



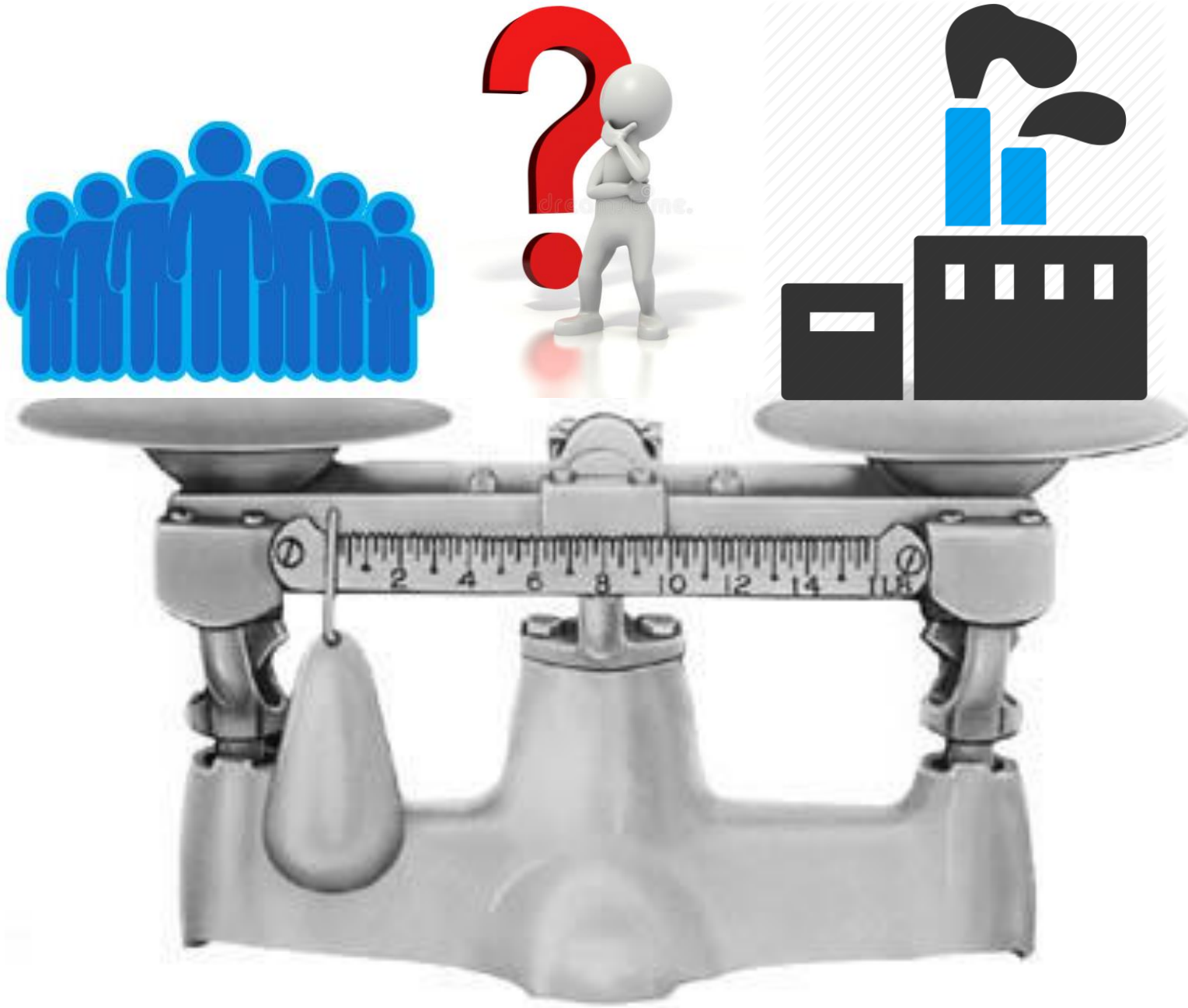
Improving Outcomes Through Collaborative Business Engagement:

Sector Strategies / Integrated Services / Talent Pipeline Management

Palatine / Champaign / Effingham
June 2018

Michael Baker
Office of Employment & Training
Illinois Department of Commerce





WHAT IS OUR UNIFYING GOAL?



ECONOMIC PROSPERITY



Improved access to skilled labor



Improved access to good paying jobs

Profit & Reinvestment



KEY CONCEPT – DEFINING SUCCESS For BUSINESS



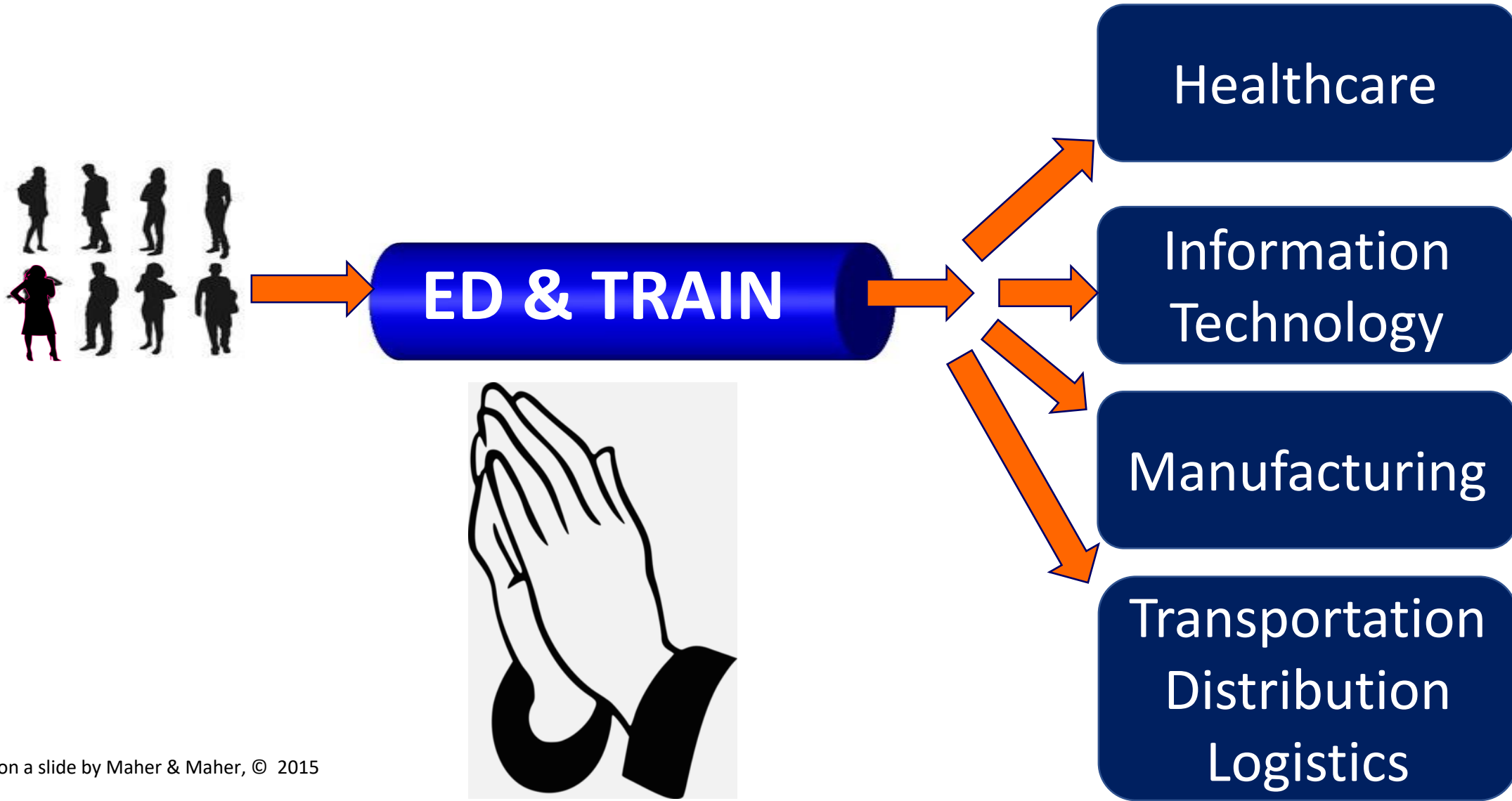
KEY CONCEPT – DEFINING SUCCESS For BUSINESS



THE TALENT PIPELINE: HOW DOES IT WORK?



