



Employer Resource Guide

Expand, Train, & Finance Your Workforce



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How to use the resource guide

Welcome!

We are delighted to extend a warm greeting to all employers who seek to foster a supportive and thriving work environment for their teams. This guide has been thoughtfully curated to equip you with valuable insights, best practices, and essential tools to navigate the dynamic landscape of modern workplaces successfully. Whether you're a seasoned HR professional or a new manager looking to enhance your organization, our aim is to empower you with the knowledge and resources needed to inspire productivity, promote employee well-being, and drive sustainable growth within your organization. As you embark on this journey of building exceptional teams and nurturing a positive work culture, we hope this guide becomes your trusted companion, offering practical guidance and innovative solutions. Thank you for joining us in our commitment to fostering a more engaging, inclusive, and prosperous workplace for all.

About BAEDC:

The Broken Arrow Economic Development Corporation (BAEDC) connects businesses and organizations with resources for success. Our partnerships with local organizations and businesses have resulted in thousands of new jobs, and capital investments that have expanded and improved our infrastructure. Our visionary plans have reimagined our downtown core to be an arts and entertainment destination where people also love to live.

How to Use the employer resource guide:

This workforce handbook is organized to help guide you through services that:

Expand Your Workforce. Learn how employers can find and hire qualified workers, even in a tight labor market. You will learn how to team with state and local service providers to recruit workers who may be getting laid off and match them to your need for skilled workers. In addition, you can access untapped populations that are looking for jobs including youth, veterans, and persons with disabilities. Labor market information is also readily available at the national, state, and local level.

Train Your Workforce. Learn how various types of training such as on-the-job and apprenticeship training can upgrade your employees' skills to maintain and improve your business's productivity and save you money by training current employees

rather than hiring new ones. Available training options are described so you can assist your employees in accessing the training they need.

Finance Your Workforce. This section provides you with information on using available tax credits. The Workforce Glossary also assists you in deciphering the many terms you may encounter in your search for workforce information.



Hiring workers from untapped sources

Veterans

Where to go for recruitment –

- Go to <https://www.dol.gov/veterans/hireaveteran/> for more information on how you can find veteran workers.
- Contact your local Oklahoma Works American Job Center about hiring veterans at <https://oklahomaworks.gov/about/oklahoma-works-centers/>
- Coffee Bunker: A veteran resource center and safe space for them to learn about different resources and employment opportunities.
<https://coffeebunker.org/>

Justice Involved

Many ex-offenders are released back into their communities every year and are seeking jobs, stability, and a chance to prove themselves. Many have received specialized work-related training while they were incarcerated, but most struggle to find employment after their release. The biggest single factor leading to another incarceration is unemployment.

Where to Go for recruitment –

- **Center for Employment Opportunities (CEO):** A nationwide nonprofit working to reduce recidivism and increase employment. They provide people returning from prison with immediate paid employment, skills training, and ongoing career support. In addition to work and daily pay, CEO provides a robust set of wraparound vocational support services.
<https://www.ceoworks.org/tulsa>

Individuals With Disabilities

Many Oklahoma employers are saving time and money by recruiting qualified employees with disabilities. Employers can reduce turnover by hiring qualified, job-ready applicants who receive pre-employment testing and job-related training to ensure skills are matched to the job requirements. On-the-job training can be customized to fit your needs and follow-up services are provided to ensure employees' success on the job.

An Oklahoma study shows more than 84 percent of individuals served through Oklahoma's Vocational Rehabilitation and Services for the Blind and Visually Impaired programs are still working after two years. If you want to save time and money, hire, and retain capable, well-prepared employees and build a diverse workforce, we can help you, free of charge.

Where to Go for recruitment –

Department of Rehabilitation Services (DRS): They provide vocational rehabilitation, employment, and limited independent living services to eligible individuals with disabilities. Medical equipment, assistive technology and related services may be provided if they are part of the Individual Plan for Employment (IPE) developed with a vocational rehabilitation client. <https://oklahoma.gov/okdrs.html>

Gatesway Foundation: A non-profit Oklahoma agency that provides opportunities for individuals with intellectual disabilities. A good portion of the individuals affiliated with the organization are often seeking career opportunities that are outside of traditional fast food and retail positions. <https://www.gatesway.org/>

Youth

Young people are eager to apply their skills in the workplace and enthusiastic about learning new workplace skills. Oklahoma Works American Job Centers can connect you to youth (ages 14-24) looking to learn new skills and enter the workforce. Employers can hire trained youth for part-time or summer jobs or provide work-based learning opportunities, like apprenticeships, internships, and On-the-Job Training, which lead to stable job paths and careers.

