



**Building Local
Workforce
Partnerships for
Economic Progress**

Data-Driven Training and
Recruitment Framework



Identifying Partners

Sometimes, the root cause of our workforce problems might not be what we think they are. The first step when presented with any workforce problem- or opportunity- is to identify the partners that share it with you. This could mean:

- Establishing Industry/Employer Collaboratives
- Convening Professional Development Groups
- Solicit Public/Community Engagement through Public Forums

Testing Hypotheses With Data

Once partners agree on what they perceive the problem to be, it's necessary to quantify the problem using employer-driven data collection methodology. The solution for filling ONE vacancy is a lot easier, and less pressing, than filling 100.

Important data sources include:

- Vermont Department of Labor LMI
- McClure Foundation
- VT Talent Pipeline Management
- BDCC Hiring Needs Assessment

Hiring Needs Assessment

Commercial
Drivers License
Personnel

Hiring Needs Assessment

- In-depth look into an Occupational Sector
- Real-time labor demand in our region
- Measures jobs whether or not they are filled
- Can ask specific questions about employer needs
- Project future demand (1-5 years)
- Assess workforce training opportunities available here

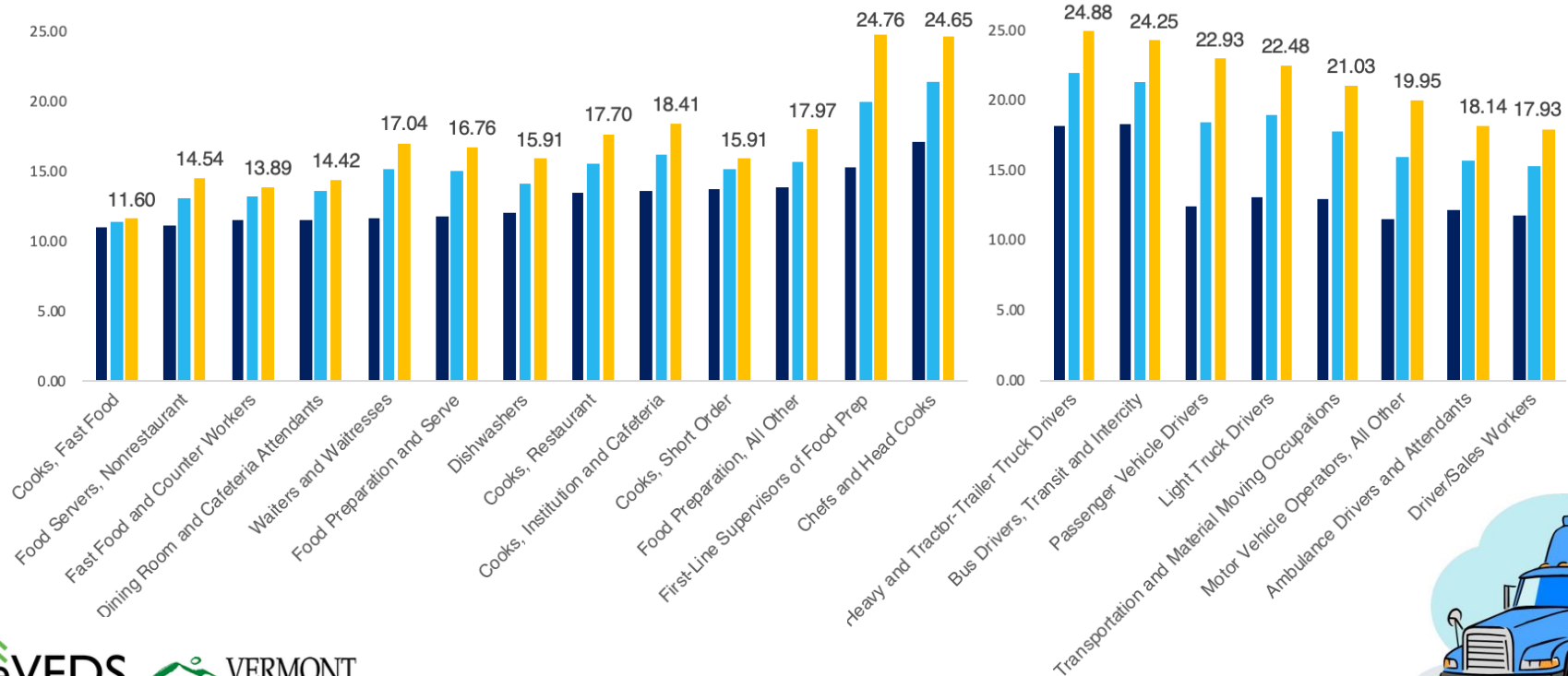
Hiring Needs Assessment

Questions We Can Answer:

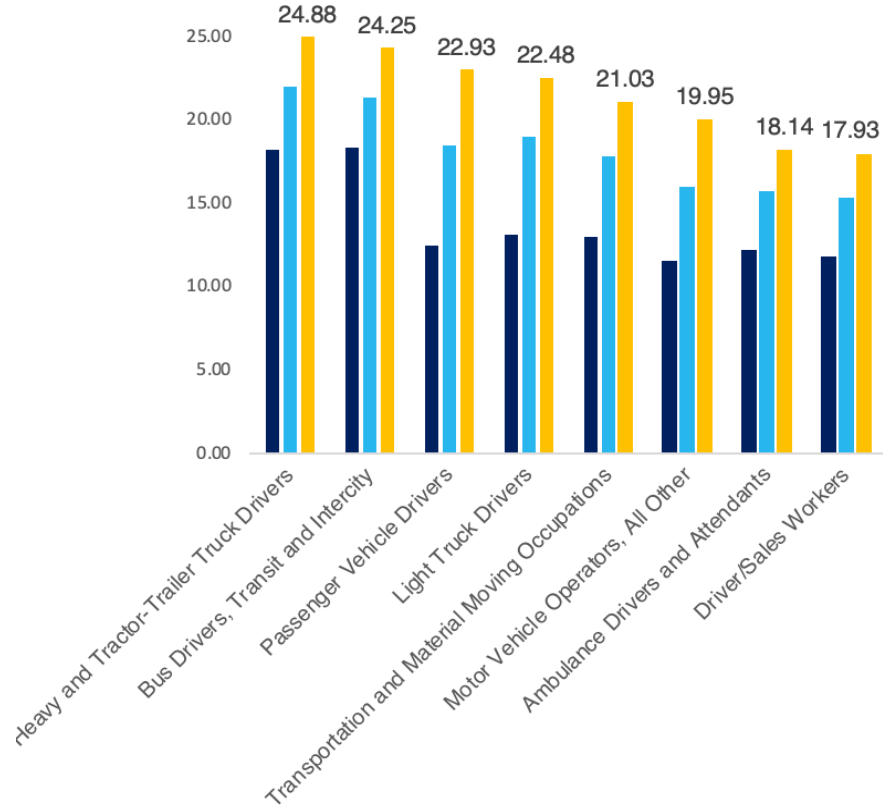
- What jobs are available (regardless of whether they are filled)?
- What skills are needed for people to occupy these positions?
- What trainings exist for people to start a new career?
- Tuning of local pathways into careers

Distribution of Wages in the Food Service Sector (left) vs the Transportation Sector (right) in Southern Vermont by percentile

■ 25th ■ Mean ■ 75th



Distribution of Wages for Transportation Occupations in Southern Vermont by percentile



Passenger Vehicle Drivers:

\$12.38/hr → \$22.93/hr

Differences:

