



Investing & Developing the Talent Pipeline

NYATEP | Talent4Tompkins | June 7, 2016



New York Association of Training & Employment Professionals

- We're a non-profit, membership organization that represents the statewide workforce network.
- Our membership represents Workforce Boards, education institutions, adult education, community based organizations, unions, training providers, career centers, among others.
- NYATEP provides leadership, vision and advocacy for a thriving workforce development network in New York State
- Learn more at www.nyatep.org





Agenda

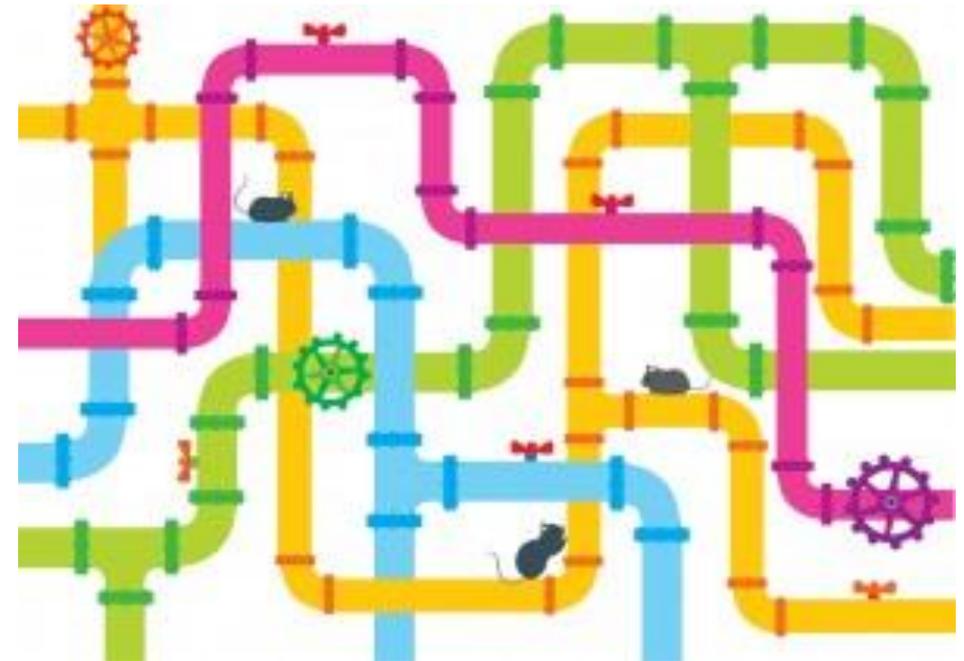
- What does it mean to create a talent pipeline?
- What impacts the talent pipeline?
- What are evidence-based practices for workforce development?
- What are current resources under the Workforce Innovation & Opportunity Act to help us create a talent pipeline?



