CRAFTING THE TALENT HUB
REGION-WIDE TALENT STRATEGY INITIATIVES
OCTOBER 8, 2019 – BORDINI CENTER

REPORT

The session began with Barb LaMue, Executive Director of New North welcoming everyone and providing background on purpose of the convening and the Manpower Study that was done through WEDC and the Regional Leadership Council regarding successful talent hub structures. Discussion focused on what we are currently doing as a region to attract, retain, skill-up and create our pipeline of talent, connecting this body of knowledge with the recent Manpower study that was commissioned for all nine regions in Wisconsin. Attendees brainstormed on specific goals that are directly supportive of creating a sustainable workforce system, focusing on 6 summary goal areas (See Graphic) where regional and statewide workforce and economic development partners can align:

1. Adopt Tangible Workforce Life Cycle Foundations

2. Build Employer Collaborative Across Life Cycles

3. Expand Attraction & Recruitment of More Markets & Groups

4. Target In-Demand and Adjacent Future Capabilities

5. Expand and Connect Talent Data and Platforms

6. Change the GAME!

Six Summary Goals and Strategies

Creating a Sustainable Workforce Development System

As the State and Regional workforce developers realize, workforce development improves when progress is made against specific goals that are directly supportive of creating a sustainable workforce system. To that end, we close with 6 summary goal areas where regional and statewide workforce and economic development partners can focus. These goals and strategies can organize many of the supply/demand gap analysis, flow observations and the strategy elements for the recommended flow change opportunities.

1 Adopt Tangible Workforce Life Cycle Foundations

2 Build Employer Collaboratives Across Life Cycle

3 Expand Attraction & Recruitment of More Markets & Groups

4 Target In-Demand and Adjacent Future Capabilities

5 Expand and Connect Talent Data and Platforms

6 Change the Game

1. REPORTS FROM REGIONAL ORGANIZATIONS, SHARING THEIR, SHARING THEIR CURRENT TALENT INITIATIVES

What are we doing in Northeastern Wisconsin and what Initiatives are underway in other parts of the State and in other States?

Attract	Retain
- Entrepreneurship - WI – Talent Marketing & Alumni w/marketing toolkit - WI-Veterans Talent Attraction – 200,000 every year leave - WI-Internship/How to guide - TEALS Alumni - Fox Cities Days – MI Tech – 600 students & By Collee (Talent Upload remake) - Industry Sector Days - UWO & Oshkosh Chamber/Boomerang Program (tracking alumni – where now) - Intern Engagement Program - Hire a Hero Program - Connecting Aging Workers to mentor YP - Collaborative Attraction – Lakeshore Community - College Recruitment (outside of region) - Housing Development – downtowns - Broadband development - Diversity Programs - Pre-college introduction - Veterans Village – Housing Development - Imagine Fox Cities - NEWERA efforts in recruiting and retaining students from outside the area - New North recruiting videos - Airman Trainee agreements with regional airports	- Engineering Collaboration - WI – Community Place making – engaging residents - WI – Young Professional Network - Employee friendly workplace certificate - Engage Young professionals - Industry Alliances – IT Alliance, NEWMA, Insurance, Construction, Healthcare etc. - Aging workforce – Hall of Fame - Physician Retention Program - Business & Education Partnership - Tech Talks – connect to technology in Region - Companies sharing successful idea - Women in Technology (WIT) at Work - Women in Technology (WIT) on Campus - Rehire Retired as mentors - Ideas amplified - NEW Connect IT – match HS and College students with local employers
Skill Up	**K12**
- Leadership Program – Entry Management x3 - Amplify Leadership Program - WI – FAB Lab grants (10/15) - WI – UW Flex Option – online learning degree - Industry 4.0 Faculty Tours - Customized Training via Tech College - DWD Adult Apprenticeship - WAGE$ (Wisconsin Apprenticeship Growth and Enhancement Strategies) grant Bay Area WDB receives through the Wisconsin DOD to increase the number of registered apprenticeship in the state.	- **In**spire/Career Pathways - TEALS – 200 Apprenticeships need employers* (see notes in appendix) - Youth Apprenticeship - Creation of NEW IT Alliance - Duel Enrollment – highest level collaborative across state lines - Smart Girls Rock – STEM Program (HS) - K-12 Career Fair – 8th grade one day/HS Job seeking day - Earn to Learn – employer contribution to Skilling up

- In Prison – job center- welding training - Boot Camps - Joseph Project - TRANS Training – Forward Service – for construction workers - WTCS – RISE program – career pathways - FABTECH education and training center (and other customized labor training through region's tech colleges	- ACP Partnerships/Roundtables - CTE - NEW Connect IT – University & Business Connection - Women in Technology (WIT) for Girls - NEWMA – Awards banquet, workplace mentors, 'all star' team, 'get real math videos', recognition at Manufacturing First Expo, Internship Draft Day - Mobile labs -
Unemployed/Underemployed - DWD Grant for Retail Retraining - Winnebago Catch-A-Ride - Windows to Work – incarcerated population - Rehab Training - Spiral Up from Poverty Training - "Transitions to Success" is administered by Bay Area WDB under a grant from the Great Green Bay Community Foundation. It provides a variety of services to vulnerable young people in Brown, Oconto, and Kewaunee counties. A summary sheet about the grant and its accomplishments is attached. - Find Your Inspiration – GBCC - WIOA – Funded Training for under skilled - GEO to Work Program – FVTC - WDB's programs to move dislocated workers out of retail to higher skilled roles	

