

ManpowerGroup Proposals: Go-Forward Support for Racine County

Racine County Workforce System Strategy Components

Recruiting Strategy

Recruiting Strategy

- Multi-year, flexible Recruiting Strategy
- Validation of 2019 Employer Demand
- Targeted Strategy based on key sector drivers & roles

Targeted Workforce Strategy

Prioritized Roadmap for sequencing the following strategies: Attraction, Retention & Development

Recruiting Support

Phased Execution of Recruiting Model

- Marketing & social media
- Concierge service
- Job Fairs
- Full service recruiting

Analysis (in progress)

Supply/Demand Analysis

- 2018-2021 OutlookGap Analysis
- State Flow Analysis
- Sector & Cluster breakouts (Manufacturing & Tech)

Targeted Workforce Strategy Roadmap

Overview

- 1. ManpowerGroup will leverage its recent analysis experience and continue within the overall Workforce System Strategy to deliver a Targeted Workforce Strategy Roadmap
- 2. The Roadmap deliverable connects the supply/demand analysis efforts to actionable plans that meet the prioritized talent and workforce issues of Racine County. It centers on a Three Horizon View (Now 2019; Next 2020; Future 2021) and a foundational analysis of feasible cross-organizational participation.
- 3. Emphasis in the Roadmap is on a collective set of tangible strategies and programs (versus independent or one-off programs) that establish a cohesive multi-year, life cycle series of high-value efforts. This helps avoid piecemeal solutions that may not be sustainable even if successful as "a point in time" solution.
- 4. Additional structure in the Targeted Talent Strategy work clearly identifies:
 - a) Attraction strategies and programs (to recruit and hire across all labor categories) << previously termed "Buy & Borrow">>
 - b) Retention strategies and programs (to encourage talent educated in the region to stay) <<pre>reviously some of
 these strategies also termed "Bridge">>
 - c) Development strategies and programs (to engage and develop) << previously termed "Buy & Bridge">>

Targeted Workforce Strategy Roadmap

Workshare

- 1. Manpower Group can guide, advise and deliver at an appropriate level of investment-at key points in the workforce strategy process. In the end, Racine County will have the needed action plan as well as increased experience with large scale workforce planning processes.
- 2. Full Service Co-Development: Manpower Group will co-manage, co-facilitate, co-develop and co-deliver a Workforce Roadmap in strong cooperative co-delivery agreement with Racine County workforce experts.
 - This is a "DIWY Do it With You" approach of dedicated delivery by the County resources and the Manpower Group team which enables County resource use with supplemental bandwidth and process direction provided by Manpower Group.

Targeted Workforce Strategy Roadmap

Outputs

Full Service Co-Development:

- 1. Structured, workforce planning project plan mutually created and operationalized.
- 2. View of needed outcomes of county-gathered audit and inventory of existing County assets to determine "set/scope" of available tactics and assets. County will gather audit and inventory information from key resources and stakeholders using ManpowerGroup's template.
- 3. Overall approach and framework for roadmap development. As part of cooperative delivery, County resources would be counted on for adjustments to methods, tools and approaches as needed.
- 4. Delivery and operationalization of related activities and deliverables per the project plan. This includes: weekly status and/or work sessions with primary county co-delivery resource; up to 4 Progress Sessions; up to 3 Review Sessions.
- 5. Racine Workforce Strategy Roadmap Three Horizon View (Now, Next & Future) of Actionable Strategies.

Cost: \$125,000

The Workforce Strategy Roadmap will be a data-backed strategy for Racine County to build a supply of talent in 3 populations: Entry Level Talent, Para-Professional Talent, and Professional Talent.

We will look at the gap between supply & demand of each category of talent by role and time horizon and outline detailed strategies for building the supply of talent through Attraction, Retention & Development, chosen for their specific and best application to the population of talent recognizing that some percentage of each talent population may flow into others. The table on the following page is provided to illustrate – at a high level – how information will be organized at a *summary* level (with supporting detail).

The Strategy Roadmap will also link with a Scorecard, Dependencies & Assumptions that Racine County can use to both communicate expectations to stakeholders and to hold them accountable to results. We will outline both Lead and Lag indicators so that you can proactively track and manage progress.

