



CHARLOTTE'S CURRENT STATE OF WORKFORCE DEVELOPMENT & TRAINING

DELIVERABLE #5
February 2022

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**I.
Project
Background**

Overarching goal of HIRE Charlotte

Immediately increase Charlotte-Mecklenburg's employment ecosystem's impact on **creating and filling good jobs** that drive the economic prosperity for all of Charlotte's residents and businesses.

PROJECT GOAL #1

Develop a vision and framework – a North Star for the entire employment ecosystem on how to create and fill good jobs today and tomorrow. The framework will include shared goals (key performance indicators) and specific action steps.

PROJECT GOAL #2

Inform and help direct collective investments of the ecosystem and ARPA decision-making – how the funds should be used.

EMPLOYMENT ECOSYSTEM

JOB SEEKERS

HIGHER ED

K-12
EDUCATION

WORKFORCE TRAINING

ECONOMIC DEVELOPMENT



THIRD PARTY
RECRUITERS

SOCIAL
SERVICES

EMPLOYERS

EVALUATION

What is our North Star?

Where are we today?

Where are our unmet needs?

What's possible in the future?

What's our desired future state?



What type of job seekers are we great at serving?

What type of employers are we great at serving?

What needs does the ecosystem meet well and need to be leveraged?

What gaps in the ecosystem exist?

What type of job seekers do we want to be great at serving?

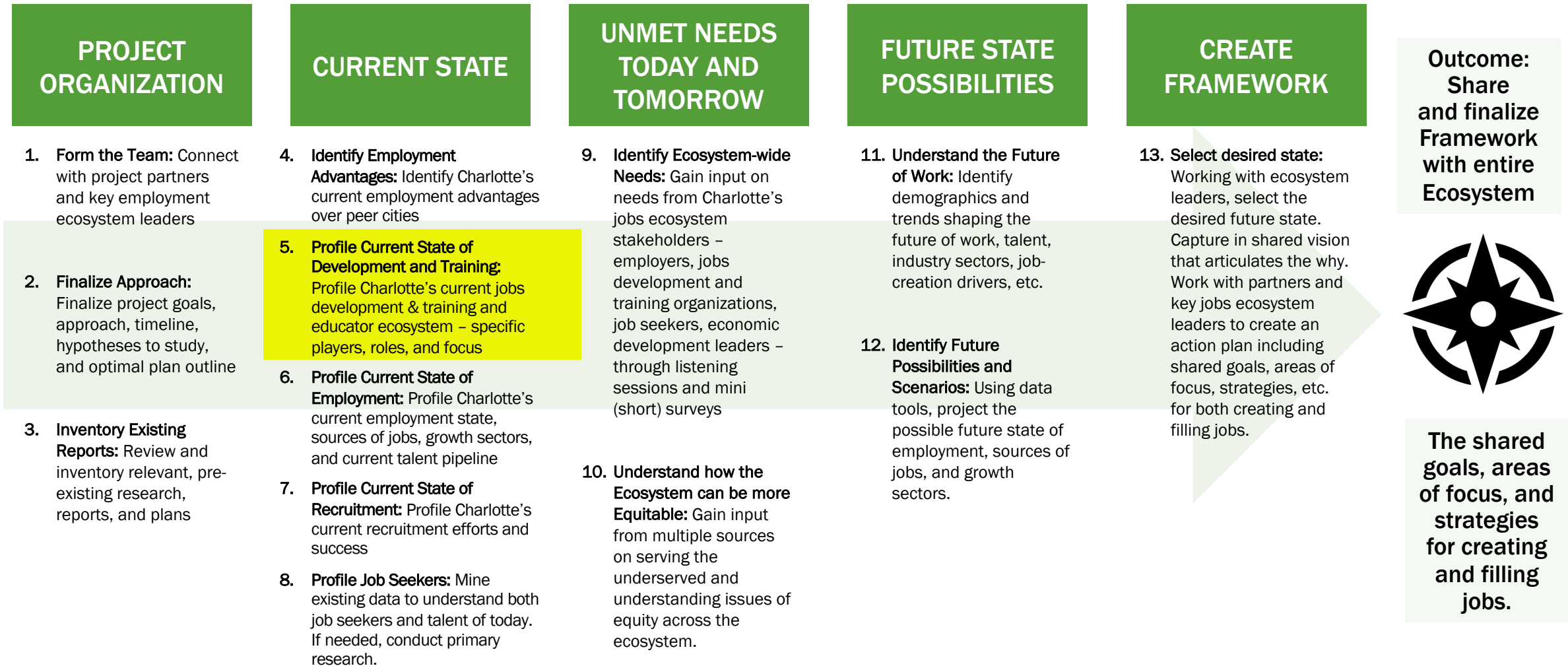
What type of employers do we want to be great at serving?

