



RESOURCES FOR PARTNERING WITH EMPLOYERS FOR JOB-DRIVEN TRAINING

Job-Driven Training Materials

These materials define and describe the key elements of job-driven training.

Training and Employment Guidance Letter

https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=5483

This guidance letter from the U.S. Department of Labor communicates the vision for an integrated, effective, job-driven workforce system. The page includes links to a [Checklist for Job-Driven Training](#) and [Job-Driven Elements in Action](#), five examples of state and local partnerships that put the job-driven elements into practice.

Ready to Work: Job-Driven Training and American Opportunity

http://www.whitehouse.gov/sites/default/files/docs/skills_report.pdf

This action plan, developed by Vice President Joseph Biden and the Secretaries of the U.S. Departments of Labor, Commerce, and Education, was called for by President Barack Obama in a [Presidential Memorandum on Job-Driven Training for Workers](#). It details plans to make federal employment and training programs more job-driven, integrated, and effective. The report highlights examples of efforts to implement the [Checklist for Job-Driven Training](#).

What Works in Job Training: A Synthesis of the Evidence

<http://www.dol.gov/asp/evaluation/jdt/jdt.pdf>

This literature synthesis was developed to inform the [Ready to Work](#) action plan. The report synthesizes what works for adults and youth to improve their employment and educational outcomes, highlights gaps in evidence, and suggests areas for future research.

Workforce Innovation and Opportunity Act (WIOA) Resource Page

<http://www.doleta.gov/WIOA/>

This page provides information and resources for states, local areas, nonprofits and other grantees, and other stakeholders to assist with implementation of WIOA. Enacted in 2014, WIOA is designed to help jobseekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA supersedes the Workforce Investment Act of 1998. Resources include a WIOA fact sheet, WIOA Overview, and a set of FAQs, as well as a series of archived webinars.

Resources That Support Job-Driven Training

These materials include sources of data on jobs and job training, strategies for employer engagement, and industry-focused approaches to job development.

U.S. Department of Labor Office of Apprenticeship

<http://www.doleta.gov/oa/>

Registered Apprenticeships are a proven practice to help individuals earn while they learn. This site includes resources for [apprentices](#), [employers](#), and [partners](#), as well as specific resources for [veterans](#) interested in Registered Apprenticeships.

Labor Market Information

Career One Stop

<http://www.careeronestop.org>

Career One Stop, a partner of the [American Job Center Network](#), includes information on [wages and salaries](#), [education and training](#), and [local job centers](#). The [Career One Stop License Finder](#) provides information about the requirements for jobs that require licenses. Users can search by occupation or job title, license name, or a state agency that oversees licensing. The [Career One Stop Certification Finder](#) includes the same information for jobs that require certifications.

O*Net Resource Center

<http://www.onetcenter.org/>

Sponsored by the U.S. Department of Labor, O*Net bills itself as “the nation’s primary source of occupational information.” Users can access [the O*NET database](#), career exploration tools, job analysis questionnaires, employer guides, and technical reports. Tools include [My Next Move](#), which allows users to explore careers and find one that matches their interests, and [My Next Move for Veterans](#), which helps returning veterans find jobs that match their military careers.

U.S. Bureau of Labor Statistics

<http://www.bls.gov/home.htm>

This U.S. Department of Labor website features comprehensive statistics on [pay and benefits](#), [employment](#), and [productivity](#), among other topics. Each month, the Bureau’s [Current Employment Statistics](#) program surveys approximately 144,000 businesses and government agencies, representing approximately 554,000 individual worksites, to provide detailed industry data on employment, hours, and earnings of workers on nonfarm payrolls. The Bureau maintains a [contact list](#) of state labor market information specialists.

U.S. Department of Labor Clearinghouse for Labor Evaluation and Research (CLEAR)

<http://clear.dol.gov/>

CLEAR’s mission is to make research on labor topics accessible to practitioners, policymakers, researchers, and the public. CLEAR summarizes the research evidence on labor-related issues and makes it available in [a searchable database](#). Current topics include [disability employment policy](#), [reemployment](#), and [community college](#). New topics are under development.

Employer Engagement/Job Development

By Design: Engaging Employers in Workforce Development Organizations

http://www.issuelab.org/resource/by_design_engaging_employers_in_workforce_development_organizations

This publication from Public/Private Ventures examines three workforce development organizations that successfully engaged employers. The report highlights success strategies in four key areas—quality counts, get down to business, know your customers, and make employers part of the woodwork. It describes practices the organizations refined over two decades to serve both jobseekers and employers.

