**WorkforceGPS**

**Transcript of Webinar**

**America's Promise Employer Panel: Industry Trends in Staffing Needs**

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JON VEHLOW: Welcome to "America's Promise Employer Panel: Industry Trends in Staffing Needs." So without further ado I'd like to turn things over to our moderator today, Gregory Scheib, workforce analyst, U.S. Department of Labor, Employment and Training Agency. Greg, take it away.

GREGORY SCHEIB: Thanks, Jon. Glad to have you all here today. And I hope it is cooler wherever you are than it is in Washington, DC today. I'm just going to take a few moments, I just wanted to say thank you for being here.

Just to get us started, we're just going to do a quick little polling question, find out who we've got represented. I know everybody's been great about putting in where they're from in the chat box. But go ahead and fill out our little survey. We always like to know who we're talking to. It also helps our speakers understand who they're presenting to today.

So good, lots of program directors and folks from other areas. Nice to have you all. Anyway, go ahead and continue to fill that out for us. And we'll go ahead and get going. I'd like to at this point – there we are.

I'm just going to take a moment to introduce our facilitator for today. Jan Bray is the chief strategist and founder of Bray Strategies. And for more than 11 years Jan has served as the executive director of the American Association for Career and Technical Education, a nonprofit association representing over 30,000 professionals across the United States.

Jan currently works with a number of organizations including the Industry Workforce Needs Council, the Manufacturing Skills Standards Institute, and the Society of Manufacturing Engineers, among many others. She also sits on a number of boards including the manufacturing skills standard council, the national coalition of certification centers, and several others.

We're very happy to have you here with us today, Jan. And I'd love to have you introduce our speakers for today.

JAN BRAY: Thank you, Greg. I appreciate it. And thank you for not reading the complete bio because it always makes me feel old and busier than I want to feel. So I'm really pleased to be part of this program today. Because this to me is really important. And I am here today representing because I feel I'm part of their staff, the National Association of Workforce Boards. I work with them on all their programs.

And as we all know, and many of you in the audience today are from the workforce board, workforce boards are the connector between individuals and the needs of the workplace. And you bring in all kinds of education providers, working with community and technical colleges, even high schools, and to really make sure we have that knowledgeable and skilled workforce.

So what the workforce boards do is very important. And really the objective of today's webinar, and I'm thrilled that we're doing that, is how is the environment changing in terms of hiring? How are jobs changing? How are companies going about – are they doing it differently? Where are their issues, their pain points in there?

And so we want to help you who are listening to the webinar, and of course those who will log in and get it afterwards, to understand what employers need to get them in terms of their job placement, and what kind of strategies they're undertaking for job placement. And so today we really are lucky to have people, these representatives of healthcare, information technology, and advanced manufacturing. As many of you on this webinar know, that is really three key industries where they're struggling to find the knowledge and skills that are needed.

But before I introduce the panelists, I'm going to take just a moment and just give a brief overview of some of the factors that are influencing the hiring and the trends that are being out there, which I'm sure you're all seeing. The changing workplace, demographics, the way education in the workforce is changing, the millennial generation which is certainly important. I mean basically we know by this year alone we need 22 million new college degrees.

And we're going to fall short of that by at least 3 million, associate level or higher. We're going to need 4.7 million workers with postsecondary certificates. And latest surveys show that 31 percent of small business owners can't fill positions. We know that more than 11 million jobs in the U.S. are going to pay over 50,000. And in 1950, 80 percent of the workforce was unskilled. You look just six decades later, today 85 percent – (inaudible) – skilled jobs. So it's been a complete flip of what's there.

We know that there's going to be the baby boomers are retiring. It slowed down a little bit because of economics. But by 2025 you're going to have 78 million baby boomers retiring. The millennials who are coming up the line to replace them have to pass the baby boomers as the nation's largest living generation, according to the U.S. Census Bureau. But we also know that this millennial generation is very different.

They came of age with Facebook, Instagram, cell phones, computers. I mean they have a different relationship with knowledge. What they will say is if and when I need it, I will find it. So they're very optimistic about the future, but they're realistic about the present, and they're probably better educated and more skilled than their predecessors. But they have more debt and fewer job prospects. But – (inaudible) – to say they're almost like the greatest generation with a good work ethic.

But they don't take blind orders, they want to know why what they're doing makes a difference, they prize the work life balance more than monetary compensation, and they don't understand the concept of seniority in their job. If I'm doing the same job as this person that's been there for 30 years, so what. I should be getting the same amount of money.

So companies are having to deal with this new generation. And those of you who are training them and placing them have to deal with that as well. And we know we're in an information society. The Futurist magazine predicts by 2022 tablets, PCs, netbooks, and laptops will be extinct. We all have now those smartphones. Humans generate more data in two days through social networking than all of human history that we've had through the present time.

So we're living in a very different environment. And this is what companies are dealing with. And this is what all of you who are training and placing them are having to deal with. So that's sort of setting the stage for where we are today. A lot of this is probably things that you've heard. But we wanted to set the right tone.

We are very pleased to have three really dynamic individuals as our panelists today. We have David Pickett, who's vice president of Tsunami Tsolutions, located in Glastonbury, Connecticut. David – and by the way, these industry people are all working with a grantee from the America's Promise Grant. So they were chosen because there's a good partnership there and we want to learn from the partnership that the grantee has had with industry.

So David is working with – (inaudible) – so we're very glad to have him involved with this. Tsunami Tsolutions provides turnkey business and technologies for companies in the aerospace and defense industry. He joined them in 2018 as vice president of technology solutions.

He's responsible for the development and execution of new business opportunities in commercial aerospace for airframes, engines, and systems. So we have a real technical, he's worked at Boeing, Saab Aircraft in aerodynamics and marketing, and I guarantee you if he talks technology with me, I wouldn't understand a word he is saying.

Lindsay Fett is the human resource representative for Broadlawns Medical Center in Des Moines, Iowa. She is working with Central Iowa Health. Broadlawns Medical Center works to build a healthy community through the delivery of accessible, cost effective, and high quality patient care. She is a graduate of Drake University and has led the HR recruitment at the medical center since 2010.

And finally but not last we have Eric Cash, who's the manufacturing supervisor for HM Electronics in Carlsbad, California. So we thank Eric for getting up so early. And he is working with – (inaudible). HM Electronics is a diverse group of companies that design, manufacture, sell, and service specialized communications, audio, and software solutions for a variety of niche markets.

