

How Progressive Companies Create Long-Term Value and Competitive Advantage



Through Their
Talent Development Strategy

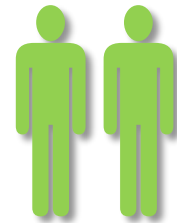
Who's Available?

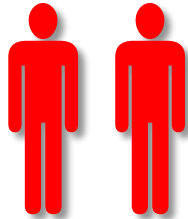
If Cincinnati's 20-65 Year-Olds Were 100 People...



Once we take out people who are employed, people who are not looking for work, women, men without a high school diploma, and men who have an arrest record, we are left with...

2 unemployed men who are seeking a job, have a diploma, and a clean background check



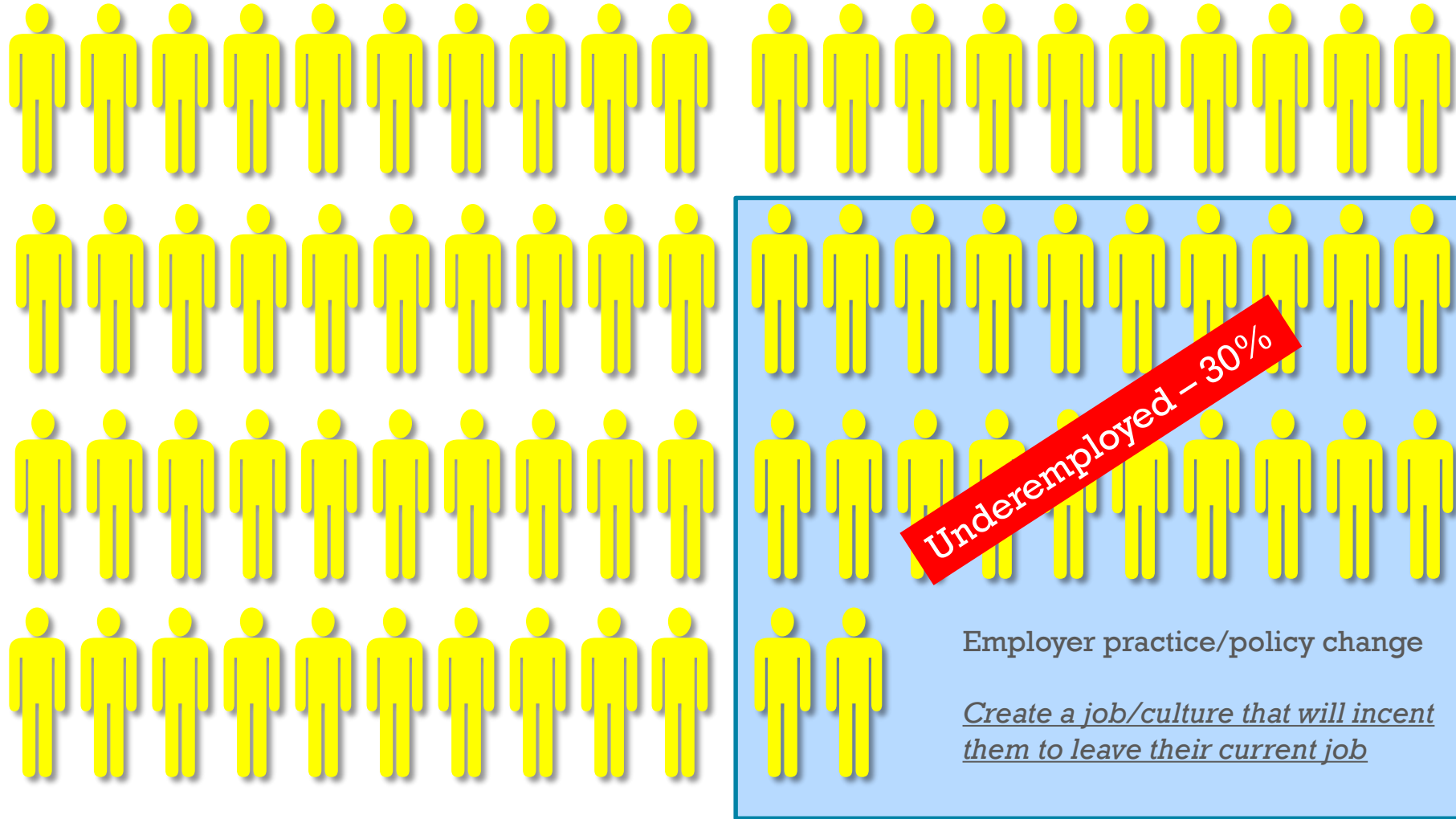


For perspective, the high school seniors add 2 more people to the pool each year
and
1 of them will enroll in post-secondary education

So What Does This Mean?