Effective Employer Engagement: The Year Up Model

<http://files.eric.ed.gov/fulltext/ED507907.pdf>

This report by the Workforce Strategy Center presents [Year Up](#) as a business model for employer engagement. Though Year Up is geared toward the needs of young, urban adults, its three-step model of employer engagement—cultivating relationships with business, training students to achieve, and continuous improvement—is equally applicable to working with other groups that have barriers to employment.

Job Development and Job Retention for Persons in Recovery

<http://cpr.bu.edu/resources/courses/job-development>

This 15-hour distance learning course, taken over a period of 10 to 12 weeks, was developed by the [Center for Psychiatric Rehabilitation at Boston University](#) for those who work with individuals in recovery from mental health conditions to help them get and keep jobs. Its five modules include: (1) Engaging the Jobseeker in Job Development and Retention; (2) Looking Through a Diversity Lens; (3) Making Your Pitch for a Win-Win Situation; (4) Job Development—Marketing to Employers; and (5) Retention: Strategies for Employer Collaboration and Worker Support. The course costs \$75 and is offered when 20 people enroll.

Industry-Specific Approaches/Sector Strategies

Employer Engagement: Views from Sector Skills Academy Alumni

<http://www.aspenwsi.org/resource/employer-engagement-views-from-sector-skills-academy-alumni/>

In this 90-minute webinar—part of [The Aspen Institute’s Workforce Strategies Initiative](#)—representatives from JVS Boston and Columbus State Community College discuss their organizations’ approaches and strategies for employer engagement. This is among a wealth of resources on such topics as [Sector Approach](#), [Value to Business](#), and [Worker Outcomes](#).

National Network of Sector Partners (NSSP)

<http://www.insightcced.org/our-areas-of-focus/workforce-development/national-network-of-sector-partners-nssp/>

NSSP is a nationwide membership organization dedicated to promoting and increasing support for sector initiatives—industry-focused approaches to workforce and economic development. NSSP’s members include sector initiative leaders, policymakers, researchers, business, labor, funders, and supporters. The NSSP website includes a map of sector initiatives and supporters, archived and forthcoming webinars, and [publications](#).

State Sector Strategies Coming of Age: Implications for State Workforce Policymakers

<http://www.nga.org/files/live/sites/NGA/files/pdf/2013/1301NGASSSReport.pdf>

This report by the National Governors Association examines how sector strategies—partnerships that focus on the workforce needs of an industry within a regional labor market—can help address current and emerging skill gaps, provide a means to engage directly with industry across traditional boundaries, and better align state programs and resources serving employers and workers. Specific examples are featured.

Workforce Development Initiatives: Collaborating to Prepare for the Jobs of the Future

http://www.ncsl.org/documents/fiscal/partnership_final03.pdf

This report by the National Council of State Legislators’ Foundation Partnership on Jobs and Innovation includes specific examples of state and industry-led workforce development initiatives. The strategies are unique to each state, but they all showcase collaboration between state agencies and business partners to develop workers with the skills needed to grow businesses and state economies.

Working with Value: Industry-Specific Approaches to Workforce Development

<http://www.aspenwsi.org/wordpress/wp-content/uploads/02-008.pdf>

This report highlights key findings from the Sectoral Employment Development Learning Project (SEDLP), conducted by the [Aspen Institute’s Economic Opportunities Program](#). SEDLP was a multi-year applied research effort that studied the operations and performance of six sector-based workforce development programs that aim to increase the workforce participation of low-income individuals. Related publications from the SEDLP are included in an appendix.

Veteran-Specific Materials

These materials include best practices for working with veterans who experience homelessness, industry initiatives to help veterans find jobs, and tools for working with veterans who have criminal justice histories.

Working with Veterans Who Experience Homelessness

The National Veterans Technical Assistance Center (NVTAC)

<http://www.nvtac.org/>

NVTAC helps Homeless Veterans Reintegration Program (HVRP) grantees help veterans who experience homelessness find meaningful sustainable employment through a mix of approaches—from leveraging benefit and education resources to building partnerships with growth/green industries. NVTAC partners [Advocates for Human Potential, Inc.](#) and the [National Coalition for Homeless Veterans \(NCHV\)](#) are supported by the [U.S. Department of Labor's Veterans' Employment and Training Service](#). The [NVTAC Resources page](#) includes links to a set of best practice resources, including several that are highlighted below.

