

Ramsey County Workforce Investment Board
Market-Driven Workforce System Committee

July 10, 2003

Minutes

WIB Members Present

Ginny Sullivan, Chair
Mary Brunkow
Jan Curtis
Jean Hammink
Kirk Hayes
Scott LeMire
Kevin Locke
Mary McKee
John Mohr
Ellen Watters

Members Absent

Dick Anfang
John Giovannini
Paul Huot
Lorrie Louder
Howard Orenstein
Tené Wells

Staff/Guests Present

Kitty Gogins, WIB CEO
Robert Schug, WIB Staff
Art Rolnick, SVP Federal Reserve Bank
Kyle Uphoff, DEED
Jim Zentner, Workforce Solution staff for Terry Zurn

Call to Order

Ginny Sullivan, Chair, called the meeting to order at 1:00.

Approve Minutes

Motion made by Jean Hammink with second by Scott LeMire to approve the minutes of June 12.

Motion passed

Work Plans/Updates

Attached is the work plan that lays out major activity for each sub-group. Notes reflect discussion beyond what is captured in the attached work plan.

Customer

The Customer sub-group proposed combining with the Labor Market sub-group for the next 2 months as both work to understand the supply and demand side at a macro level. The Customer group feels it is essential to look at the macro data for meaningful customer groupings and to aid in prioritization of focus group and other detailed work. They are arranging for the state Demographer to speak to the joint group in early August (scheduled August 6 1:00-2:30 at Lifetrack Resources, everyone welcome).

Labor Market

Thanks to Kyle Uphoff's intensive analysis, the group is putting together two major reports, which should be ready in late September.

1. The Ramsey County specific report will include the traditional information on distinguishing industries, gaps etc, but also go into key barriers like transportation and childcare. The recently available census data will be a key source of information for understanding the supply side and barriers.
2. Refreshing the data in the 'Twin Cities Scan' report that was published a year ago and supplementing it with information on barriers. The data in the current report is 15 months or older. Once refreshed the group was looking at inviting the seven County Metro WIBs to a presentation on results and a discussion about how to work together to address opportunities and issues; We would like to leverage out joint capacity. Discussion focused on the need to balance this effort with the work that ESP is performing and the importance of having the Ramsey County WIB calls this action together.

WorkForce Center

As outlined in the work plan, this effort will be focusing on (1) job seekers at the first point of contact and (2) employers.

Ellen Watters stated that there was a recently published national Chamber of Commerce survey, including data from our area, on employers awareness and satisfaction with One-Stops (in Minnesota we refer to them as WorkForce Centers). Results were that there is greater awareness than a few years previously and high satisfaction among customers. The study was emailed to all WIB members on July 11.

Community Employment Partnership (CEP)

The WIB is working to facilitate rollout of CEP developed products.

- The WIB has endorsed the job seeker guide being distributed by I-Seek.
- The WIB will have an opportunity to provide input on the distribution plan for the employer's guide, which is being administered by I-Seek and Employer Solutions.
- The WIB, with leadership from Kirk Hayes, will work with the Saint Paul Council of Churches (SPCC) to pilot the volunteer job coaches. At a preliminary meeting in June, it was clear the SPCC supports the effort, but individual churches have a lot of questions that need to be answered.

CEP is presenting these pieces on the 23rd of July, 3:30 to 5:30 at the Como Street Car Station.

Economic Development

Art Rolnick, SVP Federal Reserve Bank, believes Economic Development equals Workforce Development. If workers are provided the opportunity for education/workforce development, he argues that the community will do well economically. He believes discussion about number of "dot.coms" and stadiums is missing the boat.

He shared insight reported in a recent article: *Business Cycles and Long-Term Growth: Lessons from Minnesota*. Copies may be found at <http://minneapolisfed.org/pubs/region/03-06/cycles.cfm>. Overall, the study found that similar to 20 years ago, Minnesota's business cycle follows the national business cycle due to our diversified economy. However, looking at long-term trends and development provides very valuable insight. In the 1920 to 1950's Minnesota's GDP grew at a similar rate as the nations. However around 1957, Minnesota began to outperform the nation. We went from around 35th to seventh to eighth. Also at the same time, we made significant advances in education, moving from around average to third or fourth in the nation in high school and college graduates. While this does not prove causation, around the world education has been found to be a key ingredient in performance of the economy.

Early childhood development programs are rarely portrayed as economic development initiatives. Art believes that is a mistake, that they should be at the top of any economic development list. Studies find that well-focused investments in early childhood development yield high public as well as private returns. His analysis shows that dollars invested in Early Childhood Development yield extraordinary public internal rate of return to the community (over 12 percent). The returns are especially high when placed next to other spending by governments made in the name of economic development. He proposed a \$1 billion investment to create the Minnesota Foundation for Early Childhood Development.

