

FY 2022 PERFORMANCE PLAN

Arlington Employment Center Business Engagement Team		Economic Independence Division	David Remick x1412
Program Purpose	<ul style="list-style-type: none"> • Enable Arlington businesses and employers to meet their workforce needs through resources and direct assistance. 		
Program Information	<ul style="list-style-type: none"> • Offers a range of innovative, integrated, data-driven services to meet the recruitment and retention needs of Arlington’s employers and Arlington Employment Center (AEC) staff (both County and non-County staff). • Services to employers include assistance in posting job openings on the AEC Online Job Board, distributing job leads throughout the DC Metro region, candidate referrals, free interviewing space and logistical support, small, medium, and large-size in-person and virtual recruitment fairs, On-the-Job (OJT) and Incumbent Worker (IWT) Training support, access to real-time labor market information, and referrals to external services that support recruitment efforts, with emphasis on the hiring of individuals facing barriers to employment. These external services include, but are not limited to, USDOL Business Center Tool Kit, E-Verify, Work Opportunity Tax Credit, and The Federal Bonding Program. • Serves both employers with a location in Arlington and businesses that are hiring for positions covering Arlington. Also serves Arlington-based businesses hiring for locations outside of the County. Any entity that holds a current Arlington County Business License is considered to be an Arlington business. • Primarily serves employers who have less than 250 employees. Also serves businesses who have 250 or more employees. • Services to AEC staff include sourcing job orders based on job seeker occupational interests, referrals to employers on behalf of competitive candidates, access to real-time labor market information, and support in finding internship and work experience hosts. • Regularly communicates and coordinates with Alexandria/Arlington’s and DC Metro’s public workforce system to maximize this program’s performance. • Program is locally funded. 		
Service Delivery Model	<ul style="list-style-type: none"> • Throughout the COVID-19 pandemic the BET was operating remotely and relied on its virtual platforms, including email and social media, to connect to a regional network of stakeholders, AEC Job Board, and Premier Virtual Job Fair Service, to serve its mission. • BET operated in a hybrid model in FY 2022 and will continue doing so in FY 2023. • BET held in-person career fairs at Arlington Mill, Northern Virginia Community College – Alexandria Campus, and Thomas Jefferson Community Center during FY 2022. • BET will return to holding career events at Sequoia I in FY 2023. 		
PM1: How much did we do?			
Staff	<ul style="list-style-type: none"> • Total 2.25 FTEs: <ul style="list-style-type: none"> ○ 0.25 Director (25% of 1 FTE) ○ 2 Business Engagement Specialists 		

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Customers and Service Data	Fiscal Year	FY 2019	FY 2020	FY 2021	FY 2022
	Total Arlington Employers Served	293	533	699	741
	Total Non-Arlington Employers Served	364	402	468	515
	New Arlington Employers Served	-	310	331	292
	New Non-Arlington Employers Served	-	136	241	194
	Job Board Orders Posted	1,369	1,180	1,311	1,367
	Average Number of Activities Per Employer	1.4	5.0	10.0	6.0
	Total Employer Outreach Activities	-	135	263	119
	Total Employers Participating in Recruitment Fairs*	88	103	56	133
	New OJT/IWT Enrollments	12	17	0	3
	OJT/IWT Completions	0	12	6	0

* Prior to FY 2022, this measure reported the number of job fairs, which were a mix of single and multi-employer events. Total number of employers was tracked beginning in FY 2022.

PM2: How well did we do it?

2.1	Total Employers Served
2.2	Employer and AEC Staff Satisfaction Rate

PM3: Is anyone better off?