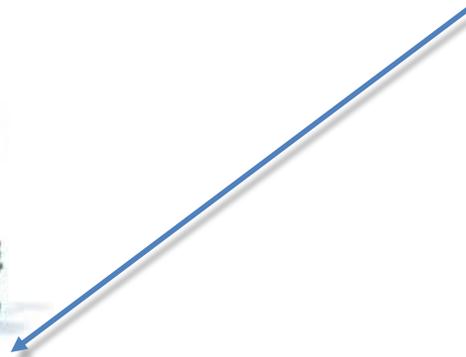
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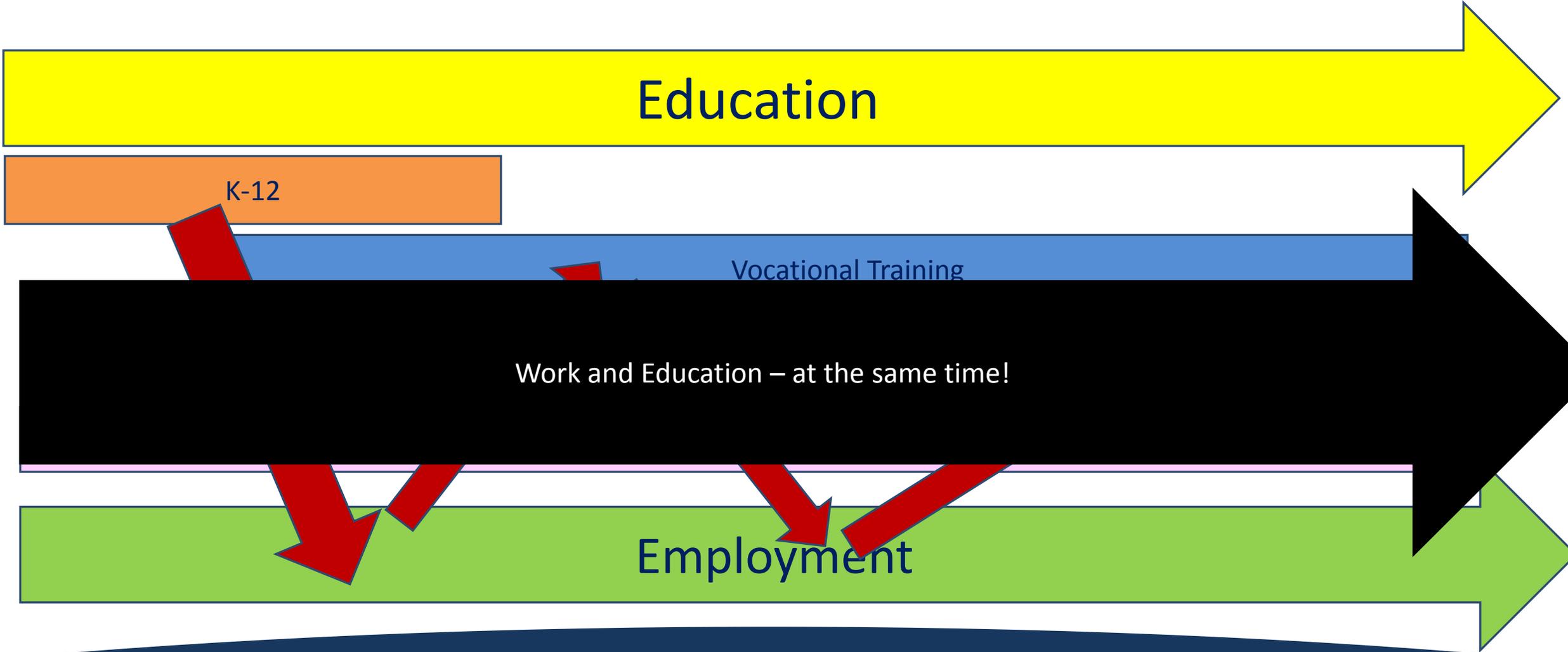
- Organizations need to define, attract, and develop the right mix of critical talent to support and grow their businesses.
- To ensure a flow of the right talent for these roles over time, *the best practice is for organizations to build critical-talent pipelines.*



