

# Community Talent Pipelines

National Association of Regional Councils

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JUNE 5, 2018



# Trends and Concepts

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## Current Workforce Challenge

**~85,000 job postings\***

Need a system to:

- Connect workers with opportunity
- Close current workforce gaps
- Recruit talent

## Future Talent Challenge

**Up to 60% of jobs which kids in Kindergarten today will be filling don't yet exist**

Need a talent (workforce and education) system:

- Nimble enough to shift to meet changing needs
- Attracts talent thru clearly communicated opportunity



# Indiana Leaderboard

## TOP BUSINESS CLIMATE:

- #1 in the Midwest, #5 in the nation (Chief Executive Magazine)
- #1 best business regulatory climate (Forbes 2017)
- #1 quality of gov't & gov't administration (US News 2017)
- A+ in small business friendliness (Thumbtack.com 2017)
- AAA Credit Rating Since 2008

## MORE NEW JOBS FOR HOOSIERS:

### 2018 YTD:

- New jobs: **13,872**
- Investment: **+\$2.0 B**
- Avg. Wage: **\$26.45/hr.**  
~23% higher than current state's avg. wage

### 2017:

- New jobs: **30,158**
- Investment: **\$7.04B**
- Avg. Wage: **27.20/hr.**

## DECREASING UNEMPLOYMENT:

(APR 2018)

### INDIANA UNEMPLOYMENT

**3.2%**

- National Average: 3.9%
- At or below national avg. for over 4 yrs.
- Below all neighboring states