Employment Assistance Guide for Service Providers Helping Homeless Veterans

http://www.nchv.org/images/uploads/EAG_1-10.pdf

This guide, prepared by NCHV, is designed to serve as a quick reference to help government agencies, community organizations, social workers, case managers, and others who are helping veterans prepare for and obtain employment. It includes sections on developing community partnerships and communicating with employers, as well as a list of employment resources.

HUD Employment Lecture 8: Employment Services for Homeless Veterans

<http://www.hudexchange.info/resource/1038/hud-employment-lecture-8-employment-services-for-homeless-veterans/>

This audio lecture is part of a series on employment-related topics for people who experience homelessness. Designed for case managers, housing staff, employment specialists, vocational rehabilitation staff, and program staff, it identifies barriers to employment and strategies for success. Special attention is given to veterans who have post-traumatic stress disorder, traumatic brain injury, and substance use disorders. A [written transcript](#) of the audio lecture and a [pamphlet](#) that covers additional topics are also available.

Quality Indicators for Projects Serving Veterans with Significant Employment Barriers: Fact Sheet #4

<http://www.worksupport.com/documents/hvrpFactSheet4.pdf>

In 2007, NCHV profiled 34 HVRP grantees that were identified as providing exemplary services to veterans who experience homelessness and identified critical program components. This fact sheet presents 12 indicators that were identified from the profiles as common program activities or approaches.

Industry Initiatives/Job Search Tools

Veteran Jobs Mission

<https://www.veteranjobsmission.com/>

The 100,000 Jobs Mission began in 2011 as a coalition of 11 companies committed to hire 100,000 veterans by 2020. Since then, the coalition has grown to [more than 180 companies](#) that represent almost every American industry. Each company has committed to hire veterans, report their hiring number on a quarterly basis, and share [best practices](#). As of December 31, 2014, the 100,000 Jobs Mission companies had hired 217,344 veterans, more than double the original total. Member companies have now pledged to hire a total of 300,000 veterans. The site includes resources for [veterans](#) and [employers](#).

American Corporate Partners (ACP)

<http://www.acp-usa.org/>

ACP is a nonprofit organization dedicated to helping veterans transition from the armed services to the civilian workforce. With the help of [business professionals nationwide](#), ACP offers veterans tools for long-term career development. Programs include [AdvisorNet](#), an online network of volunteer advisors who share their business expertise and advice with veterans and their immediate family. The [Veteran Mentoring Program](#) connects veterans and corporate mentors for a yearlong relationship focused on making a successful transition from the military to the civilian workforce.

American Job Center Resources for Veterans

<https://www.careeronestop.org/Site/veterans.aspx>

This page on [The American Job Center Network](#) provides a single access point for key federal programs and critical local resources to help veterans find a job, identify training programs, and tap into resources to gain skills in growing industries. The page includes links to such resources as the [Veterans Portal on Career One Stop](#) and the [Veterans Job Bank](#), a service of the U.S. Departments of Veterans Affairs and Defense.

Hire Our Heroes

<http://hireourheroes.org/>

Hire Our Heroes is a nonprofit organization founded by veterans for veterans. The group's goal is to empower veterans and employers with the knowledge, skills, and innovative tools necessary to optimize a strategic workforce. It includes resources for veterans, corporations, and volunteers.

Joining Forces

<http://www.whitehouse.gov/joiningforces>

Joining Forces, championed by First Lady Michelle Obama and Dr. Jill Biden, works hand in hand with the public and private sectors to ensure that service members, veterans, and their families have the tools they need to succeed. This website includes links to resources on [employment](#), [education](#), and [wellness](#).

TWC Launches Veteran and Industry Partnership

http://starlocalmedia.com/lewisvilleleader/news/twc-launches-veteran-and-industry-partnership/article_ffa49dca-4d7e-11e4-84a1-db87094947f5.html

This news article highlights the veteran and Industry Partnership, an initiative of the Texas Workforce Commission designed to create jobs for veterans and supply a skilled workforce to the state's most high-demand industries: petrochemical, advanced manufacturing, and information technology. The initiative brings together industry associations, local Workforce Solutions partners, and community colleges to develop training for veterans in key industries.

Veterans Talent Index

<http://www.monster.com/about/veterans-talent-index>

Twice yearly, [Monster Worldwide](#), in collaboration with [Military.com](#), surveys veterans and employers to produce quantifiable data on employment conditions for transitioning service members. The Seventh Edition (November 2014) reveals that employers value veteran talent. More than two-thirds of employers indicated they have special needs that a veteran candidate would be more qualified to fill than a non-veteran candidate due to military-specific knowledge, experience, or skills. Military.com and Monster also sponsor a [Veteran Employment Center](#), which helps veterans find military-friendly employers and translate their military skills to civilian careers.

