Industry Sector Approaches as a method to achieve education institution goals

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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
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
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

<table>
<thead>
<tr>
<th>Healthcare Systems</th>
<th>Project Lead</th>
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</thead>
<tbody>
<tr>
<td>Mt. Carmel</td>
<td>Columbus Chamber</td>
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<tr>
<td>Nationwide Children’s</td>
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<tr>
<td>OhioHealth</td>
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<tr>
<td>OSU Medical Center</td>
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<table>
<thead>
<tr>
<th>Project Director</th>
<th>Education Institutions</th>
</tr>
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<tbody>
<tr>
<td>Osteopathic Heritage Foundation</td>
<td>Capital University</td>
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<tr>
<td></td>
<td>Columbus State Community</td>
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<tr>
<td></td>
<td>College</td>
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<td></td>
<td>Mount Carmel College of</td>
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<tr>
<td></td>
<td>Nursing</td>
</tr>
<tr>
<td></td>
<td>Otterbein College,</td>
</tr>
<tr>
<td></td>
<td>The Ohio State University</td>
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<table>
<thead>
<tr>
<th>Partners</th>
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<tbody>
<tr>
<td>Ohio Hospital Association</td>
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</tbody>
</table>

$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

- 718 Admitted
- 970 Not Admitted

- 189 Ready
- 753 Not Ready
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
- “Sell” Columbus Workshops
- “Traveling” recruitment strategy
- High School Career Fair – 235 attendees from nine separate K-12 districts
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
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)
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 50th 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
**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**

<table>
<thead>
<tr>
<th>How many of these jobs are in Ohio?</th>
<th>27,580 29,580</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>How quickly is this career pathway growing?</th>
<th>Average</th>
<th>+7.3% growth</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>How much do these jobs usually pay?</th>
<th>Average (2009) $27.50 hourly</th>
<th>Median (2009) $20.19 hourly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Usually pay?</td>
<td>$57,200 annually</td>
<td>$42,000 annually</td>
</tr>
</tbody>
</table>

**Most Important Occupational Skills**

<table>
<thead>
<tr>
<th>Basic Skills</th>
<th>Problem Solving Skills</th>
<th>Social Skills</th>
<th>Technical Skills</th>
<th>Systems Skills</th>
<th>Resource Management Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Listening</td>
<td>Active Listening</td>
<td>Persuasion</td>
<td>Operations Analysis</td>
<td>Judgment and Decision</td>
<td>Time Management</td>
</tr>
<tr>
<td>Speaking</td>
<td>Speaking</td>
<td>Service Orientation</td>
<td>Complex Problem Solving</td>
<td>Making</td>
<td>Mgmt of Personnel Resources</td>
</tr>
<tr>
<td>Reading</td>
<td>Reading</td>
<td>Social Perceptiveness</td>
<td>Systems Evaluation</td>
<td>Systems Decision</td>
<td>Mgmt of Financial Resources</td>
</tr>
<tr>
<td>Comprehension</td>
<td>Comprehension</td>
<td></td>
<td>Systems Analysis</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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+) |

**CERTIFICATIONS THAT CAN HELP YOU ADVANCE:**
- Accredited Adviser 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 Alliance 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
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
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
<table>
<thead>
<tr>
<th>Targeted Occupations</th>
<th>Wage Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Packers/Packagers</td>
<td>$7.92 – $12.02</td>
</tr>
<tr>
<td>Laborers/Stock/Material Movers</td>
<td>$9.06 – $15.85</td>
</tr>
<tr>
<td>Office Clerks, General Admin</td>
<td>$10.52 – $17.06</td>
</tr>
<tr>
<td>Ship/Receive/Traffic Clerks</td>
<td>$11.50 – $16.41</td>
</tr>
<tr>
<td>Customer Service Reps</td>
<td>$11.54 – $17.97</td>
</tr>
<tr>
<td>Bill Clerks/Machine Operators</td>
<td>$12.63 – $17.12</td>
</tr>
<tr>
<td>Dispatchers</td>
<td>$13.38 – $21.01</td>
</tr>
<tr>
<td>Production/Plan Clerks</td>
<td>$14.30 – $23.93</td>
</tr>
<tr>
<td>1st Line Supv/Mgrs Labor</td>
<td>$17.42 – $25.51</td>
</tr>
<tr>
<td>Sales Reps</td>
<td>$19.11 – $37.09</td>
</tr>
<tr>
<td>1st Line Supv/Mgrs Transportation</td>
<td>$19.60 – $30.21</td>
</tr>
<tr>
<td>Trans Storage/Dist Mgrs</td>
<td>$31.04 – $49.28</td>
</tr>
<tr>
<td>Gen Ops Mgrs</td>
<td>$33.82 – $65.15</td>
</tr>
</tbody>
</table>
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

**Assessment**
- MTB
- Drug Screen
- Background Checks
- Counseling Sessions

**Academic Assistance**
- Language (ESL)
- New Immigrant Orientation
- Cultural Awareness
- Other Academics
- Math
- Writing
- Computer Literacy

**Training**
- Basics of Logistics
  - CLA Coursework
  - National Certification (MSSC)
- Job Prep
  - Basic Computer
  - Customer Service
  - Resume Writing
  - Behavioral Interviewing
  - Mock Interviews

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

**Logistics Technical Training**
- Forklift Certification

**Graduation**
- Job Screenings
  - Successful completion = 1 Credit Hours at CSCC

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

21st Century Skills Certificate
## Logistics Results

### Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>676</td>
</tr>
<tr>
<td>Female</td>
<td>238</td>
</tr>
</tbody>
</table>

| Limited English | 34 |
| Disabled        | 68 |
| Vets            | 147 |

### Education

<table>
<thead>
<tr>
<th>Education</th>
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</tr>
</thead>
<tbody>
<tr>
<td>9th Grade</td>
<td>5</td>
</tr>
<tr>
<td>10th Grade</td>
<td>10</td>
</tr>
<tr>
<td>11th Grade</td>
<td>28</td>
</tr>
<tr>
<td>12th Grade</td>
<td>209</td>
</tr>
<tr>
<td>1-3 yrs. college</td>
<td>297 (no degree)</td>
</tr>
<tr>
<td>Associates</td>
<td>74</td>
</tr>
<tr>
<td>Bachelors</td>
<td>160</td>
</tr>
<tr>
<td>Masters</td>
<td>32</td>
</tr>
<tr>
<td>1-3 yrs. college/tech certificate</td>
<td>82</td>
</tr>
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### Age

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<thead>
<tr>
<th>Age</th>
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<tbody>
<tr>
<td>18-24</td>
<td>83</td>
</tr>
<tr>
<td>25-34</td>
<td>153</td>
</tr>
<tr>
<td>35-44</td>
<td>199</td>
</tr>
<tr>
<td>45-54</td>
<td>298</td>
</tr>
<tr>
<td>55-64</td>
<td>171</td>
</tr>
<tr>
<td>65+</td>
<td>10</td>
</tr>
</tbody>
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- 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.)
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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