Agenda

- Welcome
- Overview of 2018 skills gap research
- Case Studies and Resources
- Workforce development
- Competencies and Action Guide
- Q&A

ATD Research Update

ATD PUBLIC POLICY ADVISORY GROUP WHITEPAPER

Bridging the Skills Gap

Workforce Development and the Future of Work

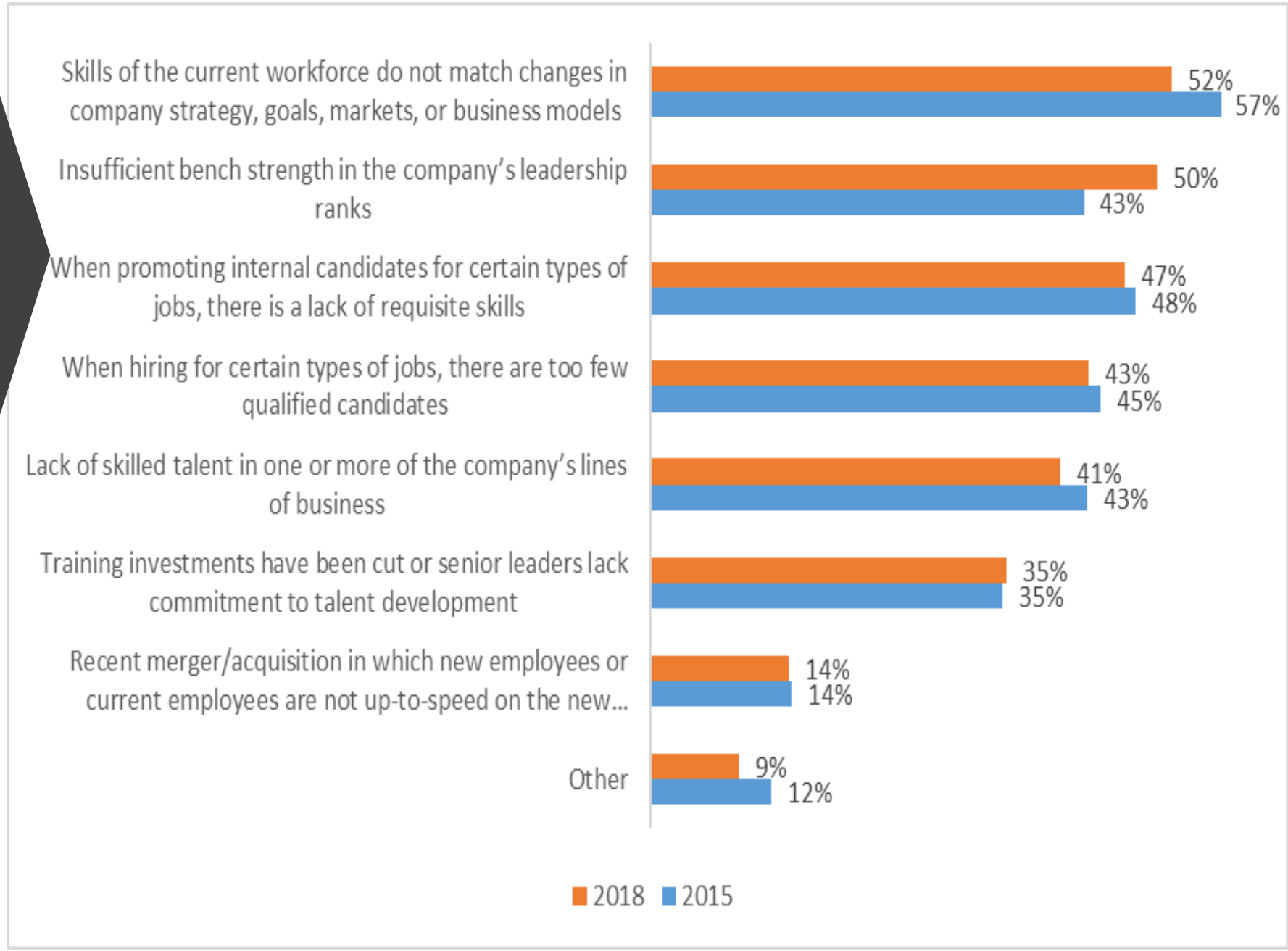
ATD Research: Key Findings

- 83% report current skills gaps in their organization
- 78% expect future skills gaps in their organization
- Decrease in percentage of companies offering 👎 internal training to close skill gaps
- Talent development function owns the skills gap issue
- Biggest gaps:
  - Communication
  - Critical Thinking
  - Managerial/Supervisory Skills

What Contributes to the skills gap?

