



Key Strategies and Resources for Workforce Success

Angele Hartell | Workforce Development Specialist

m1 EMPLOYMENT AND
ECONOMIC DEVELOPMENT

CareerForce[™]

Partnership for Workforce Solutions: Leveraging Collaborative Strategies to Attract, Retain and Develop Talent

- If you've hired in the past year, you're already aware of the labor force shortage and its growing impact on our region's ability to prosper.
- Partnership for Workforce Solutions is a collaboration of employers, and leaders in workforce and economic development, education, and public/private community-based organizations, working solely on strategies to address the issues.
- Resources and solutions exist – state and regional strategic plans, local partners planning, and opportunities to participate in the movement to build lasting networks for collaborative impact.

Regional Planning

OUTCOMES

Convene, develop strategies, implement solutions, align resources, replicate best practices.

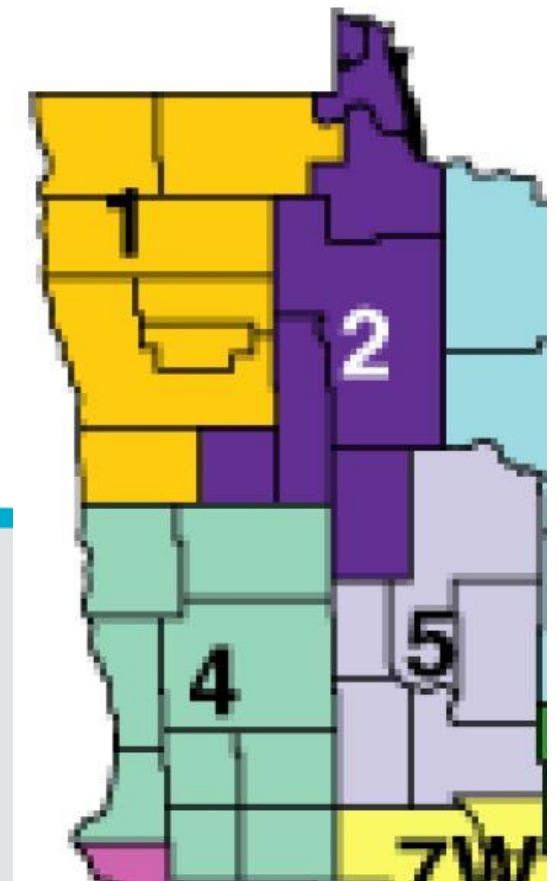
EMPLOYERS

- > Increased access to and availability of skilled workers
- > Increased competitiveness
- > Increased innovation

WORKERS

- > Increased employment
- > Increased attainment of industry relevant education and training
- > Increased advancement opportunities

INDUSTRIES: MANUFACTURING, HEALTH CARE, EDUCATION





Partnership for Workforce Solutions

www.region1careerforce.com

Employers: Your Talent SOURCE





WORKFORCE
**INCLUSIVE
EMPLOYER**
Region 1 Workforce Alliance

Goals: Reduce disparities and raise awareness of the value of and methods for increasing diversity by creating an inclusion designation for employers.

- 1) The Inclusive Workforce Employer (IWE) includes a commitment to an inclusive workforce in their mission, vision or values statement.
- 2) The IWE conducts or plans to conduct an organizational assessment of diversity and inclusion status.
- 3) The IWE conducts or plans to conduct staff and leadership diversity and inclusion education.
- 4) The IWE commits to contributing resources (time, money, leadership) to building an inclusive community.



Recruitment Strategies

THINK AND PLAN STRATEGICALLY

Recruitment strategies

Recruitment is About Marketing

“I treat every single interview like a marketing event. Even when they don’t get hired, I want them walking away thinking ‘I really want to work there. What do I need to do to get hired?’ Over the last five years, we’ve developed our talent pool to the extent that we have 80 applicants for every opening.”

(Large nonprofit residential health and home care employer, medium-sized market, 2018)



Do you think of your recruitment, hiring and onboarding process as marketing?

