



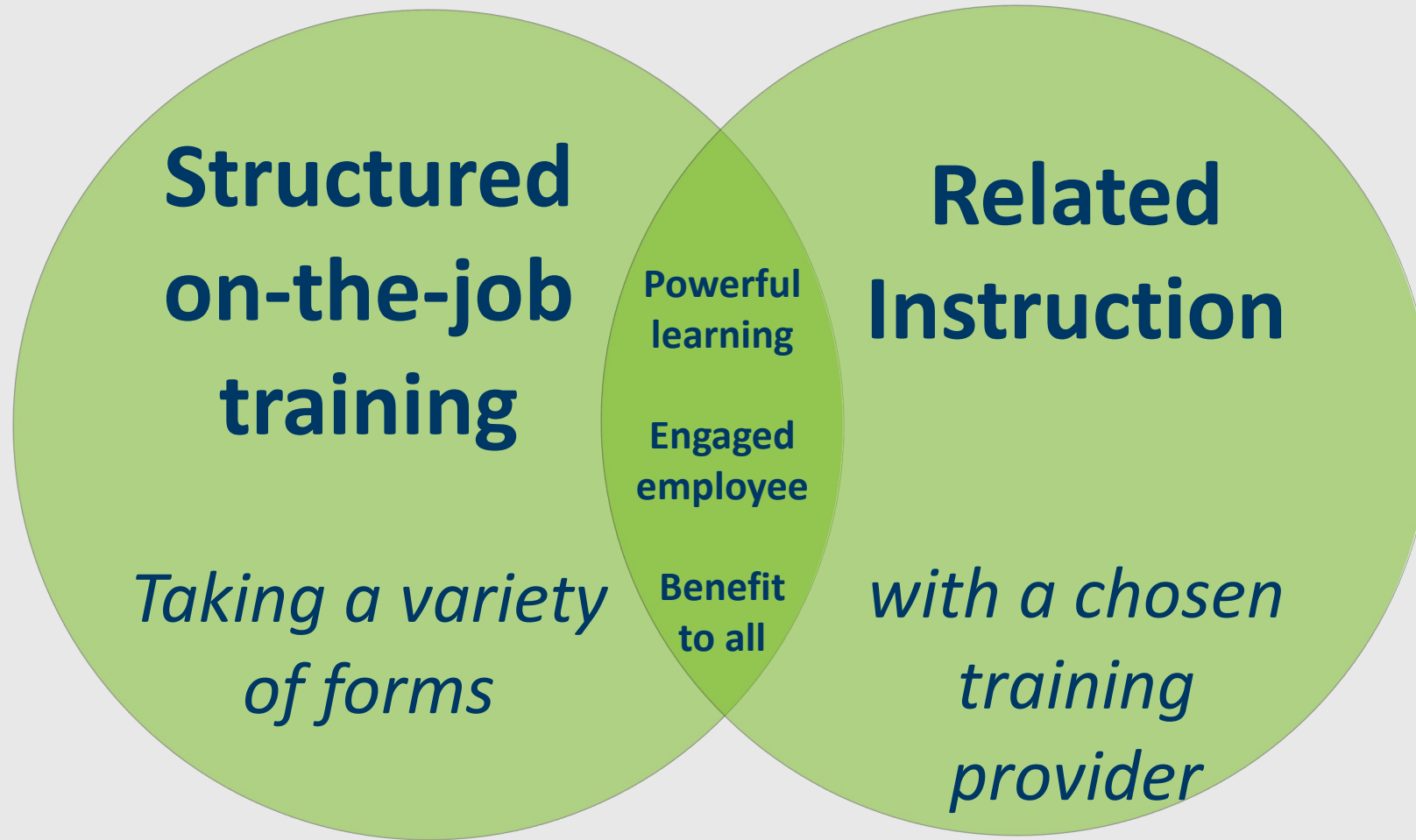
Minnesota Dual-Training Pipeline Speaker Series
Skills Based Practices: What it is and how to begin
October 19, 2022

What is Minnesota Dual-Training Pipeline?



