

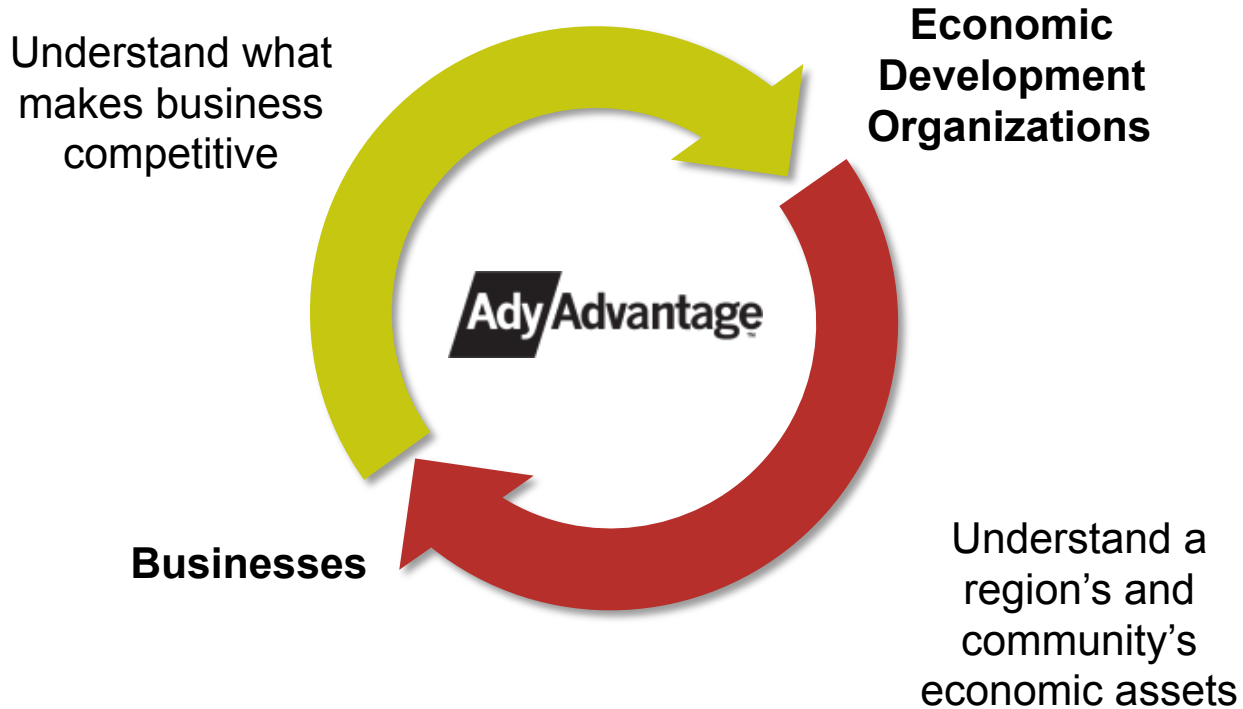
TEXAS ECONOMIC DEVELOPMENT COUNCIL

A BLUEPRINT FOR DESIGNING IMPACTFUL
TALENT RECRUITMENT

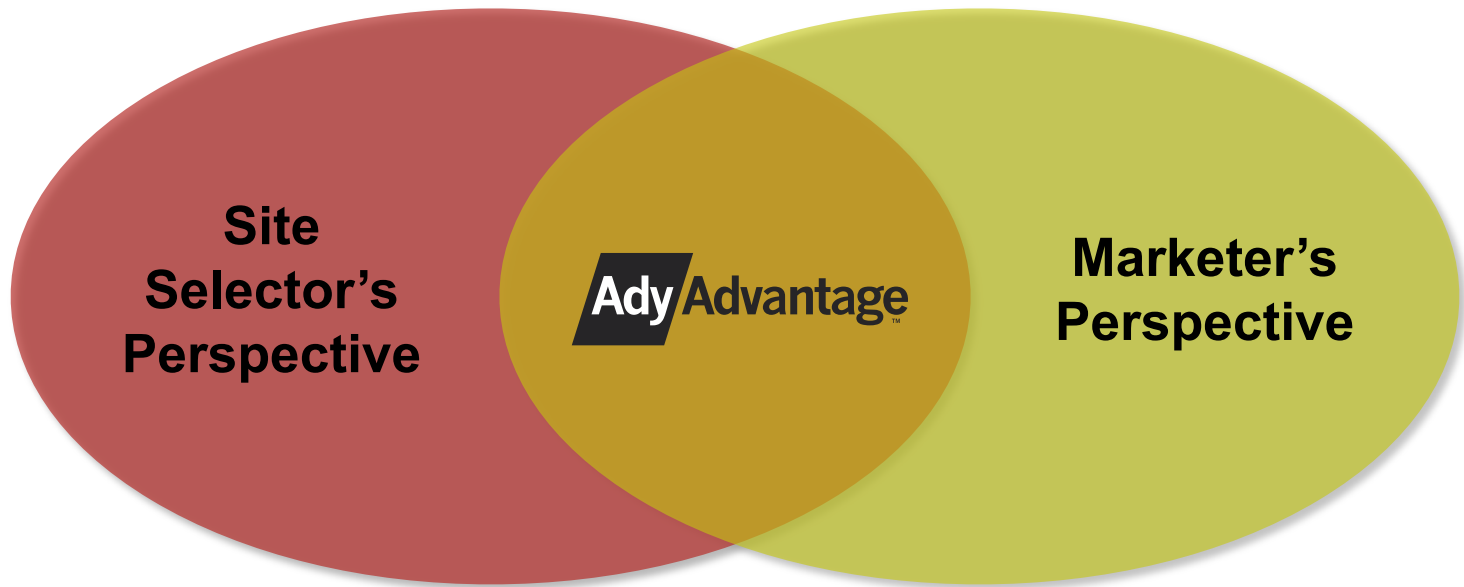
October 19, 2017



OUR SWEET SPOT



THE ADY ADVANTAGE ECOSYSTEM



ADY ADVANTAGE AREAS OF EXPERTISE

Issues we can help EDOs address.

REPRESENTATIVE AREAS OF EXPERTISE

Strategic issue requiring a mix of research, competitive positioning and marketing.

- How do we develop an industrial site, from feasibility through marketing of the site?
- How do we create a strategy for our location based on Quality of Place?
- How do we proactively go after prospects?
- How do we identify and address our talent issues?