Where to Go for recruitment –

- **Tulsa Job Corps:** A voluntary program that prepares young people ages 16-24 with education and hands-on career training for entry-level positions that lead to careers in today's job market. Students receive hands-on experience through work-based learning programs, internships, and job shadowing. <https://tulsa.jobcorps.gov/>
- Local School District:
 - Broken Arrow High School (10-12)
 - Union High School (10-12)
 - Broken Arrow Freshman Academy (9th grade only)
 - Union Freshman Academy (9th grade only)

- BA Options Academy (9-12)
- Union Alternative School (9-12)
- BA Vanguard Academy (9-12)

Immigrants

An immigrant worker is someone who moves to another country with the goal of permanent residence and employment. About 6.7 percent of the population in the Tulsa metro area are immigrants, according to the "New Americans in Tulsa" report. Although many people think "illegal" when they hear the term "immigrant," the U.S. is home to millions of legal immigrants who play a significant role in the economy.

U.S. employers are required to verify that each new employee is legally eligible for employment at the time of hire. They are required to keep proof of this eligibility to maintain legal compliance.

Where to Go for more information –

- Department of Labor: <https://www.dol.gov/general/topic/hiring/foreign#:~:text=First%2C%20employers%20must%20seek%20certification,Immigration%20Services%20for%20a%20visa.>
- Flourish Tulsa: <https://www.cityoftulsa.org/new-tulsans/flourish-tulsa/>

Where to Go for recruitment –

- Catholic Charities: <https://cceok.org/>
- YWCA Tulsa: <https://www.ywcatulsa.org/>

Refugees

Under international law, a refugee is an individual who is "unable to return to his or her home country due to a well-founded fear of persecution based on race, religion, nationality, political opinion, or social group."

They are highly motivated and resilient workers, and they often tend to be more flexible in the shifts they want to work (such as taking the night shift to allow them time to go to English courses during the day). Employers can also take great comfort in the fact that refugees have passed extremely intense background and security checks.

Where to Go for recruitment –

- Catholic Charities: <https://cceok.org/>
- YWCA Tulsa: <https://www.ywcatulsa.org/>

Skills-Based Hiring

Employers often struggle to find the talent with the right skills to meet hiring needs and grow their organization. This means positions go unfilled for longer periods of time. We work with employers to make data-informed decisions about traditional recruiting, screening, and hiring methods that result in a limited hiring pool.

Implementing skills-based practices focused on the skills needed to perform job duties expands the number of qualified applicants and results in less time to hire and increased retention.

As a non-profit initiative of the Markle Foundation, Skillful's focus has been on enabling all Americans - particularly those without a four-year college degree - to secure good jobs in a changing economy.

By focusing on a person's skills, rather than their background, businesses can find the talent they need to grow, workers can find rewarding work in growing fields, and communities can better adapt to economic change.



Here are some various links to check out to learn more:

- Links to Skillful Talent Series overview: <https://markle.org/skills-based-talent-management-training/>
- Useful HR Software Guides: <https://markle.org/app/uploads/2022/04/Workdays-Approach-to-Skills-Based-Employment-3-1.pdf>
- Create a skills-based job posting at: <https://generator.skillful.com/>
- Skills Engine is a free tool that can be utilized to review current job postings that you have. This will allow you to see how accurate your job description has been written for that specific position: <https://builder.skillsengine.com/>

Small Business Resources

Though the nation's largest corporations get the spotlight, according to the U.S. Small Business Administration the reality is that the vast majority of businesses in the U.S. are small businesses. In fact, there are an astounding 33.2 million small businesses^[1] across America. The Broken Arrow Economic Development Corporation is here to help entrepreneurs and small business owners thrive. We provide aid through completing market research, assisting in property searches, connecting owners to resources, navigating the permit process, and much more.

Here you will be able to find links to a variety of different resources to help established small businesses or those in the process of forming one.

