

Wisconsin Talent Strategies Initiative - Asset Mapping

A discussion of future implications and recommendations for the State Workforce Board following the regional validation of the Wisconsin Talent Strategies

Wisconsin Talent Strategies Regional Tour

Discussions of the best talent strategies for WI and how to move them forward

The Governor's Council on Workforce Investment (CWI) has charged the Partnership Development & Resource Alignment Committee with convening and connecting talent development resources to drive innovative workforce solutions that support economic development strategies. On April 11th, 2016, the aforementioned subcommittee discussed the importance of resource consolidation across the state to increase access to practices and people working to help improve the workforce. Members agreed that information dissemination of best practices was central to the success of their mission.

In response to the Partnership Development & Resource Alignment Committee's desire to share best practices across the state, the Wisconsin Talent Strategies Asset Map (attachment A) was developed to create a common understanding and define associated principles of best practices in talent management. The CWI was presented with the Talent Strategies Asset Map on May 2nd, 2016. After a period of review and discussion, the CWI approved the presented talent approach and commissioned that the Division of Employment and Training (DET) source the Asset Map with workforce partners throughout the state. Following this directive, Scott Jansen and Laura Doolin of DET met with regional workforce partners and thought-leaders to corroborate the Wisconsin Talent Strategies Asset Map and collaborate on human capital management ideas. These regional conversations took place over the course of six weeks in Milwaukee, Racine, the Fox Cities, Eau Claire, and La Crosse (see Appendix for details).

The Wisconsin Talent Strategies

Divided schematically into four separate categories, the Wisconsin Talent Strategies Asset Map is defined as:

- (1) Talent Retention
- (2) Talent Attraction
- (3) Talent Development
- (4) Talent Sourcing

Each strategy is supported by various principles that legitimize and ground the talent strategies into the existing landscape of programs and policies, while simultaneously creating the framework from which new programs and policies can grow. In addition to the strategy-specific principles, there are universal tenants of talent management that apply to each of the four strategies and were validated by regional thought-leaders. These core principles discern that each program, service, or policy must be reinforced by:

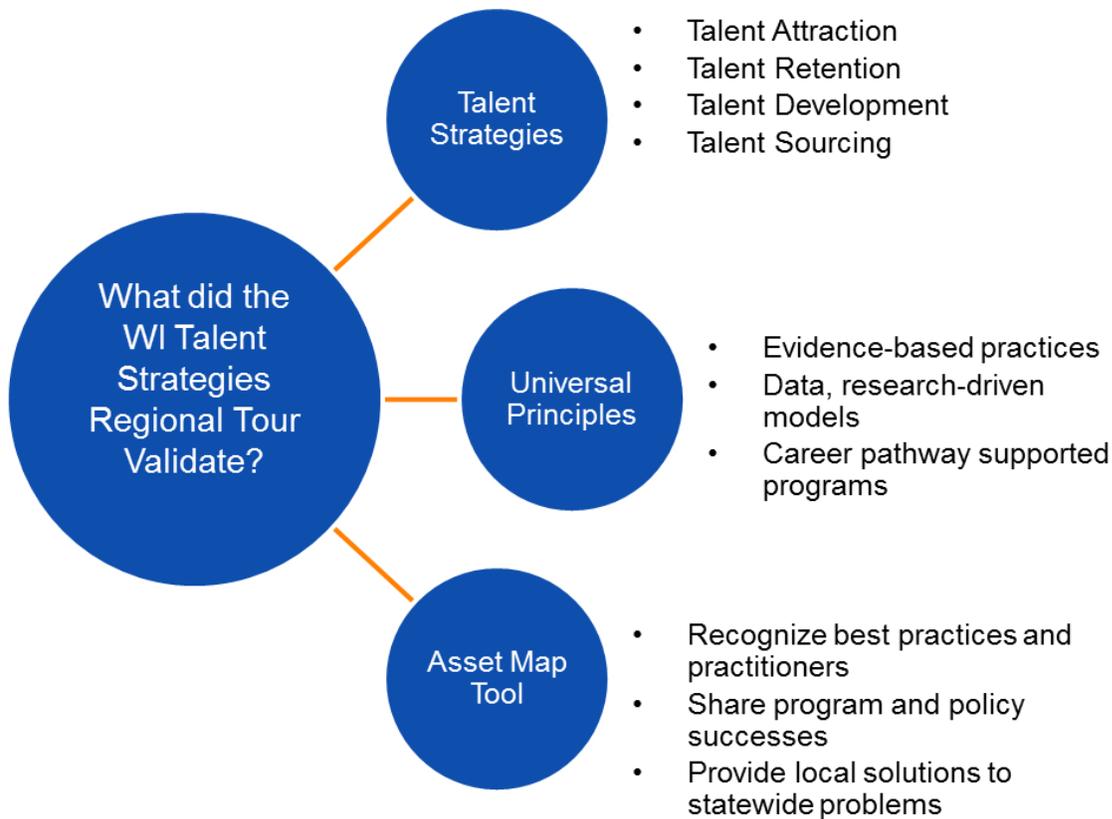
- (1) evidence-based practices and principles
- (2) data, research-driven models and solutions
- (3) career pathway supported programs and policies