2. EXPLORATION – BUILDING A SUSTAINABLE WORKFORCE SYSTEM – BUILDING A WORKFORCE STRATEGY THAT ENABLES ECONOMIC DEVELOPMENT – GOALS AND STRATEGY BRAINSTORMING

I.   **Adopt Tangible Workforce Life Cycle Foundations**
   A.   Define what workforce lifecycles means
      1.   Position specific?
         a)   *e.g. welder, what year 1 vs 20 looks like*
         b)   *e.g. professional change of manufacturing to Banker*
         c)   *Transferable skills*
      2.   Rural vs Urban Dynamics
   B.   Identify and connect roles
      1.   Employers: Resume reviews, training, leadership/recognition
   C.   Community: Fostering networks to connect and communicate needs
   D.   Share Existing Resources and how people can take advantage of them
      1.   Learn what is already in place
   E.   Re-engagement
      1.   Mentorship & Knowledge Transfer from those just leaving the workforce.
         a)   *In existing roles*
         b)   *Ambassadors into schools – talk about careers and regions*
         c)   *Competency based assessment (demonstrate what they know and add on to that)*
   F.   Invest in Lifelong Learning & Upskilling
   G.   Create Regional talking points along with industry targeted info

   H.   Map k-12 & College and College Graduates – where are they after graduation and then use social media to encourage them to come back.

   I   Leverage WEDC's ad campaign

II. **Build Employer Collaboratives Across Life Cycles**

    A.   Advocacy – open immigration (State of UT – UT compact)

        1.   Employer support of education funding

        2.   Housing

        3.   Childcare – supporting through org – directory of childcare in region

    B.   Attraction / Retention

        1.   More College recruitment trips Phase II Talent Upload – do on a regional – sector basis

        2.   Recruit talent from Puerto Rico

        3.   Internship collaborative - talent from interns shared across companies – Co A, Co B

        4.   Experienced Mentor Program using Retirees - Talent Development Program – part time work with retirees / Exiting employees – keep on for onboarding new workers

        5.   Retention- millennium movement program – companies identify individuals who are looking at exiting out of company but work with other companies in the region to find other positions

III. **Expand Attraction & Recruitment of More Markets & Groups**

    A.   Create consistent well-crafted regional message for New North –and link back to New North videos

        1.   Well-funded and coordinated effort public/private/EDO messaging

    B.   Targeting – high cost of living markets/ high crime – NY, CA – share message of NN region affordability and low crime rates

    C.   Target high unemployment regions such as Puerto Rico, Coal, Steel Mill closings

    D.   Build Awareness of tools for recruitment by private employers – share programs out –

        1.   Website featuring "new to area" support resources and diversity connections

        2.   E.g. - workforce symposium to educate what is being done – how it can benefit our employers

    E.   Addressing Child Care

    F.   Trailing Partner support for job and community connecting

    G.   Federal Resources – Federal Reserve Reports – Dept of Commerce, DOL

IV. **Target In-Demand and Adjacent Future Capabilities**

    A. Continue to grow

        1. Grow other alliances in addition to existing – NEWMA, NEW ITA, FIRE, Health Care, Construction, etc.

        2. Grow use of internships – help to facilitate the connections – e.g. connecting HS College/students to internship opportunities within the region

    B. Reaching those who do not have GEDs

        1. Identify and help to obtain HS credential

        2. Connect with workforce systems/ job opportunities

    C. Pathways –

        1. Educational pathways through school enrollment/ E

            a) *Career pathways within Regions – Manufacturing, IT*

        2. Regional Pathways for career advancement (training within industry sector)

    D. Advocacy – NN be an advocacy for state initiatives

        1. WAT grants

        2. Policy changes at State of Wisconsin

    E. Work to Earn program – apprenticeship lite- flexible schedule with employers investing in educational obtainment.

V. **Expand and Connect Talent Data and Platforms**

    A. What makes us Stand-out as a region

        1. Collaboration

    B. Share data and use in decision making

        1. Determine what we want to share and create a dashboard of most valuable to track and share.

            a) *Labor market data – source: DWD – Ryan Long*

                (1) Labor Market Information (quarterly reports)

                (2) Regional demographics including age, diversity, birthrates

                (3) Skills board - Links to job boards – DWD – people in transition

                (4) Link Skills to Projections

                (5) Top 20 promising jobs in WI and National (DWD hot jobs now-Linked In-Top 20 Jobs)

                (6) Linking jobs to projections

            b) *Other data to track*

                (1) NCES Degree Completion rates – Wisconsin Level Dashboard

                (2) Higher Education Enrollment

                (3) Non-traditional educational outlets – e.g. YouTube – On-line Master's Courses