- Source of support to employers to develop their own employment-based, dual-training programs
- An innovative approach to address current and future workforce needs in the key industries of **advanced manufacturing, agriculture, health care services and information technology**
- Private Investment, Public Education, Labor and Industry Experience

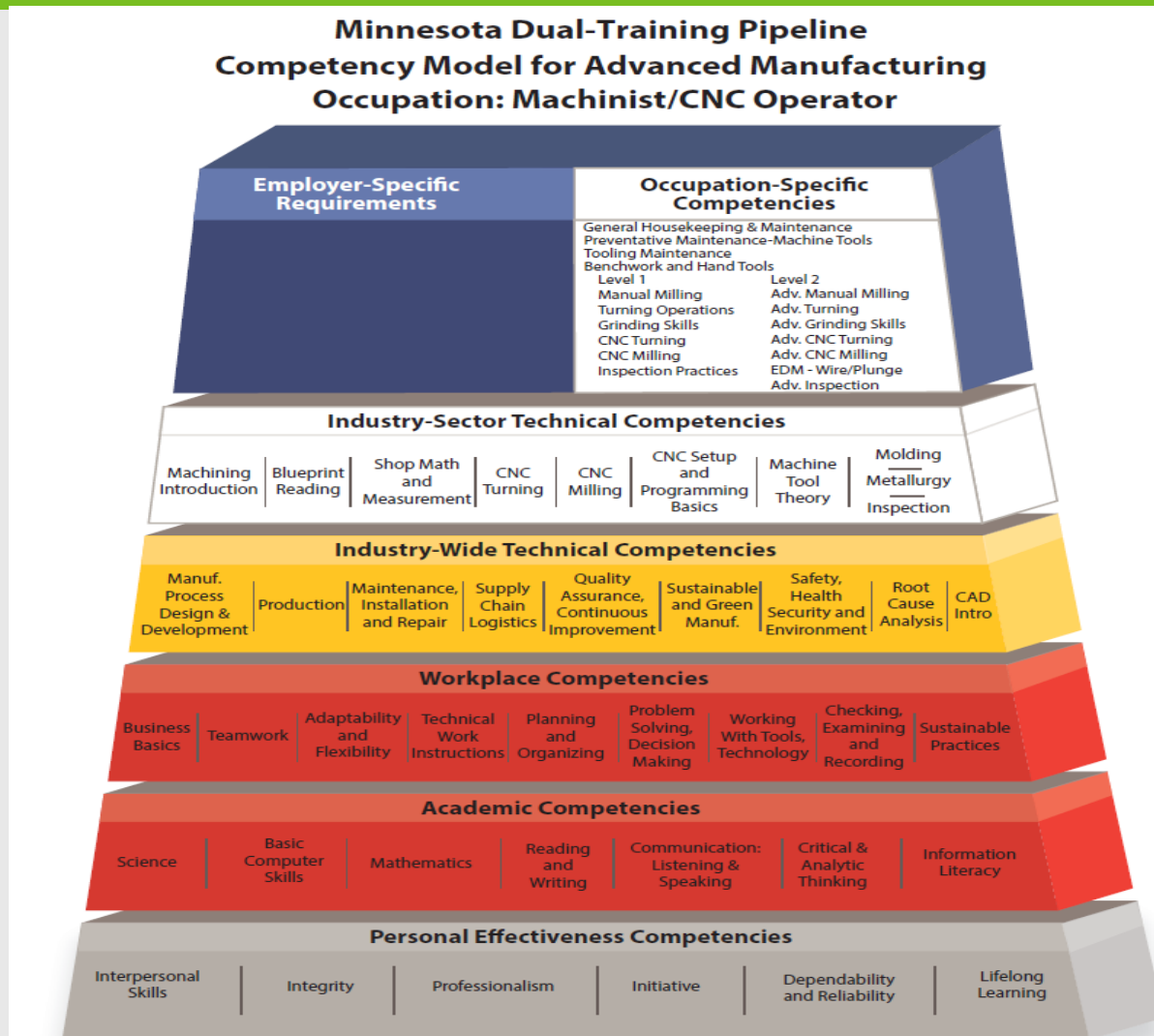
Employment-Based Training



Minnesota Dual-Training Pipeline Strategies

- **Industry Forums:** *Inform and direct* Minnesota Dual-Training Pipeline on industry trends and needs through discussion and strategic planning aimed to expand dual training.
- **Competency Councils:** *Define and identify* specific occupational competencies for the four key industries.
- **Dual-Training Consulting:** *Create and disseminate* dual training resources for employers, employees and dual trainees: toolbox, grants, and expanding mentorship networks to set up dual training.

Minnesota Dual-Training Pipeline Competency Pyramid



Based on: Advanced Manufacturing Competency Model Employment and Training Administration, United States Department of Labor, April 2010.