- How do we improve our success rate with RFIs?

RESEARCH

Gathering and analyzing data to support decision-making.

- Talent-led target industry analyses
- Economic Development strategic plans
- Research among site location decision makers



COMPETITIVE POSITIONING

How do we zero in on our strongest positioning and express it?

- Asset mapping
- Positioning platforms for talent and industry
- Logo and brand standards



MARKETING COMMUNICATIONS

How do we communicate with decision makers about our area?

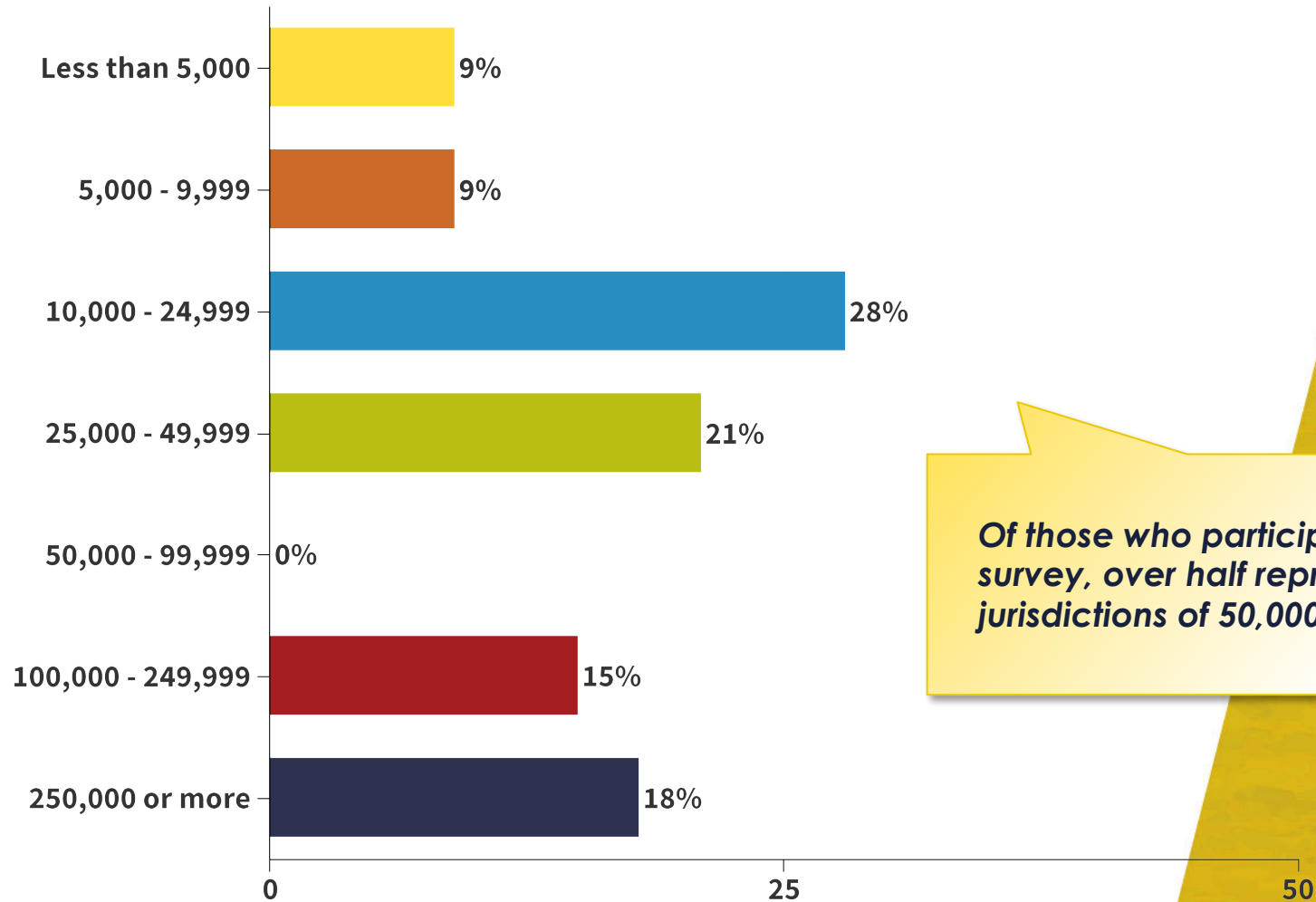
- Marketing plans
- Websites, social media and PR
- Marketing campaigns and lead generation