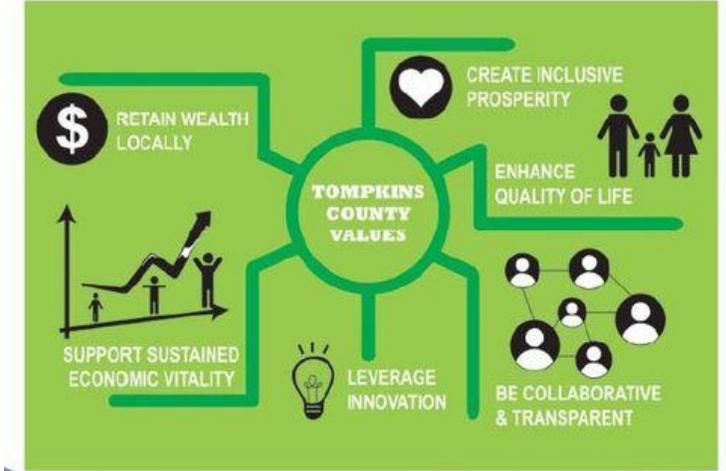
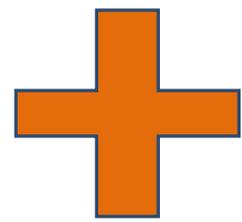
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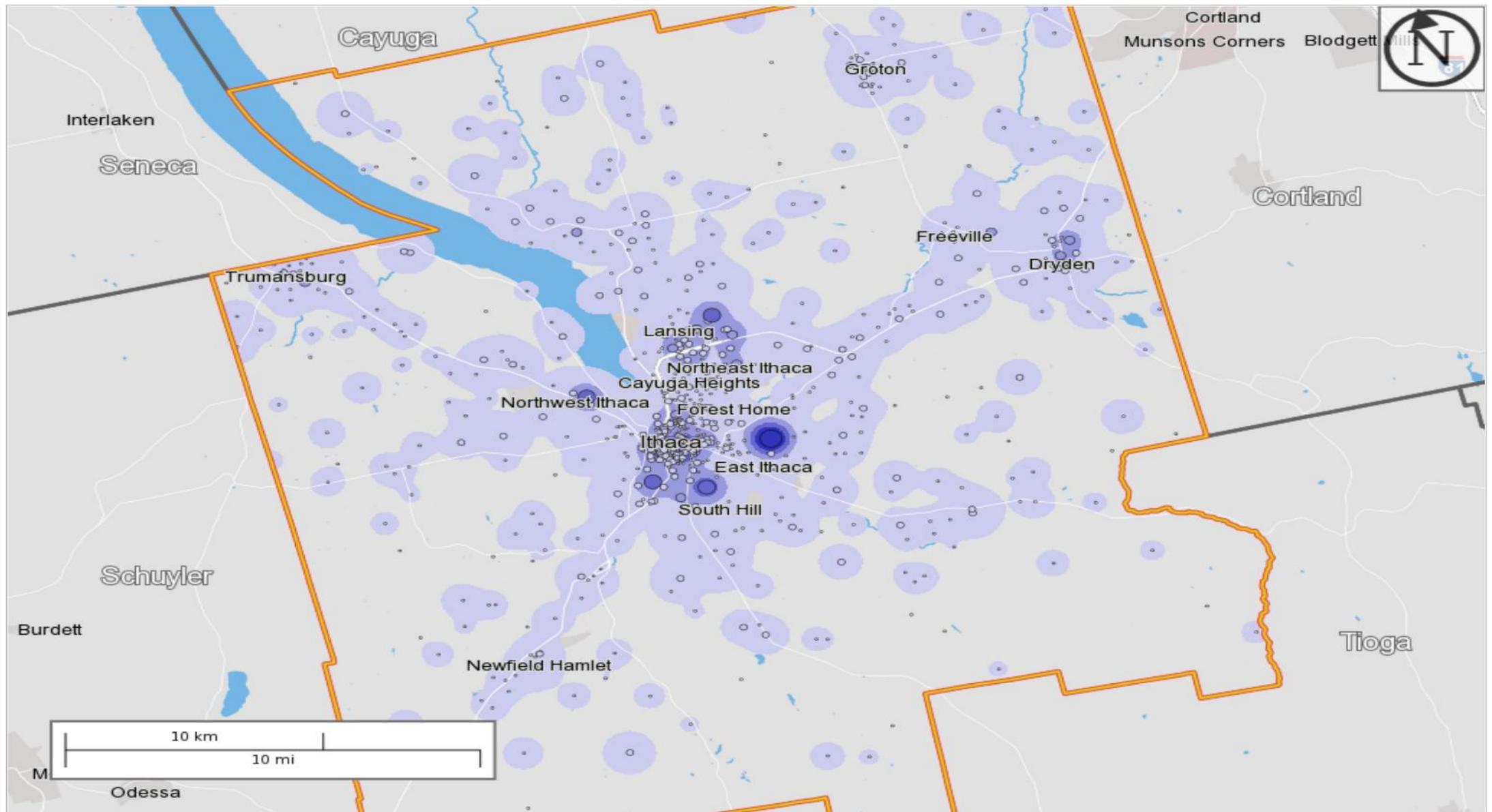
Economic Development
Outreach & Strategy



Who is in your current “talent pipeline”?