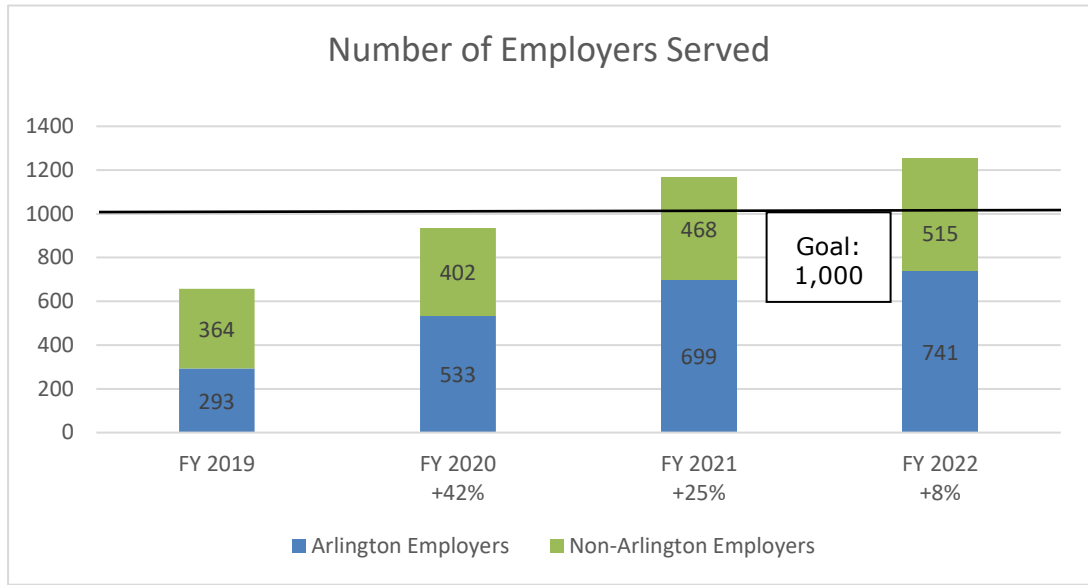
3.1	Business Customers Retention Rate (Total Employers Served - New Employers Served divided by Total Employers Served Previous Year)
3.2	Arlington Employer Penetration Rate (Total Arlington-based Employers Served divided by Total Arlington-based Employers)
3.3	Job Board Application Rate (Total Jobs Receiving an Application divided by Total Job Board Posts)

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Measure 2.1 Total Employers Served

Data



Data Summary

- Since FY 2019, the number of employers served by BET has increased 91%, from 657 in FY 2019 to 1256 in FY 2022.
- Data is reported from BET’s system of record, HubSpot.

What is the story behind the data?

- Total Employers Served continues to increase as a result of increasing BET’s annual performance goals for Arlington and Non-Arlington employers served.
- Because the Greater Washington region’s employers continue to require talent to fill their active openings, in-bound calls from Non-Arlington employers continue to grow.
- Staff capacity to support the increasing number of employers who contact the AEC has become challenging.

Recommendations

- BET annual performance goals will shift from “quantity-focused” to “quality-focused” so that staff can better support existing and new Arlington employers and less time on Non-Arlington employers.

