

**THE  
NEW  
FACE  
OF**



**TALENT**

**Industry Sector Approaches as a method to  
achieve education institution goals**

**December 9, 2013**

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## Presenter Background

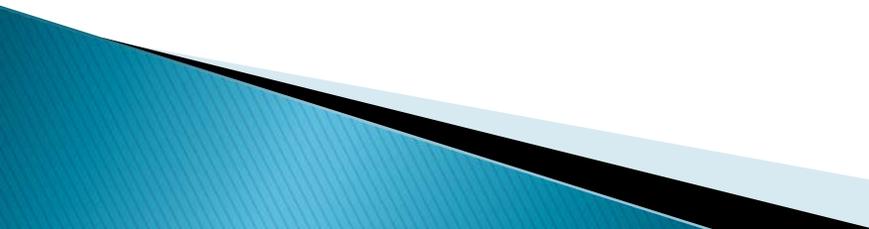
- ▶ 13 years focusing on talent management and human resources for a global manufacturer with 27,000 employees
  - ▶ 7 years in economic/workforce development and K–12 career academy delivery
  - ▶ 7 years in community college education (27,000 students, 10 campus sites)
  - ▶ 2 years WIA administration/delivery
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# What is a Sector Strategy?

Sector or Industry Partnerships are a key strategic element within some of the most successful state and local workforce development efforts in the country. *(Aspen Institute, National Governors Association, National Skills Coalition and the National Network of Sector Partnerships)*

- Organization of stakeholders connected to an industry for the purposes of developing plans for building new skilled workforce pipelines where shortages exist and providing ongoing relevancy in enhancing current skill delivery
- Provide a means to engage directly with business and industry across traditional boundaries
- Identifies strategies to align state programs, supportive services, education/training curriculum and other resources serving “businesses” and “career seekers”
- Can impact the increase in per capita income for community and career seekers
- The strategic focus of this process can lower the overall unemployment rate 1-2%

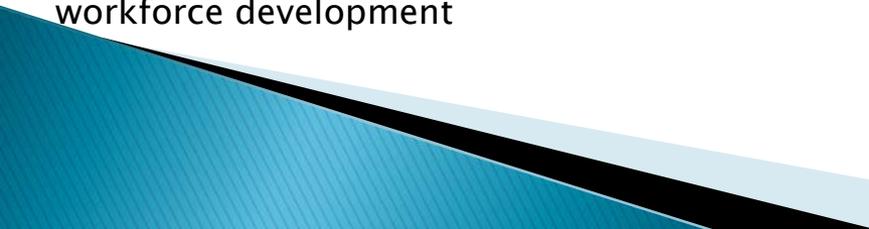
# Outcomes: Obtaining Education Institution Goals

- ▶ Increased foundation giving
  - ▶ Access to expertise to build programs and secure faculty
  - ▶ Lower costs in faculty professional development
  - ▶ Seen as necessary to economic development strategy of community (opens door for land, building and other capital requests/need with city, county and state officials)
  - ▶ Increased enrollments
  - ▶ Increased co-ops and internships
  - ▶ Increased ability to hit funding performance metrics (particularly around placement)
  - ▶ Increases institution attractiveness – exposure of institution across multiple organizations
  - ▶ Affects student attraction - seen as “education to career” institution (job)
  - ▶ Opens door for university partnerships on grants and initiatives
  - ▶ Creates waiting lists for Advisory Boards
  - ▶ National recognition of strategies
- 

# Outcomes: State Level – System Alignment

Embed language in legislation and policy, state strategies and requirements that support *the outcomes of sector partnerships* in all relevant formula programs, grants and new statewide initiatives

- Example: New education programs are created through the recommendation of sector partnership work and program requirements or funding are adjusted meeting this defined need

- Identify and support development of enhanced education and training programs
  - Prioritize incumbent worker training
  - Increase internships and co-op opportunities
  - Identify mechanisms to expose youth to in-demand careers
  - Develop outreach plan to promote opportunities within an industry
  - Identify sustainability points
  - Increase the flow of workforce funds into your state with targeted, pre-planned strategies around workforce development
- 



# Business Agenda Identification

What is the agenda for business to be involved in workforce programming?

*A workforce that can assist in obtaining profitability goals*



# Industry Sector: Healthcare

How did the sector approach begin?