Old School Talent Pipeline





WHAT DETERMINES THE TYPES OF
EDUCATION AND TRAINING OFFERED
IN A REGION?



“Without data
you’re just
another person
with an opinion.”

- W. Edwards Deming,



Talent Pipeline

Demand driven?

Whose demand? Employer-Led?

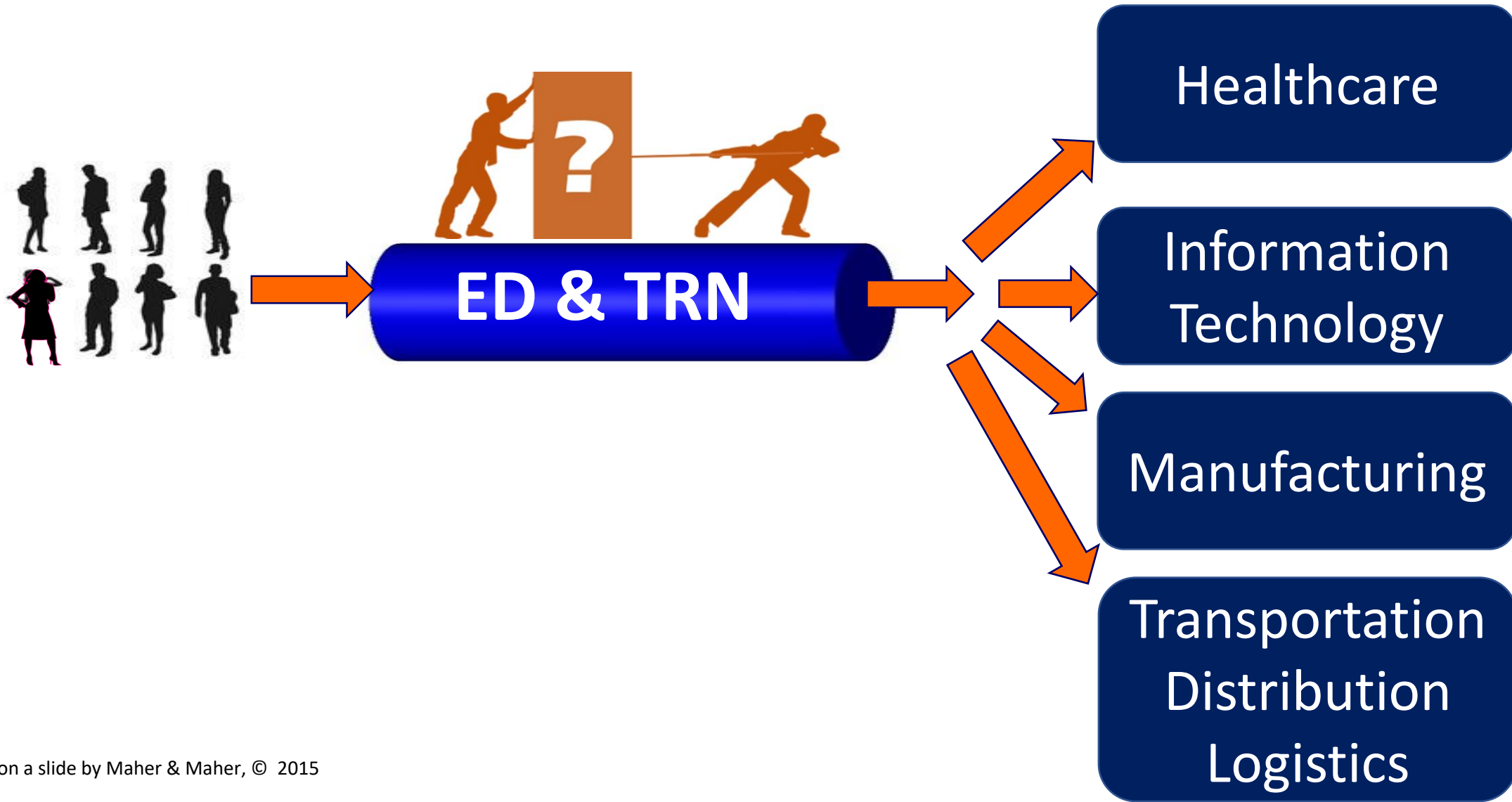


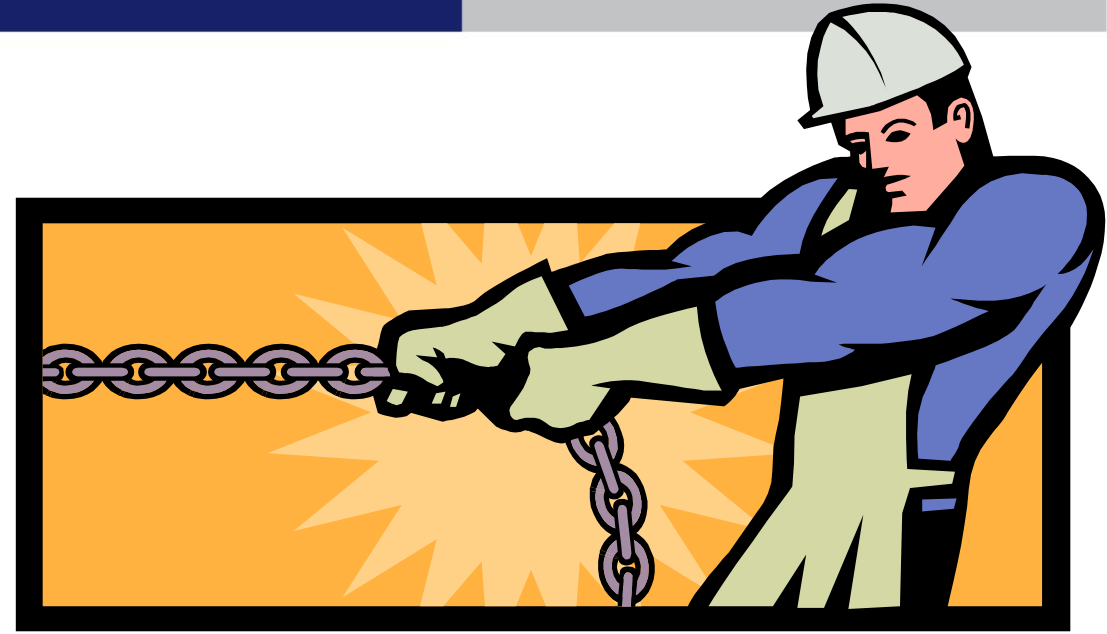
Data informed?

What data?



How can we get to Business-Led?









