

Winning the War for Talent

The Workforce Summit Initiative™

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The Agenda

1. Background Case: Addressing the Workforce Shortage
2. The Southwestern PA Workforce Summit Initiative
3. A Strategy with Results

Background Case:



Development of the Southwestern Pennsylvania Workforce Summit Initiative™ 2000

Opportunity for Change

1998 – Nordenburg Committee Report
Working Together to Connect Workers to the Jobs of the Future



1998 – Allegheny County changes
form of government

2000 – Government Transition teams form

2000 – The New Idea Factory is a
unique team formed to generate
“New Ideas” from the public for
the 10-county region

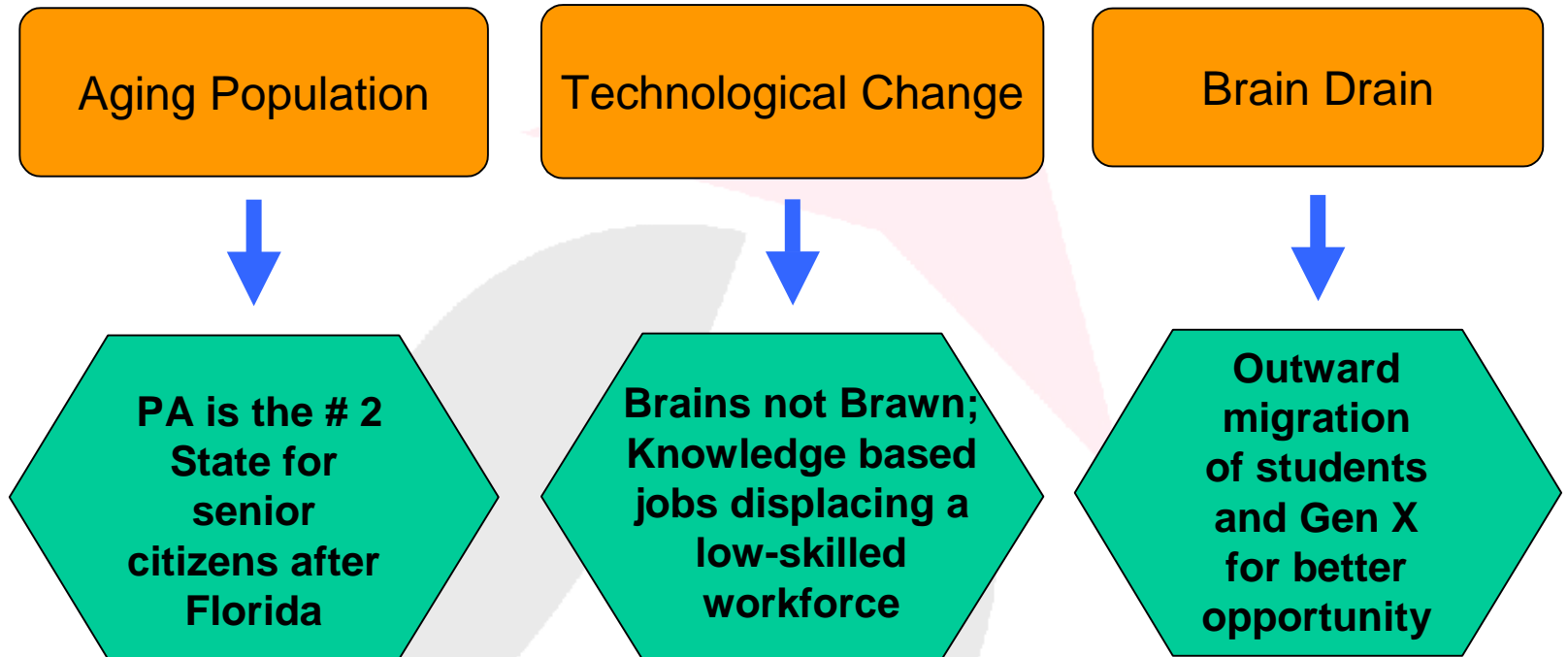


New Idea Factory Results



- Generated over 200 ideas
 - Approximately 25,000 volunteer hours
 - Worth about \$2.5 million!
- Made history!
 - Transition efforts featured in the Wall Street Journal
 - The largest transition effort of a major metro region in U.S. history
 - First time we had a significant public participation effort in our region
 - First time diverse groups of people were included in government
 - under 40 crowd, racial diversity, geographic diversity...
- **One idea called for a coordinated, realignment of the regional workforce development infrastructure**

3 Major Forces Shaping the SWPA Economy



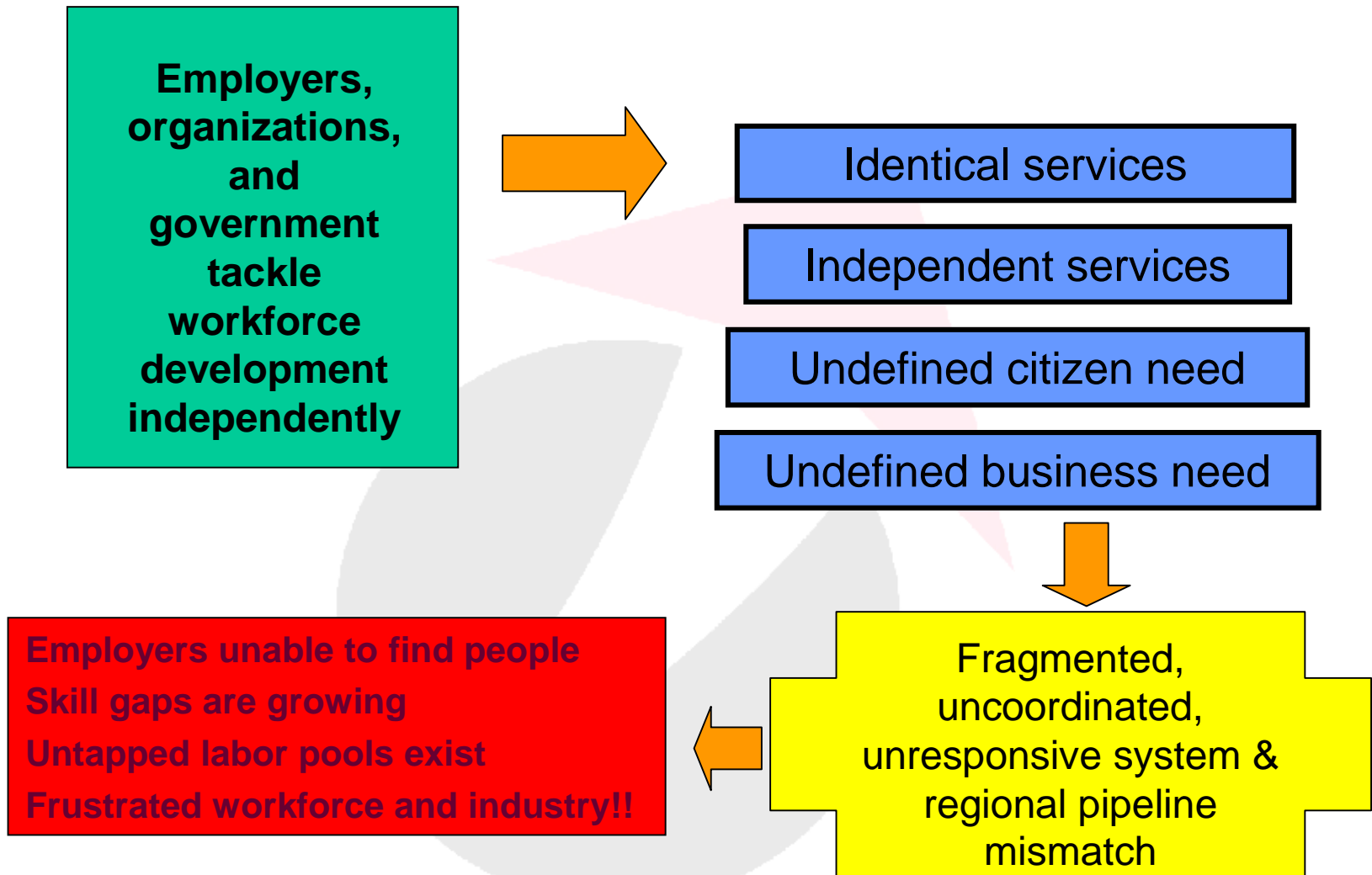
A quality workforce is the single most important factor for competitiveness

