12/12/03						
PERFORMANCE METALS INC	Manufacturing	11/22/04						
PHILLIP PATRONE DDS	Healthcare	07/24/06						
PIERCE AND ASSOCIATES	Healthcare	02/07/06						
PINNACLED HEALTH CARE	Healthcare	10/08/03						
PIPER PLASTICS	Manufacturing	11/04/03						

## JOB CENTER EMPLOYER DATA THRU NOVEMBER 30, 2006

TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
PLASCO	Manufacturing	09/26/03	NOT INTERESTED					
PLASTIC GRAPHIC CO.	Manufacturing		NOT INTERESTED					
PREMIER EYE CARE & SURGERY	Healthcare	10/13/04						
PRESBYTERIAN HOMES	Healthcare	10/17/06						
PRIME SOURCE HEALTHCARE	Healthcare	01/24/06						
PRINT-O-TAPE	Manufacturing	09/26/03	NOT INTERESTED					
PRIORITY FOOD PROCESSING	Manufacturing	10/24/03	NOT INTERESTED					
PRODUCT DEVELOPMENT TECH	Manufacturing	11/08/04						
PROFILE PLASTICS CORP	Manufacturing	12/02/03	NOT INTERESTED					
PROGENY INC	Manufacturing	10/29/04	NOT INTERESTED					
PROGRESSIVE MFG. CORP	Manufacturing	09/17/03	NOT INTERESTED					
PROLAM, INC	Manufacturing	08/11/03						
PULMONARY PHYS OF THE NORTH SHORE	Healthcare	02/14/06						
QUALITY CARE MEDICAL	Healthcare	04/27/06						
QUEST DIAGNOSTICS	Healthcare	03/10/06						
RADIUS INTL INC	Manufacturing	11/22/04						
RANDY ZIMMERMAN	Healthcare	09/05/06						
RAVINIA ASSOC/INTERNAL MEDICINE	Healthcare	10/08/03						
RECON OPTICAL INC	Manufacturing	09/17/03	NOT INTERESTED					
REHAB CARE GROUP EAST	Healthcare		NOT INTERESTED					
RIVERSIDE FOUNDATION	Healthcare	10/08/03						
RMS LIFELINE INC	Healthcare	03/10/06						
ROADWAY EXPRESS	Transp/Distrib	01/27/06	NOT INTERESTED					
ROLLINS FAMILY DENTAL CTR	Healthcare	02/21/05						
ROSELIN FRANKLIN	Healthcare	08/29/06						
RRI VERNON HILLS LLC	Healthcare		NOT INTERESTED					
RUSH HOSPICE	Healthcare		NOT INTERESTED					
RUST-OLEUM CORP	Manufacturing	09/17/03						
SALIBA INDUSTRIES	Manufacturing	12/07/04						
SANKEN TRUCKING INC	Transp/Distrib	10/29/04						
SAPUTO CHEESE USA	Manufacturing	03/20/06	NOT INTERESTED					
SATISH K DHANDA MD	Healthcare		NOT INTERESTED					
SEAQUIST CLOSURES	Manufacturing	04/13/06						
SEASONAL DESIGNS	Manufacturing	02/23/06						
SELECTED CHEMICAL PR	Manufacturing	09/05/06						
SENIOR CARE PLUS	Healthcare	10/08/03						
SEPTON DERMATOLOGY ASSOC LLC	Healthcare	02/14/06						

## JOB CENTER EMPLOYER DATA THRU NOVEMBER 30, 2006

TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
SHERI ROSS	Healthcare		NOT INTERESTED					
SIGNODE PACKAGING SYSTEMS SALES	Manufacturing	11/22/04						
SKYLINE EXPRESS	Transp/Distrib	01/27/06						
SOLAR CORP	Manufacturing	02/05/04						
SONIA GUTIERREZ DDS	Healthcare	07/24/06						
SOS MANAGEMENT	Transp/Distrib	10/06/04						
SPECTRUM HEALTHCARE RESOURCES	Healthcare	02/14/06						
SPORT PHYSICAL THERAPY CENTER	Healthcare		NOT INTERESTED					
STACK-ON PRODUCTS CO	Manufacturing	12/02/04						
STAR INDUSTRIES	Manufacturing	12/07/04	NOT INTERESTED					
SUNCKEN TRUCKING, INC	Transp/Distrib	01/27/06						
SUPERIOR AMERICAN PLASTICS, INC.	Manufacturing	09/18/03	NOT INTERESTED					
SURE VISION EYE CARE CENTER	Healthcare	02/07/06						
SWEET MFG	Manufacturing	10/08/03						
SWISS AUTOMATION INC	Manufacturing	10/08/03						
TAKEDA	Manufacturing	05/28/04						
TAP	Manufacturing	08/25/05						
TENNECO AUTOMOTIVE INC	Manufacturing	09/17/03						
TERRACE NORTH (FORMERLY ZION CARE & REHABILITATION)	Healthcare	10/03/03						
TERRACE NURSING ROYAL MANAGEMENT	Healthcare	10/08/03						
THE CHILDREN'S HEALTH CTR	Healthcare	10/13/04	NOT INTERESTED					
THE CLAREMONT	Healthcare	10/08/03						
TIRES ON FIRES EXPRESS	Transp/Distrib	01/27/06						
TRIAD CIRCUITS INC	Manufacturing	11/20/03						
TRUCK WORLD	Transp/Distrib	01/27/06						
USS RED ROVER	Healthcare	09/05/06						
VERNON HILLS MEDICAL	Healthcare		NOT INTERESTED					
VERNON HILLS PEDIATRIC ASSOC.	Healthcare	10/13/04						
VHP CORP.	Healthcare	02/07/06						
VIROTECH	Manufacturing	10/29/04						
WARREN SPECIAL RECREATION ASSOCIATION	Healthcare	05/24/06		06/28/06				
WAUCONDA CHAMBER	Community Organization	11/03/06		11/03/06				

## JOB CENTER EMPLOYER DATA THRU NOVEMBER 30, 2006

TARGETED EMPLOYER	INDUSTRY	1ST CONTACT	NOT INTERESTED	PRESENTATION	PROPOSAL PLAN	IMPLEMENTED SERVICES	JOB ORDERS ENTERED INTO ISM	HIRES
WAUCONDA HEALTHCARE & REHAB CTR.	Healthcare	09/30/03						
WEALSHIRE LIMITED	Healthcare	10/08/03						
WEB PRINTING CONTROLS CO	Manufacturing	09/17/03						
WECO	Manufacturing	11/22/04						
WEIMAN PRODUCTS (HERB STANLEY	Manufacturing	02/23/06						
WHITE SWAN-META	Manufacturing	10/11/04						
WILLIAM FRICK & CO.	Manufacturing	08/15/06						
WILSON RAILING & METAL	Manufacturing	06/14/06						
WLOF LINES	Transp/Distrib		NOT INTERESTED					
WOMEN'S HEALTHFIRST	Healthcare	10/13/04						
WW DISPLAYS	Manufacturing	07/20/06						
YAN RAZDOLSKY DDS	Healthcare	02/01/06						
ZF INDUSTRIES INC	Manufacturing	09/02/03						
ZION CLINIC	Healthcare	10/13/04						

## EXHIBIT 2

### SCOPE OF WORK CONDUCTING MARKET RESEARCH TO EVALUATE EMPLOYER SERVICES

The aim of the Workforce Investment Board is to drive the continued economic and social vitality of Lake County by building a workforce system that meets the skilled workforce needs of industry. This aim requires a collaborative process with Lake County employers. The proposed project focuses on conducting market research to pinpoint the services that are needed most by Lake County employers and ensure that the services offered are of high quality and high value to the employer. The results of this market research should enable the Business Services Team/BST to target Lake County employers where the Job Center can have the greatest impact and assist the BST in managing opportunities for timely distribution of services and follow-up. The results should also enable the BST communicate better with Lake County employers.

The proposed activity is to hire a qualified professional research organization to conduct market research.

#### **Process**

The qualified professional research organization is expected to supply the necessary tools to conduct effective market research. The research organization will supply the needed structure so that all efforts are properly focused, yet flexible enough to incorporate the unique business and operating requirements. The research organization's approach will include the following:

1. Develop a statistically sound market research plan that will produce qualitative and quantitative data.
2. Determine how to best present the market research plan in order to illicit a response by employers that will indicate what services they need most from the Job Center. Provide an action plan for achieving maximum data collection and results.
3. Determine best methodology with the following as options:
  - Telephone surveys:
    - Calls will be made from the research organization's facility.
    - Telephone interviewers should be experienced and articulate and have demonstrated the ability to collect high-quality data.
    - The survey process should result in uncompromised quality standards.
  - Online surveys:
    - Develop a highly-effective, user-friendly web-survey invitation and questionnaire.
    - In-house programming for delivering the survey should enable reliable digital research with unique identifiers.
  - Focus Group:
    - Invitation process should increase participation in the focus group and include a reminder call to all invited and RSVP participants.
    - Questions should reveal the employers' emotional and rational reactions to, perceptions of, and attitude toward the Job Center's employer services. The questions should also provide in-depth information on the employers' needs and the employer services most likely to drive increased usage.

- Facilitator should be able to take insightful cues such as body language, facial expression, and emotions expressed through participants voice that is directly related to the research objective.
4. Sample size- Minimum of 200 Lake County employers that participate in the market research.
  5. Target respondents- Equal or near equal percentages of employers in the healthcare, manufacturing, transportation, warehouse and logistics, hospitality, tourism and destination retail, finance, insurance and technology and construction industry. Include employers that hire employees between the age of 16-24. Equal or near equal percentages of employers that have utilized the Job Center employer services and expressed satisfaction and employers that have expressed that they were dissatisfied. Equal or near equal percentages of employers that declined to use the Job Center employer services and employers that have never used the Job Center employer services. Equal percentages of employers with fewer than 50 employees and more than 50 employees.
  6. Relevant universe of respondents- Contact approximately 1300 Lake County employers. A list will be provided that will include employers that have been contacted by the Job Center's Business Services Team (2003 thru 2006), employers that attend quarterly Job Center workshops, employers that attend the Job Center Youth Safari, Lake County employers that have expressed interest in hiring youth.
  7. Survey Coding/Content Analysis- Research organization will review questions submitted by WIB committees and determine process.
  8. Analysis and Reporting-
    - Written report to provide a summary and thorough analysis of the feedback and input collected.
    - Reports should contain findings and recommendations based on the findings.
    - Presentation of an interim report to the Marketing/Employer Linkages Committee with guest attendees from the Executive Committee, One Stop System Committee and the Youth Council.
    - Presentation of the final report to the Board.
    - All research material will be submitted.
  9. Time Frame- An interim report which includes the preliminary findings and recommendations to be completed by April 30, 2007. A final report which include the findings and recommendations of the market research is to be completed by May 24, 2007.
  10. Confidentiality- All discussions, materials and findings are confidential.

**Qualification of bidder**

The successful individual(s) or organization(s) will have the following background, skills and expertise:

- Experience with conducting and analyzing market research, particularly with organizations that administer government funds;
- Experience with use of various marketing research methodology that produce qualitative and quantitative data, ability to best present a marketing research plan and ability to analyze and interpret data and make recommendations based on the findings.
- Ability to provide timely reports, presentations, and agreed upon deliverables;
- If a bidder intends to use a subcontractor for any portion of the project, specific information requested for the bidder must also be provided for any subcontractor.

- Experience with Workforce Investment Boards preferred.

**Content of Proposal**

- **Section A-** Describe the bidder's approach to the project, including an overview of the bidder's proposed plan for completing activities.
- **Section B-** Provide proposed survey questions and/or focus group questions to be asked of the employers.
- **Section C-** Provide a work plan for completing project activities and producing project deliverables with specific action steps and a timetable for completion.
- **Section D-** Discuss the key personnel committed to the project along with their skills, experience, education, etc.
- **Section E-** Provide information on the bidder's background and related experience; identify a minimum of three references; and, identify any experience or knowledge that might relate to Workforce Investment Boards.
- **Section F-** Provide a detailed budget that supports the total project cost. The budget should contain the following information:
  - Project management/overhead costs;
  - Staff costs;
  - Travel costs;
  - Other costs; and
  - Propose payment schedule - payments will be based on the completion of activities and acceptance of project deliverables.

**Review and Selection Process**

The maximum number of points any proposal can receive is 100; proposals will be evaluated according to the following criteria:

**Section A-** The bidder's response to this section reflects an understanding of the scope of the project, specific activities to be completed, and deliverables to be produced.

**Maximum points: 20**

**Section B-** The bidder's proposed questions will demonstrate the level of understanding of the project. **Maximum points: 20**

**Section C-** The bidder's work plan addresses all project activities, identifies specific action steps supporting each of the activities, and specifies reasonable time frames for completion. **Maximum points: 20**

**Section D-** The bidder's organizational staffing identifies personnel possessing skills and experience related to project tasks to be performed; the organization/management structure and time commitment of staff resources support completion of project activities and preparation of deliverables. **Maximum points: 10**

**Section E-** The bidder's background and experience reflect relevant capability to provide requested services; references indicate that their experience with the bidder has been positive. **Maximum points: 10**

**Section F-** The budget is sufficiently detailed to show how the total project cost was determined, costs appear to be reasonable; a proposed payment schedule was provided

which identifies periodic payments based on the completion of project activities and acceptance of deliverables appears to be reasonable. **Maximum points: 20**

**Deliverables**

Deliverables to be produced as part of this project include:

- All deliverables will be provided in draft form, for review and approval by the Board representatives prior to finalizing.
- An interim report to be presented to the Marketing/Employer Linkages Committee with guest attendees from the Executive Committee, One Stop System Committee and the Youth Council. Report must be received in electronic format using a Microsoft product (MS Word, MS Excel)
- A final, comprehensive report containing findings and recommendation based on the findings to be presented to the Board. Report must be received in electronic format using a Microsoft product (MS Word, MS Excel)
- Return/submittal of all research materials.

**Submittal of Proposal**

Responses must be received in electronic format using a Microsoft product (MS Word, MS Excel) and received by \_\_\_\_\_, **2007, no later than 4:00 p.m. Central Time to:**

Vicki Gordon, Manager  
Lake County Workforce Investment Board  
1 N. Genesee Street, First Floor  
Waukegan, IL 60085  
847-377-2225  
[vgordon@co.lake.il.us](mailto:vgordon@co.lake.il.us)  
[www.lakecountyjobcenter.com](http://www.lakecountyjobcenter.com)

## POTENTIAL BIDDERS

### **Market Connections, Inc.**

13135 Lee Jackson Memorial Hwy  
Suite 380  
Fairfax, VA 22033  
Phone: 703-378-2025  
Fax: 703-378-2318

### **DannaGroup, LLC**

12740 North River Road  
Mequon, WI 53092  
Phone: 262-242-4276  
Toll Free: 877-242-4276  
E-mail: [support@dannagroup.us](mailto:support@dannagroup.us)

### **Aeffect, Inc.**

Wendy Joice-Denhard/Vice President, IT  
520 Lake Cook Road  
Suite 100  
Deerfield, IL 60015  
Phone: 847-267-0169  
Fax: 847-267-0172  
E-mail: [info@aeffect.com](mailto:info@aeffect.com)

### **Strategic Management and Marketing Consulting**

Lorrie Gibson  
2352 Sunset View Lane  
Kankakee, IL 60901  
Phone: 815-939-4963  
[lgibson@keynet.net](mailto:lgibson@keynet.net)

### **Kilbridge Consulting, Inc.**

Joe Kilbride  
Phone: 630-515-9882  
[joek@kilbrideconsulting.com](mailto:joek@kilbrideconsulting.com)  
[www.kilbrideconsulting.com](http://www.kilbrideconsulting.com)

The Marketing/Employer Linkages Committee will be responsible for:

- Reviewing responses to RFP and recommend qualified vendor
- Determining date and location of focus group and coordinate with contracted vendor
- Overseeing work of contracted vendor

## EXHIBIT 3

### U.S. GOVERNMENT ACCOUNTABILITY OFFICE'S/GAO REPORT SUMMARY

In December 2006, the U.S. Government Accountability Office/GAO presented a report on Employer's use of One Stop centers. The following is a recap of that report:

The report briefly restates the Workforce Investment Act of 1998, which required a streamlined delivery system of workforce services and promoted greater employer engagement in the workforce system.

