

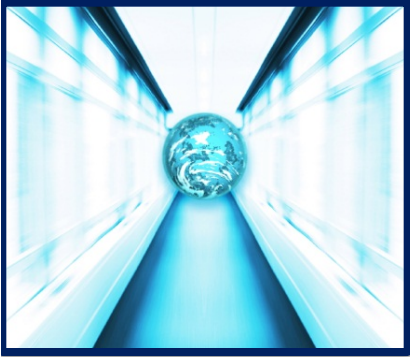
Overview for
Midwest Workforce Transportation Center
University of Wisconsin
December 7-8, 2015

Workforce Innovation and Opportunity Act (WIOA)



The Big Picture

WIOA – A Bigger Umbrella



Keep USA competitive in the global economy

Maintain workforce with skills for jobs of today and tomorrow



Provide pathways to self-sufficiency for unskilled workers

Balanced Approach



Demand Skills

Foundational “Core” Programs



Common vision ... common goals



**Educational
Systems**



**Economic
Development**



**Workforce
System**



**Targeted
Demand
Sectors**

The Talent Pipeline

workforce as an asset for regional prosperity

WHAT'S THE UNIFYING COMMON GOAL?

ECONOMIC PROSPERITY



Improved competitive position
via access to skilled workers



Improved lives via access to good
paying, career pathway jobs

Inter-Agency Team Common Vision

“Employer-driven talent solutions that integrate education, workforce and economic development resources across systems to provide businesses, individuals, and communities with the opportunity to prosper and contribute to growing the state’s economy.”

Regional Collaboration & Service Alignment??



*“Hello.
I’m from the GOVERNMENT and...”*



Anyone Ever Feel Like No. 30?
**How can we fix this and
still all work together?**

Setting the Stage

You can lead a horse to water...

Build the talent pipeline!

- Provide framework and implementation plans to meet Business' need for skilled workers & Workers' need for good jobs
 - Support development of diverse regional partnerships to advance talent development approaches
 - Support further development of integrated career pathways for all populations
 - Help integrated regional teams identify and align resources to support collaborative and integrated service strategies
 - Help align business and job seeker service delivery strategies to the “talent supply chain” vision

Focus on Career Pathways!

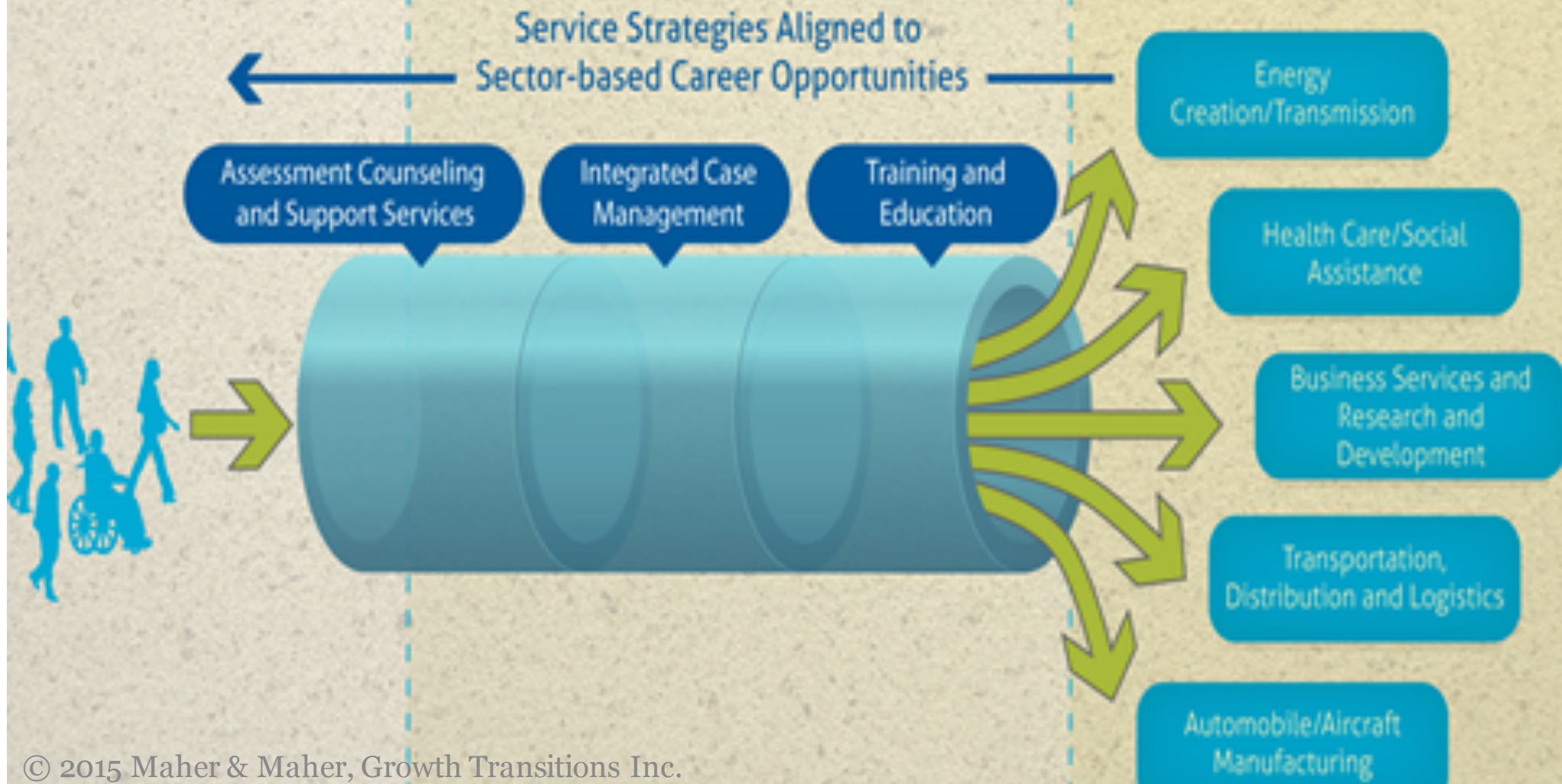
- Combine education, job training and credential sequences to create on-ramps or bridge programs for disadvantaged and underprepared students
 - Align to skill needs of targeted sectors
 - Are flexible (shift quickly to demand)
 - Articulate the full range of K-12, adult education, and post-secondary education assets
 - Embed “stackable” industry-recognized credentials
 - Make work a central context for learning
 - Accelerate educational and career advancement through assessment of prior learning, integrated “basic” education and technical training, and other strategies
 - Provide supports at education transition points
- K-12 > Jr.College/Trade > University > Work-Entry Level > Mid-Skill > High Skill
- 