U.S. Tech Vets

<http://www.ustechvets.org/>

U.S. Tech Vets is a U.S. technology industry career portal created to connect veterans with meaningful jobs in America's technology industry. It is a collaborative effort of the Consumer Electronics Association, Northern Virginia Technology Council, Monster.com, and Military.com focused on reducing veteran unemployment and giving technology industry companies access to American's veteran workforce. Services include [career and educational resources for veterans](#) and [a password-protected site for employers](#).

Individuals with Criminal Justice Involvement

The Employer-Driven Employment Model for Justice-Involved Individuals

<https://s3.amazonaws.com/static.nicic.gov/Library/028098.pdf>

Many veterans who experience homelessness have criminal justice involvement. This toolkit, developed by the U.S. Department of Justice's National Institute of Corrections, illustrates four key steps that lead to job placement. These steps include (1) [use labor market information to identify high-growth occupations](#); (2) [address employer needs and expectations](#); (3) [prepare jobseekers for employment](#); and (4) [engage and partner with stakeholders](#). Each section of the toolkit includes links to a wealth of resources in these areas.

Reentry MythBusters

http://csgjusticecenter.org/documents/0000/1090/REENTRY_MYTHBUSTERS.pdf

This series of fact sheets from the [Federal Interagency Reentry Council](#) is designed to clarify existing federal policies that affect formerly incarcerated individuals and their families. Topics include public housing, access to benefits, parental rights, employer incentives, Medicaid, and the use of criminal records in hiring, among others.

The National Employment Law Project (NELP)

<http://www.nelp.org/>

NELP promotes policies and programs that create good jobs, strengthen upward mobility, enforce workplace rights, and help unemployed workers regain their economic footing. NELP supports fair hiring initiatives for individuals with criminal justice histories. The NELP resource guide [Ban the Box](#) includes a chart summarizing all state and local policies designed to remove the check box on job applications that ask about a person's criminal record. See also their reports [Cities Pave the Way](#), [65 Million "Need Not Apply."](#) and the [Fair Chance Ban the Box toolkit](#), which provides a step-by-step guide for advocates on how to launch a "ban the box" campaign.

The National H.I.R.E. Network

<http://hirenetwork.org/home>

Established by the [Legal Action Center](#), the National Helping Individuals with criminal records Re-enter through Employment (H.I.R.E) Network works to increase the number and quality of job opportunities available to people with criminal records by changing public policies, employment practices, and public opinion. It features resources for [individuals](#), [employers](#), [workforce professionals](#), and [advocates](#). Some information is available only to members, but individuals may join for free.

PROVIDING JOB-DRIVEN TRAINING AND ENGAGING EMPLOYERS: COOL TOOLS

Labor Market Information Worksheet

<https://s3.amazonaws.com/static.nicic.gov/Library/028145.pdf>

This worksheet developed by the U.S. Department of Justice's National Institute of Corrections helps people determine whether the job they want is right for them. It walks users through a series of questions about a desired occupation such as: What is the anticipated 10-year growth rate? What are the average annual job openings? Is there a certification required or available? Are there any apprentice opportunities? It also includes a set of questions to determine whether there are any restrictions for someone with a criminal record. Answers can be found using the linked online resources.

Working with Employers: Skills and Strategies for Job Development Success—Participant Workbook

http://ppv.issuelab.org/resource/working_with_employers_skills_and_strategies_for_job_development_success_participant_workbook

This course offers 10 skill development modules (each 2 ½ to 3 hours in length) that can strengthen the effectiveness of frontline staff involved in job development. The textbook [Job Development Essentials: A Guide for Job Developers \(Second Edition\)](#) provides all the background reading for the course. [A Facilitator Guide](#) provides everything an organization needs to create and implement an intensive training course, including materials for administrators, course facilitators, and guest speakers. Though the organization that developed these materials, Public/Private Ventures, has ceased operations, its publications are archived with [the Foundation Center's IssueLab](#).

Hiring Veterans: A Step-by-Step Toolkit for Employers

<http://www.dol.gov/vets/ahaw/>

This U.S. Department of Labor toolkit is designed to assist and educate employers who have made the proactive decision to include transitioning service members and veterans in their recruitment and hiring initiatives. The toolkit's six-step process includes designing a strategy, creating a welcoming and educated workplace, actively recruiting veterans and military spouses, hiring and accommodating qualified veterans, promoting retention, and using tools and resources.

NVTAC

National Veterans Technical Assistance Center

View more NVTAC success stories at NVTAC.org