



DRAFT: Powering the Future of Work in Racine County

ManpowerGroup Proposals: Go-Forward Support for Racine County

Racine County Workforce System Strategy Components

Analysis (in progress)

- Supply/Demand Analysis
- 2018-2021 Outlook
 - Gap Analysis
 - State Flow Analysis
 - Sector & Cluster breakouts (Manufacturing & Tech)

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

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) <<previously 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

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	<ul style="list-style-type: none"> - Recruiting budget - Willingness of employers to match or exceed wages of target population - Relocation packages offered by employers 	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 claim 120 of these.	<ul style="list-style-type: none"> - Engage employers in internship & coop commitments to increase graduation & retention rate 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Share wage analysis with local employers; gain commitment to match wage & reward packages - Establish partnerships with local educational institutions to support career pathways 	<ul style="list-style-type: none"> - 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

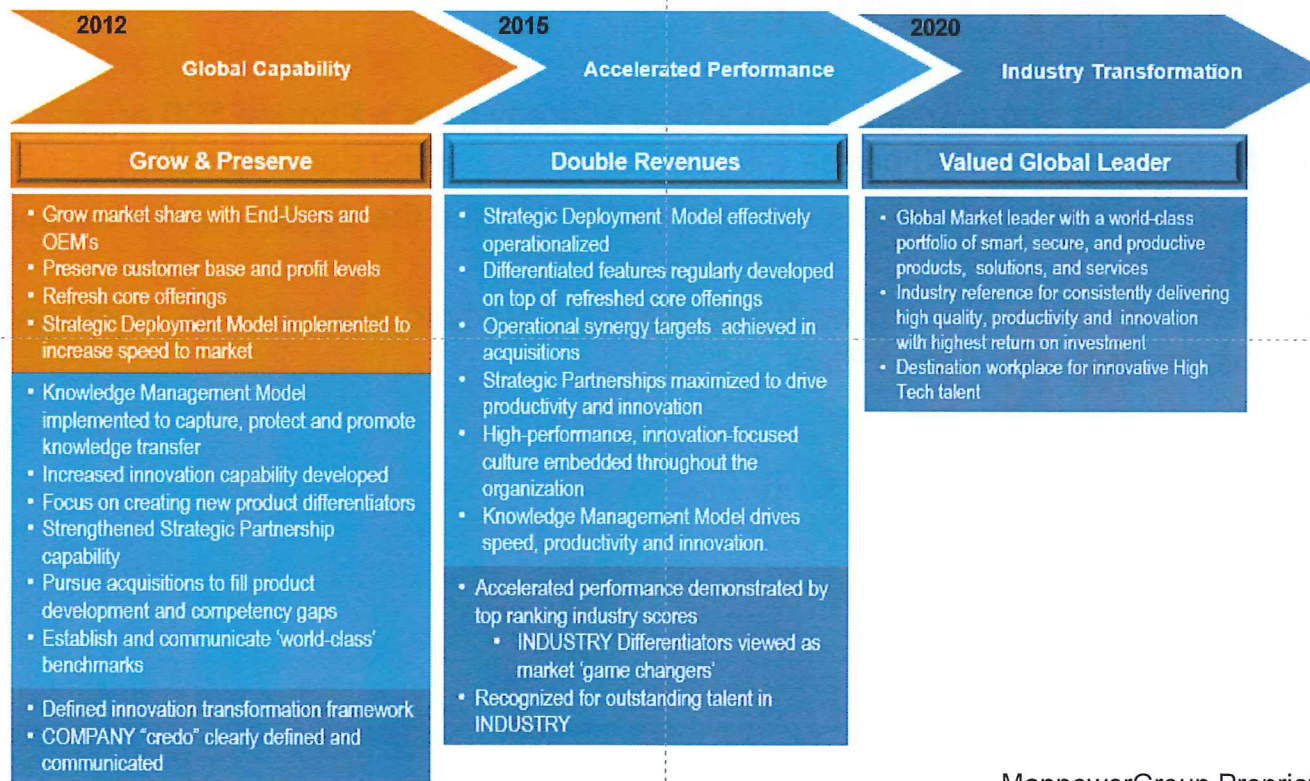
- Modified full-service co-development model assumed.
 - ManpowerGroup provides overall project direction and county resource will take lead on customizing to county specifics when needed (County resources would be counted on for custom adjustments to methods, tools and approaches as needed).
 - ManpowerGroup 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.