- More change
- More disruption
- Market competition
- Ageing workforce
- Opioid crisis

Research: *Drivers* of the Skills Gap



Research: Current Skills Gaps

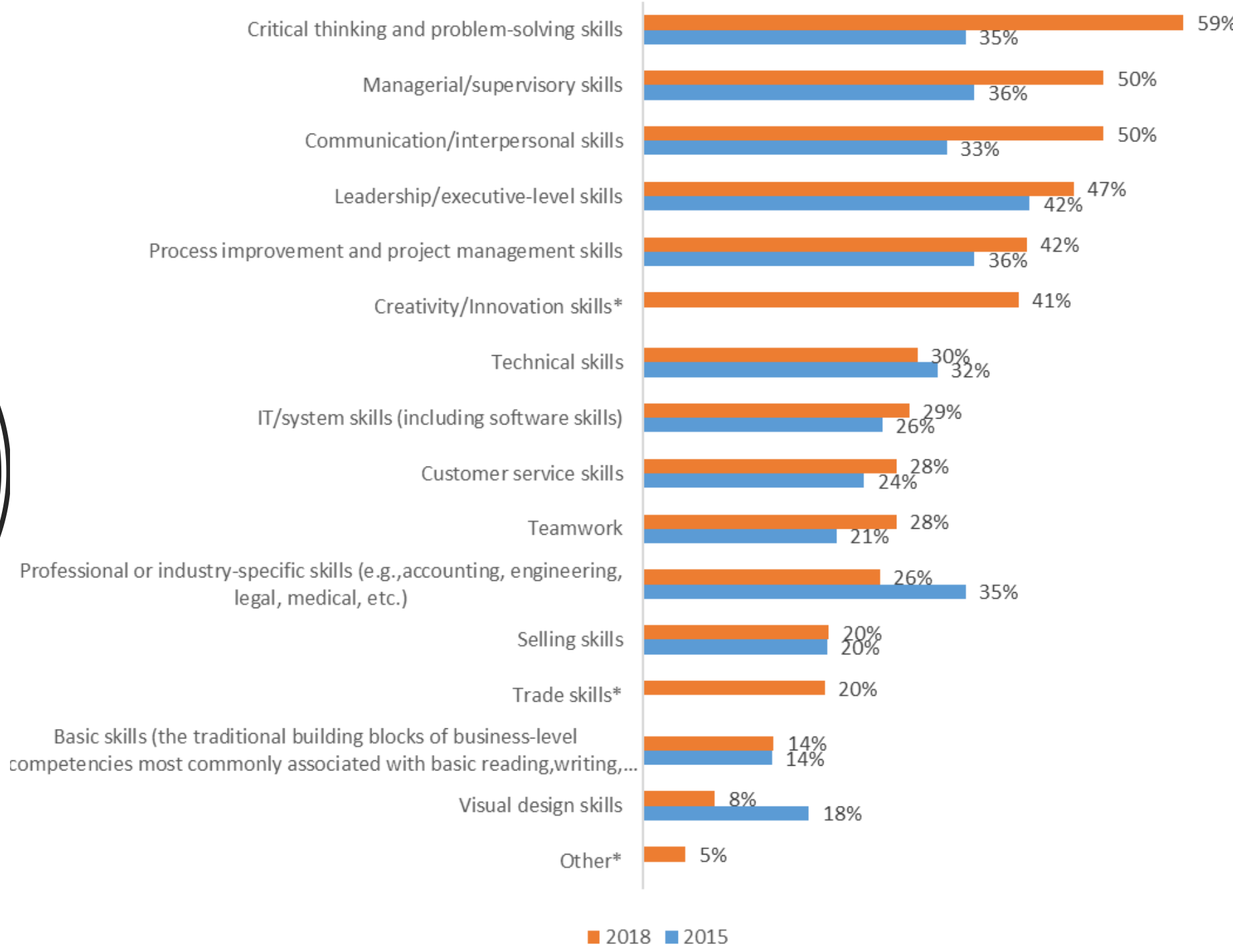
	2018	2015
Communication/interpersonal skills	66%	62%
Critical thinking and problem-solving skills	65%	58%
Managerial/supervisory skills	61%	59%
Leadership/executive-level skills	52%	51%
Process improvement and project management skills	48%	50%
Creativity/Innovation skills*	36%	
Teamwork	36%	40%
Customer service skills	35%	40%
Technical skills	28%	42%
IT/system skills (including software skills)	26%	31%
Professional or industry-specific skills (e.g.,accounting, engineering,...	23%	41%
Selling skills	19%	31%
Trade skills*	19%	
Basic skills (the traditional building blocks of business-level...	19%	24%
Visual design skills	9%	21%
Other*	4%	