What are our goals to reach that desired future state?

What does the ecosystem look like when it works?

How will we know it is working?

Inspired by the Entire Ecosystem: Identify a North Star and Identify where ARPA Funding Should be Directed



CURRENT STATE

5. Profile Current State of Development and Training: Profile Charlotte's current jobs development & training and educator ecosystem – specific players, roles, and focus

GOAL

Develop an understanding of the current workforce development and training ecosystem in Charlotte.

APPROACH

- Review prior research and findings provided by Deloitte and Charlotte Works regarding the current providers of workforce development and training services in the region.
- Review workforce development and training provider services, target populations, and eligibility requirements.
- High-level evaluation of providers across six (6) domains (access, engagement, readiness, placement, retention, advancement) of service to both job seekers and employers.

Framework and Methodology

SIR leveraged several pieces of secondary research to inform this understanding of Charlotte's current workforce development and training ecosystem. Studies utilized are listed below:

- *Workforce Development Efforts within Mecklenburg County – January 2021*
- *Mecklenburg County COVID-19 Draft Recommendations – Recovery and Renewal Taskforce – August 2021*
- *First in Talent NC Economic Development Strategy – July 2021*
- *OneTen – January 2021*
- *City of Charlotte's Office of Sustainability & Resilience Strategic Energy Action Plan – December 2020*
- *Workforce Providers Council Summary of Previous Projects, Reports, Best Practices – September 2020*
- *Equitable Economic Development, How We Frame Our Work - 2017*

Framework and Methodology (cont.)

SIR completed a high-level website review of selected workforce development and training providers to evaluate their service offerings and resources against the defined criteria. Selected organizations include:

- NCWorks
- Charlotte Works
- Urban League of Central Carolinas
- Center for Community Transitions
- Charlotte-Mecklenburg Public Schools
- Goodwill of the Southern Piedmont
- NC-Human Services Division of Vocational Rehab.
- City of Charlotte
- Mecklenburg County
- North Carolina University System (UNC Charlotte)
- Private Higher Education Institutions
- Central Piedmont Community College
- Road to Hire
- GardHouse
- Grace-Mar Services
- Young Black Leadership Alliance
- She Built This City
- Girls Who Code
- Women Who Code
- Center for Employment Opportunities
- The ROC Charlotte
- Year Up

This analysis focuses on the following criteria:

- **Access:** Clear point of entry for employers & job seekers.
- **Engagement:** Intentional outreach strategies to bring employers & job seekers into the system.
- **Readiness:** Provision of job skills and life skills readiness training and supports.
- **Placement:** Job seeker to employer matching.
- **Retention:** Wraparound supports for stabilizing and sustaining employees in their employment.
- **Advancement:** Continuing education and career pathway progression supports and resources.



II. Training & Development Defined

Workforce Development & Training

Workforce Development & Training can take on a wide range of activities and outcomes from job readiness coaching to formal post-secondary education. This broad spectrum provides for meeting a diverse array of job seeker and employer needs while also often creating an overwhelming system for either group to easily and efficiently navigate.

The criteria for this analysis focused on job seeker and employer access, engagement, readiness, placement, retention and advancement functions.

