

## Vermont Talent Pipeline Management

The VBR Research and Education Foundation (VBRREF) is a 501(c)(3) nonprofit based in South Burlington, Vermont, which works to ensure a continuum of high quality educational experiences to prepare children and families to be productive citizens in a global economy. The VBRREF is focusing efforts in the key area of College and Career Readiness through a collaboration between businesses and educators to develop career awareness and exploration programs for youth and all ages - to help fill Vermont's skills gap. The Vermont Talent Pipeline Management (VTPM) project is the major initiative for this work.

Talent Pipeline Management (TPM) is an employer-led, data-driven model for filling the most critical jobs in the Vermont workforce. The TPM model was founded by the US Chamber of Commerce Foundation (USCCF) and is currently in a national rollout. Vermont has helped set the standard for the country as the first statewide implementation with pilots in 2 critical industries: Construction and Healthcare. This statewide initiative is widely supported by the Vermont Governor, the Agencies of Commerce, Education, and the Department of Labor. The employer community is actively engaged in identifying the number of each critical job opening – both new and replacement; and the competencies, soft skills and credential requirements of each.

Currently VTPM is staffed by an Executive Director, employed by the Vermont Business Roundtable, who is USCCF-trained, and with experience in supply-chain, project management, and information technology and secondary/higher education industries. The initiative is also staffed by part-time and trained volunteers, in an unfunded capacity from: the Vermont Business Roundtable; the Lake Champlain Regional Chamber of Commerce; the Franklin/Grand Isle WIB; and the Brattleboro Development Credit Corporation and the Agency of Commerce and Community Development. The Roundtable will oversee the ongoing efforts of the program across multiple Vermont industries; communicate demand-side information to diverse education and training providers; and train regional partners to effectively use the TPM model. Here's a Graphic of the TPM Model:



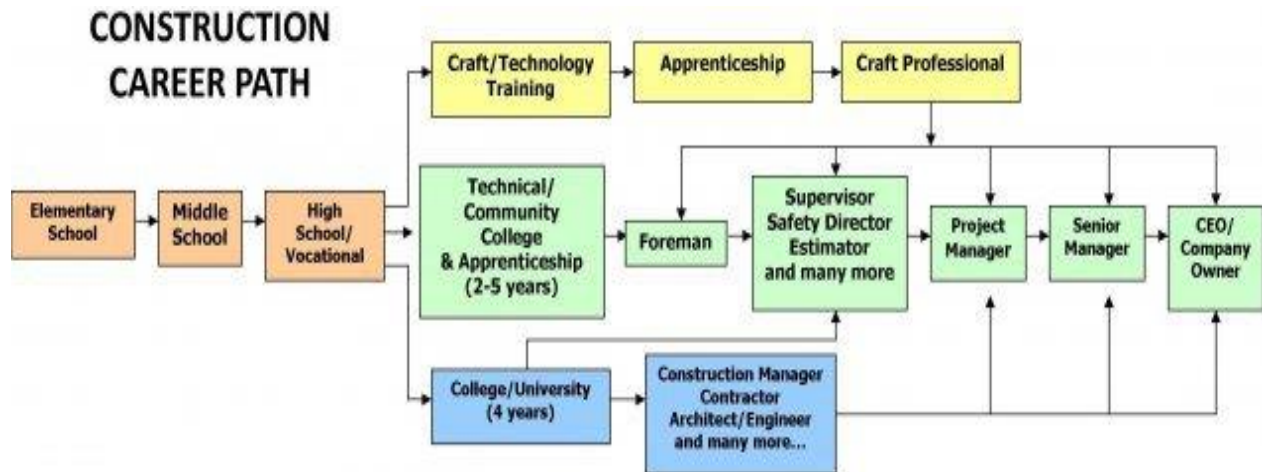
### Program Description:

The VBRREF will develop and refine statewide industry collaboratives in the following industries: Construction, Healthcare, Advanced Manufacturing, Information Technology, Tourism, and Energy over the next three to four years. These “collaboratives” or clusters will elevate the employers shared vision to fill the most critical workforce needs. The TPM process involves 1. Organizing the industry collaboratives; 2. Demand Planning - developing the needs assessment survey tool; 3. Validating the data and communicating the needs to providers; 4. Considering where the existing talent flows, in terms of training; 5. Aligning incentives and resources to provide training; 6. Implementing measures and continuously improving them. The objectives of the Talent Pipeline support career awareness, exploration and training for new and existing jobs through secondary and post-secondary training and/or education, and for all populations, including dislocated or disabled workers, veterans, and career changers. Career pathways for these critical roles will identify on-ramps for youth and adult audiences with varying education and skill levels.

### Construction Example



Source: New York State AGC



#### 1. SCOPE

The scope of the program will embrace high-demand industries in Vermont. The VTPM team will assist in training regional “neutral” convening partners statewide. Regional partners will be able to articulate the TPM strategies with employer constituents and will be instrumental in ensuring employer participation statewide. The VTPM Executive Director will project manage the collaboratives through the six-step TPM process to develop and maintain training programs to meet employer initial demand and through a measurable and continuous improvement process.

#### 2. MEASUREMENTS

Our program measurements will be identified by employers and metrics defined between employers and training partners will be shared, for example, metrics could include: number of hires projected in a job function; number of people trained; over what period; number hired; cost per training and retention of the role over a period of 2-3 years.

### 3. TRAINING TO BE DELIVERED

The initial training will be for regional partners who act as neutral conveners in different parts of the state. We will work with the Agency of Commerce to identify Regional Development Corporations; Chambers of Commerce and/or Workforce Investment Board partners. Currently we have partners in: Franklin/Grand Isle, Brattleboro Region, Lake Champlain Region, Rutland Region. We anticipate participation from new partners in Newport, Lamoille, Central Vermont, White River, Addison, and Bennington.

Each industry will have job functions with unique training requirements.

### 4. CREDENTIALS AWARDED

Each industry will have credentials that are specific to its job functions. We will be working with the AOE, secondary and post-secondary programs to provide credentials and where possible, to transcript credit for credentials to apply toward a degree.

### 5. TRAINEES

Regional Partners will be trained and invited to participate based on interest and geographic opportunity. Our goal is to provide several webinars and in person meetings to train users on the TPM process.

Labor Market Trainees will be identified in several ways to help increase participation and shift workforce skills to meet the demands of the market:

- Through creative workforce strategies encouraging part-time and remote employment for those nearing retirement and those considered stay-at home.
- Through Department of Labor discussions, surveys, and interviews, and the use of job skill report data
- Through the local High Schools, Career and Technical Education Centers, and the Vermont Youth Conservation Corps recommendations
- Through census data and outreach to populations of 25-45 year olds who graduated from high school, but did not obtain any post-secondary training.
- Through College completion data resources identifying potential opportunities for middle level credentials or degrees.
- Through the Department of Labor with access to unemployed and dislocated workers.

### 6. PARTNER ROLES

Our program is inclusive of all stakeholders including: state and local agencies, local businesses, business member organizations, schools, students, adult trainees and relevant educators who develop customized program curricula to meet the training needs to fill the skill gaps.