- *How easy is it apply at your company? Is it mobile friendly?*
- *Do you offer walk-in interviews?*
- *What do potential candidates experience when they walk in the door?*
- *What is the interview process? Are tours given? Are career paths discussed?*
- *How quick is the hiring process?*
- *Do you tell candidates briefly about the entire company, not just the job?*
- *Do you tell newcomers about the amenities of your community, or opportunities for spouses/family?*

Do you think of your recruitment, hiring and onboarding process as marketing?

- *What does the community say about you?*
- *Who are your most successful hires/top performers for this position and what characteristics make them stand out?*
- *Do you hire experience, or do you hire the right person for your company and train?*
- *Are the skills you are listing as “required” truly required? (If not, you can include them as “preferred”)*
- ***Are you writing your job postings in a way that describes WHY someone would want to work for you?***

Key Strategies Job listing comparison.docx

The Convenience Store Associate serves our customers in a friendly, professional, courteous and efficient manner resulting in satisfied customers and repeat business.

Promotes a customer-focused environment by providing friendly, courteous and helpful service

Regularly practices suggestive selling

Follows Company A Retail Image Standards

Records all sales promptly and accurately

Performs merchandise returns and exchanges

...rated as a Top Workplace several years

...live by our mission, treating others how we would like to be treated and we strive to make a difference in people's lives

Our teams are loaded with fun, ambitious and energetic people that make work enjoyable and brighten the days of our guests

...an innovative company that offers a variety of career paths, from Retail Leadership to our Support Center and Production and Distribution Many co-workers started as Guest Service and developed the skills to take on new challenges and roles within the company.

Recruitment strategies

- *Who are your top performers and who do they know?*
- *Do local educators know you and your company and the positions for which you're hiring?*
- *Can your site be a field trip location, or career exposure opportunity?*
- *Is there a way to integrate mature adults into education experiences ("mid-ternship")?*
- *Have you targeted retirees? Many retirees want to return to work.*
- *Can you develop new marketing messages tailored to under-represented groups?*

Recruitment strategies

- Post jobs in places or publications where diverse audiences will see them
- Reach out to employees of color and with disabilities and encourage referrals
- Create a robust referral program with existing employees
- Serve as an apprenticeship site
- Utilize private search firms or staffing agencies
- Reach out to local Adult Basic Education, English Language Learners, or GED programs and ask them to post your openings or give tours to their groups

Recruitment strategies

- Offer walk-in interviews on a specific day and time each week as an opportunity for those who struggle with applications to complete the process at your office; you can then interview on the spot
- Change focus from inbound to outbound recruiting
- Optimize postings for search engines – avoid internal jargon unless appropriate to the role; use plain language where possible
- Create an internship program
- Utilize placement offices of four-year or two-year colleges
- Offer career exploration, shadowing, mentoring to high school/college students

Think of your local CareerForce location as a talent pool!

- Two customers – employers and career seekers
- Career seekers: laid off due to no fault of their own, veterans, people who are under-employed, disabled or seeking better opportunities
- Help eligible workers purchase supplies (e.g. steel-toed work boots), provide job coaching, navigate community resources
- **In this labor market, we can't afford to leave anyone out, or let anyone fail.** Your local CF can assist with barriers that often make it difficult for individuals to succeed without support. Get connected and stay connected: careerforcemn.com/locations.



Think of your local CareerForce location as a talent pool!

