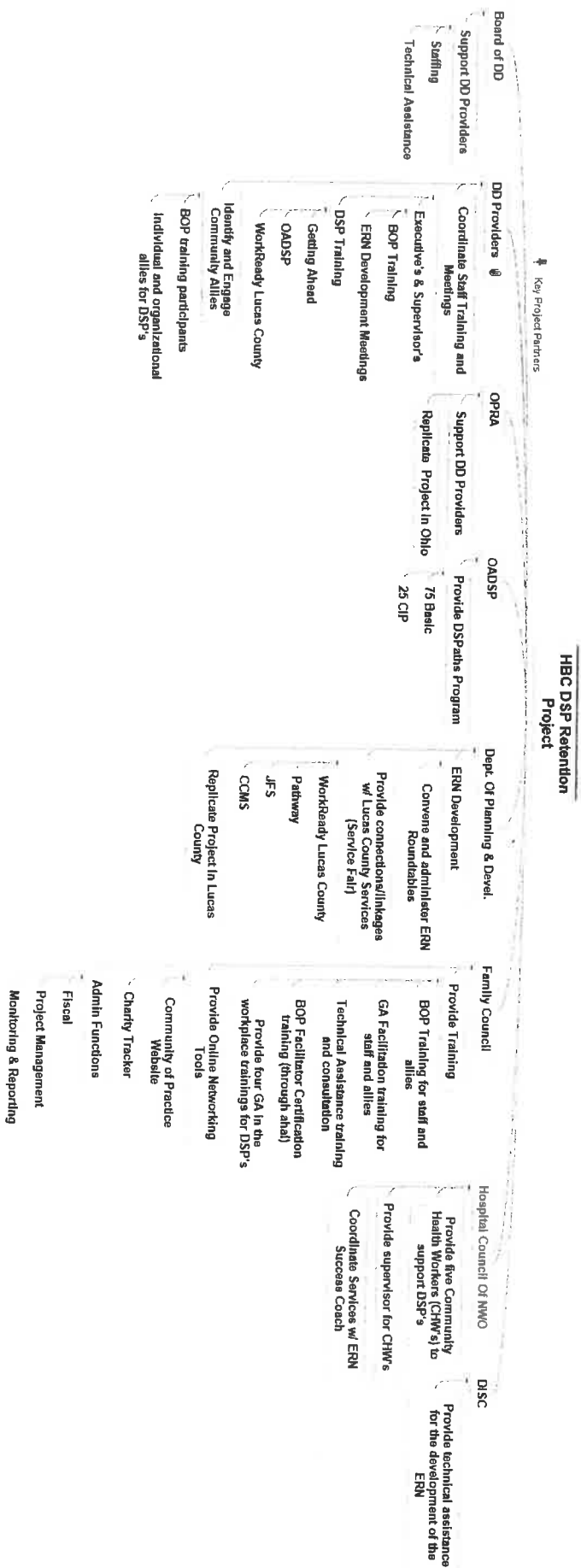


HBC DSP Retention Project



Employer Resource Network (ERN)

Employer Resource Networks (ERNs) are private/public partnerships that improve talent retention and engagement through employee support and training.

Structure

ERNs are place-based or virtual organizations governed by an active Board of Directors. These boards are employer-led and may be composed of human resource staff from contributing companies, public/private human service professionals and success coaches or resource coordinators.

Stakeholders

ERN stakeholders include businesses, economic development agencies, human services and workforce development agencies; private non-profits; community colleges and vocational training organizations; and local, regional and national foundations.

Funding

ERNs are joint ventures combining funds from annual employer membership fees, public funds and foundation grants. Network operating costs range from \$50,000 to \$75,000 based on one success coach. Most of the funding is targeted toward employee job retention and training activities that provide long term savings for participating businesses.

Contributions

Depending on their size and use of the ERN job retention specialist most employers pay membership fees that range from \$5,000 to \$10,000 annually. With the average cost of turnover for an \$8/hour employee at \$3,500 (Society of Human Resource Management), this contribution is the equivalent of 1-3 terminations annually. The success of ERNs in improving job retention rates can mean an outstanding return on investment for participating businesses.

Business Characteristics

Companies of any size or sector can form a successful ERN. Businesses that wish to improve their employee retention rate, pay a living wage, embrace the importance of wraparound services as part of their business model, and are willing to partner with local agencies and service providers are ideal partners to join an ERN.