Employment Referral Hits





Scaling Up: (Not So Well)

What Works Well

Individual Companies

Clusters of Companies

Business as Customers

Business as Partners

Program or Institution Driven

Industry Driven

Statewide Top Down / Too Local

Regional

Wishful Thinking

Build on existing or emerging strengths

Workforce Only

All Industry Competitiveness Issues

Problem Driven

Opportunity Focused

Target Populations First

Business Priorities First

Representation Oriented

Champion Led

Futile Search for Consensus

Coalitions of the Willing

Organizations & Jurisdictions

People & Relationships

Mysterious Unique Occurrence

Disciplined Repeatable Process

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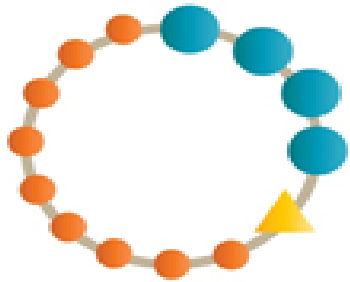
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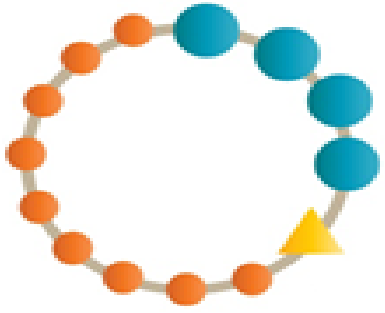
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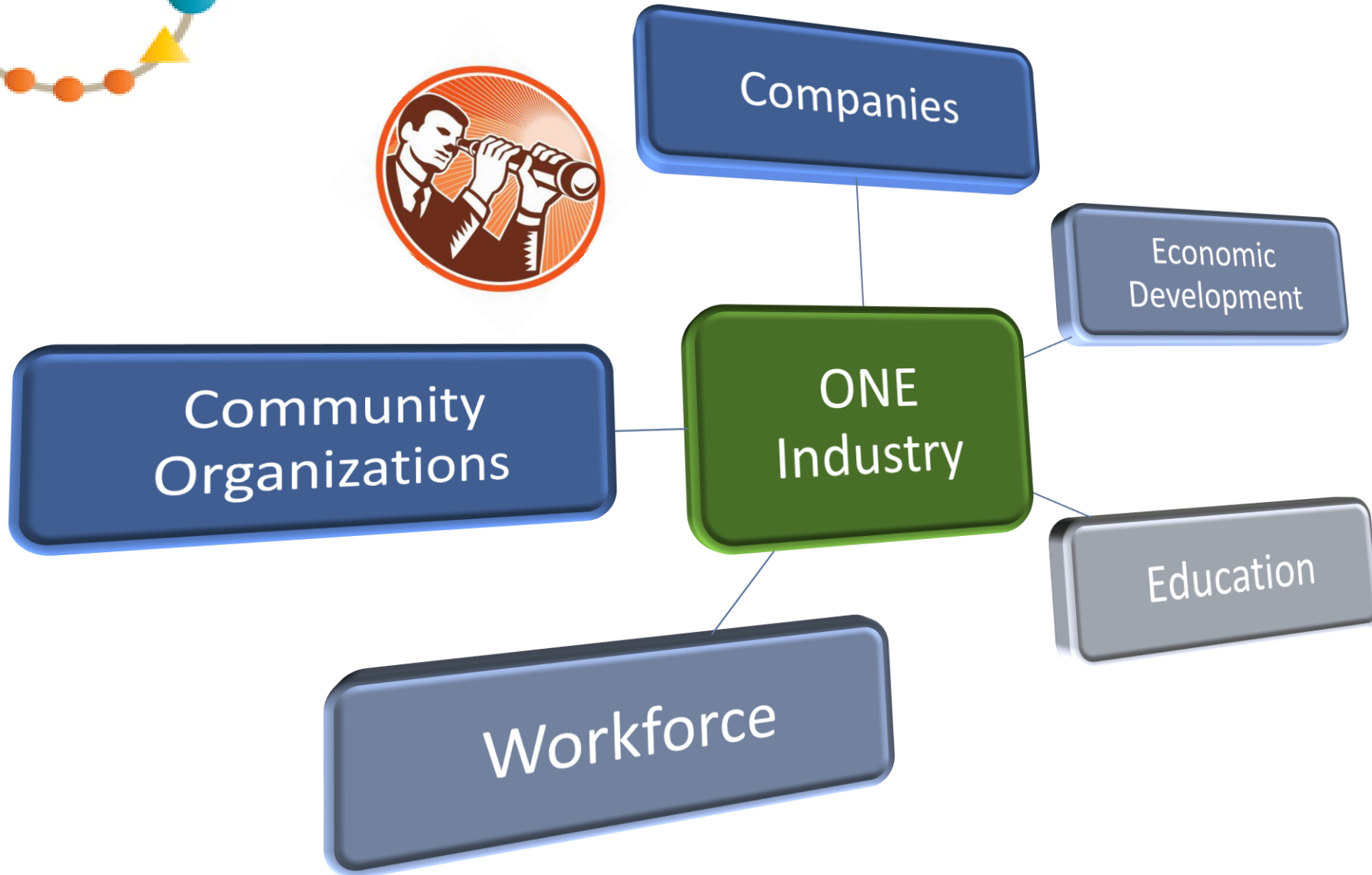
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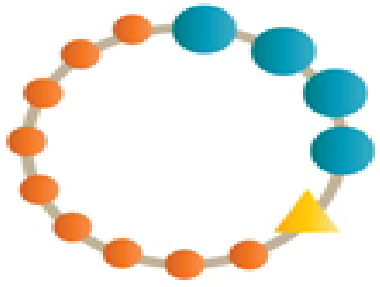
SECTOR STRATEGIES: BUSINESS-LED SECTOR PARTNERSHIPS



BUSINESS-LED SECTOR PARTNERSHIPS





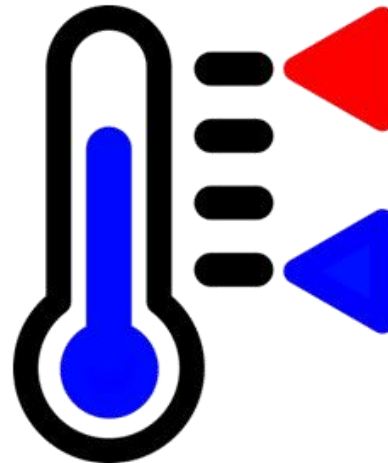


BUSINESS-LED SECTOR PARTNERSHIPS

- Act as a coordinating body
- Create customized responses to industry needs
- Focus on opportunities facing the industry
- Can be self-sustaining
- Refine industry-driven career pathways

Defining “Business Engagement”

Q: What does “*business engagement*” mean to public workforce & education partners?



MEANINGFUL ENGAGEMENT

- ACTIONABLE INFORMATION
 - DEMAND SKILLS / FEEDBACK / INDUSTRY TRENDS
- PARTNERING WITH SCHOOLS & TRAINING PROVIDERS
- COMMUNITY OUTREACH
- WORK-BASED LEARNING PLACEMENTS
- INVESTMENTS IN SECTOR PARTNERSHIPS



Commonly Held Private Sector Perspectives

Will Rogers, Jr.

“I don’t make jokes. I just watch the government and report the facts.”

Milton
Friedman

“The government solution to a problem is usually as bad as the problem.”

Sen. Daniel
Patrick
Moynihan

“The single most exciting thing you encounter in government is competence, because it’s so rare.”

Ronald Reagan

“The nine most terrifying words in the English language are, ‘I’m from the government and I’m here to help.’”

Business Engagement



&





Your Homework

What do they do? How do they do it? US/Global trends for their sector & industry? Where are they in the supply chain? Who are their competitors?