A LITTLE BIT ABOUT YOU

A LITTLE BIT ABOUT YOU

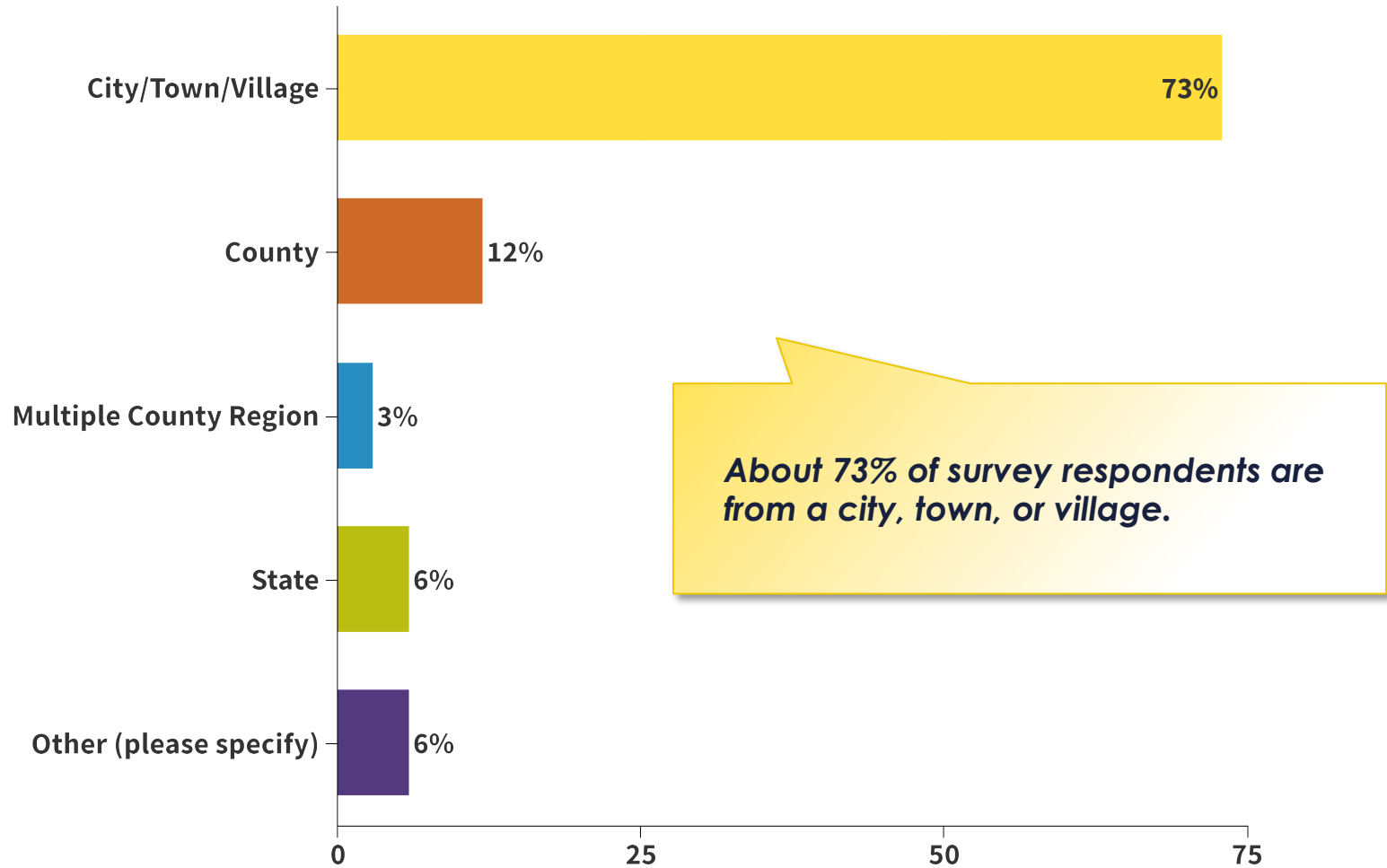
What is the population of your jurisdiction?