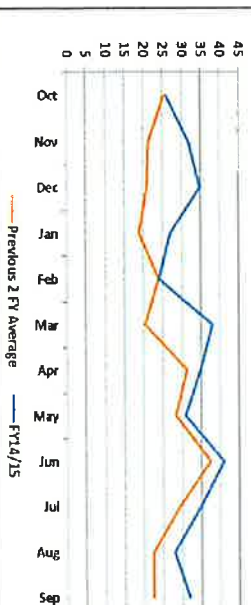
For additional information on Employer Resource Networks, please contact us at www.ERN-USA.com

Benefits for Businesses

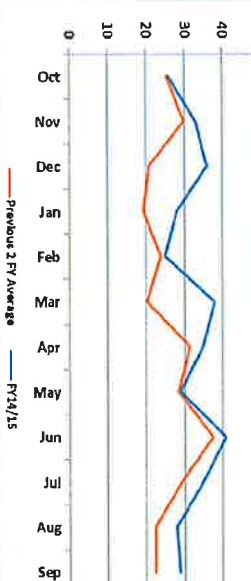
- Improved employee retention rates. Established ERNs average 98% retention
- Contributing employer ROI of over 330 percent.
- Employer-tailored training and job retention services.
- Publicly and privately funded job retention specialists.
- Specialized expertise in leveraging workforce and economic development resources.
- Informal networks to pool resources and create opportunities for cross sector collaboration.
- Increased family stability and decreased reliance on public assistance for employees.
- Improved employee productivity and attendance.
- Partnership network of employers, nonprofits, community colleges, and public agencies that expands range of resources available for individual businesses.

Employers	Services this Month			Delivered Services YTD	Avg Services / Mo. YTD	Unique Emps. Served YTD	Referrals this Month by type						Referrals YTD by type						Employees by Referral Multiple YTD - including parents					Served/ Total Referred % YTD	Retention % *												YTD Utilization % Updated quarterly**	
	Delivered	Pending	Total Service Interfaces				Total	Self	HR	Supr	Co-Worker	Other	Total	Self	HR	Supr	Co-Worker	Other	1x	2x	3x	4x+	YTD		Q1		Q2		Q3		Q4		Tot DHS Ees	Non DHS Ees				
				Co	ERN	Co																		ERN	Co	ERN	Co	ERN	Co	ERN	Co	ERN						
	Casting Technologies	4		4	57	4.8	38	2	1		1	53	36	15	1	1		31	9	8	1	14%	100		100		100		100									
Global Technologies	4		4	65	5.4	34	3	3			61	50	8	2	1		30	6	4	3	56%	100		100		100		100		100								
Harbor Hospice	3		3	41	3.4	24	3	2	1		41	30	11				23	17	3		24%	100		100		100		100		100								
Holland Hospital	6		6	43	3.6	29	6	6			41	40	1				29	7	3	1	1%	100		100		100		100		100								
LifeCircles-PACE	2		2	24	2.0	18	2	2			24	17	4	3			13	5	2		23%	98		100		94		100		100								
Light Corporation	3		3	61	5.1	38	4	4			62	42	18	2			37	8	6	2	23%	100		100		100		100		100		100						
ODL	9		9	35	2.9	25	8	6	1	1	33	19	11	3			26	4	1		8%	100		100		100		100		100		100						
Trendway	1		1	63	5.3	39	1	1			62	35	22	5			35	10	5	4	13%	96		100		100		100		100		85						
Totals	32		32	389	32.5	245	29	25	2	1	1	377	267	90	16	2	224	66	32	11		99		100		99		100		100		98						

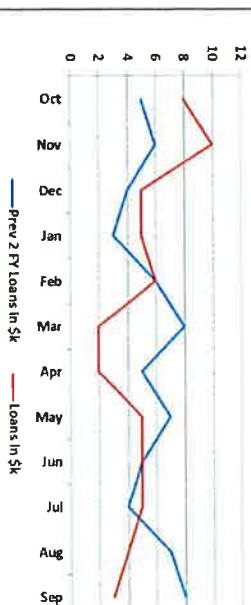
Delivered Services Per Month | Multi-Year Comparison