* Pipeline recommends the Industry-Sector Technical Competencies as formal training opportunities (provided through related instruction) and the Occupation-Specific Competencies as on-the-job training opportunities.

Skills Based Practices – What it is and how to begin



**Jacob Vigil – Senior Manager,
Rework America Alliance**



**David Cardoza-Rodriguez – Associate,
Rework America Alliance**



Skills-Based Practices: What it is and How to Begin

Minnesota Dual-Training Pipeline - October 2022

Jacob Vigil

Senior Manager, Employer Initiatives,
Markle Foundation

David Cardoza-Rodriguez

Associate, Employer Initiatives,
Markle Foundation

Agenda

Intro to the Rework America Alliance

Why Skills-Based Practices Matter

What It Is Skills-Based Practices

Tools & Resources You Can Use Now



Markle's **Rework America Alliance** is a nationwide partnership of civil rights groups, nonprofits, private sector employers, labor unions, educators, and others.

Alliance partners are working together to get people without a college degree into better-paying jobs with opportunities for career growth, particularly women, Black, and Latino workers.



Rework America Alliance Core Focus

Identifying **promising job pathways** for workers to pursue

Developing **digital tools to help career coaches** and other support specialists better serve workers

Directly **engaging employers** to drive the adoption of inclusive sourcing and hiring practices and developing tools and resources to help them take action

