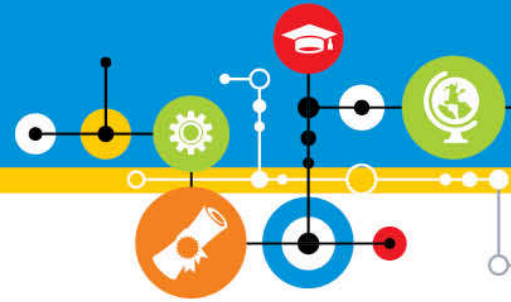


MANAGING THE TALENT PIPELINE:

A New Approach to Closing the Skills Gap



Employer Checklist

1. Connect your talent strategy to your business strategy.

- ✓ Focus on core capabilities and critical jobs—workforce segments—that connect to core business strategy.
- ✓ Promote shared leadership—including more responsibility to line managers—and align internal management functions in developing and executing talent strategy.

2. Establish flexible and responsive partnership networks.

- ✓ Back-map and identify from where you currently source your best talent.
- ✓ Develop “make and buy” workforce strategies for critical jobs and determine what education and training services will be provided by external partners.
- ✓ Establish employer collaboratives, where needed, to manage workforce solutions provided by education and workforce partners.
- ✓ Select from a diverse pool of public and private education and workforce partners that can address requirements for critical jobs.
- ✓ Investigate and access third-party financing options to offset the cost of employee education and training.

3. Plan and communicate your workforce needs.

- ✓ Conduct dynamic short-term workforce forecasting for core capabilities and jobs.
- ✓ Continuously define, validate, and update competency and credentialing requirements for critical jobs based on common industry frameworks and remove any unnecessary requirements.

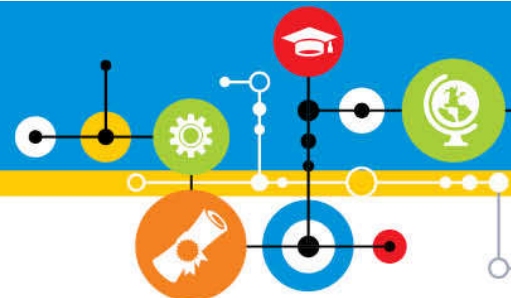
4. Develop balanced end-to-end pipeline performance measures.

- ✓ Develop end-to-end talent pipeline performance measures that balance time, cost, and quality, including such measures as time-to-full productivity.
- ✓ Develop balanced scorecards and dashboard tools that manage and communicate partner performance.



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- ✓ Promote continuous improvement by developing lagging and leading pipeline measures that promote contestability between talent pipeline networks and leverage the power of predictive analytics.

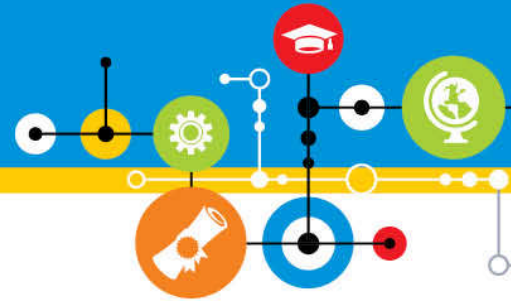
5. Align incentives to improve talent pipeline performance and recruitment.

- ✓ Provide incentives for line managers, human resources, finance, accounting, and other internal partners to improve performance in cooperation with external partners.
- ✓ Provide incentives (e.g., internships and equipment purchases) for education and workforce partners to continuously improve performance.
- ✓ Communicate preferred providers to students, workers, public funders, and aspiring suppliers to improve recruitment and signal where to invest.



MANAGING THE TALENT PIPELINE:

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Education and Workforce Provider Checklist

1. Recognize employers as end-customers.

- ✓ Develop renewed commitment among top leadership and frontline staff to recognize employers as the end-customers.
- ✓ Engage local and regional economic development stakeholders as well as employers and employer collaboratives (e.g., chambers of commerce) to improve alignment with employer demand.

2. Manage your employer partnerships.

- ✓ Identify employers that the organization has the commitment and capacity to serve as a preferred education and workforce partner.
- ✓ Assign responsibility for cultivating, establishing, and managing employer partnerships at the organizational and program levels.

3. Develop talent solutions for employer partners.

- ✓ Identify and remove barriers to innovation that prevent flexibility and reduce responsiveness in meeting the needs of employers.
- ✓ Develop responsive and flexible competency-based delivery platforms that leverage standardized frameworks but enable customization based on employers served.
- ✓ Embed modular and stackable industry-recognized skill credentials.
- ✓ Implement accelerated and work-based solutions designed to improve time-to-full productivity.
- ✓ Develop shared and integrated service delivery strategies with other partners in the network.
- ✓ Extend alumni services to support program graduates in optimizing on-boarding with employer partners and updating their skills.

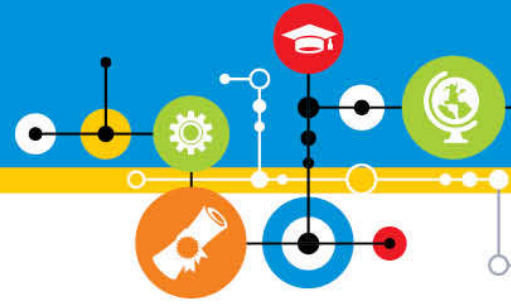
4. Align performance and incentives to employer measures.

- ✓ Develop balanced scorecards that prioritize employer measures that address time, quality, and cost, including time-to-full productivity.
- ✓ Provide incentives for leadership and program managers to improve performance in cooperation with employers and other network partners.