“Over a \$30,000 signing bonus for cardiac care nurses in another Ohio City.”



# Example - Healthcare Consortium – Multiple, Competing Education Institutions

## Healthcare Systems

Mt. Carmel

Nationwide Children's

OhioHealth

OSU Medical Center

## Project Director

Osteopathic Heritage  
Foundation

## Partners

Ohio Hospital Association

## Project Lead

Columbus Chamber

## Education Institutions

Capital University

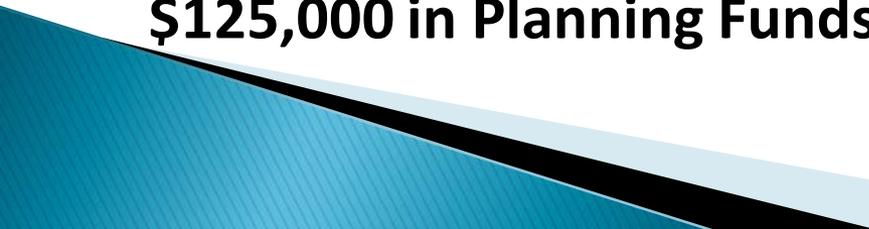
Columbus State Community  
College

Mount Carmel College of  
Nursing

Otterbein College,

The Ohio State University

**\$125,000 in Planning Funds from Healthcare System Partners**



# Project Elements

## Education System

Output

Capacity

Expansion Issues

Faculty Retirements

Number of Clinical Sites

## Current Workforce

Nurse Satisfaction

Retirements (Company HRIS Data)

Education level of incumbent workers

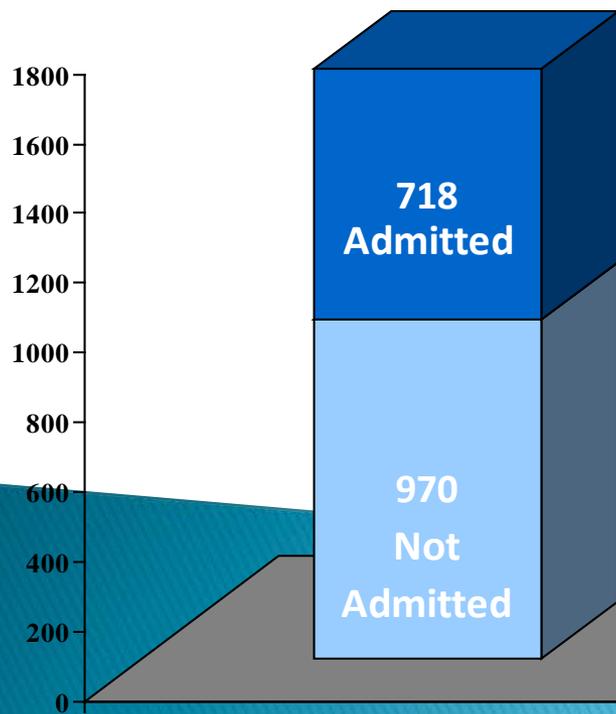
## Recruitment Process

Focus Groups with Health System HR personnel

Reviewed Hospital Web Sites

Out-of-State Research

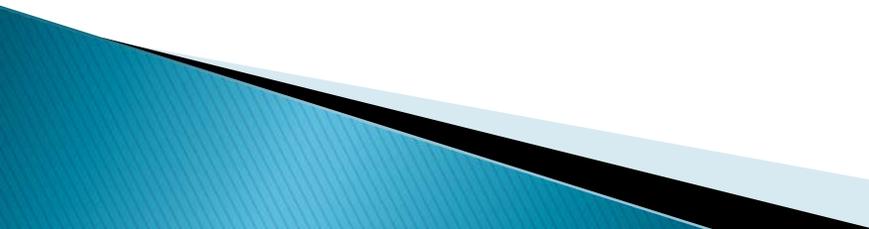
# Findings / Solutions



**1,688 Applicants**



# Applied Solutions

- ▶ **Attracted \$1.5 million in funding to the program for expansion of the education programs at the 5 institutions** (appropriations and local foundation funds).
  - ▶ Funds supported: faculty, equipment
  - ▶ Hospitals contributed another \$100,000 for recruitment strategy implementation
  - ▶ Redesign in approach to college recruitment strategies
  - ▶ Development of one community entry point for seeking jobs.....[Columbushealthcare.com](http://Columbushealthcare.com)
  - ▶ “Sell” Columbus Workshops
  - ▶ “Traveling” recruitment strategy
  - ▶ High School Career Fair – 235 attendees from nine separate K-12 districts
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# Return on Investment for Education and the Community

