

Brought to You by Region 2 Planning through the
Governor's Regional Prosperity Initiative



greater ann arbor region
workforce opportunity workshop

PLAYBOOK

Working together for keys that will continue
unlocking doors on our talent development
and retention journey

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USE COLLABORATION TO CREATE PROGRESS



Keynote speaker, Mark Alyea, President Emeritus of Alro Steel and Chairman of Governor's Talent Investment Board (GTIB)

HOW DO YOU DEFINE COLLABORATION?

Collaboration is a popular and sometimes default concept to cling to. Going through the effort to define how collaboration is relevant to certain scenarios is more work and therefore usually less popular. Is it as simple as appearing together at certain decision-making meetings? Consulting together monthly? Engaging in projects and seeking measurable results? Those are all correct answers depending on the scenario.

In 2017, thanks to a grant from the State of Michigan's Regional Prosperity Initiative, the Greater Ann Arbor Region could better answer this question for itself. While the regional partners did already have an administrative rhythm in place, the opportunity to do more with the good relationship and take a broader approach to addressing growing nationwide deficit in talent.

Starting with individual consultations with each partner organization, a team dedicated itself to working past typical success stories and started to find the strategic moves each partner agency was using and how they might be adapted regionally. As a conclusion to the consultative meetings, a Greater Ann Arbor Region Workforce Opportunity Workshop was hosted as a platform not only to share these findings but to build upon them.

During the day-long event, attendees learned approaches, challenges, and opportunities from across the region. They engaged with individuals representing industry, policy, and education. They brainstormed a key list of areas that would help the region move forward as a whole, which revealed some unexpected priorities.

Was the question of "how do we define collaboration" question fully answered? For this step, yes. The evidence was in the actions taken by the participants; dedicating time to preparing for and leveraging time together at the workshop. Collaboration here means digging together for keys that will continue unlocking doors on our talent development and retention journey.



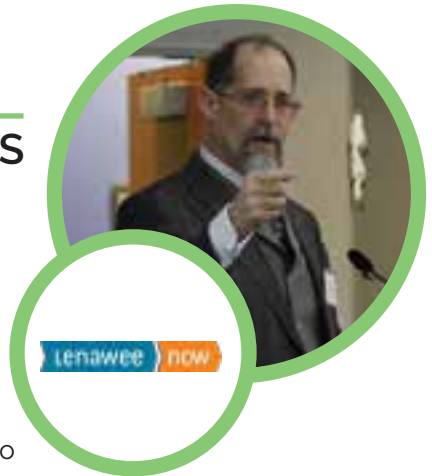
ASK QUESTIONS...& LISTEN

Tim Robinson | tim@lenaweenow.org
Director of Operations
Lenawee Now

PRESENTATION POINTS

TOPIC: ALIGN TALENT SYSTEM
(FORMERLY UNIFIED TALENT SYSTEM –
CHANGED NAME TO BE MORE MARKETABLE
TO AUDIENCE)

- › Provide forum for discussion
- › Create a system's approach
- › Sustain and grow our system to keep talent growing in Lenawee and the region
- › Agencies operating separately, need to communicate and not duplicate
- › Don't blame – ACT!
- › "Supply chain mentality" for talent
- › Source of talent... long-term K-12 ("Cradle to Career" initiative)
- › 6.5 million openings and 6.1 million available workers
- › Economic development is no longer about business attraction, it's about people attraction
- › Everything is important – expand the focus beyond manufacturing, must also consider development in retail, health, engineering, etc. ALL important to attract people
 - › Employers -> School -> Parents -> Students



CONTINUED ON 07



PRESENTATION BREAKOUT NOTES

- › To improve this project, all players need to embrace flexibility. Meet employers where they are. Re/schedule according to employee time and availability.
- › Understanding is increasing in regards to showing employees more respect. Understand their motivating factors and learn how to best show them they are valued.
- › It would be beneficial to reexamine the hierarchy of needs as it pertains to an employee group; it's not just about money.
- › Continue to look short-term and long-term with programming.

PRESENTATION QUESTIONS/INTERESTS

- › Use supply chain for talent
- › Treat talent with a supply chain mentality
- › Proactive rather than reactive hiring
- › Reverse job fair
- › Group meeting with educators and businesses to agree on how to move forward.

