

Developing a Competitive Workforce



1921-2021 ■ 100 YEARS OF NONPROFIT EDUCATION



U.S. CHAMBER OF COMMERCE FOUNDATION

About me

- I'm not Jaime! 😊
- First career in banking/sales.
- Ambassador with Chamber. Found my calling.
- 20 years in industry
- Leadership programs, workforce/talent/education, operations & planning
- IOM, 2008
- CCE, 2018

My organization: Lynchburg Regional Business Alliance

We represent the Lynchburg Virginia MSA: Amherst, Appomattox, Bedford and Campbell Counties; Towns of Altavista, Amherst, Appomattox, Bedford and Brookneal; and the City of Lynchburg.

750+ members - large and small businesses, entrepreneurs, education institutions, localities, workforce providers, etc.

Our Vision: Creating a region where businesses and individuals thrive.

Our Mission: To lead regional economic development through:

- Enhancing the Business Climate
- Cultivating Talent
- Generating Jobs & Investment
- Promoting our Brand & Image Globally

We administer numerous learning & training opportunities through our nationally award- winning Leadership Lynchburg program.

Consecutive 5 Star Accreditation for 15 years



Course Objectives.....

- Understanding workforce development activities and terminology.
- Identifying common initiatives and roles of chambers in workforce development.
- Exploring resources to assist you in your workforce development program.

What education/workforce questions do you want to make sure we cover today? Any pressing issues?

Just this morning.....

“Perhaps what’s most notable about the name the Great Resignation is that its main substance—resignations—may be the least consequential thing about the moment that it’s come to represent. The real takeaway is why people are leaving their jobs in the first place—rampant stress, the shift to remote work, a forced reckoning with what matters in light of the pandemic—and what resigning is leading them to do next.

Taken on its surface, the Great Resignation foregrounds the language of job status, but misses a parallel, arguably bigger story: the radical realignment of values that is fueling people to confront and remake their relationship to life at home, with their families, with their friends, and in their lives outside of labor.”

https://www.wired.com/story/great-resignation-misses-the-point/?mc_cid=235246c825&mc_eid=f766c9553e&utm_source=Area+Development+Site+%26+Facility+Planning+Newsletters&utm_campaign=8b6368e4e1-SFP_this_week_544&utm_medium=email&utm_term=0_94850a8d43-8b6368e4e1-302908633&goal=0_94850a8d43-8b6368e4e1-302908633

Three Pillars of the Talent Pipeline



Early Childhood
Education & Care

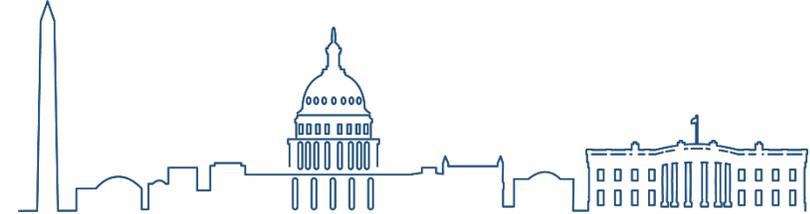


Connecting K-12
to Careers



Postsecondary
& Workforce
Development

Relevant Legislation



- Elementary and Secondary Education Act (Every Student Succeeds Act)
- Higher Education Reauthorization Act (HEA)
- Workforce Innovation and Opportunity Act (WIOA)
- Career and Technical Education (Carl D. Perkins)

- **Questions your organization can explore:**

- How are you relevant and a “must” for your members in this arena?
- What’s your lane? What workforce & education challenges is your Chamber/Association BEST suited to impact?
- How can you BEST impact these?
 - You can’t just present data and discuss. You must do something.
 - **Do your events & activities lead to outcomes?**
- What best practices exist for the challenges you’re wanting to tackle?
- Who needs to be “in the room” and engaged in solutions?
- How is collective impact being discussed and utilized locally to address complex national challenges like these?

#1 NEW YORK TIMES BESTSELLER

SWITCH

HOW TO CHANGE THINGS

WHEN CHANGE IS HARD

CHIP HEATH & DAN HEATH

THE BESTSELLING AUTHORS OF **MADE TO STICK**

► DIRECT the Rider

FOLLOW THE BRIGHT SPOTS. Investigate what's working and clone it. [Jerry Sternin in Vietnam, solutions-focused therapy]

SCRIPT THE CRITICAL MOVES. Don't think big picture, think in terms of specific behaviors. [1% milk, four rules at the Brazilian railroad]

POINT TO THE DESTINATION. Change is easier when you know where you're going and why it's worth it. ["You'll be third graders soon," "No dry holes" at BP]

► MOTIVATE the Elephant

FIND THE FEELING. Knowing something isn't enough to cause change. Make people feel something. [Piling gloves on the table, the chemotherapy video game, Robyn Waters's demos at Target]

SHRINK THE CHANGE. Break down the change until it no longer spooks the Elephant. [The 5-Minute Room Rescue, procurement reform]

GROW YOUR PEOPLE. Cultivate a sense of identity and instill the growth mindset. [Brasilata's "inventors," junior-high math kids' turnaround]

► SHAPE the Path

TWEAK THE ENVIRONMENT. When the situation changes, the behavior changes. So change the situation. [Throwing out the phone system at Rackspace, 1-Click ordering, simplifying the online time sheet]

BUILD HABITS. When behavior is habitual, it's "free"—it doesn't tax the Rider. Look for ways to encourage habits. [Setting "action triggers," eating two bowls of soup while dieting, using checklists]

