



# NIMBLE

Northern Illinois  
Manufacturers Building  
Lifelong Employment.....

October 25, 2017

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## Presenters:

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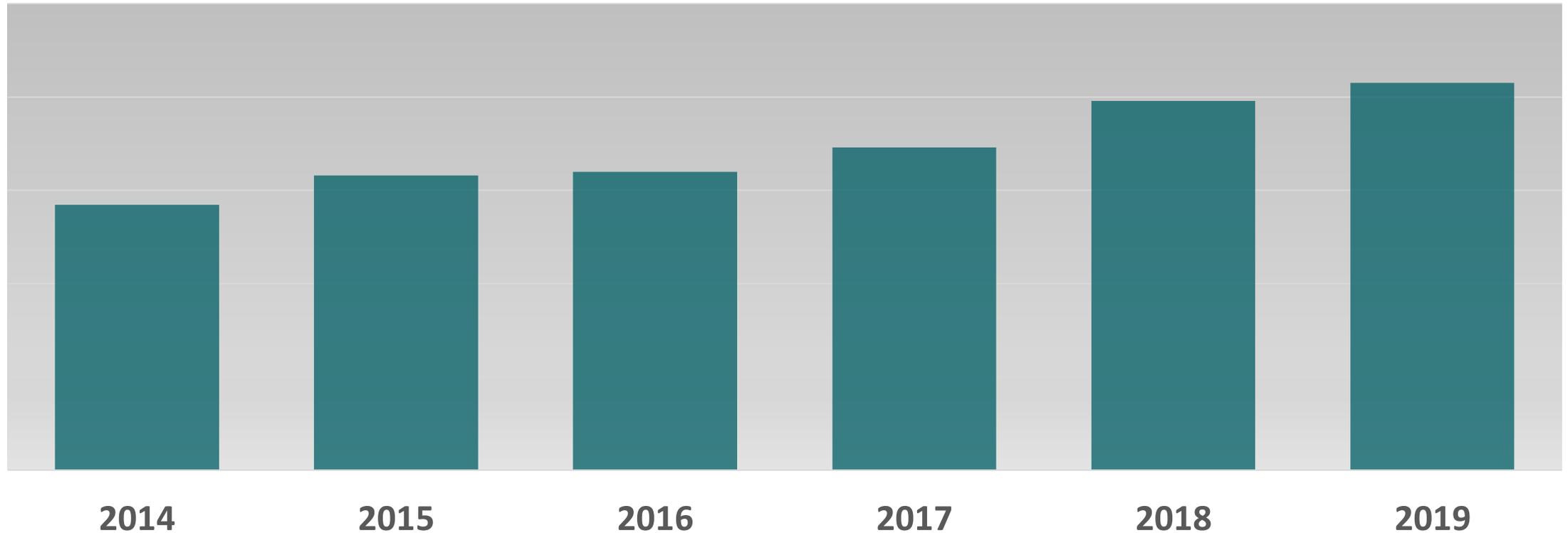


