

# Develop a Quality Workforce Without Re-Inventing the Wheel



INTERNATIONAL  
ECONOMIC DEVELOPMENT  
COUNCIL

#IEDC #IEDCAnnual

# Develop a Quality Workforce Without Re-Inventing the Wheel



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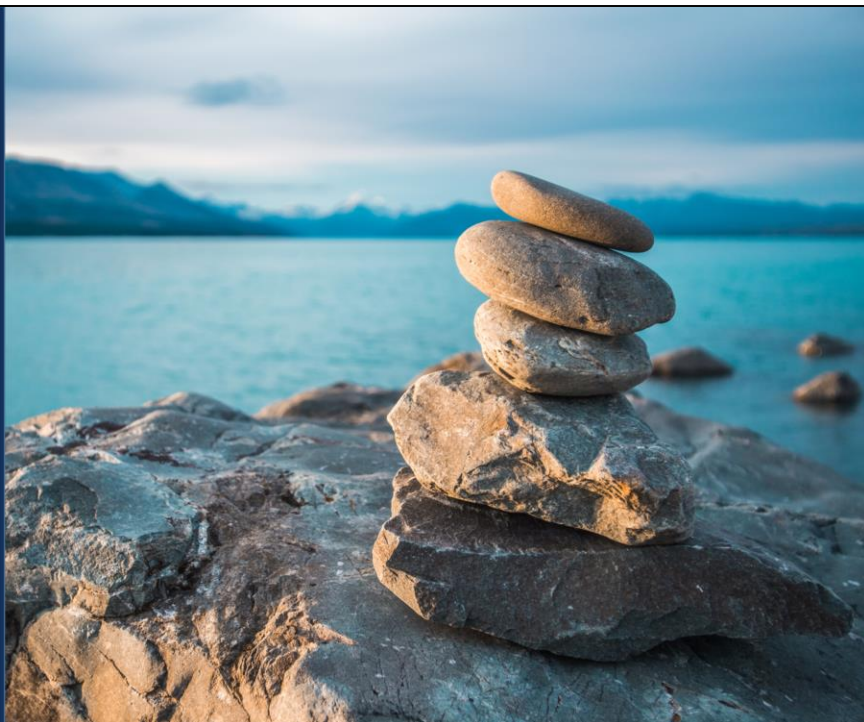
## **Pain Points: Mobility**

**ACT**<sup>®</sup> Work Ready  
Communities



# Pain Points: Stability

**ACT**® Work Ready  
Communities



## Pain Points: Quality

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Communities





## **Pain Points: Profitability**

**ACT** Work Ready  
Communities



# Overcoming Skill Gaps



# Skills-Based Hiring: A Better Approach

ACT<sup>®</sup> Work Ready  
Communities



**Employers**  
**Save Time**  
**Save Money**  
**Reduce Risk**



**Educators**  
**Align Instruction**  
**Improve Placement**  
**Boost Compliance**



**Developers**  
**Retain/Grow Jobs**  
**Boost Quality of Life**  
**Improve Image**



## Powerful Results for Employers



**ACT**® Work Ready Communities



**Save Money**



**Save Time**



**Reduce Risk**

**EASTMAN**

**BERNER**  
Food & Beverage

**Phillips**  
STAFFING

**BOEING**

**GLEN RAVEN**

**INOVA**

**Roy O Martin**  
Since 1911

**PHIFER**  
INCORPORATED

**General Plug**  
& Manufacturing

**GILCHRIST**  
CONSTRUCTION COMPANY



**Cut  
Turnover**



**Boost Productivity**



**Improve Safety &  
Compliance**



**Sharpen Aim for  
Skills**

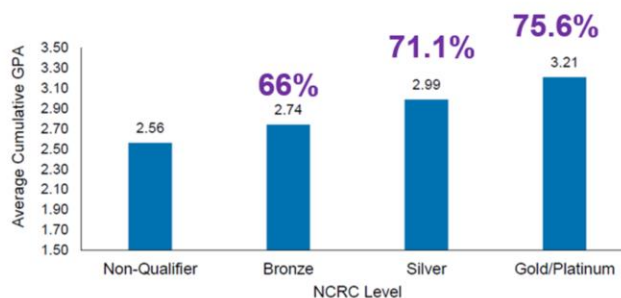
Visit our booth for copies of some of these case studies; they cover all sectors and several regions of the U.S.