In 2005, GAO determined that 50% of all employers were aware of their local One Stop centers but how they were utilizing these centers was not clear. GAO wanted to examine:

1. extent to which employers hire employees through One Stop centers
2. extent to which employers view One Stop center services useful
3. factors that may affect One Stop center service to employers

In 2006, GAO contacted 466 employers located in 36 states to participate in a web-based survey. Survey respondents included: 113 businesses, of which 14 were small, 48 were medium and 51 were large and 8 One Stop centers, with urban, suburban and rural representation. GAO was aware that the survey was not nationally representative and could not be generalized to the universe of U.S. private sector businesses that have used One Stop centers because of the small size survey population. GAO did feel that the survey highlighted issues that the U.S. Department of Labor has been engaged in tracking over the past few years. (Note that in 2004 the survey conducted was more nationally represented when 1,356 employers participated, but in 2005 many of the same employers were unwilling to participate or were no longer in business).

#### Results of survey

- Employers hired only a small percentage of their employees through One Stop centers, and two-thirds of those they hired were low skilled because they thought the labor available from the One Stop centers was mostly low skilled.
  - Of 1318 hires through one stops, 879 were low skilled, 367 mid skilled and 72 high skilled
- Employers indicated that they would hire more if the job seekers had the skills they needed.
- Employers primarily used One Stop centers for posting job openings
- Fewer employers used One Stop centers for screening job applicants and use of facilities (physical space)
- Most employers were unaware of other One Stop center services, i.e.:
  - access to labor market information
  - information about financial incentives and employee supports
  - assistance with averting layoffs/downsizing
  - training services (career counseling and referral to training programs)
- Larger companies were more aware of One Stop centers than small companies
- Employers that used the One Stop centers were satisfied and:
  - found it easy to use and work with the one stops
  - found interaction with one stop staff generally positive
  - found it saved them time and money

- Employers that did not use One Stop centers:
  - did not know about the services offered, especially the training services and financial incentives and supports
  - perceived skill level of job seekers lower than it actually is
  - did not see available job seekers' skills as transferable to their particular needs
- One Stop center officials that were surveyed said they faced the challenge of staff availability to serve employers as the centers must serve both job seekers and employers.
  - most One Stop centers serve more job seekers and less employers
  - half of the centers surveyed had no staff dedicated exclusively to serving employers

### Conclusion

- Employer engagement is the key to a successfully workforce system and may be developed by effectively and efficiently communicating the One Stop centers' capability to assist employers with services such as:
  - Access to an inventory of well-qualified skilled job seekers
  - Access to labor market information
  - Financial incentives
  - Support during downsizing
  - Availability of state funding for training services
- Collecting information on employer usage and measuring engagement is important to:
  - understand the extent to which employer involvement is helpful to the job seeker and employer
  - know what role employers can play in achieving success for the One Stop delivery system
  - determine if anything should be done to improve employer engagement

December 2006

# WORKFORCE INVESTMENT ACT

Employers Found  
One-Stop Centers  
Useful in Hiring Low-  
Skilled Workers;  
Performance  
Information Could  
Help Gauge Employer  
Involvement





Highlights of [GAO-07-167](#), a report to congressional requesters

# WORKFORCE INVESTMENT ACT

## Employers Found One-Stop Centers Useful in Hiring Low-Skilled Workers; Performance Information Could Help Gauge Employer Involvement

### Why GAO Did This Study

The Workforce Investment Act of 1998 (WIA) required that many federal workforce employment and training programs for low-income individuals, the unemployed, and other job seekers provide their services through a streamlined delivery system. WIA also promoted greater employer engagement in this delivery system by, among other things, calling for it to help meet employers' workforce needs with services provided through one-stop centers. In 2005, we found that about half of employers were aware of their local one-stop centers. However, questions remained about how employers use them. In this report, GAO addressed (1) the extent to which employers, both large and small, hire their employees through one-stops; (2) the extent to which these employers view one-stop services as useful; and (3) factors that may affect one-stop service to employers. To answer these questions we surveyed employers who had used the one-stop system, visited eight one-stops, and talked to one-stop and Labor officials.

### What GAO Recommends

GAO recommends that the Secretary of Labor follow through with plans to collect information on employers' use of one-stop services and develop a way to measure employer engagement in the workforce investment system as part of the department's performance reporting system. Labor noted its intent to collect such information.

[www.gao.gov/cgi-bin/getrpt?GAO-07-167](http://www.gao.gov/cgi-bin/getrpt?GAO-07-167).

To view the full product, including the scope and methodology, click on the link above. For more information, contact Sigurd Nilsen at (202) 512-7215 or [nilsens@gao.gov](mailto:nilsens@gao.gov).

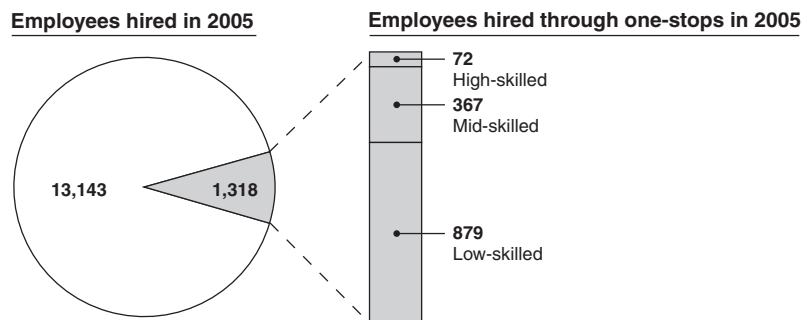
### What GAO Found

Regardless of size, employers completing our survey hired a small percentage of their employees through one-stops, and two-thirds of those they hired were low-skilled. About 80 employers who could provide estimates reported hiring about 9 percent of their new employees through the one-stops, roughly 1,300 of their 14,500 hires in 2005. They also reported that about two-thirds of those hired were low-skilled workers, in part because they thought the labor available from the one-stop centers was mostly low-skilled. Employers told us they would hire more job seekers from the one-stop labor pools if they had the skills for which they were looking.

Employers primarily used only one of the seven services generally available through the one-stop, but they generally viewed whatever services they did use as helpful. Most employers used the centers' job-posting service. Fewer made use of the one-stops' physical space or job applicant screening services. Still, when employers did take advantage of a service, they generally reported that it was useful because it produced positive results, such as reaching more job applicants than would have applied otherwise. When employers reported that they did not use a particular one-stop service, in most cases they either were not aware that the one-stop provided the service, obtained it elsewhere, or carried through on their own.

At least three factors may affect one-stops' service to employers. The first of these is the skill set of the labor pool. One-stop officials said that their job candidates generally had either low skills or lacked the specialized skills needed by employers. The second factor cited by one-stop officials is the limited number of staff available to serve employers. Staff at one-stops must serve both employers and job seekers with the staff and funding available to them. The fact that the Department of Labor collects limited information on employer engagement in the one-stop system is a third factor that may affect the level of service to employers. While Labor collects information on employer satisfaction, this measure does not provide information on how employers use the system. Labor has said its new data collection system will include such information, but this remains to be seen.

#### Employees Hired through One-Stops



Source: GAO 2006 survey of business establishments.

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United States Government Accountability Office  
Washington, DC 20548

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December 22, 2006

The Honorable Michael B. Enzi  
Chairman  
The Honorable Edward M. Kennedy  
Ranking Minority Member  
Committee on Health, Education, Labor, and Pensions  
United States Senate

The Honorable Patty Murray  
Ranking Minority Member  
Subcommittee on Employment and Workplace Safety  
Committee on Health, Education, Labor, and Pensions  
United States Senate

In any given quarter, the U.S. economy creates and destroys about 8 million jobs. The resulting dynamic requires that workers find new jobs and employers hire new workers. Those who are seeking jobs, particularly the unemployed as well as low-income individuals, can access federal workforce employment and training programs, many of which are overseen by the Department of Labor (Labor) through a streamlined delivery system required by the Workforce Investment Act of 1998 (WIA). This system consists of about 1,900 career, or “one-stop,” centers across the country where programs can provide their services. WIA also promoted greater employer engagement in this delivery system by requiring that employers make up the majority of members and lead local and state workforce investment boards that oversee the one-stop centers and by calling for these boards to help meet employers’ workforce needs with services provided through one-stop centers. While the law does not require any one particular service, the centers do offer services such as job postings, access to training for existing employees, information about employee resources like day care, or simply the use of a center’s facilities for conducting job fairs or interviews. Employers can also pay a fee for more customized services, if they are offered. In addition, the local boards can solicit funding from employers and others to pursue initiatives in job development and training.

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In 2005, we found that about half of employers were aware of their local one-stop centers.<sup>1</sup> However, questions remained about how employers were using those one-stop centers. In view of the desire of policymakers to engage and serve employers of all sizes in the workforce system, we looked specifically at how some employers make use of the one-stop centers. We have examined (1) the extent to which employers, both large and small, hire their employees through one-stops; (2) the extent to which these employers view one-stop services as useful; and (3) factors that may affect one-stop service to employers.

To answer these questions, we conducted a Web-based survey of employers from our 2005 report who told us they had previously used one-stops, interviewed 17 one-stop officials from 10 one-stops in 5 states, and interviewed Labor officials and officials from other organizations with knowledge of workforce programs. We made an extra effort to contact small employers but could not reach many of them because of business closure and employee turnover. The results of our survey represent only those who completed it and cannot be generalized to the universe of businesses that have used one-stops. We obtained completed surveys from 113 businesses, which we categorized in three groups by size: 14 small, 48 medium, and 51 large businesses. Geographically these businesses were located in 36 states and ranged from a large fast food franchise to a sheet metal fabricator with only 10 employees. We visited 8 one-stop career centers representing a mix of urban, suburban, and rural areas in California, North Carolina, Wisconsin, and Wyoming, and conducted phone interviews with officials in 2 one-stop centers in Pennsylvania. In some cases, officials from Local Workforce Investment Boards participated in these interviews. We selected 4 of these states because they had the most employers that had used one-stop services in our national survey, and Wyoming for a rural perspective. We performed our work in accordance with generally accepted government auditing standards between December 2005 and October 2006. See appendix I for details of our methodology.

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## Results in Brief

Regardless of size, employers completing our survey hired a small percentage of their employees through one-stops, and two-thirds of those

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<sup>1</sup> GAO, *Workforce Investment Act: Employers Are Aware of, Using, and Satisfied with One-Stop Services, but More Data Could Help Labor Better Address Employers' Needs*, [GAO-05-259](#) (Washington, D.C.: Feb. 18, 2005).

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they hired were low-skilled. About 80 of 113 employers—those who could provide estimates—reported hiring about 9 percent of their new employees through the one-stops in 2005. This amounted to roughly 1,300 of the 14,500 workers they hired in 2005. They also reported that about two-thirds of those hired through the one-stops were low-skilled workers, in part because they thought the labor available from the one-stops was mostly low-skilled. Employers told us they would hire more job seekers from the one-stop labor pools if they had the skills for which they were looking.

Employers primarily used only one of the seven services available through the one-stop, but they generally viewed whatever services they did use as helpful. Most employers used the centers' job posting service. Fewer made use of the one-stops' physical space or job applicant screening services. Still, when employers did take advantage of a service, they generally reported that it was useful because it produced positive results. In the case of posting job openings, employers reported that it resulted in more applicants than would have applied otherwise. The few employers who used one-stop facilities reported that doing so increased their visibility when hiring. They also said that using one-stop services saved them time and money. One employer, for example, noted that use of the one-stop allowed his company to avoid renting hotel conference rooms for job interviews when it was hiring. When employers did not use a particular one-stop service, in most cases they said that they either were not aware that the one-stop provided the service, said they obtained it elsewhere, or said that they carried through on their own.

At least three factors may affect one-stops' service to employers. The first of these is the skill set of the labor pool. Citing this factor as one of their top challenges, one-stop officials said that their job candidates generally had either low skills or lacked the specialized skills needed by employers. They also said, however, that employers may perceive the available pool as less skilled than it really is. One-stop officials cited the limited number of staff available to serve employers as a second factor affecting their service to employers. However, few of the one-stops we visited reported having received private sector funds that could be used to hire more staff, even though the law allows for charging fees or soliciting money from employers, and we have identified charging fees as a promising practice. The fact that Labor collects limited information on employer engagement in the one-stop system is a third factor that may affect the level of service to employers. One-stop officials at several centers noted that performance information generally focuses on services to job seekers and not employers. While Labor collects information on employer satisfaction, this

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measure does not provide information on how employers use the system. Labor has said its new data collection system will include such information, but this remains to be seen. Additionally, while Labor has launched initiatives designed, in part, to help one-stop centers model approaches to serving employers, the impact of these initiatives may be limited to those centers selected to participate in the program or receive program grants. A majority of the one-stop officials we spoke with reported they were not participants in Labor's national initiatives such as the High-Growth Job Training Initiative or the National Business Learning Partnership, and that these had no impact on their capacity to serve employers.

In this report, we recommend that the Secretary of Labor follow through with plans to collect information on employers' use of one-stop services and develop a way to measure employer engagement in the workforce investment system as part of the Department of Labor's performance reporting system. In its comments on a draft of this report, Labor noted its intent to collect such information.

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## Background

The Workforce Investment Act of 1998 sought to improve the quality of the workforce by creating a streamlined delivery system for services offered by 17 federal workforce development programs. Under WIA, each program is required to make services available through the one-stop center system established for each local area. The services available to job seekers at one-stops include career counseling and referral to training programs. Although not specified under WIA, the services available to employers at one-stops include posting job openings, screening job applicants, assisting with downsizing, accessing labor market information, providing information on financial incentives and employee supports,<sup>2</sup> training services, and making available one-stop facilities.

So that the private sector drives the employment and training activities of the workforce investment system, WIA requires that business representatives lead and constitute the majority of members on state and local workforce investment boards. Each local board is responsible for developing a comprehensive local plan that describes the one-stop

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<sup>2</sup> This information includes financial incentives that encourage employers to hire, such as the Work Opportunity Tax Credit and programs that support employees such as child care and transportation assistance.

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delivery system established in a particular local area. This plan must identify the workforce investment needs of area businesses and describe how the board will ensure that one-stop service providers meet these needs. Although Labor oversees the system, states and local areas have flexibility to design and operate their local systems as long as they are not inconsistent with the requirements of WIA.

Labor has several initiatives that were designed, in part, to help one-stop centers model approaches to serving employers. The President's High-Growth Job Training Initiative targets worker training and career development resources toward helping workers gain the skills they need to build careers in fields like health care, information technology, and advanced manufacturing jobs. According to Labor officials, more than 138 High-Growth Job Training Initiative grants have been awarded totaling approximately \$250 million, as of August 2006. The grants are awarded to local workforce investment boards that oversee one-stop centers. The National Business Learning Partnership program was designed to match high-performing local workforce areas with local sites that wish to engage businesses more successfully. As part of this program, a protégé site is matched with a mentor to provide one-on-one consultation, develop a work plan, and support a transition to a demand-driven system. In order to participate in the National Business Learning Partnership program, the workforce investment board overseeing the local one-stop center must submit an application for the low-performing one-stop to become a protégé. Not all who apply are accepted into the program.

While Labor assesses WIA programs through such measures as job seeker employment rates, average earnings, and job retention, only one measure for these programs relates directly to employer services: employer satisfaction. In accordance with an Office of Management and Budget initiative, Labor also assesses workforce programs with common measures, which are similar to some of the WIA measures. However, none relate directly to employer services. To improve the collection of performance information, Labor is in the process of designing a new performance reporting system: the Workforce Investment Streamlined Performance Reporting System, slated for implementation in 2007.