Their global reach – (inaudible) – offerings and customer relationships extend to over 100 countries around the world. And Eric is also president of – (inaudible) – technology in San Diego – association in San Diego. So he holds a bachelor's degree in production and operations management from the University of Redlands.

So we are very pleased to have the three of them here. And we are going to start – we are going – (inaudible) – start this webinar by asking each of the presenters questions from how their companies and the jobs that they're doing, how they're participating in this. So let's start with David. Can you give us a little bit of information about how the economic climate is affecting employment in your industry?

DAVID PICKETT: Sure. My industry is specifically aerospace and defense. The particular subcategory that we're in is IT. So we have a complicated very technical business that we're competing in. So we've seen a significant amount of insourcing by our biggest customers. This is kind of a new trend because until very recently they were outsourcing.

And they were driving towards minimizing costs. So now they're bringing the work back in house that in the past they would have had us do for them. This isn't necessarily across the board, but it has impacted our ability to recruit and keep the talent we desire.

So in general we see wages going up. And the bigger customers that we have, our customers are places like Northrup Grumman, Lockheed Martin, Pratt & Whitney. A lot of those companies are bringing on additional staff. And in general it's great hiring – if you're looking for a job in the aerospace industry, great time to be looking.

MS. BRAY: OK. Lindsay, how about you in the medical field especially. How is the economic climate affecting the healthcare industry?

LINDSAY FETT: Right. So kind of as Jan alluded to earlier, the baby boomers are impacting both our staffing and our increased need for care. So we have a unique situation in that 40 percent of healthcare professionals will be retiring in the next 5 to 10 years.

And trying to recruit that millennial generation to fill some of those is unique for us in that the high need for healthcare is in those kind of entry level home healthcare aides, CNAs, some nurses not as entry level, but some of those entry level positions are really the front of our patient facing positions.

And the work-life balance initially, maybe not what the millennials see as a good balance, they often work 12 hour shifts, long days, in the entry level positions. So really recruiting that generation to fill the retiring gaps, and how can we engage both of those at both spectrums of that staffing need.

MS. BRAY: I have to add, Lindsay, I have a niece and a nephew in the healthcare industry, and both millennials. And I think what's interesting, one of them is very ambitious – they're both nurses – and really learning, wants to be a director, and is actually an assistant director now. The other one just wants to work with patients.

Every time they try to take – ask him to do more, nope, I'm happy, I just want to work my hours and go. So it impacts the challenges. It adds to the challenges you all are having. So Eric, coming out of your industry, manufacturing and all, what changes have you seen because of the climate, the economic climate?

ERIC CASH: Well, the biggest change I can actually talk to is the educational and the experience gap. Here in San Diego County, Southern California in general, we have a lot of entry level employees that are willing, have some touch experience, whether it be in manufacturing or electronics. And then we have the very high end technicians, engineers, engineering techs. But we have very little in the middle.

And that's making a – (inaudible) – on resources when we talk about training resources. The ability to fill that middle gap is where we've struggled over my last five to six years in hiring. And part of the reason we actually started looking for alternative partners to start working with to help figure out which direction to go, how we were going to back fill that gap, and then move forward from there.

We are about a 1,000-people company. And we have much bigger employers, billion-dollar companies that have worldwide footprint that hire and fire in waves bigger than our company here in San Diego. That's just made it very competitive and a strong candidate tends not to live on the market very long. So we've done many things and I'll talk about that shortly here.

MS. BRAY: So let me ask all three of you, and first of all to all those listening to the webinar, we're going to really open it up for questions which you can type in towards the end. But if you have a question that's very germane to what we're talking about now, then certainly we're going to address it. And – (inaudible) – asked, which I think as we're talking about the economic climate I think it's very relevant, we're at a very low record unemployment rate, has that had an impact on your ability to hire, there are fewer people.

So as we talk of that, I guess moving on to our next question about having difficulty finding employees because of the economic climate, because of the generational differences, are you having difficulties? And is one of those difficulties the low unemployment rate? So David let me throw it back to you.

MR. PICKETT: Sure. The aerospace economy as I mentioned earlier is quite good. And hence the associated job market is really great for qualified job seekers. Eric's comment about the experience and the education gap is extremely true for us in the Connecticut and Florida areas where we have our two offices.

We've been really challenged by bigger companies offering higher salaries. And it makes it a challenge for us to find the right talent. Our hiring practices are the same no matter what the economic situation though. So what happens is the recruiting and hiring process takes longer than we like. And right now it can take quite a long time.

We can usually find the less experienced talent we need. But finding the right experience in candidates that we can afford is a real challenge because they're in high demand. We're actually looking for a specific senior level person right now in the MS Dynamics, if you know the software area.

And the rates that those people can command is just not something we can easily afford even though our customers are asking us to supply those kind of services, I mean Dynamics programming and things like that. We don't actually supply them – (inaudible). So the unemployment rate has been really, at least in aerospace, has been low. I don't know how long that's going to continue, but aerospace tends to be cyclical. And as Eric said, when aerospace is good, they hire like crazy. And when it's bad, boy, they'll just let everybody go. So that's the world we're living in today at Tsunami.

MS. BRAY: So unemployment rate, the economic climate, lack of knowledge or skills, all of these are impacting your hiring practices and finding employees. Lindsay, what about you in the healthcare field?

MS. FETT: Sure. So just to kind of start to give you a little bit of background on Broadlawns. We're in Des Moines. We're a big city. But we're unique in that we're a county safety net hospital in the big city. So we employ about 1,200 people. Our competitors are much, much larger with multiple hospitals and clinics throughout the area. And we're just kind of one central location as a safety net.

So we compete a lot for the same talent and employees. We often trade employees and it goes on frequently. But what we've focused on is really the neighborhood that surrounds our hospitals. We're located in one of the most impoverished zip code in Des Moines. So we really focused on training those in our neighborhood that maybe don't have the resources or the ability to get employment.

So whether they have criminal backgrounds, long term unemployment, just not been able to kind of change their life and get going in the right direction, we've kind of reached out to some of those, really hoping to improve the community as a safety net hospital. So we realize that healthcare is important, but part of overall wellness is having a job and being self-sufficient. So we've kind of done some different hiring trends that way.

And our CNA positions in Des Moines as a whole, we probably see quite a bit of turnover in those entry level positions. So we're hoping that we can engage some individuals that maybe don't have that opportunity and keep them employed for longer periods of time by providing the CNA training to them as employees, and then mentor opportunities, those kind of resources to these individuals.

