



**GLOBAL EPICENTER
OF MOBILITY**

REVOLUTIONIZING THE DETROIT REGION

GEM TALENT SERVICES REFERRAL PROCESS

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TPMA

Bold Solutions.
Empowered Communities.

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REFERRAL PROCESS

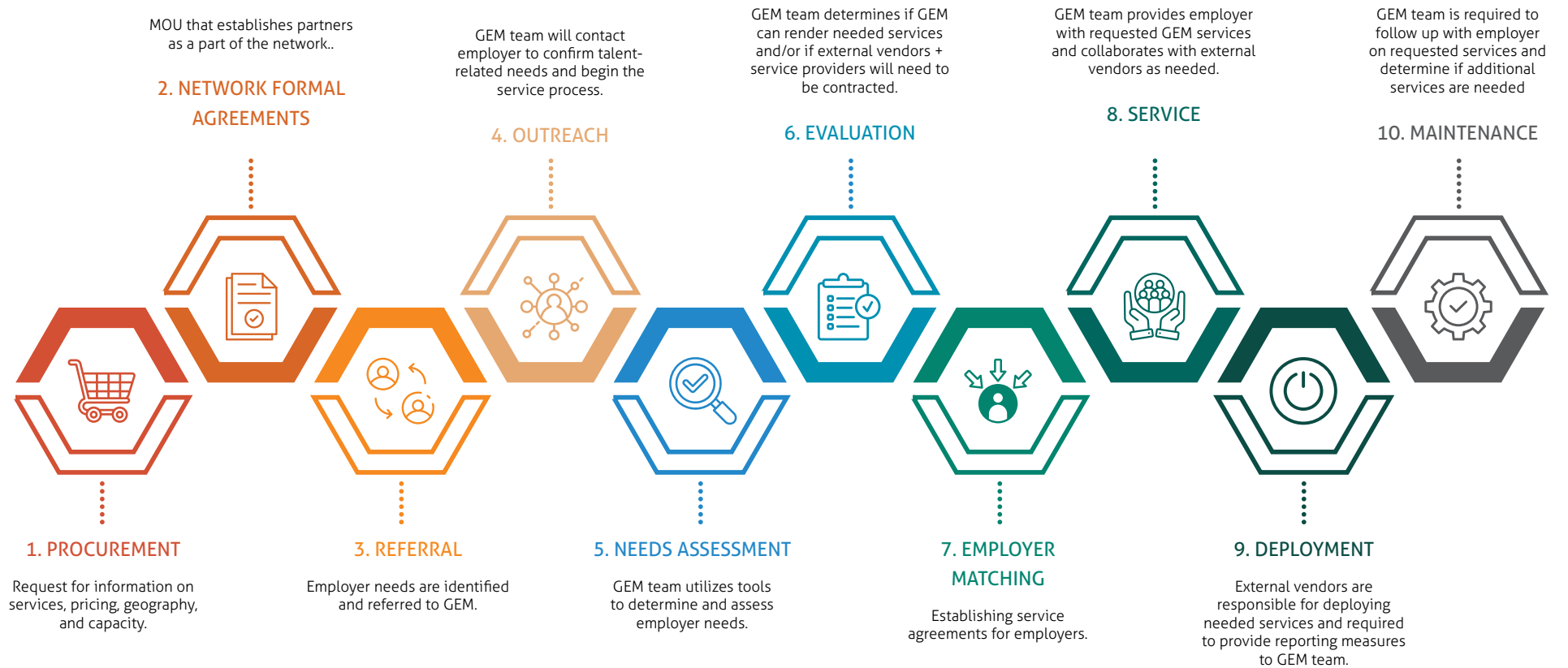
SCOPE OF WORK

TPMA was hired by SEMCA/GEM to create a “Regional Mobility Support Network design” that will support employers with their talent-related needs. The scope included developing an understanding of the mobility landscape in the GEM region and working with SEMCA, members of the GEM team, mobility employers, service providers, and others to determine the services employers need.

INTRODUCTION

This document outlines the internal GEM talent services referral processes to assist with the workforce and talent needs of the mobility industry in the Detroit region. The strategy outlines nine steps to improve the regional network of business- and talent-facing services to support the growth and development of new and existing talent in this transformed automotive industry.

The graphic below highlights the ten-step process. This document further defines each step and provides implementation recommendations for each.