A World-Class Talent Pipeline

Intake

Regional
Career Opportunities



Strategic Level

From:

- Programs and funding streams drive goals and strategies
- Disparate plans, policies, and investments among partners
- Siloed program administration
- Board as functionary
- Transactional, “one-off” employer engagement

To:

- Regional workforce, economic, and education needs drive goals and strategies
- Partner’ plans, policies, and investments are aligned to shared targets
- Coordinated, customer-focused talent pipeline development
- Board as catalyst, convener, and champion
- Deep and sustained partnerships with groups of businesses

Service Delivery Level

From:

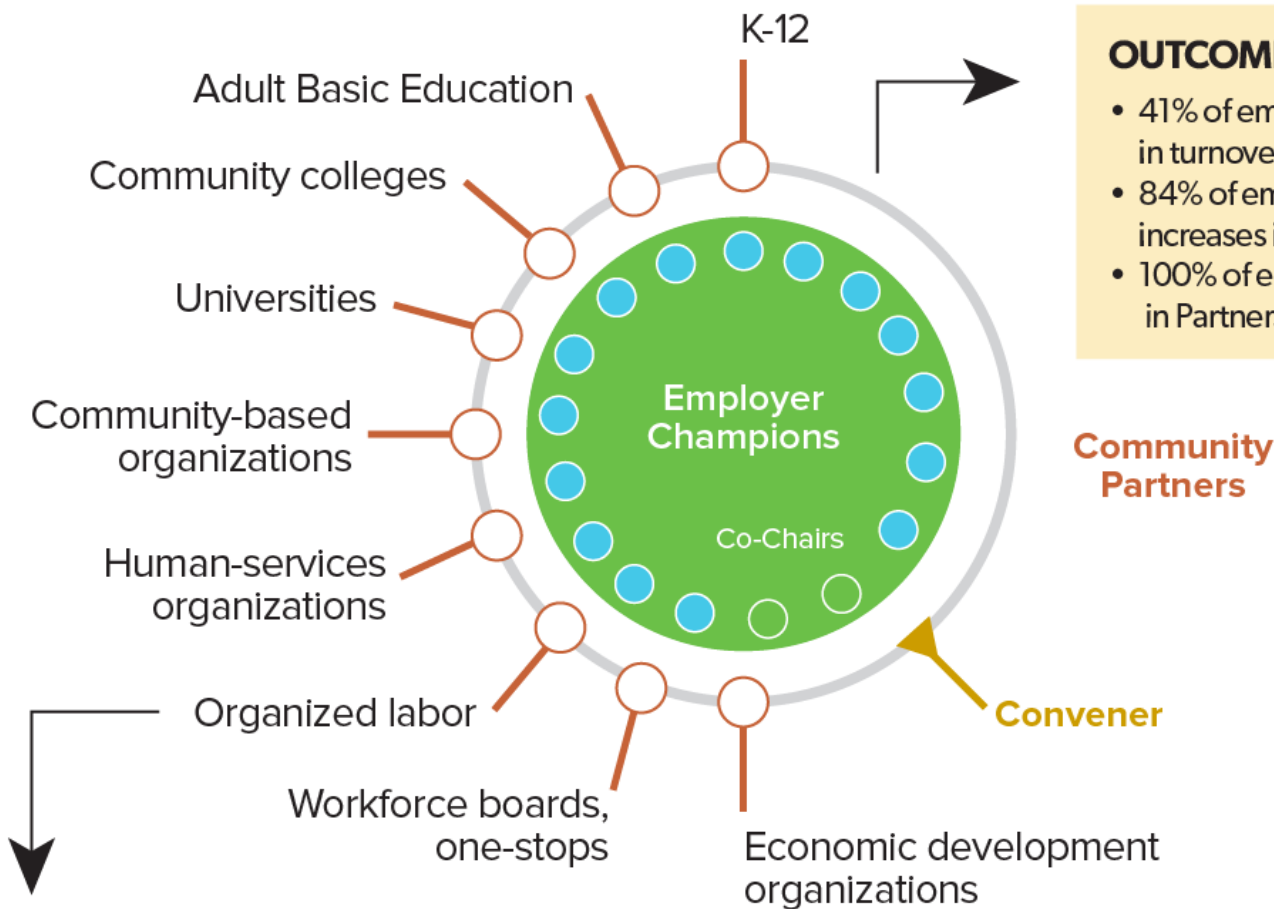
- Business services are localized, single-agency, and focused on labor exchange
- Training investments are individualized and not aligned to growth sectors
- Credential attainment not connected to target sectors' needs
- Career Center organization and service delivery not tied to career opportunities and pathways in target sectors
- Job placement as goal and service end point