Of those who participated in our survey, over half represent jurisdictions of 50,000 or less.

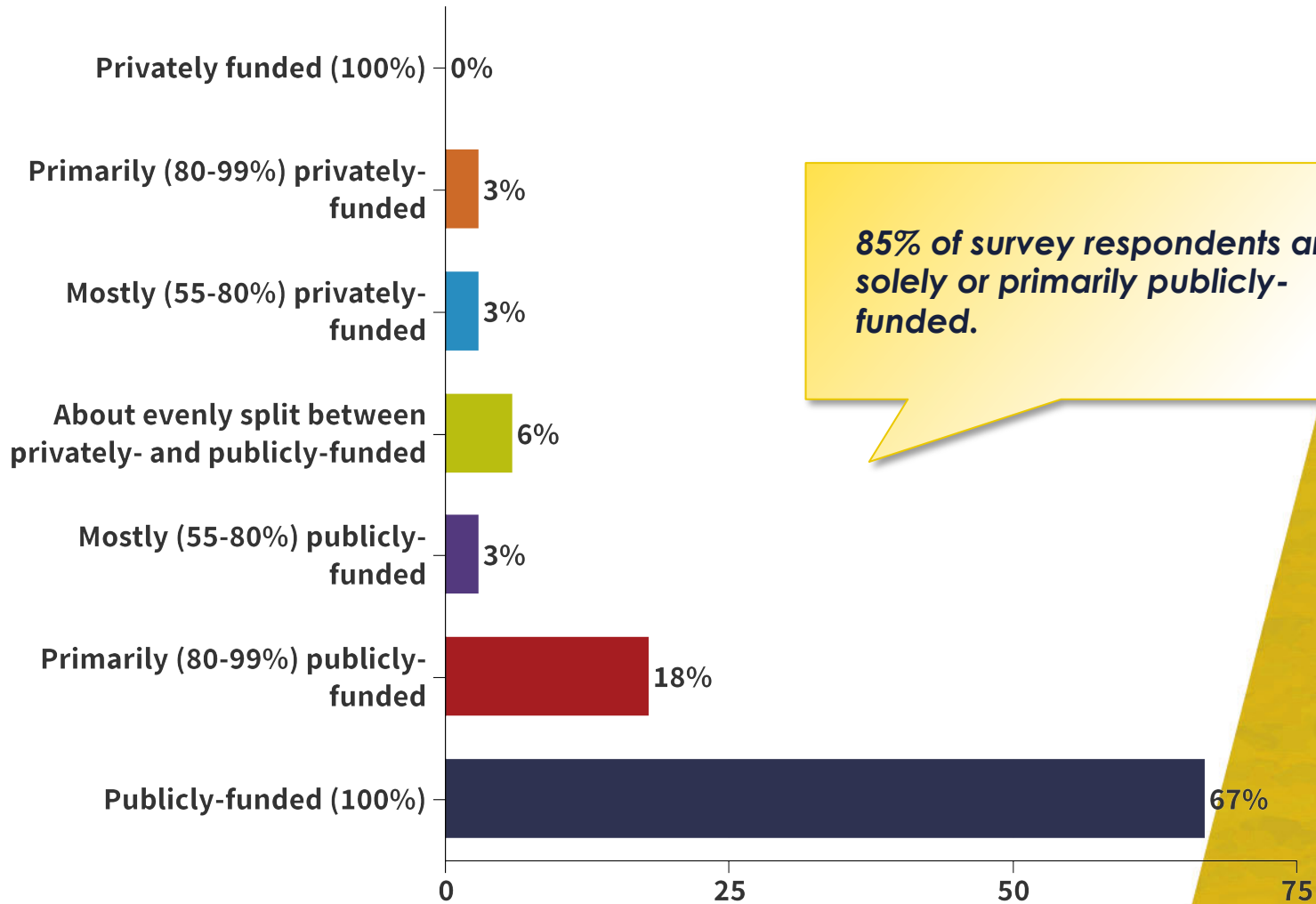
A LITTLE BIT ABOUT YOU

Which of the following best represents your jurisdiction type?