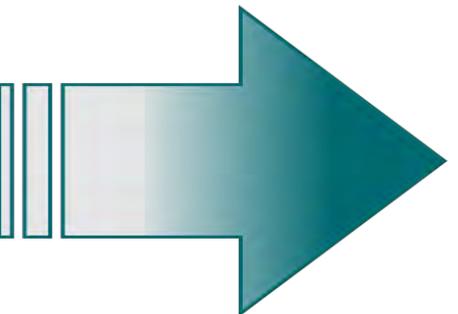
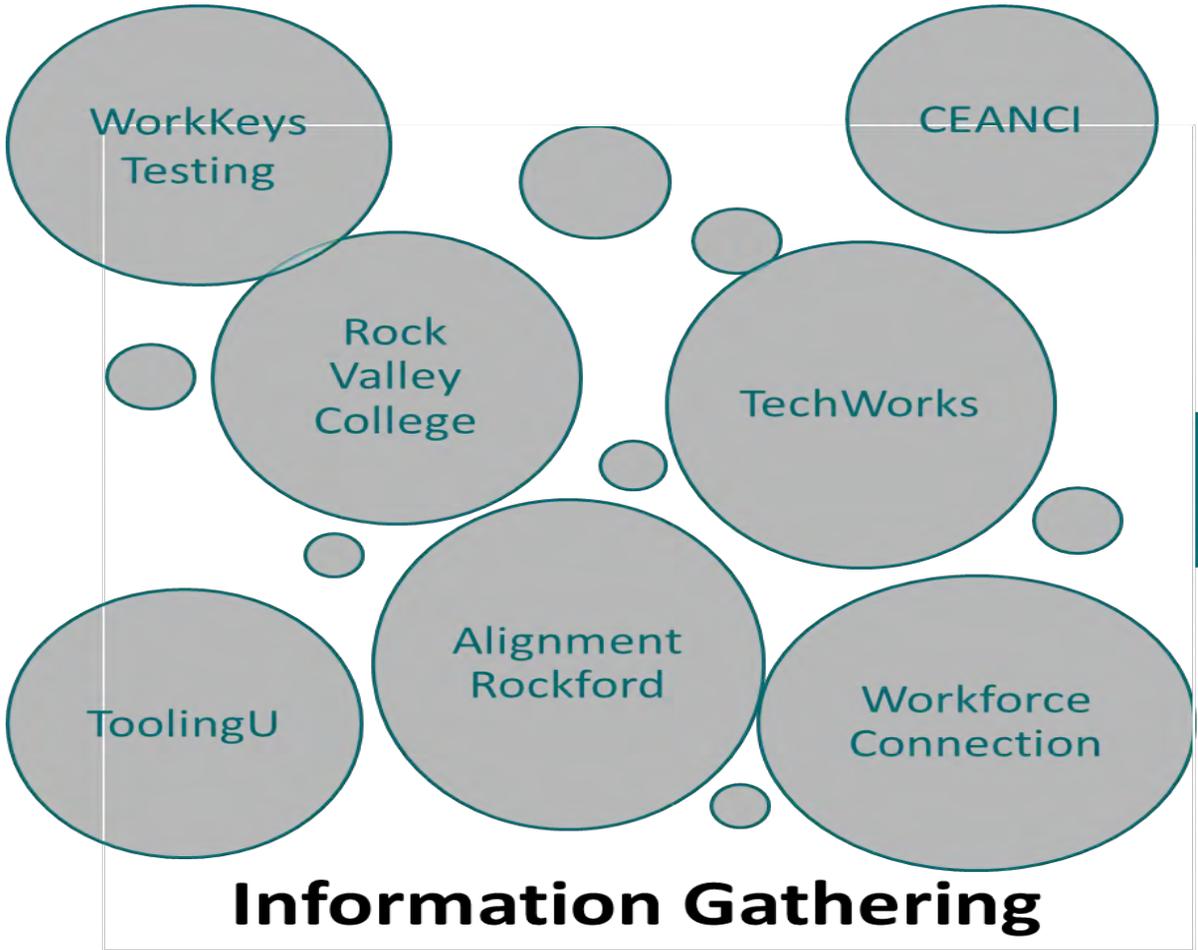
# Woodward's Challenge