Nordenburg Committee Report 1998

Identifies Southwestern PA Targeted
Industries for Growth

- Healthcare
- Manufacturing
- Information Technology
- Financial Services
- Hospitality & Tourism

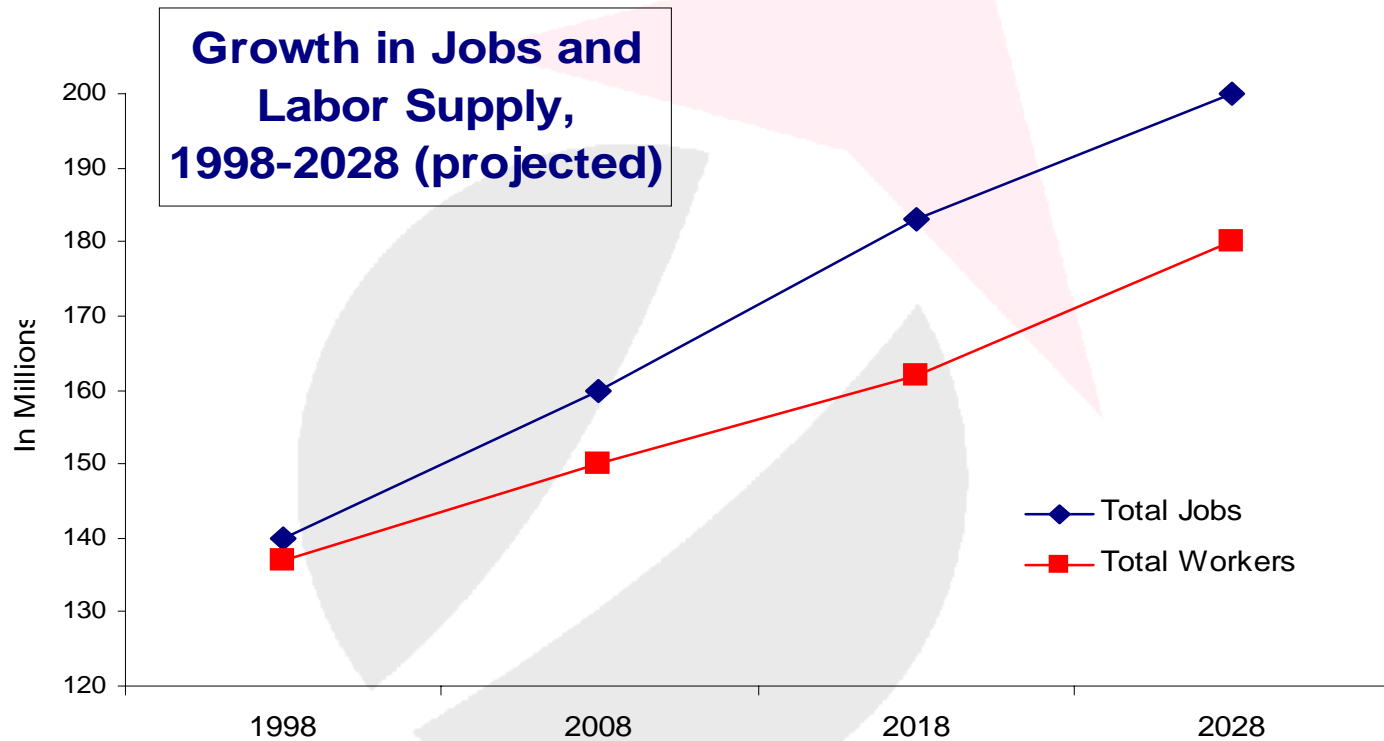
Workforce System - 2000



The Facts

The SWPA region needed
to think differently
about human capital

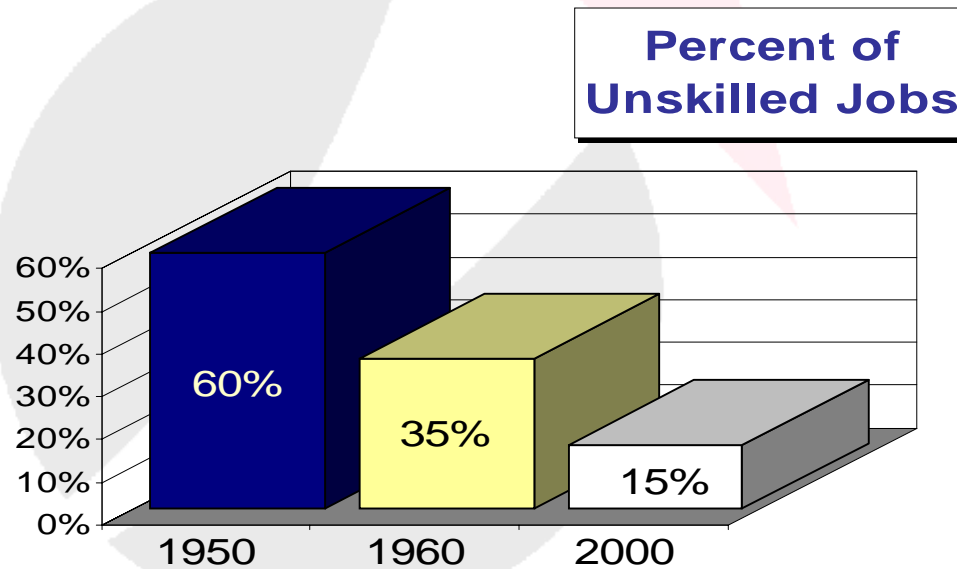
Fact 1: Job Growth is Outpacing Population Growth