In previous work on employers and one-stops, we found that as a company's size increased, so did awareness and use of one-stop services. Employers were more likely to use hiring services—posting job openings and screening job applicants—than they were to use training services. In general, employers were satisfied with the services they received.

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## Employers Hired About 9 Percent of 2005 New Hires through One-Stops, Two-Thirds of Whom Were Low-Skilled

Employers responding to our survey hired a small percentage of their workers through one-stops in 2005, about 9 percent.<sup>3</sup> This amounted to roughly 1,300 of the 14,500 workers hired by the 80 employers we surveyed who could provide this information. Although some employers had hired a large percentage of their workers through the one-stops, most had hired only a small percentage. In a typical case, a manufacturer hired only 1 of its 21 new hires (5 percent) through one-stops. In a less typical case, a manufacturer hired 250 of its 1,100 new hires (23 percent) by posting all of its job openings with the local one-stop center. According to Labor officials, the size and skills of the local labor pool overall (not just at the one-stops), along with a wide array of other factors, may affect the ability of an employer to hire a large percentage of workers from the one-stops. There were no material differences in hiring patterns for employers of different sizes.<sup>4</sup>

About two-thirds of workers hired through one-stops were low-skilled, according to the employers who provided us with an estimate.<sup>5</sup> Of the approximately 1,300 workers employers hired in 2005, about 900 were low-skilled.<sup>6</sup> (See fig. 1.) Employers said they relied on these workers to fill their entry-level positions. Employers in the food service industry hired low-skilled workers from one-stops to fill their cashier and wait staff positions. Another employer, in the manufacturing industry, hired low-skilled workers for entry-level positions on the production floor.

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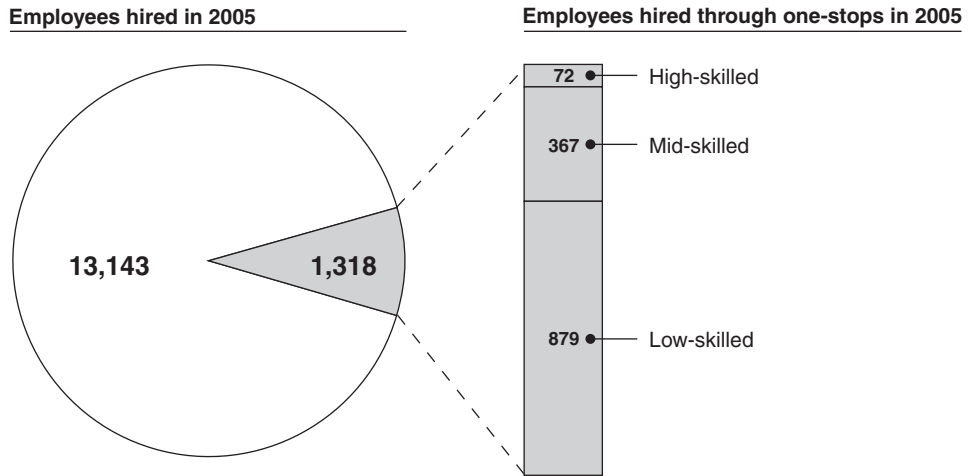
<sup>3</sup> The results of our survey cannot be generalized to the universe of businesses that have used one-stops and only represent the views of those who responded to the survey. Our survey respondents are a subset of respondents to a survey we conducted in 2004. In that nationally representative survey, 466 employers told us that they had used one-stop services. We obtained valid e-mail addresses from 178 of these businesses. In some cases employers were unwilling to provide their e-mail address and in other cases the employers were no longer in business. We sent a Web-based survey to these 178 businesses and later attempted to contact an additional 25 small businesses. We received completed surveys from June through September 2006 from a total of 113 businesses. Appendix 1 contains additional information on the limitations of our survey methodology.

<sup>4</sup> We found no significant differences in hiring patterns between large and medium businesses, and because of the limited number of small businesses, we did not include them in the analysis.

<sup>5</sup> A low-skilled worker, for the purposes of our survey, is a worker with a high-school education, its equivalent in training, or less.

<sup>6</sup> Across all sources, including one-stops, 54 percent of those hired were low-skilled, 26 percent were mid-skilled, and 19 percent were high-skilled.

**Figure 1: Employees Hired through One-Stops**

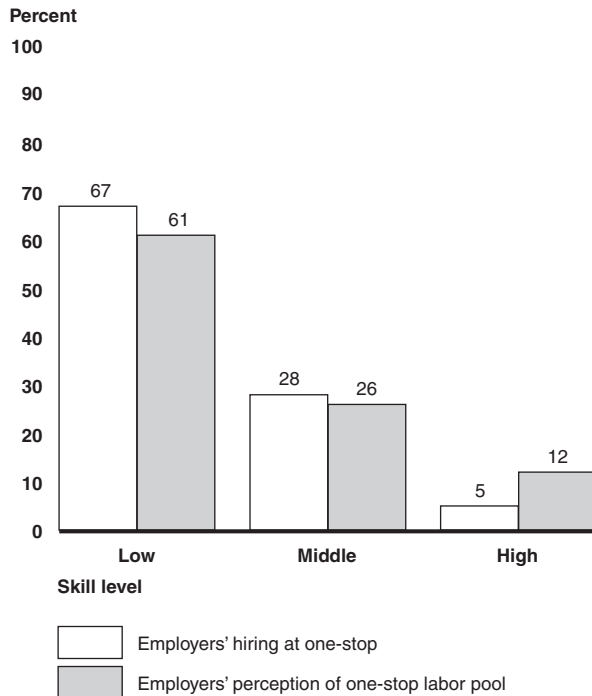


Source: GAO 2006 survey of business establishments.

Note: This information cannot be generalized to all employers who use one-stop services. The numbers used in this graphic are from those employers who could provide us with estimates, 80 of the 113 employers who completed our survey.

Some of the employers completing our survey reported that they had used one-stops to hire mostly low-skilled employees, in part because they thought it was mostly low-skilled workers who were available from the centers. Based on their interactions with one-stops, employers characterized the labor pool at one-stops as being, on average, 61 percent low-skilled, 26 percent mid-skilled, and just 12 percent high-skilled. With the exception of high-skilled workers, these percentages closely mirror the proportion of workers at various skill levels that they actually hired through the one-stops in 2005. (See fig. 2.) Although many indicated a willingness to hire more job seekers from the one-stops, some questioned whether such hires would be qualified. For example, an employer in Green Bay, Wisconsin, told us that he had a difficult time filling his open positions for welders and would be more than willing to hire from the one-stop center if it had qualified job seekers.

**Figure 2: Comparison of Actual Hiring through One-Stops with Employers' Perceptions of the One-Stops' Labor Pool**

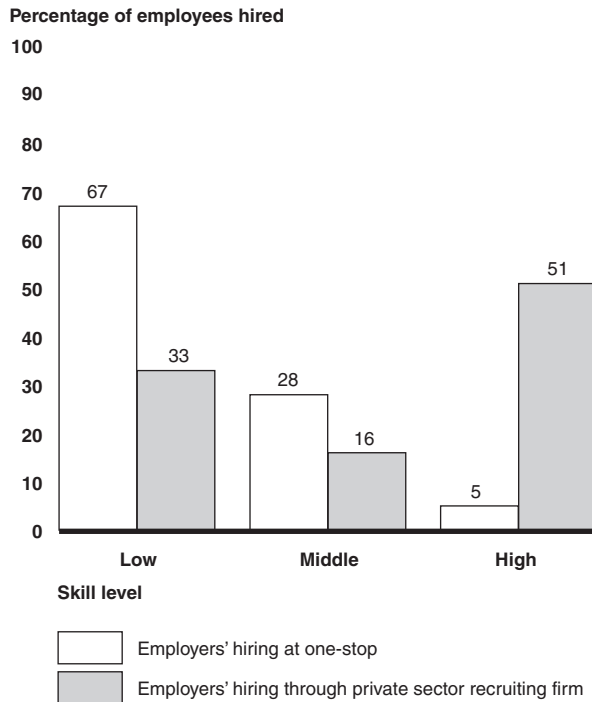


Source: GAO 2006 survey of business establishments.

Note: This information cannot be generalized to all employers who use one-stop services. The numbers used in this graphic are from those employers who could provide us with estimates, 80 of the 113 employers who completed our survey. Because of rounding, percentages for employers' perceptions do not sum to 100.

A greater proportion of the workers that employers hired through private sector recruiting firms were high-skilled, in comparison to the proportion they hired in the one-stop. Specifically, 51 percent of the workers they hired through the private sector recruiting firms were high-skilled in comparison to 5 percent of the workers they hired through one-stops. (See fig. 3.) Employers told us they used private sector recruiting firms either to find employees with specific expertise and experience or when they had a difficult time finding employees. For example, a financial services business used private sector recruiting firms to search for new executives. Another said these firms were only used when it was not possible to fill an open position after a reasonable period of time.

**Figure 3: Proportion of Skilled Workers Hired through One-Stops and through Private Sector Recruiting Firms**



Source: GAO 2006 survey of business establishments.

Note: This information cannot be generalized to all employers who use one-stop services. The numbers used in this graphic are from those employers who could provide us with estimates, 80 of the 113 employers who completed our survey.

Despite their perceptions of skill levels available through the one-stops, employers completing our survey seemed willing to recruit from any source if there were qualified employees available. Many said they attempted to recruit employees from a variety of sources, including one-stops, and hired the best applicant from any of such sources. For example, one said the firm had listed all of its job openings with the local one-stop, but ended up finding most employees through employee referral and walk-ins. Another employer that hired through employee referrals provided a bonus to workers who referred new employees to the company. In addition to having workers approach them, some employers also recruited workers directly from colleges and universities. Another said it used newspapers and the one-stop center and found employees from both. According to Labor officials, generally the most effective recruitment strategy is word-of-mouth through friends and relatives.

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**Employers Mostly Used Job Posting Services and Generally Reported That Using Any Service Produced Positive Results**

Employers completing our survey primarily used only one of the seven services generally available through the one-stop, the job posting service. However, when employers did take advantage of a service, in general they reported that it was useful because it produced positive results, such as a pool of applicants larger than would have been available otherwise. Employers also reported positive experiences in terms of interacting with one-stop staff, as well as savings in time and money. Employers who did not use a particular one-stop service reported that they were either not aware that it was offered, obtained the service elsewhere, or had carried through on their own.

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**Employers Often Used One-Stops' Job Posting Service, and Less Frequently Used Other Available Services**

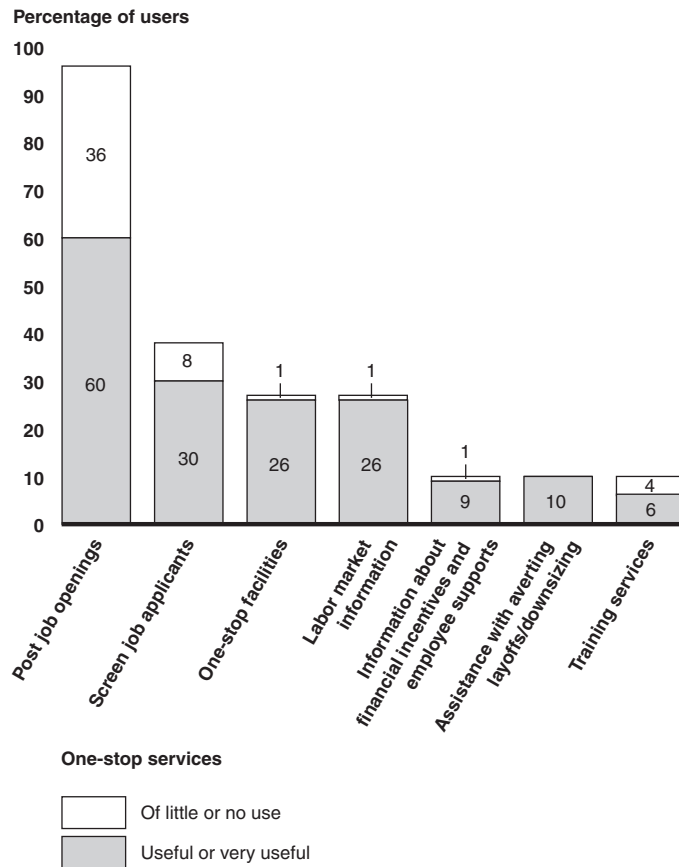
Of all services offered by one-stops, the one most often used by employers we surveyed was posting jobs.<sup>7</sup> Other services, such as screening applicants, using one-stop facilities, and using labor market information, were used less. A small fraction of employers we surveyed used information about financial incentives, assistance with downsizing and averting layoffs, or training services.<sup>8</sup> (See fig. 4.)

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<sup>7</sup> Because the number of employers who used a service was often small, we could not determine if there were material differences in the type of one-stop service used by employer size.

<sup>8</sup> As would be expected, some services, such as assistance with averting layoffs or downsizing, are not very often needed by employers.

**Figure 4: Percentage of Employers That Used Each One-Stop Service in 2005 and How They Rated Its Usefulness**



Source: GAO 2006 survey of business establishments.

Note: This information cannot be generalized to all employers who use one-stop services. To calculate the percentage of employers that used each one-stop service, we divided the number of employers who reported using each service by the number of employers who reported using any service in 2005, 81 of the 113 employers who completed our survey.

## Employers Generally Reported That Using One-Stop Services Produced Positive Results, with the Exception of Posting Job Openings, where Results Were Mixed

Most employers who posted jobs with the one-stop said the service was useful. However, others found that it did not produce the candidates they needed. Most of those who used the job posting service said that it was useful or very useful because it increased the size of the audience they were able to reach and resulted in a greater number of job applicants. A company official at one mid-sized medical laboratory characterized one-stops as a place where “almost anyone would go to find a job,” and said posting jobs with the one-stop enabled the lab to reach a large and diverse audience. For one small business manager, posting jobs with the one-stop

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produced about 900 applications. For some employers, however, a greater number of applicants, in and of itself, was not productive. About one-third of employers posting jobs with the one-stop did not find it to be useful. The owner of a mid-sized manufacturing company in Wisconsin echoed the experiences of others in telling us that when he posted a job opening with the one-stop it did not generate the applicants who had the qualifications he needed.

Although fewer in number, employers who screened applicants or accessed labor market information through the one-stop or who used one-stop facilities said these services were useful. Of those who found screening services useful, most said that it increased the number of job seekers with the skills they needed. One large retail company was able to hire over 500 new employees as a result of prescreening interviews and background checks performed by the one-stop. In another case, a mid-sized manufacturing company said the one-stop's screening service saved the company time by reducing the applicant traffic in the office. Of those who found it beneficial to use the one-stop centers' facilities, most said it provided a convenient location for recruiting. One mid-sized manufacturing firm told us that the one-stop facilities provided a central location where the employer could accept applications, conduct testing sessions, and make photocopies of relevant documents. Another employer told us that using the one-stop's facilities enabled the company to continue recruiting employees while the business's building was under construction. Most of those who found labor market information useful said it helped the firm set wage rates and comply with prevailing wage requirements.

Although used by few, training services and information about financial incentives and employee supports were also useful to the employers we surveyed. Employers that found training services to be useful said it was because they improved their employee skills.<sup>9</sup> For example, 40 entry-level employees at a large manufacturing firm learned to read blueprints and acquired other skills highly valuable to the company through training arranged by the one-stop. According to the human resources manager, these employees were better positioned for advancement in their careers as a result. Of those who said information about financial incentives and employee supports was useful, most pointed to the fact that it was

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<sup>9</sup> Training services can be provided at the one-stop center or through some other entity, such as a community college.

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appropriate to the needs of their establishment or employees. One small business employer said that his local one-stop coordinated potential candidates for tax credits and made his employees aware of programs that could help the company. He cited these services as one of the reasons his business would be looking to expand in the area served by this one-stop center.