Target Dates

- Throughout FY 2023

Forecast

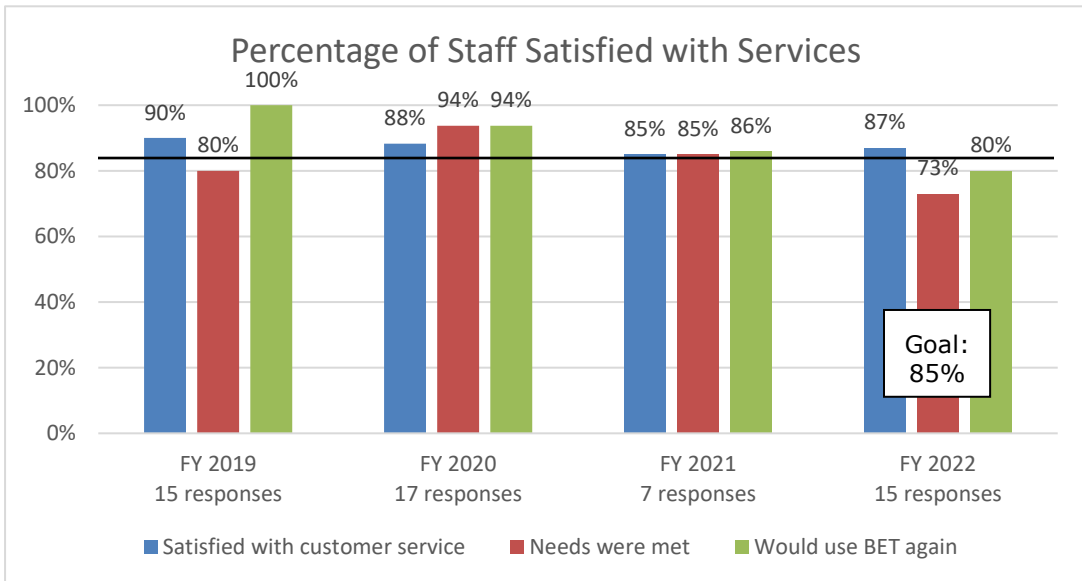
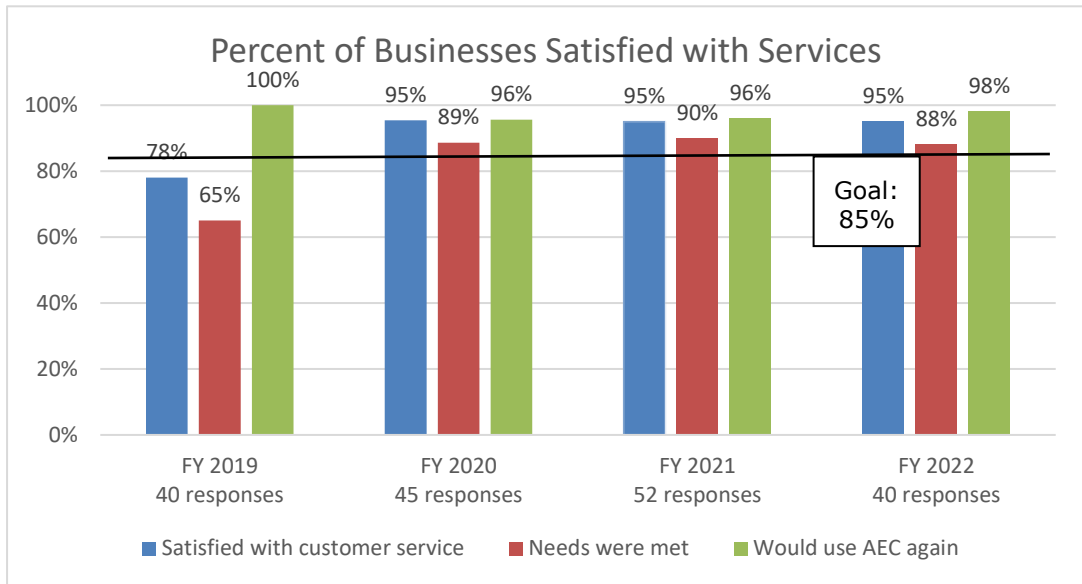
- In FY 2023, BET expects to serve at least 1,000 Arlington employers. The BET no longer has a goal to support Non-Arlington employers but will support these businesses if they contact the AEC. As a result, BET could serve 1,300 total employers in FY 2023.

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Measure 2.2 Employer and AEC Staff Satisfaction Rate

Data



Data Summary

- The Business Survey was sent out twice to 590 employers on May 12, 2022 and June 14, 2022. The survey closed on June 30th with 40 respondents. 58% of responses came from businesses with less than 200 employees. Transportation, Government, and Technology represent the top three industries that answered the survey.
- The AEC Staff Survey was sent out twice to 33 employees on May 12, 2022 and June 14, 2022. The survey closed on June 30th with 15 respondents (45% response rate).

What is the story behind the data?

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- Completed fourth year of an outcomes-focused strategic plan.
- Employer responses were consistent over the past three years, although “Were Needs Met” dipped a bit in FY 2022. This was most likely a response to employers’ talent demands and the County’s and region’s low unemployment rate.
- There was a significant drop in AEC staff feeling that their needs were met. Business Engagement Team Director will meet with the AEC Leadership Team to explore where the gaps are and how these issues can be addressed. The current needs matching process may need to be amended.

Recommendations

Target Dates

- BET will spend additional time meeting with existing Arlington employers so that the team can improve their understanding of current and future labor needs.
- Business Engagement Team Director will meet with the AEC Leadership Team to explore where the needs gaps are and how these issues can be addressed.
- Proactively and regularly reach out to AEC staff to better understand the career interests of individual career services participants.