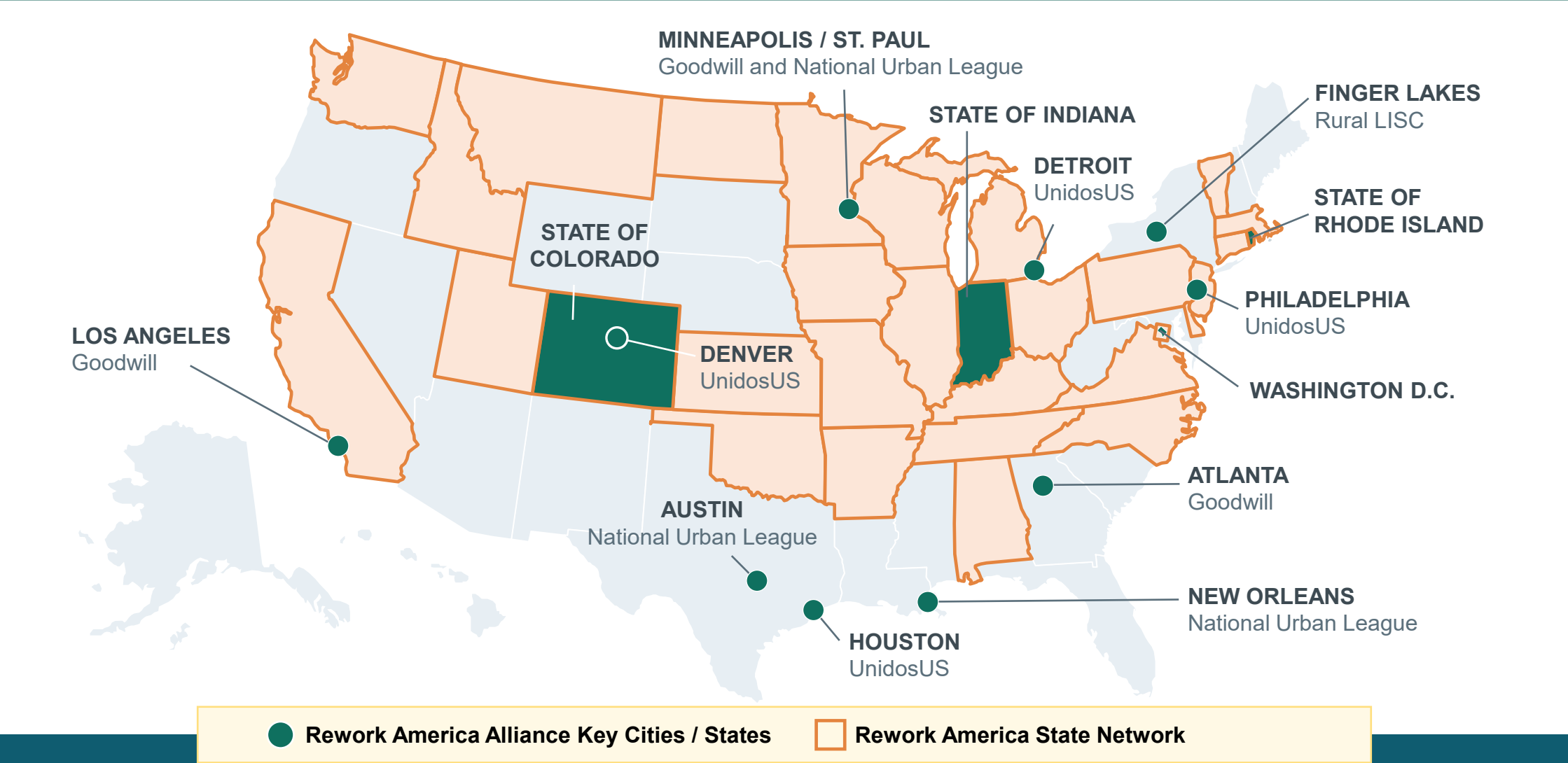


REWORK AMERICA ALLIANCE

A MARKLE INITIATIVE



Deployment In Cities and States Across the United States



Why This Work Matters

There are **over 100M Americans without college degrees** who have built capabilities through other means but **whose talents are often unrecognized**

The challenges of Covid have been followed by **unprecedented labor shortages**

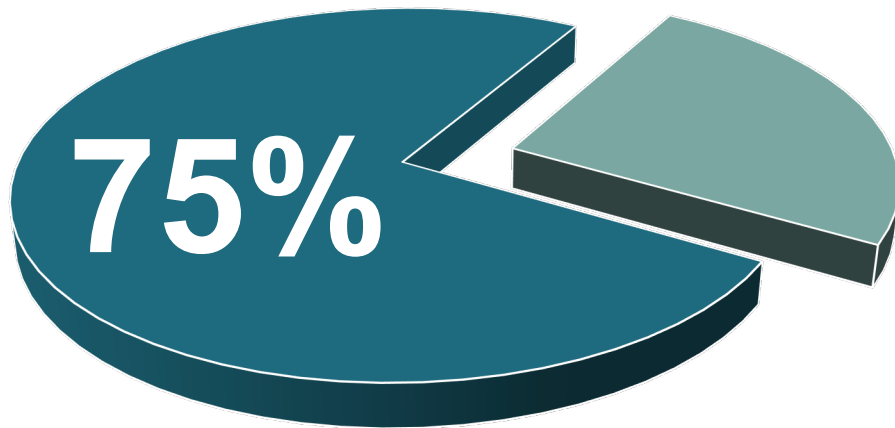
Racial disparities prevent equitable access to job opportunities

Technology and automation are **displacing workers at accelerated rates**

Enrollment in **higher education has been declining**

Why is Hiring So Difficult?

The Skills Gap



75% of those having difficulty recruiting believe there is a **skills shortage** among their applicants

The skills gap costs individual companies an average of **\$800,000 annually** in lost business and productivity