A LITTLE BIT ABOUT YOU

Which of the following best describes your organization?



85% of survey respondents are solely or primarily publicly-funded.

A LITTLE BIT ABOUT YOU

What are the biggest ED OPPORTUNITIES facing your community?

Manufacturing

Relocating and expanding businesses

Funding opportunities

Workforce **Access to markets** Logistics

Great strategic location

Alternative energy

Healthcare

BRE

Population growth

Entrepreneurship

Life sciences

Petrochemical industry

Available land and buildings

Warehousing

Services industry **Tourism** Low operating costs

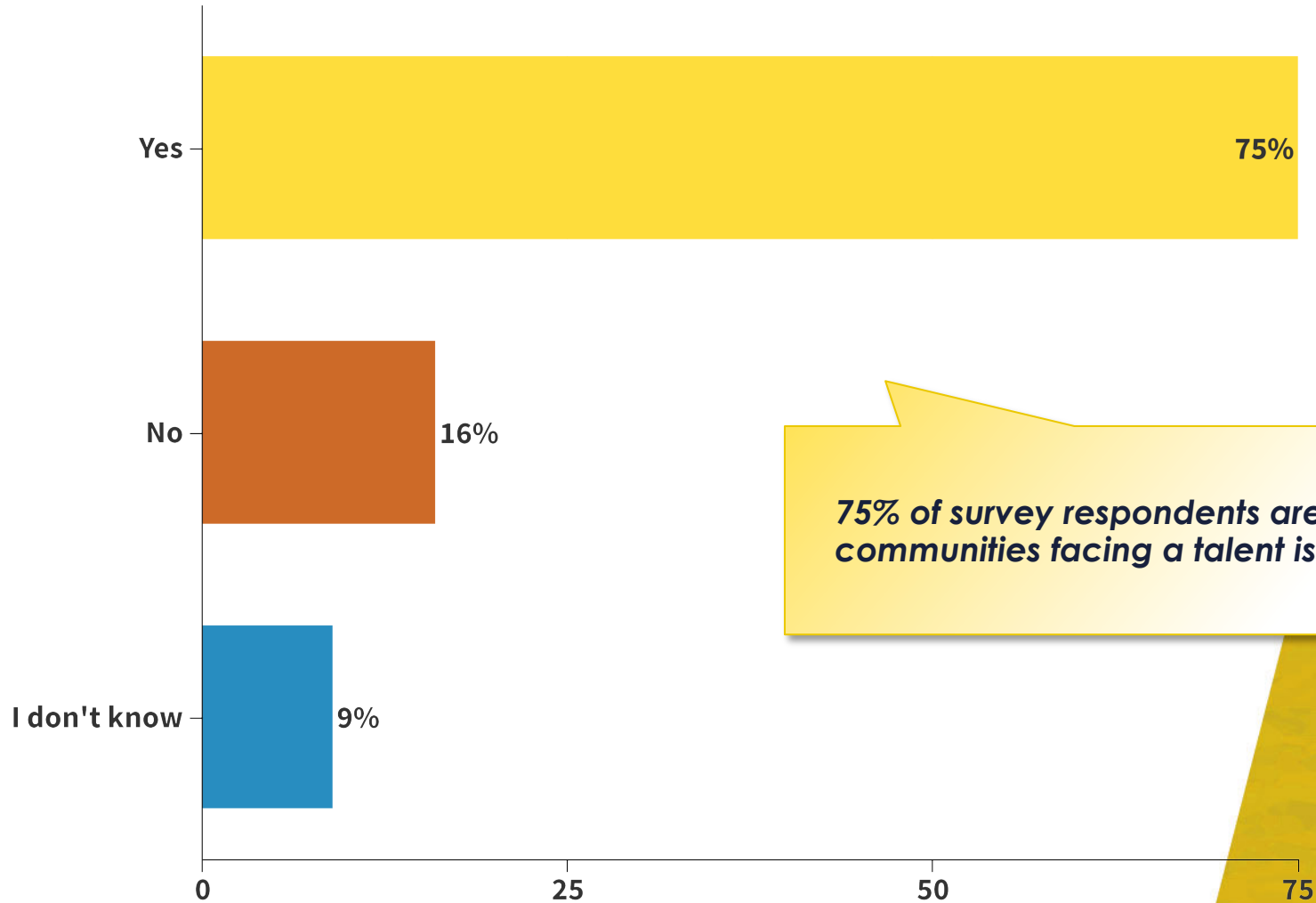
A LITTLE BIT ABOUT YOU

What are the biggest ED CHALLENGES facing your community?



A LITTLE BIT ABOUT YOU

Do you have a talent issue?



75% of survey respondents are from communities facing a talent issue.

A LITTLE BIT ABOUT YOU

What is the greatest talent issue facing your region?