Sample: Organization of Information

Workforce Strategy

YEAR ONE	Attraction	Actions	Dependencies /Assumptions	Retention & Flow Through	Actions	Dependencies/ Assumptions
Role A	Attract 120 EE's from each of 6 states; 30 from PA, 20 from IL, etc.	Recruiting Support Team to provide 10:1 ratio of candidates within 8 month period of time	 Willingness of employers to match 	Annual flow through of EE's from universities in 30 mile radius is 1,200; goal of 80% retention up from 50%. Increased graduation rates by XYZ; Increased # of internships & coops; Racine able to claim120 of these.	- Engage employers in internship & coop commitments to increase graduation & retention rate	 Racine's ability to draw from MKE Educational capacity Racine employers will need to sign up for 120 co-ops Transportation from Milwaukee area to Racine County

YEAR ONE	Development	Actions	Dependencies /Assumptions
ROLE A	95% retention of existing EE population within existing employers	 Share wage analysis with local employers; gain commitment to match wage & reward packages Establish partnerships with local educational institutions to support career pathways 	 Willingness of employers to support higher wages or enriched reward packages Ability of area educational institutions to provide advanced learning curricula

Note: Numbers are used for illustration purposes only and do not reflect actuals.

Assumptions

- Modified full-service co-development model assumed.
 - ManpowerGroup provides overall project direction and county resource will take lead on customizing to county specifics when needed (County resources would be counted on for custom adjustments to methods, tools and approaches as needed).
 - ManpowerGroup will provide directions or expected outcomes for select county context tasks (audit, inventory)
 and County will determine and complete the work to gather needed information from key resources and
 stakeholders.
 - Weekly status sessions and/or work sessions with primary county co-development resource will be routinely scheduled and completed.
 - Once audit and inventory information is available, significant work efforts will be completed relatively independently by Manpower Group resources with key progress and review sessions scheduled for wider audiences. This includes:
 - Up to 3 Project Progress Sessions with county resources/sponsors;
 - Up to 3 Interim Roadmap Review Sessions with broader stakeholders for interim Roadmap review.
- Additional plans and resources for implementing and managing the use of the Roadmap (i.e managing the scorecard, providing guidance to the stakeholders for delivery via a playbook) are outside the scope of this approach.
- Calendar time may range from 14- 18 weeks for this effort.
- The project cost of \$125,000 is not inclusive of travel. We propose a not to exceed travel budget of \$10,000. Travel will be at pass-through cost (no markup) and receipts will be provided.

Sample Artifacts

- Taken from a 5-month engagement on workforce strategy from a Fortune 500 organization. Full suite of artifacts is over 200 pages with additional supporting documentation
- This sample is provided to give you a sense of past work and the ways in which we document strategy work.
- These are samples only; we would work with Racine County to determine the best way to document the Strategy and Action Plan

Sample Three Horizon Chart - Business Strategy

development and competency gaps

benchmarks

communicated

· Establish and communicate 'world-class'

· Defined innovation transformation framework · COMPANY "credo" clearly defined and

2012 2015 2020 **Global Capability Accelerated Performance Industry Transformation Grow & Preserve Double Revenues** Valued Global Leader · Grow market share with End-Users and Strategic Deployment Model effectively · Global Market leader with a world-class operationalized portfolio of smart, secure, and productive Preserve customer base and profit levels products, solutions, and services Differentiated features regularly developed Industry reference for consistently delivering · Refresh core offerings on top of refreshed core offerings high quality, productivity and innovation · Strategic Deployment Model implemented to Operational synergy targets achieved in increase speed to market Destination workplace for innovative High Strategic Partnerships maximized to drive Knowledge Management Model Tech talent productivity and innovation implemented to capture, protect and promote High-performance, innovation-focused knowledge transfer culture embedded throughout the Increased innovation capability developed organization · Focus on creating new product differentiators Knowledge Management Model drives · Strengthened Strategic Partnership speed, productivity and innovation. capability · Pursue acquisitions to fill product · Accelerated performance demonstrated by

top ranking industry scores

market 'game changers' · Recognized for outstanding talent in

INDUSTRY Differentiators viewed as

Sample Three Horizon Chart - Workforce Strategy

2012

Grow and Transfer Knowledge Locally & Globally 2015

Accelerating Together to Deliver Innovation and Quality 2020

Recognized Experts for Industry Excellence

Connected & Effective

- Strategic Deployment Model implemented to increase speed to market
- Engage engineers with domain expertise
- Technical Development Program executed to improve bench strength
- High Performance Leadership Model deployed
- Talent Management plan implemented to achieve optimal mix of talent sources and work models
- Aligned cross functional support delivered to execute workforce strategy
- Improved "outside in" and inside out" collaboration culture and skills developed
- Knowledge capture and transfer processes and tools established
- Strategic communications platform embedded across the organization
- Geographic footprint drives ongoing access to highly valued talent
- COMPANY'S Employment Brand is enhanced by DIVISON recognition as a destination employer