And I think that's really what is going to set us aside from some of our bigger competitors. And it's a great success story once we kind of reach out to our neighborhood, and are able to employ them, and change the whole dynamic of a family. That's what we're seeing. So it's kind of cool.

MS. BRAY: I love what you guys are doing. Eric, in HM, what is it that HM Electronics – how is all of this affecting your hiring practices?

MR. CASH: So I can share some actually facts. I was just at the local economic counsel last week. And we are actually below the nation average in our unemployment rate here in north county San Diego and in San Diego as a whole; alluding to the fact that like we mentioned earlier, that candidates tend to only last two to three days on the local employment market.

Back to that large competitor that does pay a little bit better than us, we have two of them in our neighborhood or in our general vicinity. We do swap employees, I believe as Lindsay was stating earlier, two and three times over a lifetime. We'll see employees go from one company to another company and then make the rounds again.

The other thing that we really are having a problem with is congestion and commutes. When we were – about a year and a half ago we were located more centrally in the San Diego County area. And we had a better draw drawing from both the southern county and the northern county. But as we moved up north, farther north in the county, we're having a tremendous problem even pulling employees from the middle section of San Diego County.

So now we're actually having to refocus where we're actually actively recruiting employees. And this has to do with anywhere from commute times, congestion – (inaudible) – offering other incentives like van pool and carpool incentives, subsidies on gas if you're driving for X amount of distance. HME's been fairly proactive in incentives and trying to – (inaudible) – the workforce that it needs to be successful.

MS. BRAY: So let me ask David and Lindsay, that's an interesting comment, Eric, having to offer new incentives and things that you haven't had to do before. David and Lindsay, are you finding the same thing, are you having the same issues with your hiring? Or it's basically what you've offered in the past? David, I'll start with you.

MR. PICKETT: I don't think we have to change things dramatically or offer dramatically different things. We don't have the commute issues in Connecticut or Florida that southern California does. The one thing we did get sort of caught with recently is we had a lot of employees who either worked a little ways away in Orlando or were hired from there. And we got kind of stuck with a work from home policy, at least perceptions that they wanted to work from home more than we were comfortable with because we were having some challenges with delivery of our services.

So work from home is certainly something that we've tried and offered. But beyond that we're not really changing our hiring policies or the things we offer dramatically. We offer a competitive healthcare plan, a 401(k), salary, and other benefits. So it isn't dramatically different, but anything you can do to get somebody to come to you is something we're willing to consider.

MS. BRAY: Lindsay, how about you?

MS. FETT: Yeah. We're kind of same answer. We're not really having new incentives. And we also have a pretty good benefit plan. So it's not necessarily new for us, but we see some of our competitors doing, health insurance costs are on the rise, not everybody understands their retirement.

Our plan has stayed pretty consistent, so our benefit plan we try to sell it as a good benefit. And then we're also county employees, which makes us a little bit unique in that we have public retirement. But again trying to sell some of those benefits to that new generation can often be a challenge, but it's not necessarily a new incentive for us, it's just trying to find what's important to those new candidates and pool of employees.

MS. BRAY: So let's turn for moment, so there are certainly issues that have impacted your hiring. So how do you change the actual going about and hiring, the recruitment, the training? Have you changed your practices that have deviated from either industry norms in the past? Are you using an outside firm? Do you have an in house team? How is that working now? And is that different in the past? And Eric, this time I'll start with you.

MR. CASH: So yes, a whole bunch of things here. So we have an in house team. Our in house recruiting staff has grown by 50 percent over the last four years, partly due to the economic structure and situation here in San Diego. We do in house training. We do – one of our most competitive markets, and I'm not directly to it, is software engineering. And we do all types of different – whether we show up at a sporting event, or we have a social gathering, and we invite potential candidates to these events. That's one of the newest and most I think more innovative ways that I've seen HME recruit.

In the manufacturing sector we also have in house training. We actually have – we take some lean practices and actually have our own – we have our own training center in house, where employees are brought in off the street at a slightly lower wage. And as you hit milestones, you get performance increases.

And depending on the position you're hired for, it can take anywhere from about 30 days to about four months before you're at the prevailing wage for that position in the company. And then we've also partnered with the community college, Mariposa. To be totally honest, I found this program, I don't know, probably three years ago, just totally by luck. I was at breakfast and I was reading a flier. And I said, whoa, I didn't even understand that they offered a program like this.

And over the last three years it's been one of my more successful to hire those mid-level programs. Just in my group alone I've hired I believe 15 employees and 13 of them are still with us. The other parts of being partnered with MiraCosta, the community college, is I have a lot of insights as a program right now. I have some influence over the direction that two or three programs that I'm hiring out of go. The other part to that is I get a lot of access to these candidates.

So whether it's myself going in and speaking, or I send one of my engineers in, like a guest speaker role, and we provide the curriculum for the day. We actually get a lot of touch time with the employees, which I found very – (inaudible) – that I found to be a great asset to see if they fit into our culture and our train of thought. And I would recommend to anybody if they can do the same thing.

MS. BRAY: So Eric, let me just ask you, because it's great, it's one of the things I was going to ask everyone afterwards. So you found the program – I mean did you reach out to MiraCosta or did they reach out to you to become an industry partner? How did that relationship begin?

MR. CASH: So we actually partnered with two other training centers here in San Diego and didn't have a whole lot of success. The quality of candidates that we were getting out of them was below what our expectations for what we were providing. And then we had a hard time retaining those employees based on performance, based on expectations.

So actually we reached out to MiraCosta after finding the flier at breakfast one morning. We took a tour. We met with the directors. We kind of stood back for that first semester and we wanted to see how it went. I went to a couple of their public events and then I got to meet some of the students at those public events. And shortly after that we had a formal sit down meeting with the leadership at MiraCosta and we've been partnered ever since.

MS. BRAY: That's good guidance and advice for others. So glad to hear that. So David, what about you? How have the hiring practices in the company changed? Are you doing it in house, out of house? What can you tell us about the hiring practices in Tsunami Tsolutions?

MR. PICKETT: We're at 130 people overall in the company. So we have an HR director who handles most of the requests. Most of them are done in house through either posting jobs on our portal or on external portals like Monster or whatever. So we handle the process primarily internally. We do use talent agencies or recruiting companies if we have specific needs.

We do that fairly frequently in the areas where we need a specific technical expertise so that we don't have to do a lot of the searching through the resumes ourselves. We have a specific process that involves reviewing the resumes and then setting up phone interviews. And then follow that with an internal or in person interview that has specific tasks or processes that we try to use to make sure the person's a good fit for us. So that's general for everybody.