Skilled workforce
Recruitment

Retention

Engineers

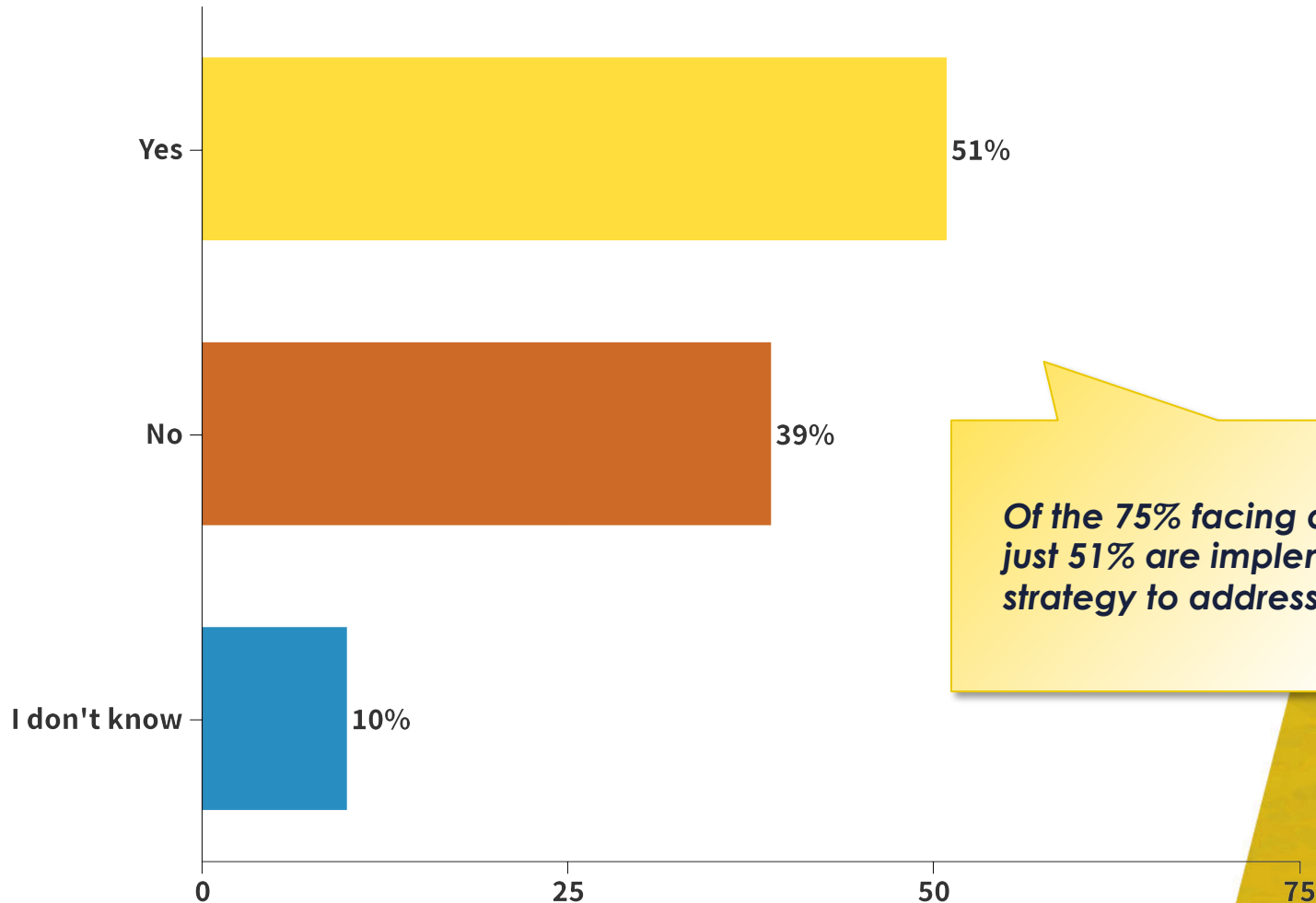
Workforce development

Competitive wages

Supply and availability

A LITTLE BIT ABOUT YOU

Has your organization implemented, or is it in the process of implementing, a talent strategy to address your issue?



Of the 75% facing a talent issue, just 51% are implementing a strategy to address the issue.

A LITTLE BIT ABOUT YOU

What is the talent initiative or program you're implementing?

Using an outside consultant to come up with a strategic plan for the city.

As a management district, our goal is to provide exceptional public spaces and transportation that will attract the businesses who then have the amenities to attract talent.

Marketing high demand careers to high school students. And partnering with training organizations to show the paths and increase capacity.

Recruiting differently. Using more informal resources such as churches or community based organizations

We are working on a regional CTE training center that will include several area school districts, our local community college, EDC and Workforce Board

Working beyond the local college and tying into the mid/high school to begin training and job/opportunity exposure earlier in the supply chain.