### INDIANA LABOR FORCE PARTICIPATION

64.0%

- National rate: 62.8%
- Outpaced national rate for past 47 months



**Indiana**  
A State that Works<sup>®</sup>



# 21<sup>st</sup> Century Work

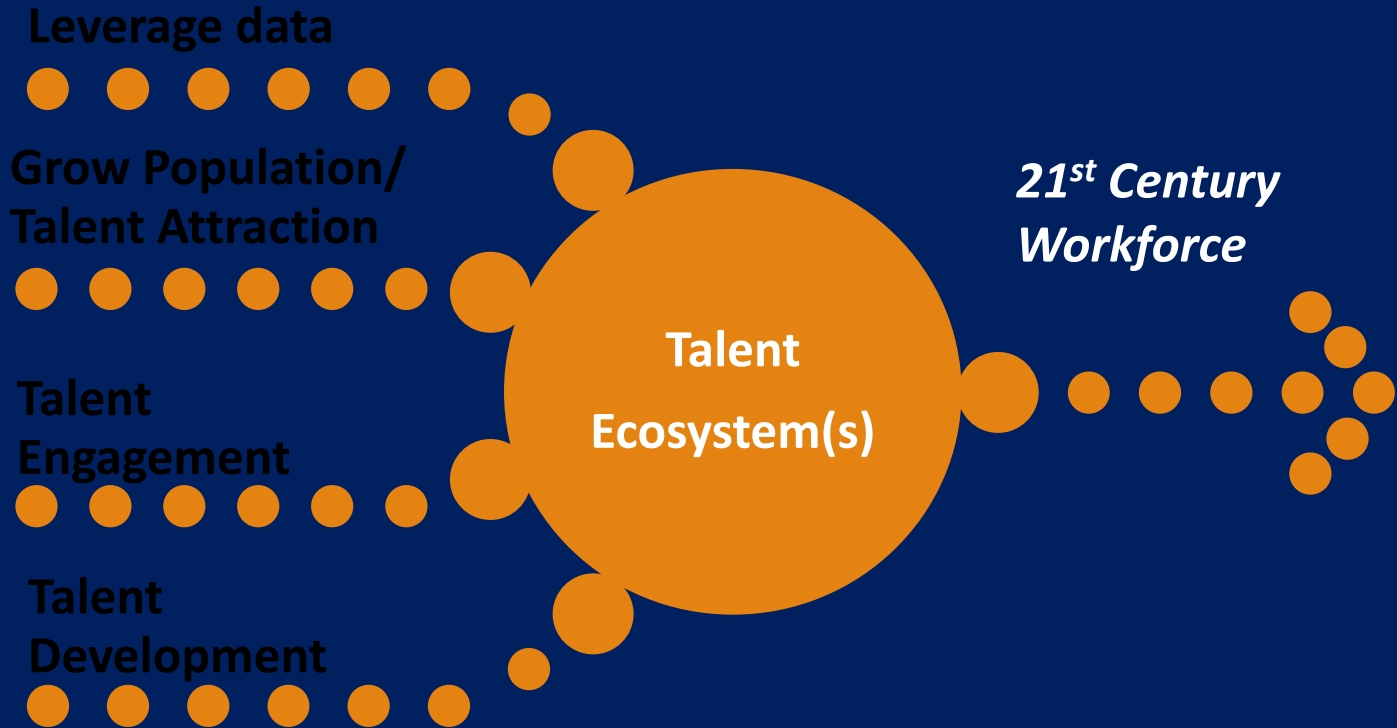


[https://www.youtube.com/watch?v=HF-a-UmoRt4&feature=youtu.be&mc\\_cid=315d01ee56&mc\\_eid=541a0cc4b5](https://www.youtube.com/watch?v=HF-a-UmoRt4&feature=youtu.be&mc_cid=315d01ee56&mc_eid=541a0cc4b5)

The Future of Work



# Talent Tools and Solutions





# Talent Demand

Select County  
Elkhart

## Elkhart County, Indiana



Indiana Career Connections and Talent  
Powered by Indiana Department of Workforce Development and  
Commission for Higher Education



Location in Indiana



Elkhart County

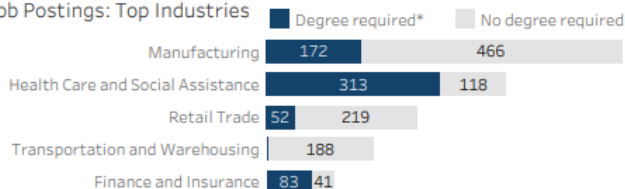
### Job Postings (Burning Glass)

January 2018 through March 2018

2,778

total job postings

#### Job Postings: Top Industries



\*inferred from occupation

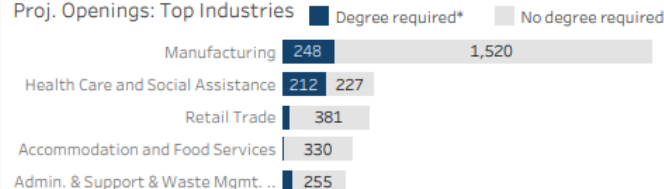
### Projected Openings (EMSI)

Annually from 2017 to 2027

4,845

projected annual openings

#### Proj. Openings: Top Industries



\*inferred from occupation

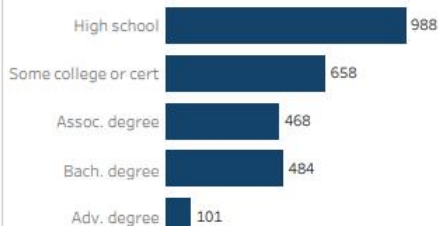
#### Job Postings: Top Occupations (🔥🔥🔥🔥+)

Occupation	Job Postings	Education Rating	INDemand Ranking
Heavy and Tractor-Trailer Truck Drivers	208	High school	🔥🔥🔥🔥
Registered Nurses	126	Bachelor's degree	🔥🔥🔥🔥🔥
Customer Service Representatives	70	Some college or certificate	🔥🔥🔥🔥
Production Workers, All Other	66	High school	🔥🔥🔥🔥

#### Proj. Openings: Top Occupations (🔥🔥🔥🔥+)

Occupation	Annual Openings	Education Rating	Median Salary	INDemand Ranking
Team Assemblers	391	High school	\$38,911	🔥🔥🔥🔥
Sales Reps, Wholesale and Manufacturing, Excl. Tech...	78	Associate's degree	\$69,996	🔥🔥🔥🔥🔥
Welders, Cutters, Solderers, and Brazers	75	High school	\$35,789	🔥🔥🔥🔥🔥
General and Operations Managers	72	Associate's degree	\$88,985	🔥🔥🔥🔥🔥

#### Job Postings by Education\*



\*inferred from occupation

#### Postings by INDemand Ranking



19.0%

of postings are in low wage occupations

#### Top Employers

- Norfolk Southern
- Always In Stone Monument Co
- Jayco Inc
- Elkhart General Hospital
- Supreme Industries Inc
- Iu Health Goshen Hospital
- Conn-selmer Inc
- Supreme Corp
- Heartland Recreational Vehicle
- Kik Custom Products