EMPLOY DATA-DRIVEN DECISIONS

Tim Rogers | trogers@enterprisegroup.org
President & Chief Executive Officer
The Jackson Enterprise Group

PRESENTATION POINTS

- › Must tackle talent development together; this is not a K-12, college, business issue alone – everyone needs to be involved
- › Data has driven their decision making and dictates the allocation of resources
- › “Cradle to Career” initiative that involves everyone in the conversation – whole population challenge and in Jackson County, population not growing – decrease in unemployment, but workforce is not necessarily increasing
- › Participation needs to increase
- › To address, developed a long-term approach to have an impact on the educational system K-12, it's not the responsibility of educators alone, has to be a partnership between education and business because it impacts everyone
- › 60% of Jackson County's workforce live and work in Jackson County, JPS recently passed millage!
- › Median wage #s and participation #s need to move
- › Many aspects to address: non-family income issues, mental health, social work, education, health – have to have a whole community approach
- › Focusing on STEM education, soft skill development, apprenticeship program, First Robotics ... using data to make decisions about programing/resources



PRESENTATION QUESTIONS/INTERESTS

- › It's not the educator's responsibility, it's the business community's
- › Why do we not have healthcare at the table
- › Data is what drives our resources, where do we get data to make our own charts?
- › FIRST robotics for middle schools
- › We are not teaching what programs are needed to support our businesses; programs are old, and facilities are aging but companies' needs are quickly changing.

PRESENTATION BREAKOUT NOTES

- › Breakout attendees discussed data driven decision making: data drives research and is everything. You can't ignore the numbers, and the numbers are the numbers – no need to try to make it look better than it is.
- › Workforce Intelligence Network (WIN) was discussed as a great resource for producing similar reports.
- › Breakout attendees discussed being honest with employers in their talent crisis: "Does the job description match what they are being paid?". Also, studies are showing that talent is turning away higher salary for more flexibility or benefit – what are they offering?





LOOK AT THE BIG PICTURE

Sharon Miller | sharon.miller@cmsenergy.com
Michigan Talent Architect, Learning & Development
Consumers Energy

PRESENTATION POINTS

SHARON MILLER,
CONSUMER'S ENERGY
(RETIRED OAKLAND COUNTY EDUCATOR)

TOPIC: MI TALENT ARCHITECTURE,
BUILDING THE TALENT PIPELINE

- › Engage the "talent supply chain" = start with the educational system

CONTINUED ON 12





4,000 APPLICANTS... ONLY 50 WERE QUALIFIED



- › Research (data) showed skill GAP for example: 65% of CEOs planned to hire graduates; 11% of businesses believe graduates are prepared; 96% of chief academic officers believe graduates are prepared
- › Consumer's had an issue: they received 4,000 applicants for an opening in a skilled trade position, after screening only 50 were qualified
- › Partnered with DTE and US Chamber of Commerce to implement the TPM Academy

ERIN DUCKETT,

MI TALENT INVESTMENT AGENCY

TOPIC: TALENT PIPELINE MANAGEMENT ACADEMY

(WWW.TALENTSUPPLYCHAIN.COM)

- › Create clear career pathways
- › TPM Curriculum Strategies:
- › Employer collaboration
 1. Demand planning (critical jobs; web tools)
 2. Communicate competency (metrics)
 3. Analyze talent flow (ROI)
 4. Build talent supply chains
 5. Continuous improvement

- › Can be applied in any industry
- › Have training: MI Works, Mindy Bradish from Jackson County
- › "Back-mapping" process – discover source of talent
 - › Career awareness, exploration, preparation, pre-employability training, onboarding, full productivity, retention
- › Use same language among stakeholders

PRESENTATION QUESTIONS/INTERESTS

- › Strategy/organize talent flow
- › Engage in demand model
- › Back-mapping
- › Talent pipeline management with US Chamber
- › Employer larger role in education curriculum
- › How do Automation Alley and Lakeshore get involved (TPM)

PRESENTATION BREAKOUT NOTES

- › Discussion on back mapping helped breakout session attendees understand how they could use a similar technique to learn more about their respective communities.
- › Partners could collaborate to get more employers to the table for similar opportunities.
- › The TPM process is one that breakout attendees thought would enhance a regional talent system as it is more thoughtful and process-oriented than others they've seen.



