

NATIONAL LABOR EXCHANGE (NLx) STEERING COMMITTEE MEETING

Vinoy Renaissance
St. Petersburg, FL

November 17-18, 2016

In attendance:

State Workforce Agency Representatives

Neil Adcox, Chief Information Officer, South Carolina Department of Employment and Workforce

Michael Barnes, Associate Chief Operating Officer, Employer Engagement, Indiana Department of Workforce Development

Liz Carver, Program Manager, Workforce Development Division, Utah Department of Workforce Services

Eileen Cipriani, Deputy Secretary for Workforce Development, Pennsylvania Department of Labor & Industry

William Dowling, Director, Colorado Department of Labor and Employment

Robert Grimmie, Executive Director, Center for Occupational Employment Information (COEI), New Jersey Department of Labor and Workforce Development

Cher Haavind, Director, Office of Government, Policy, and Public Relations, Colorado Department of Labor and Employment

Julie Kramer, Program Manager/Maine JobLink, Employment Services, Maine Department of Labor

Andrew Morton, Program Manager, Division of Workforce Services, Florida Department of Economic Opportunity

Joseph Niznik, EA Vet Coordinator, Arizona Department of Economic Security

Julie Toskey, Staff Director, Employment Support Programs – MinnesotaWorks.net, Minnesota Department of Employment & Economic Development

Michael Witt, District Director, Iowa Workforce Development

Employer Representatives

Anne Chamberlain, Director of Talent Acquisition, The City University of New York

Susan DeSack, SRMLTR OFCCP Compliance, Staples

Rebel Johnson, Recruiting Compliance/Taleo Systems Administrator, Camber Corporation

Chris Liakos, Manager, EEO Compliance, Northrop Grumman

Scarlet Pettit, Manager, Talent Acquisition, Immucor, Inc.

Annette Rosta, Associate Director, Recruiting Diversity & Compliance, KPMG

Sherie Smith, Director of Talent Acquisition, Woodforest National Bank

NASWA

Lori Adams, NLx Senior Advisor & Veterans Affairs Manager, NASWA

Pam Gerassimides, NLx Steering Committee Co-Chair & Assistant Executive Director, NASWA

Josie Link, *NLx Operations Manager, NASWA*
Scott Sanders, *Executive Director, NASWA*

DirectEmployers Association

Candee Chambers, *NLx Steering Committee Co-Chair & Deputy Executive Director, DirectEmployers Association*

Michael Goldberg, *Executive Director, DirectEmployers Association*

Christy Merriman, *NLx Operations Manager, DirectEmployers Association*

Shannon Offord, *Manager, Strategic Partnerships and Alliances, DirectEmployers Association*

Guests

Neil Ridley, *Director, State Initiative, Georgetown University Center on Education and the Workforce*

William Cook, *Research Analyst/Web Developer, LMI Institute, Center for Regional Economic Competitiveness*

Heather Hoffman, *Vice President of Digital Strategy, DirectEmployers Association*

Joe Marino, *Chief Operating Officer, Veterans Florida Program*

Scott Wheeler, *Director, System Performance, LMEA, Washington Employment Security Department*

Nate Williams, *Economic Graph Public Sector Partnerships, LinkedIn*

Welcome/Committee Introductions/National Initiatives

Ms. Pam Gerassimides, Assistant Executive Director, National Association of State Workforce Agencies (NASWA), and National Labor Exchange (NLx) Steering Committee Co-Chair, welcomed the group to Florida. Ms. Candee Chambers, Deputy Executive Director, DirectEmployers Association and NLx Steering Committee Co-Chair, introduced Michael Goldberg, the new executive director of DirectEmployers Association. Mr. Scott Sanders, Executive Director, NASWA, discussed NASWA's rebranding and legislative efforts, a transition paper on workforce issues for the new Administration and the NLx's role in that transition, and the importance of business engagement on the workforce side. He sees the new Administration as a huge opportunity for NASWA to be the go-to-organization for workforce development.