- Throughout FY 2023
- August 2022
- Throughout FY 2023

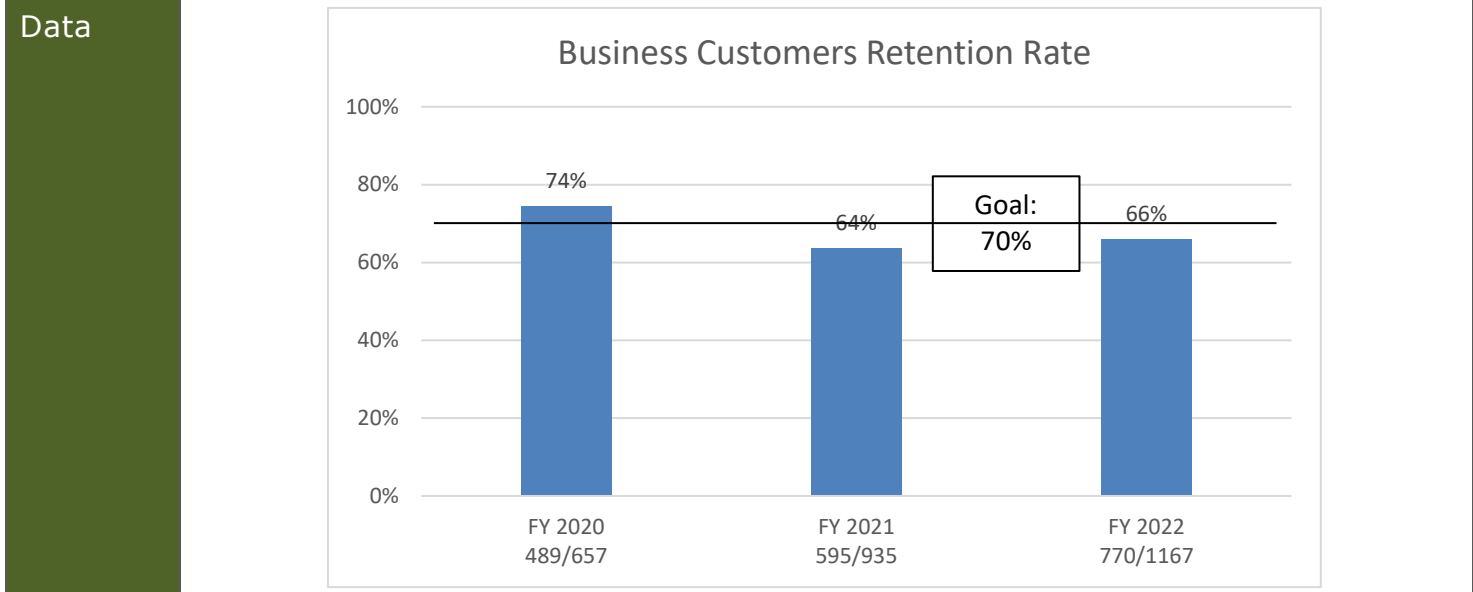
Forecast

- The BET will meet or exceed its goal of 85% for each of its satisfaction measures in FY 2023.

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Measure	3.1	Business Customers Retention Rate
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Data Summary	<ul style="list-style-type: none"> 3.1 measures the percentage of businesses who accessed the BET’s services last year and who continue to access BET services this year. This measure serves as an indicator of the value of the BET for employers. The retention rate shows what percentage of BET’s employer customers are accessing the team’s services on a repeat basis. The higher the percentage, the more employers that are returning to the BET for support. FY 2020 served as the baseline year for this measure.
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What is the story behind the data?

- Business Customers Retention Rate increased in FY 2022 as many long-term employer customers required AEC’s services to fill their candidate pipeline.
- FY 2022 Business Satisfaction Survey results support the high retention rate. A majority of new and existing employers find the BET’s services worthwhile enough to continue their partnership with the AEC.