36 Degrees North

36 Degrees North is Tulsa's basecamp for entrepreneurs, innovators, and startups. They provide high-quality workspace, helpful resources, and diverse community entrepreneurs need to build growing companies and drive economic impact in Tulsa.

ACT Tulsa

ACT Tulsa's 6-month accelerator program aims to bolster Black and Brown entrepreneurs and create innovative ecosystems, so we can rebuild what was lost. We help innovators craft the best version of themselves, build their ideal team, and execute their dream, by leveraging innovation with cross-cultural collaboration.

Atento Capital

We look for exceptional entrepreneurs addressing large markets. We invest early and would like to be as helpful as we can both pre- and post- investment. Being based in Tulsa is not a requirement for direct investment consideration, but it is preferred.

BUILD in Tulsa

Build in Tulsa has assembled a best-in-class network of partners to support Black entrepreneurs at every stage of their journey, providing the resources and support needed for success. Their mission is to create a scalable, tech-forward business and entrepreneurship ecosystem to catalyze the creation of generational Black wealth.

Cortado Ventures

We are an early-stage venture capital firm investing in ambitious, growth-driven companies to define a new generation of economic prosperity for Oklahoma. We invest in capital efficient businesses that leverage technology to scale in the Fintech, Biotech, Aerospace, Ag Tech, Energy Tech, Manufacturing and Logistics sectors.

The Forge

The Forge has helped entrepreneurs with proven business models cultivate their ideas into successful, scalable businesses. Our space in downtown Tulsa's Deco District offers an ideal environment to work, learn and build your competitive advantage alongside other ambitious entrepreneurs with the guidance of accomplished mentors.

i2E

i2E works directly with entrepreneurs, researchers, and companies to help them commercialize their technologies, launch and grow new businesses, and access needed capital. Our focus is on growing innovative small businesses in Oklahoma and making a positive impact on the state's economy.

Innovation Hub: INTENT

Innovation, Technology & Entrepreneurship (INTENT) is a Tulsa-based initiative of the Tom Love Innovation Hub. INTENT offers a variety of programs to inspire, train, mentor, support and challenge you. Explore below to learn more about the programs we offer and how you can participate.

Kiva

Kiva is an international nonprofit, founded in 2005 in San Francisco, with a mission to expand financial access to help underserved communities thrive. They do this by crowdfunding loans and unlocking capital for the underserved, improving the quality and cost of financial services, and addressing the underlying barriers to financial access around the world.

MoneyGeek

For saving, growing, and spending your money and protecting the things you love. We offer free, expert-driven advice and tools that help you make the best personal finance decisions.

OK Catalyst

We're dedicated to helping science and technology-focused innovators solve our nation's greatest challenges by leveraging the Small Business Innovation Research and Small Business Technology Transfer programs (SBIR/STTR) as a tool to launch a small business.

Oklahoma's Small Business Development Center

The Oklahoma SBDC provides confidential, high quality, no cost entrepreneurial and small business management advising in order to help Oklahomans start and grow

businesses. We are committed to growing Oklahoma's economy one small business at a time.

OSU New Product Development Center

The mission of the New Product Development Center is to provide engineering technical assistance, research and development support, and inventor assistance programming. We connect businesses, manufacturers, and inventors with university resources that foster the development of new technologies, strengthen economic resilience, and create impacts in the state of Oklahoma.

SCORE

SCORE is a nationwide volunteer organization dedicated to helping individuals intending to start a small business and those already in business desiring advice. Whether you are in the planning stages or are ready to go to the next level, we're here to help you with free mentoring and low-cost training.

SEED Step Angels

We are a formalized group of Angel Investors, managed by i2E, Inc., created to narrow the capital gap in Oklahoma by making the investment process between early-stage companies and member angel investors more efficient.

TEDC Creative Capital

At TEDC Creative Capital, we drive small business success in Oklahoma through non-traditional lending programs that help entrepreneurs start or expand a company. We keep money moving, working, building economic vitality... building business momentum.

U. S. Small Business Administration

Created in 1953, the U.S. Small Business Administration (SBA) continues to help small business owners and entrepreneurs pursue the American dream. SBA is the only cabinet-level federal agency fully dedicated to small business and provides counseling, capital, and contracting expertise as the nation's only go-to resource and voice for small businesses.