To:

- Business services are regionalized and coordinated among partners to deliver diverse solutions
- Training is driven by industry and business needs
- Credential attainment aligned to identified industry needs and targets
- Sector focus reflected in Career Center organization, partnerships, customer flow, and service planning and delivery
- Long-term career development along clear pathways in targeted industry sectors



EMPLOYER-DRIVEN, COMMUNITY-SUPPORTED SECTOR PARTNERSHIPS



OUTCOMES FOR EMPLOYERS

- 41% of employers report reductions in turnover
- 84% of employers report significant increases in productivity
- 100% of employers report participation in Partnership was valuable

OUTCOMES FOR WORKERS

- 48% worker participants exited poverty
- 18% higher earnings
- More likely to work in jobs with benefits

***The Data Says,
"This Works!"***

3-D Workforce Development

**Data
&
(Employer)
Demand
Driven**



“Without data
you’re just
another person
with an opinion.”

- W. Edwards Deming,
Data Scientist

DATA DRIVEN-Start with Baseline Analysis

DEMAND Labor Market Info	US BLS & Locally Gathered Data	Industries	No. Employers No. Employees
		Occupations	No. Openings: New & Replacement
		Commuting Patterns	
Supply Education & US Census	Annual Education Production	K-12	
		Industry Recognized Credentials	
		Associate's Degree	
		Bachelor's & Beyond	
	Population Demographics	Average Age	
		Gender	
		Ethnicity	
		Educational Attainment	

Employer Demand Driven Pull Model



What

Occupations

Competencies

Where

Proximity to labor
pool & training
providers

When

Expected hire dates

Cycle

How Many

Quantity by
competencies
(credentials)



From Theory to Practice

“In theory, Theory and Practice are the same.

In practice, they are not.”

- C Reid



U.S. Government
Agency

FROM THIS CHAOS...

*“Hello.
I’m from the GOVERNMENT and...”*



Illinois
Department of Commerce
& Economic Opportunity

IDES
ILLINOIS DEPARTMENT OF
EMPLOYMENT SECURITY



CMS



Illinois Department of
LABOR



Lake Land College



ILLINOIS
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN



TO THIS STREAMLINED APPROACH



Illinois
Department of Commerce
& Economic Opportunity

IDES
ILLINOIS DEPARTMENT OF
EMPLOYMENT SECURITY



CMS



**EASTERN
ILLINOIS
UNIVERSITY**

Illinois Department of
PUBLIC HEALTH

Illinois Department of
LABOR



Lake Land College



ILLINOIS
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN



1 voice
Many Employers
Greater Leverage
for Change



Sector Strategies Recipe

Step 1:

Get consensus on the playbook

Step 2:

Organize toward an Industry-led "Launch"

Step 3:

Launch a Sector Partnership

Step 4:

Organize the Aftermath

Step 5:

Implement, Implement, Implement



Neutral Convener
Neutral Facilitator

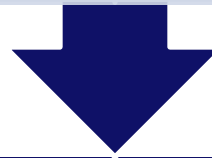
3 VITAL Topics for Sector CEOs to Consider

90 Minute Launch Meeting 3-100 Sector Employers

1. IDENTIFY SECTOR OPPORTUNITIES

What's going on in our industry,
particularly in this region?

What are the big opportunities for
growth in our companies right now?



2. IDENTIFY PRE-COMPETITIVE ISSUES

What do we **ALL** need to ensure our companies stay competitive?



3. ESTABLISH A GAME PLAN

What are we going to do together?

How are we going to hang together
and organize for real outcomes?

BUSINESS ENGAGEMENT

DO'S AND DON'TS

Will Rogers, Jr.	<i>"I don't make jokes. I just watch the government and report the facts."</i>
Milton Friedman	<i>"The government solution to a problem is usually as bad as the problem."</i>
Sen. Daniel Patrick Moynihan	<i>"The single most exciting thing you encounter in government is competence, because it's so rare."</i>
Ronald Reagan	<i>"The nine most terrifying words in the English language are, 'I'm from the government and I'm here to help.'"</i>

