

JOBS, JOBS, JOBS

Workforce Development for Sustained Economic Growth

Roundtable discussion on
Workforce Development



Perspective



- ▶ Likelihood of an adequate pipeline of talent is the #1 factor in location selection
 - ▶ Attracts companies and helps existing companies grow -- or causes them to go elsewhere
- ▶ However, workforce and economic development have not been aligned in their approach:
 - ▶ Traditionally, economic developers were concerned with businesses as their primary customers
 - ▶ Higher education and workforce developers catered to student preferences



Why Workforce Development?

- ▶ Lack of trained workforce is a major complaint of U.S. businesses
 - ▶ Productivity & profitability depends on personnel
 - ▶ Global competition & technological change require new skills
- ▶ Workforce development programs should serve to bridge demand & supply gap





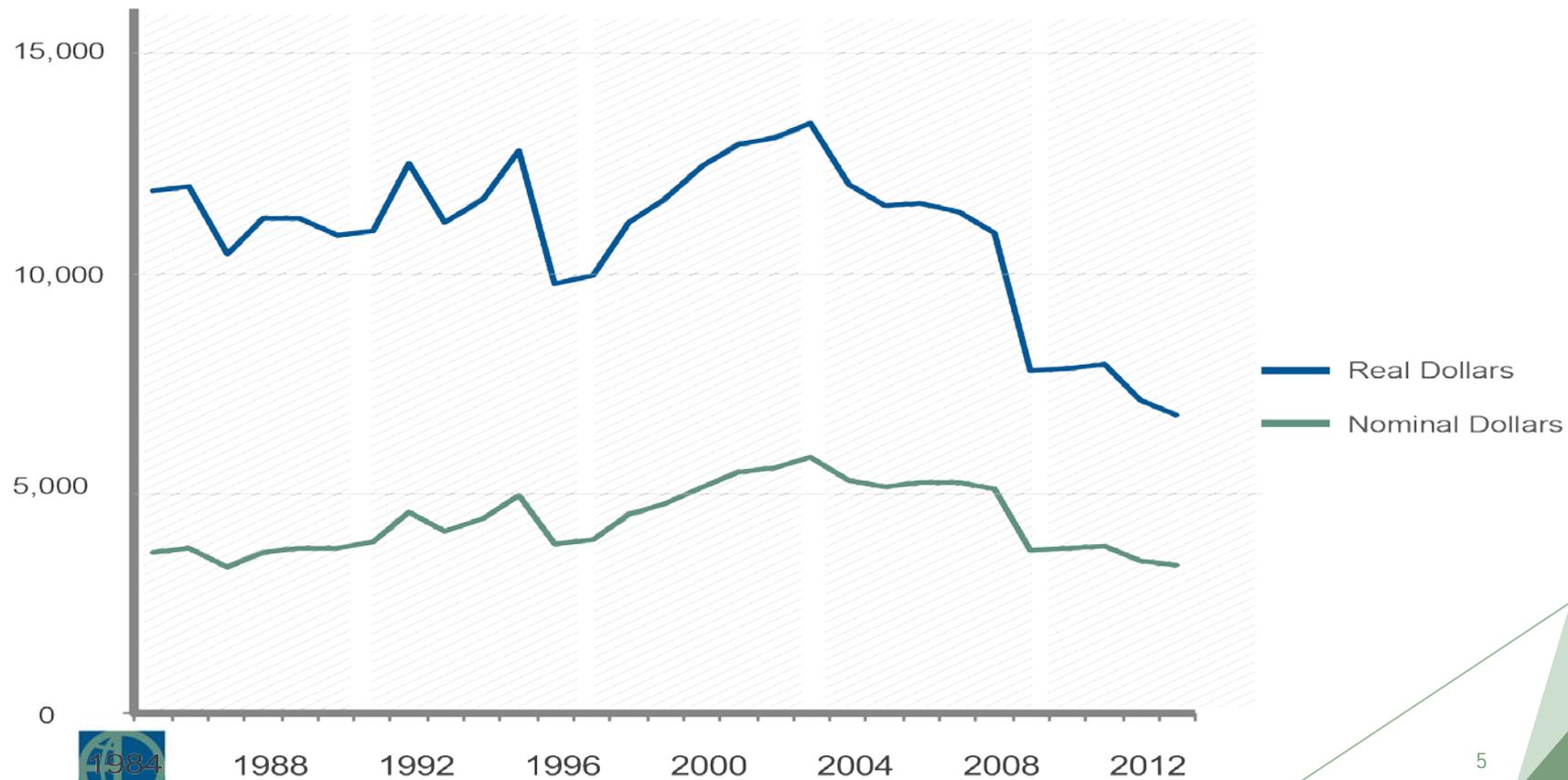
Concern Regarding Quality and Quantity of Workforce

