



## Tackling Employer Concerns

Manufacturing firms identified lack of English proficiency among immigrant workers and the poor communication resulting from workers' lack of English proficiency as their primary challenges to maintain and advancing an immigrant workforce. The firms also identified this as the main arena in which they would be interested in receiving assistance with regard to raising the productivity of their immigrant employees."

- *Improving Workplace Opportunities For Limited English-Speaking Workers*, National Association of Manufacturing, 2006

**EMPLOYER:** How will you ensure that the workplace literacy training program you develop will be tied to my company's business objectives, and will reflect my company's employee's and customer's needs?

**PROVIDER RESPONSE:**

- Align the program with company objectives, practices and job requirement.
- Involve management, supervisors, employees, and unions in development.
- Address employee needs and provide value to employees.
- Develop a long-term company human resource strategy.

**EMPLOYER:** How will you ensure that the workplace literacy training curricula, structure, and delivery methods you develop will reflect my workplace and its requirements?

**PROVIDER RESPONSE:**

- Address skills needed to perform work on the job and link with technical training as needed.
- Incorporate company processes, tasks materials, technology, and equipment.
- Develop exercises for which employees solve job problems.
- Promote continuous learning.

**EMPLOYER:** How will you ensure that the workplace literacy training program you develop will be tailored to the needs of trainees from my company?

**PROVIDER RESPONSE:**

- Assess employee skills.
- Allow for self-paced learning.
- Use a variety of instructional methods and media.
- Define success as attainment of objectives, not amount of time spent in training.

**EMPLOYER:** How will you customize assessments to the workplace requirements in my company?

**PROVIDER RESPONSE:**

- Assess skills needed in the workplace, not “grade levels.”
- Explain assessment procedures to employees.
- Assess participants’ needs, interests and abilities.
- Assess employees periodically during the program to guide their learning.

**EMPLOYER:** How will you ensure that program delivery is flexible and will encourage and facilitate the participation of my employees?

**PROVIDER RESPONSE:**

- Market and promote the program to employees.
- Provide incentive to employees.
- Create modular programs and be flexible about when and where classes are held.
- Ensure program confidentiality.

**EMPLOYER:** Who would you monitor the workplace literacy training program so that it doesn’t interfere with the company’s productivity?

**PROVIDER RESPONSE:**

- Involve management in class design and implementation.
- Seek management and employee feedback about productivity and general improvement in work environment during each class session.
- Include productivity measures in class evaluations.
- Be flexible about when and where classes are held.

**EMPLOYER:** How will you ensure that staff involved in the development and delivery of programs are highly skilled and well trained?

**PROVIDER RESPONSE:**

- Understand adult learning.
- Have skills in administration, marketing/negotiating, literacy skills analysis, curriculum development and instruction, education counseling, assessment, and evaluation.
- Be knowledgeable about the corporate environment.
- Be able to work with various ethnic, linguistic, and cultural backgrounds.

**EMPLOYER:** How will you use evaluations to assure training quality?

**PROVIDER RESPONSE:**

- Develop measures of satisfaction, learning, process, and effectiveness.
- Involve management, supervisors, employees, and unions in evaluation development.
- Incorporate feedback from evaluations into training on an ongoing basis.