A FRAMEWORK FOR ADDRESSING **TALENT ISSUES**

A FRAMEWORK FOR ADDRESSING TALENT ISSUES

What's your talent issue?

1. **What is the single most pressing talent issue in your community or region? Be specific.**

EXAMPLES

- ***Our region is losing a disproportionate number of 18-24-year-olds.***
- ***Our largest employers currently have openings for 70 CNC machinists.***
- ***About 80% of the students our colleges attract are from outside our area, but 95% of graduates each year leave upon graduation.***
- ***We would like to attract entrepreneurs because data shows we have fewer start-ups per capita than other communities.***

A FRAMEWORK FOR ADDRESSING TALENT ISSUES

What's your talent issue?

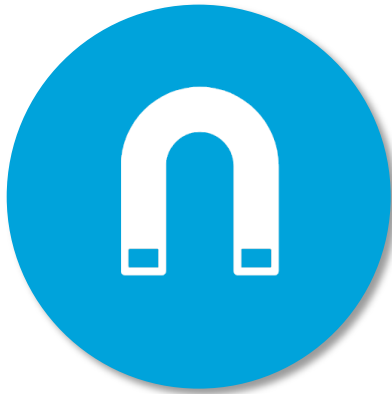
1. What is the single most pressing talent issue in your community or region? Be specific.
2. What has been the most successful talent program that you are aware of? What talent issue did it address and how?

A FRAMEWORK FOR ADDRESSING TALENT ISSUES

Fundamental Types of Talent Strategies



**RETENTION AND
DEVELOPMENT**



ATTRACTION



ALTERNATIVES

A FRAMEWORK FOR ADDRESSING TALENT ISSUES

Fundamental Types of Talent Strategies

“It’s about productivity, not people!”

Consider the impacts on:

- **Your incentives programs**
- **Your performance metrics**
- **Your training programs**
- **Your existing businesses**



ALTERNATIVES

SETTING TALENT STRATEGIES

SETTING TALENT STRATEGIES

Steps to ED Talent Strategy Setting

1 *Conduct an honest assessment of your region's assets, including those related to talent.*

2 *Set your vision for the region's future.*

3 *Identify gaps between your current and desired state, including talent. These are your "talent issues."*

4 *Develop talent strategies tailored to your region's assets and goals.*

SETTING TALENT STRATEGIES

Lessons Learned

1

Articulate the specific talent issue.

- *Data*
- *Five Whys exercise*
- *Make sure to include employer input*
- *“Skate to where the puck will be”*

2

Bite off one issue at a time to make it manageable and to get some wins under your belt to build momentum.

3

Beware talent recruitment mandates that do not build first on talent retention and talent development.

4

Talent strategies need to align with the organization’s overall strategies. They cannot be looked at in isolation.



TALENT RETENTION AND DEVELOPMENT STRATEGIES

TALENT RETENTION AND DEVELOPMENT STRATEGIES



1 *Engaging people earlier; educating kids (and their parents) about career opportunities*

- *Career programs targeting secondary school kids*
- *Academies and other school-to-career programs*
- *Expanding STEM learning into PK-12 public schools*
- *Reality 101 to educate high schoolers on positions*
- *Bratwurst grill competitions*
- *Boy Scouts program - for boys and girls – to learn about career opportunities in manufacturing while addressing an insurance liability barrier*
- *Paid internships for high school students, providing hours of hands-on experience combined with job readiness training and interview skills*
- *Statewide employer-student platform, providing mentors, opportunities for early engagement, and interactive Q&A sessions*
- *Targeted industry career fairs involving social/cultural touch points*

TALENT RETENTION AND DEVELOPMENT STRATEGIES



2

Help existing workers enhance their skills and career opportunities

- *Helping residents just short of degrees earn their papers*
- *On-the-job training and employer-led initiatives*
- *Using the German apprenticeship approach in the U.S.*

3

Getting the right people trained on the right things

- *Classes on soft skills and GMP*
- *Aligning workforce development systems with businesses' needs*
- *Having unions, colleges and universities help train people for expected jobs*

TALENT RETENTION AND DEVELOPMENT STRATEGIES



4

Getting underemployed and unemployed people more fully employed

- *Helping residents just short of degrees earn their degrees*
- *Promoting non-traditional careers (e.g. women in manufacturing, girls in the trades)*
- *Community Ventures program that started in Michigan for bringing former prisoners into the workforce*
- *Program to bus in willing workers without transportation to work in manufacturing (the “Greater Praise” bus)*
- *City kids learning about agricultural careers*
- *Veteran hiring events*
- *Outreach to Hispanic Chamber of Commerce, etc.*
- *Commuting the sentences of nonviolent prisoners and putting them in work programs*
- *Hiring ex-convicts to gain access to additional labor pools.*