The NLx Steering Committee members introduced themselves and discussed how they have found value in the committee. For example, Ms. Rebel Johnson, Recruiting Compliance/Taleo Systems Administrator, Camber Corporation, mentioned employers can see their referral traffic from state job banks and 12 of her company's top 20 referrals came from state job banks.

Ms. Gerassimides discussed the growth and development of various partnerships. The U.S. Department of Labor Veterans' Employment and Training Service (USDOL VETS) and the Department of Veterans' Affairs (VA) continue to support the NLx by using NLx job content as part of their job search functionality and job indexing as a method for employers to include their jobs on the employment portal of Vets.gov. In addition, NASWA has been expanding our relationship with Veterans service organizations (VSOs), including Student Veterans of America

(SVA), by offering microsite services and encouraging VSOs to spread the word to their own members on career fairs or other opportunities in the public workforce system.

NASWA also signed an agreement with LinkedIn. The three-pronged partnership includes transferring of manually posted job content from state job banks, training development around using LinkedIn for jobseekers, and information sharing on projects and initiatives.

The NLx has also been looking for ways to analyze years of saved job opening data and turn it into a meaningful product for our members and the larger workforce development community. NASWA has partnered with the LMI Institute to explore what is in the job posting data, such as the type of jobs with the heaviest and lowest concentrations. Through this research, NASWA is exploring whether this data can be used to say something significant on economic trends. The Georgetown University Center for Employment and Workforce recently finished a project on analyzing resumes to study reverse career lattices and which jobs led people to their current careers.

NASWA has also recently signed a data sharing agreement with the University of Chicago's Center for Data Science and Public Policy, in conjunction with the White House's Workforce Data Initiative. Researchers at the University of Chicago will be analyzing skills and job description data to map a larger skills genome taxonomy. Mr. Bob Grimmie, Executive Director, Center for Occupational Employment Information (COEI), New Jersey Department of Labor and Workforce Development, added how in these tight economic times, we must be critical of how we invest money in technology and being able to use our own data would be a great step forward.

Ms. Gerassimides also highlighted some of the NASWA events at which the NLx and Veterans issues have been highlighted. The NASWA Veterans Conference this August brought in 350+ people, creating many opportunities to network and displaying a strong employer connection, specifically on Veterans hiring panel. Next year, NASWA staff hopes to expand the audience, including bringing in business services staff, and adding disability and Veterans entrepreneurship focuses. The NASWA Annual Conference in Oklahoma City, Oklahoma featured an employer workshop on how large employers hire, as well as, an NLx technical assistance workshop. NLx staff also visited the E&T/LMI joint committee meeting in Richmond, Virginia, as part of ongoing efforts to educate and outreach to states.

Ms. Gerassimides has been serving on the Advisory Council for Veterans Employment, Training, and Employer Outreach (ACVETEO), a legislatively mandated committee which gives advice to the Secretary of Labor and Congress on Veterans' employment issues. Her recommendations for the year have been to strengthen job content for Veterans via the NLx, reaching out to the federal contractor community in a positive way instead of in a regulatory manner, and training for non-JVSG staff on Veterans' hiring issues. In addition, the National Veterans Training Institute, which trains workforce staff who interact with veterans, has recently been awarded to a different group, which provides a great opportunity to integrate new content on how employers hire into their curriculum.

NLx Data Projects Update

Neil Ridley, Director, State Initiative, Georgetown University Center on Education and the Workforce, presented on their project using resume data entered directly into US.jobs. They found 46,408 out of 721,034 resumes were parsed into structured data, so they could only work with a small percentage of the overall resume total. After assigning 2 digit codes to each occupation, they examined the reverse career lattices of the job seeker to determine how frequently people changed jobs, and in what career direction they went. They found the median number of jobs held was two, with few multi-step job-to-job transitions within the same SOC category. Mr. Ridley also found the job titles to be very fluid, even within a company, but also across industries, which indicates job titles are not fixed. Ms. Gerassimides highlighted the importance of researching the other side of the employment demand and wondered whether we should put time and effort into analyzing unstructured resume data.