- ▶ America's labor pipeline is slowing and changing
 - ▶ Older, highly skilled "Baby Boomers" are retiring
 - ▶ Fewer workers to replace them
 - ▶ Mismatch in worker training
 - ▶ 60% of all new jobs created will require skills that only 20% of the current workforce possess





Another concern: reality of federal budget for training and employment programs



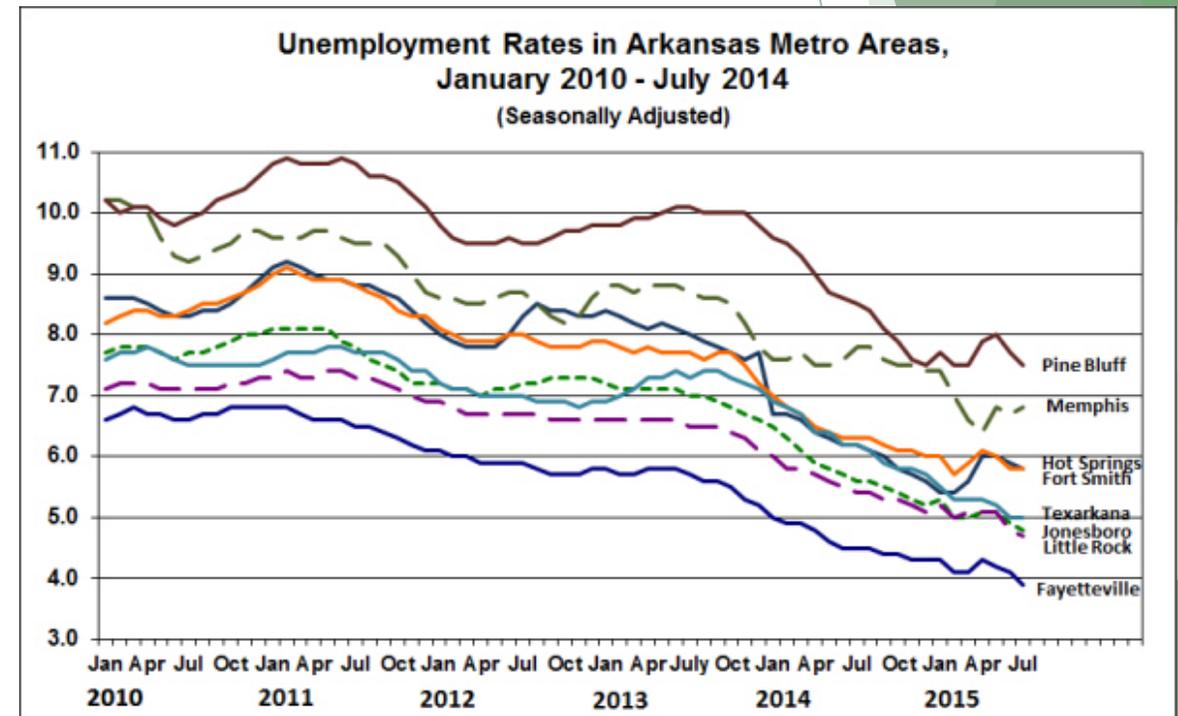
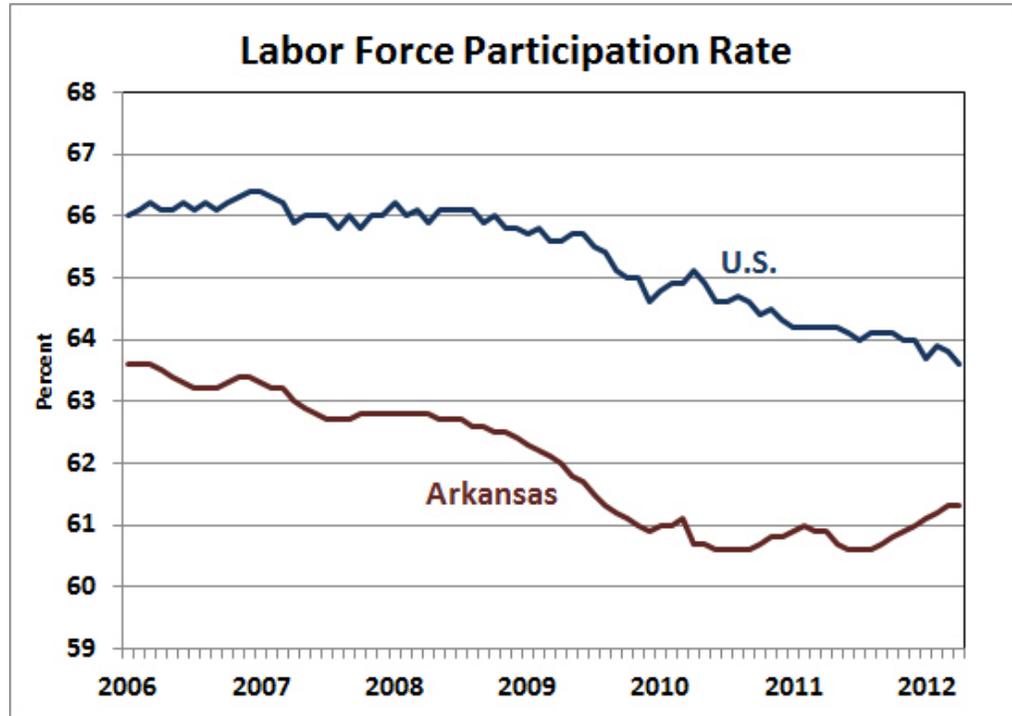
Economic developers say the American workforce development system is “broken” and needs major re-thinking.