**III.
Training &
Development
Current State**

The Workforce Providers Council in September 2020 developed a summary of previous projects, reports, and best practices – demonstrating the ongoing analysis of workforce development ecosystem and needs

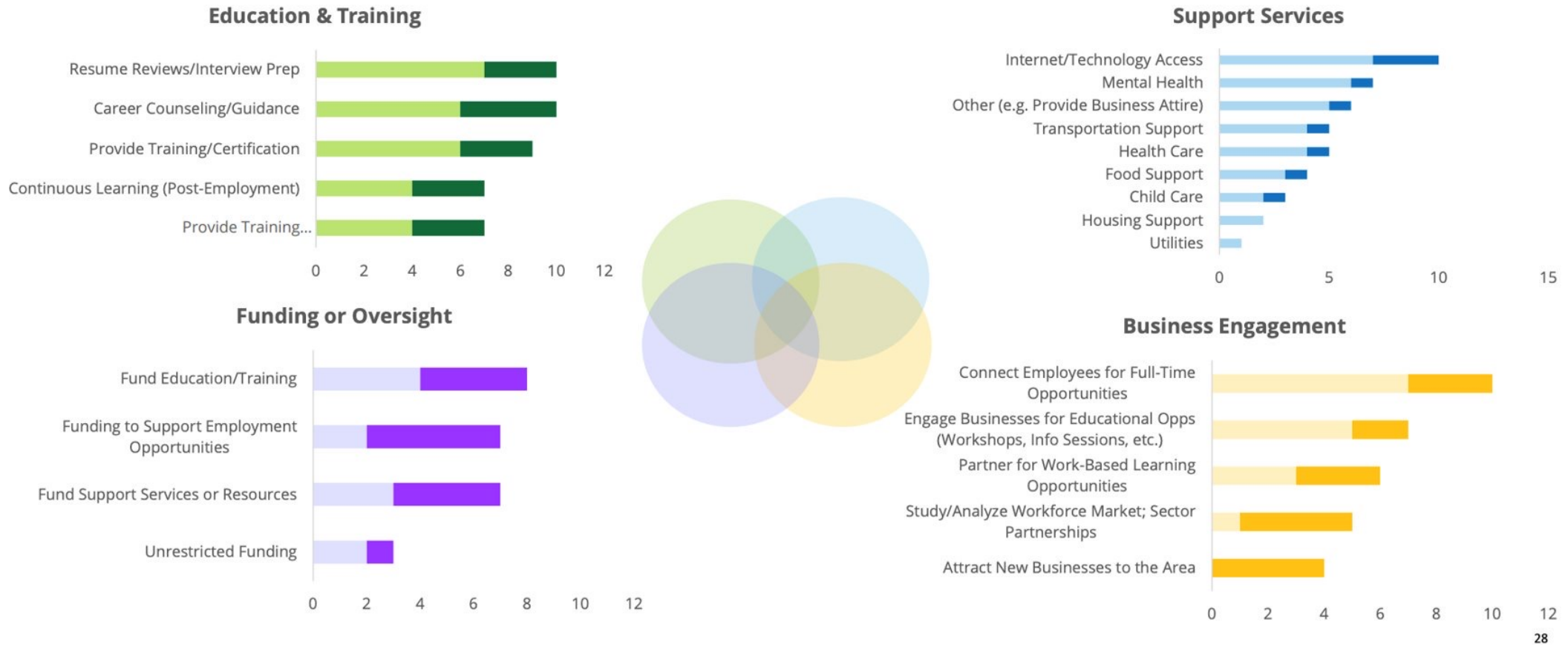
Catalyst Program Grant, 2010	Workforce Development Sector Analysis, 2011	Strategic Priorities, 2015	Accenture Project, 2017	Deloitte Project, 2020
Objective: To assess and learn from other regions with similar needs and initiatives as Charlotte.	Objective: Develop an analysis focusing on workforce development for adults with barriers to employment in Charlotte-Mecklenburg.	Objective: Collectively improve employment outcomes of partner clients with multiple barriers to employment.	Objective: Define operational & functional requirements to create an understanding of how TSN functions, how economic and workforce developers, educational providers, and others will collaborate.	Objective: To develop recommendations to optimize Charlotte Works' Community Partner Ecosystem by understanding how existing services and assets meet job-seeker needs.
Takeaways: - Chicago – collaboration among social service agencies lead to many employer relationships that one agency alone could not develop. - Austin – Develop a Master Community Workforce Plan - NJ/Maryland – Create strategies for pre-employment, job placement and post-employment.	Takeaways: 5 sector-wide issues were identified; an independent workforce with little connection between the sector and the employer/demand-side of workforce development, and expectations for low-skilled workers are often too low, with entry-level jobs seen as the “end game.”	Takeaways: Prioritize strategies for job readiness support, job placement assistance, job retention and advancement.	Takeaways: Scope and staffing needs were established, develop a linked, shared data system that links the TSN to economic development, industry, and service providers.	Takeaways: Need better visibility in services provided by each organization to drive seamless coordination; Job seeker hand-off and tracking; Unintentional “competition” between community partners; Disconnect between traditional job-seeker services and support services; Duplicative employer outreach.
Results: Information gathered was used as a guide in developing each area's workforce development service formation.	Results: Genesis for Working Smart Curriculum; Career pathways and career ladders developed; Sector partnerships created.	Results: Expanded the use of working smart soft skills; TSN Established.	Results: TSN Manager Hired; TSN Projects are being executed to plan.	Results: Identified underlying characteristics of Job Seekers – Personas; Mapped the Job Seekers Journey.