While few of those we surveyed had used a one-stop's help in downsizing or averting layoffs, those that did said that they found this service useful or very useful. Specifically, almost all said the one-stop's assistance helped them comply with federal laws regarding downsizing and resulted in more employees finding new employment after downsizing than would have otherwise occurred. In one case in 2005, one-stop officials met with a group of about 50 workers laid off by a large manufacturing firm in Indiana and told the workers about how to access the one-stop's search assistance and training opportunities. According to the human resource manager, the one-stop's help spared him from fielding multiple queries about job search services. In addition, he said the one-stop staff gave the laid-off employees direction and encouragement toward new employment opportunities.

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### Employers Who Used One-Stop Services Generally Reported Positive Experiences in Terms of Effort, Staff Interaction, Time, and Savings

Many employers who responded to our survey said that the amount of effort required to work with the one-stops was reasonable. Most of those we surveyed said it was easy or very easy to use one-stop services. Few complained about excessive paperwork or other administrative requirements associated with one-stop services. Some employers we interviewed recalled doing very little paperwork.

Employers were also generally positive about their interactions with one-stop staff. Among those who answered our survey question on staff interaction, about 70 percent rated staff highly on their professionalism. The employers we interviewed on our site visits said that being familiar with one-stop staff was valuable to them and added that their one-stop contact was professional and responsive. Several said they felt very comfortable asking their one-stop staff member for any assistance.

Employers also said that one-stop services had saved them time and money. Using one-stop facility and screening services allowed employers to recruit new workers more quickly and efficiently, thereby saving time. Many employers noted that one-stop services, which generally are free of charge, had saved them money. One employer said the one-stop's meeting rooms, high-speed Internet access, photocopying assistance, and other services helped him save his company almost \$2,000. He contrasted his

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experience with that of other company franchises that had paid hotels or others for such services.

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**For Services They Did Not Use, Employers Reported Either Not Knowing about Them, Finding Them Elsewhere, or Providing Them on Their Own**

Many of the survey respondents who did not use one-stop services said it was because they did not know the one-stop offered these services. On average, about one-quarter of employers who did not use a particular one-stop service said it was because they did not know it was available. Employers cited training services and information about financial incentives and employee supports as the two services they were least aware of and thus among those used the least.

Some employers looked elsewhere for services that were also available at one-stop centers. For example, many employers accessed labor market information from sources other than the one-stops, such as information available from educational organizations or professional associations. Also, 35 percent of employers who did not post jobs with the one-stop reported posting jobs through other outlets, such as through private sector recruiting firms, newspapers, the Internet, and using word-of-mouth (other employees). In our discussions with employers, some said they need to tap all resources available to find qualified employees.

It was also the case that employers did not use some services that involve activities they generally do on their own. With regard to training, for example, one employer said that making musical instruments requires training by a seasoned instrument maker. While about one-third of employers used screening services, over 70 percent of those who did not said it was because they do their own screening internally.

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## One-Stop Service to Employers May be Affected by Limited Skills in Their Labor Pool, Limited Staffing, and the Lack of Employer-Related Performance Information

At least three factors may affect one-stops' service to employers. The first of these is the skill set of the labor pool, which some officials characterized as low or lacking the specialization some employers requested. Part of the challenge, according to others, is that employers may perceive the skill level as lower than it actually is. One-stop officials cited the limited number of staff as a second factor that affects their service to employers. The fact that Labor collects limited information on employer engagement in the one-stop system is a third factor that may also affect one-stops' service to employers. While Labor has launched initiatives to better meet employers' needs for workers, such as the High-Growth Job Training Initiative, the one-stops we visited were not significantly affected by them.

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## Skills of the Labor Pool May Make It Difficult for One-Stops to Meet Demand for Skilled Workers

The one-stop officials we interviewed cited the skills of the labor pool available through the one-stop as one of their top challenges in providing employers with qualified applicants. Whether the problem is that the labor pool is low-skilled, lacks the specific skills, or is misperceived by employers is difficult to determine. Some officials cited the low skill level or lack of education in their labor pool, while others cited the lack of specialized skills needed by employers. On average, officials estimated that about one-third of their labor pool was low-skilled, with these estimates ranging from 8 percent to 85 percent. A one-stop official noted that it was difficult to provide employers with applicants that met employers' minimal requirements for having at least a high school or general equivalency diploma. Other officials told us they do not have enough skilled workers to supply the needs of the businesses in their areas. For example, a one-stop official explained the difficulty in filling an employer's need for workers experienced in mixing batches of cosmetics.

When told that employers in our survey used the one-stop to hire mostly low-skilled workers, some of the one-stop officials we interviewed said that to some degree employers can misperceive the skills of the one-stop labor pool. They noted that employers may not see skills as transferable to their particular needs. For example, a one-stop official told us that when skilled workers were recently laid off at a tubing manufacturing company, other local employers viewed them as low-skilled because the applicability of their skills to other jobs in the labor market was not readily apparent. Other one-stop officials stated that employers may characterize the one-stops' labor pool as low-skilled because high-skilled or professional job seekers do not necessarily tell employers that they have used the local one-stop center. According to a one-stop official, high-skilled job seekers are more likely to say that they found the job posting on the Internet

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because they want to convey the impression that they did not need assistance. In addition, one-stop staff suggested that some employers may perceive the labor pool as low-skilled because of a lack of applicant screening by the one-stop. One-stops provide screening services in varying degrees. In cases where the one-stop did not screen, employers seeking high-skilled workers may be overwhelmed by the number of low-skilled job seekers applying for open positions.

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### A Limited Number of One-Stop Staff Are Available to Serve Employers, but One-Stops We Visited Generally Did Not Leverage Additional Private Sector Funding to Increase Staff or Resources

According to most of the one-stop officials we interviewed, another challenge they faced was the lack of staff available to serve employers. Staff at one-stops must serve both employers and job seekers with the staff time and funding available to them. While some officials told us that services to employers and job seekers complement each other, others said that their staff primarily serve job seekers and serve businesses as a collateral duty. In fact, half of the one-stop centers we interviewed had no staff dedicated exclusively to serving employers. One official told us that in addition to serving job seekers, he went door to door to local businesses in the area to promote one-stop employer services because he had no staff dedicated to doing so. The other half of the one-stop centers we visited dedicated at least one person to serving employers full-time. The fact that employers expressed satisfaction with one-stop staff would suggest that at least for them levels of staff weren't an issue. Nonetheless, all of the one-stop officials we spoke with agreed that if they were provided with more funding, they would expand services to employers. Some either said they would use funding to hire additional staff devoted to employer services or they would increase one-stop service offerings to employers like training for their incumbent workers.

Although a practice we identified as promising—leveraging private sector funding—could be used by one-stops to hire more staff, most officials we interviewed stated that they had not done so.<sup>10</sup> Six of the 10 one-stops we visited did not receive any funding of this type. The 4 one-stops that did receive private sector funding charged a fee for services or to use the facility. Each received less than \$10,000 per year, an amount described by

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<sup>10</sup> WIA authorizes local boards that manage one-stops to solicit funds from employers and/or have one-stops offer services for a fee to employers. We identified this as a promising practice in the following report: GAO, *Workforce Investment Act: One-Stop Centers Implemented Strategies to Strengthen Services and Partnerships, but More Research and Information Sharing Is Needed*, [GAO-03-725](#) (Washington, D.C.: June 18, 2003).

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some of these officials as minimal. When asked why they had not received private sector funding, one-stop officials we interviewed stated several reasons, including hesitancy to solicit funds in addition to tax dollars already paid by businesses as well as lack of expertise and knowledge regarding how to solicit private sector donations.

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### The Lack of Employer-Related Performance Information That Labor Collects May Affect How One-Stops Serve Employers

Labor has limited information about employer engagement in the one-stop system. Although Labor measures employers' satisfaction, this measure does not provide information on how employers use the system. Labor officials told us that they do not rely on this information for any purpose, and as we previously reported, the information is too general for states and local areas to use. We recommended, at that time, that Labor require states to collect and report on employer use of the workforce system.<sup>11</sup> Labor was developing a new data collection and reporting system that it has since discontinued and replaced with a new system still under development. Labor officials told us that their latest data collection system will generate information on employers' use of one-stop services, and will be implemented in program year 2007. However, this remains to be seen. Moreover, it is not clear that Labor will use this information to measure employer engagement.

Some one-stop officials we spoke with acknowledged that there is a need for performance measures related to employer services. Officials at several one-stop centers we visited also recognized that performance information Labor collects focuses on services to job seekers and not employers. Several one-stop officials stated that some basic measures are necessary to tie one-stop staff effort to employer outcomes and that if Labor were to collect such information, doing so might influence how they serve employers.

Although Labor does not require that one-stops collect performance information related to employer services, officials at many of the one-stops we visited, recognizing its importance, collected such information. Eight out of the 10 one-stops collected some type of performance data on their services to employers in order to assess how well they were serving employers in their local area. This included the number of new employers using the one-stop services, number of hires, repeat usage rate, self-service versus staff-assisted services, and number of on-site recruitments. Officials

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<sup>11</sup> See [GAO-05-259](#).

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said they use this information to plan outreach and to assess progress toward achieving performance goals. For example, a one-stop official said, “We use the data to see who is using us and who is not and try to figure out the reason,” which suggests the value of this information for getting more employers to use the one-stops.

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### Most of the One-Stop Officials We Interviewed Reported That Labor Initiatives on Employer Services Had No Impact on Their Capacity to Serve Employers

Labor initiatives intended to increase one-stop capacity to serve employers may have limited reach, at least until greater dissemination occurs. Two of the 10 local workforce investment boards we visited received High Growth Job Training Initiative grants, and none participated in the National Business Learning Partnership program. According to the officials whose boards received grants, the funding was helpful because it increased the resources available to help address the needs of employers. One-stop centers whose local boards did not receive any program grants told us that the initiatives, which are intended to disseminate information in general, have not helped them build their capacity to serve employers. In those cases where a board did not seek a grant or participate in the programs, any potential impact may depend on the efforts of local officials to seek out program information. Labor has taken steps to disseminate findings gained from the National Business Learning Partnership by publishing case studies that exemplify various best practices approaches to serving employers. Officials from Labor also stated that they educate one-stop officials and others about their initiatives through a Web site.

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## Conclusions

WIA promoted greater employer engagement, in part, by calling on the one-stop center system to help meet employers’ workforce needs. While neither the act nor Labor regulations specify their level or range, employer services are clearly part of this equation. While there are many ways that employers might be engaged, our findings raise questions about the extent to which it is occurring via service to employers. Although employers we contacted found one-stop services useful, a lack of qualified applicants, and misperceptions about applicants’ skill levels and a lack of awareness of some services had the potential to negatively affect their engagement with the system. This is all the more important because they represent a subset of all employers—those that actually used the one-stops. The fact that employers hired such a small percentage of their hires through the one-stop, coupled with the finding from our previous work that small employers are less likely to be aware of the one-stop services available to them, could mean that small employers in relation to large employers are even less engaged in the system.

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Beyond this, there is another and greater indication that employers are not central to the system, in that Labor has not attempted to measure their engagement. Labor officials acknowledge that they do not use their single measure related to employers—satisfaction—but also acknowledge the importance of having information about employers’ engagement in the system. Without such information, it is not possible to understand the extent to which employer involvement is helpful to job seekers or to employers, to know what role employers can play in achieving success for the one-stop delivery system, or to determine what, if anything, should be done to improve employer engagement. While Labor has said that its new data collection system will collect information on employer use of services, it is not clear if Labor will use this information to measure employer engagement in the one-stop system.

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## Recommendations for Executive Action

To ensure that Labor has a better understanding of the extent that employers are engaged in the workforce system, we recommend that the Secretary of Labor follow through with plans to collect information on employers’ use of one-stop services and develop a way to measure employer engagement in the workforce investment system as part of the department’s performance reporting system.

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## Agency Comments

We provided a draft of this report to Labor for review and comment. In its comments, Labor acknowledged the limited data available on employers’ use of one-stop services and noted its intent to collect additional employer data through a new performance reporting system beginning July 1, 2007. While Labor noted that our sample did not allow for generalizations, it said our report highlighted issues that the Employment and Training Administration has been engaged in tackling for the past few years. A copy of Labor’s response is in appendix II.

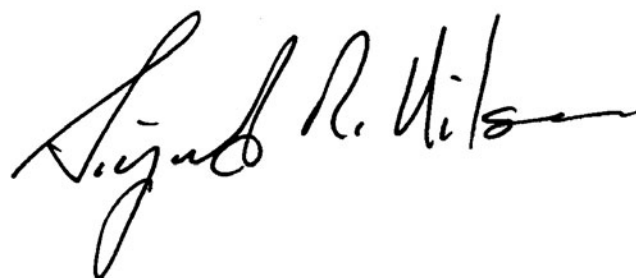
Labor also provided technical comments on the draft report, which we have incorporated where appropriate.

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We will send copies of this report to the Secretary of Labor, appropriate congressional committees, and other interested parties. In addition, the report will be available at no charge on GAO’s Web site at <http://www.gao.gov>.

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A list of related GAO products is included at the end of the report. If you or your staff have any questions about this report, please contact me at (202) 512-7215. You may also reach me by e-mail at [nilsens@gao.gov](mailto:nilsens@gao.gov). Key contributors to this report are listed in appendix III.

A handwritten signature in black ink, reading "Sigurd R. Nilsen". The signature is written in a cursive style with a long, sweeping underline.

Sigurd R. Nilsen  
Director, Education, Workforce,  
and Income Security Issues

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# Appendix I: Objectives, Scope, and Methodology

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Our objectives were to determine (1) the extent to which employers, both large and small, hire their employees through one-stops; (2) the extent to which these employers view one-stop services as useful; and (3) factors that may affect one-stop service to employers. To answer these questions, we conducted a Web-based survey of employers, visited one-stop career centers, and interviewed Labor officials and officials from other organizations with knowledge of workforce programs. See below for more detailed information on each of these aspects of our research. We performed our work from December 2005 through October 2006 in accordance with generally accepted government auditing standards.

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## Survey of Employers

In order to obtain a list of employers who had used one-stop services, we built upon a previous survey effort. This previous survey of employers was conducted in July through October of 2004. During this previous effort, 1,356 respondents completed surveys. The overall response rate to this previous survey was 54 percent. On the basis of an analysis of characteristics of responding and nonresponding employers, we concluded that the results of the respondents could be considered as being nationally representative of all employers with regard to issues such as whether or not they knew about one-stops, knew about the one-stops in their area, and knew about the services available at one-stops. In this earlier effort, 466 of the 1,356 business establishments that were surveyed indicated that they were users of one-stop services.

For this study, a contractor attempted to contact each of these 466 employers and obtain their e-mail addresses for the Web-based survey. Of the 466 employers contacted, the contractor obtained e-mail addresses from 178. In some cases employers were unwilling to provide their e-mail address and in other cases the employers were no longer in business. We sent a Web-based survey to these 178 businesses and later attempted to contact an additional 25 small businesses. We received completed surveys from June through September 2006 from a total of 113 businesses in three size categories: 14 small, 48 medium, and 51 large.

The results of this survey are not nationally representative and cannot be generalized to the universe of U.S. private sector businesses that have used one-stops because of the small size of our survey population and possible response bias. While the 1,356 responding businesses in the earlier effort were considered representative for the purposes of our earlier survey, the 466 responding businesses that used one-stops may or may not have been representative of such businesses nationally. Businesses that had used the services of one-stops and that had favorable

experiences might have been more familiar and more likely to be willing to take time and report on their experiences. Conversely, businesses that had unfavorable experiences might also be more likely to report on their experiences to make them known. Therefore, the 113 businesses we contacted in this effort may reflect a group of respondents whose aggregate views may not accurately reflect all businesses' experiences with one-stops in the country.