Innovative & Productive

- High performing teams collaborate effectively and efficiently across the globe
- Improved project management capability and leadership manages transformation
- Knowledge is captured and easily accessible across the organization
- Each COMPANY team is clear on their role, the skills needed and their contribution to COMPANY'S success.
- Work is specialized and organized to optimally leverage all talent sources.
- World class product portfolio is better balanced between enhanced Core offerings and new innovation resulting from skills realignment
- Verifiable improvements in world class benchmark results
- Employment brand lived internally and understood externally

Leading & Transforming

- Recognized as leading innovator who is transforming the landscape of the industry through the expertise of its #1 asset – people.
 No one beats us to market.
- World class Product Development capability as measured by cost, schedule and quality performance
- Recognized as a destination employer as measured by ability to attract and retain talent hired at all levels
- COMPANY'S Talent is sought after by customers as innovative problem solvers

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Sample Workforce Strategy RISKS and ASSUMPTIONS

2012

Grow and Transfer Knowledge Locally & Globally 2015

Accelerating Together to Deliver Innovation and Quality Recognized Experts for Industry Excellence

Connected & Effective

Assumptions:

- COMPANY LEADERSHIP buys into the business need for culture change (teaming, collaboration, etc.)
- Strategic communications capability is embedded in leaders' skill set and demonstrated consistently
- Workforce distribution model is approved at upper levels of COMPANY
- Location total cost of ownership (TCO) metrics are accepted at all levels and used in decision making process
- Leadership development effort integrates COMPANY'S specific development needs (collaboration, tearning, communications, project management)

Risks

- Scope of required changes (culture, employment brand, leadership skills, process - business & people) overwhelms the organization
- Speed of definition, approval, implementation and adaption of the required changes
- Change Management & Leadership capability of the organization
- · Success of Strategic Deployment
- COMPANY does not apply the appropriate resources or focus (organizational A-D-D) to the strategy

Innovative & Productive

Assumptions:

- Identified changes have resulted in increased speed to market and innovation in the targeted areas (culture, employment brand, strategic deployment, teaming, collaboration, work distribution model)
- Work distribution model, delivery of XYZ core capability, and software development partitioning has resulted in increasing effectiveness and efficiency of COMPANY while protecting IP
- Acquisition decision making process takes into account workforce strategy (work distribution, IP protection, location talent capability and availability, etc.)

Risks:

- DIVISION alignment is not reflected elsewhere in the organization (Work distribution/TCO model, employment brand, culture, etc.)
- Change efforts lose momentum (culture, leadership development, strategic deployment)
- Organizational leadership unwilling to make tough people choices with those that can not make the shift to the new paradigm
- Potential for split dual class workforce (innovators and maintainers)
- COMPANY practices do not adapt to support necessary culture

Leading & Transforming

Assumptions:

- New culture of collaboration, strategic work distribution, TCO as part of decision making process have been fully & consistently demonstrated
- Work distribution and productivity are in optimal balance

Risks:

- Leadership & HiPo talent loss to customers, partners and other parts of COMPANY
- Development (leadership & technical) will have to accelerate as talent is lost to other parts of COMPANY, partners and competitors