Results of Wisconsin Talent Strategy Regional Tour

During the Talent Strategies Regional Tour, regional talent management thought-leaders reviewed and discussed the aforementioned strategies, as the CWI had requested. It was evident that the strategies provided a clear framework on which to build the future talent landscape of Wisconsin and aligned with existing local and regional talent strategies created by workforce boards, chambers of commerce, and economic development agencies.

Having agreed that the Wisconsin Talent Strategies Asset Map document provided an ideal framework through which to evaluate best practices in talent management, regional thought-leaders sought a way to promote and share these best practices across the state. It became apparent through these regional meetings that exceptional programs are already in place to support the talent strategies; however, many of these programs are familiar only at a regional level, and are not known statewide. Furthermore, regional conversations with thought-leaders exposed common talent concerns that transcended specific locations. Talent shortages, demographic issues, engaging fringe populations, and retaining young professionals are challenges presented to the state as a whole, yet many successful programs and solutions remain known only at a regional level.

To increase access to this information, regional participants suggested that the CWI promote and disseminate these local and regional best practices in talent by creating an Asset Map Tool. The Asset Map Tool would recognize and reward new and existing talent programs that meet the rigorous expectations set forth in the strategic principles. As the administrative support behind the CWI, regional stakeholders have turned to DET to bring this product to life through partner collaboration and engagement.



DET Operationalization

Thought-leaders across the state agree that DET, on behalf of the CWI, needs to consolidate resources to create better alignment of talent strategies across the state through the creation of an Asset Map Tool. Evaluating programs, policies, and services through the validated lens of the Wisconsin Talent Strategies, the CWI will be able to recognize, promote, and recommend tactics to businesses and partners across Wisconsin who face similar struggles in terms of talent attraction, retention, development, and sourcing. Rather than investing time, energy, and money to build local solutions from scratch, many of our partners would benefit from learning about existing, successful programs and potentially applying them to their own locale. However, in order to do so, partners need to be informed about the best practices in talent strategies across the state.

Partners suggested that an Asset Map Tool was necessary, particularly a web-based product that would house an up-to-date inventory of best practices and practitioners in the talent space throughout Wisconsin. With this information at the ready, businesses and workforce partners alike would be able to track existing talent solutions and discern whether similar, but localized versions of these best practices would remedy their talent problems as well.

The regional thought-leaders and workforce partners indicated that the Asset Mapping Tool would be most useful if it could be used in terms of location and specific talent strategy. While many of our partners noted that they would use the tool to seek out regional programs, others indicated that it would be valuable to navigate the tool by talent strategy and open themselves up to the repository of statewide best practices and practitioners already in effect. To account for this feedback, report filters could be applied to the web-based product to tailor each user's experience to their own needs in terms of strategy and location.