<u>DO:</u> Your Homework	What do they do? How do they do it? US/Global trends for their sector & industry? Where are they in the supply chain?
Become a Familiar Face	Go to Them Speak & network at THEIR meetings
Get past the Gatekeeper	Leverage mutual relationships & networks Get to highest ranking person w/ 1 degree of separation
Ask relevant ??s then LISTEN	Validate homework Get the “Paul Harvey” Leave knowing the root cause(s) of any issues
Get known as valuable partner	<i><u>Find a way to improve their profitability</u></i> Get written endorsements from businesses you’ve helped
Make it Easy	Reduce Red Tape to the Nth Degree Use Lean Principles
Regular Care & Feeding	Follow Up w/o Pestering Be prepared to invest adequate resources

<u>DON'T:</u> Waste Time	Only purposeful meetings as needed Don't ignore input
Rely on 1 strategy	NO 1-size-fits-all Every business and situation is unique
Stay in your silo	Be mindful of all resources that can help Cross-program collaboration Avoid data wars, government jargon & acronyms
Pressure to sign up with WIOA	Provide options Be ready when THEY are ready
Over Promise	Manage expectations Make sure you're speaking the same dialect
Take the relationship for granted	DON'T GO THROUGH THE MOTIONS Cultivate multiple long-term contacts



1. Are you satisfied with the quality & quantity of job applicants?
2. Do you know the \$ cost of filling positions?
3. Do your current workers have all the skills they need?
4. What key competencies do you need in your workers?
5. What industry recognized credentials do you know & value?
6. What is the source of your “good applicants”?
7. What is the quality of graduates and overall responsiveness from regional education partners and training providers?
8. Are your hiring requirements for each position in line with what you really need?
9. How do you predict personnel needs?



Chicago Cook Workforce Partnership: A TDL Sector Strategy in Practice



LWDA 7 – Sector Strategy

- History
 - Launched July 1, 2012 by Chicago Mayor Rahm Emanuel and Cook County President Toni Preckwinkle
 - CEO – Karin Norington-Reaves
- Replaces the three prior-existing LWIAs.
- Largest nonprofit Local Workforce Development Area (LWDA) in the country.
- Serves 140,000 people per year, including approximately 15,000 trainees.
- \$60 million budget
- 49 delegate agencies
 - 10 America's Job Centers, 4 sector focused workforce centers (Manufacturing, IT, Hospitality/Retail)



LWDA 7 – Sector Strategy

Vision

Every person has the opportunity to build a career; every business has the talent to grow and compete in a global economy.

Mission

*To create, promote, and effectively manage a network of workforce development organizations that:
Designs innovative solutions to address business needs,
and,
Prepares individuals for, and connects them to, career opportunities.*



Demand-Driven Training

The Partnership analyzed...

Labor market information (LMI) on industries and occupations

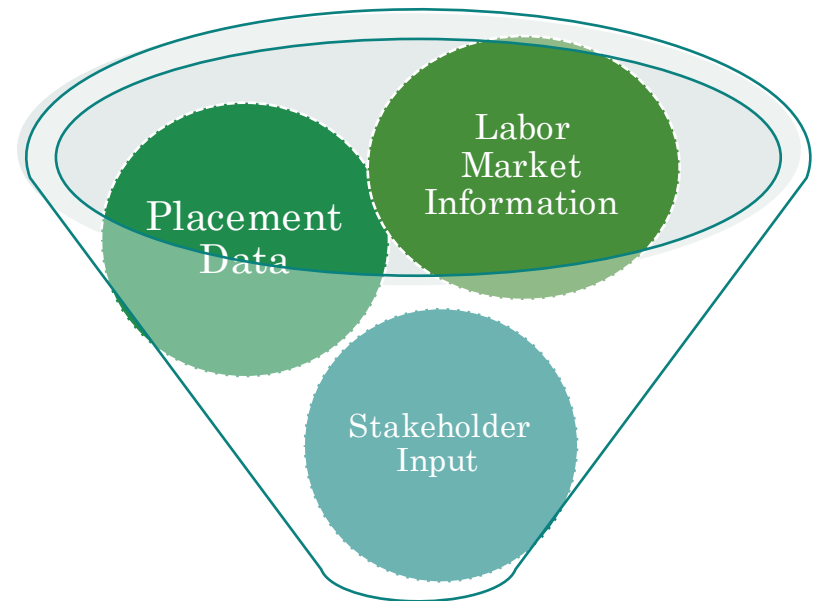
- ✦ Projected job growth and openings
- ✦ Wages
- ✦ Education/training requirements

Career pathways within industries-
transferability of skills

Job placements of recent ITA recipients

- ✦ Job title
- ✦ Employer

Input of local workforce experts and stakeholders



7 Target Industries*

Business and
Professional Services
(6 occupations)

Healthcare
(14 occupations)

Hospitality/Culinary,
and Retail
(4 occupations)

Information
Technology
(5 occupations)

Manufacturing
(5 occupations)

Transportation,
Distribution, and
Logistics
(7 occupations)

* The Partnership has 7 target industries, but for discussions purposes, we have combined hospitality/culinary and retail in order to group similar occupations together.