## Academic Performance



## Completion of Associates Degree



**% NCRC Holders Earning Associates Degree**  
**Positive Relationship with NCRC Levels**

**Powerful  
Results  
for Students  
& Educators**



**ACT**® Work Ready  
Communities

## Powerful Results for Job Seekers



**ACT**® Work Ready Communities



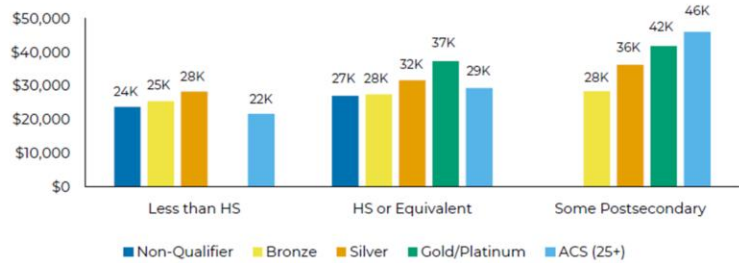
### Entering Employment



### Retaining Employment



### Earnings Gain



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More on economic development with Jasen Jones toward the end of our session. Now we are pleased to welcome Chris Manheim to the floor for examples of skills-based hiring in real life.

# **Job Profiling**

## **Apprentices for Holland, Michigan Board of Public Works**

### **Background**





## **Holland BPW: Retiring of an Old Power Plant**

**manheimsolutions**  
Economic Development Services

### Retiring of an Old Power Plant...

- More than flipping a switch, the decommissioning of the James DeYoung (JDY) power plant has taken years of planning. This year HBPW completed several steps toward its decommissioning.



# New Holland Energy Park

manheimsolutions  
Economic Development Services



- 2018 marked the first full year of operation for the award-winning Holland Energy Park (HEP). HEP features the latest combined-cycle natural gas generating technology, producing up to 145 megawatts of power.

# The Employees



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Economic Development Services



HBPW is a progressive and innovative utility with more than 180 employees of diverse backgrounds working together to provide the Holland area with reliable and low cost utility services, while developing and implementing methods to preserve the environment. The Holland BPW staff provides a team building atmosphere within the organization and community, utilizing the richness of its diverse employees.



## ACT<sup>®</sup> WorkKeys<sup>®</sup> Job Profiles



Identifies Job Tasks

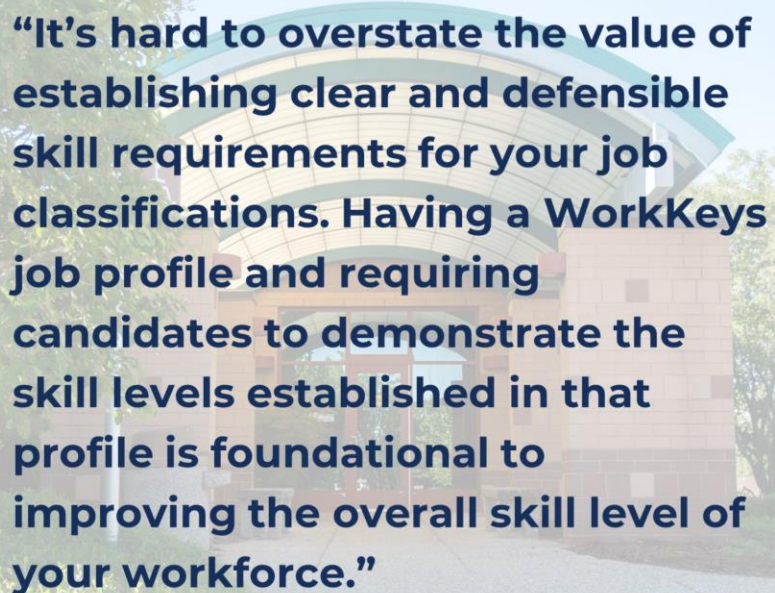


Identifies Skills Required for Tasks



Successful Skills for Entry & Promotion

- Job Profiling
  - Identifies the job tasks.
  - Identifies the skills required to carry out those tasks (foundational skills).
  - Identifies the skill level required to be successful for both entry and promotion.
  - Core skills are Workplace Documents, Graphic Literacy and Applied Math.



