**Workforce 3One**

**Transcript of Podcast**

**Using Data**

**Data and Human Interaction**

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MARLENA SESSIONS: From my perspective, we are in the human being business and always, always, always data is a great place to start. It's often a great place to end up in terms of confirming what we think we might know or what we think we might conjecture. But in the middle, there needs to be that human interaction and I think in addition to data, we do a lot of qualitative interviews with our job seekers.

We've talked about these sector panels where we check out our data with our employers and our industry leaders to make sure that we're on the right track. If we're seeing a shortage in, for example, registered nurses that our medical professionals are telling us otherwise, we better be listening to those professionals and interpreting the data a different way. So it's a very simple equation for us.

It's make sure you've got some good data or data even if you're not sure if it's good data, but data as a starting point and then make sure you're checking in real time with the human element of our population, which is why we all do our jobs every day anyway. We want to get up every morning and make sure we're getting people to work, that we're skilling people up, that there's human dignity in every job and that employers' needs are being met.

So always, we look at the data, but we never do that in a vacuum, we check it out. We check it out with our customers. It helps our innovation. Sometimes we have to think past the data and we'll hear something from someone that's just a simple good idea that we hadn't thought of and that certainly helps us fill in some of the gaps in our decision tree.

But more times than not, decisions for us come down to a mix, data, experience, sound judgment, talking to our customers, both job seekers and employers and I'd add at the end, acceptable risk taking. We'd love to push the envelope a little and take some risks as long as we're mindful and judicious about what the outcomes could be.

So data is very, very important. I'm not a data person, but I know how to use it or I have a great staff who helps me use it and we always keep our customers in mind as the human element first.

(END)