Innovations in Workforce Development: Partnering with Employers
CREATE EMPLOYER-DRIVEN URBAN NEIGHBORHOOD FRAMEWORK

Aligning resources to target impact areas, while leveraging partner relationships for maximum impact
CREATE A POSITIVE TRAJECTORY FOR YOUNG ADULTS

Providing opportunities and pathways to young adults – both in school and out – to prepare them for future success
ADDRESS SYSTEMATIC BARRIERS FOR EMPLOYERS AND JOB-SEEKERS

Creating an effective workforce ecosystem to provide employers with a strong pipeline of entry-level workers
INCLUSIVE GROWTH CYCLE

FIRM DYNAMISM

SKILLS

Break Down Barriers for People & Firms

Maximize Economic Growth

Optimize Productive Potential

JOB ACCESS
BARRIERS

EMPLOYEE
- Job Access
- Physical/Mental Health
- Childcare
- Benefits Cliff
- Drug Testing
- Criminal Record
- Language Skills
- Financial Literacy
- Lack of Insurance
- Work/Life/Training Balance
- Loan Debt vs. Wages

EMPLOYER
- Drug Testing
- Skills Deficit
- Turnover
- Lack of Applicants
- Liability
- Stalled Productivity
- Health Care Costs
- Training Costs
- Absenteeism
- Soft Skills

CAUSES
- Job Location
- Transportation
- Attainable Housing
- Social Capital
- Familial Challenges
- Work Ethic
- Low Pay
- Health & Food Deserts
- Concentrated Poverty
- Cost of Living
ALIGN ECONOMIC, COMMUNITY AND WORKFORCE DEVELOPMENT

| ONGOING STRATEGIES | NASCENT STRATEGIES | PROMISING STRATEGIES | WHAT’S MISSING?
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Anchor Institutions</td>
<td>1. Anchor Institutions</td>
<td>1. Workforce Housing</td>
<td>1. Infrastructure &amp; Parks</td>
</tr>
<tr>
<td>Equitable Transit Oriented Development</td>
<td>2. Equitable Transit Oriented Development</td>
<td>2. Wrap Around Services (Childcare/SNAP)</td>
<td>2. Food Deserts</td>
</tr>
<tr>
<td>Indy Promise</td>
<td>4. Indy Promise</td>
<td>4. Brownfield Redevelopment</td>
<td>4. Technology</td>
</tr>
<tr>
<td>Inclusive Public Incentives</td>
<td>5. Inclusive Public Incentives</td>
<td>5. STEM Education</td>
<td>5. Physical/Mental Health Care</td>
</tr>
<tr>
<td>Return &amp; Complete</td>
<td>6. Return &amp; Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Next Level Jobs Program</td>
<td>7. Next Level Jobs Program</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
EMPLOYER ENGAGEMENT OPPORTUNITIES

To create an effective workforce, employers need a strong pipeline of entry-level and job-ready workers. Through EmployIndy’s support, employers will be able to hire and skill up a qualified workforce in Indianapolis’ growing industries: manufacturing, healthcare, information technology, logistics, construction, hospitality, customer service, and life sciences.

### HIRING QUALIFIED CANDIDATES

<table>
<thead>
<tr>
<th>EMPLOYER OPPORTUNITIES</th>
<th>TIME COMMITMENT</th>
<th>AMOUNT INVOLVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>EmployIndy can support businesses by developing a new talent pipeline of diverse, job ready, and previously untapped candidates</td>
<td>Full-time positions; Must be 30+ hours/week</td>
<td>Company makes the final selection on hires</td>
</tr>
</tbody>
</table>

### APPRENTICESHIP

<table>
<thead>
<tr>
<th>EMPLOYER OPPORTUNITIES</th>
<th>TIME COMMITMENT</th>
<th>AMOUNT INVOLVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>EmployIndy can help develop an apprenticeship program to offset some training costs and leads to greater retention of employees</td>
<td>Varies</td>
<td>Company makes final selection on who to hire &amp; put through program</td>
</tr>
</tbody>
</table>