Community Partner Ecosystem

The Community Partner Services Matrix can be used to support alignment across workforce development organizations and identification of opportunities for future improvement

Number of Community Partners by Service Type*





Interview Take-Aways

A key theme that stood out in interviews with Charlotte Works' Community Partners is the need for better visibility into the services provided by each organization to drive more seamless coordination

Issue	Root Cause	Impact	Potential Remediation
Job seeker hand-off and tracking: - Transfers between Partners often lack a "warm hand-off"	• Unclear who provides what services, for what users • Unknown recommendation criteria between CPs • Lack of visibility into what services a user is currently accessing	• Difficult to track success metrics across organizations • Duplicative efforts for job-seeker intake, initial evaluations, and potential services	• Data sharing • Ecosystem mapping, focus on what services are provided; who are they available to • Communication channels/processes • "Hub" organizations to gather and disseminate information when services change over time
Unintentional "competition" between community partners: - multiple organizations serving a single population, sometimes in a duplicative way	• Lack of visibility into what organizations are providing what services • Different funding sources/success metrics create siloed services	• Inefficient allocation of funds	• Ecosystem mapping focused on services provided with a view into who is served and the criteria for receiving services
Disconnect between traditional job-seeker services and support services: - Support services include housing support, food assistance, mental health care, etc.)	• Service providers are typically different Community Partners • Unclear who should recommend additional support services	• Potential gap in services for job seekers that could lead to less successful job searches	• Ecosystem mapping including support services to provide community partners with the visibility into available support services
Duplicative employer outreach: - Employers receive interest from multiple community partners without coordination	• Relationship-based, informal business relationship management	• Duplicative time/efforts	• Ecosystem mapping specific to community partners' relationships to businesses • Visibility into how community partners attract business relationships, develop talent pipelines, and place job seekers

Using the below criteria in reviewing secondary research and selected provider websites at a high level, a series of findings and implications are identified. The following slides detail the assessment.

- **Access:** Clear point of entry for employers & job seekers.
- **Engagement:** Intentional outreach strategies to bring employers & job seekers into the system.
- **Readiness:** Provision of job skills and life skills readiness training and supports.
- **Placement:** Job seeker to employer matching.
- **Retention:** Wraparound supports for stabilizing and sustaining employees in their employment.
- **Advancement:** Continuing education and career pathway progression supports and resources.