Become a Familiar Face

Go to Them
 Speak & network at THEIR meetings
 Light Pestering is OK – Initial ‘NO’s’ often turn into ‘YES’ .

Get past the Gatekeeper

Leverage mutual relationships, networks & sector partnerships
 Get to highest ranking person

Ask relevant ?? then LISTEN

Validate homework Get the “Paul Harvey”
 Identify root cause(s)

Be a credible value-added partner: ROI

Take Action – Assign ownership & responsibility
Find a way to improve their profitability – be creative
Get written endorsements from businesses you’ve helped

Make it Easy

FOCUS ON CUSTOMER SERVICE – do handoffs not referrals
 Talk in PLAIN ENGLISH
 Reduce Red Tape to the Nth Degree Turn Job Fairs into Hiring Events

Regular Care & Feeding

Follow Up,
 Be prepared to invest adequate resources



X Don'ts

Waste their
time: ROI

Only purposeful meetings as needed
Don't ignore input

Rely on 1
strategy

No 1-size-fits-all
No square pegs

Stay in your
silo

Be mindful of **all resources** that can help
Cross-program collaboration
Avoid data wars, government jargon & acronyms

Pressure to
sign up with
WIOA

Provide options
Be ready when **THEY** are ready

Over
Promise

Manage expectations
Make sure you're speaking the same dialect

Take the
relationship for
granted

Don't go through the motions
Cultivate **multiple** long-term contacts



U.S. Government Agency



The Importance of Integrated Business Services





U.S. Government Agency



Illinois Department of Commerce & Economic Opportunity



CMS



Illinois Department of LABOR

Lake Land College

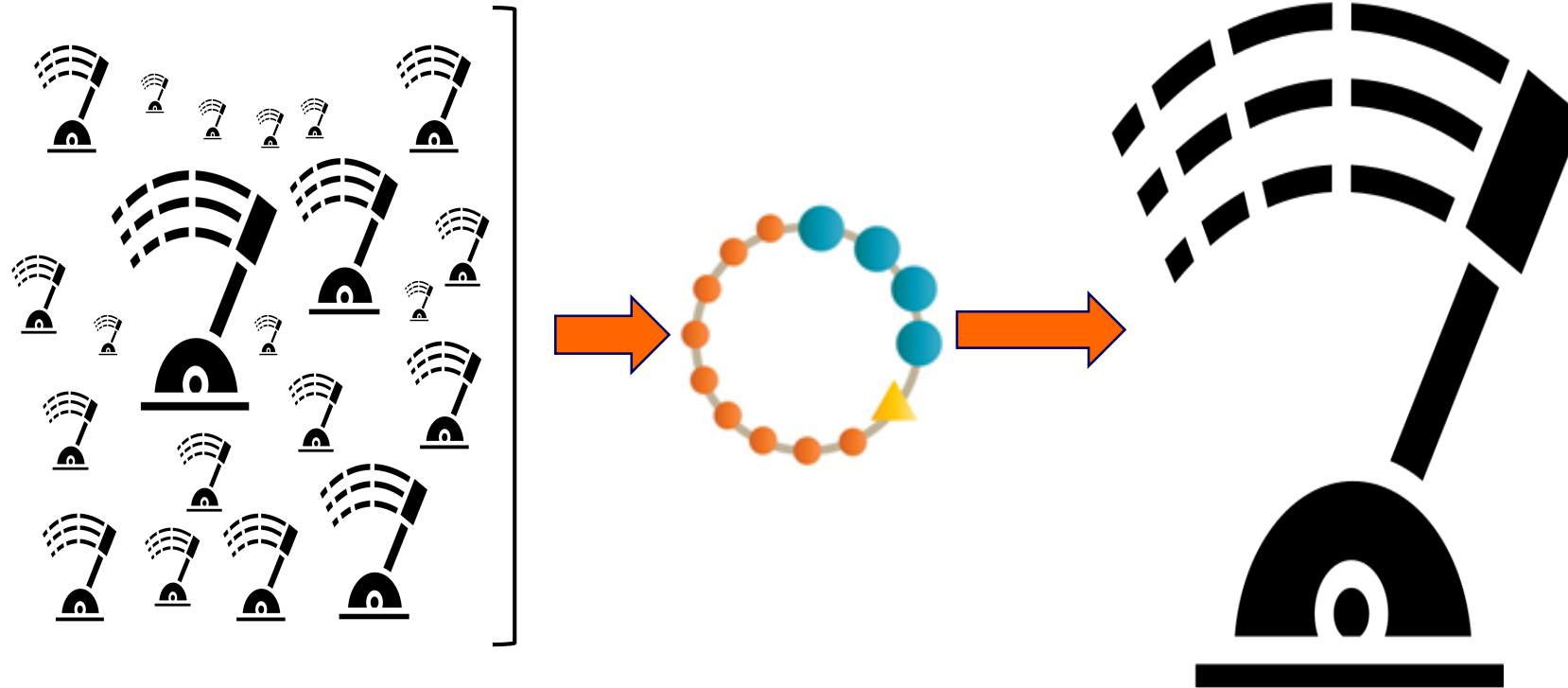


ILLINOIS UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

STREAMLINED APPROACH



Businesses-Led Partnerships Agents of Change



Talent Pipeline Management: A New Approach to Closing the Skills Gap

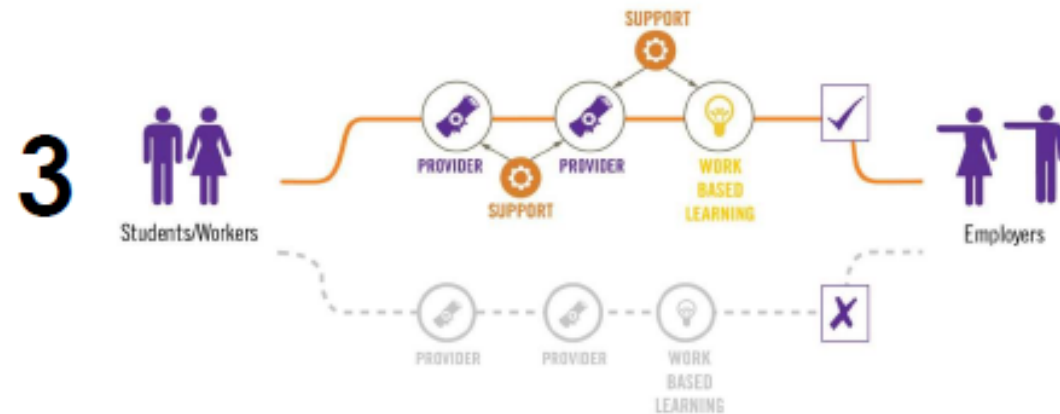
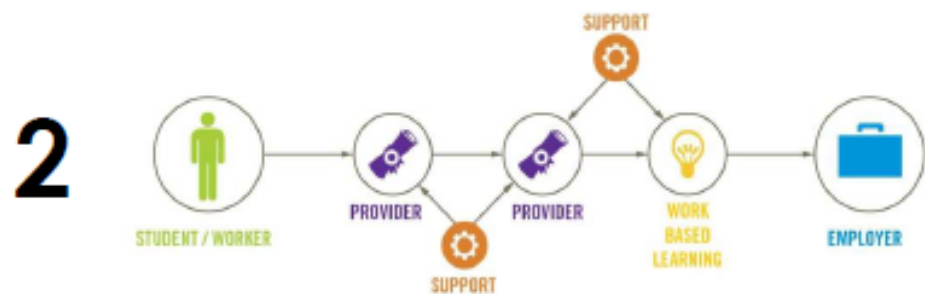
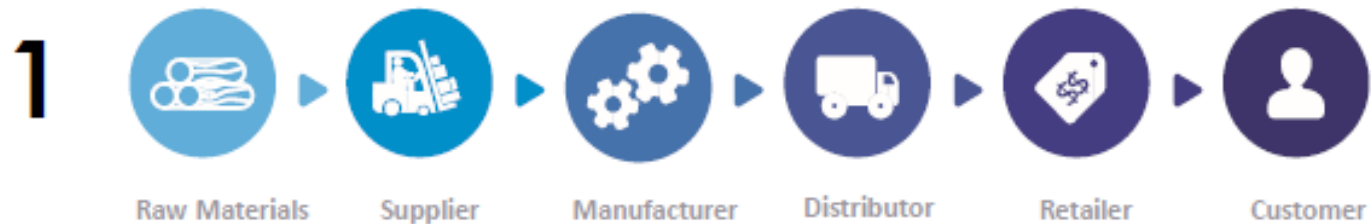


