



## ***Advance Now* Human Capital Workgroup Report**

### **I. TEAM**

#### **A. Co-Chairs**

Turina Bakken, Madison College

Pat Schramm, Workforce Development Board of South Central Wisconsin

#### **B. Members**

Gabrielle Banick, Blackhawk Technical College

Bob Borremans, Southwest Wisconsin Workforce Development Board

Karen Coley, Moraine Park Technical College

Paul Dietmann, Badgerland Financial

Lynn Forseth, Madison College

Timothy Gaillard, UW Hospital & Clinics, MREP Board

Angela Jones, United Way of Dane County

Michael Johnson, Boys & Girls Club of Dane County

Jim Morgan, Wisconsin Manufacturers & Commerce

John Morning, Evansville Chamber of Commerce

County Executive Joe Parisi, Dane County, MREP Board

David Phillips, Dane County

Howard Teeter, Anteco Pharma

Barb Tucker, Southwest Wisconsin Technical College

Dennis Winters, Wisconsin Department of Workforce Development

#### **C. Madison Region Economic Partnership (MREP) Staff Representative**

Gene Dalhoff, Vice President, Strategic Partnerships

### **II. WORKGROUP BACKGROUND/RELATION TO ADVANCE NOW**

The Human Capital Workgroup started its work with the acknowledgement that work in this strategy area continued to move forward after the original *Advance Now* report was finalized. The team organized their work, so that human capital efforts accomplished since the *Advance Now* strategic plan was released would be considered and incorporated into recommendations for future actions.

The Team also made the decision to concentrate on year 1 and 2 of the Human Capital Implementation plan as a starting point.



Key questions the workgroup considered:

- What is the most important starting point for the Human Capital work that will transform the Human Capital challenges in the region?
- Is there any portion of the Human Capital year 1 or 2 work that has begun since the *Advance Now* strategic plan was launched?
- Who will take responsibility for the starting point work and what resources will they dedicate to the work? What additional resources are needed?
- What will be the specific work for MREP to support the recommended starting point work?

### III. TEAM WORK PLAN

March 14<sup>th</sup> and 15<sup>th</sup> – Committee Member Orientations – Agenda: Overview of *Advanced Now* including review of Human Capital objectives for year 1 and 2 as stated in the Human Capital Strategic Plan. Review of B Bold 2 and efforts that may impact the Human Capital work within the region. Discussed strategy and logistics for the workgroup and agreed on scope of work.

March 18<sup>th</sup> through March 25<sup>th</sup> – surveyed members to organize starting point. Survey asked members:

- a. What is the most important work needed within the context of *Advance Now* / Human Capital strategic plan that will be meaningful to your organization and will contribute to the transformation within the region?
- b. In the context of your answer as to work needed, can you organization dedicate organizations talent, networks and resources to advance a collective effort that can be implemented now; will have real impact and the region will see real results.
- c. How can MREP contribute to the idea?

March 28<sup>th</sup>

- a. Reviewed Scope of Work
- b. Discuss Survey Monkey results in the frame of the *Advance Now* – Human Capital implementation plan and the scope of work – **what is the big idea?**
- c. Discussion of transformational idea(s).
- d. Agree on transformational focus if possible.

As part of the March 28<sup>th</sup> meeting, the co chairs reminded the team that our goal is to determine a starting point / effort (in the context of the *Advance Now* Implementation plan and



the scope of work) that will have a meaningful impact for the region and also relate back to the work of Human Capital related organizations in the region. The team also confirmed that the emerging big idea needed to be linked to or relevant to the team members and their organizations. In a time of shrinking resources and increased pressures on all of our organizations, we wanted to ensure that the outcome of this team was truly collective and had clear return-on-investment to business, government, community organizations and higher education.

Themes from the survey and meeting discussion:

- a. Whatever strategies are recommended, employers need to be involved and engaged. Need to use whenever possible existing employer organized groups such as college advisory council members, k-12 Business and Education Partnerships, Workforce Development supported sector teams, industry organizations such as Chambers, WMC, BioForward etc.
- b. Disconnect between school faculty (k-20) and businesses. Need to discover ways to make this connection real and ongoing.
- c. Important that whatever strategies are adopted that progress is monitored, measurement and results are reported out to the region. The team believes that showing and sharing early success and tangible results will ensure momentum and future success and participation.
- d. Any strategy needs to consider the economic diversity of the region, and not just the Madison area.
- e. Important that we do not keep re-inventing the wheel and instead have a mechanism to inventory efforts in the human capital arena and make the information readily accessible for replication and use by the organizations that need it.
- f. Any new strategies need to be focused for results. Need to focus on a problem that can be addressed such as:

The Team discussed that there are pre-competitive issue across all industries in relation to workforce pipeline. Team asked the question - how do we engage businesses in the pipeline issue.