RALLY THE HERD. Behavior is contagious. Help it spread. ["Fataki" in Tanzania, "free spaces" in hospitals, seeding the tip jar]



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EARLY CHILDHOOD EDUCATION & CARE

The Challenge



Breakdown in childcare costs businesses
OVER \$3 BILLION A YEAR

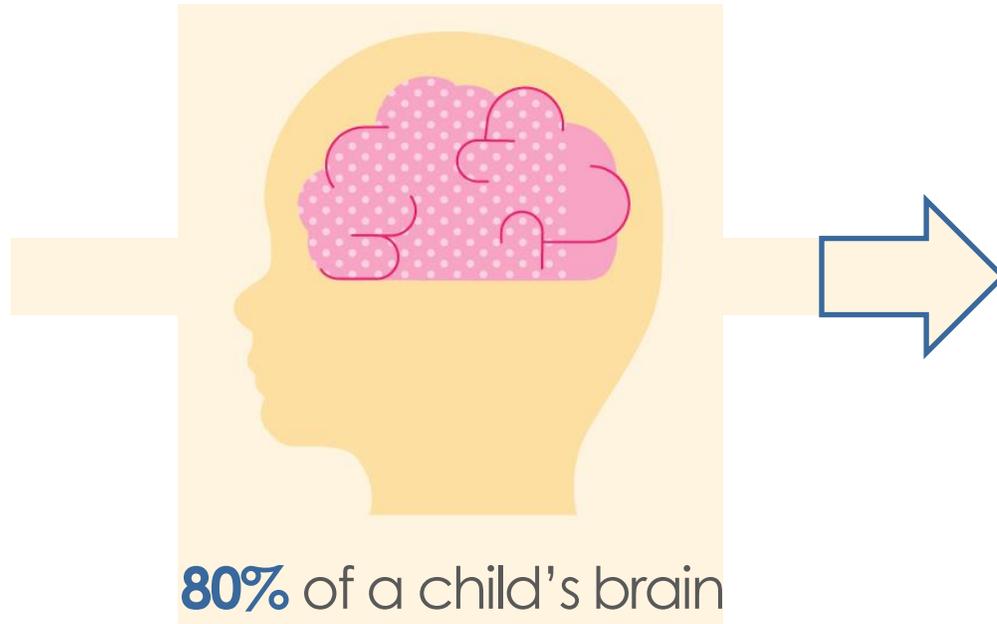
8 of every 10 births today are to millennials, who make up **1/3 of today's workforce.**

Almost **13 million Americans** in their prime working years have **children under age 6.**



74% OF WORKING PARENTS
said their jobs have been affected by childcare problems

The Workforce of Tomorrow



80% of a child's brain development **occurs** before age 3.

- Early experiences matter
- Gaps emerge early
- Adversity has a big impact
- Future economic mobility is affected

Resources

Leverage US Chamber data, talking points, and checklists!

Utilize your local and state data to inform action.

Key Findings:

Almost two-thirds of childcare centers are small businesses serving less than 75 children and are struggling to break even.

>75

Main Childcare Provider Concerns and Priorities

1

Meeting Needs While
Balancing Costs

2

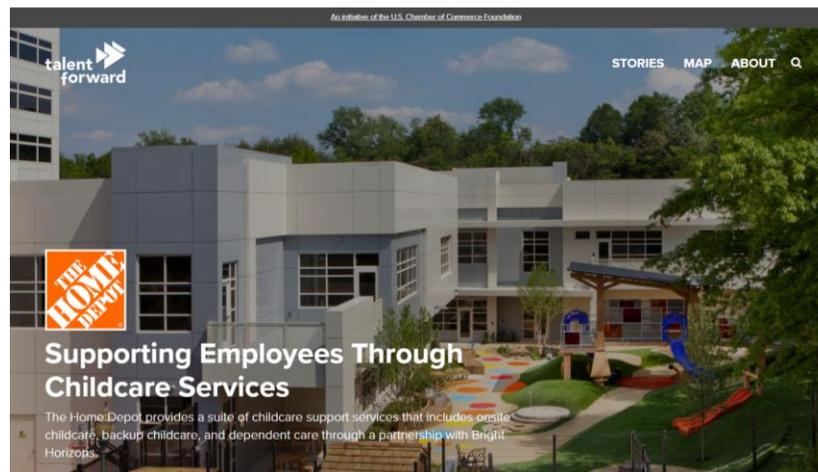
Managing Health Risks

3

The Interconnected
Nature of Childcare



Case Studies



When employers provide childcare supports, **employee absences decrease by 30%** and **job turnover can decline by as much as 60%.**