**“It’s hard to overstate the value of establishing clear and defensible skill requirements for your job classifications. Having a WorkKeys job profile and requiring candidates to demonstrate the skill levels established in that profile is foundational to improving the overall skill level of your workforce.”**

**Jon Hoffman,  
SPHR,  
SHRM-SCP,  
CAPM**

**Holland  
Board of  
Public Works  
Human  
Resources  
Manager**

**manheimsolutions**  
Economic Development Services



## Jobs Profiled at Holland BPW



- **Seven Jobs Profiled**
- **Union Apprenticeships**
- **Diverse Jobs**
- **Profile updates needed due to change in skills and tasks**

- 7 jobs were profiled. Most were previously profiled in 2009 through 2011.
- All jobs required union apprenticeships.
- WorkKeys Job Profiling is a key evaluation tool.
- Jobs are diverse, requiring a wide variety of skills, judgment and decision-making in the field.
- All of the jobs required updated profiles because of changes in tasks and skills.

## Jobs Profiled:

- Line Worker
- Electric Distribution Technician
- Plant Operator
- Maintenance Mechanic
- Instrument & Control Technician/Operator
- Plant Operator – Electric Production
- System Operations Technician



### A Bit of Background About HBPW

- Established as a community-owned utility in 1893, the underlying purpose of Holland Board of Public Works is to enrich the lives of customers in West Michigan's greater Holland area by providing reliable and economical electric, water and wastewater treatment services while maintaining environmental responsibility.
- Located on the beautiful shores of Lake Michigan, HBPW is located in one of Michigan's fastest growing industrial and residential areas providing service for 75,000 members of the community.



## More About the Jobs

- Positions employ small portion of BPW workforce
- Many newer and younger employees
- Workforce Observation skill needs
- Apprenticeship Length

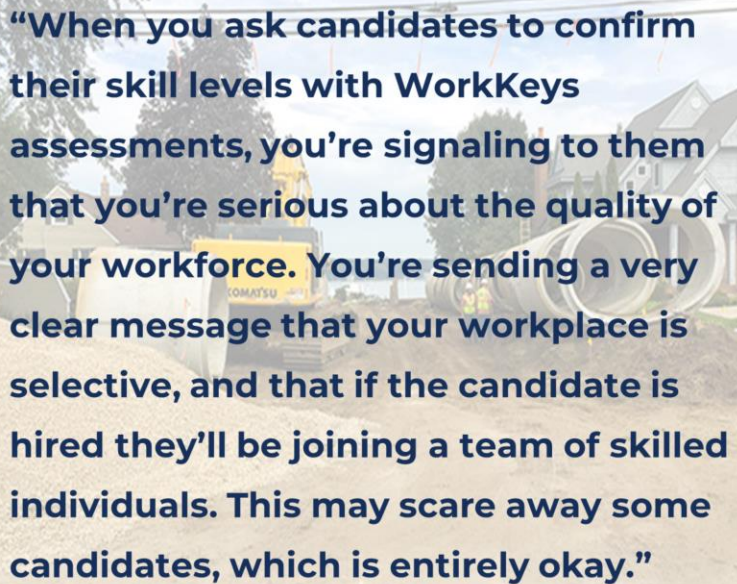


- Positions employ a small portion of the 180 BPW employees, ranging from 4 to 16.
- Many newer and younger employees.
- Workplace Observation, a non-core skill, a critical skill in the field or in the plant setting.
- Apprenticeships may take up to 5 years to complete. Minimum of 1 year to reach basic proficiency.