Building the Talent Pipeline: An Implementation Guide

From “Demand-Driven” to “**Employer-Led**”

- Transforming employer engagement
- Reinventing employer signaling
- Driving Innovation in quality assurance

Moving to a Talent Supply Chain Approach: A Business Solution for a Business Problem



Employer-Led, not Employer-Along: Implications for Education/Workforce Systems

- Competency-based education
- Assessment/demonstrations of learning
- Quality assurance
- Career advising/services
- Apprenticeship/work-based learning
- Labor market information
- Program advisory boards
- Credentialing
- Learner records
- Public-private partnerships
- Performance, learner outcomes, and ROI
- Longitudinal outcomes data
- Prior learning assessment
- Employability skills

An End-to-End Talent Management Process



Strategy 1: Organize Employer Collaboratives



Strategy 4: Analyze Talent Flows



Strategy 2: Engage in Demand Planning



Strategy 5: Build Talent Supply Chains



Strategy 3: Communicate Competency and Credential Requirements



Strategy 6: Continuous Improvement

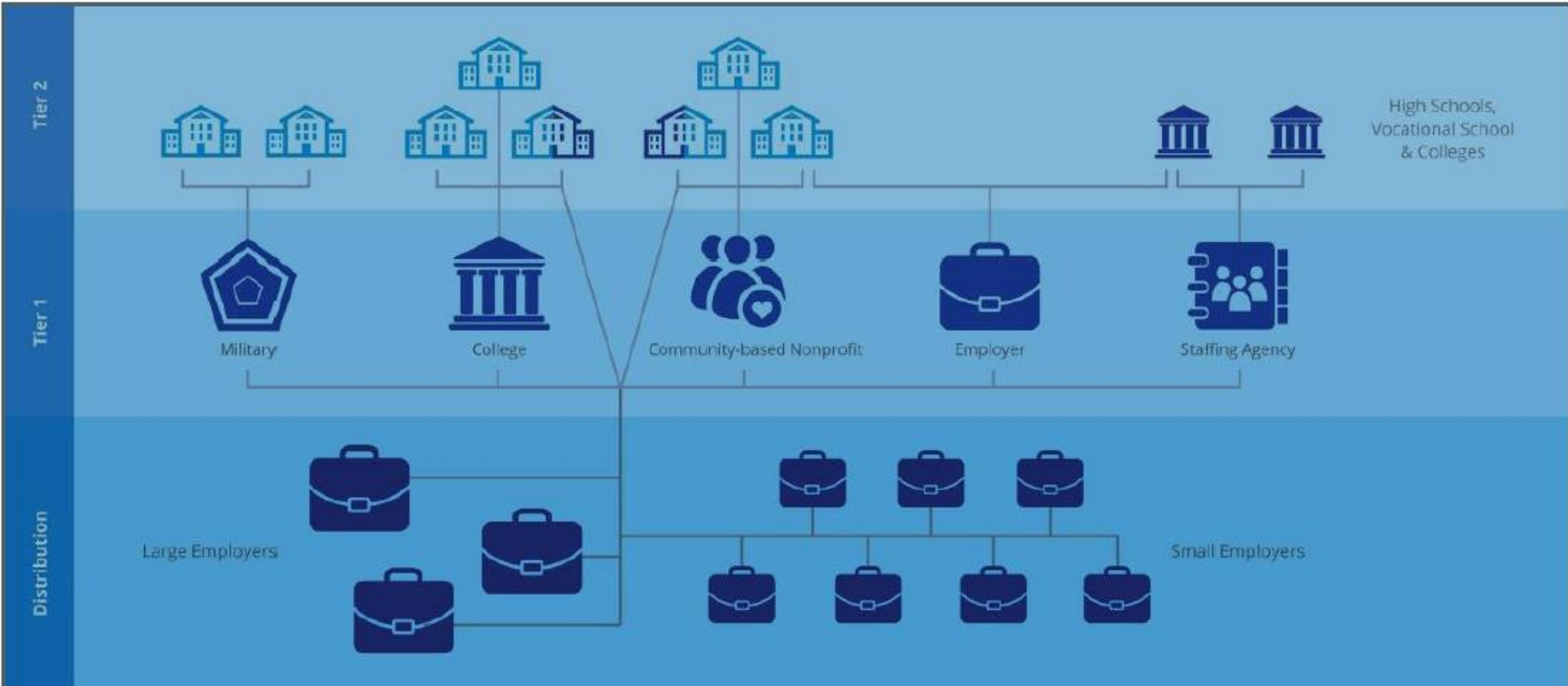


U.S. CHAMBER OF COMMERCE FOUNDATION

Education and Workforce



Backmapping Talent Flows & Identifying Preferred Provider



Keeping Score & Managing

ROI

Shared Pain Point Measures	Performance	Relative to Expectation	Trend
Percent of applicants from talent providers meeting requirements	55%	●	↓
Average number of days for filling open positions	128 days	●	↓
Percent of hires retained in first year of employment	75%	●	↑
Driver/Transition Measures	Performance	Relative to Expectation	Trend
Number of students completing education and training programs	75	●	—
Number of students enrolled in education and training programs	95	●	—