What we try to do also is hire people for our entry level positions and then promote them, kind of like Eric was discussing. So we'll hire people with very basic skills and requirements for the front desk for customer support positions, where they can come in and basically really start contributing to the company, and learning about us, learning about the processes.

And then we can step them up to higher-level tasks and positions so they have a career path and we can maintain our low cost business model. So that's kind of how we do it. It is primarily internal. But we leverage all the resources we can to find the right person for the job.

MS. BRAY: Lindsay, healthcare is always a little different. Let us know about your hiring practices.

MS. FETT: With our latest CNA struggles in hiring, we're definitely deviating from the industry norms. Our CEO went with a community partner leader to Johns Hopkins to kind of see what they were doing in their community with different outreach programs for employment. They were bringing people from the Baltimore neighborhood in for employment in housekeeping, food services kind of positions.

Our CEO came back and said we can do that, but we can do better. Put them in jobs that are sustainable, well-paying, and an opportunity to move up. So we're employing our individuals in our community into CNA positions. We provide them that training. They're paid employees through the whole training. So they come in, we pay them to do some job shadowing, just some real awareness that there's a lot more than doctors and nurses in a hospital. If after the CNA program they want to continue on to be a radiology tech or a lab tech, there's lots of opportunities there.

So we expose them to that at the beginning of our program. And then we employ them in healthcare tech positions following graduation from our program. Many of our graduates of our program have been incarcerated for majority of their life. And that's definitely something new for us in healthcare. Employing people with background checks in the past has been a definitely, no, we don't want to go that barrier. But really looking at each crime being different, each person has a story.

And we've worked with DHS. The Department of Human Services approves each person that works in healthcare. So really working with them to understand what kind of support that we're providing to some of these individuals that come into healthcare with barriers, and having them understand why we want to employ this person, why we think that they would be a good employee regardless of if they've been incarcerated or not. So we've been doing a lot of that. And it's really been rewarding, both for us as a hospital and our community.

MS. BRAY: So Lindsay, you're really working with a lot of those, I would say disadvantaged populations, some unique populations, to bring them in. You're focused on a number of those, correct?

MS. FETT: Right. Yep. We're really focused on – we're located in an area with a lot of poverty. A lot of these individuals have never had a long term position, never had the resources to get an education. And we're opening that door for them.

MS. BRAY: So let me ask, and I actually hadn't asked you guys this ahead of time when we were talking about the webinar, but I'm looking at who's the audience listening to this webinar. Are you working with – now we heard from Eric how he's working with MiraCosta, so he's working with a local community college. And so I'd like if each of you could just briefly talk, are you working with a local technical or community college? And if so, how? How is that contributing to what you're doing? And are you working with the local workforce board? Are they helping to recruit, train, and place people in your companies? Is there a relationship there?

So David, let me start with you. Are you working with a community college or the workforce board?

MR. PICKETT: The simple answer is no. A fair number of our hires are actually very senior experienced aerospace workers like myself. So I retired from Pratt at the end of 2017 basically. So that's a big piece of our consulting staff. The other people we tend to bring in, as I mentioned earlier, are kind of entry level. And we do the development and career progression on our end. That being said, I haven't figured out yet how to leverage a community college in our particular industry. But I would certainly think that for others that's very, very viable and a good idea.

MS. BRAY: So Lindsay, what about you? And especially given the unique services that you offer, how are you working with a local community college and/or workforce board?

MS. FETT: Sure. We're definitely working with both. Central Iowa Healthworks is our local partner for the grant. And they've definitely been able to provide some supports for our employees, whether it be bus passes, gas cards, paying for the uniforms, and then just being able to connect them to different resources, whether it be interpreters. And then we partner with DMAC, our area community college, for the CNA classes.

And it's been a unique situation in that our employees that we're taking into the program are definitely nontraditional students for them. So having some of the instructors teach a cohort that is maybe a little bit different than they would normally enroll has definitely been an interesting experience, both from us as the employer and them as the community college.

We've seen instructors grow and learn a lot about maybe a different student than they had taught normally, and teach differently, and explore different ways that people learn. And that's been really cool. Our students have really taken on to some of the instructors, and they build relationships with them, and a traditional student doesn't necessarily build relationships with their instructor, they take the class and they go home. These employees have really sought out for their advice, and how they can grow and learn, and take advantage of the opportunity. But definitely we couldn't do it without DMAC, we couldn't do it without Central Iowa Healthworks.

Our employees are paid before we can even employ them. We're just paying them to go through the training so in hopes that we can later employ them. And so they help us to sustain the program, and so that we can continue to reach out to others in our community with our program.

MS. BRAY: So did you reach out to them first? Or did they reach out to you, Central Iowa Health and the workforce board? Did they reach out to you to begin the partnership?

MS. FETT: We were doing our CNA internship is what we call it prior to the grant. So it was something that we were already doing. They just help us make it better by providing additional resources to the candidates that as a hospital we hadn't thought of. But overcoming barriers and helping eliminate barriers has definitely been their part in our program. I don't know if that answers your question.

MS. BRAY: It does. Well, I think part of the issue is, and given the audience we have today, how best can they support you? And part of the issue is, how do they make themselves known to you? So that's why I was asking all three of you if you had identified, oh, look what's there, or if they would reach out to you. Because that makes a difference. Would you have started working – for any of the three of you – would you have started working sooner with your workforce board or your community college if they had reached out to you beforehand? So David, Eric, or Lindsay, if any of you have a thought on that one.

MR. PICKETT: Well, this is David. I think if we – if somebody were to approach us, we would certainly investigate it. I think maybe, to be honest, the corporate business world we're a little busy these days, as is everybody, I know. But I think the fact is, we're so tied up with our daily grind that taking a step back and thinking about who could help, what resources are actually available. Yes, we should be reaching out more. But the reality is somebody else reaches out and pings us, a community college or a technical school or something like that, probably you're going to get a better answer out of us and a lot quicker answer out of us than waiting for us to come up with something. That's at least very true for me. I won't even assign that to my company. That's just me.

MS. BRAY: Valid point. Eric, anything to weigh in on that?

MR. CASH: So I totally agree with David's statement. So I was actively searching for a partner in the community. Being new, relatively new at the time to San Diego in general, one of the partners whether it be Ford or a community school or even a trade school here, if one of them would have reached out to me, I would have definitely looked at it in much more detail and hopefully partnered sooner. As it was, it was something that I was actively doing based on one of my department and company goals for the year was to lower our open requisitions in my group when I took over. So I would have definitely been interested in them.

