

Napa Small Businesses HR Services Study and Workplan

BAY AREA WORKS HUMAN RESOURCE SERVICES DEMONSTRATION PROJECT

*Prepared For The Napa Workforce Investment Board (WIB) and
Bay Area Works*

August 2003

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HUMAN RESOURCE SERVICES DEMONSTRATION PROJECT

STRATEGIC IMPLEMENTATION PLAN And BUDGET

The Strategic Implementation Plan contains the following sections:

- Background
- Focus Group Findings
- Analysis of Findings
- Recommended Outcomes
- Project Mission Statement & Operating Principles
- Action Plans & Timelines
- Staffing Requirements
- Proposed Budget

The plan also contains a draft report of focus group findings and recommendations prepared by the National Economic Development & Law Center, included as “Attachment A”.

BACKGROUND

The Napa Workforce Investment Board (WIB) was selected by Bay Area Works (BAW) to pilot a Human Resource Services Demonstration Project in July 2003. The Human Resource Services Demonstration Project is aimed at strengthening the local federally funded workforce development system to serve businesses and job seekers in their communities. Specifically, the project will assist selected Workforce Investment Boards (WIBs) and One-Stop Career Centers (One-Stops) in the nine-county Bay Area to plan, design and provide Human Resource (HR) services to meet the workforce needs of small businesses.

Phase I of the planning process requires the local WIB and/or One-Stops to host 3-4 focus groups with a maximum of 10-12 local small and medium size employers, to collect additional information regarding: their workforce priority needs; employer’s knowledge and experience with WIB’s and/or One-Stops; how can we best market to employers; and how would employers measure customer satisfaction? With input from the Napa WIB staff and Director, the National Economic Development & Law Center (NEDLC) designed the survey instrument and provided a facilitator for the sessions. The Director and staff of the Napa WIB attended the focus group sessions as observers and recorders.

Napa WIB/Job Connection held 3 focus group sessions at the Blue Violet Mansion in Napa, on August 13 & 14, 2003, with a total of 28 small and medium size employers participating. Two sessions were held in the mornings from 7:30 – 9:30 a.m., and one

session was held in the evening from 4:00 – 6:00 p.m. A raffle drawing ended each session, providing participating employers with the chance to win a nice prize. The morning sessions received better attendance with 22 employers, while the evening session drew 6 employers. The employer focus groups were clustered into three groups of employers with similar workforce concerns. The groups included: vineyards; manufacturing; and, micro businesses.

FOCUS GROUP FINDINGS

The findings prepared by the National Economic Development & Law Center and the focus group facilitator (Anna Wong) are contained in “Attachment A”. Based on a review of the findings, and participation as observers of the focus groups, the Napa Valley WIB believes the following to be most significant in preparing the strategic plan for implementation of expanded human resource services to local employers:

- Employer Human Resource challenges – for manufacturing employers the challenge is recruiting and hiring skilled workers (vocational, language and soft skills); for vineyard/winery employers the challenges are hiring seasonal workers and retraining aging field workers; and, for small employers the challenges are reducing turnover and resolving employee compensation and motivation issues.
- Human Resource Services Desired – those services that are most needed, and currently unmet, include (listed most to least desired): recruitment and screening; training on legal issues impacting the workplace; compensation and benefits; employee retention; payroll services; and, incumbent worker training.
- Familiarity with WIB/Job Connection – as expected, the Napa Valley WIB/Job Connection is the “best kept secret in the Valley”.
- Best Communication/Marketing Techniques – employers prefer direct calls, in person visits and e-mail as the most effective communication technique; followed by presentations to business groups, i.e. Chambers, trade associations.
- Style of Marketing Materials – clear, succinct materials that create realistic expectations of service; and, personal and customized customer services.
- Customer Satisfaction Measurements – employer priorities, include: clear terms and expectations; accessibility within two (2) hours; and, professional attitude.

ANALYSIS OF FINDINGS

In analyzing the significant findings, the Napa Valley WIB combines the key issues into three (3) overall sections, as follows:

1. The focus group findings suggest that the employer human resource challenges fit into three (3) categories: 1) recruitment and screening; 2) incumbent worker training; and, 3) external support to advise employers on handling human resources issues e.g., legal updates, compensation/benefits, employee retention and motivation. All of the categories are also included in the list of services that are currently desired and unmet.