William Cook, Research Analyst/Web Developer, LMI Institute, Center for Regional Economic Competitiveness, presented on analysis of the data set of NLx job openings saved from November 2015 to October 2016, including:

- Out of the 21 million unique job postings, there were 3.1 million on average per month and 1.7 million on average per day.
- The most common length of posting was active 1-30 days (67% of total jobs), with 20% of jobs active 31-60 days, and the rest were active longer than 60 days.

Ms. Gerassimides asked how this affects our idea of evergreen jobs. Ms. Johnson pointed out how some employers repost after 30 days, which may skew the idea of evergreen jobs in the data if that job is counted as a new active job. The jobs are refreshed since job seekers tend to look at the newest/recently active jobs first, so it is a way to keep your jobs at the top of search results. Ms. Liz Carver, Program Manager, Workforce Development Division, Utah Department of Workforce Services, highlighted how the length of posting can change depending on economy and this current snapshot might be a reflection of current labor market. Ms. Gerassimides pointed to the value of a clean, unduplicated feed of jobs for data analysis, especially when there are already difficulties in determining whether a job posting is actually new or not with jobs pulled directly from the employer's career website.

The sources of job data were mostly from corporate career sites (84%), which are the jobs DirectEmployers brings to the partnership, with 15% from state job bank postings. Ms. Gerassimides asked whether states were defaulting the choice of employer upload to the NLx as "Yes." Mr. William Dowling, Director, Colorado Department of Labor and Employment, said Colorado employers have to choose to opt out. Ms. Carver commented she would be interested to look at number of employers versus job postings from states, which would explain what size of employers the NLx is receiving from the state uploads. In terms of occupations by relative concentration, the data set has an overrepresentation of advertising, marketing, PR, sales managers, social scientists, and computer specialists. One possible explanation for this overrepresentation could also be that the less concentrated occupations are not hiring as much. Ms. Gerassimides proposed interested states could join on regular calls with the LMI Institute to

help guide our research questions as part of a workgroup. Ms. Carver and Mr. Grimmie volunteered to be part of the workgroup. Ms. Susan DeSack, SRMLTR OFCCP Compliance, Staples, mentioned this information by state would be helpful for employers to see if there is any correlation with supply side availability and their hiring goals.

NLx Operations Update

Ms. Josie Link, NLx Operations Manager, NASWA and Ms. Christy Merriman, NLx Operations Manager, DirectEmployers Association, told the committee what the NLx staff has been up to since the last Steering Committee meeting. In April, Iowa had an online career fair for veterans via Brazen, which was a great opportunity for employers (using both DE members and smaller state/local employers) and jobseekers. Ms. Annette Rosta, Associate Director, Recruiting Diversity & Compliance, KPMG, asked whether there was an avenue to advertise KPMG career fairs to state workforce agencies. Ms. Lori Adams, NLx Senior Advisor & Veterans Affairs Manager, NASWA, said she can communicate that type of information to the NASWA Veterans Affairs Committee.

After discussing apprenticeship microsite opportunities, Mr. Dowling welcomed the opportunity to promote this because Colorado has listed apprenticeship opportunities on their ETPL and received a new USDOL grant focused on apprenticeship. Ms. Eileen Cipriani, Deputy Secretary for Workforce Development, Pennsylvania Department of Labor & Industry, asked Colorado whether they had a hard time getting employers to embrace listing jobs on ETPL. Mr. Dowling replied it is optional for now but they are working to expand partnerships. They have run into difficulties listing the jobs since they come from partnerships with employers and other servers, making the jobs and employer name hard to classify.

Ms. Merriman mentioned local Industry Liaison Group meetings and the National Industry Liaison Conference as great opportunity for states to interact with a large group of federal contractors. Ms. Link reviewed the status of each state in implementing NLx services, including microsites, indexing programs, Hilton HHonors, and the return receipt tool. She also asked states to examine what job content they are uploading to the NLx, how they are treating the NLx jobs in their state job bank, and whether certain policy decisions such as suppressing the employer name need to be reexamined.