I. PROCUREMENT

The procurement phase of the referral process is an ongoing stage that works to establish the organizations that make up the referral network itself. Requests for Information sent out to potential service providers establish key data regarding services offered, geography, pricing, and capacity. Once these metrics are established, an organization can be moved on to the Network Formal Agreement stage and ultimately become an official part of the referral network and be added to the asset map. Further along in the process, these will be the organizations with which employers are potentially matched.

IMPLEMENTATION RECOMMENDATIONS

- Create a Request for Information form for potential organizations to be included in the Referral Network that includes:
 - Vendor/Service Provider Name
 - Address of the Vendor/Service Provider
 - Geographic information for service provision
 - Vendor/Service Provider Point of Contact Information
 - Vendor/Service Provider Type(s) of Service



2. NETWORK FORMAL AGREEMENTS

Formal agreements (contracts) are beneficial because they minimize misunderstandings, outline obligations, increase operational efficiency, and solemnize collaboration. All vendors and service providers (regardless of whether they are “paid” or “unpaid” vendor/service providers) will sign a GEM AutoMobility Vendor/Service Provider Referral Agreement Form. The form will be informative to the Needs Assessment, Evaluation, Procurement, Service, and Maintenance steps in the Referral Process.

IMPLEMENTATION RECOMMENDATIONS

- Develop a standard Memorandum of Understanding agreement for organizations who wish to be a part of the referral network. The MOU should establish the following key aspects of potential service provision:
 - A description of any potential services the organization may provide to employers
 - An outline of capacity and time constraints on the part of the service provider, used to provide navigators with the information needed to assess if/how the provider can aid a potential client/ employer
 - Fees for Service (including funding that may be available to cover fees and “free” services)
- Create a Confidentiality Form (or include language in the Referral Network Agreement Form) that explicitly expresses business service representatives will not share vendor/service provider information that is not publicly available.



3. REFERRAL

In the service referral process for businesses within the mobility industry seeking talent-related services through the GEM (Global Epicenter Mobility) initiative, the step of “Referral” is initiated when a mobility-related need is identified internally or by a network partner. Once a business has been identified as facing a talent related challenge, they are referred to the GEM Talent Pillar, setting the stage for a streamlined and efficient talent related service delivery.

IMPLEMENTATION RECOMMENDATIONS

- Set clear partnership expectations: To build trust and promote collaboration between GEM and referral partners, it is important to ensure that expectations are clear from the start related to the referral process. These expectations may need to be documented in a partner MOU/agreement. Considerations should include:
 - What level of information needs shared back with the referral partner, outcome data, and process data.
 - Expectations related to hand-off process of business to GEM.
- Establish communication channels: Facilitate effective communication channels between the businesses, GEM Talent, and the referring partner. Ensure that there is a designated point of contact to streamline the referral process, addressing any queries promptly and maintaining transparency throughout.



4. OUTREACH

The Outreach phase in the service referral process should prioritize a seamless connection with employers by GEM staff. During this phase, the GEM team should take a proactive approach to ensure that the employer is not required to provide duplicative information or complete redundant processes as a result of the referral. This approach should include GEM staff being thoroughly briefed with information gathered in previous phases.

IMPLEMENTATION RECOMMENDATIONS

- **Partner Outreach:** For some businesses, their first interaction with the workforce system will be a partner other than GEM Talent Pillar. It will be important to develop a process whereby partners are active participants in the initial connection between GEM and referred employer. GEM will need to leverage the existing relationships of their partners to ensure that businesses do not get “lost” during the transition between partners.
- **Proactive Engagement Strategy:** Develop a consistent outreach strategy, leveraging various communication channels such as phone calls, emails, and virtual meetings to promptly connect with referred businesses. Initiate contact at key decision-making levels to ensure a comprehensive understanding of talent needs.



5. NEEDS ASSESSMENT

Once the referral has been made and outreach has been conducted, the GEM team will employ assessment tools to assess specific business needs, ensuring a comprehensive understanding of the talent challenges facing the business. Importantly, a focus should be placed on uncovering talent issues that historically excluded workers and HEC employers may face within the industry. This inclusive approach aims to address diversity and equity concerns, fostering an environment where all workers, regardless of background, can thrive and where businesses have a robust pipeline of skilled talent.