A clear message from the findings is that current WIB/Job Connection marketing and outreach activities are not effectively reaching local employers. Employers state they are flooded with marketing materials and information on a regular basis, and they only respond to those “messages” that are clear and meet a current need.

Employers have high customer service expectations for the services they receive from their vendors. The employers want a clear understanding of the terms and expectations for the services they receive; they want professional customer service; and, they want an immediate turnaround time on their requests for service.

There are several factors impacting the WIB’s ability to address the employer request for recruitment and screening services. Currently the system of self-directed job placement employed by the WIB/Job Connection utilizes the Cal Jobs software system provided by the Employment Development Department. While the system is helpful for individuals interested in self-directed job search, the process of having job seekers enter the skills, knowledges and abilities they believe they possess provides no mechanism for verifying the validity of the information. To rectify the problem would require that the job seeker be provided case management services in the form of assessment and job counseling. From a WIA standpoint, these services are considered Core B or Intensive, requiring the enrollment of the job seeker into the program. Additionally, the case manager time required to assess and counsel each job seeker to verify the validity of the information entered into the Cal Jobs system would be prohibitive; perhaps requiring the addition of 3 or more full time case managers.

The issue of addressing the need for incumbent worker training (the second most desired service) is definitely possible, if additional training resources can be secured from dislocated worker, or other funding. The Napa Valley WIB has recently met with local wineries about the issue of providing upgrade training for aging field workers.

The need for seminars and workshops to address the need for information and expertise on the full array of legal issues impacting human resources is certainly a service that the WIB/Job Connection could provide. It would also make sense to approach this area as a facilitator or coordinator of seminar/workshop services in conjunction with local Chambers of Commerce, the Employer Advisory Council and other business organizations.

2. To address the issue of marketing in section 2, the Napa Valley WIB recognizes that a better job needs to be done in the areas of marketing and outreach to both employers and job seekers. The WIB will work in concert with the Job Connection to implement a marketing campaign to employers and job seekers.

3. The issues in section 3 clearly state that any service the WIB/Job Connection decides to provide, must be delivered in a streamlined approach to insure that expectations are clear and attainable, response timelines are met and all staff are trained to provide services to employers in a professional manner.

RECOMMENDED OUTCOMES

The HR Demonstration strategic plan should focus on assessing the viability of providing recruitment and screening services (the top choice of employers); and, implementing programs to address the second and third most wanted HR services, identified by the employers, over the next two years. They are: a) incumbent worker training; and, b) compensation/benefits and legal assistance workshops and seminars. The Napa Valley WIB's recommended approach is as follows:

1. Formation of A Business Services Committee

The Napa Valley WIB recently formed a Business Services Committee that will provide input and assistance in the development of marketing materials and establishing procedures when interacting with employers. The first meeting of the Committee took place on September 4, 2003. The Committee has agreed to take responsibility for the following activities:

- Develop/review/approve a draft strategic plan for expanding human resource services to business, including implementation budget;
- Ongoing oversight of business services program;
- WIB/Job Connection "Speakers Bureau" (review/approve PowerPoint marketing presentation; review/approve marketing materials; make 24 presentations/year to business/community groups);
- Plan/host/facilitate focus groups for employers (frequency to be determined);
- Input/review/approve WIB/Job Connection marketing & outreach plan;
- Advise development of a contact management system for job seekers & employers;
- Advise on design of WIB/Job Connection website; and,
- Participate in Bay Area Works meetings re: business services.

2. Marketing and Outreach to Employers

It was clear from the focus group findings that local employers have had limited and/or no interactions with the Napa WIB/Job Connection system. Based on the findings, there were some good recommendations that should be incorporated in the strategic plan:

- **Marketing materials** - Develop marketing brochures that clearly spell out the terms, conditions and services offered by the WIB/Job Connection. Those terms and conditions should explain when an employer calls – when and who will respond to them; how will they handle the calls.

- **In-person Site Visits** - All employers indicated they wanted some personal contacts – this should be incorporated as part of the task of the Business Services Representative(s) and included in the marketing brochure regarding the frequency of personal contact: ex. The Business Services Representative(s) will conduct two initial site visits to better understand your business needs, thereafter every quarter.
- **Dissemination sources** - Disseminate the marketing materials using these five avenues – in person visits/group presentations; email to employers; trades and HR associations; and Chamber of Commerce.
- **Protocol development** - Develop employer site visit, initial contact and follow-up protocols, and train all staffs (from receptionist on), who will be interacting with employers to establish consistency and professionalism.