Workforce Trends

While we hope that Oklahoma's pro-get-back-to-work policies and incentives drive employee engagement, work is required on several fronts to ensure employers can access the talent they need. In 2021, the Broken Arrow Economic Development Corporation (BAEDC) engaged with Broken Arrow employers to determine workforce needs for that reason. The goal of the survey was to collect data regarding the demand for workers and the skills required of workers in our community. This information can be used by economic developers, government officials, employers, and educational administrators to guide their decisions on issues related to workforce development, training, and employee recruitment programs.

This survey provides quality data for understanding the extent to which Broken Arrow businesses are experiencing hiring difficulties and identifies the top reasons, recognizing that different challenges exist for different industries. Although hiring remains strong in the community, 60% of employers have had difficulty filling at least one position over the past year, particularly in manufacturing, construction, and service-based industries. A lack of work experience, education, technical skills, and soft skills were the top reasons given by over half of employers experiencing hiring difficulties.

Those responding to the survey were a cross-section of businesses including retail, health services, restaurant, and hospitality; with manufacturing and professional services making up the largest percentage of respondents.

KEY FINDINGS

- 
 60% of employers anticipate hiring in the next 6-12 months and 72% have current job openings in Broken Arrow.
- 
 A lack of work experience, basic math skills, job readiness, technical skills and soft skills were the top reasons given by over 77% of employers with hiring difficulties.
- 
 6 out of 10 employers use on-the-job training exclusively to meet skill needs.
- 
 More than 70% of employers are aware of training opportunities available through BAEDC workforce partners.
- 
 Difficult to fill positions include sales, customer service, restaurant staff and production workers.
- 
 Extended unemployment, lack of qualification, and unreal expectations were reported as barriers, according to employers.

Understanding your local labor market

Understanding the overall climate of the economy and labor market where you operate will assist you in planning for your workforce needs. Information such as industry trends, unemployment rates and occupational projections can inform workforce recruiting plans and human resources programs that will create incentives for workers to stay and grow with your company. The following organizations provide relevant labor market information useful for businesses:

The Bureau of Labor Statistics (BLS) is an independent national statistical agency that collects, processes, analyzes and disseminates essential statistical data. The Bureau of Labor Statistics provides access to data and information including, but not limited to:

- Employment and unemployment statistics
- Compensation and working conditions
- Prices and living conditions
- Productivity and employment projections

The Bureau of Economic Analysis (BEA) is another independent national statistical agency that collects, processes, analyzes and disseminates essential statistical data. The Bureau of Economic Analysis provides access to data and information including, but not limited to:

- Employment statistics
- Income and Savings
- Prices and Inflation
- Gross Domestic Product

O*NET Online (O*Net) is the nation's primary source of occupational information. O*NET is a comprehensive resource of information about jobs and occupations, containing hundreds of standardized and occupation-specific descriptors on almost 1,000 occupations covering the entire U.S. economy. It integrates a database with a common language for describing jobs and skills descriptions to create a tool that is useful to businesses. This tool can be useful to:

- Develop concise job descriptions.
- Refine recruitment and training goals.
- Develop better job descriptions to target more qualified workers.
- Define success factors for promotion and advancement.
- Conduct wage comparison for your positions

Key Resources for Displaced Workers

According to the US Bureau of Labor Statistics, a displaced worker are people 20 years of age or over who report that they lost or left jobs because their plant or company closed or moved, there was insufficient work for them to do, or their position or shift was abolished.

Even in a robust economy, you may need to engage in layoffs, downsizings and restructuring in order to adjust to changing technology and industry fluctuations. There are a number of resources to both employers and workers to manage those changes and lessen the impact on your employees and community.

Resources for employees:

- **Unemployment Insurance (UI):** The UI program pays benefits to eligible workers who are unemployed and meet state requirements. Also known as unemployment compensation, UI can help to preserve the economic health of communities by maintaining the purchasing power of these workers. <https://ui.ok.gov/>.
- **Health Benefit Options:** Under what is often known as COBRA (the Consolidated Omnibus Budget Reconciliation Act), your employees and their families may be able to purchase extended health coverage up to 18 months after a layoff. <https://www.oid.ok.gov/>
- **Financial Support Resources:** There are a number of programs that employees can apply to help themselves and their families during difficult times of transitions. Some of the programs available are Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and many more. <https://okdhslive.org/Default.aspx>

Workforce Incentives

Work Opportunity Tax Credit (WOTC) ([WOTC](#)) is a federal tax credit available to employers who invest in American job seekers who have consistently faced barriers to employment. Employers may meet their business needs and claim a tax credit if they hire an individual who is in a WOTC targeted group.