**65% increase in Pre-licensure graduates over 4 years**

Increase in Master Prepared Nurse Graduates

Increased enrollments in Graduate Entry programs and the addition of one Graduate Entry program

Increase in clinical sites and healthcare partners for education

Addition of \$1.5 million in funds “outside” education funds to increase capacity at local institutions

# Industry Sector: Insurance



Governor lead 30 Insurance CEO group

At the request of business, community college selected facilitator

Planning Funds: ODJFS under OBOR oversight - \$50,000 to \$75,000



“Frustration at the inability to translate their work into a tangible plan”

Moved execution from Ohio Department of Development into the hands of industry by assigning a workforce committee co-chaired by business

# Work Plan and Findings

- ▶ Reviewed previous work: 2007 – 2010 with ODOD
- ▶ HRIS Business Specific Data Collected 2011
- ▶ Determined state education supply

## **Insurance Specific Occupations – New through 2016**

Claims adjusters, examiners, and investigators	1,655
Customer service representatives	1,314
Insurance underwriters	1,206
Insurance sales agents	608
First-line supervisors of office support workers	228

17,689 overall new/replacement across all occupations through 2017

No insurance specific education programs outside of Risk Management (which applies across sectors)

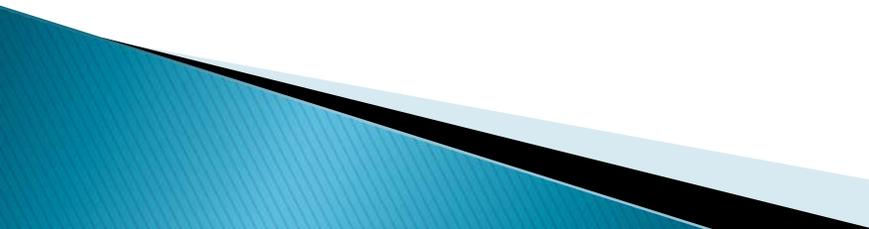
# Solutions

1. Ohio Insurance Careers Campaign
2. Defining and Building Education Pipeline

Business funds Campaign (\$600,000)

*Insuringohiofutures.com*

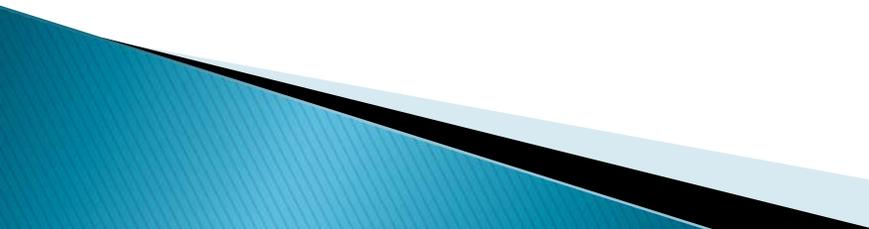
Four new insurance programs: three universities and  
one community college



# Community College Gains

- ▶ 65 local business representatives from the insurance companies involved in developing curriculum
- ▶ Launch of Foundations I Certificate in January 2014 (customer service focus)
- ▶ Working on development of Foundations II (claims focus)
- ▶ Two foundation proposals to insurance businesses
- ▶ Sponsorship of 50<sup>th</sup> anniversary celebration at the college
- ▶ Identification of successful CSCC graduates for marketing (see link below)
- ▶ WIA funds to support students in program
- ▶ Industry specific career fair on campus
- ▶ Career Pathway maps for “every” occupation insurance uses

[http://www.youtube.com/watch?v=8zIO\\_HoMxDA&feature=youtu.be](http://www.youtube.com/watch?v=8zIO_HoMxDA&feature=youtu.be)



# INSURANCE SALES AGENTS

**What do they do?** Sell life, property, casualty, health, automotive, or other types of insurance. May refer clients to independent brokers, work as independent broker, or be employed by an insurance company.