**Jon Hoffman,  
SPHR,  
SHRM-SCP,  
CAPM**

**Holland  
Board of  
Public Works  
Human  
Resources  
Manager**

  
manheimsolutions  
Economic Development Services



**“When you ask candidates to confirm their skill levels with WorkKeys assessments, you’re signaling to them that you’re serious about the quality of your workforce. You’re sending a very clear message that your workplace is selective, and that if the candidate is hired they’ll be joining a team of skilled individuals. This may scare away some candidates, which is entirely okay.”**

# Structure of a WorkKeys® Job Profile



**Review  
Tasks**



**Review  
Employer  
Documents**



**Conduct  
Interviews  
and Field  
Observations**



**Develop  
Initial Task  
List and  
Suggest  
Skills**



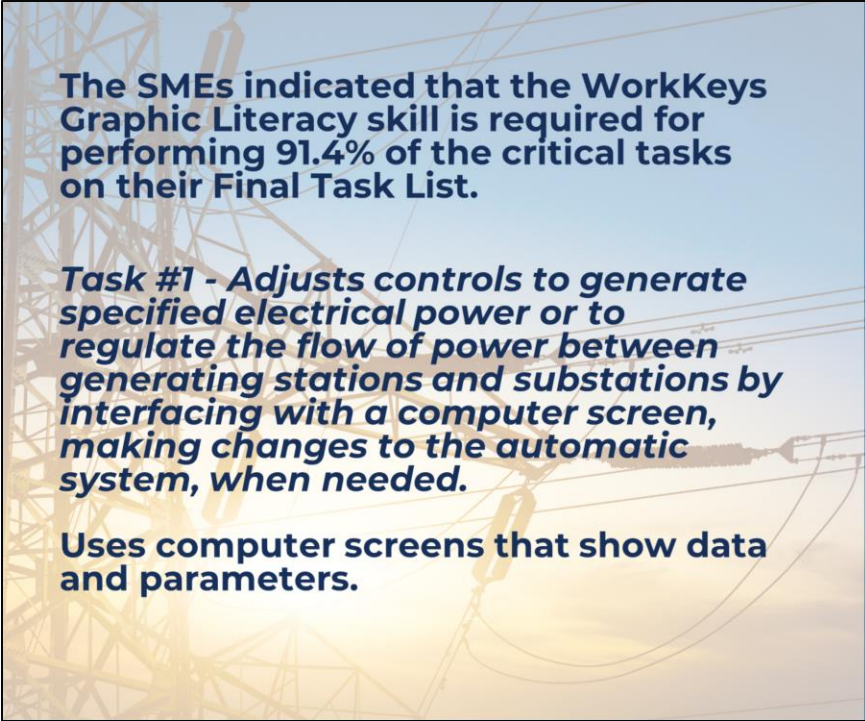
**Conduct  
Profiling  
Session  
with SMEs**



# Sample Skill Level Scoring

**Table 1. Entry – Level Skill Requirements for the Job**

WorkKeys Skill	Skill Level Range	Final Entry Level
Graphic Literacy	<b>3–7</b>	<b>5</b>
Workplace Documents	<b>3–7</b>	<b>5</b>
Workplace Observation	<b>1-5</b>	<b>4</b>



The SMEs indicated that the WorkKeys Graphic Literacy skill is required for performing 91.4% of the critical tasks on their Final Task List.

*Task #1 - Adjusts controls to generate specified electrical power or to regulate the flow of power between generating stations and substations by interfacing with a computer screen, making changes to the automatic system, when needed.*

Uses computer screens that show data and parameters.

## **Example of Criticality and Task**



## Example of Setting the Skill Level

At Level 5, employees can use one difficult graphic to locate and find information and identify the next or missing step in a process.

*Task #1 - Adjusts controls to generate specified electrical power or to regulate the flow of power between generating stations and substations by interfacing with a computer screen, making changes to the automatic system, when needed.*

Uses low-moderate and high graphics in the control room; comparing information from several graphics, and making decisions. Develop trends of data to project circuit loading.



# Holland BPW Case Summary



Job Profiling is just one evaluation tool used over the past ten years by Human Resources at BPT



Past employment history, training, education, and other assessment tools used to hire and promote



BPW has found Profiling changes the discussion about transfers and promotions: it's no longer about seniority, but demonstrated ability.



The message to current workforce is "We care about you and we want to get you the best coworkers possible."



Current employees grandfathered. SMEs set skills, criticality and skill level, not the employer.