1.

ACCESS

Clear point of entry for employers & job seekers.

ACCESS:

CURRENT STATE	IDEAL STATE
Multiple access points to workforce development and training resources. There is no indication of a centralized process for Job Seekers and Employers to easily connect into a coordinated system that can respond to individualized needs.	Clear point of entry for Employers and Job Seekers, supported by a single data management system.

IMPLICATIONS OF THIS STATE

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| <ul style="list-style-type: none">• Without a centralized process, it can be confusing and overwhelming for Job Seekers to effectively and efficiently engage with the system to meet their unique needs.• A lack of clarity of how to access the system may cause Employers to take a reactive scattershot and transactional approach, resulting in inconsistent outcomes.• Both Job Seekers and Employers may waste significant time and resources trying to find the right pathway into the workforce development training system, resulting in disengagement and missed opportunities. | <ul style="list-style-type: none">• A single brand identity for both Job Seekers and Employers to access the workforce development system.• A clearly articulated process for connecting to educational institutions, workforce development training and support service providers, based on individualized needs.• A single data collection, management and reporting system for monitoring and tracking Job Seekers and Employers process through the workforce system. |
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2.

ENGAGEMENT

Intentional outreach strategies to bring employers & job seekers into the system.

ENGAGEMENT:

CURRENT STATE	IDEAL STATE
Agencies appear to engage in independent outreach to potential Job Seekers and Employers on behalf of their respective workforce development organization.	A single brand experience in which job seekers and employers can access the full ecosystem of qualified supports and resources they need.

IMPLICATIONS OF THIS STATE

• Job Seekers may have to pursue multiple avenues to find a workforce development and training solution that meets their needs and for which they are eligible participants. This may result in Job Seekers disengaging from the process out of frustration and confusion. • Employers who do not see a clear pathway to meeting their workforce needs continue traditional and often inefficient strategies due to the lack of effective tools and resources to meet the Job Seeker needs. • Workforce development and training solutions may be perceived as more burdensome than beneficial to both Employers and Job Seekers.	• The system facilitates a single and consistent on-boarding experience through which Job Seekers and Employers are seamlessly triaged to the most appropriate resource. • An Employer experience that is responsive, at the pace of business, and can adapt to industry specific needs.
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3.

READINESS

Provision of job skills and life skills
readiness training and supports.

READINESS:

CURRENT STATE	IDEAL STATE
There is a strong and broad array of resources for specific job skills training. There is a lack of "life skills" training and support offerings evident in the array of available resources.	An integrated approach to job readiness that includes technical and life-skills training and supports that can deliver at the pace of industry.

IMPLICATIONS OF THIS STATE

• Job Seekers with the skills for managing the required job “Knowledge & Skills” often do not have the life skills and employment experience to navigate and balance work and life demands, preventing them from entering or advancing in the workforce. • Employers need significant supports and resources, beyond traditional Human Resources, to both attract and retain a productive and sustainable workforce, frequently this may result in high levels of churn and instability. • Job Seekers and Employers alike often find themselves misaligned and consequently both parties may be held back in achieving their potential.	• An ecosystem that integrates technical skills and life skills supports in the design and implementation of comprehensive career pathways. • Supports and services that are accessible to Job Seekers and Employers post-hire to ensure continuity of readiness training and resources. • Well-defined and industry specific readiness criteria integrated into the workforce ecosystem's assessment, training and support process.
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4.

PLACEMENT

Job seeker to employer matching.

PLACEMENT:

CURRENT STATE	IDEAL STATE
Integrated job placement (job seeker/employment opportunity matching) services within the workforce development providers is not clearly evidenced across the system.	Job placement services integrated into the workforce system, leveraging technology to match Job Seekers to Employers in a centralized place.