**People with these roles and responsibilities are also called:** *Insurance Agent, Agent, Sales Agent, Insurance Broker, Account Executive, Producer, Sales Representative, Insurance Sales Agent, Underwriting Sales Representative, Account Manager*

## Some typical job duties include:

- Seek out new clients and develop clientele by networking to find new customers and generate lists of prospective clients.
- Interview prospective clients to obtain data about their financial resources and needs, the physical condition of the person or property to be insured, and to discuss any existing coverage.
- Explain features, advantages and disadvantages of various policies to promote sale of insurance plans.
- Call on policyholders to deliver and explain policy, to analyze insurance program and suggest additions or changes, or to change beneficiaries

## Ohio Job Outlook

How many of these jobs are in Ohio? **27,580** (in 2008) **29,580** (in 2018)

How quickly is this career pathway growing? **Average +7.3% growth**

How much do these jobs usually pay? **Average (2009) \$27.50 hourly** **Median (2009) \$20.19 hourly**  
**\$57,200 annually** **\$42,000 annually**

## Most Important Occupational Skills

Basic Skills	Problem Solving Skills	Systems Skills
Active Listening	Complex Problem Solving	Judgment and Decision Making
Speaking		Systems Evaluation
Reading Comprehension		Systems Analysis
Social Skills	Technical Skills	Resource Management Skills
Persuasion	Operations Analysis	Time Management
Service Orientation	Troubleshooting	Mgmt of Personnel Resources
Social Perceptiveness		Mgmt of Financial Resources

## Career Pathway and Educational Requirements

Tier 1: Associate (\$20,000 – \$35,000)

Tier 2: Specialist (\$30,000 – \$75,000)

Tier 3: Managerial (\$50,000 – \$100,000)

Tier 4: Executive (\$100,000+)



### REQUIRED FOR ENTRY

- High school degree/GED
- State licensing
- Short-term OTJ training

### REQUIRED FOR ENTRY/ADVANCEMENT

- Associate's degree (minimum)
- State licensing
- Multiple years related work experience

### REQUIRED FOR ADVANCEMENT

- Bachelor's degree (minimum)
- Multiple years related work experience
- Professional certifications

### CERTIFICATIONS THAT CAN HELP YOU ADVANCE:

**Accredited Advisor in Insurance** (American Institute for CPCU and Insurance Institute of America, available online)

**Certified Professional Insurance Agent** (American Insurance Marketing and Sales Society, unavailable online)

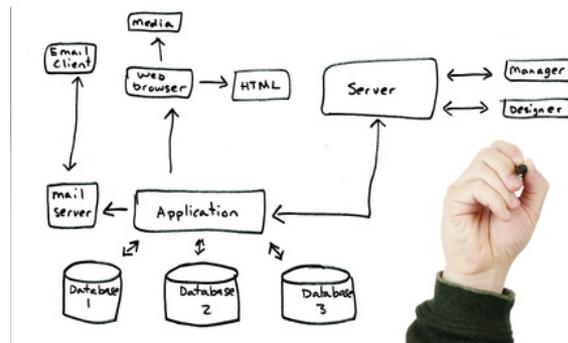
**Chartered Property Casualty Underwriter** (American Institute for CPCU and Insurance Institute of America, available online)