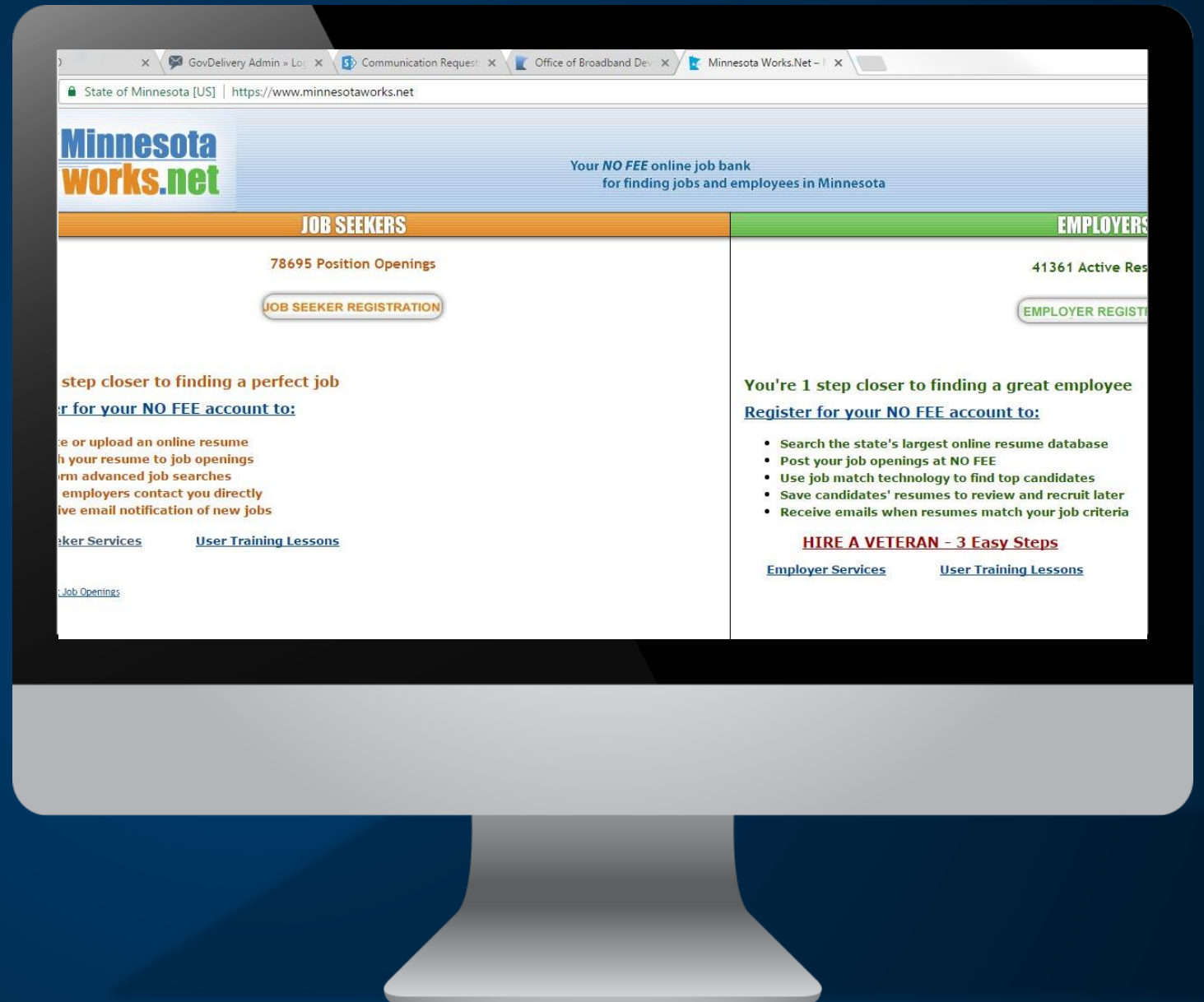
- Provide your recruiting flyers/job postings, direct them to be shared with partners and displayed at CareerForce
- Request review of postings, and suggestions
- Discuss available career seekers, matched to job vacancies
- Arrange hiring events at your local CareerForce location
- Inquire about providing on-the-job training, with potential wage subsidies to employers (intent to hire)
- Participate in Job/Career Fairs:

September 17th, 2019 / 10 am - 1pm / Broadway Ballroom / jen@jobshq.com

MinnesotaWorks.net

In 2018:

- Employers posted 683,762 job openings
- Job seekers conducted 2.03 million job searches – an average of almost 5,573 job searches a day



Resources for Employers: Recruitment

MinnesotaWorks.net

- Largest employment database in Minnesota
- Free for both employers and job seekers

Tips for Employers:

- ✓ Write job postings as a sales pitch (what's great about working for your company?)
- ✓ Review job descriptions for accurate requirements
- ✓ **Refresh job listings to keep them at the top of search results**
- ✓ **Search for resumes by keyword, and contact career seeker directly**

Online Resources:

- Finding workers: www.mn.gov/deed/hiring
- Post your jobs at www.minnesotaworks.net
- Hiring incentives and tax credits available to your business - Workforce Opportunity Tax Credit: mn.gov/deed/wotc
- Hiring veterans: mn.gov/deed/job-seekers/veteran-services/hire-a-veteran/ or contact local veterans' employment representative through your local WFC.
- Assistance writing a job description: Career One Stop website Job Description Writer: www.careeronestop.org/BusinessCenter/Toolkit/Jobdescriptionwriter
www.careeronestop.org/BusinessCenter/recruitretaintrain
- Labor market information for recruiting: mn.gov/deed/business/finding-workers/recruit/
- Regional labor market information data: mn.gov/deed/data/regional-lmi/
- Occupational Employment Statistics: apps.deed.state.mn.us/lmi/oes/Results.aspx
- Information on salaries: mn.gov/deed/business/locating-minnesota/data/wage-data.jsp



Retention Strategies

THINK AND PLAN STRATEGICALLY

Retention Strategies

Retention is About Culture and Opportunity

***“If you don’t think ‘culture’ is important –
then that is your culture.”***

(Manufacturing employer/panelist at regional workforce summit, 2018)

Retention Strategies

Of the most common reasons for staying or leaving, only a few have to do with money.

Company culture has everything to do with retention rate.

“Organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of an organization,” according to “The Business Dictionary.”

In other words...

***does your company value your employees,
and does it act like it?***

Retention Strategies

- *Do you know why people leave?*
- *Do you know the ambitions of your employees? Do you have career ladders or lattices i.e., is there a clear way to advance or move laterally?*
- *Do you budget for training? Do you know if employees feel it is adequate?*
- *What is your average wage for full-time employees, per occupation, and is it aligned with regional wages?*
- *How do you discuss rating your employees with respect to work attitude and quality?*
- *What makes you an “employer of choice” and where do you need to improve?*

Retention Strategies

Onboarding:

- *What is the first day of employment like at your company? The first week?*
- *Is there a planned end-of-the-first-day and/or week check-in to recap or solicit questions? Does it include a positive question such as “What did you like best about today? What was your favorite activity this week?”*
- *Are new team members immediately greeted warmly by their supervisor and a mentor, “buddy” or peer?*
- *Who gives information on the basics – bathroom access, food and beverage, shared space, personal space for belongings, acceptable cellphone usage, lunch and breaks, and to whom to bring questions?*

Retention Strategies

Onboarding:

- *Do they receive a tour, meal, snacks, welcome bag or box, and new employee welcome letter signed by owners or the team?*
- *Is there a printed staff directory with pictures, names, titles/roles easily accessible and visible in their workspace?*
- *Do you inventory skills your new employees need and do you provide or connect them to training?*
- *Do you know why your current top performers work for you, and do you communicate that to candidates and new team members?*

Strategic Workforce Plan

Envision | Assess | Plan | Implement | Evaluate | Sustain

- Culture exists whether you are intentional about creating it or not, but STRATEGY can produce a return on investment of real dollars saved in recruitment, onboarding and training, and dollars gained through increased quality/efficiency.
- **Ask and involve your employees**
- People support what they help to create. *“Sell, don’t tell.”* Everyone would prefer to come to work every day to a positive workplace!

“WE LISTENED TO WHAT PEOPLE WANT”



**USED WITH PERMISSION – EVENTIDE SENIOR LIVING*

- A good work environment
- Positive co-worker relationships
- Supportive and fair supervisor
- Recognition for hard work – someone to say “thanks”
- Team problem solving is common, no finger pointing
- Mentoring, coaching, growth opportunities
- Flexibility – understanding about work-life balance
- Opportunity to learn and grow – a career path

Culture Action Planner



**USED WITH PERMISSION – EVENTIDE SENIOR LIVING*

Work Environment	Co-worker Relations	Supervisor Relations	Recognition	Team Input	Mentor Coaching	Flexibility	Opportunity to Grow
1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3

- What does it feel like to work here?
- How do we treat each other?
- Do employees know what work is important?
- Are our supervisors trained and supported?