MS. BRAY: Eric, I want to ask you one other question while you're here, because you're president of the surface mount technology association in San Diego. Do you find the experience that you're having at HM Electronics is similar to the members who belong to that association?

MR. CASH: Yes. I can speak on both being on the technical advisory board with the local community college, MiraCosta, and SMTA. There's many companies that are going through the same problems we are. The biggest difference I think between where HME is and some of our competitors, is HME is in a financial position where we can support some of these community colleges, some technical schools. We can go out and do the innovative recruiting events, where some of our other competitors are not in as well of a financial position. And they are reaping some of the benefits from what we're doing. But yeah, we're all in about the same position at the middle size companies, yes.

MS. BRAY: So I think every industry I know, we borrow from other companies. I'll call it borrowing, not stealing. But take people who have learned and have been trained by others sometimes. So to all those who are participating and listening in this webinar, please if you have any questions, we're going to open it up now to questions for all of the speakers or just one in particular. Don't hesitate to just direct it to somebody. And we're going to begin to answer those.

And actually, David, let me throw this question out to you that was asked. One of the things asked was, with the employee base being less experienced, how can we better vet career seeker candidates for employers? How can we better prepare these seekers for employment?

MR. PICKETT: Yeah. I have a feeling that's going to be a topic of conversation for lunch tomorrow with Gary and I. So we'll get into the real details tomorrow. But the first place to start is the candidates really should understand the job they're applying for. When going through recruiters, candidates need to push the recruiters for as much detail as possible. When we're using recruiters, we often see candidates that don't seem well-screened.

Now the recruiters might have a different agenda. They're trying to throw people at us. But we like to see the candidates that are proactive and put themselves into the right interviews by putting in the extra effort. Certainly going after a stretch position is fine, but it's frustrating for everyone to go to an interview that isn't really a good match for one's skills or experience.

And the corollary to that is we need to be crystal clear about what our requirements are and how we're going to really use that talent. We also like the candidates to research the company that they're applying to or being sent to. It's not always possible to get tons of information about the company. But the more they know, the better they'll present. Just about every place is going to ask why do you want to work here or what do you know about us. It's a little thing, but it's always asked early in the interviews. And when a candidate doesn't know enough or doesn't know enough how to answer it really well, it can form a bad impression early in the process.

Now to get a little more detailed on the less experienced employee base, one of the things that I've been thinking about is the – so I come out of a big company, Pratt & Whitney, Boeing, and there's a – in that world there's a set of corporate norms. And this may be more about the candidate being successful over time as opposed to getting into the job initially. But one of the things that I think the – and I'll assign this as a gross generality to the millennial generation, I'm not sure it's exactly them – but we talked earlier about – or in the introduction I think Jan mentioned that the millennials don't necessarily understand seniority, they have a different view of work life balance, and so forth.

One of the things I've been thinking about is there's set of corporate norms in a large company where seniority can be important. There's often a matrix type of organization which can be very confusing if you're a 22 year old coming out of college and everything's been very collegial and all. What's critically important to a company like Boeing or Saab is the importance of meeting program milestones, so whatever deliverables there are. If you're looking at your work life balance, in my experience at Boeing and Saab is sometimes the life gets compromised because the work has an urgent deliverable. My kids are not going into the corporate world happily because of their experience watching me grow – while they were growing up. But it's a fact of life I guess in the corporate world.

And then there are just some really hard and fast rules in the corporate world. For example, United Technologies will not hire someone with less than a 3.4 GPA. They also do drug screenings and background checks. So drug use and an arrest record is the quickest way to – in my world, again there are different – Lindsay will have a different perspective on it – but in my world there are several things that are going to immediately knock you out of contention. And those are for better or for worse very hard corporate rules.

MS. BRAY: And so Lindsay, David brought up – (inaudible) – somewhat different in healthcare. And of course you talked earlier about the outreach you have to those unique populations. So how is it that – how can potential candidates vetted more effectively in the healthcare industry?

MS. FETT: For us, those entry level positions, there was talk of making sure they understand the job that they're applying for. So again understanding that healthcare is a 24/7 place. Most of our entry level positions work evenings and nights. So it's talking to candidates about how you have transportation at night, if you have children do you have childcare during those hours. And if you have a first option, you have to have a backup plan. So there's a lot of those conversations that go on to better prepare.

But then to touch on the background checks just a little bit, yeah, there are corporate policies that say if you're a felon in healthcare, no. We're trying to break that cycle a little bit. Some of our competitors still have the fear of a felon, don't bother. But we've really looked at it, especially the nonviolent, non-person crimes, and especially some of the time that's elapsed since the crime.

We have some examples, people that have sold drugs and spent 10 years in prison, and haven't done anything in the last 10 years, being able to provide them mentoring and training, we'll hire those individuals. There's still crimes that anything against children, some of those kind of crimes, no, we're not looking at those.

So it's ultimately DHS' decision which is social workers deciding if they're fit to do the job. And so there's some of their training as a social worker what they think is good for the hospital. So it's a kind of check and balance, both the hospital has some skin in the game along with DHS. But again it's mostly nonviolent, non-person kind of crimes that we're dealing with, that had been in the past completely excluded from working in healthcare.

MS. BRAY: So Lindsay, let me just add, because one of the questions that was asked in healthcare, how a criminal record is separated that allows one versus the other for hiring. So if I'm hearing what you're saying, it's really the type of criminal record – what's the word I want? How serious the criminal record is, how dangerous it is versus another. What would you say is the difference what is being considered?

MS. FETT: I mean you can have the same crime, one committed last year and one committed 20 years ago. We'll hire the person that did it 20 years ago. They've been incarcerated, they've done their community service, they've held a job maybe – we have a lot of incarcerated that do lawn care and manufacturing, and they've held a job for a couple years and then come into healthcare. Sure, we'll take a look at that person. But maybe the same crime committed last year, no, that's not – we want to see some kind of rehabilitation before that. So I don't know if that answers your question.

MS. BRAY: Sure. Thank you. So I'm going to switch gears and Eric go to you on this. Because I think this is sort of specific. But I think this is really meant for you more than anything else given your advanced manufacturing. The question is, and I will probably not understand all of this, but in regard to recruiting for entry level manufacturing job openings, would you say that those who have their OSHA 30 – I hope you understand this, 30 – (inaudible) – Lean manufacturing certifications would qualify them for entry level opportunity? And I hope you know what those are because I don't.