The Skills Gap is Made Worse by Degree Inflation

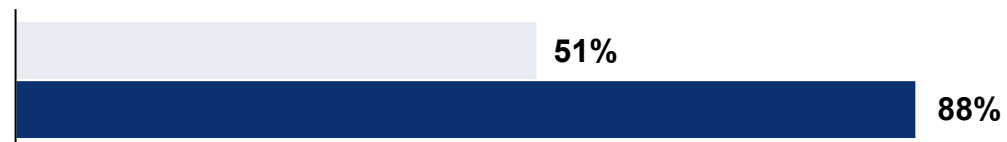
General managers



Production supervisors



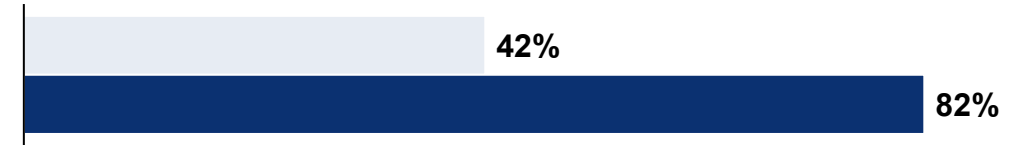
Network admins



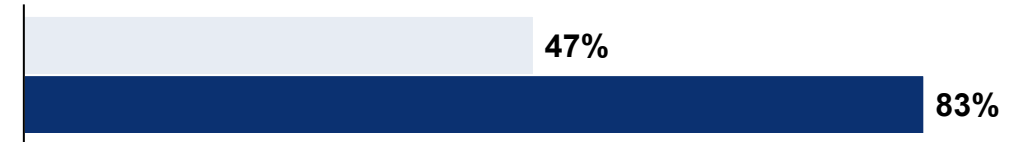
Workers who have a degree

Job postings that require a degree

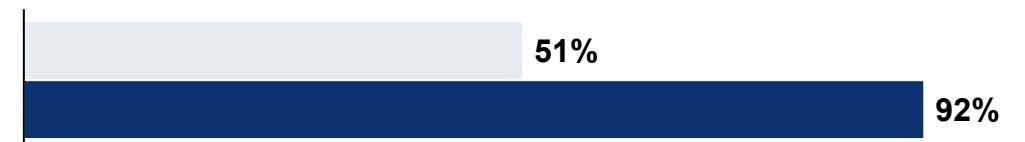
Logisticians



Claims adjusters



Other computer jobs



Executive assistants



How Can We Address This?

A Skills-Based Talent Strategy

Focuses on the **specific skills** needed to succeed in a job – not proxies

Embeds that focus **throughout the employee lifecycle**

Recognizes there are **many ways to acquire knowledge** and abilities

Builds a **stronger workforce**

Creates more **equitable access** to job opportunities



The Facts About Skills-Based Practices



14%

more applications per view

Jobs that **highlight “responsibilities” instead of “requirements”** in postings get 14% more applications per view



34%

better retention

Employees without a 4-year degree tend to **stay 34% longer** than employees with a degree



70%

increase in productivity

Effective onboarding programs **increase productivity by over 70% and retention by up to 82%**



5x

better hiring

Hiring for skills is 5x more predictive of job performance than hiring for education and 2.5x more predictive than hiring for work experience



80%

outperformance of peers

Fair screening can reduce bias, which may lead to more diverse teams. **Diverse teams outperform their peers by 80%**



42%

more responses

Job descriptions that use more inclusive language **led to 42% more responses and a two week faster hiring time** than those with less inclusive language

Driving Impact: Orlando Health



Network of community and specialty hospitals in Central Florida (~23,000 full-time employees)

CHALLENGE

- **Finding qualified nursing assistants** during the COVID-19 pandemic

IMPACT

- **Reskilled ~3,000 workers** for redeployment internally within Orlando Health
- Training over **200 nursing assistants** each month
- Creating a **new skills-based training program** for medical assistants
- **Partnered with a local technical college** to train new hires in clinical and bedside techniques

Taking Action: First Steps to Adopting Skills-Based Practices

- Remove credential requirements for job postings when possible

- Use skills that are specific to the job

- Reduce bias in the hiring process



Job Postings: Traditional vs. Skills Based

Traditional Job Posting

Degrees, Work Experience, Certifications

Uses Credentials

e.g., work experience, to compare candidates' potential performance.

List of Qualifications

on the job posting that lack specificity and prioritization

Unintentional Bias

in the job posting that discourages qualified applicants from applying.

Skills-Based Job Posting

Knowledge, Skills, Abilities

Uses Skills

to attract and hire candidates that can do the job.

Distinguishes Skill Needs

between required and preferred skills.

Reduces Bias

by using inclusive language on the job posting and description.

Taking Action: Adopt a Skills-First Approach

Sourcing

Remove barriers that prevent talented candidates from applying

- Update and publish new skills-based job postings using inclusive language
- Identify new talent pipelines by connecting with worker-serving organizations



Assessment

Assess candidates for required skills vs. perceived fit

- Update and implement new interview guides and rubrics
- Evaluate assessments and add them to your interview process



Retention

Provide continuous learning opportunities for internal mobility

- Update job description to focus on skill and develop internal progression roadmaps.
- Identify offerings that provide skills your organization needs