American innovation requires new job skills that are changing so fast we can't keep up.

How is it working in your community?



We need to consider both labor participation and unemployment



Source: U.S. Bureau of Labor Statistics as graphed on ArkansasEconomist.com

2015 Federal Policy Environment

- ▶ Moving towards a “Job-driven model” - The federal approach to workforce policy has changed from a structure focused on the individual to one that takes into consideration the needs of business.
- ▶ It continues to be a complex and bureaucratic system, with a legacy of supply-side approaches.
- ▶ In America, it’s still “Be all you can be” and individual choice in careers has taken priority.



Policy Environment: WIOA

- ▶ Workforce Innovation & Opportunity Act (WIOA) was signed into law July 22, 2014
 - ▶ First major overhaul since 1998
 - ▶ Regulations will begin in January 2016
- ▶ Advantages
 - ▶ Advancements in program administration, planning, and accountability
 - ▶ Calls for alignment of state and workforce plans with regional economic development strategies
- ▶ Disadvantages
 - ▶ Lack of required inclusion of economic development professionals at both state and local board levels;
 - ▶ Involvement of economic developers encouraged, but not guaranteed



Hot topic

Demand-Driven Workforce Development

- ▶ Workforce development is essentially supply chain management
- ▶ How to forecast?
- ▶ How to market to workers?



Economic Developer's Role: Create & communicate a demand-driven forecast to better support the Talent Pipeline

Gather Business Demand

Marketing & Attraction Program

- Site Selectors
- Corporate Locators
- Business owners

Business Retention & Expansion Program

- Existing local businesses
- Industry associations
- Chambers of Commerce



GATHER & ANALYZE DATA

- Assemble forecast of in-demand jobs of incoming businesses, existing businesses (large & small)
- Compare this to government data re: historical trends and current employment

CONFIRM FORECAST THROUGH INTERVIEWS

- Discuss forecast with industry associations, businesses
- Confirm or adjust forecast
- Update frequently

CONVENE COMMUNITY PARTNERS / DISSEMINATE INFORMATION

- Host meetings
- Release publicity about the forecast so job seekers will know what jobs to prepare for. This will also help gain investor confidence in the ED function and location.