SET EXPECTATIONS

Sue Smith | ssmith@hillsdaleedp.org
Executive Director
Hillsdale Economic Development
Partnership

PRESENTATION POINTS

GUEST SPEAKER: MIKE COREY,
TEACHER, JONESVILLE PATHWAY SCHOOL
(PREVIOUSLY PHOENIX ALTERNATIVE
SCHOOL)

- › Goal of school: change the environment and attitude
 - › Raise expectations, create a supportive, respectful environment
- › Career preparation program “wrap-around” approach
 - › Educational Development Plans (via Career Cruising)
 - › 10 hours OSHA Certification
 - › CTE programming standards for Employability & Career standards/objectives: soft skill development, portfolio development, financial literacy, work-based learning opportunities
- › 1 to 1 technology initiative – students advance at their individual pace, rather than as a class





SUE SMITH, LITCHFIELD REGIONAL TRAINING CENTER

- › Investing in human capital
- › Employers are the customer – drive and sustain the economy
- › Proprietary school (LARA) – partnerships make it work:
 - › Local Municipality Litchfield TIFA
 - › K-12 Schools
 - › MWSE
 - › Federal USDA Rural Development
 - › EDP
 - › Public/Private Trainers
 - › Employers

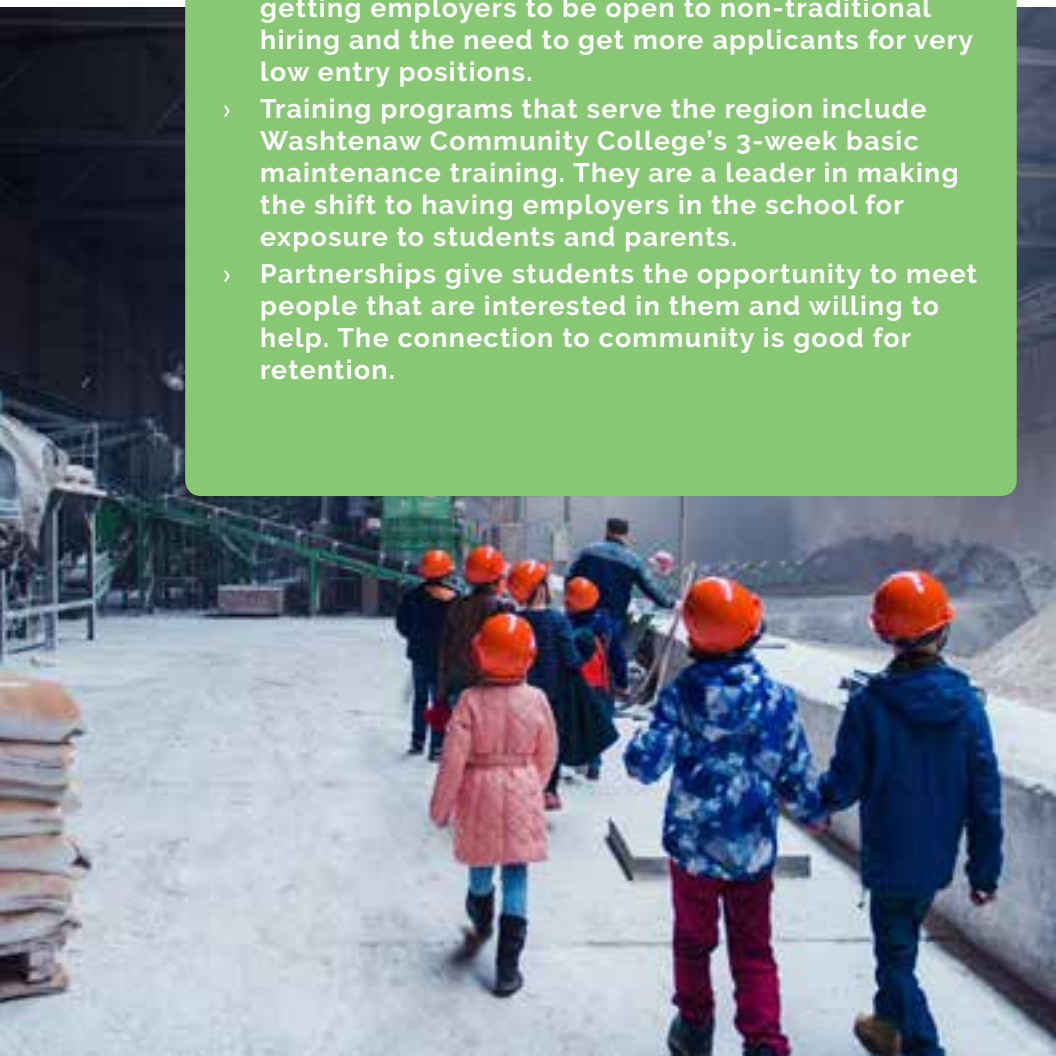
PRESENTATION QUESTIONS/INTERESTS

- › Find their interests and talents
- › Increase the expectations of the students – how?
- › Raising their confidence through real-life experiences
- › Celebrate success!
- › Multi-sector talent tours
- › Financial literacy
- › One student, one device program
- › OSHA certified training at pathways – great idea. Work ethic, exposure.
- › How do you define your student/faculty support system so that it was consistent organization-wide? Policy/procedure? Training? Other?
- › What is the frequency/depth of career cruising use?
- › Students will rise to the level of expectation they are taught
- › Tours of business/industry
- › Availability of training 24/7
- › Training center – can bring anyone to train and use facility
- › Raising expectations
- › Out-of-the-box training
- › Real-life experience
- › How do we impact K-12 when parents aren't teaching the workplace philosophies of raising the bar?
- › How did you start, where did you go to? (Stakeholders?)