MR. CASH: So I know most of it, yes. I'm going to tell you, it'll definitely help you through the screening process. At HME we do a lot of our own training on these subjects. Every employee that gets hired goes through an eight hour class on lean. And every employee goes through a half day on OSHA. But if someone actually went out and did the work, whether it was from a previous employer, or a community college, some sort of one day training session, it's definitely going to help them through the screening process.

What I see a lot of times though, and not so much on the entry level candidates, but like on the mid to the advanced, and I did it myself earlier in the presentation, is they can actually show that they understand what they got out of the class. So they're hard pressed to demonstrate if they've never done it before.

So it's kind of like a yes and a no, a yin and a yang. It'll get them through the screening process, but depending on the hiring manager, if they actually want to press the issue and ask some of these questions and it's an entry level spot, they're probably just going to be trying to get a basic understanding of what they learned and where they're at. I think it's definitely beneficial.

MS. BRAY: Good. And I'm glad you know what those were. So let me ask another question, and I know all three of you can address this, and maybe David I'll start with you. But it says, some businesses are open to work based learning opportunities such as on-the-job trainings, contracts with WIOA service providers for adults or dislocated work participants. Others are not sold on the benefits, even wage reimbursement. – (inaudible) – most employers would prefer to offer their own training at their own facility instead of using a third party provider such as a community college, what do you believe accounts for the lack of interest in riding on an OJT contract? The same thing for registered apprenticeship. Why are these actions not more popular than they are? So David, let me start with you.

MR. PICKETT: Yeah. Well, I'm going to answer this from again a big corporate kind of perspective because that's the background I have. So I know that Pratt & Whitney has been really struggling to find machinists in the recent past. We go back 10 years and they were doing the exact opposite unfortunately.

But they have – so I said earlier that Tsunami Tsolutions hasn't done a lot of work with local community or technical colleges. But Pratt & Whitney has. And so what Pratt & Whitney does, Pratt & Whitney has plenty of training, on-the-job training, but it's really – it's more focused on the corporate norms, how to do the 5S lean stuff, ACE – what's the word – Six Sigma kind of training, engine and aircraft performance kind of training.

So but when they are looking to hire people, they're looking to hire people with a certain basic skillset. For example, if they want to hire a machinist, they don't want to train a machinist, they want to hire a machinist. And so they do have a program with a local community college where the community college has provided the training for the machinist, and I'm sure the associated math, and communication, and other skills.

And then as part of the training, the student is brought on site to Pratt, and given tours and mentoring, and then has a really, really good shot at getting a job at Pratt. But I don't think you're going to see a big company like a Pratt or a Boeing going out and really starting with a lot of on-the-job training from a low level. They're expecting a certain level of performance and then they're going to take it from there. So I'm hoping that helps answer the question.

MS. BRAY: So Lindsay, how about you, in terms of the on-the-job training, registered apprenticeship, the work based learning?

MS. FETT: So we're currently utilizing some WIOA funds for wage reimbursement for our adults going through the CNA internship. Once they complete the CNA program, we're reimbursed for some of their hours once they're employed. I'll tell you from an employer's perspective, we're not large corporate by any means. But it does create a lot of barriers. The enrollment into the WIOA program was quite overwhelming.

And then there was some testing that went along with it for our candidates. The process was grueling, to say the least. And then once we got approved for it, the time cards and the signatures on their signing off on their hours, it's just different than our process that we're already doing for hours. And so it was a duplication of our processes. So the time spent for an employee to do the work for the reimbursement, we had to weigh is it worth the 50 percent wage reimbursement when our spending wages for somebody else to do the behind the scenes office administration. So there was a lot of questions on that.

We definitely value the partnership. It kind of turned into a – they were referring some dislocated workers into our program. So I definitely liked that relationship that it built. But simply the wage reimbursement part was debatable.

MS. BRAY: Good point. One that I'm sure we've heard many times before, unfortunately. (Inaudible) – accountability procedures that are there that are in place – (inaudible). So Eric, how about you with your company, with on-the-job training and work based learning experiences?

MR. CASH: So we've experimented with this twice in the last year, where we partnered up with the EDT, which is a state program here in California. It's very similar to what Lindsay was talking about, it's heavily administered, they pay you back for wages, training time, a whole bunch of different scenarios. We've actually – we did two waves of this. One was kind of our prototype, what we would like to call it. We brought in three employees from a totally different industry, where actually one of the criteria was I didn't want them to have any sort of electronic background. I wanted to start them fresh and not have any bad habits to break.

The class itself was very successful. Different levels of success with the four employees that were brought in at that first go around. Two of them are signing. They're doing really well. They're driven. In nine months, six months, they've actually already advanced levels in their job titles.

One of them is kind of struggling right at the end of the training level. And the other one is somewhere in between those two levels. The problem we saw was the exact same thing, was the admin with it, the return on investment with having that many people, that was one of the criteria we were at is how big will that class be. Some of our manufacturing groups are different sizes. And we didn't know what our trainers, their ability to train fresh off the street was.

So I think we actually ended up picking two to three different trainers at different times. And going back to what Lindsay was talking about, we had to sit down and decide if this was cost effective or not. The second round we did, we did a smaller class. We only brought in two employees with that same basic criteria. Still fairly effective. It filled the void that we needed.

And we timed it a little bit better with our business plan when we were at a lower part in the business or the business year. So it was less of an impact. Still just as effective. Both of the employees, they're still with us. One got promoted, one's still in that doing all right at the level that they got hired in at.

I would say it's one of those things your company is really going to have to look hard at. We've actually had better success, in my opinion, in my workgroup, partnering with the community and getting involved with the curriculums and the hiring process with them. I think even so much so, I saw the comment earlier about people being prepared to the interview – David even touched on it, I believe – is one of the things we asked MiraCosta was to ensure success of their employees as they're coming to us or they're going to another employer, is that they need some resume building, and they need interviewing skills. Because a lot of the employees coming to us obviously couldn't write a workable resume. And for some of the wages that they were asking for, we felt that was something that they should be able to do.

The other thing was a lot of them haven't really interviewed at the level, they were all coming out of entry level, whether it be at local retail, or the restaurant industry, but very low entry level jobs. And so as we were starting to look for that above entry level and the mid-level – (inaudible) – we asked MiraCosta to provide some of those services to these candidates. And that's made a big difference.

MS. BRAY: Do you think Eric – one just quick follow up question – do you think those that you're getting through that channel from MiraCosta, as well as those – and doing on-the-job training, is the retention higher than the hiring you're doing through other sources?