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Certified Economic Developer®  
Authorized ACT WorkKeys Job  
Profiler®

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**For More  
Information**



#### Leadership

- Convene partnerships
- Deploy poverty reduction

#### Economic Dev

- Leverage value of workforce
- Promote to job creators



#### Employers

- Pinpoint skill needs and hire right the first time
- Save time, money, and risk

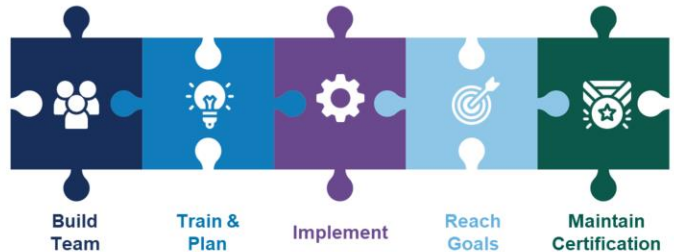
#### Workforce Dev

- Improve placement performance
- Build career pathway options

#### Educators

- Measure skill gaps
- Align curriculum to sector needs
- Improve completions

**ACT**® Work Ready Communities  
workreadycommunities.org



# Powerful Results for Community Economic Development



**ACT**® Work Ready  
Communities



Retain &  
Grow Jobs



Improve  
Quality of Life



Boost Image  
of Community

**Survey  
Says:  
Certified  
counties  
use WRC  
to grow...**



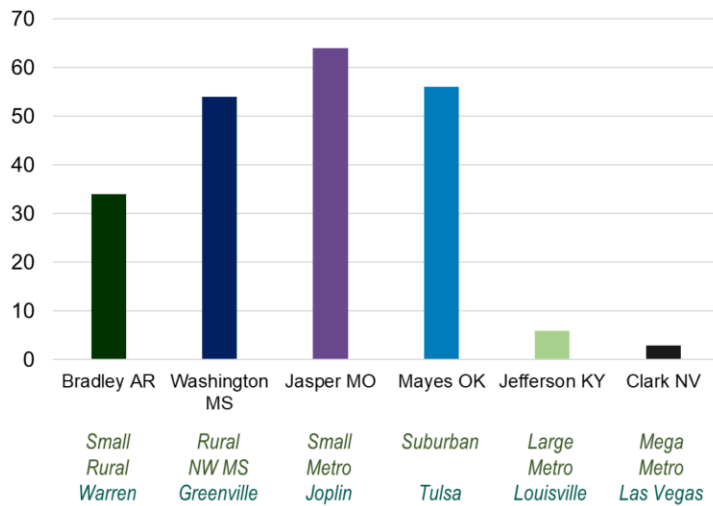
**82%**

**New  
Businesses**



**89%**

**Existing  
Industry**



## Leveling the Playing Field

### Index of NCRCs per Thousand

**ACT**® Work Ready Communities

# Showcasing Workforce Quality to Prospects

**Prospective  
New  
Jobs**

**Local  
Job  
Analysis**

**Regional  
Workforce  
Alignment**





## Employer Needs 50 Robotics Technicians

**Prospective  
New  
Jobs**

**Local  
Job  
Analysis**

**Regional  
Workforce  
Alignment**



**Is our region's  
workforce  
qualified???**

**Prospective  
New  
Jobs**

**Local  
Job  
Analysis**

**Regional  
Workforce  
Alignment**

**Job Profile Search**


Job Title:


Career Cluster:

Job Description:






☒ Search by skill levels

Show only:

☐  green

☐  Bright Outlook

**Search Results (170)**

O*Net Code	Title	Clusters	Special
17-3023.03	Electrical Engineering Technicians	Manufacturing; Sci / Tech / Eng / Math	
17-3024.01	Robotics Technicians	Manufacturing	
17-3025.00	Environmental Engineering Technicians	Ag / Food / Nat Rsrc; Manufacturing	
17-3026.00	Industrial Engineering Technicians	Manufacturing; Sci / Tech / Eng / Math	
17-3027.00	Mechanical Engineering Technicians	Ag / Food / Nat Rsrc; Manufacturing	

[http://profiles.keytrain.com/profile\\_search/](http://profiles.keytrain.com/profile_search/)

## Local Job Analysis

### Robotics Technicians

#### O\*Net Code 17-3024.01

-  **green**  **Bright Outlook**
- [Open O\\*Net Summary Page](#) »
- [O\\*Net Wages & Employment Trends](#) »

#### Career Clusters

- Manufacturing

#### O\*Net Description

Build, install, test, or maintain robotic equipment or related automated production systems.