- › How do we get students to intern/co-op work in manufacturing to gain exposure without having issues with OSHA?
- › Employers are the customers
- › "Isolation is the enemy of progress"
- › "Wrap-around student services"

- › Bankers visit students to explain: credit ratings and how to handle money
- › Who set expectations? Any student input? Business input?
- › Great example of tapping into a marginalized labor pool
- › Training center: how does it work? Who pays for classes? Is there a “playbook” on how it works and can it be shared?

PRESENTATION BREAKOUT NOTES

- › Breakout attendees discussed challenges in getting employers to be open to non-traditional hiring and the need to get more applicants for very low entry positions.
- › Training programs that serve the region include Washtenaw Community College's 3-week basic maintenance training. They are a leader in making the shift to having employers in the school for exposure to students and parents.
- › Partnerships give students the opportunity to meet people that are interested in them and willing to help. The connection to community is good for retention.



GET THE WORD OUT

Phil Santer | phil@annarborusa.org
Senior Vice President & Chief of Staff
Ann Arbor SPARK Washtenaw

PRESENTATION POINTS

TOPIC: TECH TALENT AWARENESS
EVENTS

- › Goal: Ensure awareness
- › Solution: Ann Arbor TECH TREK "Technology Company Open House" – companies can open their doors and let people know what they do
- › Creates community engagement, talent awareness
- › Not a job fair – an opportunity to learn more about openings, low-pressure
- › 75% company participation
- › Solution: Tech Homecoming
- › Strategic Advertising Campaign – targeted social media, data-driven decision-making A/B Testing
- › 2016: 1,800 registered (20% job seekers)
- › 2017: 4,200 registered (40% job seekers)





PRESENTATION BREAKOUT NOTES

- › The group felt there is an opportunity to implement events similar to tech homecoming in other parts of the region so they, too, can stay connected to talent in such a way.
- › Discussion around targeted social media and digital advertising increased understanding of its potential and required effort/investment.

