

## Feature Article: **Talent Retention and Your Business**

Let NOVA Be a Source for Success



NOVA can be a valuable resource in addressing the needs of an ever-changing workforce, and this is especially true during the current economic slowdown. From helping affected workers transition to new careers to responding to businesses' desire for training, whether for company enrichment or layoff aversion, NOVA has a number of tools available to help business and individuals weather the current economic climate. New training programs such as Skills Gap and TechForce, as well as worksessions sponsored by the Center for Talent Retention, are in place to aggressively assist the area workforce in achieving success.

### **Skills Gap Grant**

In December of last year, the U.S. Department of Labor (DOL) awarded NOVA a \$2,995,000 grant to provide high-level technology training to 425 employed and unemployed workers for jobs in occupations where skills shortages exist. This is the second grant NOVA has received from a special training account DOL has created from fees charged in the H-1B visa application process.

NOVA Director Mike Curran stated that "the goal of this training grant is to prepare American workers for high skill jobs, reducing the dependence on foreign labor. This grant helps us and our partners open up opportunities for local residents to train or retrain in a high-tech career that has a lot of career ladder potential."

NOVA has partnered with the San Mateo County Workforce Investment Board to recruit for this new program. Training partners include: Evergreen Community College, Mission College, OICW, San Jose State University, San Mateo Community College District, and UC Santa Cruz Extension. Eligibility requirements vary by training provider and coursework.

### **TechForce Initiative**

At the end of 2001, NOVA received \$530,000 from the Employment Training Panel to offer state-of-the-art technology training to small businesses. NOVA has partnered with the California Employment Development Department (EDD), the San Mateo County Workforce Investment Board, the local chambers of commerce, community colleges, and the economic development departments from various cities to provide incumbent workers with the means to advance their careers through advanced training.

Training opportunities exist in a variety of areas including Internet and Systems Security, Database Administration, Network Management, and Systems Administration. Businesses must employ less than 100 employees worldwide and meet additional eligibility requirements to participate.

### **Center for Talent Retention**

NOVA is partnering with the Center for Talent Retention (CTR) to provide two half-day worksessions to area businesses. CTR is a Colorado-based company dedicated to helping organizations attract, engage, and retain employee talent. The worksessions will provide businesses with hands-on experience to determine what is most critical to engage and retain employees, identify the strengths and weaknesses in their current talent situation, and learn how to create business impact through training. Companies will learn from the worksessions how to engage existing talent to perform at the highest level, retain the talent needed to support business goals, and attract the talent required to succeed long-term.

The worksessions are scheduled for Tuesday, April 16. Track 1 will be held from 9:00 to 12:00 and Track 2 from 1:00 to 4:00.

**Continued on Page 2: Talent Retention**



- Advanced Micro Devices
- Analog Devices, Inc.
- Applied Materials
- Biltmore Hotel
- Center for Continuing Study of the California Economy
- Center for Quality of Management
- County of Santa Clara
- Department of Rehabilitation
- Employment Development Department
- Foothill DeAnza Community College District
- Hewlett Packard Company
- Housing Authority of the County of Santa Clara
- Housing Trust of Santa Clara County
- Intel Corporation
- Intuit
- Ironworkers Apprenticeship & Training Program
- Kaiser Permanente
- Lockheed Martin Missiles & Space
- Microsoft
- National Council on the Aging, Inc.
- Network Appliance, Inc.
- Polycom Corporation
- PRI Automation
- San Jose Newspaper Guild
- Santa Clara Unified School District
- Solectron Corporation
- Sun Microsystems, Inc.
- Sunnyvale Chamber of Commerce
- University of California, Santa Cruz

Clare Phillips,  
Chairperson

Barbara Malaspina,  
Vice Chairperson

Clysta Seney,  
Vice Chairperson

John Love,  
Past Chairperson

Michael Curran,  
Director

## Continued from Page 1: Talent Retention



A nominal fee will be charged to attend. Space is limited, so please contact NOVA if you are interested in participating in this valuable opportunity. Company representatives such as Human Resources Managers, IT Managers, or Business Development Managers would be ideally served by this training.