Ms. Adams discussed the NVTI team's new management and planned meetings to integrate NLx content into their training programs from DVOPs, LVERs, and Wagner-Peyser staff. She is also looking for opportunities for state workforce agency staff to attend classes on bases and integrate NLx content into Transition Assistance Program (TAP) curriculum, which is now a requirement for transitioning service members to complete when leaving the military. The NASWA Vets Committee currently has 56 members from 41 states. The next Committee meeting will be held on a military base in Charleston, SC in January 2017, with a chunk of time on the agenda devoted to the NLx. The following committee meeting will be held in Indianapolis, IN, in May 2017 before the DirectEmployers Annual Meeting (DEAM) to help facilitate a greater connection between veteran staff and employers. The fourth annual Veterans Conference will be held next August 16-18 at the Omni Shoreham in DC. Ms. Adams is still actively soliciting

sponsorships and wants employers to be able to attend as conference participants and potential speakers for workshops.

LinkedIn Update

Mr. Nate Williams, Economic Graph Public Sector Partnerships, LinkedIn, manages areas where LinkedIn has commonalities with government, including a vision of creating economic opportunity for every citizen. Through LinkedIn's Economic Graph, the company is looking at skills and professional backgrounds of job seekers to help bridge the gap between where they are and where they want to be.

NASWA and LinkedIn signed an official partnership agreement in late September 2016. The partnership entails three aspects: (1) state job bank content distribution to LinkedIn, thus increasing job applications back to state job banks, (2) curriculum development to standardize the quality of training and save time for workforce professionals, and (3) sharing what LinkedIn is doing with the workforce development community and making sure those projects are responsive to the needs of the workforce.

Ms. Gerassimides mentioned six states have volunteered to help with curriculum development, including Washington, Colorado, Utah, Wisconsin, Massachusetts, and Pennsylvania. LinkedIn has successfully tested the job feed transfer, but they will not accept jobs where the employer name is suppressed by the state. The NLx staff has communicated individually with each state who has a suppressed employer name policy. Ms. Gerassimides will send communication out to state administrators the week before officially transferring the job content to LinkedIn, with more PR after the holidays.

Mr. Goldberg asked what the curriculum development would look like and what the focus would be. Mr. Williams responded the curriculum will be developed for two different audiences -- one for state workforce staff on how to encourage job seeker behavior and make the most of relationships job seekers have and one for job seekers themselves on how to build and leverage their professional network. This training will include PowerPoint slide decks, one-to-one resources for employment counselors, and Lynda.com library of employment related training videos.

Mr. Williams illustrated how to conduct a job search on LinkedIn, highlighting the importance of employer names being put in context with other network information. They are working towards a training finder for ETPL programs. Depending on the program, some trainings are available to show up in a user's profile.

Mr. Sanders asked how many state workforce agencies have a LinkedIn account or profile. Mr. Williams was not sure exactly how many currently had pages but mentioned that project could be a future part of the NASWA agreement. Currently, there are two options for an institution – a company page or a career page – and with a career page, state workforce agencies could potentially add their state job bank content. Ms. Carver asked whether this agreement will disincentivize larger employers from being indexed since they will not get their job content on LinkedIn at no cost, which they would if they post directly to the state job bank.

WIOA Performance Measures Update

Mr. Scott Wheeler, Director, System Performance, LMEA, Washington Employment Security Department, gave an update on how the new WIOA performance measures would affect the measurement of employer engagement. Under WIA, states conducted customized surveys on how happy employers were. Now, under WIOA, there are three options to measure effectiveness in serving employers: (1) retention rate, which is the easiest to track for most states, (2) penetration rate (total number of employers in state as denominator), and (3) repeat business customer rate highlighting any positive services in the year prior. States would choose two and the Governor could choose an additional one for states to measure on their own.

Ms. Gerassimides indicated states will be judged more on case management outcomes rather than self-service customers. Mr. Sanders added the WIOA law is silent on self-service, but the regulations are clear, even though states have already invested a lot of money in state technology systems designed for self-service. Without counting self-service participants, the number of people served by the state will appear to go down, which becomes a long story to explain to press or the Governor. NASWA will push USDOL to recognize this and find a way to count self-service participants in a more consistent way.