TALENT RETENTION AND DEVELOPMENT STRATEGIES

5

Engaging people later

- *Programs to keep baby boomers engaged in the workforce even after they “retire”*

6

Keeping people once they do come to your community

- *Programs to integrate college students into the community, so they are more likely to stay in the community after graduation*
- *Formal programs to integrate newly relocated people into the social and business networks*
- *YP orientations*
- *“Match”-type survey to integrate people into the community*

7

Increasing commitment of existing employees and employers

- *Programs to convert retiring baby boomers’ businesses into ESOPs to prevent their closure and increase remaining employees’ commitment to the business and the area*





8

Employer strategies that incent desired behaviors

- *Dangling incentives in front of existing workers, such as employee stock, double overtime pay and quarterly bonuses*
- *Raising wages*
- *Productivity bonuses*
- *Employers provide training, offers on-site classes, and built a training center so workers can earn industry certifications*
- *Student loan repayment programs*



TALENT ATTRACTION STRATEGIES

TALENT ATTRACTION STRATEGIES



1

“Boomerang” strategies to bring high school and college graduates back home

- *Facebook pages that “just ask”*
- *Traveling governors and sports bars*
- *Targeted recruitment strategies using social media and professional networks like LinkedIn*

2

“Cool cities” recruitment

- *Greg from Fargo*
- *Communities spending money to enhance Quality of Place*
- *Marketing campaigns by state EDCs and others*
- *Develop key assets found in cities with high concentrations of YP*
- *Locating HQ in downtown metro area (GE moved HQ from CT to Boston)*

TALENT ATTRACTION STRATEGIES



3

Scholarships or stipends for people who meet certain criteria

- *Rural Opportunity Zones program, and others*
- *Post Production Fellowships*
- *Internships to get people here, hopefully keep them on*

4

Immigration and/or entrepreneurship visas

5

Strategies that remove barriers to relocation (housing, transportation, day care, health care)

- *New senior housing to free up big country homes for growing families*
- *Housing and even plane tickets for seasonal employees*
- *Offering a day care center on-site*
- *Offering an on-site clinic*
- *Student loan repayment program for new graduates*

TALENT ATTRACTION STRATEGIES

6

Assist in acclimation

- *Executive recruitment tours, trailing spouse tours*

7

Nontraditional recruitment

- *Recruitment trips to colleges and universities outside the area on behalf of area employers*
- *Pair talent attraction fairs the same time as cultural events in key cities (e.g. Coachella, Austin City Limits, etc.)*
- *Converting visitors to residents by linking them to job opportunities*
- *Statewide target industry job sites and/or quality of place websites and campaigns*



PARTING THOUGHTS

PARTING THOUGHTS

What we'd like to impart upon you.

- 1. The talent conundrum wasn't created overnight, and it won't be solved overnight.**
- 2. There is not a silver bullet for all of today's talent issues.**
- 3. That said, although it's a complex issue, it doesn't lend itself to complex solutions. The way to eat an elephant is one bite at a time.**
- 4. To get started, look at labor data, discuss goals, identify gaps, and then plan.**
- 5. Whatever the barrier to attracting talent is in your area – whether it's lack of housing, perceptions of your community, the safety of downtown, or the lack of commuter transportation – it is now an economic development issue.**

THANK YOU



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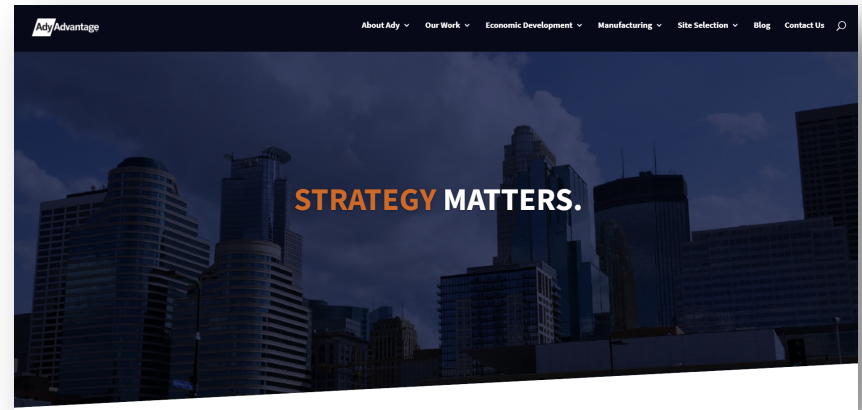
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Talent Toolbox for Economic Developers
Published February 2016

Rural Economic Development Toolbox
Published September 2014



Blog and newsletter at www.adyadvantage.com