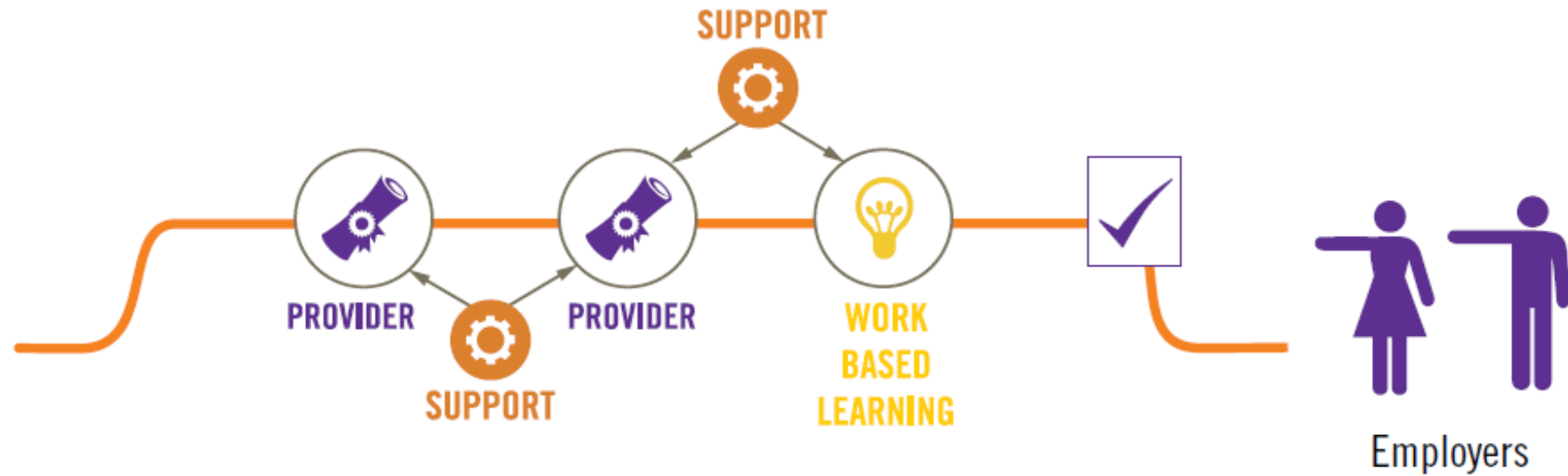
PROMOTING LEADING PROVIDERS



U.S. CHAMBER OF COMMERCE FOUNDATION
Education and Workforce



Students/Workers



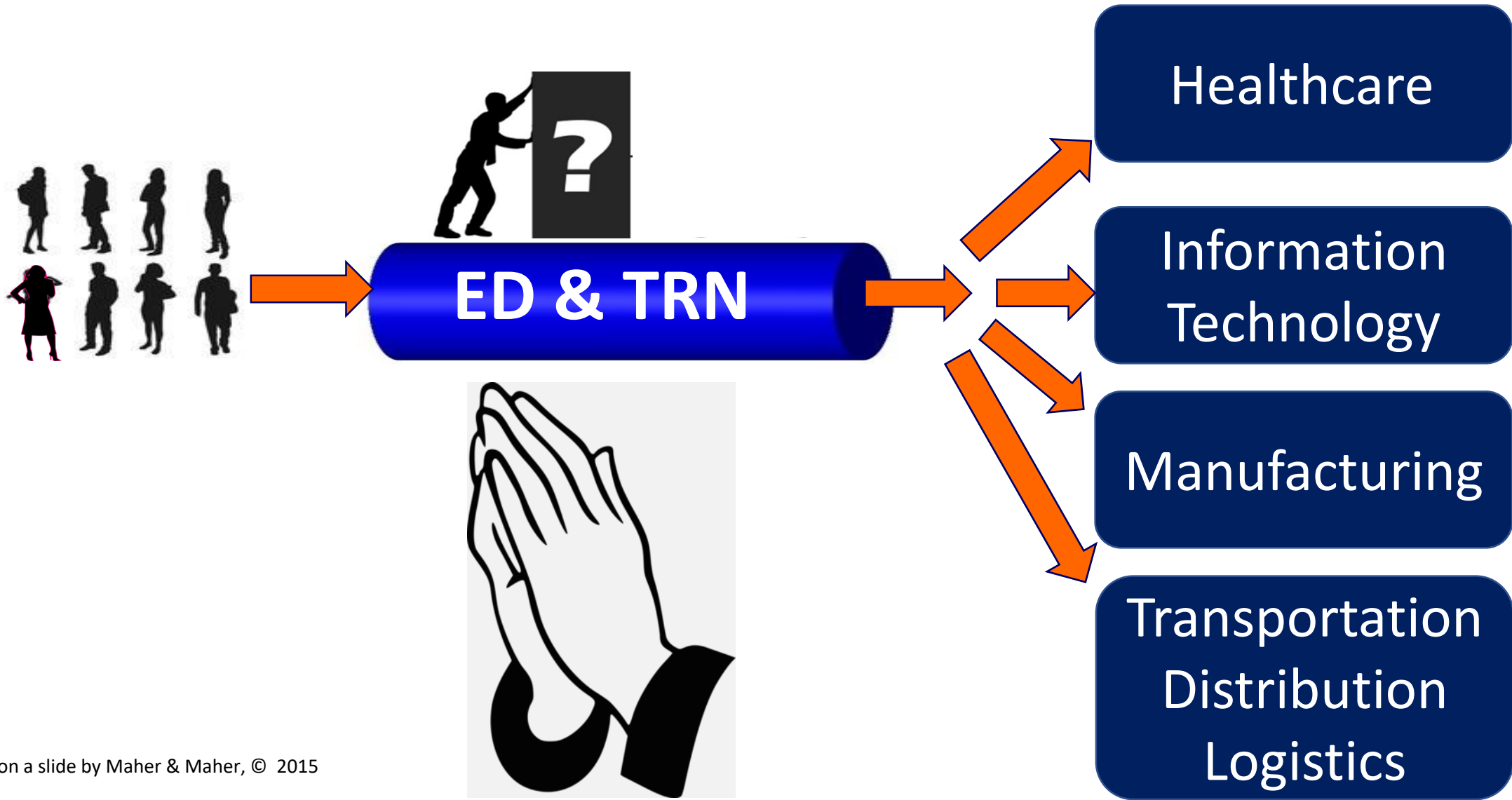
vs.



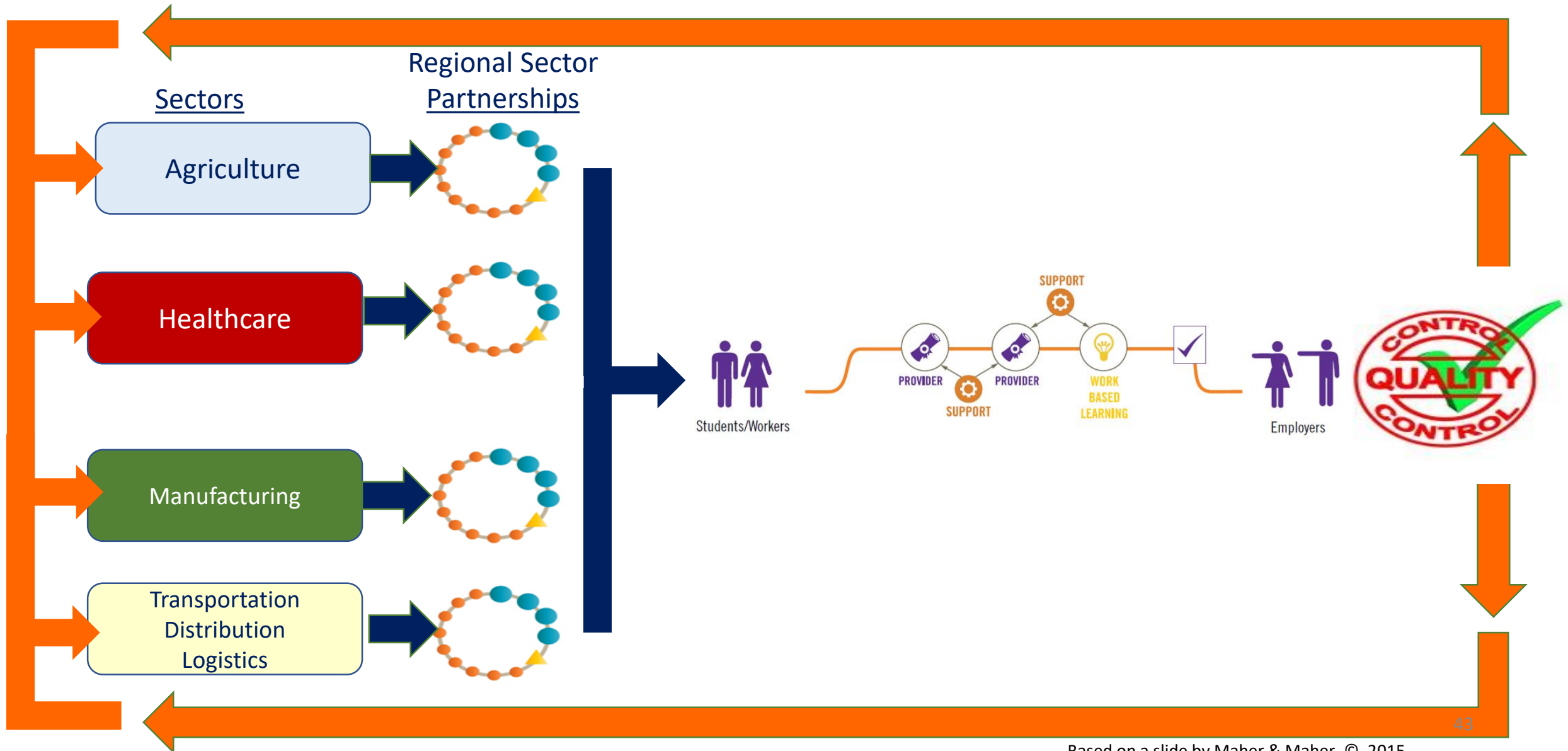
Are They Aligned?