Art stated that unemployment and business cycles will occur and are hard to predict, and workers need to be prepared to adjust rather than given very narrow skills for a specific short-term need. Fifteen years ago, the premium on the return for getting a college education was 40%. Currently it is 80%. The best thing to do is to teach workers how to learn and teach broad skills. We need to have a long term perspective.

Art and Kyle both believe the best answer to globalization is to have an innovation based economy. If a job can be done in another country it will. We need to find a niche, invest in human capital and innovative capital. Teach basic skills and innovation/problem solving.

The Federal Reserve Bank just finished a workforce development needs survey of businesses. Results are just in and a report will be published in 1-2 months. He believes this will be of interest to us and recommends checking the Federal Reserve web-site.

Kirk Hayes summarized the message for application succinctly:

- Invest in universal skill building.

- The biggest impact for future growth is not working on specific industry sectors but more in terms of shaping general education (early childhood, K-12, post-secondary)
- Don't lose long-term perspective

Approve Work Plan

CEP and short-term opportunities were added to the work plan. It is a compilation of the individual plans of the sub-committees. We need to continue to work on barriers, goals and measures.

Motion made by Kirk Hayes with second by John Mohr to approve the Work Plan.

Motion Passed

Short Term Opportunities/Gaps

Information Systems Security Grant

Seven to eight employers have followed up with Century College on this potential opportunity for training.

Progress on ESI/ESP

A meeting was held to clarify the roles of ESI and ESP. ESP's role is to coordinate service delivery operations, being the link between the supply and demand for workforce training. ESI and ESP will stay close. ESI will continue in its current role and ESP will refer employers to ESI as appropriate for help with assessment and service.

East Metro Health Careers Institute

There are now 200 people being trained and there is a need to move them into the system. Partner hospitals have a limited time frame to get the newly graduated students into jobs or have to start paying them, so they have a strong incentive to find them a position. Ginny Sullivan will follow-up with Mary Rosenthal to see if there is a benefit in the WIB broadly communicating about the pool of expected graduates.

What happened in the past 2 years that dramatically changed the situation? The single biggest driver is the economy. Due to the poor economy, there is tremendous retention and the huge pool of part-time employees have increased their hours to help manage financially as spouses lose jobs. Today, there are enough nurses in the area if they averaged working at 0.8 full-time equivalent. There will be a real shortage as people retire.

Adjourn

Motion made by Jean Hammink with second by Kirk Hayes to adjourn meeting.

Motion Passed

Meeting adjourned at 2:42.

Next Meeting

August 14, 1:00 to 2:30, Midway WorkForce Center

Attachment 1. Work Plan

Business Plan:

1. Defines current and future labor and market trends, needs and workforce gaps, defining opportunities to enhance economic vitality of region through workforce development
2. Ensures customer is driving WIB decisions
3. Determines and tracks customer (employer, job seeker and incumbent employee) needs, barriers to success and gaps in current service. Recommends action to improve customer success and satisfaction
4. Works with WorkForce Center Partners to identify opportunities to increase customer satisfaction and alignment with market drivers
5. Complete a test case for how to work with the broader workforce development system to fill an unmet customer need; Facilitate market introduction of CEP job seeker guide, employer guide and volunteer job coach service
6. Facilitate real time opportunities to link workforce system partners to improve workforce and/or workforce development

Elements of the Business Plan for Future Action/Consideration

- Brings together education, CBO, labor, WorkForce Center Partners and other resources to achieve the WIB's Vision for the best-trained, best-educated and most highly-skilled workforce
- Works to fully integrate the support systems including education, family services, transportation and housing to meet the needs of its customers

Activities:

1. Identify current and future labor and market trends, needs and workforce gaps, defining opportunities to enhance economic vitality of region through workforce development

Focus of Labor Market Sub-Group

- A. Identify current workforce gaps
 1. Review DES data...does this answer all questions? If not, go to step 2.
 2. Identify and review other sources to answer remaining questions
 3. Is there short term action the WIB can/should take that can positively impact today's issues?
- B. Review economic development strategies and initiatives for the East Metro
 1. Identify all relevant sources e.g. TCED Regional scan, State Economist, Federal Reserve, Met Council, Phalen Corridor, Mayor's plans, DES WSA 15 specific reports, private sector analysis (if accessible), etc.
 2. Screen out sources with methodology that is biased to their particular needs
 3. Define common expectations
 4. Translate to occupations across industries and determine any common themes
 5. Determine if there are any gaps in information that WIB needs to work to fill. If so, develop proposal/recommendation