PRESENTATION QUESTIONS/INTERESTS

- › Who is the actual person or persona you are targeting with your social media activities?
- › Are employers (tech companies) reporting outcomes to tech trek activities?
- › Develop “personas” to market to
- › Importance of A/B testing of marketing methods/ messages
- › Tech homecoming
- › Open up the companies
- › Advise through social media
- › Target particular demographics throughout the US



CONNECT PEOPLE

Sarah Craft | scraft@detroitchamber.com
Manager, Education Attainment
Detroit Regional Chamber

PRESENTATION POINTS

TOPIC: "DETROIT DRIVES DEGREES"

- › Readiness -> Access -> Success -> Talent
- › Issue: losing people in "success" stage, not retaining talent (people moving out of state)
- › High School and Post-secondary graduation rates decreased: 43% post-secondary, Goal: increase to 60% by 2030
- › Solution: Regional, coordinated effort – building a Web site for job seekers to access opportunities and connect
- › Collect the data: focus groups, surveys, interviews
- › Wanted to make a "splash" – impact the global economy, get on a list like "100 Best Workplaces for Millennials"
- › Web site has areas such as: find your dream job, find your place (community that fits your needs/interests), explore and enjoy, and make an impact



- › Inspired by "Call a Swede"... have direct communication via text through "Ask a Local", get personalized responses, social media engagement
- › Share Your Story (personalize/connect with audience)
- › Campaign: "Let's Detroit" – using Detroit as a verb, again, people focused initiative

PRESENTATION QUESTIONS/INTERESTS

- › 60% post-secondary attainment goal for Southeast Michigan
- › Young professionals
- › Texting communication, millennial-friendly culture
- › How does the Detroit Drive degrees mesh with the new Marshall Plan from the Governor's office?
- › Companies need help selling their community as well as their jobs to new talent. What are they doing to help this?
- › Get everyone to share their talent retention/attraction story

PRESENTATION BREAKOUT NOTES

- › **More implementation of a supply-chain method to attract talent is needed, which seems like common sense to hear it but to hear it out loud is a "light bulb" effect.**
- › **Something collaboration can strengthen is in building out the ambassador network so it provides diversity in geography and interests.**
- › **Regional impact can be increased by leveraging the marketing campaign being rolled out.**



LEVERAGE SUPPLY AND DEMAND

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Director of Business Development
Ann Arbor SPARK Livingston

PRESENTATION POINTS

TOPIC: PARTNERSHIPS IN
TRANSPORTATION: ADDRESSING
CRITICAL EMPLOYEE NEEDS

- › “Thinking globally, acting locally”
- › “Workforce is regional”





PROBLEM: SHOWING UP TO WORK

- › Solution: provide consistent transportation options
- › Partnered with Flint MTA bus system & TRIBAR (management partner)
- › Employer buy-in + support program + transportation provider = Partnership
- › Howell & Brighton bus systems supports 300+ jobs and would like to expand

PRESENTATION QUESTIONS/INTERESTS

- › More detail about Livingston County Transportation service/plan
- › Regional bus system – more info. How can other counties/regions do this?

- › Transportation partnership
- › Success coaches
- › Developing soft skills
- › Wrap-around services?
- › Community ventures funding?
- › Is there a supporting childcare program for employees busing into the area? e.g. how are working parents managing this if no formal arrangement is in place? Childcare is/was a challenge at Litchfield training center and may be a good conversation on approach.
- › How are you advertising this opportunity and filling available buses?

PRESENTATION BREAKOUT NOTES

- › An improvement to the project would be partnering with non-profits and other companies to support childcare.
- › Area partners gained additional understanding that the transit authority (MTA) supported advertising at its locations, job fairs, and within other postings.
- › Regional impact can be increased through community ventures supporting transit by paying for bus tickets through the “wrap around services.”
- › It would be interesting to see how the supply chain concept can apply to this project.





Round-table discussion of issues

USE COLLABORATION TO CREATE PROGRESS

1. Local companies evaluate where talent is coming from
2. System to create regional talent pool/networks
3. Regional conversations re: data on the norm -> proactive
4. Look at marginalized pools of labor for opportunities
5. Identify types/needs of labor between counties - understand and share/direct resources.
6. Hear more from employers and students. Employers: what's working well? Students: what are they thinking?
7. Get feedback from current employers (e.g., growth / development and retention)
8. Create talking points to inform/empower policy makers

Put Some WOW in Your Talent Development

Greater Ann Arbor Region Workforce Opportunity Workshop





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R E G I O N