Graphic created by Workforce Connections, Pittsburgh, PA

Fact 2: Unskilled Jobs Are Disappearing

- Need to attract, retain, and train skilled workers to support a dynamic, regional economy



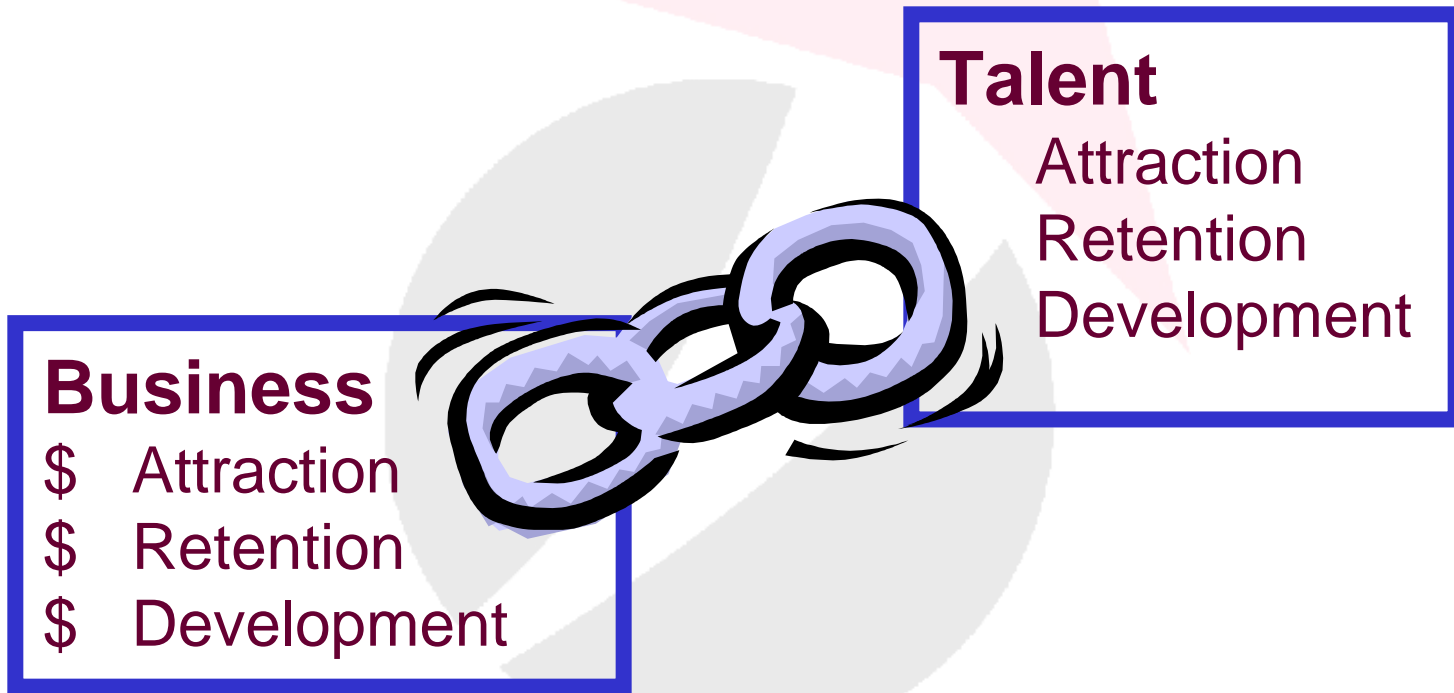
Graphic created by Workforce Connections, Pittsburgh, PA

Fact 3

Competitive Regions have Skilled People



Fact 4: Workforce Development is Economic Development



Graphic created by Workforce Connections, Pittsburgh, PA

Fact 5: Engaging Industry Clusters Facilitates Change

According to the National Governors' Association recent economic development guide, clustering...

- Demonstrates a powerful voice in state and regional policy
- Provides access to skilled labor
- Increases transfer of knowledge and fosters innovation
- Drives growth
- Reduces private expenditures
- Allows public agencies and community organizations to direct resources efficiently
- Increases trust and networks
- More efficiently organizes and delivers services
- Increases networking and learning

We Needed Answers

- 1. Do we have the workforce that new and established businesses need?**
- 2. Does our workforce have the skills, that new and established businesses need?**
- 3. Where are new workers going to come from?**

We Needed to Guide Change

To be successful, the region must:

- Think about change in new, multi-dimensional ways that may never have been considered before
- Rethink current workforce practices
- Engage the demand side to drive cluster decisions
- Unite the community and region to support cluster development

A Clear Message

- Workforce is critical for competitive advantage
- Change is going to require thinking differently
- One challenge to addressing the workforce problem regionally is *enabling a widespread understanding* of the issues and a clear plan for action...