For the small businesses we attempted to survey, we could not reach many of them because of business closure and employee turnover. We attempted to survey 42 small businesses that had used one-stop services in the past, but only received completed surveys from 14. In addition to contacting these employers by phone to encourage their participation in our survey, we also mailed letters and e-mailed messages in cases where we obtained their e-mail addresses. We were able to identify 10 small businesses in our sample that were out of business, had sold the business to new owners, or had new employees that do not currently use the one-stop centers.

The 80 employers included in our analysis of hiring patterns are those whose reported total hires in 2005 were within plus or minus 10 percent of the sum of their hires through one-stops, the private sector, and other sources. For some of these employers, the number of workers they reported hiring at three skill levels did not match the number of workers they hired from each source. For these employers, we compared results excluding them with results leaving them in. The results were roughly the same. The comparisons of hiring patterns for large and medium businesses were assessed by comparing the median values of the proportion (employees hired through one stop over total hires) using the nonparametric Wilcoxon Rank sums test.

In addition to survey nonresponse, the practical difficulties of conducting any survey may introduce other types of errors, commonly referred to as nonsampling errors. For example, differences in how a particular question is interpreted, the sources of information available to respondents in answering a question, or the types of people who do not respond can introduce unwanted bias into the survey results. We included steps in the development of the survey, the collection of data, and the editing and analysis of data for the purpose of minimizing such nonsampling error. For example, in cases where an employer gave an answer other than the choices provided, we reviewed, verified, and then categorized each answer.

Site Visits

We also visited eight one-stop career centers in four states: California, North Carolina, Wisconsin, and Wyoming, and by phone interviewed officials in two one-stop centers in Pennsylvania. We selected Wyoming for a rural perspective and the 4 other states because they had the most employers that had used one-stop services in a national survey we conducted in 2004. In each state we visited two one-stop centers selected to provide a mix of urban, suburban, and rural areas. At each one-stop center we visited, we spoke with relevant one-stop center officials and at least one employer that used the one-stop’s services. In preparation for each site visit, we sent officials in each one-stop center a list of structured questions that they answered in advance of our meeting with them. We then used these questions and responses to guide our discussions with and gain further clarification from one-stop officials during our site visits. In some cases, officials from the Local Workforce Investment Boards also participated.

**Table 1: One-Stop Centers We Visited**

State	City	Local board	One-stop center
California	El Centro	Workforce Investment Board of Imperial County	Imperial County One-stop Business and Employment Services
California	San Diego	San Diego Workforce Partnership, Inc	Metro Region Career Center
North Carolina	Charlotte	Charlotte-Mecklenburg Consortium	Charlotte JobLinks
North Carolina	Lincolnton	Centralina Workforce Development Board, Inc.	Lincoln County JobLink Career Center
Pennsylvania	Norristown	Montgomery County Workforce Investment Board	PA CareerLink Montgomery County–Norristown
Pennsylvania	Philadelphia	Philadelphia Workforce Investment Board	PA CareerLink Philadelphia North
Wisconsin	Green Bay	Bay Area Workforce Development Board, Inc.	Brown County Job Center
Wisconsin	Walworth County	Southeastern Wisconsin Workforce Development Board	Walworth County Job Center
Wyoming	Jackson	[Note: Wyoming has one state workforce board that oversees all one-stops]	Jackson Workforce Center
Wyoming	Riverton	[Note: Wyoming has one state workforce board that oversees all one-stops]	Riverton Workforce Center

Source: GAO.

Interviews with Labor Officials and Others

We interviewed Department of Labor officials who are responsible for overseeing the operation of the one-stop system. In addition, we interviewed employer groups and workforce organizations to determine perspectives on how the workforce system serves employers. We interviewed representatives from the following organizations:

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**Appendix I: Objectives, Scope, and  
Methodology**

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- U.S. Chamber of Commerce's Center for Workforce Preparation,
  - National Association of Manufacturers' Center for Workforce Success,
  - Jobs for the Future, and
  - National Association of State Workforce Agencies.

# Appendix II: Comments from the Department of Labor

U.S. Department of Labor

Assistant Secretary for  
Employment and Training  
Washington, D.C. 20210



DEC 12 2006

Mr. Sigurd R. Nilsen  
Director  
Education, Workforce and Income Security Issues  
U.S. Government Accountability Office  
441 G Street, NW  
Washington, D.C. 20548

Dear Mr. Nilsen:

The Department of Labor appreciates the effort made by the Government Accountability Office (GAO) to develop data as part of its study on employer usage of One-Stop Career Centers under the Workforce Investment Act. We understand that the study was difficult to conduct due to the limited data sources available to GAO during the process. While the survey process was the obvious choice for collecting additional data, the limited sample size and response to the survey prevent any generalizations to the workforce system as a whole, particularly given the decentralized nature of the system. It is important to note that on November 6, 2006, the Department published in the Federal Register its intent to collect additional employer data through the new Workforce Investment Streamlined Performance Reporting system beginning July 1, 2007.

Even with the limited methodology, the report highlights a number of "legacy" issues regarding the workforce investment system, most notably: (1) its lack of a demand-driven approach to workforce investment, that is, seeing employers as important customers who drive investments and service delivery design in a regional labor market; (2) not approaching workforce investment with an industry focus strategically tied to regional economic growth; and (3) not positioning One-Stop Career Centers as service delivery points in regional economies designed to provide all individuals access to high quality career information and lifelong learning opportunities. The Employment and Training Administration has been very engaged in tackling all of these issues for the past few years, in particular through the President's High Growth Job Training Initiative, the Community-Based Job Training Grants and the Workforce Innovation in Regional Economic Development (WIRED) effort.

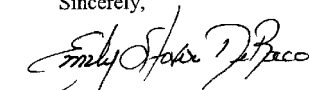
In addition, the Administration has remained steadfast that statutory reforms are needed as part of Workforce Investment Act reauthorization to ensure that a greater number of individuals are served and are truly being prepared for jobs in the current economy as well as into the future. This in turn will better meet the needs of our nation's employers and help them remain viable in the global economy. The President's proposal includes greater flexibility through consolidation of funding streams and implementation of Career Advancement Accounts (CAAs), which are self-managed accounts designed to help out-of-school youth, dislocated workers, incumbent workers and others gain access to post-secondary education and training to advance their skills and careers.

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**Appendix II: Comments from the Department  
of Labor**

If you would like additional information, please do not hesitate to call me at  
(202) 693-2700.

Sincerely,



Emily Stover DeRocco

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# Appendix III: Contact and Staff Acknowledgments

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## GAO Contact

Sigurd Nilsen, (202) 512-7215 or nilsens@gao.gov

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## Staff Acknowledgments

Patrick di Battista, Assistant Director, and Paul Schearf, Analyst-in-Charge, managed this assignment. Tina Paek and Rosemary Torres Lerma made significant contributions throughout the assignment. Walter Vance provided methodological assistance. Susan Baker, Stefanie Bzdusek, and Cathy Hurley contributed to the administration and analysis of our employer survey. Susan Bernstein and Susannah Compton helped develop the report's message. Jessica Botsford and Richard Burkard provided legal support.

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# GAO Related Products

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*Trade Adjustment Assistance: Most Workers in Five Layoffs Received Services, but Better Outreach Needed on New Benefits.* [GAO-06-43](#). Washington, D.C.: January 31, 2006.

*Workforce Investment Act: Labor and States Have Taken Actions to Improve Data Quality, but Additional Steps Are Needed.* [GAO-06-82](#). Washington, D.C.: November 14, 2005.

*Workforce Investment Act: Substantial Funds Are Used for Training, but Little Is Known Nationally about Training Outcomes.* [GAO-05-650](#). Washington, D.C.: June 29, 2005.

*Workforce Investment Act: Labor Should Consider Alternative Approaches to Implement New Performance and Reporting Requirements.* [GAO-05-539](#). Washington, D.C.: May 27, 2005.

*Workforce Investment Act: Employers Are Aware of, Using, and Satisfied with One-Stop Services, but More Data Could Help Labor Better Address Employers' Needs.* [GAO-05-259](#). Washington, D.C.: February 18, 2005.

*Workforce Investment Act: Labor Has Taken Several Actions to Facilitate Access to One-Stops for Persons with Disabilities, but These Efforts May Not Be Sufficient.* [GAO-05-54](#). Washington, D.C.: December 14, 2004.

*Workforce Investment Act: States and Local Areas Have Developed Strategies to Assess Performance, but Labor Could Do More to Help.* [GAO-04-657](#). Washington, D.C.: June 1, 2004.

*Workforce Investment Act: Labor Actions Can Help States Improve Quality of Performance Outcome Data and Delivery of Youth Services.* [GAO-04-308](#). Washington, D.C.: February 23, 2004.

*Workforce Investment Act: One-Stop Centers Implemented Strategies to Strengthen Services and Partnerships, but More Research and Information Sharing Is Needed.* [GAO-03-725](#) and related testimony [GAO-03-884T](#). Washington, D.C.: June 18, 2003.

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## EXHIBIT 4

### INFORMATION USED TO DEVELOP EMPLOYER SURVEY AND FOCUS GROUP DISCUSSION

#### SUGGESTED QUESTIONS

Questions should consist of a combination of open-ended & multiple-choice questions

To determine the employers our services best fit, employer **profile** questions need to be used.

- Identify employer industry
- Identify size of organization

#### **Questions from the WIB Strategic Planning session**

1. Which of the services currently offered by WIB do they most need (show them list of services currently offered)? (See One Stop Committee questions)
2. Which of the services currently offered by WIB do they not need (show them list of services currently offered)? (See One Stop Committee questions)
3. If they used WIB services only once or twice, why did they not return for more services?
4. If they have used WIB services repeatedly, why? What pleases them?
5. What specific employee training needs do they have? (See workforce needs analysis questions)
6. What specific skill sets do their prospective employees need?

#### **Questions provided by input from the Marketing/Employer Linkages Committee**

1. What are the key workforce issues that your business is facing?
2. What types of hard skills are needed for your jobs?
3. What type of hiring assistance do you need?
4. How can the Job Center help you increase profitability?
5. How can the Job Center assist you with reducing liability?
6. How can the Job Center help you improve productivity?
7. How would you like to see federal workforce funds invested in the community?
8. Is your company having a hard time finding qualified workers in Lake County?
9. What Job Center employer services have you used?
10. Why did you choose to use the Job Center employer services?
11. What motivated you to use the Job Center employer services?
12. Why do you continue using the Job Center employer services?
13. What do you think you saved by using the Job Center employer services?
14. Would you use the Job Center employer services in the future?
15. How satisfied were you with the Job Center employer services you used?
16. What did you like about the Job Center?
17. What did you dislike about the Job Center?
18. Did you feel that there were gaps in the Job Center employer services?
19. What gaps did you find in the services?
20. How satisfied were you with the delivery of the Job Center services?
21. How have the Job Center employer services affected your business?

22. Did you find the Job Center employer services easy to access?
23. Why did you choose **not** to use the Job Center employer services?

**Questions taken from the BST Employer Satisfaction Survey**

1. Which workforce needs to you think the Job Center should cater to?
2. What workforce needs to you think the Job Center can cater to?
3. Are your workforce needs being met by the Job Center? If no, why not?

**Workforce Needs Analysis Questions**

(Question taken from 12-11-06 One Stop Committee meeting discussion to identify employer training needs) FYI-question 1, 2, and 3 became top priority questions.

1. What positions within your organization do you have difficulties identifying qualified candidates? Why do you believe it is difficult to identify qualified candidates?
2. Are there specific industry certifications that are desirable within your industry? If so, what are the certifications? If not, what educational background is most desired when hiring new employees (certification, associates degree, bachelors, etc.)?
3. What types of training programs does your company provide for your employees? Who provides the training? Internal trainers or external consultants? Are there specific training needs within your business that are currently not being met?
4. What specific skills are needed by your employees to be successful within your organization?
5. Of the skills individuals need to be successful within your organization, which skills do you believe are most lacking?

**Questions provided by the One Stop Committee**

1. Rate the importance of the priority employer services listed (explanation of each service to be provided)
  - 1= most important (chg most to very)
  - 5= less important (chg less to not)
  - \_\_\_ Job Postings
  - \_\_\_ Tax Credits
  - \_\_\_ BST Activities
  - \_\_\_ Mini Job Fairs & Employer Use of Facilities & Equipment
  - \_\_\_ Employer Workshops
2. Rate importance other BST service categories (explanation of each service to be provided)
  - 1= most important (chg most to very)
  - 5= less important (chg less to not)
  - \_\_\_ Recruitment/Personnel Services
  - \_\_\_ Training
  - \_\_\_ Business Information Services

**Questions provided by the Business Services Team Manager**

1. Have you used any of the financial and/or training services offered by the Job Center?
2. Would you be interested in any of the following programs that can offset your costs for providing employee training? (Explanation of each service to be provided)
  - Incumbent training        \_\_\_ Yes    \_\_\_ No
  - Customized training       \_\_\_ Yes    \_\_\_ No
  - On-the-Job training       \_\_\_ Yes    \_\_\_ No

3. How familiar are you with the Job Center service?
- Incumbent training      \_\_\_Yes \_\_\_No  
 Customized training    \_\_\_Yes \_\_\_No  
 On-the-Job training     \_\_\_Yes \_\_\_No

**Questions provided by the Youth Council**

1. Identify (by marking with an "X" all that apply) the possible roadblocks/concerns that may affect your decision to hire younger employees
- \_\_\_ Salary
  - \_\_\_ Transportation
  - \_\_\_ Workplace safety
  - \_\_\_ Work ethics
  - \_\_\_ Labor laws
  - \_\_\_ Basic math skills
  - \_\_\_ Availability (schedule)
  - \_\_\_ Commitment
  - \_\_\_ Dependability
  - \_\_\_ Demeanor
  - \_\_\_ Interaction skills
  - \_\_\_ Communication skills
  - \_\_\_ Customer service skills
  - \_\_\_ Body language
  - \_\_\_ Appearance/dress code
2. Identify the possible benefit(s) of hiring youth (check as many as apply)
- \_\_\_ High energy and focused
  - \_\_\_ Computer skills (computer literacy)
  - \_\_\_ No pre-conceived work perception (ability to mold)
  - \_\_\_ Business relationship development
  - \_\_\_ Talented individual with the potential to become a full-time employee
3. Is your company interested in hiring employees 16 through 21 years of age?
4. Does your company offer internship programs? If yes, describe.
5. Do you view internships as an extended interview in your hiring process?
6. Has your company hired employees 16 through 21 years of age through the Job Center?
7. Has your company hired employees 16 through 21 years of age without using the Job Center?
8. Explain your satisfaction or dissatisfaction with hiring younger employees.
9. Does your company offer educational benefits?

## EXHIBIT 5

### WIB EMPLOYER FORUM DISCUSSION QUESTIONS

1. What are the key workforce issues that your business is facing?
  
2. Which Job Center of Lake County services have you used? How would you rate your experience(s)? Did you encounter any issues that make you hesitant to use the Job Center again?
  
3. For which positions within your organization do you have difficulties identifying qualified candidates? Why do you believe it is difficult to identify qualified candidates?
  
4. Are there specific industry certifications that are desirable within your industry? If so, what are the certifications? If not, what educational background is most desired when hiring new employees (certifications, assoc degree, bachelors degree, etc.)
  
5. How can the Job Center better meet your needs? Expand services? Improve efficiency? Other suggestions welcome
  
6. What types of tax incentives or other financial assistance do you currently seek from county, state, or federal agencies?
  
7. How would you like to receive information on current service offerings, upcoming events, new services, etc.?

## EXHIBIT 6

### WIB EMPLOYER FORUM SURVEY

The Marketing and Employer Linkage Committee would like you to participate in a survey that will assist in increasing awareness of the services offered by the Job Center of Lake County (JCLC). We would like to develop a stronger relationship with the Lake County Business Community and enhance the services currently offered through this organization. The results of the survey will be tabulated and the aggregate responses will be made available to you.

Please take a few minutes to fill out the survey right now.