Employers must apply for and receive a certification verifying the new hire is a member of a targeted group before they can claim the tax credit. After the required certification is secured, taxable employers claim the WOTC as a general business credit against their income taxes, and tax-exempt employers claim the WOTC against their payroll taxes.

WOTC.com
Work Opportunity Tax Credit

Federal Bonding Program (FBP) ([FBP](#)): has enabled ex-offenders and many other groups of people to successfully transition back into the world of work. It provides an individual fidelity bond to employers for job applicants who have a barrier to employment.

The employer is protected in case of any loss of money or property for which the employee is responsible. There are no out-of-pocket expenses to the employer or applicant because the bonds are obtained and provided by the Oklahoma Employment Security Commission and have no deductible.



Training opportunities

Work Experience

The work experience activity is designed to provide program participants with workplace skills necessary to attain and retain employment. Green Country Workforce can potentially subsidize 100% of wages for a person for up to six weeks. The internship must provide the person with job readiness and hands-on skills.

<https://www.greencountryworks.org/employer-resources/>

On the Job Training

A federal program funded by the Workforce Innovation and Opportunity Act (WIOA), lets you hire and train skilled workers and get reimbursed for your efforts. Green Country Workforce can potentially subsidize 50% of wages for a person for up to six months. This program requires a customized training plan that they can help you design.

<https://www.greencountryworks.org/employer-resources/>

Incumbent Worker Training

Incumbent Worker Training helps offset the cost of training employees who have worked for a business consistently for six months or more. Training should lead to an increased skill level, so that employees can be promoted, and the employer can backfill opportunities for less skilled or experienced employees.

<https://oklahomaworks.gov/incumbent-worker-training/>

Apprenticeships

Registered Apprenticeships (RA) are a proven solution that helps a business grow a workforce of well-qualified, highly skilled workers. Combining on-the job learning with classroom instruction, RA programs are designed by and for the employer and customized to their needs. Registered Apprenticeships are an employer-driven, earn-while-you-learn model that provides an apprentice the opportunity to be mentored by a highly skilled employee, creating knowledge transfer from one generation of workers to the next.

Registered apprenticeship programs allow employers to play a more active role in shaping the talent they need while building a culture of ongoing learning and innovation. Programs recognized by the U.S. Department of Labor can access benefits including federal resources and funding.

<https://www.apprenticeshipsok.com/>

Sector Partnerships

Employers frequently struggle to find the skilled workers needed to sustain and grow their businesses. These shortages are not typically isolated to one employer but span an entire industry sector. Industry-led, community-supported partnerships that strengthen regional economies and connect people to jobs are one solution to such challenges.

Sector Partnerships bring together businesses from the same industry and in a shared labor market region. These employers work with education, workforce development, economic development and community organizations to address the workforce and other competitiveness needs of a targeted industry. Sector partnerships can help facilitate the advancement of workers at all skill levels, including the least skilled. Sector partnerships:

- Influence training programs and expand the pool of talent with needed skills.
- Create a pipeline of future workers.
- Align and maximize resources and services to increase efficiency sustainability of strategies to close workforce skill gaps.
- Make systems more responsive to the needs of business.
- Build lasting relationships between and provide an ongoing feedback loop with education, training and workforce programs.
- Help employers fill jobs more quickly.
- Increase retention, productivity, and placements for in-demand occupations.

Businesses from any industry can form a sector partnership. All you need is an organization or company to volunteer to convene C-suite business leaders within an industry who share a common need. The agenda is defined by business leaders, addressing the specific issues that matter most to their industry in their region. Sector Partnerships focus on issues that no single company can fully tackle on its own and that require a collaborative approach.

Local Sector Partnerships:

- Oklahoma Manufacturing Alliance: <https://www.okalliance.com/>
- Examples of impact from Sector partnerships: <https://www.nextgensectorpartnerships.com/partnership-examples>

Where to post jobs:

A good job description is clear, concise, and free of any typos or grammatical errors. It should also be free of any unnecessary jargon or buzzwords. The goal is to give candidates a concise yet accurate overview of the role, so that they can determine for themselves whether they are a good fit.