Labor Market Tools

Career Pathways

MANUFACTURING OCCUPATIONS

POSITIONS

Industrial Production Manager
Design Engineer
Industrial Health and Safety Engineer
Plant Manager

MANAGEMENT
\$27 PER HOUR AND UP

SKILLS AND KNOWLEDGE

Bachelor's to Master's Degree
Advanced Supervisory Skills
Job Experience/Seniority
Advanced Training

SKILLED
\$21 - \$27 PER HOUR

First Line Supervisor
Occupational Health and Safety Specialist
CNC Machine Programmer &/or Operator
Tool and Die Maker
Welder (over 5 yrs. experience)
Millwright
Engineering Technician

SEMI - SKILLED
\$14 - \$20 PER HOUR

Drafter (less than 5 yrs. experience)
CNC Machine Apprentice
Machinist Apprentice
Welder (less than 5 yrs. experience)
Industrial Machinery Mechanic
Machinery Maintenance Worker
Quality Control Inspector

ENTRY LEVEL
\$13 or less PER HOUR

Assembler (less than 5 yrs. experience)
Machine Operator (less than 5 yrs. experience)
Inspector
Forklift Operator
Packer

Based on data for production occupations, 2014-2024 from Economic Modeling Specialists

Chicago Cook Workforce Partnership

Where Are the Jobs?
reports

Target Occupational Profiles



PHYSICAL THERAPY AIDE and ASSISTANT TARGET OCCUPATION PROFILE

Jobs in 2012	Expected Growth by 2022	Yearly Openings	Entry Level Wage	Mid-Level Wage	Experienced Wage	Average Yearly Salary
1,500	30%	94	\$10	\$24	\$34	\$48,200
1,218	28%	73	\$9	\$11	\$14	\$23,600

Physical Therapist Assistants
Physical Therapist Aides

Sources: EMSI 2012, O*NET, Illinois WorkNet, American Community Survey 2009-2011 for Cook Co., Illinois Physical Therapy Association, Covers SOC codes 31-

Assistants

relieve their pain and increase strength
individuals with disabilities and injuries, or recovering from a stroke or heart disease. direction of physical therapists to carry an, teach patients how to do therapeutic v to use braces, prostheses, crutches, or

therapeutic massage, aquatic physical sound.
is range of motion and vital signs.
details and patient progress
for more information about this occupation.

DO FIT FOR ME?

Physical therapist aides are required to have at least a high school diploma or GED. Physical therapist assistants are required to complete an approved, accredited two year degree program¹ and pass an exam administered by the Illinois Department of Professional Regulation. Must have subject matter knowledge in anatomy and physiology, and be good at communication and problem solving, and enjoy working with people and be customer service oriented.

May work evenings and weekends, depending on the employer's hours of operation.

OPPORTUNITIES FOR ADVANCEMENT?

aides may return to school to become physical therapist assistants (requiring a two-year degree) or (requiring a master's degree).

TO GET TRAINING?

alandwiatraining.com to search for WIA-certified training providers in Cook County, based on im cost, location, completion rate, employment, and wages.

RGEST EMPLOYERS IN THE INDUSTRY?

offices, hospitals, nursing care facilities (Lydia Healthcare, Crestwood Care Center)

B TITLES SHOULD I LOOK FOR IN HELP WANTED ADS?

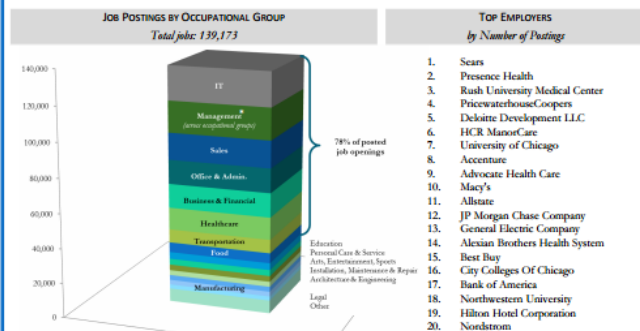
ssistant (PTA), physical therapy technician, licensed physical therapist assistant (LPTA), physical), clinical rehabilitation aide

Chicago Cook Workforce Partnership
Suite 2860, Chicago, IL 60602
Pti@workforceboard.org
rl.org

programs in Illinois at <http://www.lpta.org>

es of The Partnership's WIA Individual Training Accounts (ITAs) and do not represent a complete list of important or high demand occupations.

Where are the Jobs in Cook County? Quarter 3, 2014 A summary of local job postings by occupation, employer, and skills needs



The Partnership analyzed 139,173 online job postings from July through September 2014 to develop an understanding of current job demand and employer needs in Chicago and Cook County.

IT	SALES
OCCUPATIONS <ul style="list-style-type: none"> -Software developers, applications -Computer systems analysts -Computer user support specialists -Computer systems engineers/architects -Business intelligence analysts 	OCCUPATIONS <ul style="list-style-type: none"> -Sales representatives (wholesale, manufacturing, technical, scientific) -Retail salespersons, cashiers & retail supervisors -Sales agents (financial services, insurance, real estate) -Demonstrators & product promoters -Telemarketers
CREDENTIALS <ul style="list-style-type: none"> -Certified info. systems security professional; systems auditor; security manager (CISSP/CISA/CISM) -Cisco certified network associate; network professional; internetwork expert (CCNA/CCNP/CCIE) -Microsoft certified professional or systems engineer (MCP/MCSE) 	CREDENTIALS <ul style="list-style-type: none"> -Financial licenses (see business & financial below) -Insurance licenses (property & casualty; health; life) -Mortgage license -Real estate license
SKILLS <ul style="list-style-type: none"> -Programming languages (JAVA, JavaScript, C#, Python) -Database skills (SQL, Oracle) -Software frameworks (NET) -Operating systems (Linux, UNIX) 	SKILLS <ul style="list-style-type: none"> -Sales -Merchandising & product demonstration -Business development -Account management -Loss prevention

Note: This quarter. This report includes a list of high demand skills in each occupational group, to give a fuller picture of labor market demand.