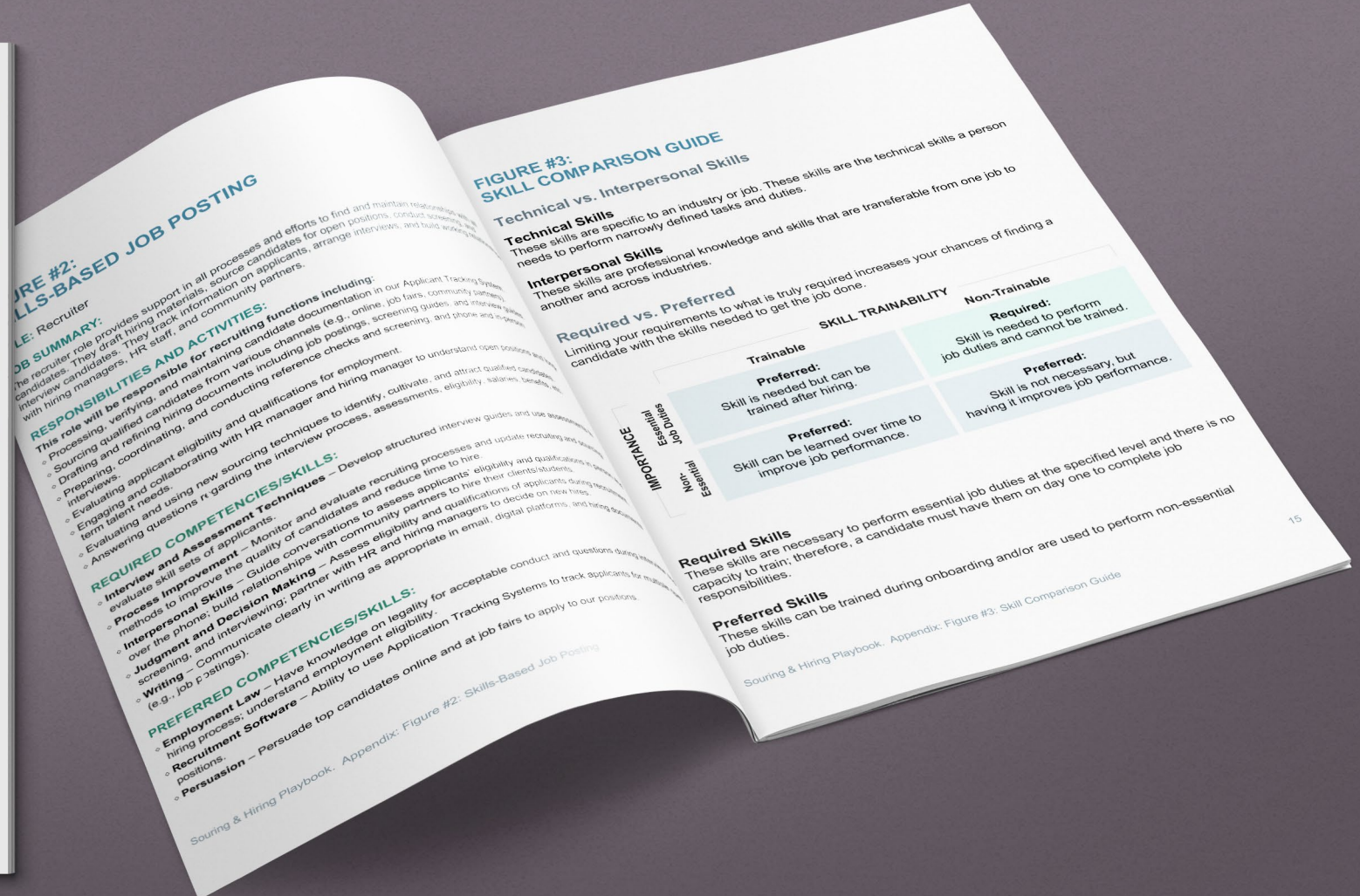


Steps for Updating Job Postings

- 1 **Identify the Skills Needed** for the Job You Are Hiring For
- 2 **Rank Order the Skills** with the Most Needed Skills First
- 3 Specify if the Skills are **Occupational or Foundational**
- 4 Determine which **Skills are Trainable**
- 5 Assign the Skills as **Required or Preferred**
- 6 Write Your Own **Skill Definitions**

Sourcing & Hiring Playbook

markle.org/employer-toolkit



Job Posting Generator

generator.skillful.com



Skillful Talent Series Online Modules

markle.org/skills-based-talent-management-training



What Can I do Next?

Take the Skillful Talent Series

Learn how to adopt a skills-based approach.

Use the code below to register.

EMNPIPE

Please reach out to Jacob or David with additional questions

Questions





THANK YOU!