3. Job Seeker Recruitment and Screening Services

Although the Napa Valley WIB would like to immediately implement a no-cost to business recruitment and screening service, the strategic plan recommends that the WIB Business Services Committee and the Job Connection will prepare a feasibility study of providing recruitment and screening services. The first part of the study will analyze the implications of using the current Cal Jobs software system or purchasing a new system for matching job seekers with employer job openings. Research must also be done to determine whether WIA funding can be utilized to provide staff assistance to Core “A” job seekers, to avoid enrolling all job seekers in the database into the program. Lastly, an analysis must be completed to determine the number of case manager/job developer staff hours must be budgeted to provide the required assessment and counseling services to validate entries into the Cal Jobs, or other software system.

Based on the outcome of the feasibility study, the second part of the study will focus on determining the cost benefit of out sourcing the recruitment and screening service to a permanent/temporary referral agency. Issues reviewed could include the interest of agencies to move on-site at the Job Connection to provide services and the practicality of releasing a request for proposal to determine the best agency to provide services.

4. Incumbent Worker Training

The second most desired service was that of incumbent worker training. It is recommended that the Napa WIB/Job Connection pursue the development of incumbent worker training programs in both the winery and vineyard management sectors. Steps in the establishment of customized, incumbent worker training could include: meeting with multiple businesses in both employment sectors to determine the feasibility of creating an employer training consortium that would serve the interests of multiple employers; coordinating training services with Partner Agencies within the Job Connection to develop applicable curriculum and training resources; and, negotiating training contracts with both employers and training agencies to provide the training. If additional funding resources are necessary to consummate the project, grant writing assistance services may need to be requested from the North Bay Employment Connection.

5. Compensation/benefits and Legal Services

All the employers in the focus group wanted some form of assistance with compensation/benefits and legal issues. It is recommended that the Napa WIB/Job Connection not house these services internally, but offer it through seminars and workshops. The topics will include, but not necessarily be limited to: insurance; health care; wages and skills; childcare; worker's compensation; dental; eye; 401(k); disability; family leave; discrimination; hourly and wage; personnel policies; "at will"; grievance procedures; unemployment; termination; and, hiring.

It is also recommended that the WIB/Job Connection joint venture with other business organizations in the local area to co-sponsor the seminars and workshops. The WIB/Job Connection will function as a facilitator and coordinator with the local Chambers, Napa Valley Economic Development Agency, Employer Advisory Council and others to match expert speakers with the information requirements of the members from various business organizations. Offering these services in a seminar or workshop serves several purposes:

- Employers have indicated at the focus group that they wanted a chance to network with one another. The seminars/workshops will provide them with a platform to network.
- Seminars/workshops will demonstrate that the WIB/Job Connection has access to presenters with expertise in important topic areas.
- Seminars/workshops will provide "added value" to their business needs, and help them reduce their operating expenses and liabilities.
- Seminars/workshops will create visibility for the Napa WIB/Job Connection.

PROJECT MISSION STATEMENT & OPERATING PRINCIPLES

The vision and mission of the Napa Valley WIB/Job Connection are as follows:

Vision – *"We envision a highly skilled workforce in a thriving economy that promotes a satisfying quality of life"; and,*

Mission – *"To provide a seamless system of employment-focused services that exceeds the needs of our community."*

Consistent with, and supporting, our current vision and mission, the mission statement for the Human Resource Services Demonstration project shall be:

"To provide a quality, seamless system of unmet human resource-focused services that exceeds the expectations of our local employers."

The guiding operating principles governing the project, include:

- We will strive to provide only those human resource services that are currently unmet in the local community;

- We will provide only those services that we can guarantee in a timely and professional manner;
- We will promote active two-way communication between the WIB/Job Connection and local employers;
- We will develop and implement an outreach and marketing campaign to increase customer awareness and participation in WIB/Job Connection programs, services and activities; and,
- We will continuously improve the quality of our services to insure customer service that exceeds the expectations of our local employers.

Attachment “A”

**Napa small businesses Employer
Focus group Finding REPORT**

***Prepared For The Napa Workforce Investment Board (WIB) and
Bay Area Works***

August 27, 2003

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The Napa Workforce Investment Board (WIB) entered into an agreement with United Way of the Bay Area, Bay Area Works (BAW) project to pilot a Human Resource Services Demonstration Project in July 2003. The Human Resource Services Demonstration Project is aimed at strengthening the local federally funded workforce development system to serve businesses and job seekers in their communities. Specifically, the project will assist selected Workforce Investment Boards (WIBs) and One-Stop Career Centers (One-Stops) in the nine-county Bay Area to plan, design and provide Human Resource (HR) services to meet the workforce needs of small businesses.