**NextLevel Jobs**  
INDIANA

(nextleveljobs.org)



# Elkhart County, Indiana



Indiana Career Connections and Talent  
 Powered by Indiana Department of Workforce Development and  
 Commission for Higher Education

### Labor Force

**151,330**  
total population 16 and over

**99,575**  
labor force

**65.8%**  
labor force participation rate (LFPR)

**13th**  
highest LFPR of 92 counties



### Unemployment Rate Comparison

**2.2%**  
Elkhart County, Mar 2018  
(not seasonally adjusted)

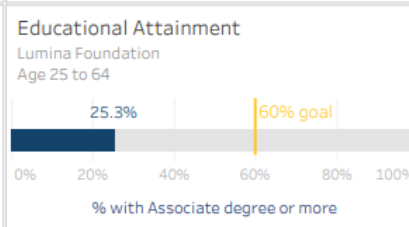
**3.2%**  
Indiana, Mar 2018  
(seasonally adjusted)

**-0.4**  
change from last year

**1st**  
lowest of 92 counties

### Labor Force by Educational Level (Age 25 to 64)

	Population	Labor Force	Labor Force Participation Rate
Less than HS	19.3K	12.7K	66.0%
High school	36.0K	27.5K	76.3%
Some college/AA	26.7K	22.4K	83.7%
BA or more	18.3K	16.0K	87.4%

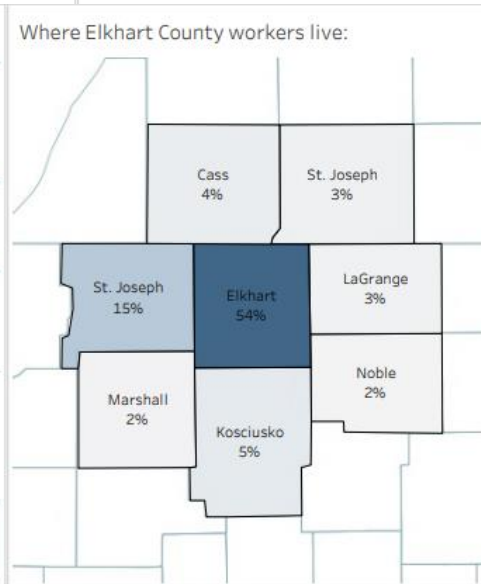
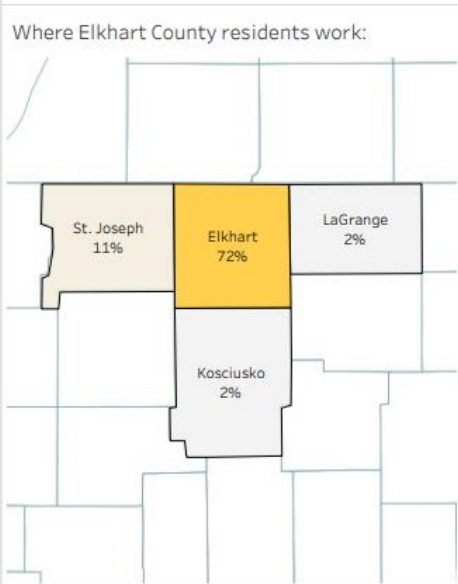


### Self-Sufficiency Standard for Elkhart County, IN

Monthly Costs (\$)	One Adult	One Adult, One Child	1 Adult, 2 Children	2 Adults, 2 Children
Housing	578	772	772	772
Food	215	386	550	693
Child Care	0	459	918	552
Other Expenses	538	955	1,045	1,340
Taxes	274	309	433	109

Self-Sufficiency Wage (\$)	One Adult	One Adult, One Child	1 Adult, 2 Children	2 Adults, 2 Children
Monthly	3,718	3,465	1,605	2,882
Annual	44,620	41,582	19,259	34,581



### Household Income (Annual)

	Nonfamily Households	Families - No Children	Families - With Children
Median Income (\$)	29,265	61,093	52,865

# Talent Supply



# Earn & Learn and Work-Based Learning

## Apprenticeship is good for business



Helps recruit and develop a highly skilled workforce



Improves productivity and the bottom line



Provides opportunities for tax credits and employee tuition benefits in some states



Reduces turnover costs & increases employee retention



Creates industry-driven and flexible training solutions to meet national and local needs

Source: U.S. Department of Labor. Available at: <https://www.dol.gov/apprenticeship/shareables-4.htm>.