- Focus on unemployed men with a HS diploma and clean background is too limiting
- Adding in HS students does not add much more to the already limited pool
- *We need to be fishing in better stocked ponds, i.e.*
 - currently employed/underemployed
 - expanded use of programs serving those with many barriers (immigrants, criminal records, disabilities, etc.)

72 would be employed



There are 10x more people who are underemployed than there are unemployed or are coming out of high school.

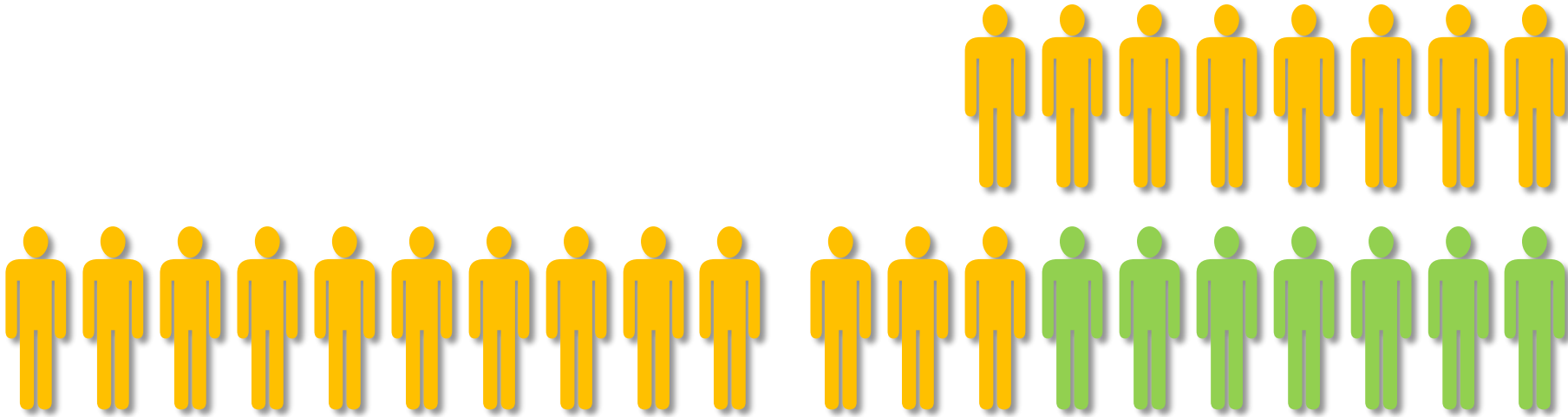
versus





Programs serving immigrants, women, returning citizens, people with disabilities, etc. e.g. create a job/culture that will incent and support their transition into the workforce

Of those not employed, 21 of them would not be looking for work



Simply Put...



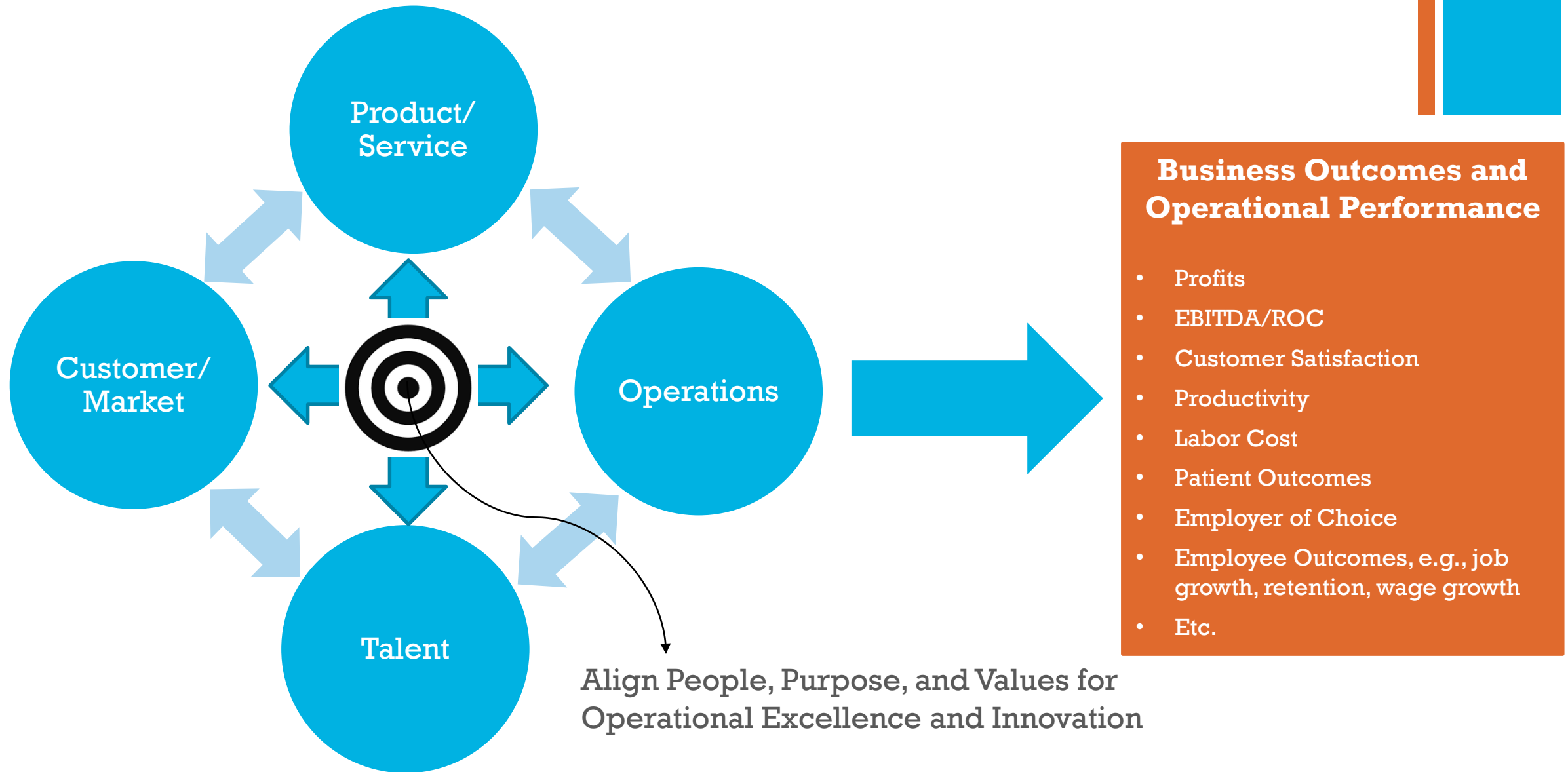
This is a business issue, not a social-service issue.