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Sample Workforce Strategy Roadmap The Workforce Strategy Industry Transformation Leadership/ Optimization Culture Leadership drives a high-performance, innovation-focused culture that rewards risk-The optimal mix of workforce models Creating, acquiring, leveraging, protecting. DIVISION will attract, retain, and develop (distribution, geographies, partner utilization, etc.) that leverages talent in the and maintaining internal and external top talent with the critical skills and taking, emphasizes performance (quality, speed to market), and drives accountability. knowledge throughout the organization to capabilities required to lead in the high tech most productive way. drive speed, productivity, and innovation. industry now and in the future. · World class product development · Recognized as leading innovator who is- Knowledge management process tools Recognized as a destination employer as capability as measured by cost, schedule, quality and performance • Work is specialized and organized to and system implemented and adopted enabling easy capture, sharing and accessing of knowledge across entire transforming the landscape of the industry measured by ability to attract and retain whose talent is sought after by customers as talent hired at all levels innovative problem solvers Collaborative Leader Model developed to drive High performing teams collaborate optimally leverage all talent sources effectively and efficiently across the globe the cultural transformation required to deliver *Improved 'outside in' and 'inside out" · Footprint drives ongoing access to rightly as measured by customer satisfaction, innovation, speed to market, and productivity skilled talent collaboration culture and skills developed speed to market, increased size of · Leadership roles and responsibilities are business, and employee engagement pptimized for speed and effectiveness · Goals, tasks, roles, and decision-making Strengthen leaders' change management capability to become an industry leading · Develop frameworks for capture and Develop and communicate a key skills framework that differentiates key roles processes are simplified, and clearly communicated across the DIVISION management of business critical knowledge across internal and external solution provider within DIVISION and clarifies each team copulation Develop and institutionalize an Innovation Develop ability to lead a variety of work models and work arrangements stakeholders member's contribution to DMISION's · Align talent practices with knowledge Process that differentiates Core and New Build culture of collaboration, risk-taking, transfer metrics Capture the synthesis of the knowledge Product Innovation and knowledge transfer and align people Centralize and map strategic knowledge into success profiles Existing hubs and partnerships are Identify gaps in workforce to support Core and New Innovation and develop and performance management practices bases within the business and develop evaluated for performance against objectives and portfolio re-balanced based knowledge capture processes for at risk Develop DIVISION strategic populations/segments Identify key knowledge "talent pockets" within DIVISION domain communication platform and roadmap with action plan to close the gap on performance · Legacy work and work not requiring appropriate audience segmentation and Develop an employment brand strategy that codifies the DIVISION experience permanent DIVISION talent migrated to Delineate leadership roles and and that attracts and engages the talent Project teams and work models are religed. responsibilities and establish clear priorities needed now and in the future. to be increasingly agile and effective and communicate them Align sourcing strategy with employee Develop Footprint Evaluation Framework to Develop Innovation Lab in US to incubate proposition Talent Management plan implemented to evaluate strategic shifts and associated innovation talent and strategy risks in the global talent marketplace, including an analysis of where work should achieve optimal mix of talent sources and work models ManpowerGroup Proprietary & Confidential

Sample Workforce Strategy Action Plan

Workforce Strategy Action Plan

Knowledge

Actions that Support Objectives

Timing

Creating, acquiring, leveraging, protecting, and maintaining internal and external knowledge throughout the organization to drive speed, productivity, and innovation

 Knowledge management process tools and system implemented and adopted and accessing of knowledge scross entire talent network out collaboration culture and

enabling easy capture, sharing · Improved 'outside in' and "inside skills developed

Develop frameworks for capture and management business critical knowledge across internal and external stakeholders · Align talent practices with

knowledge transfer metrics Centralize and map strategic knowledge bases within the business and develop knowledge capture processes for at risk

populations/segments *Identify key knowledge "talent pockets' within ABC Company

#1: ASSESS KNOWLEDGE RISK

- Review Enterprise Risk analysis results to validate that it identifies the critical knowledge needed to drive the business strategy now and in the future
- Map and centralize the knowledge networks of key ABC Company talent
- Assess current systems and processes used for optimizing organizational knowledge

#2: DEVELOP PLAN TO CAPTURE AND LEVERAGE CRITICAL KNOWLEDGE

- Develop business case/analysis to demonstrate impact of knowledge management strategy across all knowledge holders (internal and external)
- Define process for capturing and sharing business critical critical knowledge
- Acquisition Knowledge: Capture knowledge from acquisitions and external sources
 - · Partner Knowledge: Plan for managing IP risk and knowledge pockets residing with partners
 - Internal knowledge: Retain and share knowledge that currently reside in the organization that may be at risk of leaving
- D. Agree on plan for buy / build of knowledge optimization system
- Align knowledge metrics with performance expectations and incentives

#3: CAPTURE & SHARE KNOWLEDGE

- A. Develop change management plan to communicate importance of sharing, methodology, goals, measures,
- Initiate Knowledge Transfer smongst internal population based on prioritized plan

INITIATIVE 1

- · Validation of Enterprise Risk assessment completed by XYZ
- · Knowledge networks mapped by beginning of XYZ
- · Current system and process review completed by end of XYZ

INITIATIVE 2

- Business case completed and submitted for executive review by end
- Processes for business critical knowledge capture and sharing developed by end of XYZ
- Knowledge optimization systems reviewed by beginning of XYZ. Recommendation included in 2014 budgeting process
- · Knowledge transfer practices aligned with incentive program by beginning of

INITIATIVE 3

- Change management communications initiated in XYZ.
- · Internal knowledge sharing processes initiated by end of XYZ.