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- ✓ Manage program improvement through the development and use of leading and lagging performance measures and predictive analytics.

5. Share performance data across network partners.

- ✓ Share data in cooperation with employers and all network partners for improving performance.
- ✓ Communicate partner performance through the use of performance dashboards.

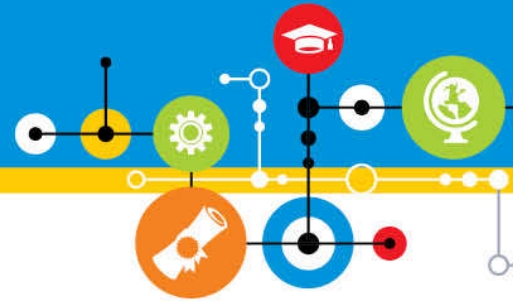
6. Develop recruitment strategies based on employer partnerships.

- ✓ Recruit students and workers based on capacity and proven ability to meet the needs of identified employers.
- ✓ Communicate preferred provider status to students, workers, and funders backed by performance data.
- ✓ Coordinate with network partners to identify, recruit, and on-board a diverse pool of qualified applicants.



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Student and Worker Checklist

1. Plan and manage your career.

- ✓ Take responsibility for planning and managing your career over a lifetime in consultation with family and other important social networks.
- ✓ Learn to use resources, tools, and supports to plan and manage your career consistent with your personal interests, values, and talents.

2. Develop employer-focused career plans.

- ✓ Identify employers that provide the best opportunities and fit for achieving career goals in chosen fields.
- ✓ Research career pathway opportunities and requirements tied to employer needs and identify entry-level opportunities.

3. Access preferred provider networks for entry-level opportunities.

- ✓ Identify employer preferred providers that can deliver the best opportunities for accessing entry-level opportunities.
- ✓ Choose providers that accelerate access to entry-level employment and reduce time-to-full productivity as well as offer alumni services that update skills based on changing employer needs.
- ✓ Change providers, when needed, to accelerate access to jobs and reduce time-to-full productivity, and continuously update skills.

4. Pursue career advancement opportunities.

- ✓ Access training and development resources provided internally through an employer or through their preferred providers.
- ✓ Access resources and career pathways supported by industry and professional associations and public funders that enable career transitions.

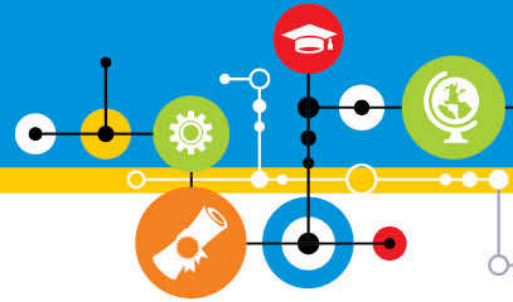
5. Join and use professional networks.

- ✓ Share your education and employment history with other students and workers.
- ✓ Use shared employment information to explore new career pathways.



MANAGING THE TALENT PIPELINE:

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Policymaker Checklist

1. Align education, workforce, and economic development systems to be employer driven.

- ✓ Promote talent pipeline management as the best approach for creating value for students, workers, and communities.
- ✓ Integrate education, workforce, and economic development planning to support employers in developing talent solutions for critical capabilities and jobs.
- ✓ Build capacity for economic development organizations and prioritize workforce retention when employers source from outside of their regions.

2. Enable diverse and flexible provider networks that meet the needs of employers.

- ✓ Support employers in workforce segmentation practices and in developing sourcing strategies for critical capabilities and jobs.
- ✓ Assist employers in back-mapping talent flows and identify providers now supplying the best talent.
- ✓ Encourage employers to both designate and publicly identify preferred providers.
- ✓ Reduce regulatory barriers that prevent employers from designating preferred providers and reduce flexibility and responsiveness of provider networks.
- ✓ Expand student and worker access to employer-designated preferred provider networks by directing funding and targeting resources to follow market signals.

3. Promote employer-driven demand planning.

- ✓ Expand use of dynamic short-term labor market information.
- ✓ Support employers in communicating their competency and credentialing requirements to provider networks.

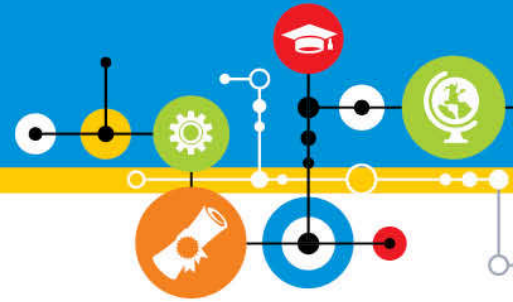
4. Develop employer-centered performance measures.

- ✓ Work with employers to develop end-to-end pipeline performance measures that focus on employer-driven value creation.



MANAGING THE TALENT PIPELINE:

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- ✓ Promote the use of balanced scorecards among employers and their education and workforce providers that address time, quality, and cost.
- ✓ Support continuous improvement at the provider level through the use of leading and lagging performance measures and predictive analytics.

5. Align incentives with employer-centered performance.

- ✓ Redesign government funding, regulations, and incentives to support demand-driven systems that address critical skills shortages.
- ✓ Provide performance-based funding for high-performing preferred providers.
- ✓ Empower and incentivize students and workers with consumer information, funding, and flexibility to access the highest-performing provider networks.

6. Promote public-private data sharing and technology standardization initiatives.

- ✓ Remove policy and regulatory barriers that prevent sharing data between employers and public and private education and workforce providers.
- ✓ Participate in and incentivize technology standardization initiatives that support talent pipeline partnerships, such as competency and credential frameworks.