* Detail on the "management" occupational group was removed from the report to make room for more detail on the other groups. Top management occupations tended to echo those listed elsewhere in the report. Top management certifications included Project Management Professional (PMP), Six Sigma, and Certified Service Manager (CSM).

The Where are the Jobs report should not be used as a comprehensive list of available jobs in Cook County. Some industries and occupations, such as those that are heavily unionized and those that advertise through word of mouth, tend not to post openings online so may be underrepresented here. The data covers jobs that were available at any time during the quarter - these include positions that have been filled and postings that have been removed for other reasons. The data on high demand credentials is limited by the fact that the majority of job descriptions do not list specific credentials. For more information on job postings data, please contact The Chicago Cook Workforce Partnership via our website (<http://www.chicagocookworkforceboard.org/reports/labor-market-data/>)

Page 1 of 2



TRUCK DRIVER TARGET OCCUPATION PROFILE

Drivers/Sales Workers

Heavy and Tractor-Trailer Truck Drivers

Light Truck or Delivery Services Drivers

Jobs in 2012	Expected Growth by 2022	Yearly Openings	Entry Level Wage	Mid-Level Wage	Experienced Wage	Average Yearly Salary
6,433	12%	207	\$9	\$13	\$26	\$31,200
22,833	13%	752	\$14	\$22	\$35	\$48,000
13,978	3%	366	\$10	\$17	\$28	\$37,300

Sources: EMSI 2012, O*NET, Illinois WorkNet, American Community Survey 2009-2011 for Cook Co. Category includes SOC 53-3031, -3032, and -3033.

JOB DUTIES

Driver/sales worker: Pick up/deliver goods such as food, newspapers, or commercial laundry.

Light truck: Capacity < 26,000 lbs.

Heavy truck: Capacity > 26,000 lbs.

- Load and unload trucks. Verify inventory and secure cargo for transport.
- Maintain records of mileage and repairs, billing

statements, and hours. Obtain payment, receipts, or signatures for delivered goods.

- Inspect and maintain vehicle (check gas, oil, tires, lights, brakes, etc.).
- Drive trucks to weigh stations to document weights and to comply with regulations.

Visit www.onetonline.com for more information about these occupations.

IS THIS JOB A GOOD FIT FOR ME?

Education	Employers prefer applicants who have at least a high school diploma or GED.
Skills/Aptitude	Must be skilled in truck operation and maintenance, navigation systems, and vehicle safety.
Certifications	Drivers of vehicles more than 16,000 pounds (all heavy and some light truck drivers) must have a Class A, B, or C commercial driver's license. ¹
Other Requirements	Many employers require a drug test and a criminal background check, and some require a minimum age of 25 and an ability to lift 50 pounds. Local drivers usually return home in the evening, but long distance drivers may spend most of the year away from home.

ARE THERE OPPORTUNITIES FOR ADVANCEMENT?

Nearly 40% of current truck drivers are age 49 and over. The pending retirement of these workers will translate to a demand for new truck drivers. Truck drivers with experience may be "promoted" with higher wages or better routes/schedules. Some may purchase trucks and start their own business.

WHERE CAN I GO TO GET TRAINING?

Visit www.chicagolandviatrainning.com to search for WIA-certified training providers in Cook County, based on occupation, program cost, location, completion rate, employment, and wages.

WHO ARE THE LARGEST EMPLOYERS IN THE INDUSTRY?

Trucking companies (YRC Worldwide, CH Robinson, New World Van Lines), Express delivery services (UPS)

WHAT OTHER JOB TITLES SHOULD I LOOK FOR IN HELP WANTED ADS?

Delivery driver, route driver, over the road driver (OTR Driver), line haul driver

Chicago Cook Workforce Partnership
69 W. Washington, Suite 2860, Chicago, IL 60602
(312) 603-0200/TOP@workforceboard.org
www.workforceboard.org



CHICAGO COOK WORKFORCE PARTNERSHIP
Revised June 2013

¹ Requirements for obtaining a CDL can be found here http://www.cyberdriveillinois.com/departments/drivers/drivers_license/CDL/cdl.html



TDL OCCUPATIONS

POSITIONS

Airline pilots
Air traffic controllers
Locomotive engineers
Warehouse manager
Supply chain/ logistics manager

EXPERT

\$55,000 PER YEAR AND UP

SKILLS AND KNOWLEDGE

Bachelor's Degree or Graduate Degree
Job Experience/Seniority
Advanced Customer Service Skills
CPICS4 – Certified Supply Chain Professional (CSCP)
or Certified Product and Inventory Management (CPIM)

Flight attendants
Railroad conductors and yardmasters
Railroad brake, signal, and switch operators
Supervisors of transportation workers or laborers
Cargo and freight agent
Dispatcher
Logistics analyst