Leadership Skills

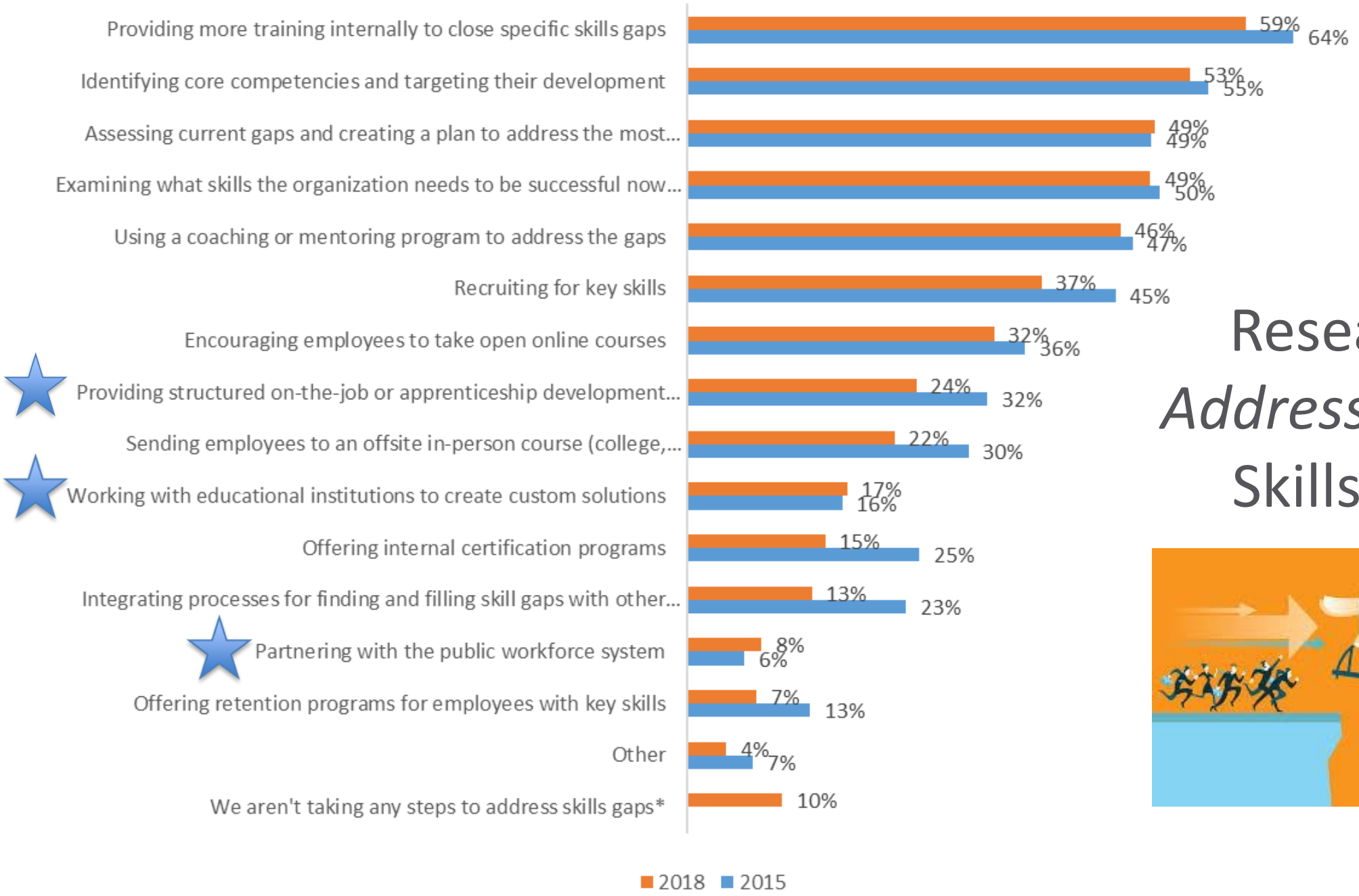
- DDI identified five “money” skills crucial to a company’s bottom line:

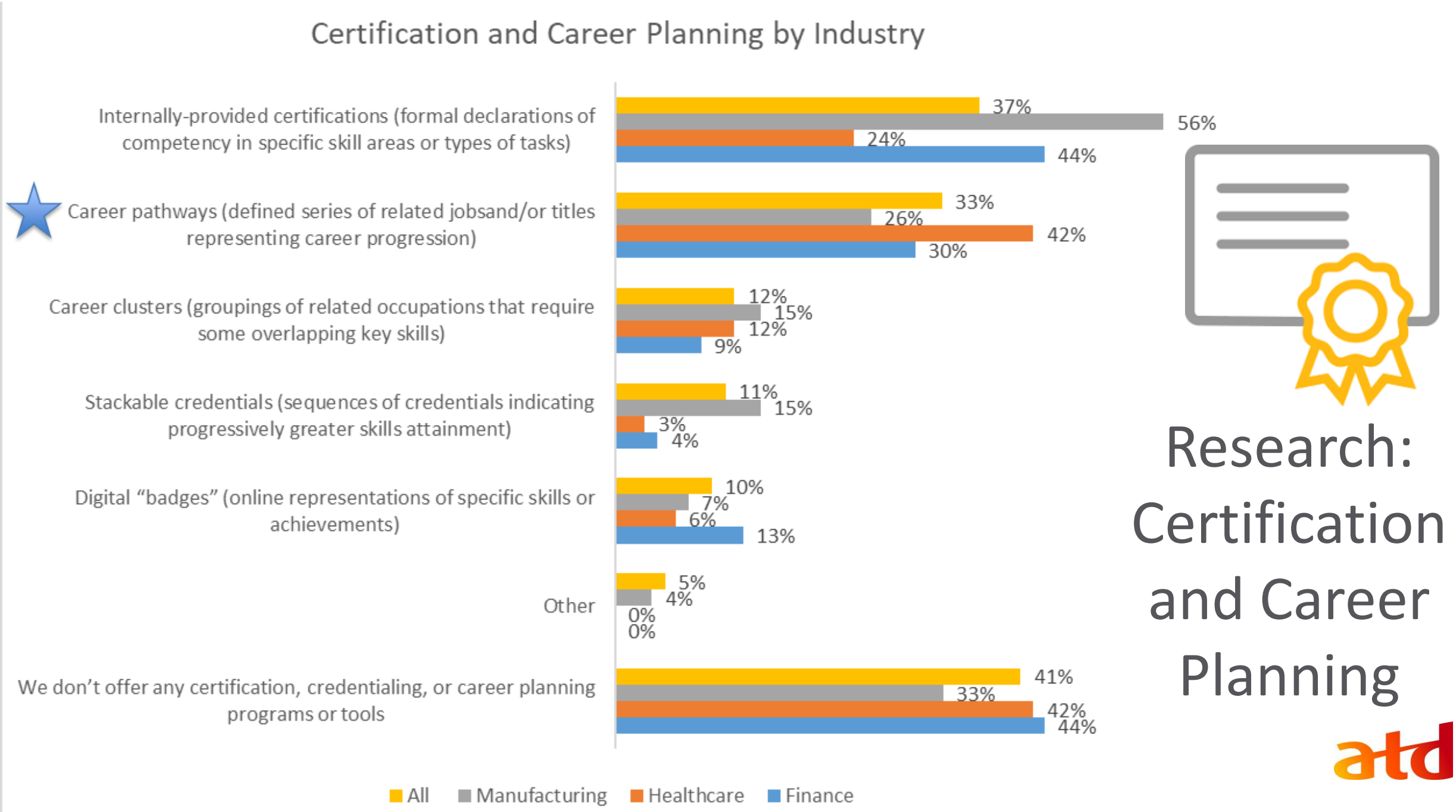
1. Entrepreneurship
2. Business savvy
3. Driving execution
4. Decision making
5. Leading change