Thank you in advance for your participation and candid feedback!

#### **Business Demographics**

1. What type of industry does your organization represent?
  - a) Construction
  - b) Food preparation and service
  - c) Financial services
  - d) Healthcare
  - e) Information Technology
  - f) Manufacturing
  - g) Other Professional Services
  - h) Retail
  - i) Sales and Marketing
  - j) Transportation / Materials
  - k) Other (please specify)

---
2. How many individuals does your firm employ in Lake County?
  - a) 0-19
  - b) 20-49
  - c) 50-99
  - d) 100-249
  - e) 250-499
  - f) 500+
3. How many employees does your firm hire per year?
  - a) 0-9
  - b) 10-19
  - c) 20-29
  - d) 30+
4. What type of positions does your firm recruit for? (Please select all that apply)
  - a) Office and Administrative
  - b) Management
  - c) Manufacturing
  - d) Sales and Related
  - e) Food Preparation and Service
  - f) Business and Financial
  - g) Information Technology
  - h) Construction
  - i) Transportation and Materials
  - j) Retail Sales
  - k) Other (please specify)

---
5. How does your firm normally recruit for these positions? (Please select all that apply)
  - a) Job Center of Lake County

- b) Internal staffing / recruiting
  - c) External staffing / recruiting
  - d) Newspaper advertisements
  - e) Internet
  - f) Other (please specify)
- 

6. How do your employees receive the training required for their roles?

- a) In-house training
  - b) External training programs
  - c) Job Center of Lake County
  - d) Employees do not receive formal training
  - e) Internet
  - f) Other (please specify)
- 

**Survey of Lake County Job Services Offerings**

Service Categories	Are you aware of these services? (Y/N)	Have you used these services? (Y/N)	Satisfaction with services* (1-5)	Importance of services to your organization**
Recruiting / Personnel Services				
Education and Training				
Financial Packages				
Business Services				

\* 1 = not satisfied; 5 = very satisfied

\*\* 1 = not important; 5 = very important

**Service Satisfaction Survey**

Please fill out the satisfaction survey for the service categories your firm has utilized. If you are asked to rate your firm's experience, please use the following scale:

- 1 = very dissatisfied
- 2 = dissatisfied
- 3 = neutral
- 4 = satisfied
- 5 = extremely satisfied

If your firm has not utilized a service category, please skip to the next section.

**Recruiting / Personnel Services**

These services include the job listings in Illinois Skills Match and College Central Network, job fairs, and the use of Job Center of Lake County facilities and equipment.

**Process**

- 1a. Were the systems effective and easy-to-use?
  - a) Yes
  - b) No, because...
  
- 1b. Did the process flow seamlessly from start to finish?
  - a) Yes – everything went well
  - b) No – I encountered the following:

**Staff**

- 2a. Rate your experience with the JCLC staff (1-5) \_\_\_\_\_
- 2b. Was the staff knowledgeable? (1-5) \_\_\_\_\_
- 2c. Was the staff professional? (1-5) \_\_\_\_\_
- 2d. Did the staff follow-up in a timely manner? (1-5) \_\_\_\_\_

**Customer Satisfaction**

Service Categories	Are you aware of these services? (Y/N)	Have you used these services? (Y/N)	Satisfaction with services* (1-5)	Importance of services to your organization**
Illinois Skills Match				
College Central Network				
Job Fairs				
JCLC Facilities and Equip				

\* 1 = not satisfied; 5 = very satisfied  
important

\*\* 1 = not important; 5 = very

- 3a. How many jobs have you filled using services offered through JCLC?
  - a) Zero
  - b) 1-3
  - c) 3-6
  - d) 6+
  - e) Not sure
  
- 3b. How long did this process take?
  - a) Less than 2 weeks
  - b) 2 weeks – 4 weeks
  - c) 4 weeks – 6 weeks
  - d) More than 6 weeks
  
- 3c. Have you retained the employees sourced through JCLC services?
  - a) Yes
  - b) No, because...
  
- 3d. Would you recommend this service to another employer?
  - a) Yes
  - b) No, because...

Additional comments or feedback on Recruiting and Staffing

**Education and Training**

These services include financial assistance for on-the-job training and incumbent worker training through the Workforce Investment Act

**Process**

- 1a. Were the systems effective and easy-to-use?
  - a) Yes
  - b) No, because...

---

- 1b. Did the process flow seamlessly from start to finish?
  - a) Yes – everything went well
  - b) No – I encountered the following:

---

**Staff**

- 2a. Rate your experience with the JCLC staff (1-5) \_\_\_\_\_
- 2b. Was the staff knowledgeable? (1-5) \_\_\_\_\_
- 2c. Was the staff professional? (1-5) \_\_\_\_\_
- 2d. Did the staff follow-up in a timely manner? (1-5) \_\_\_\_\_

**Customer Satisfaction**

- 3a. Did the training program(s) meet your expectations? (1-5) \_\_\_\_\_
- 3b. Would you be interested in any of the following programs that can offset your costs for providing employee training?
  - a) Incumbent training
  - b) Customized training
  - c) On-the-job training
- 3c. Have you retained the employees trained through JCLC programs?
  - a) Yes
  - b) No, because...

---

- 3d. Are there specific training needs within your business that are not currently being met?
  
- 3e. Would you recommend this service to another employer?
  - a) Yes
  - b) No, because...

---

Additional comments or feedback on Education and Training

**Financial Incentive Application Assistance**

Assistance with applications for loans, tax incentives, and the Employer Training Investment Program (ETIP).

**Process**

- 1a. Were the systems effective and easy-to-use?
    - a) Yes
    - b) No, because...

---

  - 1b. Did the process flow seamlessly from start to finish?
    - a) Yes – everything went well
    - b) No – I encountered the following:
- 

**Staff**

- 2a. Rate your experience with the JCLC staff (1-5) \_\_\_\_\_
- 2b. Was the staff knowledgeable? (1-5) \_\_\_\_\_
- 2c. Was the staff professional? (1-5) \_\_\_\_\_
- 2d. Did the staff follow-up in a timely manner? (1-5) \_\_\_\_\_

**Customer Satisfaction**

- 3a. Did the assistance meet your expectations? (1-5) \_\_\_\_\_
  - 3b. Would you be interested in any of the following programs that can offset your costs?
    - a) Illinois Edge
    - b) High Impact Business
    - c) Employer Training Investment Program (ETIP)
    - d) Illinois Large Business Development Program
    - e) Enterprise Zone (Waukegan / North Chicago)
    - f) Job Training and Economic Development Grant Program
    - g) Other (please specify)

---

  - 3c. Would you recommend this service to another employer?
    - a) Yes
    - b) No, because...
- 

Additional comments or feedback on Financial Incentive Application Assistance

**Business Services**

Services including, but not limited to employer workshops, labor market information, industry trends, and mandatory posters.

**Process**

- 1a. Was the registration process efficient and easy-to-use?
  - a) Yes
  - b) No, because...

- 1b. Did the process flow seamlessly from start to finish?
  - a) Yes – everything went well
  - b) No – I encountered the following:

---

**Staff**

- 2a. Rate your experience with the JCLC staff (1-5) \_\_\_\_\_
- 2b. Was the staff knowledgeable? (1-5) \_\_\_\_\_
- 2c. Was the staff professional? (1-5) \_\_\_\_\_
- 2d. Did the staff follow-up in a timely manner? (1-5) \_\_\_\_\_

**Customer Satisfaction**

- 3a. Did the services meet your expectations? (1-5) \_\_\_\_\_
- 3b. What services would you utilize? (Select all that apply)
  - a) Employer workshops
  - b) Labor market / industry information
  - c) Mandatory posters
  - c) Other (please specify)
- 3c. Would you recommend this service to another employer?
  - a) Yes
  - b) No, because...

---

Additional comments or feedback on Business Services

**Youth Council**

The youth council is focused on finding career development opportunities for young adults aged 16 to 21. Further the youth council wants to cultivate relationships with Lake County businesses to keep promising young adults living and working in Lake County.

1. Is your company interested in hiring employees 16-21 years of age?
  - a) Yes – please proceed to 2.
  - b) No – please proceed to 5.
  
2. What types of opportunities does your company have for employees 16-21 years of age?
  - a) Part-time
  - b) Full-time
  - c) InternshipsPlease describe the available opportunities

---

3. Has your company hired employees 16-21 through the Job Center?
  - a) Yes
  - b) No – why not?

---

4. If you have used the Job Center, please rate your experience (1-5) \_\_\_\_\_
  
5. Identify any roadblocks or concerns that may affect your decision to hire younger employees. Please select all that apply.

a) Salary	g) Commitment
b) Transportation	h) Dependability
c) Workplace safety	i) Maturity
d) Work ethic	j) Communication / Interaction skills
e) Basic skills (math, reading, etc.)	k) Other (please specify)
f) Availability	

\_\_\_\_\_

How can the Job Center of Lake County better meet your youth employment needs?

**EXHIBIT 7**  
**WIB Employer Forum Agenda**



LakeCounty

# WORKFORCE INVESTMENT BOARD

One North Genesee Street  
Waukegan, Illinois 60085  
[www.lakecountyjobcenter.com/wfb](http://www.lakecountyjobcenter.com/wfb)  
Contact Victoria Gordon  
Phone: 847-377-2225

## EMPLOYER FORUM

JUNE 19, 2007

LAKE COUNTY FOREST PRESERVE  
INDEPENDENCE GROVE  
LIBERTYVILLE, IL

### AGENDA

- 11:30 a.m. Registration and Networking**
- 11:45 a.m. Opening**  
**Welcome and Introduction**  
Nathaniel Pritchett, WIB Marketing and Employer Linkages Committee  
Chairman  
Senior Product Manager, ADD Global Marketing, Abbott Laboratories
- 12:00 p.m. Lunch**  
**Presentation**  
Janice Sacramento, Business Representative, Job Center of Lake  
County
- 12:30 p.m. Small Group Discussion**
- 12:45 p.m. Roundtable Discussion**  
**Facilitator**  
Sandy Costello, Senior Finance Manager, Medication Delivery, Baxter
- 1:45 p.m. Closing Remarks**
- 2:00 p.m. Adjourn**

*Working to build a quality and diverse workforce that meets the employment and training needs of employers and individuals in a compassionate, timely and efficient manner through a committed Lake County network.*

## EXHIBIT 8

### BREAKDOWN OF WIB EMPLOYER FORUM ATTENDEES

#### Invitations mailed

291 individuals were invited to the forum representing approximately 291 Lake County employers.

Invitee list included employers from the following CSSI targeted industries: Healthcare; Manufacturing; Transportation-Warehouse-Logistics; Finance, Insurance & Technology; and Construction.

The selected employers represent both large and small companies; either utilized services and/or hired employees through the Job Center or had never utilized any Job Center services; and have facilities located throughout the entire Lake County area.

Of the 291 individuals invited to the employer forum:

- 61 individuals RSVPed that they would attend
- 18 RSVPed that they were unable to attend due to scheduling conflict
- 22 Invitations were returned undeliverable

#### Attendees

46	Individuals actually attended the event
27	Lake County/LC employers were represented (Government entities excluded)
23	LC employers that had utilized more than 2 Job Center services multiple times
4	LC employers that had never used the Job Center services

#### Critical Skills Shortage Initiative-targeted industries employers for Lake County

3	Healthcare employers (4 attendees)
7	Manufacturing (12 attendees)
4	Transportation-Warehouse-Logistics employers (4 attendees)
7	Finance, Insurance and Technology employers (8 attendees)
2	Construction employers (2 attendees)

#### Other industries represented

10	Other employers (16 attendees)
----	--------------------------------

Admin services  
Educational services  
Government  
Social Services  
Staffing services  
Other

## EXHIBIT 9

### RESPONSES TO WIB EMPLOYER FORUM DISCUSSION QUESTIONS

#### 1. What are the key workforce issues that your business is facing?

- Employee turnover- particularly with entry level employees
- Employee retention
- Training entry level workers for career paths within the company
- Filling entry level positions
  - Lack of professionalism of job candidates applying for entry level positions
  - Entry level job candidates seem to lack life skills, social skills and problem solving skills
- Finding job applicants that are trained with the right skill set for specific jobs
  - Attracting qualified job candidates with technology skills
  - Attracting qualified job candidates with engineering background and CAD experience
  - Attracting qualified service technicians
  - Attracting qualified job applicants to replace aging tradesmen and field supervisors
  - Finding job candidates that have a desire to work with their hands
  - Bi-lingual employees- particularly bi-lingual receptionists
- Diversity in the workplace- specifically finding job candidates that can work in an environment that is culturally and educationally diverse
- Tremendous competition among employers to hire good candidates influences the compensation and fringe benefits package offers that allows for lengthy negotiation by job seekers weighing job offers. Difficulties benchmarking what other companies are doing.
- Using and understanding labor market information and conditions that influence the hiring cycle and labor costs.
- Transportation

#### 2. Which Job Center of Lake County services have you used? How would you rate your experience(s)? Did you encounter any issues that make you hesitant to use the Job Center again?

- Recruitment through Illinois Skills Match/ISM
  - Positive experience and successful in finding candidates
  - Staff helpful in entering job orders
  - Experienced limited success in finding candidates
  - No success in yielding candidates for jobs posted
  - Needed assistance with posting job orders
- Use of Job Center facility for recruitment
  - Positive experience at both the Grayslake and Waukegan facility in finding hourly employees
- Job Fairs
  - Very successful for finding hourly employees

- Not successful in finding professional candidates
- Not successful in finding bilingual candidates

**3. What positions within your organization do you have difficulties identifying qualified candidates?**

- Entry level
- Bi-lingual receptionists
- Bi-lingual professionals
- HR
- IT
- Nurses
- Engineers with CAD experience
- 3<sup>rd</sup> shift manufacturing supervisors
- Clerical
- Laborers
- Mechanics
- Welders
- Union apprenticeship trades

**Why do you believe it is difficult to identify qualified candidates?**

- Entry level position job candidates lack professionalism.
- Many job candidates have difficulty presenting and communicating their skill sets, which makes it a challenge for employers trying to figure out how they may fit in a particular position.
- Job candidates lack soft skills training.
- Searching for job candidates is time consuming.
- Not for profit organizations find it hard to compete for job candidates based on salary.

**4. Are there specific industry certifications that are desirable within your industry? If so, what are the certifications? If not, what educational background is most desired when hiring new employees (certifications, assoc degree, bachelor's degree, etc.)?**

- Industry certifications
  - IT applications: SAP (systems, applications and products in data processing), ISO 9000 & 9001 Quality Management Systems, ISO 14000 Environmental Management System
  - Quality Assurance and Quality Control: Six Sigma, ASQ
  - Project Management: PMP, CAPM
  - Food Service Sanitation
  - Nurses: RN, LPA, CNA
- Education
  - Management jobs: BA, BS
  - Associates degree, High School Diploma or GED
  - Legal department: paralegal training

- Engineering jobs: Computer-aided Design/CAD

**5. How can the Job Center better meet your needs? Expand services? Improve efficiency? Other suggestions welcome.**

- Provide assistance by pre-screening job candidates.
- Provide coaching in life skills/social skills/problem solving skills to job candidates.
- Provide business etiquette skills training to job candidates.
- Provide better training to employers on how to enter job postings in ISM (entering the right information to find the right candidate).
- Improve ISM to match skills of job candidates at 80% or greater.
- Provide more education and awareness of where job candidates come from and market this information to employers. Many employers assume that the job candidate pool through the Job Center is linked to unemployment.
- The Job Center is the “best kept secret in town” so promote it, especially via the Internet.
- Fill employers’ knowledge gap by promoting awareness of all employer service options available through the Job Center.
- Provide tours of Job Center so that employers can meet staff and learn about available services.
- Promote the Job Center website.
- Promote availability of grants, training and scholarships.
- Allow an employer to connect to the Job Center via the internet.
- Reach out to job candidates interested in pursuing employment in the CSSI targeted industries.
- Verify job candidates match to job posting in ISM before sending the candidate to the employer.
- Improve ISM software to be more user-friendly and manageable for use by businesses.
- Improve the geographical location of the Job Center.
- Provide better follow-up.