**Certified Risk Manager** (The National Association for Insurance Education and Research, available online)

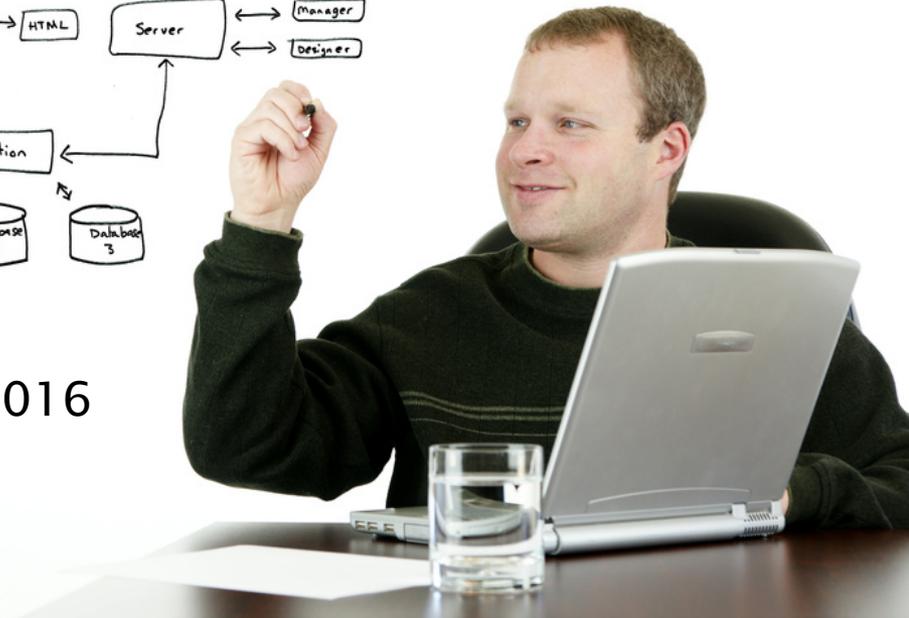
# Industry Sector: IT

Largest number of open, unfilled jobs in Central Ohio  
and across Ohio

Least clarity for education partners around demand,  
skill sets, experience levels, etc.



Projected 52,400 in total employment by 2016  
just in Central Ohio



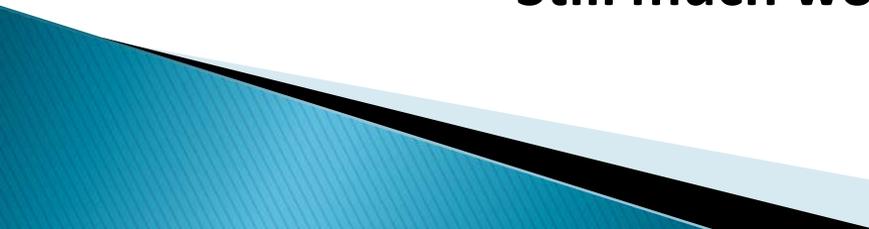
# Industry Sector: IT Launch

**Now this approach is a college strategy**

Tech Columbus – IT Business Membership Organization and CIO Council  
No planning funds - Focus Group with LMI

1. Need Labor Market Survey and Plan
2. Quick Win: Business Analyst and Java Developer
3. Funds from OBOR/ODJFS
4. H1B ODJFS Grant
5. Cardinal Health CIO **one** meeting: certification of faculty paid for by Cardinal, developing project management certificate for employees, \$100,000 gift to HIMT program, began internships pilot – four students, taking campus tour to explore other opportunities, joining advisory board

**Still much work to do in this sector**



# LOGISTICS ART

ATTRACTING AND RETAINING TALENT



## Partners:

**OHIO** Board of Regents

**Columbus Region  
Logistics Council**

An Initiative of the Columbus Chamber

**COLUMBUS STATE**  
community college  
Center for Workforce  
Development



**OHIO** Department of Development

**Columbus Chamber**

**OHIO** Department of Jobs & Family Services

**CDW**  
Logistics, Inc.



**Midwest Express Group**

# Why Logistics?

- In top 3 industry sectors in the Central Economic Development Region

(7.8% of Ohio's workforce employed in Logistics)

- 17,000 employees needed by 2013
  - Gas/Oil Industry straining workforce
  - Positioned for great growth and attraction efforts
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# Logistics Occupations

## Targeted Occupations

## Wage Range

Packers/Packagers	\$7.92 – \$12.02
Laborers/Stock/Material Movers	\$9.06 – \$15.85
Office Clerks, General Admin	\$10.52 – \$17.06
Ship/Receive/Traffic Clerks	\$11.50 – \$16.41
Customer Service Reps	\$11.54 – \$17.97
Bill Clerks/Machine Operators	\$12.63 – \$17.12
Dispatchers	\$13.38 – \$21.01
Production/Plan Clerks	\$14.30 – \$23.93
1st Line Supv/Mgrs Labor	\$17.42 – \$25.51
Sales Reps	\$19.11 – \$37.09
1st Line Supv/Mgrs Transportation	\$19.60 – \$30.21
Trans Storage/Dist Mgrs	\$31.04 – \$49.28
Gen Ops Mgrs	\$33.82 – \$65.15

# Logistics Career Pathway

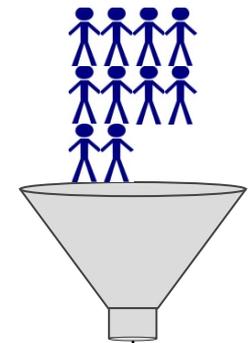
**Many companies offer:**

- Progressive Pay Increases
- Attendance Bonus Programs
- Comprehensive Benefits Plans
- Performance Awards
- Shoe/Uniform Allowances
- Tuition Reimbursement
- Training Opportunities
- Community/Employee Involvement
- Promotion Opportunities
- Health/Wellness Programs