MR. CASH: I would definitely say that the on-the-job training, that program that we took and hired people off the street, that job retention and the employee satisfaction, we do a survey once a year, those numbers have been very high. Is it higher than MiraCosta? It would be hard to tell because both partnerships have been very short in the overall spectrum.

The on-the-job training through the state reimbursement program, we've only been just over a year. And out of those six employees, all of them are still with us. With MiraCosta, at least in the area of influence I have, we've hired 15 employees over the last two and a half years, and two of them are no longer with us, one of them because he had a better opportunity with one of our larger neighbors, and the other one she was just not a good fit with the company culture.

Industry, if you go and read and do your homework, the industry will say that someone that you bring in, and train, and give the opportunities, are going to be more loyal to you. But like I said, I would have a hard time judging that right now as both programs have been very successful for us.

MS. BRAY: So one other question that's been asked, it says, there are certifications in all industries. How important are they versus degrees to an employer? Is it based on the type of position, entry, middle, advanced positions? What's the role of certifications? We hear a lot about – (inaudible) – everything requires a college degree. So David, let me start with you on answering that question.

MR. PICKETT: Yeah. So that depends on where you're aiming to go. So Tsunami does not get hung up over a college degree. And we don't get hung up over the specifics of the college degree. So we have lots of history majors, English majors, because we believe that even in a technical field many people can pick that up, they just need the experience, not necessarily the diploma.

Speaking more broadly about the corporate world, in a salary position at Pratt & Whitney or Boeing, a degree is kind of a requirement. I mentioned a GPA of 3.0 earlier. That's just how the corporate world I think limits the number of resumes they actually have to look at. So they just sort of say, if a person doesn't have a degree and isn't a 3.0 GPA, we're just going to drop it, because they're overwhelmed with opportunities, resumes.

In terms of certifications, the certifications are very popular in the IT industry. And they can certainly be an advantage. But I wouldn't say that just having an MS Dynamics certification or certification in some networking scheme or something like that, that isn't sufficient.

That plus actual experience and the ability to – the demonstrated ability to execute that kind of work will certainly avoid the need to get a college degree in it, in computer science or something like that. But you have to have more than just the, quote unquote, certification in the IT world. So I hope that answers the question.

MS. BRAY: I think it's a good explanation. Let me ask Lindsay real quickly about this, because in healthcare so much of that is driven by licenses and degrees and certifications. Where does all this play a role in the hiring that you all are doing?

MS. FETT: For our entry level positions definitely want to see the certifications, the real healthcare specific training. If you get in probably your more mid-level positions, a lot of our behavioral health social work positions do require bachelor's degrees. And then obviously our management positions are probably looking more for degrees.

But again, we don't get hung up on it. If you have 20 years' experience and only have maybe your associate's degree and are looking for a management position, we would be open to that. We always kind of put, or equivalent education and experience in there. So we're not big on that. But definitely for our entry level positions you have to have the certification, without a degree is probably more common than with a degree.

MS. BRAY: So here's a good question that just got posted. Where do you rank soft skill training related to all the skills you look for in a candidate for hire? And you've all touched on it in some ways in your comments. So Eric, let me start with you, the whole issue of soft skills, employability skills, essential skills, whatever we call it. Where does that come into the hiring process?

MR. CASH: So I think, especially when we're talking to the entry and mid-level employees, I think soft skills is a huge – if you can walk in and you show the ability that you can – everything from write an email, to communicate effectively, that is one of the best things that we can look for right now. Even so much so that during our recent – (inaudible) – in the business, we brought in our partner MiraCosta.

nd every manufacturing employee that we have went through a one day session with MiraCosta that we held in our facility. We seem to lose a lot of our communications or a lot of our teamwork through communications. So whether it be just a poorly worded email, or a conversation and body language that doesn't go well, whether it be at the supervisor level, or at the lead level, or at the technician slash operator level, this is where a lot of our internal teamwork breaks down.

And one of the things that, at least to me, is we're very soloed and we're trying to break down those silos. And when I say silo, I mean the printed circuit board group is different than the technician group, and top level manufacturing. And they work very independently. And we're trying to combine that.

So sometimes just even having a poorly worded email, and it sounds very rudimentary, but I can use an example of a couple weeks ago where an employee was using one screen, our BRP system which requires you to be entering a part number all capital letters. And then he went to respond on an email and he didn't pull off the caps lock. And it was chaos for the next 20 minutes, why is this person yelling at me. So little things like that. I think this is huge, especially in that entry level and intermediate level employees, soft skills are – (inaudible).

MS. BRAY: I'd be the one that would keep the caps lock on, so I can appreciate and feel sorry for that guy. David, what about in your area, the importance of soft skills?

MR. PICKETT: Soft skills are critical, exactly what Eric was saying. You can't get away from that. There are so many opportunities for confusion, misinterpretation, and then all the trauma that comes with that in any company. So the ability, like Eric said, to communicate, write an email, present yourself well, get engaged in a meeting in a proper way, those are all really, really, really important.

MS. BRAY: Lindsay, anything to add to that?

MS. FETT: Just they're huge. What we've come across with a different demographic in some of our employees is how does that customer service director relate to that employee when it comes to soft skills, how do they teach them soft skills, they don't feel like they relate to one another. So we've hired a coordinator that has more of the background similar to some of our employees, that can relate to more of some of their life situations. And we spend a whole week on customer service, hoping that they can be relatable, that they'll have a better understanding of why soft skills are so important in the workplace.

MS. BRAY: So the next question is really for Lindsay and Eric because it's about healthcare and advanced manufacturing, although it touches on IT. With information technology in every industry, where do you use IT used in healthcare and advanced manufacturing? I'm sure that's in a lot of industries. So Lindsay, why don't you continue, the IT and healthcare, we know it's being used, but how is it affecting the hiring?

MS. FETT: It's huge. He went back to the caps lock question. Unfortunately we still have some barriers on staff that aren't as familiar with using computers as maybe the new generation. So there's some learning curve there.

But we're definitely opening to training the IT. But we definitely see it taking over. And the importance of knowing – we communicate a lot by email and we have a lot of staff, well I don't read my emails. So there's still the very baseline IT that we work through in the hospital. But we do it all day every day and I don't see that changing. And it'll probably just keep growing.

MS. BRAY: Eric, in your area in advanced manufacturing, I know there are IT positions, but how is that being integrated with all the positions in there and impacting hiring?