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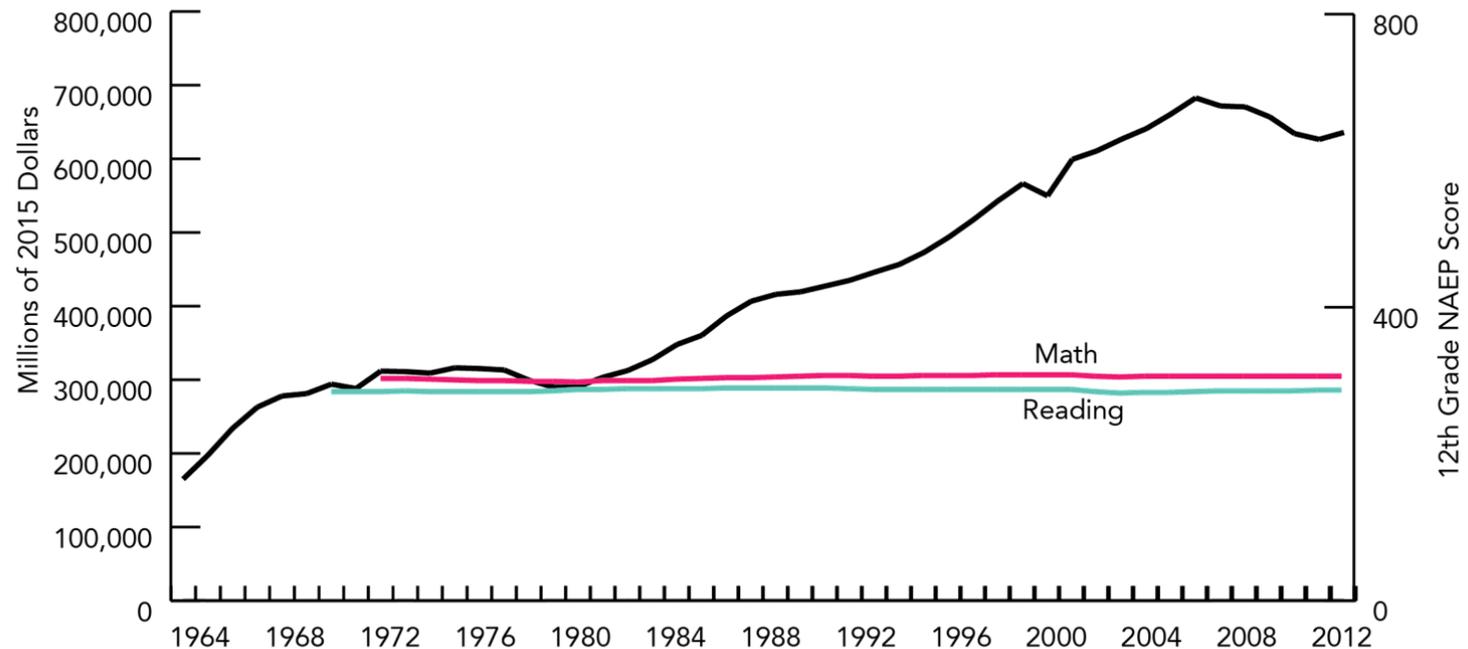
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CONNECTING K-12 TO CAREERS

The Challenge

Despite significant investment, our K-12 system is currently **failing to close gaps** in student achievement.

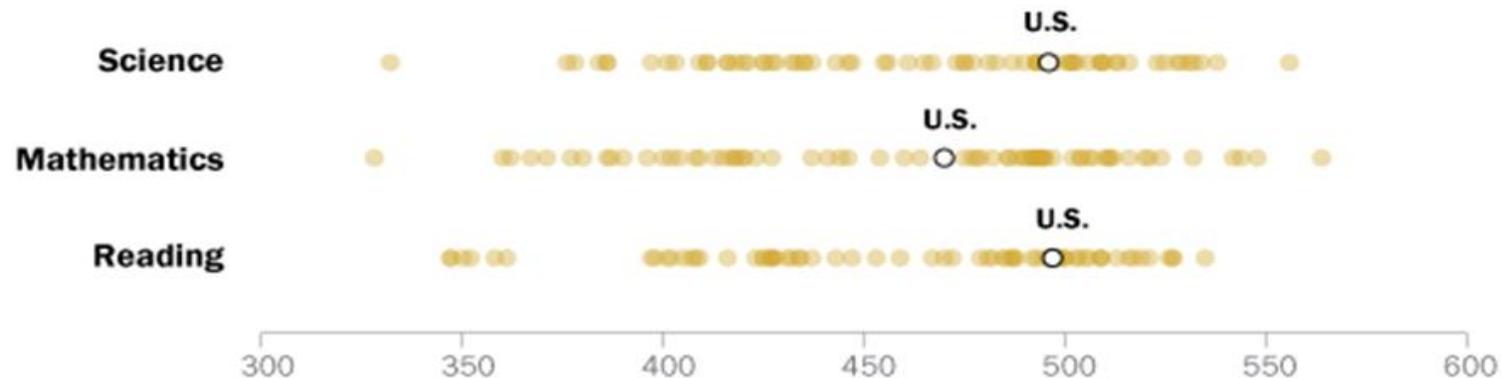


The Challenge

The U.S. ranks 38th in math and 24th in reading and science out of 71 countries.

Internationally, U.S. stands in middle of pack on science, math, reading scores

Average scores of 15-year-olds taking the 2015 Program for International Student Assessment



Note: Scale ranges from 0-1,000. Results from China not included because only four provinces participated in PISA 2015.

Source: OECD, PISA 2015

PEW RESEARCH CENTER

The Pace of Change



The fourth industrial revolution has led to the **fastest pace of change for in-demand skills** in generations.