Businesses



Role of Educational Institutions, Trade Schools

DEVELOP, MARKET, ROLL OUT, TEACH CURRICULUM

- Take info from forecast and program it into curriculum
- Develop and disseminate marketing about available training
- Counsel students and provide recommendations

Role of One-Stop Workforce Center

CONNECT JOB SEEKERS TO TRAINING & JOBS

- Using forecast, encourage people towards jobs that are in demand
- Advise applicants about available training programs
- Help applicants connect to businesses that have openings

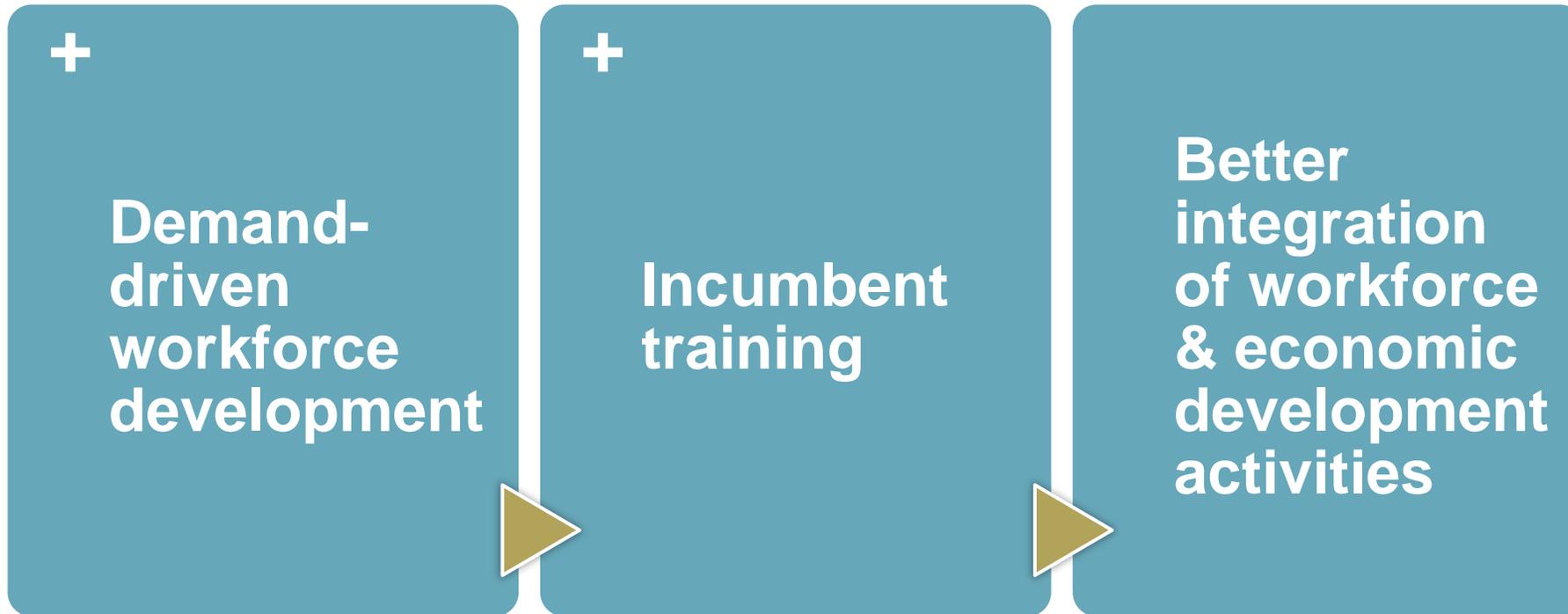


Role of Local Businesses & Industry Associations

- ▶ Update community leaders on current workforce needs
- ▶ In-house employee retention training programs
- ▶ Collectively provide funding & resources
- ▶ Identify skill needs, help design training curriculum
- ▶ Participate in programs that lend competitive advantage
- ▶ Provide mentors & placement



Strategies In Workforce Development



Workforce Development Leader: Louisville, Kentucky

- Mayor Greg Fischer
- Since 2011, initiated the Mayor's SummerWorks, a program that helps businesses find youth employees in a 7-county region.
- 4,000 youths placed in 2015
- KentuckianaWorks raised \$4.2 M in new workforce development funding
- 5,344 people placed in jobs in the past year.
- <http://www.kentuckianaworks.org/>



Workforce Development Leadership: LaGrange, Georgia



*Jeff Lukken,
Former Mayor for 16 years*

Pop. 30,452

Mayor and County Executive teamed up
“hands on” to create workforce programs
for youths and millenials.