Research: ***Anticipated*** Skills Gaps



Research: *Addressing* the Skills Gap





Research: Certification and Career Planning

High Level Overview of Workforce Development

- Skills gap analysis
- Employer engagement
- Identify resources and partners
- Community colleges, universities, system-wide and state & federal resources
- Guided/career pathways

U.S. Chamber of Commerce Foundation Talent Pipeline Management Initiative

Case Study: Consumers Energy
ATD Public Policy Council

- Looming talent shortage
  - Pending retirements
  - Talent pipeline shortage
  - Attitudinal shift
- Addressing it HOW?
  - Talent Pipeline Academy
  - School-to-work programs
  - Utility Bootcamp
  - Careers in Energy Week

Case Study: The Waldinger Corporation

- Business need to shorten time to become a Project Manager
- Develop program
  - Competency-based approach
  - Consistent and trackable
- Waldinger SOJT
  - Development Program
  - LMS
- Pre-Boarding

Public Sector Partnerships

- Workforce Boards (state and regional): Hidden Gems of Opportunity
- Workforce Innovation & Opportunity Act (2014)
- Support workers who are: dislocated, disenfranchised, under employed, long-term unemployed, disability blocked, immigrant & refugees
- Oversight of all programs offered and partnerships addressing needs
- Appointment process varies; generally regional/state appointment
- Valuable involvement