The Southwestern PA Workforce Summit Initiative



**A regional
10-county
initiative to
create a
demand-driven
workforce
development
infrastructure in
Southwestern
Pennsylvania**

Challenge One:



**Regional
Connectivity for
the 10-county
area**

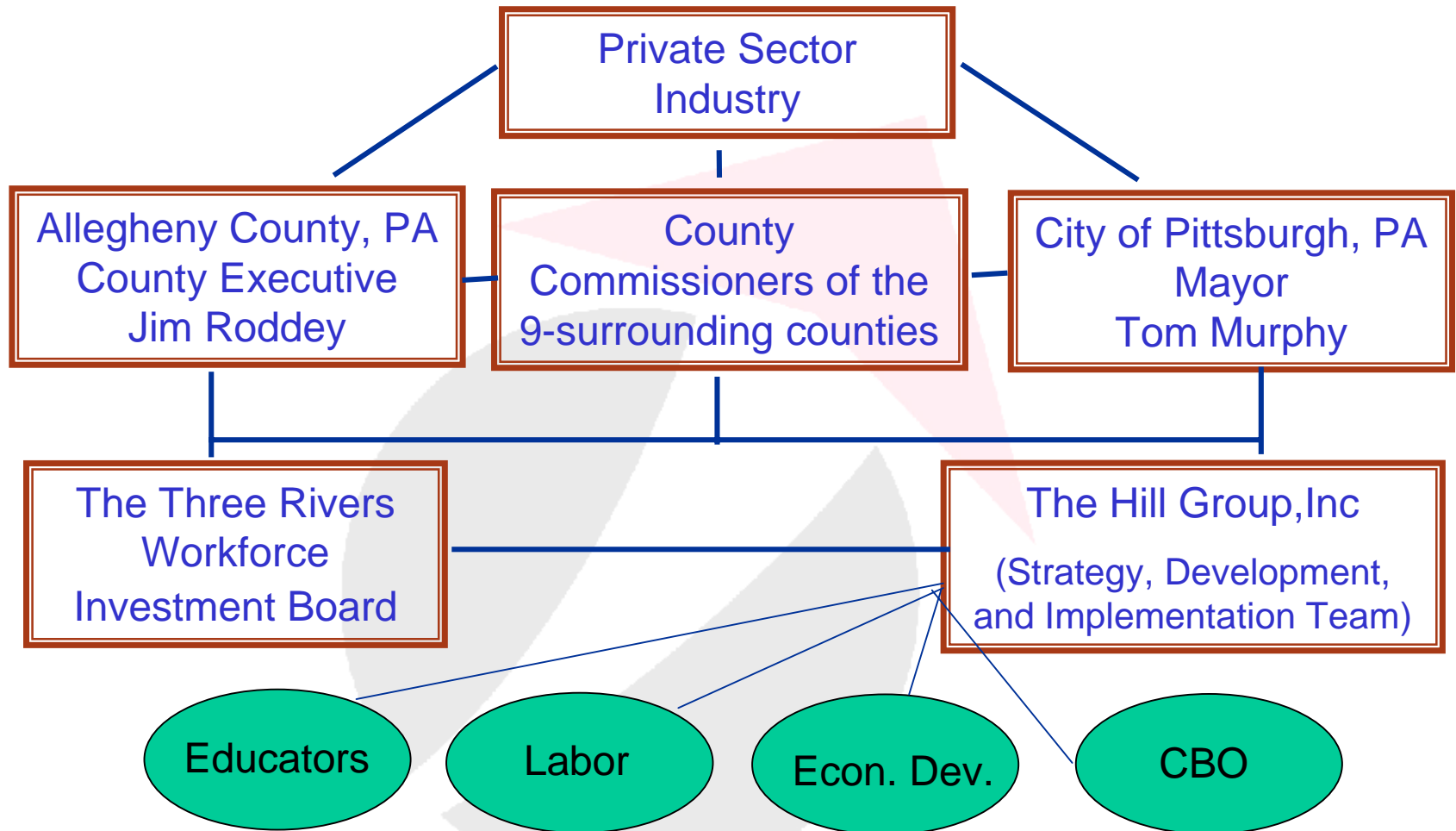
Obtain Regional Participation

Leaders recognized workforce deficit :

- Is about quality and quantity
- Is an immediate and long term problem
- Is a threat to regional competitiveness

*Demands new responses,
new skills, new solutions....*

The Champions



Obtain Funding

Leaders Recognized Need

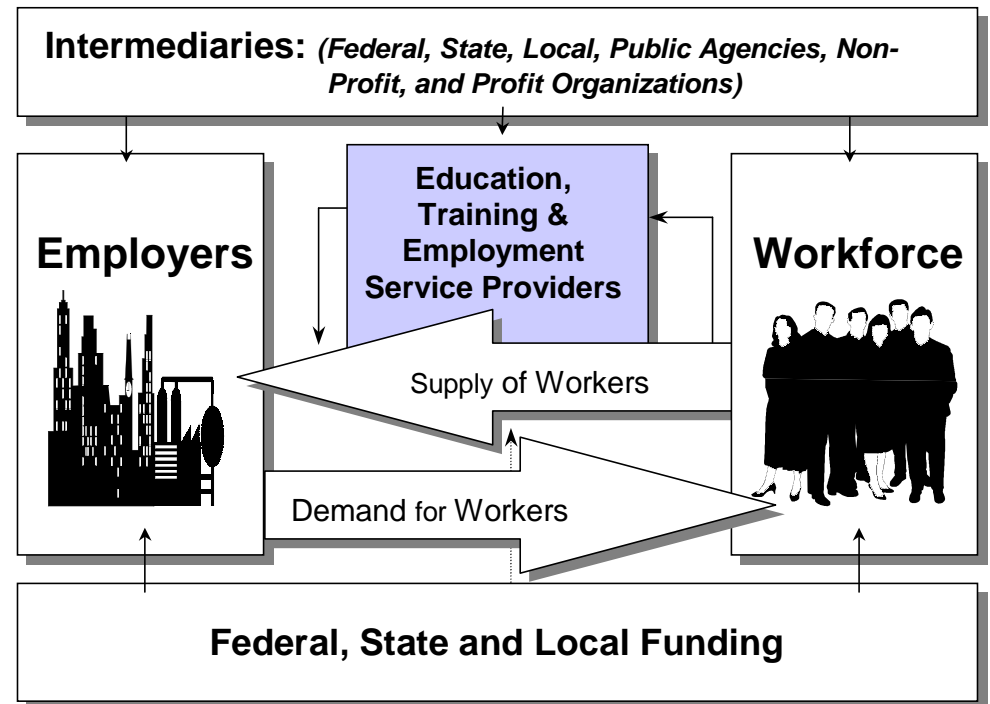
- Private sector contributions
- Foundation support
- Economic Development funds

\$500,000 raised for 5-Summit initiative planning and execution

Challenge Two:

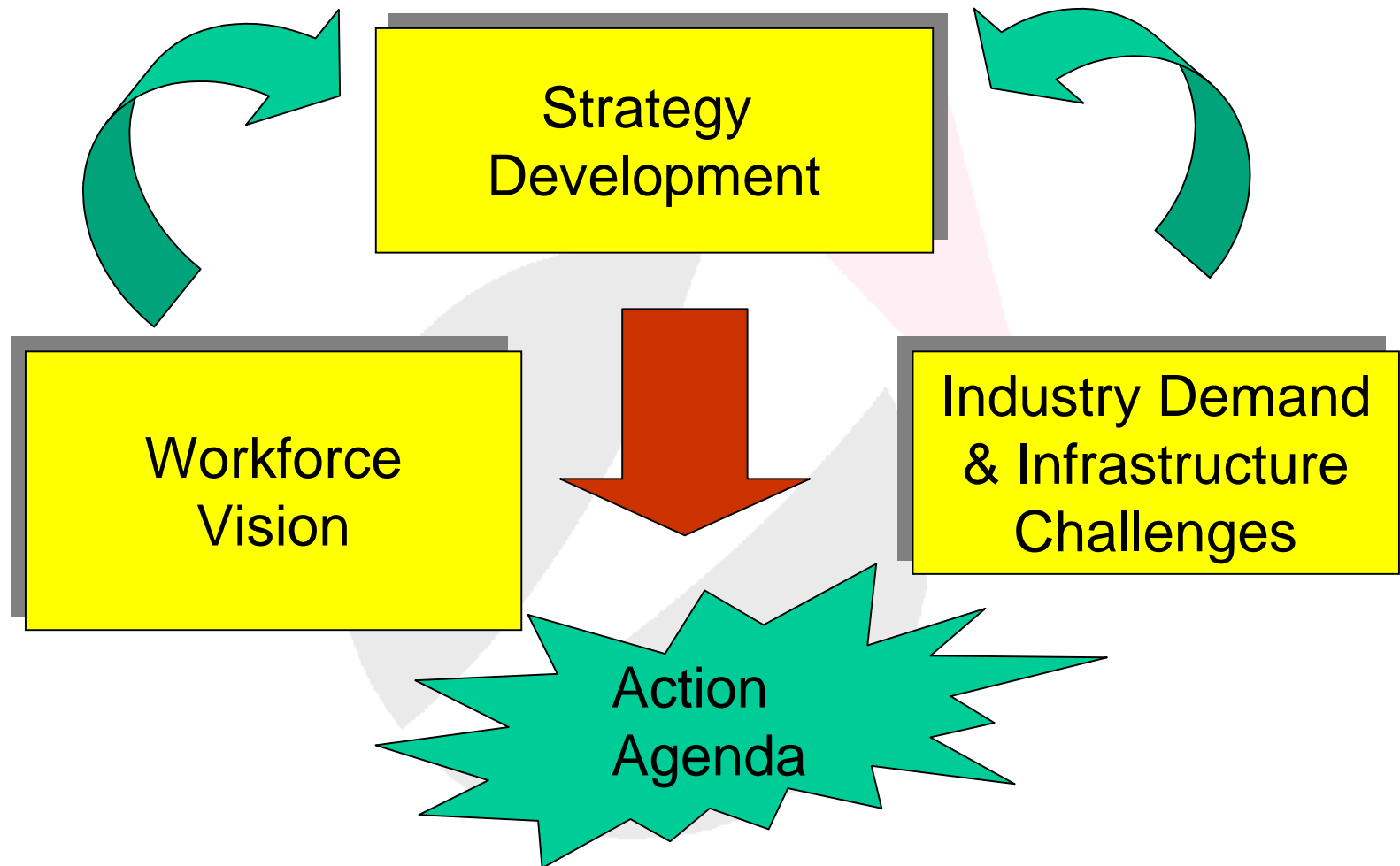
Engage the Demand & Supply Side in the Planning Process

The Workforce Market



Graphic created by Workforce Connections, Pittsburgh , PA 2002

Challenge Three: Turn Ideas into Action



Challenge Four: Gathering Stakeholders

SWPA Pennsylvania Regional Stakeholders

- Employers
- Learning Providers
- Intermediaries/Service Providers/Community Orgs.
Workforce Development Professionals
- Elected Officials and Union Representatives

Challenge Five: Creating a Platform

And a Catalyst for Change...

**The Southwestern Pennsylvania Workforce Summits
focused on the region's growth industries:**

- Healthcare (February 15, 2001)
- Manufacturing (April 25, 2001)
- Information Technology (June 26, 2001)
- Financial Services (November 27, 2001)
- Hospitality & Tourism (TBA)

Summit Philosophy

Convene demand-side and supply-side

Present the facts

Review best practices

Use Breakout sessions to drill down

Unique facilitation to pull out solutions

An Action Plan for changing the workforce infrastructure, enabling cluster development, and change that is has been created by the entire workforce system

The Long Term Goal

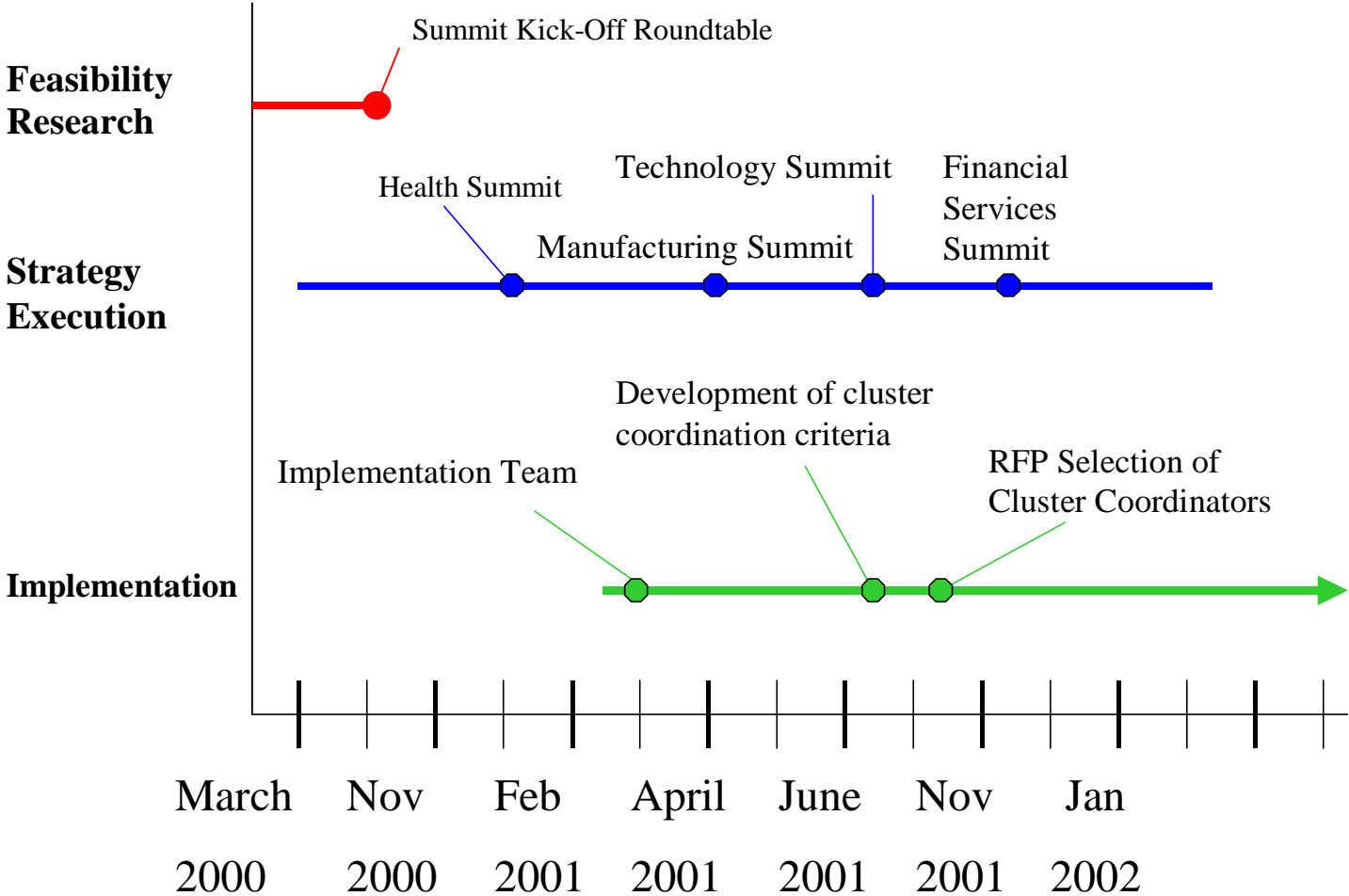
Create a demand-driven model to enable the workforce system to meet the needs of a competitive marketplace