Mr. Dowling pointed out that state workforce agency websites have a lot of online tools. As an institution, states cannot afford or hope to serve everyone who uses their online services in a one-stop, but they will move towards reducing investment towards these types of operations if USDOL does not measure it. Mr. Sanders used the analogy of Southwest Airlines not counting a customer who checks in online versus a person who checks in at the airline counter.

Mr. Wheeler emphasized the measures give states flexibility in defining what their effectiveness measures are. Ms. Gerassimides responded NASWA would be interested in how states are coming up with these measures and specifically could the NLx job content count towards these measures. Mr. Sanders asked employers how they would define a measure that shows the state workforce system is actually providing support.

As a silver lining, Ms. Gerassimides sees this shift to staff-assisted services as an opportunity for the NLx to help subsidize and support increased engagement with the online job search. Ms. Carver pointed out millennials are more likely to look for jobs online instead of walking into a one-stop system and echoed the concerns on counting businesses for retention if the agency did not truly engage with them. Mr. Grimmie noted New Jersey has been working to expand and mobilize their interactive workforce services by using their digital presence to attract people, while running resume and networking sessions in facilities that are not one-stop centers, such as community colleges and libraries. Job seekers are already going to these other locations so they are taking their operations out to more places in the community, while not scaling back on digital investments, but instead recalibrating. New Jersey uses job indexing as a foot in the door for larger companies that already have an online presence.

Mr. Dowling encouraged NASWA's role in figuring out employer measures, especially since the current regulations discourage states to use a public labor exchange, as well as the work done with reemployment on the UI side. Ms. Gerassimides asked whether the elimination of

reemployment services would harm a state's ability to connect special populations to staff-assisted services. Ms. Carver also mentioned if the state's funding gets cut, they will have less staff and thus less people to help serve those special populations.

For next steps in the discussion, Ms. Gerassimides hopes to bring together the committee again via an online call to help provide recommendations to the broader workforce community. Mr. Wheeler added the story in the past has been how many jobs we have been able to get for people, and now we should add in the story of how many people we served in total through all different types of services. This addition would help reinforce virtual services and emphasize ways we can streamline customers into virtual services that are "mediated" by staff to help reduce barriers between self-service and staff-assisted services.

Veterans Florida Program

Mr. Joe Marino, Chief Operating Officer, Veterans Florida Program, presented on their program's goal of attracting veterans to Florida through a national marketing campaign. Founded in 2014, the Veterans Florida Program is housed under the state's Department of Veterans Affairs with an entrepreneurial focus. After holding focus groups on what businesses need in the state of Florida, they found businesses were open to seeking out veterans but do not always know where to find veterans. His organization took on a marketing campaign via print, web, and social media to work on changing perceptions of Florida and what types of industries were hiring in the state.

Veterans Florida uses Monster/Military.com to help create a pipeline of potentially transitioning veterans. They also have two grant programs; the entrepreneurship program has been implemented in seven universities with a lean start-up based curriculum and the business training grant program is available to businesses in Florida looking to hire and train veterans.

Strategic Planning & Communications Discussion

Ms. Gerassimides explained the current five-year NLx strategic plan has been in place since 2013 and it is time to start reexamining that plan. Both organizations in the NLx partnership have new leadership, which gives the Committee an opportunity to look at larger strategic goals and start refreshing NLx strategic goals with plan of completing the process by DEAM17.

The Committee divided into three groups to discuss the priorities of the current strategic plan, including:

- ensure DE members meet compliance
- educate states & further adoption of NLx services
- expand numbers of NLx job listings
- increase online visibility of SWA and NLx
- strengthen & promote NLx brand
- offer high quality demand data reports analyzing us economy
- expand partnerships to ensure NLx value is understood
- standardize NLx operations

- influence implementation of job description standards

Ms. Gerassimides then asked the three groups to focus on these two questions:

- (1) Goals and metrics around those goals -- What do you want from the NLx? What are you not getting from us? What are we giving that you don't need? What do you want more of?
- (2) Who are the audiences we need to educate and outreach to? What is the key message and how should we do it?