### BUSINESS INCENTIVE-BASED PROGRAM

<table>
<thead>
<tr>
<th>EMPLOYER OPPORTUNITIES</th>
<th>TIME COMMITMENT</th>
<th>AMOUNT INVOLVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>EmployIndy funds on-the-job training programs, allowing businesses to personally hire and train full-time, permanent employees who will prove valuable to the company</td>
<td>Up to 12 months</td>
<td>Company makes final selection on who to hire &amp; put through program</td>
</tr>
</tbody>
</table>
Examples of strategies and tactics

- Rapid response to dislocations
- Building relationships on behalf of ecosystem with quality employers
- Partnering with employers to identify diverse talent pipelines for entry-level positions

Logos of companies like Amazon, Carrier, COOK Medical, Greenlight Guru, Allison Transmission, and Salesforce are also mentioned.
FEBRUARY 2016: Initial Announcement of Plant Closure, significant layoffs expected

FEB
- Mayor Hogsett establishes Carrier Task Force - includes City, State, Union, & Industry Reps

MAR
- Mayor Hogsett orders and receives $1.2 million tax claw back from Carrier

AUG
- Initial EmployIndy on-site services for Carrier employees
- Indiana State Representative Karlee Macer convenes Carrier working group

SEPT
- Workers designated as Trade Adjustment Act eligible

OCT
- Council for Adult & Experiential Learning (CAEL) career pathways project starts

NOV
- First of three Pete the Planner financial wellness sessions
- Trump Agreement decreases layoffs

2017

JAN
- CAEL career pathways and skills crosswalks focus groups

FEB
- IndyCareerHub.org established for online resources specific to Carrier employees

APR
- Rep. Macer community services event

MAY
- Public Notice released: 632 workers impacted

JUNE
- Onsite resume writing workshops
- Onsite hiring/education event in collaboration with surrounding counties

JULY
- Mayor announces incentives for displaced Carrier workers and employers who hire them
  - Initial round of layoffs 7/20: 300+ workers (voluntary and involuntary)

AUG
- CAEL Career Pathways materials released

NOV
- Additional onsite hiring/education event

2018

JAN
- Two registration open houses held in partnership with USW Local 1999

ONGOING:
- Trade Adjustment Assistance and career services on-site
- Continued updates of IndyCareerHub.org

JANUARY 2018:
- All services transferred back to WorkOne offices
**MARKETING & OUTREACH**

Displaced workers have varying deadlines to access different supportive services, depending on the service and on the date of their dislocation. Numerous measures have been implemented to connect, encourage, and facilitate engagement with workers.

- **Various events within Carrier and USW Local 1999 facilities (see timeline on next page)**
- **Geotargeted ads connecting to IndyCareerHub.org for appointments**
- **Two rounds of postcard mailers to displaced workers’ homes**

### MAYOR’S CARRIER FUND (9/4/18)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>$233,089</td>
</tr>
<tr>
<td>Transportation</td>
<td>$61,571</td>
</tr>
<tr>
<td>Personal</td>
<td>$3,637</td>
</tr>
<tr>
<td>Education</td>
<td>$2,000</td>
</tr>
<tr>
<td>Other</td>
<td>$2,697</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$302,994</strong></td>
</tr>
</tbody>
</table>

- 632 affected workers
- 500 workers estimated to return to the workforce
- 309 workers accessed Mayor’s Fund
- 168 enrolled in TAA services
- 116 enrolled in school through TAA
- 42 have new jobs

No Marion County employers have taken advantage of the $2,500 employer incentive.
Starting January 2019, All HIP 2.0 eligible members who do not meet an Exemption or already working at least 20 hours per week, will be required to engage and report on Gateway to Work Qualifying Activities for 20 hours per week for 8 of 12 months in a calendar year.
Partner Network Request Form

Thank you for your willingness to collaborate with the Gateway to Work (GTW) program. Healthy Indiana Plan (HIP) members required to participate in the GTW program will need trusted, dedicated partners who can guide and assist them through the process. HIP is looking for all levels of collaborators and partners. Please indicate below your organization’s level of interest in collaborating with the Healthy Indiana Plan to support Gateway To Work members. This form indicates interest in assisting GTW members, staying informed of the GTW program, collaborating with the HIP GTW program and/or becoming a GTW Partner.

