

Project Polar Bear Recruiting, Hiring & Training Proposal

GOAL: To plan and implement an effective regional recruiting, hiring, and training process to meet the future staffing needs of Project Polar Bear.



Background:

“Polar Bear”, a world leader in the manufacturing and sales of automotive products is considering Marshall, Michigan as a site to place a production facility. This expansion will create 2,000-2,300 new jobs.

It is proposed that when the time comes for “Project Polar Bear” to hire and train new employees, it would benefit the company to partner with Michigan Works!, to meet the recruiting, hiring, and training needs of the company. Following is a proposed strategy to assist “Polar Bear” in the recruiting, and hiring of the new employees, while taking advantage of all available training dollars, tax incentives, and services offered through the Michigan Works! Workforce Development System.

Strategy: Barry, Branch, Calhoun Michigan Works! will coordinate a regional workforce development effort that will include Hillsdale, Jackson, Lenawee, Kalamazoo and St. Joseph Counties that cover a 60 mile radius which represents 8 counties, 9 Michigan Works Service Centers and a labor force of 438,264 persons of which 30,579 are unemployed.

Barry, Branch, Calhoun Michigan Works! proposes to coordinate efforts with “Project Polar Bear”, Michigan Department of Labor and Economic Growth, Michigan Economic Development Corporation, all Regional Michigan Works! partners and any other partners identified to meet the successful outcomes of the project. Cost savings projections are based upon estimated needs for resources that will be required for the completion of this project. The following is a suggested 5-step process to meet the goals of this project. **This process is subject to review and refinement as needed to serve the needs of “Polar Bear”.**

Step #1 Recruitment:

- Run regional advertising to attract all segments of the available labor pool.
- Post job orders on Michigan Talent Bank
- Application processes at Michigan Works! Service Centers
- Minimum standards information form completed
- Applicant is screened for desired skill sets
- “Polar Bear” application completed at a Michigan Works! Service Center
- Community Development Block Grant income information form completed
- Applicant completes and signs a “Polar Bear” EEO form for reporting purposes
- Applicant is screened for No Worker Left Behind eligibility
- *JobFit Patterns completed for “Project Polar Bear”. (**See attachment “A”**)
- *Administer Work Keys Assessment (**See attachment “B”**)
- Applications delivered to company for final review and decision to interview.

***Assessments:** Assessments used for Project Polar Bear must be selected prior to the start of the recruiting process. Two assessments being considered are JobFit and Work Keys. Michigan Works! will provide the necessary system support and training for the selected assessment.

Step #2 Interviewing:

- Michigan Works! Staff will schedule interviews as directed by “Polar Bear”.
- “Polar Bear” Team interviews selected candidates.
- Company makes their selection of new hires.
- “Polar Bear” provides Michigan Works Staff new hire information prior to start date for training purposes.

Step #3: Hiring

- Candidate starts work when instructed by company.
- “Polar Bear” provides Michigan Works! with list of persons hired.

Step #4: Training:

While the exact training programs for “Project Polar Bear” are not yet defined, future training needs will be planned with Polar Bear decision makers. Michigan Works! will coordinate the regional training dollars with MEDC Job Training funds.

Following is a brief explanation of No Worker Left Behind classroom training (C.R.T.) and On The Job training (O.J.T.) available for No Worker Left Behind (NWLB) programs.

***On-The-Job Training (O.J.T)** provides training for **NWLB eligible** persons. Training is provided by the employer from the first day on the job.

The formula for O.J.T is $50\% \times \text{the wage} \times \text{the number of hours of training}$ equals the amount paid to the employer for the training.

Classroom Training (C.R.T) can share in 50% of the cost of customized classroom training designed for the employer.