Solving the talent issue begins and ends with the
employer.

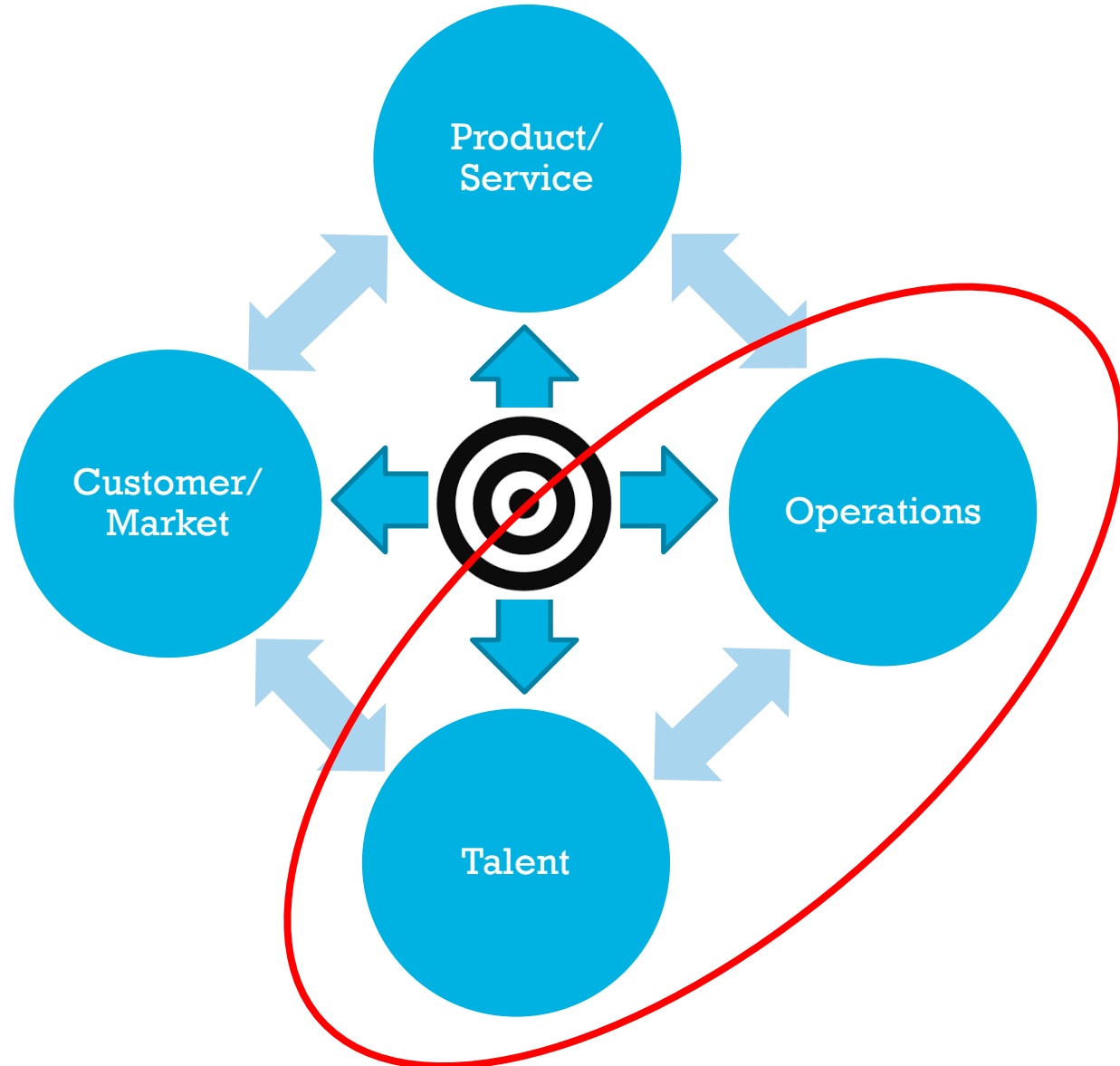
Create a Talent Development Strategy
that is *integrated into business strategy*