Counts and Density of Primary Jobs in Work Selection Area in 2014

All Workers



Non-Farm Employment by Industry

Ithaca Metro Area

INDUSTRY	MAR 2016	FEB 2016	MAR 2015	Over the Month Change		Over the Year Change	
				Net	Percent	Net	Percent
Total Nonfarm	72,100	72,100	71,700	0	0.0%	400	0.6%
Total Private	63,400	63,400	62,900	0	0.0%	500	0.8%
Goods-producing	4,400	4,500	4,500	-100	-2.2%	-100	-2.2%
Natural Resources, Mining and Construction	1,100	1,100	1,100	0	0.0%	0	0.0%
Manufacturing	3,300	3,400	3,400	-100	-2.9%	-100	-2.9%
Service-Providing	67,700	67,600	67,200	100	0.1%	500	0.7%
Private Service-Providing	59,000	58,900	58,400	100	0.2%	600	1.0%
Trade, Transportation and Utilities	6,200	6,300	5,900	-100	-1.6%	300	5.1%
Information	500	500	500	0	0.0%	0	0.0%
Financial Activities	1,800	1,700	1,700	100	5.9%	100	5.9%
Professional and Business Services	3,400	3,400	3,400	0	0.0%	0	0.0%
Education and Health Services	40,600	40,700	40,900	-100	-0.2%	-300	-0.7%
Leisure and Hospitality	4,700	4,500	4,200	200	4.4%	500	11.9%
Other Services	1,800	1,800	1,800	0	0.0%	0	0.0%
Government	8,700	8,700	8,800	0	0.0%	-100	-1.1%

Note: Details may not add to totals due to rounding. Not Seasonally Adjusted.

Source: Current Employment Statistics (CES) survey

Jobs by Worker Age

2014

	Count	Share
Age 29 or younger	10,044	22.2%
Age 30 to 54	23,828	52.6%
Age 55 or older	11,407	25.2%

Jobs by Earnings

2014

	Count	Share
\$1,250 per month or less	9,353	20.7%
\$1,251 to \$3,333 per month	14,319	31.6%
More than \$3,333 per month	21,607	47.7%