Worker Opportunity Tax Credit (WOTC) Qualifying Individuals come from the veteran or low-income labor pool. Tax credits of up to \$8500.00 per person hired are available if pre-employment information is submitted. The Work Opportunity Tax Credit (WOTC) is available to private-for-profit employers who hire from specific targeted groups of people that have in the past experienced difficulty in securing employment. Work Opportunity allows maximum credits for the first year of employment of \$4,800 for the disabled veteran

target group, \$4,000 for a long-term TANF (temporary assistance for needy families) recipient, \$1,200 for summer youth and \$2,400 for all other target groups. Work Opportunity also allows an additional credit of \$5,000 for a long-term TANF recipient employed for a second year. Michigan Works! Partners and staff will assist “Polar Bear” with this process.

Incumbent Worker Training (IWT) Michigan Works! Will meet with “Polar Bear” annually to ensure that the workforce at the Marshall, Michigan facility is maintaining skill sets that will allow the company to compete in a global economy. Michigan Works! Business Solutions Managers will work with “Polar Bear” to apply for any available local IWT funds to share in the cost of the required training.

Step #5: Retention

The first 30 days of employment is critical to the retention of a new hire. Failing to adjust to the physical demands, as well as the environment and requirements of the new job, can be contributing factors to losing a person (who in most cases would become a productive, reliable employee). To support retention efforts Michigan Works! Career Managers will provide new hire follow-up at 30 days, 60 days and 90 days. Michigan Works! Business Solutions staff will share successful retention practices and strategies used by other employers to support the new hire during this period.

Projected Value of the Project: The following values are estimates only. They are subject to completion of the projects and the assumption is that not all persons hired will qualify for incentives. **While training incentives should be taken advantage of, it is important that the right person is selected for the position and equal opportunity is afforded to all qualified individuals to ensure the success of “Project Polar Bear” project goals.**

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| 1. O.J.T Value | \$920,000.00 to \$1,380,000.00 |
| 2. Staff Time Value | \$700,000.00 to \$1,400,000.00 |
| 3. Facilities Value | \$450,000.00 to \$750,000.00 |
| 4. WOTC Value | \$8500 to Unknown |
| 5. IWT Funds | As Needed by Project |
| 6. JobFit Patterns | \$50,000.00 to \$100,000.00 |
| 7. WorkKeys | \$1,500,000.00 to \$1,300,000.00 |

NOTE: All training commitments are based on the availability of funding and the eligibility for funds of the person being trained. It is understood that this process for “Polar Bear” is the result of a business expansion project and not relocation of business due to a closure or downsizing of another facility as No Worker Left Behind funds cannot be used for a relocation project.

Funds utilized within this proposal are from Federal sources through the Michigan Department of Labor and Economic Growth sources and are over and above the EDJT funds.

Costs incurred by “Polar Bear” are out-of-pocket for company staff and any other costs that are not covered by Workforce Investment Dollars.

Trailing Spouse: Through its array of services and resources, the Business Solutions Team will provide career and job placement support to the trailing spouses of any key “Project Polar Bear” employees who transfer with the company.

Professional Recruitment: The business solutions team will coordinate efforts with the State Universities and Community Colleges to meet Project Polar Bear professional staff hiring needs.

Summary:

This process is designed to attract and retain the best possible employees for the employer. The process is designed to be as flexible as possible to meet the expected outcomes and timelines of “Polar Bear.” To assure successful project outcomes, it will be necessary for Project Polar Bear staff to meet with the Michigan Works Business Solutions Team to finalize this process.

Please contact George Bauer 269-660-1429 or Jim Lautenschleger 269-501-1486 with any additional questions or comments.

Respectfully Submitted

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Project Polar Bear Flow Chart

Recruitment

1. Post Job Order on Talent Bank
2. Run Ads in Local Paper
3. Application Process at Service Center
4. CDBG and EEO Information Collected
5. Applications delivered to Company
6. Pre-Employment Assessments

Timeline

Start date to be determined

Interviewing/Hiring

1. Schedule Interviews for Company
2. Interviews Conducted
3. Hiring Decision Made

To be determined

Training

To be defined by Project Polar Bear Planning
and the Michigan Works! Business Solutions
Team
OJT
CRT
IWT

To be determined