Recommendations	Target Dates
<ul style="list-style-type: none"> BET will spend additional time meeting with existing Arlington employers so that the team can improve their understanding of current and future labor needs. This activity should increase the retention rate. 	<ul style="list-style-type: none"> Throughout FY 2023

Forecast

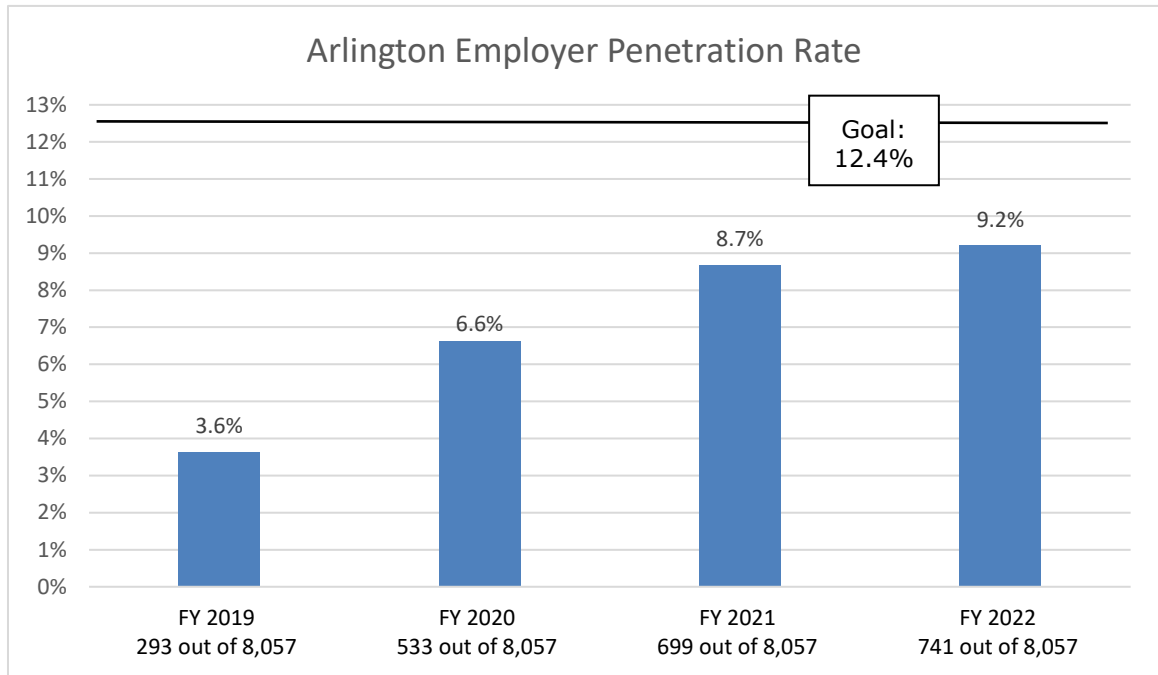
- Business Customers Retention Rate will be 70% in FY 2023.

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Measure 3.2 Arlington Employer Penetration Rate

Data



Data Summary

- The purpose of this measure is to show progress on how the BET supports Arlington businesses.
- AED determined that there were 8,057 businesses located in Arlington County as of 2020 (Source: ESRI Business Analyst).
- The total number of businesses may include sole-proprietors and other businesses that would not be expected to hire employees in Arlington.
- BET served 741 employers located in Arlington County during FY 2022 (6% increase from FY 2021).

What is the story behind the data?

- BET serves all businesses, with government, hospitality, retail, healthcare, and information technology/security contributing to a large share of the industries served. Forty-six percent of the total number of employers working with the BET have 200 or fewer employees.
- BET supports all businesses that serve the Greater Washington region, regardless of their location. BET’s FY 2019 performance goals did not include a specific target for Arlington-located employers. FY 2020’s, 2021 and 2022’s did.
- While this measure currently uses the AED estimate of 8,057 businesses located in Arlington, the Arlington Commissioner of Revenue reports that there are 12,546 active Business Tax Licenses. These businesses do not have to be located in Arlington, but do contribute to Arlington’s tax base.

Recommendations

- BET will continue to use labor market information, including the Business Tax License list, to identify Arlington businesses in need of talent.

Target Dates

- Throughout FY 2023

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- For FY 2023, BET will track the jurisdiction in which BET client businesses pay taxes, and explore revising this measure to report penetration rate among businesses with Arlington Business Tax Licenses as well as among businesses located in Arlington.