Please list the types of programs or services your organization may offer:
Program(s) type:

Gateway to Work Program Design

With Gateway to Work, HIP members who qualify for the program can direct their own next steps, whether it is securing a job, moving to a higher level position, seeking further education, volunteering in their community or achieving a balance between work, education, and caregiving.

GTW Partners will serve an integral role in the future success of Hoosier HIP members. The GTW Partner Network will support HIP members by providing opportunities, resources, and referral guidance.

Gateway To Work Partner Network Benefits

- Database: Have your organization listed as a program or referral/guiding partner.
- Logo: Use the GTW Partner logo.
- GTW materials: Access member handouts, FAQs.
- Web-based Partner portal:
  - Assist members with hours reporting.
  - Manage organization’s volunteer opportunities in the database.
- Periodic GTW Partner updates via email and in-person meetings.

Gateway to Work FAQs

Q: What is HIP Gateway to Work?
A: Gateway to Work is a part of the Healthy Indiana Plan that helps connect HIP members with job training, education, volunteer or work opportunities.

Q: When does it start?
A: Gateway to Work is already part of HIP, but beginning in January 2019, some members will be required to participate. The state will notify members if they are required to participate. Those members will be required to work, go to school, volunteer or participate in other qualifying activities up to 20 hours a week.

Q: How do I find places to volunteer?

Q: How will Gateway to Work be phased in?
A: While some members will find out later this year that they are required to participate in Gateway to Work, the number of hours that will be required will start out at zero. Five hours per week will be required starting in July 2019. The number of hours required per month will gradually increase as follows:
1. January – June 2019: 0 hours per week
2. July – September 2019: 5 hours per week
3. October – December 2019: 10 hours per week
4. January – June 2020: 15 hours per week
5. July 2020 and beyond: 20 hours per week
Anthem

- Ongoing hiring events which expedite the application process from 6-7 weeks down to 3 weeks
- Anthem HR now provides candidate assessment results to the WorkOne Talent Development Staff to assist with coaching the candidate for future opportunities with Anthem.
- Over 20 hires to-date
- Anthem has been onsite 7 times and highlighted the event partnership as a best practice with their national leadership
Amazon

Starting in February 2018:

EmployIndy has worked with the Amazon Career Choice program to help prep graduates for their job search and connect candidates to employment opportunities.

- 5 work readiness workshops
- Meet and greets for candidates to mingle with interested employers
- Career fairs for prospective students to understand employment opportunities available to them after completing training

EmployIndy has co-hosted two events with the Indy Chamber to share the Career Choice model with local employers.
Tax Increment Financing (TIF)

- SalesForce
- Infosys
- ANGI Homeservice
- KSMC
- Clustertruck
- Lessonly
- LifeOmic
- Mimir Corporation
- Quantifi
- Moser Consulting
- Theoris Group
- Cheetah Digital
- Greenlight Guru
- Clear Scholar
- Doxly
- Zylo
Allison Transmission

- Ongoing effort to build a pipeline of production workers who have MSSC credentials

- EmployIndy has brokered introductions with multiple partners who train individuals on these credentials, provided opportunities for Allison Transmission to speak with prospective students, and implemented a streamlined applicant process from our workforce ecosystem candidates

- Next Phase: Allison Transmission is interested in leading a sector related effort that aligns with this specific skill set
Arsenal Tech: Construction, Engineering, & Design Academy

George Washington: Information Technology Academy
Advanced Manufacturing, Engineering & Logistics

Shortridge: International Baccalaureate Visual & Performing Arts and Humanities

Crispus Attucks: Health Sciences Academy Teaching Learning & Leading Academy

Indianapolis Employers

myIPS

EmployIndy
Work-based Learning Opportunities

myIPS
College and Career Themed Academies

Work Based Learning Continuum

JA Jobspark  ->  career key  ->  supermatch college search  ->  existing Naviance task
jobsite tour  ->  college visit  ->  goal setting  ->  choose one
job shadow  ->  college visit  ->  guest speaker  ->  employability skill event
job shadow  ->  college visit  ->  guest speaker  ->  employability skill event
co-op  ->  internship  ->  capstone

industry field trip  ->  financial literacy event
financial literacy event

choose one
"Together with our non-profit and corporate partners, Project Indy will give thousands of local young people job experience and useful skills."