Jobs by Worker Educational Attainment

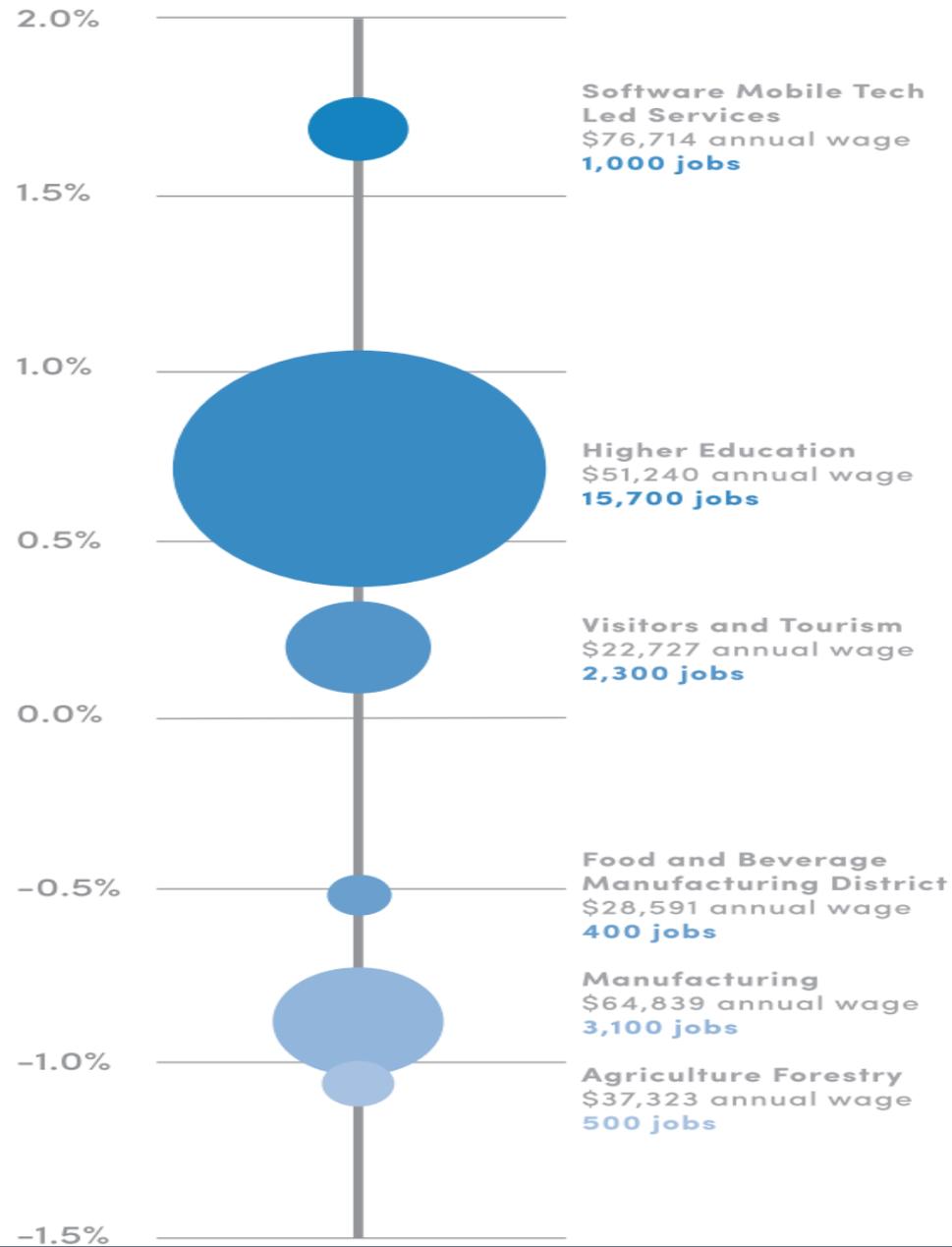
2014

	Count	Share
Less than high school	2,550	5.6%
High school or equivalent, no college	8,836	19.5%
Some college or Associate degree	11,000	24.3%
Bachelor's degree or advanced degree	12,849	28.4%
Educational attainment not available (workers aged 29 or younger)	10,044	22.2%

Projected Annual Growth Rate 2014 to 2024
Based on past regional and national performance

Data Source: Chmura JobsEQ 2014 Q2, prepared by TCAD

Employment, Wages & Growth



Identified in the TCAD Economic Development Strategy:

Strengthen, expand and diversify key sectors to foster job creation:

- Higher Education
- Manufacturing
- Software, Mobile and Tech-enabled Service Companies
- Food/Beverage Production and Distribution
- Visitors and Tourism
- Agriculture

TABLE 6

Change in education and training requirements of jobs, 2010–2020

	2010	2020	Change 2010–2020
<i>Annual earnings</i>	\$39,250	\$39,279	0.07%
	Share*	Share*	Percentage-point change
Education level needed for entry			
<i>Less than high school</i>	25.9%	25.9%	0.0
<i>High school diploma or equivalent</i>	43.4%	42.6%	-0.8
<i>Some college, no degree</i>	0.6%	0.6%	0.0
<i>Associate's degree</i>	5.6%	5.8%	0.2
<i>Bachelor's degree</i>	15.5%	15.8%	0.3
<i>Master's degree</i>	1.4%	1.5%	0.1
<i>Doctoral or professional degree</i>	3.1%	3.2%	0.2

Training level needed for entry

<i>Short-term on-the-job training</i>	40.7%	40.4%	-0.3
<i>Moderate-term on-the-job training</i>	17.5%	17.3%	-0.2
<i>Long-term on-the-job training</i>	4.9%	4.8%	-0.1
<i>Apprenticeship</i>	1.8%	1.9%	0.1
<i>Internship/residency</i>	3.8%	3.8%	0.1
<i>None</i>	31.4%	31.8%	0.4
Related work experience needed for entry			
<i>Less than one year</i>	2.2%	2.2%	0.0
<i>One to five years</i>	12.0%	11.7%	-0.3
<i>More than five years</i>	3.2%	3.0%	-0.2
<i>None</i>	82.6%	83.1%	0.5

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Millennials in the Workforce

Opportunities

Top 3 priorities:

Compensation; flexible work schedule; and making a difference

Key skills possessed by Millennials:

Continuous learners, team players, collaborators, diverse, optimistic, achievement-oriented, socially conscious and highly educated.