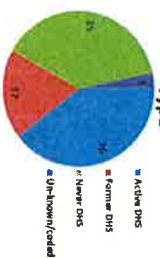
Referrals Per Month | Multi-Year Comparison



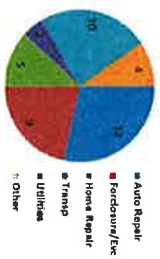
Loans Delivered Per Month | Multi-Year Comparison



Loans - Start to Date by EE Type



YTD Loan by Need Reason



Safety First- An employee had a baby and brought the child to a meeting for medical and food benefit approval. I was able to notice some possible safety issue in the car itself and anchoring the seat to the vehicle. I demonstrated and explained the changes with the mother observing. She was extremely happy to have been shown the correct method.

Continued Support- An employee was looking at a possible eviction notice from the landlord. We discussed options and the employee started a 2nd job for additional earnings and accepted assistance from the available employee fund. The employee is also developing a budget to maintain so the issue will not arise again. The employee was grateful for the help and guidance along with the continued support and accountability.

Served/ Uing Ee	Month	YTD	Service by Category	Mo	YTD
Total DHS	14	156	Auto Repair	1	13
Incumbent DHS	10	140	Career Counseling	1	10
New DHS	4	16	Child Care		9
Non-DHS	13	137	Child Support		14
Former DHS			Clothing		1
Never DHS*			Coaching	3	72
CV			Comm Food Rsrc	1	1
Non-CV			Counseling Referral		7
Un-known/coded			Domestic Violence		
Total	31	293	Education	2	3
			Elder Care		3
			Emergency		1
			Employment		30
			Financial		21
			Financial Literacy	4	28
			Food Assistance	6	31
			Foreclose/Evict Prev.		1
			Furniture		
			Govt Agency Nav.	2	34
			Hard Training		
			Health/Insurance	5	51
			Home Repair		1
			Homeless Shelter		
			Housing	5	23
			Immigration		
			Legal Assistance	1	4
			Literacy		
			Other		
			Soft Training		2
			Sub. Abuse/Addictio		2
			Transportation		2
			Utilities	1	27
			Total	32	389

EMPLOYER RESOURCE NETWORK VS EMPLOYEE ASSISTANCE PROGRAM

Issue	HR / Co Benefits	EAP	ERN
Onsite at workplace	X		X
401K / Retirement Acct	x		Referral to HR
Auto Repair			X
Career Counseling			X
Child Care			X
Child Support			X
Clothing			X
Community Food Resr			X
Coaching			X
Counseling / Psychological		x	Referral to EAP
Domestic Violence			X
Education / Training			X
Elder Care			X
Emergency			X
Employment / Attendance	x		X
Financial / Loan & Savings			X
Financial Literacy			X
Food Assistance			X
Foreclose/Evic Prev.			X
Furniture			X
Govt Agency Nav.			X
Health/Insurance	x		X
Home Repair			X
Homeless Shelter			X
Housing			X
Immigration			X
Legal Assistance			X
Literacy			X
Other			X
Sub. Abuse/Addictions		x	Coordinate with EAP
Transportation			X
Tuition Reimursment	X		Coordinate with HR
Utilities			X
<p>The ERN Success Coach / Resource Navigator works with employees in a very consultative and coaching manner to address the presenting barrier the employee is currently struggling with, as well as, asking questions HR cannot ask to get to the root cause of the issue. The network seeks to efficiently leverage the best nonprofit, public and private resources in the community, often times resulting in a referral to a partner agency, the EAP or community mental health or back to the employer HR for work related aspects of the challenge. As an onsite resource, the success coach is a convenient way for the employee to develop a relationship of trust and to have one person help them navigate our complex social networks, allowing them to keep focused on their work. For the employer, it is a resource to manage and address the work/life balance issues their employees face, freeing HR to focus on employment, training and employee engagement.</p>			

From: Human Resources **Sent:** Friday, May 23, 2014 8:18 AM

To: All Morley Associates **Subject:** STEPS Program

We all have times when we need extra assistance or guidance to deal with some of life's challenges. If you are currently experiencing a difficulty that is negatively impacting your home or work life, or if you are ready to make some positive moves forward and would like some guidance, STEPS is here for you! STEPS (Steps to Economic and Personal Success) is a new program designed to make your life easier and your time at work the most productive it can be.