Not an initiative

Long-Term Value Creation - Competitive Advantage



Intersection of Talent and Operations



- Sources of Talent
- Job Design
- Redesign Core Operations
- Benchmark and Contracting

National Fund Job Design Framework



Foundational

Compensation

Wages & benefits

Financial incentives

Employee loans

Fundamentals

Safety

Fairness

Respect

Job security

Grievance procedure

Structure

Open communication

Stable hours & scheduling



Support

Training

Entry-level

Specialized

Internal Assistance

Supervisory training

Job coaching

Peer mentors

Team development

Financial counseling

External Linkages

Tax credits

Childcare

Transportation



Opportunity

Career Development

Cross training

Advancement

Educational benefits

Acknowledgment

Internal & external recognition

Leveling of perks

Engagement

Participation/Self-management

Representation

Pride

Ownership

Scorecard Results

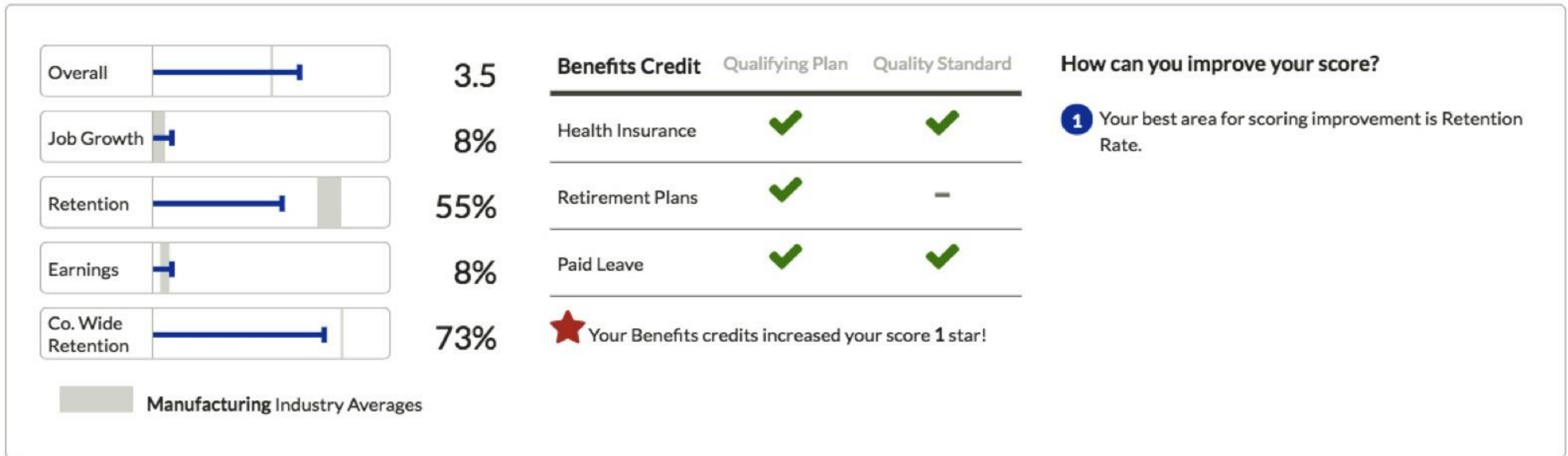


Social Impact Scorecard

Your score is based on frontline workers earning less than \$60k / year compared to industry standards. The mission of the program is to encourage and equip business leaders to enact strategies that simultaneously produce outstanding outcomes for their businesses and frontline workers.

Cogswell Cogs Q4 2017 

Your overall score is average for **Manufacturing!**



• Overall score includes a reported 0% temporary workers / 1099



National Fund
for Workforce Solutions

Thank you

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