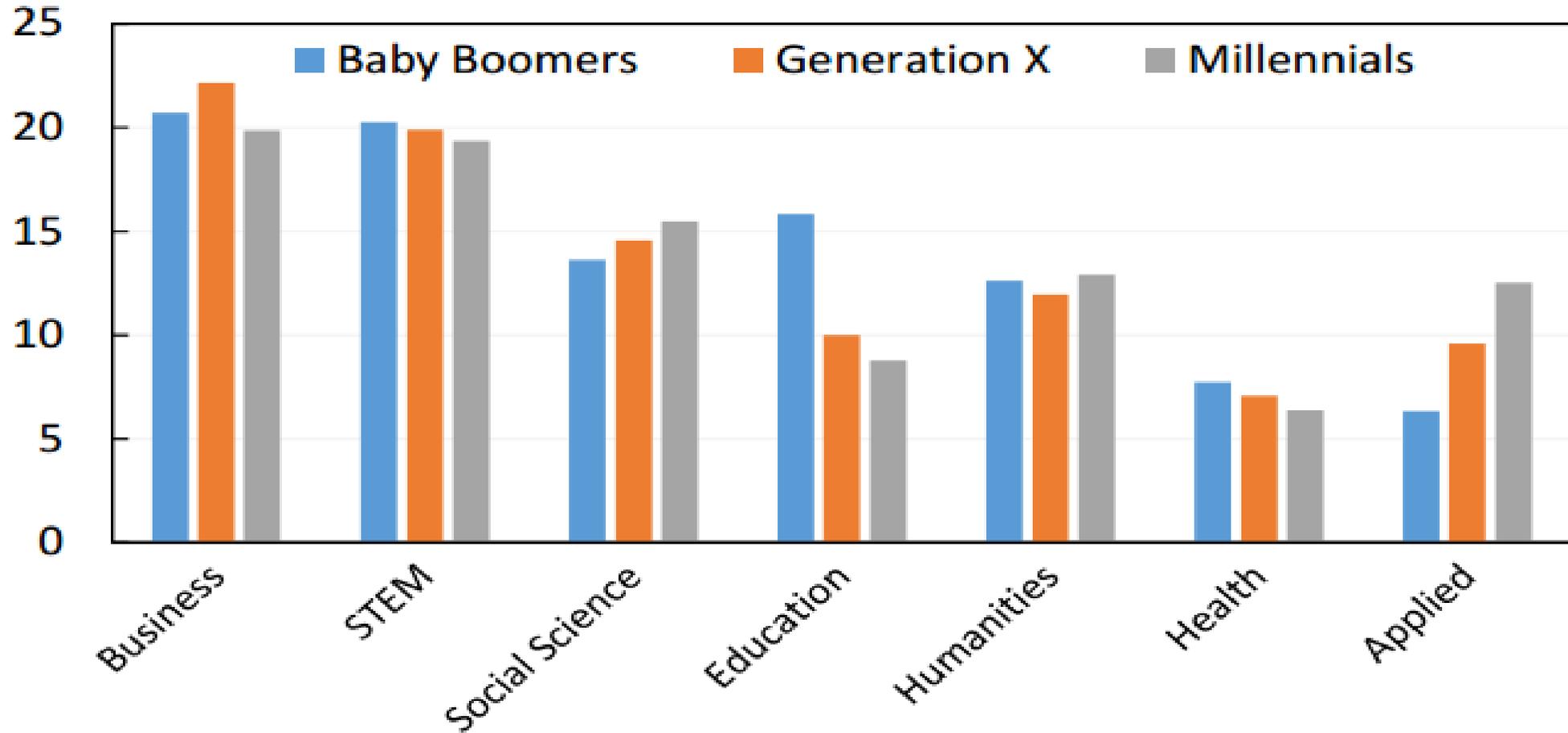
May be less of a skill gap – and more of a culture-gap

Challenges

- Businesses that are slower to adapt will be challenged to recruit or retain a younger workforce
- “Coaching, Collaboration, Measures, Motivation”
- Continuous learning/growth/career pathways
- Recognizing student debt/lack of publicly subsidized retirement is a concern for younger workforce (401k entry; debt repayment)
- Current staff misconceptions about value of younger workforce

Figure 8: Major Field of Study, by Generation

Percent



Source: American Community Survey, 2009-2012; CEA calculations.