IMPLICATIONS OF THIS STATE

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| <ul style="list-style-type: none">• Job Seekers may not see a linkage between the process of development and training and their primary and urgent goal of employment.• Employers may not see the workforce development and training system as expedient in addressing their urgent business need and resort to traditional transactional recruitment as opposed to developmental and relational strategies.• Job Seekers and Employers may see job placement as a distinct function that is no longer effective in addressing the gap between Employer demand and availability of a ready workforce. | <ul style="list-style-type: none">• Clear and consistent, industry specific, career pathway mapping for Job Seekers readiness to Employment process.• Technology tools to align supply and demand, between networks of Job Seekers and networks of Employers.• A demand/employment opportunity-driven workforce development system that shows Job Seekers a clear and concise pathway to a job. |
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5.

RETENTION

Wraparound supports for stabilizing and sustaining employees in their employment.

RETENTION:

CURRENT STATE	IDEAL STATE
There does not appear to be substantial job retention support services and resources outside of those provided by individual Employers.	Retention supports and services that are provided throughout the life-cycle of employment.

IMPLICATIONS OF THIS STATE

• Job Seekers may not be getting the supports necessary to be retained and progress in their employment setting. Without these “wraparound” supports today’s Job Seeker may be unsuccessful in balancing work/life demands and maintaining employment. • Employers lacking the tools and resources to effectively support the increasingly complex needs of Job Seekers balancing work/life may experience frequent churn and consequently significant negative business impacts. • Without robust retention supports and resources Job Seekers and Employers may flounder in their ability to meet each others needs.	• Industry specific career pathways that include a continuum of pre-employment to career advancement with easily accessible retention supports and services. • Post-employment supports and services that are accessible to both Job Seekers and Employers after hiring.
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6.

ADVANCEMENT

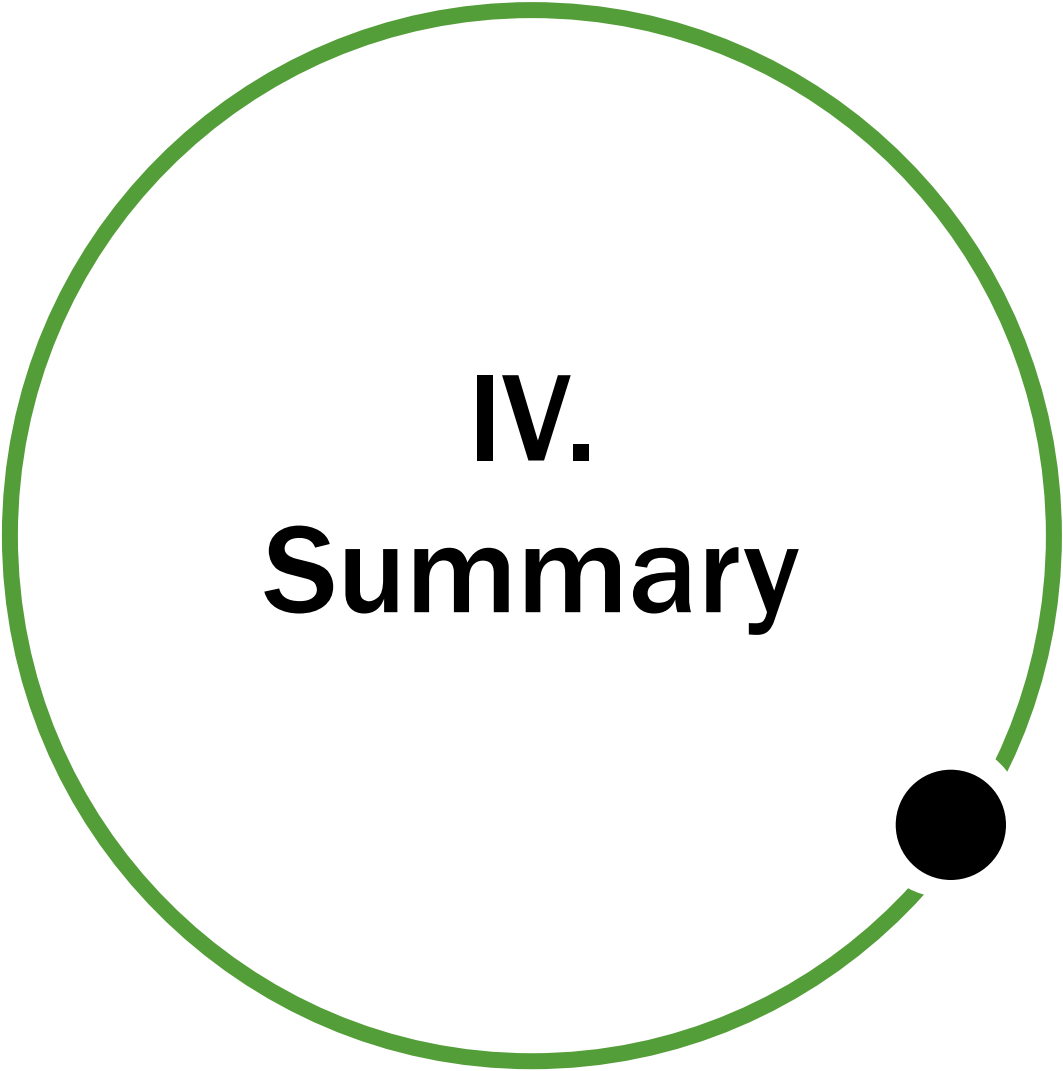
Continuing education and career pathway progression supports and resources.