MR. CASH: So most of our IT integration in manufacturing has to do with the – (inaudible) – whether it be materials management. One of the huge investments we've made in the last two or three years is instead of having to fill out a paper form or hop on a computer and send off a material request, whatever the case may be, is we almost all – well not all, about half of my operators actually carry around a handheld PDA device. It's a little bit larger than a cellphone, smaller than a tablet, where they can actually requisition parts right there live. So IT was a huge part of that integration, coming up with the barcode scanning, the wireless network in our facility.

Other things that IT is integrated for us is we use multiple platforms. So we use one platform to provide the service, and we use another platform to do this service, and a third platform to do something else. So sometimes the outside service provider, it's one of those platforms, those capital vendors that are helping us with the software integration, or sometimes we actually pay one of our own software engineers to help provide that integration. So yes, IT is used everywhere in advanced manufacturing and manufacturing in general. The other thing is the actual capability of some of the CAD CAM programs – (inaudible) – some of the C++ programs. Whenever that program is or that software that we're using, it's all IT.

In today's manufacturing environment, I couldn't see – our IT staff is fairly large, just our IT staff, not our software engineering, support staff, or not our ERP staff, just to help fight some of these fires that we have every day that isn't my expertise or isn't some of my engineers' expertise. I don't know if that's really where that question was going, but yeah.

MS. BRAY: So Eric, let me build on it, based on another question that was asked. So you talk about the IT staff in your organization. What would an IT occupation look like in – certainly in HME, but in today's manufacturing?

MR. CASH: So I could see it being in two roles. At HME, the way currently we structure it is we have IT and network support people that are dedicated to the manufacturing group, as opposed to sales or engineering or one of the other operating areas. So when we have a problem, they're monitoring our network, they understand our infrastructure, they understand our particular server setup. But in other groups, for instance one of our large neighbors across the way, they're actually based on the group.

So they're multi-functional type employees where though you might have a networking background and a certificate, but this guy is also helping with programming automation. He's there maybe doing whether it be PLC or more advanced automation. So they're sometimes actually inside the group helping do the day to day operations with the group. But it depends on the structure, the size.

Like I said, at HME though we have two network administrators that are actually – (inaudible). And all they do is help out our problems, configure our networks, make sure our servers are speaking to one another. And they not only help my group, but all of the manufacturing groups at HME.

MS. BRAY: And Eric, while I have you on the phone, because there's a very specific question, for advanced manufacturing are the Siemens Megatronics certifications especially level one a sure way of getting an interview?

MR. CASH: So I saw this earlier and I'm vaguely familiar – I can't speak to it. It would be something I would have to look up real quickly if I – (inaudible) – resume or my recruiter asked me about it, I would have to do the research. I know very, very basic of what it is. But it would definitely intrigue me. You would make me go do the homework. And if I'm going to do the work on it, you're probably going to get to come talk to me.

MS. BRAY: That sounds good. Lindsay, real quickly, IT occupation in healthcare, what would it look like?

MS. FETT: We're a smaller hospital, so we actually kind of outsource and rely a lot on our vendors for most of our IT. But a lot of our staff, our nurses that have a niche in IT, and we developed them to kind of know our own systems and grow those, or like a registration staff that really understands the back end of registration and they've grown into IT positions. But for a lot of our high level stuff, we actually more outsource it than anything, which might be different in a bigger health system. But from my experience that's kind of where we're at.

MS. BRAY: So we have time for one final question and then an overall comment. But David, given today's gap in skilled – (inaudible) – workforce, how big is demand in large defense companies like Boeing for candidates pre-trained in America's Promise community college boot camps, often with certifications that are done at no cost to employers?

MR. PICKETT: Well, that's a doozy of a question.

MS. BRAY: You have 30 seconds.

MR. PICKETT: I don't really know actually. I think that the – if we're talking just basically IT staff and the application of information technologies to business processes, pretty high. In the digital space, but we're talking fairly sophisticated big data analytics kind of things. And I use big data in quotes. I don't think big data is as big as everybody thinks it is.

But that's a different conversation. If by cyber we mean like security and hacking and things like that, I'm not sure that Boeing and Pratt and UTC are the places to go. Because I think that the security of networks is certainly something that technologies in Boeing has a staff to support. But they also lean very, very heavily on their big IT suppliers like the Microsofts, the Ciscos, the IBMs of the world.

So that's really a question I think of what exactly does a person want to do, what do they have training in, and how do they add value to the customer, to the corporation. That's about as good an answer as I can give to that one.

MS. BRAY: Fair enough. So I'm going to ask each of the three of you, in 30 seconds, to close this out, what other tips can you provide that will help the America's Promise grantees prepare and train their participants for a positive – (inaudible) – outcome? What tips, what advice, what's your last word on this? Lindsay, I'll start with you.

MS. FETT: Don't be afraid to break down barriers.

MS. BRAY: Good. Eric?

MR. CASH: If I had to give one advice, I would have to say you need to be very honest with what's your expectations and what the results thus far have been. Once we have that conversation, the results change dramatically.

MS. BRAY: Good comment. And David?

MR. PICKETT: I think going back to an earlier comment is just reach out and ask and keep asking. We're so busy that we just miss a lot of things. And then following up on Eric's comment is be clear on what you can add to the company or the hiring entity. It's sort of like applying for a job. Just know what they're doing, know why they're doing it, and how you can add value to their business.

MS. BRAY: Well, David, Lindsay, and Eric, I think the information and the insights have been valuable and excellent, and really appreciate you giving your time and sharing your thoughts with everyone. Here's the email addresses for the three of them if anybody listening has more questions. Lindsay, David, and Eric, are pleased and have agreed to answer, and do any interactions and communications with you all. So don't hesitate and just feel free to reach out to them.

Just also want to remind you to register for the Community of Practice, it's WorkForceGPS.org. And the email address is up there. That's where you can find best practices, networking, and you're going to have all the information from all the webinars. This is really your resource guide. This is where if you want to know what others are doing, what you need to do, this is the place to go.

We do, as we said, we have the Community of Practice. The next webinar is July 24th. And it's a summary of all the grantee outcomes. So this is really where you're going to be able to learn what everyone's been doing. And of course if you have any questions, you need assistance, please don't hesitate to reach to your America's Promise technical assistance coach.

So on that, I'm going to turn this back to Jon Vehlow to close out our webinar. And thank you all for being part of it. And Jon, it's all yours.

MR. VEHLOW: Hey, thanks a lot, Jan.

(END)