SKILLED

\$17 - \$27 PER HOUR

Associate's Degree
Job Experience/Seniority
Advanced Customer Service Skills

Truck drivers
Inspectors
Crane and forklift operators
Bus drivers (transit, intercity, or school)
Delivery drivers
Railcar repairman

SEMI-SKILLED

\$10 - \$20 PER HOUR

Associate's Degree or Certificate (i.e. CDL or MSSC
Certified Logistics Technician)
Job Experience/Seniority
Customer Service Skills
English Proficiency

Laborers and warehouse workers
Vehicle loaders
Sorters and packers
Cleaners of vehicles and equipment
Clerk or order filler

ENTRY

\$12 or less PER HOUR

GED/High School Diploma or Certification
Basic Math Skills
English Skills
Clerical skills
Reliability
Workplace Readiness

LWDA 7 – Sector Strategy

The key to a great sector strategy is a great employer relationship.

- Prime Sector Employer(PSE)
 - Respected industry leader.
 - Understands and values the public workforce system.
 - Willing to invest time and resources into workforce initiatives.
 - Panel participation
 - Workforce advisory boards
 - Site tours
 - Willing to pilot innovative strategies
 - Advise training providers and educational institutions



LWDA 7 – Sector Strategy

- **Schneider Trucking** is an example of a *Prime Sector Employer(PSE)* in LWDA 7.
- Schneider is the premier provider of truckload, logistics and intermodal services.
 - Industry Leader
 - Awards
 - Carrier of the Year: Walmart, FedEx, General Mills, Georgia Pacific, John Deere-Asia, Lowes, etc.
 - Top 100 Military Employers
 - Green Supply Chain Partner



LWDA 7 – Sector Strategy



- Understands and Values the public Workforce System.
 - Key contact Grailing Jones, works closely WIOA certified training providers.
 - Input on training curriculum
 - Sourcing new talent
 - Invests time in workforce initiatives.
 - Panelist
 - Greater Chatham Initiative – Congressman Bobby Rush
 - Planning for Progress - Cook County Bureau of Economic Development



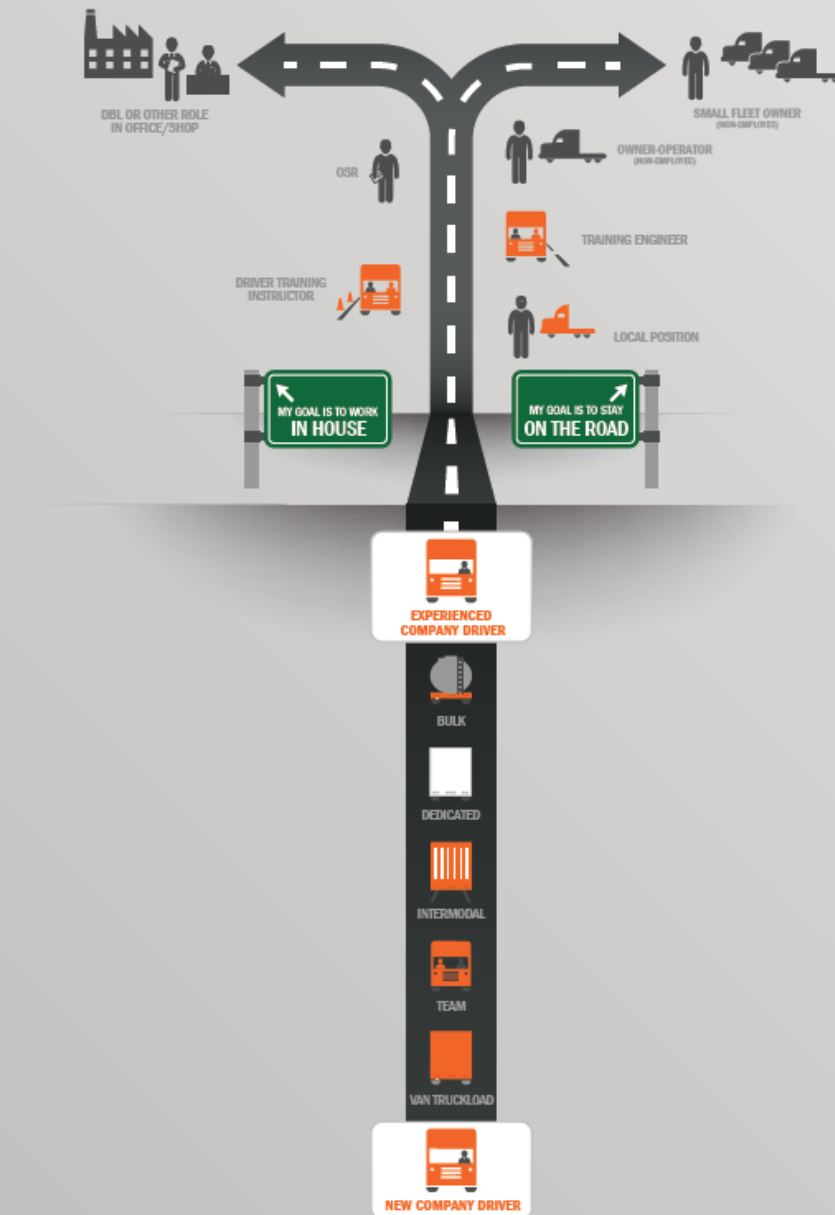
LWDA 7 – Sector Strategy



- Site visits
 - Hosted Workforce Center Career Coaches
 - Informed of Career Opportunities
 - Handouts
- Hiring events