The STEPS program provides services designed to help you achieve your work and personal life goals. STEPS provides counsel and assistance in many areas, including:

- Housing availability and assistance
- Family substance abuse issues
- Reliable childcare options
- Divorce and custody issues
- Reliable transportation to and from work
- Utility shut-off and payments
- Reduced rate loans
- Financial literacy and budgeting
- General life planning

The best part about STEPS is that it is available at no cost to Morley associates! Morley is a proud member of the Great Lakes Bay Employer Resource Network and is providing this program via a partnership with the Michigan Economic Development Corporation (MEDC) Community Ventures initiative.

Find out more from the STEPS Success Coach on:

Thursday, May 29 (appointments available 5 a.m. – 10 p.m., location TBD).

Book your appointment online via Event Registration on the Associate Connection homepage: <https://ac.morleyweb.com>. You will then be contacted to make arrangements for a specific time to meet with the Success Coach. Appointments should be made during non-work hours. If you are interested in services provided through STEPS or if you have any questions about STEPS, contact Kathy Conklin, Success Coach, at 989.860.4272. Kathy is the Executive Director of Saginaw County Business & Education Partnership. If you cannot meet with Kathy when she is on campus on May 29, she will also take appointments by request.

Morley | Human Resources
One Morley Plaza, Saginaw, MI 48603

Merrill Technologies Group

Good Afternoon,

Merrill Technologies Group is excited to introduce a STEPS to Success program available at no cost to all Team Members!

We all have times when we need extra assistance or guidance to deal with some of life's challenges. If you are currently experiencing a difficulty that is negatively impacting your home or work life, or if you are ready to make some positive moves forward and would like some guidance, STEPS is here for you!

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- Utility shut-off and payments
- Reduced rate loans
- Financial literacy and budgeting
- General life planning

MTG is a proud member of the Great Lakes Bay Employer Resource Network and is providing this program via a partnership with the Michigan Economic Development Corporation (MEDC) Community Ventures initiative. We will be launching the first pilot program at the Merrill Tool facility next Tuesday, June 17th, please reference the attached fliers for additional information.

If have any questions regarding STEPS, please contact Kathy Conklin, Success Coach, at 989.860.4272. Kathy is the Executive Director of Saginaw County Business & Education Partnership. If you cannot meet with Kathy when she is on-site June 17th, she will also take appointments by request.

Discover how STEPS can help you reach your goals!

Thanks.

Susan M. Breasbois
Merrill Technologies Group
Human Resource Manager

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West Michigan TEAM

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West Michigan TEAM (WMT) Success Coach Job Description

Position: Success Coach
Reports To: President / CEO, West Michigan TEAM
Location: Grand Rapids, Michigan

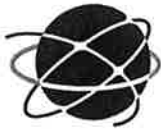
Summary:

The Success Coach provides complex information and referral services to workers affiliated with an Employer Resource Network (ERN). Workers request social service assistance from the Success Coach through the program. The work involves interviewing clients to identify problems, determining the level of assistance needed, and referring clients to the appropriate agency or other follow-up service. Responsibilities require considerable contact with employee-members of various socio-economic groups, as well as interaction with other agencies, anti-poverty workers, and the general public. The work of the Success Coach will be performed under the general supervision of West Michigan TEAM.

Specific Responsibilities:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and / or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Participates and upholds the values and processes devoted to continuous quality improvement in all ERN activities.
- Helps worker in accessing tools, training, or services he/she needs to overcome his/her barrier(s) to employment.
- Develops a client assistant plan after conducting an oral needs assessment and interview, and verifies subsequent eligibility documentation.
- Works in conjunction with human resources, supervision and management to help identify employees in conflict.
- Identify additional barriers to employment and assess appropriateness of training/educational services.
- Creates and updates manuals and/or computer database client files by recording each contact made with employees and maintains records required for follow-up.
- Keeps current files of social services available to employees of ERN member employers and provides information on how to obtain services.
- Arranges services with providers as required by case notes and plans.
- Assists ERN employees in completing written applications for social services when needed.
- Helps recruit employees for the OPEN program by developing and delivering publicity and marketing materials, distributing and posting recruitment flyers and brochures.
- Provides emergency assistance and crisis intervention to employees when necessary.
- Produces reports to be presented at ERN board meetings.