The Napa WIB was awarded a \$15,000 planning grant, along with research and technical assistance from the National Economic Development and Law Center (NEDLC) to support them in the planning and designing of the HR demonstration project from July to October 2003. NEDLC will use the HR “best practice” research report, “*Extending the Reach*,” in 2002 to assist workforce agencies in the Bay Area plan and design similar services for small and medium size businesses.

NEDLC will work with the directors and staff of participating WIBs/One-Stops to design a HR implementation plan that addresses local business needs, with task, timeline, staffing and budget. BAW will assist selected WIBs/One-Stops to secure resources to implement the plan. Because resources are limited, BAW can only work with two to three agencies in the region that are prepared and strongly committed to developing HR services.

Phase I of the planning process requires the local WIB and/or One-Stops to host 3-4 focus groups with a maximum of 10-12 local small and medium size employers, to collect additional information regarding: their workforce priority needs; employer’s knowledge and experience with WIB’s and/or One-Stops; how can we best market to employers; and how would employers measure customer satisfaction? With input from the Napa WIB staff and Director, NEDLC designed the survey instrument and provided facilitator (Anna Wong) to facilitate the sessions. The Director and staff of the Napa WIB attended the focus group sessions as observers and recorders.

Napa WIB held 3 focus group sessions at the Blue Violet Mansion in Napa, on August 13 & 14, 2003, with a total of 28 small and medium size employers who participated. Two sessions were held in the mornings from 7:30 – 9:30 a.m., and one session was held in the evening from 4:00 – 6:00 p.m. A raffle drawing ended each session, providing participating employers with the chance to win dinner-for-two at a fine dining restaurant. The morning sessions received better attendance with 22 employers, while the evening session drew 6 employers. The employer focus groups

were clustered into three groups of employers with similar workforce concerns, and they are the vineyard, manufacturing and small businesses.

Findings

Employer HR Practices & Challenges

The first set of questions is to gain insight into employers’ Human Resource practices and challenges. Among the manufacturing and Vineyard employer focus groups, all of the employers have an in-house HR department or dedicated HR staff. The small business employers with 20 or less employees tend to have the owner and/or their managers deal with HR issues. The biggest challenge confronting the manufacture employers is recruiting and hiring of a skilled workers (vocational skills). The major challenges confronting the vineyard employers are hiring of seasonal workers and retooling of older workers. With small employers, turnover is a big issue, as well as dealing with employee compensation and motivation issues.

When employers need assistance in dealing with HR issues, the vineyard employers use the widest range of resources from internet to corporate headquarters, publications, consultants, and workshops and trades associations. The manufacturing employers use primarily trades association and Chamber of Commerce. The small business employers tend to use consultants or outsource their HR practices.

Critical HR Services

Next we wanted to understand which HR services are most critical to their current operation. Though the order of priority was different, compensation and benefits appeared in all three sessions, while training, legal and retention appeared in two sessions. Others services includes employee relations, recruitment and screening, payroll, policy and procedures, and job classifications & performance. The following chart I illustrates the employers rating of critical HR services.

| Chart I | | | | | | | | | | |
|--|-------|---------------------|--------------------------|-----------|----------|----------|----------------------|---------|-------|--------------------|
| What are HR services is most critical to your company’s operation? | | | | | | | | | | |
| | Comp. | Policy & Procedures | Job Class. & Performance | Retention | Benefits | Training | Recruit. & Screening | Payroll | Legal | Employee relations |
| Small Bus. | 1 | 2 | 3 | 4 | 5 | 6 | | | | |
| Manufacture | 2 | | | | 4 | | 1 | 3 | 5 | |
| Vineyard | 4 | | | 3 | 2 | 6 | | | 1 | 5 |

✧✧ The rating is 1 for highest and 6 lowest priority. ✧✧

HR Services Wanted

Though the critical HR services were identified, it does not necessarily mean these are the same services employers wanted. This

may be due employers having in-house capacity or other mechanism to address the critical HR issues. In this section, we conducted an exercise to have employers prioritize the HR services they wanted assistance with. A list of HR services was posted on the wall, all employers were provided with five color dots and instructed to place the color dots on the HR services they wanted the most. Each color dots have a different weight value, with red – 5 points, green – 4 points, blue – 3 points, orange – 2 points and yellow – 1 point. At the end of the exercise, the facilitator added up the total points to determine which HR services employers were most interested in receiving assistance.