**6. What types of tax incentives or other financial assistance do you currently seek from county, state, or federal agencies?**

- Tax incentives for hiring low income individuals
- Employee training program benefits

Recommend:

- Provide employers with information regarding what tax incentives or financial assistance they are eligible for and assistance with the application process.
- Provide employers with information about available grants, training and scholarships.
- Provide support with initiating training after receiving financial assistance.

**7. How would you like to receive information on current service offerings, upcoming events, new services, etc.?**

- E blasts with news-worthy information
- Quarterly E-newsletter containing information on new trends
- Email followed by quick phone messages referring to emailed information
- Post information on the Job Center website
- Quarterly US Postal newsletter
- Regular mail
- No snail mail

**Other**

- The WIB should have diversity as a strategic objective focusing on a community wide initiative to instill within the business community the need for a long term vested interest/societal responsibility and commitment in reaching out and employing disenfranchised individuals, such as ex-offenders and those fired from previous jobs.
- Youth should be encouraged to pursue occupational and vocational training on the post secondary level rather than a BA degree. Promote employment opportunities to youth that require less than a BA degree.

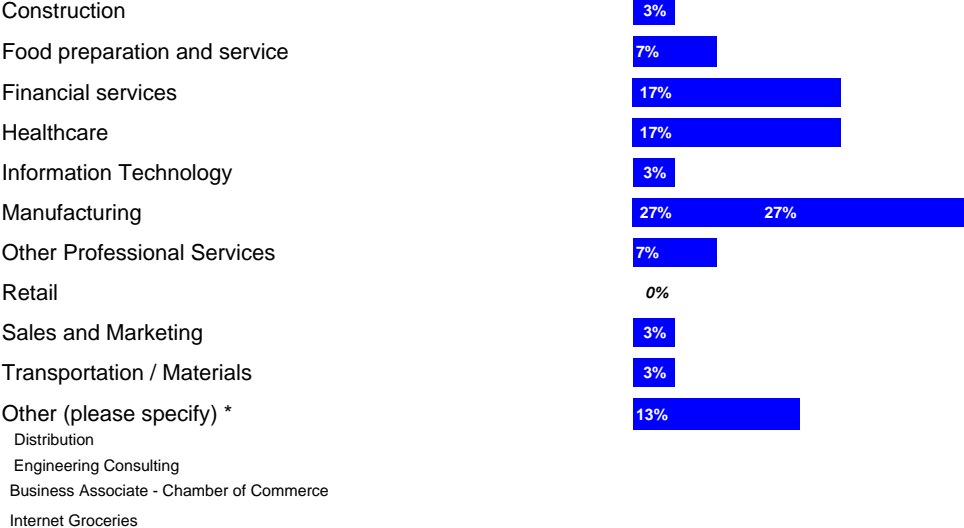
**EXHIBIT 10**  
**WIB Employer Forum Survey Results**

# Job Center of Lake County - Survey Results

## Business Demographics

### 1. What type of industry does your organization represent?

(30 responses)



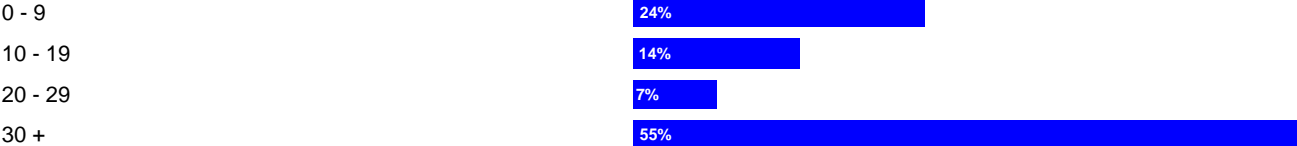
### 2. How many individuals does your firm employ in Lake County?

(30 responses)



### 3. How many employees does your firm hire per year?

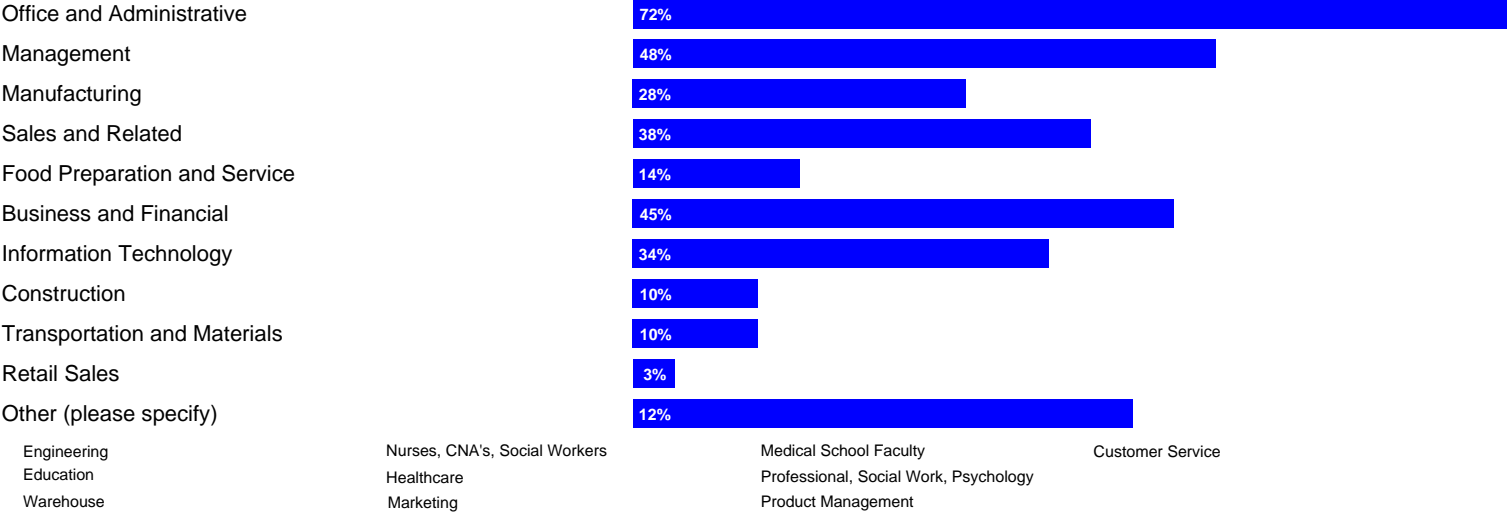
(29 responses)



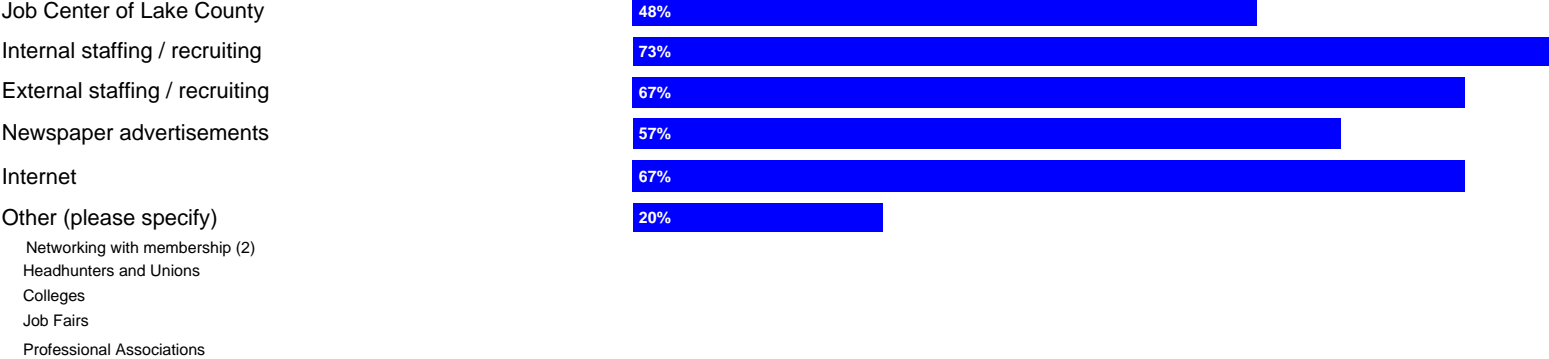
# Job Center of Lake County - Survey Results

## Business Demographics (continued)

4. What type of positions does your firm recruit for? (Please select all that apply) (29 responses)



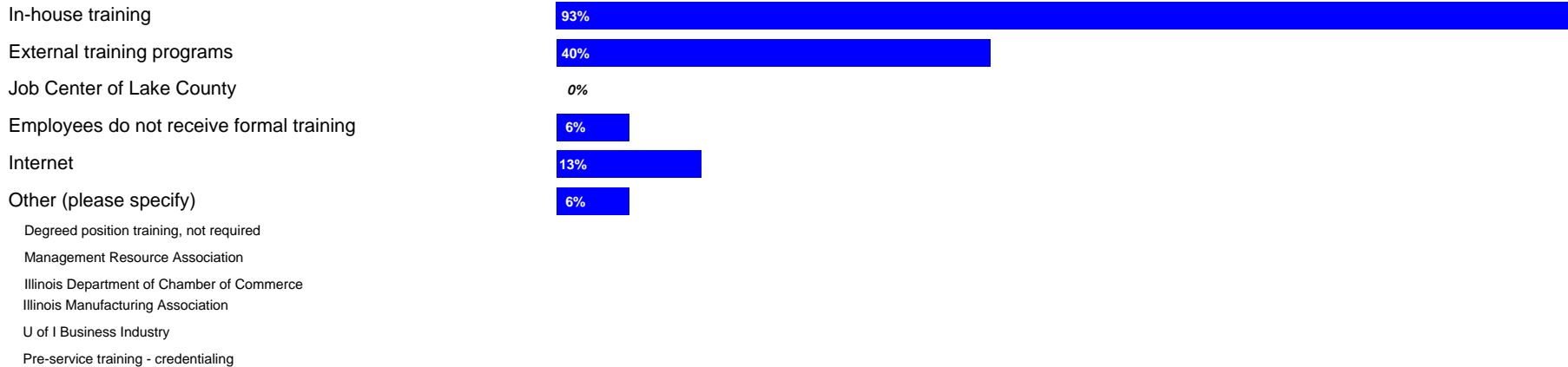
5. How does your firm normally recruit for these positions? (Please select all that apply)



# Job Center of Lake County - Survey Results

## Business Demographics (continued)

### 6. How do your employees receive the training required for their roles?

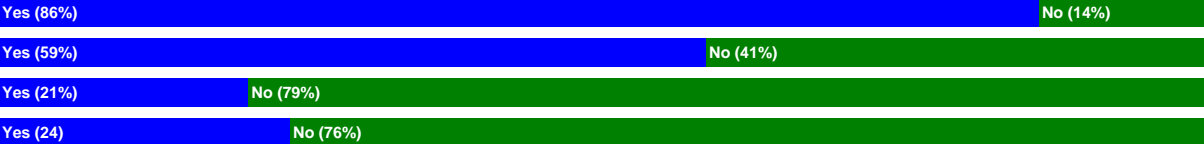


# Job Center of Lake County - Survey Results

## Survey of Lake County Job Services Offerings

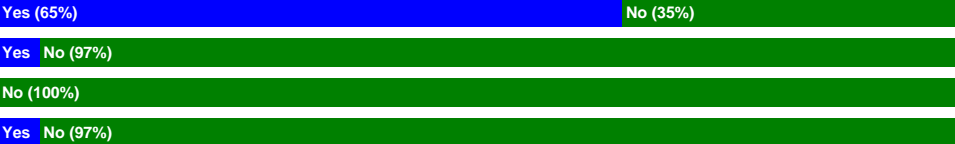
- Recruiting/Personnel Services
- Education and Training
- Financial Packages
- Business Services

**Are you aware of these services?** (29 responses, 97% of survey participants)



- Recruiting/Personnel Services
- Education and Training
- Financial Packages
- Business Services

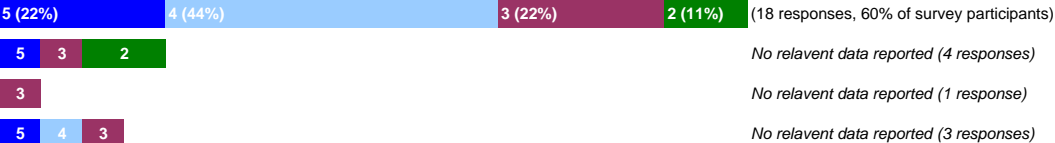
**Have you used these services?** (23 responses, 77% of survey participants)



**Satisfaction with Services**

Key to survey results: 5 = extremely satisfied, 4 = satisfied, 3 = neutral, 2 = dissatisfied, 1 = very satisfied

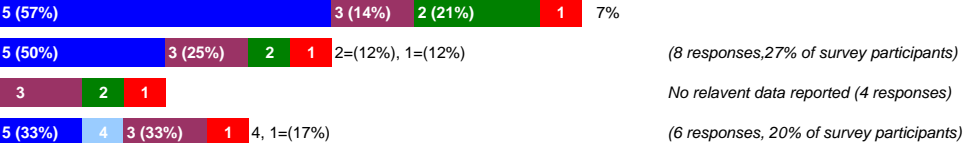
- Recruiting/Personnel Services
- Education and Training
- Financial Packages
- Business Services



**Importance of services to your organization**

Key to survey results: 5 = very important, 1 = not important

- Recruiting/Personnel Services
- Education and Training
- Financial Packages
- Business Services



# Job Center of Lake County - Survey Results

## Recruiting / Personnel Services

These services include the job listings in Illinois Skills Match and College Central Network, job fairs, and the use of Job Center of Lake County facilities and equipment.