While DET is the administrative component of the CWI, it is understood that the division does not have sufficient resources to administer such a tool independently. However, our regional partners were understanding of this deficiency and offered several solutions. First of all, local Chambers of Commerce showed interest in being the gatekeeper of the repository, in the sense that they would vet and recommend programs, policies, and services that met the high standards of the Wisconsin Talent Strategies. This would take the administrative weight off of DET staff and allow the thought-leaders to determine and promote best practices from their region. Additionally, in order to keep the web-tool current, internal and external partners recommended that the web-based Asset Map Tool perform routine audits based on program expiration dates to automatically remove programs and services from the tool that are no longer in effect. This would limit DET staff involvement to auditing contact information and program descriptions on a quarterly basis.

Through this engagement, regional thought-leaders have demonstrated their willingness to support and help build an Asset Map Tool and have validated the need for such a tool to unite Wisconsin around talent strategies.

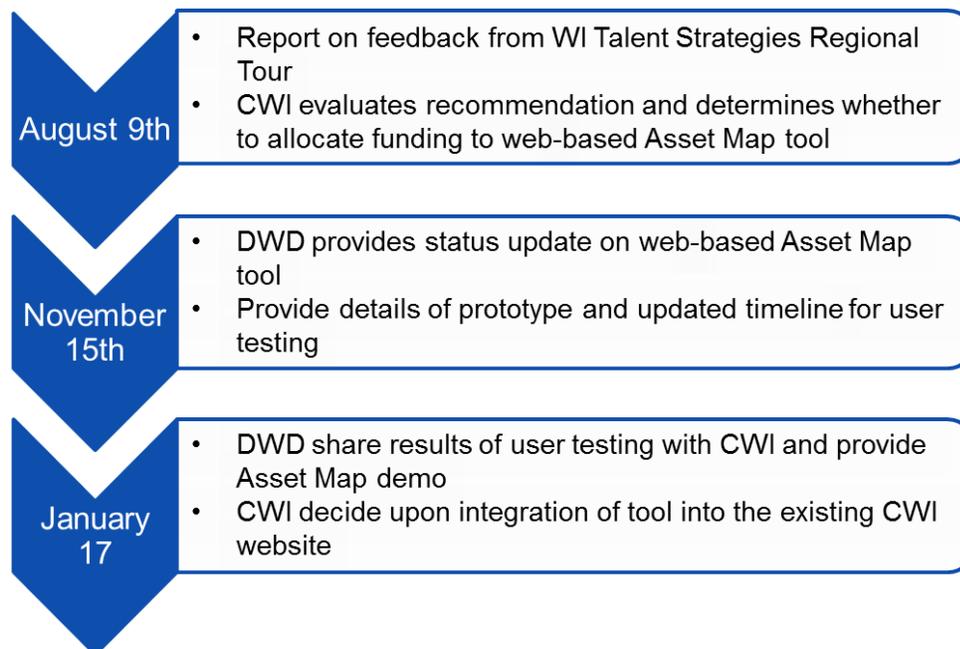
Call to Action

As a result of the Wisconsin Talent Strategies Tour, regional thought-leaders have recommended that the proposed talent strategies define the talent conversation in the future. Furthermore, our workforce partners have not only called for the creation of an Asset Mapping Tool to enforce these strategies, but they have committed to supporting and utilizing such a tool to inform their local constituents of best practices in talent management.

Wisconsin as a whole is facing some challenging talent issues, and as the demographic shifts and outward migration intensify, businesses and workforce partners alike will need increased access to resources and knowledge of best practices. A web-based Asset Map tool would create a one-stop repository to share these resources and knowledge. Best practices across the state are in use by practitioners as diverse and comprehensive as the CWI membership; therefore, it is strongly suggested that the CWI support and house the online Asset Map on its website. With such strong patronage across the state from workforce experts and business partners, the asset mapping is in a position to succeed and provide fresh ideas to organizations facing talent problems.