Preliminary Timing

By 7/03

By 9/03

<p>C. Work to resolve anticipated industry-occupation gaps</p> <ol style="list-style-type: none"> 1. Define industries or occupations for focus and other industries-occupations requiring attention 2. Engage Metro WIBs for joint effort to address industry clusters 3. Develop plans to address industry-occupation clusters <ol style="list-style-type: none"> a. Review learning from East Metro Health Careers Institute and other cluster best practices (e.g. Chicago, St. Cloud) b. Define preliminary approach c. Meet with industry leaders, educators and other constituents to access interest in participation and develop plan. Leverage both public and private training dollars in effort d. Implement 4. Define how to translate learning to WFC operation and Youth programs, e.g. skill sets needed so front line counselor can coach job seekers 5. Define how to translate learning to full workforce development system 	<ul style="list-style-type: none"> •Define & prioritize industries by 9/03 •Implementation plan by 12/03 •Implementation begins 1/04
<p>D. Define how system can be enhanced to respond to short term fluctuations...How to achieve smoothing?</p> <ol style="list-style-type: none"> 1. Define best practices 2. Define current practices of educational institutions and others to anticipate needs 3. Define how system can be improved and work to implement 	<p>Define process and timing 1/04</p>
<p>E. Define how WIB will keep current on evolving trends and economic development plans</p>	<p>Define process and timing 1/04</p>
<p>2. Ensure customer is driving WIB decisions</p>	
<p>Focus of Customer Sub-Group</p>	
<p>A. Use labor market data to advise recruitment committee on how WIB membership should evolve to reflect shifting market e.g. what industries, what customer groups, etc.</p>	<p>Ongoing</p>
<p>B. Educate WIB members on customer needs, barriers and gaps via:</p> <ol style="list-style-type: none"> 1. Providing relevant reading 2. Planning customer agenda item at WIB meetings 3. Regularly report key customer metrics 4. Looking at other vehicles e.g. possibly tours Of WFCs and CBOs, meeting at WFC/Other organization/Employers, etc. 	<p>Starting 10/03 and ongoing</p>
<p>3. Determine and track customer (employer, job seeker and incumbent employee) needs, barriers to success and gaps in current service. Recommend action to improve customer success and satisfaction</p>	
<p>Focus of Customer Sub-Group</p>	
<p>A. Understand broad customer demographics and current learning to develop meaningful ways to sub-divide customers (State Demographer, DEED Data, CBO data, Chamber of Commerce survey, etc.)</p>	<p>9/03</p>
<p>B. Look at match of demand side (employers) and supply side (job seeker and incumbents) identify priority of groups to study</p>	<p>9/03</p>

<p>C. Utilize qualitative tools to understand issues and identify opportunities for groups defined as high priority</p> <ol style="list-style-type: none"> 1. Define best approach to work with top priority group 2. Engage members of the top priority group to define needs, barriers and opportunities 3. Review learning and develop recommendation 4. Repeat process with next highest priority group <p>Potential Tools:</p> <ul style="list-style-type: none"> ▪ Ongoing advisory group of diverse job seekers and employers (CEP best practice) ▪ Focus groups on specific issues. Some potential groups that may be valuable are JSEC (Job Service Employer Committee at N St. Paul and Midway Workforce Centers), MEMSnet (a metro east management transition network group) & other transition networks, WFC clients, CBO client groups, etc. ▪ Leverage WIB members as ambassadors back to constituencies, having them solicit input on good/bad experiences and challenges in current system and/or recruit focus group members <p>Note: Ensure have a good feedback loop by going back to customer groups to see impact of changes</p>	<p>10/03 10-12/03 ‘1/04 2-5/04, etc.</p>
<p>D. Define policy and practices action steps recommended based on analysis</p>	<p>First: Feb 03 Second: Jun 03</p>
<p>E. Define tracking mechanisms overall and for specific groups (customer satisfaction, other trends)</p> <ol style="list-style-type: none"> 1. Define which tools provide the most meaningful information and will be followed on a regular basis 2. Create tools if needed to track specific priority groups/issues 3. Regularly report key customer metrics to WIB <p>Develop additional tools as needed...one area to explore is analyzing/tracking information currently collected on all WFC customers as a method to track changes such as level of white collar workers</p>	<p>TBD</p>
<p>4. Work with WFC Partners to identify opportunities to increase customer satisfaction and alignment with market drivers</p>	
<p>Focus of WFC Optimization Sub-Group</p>	
<p>A. Engage Core Partners in joint effort</p>	<p>5/03</p>
<p>B. Determine approach -Job Seekers -Employers</p>	<p>6/03 9/03</p>