The Workgroup also discussed what specific role MREP can will play to support future work.

The co chairs also offered a draft collaboration protocol that MREP might use to collaborate with partners and work to assure that agencies who are partnering to do strategic work understand their role and commitment.



To be sure that the workgroup was in agreement on the specific priorities the co chairs requested that the members prioritize their top objective from the *Advance Now* – Human Capital Work plan. The co-chairs also asked the team to consider a collaboration protocol as a strategy for MREP to work with partners on what time, talent and resources would be dedicated to individual projects/efforts to accomplish the *Advance Now* Implementation plan.

**April 19, 2013**

***Agenda***

- Agree on priority for starting point for Human Capital Implementation Plan work and determine if we will add the collaborative protocol strategy as part of recommended priorities.
- Identify timelines for accomplishing idea
- Provide an estimate of resources, fiscal or otherwise, required to accomplish idea
- Indicate who would own each part of the idea and partners who would need to be engaged
- Identify others who have already done this if a best practice
- Develop metrics used to judge success of the workgroup effort

**IV. CRITICAL RECOMMENDATIONS**

The team recommends that the following be considered essential work. They recommend that MREP serve in the role of coordinator and convener as it applies to the strategies. The Team recommends that the collaboration protocol within recommendation 3 be used as the strategy to define partner roles, talent (the who) and resources needed for each effort.

**A. Align education and workforce development efforts with target sector initiatives**

- 1.** Create a roundtable solution that will give business, economic development, educators and workforce professionals a platform for engagement. The Roundtable(s) will offer a venue for business and partner to understand what is happening around talent development for all ages. Occur



often enough to create a real-time platform so that education and workforce partners understand what is changing and what they need to do to be responsive to the needs of industry and that industry understands what their role and commitment might be. Each event will provide practical ways for industry to be involved and engaged in the solutions. Events will offer opportunities to share best practices. Each roundtable must result in clear actionable opportunities for engagement of participating employers.

**2.** MREP, assisted by the roundtable collaboration partners, will conduct data collection and trend analysis on emerging industries and related job forecasts to inform the work of each roundtable. As part of the exercise, we will need to overlay what educational offering linked to those high impact sector areas already exist in our region. MREP will also assist with coordination, management and support of the roundtable(s).

**3.** Based on the trends and identified needs, align workforce needs with educational offerings linked to those needs. In addition, identify regional education gaps relating to emerging or high need industries.

**4.** Build both longer term strategies for workforce development, but also shorter-term, innovative, more responsive solutions.

**5.** Recruit roundtable participants from existing employer engagement groups such as the Technical College Program advisory boards representing the targeted clusters, the Workforce Development Board and Economic Development sponsored sector teams, k-12 Business Education Partnership members and industry associations such as WMC members and Chambers of Commerce from the region

**6.** MREP should explore with partners a strategy to house employer engagement information that is easily accessible to employers and partners. Examples might be Inspire Wisconsin or solutions like Volunteertime.org sponsored by United Way.



- a) Examples of employer engagement opportunities:
  - (1) Internships
  - (2) Tools to support tours and engage student
  - (3) Engagement with education to craft needed training
  - (4) Develop a mechanism for corporate representatives to teach in the classroom.
  - (5) Provide best practices strategies for companies who are working to diversify their workforces.
  
- b) The above recommendation would help to:
  - (1) Expand the employer engagement and involvement in career and technical education in the region.
  - (2) Directly involve Businesses through practical engagement strategies in creating and supporting workforce solutions within the region.
  - (3) Create a collaboration platform that will support prompt solutions to both short term workforce needs and long-term strategies to support talent development within the region.
  - (4) Align region workforce needs (based on data analysis) with educational offerings linked to those needs
  - (5) Identify educational gaps related to emerging industries and share with higher education providers for development and deployment

**B. Forge strong partnerships between educators, parents, students, and regional businesses.**

Within this objective all Human Capital Team members agreed that Parent engagement must be the first priority. It is a widely held view that the biggest stumbling block to young people entering many of our demand occupations that do not require a four year degree, is the goal of parents that their children need a 4 year degree-focused post secondary education.