### Process

1a. Were the systems effective and easy-to-use? **Yes (64%)** **No (36%)** (14 responses, 47% of survey participants)

- List of reasons:
- Good program but not for professionals
  - Candidate referred were not qualified, also website is not user-friendly
  - College Central Network - Not easy to use
  - Illinois Skills Match has not worked for us
  - Illinois Skills Match - No candidates responded
  - Entering appropriate skills needed is difficult

1b. Did the process flow seamlessly from start to finish? **Yes (77%)** **No (23%)** (13 responses, 43% of survey participants)

- List of encounters:
- Received resumes from a year old job order
  - Lois Long is a tremendous resource

### Staff

Key to survey results: 5 = extremely satisfied, 4 = satisfied, 3 = neutral, 2 = dissatisfied, 1 = very satisfied

2a. Rate your experience with the JCLC staff (1-5) **5 (57%)** **4 (29%)** **3 (14%)** (14 responses, 47% of survey participants)

2b. Was the staff knowledgeable? (1-5) **5 (57%)** **4 (29%)** **3 (14%)**

2c. Was the staff professional? (1-5) **5 (57%)** **4 (36%)** **3 7%**

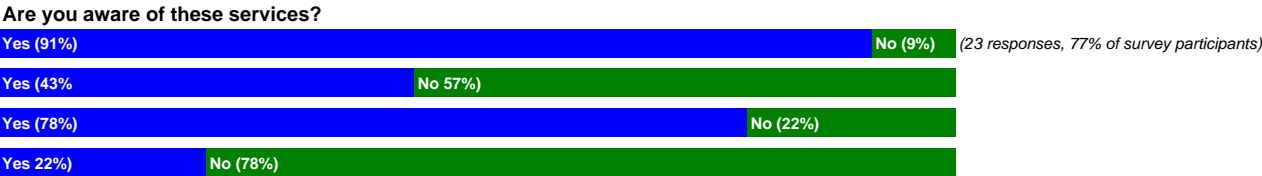
2d. Did the staff follow-up in a timely manner? (1-5) **5 (64%)** **4 (14%)** **3 (21%)**

# Job Center of Lake County - Survey Results

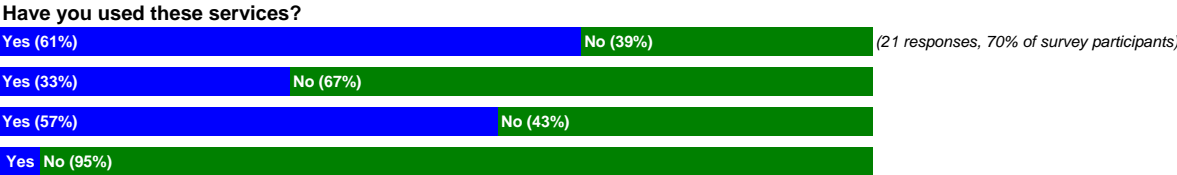
## Recruiting / Personnel Services (continued)

### Customer Service

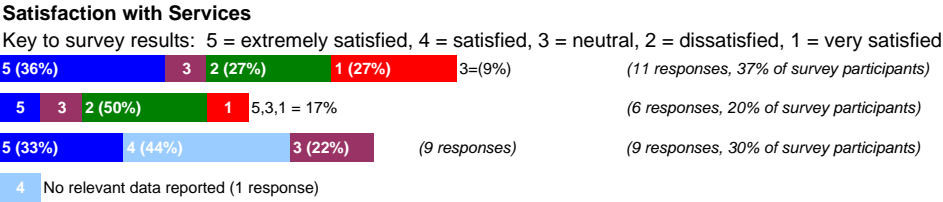
- Illinois Skills Match
- College Central Network
- Job Fairs
- JCLC Facilities and Equipment



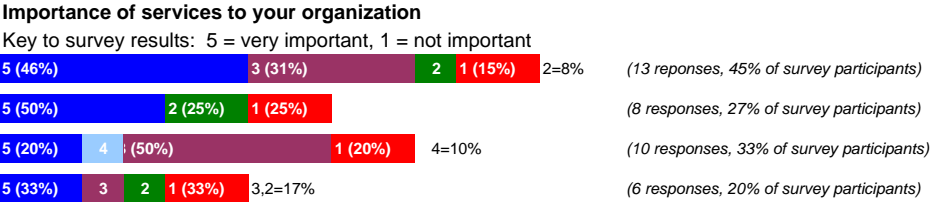
- Illinois Skills Match
- College Central Network
- Job Fairs
- JCLC Facilities and Equipment



- Illinois Skills Match
- College Central Network
- Job Fairs
- JCLC Facilities and Equipment



- Illinois Skills Match
- College Central Network
- Job Fairs
- JCLC Facilities and Equipment



3a. How many jobs have you filled using services offered through JCLC? *(19 responses, 63% of survey participants)*



3b. How long did this process take? *(10 responses, 33% of survey participants)*



# Job Center of Lake County - Survey Results

More than 6 weeks

10%

# Job Center of Lake County - Survey Results

## Recruiting / Personnel Services (continued)

3c. Have you retained the employees sourced through JCLC services? **Yes (80%)** **No (20%)** *(10 responses, 33% of survey participants)*  
List of reasons for no:  
Unaware

3d. Would you recommend this service to another employer? **Yes (100%)** *(12 responses, 40% of survey participants)*  
Additional comments or feedback on Recruiting and Staffing  
Lois Long was outstanding at explaining skills match and helping me to set up the profiles. I just haven't found the right candidate yet.  
Sometimes the applicants are not qualified for the positions.  
Need to educate the business community on the services available

# Job Center of Lake County - Survey Results

## Education and Training

These services include financial assistance for on-the-job training and incumbent worker training through the Workforce Investment Act

### Process

1a. Were the systems effective and easy-to-use? **Yes** No relevant data reported (2 responses)  
 List of reasons:

1b. Did the process flow seamlessly from start to finish? **Yes** No relevant data reported (2 responses)

List of encounters:

### Staff

2a. Rate your experience with the JCLC staff (1-5) **5 4** No relevant data reported (2 responses)

2b. Was the staff knowledgeable? (1-5) **5 4** No relevant data reported (2 responses)

2c. Was the staff professional? (1-5) **5 4** No relevant data reported (2 responses)

2d. Did the staff follow-up in a timely manner? (1-5) **5 4** No relevant data reported (2 responses)

### Customer Satisfaction

3a. Did the training program(s) meet your expectations? (1-5) **4** No relevant data reported (2 responses)

3b. Would you be interested in any of the following programs that can offset your costs for providing employee training?

Incumbent training No relevant data reported (2 responses)

Customized training No relevant data reported (2 responses)

On-the-job training **No** No relevant data reported (1 response)

3c. Have you retained the employees trained through JCLC programs? **Yes** No relevant data reported (2 responses)

List of reasons for no:

3d. Are there specific training needs within your business that are not currently being met?

3e. Would you recommend this service to another employer? **Yes** No relevant data reported (2 responses)

Additional comments or feedback on Education and Training

# Job Center of Lake County - Survey Results

## Financial Incentive Application Assistance

Assistance with applications for loans, tax incentives, and the Employer Training Investment Program (ETIP).

### Process

- 1a. Were the systems effective and easy-to-use? **Yes** No relevant Data (1 response)  
List of reasons:
- 1b. Did the process flow seamlessly from start to finish? **Yes** No relevant Data (1 response)  
List of encounters:

### Staff

- 2a. Rate your experience with the JCLC staff (1-5) **5** No relevant Data (1 response)
- 2b. Was the staff knowledgeable? (1-5) **5** No relevant Data (1 response)
- 2c. Was the staff professional? (1-5) **5** No relevant Data (1 response)
- 2d. Did the staff follow-up in a timely manner? (1-5) **5** No relevant Data (1 response)

### Customer Satisfaction

- 3a. Did the assistance meet your expectations? (1-5) **5** No relevant Data (1 response)
- 3b. Would you be interested in any of the following programs that can offset your costs?
  - Illinois Edge **5** No relevant Data (1 response)
  - High Impact Business No relevant Data (No responses)
  - Employer Training Investment Program (ETIP) No relevant Data (No responses)
  - Illinois Large Business Development Program No relevant Data (No responses)
  - Enterprise Zone (Waukegan / North Chicago) **5** No relevant Data (1 response)
  - Job Training and Economic Development Grant Program **5** No relevant Data (1 response)
  - Other (please specify)
- 3c. Would you recommend this service to another employer? **Yes** No relevant Data (1 response)



Additional comments or feedback on Financial Incentive Application Assistance

# Job Center of Lake County - Survey Results





## Business Services

Services including, but not limited to employer workshops, labor market information, industry trends, and mandatory posters.






### Process

- 1a. Was the registration process efficient and easy to use?  
List of reasons:  *No relevant data reported (4 responses)*
- 1b. Did the process flow seamlessly from start to finish?  
List of encounters:  *No relevant data reported (4 responses)*

### Staff

- 2a. Rate your experience with the JCLC staff (1-5)  *No relevant data reported (4 responses)*
- 2b. Was the staff knowledgeable? (1-5)  *No relevant data reported (4 responses)*
- 2c. Was the staff professional? (1-5)  *No relevant data reported (4 responses)*
- 2d. Did the staff follow-up in a timely manner? (1-5)  *No relevant data reported (4 responses)*

### Customer Satisfaction

- 3a. Did the services meet your  *No relevant data reported (3 responses)*
- 3b. What services would you utilize? (Select all the apply)
  - Employer workshops  *No relevant data reported (4 responses)*
  - Labor market / industry information  *No relevant data reported (4 responses)*
  - Mandatory posters  *No relevant data reported (2 responses)*
  - Other (please specify)
- 3c. Would you recommend this service to another employer?  
List of reasons for no:  *No relevant data reported (4 responses)*

Additional comments or feedback on Business Services

# Job Center of Lake County - Survey Results

## Youth Council

The youth council is focused on finding career development opportunities for young adults aged 16 to 21. Further the youth council wants to cultivate relationships with Lake County businesses to keep promising young adults living and working in Lake County.

1 Is your company interested in hiring employees 16-21 years of age? **Yes (69%)** **No (31%)** (16 responses, 53% of survey participants)

2 What types of opportunities does your company have for employees 16-21 years of age? (16 responses, 53% of survey participants)

- Part-time **50%**
- Full-time **38%**
- Internships **12%**

Please describe the available opportunities

- Food Services
- Assembly
- Summer Internships
- Clerical

3 Has your company hired employees 16-21 through the Job Center? **Yes (42%)** **No (58%)** (12 responses, 40% of survey participants)

If not why?

- Hire through temporary agencies
- Not aware (3)
- Did not know about services
- Haven't needed to, applicant flow is constant
- Not familiar with services

4 If you have used the Job Center, please rate your experience (1-5) **5** **4** **3** No relevant data reported (5 responses)

5 Identify any roadblocks or concerns that may affect your decision to hire younger employees. Please select all that apply. (14 responses, 47% of survey participants)

- Salary **0%**
- Transportation **29%**
- Workplace safety **21%**
- Work ethic **33%**
- Basic skills (math, reading, etc.) **21%**
- Availability **29%**
- Commitment **71%**
- Dependability **78%**
- Maturity **50%**
- Communication / Interaction skills **29%**
- Other (please specify) **7%**

Most positions are degreed positions  
Young people today need coaching on resume building, interviewing skills and basic Business 101

# Job Center of Lake County - Survey Results

How can the Job Center of Lake County better meet your youth employment needs?

I would like to meet to discuss sources.  
Nancy Kazarian  
Director, Human Resources  
Peapod LLC  
(847) 307-8740

More training on items listed in #5  
Lesliemaj@norstates.com or  
[human.resources@norstates.com](mailto:human.resources@norstates.com)

I need to learn more about your services

**EXHIBIT 11**  
**Attendee Evaluation of WIB Employer Forum**

**ATTENDEE EVALUATION OF WIB EMPLOYER FORUM-SURVEY MONKEY RESULTS**

<b>Email Address</b>	<b>First Name</b>	<b>Last Name</b>	<b>What did you like about the event?</b>	<b>What did you not like about the event?</b>	<b>What could we have done differently?</b>	<b>Additional Comments...</b>
			<i>Open-Ended Response</i>	<i>Open-Ended Response</i>	<i>Open-Ended Response</i>	<i>Open-Ended Response</i>
dperrin@lzacc.com	Dale	Perrin	the ability to meet, talk with and hear from other business owners in the area with similar interests in workforce development.	Not sure there was anything I didn't like	I would like to have heard more about the various programs and services offered by the Lake County Job Center.	Perhaps a follow-up report about what was discussed - meeting minutes if you will, and a listing of the attendees with contact info so we could follow-up or get in touch with them if needed.
lauri_berman@baxter.com	Lauri	Berman	Location and the opportunity to sit with others that were not from my workplace. Discussions about their companies. Review of why we were at the luncheon and the open forum discussions.	n/a	n/a	n/a
mary.hull@hospira.com	Mary	Hull	Oportunity to meet others in my field and industry; recognition of common issues; increased knowledge of the career center offerings	Ineffiecient roundtble format -- didn't feel that the "meaty" issues were completely addressed. Lots of problems - little discussion of solutions.	Surveyed participants individually about the problems ahead of time, and then spent the time discussing solutions / sharing ideas about them, etc.	

## ATTENDEE EVALUATION OF WIB EMPLOYER FORUM-SURVEY MONKEY RESULTS

melissa.cuevas@buehler.com	Melissa	Cuevas	I like how you assigned tables so you were discussing issues with people you didn't know.	The room was large and some of the discussion was hard to hear	Maybe send the questions you wanted to discuss out on an agenda so some more time could have been spent on responses.	The lunch was awesome and the view beautiful
joanne.eppers@firstmidwest.com	Joanne	Eppers	I learned more about what the Board does and how it can benefit my company. I also enjoyed meeting people from other companies. It was planned very well.	There wasn't anything I didn't like. I would attend again.	Nothing	
sam.cade@siemens.com	Sam	Cade	The entire event. especially the open forum where the employer got to air their concerns/recommendations.	N/A	N/A	N/A
kathryn_boohar@baxter.com	Kate	Boohar	Opportunity to network and learn more about the Lake County Workforce services.	There wasn't anything that I did not like	would have liked a little more group interaction time/networking	Overall a great event and good information for local companies!

**ATTENDEE EVALUATION OF WIB EMPLOYER FORUM-SURVEY MONKEY RESULTS**

rkarlin@peerbearing.com	Richard	Karlin	Great location, good information presented.	Needed to present an overview of WIB as the first presentation with more specifics on what you do, who is sponsoring you, how you funded and what is your relationship between public and private organizations.	Above comments. Ask for the survey response immediately after the event. I have a hard time remembering what I did yesterday over two months ago is really a stretch.	
joeagnello@comcast.net	Joseph	Agnello	A very good overview of the services provided. The lunch was very nice, really, but I would have attended and benefited even if it was without lunch. The people I met were very much a benefit. Thanks for building some time in for networking.	There is a limit to what can be accomplished in that amount of time. The event had no short comings unless you would consider that there is not a planned follow up.	Nothing.	I need to pursue the training option that we learned about that day and I have not yet called.
sue.koppa@ohiomedical.com	Sue	Koppa	The location was lovely and the food was very tasty. As always, interacting with my peers is very refreshing and energizing.	Nothing to dislike	It's been a while, but I believe everything ran smoothly and was well organized.	Nice to see you are connecting with us via email.

**ATTENDEE EVALUATION OF WIB EMPLOYER FORUM-SURVEY MONKEY RESULTS**

smeno@peerbearing.com	Susanne	Meno	The setting and the Q and A section. The round table discussions were great too.	It's always an issue with getting a microphone to people with questions. Seems like a hassle. Any other way to do it?	N/A	The food was great!
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## EXHIBIT 12

### WIB EMPLOYER FORUM AFTER ACTION REPORT / AAR

#### What worked?

- Invitation made invitee feel important (quality look of the invitation and the personal message)
- Venue
- Committee member hosting/present at each table
- Presentation during meal so as to end on time
- Discussion questions provided structure
- Received three BST referrals
  - TAP Pharmaceutical Products, Inc. (representative was unable to attend the event) requested a BST presentation
  - Peapod requested information regarding part-time employment of youth
  - Rosalind Franklin University requested a BST follow-up presentation and expressed an interest in becoming a WIB member

#### Improvements:

- Increase lead time for event planning and preparation to increase registrants (this would also allow for more WIB member participation)
- Arrange temporary support for back office tasks
- Increase lead time for telephone follow-up
- Provide a general agenda in advance with a confirmation e-mail after RSVP/registration
- Prep BST presenter and a back-up presenter
- BST presenter should provide actual examples (success stories) of the various business services
- Keep employer attendee co-workers together to allow for more comfortable table discussion
- Increase participant comment during public discussion
- Communicate more clearly that each table should identify a table reporter to summarize and present comments
- Arrange to have media at event or at least write about it. Submit a press release to Lake County Communication's Department prior to event and invite for a taping to be aired on LCTV. Begin building a media relationship with LCTV and Waukegan News prior to event.

#### Comments:

- A WIB Employer Forum should become an annual event to keep current on Lake County employer issues
- The Marketing and Employer Linkages Committee collectively pulled together to do a excellent job orchestrating the event
- BST to provide updated e-mail addresses for all event attendees
- Request event feedback from attendees (Joyce to send via Survey Monkey)

- After completion of final report on findings, send brief note to attendees referring them to view the report via the Job Center website (added benefit-promoting use of the Job Center website)

## EXHIBIT 13

### JOB CENTER'S PRIORITIZED EMPLOYER AND JOB SEEKER SERVICES (Identified by the One Stop System Committee)

<b>Employer Services</b>	<b>Job Seeker Services</b>
Job Postings	Unemployment Insurance applications
Tax Credits	Computer/Phone Internet Usage
BST Activities	Illinois Skills Match
Mini Job Fairs & Employer Use of Facilities & Equipment	Resume Critique
Employer Workshops	Specialty Workshops
	Job Fairs