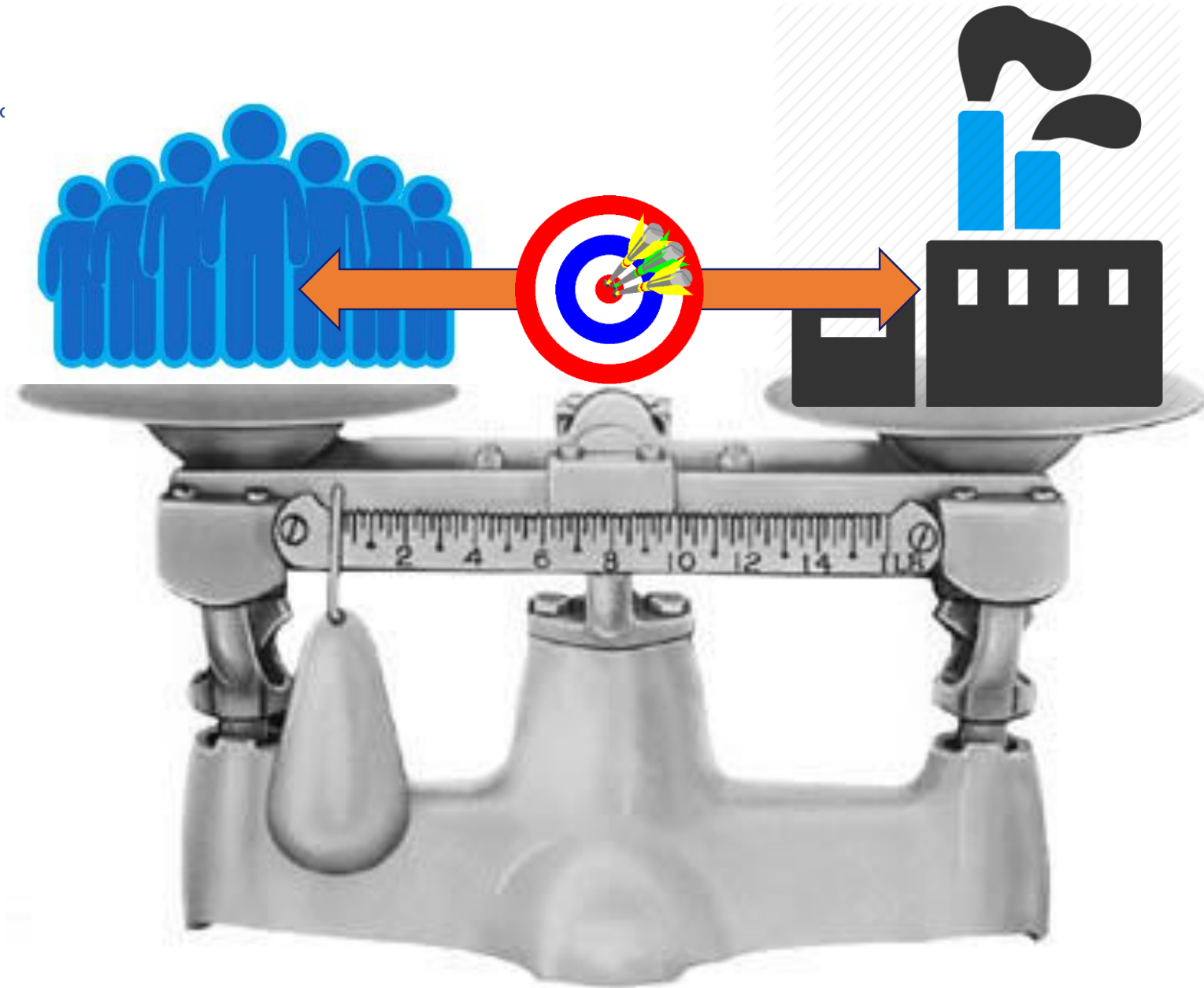
Students and workers can better connect to employers by accessing preferred provider networks based on performance.

Old School Talent Pipeline



Stakeholders to STOCKholders Talent Pipeline





FRAMEWORK FOR INTEGRATED BUSINESS SERVICES

AT THE STATE & REGIONAL LEVELS

David Gallagher

Lead Staff – Illinois Integrated Business Services Team

Northern Illinois University Center for Governmental Studies

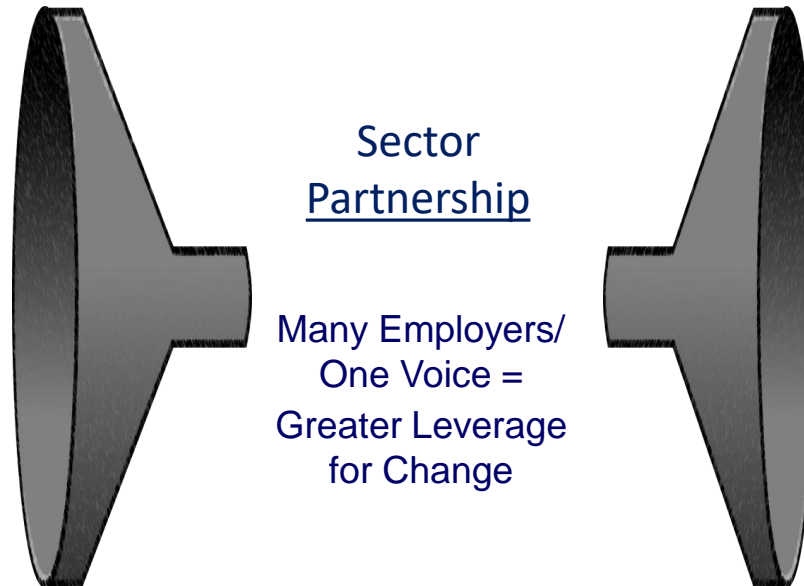
BACKGROUND

Unified WIOA State Plan

- The State Plan vision is to “**Promote employer-driven talent solutions that integrate** education, workforce and economic development **resources** across systems...”
- A strategy in the plan is to “**Support Employer-Driven Regional Sector Initiatives**”
 - This strategy specifically seeks “to **align and integrate business services** among the core programs along with state and regional economic development partners”
- Activities will focus on **providing integrated business services to employers in targeted industries and occupations**