Example: Vermont Talent Pipeline Management

VTPM
Vermont Talent Pipeline Management

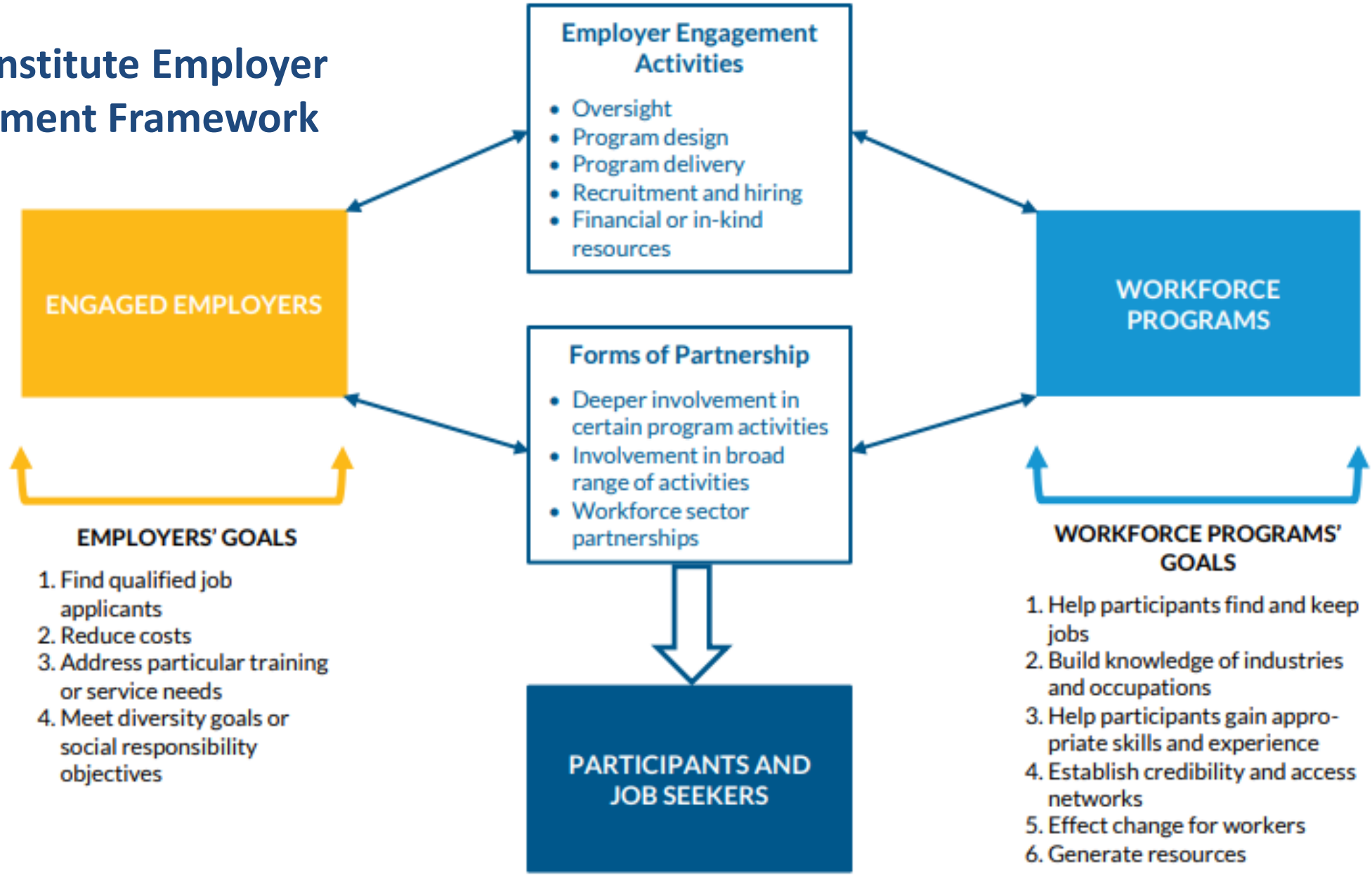
Collective Impact is Inclusive

www.vermonttpm.com

Employers and Schools Become Partners

- ✓ Workforce Innovation and Opportunity Act (WIOA) - Department of Labor
- ✓ State level resources
- ✓ Workforce development boards
- ✓ Deep levels of partnership:
  - Curriculum and program delivery
  - Hiring and student recruitment
  - Apprenticeships and work/study programs
  - Focus on soft skills

Urban Institute Employer Engagement Framework



Examples of Successful Workforce Partnerships in Higher Education:

- Zane State College – Ohio
- Hinds Community College – Mississippi
- Kentucky Federation for Advanced Manufacturing Education (KY FAME)

- Vision for Success
- Division of Workforce & Economic Development
- New World of Work
  - 21st Century Skills Training Division
  - Content Development and Partnerships Division
- Guided/Career Pathways

Talent Development Action Plan

1. Clarify and understand the organization's performance metrics
2. Identify **competencies** and skills that map to strategies and performance metrics
3. Assess the skills gaps
4. Set goals and prioritize the path to filling gaps
5. Implement solutions and monitor sustainability
6. Communicate the impact

Competency is Out – Capability is In

- New ATD Capability model – Why Update Now?
  - **Define the field** of talent development - now and 5 years in future
  - Define the **competencies** needed for success
  - Develop **career pathing** for TD professionals
  - Align with current **best practices** in competency modeling

Model Highlights & Changes

- Change from Competency Model to **Capability Model**
- Capability is forward looking, signals action, and demonstrates impact
- 3 domains of practice
- 23 capabilities (we call those Areas of Expertise or AOEs today)
- **All** AOEs from 2013 model are in new model
- Some new capabilities will be included

Self-assessment tool based on competencies.

Provides a professional development road map for six different talent development specializations, including:

- instructional designer
- training specialist
- learning manager
- HR/OD professional
- performance consultant
- advanced practitioner.

Identify skills gaps and ways to close them that align with individual goals.

https://www.td.org/atd-skill-tracker

atd

Key Take-Aways

- Post-it
- Top 3
- Share with a partner

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Resources

Bridging the Skills Gap whitepaper
download at www.td.org/publicpolicy

ATD Higher Ed Community

www.td.org/highered