Valuing new employees with positive post-hire discussion:



Is there anything that you feel you may need more training on, or clarification regarding?

So far, is the job what you expected? What could have been described more accurately?

So far, does your work pace seem too fast or too slow?

Do you have any suggestions for improvements?

Is there a project or improvement that you might like to lead?

Have you felt welcome here?

Employee Development

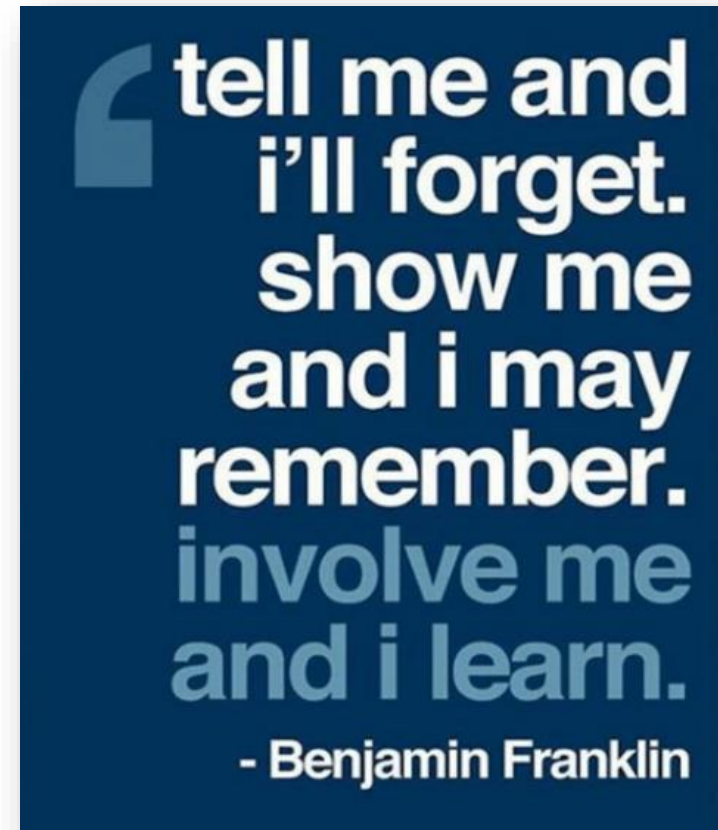
- If work-skill development is not a high need or priority, could employee contribute to leadership/culture activities (e.g. part of company strategic planning, or a “best place to work” team)?
- Is the employee a candidate for cross-training?
- Could employee be encouraged to be “the face of” the organization in community volunteer or outreach activities?
- Would the employee, with training, make a good coach or mentor?
- Is “Coach” or “Mentor” a career path in your organization?

Employee Development

- Identify your best trainers/coaches
- Train the trainers
- **Your Local Community or Technical College** offers high-quality training for a variety of industries to assist in developing a skilled workforce, and many receive DEED funding to meet employers' needs. Connect with your local college and describe your needs.

mnscu.rschooltoday.com/public/home/

- [GCFlearnfree.org](https://www.gcflearnfree.org) no-cost learning in a robust variety of topics from tech to language to soft



Grants Available

Minnesota Job Skills Partnership provides educational institutions up to \$400,000 to develop customized training in partnership with businesses. mn.gov/deed/mjsp

Minnesota Job Training Incentive Program offers grants of up to \$200,000 to eligible businesses to provide training for new jobs in Greater Minnesota
mn.gov/deed/business/financing-business/training-grant/jtip/

Dual Training Grants and Pipeline Program offer grants to cover the cost of training (tuition, fees, books and materials) up to \$6,000 per student employee per year, and up to a maximum grant of \$150,000. www.dli.mn.gov/pipeline_app.asp

Minnesota Apprenticeship Initiative offers grants to assist employers with costs associated with developing apprenticeship programs. Employers can receive up to \$5,000 for each apprentice to help cover costs, including apprenticeship-related supplies, materials, instruction and infrastructure. www.dli.mn.gov/aai.asp



Workforce Resources

Leverage the workforce system and partners

Learn more about DEED

- Visit our website – mn.gov/deed
- Subscribe to email updates
- Follow DEED on Facebook and Twitter