NOVA is poised to help local business succeed. For more information about these training opportunities, please contact Heidi Bonner at (408) 730-7232.

NOVA can provide training assistance in a number of other ways as well by putting businesses in touch with specific training providers to assisting with the development and administration of an Employment Training Panel agreement.

Please call (408) 730-7232 for more information about any NOVA training opportunities.

# CONNECT!

**Center for Applied  
Competitive Technologies**  
Providing Services to Manufacturers



The Sunnyvale-based Center for Competitive Technologies (CACT), sponsored by De Anza College, is one of 12 non-profit regional centers in California that provide economic development outreach programs to small and medium-sized manufacturing companies. As a partner of CONNECT!, working with other organizations, CACT focuses on helping businesses remain at the forefront of technological changes and advances by offering flexible, application-oriented training services from Santa Cruz to Mendocino counties.

Responding to regional business and industry needs and demands, CACT offers the following services:

- Customized on-site training to help companies to implement basic and advanced manufacturing techniques and tools to aid them in achieving their technical and business goals
- Over 40 market-driven workshops, including Continuous Process Improvement Teams, Fiber Optics, Root Cause Analysis and Design of Experiments, offered each year based on the needs of manufacturers
- Training needs analysis by industry experienced trainers assess where training

may be needed in an organization by using structured diagnostic tools resulting in project recommendations

- Technical assistance and consulting for companies who may need continued support after training and implementation of new manufacturing techniques and tools
- Through the Regional Technology Transfer Center (RTTC), provide links to companies with national and university labs allowing access to technology, sophisticated equipment and national experts
- Support for Employment Training Panel funding to help companies obtain State funds to offset the cost of on-site training

The Center For Applied Competitive Technologies assists in maintaining an effective, efficient workforce, by ensuring that manufacturers and their suppliers remain competitive, not only in California, but in an international marketplace.

For more information visit CACT's website at [www.deanzacact.org](http://www.deanzacact.org), or call (408) 522-1044 to schedule an on-site visit.

# NOVA Workforce Board

## NOVA's Customers Speak: Turning Voices into Choices

On January 30 the NOVA Workforce Board received the results of its "Voice of the Customer" survey. The survey's aim was to find out how NOVA can to improve, not just what NOVA is doing right. Some of the feedback was eye-opening and it caused the Board that day to institute an additional strategic initiative for 2002.

Teams composed of Board members and NOVA staff interviewed businesses and job seekers. They used the Center for Quality Management's *Voices into Choices* methodology to assess customer satisfaction. The desired outcome: 1) to understand customers, 2) to institute improvement measures where needed, and 3) to develop an index to assess customer satisfaction on an ongoing basis.

Businesses were asked "What brought you to NOVA and/or CONNECT!?" and "What was most important to your company at that time?" They also were

asked to describe the ideal workforce development system.

Overall, survey results revealed that businesses want NOVA to maintain continuous communication so that customized solutions can be developed when needed. Here is what the surveyed businesses said:

- Businesses value personalized solutions (and personalized service), e.g. one NOVA staff person working closely with them to find a workforce solution
- Businesses want a no-barrier resource (services that are not cumbersome to access)
- Businesses want assistance with their HR strategies
- Business want to know about NOVA before they need NOVA

While businesses and job seekers have different objectives and needs, they were alike in one instance in this survey. Both

groups showed confusion about who NOVA is and what it does.

It all pointed to marketing and communications. NOVA needs to do a better job of communicating its value to businesses and job seekers. Therefore, the Board added an eighth strategic initiative for 2002: to develop marketing materials that clearly convey NOVA's services.

The good news is that businesses said the personal service provided by NOVA staff produced consistently good results. In other words, NOVA demonstrated unexpected competence in delivering government services.

The Board's next steps are to develop a marketing strategy and an index to measure NOVA's progress along key indicators on an ongoing basis.