ADVANCEMENT:

CURRENT STATE	IDEAL STATE
Career advancement providers across the region appear strong in their offerings of technical and advanced professional training. However, these resources may be restrictive in eligibility and/or accessibility.	Easily accessible and industry specific career pathway programs with clearly defined on-ramps and off-ramps.

IMPLICATIONS OF THIS STATE

• Educational institutions offer Job Seekers and Employers a wide selection of career advancement options for those able to benefit. • Ill-defined career pathway partnerships may make it difficult for employers and job seekers to see and support mutually beneficial growth. • A lack of visible collaboration among career advancement resources may decrease accessibility and the opportunity for regional career pathway development.	• Career pathways including a continuum of pre-employment to career advancement/professional development, inclusive of placement and retention supports and services. • Industry specific career pathway partnerships offering significant opportunities for both Employers and Job Seekers to grow in tandem to meet each other's needs. • Streamlined and coordinated career advancement, via a centralized system with a single point of entry, that provides increased accessibility and opportunity for customized career pathway development.
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IV. Summary

Summary Findings

- There is a robust network of workforce development providers across the spectrum of education, human services and the business/industry sectors in Charlotte-Mecklenburg.
- The system appears fragmented, resulting in duplication and disconnection among the support service providers. Workforce development and training can benefit from a streamlined and coordinated process, services, and development experience, to provide Job Seekers and Employers a clear and connected pathway.
- Multiple access points across partners makes it difficult for Job Seekers and Employers to know where or how to most effectively engage. There is benefit in moving from partnership to a collective impact approach with clearly defined roles and responsibilities.
- Availability of retention resources and advancement supports were not evident and may strain Employer business stability and Job Seeker career pathway progression.

Implications as we start to consider the Desired Future State

- The system should facilitate a single brand identity that effectively communicates strategies through which Employers and Job Seekers can enter and connect to access educational institutions and workforce development training providers and support services.
- The system should provide a single, clear and consistent on-board experience for Job Seekers and Employers seeking to engage with workforce development and training resources, with a focus on ease of use.
- The ecosystem should integrate technical skills and life skills and supports in the design and implementation of comprehensive and industry specific career pathways, with an intentional focus on equity when identifying the scale, scope, and approach of available supports and skill development.
- A single technology solution should be used to align Job Seeker supply and Employer demand, provide a network of support services and track utilization and progression through the workforce development to employment process.
- Industry specific career pathways should include a continuum of pre-employment to career advancement/ professional development, inclusive of placement and retention support services and resources.