47%

of all U.S. jobs are at risk of elimination in the next 10-20 years

65%

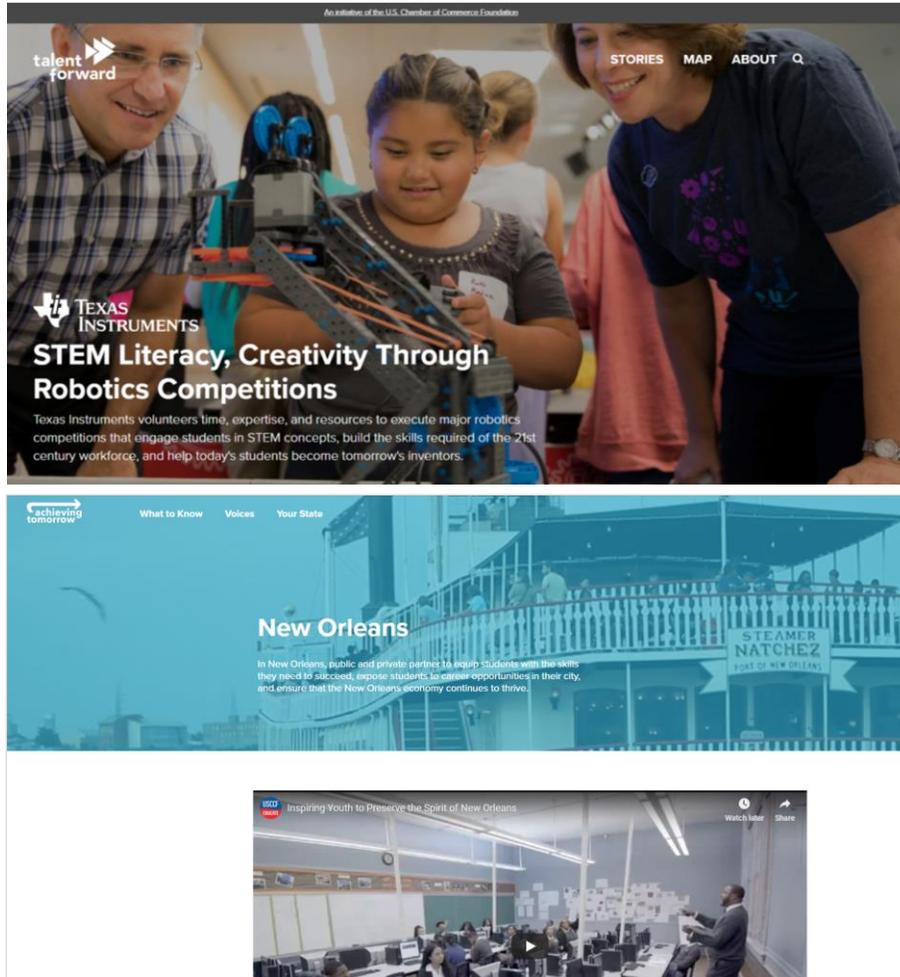
of children entering primary school today will end up working in new job types that don't exist today

Resources



- Leverage our reports and case studies on the website
- Leverage the knowledge of local industry and education partners
- More case studies at ForwardonTalent.org

Case Studies



Educators, administrators, community leaders, parents, and businesses can have an incredible impact **when they join forces to help students succeed.**



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Let's chat!

1. Identify one **education challenge** in your community
2. Identify one **program or activity** your chamber or association has been involved in or could be involved in that can help overcome that challenge
3. What might be the first step to moving the needle?

➔ **DIRECT** the Rider

FOLLOW THE BRIGHT SPOTS. Investigate what's working and clone it. [Jerry Sternin in Vietnam, solutions-focused therapy]

SCRIPT THE CRITICAL MOVES. Don't think big picture, think in terms of specific behaviors. [1% milk, four rules at the Brazilian railroad]

POINT TO THE DESTINATION. Change is easier when you know where you're going and why it's worth it. ["You'll be third graders soon," "No dry holes" at BP]

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GROW YOUR PEOPLE. Cultivate a sense of identity and instill the growth mindset. [Brasilata's "inventors," junior-high math kids' turnaround]

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POSTSECONDARY & WORKFORCE DEVELOPMENT