Jacob Vigil

Senior Manager, Employer Initiatives,
Markle Foundation

jvigil@markle.org

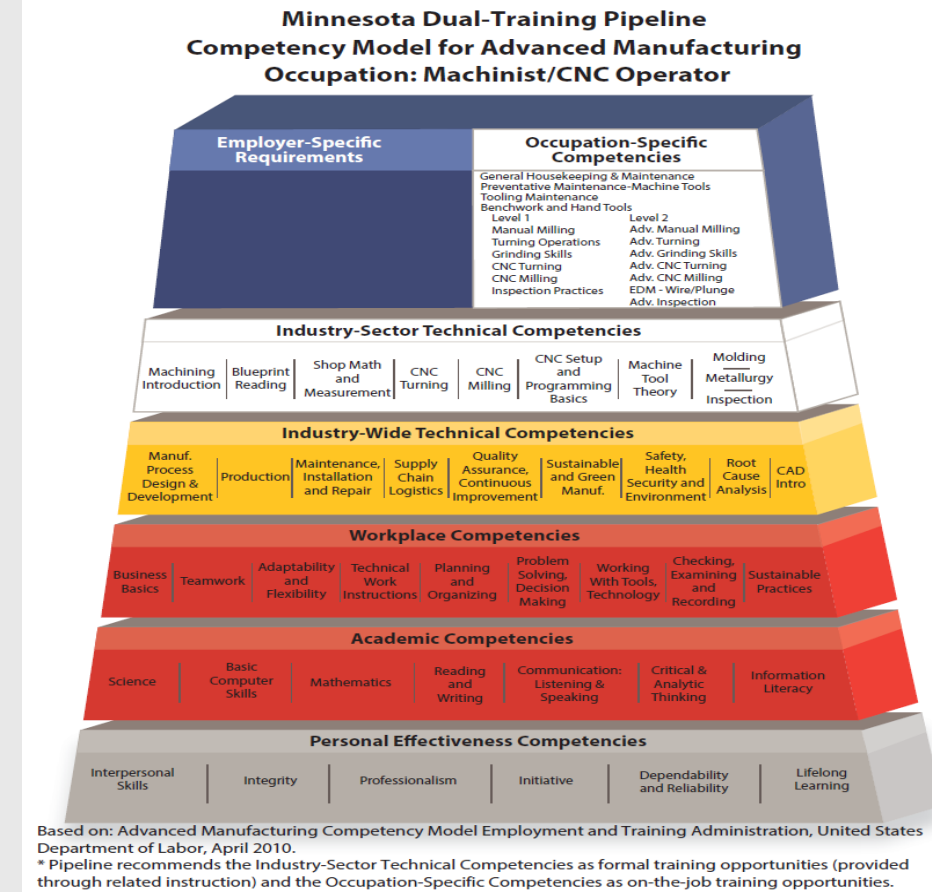
David Cardoza-Rodriguez

Associate, Employer Initiatives,
Markle Foundation

dcardoza@markle.org

Making the Connection to Minnesota Dual-Training Pipeline

- Adopting a skills-based approach values competencies and the knowledge needed to succeed in the job.
- Adopting a skills-based approach lends itself to training pathways for workers so that they can expand their knowledge and acquire new skills.
- Adopting a skills-based approach helps employers grow your own talent.



Upcoming Minnesota Dual-Training Pipeline Events

Industry Forums

- Advanced Manufacturing Industry Forum: Nov. 1, from 1-2:30 p.m. [Register to attend](#).
- Agriculture Industry Forum: Nov. 1, from 9-10 a.m. [Register to attend](#).
- Health Care Services Industry Forum: Nov. 2, from 9-10:30 a.m. [Register to attend](#).
- Information Technology Industry Forum: Nov. 2. from 1-2 p.m. [Register to attend](#).

Thank You!



Dan Solomon
Program Manager
651-284-5355

dan.solomon@state.mn.us



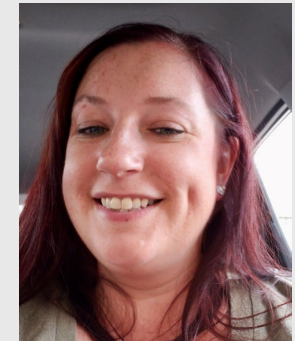
Kathleen Gordon
Program Consultant
651-284-5388

kathleen.gordon@state.mn.us



Erik Holtan,
Program Consultant
651-284-5032

erik.holtan@state.mn.us



Alana McDevitt,
Program Specialist
651-284-5341

alana.mcdevitt@state.mn.us