- Identity needs of demand-side and align supply-side to meet those needs
- Help service providers understand the needs of employers
- Inform employers of the capabilities and capacities of service providers

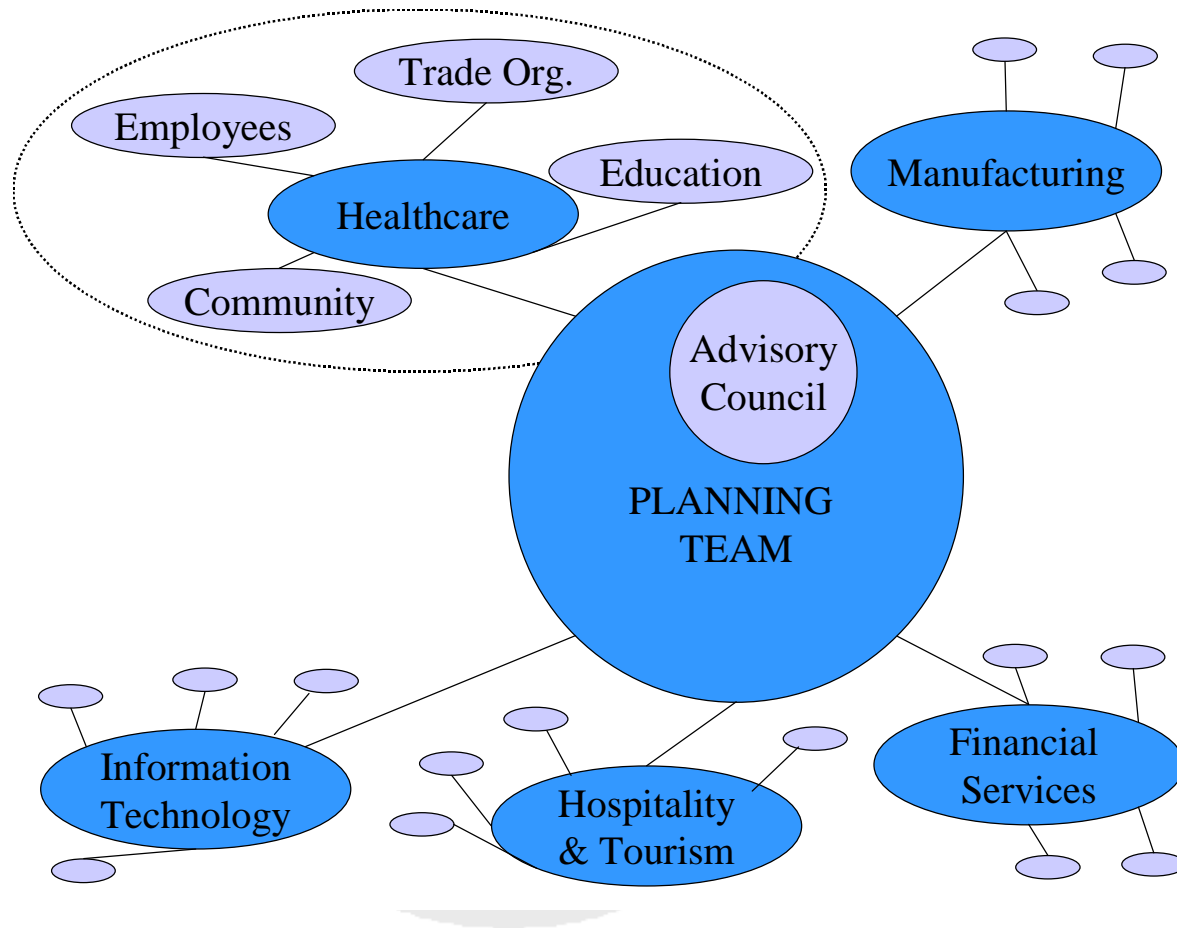
The Plan

- Engage employers in a productive dialogue to quantify major issues affecting the industry
- Convene Workforce Summits in collaboration with industry leaders to discuss and create solutions
- Realign the current employment and training services to be more flexible and responsive to the needs of workers and employers
- Create an industry-focused response team to create action plans and ensure solutions are implemented

The Timeline



The Teams



Participant Response

2,000 Community Leaders attended Summits to-date, half of which represented industry employers

- 98% satisfied with their input during the Summits which contributed to goal development
- 74% indicated that Summits enhanced their knowledge of the workforce development issues
- 82% indicated steps toward a solution were achieved
- 92% interested in actively working to achieve short and long term solutions

A Strategy with Results



Implementation
of the
Southwestern
Pennsylvania
Workforce
Summit Initiative™

Funding Cluster Intermediaries

Regional workforce development intermediaries recognized that the success of the clusters would be determined by initiating actions developed at each of the Summits.

Workforce Connections, a workforce policy entity housed at the Pennsylvania Economy League in Pittsburgh, convened foundation leaders and developed a fund for the establishment of the Cluster Consortia.