DAY 2

DirectEmployers Update

Mr. Shannon Offord, Manager, Strategic Partnerships and Alliances, DirectEmployers Association, explained the three ways DirectEmployers are working to bring more job content to states. They have a goal of hitting 1,000 members by May, which means the more members they get, the more jobs they can deliver. The second way is by continuing to promote free job indexing. The final method is partnering with applicant tracking systems. Currently, DirectEmployers is in various stages of the vetting process with six applicant tracking systems. Their team vets every employer that comes through the ATS and do not accept any employer using a 30 day trial, which guarantees the employer is a paying customer and not a temporary scammer. In addition, the ATS does their own legwork and vetting, which adds another layer of security.

As of now, three states, including Utah, Iowa, and Texas, have taken advantage of syndication to a large network of disability, women, minority, and veterans-focused sites. Mr. Offord vets each site to make sure it is legitimate and each site signs a terms of use agreement before taking the NLx jobs. Additionally, each site must take the entire job file, not a partial job file. Mr. Sanders asked for a demographic breakout of these sites, indicating it would be helpful for states to see who the audiences are. Mr. Offord said he could provide that, as well as the list of websites where the jobs are sent.

Mr. Offord spoke on a possible partnership with Google as they are jumping into the employment space and going to phase 2 of their rollout. Mr. Sanders asked what the benefits of partnering with Google would be. Mr. Offord responded Google is where everything starts; for example, Indeed got to where they are today because they figured out search engine optimization. He also mentioned working with Healthcare Source, which should bring in more hospital jobs. Ms. Julie Toskey, Staff Director, Employment Support Programs – MinnesotaWorks.net, Minnesota Department of Employment & Economic Development, asked whether states receive FEINs from employers that come through Healthcare Source. Mr. Offord indicated not right now through the direct ATS. Ms. Gerassimides emphasized if the employer has an FEIN available through their ATS, we would like to have it.

Following the Partnerships update, Ms. Heather Hoffman, Vice President of Digital Strategy, DirectEmployers, spoke on recruitment marketing solutions for employers, and in turn, how those solutions are being offered to states. She presented the state microsite statistics, highlighting Texas's activity including 1.7 million visits in total with 560,000 visits this year alone and 90,000 apply clicks. Ms. Gerassimides asked for training sessions for states that already have microsities to help them get the most out of their service. Ms. Hoffman agreed one cannot set a microsite and forget it; more engaged states get the most out of them. Mr. Sanders asked for information on how application rates are affected by microsities and whether states with microsities have better applications rates.

Ms. Cher Haavind, Director, Office of Government, Policy, and Public Relations, Colorado Department of Labor and Employment spoke on social media strategies at NASWA's Annual Conference. She emphasized how microsities helped Colorado leverage sector strategies and gave them the ability to brand partnerships at no cost. As part of the Communications directors doing best practice sharing, she was able to tell other states how easy it was to stand up microsities with little technical resources from the state side. Ms. Merriman added microsities can be marketed to other agencies in the workforce sphere, including vocational rehabilitation, economic development, community colleges, etc. Ms. Haavind said she would be happy to share more on their implementation strategy for microsities.

Ms. Gerassimides highlighted the competing goals of microsities and questioned how we can drive more job seekers for referrals, while still fitting the "credit" model.

Ms. Hoffman concluded her presentation by demonstrating several new digital strategy developments, including 360 images and videos.

Finally, Mr. Goldberg gave an overall strategic update on DirectEmployers and his vision going forward. He plans to meet with all 50 employees and ask each one how to describe DirectEmployers in an elevator pitch. He wants his staff to help drive the business strategy with their own ideas as well. He hopes to turn the association into a business positioned for growth. He plans to change the culture of silos within the organization, creating one unified DE culture focused on cross-selling.

Since there are a finite number of federal contractors for the compliance side of the business, Mr. Goldberg is looking to expand beyond that market, especially through their digital strategies solutions. He will focus hiring to put staff out in major markets and have more face-to-face conversations with potential new members. Currently, he is conducting an engagement survey with their membership and after 120 days, he will go back to his Board of Directors with a more concrete plan of action. Mr. Sanders asked what the median size of a DirectEmployers member company is, as well as, average retention time as a member.