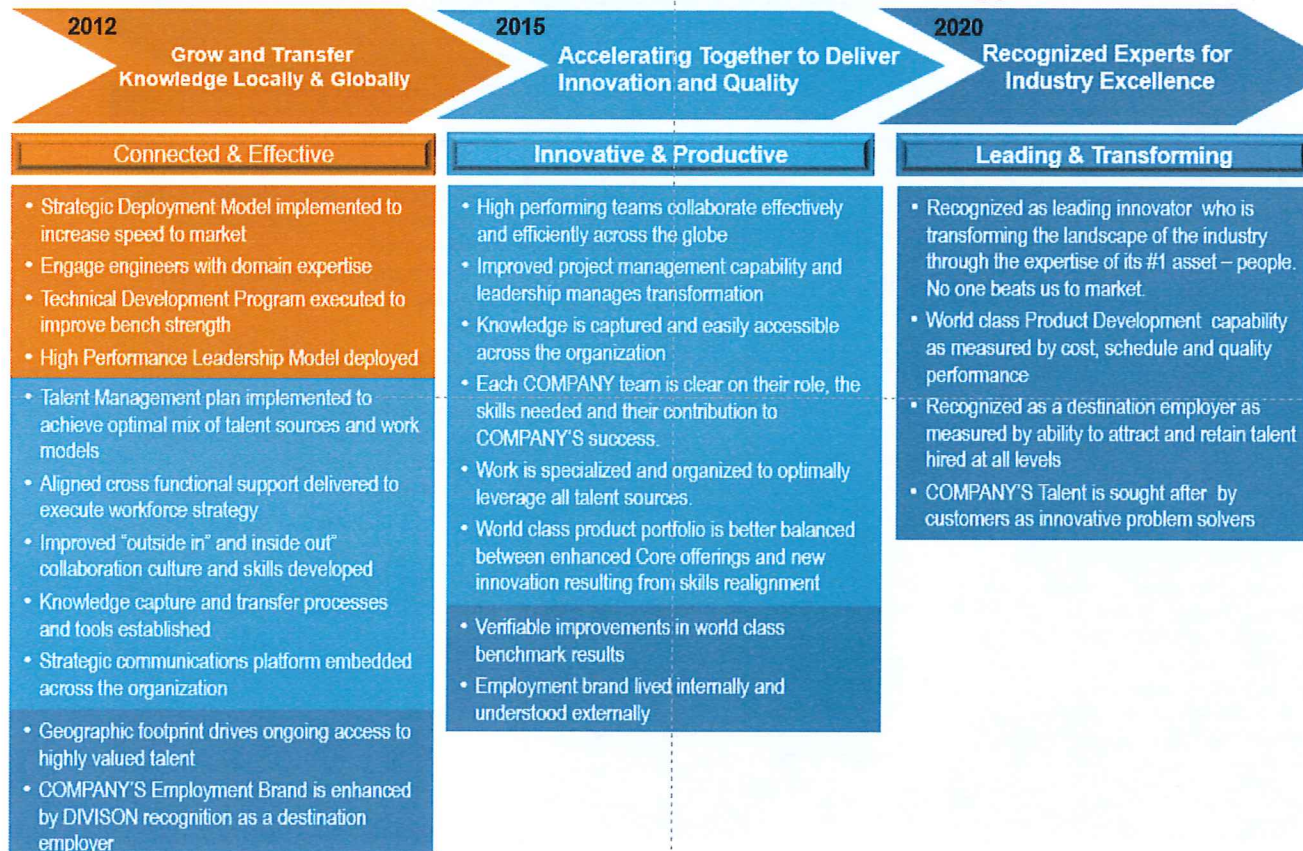
Sample Artifacts

- 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



Sample Three Horizon Chart – Workforce Strategy



Sample Workforce Strategy RISKS and ASSUMPTIONS

2012 Grow and Transfer Knowledge Locally & Globally	2015 Accelerating Together to Deliver Innovation and Quality	2020 Recognized Experts for Industry Excellence
Connected & Effective	Innovative & Productive	Leading & Transforming
<p>Assumptions:</p> <ul style="list-style-type: none"> 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, teaming, communications, project management) <p>Risks:</p> <ul style="list-style-type: none"> 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 	<p>Assumptions:</p> <ul style="list-style-type: none"> 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.) <p>Risks:</p> <ul style="list-style-type: none"> 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 	<p>Assumptions:</p> <ul style="list-style-type: none"> 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 <p>Risks:</p> <ul style="list-style-type: none"> 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

Sample Workforce Strategy Roadmap



ManpowerGroup Proprietary & Confidential

Sample Workforce Strategy Action Plan