In addition to being well-written, a good job description should also be complete. It should include information on the duties and responsibilities of the role, as well as the desired skills and experience. Including salary information is also a good idea, as it will help to weed out any candidates who are not within your budget.

Here are just a few of the places that you can share your job opportunities to:

- Indeed
- Handshake (student focused)
- Ziprecruiter
- Glassdoor
- LinkedIn
- Oklahoma Job Match
- Honest Jobs (fair-chance employment focused)
- Career Vitals (Healthcare focused)
- Social Media Sites (Facebook & FB Groups, Instagram, etc)
- National Labor Exchange (access to Veteran population)
- Broken Arrow Economic Development Job Board
- Your own employer website

Employer workshops

In today's rapidly evolving business landscape, the success of any organization hinges upon the efficiency and adaptability of its workforce. To stay competitive, employers must prioritize continuous learning and skill development among their employees. This is where workshops for employers play a pivotal role. These targeted and interactive training sessions offer a valuable opportunity to upskill and empower the workforce, fostering a culture of innovation and growth within the organization.

Whether it's honing leadership abilities, embracing technological advancements, or enhancing communication and teamwork, workshops provide a comprehensive platform for employers to invest in the professional growth of their teams, ultimately driving productivity and achieving long-term success.

Here are some potential workshops that we may either host or be able to connect you to:

Diversity, Equity, and Inclusion (DEI): Essential in the workplace as they foster innovation, enrich perspectives, and promote collaboration. Embracing a diverse workforce leads to a sense of belonging, higher employee morale, and improved customer relations. DEI is both a moral imperative and a strategic advantage, enabling organizations to thrive by harnessing the power of collective talent for sustainable growth and success.

Generations in the workplace: Our environment shapes us as individuals but does not determine who we are. In this workshop, participants will learn the common explanations for generational differences and how to leverage this understanding for creating inclusive workplaces. We will situate differences across Traditionalists, Baby Boomers, Gen X, Millennials, and Gen Z in historic social norms and political and economic contexts.

We will also explore the dangers of creating stereotypes along age and the complexities generated by differences across other diversity dimensions including race, gender, class, and sexuality. This workshop will inevitably ask: Are there more differences or similarities across age? How can we use this awareness to foster inclusive workplaces?

Bridges out of poverty: Instability is another measure of diversity in your workforce. Low-income environments are a major contributor, and low-wage employees often experience the "tyranny of the moment" brought on by problems with resources like transportation, healthcare, childcare or eldercare, housing, language or

communication, or managing financial or legal matters. It might be one of these, or it might be “all of the above.”

Not your problem, you might say, and you may be right—you’re in business to make money. But creating workplace stability by helping your employees build resources makes business sense. Employee instability creates business instability and eats away at the bottom line. Learn simple, inexpensive solutions you can implement to help stabilize your employees’ lives—and boost your profitability and competitive advantage.

Leadership: Leadership plays a pivotal role in the success and growth of any organization. Effective leadership is essential in guiding teams, setting a clear vision, and driving positive change. Strong leaders inspire and motivate employees, fostering a sense of purpose and commitment within the workforce. They promote a collaborative and productive work environment, nurturing creativity and innovation. Additionally, skilled leaders make sound decisions, navigate challenges, and seize opportunities to achieve strategic goals.

By instilling trust and accountability, leaders cultivate employee engagement and loyalty, reducing turnover and enhancing organizational stability. The importance of leadership in the workplace lies in its capacity to build high-performing teams, promote a positive organizational culture, and lead the way towards sustained success and profitability.

Employee Burnout: Employee burnout has emerged as a critical concern in the modern workplace, demanding urgent attention from employers. Employee burnout is a pressing concern for workplaces, as it leads to reduced productivity, increased turnover, and negative impacts on employee well-being. Addressing burnout through supportive policies and resources is essential to foster a resilient and engaged workforce, ensuring long-term organizational success.

By prioritizing mental health, organizations demonstrate a commitment to their employees' welfare, fostering an environment where individuals feel supported and valued. Encouraging open conversations about mental health reduces stigma and empowers employees to seek help when needed, leading to increased productivity and reduced absenteeism.