Ms. Rosta stressed how she sees DE as beyond the vendor space and instead as a membership organization that is essential to their operations.

Compliance – Return Receipt and VetCentral

Ms. Merriman and Ms. Link gave a demo of two tools to show proof of job listing for DirectEmployers members during OFCCP audits. The first tool, VetCentral, allows three contacts at each state to pull reports on jobs delivered via email to local workforce centers. The second tool, Return Receipt, generates a similar compliance report, but for jobs delivered to the state job bank. All but five states have implemented Return Receipt and NLx staff are in contact with the final five states.

Peer to Peer Exchange

For the general peer-to-peer exchange, Ms. Gerassimides asked how the business services team is structured in different states and whether that responsibility is centralized. She wants to use that information for targeted messaging of the NLx and understanding the right contact in each state.

Mr. Dowling responded Colorado takes a hybrid approach where the locals agree to common business services and commit to doing it in the same way. They have a state business leadership team made up of a business person from his office, rapid response, a representative from the rural area, a representative from the urban area, and a LVER. The state does not have a single individual in charge of business services but instead a state person that can carry a message to the entire team.

Ms. Gerassimides added she is interested in the role of who in a state would help fill immediate needs for employers, as well as talk about strategic long-term conversations. She recognized it may not be a single person but having a contact who could direct you to the right person would be helpful. Currently, NASWA has lists for the designated OFCCP audit contact, program contact for NLx for any job bank issues, and IT contact for technical issues, but none of these contacts are necessarily the person to go to if an employer needs business services.

Ms. Julie Kramer, Program Manager/Maine JobLink, Employment Services, Maine Department of Labor, would direct questions filling immediate employment needs to a local career center but the strategic guidance should come from the state level.

Mr. Dowling added people and animals do not obey county lines. Colorado has had success with reverse hiring events, which entails bringing employers into mass layoffs. He believes this could be an opportunity for DirectEmployers member companies.

Ms. Toskey is interested seeing how other states are using their job banks, especially with her Workforce Innovation Fund grant in progress. Mr. Michael Witt, District Director, Iowa Workforce Development, added Iowa is close to making a decision on a new case management and labor exchange system and this Committee has been a helpful place to ask the right question and share so their state can be in the right position. Mr. Joseph Niznik, EA Vet Coordinator, Arizona Department of Economic Security, responded his state does have a central business services contact in the state and he will see what he can do to push Arizona to be more engaged on the NLx. Ms. Johnson added having the ability of knowing who to speak with at the state would be great from the employer perspective.

Mr. Dowling indicated Colorado is also looking at a new labor exchange product and will be touring other states, including Tennessee, Mississippi, and Washington in December. He loves their current state-based system but their contractor is retiring. The new person representing Colorado on the IT side will be Marc Dewey. Ms. Carver described how the workforce is changing and we as a system have to change with it. She believes this Committee is the group to push those conversations forward.

Mr. Chris Liakos, Manager, EEO Compliance, Northrop Grumman, has been focused on looking at passive candidates and sourcing. While he moved further away from talent acquisition in recent years, he hopes to revisit recruiting. Recently, he saw a demo on pymetrics, a cognitive understanding of candidates via the gaming process. He is excited about this could change recruiting and move candidates beyond a resume focus and more about their core skills and job match potential.

Ms. Anne Chamberlain, Director of Talent Acquisition, The City University of New York, described how her university is looking at apprenticeship programs in higher education administration and online learning opportunities translating to virtual jobs. CUNY is also looking to align the way to select talent internally with external hiring processes. In addition to federal compliance audits, she is facing local audits from state and city, which have different standards for compliance. With over 300,000 students, CUNY has an obvious interest in workforce development for students with examples of successful partnerships between community colleges and employers.

Ms. Sherie Smith, Director of Talent Acquisition, Woodforest National Bank, is moving her team from a reactive to a proactive recruiting process. Her company wants to do a better job of recognizing needed skills, as well as, training and retaining employees for success in their careers.