SCHNEIDER HAS MORE ADVANCEMENT OPPORTUNITIES



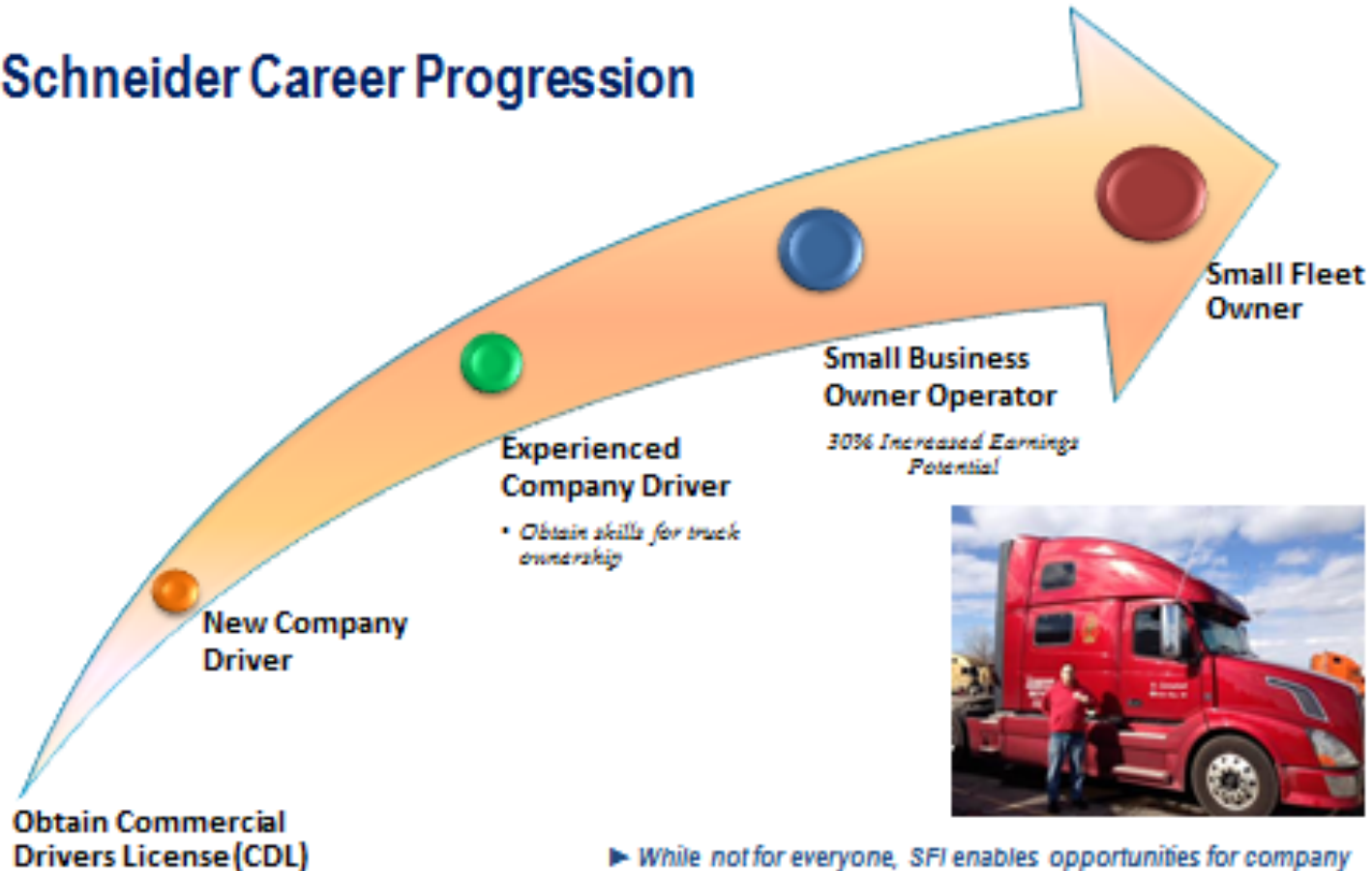
SCHNEIDER



LWDA 7 – Sector Strategy



Schneider Career Progression



► While not for everyone, SFI enables opportunities for company drivers to become successful small business owners.

PROPRIETARY & CONFIDENTIAL

SCHNEIDER



LWDA 7 – Sector Strategy

- Schneider Hires since July 1, 2012
 - 64
 - Average Wage
 - \$18/hour



LWDA 7 – Sector Strategy



Donald Waters, Owner Operator: A full circle success story.



SCHNEIDER HAS MORE ADVANCEMENT OPPORTUNITIES



LWDA 7 – Sector Strategy

Trina P. Whatley
Business Relations Specialist
312-603-0220
twhatley@workforceboard.org



CDL Sector Employer Collaboration Model



- 1. Identify Key Workforce Development Group in the market
- 2. Collaboration with Key Human Development Stakeholders
 - (Workforce Development, Non-Profits, Tech Colleges)
- 3. Development of Career Awareness, Vetting Clients, Funding Skills Training and Employment