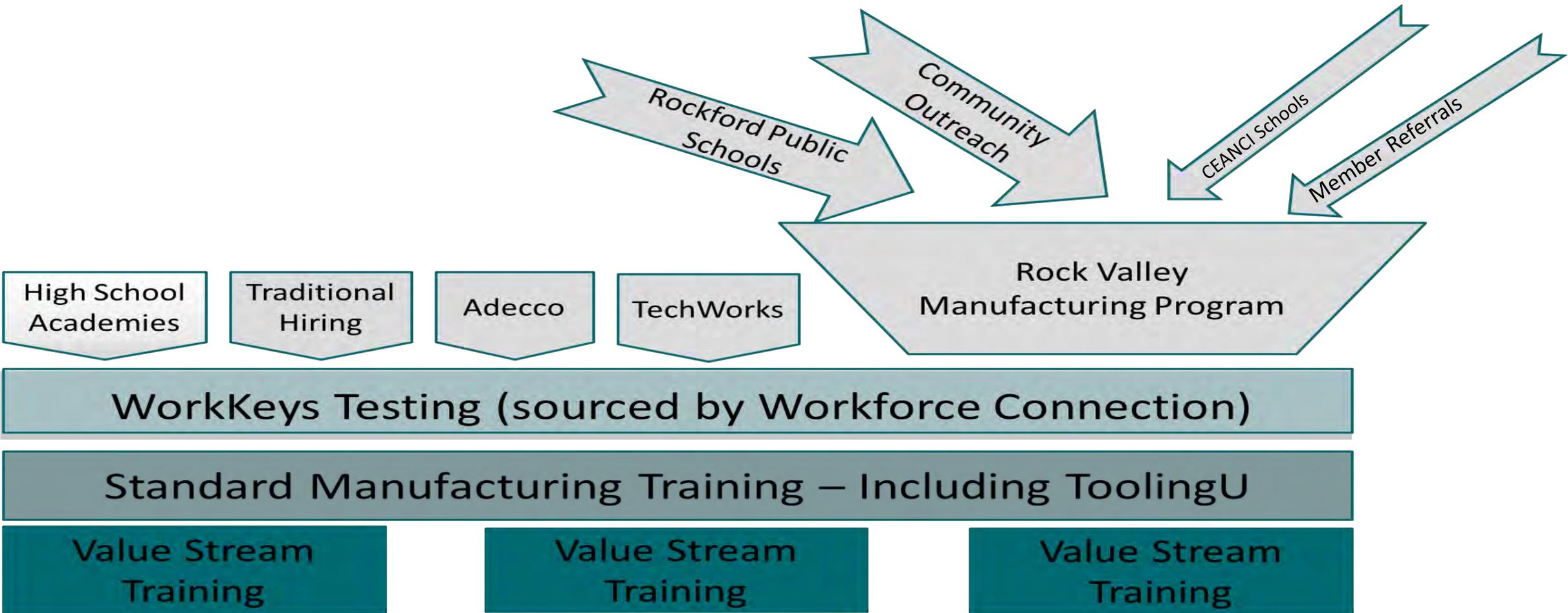


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# Staffing Projections







# Background

- Project began in February 2016 with a grant from the Community Foundation of Northern Illinois to explore manufacturing talent pipeline opportunities in Boone, Winnebago, Stephenson and Ogle counties.
- Manufacturing makes up about 20% of the Northern IL workforce and is experiencing difficulties finding workers.
- Group of employers with a interest in a steady pipeline of trained workers convened to explore supply options.
- Began by meeting with other manufacturing employers, business associations, education and training providers, and economic development entities.
- Effort supported by The Workforce Connection and NIU's Center for Governmental Studies.

# US Chamber of Commerce's Talent Pipeline Management model was selected

- TPM applies the principles of supply chain management to talent development by engaging employers in demand planning, communicating competency and credential requirement, and analyzing talent flows.
- Activities enable employers to manage the talent pipeline through clear, concise and continuous communication with education and training providers in the supply chain.

# US Chamber of Commerce's Talent Pipeline Management model

- Addresses four core goals:
  - Reducing skills gaps that result in a better-prepared manufacturing workforce,
  - Increasing job candidates' understanding of employer hiring expectations and requirements, and
  - Improving job retention and placement outcomes for employers, which positively impacts their bottom-line costs
  - Increasing student enrollments which benefits education and training providers.

# Manufacturing Talent Pipeline Management



Strategy 1: Organize Employer Collaboratives



Strategy 2: Engage in Demand Planning



Strategy 3: Communicate Competency and Credential Requirements



Strategy 4: Analyze Talent Flows



Strategy 5: Implement Shared Performance Measures



Strategy 6: Align Incentives



# Talent Pipeline Management

- Employers met between June 2016 and June 2017 to discuss implementation of TPM
- Early foray into data collection only modestly successful
- Two other priorities emerged: essential employability skills and presenting manufacturing as a viable career choice

# WHO ARE WE?

NIMBLE – a regional collaborative of manufacturers interested in a long-term relationship with the Region’s Education / Training Providers to develop a world-class workforce





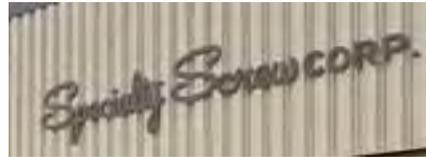
# Manufacturers' Collaborative



- 20 employers
- 5,970 manufacturing positions
- Expanding opportunities
- Similar hiring challenges