Regional Industry Sector Focus

This project is meant to create a framework for workforce, education and economic development partners to better listen to, learn from, and respond to Illinois' businesses **within the context of a regional sector-based talent pipeline model.**



4 PRE-REQUISITES

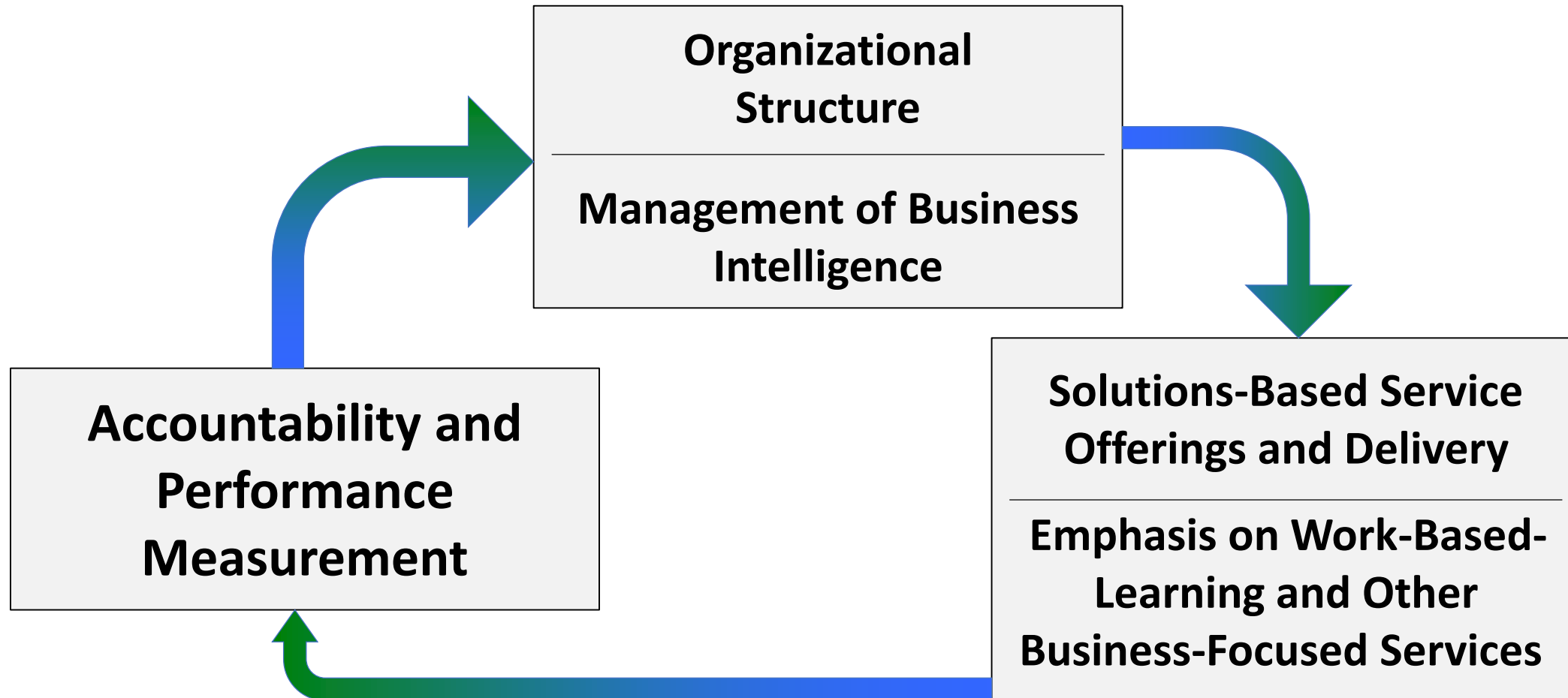
- **Strong** regional industry **partnerships** between businesses and public agencies
- Collaborative **identification of key** regional industry **sectors**
- Development and support of **sector-based career pathways**
- **Ongoing** identification of talent supply chain needs for the region

8 FOUNDATIONAL ELEMENTS

A framework for integrated business services must include these elements. It must be:

- Sectoral
- Transformational
- Regional
- Permissible
- Coordinated
- United
- Aligned
- Flexible

5 STRUCTURAL ELEMENTS



ORGANIZATIONAL STRUCTURE

- Must provide a reliable **strategy for contact** between the workforce/economic development system and employers.
- **Form will vary** according to region and sector.
- **Existing relationships** may be most fruitfully utilized as the initial point of contact.

MANAGEMENT OF BUSINESS INTELLIGENCE

- Given the need to share information, management of business intelligence is **critical**.
- Purchase or development of a new CRM system would be **very challenging** in the current budgetary environment.
- With that reality, “Management of Business Intelligence” must take on a **wider meaning**.

MANAGEMENT OF BUSINESS INTELLIGENCE

- Regional Level
 - **Base functionality** for any use of existing products - - or new product development -- at the local/regional level:
 - **Track business** lead, account, contact and activity **information**.
 - **Track contact information** associated with these businesses.
 - **Track new business leads** that are not currently receiving services.
 - **Track** all emails, calls, meetings, tasks and **follow-ups** for these businesses.

SOLUTIONS-BASED SERVICE OFFERINGS

- Provide businesses with service offerings that deliver direct **solutions to expressed business needs.**
 - **Standardize processes** for contacting employers in each targeted industry sector.
 - **Provide direct access** to appropriate services, or referral to others who can provide those services.
 - **Partner with employers – and groups of employers** -- to identify their needs and provide timely solutions.

EMPHASIS ON WORK-BASED LEARNING

- Closely tied to the types of solutions sought by businesses is the **expanded use** of work-based learning.
 - An **attractive mechanism** for delivering Training and Education solutions.
 - In an **environment** that is **directly shaped to** and for the needs of **the employer** – their own business .
- These types of programs naturally invite **more explicit involvement** by employers.
 - As such, work-based learning is often the **most effective route** to solution-based services.

ACCOUNTABILITY & PERFORMANCE MEASUREMENT

- Enable the measurement (and dissemination) of the **meaningful results** of business services activities.
 - Establish **feedback loops** to drive data-driven course corrections to the other four framework elements.
- More closely **measure the *value proposition*** for businesses that receive system services.

NEXT STEPS

- Implementation Plan
 - **Four Implementation Goal Areas**
 - Staging
 - Business Intelligence & Communication Strategies
 - Professional Development & Training
 - Coordination with Related Groups & Activities

IMPLEMENTATION PLAN

• Staging

- Define “business engagement” (and then disseminate that definition) in order to maximize scale, expertise, and relationships.
- Deploy Integrated Business Services Framework to workforce development actors within each region.
- Develop an inventory of current approaches.

IMPLEMENTATION PLAN

- **Business Intelligence & Communication Strategies**
 - Develop a compendium of business intelligence best practices.
 - Develop mechanisms for ongoing coordination with existing activities.
 - Develop ongoing lines of communication with the Department of Innovation & Technology.

IMPLEMENTATION PLAN

- **Professional Development & Training**
 - Develop training materials & methods.
 - Develop feedback mechanisms for Regional Business Services Staff to improve business services within the context of sector strategies.

IMPLEMENTATION PLAN

- **Coordination with Related Groups & Activities**
 - Coordinate with the IWIB Evaluation & Accountability Committee and IWIB Technology Committee.
 - Coordinate with and assist The Governor's Cabinet on Children and Youth's WRAP Committee.
 - Coordinate with and assist IWIB Apprenticeship Committee.
 - Coordinate with the development and execution of Regional Plans – including activities with LWIA, Chambers & Others.