As we can see from Chart II, the priority HR services employers were most interested in receiving are: 1) recruitment and screening with a total of (97 points); 2) legal (92 points); 3) compensation (74 points); 4) benefits (32 points); 5) retention (26 points); 6) payroll (20 points); 7) training (14 points).

| | | | | | |
|----------------|---|---|---------------------------|---|--------------------------|
| Small Business | Compensation 21 points | Recruitment & Screening 20 points | Legal 16 points | Training (soft skills) 14 points | Retention 14 points |
| Manufacturing | Recruitment & Screening 65 points | Legal 46 points | Compensation 46 points | Benefits 20 points | Payroll 20 points |
| Vineyard | Legal 30 points | Benefits 12 points | Retention 12 points | Recruitment & Screening 12 points | Compensation 7 points |

Familiarity With WIB/One-Stops

In this section we wanted to understand the level of awareness and experiences employers had with their local WIB/One-Stops. The finding was dismal. Only three out of 28 employers had limited interactions with the WIB. Two had negative experience, while one had positive experience. The three employers' interaction was for assistance with recruitment and screening of job seekers. Two out of three very recently interacted with the local WIB.

Sources Employers Use To Receive Information

As we can see from Chart III, direct calls, in-person visits and emails are the best means to reach employers, with the Chamber of Commerce, Merchant or Trades Association, and HR industry association as the next best means. Employers raised the issue that recruitment or marketing materials must be clear and succinct as to the roles and responsibilities and services offered by the WIB. Currently, employers receives a tremendous amount of materials regarding different HR services and training offered.

Employers are interested in receiving personal and individualized customer services to help them solve their HR issues.

| Chart III | | | | | | | | | |
|---|------|---------|-----------------------|-------|--------------------------------|-------|---------------|-----------------|-------|
| What is the best way to communicate with employers? | | | | | | | | | |
| | SBDC | Chamber | Merchant/Trade Assoc. | NCHRA | Direct calls & in person visit | email | Word of mouth | Visitors bureau | Banks |
| Small Bus. | X | X | X | X | X | X | X | X | X |
| Manufacturer | | X | X | | X | X | | | |
| Vineyard | | | | X | X | X | | | |

Customer Satisfaction Measurements

Lastly, we wanted to understand how employers would measure their satisfaction of services provided. From Chart IV, the employers' emphasis was on clear terms and expectations and accessibility as a mean to measure customer satisfaction. This mirrors what employers' indicated in Chart III; that they wanted materials that clearly spell out the roles, responsibilities, services, terms and conditions by the WIB, as a way to hold WIB accountable for delivering said services based on the terms. The employers wanted measure their success in accessing services from the WIB. Access is defined as having more than one person that can assist the employers and being able to respond within a 1 day turn-around time.

The other two criteria employer said they would measure customer satisfaction are personal services and professionalism. The personal service also mirrors Chart III on marketing, the best way to reach employer is to have in-person visits, thereby establishing that individual relationship whereby the employers does not have to chase the representative down to get an answer. Employers emphasize the need for professionalism, and their desire that WIB staff not talk "down" to employer when employers ask questions.

| Chart IV | | | | | | | | | |
|---|------------------|----------------------------|-----------------|-----------|-------------------------------|-------------|---------------------------------------|---------|-----------------|
| What are the key measurements of customer satisfaction for you? | | | | | | | | | |
| | Personal Service | Clear terms & expectations | Periodic update | Follow-up | Accessibility Within 1-2 hrs. | Credibility | Relationship is w/firm not individual | Quality | Professionalism |
| Small Bus. | X | X | X | X | X | X | | | |
| Manufacturer | X | X | | | X | | X | | X |
| Vineyard | | X | | | X | | | X | X |

RECOMMENDATIONS

NEDLC recommends the Napa WIB incorporate the following recommendations in the development of their workplan. The HR Demonstration workplan should focus on providing the top three HR services identified by the employers. They are: a) recruitment and screening; b) compensation; and c) legal assistance over the next two years. The “value added” for employers with a quality recruitment and screening service is to help employers increase their earnings by supplying them with qualified and productive worker. The compensation and legal assistance services help employers reduce operating cost through employee retention and reduce liabilities.