Program called “One Smart Cookie”
<https://www.onesmartcookie.jobs/about-us/>

Job Board, matches candidates with
employers, offers job search tips and help
individuals develop job ready skills.



*Former County Commission
Chairman Ricky Wolfe*



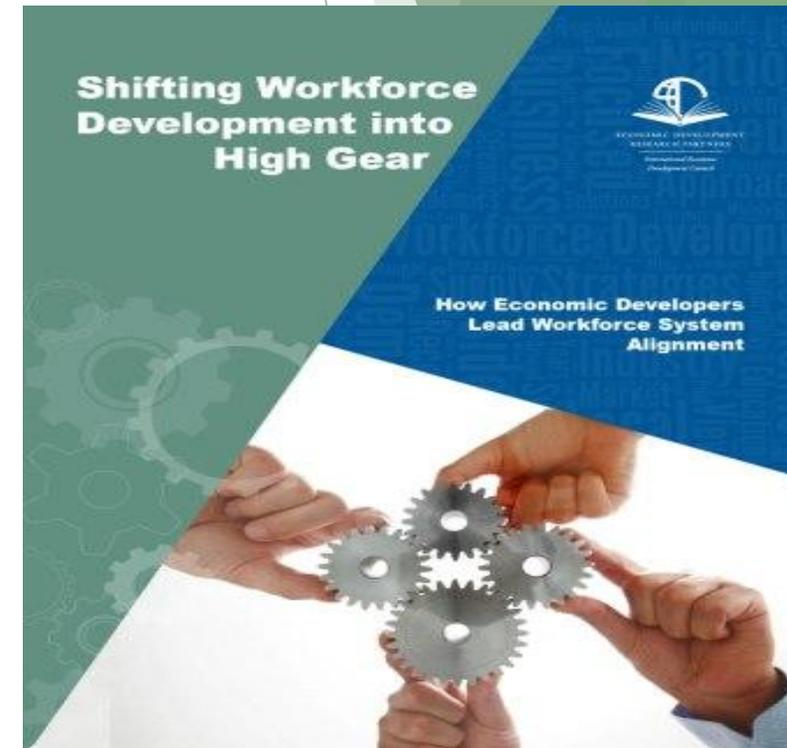
Cluster-based Workforce Development

- ▶ Allows specialization & standardization
- ▶ Can identify relevant & representative voices
- ▶ Bring a range of actors to a common table
- ▶ Help employers to pursue the “high-road”
 - ▶ Improving jobs, skills, & opportunities
 - ▶ Effectively reach disadvantaged workers
- ▶ Leaders can be critical in engaging businesses
- ▶ Can support entrepreneurship efforts



Shifting Workforce Development into High Gear: How Economic Developers Lead Workforce System Alignment

- ▶ Survey of Economic Developers
- ▶ Role of Economic Developers in Sector Strategies
- ▶ Case Studies
- ▶ Policy and Players in the Workforce System
- ▶ How WIOA Supports Sector Strategies
- ▶ Economic and Demographic Shifts



Defining Sector Strategies

- ▶ Alignment of workforce and education partners around the needs of your target industries can improve outcomes for employees and workers.
- ▶ Stakeholders include:
 - ▶ Government, education and training entities, economic development, labor and union organizations, community organizations, and state and local workforce boards



Support Partners and Programs

- ▶ Economic development strategic planning = core of a successful program
- ▶ EDOs are in an ideal position to convene partners, track metrics
- ▶ Applications for federal and foundation grants are stronger when many partners are involved



Discussion topic:

Equity

- ▶ More and more we hear this is a problem. It is not enough to simply cater to business needs.
- ▶ What can communities do and what is your role in ensuring there's opportunity for historically disenfranchised or disadvantaged populations?



Workforce Development Leader: New Orleans, Louisiana

- ▶ Mayor Mitch Landrieu
- ▶ The city has historically suffered from high crime. 52% of African American working-age men in New Orleans don't have jobs.
- ▶ The city launched "NOLA for Life," part of which includes implementing an Economic Opportunity Strategy to connect disadvantaged job seekers with some of the region's largest employers and anchor institutions. The program is showing promise in reducing crime.