- For every **\$1 spent**, employers get an average of **\$1.47 back** in increased productivity, reduced waste, and greater innovation
- Improves:
  - Production
  - Workforce
  - Soft skills
- Graduation Pathways

## Resources:

- Indiana Office of Apprenticeship and Work-Based Learning
- Jobs for America's Graduates (JAG)

## Work-and-Learn Model Continuum

### LOW TOUCH Work-and-Learn

- Less structured
- Low engagement/resources needed from the employer
- General career knowledge for the working learner

Career Fair, Career Expo/Job Fair

Industry Tour

Job Shadowing

Externship

Pre-Apprenticeship

Mentorship

Clinical Training/Practicum

Returnship

On-the-Job Training

Internship

Cooperative Education/Co-Op

Apprenticeship

Registered

Apprenticeship

### HIGH TOUCH Work-and-Learn

- Very structured
- High engagement/resources needed from the employer
- Full immersion and career/industry knowledge for the working learner

Jessal, P. K. (Jan 26, 2015) Future of Working and Learning: The Work and Learn Continuum and Work and Learn Models. Presented at the Work and Learn Roundtable.





# Talent Ecosystems: Collective Impact Model

## Common Agenda

- Keeps all parties moving towards the same goal

## Common Progress Measures

- Measures that get to the TRUE outcome

## Mutually Reinforcing Activities

- Each expertise is leveraged as part of the overall

## Communications

- This allows a culture of collaboration

## Backbone Organization

- Takes on the role of managing collaboration


John Kania & Mark Kramer, *Stanford Social Innovation Review*, 2011

## Resources:

- Education and Workforce Innovation Network (EWIN)
- Indiana Talent Networks
- Office of Career Connections and Talent

## Indiana Talent Networks

The Indiana Educational Attainment Network is a stakeholder collaborative of Indiana regions organized to support Goal 2025. The group meets quarterly to discuss each region's work and how the group might work collectively in a few key areas including serving traditional age college students, adults with some college no degree, and adults with no college, while also impacting policy at the local and State level, and data sharing and dashboards.

The group includes representation from the following regions and partners who are serving in a backbone capacity: 

### Ready Northwest Indiana (Region 1)

Ready for College, Ready for Careers. Ready NWI's commitment is to ensure that our high school students graduate academically, socially, and financially prepared to go directly to further education without the need for remediation and to obtain degrees and other certifications that directly meet the needs of Northwest Indiana employers.

### Horizon Education Alliance/South Bend Regional Chamber (Region 2)

HEA works with the community to launch and examine the outcome of innovative, evidence-based education programming for local residents from birth to adulthood.

### Northeast Indiana Regional Partnership (Region 3)

Developing a curricula around key manufacturing and skilled trades-related CTE programs to ensure their ability to produce graduates with the skills and experiences needed by employers in key manufacturing and skilled trades disciplines.

### Community Education Coalition/EcO Network (Region 9)

A partnership of education, business, and community leaders focused on aligning and integrating the Columbus, Indiana and region's community learning system with economic growth and a high quality of life. EcO Network (Economic Opportunities through Education) focuses its work on regional "Networks" that are currently targeted at increasing educational attainment aligned with the key economic sectors of advanced manufacturing and healthcare.

### Education Matters Southern Indiana (Region 10)

The EMSI initiative serves to strengthen the workforce and improve the economic advantages of our region by increasing the educational attainment of those adults with some form of post-secondary education but no degree or certification.

### Regional Opportunity Initiatives (ROI) (Region 8)

ROI is a newly-formed nonprofit with a mission to support regional development opportunities in the 11 counties of Southwest Central Indiana.

### EcoNET Coalition (Region 11)



# IN Talent Tools

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## **NextLevel Jobs**

[www.nextleveljobs.org](http://www.nextleveljobs.org)

- Workforce Ready Grant
- Employer Training Grant



## **Department of Corrections**

[www.in.gov/idoc](http://www.in.gov/idoc)



## **NextLevel Recovery**

[www.in.gov/recovery](http://www.in.gov/recovery)