#### ACT WorkKeys Skill Profile

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Math	4	3	4
Workplace Documents	4	3	4
Graphic Literacy	4	4	4
Reading for Information	4	3	4
Locating Information	4	4	4
Applied Technology	4	4	4
Business Writing	3	3	4
Workplace Observation	3	2	4

**Prospective  
New  
Jobs**

**Local  
Job  
Analysis**

**Regional  
Workforce  
Alignment**



**SULLIVAN COUNTY**  
ACT WORKKEYS NATIONAL CAREER READINESS CERTIFICATE [NCRC]

WORKFORCE		TOTAL NCRC	BRONZE NCRC	SILVER NCRC	GOLD NCRC	PLATINUM NCRC
Emerging	High School	842	162	256	224	200
	College	144	+	39	88	15
Current	Private	848	47	232	402	167
	Public	264	18	86	127	33
Transitioning	Adult Education	7	+	5	+	0
	Unemployed	353	27	113	159	54
	Recent Veteran	4	0	0	+	+
	Workforce category not identified	0	0	0	0	0
	Totals	2462	257	731	1004	470

**Prospective  
New  
Jobs**

**Local  
Job  
Analysis**

**Regional  
Workforce  
Alignment**



**2,205 Silver  
(or higher) NCRCs**  
**Matches or exceeds  
level needed for 50  
Robotics Technicians**



**CTE and/or  
Technical  
College**



**Apprenticeship**



**Employer-  
Directed  
Training**

**ACT<sup>®</sup> WorkKeys<sup>®</sup>  
NCRC<sup>®</sup>**  
**Foundational Cognitive Skills**



# Economic Development Marketing

**ACT**<sup>®</sup> Work Ready Communities



**Prospect  
Solutions**  
**Prospect Matching**  
**WF Incentives**



**Location  
Solutions**  
**WRC in promotion**  
**of Sites/Buildings**

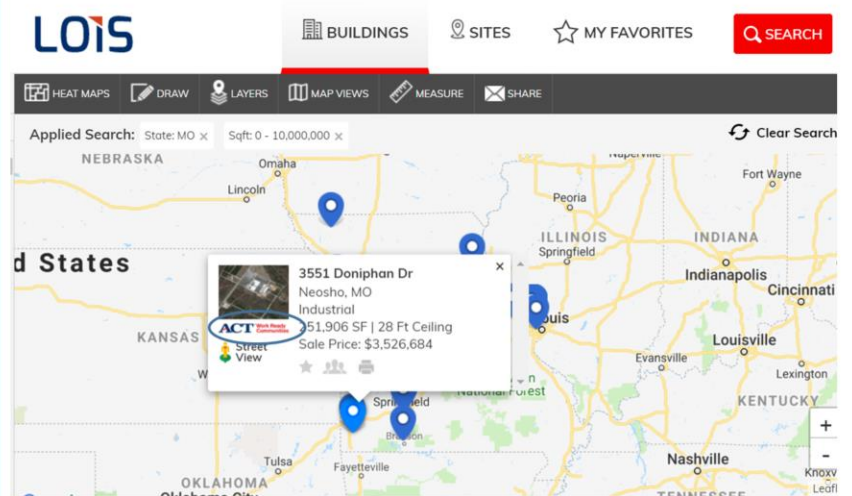


**Simple  
Integrations**  
**WRC Badge in**  
**Outreach Materials**

**LocationOne**

**Integration  
with Work  
Ready  
Communities**

**ACT**® Work Ready  
Communities



**Locationone.com**

# Ready for **WORK**

## Tips to **Develop, Improve,** and **Empower** your Workforce.

*Ready for Work* is your new #1 source for ideas that can revolutionize your workforce. Provided by the experts. Curated by ACT.

[act.org/readyforworkpodcast](https://act.org/readyforworkpodcast)



**Skills-Based Hiring  
and Credentials**



**Career Pathway  
Navigation**



**Employer and  
Sector Strategies**



**Economic  
Development**



**Poverty Reduction  
and Re-Entry**



**WIOA/Workforce  
Development**



**Career Education  
and Training**



**Workforce Data  
and Job Analysis**

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