<https://mn.gov/deed/>

WorkForce Centers transition to CareerForce

CareerForce is a business-led network of private, public and nonprofit partners throughout Minnesota committed to helping:

- Individuals start, advance or change their career
- Employers attract, develop and retain talent
- Minnesota thrives economically

50 CareerForce locations throughout the state

Network-rich online platform



Resources for Employers: Recruitment, Retention and Training

MINNESOTA VETERANS — including the Minnesota National Guard and Reserves mn.gov/deed/veterans

YOUNG ADULT PROGRAM

Provides **employment and training services targeted primarily to out-of-school youth.** mn.gov/deed/programs-services/office-youth-development/youth-programs/wioa-youth.jsp

MINNESOTA YOUTH PROGRAM

Provides summer and year-round employment and training services to economically disadvantaged and at-risk youth, ages 14 to 24.
mn.gov/deed/myp

Resources for Employers: Recruitment, Retention and Training)

Dislocated Worker Program

Assists laid-off workers in returning to work with comparable wages and benefits, and **connects employers with skilled staff**.

Participants can access career planning and counseling; job search and placement services; short-term training upon counselor approval; and support services for expenses such as transportation upon counselor approval. Veterans and their spouses receive priority in the scope of the services for which they qualify.

Connect to this talent pool through your local CareerForce location

Resources for Employers: Recruitment, Retention and Training

Former Offenders: Resources for Hiring

“Toolkit” <http://www.twincitiesrise.org/mn-employers-fair-chance-hiring-guide/>

Work Opportunity Tax Credits (WOTC): Federal Tax Credits for Employers

Minnesota Federal Bonding Program: Hire At-Risk Employees with No-Cost Insurance

MN Ban the Box Law: Employers’ Frequently Asked Questions

Dislocated Worker Program: Employer wage subsidies, retention support for on-the-job training

Vocational Rehabilitation Services

CareerOneStop: Resources for Employers Hiring Justice-Involved Workers

MINNCOR Industries: Job skills training provided to offenders

Department of Corrections: Career Technical Education, Industry Recognized Certifications

Resources for Employers: Recruitment, Retention and Training

Vocational Rehabilitation Services

VRS helps people with disabilities learn skills, find and keep a job, and live as independently as possible.

In 2016, VRS helped and served:

17,674 people with disabilities

3,115 people with disabilities achieve successful employment

Contact your local CareerForce location to connect with VRS staff

- Talent Pool
- Education on Reasonable Accommodation



Resources for Employers: Recruitment, Retention and Training

Work Opportunity Tax Credit

Federal tax credit for hiring individuals from certain target groups; applies to temporary, seasonal, part-time and full-time workers

Participating employers are able to reduce their income tax liability

Targeted job seekers include:

- Recipients of the Minnesota Family Investment Program (MFIP)
- Recipients of the Supplemental Nutrition Assistance Program (SNAP) who are between the ages of 18 and 40, or who are veterans
- Disabled or unemployed veterans
- Ex-felons
- People living in an Empowerment Zone or Rural Renewal County ages 18 to 40
- Vocational Rehabilitation recipients
- Supplemental Security Income recipients

For more information mn.gov/deed/wotc

Additional Resources for Employers

Other programs and services for businesses include:

DEED Labor Market Information

Federal Bonding Program

CareerOneStop.org: position description writer

Foreign Labor Certification Program

Rapid Response

Publications and Guidebooks



Publications and Business Guidebooks

DEED offers a broad range of business guidebooks and publications at no charge – including:

- [An Employer's Guide to EMPLOYMENT LAW ISSUES IN MINNESOTA](#)
- [Legal Guide to the Use of Social Media in the Workplace](#)
- [Why and How to Conduct a Human Resources Audit in Minnesota](#)

You'll find links to "Publications" and "Business Guidebooks" at the bottom of the DEED home page at *mn.gov/deed*

Thank you!



Angele Hartell SHRM-CP/CWDP
Workforce Development Specialist

Direct: 218.333.8221

Angele.hartell@state.mn.us