IMPLEMENTATION RECOMMENDATIONS

- Inclusive needs assessment framework: GEM will need to develop or choose an assessment framework that explicitly considers diversity and inclusion factors. Questions should be designed to identify and address talent challenges faced by historically excluded workers and businesses, ensuring a holistic understanding of the business' talent landscape. Additionally, the selected framework should align with the talent challenges identified by the workforce system as a part of the Design Sprint conducted by TPMA and summarized in Appendix A.
- Continuous monitoring and updating of asset map: The asset map of talent solution providers developed by TPMA depicts a moment in time within the workforce ecosystem. To ensure that the asset map continues to be a useful referral tool for current talent solution providers, the asset map will need to be monitored and updated regularly with service offerings and points of contact.



6. EVALUATION

With the goal of providing services that best match the needs of the employer, GEM will decide who can address the service(s) needed to fill the employer's talent gap(s). The employer-need dictates whether one vendor/service provider or a collaborative of vendors/service providers must be referred to the company. Vetting the vendors increases the probability of employer satisfaction and GEM's success in addressing the talent gap that was uncovered.

IMPLEMENTATION RECOMMENDATIONS

- Develop a GEM Go/No-Go Rubric to decide if GEM will render the needed services or if external vendors/service providers will be needed.
- Develop a Vetted Acknowledgement Form that:
 - Includes information about the vendor/service provider from open sources that addresses quality, competency, and recognition for services rendered in the past.
 - Acknowledges that the vendor/service provider can address the type of service needed, how much lead-time is required to work with the employer, and flexibility in when and how services are provided. The Referral Agreement Form will have some, but not all, of this information.



7. EMPLOYER MATCHING

The employer matching phase is activated when internal GEM resources are insufficient to meet the talent needs identified during the assessment phase. In this phase, the GEM team orchestrates the procurement of external services by processing the necessary documentation, developing a comprehensive scope of work, and establishing contractual agreements that will accompany the Master Service Agreement. Service providers considered in this phase include those who have established MOUs that establish them as an official part of the Referral Network.

IMPLEMENTATION RECOMMENDATIONS

- Establish clear matching protocols: Develop a detailed and transparent employer matching policy that outlines process for acquiring external services through GEM. This policy should be in line with both SEMCA procurement controls and grant requirements.
- Develop a contract with a service provider from Referral Network depending on the specific needs of the employer, scope of work, etc.
 - A standard addendum could be utilized that would include a hold harmless/disclaimer statement.
- Develop Documentation Process Template: Each project procured by the GEM initiative should include not only a detailed understanding of the project deliverables, timeline, and cost, but also the outcomes and reporting required by GEM to ensure that program expenditures demonstrated value.



8. SERVICE

This process is simply executing requested services needed by employers. The GEM team will provide needed services and collaborate with external vendors as needed.

IMPLEMENTATION RECOMMENDATIONS

- Use Launchpad, Asana, or other project management systems to track and manage scope tasks and service progression.
- Those coordinating GEM services should have primary knowledge of common employer needs and priorities. Additionally, these GEM team members should have the core industry knowledge to lead employer conversations on tools, resources, and the quality of GEM services.



9. DEPLOYMENT

The “deployment” process is specific to external vendors and complementary to the referral process. After the procurement and selection of external vendors, the GEM team will work with external vendors to ensure external services are deployed.

IMPLEMENTATION RECOMMENDATIONS

- Incorporate biweekly or regularly scheduled meetings with external vendors to ensure tasks are completed within the agreed timeline.
- Develop a closeout process to track the correlation between project outcomes and external services rendered and the effectiveness of each. Include external vendors’ ability to provide requested services.



10. MAINTENANCE

The maintenance process identifies how well the GEM team can collect and analyze outcomes of services, develop program metrics, and assess favorable outcomes of targeted services.






IMPLEMENTATION RECOMMENDATIONS





- Develop a closeout process to track the correlation between project outcomes and services rendered and the effectiveness of each to capture the overall engagement results. Also, determine if the employer is interested in or in need of additional services.
- Develop a follow-up process for employers to engage immediately after services are rendered. This process should consider the degree of intervention based on the urgency of services provided (immediate, short-term, medium-term, and long-term).
- Monitoring and reiteration of processes and what steps this process can improve, identifying delays or shortcomings in each step, and correcting those deficiencies.
- Once the GEM team solidifies the referral process, set metrics and key performance indicators for this program that align with SEMCA and EDA “Build Back Better” goals.