- FY 2023 Q2

Forecast

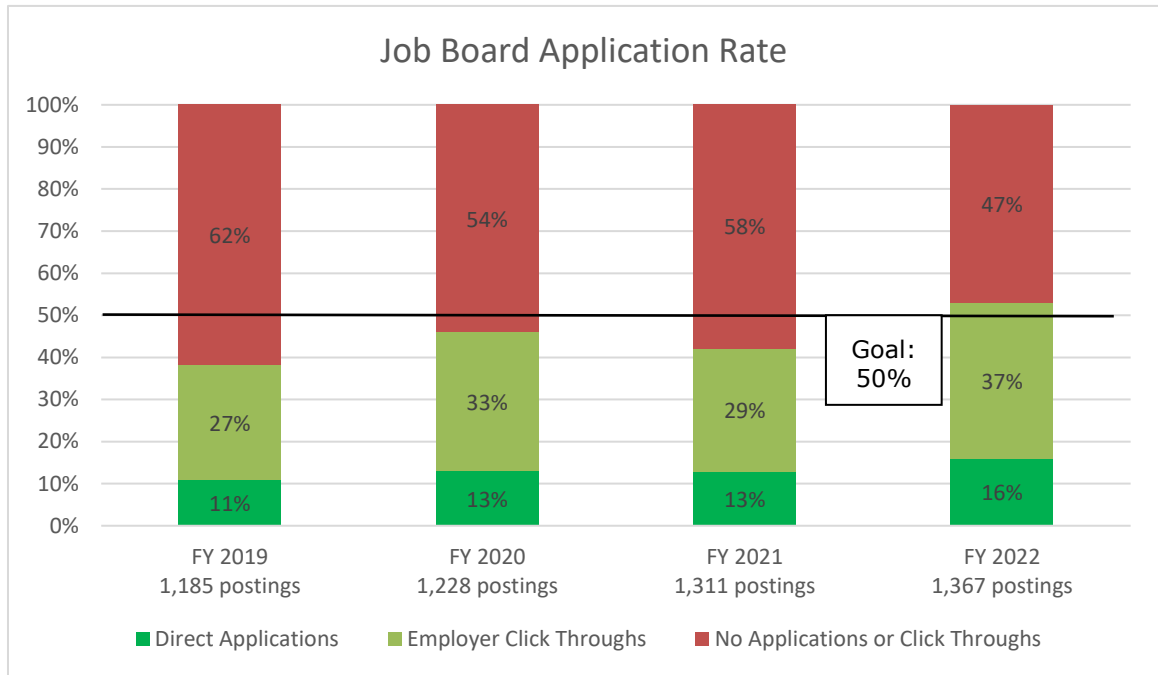
- BET staff individual performance goals have been adjusted so that together the team will serve 1,000 new and existing Arlington employers in FY 2023, or 12.4% of Arlington employers.

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Measure 3.3 Job Board Application Rate

Data



Data Summary

- In FY 2022, AEC Job Board had 1,367 total postings, of which 218 postings (29% increase from FY 2021) received a total of 2,585 applications (124% increase from FY 2020).
- Data on direct applications reflect those applications that are sent from the Job Board to employers; click throughs to employers’ application websites is collected, but data regarding actual application submission on employers’ websites is not captured.

What is the story behind the data?

- Nine out of the top ten most “applied to” job announcements in FY 2022 were from the hospitality and food services sectors (846 applications).
- Warehouse/transportation, trades, and teaching positions received fewer applications. BET posts these opportunities based on employer requests.
- On average, a job posting is viewed 194 times (50% decrease from FY 2021).
- BET staff had quantifiable goals and labor market tools to develop sales call sheets that aided their productivity.
- AEC staff and community partners have been trained on how to instruct their customers to use the Job Board.

Recommendations

- Posting jobs consumes staff time that can be better spent serving employers. BET will not have job posting goals next year and will focus on supporting existing Arlington employers to increase the retention rate. This strategy change was approved by DHS.

Target Dates

- N/A

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Forecast

- Staff will no longer have job posting goals. BET Director will continue to track this data to measure job board effectiveness.