## Bulletin Board

### Business Services

#### New Center Offers Quality and Expedient Services to Businesses

Meeting the particular needs of Silicon Valley businesses is a prime objective of the NOVA Workforce Board. Following the concept of offering convenient and accessible services in a one-stop environment, the Business Services Center is expected to open in late March. Located on the CONNECT! campus at 465 Mathilda Avenue in Sunnyvale, the Business Services Center will combine the resources and services of the NOVA Business Liaison Team, the Labor Market Information Plus research team, Rapid Response, TechForce, the Technical Skills Gap program, and The Center for Applied Competitive Technologies (CACT). In addition to housing the aforementioned groups, the center will offer businesses access to a high-end videoconferencing center. The videoconferencing center

was originally established to give the Sunnyvale Center for Innovation, Invention and Ideas (Sc[i]<sup>3</sup>) immediate access to and live dialogue with the U.S. Patent and Trademark Library in Washington D.C. This connection will still be offered. In addition, videoconferencing services are available for off-site interviews, training seminars, and meetings.

While focusing on added convenience for businesses, the new location will also boost the teams' efficiency, allowing them to communicate and coordinate with local businesses at a faster pace. The Business Services Center will displace the Sc[i]<sup>3</sup> patent office, which relocated to the Sunnyvale Public Library in early February.

# Labor Market Information

## Small Business is Big

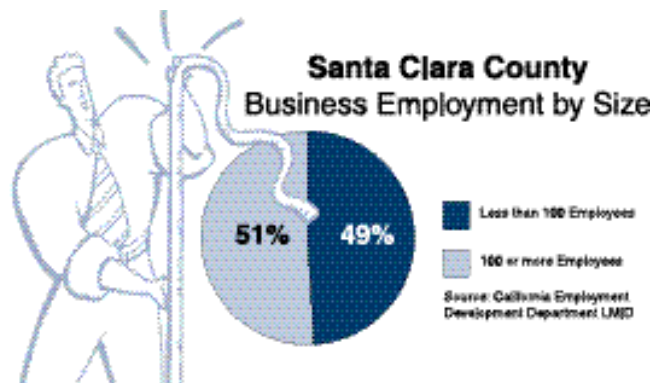
Despite large corporate layoffs that occurred in companies employing 100 or more, Santa Clara County small businesses continue to temper the local economy. California is home to about 2.5 million small businesses. Santa Clara County hosts over 47,000 small businesses that account for 97% of the area's total business population and 49% of the area's employment. The vast majority of small businesses exist in the high-tech sector, employing over 53,700 people in manufacturing and over 168,700 people in services.

Much of the growth that occurs in small business is a direct result of larger companies contracting into smaller enterprises. The technological innovation that characterizes Silicon Valley is also a contributing factor to the promise of small enterprise. Small businesses are expected to create about three-quarters to two-thirds of all new jobs per year.

**Santa Clara County  
High-Tech Small Business and Employees**

Type of Business	# of Businesses	# of Employees
Manufacturing	3,144	53,774
Services	22,605	168,730

Source: California Employment Development Department LMI



## Featured Website



### Employment Training Panel [www.etp.ca.gov](http://www.etp.ca.gov)

The Employment Training Panel (ETP) is recognized as a critical economic development tool to help businesses attract and retain skilled employees. Working in partnership with business associations and government organizations, ETP provides funds for training California's workforce in the necessary skills that allow businesses to compete in the global economy. The ETP hosts several programs and training opportunities such as the TechForce Initiative and Career Ladders program that works to build career path opportunities in specific industries for low or unskilled workers. ETP is a significant resource to small business owners, particularly those primarily in the Service Industry. Over 80 percent of the businesses served through ETP funds have been businesses that employ 250 or fewer workers.



505 West Olive Avenue, Suite 550  
Sunnyvale, CA 94086-7632  
(408) 730-7232  
[www.novaworks.org](http://www.novaworks.org)



Presorted  
First Class  
U.S. Postage  
**PAID**  
Permit #112  
Sunnyvale, CA