\$5.92/hr → \$10.55/hr

CDL- Certified

40 employers chosen for survey

+ The garage foremen of each Windham Region town

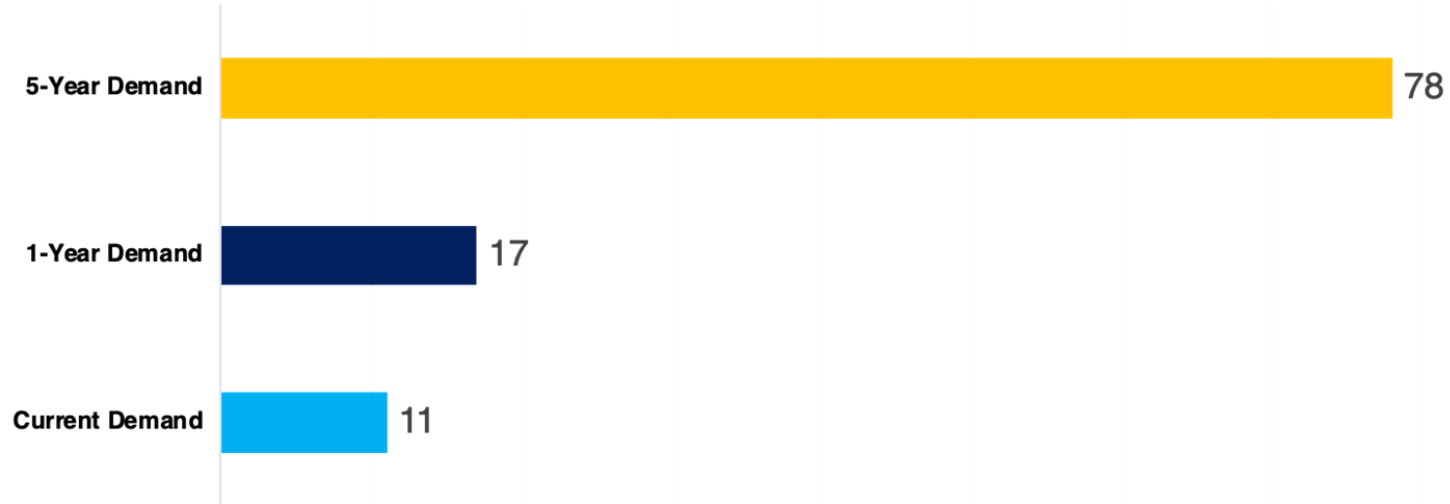
18 total responded to survey

Employ **76** CDL personnel



CDL- Certified

Regional Hiring Demand for CDL-Drivers



CDL- Certified

- Non-respondents + other CDL-hiring employers we failed to include
- Geographical Context - VT / NH / MA

We estimate actual demand may be 3-4X more

Between 200-300 positions to fill over the next 5 years!