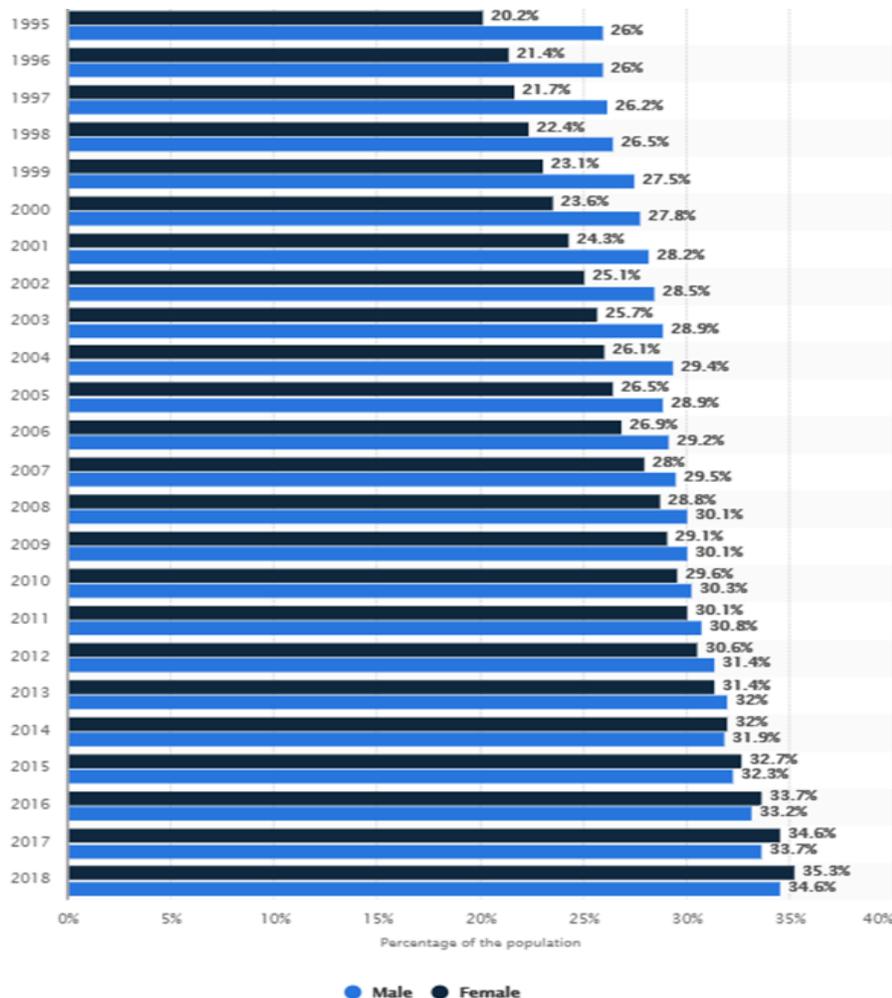


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The Challenge



Students are not coming out of the education system career ready.

Record number of graduates are getting degrees and credentials...

...and yet, **89% of employers** can't find the qualified candidates they need for open positions.

The Challenge

Employers aren't getting the skills they need.

40% of businesses can't take on more work because **they can't fill open jobs.**

50% of open, available jobs go unfilled

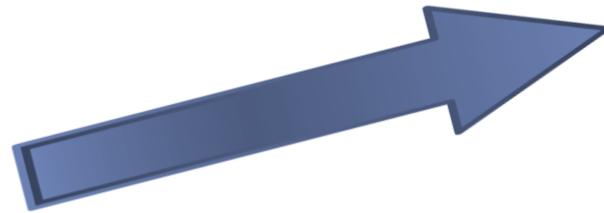
90% of hiring managers report difficulty finding and hiring the right tech talent.

83% said the shortage of skilled talent was slowing company revenue growth.

Increased Competition For Labor

February
2020

**6.9 Million Job
Openings in the
United States**



July
2021

**10.9 Million Job
Openings in the
United States**

[Source: U.S. Bureau of Labor Statistics – Job Openings and Labor Turnover Survey \(JOLTS\)](#)

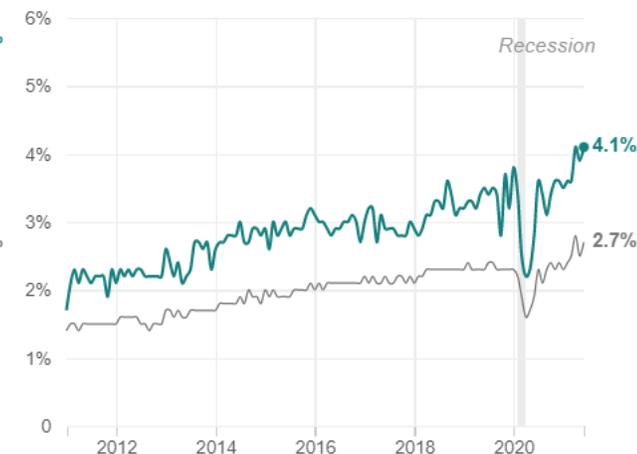
Labor Market Disruption

Quit rate (% of workers who quit their job that month) broken down by industry from January 2011 to June 2021