<p>C. Job Seeker Approach (Focus: Optimize WFC consumers experience at first points of contact (non-program))</p> <ol style="list-style-type: none"> 1. Map current customer flow <ul style="list-style-type: none"> - Baseline - Physical flow, process followed and questions asked 2. Collect Customer satisfaction feedback <ul style="list-style-type: none"> - Staff - Customer... how heard about WFC? Expectations? Process? Satisfaction? What resource most commonly used? 3. Analyze information collected 4. Research best practices 5. Brainstorm ideas and select idea(s) to pilot 6. Test ideas in North St. Paul WFC 	<p>By 8/1</p> <p>Survey by 9/1</p> <p>By 10/1</p> <p>By 10/1</p> <p>By 11/1</p> <p>Early 2004</p>
<p>D. Employer Approach</p> <ol style="list-style-type: none"> 1. Begin research of resources, models and best practices 2. Define how to proceed 	<p>7-8/03</p> <p>9/03</p>
<p>E. Ensure WIB understands current state (customer flow, customer needs/satisfaction and barriers/enhancers to change)</p>	<p>10/03</p>
<p>F. Identify and implement quick wins</p>	<p>2004</p>
<p>G. Define action plan, including advocacy needs for longer term change</p>	<p>2004</p>
<p>5. Complete a test case for how to work with the broader workforce development system to fill an unmet customer need; Facilitate market introduction of CEP job seeker guide, employer guide and volunteer job coach service</p>	
<p>Focus of CEP Sub-Group</p>	
<p>A. Job Seeker Guide</p> <ol style="list-style-type: none"> 1. I SEEK (administrator) and CEP develop a draft 2. Ad Hoc Committee provide input to guide 3. WIB members write endorsement letter to go out with display cartons of guide to organizations that work directly with the target job seekers (job seekers who currently are not using WorkForce Centers) 4. Be involved in a semi-annual review of the product including tracking use, future production changes and distribution. Also advocate for appropriate translations and/or cultural responses 	<p>5/03</p> <p>5/03</p> <p>7/03</p> <p>Ongoing</p>
<p>B. Employers Guide</p> <ol style="list-style-type: none"> 1. Employer Solutions Inc., ISEEK and CEP finalize product 2. WIB provide input to help define Distribution plan (cost, method, etc.) 3. Distribute 	<p>6/03</p> <p>10/03</p> <p>TBD</p>

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| <p>C. Volunteer Coaches (WIB Ad Hoc will need to act as a co-sponsor for the SPCC. This requires ongoing conceptualization and implementation guidance)</p> <ol style="list-style-type: none"> 1. WIB letter of endorsement for Saint Paul Council of Churches (SPCC) DOL grant application to pilot this service 2. Expand Ad hoc group to include SPCC and other organizations to serve as sponsoring committee 3. Pilot or roll-out <p>Without the grant, proceed with pilot:</p> <ul style="list-style-type: none"> - Define roles, organizations, metrics and plan (SPCC do master coaching) - Establish organizational infrastructure - Recruit and train Master Job Coaches - Establish Job Coaching Network - Convene monthly meetings of job coaches - Review performance - Make necessary changes and define next steps <p>If the grant is approved SPCC will proceed more aggressively potentially bypassing the pilot</p> | <p>5/03</p> <p>7/03</p> <p>Fall 03</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> |
| <p>6. Facilitate real time opportunities to link workforce system partners to improve workforce and/or workforce development</p> <p>A. A standing agenda item for each committee meeting (or every other) is to discuss real time opportunities to facilitate linking stakeholders in workforce development to enhance the system e.g. linking ESI/ESP, finding a business partner for a training grant where original grantee went bankrupt, etc.</p> | <p>Ongoing</p> |

Future Action/Consideration

While work plan elements number five and six begin to address the remaining broad goals of linkage and engagement, the numbered objectives have finite scope with resources assigned to pursue achievement. These last two broad goals are outlined only in concept. They will need to be fully developed at a future point so that metrics and benchmarks can be established. This will require some learning from objectives 1-6 before a meaningful plan can be defined.

Bring together education, CBO, labor, WFC Partners and other resources to achieve the WIB's vision for the best-trained, best-educated and most highly-skilled workforce

- A. Need to engage system in objective to improve quality by developing and sharing a case for change
- B. Understand best practices locally and across the US
- C. Approach to this area to be defined at a future point once the workforce development plan and priority industries are defined
 1. It is expected that the broad workforce development system will need to be engaged to address gaps by industry-occupation clusters
 2. Learning in how to make services more customer centric and market driven, will begin in WFCs and be expanded to the broader system
- D. Define how the WIB will serve the coordination role in the community

Work to fully integrate the support systems including education, family services, transportation and housing to meet the needs of its customers

- A. Understand best practices locally and across the US

- B. Approach to this area to be defined at a future point once the workforce development plan and priority industries are defined. It is expected that the support systems will need to be engaged to address gaps

Potential Show Stopping Barriers

WIB capacity to complete work plan...must leverage other resources

Community engagement to achieve objectives

Opportunities identified require long-term system, structure or legal change