Should the CWI choose to move forward with the asset mapping as is recommended by regional thought-leaders of all industries, DET could begin product development and work closely with the two CWI Committees to pilot, test, and refine the asset mapping tool. With the help of DET, the CWI must also determine a funding source from which product development can be sponsored. Despite the initial cost and coordination, it is recommended that the asset mapping is a necessary tool to unite the state around the Wisconsin Talent Strategies and offer proven solutions to common talent concerns in Wisconsin.

Potential Timeline



Appendix

Milwaukee, Employ Milwaukee, June 3, 2016

Cindy Simons, Waukesha-Ozaukee-Washington Workforce Development Board (WDB)

Lee Swindall, Wisconsin Economic Development Corporation (WEDC)

Rebecca Deschane, WEDC

Dawn Pratt, CWI & Apprenticeship Council

Anne Nordholm, Milwaukee 7

Elizabeth Thelan, The Water Council

Racine, Racine Workforce Development Center, June 17, 2016

Heather Wessling, Kenosha Area Business Alliance (KABA)

Brooke Infusino, KABA

Mark Mundl, Southeast WDB

Jim Ladwig, Racine Area Manufacturers and Commerce

Rene O'Connor, Job Services

Fox Cities, Fox Cities Workforce Development Center, June 28, 2016

Laurie Radke, Green Bay Chamber of Commerce

Patty Milka, Fox Cities Chamber of Commerce

Eau Claire, Eau Claire Chamber of Commerce, July 12, 2016

Steve Jahn, Momentum West

Janice Lemminger, CWI

Scott Rogers, Eau Claire Chamber of Commerce

La Crosse, La Crosse Chamber of Commerce, July 18, 2016

Lisa Herr, 7 Rivers Alliance

Vicki Markussen, La Crosse Chamber of Commerce

Beth Sullivan, Western WDB

Kathleen Olsen, Job Services

Lee Raesh, Western Technical College

Wisconsin Talent Management Strategies

Talent Retention

Principles

- Millennial engagement strategies
- Leadership opportunity
- Place-making opportunities and civic engagement
- Work-Life balance
- Tax credits for Skilled Graduates (SP2)
- Student loan forgiveness
- Expand state's broadband footprint
- Talent succession
- Mentorship

Talent Attraction

Principles

- Marketing campaigns to attract Millennials and Entrepreneurs (SP7)
- Tax Credits for Skilled Graduates (SP2)
- Relocation tax credits
- Entrepreneurship programs and incentives (SP6)
- Expand state's broadband footprint
- Develop image building campaign for careers in High-Demand fields (SP13)
- Millennial-YP strategic programming

Talent Management Universal Principles

1. Evidence Based practices and principles
2. Data-Research driven models and solutions
3. Career pathway supported programs and policies

Principles

- College and Career Readiness
- Career Pathways (Adult and Youth)
- Skills, competencies and credentials
- Stackable credentials
- Mentoring programs
- Accelerated degree programs
- Informed career guidance
- Consumable Labor Market Information
- Expand and bridge Youth and Registered Apprenticeship programs (SP4)
- Summer youth employment programs
- Transferable skill sets (SP5)
- Employer driven skill development training programs
- Early childhood development
- Recruit/develop certified teachers/instructors (SP10)
- Provide necessary equipment/tools to educators-instructors
- Grants for UW-WTCS students (SP15)
- Engage/develop young professional organization leaders (YP)
- Offender re-entry programs

Principles

- Talent pooling/sharing amongst local employers
- Intentional Career Expos and Job Fairs with pre-qualified applicants and employers
- Promotion of non-traditional talent pools (e.g. veterans, disabled, long-term unemployed, post-secondary dropouts, ex-offenders, etc.)
- Candidate recruitment/referrals for apprenticeship and WBL programs
- Expand internship opportunities for high school and college students (SP18)

Talent Development

Talent Sourcing