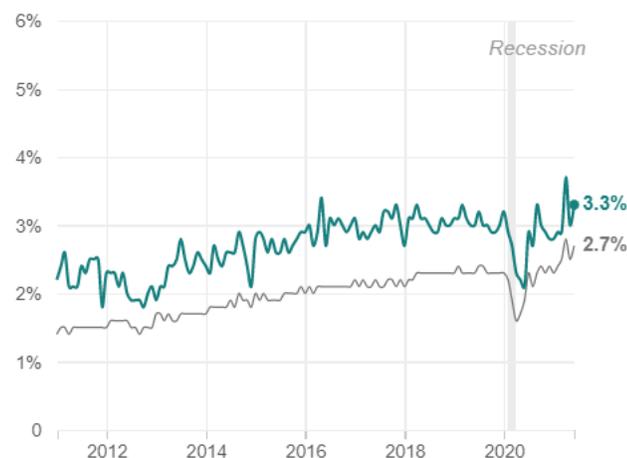
RESTAURANT, BAR & HOTEL JOBS¹



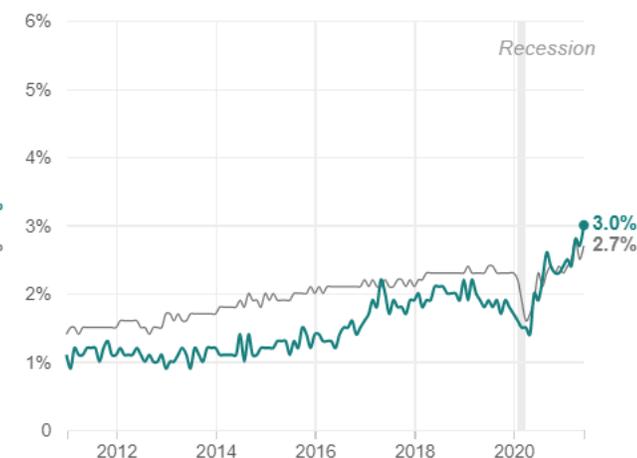
RETAIL STORE JOBS



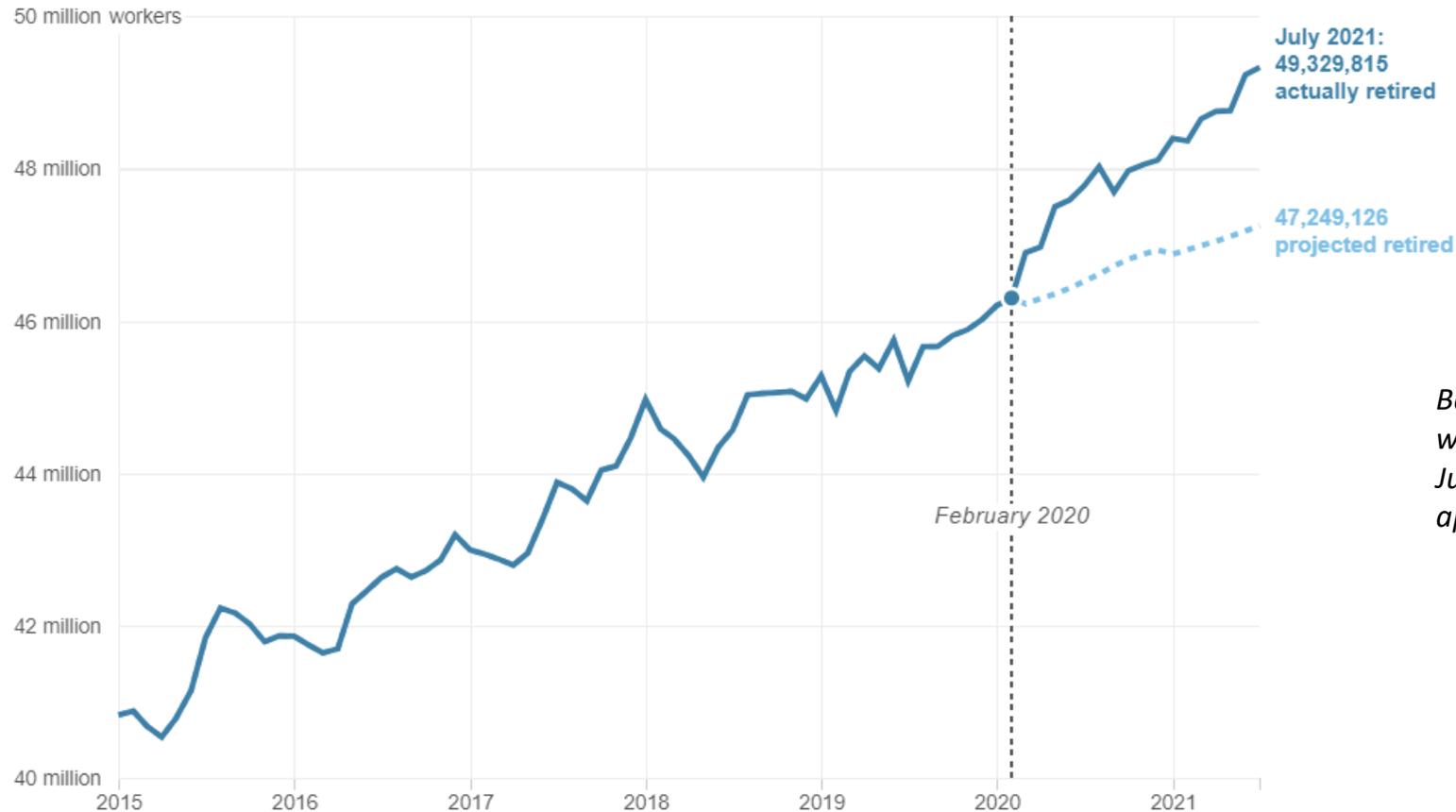
DESK JOBS, INCLUDING IT, ACCOUNTING AND MANAGEMENT²



WHOLESALE JOBS, INCLUDING FOOD, APPAREL, CHEMICALS³



The Pandemic Has Accelerated Retirements

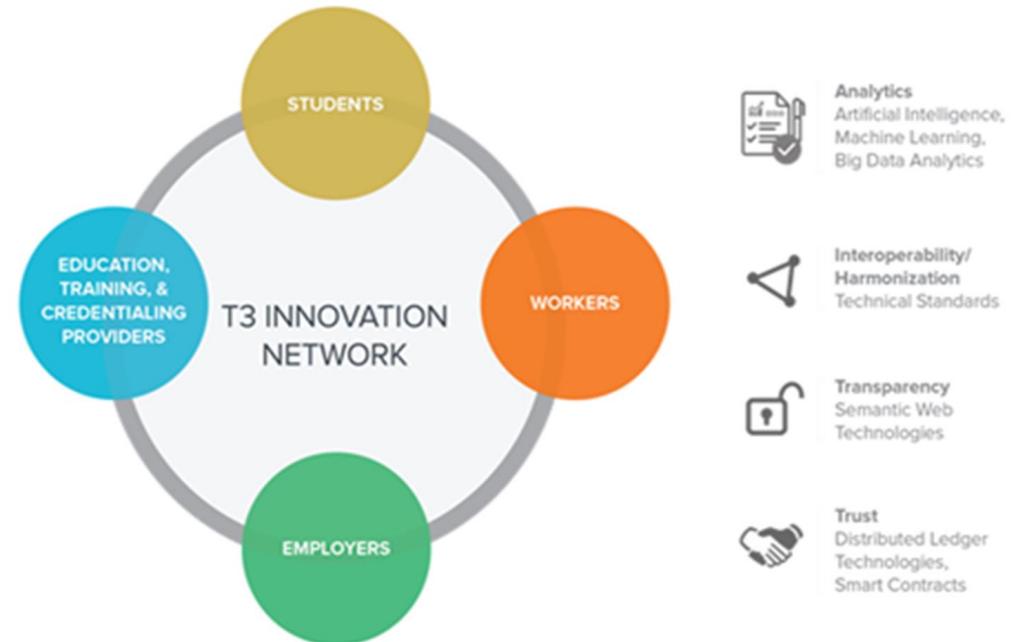


Based on pre-pandemic trends, more than 47 million workers age 55 or older were projected to retire as of July 2021. 2 million more workers than expected, approximately 49.3 Million, have actually retired.