- Indianapolis Mayor Joe Hogsett
PROJECT INDY IN 2018

- 6000+ new youth signups since Jan 1
- 3400 youth signups prior to 2018
- 120+ employers posting jobs
  - ~70% private sector employers

Employer Engagement

- Mayor’s Celebration of Diversity, GIPC meeting, Business Solutions, online forms
- 120+ new employer contacts for youth engagement
- $5500 committed at MCOD, $50k from Genesys
Employability skills to meet the needs of Indy's growing economy.
JOB READY INDY COLLABORATION

- Curriculum created and vetted through partnership with Indy Chamber, endorsed by Mayor Hogsett
- Competencies evaluated by committee, in line with DWD initiatives
JOB READY INDY: PROCESS

- Six badges to complete program
- EmployIndy partners with community organizations and service providers to deliver courses
- Young adults sign up, attend a course, and earn a badge
- Badges automatically post to participant’s Project Indy profile for employers to see as they browse and apply for jobs on Project Indy
- 2018 Goal: Badge 300 students
Far Eastside Collective Impact Council

“Through an intentional, collaborative process that incorporates a two-generation approach, residents and community partners will work together to improve educational and employment outcomes for residents of the PLA@103 neighborhood boundary.”

- Adidas
- Finish Line
- Celadon
- Poindexter Excavating
- United Hospital Services
- Warren ABE
- Ivy Tech
- Pivot Re-engagement Center
  - Boys and Girls Club
  - CAFÉ
FAR EASTSIDE WORK AND LEARN OPPORTUNITIES

Participants
48

Employer Representatives
9
PREVIOUS PROGRAM

Cook’s Old Tuition Benefit

- Benefit established in late 90s
- Similar program to other companies
- Calendar year amount limited to $4,500
- Grade of “C” or better to qualify
- Reimbursed after submitting course grade (approximately 8 months after employee paid)
- Clawback provision if employee leaves before 3 years
OUR NEW APPROACH

My Cook Pathway

Program consists of four elements:

- High School Equivalency program
- Associate’s Degree partnership with Ivy Tech
- Bachelor’s and Master’s Degree (tuition pre-payment)
- Professional Development
High School Equivalency Program

Employees earn their HSE degree for free while working part-time at Cook.

- Facilitated through the Adult Education program through MCCSC and Broadview Learning Center
- Only cost to Cook was the $52 fee to take the TASC test.
- Expanded program to serve 130 employees in January

20 Graduates 2017

>100 Graduates 2018
Our New Approach

My Cook Pathway

- 65 Participants 2015
- 1,078 Participants Total
- < $2k Investment per person
COOK GROUP

Funding for Employee Education

HSE
- Work Indiana Program
  - Up to $500 per employee that earns a High School Equivalency degree

Training
- Next Level Jobs Indiana: Employer Training Grant
  - Up to $5,000 per employee

Certificates
- Workforce Ready Grant
  - Covers 100% of student’s credits for a certificate in certain industries

Higher Education
- Achieve Your Degree
  - Federal aid and deferred payment reduces employer costs

Advanced Training
- Skill Enhancement Fund
  - 50% of training costs over two calendar years
  - *Requires capital investment

*All students are eligible to fill out the Free Application for Federal Student Aid each calendar year.*
Activate the Hidden Workforce
- Identify jobs that can be filled with workers who only have a HSD
- Recruit by combining HSE with a job

Remove the Barriers
- Actively recruit people who do not have a HSE

Partner with Local Resources
- Contact your local adult education partners

Post and Promote
- Focus message on getting your HSE and a job
- Promote on social media and radio

Beyond an HSE
- Give your current employees a free Associate’s Degree
- Remove the biggest barrier: prepay tuition
Community Justice Complex

TCM Sports Legends Experience
More at employindy.org