# Logistics DOL Grant Program – 3 weeks



Logistics Overview

Assessment

MTB  
Drug Screen  
Background Checks  
Counseling Sessions

Training

Job Prep  
•Basic Computer  
• Customer Service  
•Resume Writing  
•Behavioral Interviewing  
•Mock Interviews

Basics of Logistics  
- CLA Coursework  
National Certification (MSSC)

Academic Assistance

Language (ESL)  
New Immigrant Orientation

Cultural Awareness

Other Academics

Math

Writing

Computer Literacy

Logistics Technical Training  
Forklift Certification

Graduation Job Screenings  
Successful completion =  
1 Credit Hours at CSCC

21<sup>st</sup> Century Skills Certificate

\*Assessments and Coursework – CSCC  
Technical Training – ODW/MEG

# Logistics Results

## Gender

Male 676  
Female 238

**Limited English 34**  
**Disabled 68**  
**Vets 147**

## Education

9<sup>th</sup> Grade 5  
10<sup>th</sup> Grade 10  
11<sup>th</sup> Grade 28  
12<sup>th</sup> Grade 209  
1-3 yrs. college 297 (no degree)  
Associates 74  
Bachelors 160  
Masters 32  
1-3 yrs. college/tech certificate 82

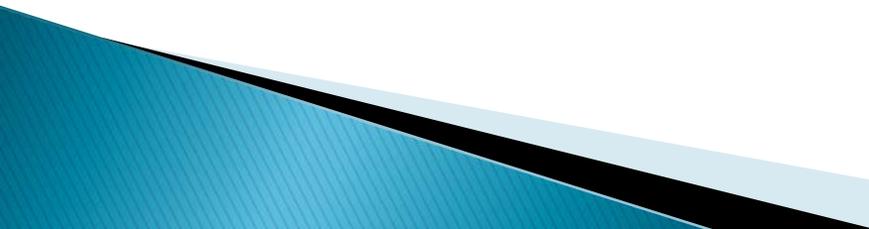
## Age

18-24 83  
25-34 153  
35-44 199  
45-54 298  
55-64 171  
65+ 10

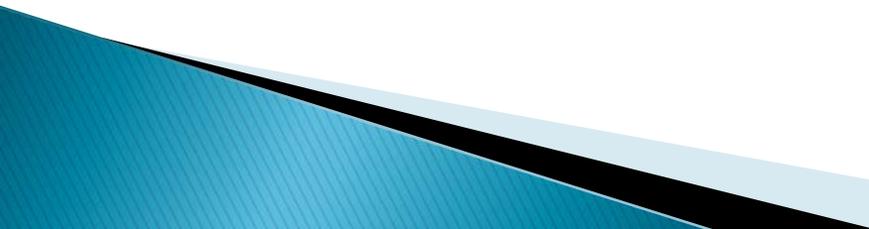
**Unemployed over 6 months 550**

**After program employment 75% to 79% with over 300 hiring businesses**

# Education Institution Insights

- ▶ Counselor in WD programs
  - ▶ Changes in student transcripts
  - ▶ Every WD student now enrolled in college programming
  - ▶ WD students as viable credit pipeline
  - ▶ Involvement in mock interviews (the soft takeaway)
  - ▶ Setting of payment systems (what pays first)
  - ▶ Waving Compass (entry test to allow credit entry)
  - ▶ Develop of “to work” certificates for high school populations and career changes
  - ▶ Complete overhaul of grants management process
  - ▶ Firsts in equipment ownership and in paying students directly (stipends, internship wages, etc.)
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# Ten Step Formula (ART: Attracting and Retaining Talent Formula)

1. Identify and Invite Industry partners to dialogue (CEO/HR/OD/Line Management)
  2. Collect industry LMI data to inform workforce discussion
  3. Edit LMI with real world facts presented by the businesses
  4. Prioritize and project workforce needs
  5. Inventory current education delivery pipelines
  6. Define skill sets
  7. Build workforce plan
  8. Fund
  9. Execute
  10. Identify Sustainability
- 

THANK YOU!

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