US CHAMBER APPROACH

T3 INNOVATION NETWORK

- Launched in 2018
- Over 500 public and private organizations
- An open innovation network focused on building the data and technology infrastructure of the future for a more equitable talent marketplace.



US CHAMBER Approach

TALENT FINANCE

Developing new ways for employers and the financial services community to:

1. Collaborate and identify new private sector tools for financing talent
2. Develop new strategies for managing risk in the labor market
3. Manage how to pay for workers to get and constantly refine the skills they need.

Lynchburg Regional Business Alliance Approach

- **DIRECT THE RIDER:**
 - 2017 Workforce Summit - highlighting the Bright Spots and Pointing to the Destination
- **MOTIVATING THE ELEPHANT:**
 - 2018- Intercity visit to Alabama - (Find the feeling, Shrink the change)
- **SHAPE THE PATH**
 - 2019- Region wide career exploration event for middle and high schoolers
 - 2020- Grants, regional conversations, preparing for the future, Virtual Workforce Summit
 - 2021- Workforce Summit
- **2022 and beyond -RINSE AND REPEAT!**
 - Execute talent coalition actions, execute virtual career exploration using gamification and incentives for students, launch educator academy for regional K-12 leaders

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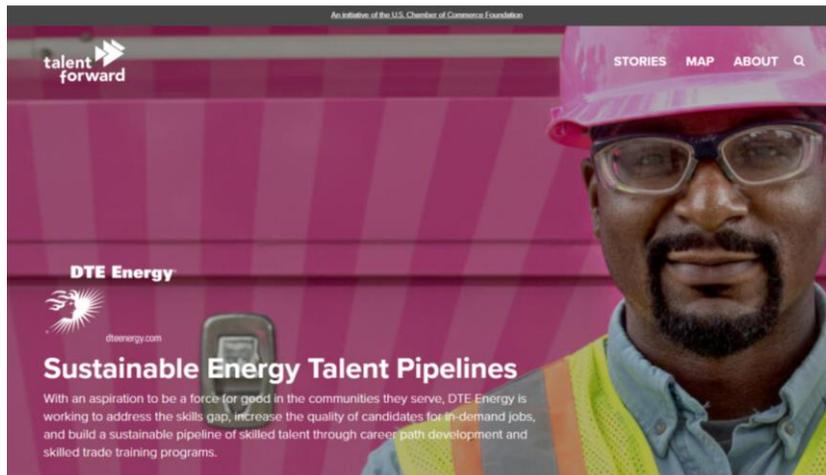
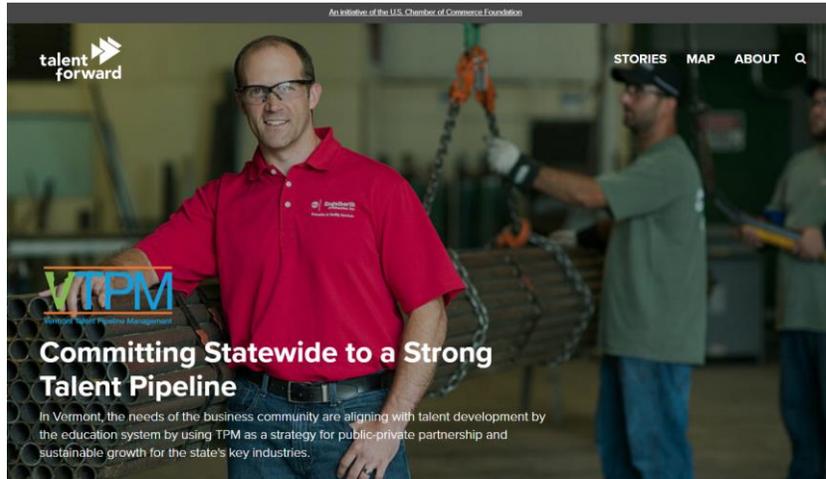
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Case Studies



- **98% retention rate** for Michigan jobs
- **5.5K new jobs** projected across 11 critical areas of need for Vermont's economy
- **48% increase** in Houston's higher education enrollment for majors aligned to critical industry sectors

Resources

- Leverage reports and data on our website
- More about TPM at TheTalentSupplyChain.org
- More case studies at ForwardonTalent.org

T3 Network Phase 1 Report

Center for Education and Workforce

October 29, 2018

This report summarizes and brings to a close phase one of the T3 Network. The report is divided into two parts. Part I focuses on the T3 Network's vision, guiding principles, and profiles the work groups. Part II highlights the T3 Network's recommendations, organized as a list of pilot projects that together provide the foundation for an open, distributed, public-private data infrastructure that supports access and opportunity for the American student and worker. The report concludes with next steps and acknowledgements.