Note: Millennials: born 1980 or later, Gen X: born 1965-79, Baby Boomers: born 1946-64. The "applied" category includes communications, library science, criminal justice, culinary arts, and similar fields.



Low-Skilled Workers and Job Training

Opportunities

- Skill development to help entry-level workers advance
- Child care and other supports that can help workers stay on the job longer
- Income supports that make low-wage work more rewarding are usually cost-effective
- Economic development strategies that promote the creation of higher-quality jobs

Challenges

- Advancement strategies are much harder to implement than employment programs
- Low-wage employment often disincentivizes careers
- Coaching, mentoring, on the job training not commonly available through most workplaces
- Connecting businesses to the “social supports” – but balancing the creation of low-wage jobs and higher wage jobs
- Creating a “networked” system of education and training



So, what can we do to create a talent pipeline?

- Promote, support, and institutionalize **career pathways** programs across key growth sectors locally ([USDOL Career Pathways Toolkit](#))
- Develop a wider-range of “**work experience**” opportunities for youth and low-skill/low income adults, i.e. job shadowing, internships, etc.
- Develop, fund, and promote **integrated education and training** opportunities to provide short-term training in key sectors
- Engage current regional employers **workplace culture**, and ways to attract, retain, and grow millennials, and entry-level employees



Discussion Questions

- 1. Initial reactions to the research and data?**
- 2. Locally, what is the low hanging fruit – do you think moving the current workforce up or training/recruiting the current Tompkins population is doable?**
- 3. Where are the biggest challenges (besides money)?**
- 4. What cultural shifts will need to occur within employers – either within hiring practices or workplace culture?**

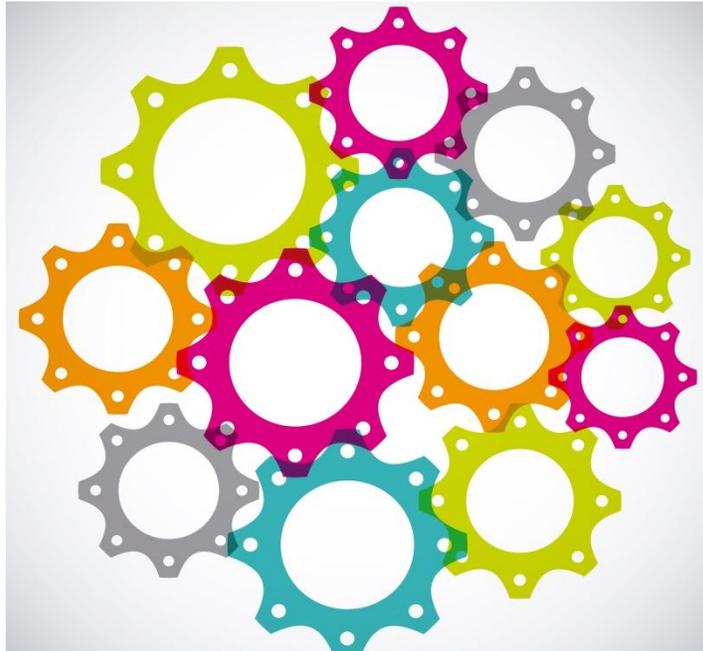


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Save the Date

October 25-27, 2016
Albany, New York

A Skilled New York:

The intersection of higher education, economic & workforce development



Resources

- Workforce Innovation and Opportunity Act: <https://www.congress.gov/113/bills/hr803/BILLS-113hr803enr.pdf>
- Center for Law and Social Policy for strategies on working with local income individuals and families: <http://www.clasphome.org/>
- MDRC research on wage advancement: <http://www.mdrc.org/issues-we-focus>
- USDOL Career Pathways Toolkit: https://wdr.doleta.gov/directives/attach/TEN/TEN_17-15_Attachment_Acc.pdf
- Price Waterhouse Coopers, Millennials at Work: Reshaping the Workplace <https://www.pwc.com/gx/en/managing-tomorrows-people/future-of-work/assets/reshaping-the-workplace.pdf>
- Pew Research Center: <http://www.pewresearch.org/fact-tank/2015/05/11/millennials-surpass-gen-xers-as-the-largest-generation-in-u-s-labor-force/>