Each cluster submitted a proposal for organization to the Workforce Connections board to receive funding for a 3-year period.

Centralized Cluster Coordination

- An organized point to deliver cluster specific services
- A champion for funding and cluster investment
- Support system for cluster-based activity
- Advocate for cluster needs and interests
- Medium for alliance building

Cluster Consortium

- Organize the regional voice of industry employers,
- Facilitate the linkage and alignment of supply-side partners to that employer voice,
- Are recognized by industry as a catalyst for changing how the Southwestern Pennsylvania Region addresses human capital issues, and
- Serve as a foundation for future cluster growth.

Consortium Responsibilities

Specific, initial duties of the cluster coordinator, related to workforce development include...

- Convening a board to guide cluster activities
- Providing the forum for the genesis of ideas and development of opportunities to facilitate healthcare workforce development
- Maintaining up-to-date knowledge of industry trends
- Researching resources to address employer needs
- Identifying, designing, and (sometimes) implementing cluster initiatives
- Sustaining a regional coalition of stakeholders to support these initiatives
- Disseminating information about workforce needs to relevant parties

Consortium Host Criteria

The entity which hosts the cluster was chosen according the following criteria:

- Ability to mobilize an employer-led advisory board to guide strategies
- Ability to collaborate with K-12 educational system
- Credibility and capacity to serve as a strategic broker for the industry with other organizations
- Reputation as a regional entity representing the 10-counties

Consortium Host Criteria (cont.)

- Mission and goals of the hosting organization should not conflict with cluster
- Expertise in collaboration with health care industry
- Experience in broad-based business planning and fundraising
- Resources to manage membership and meeting logistics
- Reputation for results and ability to bring programs to scale

SWPA Cluster Consortia

Healthcare - *Health Careers Futures*

- Incubated at the Institute for Economic Transformation at *Duquesne University* in 2001
- Transferred to the *Jewish Healthcare Foundation* offices in fall 2002.

Manufacturing- *Manufacturing Consortium*

- Established at *SMC Business Councils* in 2001

Information Technology- *IT Works*

- Established at *Pittsburgh Technology Council* in 2001

Financial Services- *Financial Services Consortium*

- Established at Institute for Economic Transformation at *Duquesne University* in 2002

Healthcare Initiatives

Recruitment:

Seven regional hospitals form a committee of human resources representatives to recruit nurses from other regions

- Leverage recruitment resources across regional health systems
- Gain support of The Pittsburgh Regional Alliance and Coldwell Banker relocation offices to assist in recruiting trips
- Market opportunities in New York City, Atlanta, and Toronto
- Hospital HR professionals trained on recruitment, response management and data base tracking
- Preliminary interviews conducted with 60 candidates

Healthcare Initiatives

Recruitment

Committee formed to study the creation of new career opportunities at the University of Pittsburgh Medical Center

- Recognized need for increased training of clinical coordinators to lead pharmaceutical monitoring and discovery programs
- New Career Committee is comprised of representatives from Duquesne University School of Pharmacy and the University of Pittsburgh Medical Center
- Developing a collaborative training program to fill skill gap

Healthcare Initiatives

Recruitment

Employment Delivery System Pilot

- Proposal submitted to pilot the Hill-Oakland Workforce Collaborative job links programs
- Objectives:
 - Fill entry-level positions
 - Help low-wage workers advance into higher occupational levels
 - Recruit skilled professionals from areas with worker surpluses or comparative disadvantages.

Healthcare Initiatives

Recruitment

Community Support for Foreign Trained Nurses

- Identified organizations that can assist foreign healthcare workers hired by local providers with adjusting to the workforce environment in the US
- Partners include: El Centro and Jewish Family and Children Services (JFCS)
- Developed a training model that addresses cultural diversity, ESL and vocational training, workplace orientation, and case management for new employees

Healthcare Initiatives

Development

Building Capacity: High School/Hospital Mentoring program

- Support students from low-income families who are capable of pursuing nursing careers
- Established with local school districts to facilitate relationships were they are not currently in place
- Championed by the Center for Health Care Diversity at Duquesne University in grant partnership with the National Institute for Health and Nursing Advisory Board

Healthcare Initiatives

Development

Image of Nursing Campaign on WPXI- TV (NBC Affiliate)

- Three demographically targeted campaigns:
(Student Image, Adult Image, and Recruitment)
- Running 623 announcements from 12/12/01 – 12/12/02
- WPXI- TV also producing a short video on the positive attributes of nursing, which will be distributed to high school guidance counselors

Healthcare Initiatives

Development

\$1 Million DOL Incumbent Worker Grant

- Working in partnership with local Health System to address skill shortages and career mobility
- Enable Health System to complete its plan to achieve competitiveness by empowering all employees to participate in making operational decision through a combination of classroom and on-the-job training

Healthcare Initiatives

Retention

The Impact of Head Nurse's Behavior on Staffing and Retention

- Study examined the factors that increase nurse retention and reduce turnover in the healthcare system
- Recommendations are being utilized by UPMC Braddock

Healthcare Initiatives

Retention

SWPA Magnet Status Conference

- March 2003
- Collaborative regional conference targeted at assisting regional hospitals in achieving Magnet Status of the American Nursing Association from The American Nurses Credentialing Center (ANCC), the nation's largest and foremost nursing accrediting and credentialing organization
- The ANCC recognizes healthcare organizations that provide the very best in nursing performance, promotes positive patient outcomes and upholds the tradition within nursing that supports professional nursing practices.

Manufacturing Update

Activities To-date :

- Selection of employers to serve on Employer Council
- Marketing the mission of the consortium
- Developing the foundations for cluster activity
- Building relationships with manufacturing stakeholders
- Supporting National Association of Manufacturing “Get Tech” attraction program
- Collaborating with New Century Careers “Manufacturing 2000” training program
- 2nd summer of the Manufacturing Pathways Initiative
- Conducting search for new Director

I T Update

In December 2001, Susan Farrington was hired as the Director of the IT Workforce Consortium located in the offices of the Pittsburgh Technology Council

Activities To-date :

- Selection of employers to serve on Employer Council
- Marketing the mission of the consortium
- Mapping of the IT training system
- Building relationships with IT stakeholders
- Attracting national IT convention to Pittsburgh region
- Creating better linkages between emerging workforce and market opportunities

Financial Services Update

In December 2002, Sherry Monheim was hired as the Director of the Financial Services Workforce Consortium located at Duquesne University

Activities To-date :

- Selection of employers to serve on Employer Council
- Marketing the mission of the consortium
- Building relationships with stakeholders