FIAT CHRYSLER AUTOMOBILES



AQUA-AEROBIC SYSTEMS, INC.  
A Metawater Company



Monday, April 24, 2017

# Training and Development



Rock Valley College



Forrestville Valley School District #221

Monday, April 24, 2017

- 37 training organizations
- Numerous accreditations & certifications

# Conclusions of NIMBLE Planning

1. A five-year demand/supply analysis was conducted for the NIMBLE region. An estimated 7 potential workers existed for each of the 3650 entry-level openings anticipated over next 5 years.
  - CTE students in Industrial Technology
  - Community college graduates in manufacturing-related programs
  - NIU engineering graduates
  - Apprenticeships in manufacturing
  - Other education and training providers
  - Projected downsized/outsourced employees

# Conclusions of NIMBLE Planning

2. Realizing the potential of these current and future manufacturing workers will require increased efforts by employers, education and training providers, and regional leadership to build this bridge.

- Continued career awareness, exploration, and development by education and training providers
- Essential employability skills for all
- Employer engagement with schools and training providers to market manufacturing careers
- Support the transition from school or training to work

# Conclusions of NIMBLE Planning

3. Real-time occupational demand data from employers – including specific skills and competencies – must be made available to accurately understand current and projected talent needs.
  - Federal and state-level data address big picture and trends, but aren't sufficiently current or granular to identify emerging or localized needs.

# Conclusions of NIMBLE Planning

4. The two WIOA-funded workforce offices in the NIMBLE region could serve as the backbone for TPM and provide needed workforce services to employers.
  - A major barrier is lack of awareness of the range of services available at no or low cost
  - These offices typically tied into education, economic development, and other workforce development resources

# Conclusions of NIMBLE Planning

5. Strategies for meeting employer talent needs vary by lead time and draw upon different local resources.
  - Short-term (<1 month): One-Stop Centers; short-term community college or WIOA funded provider training; staffing agencies
  - Medium-term (1 month – 1 year): Same as above plus employer collaboratives working with local providers; high school and post secondary graduates
  - Long-term (>1year): Career pathway development, specialized training programs/institutes

# Proposed *Actions*

1. As a region, commit to supporting the adoption of the Career Cruising/UNITE Platform as the preferred career awareness/career exploration platform for students, parents, teachers, and employers.
2. Form a regional initiative to work with employers to upskill their existing workforce using on-the-job and incumbent worker training, customized training, and apprenticeships to fill occupational gaps.

# Proposed *Actions*

3. Launch the new soft skills training initiative to provide unemployed/underemployed adults with the essential employability skills needed to fill job openings resulting from upskilling training.
4. Announce a coordinated, proactive effort with case managers across the region to recruit candidates into this new workforce readiness training/placement effort.

# Lessons Learned

- 1. *Not every promising model is a good fit.*** Despite strengths of the TPM model, employer dynamics vary across and within regions. Even if a model works for one sector, it may not for another one.
- 2. *Flexibility and adaptability are key.*** TPM brought employers together, but different priority needs emerged: essential employability skills, career development, and alignment with other talent development efforts. Pivot when needed to keep the coalition together.

# Lessons Learned

- 3. *Act with urgency.*** Move quickly from defining the problem to action. These are survival issues for employers and quick responses are as important as long-term system change.
- 4. *Communicate often and honestly.*** Difficult conversations among the partners will be needed to identify and address problems. This can be done without blaming or scapegoating so everyone is part of the solution.

# Lessons Learned

- 5. *Build bridges between educators and employers.*** They use different languages, have different cultures, and operate on different timeframes. A clear and mutually acceptable action agenda is essential.
- 6. *Leverage existing resources.*** Partners are likely unaware of the array of educational, workforce development, and economic development initiatives and resources available to them. Linking with these assets can save time and resources, allow for faster progress, lessen confusion, and expand the collaboration.

# Lessons Learned

- 7. *Go with the “coalition of the willing”.*** Form a core group of committed partners to drive progress. Others must be kept informed and participate as they can, but involving everyone at each step can slow momentum

**QUESTIONS  
OR COMMENTS?**