- 1. Get out ahead of the implementation of academic and career plans with the priority to increase parent engagement in understanding and participate with their student(s). There is a new requirement under the Department of Public Instruction that all students attending the 6 through 12<sup>th</sup> grade establish an Academic Career Plan beginning with the 2013 school year. This requirement will give us an opportunity to be proactive in partnering with the region's school



districts to inform parents throughout the region on the new Academic Career Plan requirements and the benefits that this best practice has achieved. This is a standard practice in many European countries.

**2.** Work through MREP to push the message out to parents about the need for involvement in their student(s) academic plan development. MREP will alert communities and partner organizations and utilize existing partnerships such as the Chambers of Commerce to push out the message to parents and offer strategies for parents to become involved. This will require that we partner directly with the school districts to determine the best strategies to for access and involvement parents. It will be important to be sensitive to needs of each community and audience with multiple cultures, diversity, etc. Before we launch the work, a focus group should be held with local parents from urban and rural communities to determine how to do this effectively.

**C. Establish a “Collaboration Protocol”**

In order to achieve much of the work outlines within the *Advance Now* strategic document, it is important that partners within the region dedicate time, talent and resources so that we arrive at solutions that truly benefit the region. The Human Capital Team is recommending that we establish a “Collaboration Protocol” that will establish and maintain a collaborative framework where we can work towards “WE SOLUTIONS”. It would be a strategy that keeps industry and the public/community partners in close collaboration so we are aware of what industry and workers need and can mobilize our resources to be responsive.

**1.** Establish an action protocol for partners who are willing to collaborate to meet regularly with the goal of understanding and taking action on the pressing issues that are facing our Human Capital development within the region.

**a)** Goal would be to keep the collaborators in a close / candid relationship that would give all partners real time information on what is needed. Collaborators would commit to work with their individual leadership, dedicate resources to issues that align with their organizational mission and minimally bring their networks to solutions.

**b)** Goal would be to establish a collaborative space that if any of the collaborative partners are identifying an issue – they can bring the issue to the collaborative for help. Goal of working at needs from a “we” verses “you” perspective.



c) Role of MREP – facilitate the collaborative. MREP would work with the collaborative partners to facilitate meetings of the collaborative. Each meeting would be approached as a call to action. Develop a game plan – give time to vet what is needed with collaborative members leadership, agree on an action plan and resources dedicated including new resources development, report on outcomes and share results. Within the context of the collaborative – MREP would also seek out best practices that can be considered as part of action strategies.

The Collaborative protocol would describe the following per project or effort:

- (1) Role of each partner
- (2) Specific timeline and resources needed for the effort
- (3) Commitment by each partner – specific to time, talent (who will do the work) and organizational resources dedicated by partner agencies and M-REP.

## V. OWNERSHIP & PARTNERS FOR IMPLEMENTATION

A. MREP would be responsible for recruitment of roundtable partners, conducting data collection and trend analysis, and either becoming the custodian or helping determine the custodian of employer engagement information.

B. MREP would also play a lead role in marketing to parents regarding their student’s academic plan development. MREP would be assisted in this endeavor by schools, the media and chambers of commerce.

C. MREP would facilitate the “collaborative.” Other partners would include the Workforce Development Boards, technical colleges, k-12 school district representatives, WMC, universities and selected non-profits.

D. Vice President of Partnerships Gene Dalhoff will lead this effort on behalf of MREP.

## VI. RELEVANT METRICS

- Number of private sector businesses participating in roundtables aligning education and workforce development efforts with target sector initiatives
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- Number of workforce development partners in roundtables aligning education and workforce development efforts with target sector initiatives
- Number of educational partners in roundtables aligning education and workforce development efforts with target sector initiatives
- Number of target sectors analyzed via data collection, interpretation and trend analysis
- Number of employer engagement opportunities coordinated, to possibly include: internships, company tours for students, opportunities for business representatives to appear in classrooms, promotion of best practices in workforce diversity
- Number of schools participating in coordinated effort to promote parental participation in student Academic Career Planning
- Number of partner organizations participating in coordinated effort to promote parental participation in student Academic Career Planning
- Number of students with one or more parents who have been contacted regarding participation in student Academic Career Planning

## **VII. ESTIMATED COST**

The primary cost for implementation of the Human Capital's recommendation by MREP will be staff time. Initially this will be borne primarily by the Vice President of Strategic Partnerships (an existing position), with the projected addition in year one of a support staff person (that may have shared responsibilities with the area of Leadership and Diversity). In addition, meeting expenses for the roundtables and other area support meetings are anticipated to total approximately \$2000 annually.