1. Formation of An Employer Advisory Committee

NEDLC proposes to include in the workplan the formation of an Employer Advisory Committee that will provide input and assistance in the development of marketing materials and establishing procedures when interacting with employers.

2. Marketing and Recruitment of Employers

It was clear from the focus group findings that local employers have had limited and/or no interactions with the Napa WIB/One-Stop system. Based on the findings, there were some good recommendations that need to be incorporated in the development of a workplan:

- **Marketing materials** - Develop marketing brochures that clearly spell out the terms, conditions and services offered by the WIB. Those terms and conditions should explain when an employer calls – when and who will respond to them; how will they handle the calls; etc.
- **In-person Site Visits** - All employers indicated they wanted some personal contacts – this should be incorporated as part of the task of the Business Manager/Liaison and included in the marketing brochure regarding the frequency of personal contact: ex. the Business Manager/Liaison will conduct two initial site visits to better understand your business needs, thereafter every quarter.
- **Dissemination sources** - Disseminate the marketing materials using these five avenues – in person visits; email to employers; trades and HR associations; and Chamber of Commerce.

- **Protocol development** - Develop employer site visit, initial contact and follow-up protocols, and train all staffs (from receptionist on), who will be interacting with employers to establish consistency and professionalism.

3. Job Seeker Recruitment and Screening Services

The three employers from the focus sessions who indicated they had some interactions with the Napa WIB/One-Stop was for recruitment and screening assistance. Two of the three employers were unsatisfied with their results. The dissatisfaction was in three key areas: a) the quality of the candidate; b) delay in response time; and c) the limited number of referrals. The workplan should incorporate the following recommendations to help strengthen current recruitment and screening services offered by the Napa WIB.

- Develop a broader job seeker pool to screen and select from. Currently, the Napa WIB/One-Stop database system only captures information on clients receiving intensive (training) services, but not clients receiving core services. Napa WIB/One-Stop should expand their database system and establish procedures on how they can capture core service client information to expand their job seeker pool. Part of the job seeker referral process to be spelled out in the terms and conditions is that the WIB/One-Stop will refer a minimum number of candidates to employer for selection.
- To help expedite the job seeker search process in order to quickly respond to employers' needs, Napa WIB/One-Stop should examine adopting software programs that can perform "word" search. There are "word" search programs that can sort through and extract client files based on key words in the job description in the area of education, skills, job duties and responsibilities.
- Beyond extracting job seekers file or resume, Napa WIB/One-Stop needs to have an in-person screening and coaching procedure in-place prior to referring the candidates to the employer. This mechanism is to address the quality of candidates to be referred.

4. Compensation and Legal Services

All the employers in the focus group wanted some form of assistance with compensation and legal issues. NEDLC proposes that the Napa WIB/One-Stop not house these services internally, but offer it through forums and workshops. The Napa WIB HR Demonstration workplan should include the various compensation and legal topics to be offered and a timeline. The workplan should include the targeted number of employers attending the various workshops. The workshops or forums should be held in the morning in a business setting to attract employers. Marketing materials should be developed and disseminated at least 2 months in advance to employers. In addition, the

Napa WIB/One-Stop should establish a referral and follow-up system to assist employers with questions on compensation and legal issues.

Some of the compensation topics can be insurance; health care; wages and skills; childcare; worker's compensation; dental; eye; 401(k); etc. Some of the legal topics can be disability; family leave; discrimination; hourly and wage; personnel policy; "at will"; grievance procedures; unemployment; termination; hiring; etc. Offering these services in a forum or workshop serves several purposes:

1. Employers have indicated at the focus group that they wanted a chance to network with one another. The workshops will provide them with a platform to network.
2. Workshops will address the credibility issue employers raised, by demonstrating WIB has access to presenters with expertise in important topic area.
3. Workshops will provide "added value" to their business needs, and help them reduce their operating expenses and liabilities.
4. Workshops will create visibility for Napa WIB/One-Stop.

The next step is for NEDLC to work with the Napa WIB/One-Stop Director and staff in developing a workplan that would incorporate the above recommendations, spelling out the task, timeline, staffing and budget needed to carry forth the recommendations. We envision completing the workplan by the end of September and submitting it for the Napa WIB Board's approval at that time.