Positive System Impact in SWPA

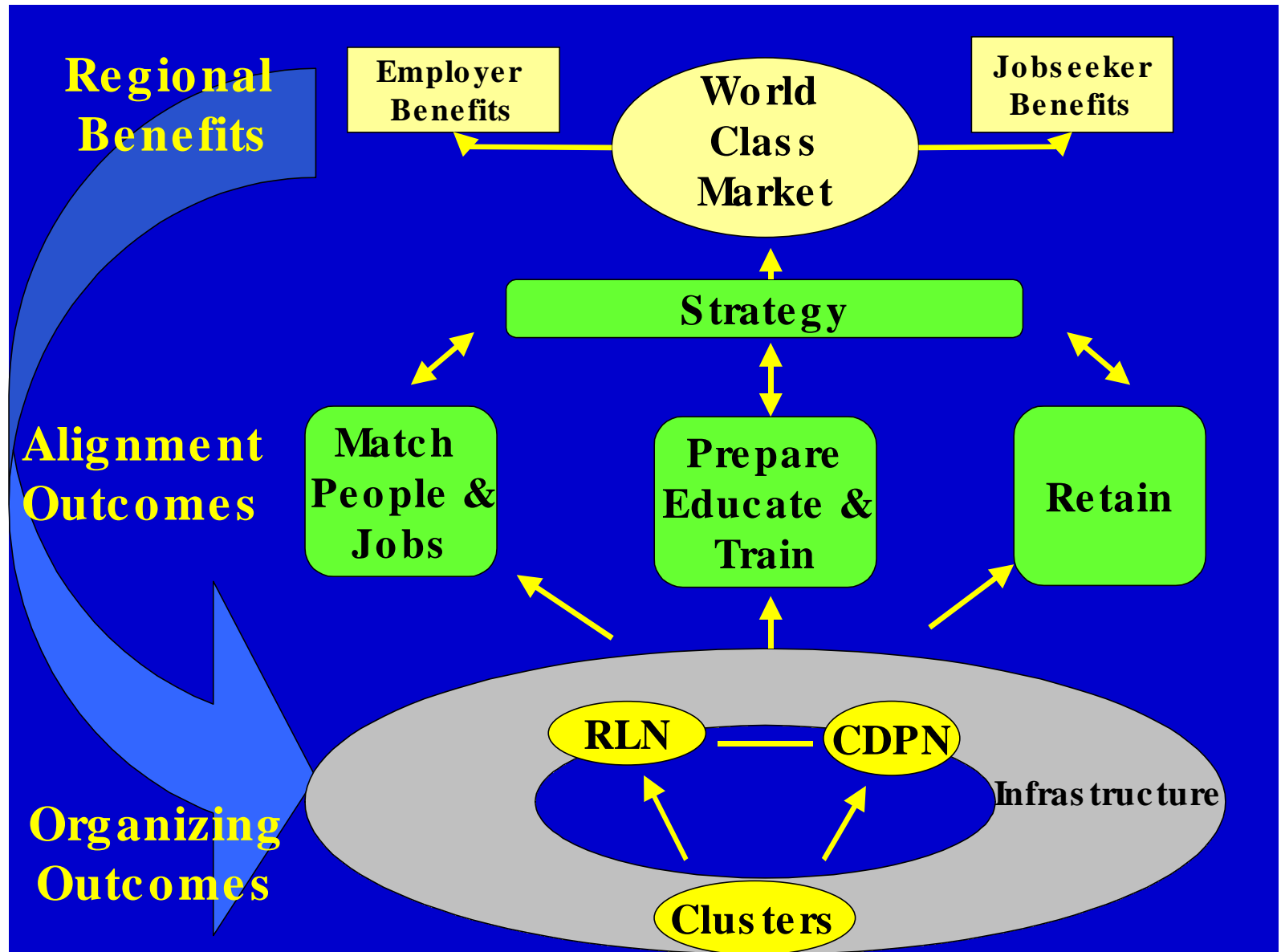
- Formation of 4 *Cluster Consortia*
- Formation of *Employer Councils* to drive cluster initiatives
- Foundation for *Higher Education Regional Learning Network* (RLN) to organize by Areas of Practice
- Community-based organizations focusing training services according to industry cluster served (CDPN)
- Pilot projects launched by industries
- Cross-cluster meeting and initiatives launched

Positive System Impact in SWPA

- Launch of *TalentPittsburgh.com*
 - Regional on-line training, assessment and workforce development portal
- Establish a cross-cluster system for capturing data and analyzing trends
- Employer-driven training targeted to disadvantaged pop. In manufacturing and financial services
- *Three Rivers Workforce Investment Board* (first joint city and county merged board in the country) incorporates to leverage resources
- One-stop *CareerLink* prioritizes business outreach according to clusters
- Regional Internship Center

Positive System Impact in SWPA

- Regional Branding Initiative
- Institute of Politics Human Capital Lecture Series
- Inclusion of workforce development as a top priority in the Allegheny Conference on Community Development Annual plan for 2002-2003.
 - Plan focused on generating 50,000 net new jobs by the end of 2005
 - Initiated a Task Force on Young People to aggressively identify critical factors important to young people
- **Regional recognition of the importance of Human Capital and workforce development**



Graphic created by Workforce Connections, Pittsburgh, PA

Next Steps for SWPA

- Reaching out to all 138 Public School districts in SWPA
- Providing valued workforce development services for experienced and currently employed workers
- Continued funding of implementation, 5 years +
- Engaging Community and Faith-based organizations
- Hospitality and Tourism cluster organization
- Collecting supply-side data

Next Steps for SWPA

- Transportation and childcare issues
- Ongoing articulation of employer job descriptions & needs
- Continued internal work environment development and incentives for employers
- Continued job creation
- Engaging senior population
- Exploring wider immigration efforts
- Workforce Summits – Part Two in 2003

In Closing...

- 1. Southwestern Pennsylvania is now thinking differently about human capital**
- 2. The Workforce Summit Initiative provided the catalyst for change and cluster focus**
- 3. Workforce development is everyone's responsibility and requires a commitment**
- 4. A quality workforce is the single most important factor for regional competitiveness**

THE HILL GROUP

Management Consultants



Chris W. Brussalis
President & CEO

cbrussalis@hillgroupinc.com

Alyson G. Cole
Consultant

acole@hillgroupinc.com

The Hill Group, Inc.
1910 Cochran Road, Suite 335
Pittsburgh, PA 15220-1200
412.343.9393
412.343.5757 FAX
www.hillgroupinc.com