[#DATA](#)
[#EDUCATION](#)
[#INNOVATION](#)
[#WORKFORCE TRAINING](#)

TPM Academy Curriculum

Center for Education and Workforce

June 4, 2018

Building on lessons learned, the U.S. Chamber of Commerce Foundation has organized a TPM Academy that is focused on developing the capacity of business organizations seeking to organize employer members and orchestrate talent supply chains. The TPM Academy is supported by this curriculum.



[#EDUCATION](#)
[#TALENT PIPELINE MANAGEMENT](#)
[#WORKFORCE TRAINING](#)

Different Skills, Different Gaps: Measuring and Closing the Skills Gap

Center for Education and Workforce

March 14, 2018

In *Different Skills, Different Gaps: Measuring and Closing the Skills Gap*, prepared for the U.S. Chamber of Commerce Foundation by Burning Glass Technologies, we examine the skills gap on an occupation-by-occupation basis. This is the best way to both understand the gap, and to close it. An overall surplus of workers doesn't offer much insight into the challenges of a specific industry looking to fill specific roles requiring specific skills.



[#COMPETITIVENESS](#)
[#DATA](#)
[#ECONOMIC GROWTH](#)
[#WORKFORCE TRAINING](#)

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Workforce Development

Through workforce and talent development initiatives, the Center for Education and Workforce explores employer-led strategies that connect workers with real pathways to in-demand jobs employers are trying to fill.

- Job Data Exchange (JDx)
- T3 Innovation Network
- Talent Pipeline Management™ (TPM)

- **Reminder: Question's your organization can explore:**
 - How are you relevant and a “must” for your members in this arena?
 - What's your lane? What workforce & education challenges is your Chamber/Association BEST suited to impact?
 - How can you BEST impact these?
 - What best practices exist for the challenges you're wanting to tackle?
 - Who needs to be “in the room” and engaged in solutions?
 - How is collective impact being discussed and utilized locally to address complex national challenges like these?

GROUP ACTIVITY

1. Identify one **workforce development issue** in your community or in your industry
2. Identify one possible solution and the **steps you would take to get there**
3. Identify three **partner organizations** you could work with

→ **DIRECT** the Rider

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US Chamber Resources

uschamberfoundation.org/cew

- [/early-ed](#)
- [/early-ed/the-business-case](#) (talking points, action steps)
- [/k-12-education](#)
- [/workforce-development](#) (TPM, JDX, T3)
- [TheTalentSupplyChain.org](#) (TPM)
- [ForwardonTalent.org](#) (case studies)

EXTERNAL RESOURCES

- Harvard Center for the Developing Child (<https://developingchild.harvard.edu>)
- Department of Education (www.ed.gov)
- Education Trust (www.edtrust.org)
- Honesty gap (www.honestygap.org)
- Department of Labor Employment & Training Administration (www.doleta.gov)
- Georgetown Center for Education and the Workforce (www.cew.georgetown.edu)
- W.K. Kellogg Foundation (WKKF) (<https://www.wkkf.org/>)

Wrapping it up.....

What are some a-ha's
from this session?

What is your first step
regarding education
and workforce when
you get home?

What didn't you get
that you need?

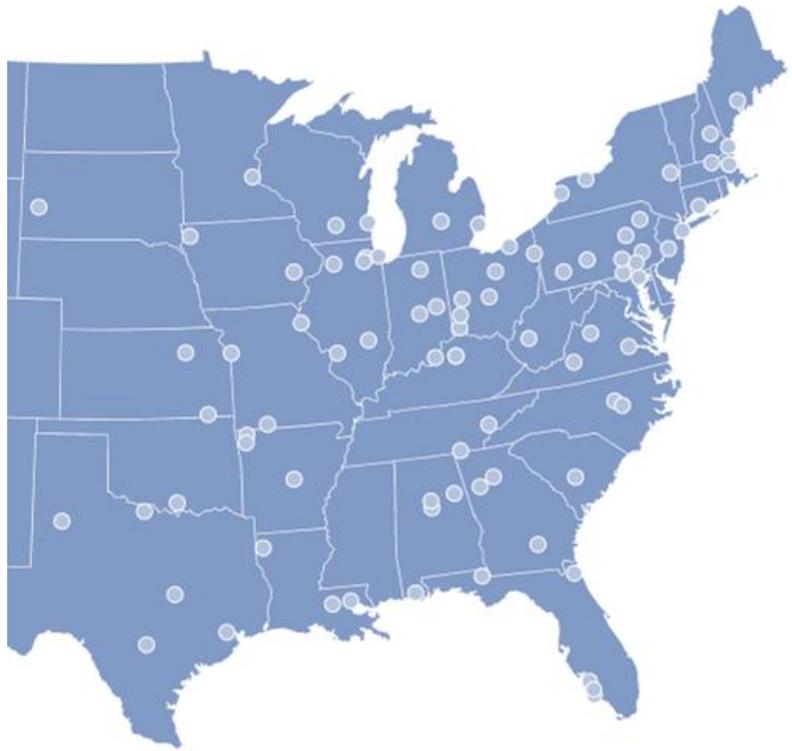


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GET CONNECTED



- Subscribe to US Chamber mailing lists and monthly newsletter
- Apply for the Business Leads Fellowship Program
- Get connected with Talent Pipeline Management (TPM) in your state
- ACCE Education & Talent Division
- Schedule a call/zoom with a Bright Spot Community.
- Share a story of success from your community



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