        (4)   Climate change/population trends – where are people going to go

        (5)   Survey Results

        (a)   Barriers to employment

        (b)   Retiree survey

C. How do we distribute the Data

   1. NN Distribution network – quarterly basis –

     a)   Industry News

     b)   Linked In

     c)   Twitter

     d)   NN Facebook

VI. Change the Game

A. Adopted a "Blue Sky" approach with a couple of guard rails to keep the creative suggestions grounded in today's drivers for talent. This included the following driver elements:

   1. Motivation for change – like revenue, incentives, cost savings, etc.

   2. Demographics – the reality of the population projection and a significant challenge in improving the diversity mix in the region

   3. Company Culture – element that runs counter to blue sky at times. This simply recognizes that culture accelerates or inhibits new approaches, experiment, and risk taking

   4. An overwhelming comfort…that we are not in trouble—need a good trigger for a wakeup call.

B. Blue Sky ideas:

   1. A broad based branding effort to engage all residents, organizations, employers as the 'salesforce' in recruiting family, friends, etc along personal relationships to bring talent to the region.

   2. Chip in prize pool with match (child care, transportation, 5G infrastructure build out)

   3. Subscription based education

   4. Manufacturing Innovation Center (ie Paper institute)

   5. Immigration – international student recruiting strategy/program similar to that used in the recruitment of folks exiting the military.

   6. Alumni – again similar to that of the exiting military.

   7. Bonus reward system for recruitment of talent--go find a tech person – son/daughter to join parents at their workplace as interns

   8. Education – unbundling of degrees

3. WHAT ARE OTHER STATES/REGIONS DOING?

I. Omaha/Nebraska

    A. https://careerockit.com - a week full of intentional "collisions" between employers and students K-12 and beyond.

    B. Omaha is launching their next 5-year strategy and fundraising efforts, and one of their success metrics is 100 business that have infused a D&I program in their company. Not just a training here there, but essentially an overhaul of company policies and culture to create a truly inclusive work environment.

    C. Career fairs targeted to K-12 kids of color. It's an opportunity for kid of color to see people that look like them in all sorts of disciplines: law, medicine, nursing, business exec, food service, entrepreneur, hospitality, etc.

    D. ACT Work Keys - take advantage that all high school students in WI take the Work Keys assessments and engage the employers to do their part of the program so Work Keys can actually be used to employ more people and better match skills with employer needs.

    E. Paid externships for teachers to work for an employer for a week over the summer to better engage students

II. Utah

    A. Women Tech Council - http://www.womentechcouncil.com - Goal is to keep more women in the STEM pipeline, especially when they are most likely to drop out (early college).

    B. Utah Compact - https://theutahcompact.com - Business community coming together to take a stand for what is needed in terms of federal immigration reform

III. Kansas

    A. Has the ACT Work Keys thing down to an art through their WIB network

    B. Brother in Blue to place ex-offenders in employment upon re-entry

    C. Creative daycare solution in Hutchinson, KS https://www.hutchnews.com/news/20170705/swaddled-in-extra-love-churchs-labors-result-in-new-day-care-center-to-help-fill-community-void

IV. Indiana

    A. South Bend's example of their alumni recruitment – sending videos.

V. Oklahoma City

    A. Mini leadership program for new-to-the-community execs and their partners. https://www.okcchamber.com/index.php?src=forms&ref=OKConnect&id=OKConnect

VI. **Other**

A. Gen Z retention. Get our current Gen Z population to create their own recruit/retain strategy

*Appendix follows on next page.

5. APPENDIX

I.   * TEALS Information
Student journey to employment.
> Examples of conversation:
> - 2 at UW Madison - TEALS CS Students currently at UW Madison majoring in Computer Science. I would like to come home this summer and find an internship.
> - 1 at UW Oshkosh - Ranked 14th in HS class. Studying Finance and Business Analytics at UW O. I am looking at the internship job boards on campus and they all want juniors or higher.
>
> The comment "there are no job opportunities in NE Wisconsin" was also stated by CESA 6. They said that students are frustrated before they leave high school because there are no youth apprenticeship opportunities for them in business and in technology.

As a region we are instilling in our 16 to 21 year old's that they have to leave the region to get a job.

Microsoft TEALS program utilizes professional volunteers in the classroom to train high school teachers to teach computer science classes. Increase in computer science class offerings is increasing the number of computer science students. Creating a new digitally focused talent in the region. This talent is looking for job opportunities in NE Wisconsin starting as early as their junior year of high school. If we don't hire this talent early, we are just exporting digital talent.

This takes a shift in company culture:

> ~ Hiring TEALS students while in High School directly for a career~ Hiring High School Students as Youth Apprenticeships
> ~ Using Mentors and Coaches along the journey
> ~ Retaining Apprentices during college as Interns
> ~ Never seeing a break in tech employment (Remote Worker)
> ~ Summer Intern (starting as early as freshman year for TEALS Alumni)
> ~ Scholarships/incentives to return following summer
> ~ Continuously skilling after entering the workforce
> ~ Implement a Continuous Skilling Plan for every employee
> ~ Build pathways to show how to upskill within the organization
> ~ Example: If I start in help desk how do I advance to IT Operations?