COVID-19 IMPACTS

3 said “busier” but have the same or fewer staff

7 need positions filled for BAU

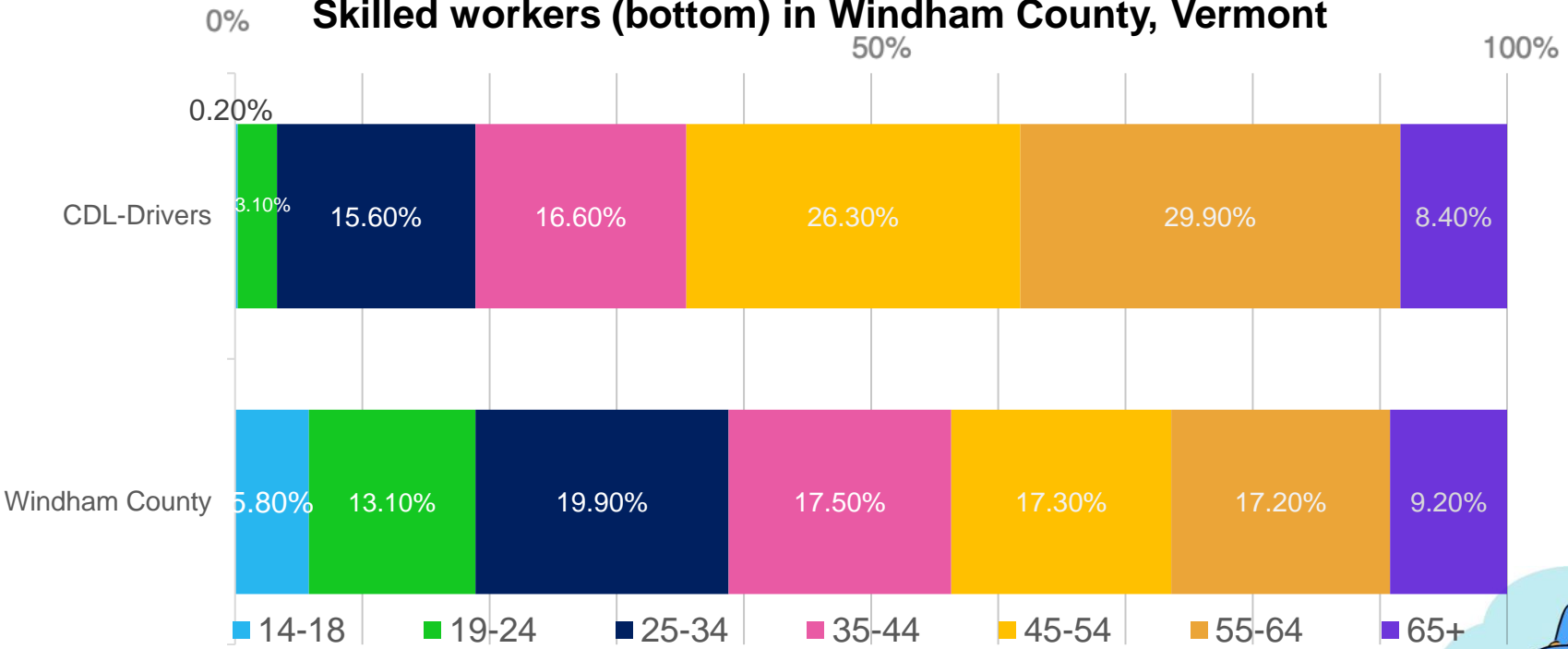
Exacerbated previous challenges:

DMV closures during COVID-19

Forced retirements



Occupational Age Breakdown Comparison CDL Drivers (top) vs Semi-Skilled workers (bottom) in Windham County, Vermont



Logistics, Funding, and Action *Planning*

Now that we understand the problem and how big that problem is, we can begin either exploring if there's a training that already exists to help address that problem, or if a new one is needed. These questions include:

- How many people need to be trained most immediately?
- What is the best, most accessible curricula available to potential trainees?
- What will it cost to deliver the training?
- Who will pay for it (Employers, Students, State, Town, Schools, Philanthropy, etc)?
- Are there other funding mechanisms to help support the logistics or tuition for the course or program?

Best Practices for Successful Workforce Programming

1. Inclusivity is key
 - a. How will this program be accessible to ALL potential students? Are there structural or cultural barriers in place providing this opportunity to SOME students, but not ALL?
2. Multi-Employer Programs have Multi-Opportunity Outcomes
 - a. Partnering with multiple employers around a given issue not only provides better insight and guidance, but also increases both private-sector buy-in, as well as student incentive to participate. If a participant knows the training is valuable to multiple local employers, that individual's chances of finding work after the training is increased.
3. Cross-Silo Collaboration is Necessary
 - a. In order to find enough participants to fill a new course or program, it's likely that partnering with a social, educational, or human service organization will not only help fill seats, but may also be able to provide financial support or additional support services to program participants.
4. If it isn't Data- Driven, It Isn't Scalable
 - a. The best way to prove your program deserves to expand is to prove that there is a specific, identified need for the program in the employer community using data.