West Michigan TEAM

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workforce innovation

- Demonstrates continuous effort to improve the process, decrease turnaround times, streamline work methods, and work cooperatively and jointly to provide value-added customer service to employees.
- Maintain and manage regular contact with Resource Navigator to reinforce and monitor work progress and to ensure quality / coordinated and timely service delivery to ERN employees.
- Establish, nurture and maintain appropriate linkages to internal and external employee resources.
- Provide bi-weekly program update to West Michigan TEAM.

Position Requirements and Qualifications:

- Undergraduate degree in Human Services, or Human Resources or related field or two to five years related experience and / or training or equivalent combination of education and experience.
- Work with limited supervision.
- Ability to work well in a team environment.
- Demonstrated ability to track progress and maintain employee contact.
- Ability to communicate effectively (oral and written) with staff, employees, management, referral sources, public, etc.
- Ability to write accurate and concise case notes.
- Proficient in Microsoft WORD, EXCEL and POWERPOINT.
- Provide own transportation to work locations.
- Ability to work with and be sensitive to people from diverse backgrounds.
- Ability to attend meetings, trainings, and professional development opportunities as required.
- Ability to comply with policies and procedures at various employer locations, as well as federal and state, confidentiality laws as described in HIPPA (Health Insurance Portability Accountability Act).



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**Success Coach - Employer
ERN Launch Checklist**

Customizable based upon your organization's culture and workforce.
Flexible implementation timeline and inclusive decision making partnership

Database Fields: Marketing/Referral Sources/Employee Status		Database Drop-down Options		Database Fields
Explore & Schedule ERN Presentation Meetings		Staff Information Meeting Options		Dates
1	<ul style="list-style-type: none">Designed to provide relevant information to each work groupCustomizable POWERPOINT optionsDetermine # of employees, printing procedures and main HR contact for marketing	Executive/ Senior Management		
		Direct Supervisors		
		Staffs or Units		
		Employee Brown-Bag Lunches		
		Benefit Fair		
	Select & Schedule Marketing Options <ul style="list-style-type: none">Customized communications are developed based on your optionsDesigned to fit within your current communication planDetermine marketing activities the Success Coach will complete and those in which the main HR contact will be responsible	Company Picnic		
		Resources		Dates
		Posters (General, Office Hours, Meetings, Announcements)		
		Paycheck Inserts		
		Brochure		
2		Company Intranet/Employee Welcome Letter		
		Active DHS Employee Welcome Letter		5 Days Before Launch
		Newsletter (electronic, breakrooms, paychecks)		Monthly
		Referral Tools		Notification Procedure
		Human Resources Referral		
3	Define Your Referral Process <ul style="list-style-type: none">Relies on marketing and communications plans	Supervisor Referrals		
		Employee Status		HR Input
		Initial Probationary		
		Disciplinary		
		Repeated Requests		
4	Discuss HR's Role in ERN Referral Process <ul style="list-style-type: none">High, medium or low HR inputConsider confidentiality preferencesEvaluate multiple variables	Good Standing		
		Request for Loan From Company 401K		
		Resource Needs		Availability
		Confidential Meeting Space		
5	Explore Onsite Options <ul style="list-style-type: none">Direct contact for employeesIncreases employee convenience	Minimal Storage (secured)		
		Internet		
		Printing and Copying		

	Case Management Process	Sequence
6	Intake	
	Budget Review	
	Partner With Employee to Determine Needs	
	Explore Employee Personal Resolution Resources	
	Refer to EAP Program if Appropriate	
	Determine DHS Eligibility	
	Explore Community Resources	
	Pursue Company Resource Loans	
	Pursue Bridge Loan	
	Occasional or Ongoing Follow-Up	
	Develop Budgeting Strategy for Long Term Independence	
	Explore other training opportunities	
	ERN Member Company/HR Supplied Content	Frequency
	Unapproved Absences	
7.0	Tardiness	
	New Hires	
	Promotions	
	Disciplinary	
	Terminations	Quarterly
	ERN Success Coach Report Content	Frequency
	# Served by Month	
	# Served YTD	
	DHS vs. Non - DHS	
	Ongoing	
7.1	New Referrals - Employer	
	New Referrals - Self	
	Retention Rates	
	Total Financial Report by Source	
	Loan Repayment Rates by User and %	
	# Served by Category	
	Training	