CONCLUSION

This report provides a referral process to assist with the workforce and talent needs of the AutoMobility industry in an 11-county footprint in Michigan's southeast region. The matrix below outlines the ten steps to support the growth and development of new and existing talent in this transformed automotive industry.

The matrix also serves as a quick reference to the recommendations offered in this document. The GEM team should consider using this as a process development tool by addressing the timelines and partners associated with each step in the process.

Referral Process Step	Implementation Recommendation	Timeline	Responsible Partner(s)
 1. PROCUREMENT	Create a Request for Information (RFI) template to distribute to potential service providers.		
 2. NETWORK FORMAL AGREEMENTS	Create Memorandum of Understanding (MOU) for network partners. Create a confidentiality form.		GEM/SEMCA
 3. REFERRAL	Set clear partnership expectations. Establish communication channels.		
 4. OUTREACH	Partner outreach and confirmation. Proactive engagement strategy.		
 5. NEEDS ASSESSMENT	Develop inclusive needs assessment framework. Continuously monitor and update the asset map.		

Referral Process Step	Implementation Recommendation	Timeline	Responsible Partner(s)
 6. EVALUATION	Develop a GEM Go/ No-Go Rubric. <hr/> Create vetted acknowledgment form.		
 7. EMPLOYER MATCHING	Establish clear procurement protocols. <hr/> Develop contract with service provider. <hr/> Develop documentation process template.		
 8. SERVICE	Track and manage tasks and service progression. <hr/> Provide common needs and industry knowledge training to staff.		GEM case managers and business service representatives
 9. DEPLOYMENT	Establish a consistent schedule for meeting with vendors/providers <hr/> Develop a closeout process (outcomes and vendor/provider effectiveness). <hr/> Develop closeout process (outcomes and additional services).		
 10. MAINTENANCE	Develop a follow-up process for service evaluation. <hr/> Monitor process (note improvement needs and provide corrective action).		

APPENDIX A: MOBILITY PARTNER NETWORK DESIGN SPRINT SUMMARY

INTRODUCTION

SEMCA/GEM

SEMCA is a co-recipient of a Build Back Better Regional Challenge (BBBRC) grant from the U.S. Economic Development Administration (EDA) for the Global Epicenter of Mobility (GEM) Initiative. Leading a coalition of eleven organizations in Southeast Michigan, SEMCA will focus on talent transformation, looking to meet the current and emerging workforce needs of employers in the 11-county regional mobility industry through an inclusive and equitable lens.

The region is home to the global headquarters of Ford and General Motors, the North American headquarters of Stellantis, and numerous suppliers that are in the process of transitioning production to next generation electric, autonomous, and fully connected vehicles. Workforce organizations and training providers regularly work with industry employers, but coordination of system resources remains a challenge. Employers are approached by multiple organizations and struggle to access and connect to resources to support talent attraction and workforce development.

With the evolution of the industry and challenges connecting with jobseekers in historically excluded communities, GEM provides an opportunity to design a more effective network to link employers with existing resources and offer additional support to the industry through customized employer consulting services.

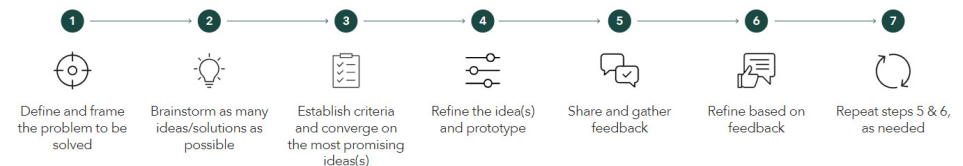
PROJECT SCOPE

TPMA is tasked with creating a Regional Mobility Support Network design that will support employers with their talent-related needs. This will be accomplished by developing an understanding of the mobility landscape in the GEM region and working with SEMCA, members of the GEM team, mobility employers, service providers, and others to determine the services needed by employers. This design will include the workflow of the processes for selecting vendors that will be a part of this support network and how mobility employers can access these services along with a plan to implement this design.

DEFINING 'DESIGN SPRINT'

A Design Sprint is a proven step-by-step process that TPMA utilizes that allows leaders and stakeholders to validate new ideas and solve critical organizational challenges quickly. This process is ideal for aligning teams and gaining speed, momentum, and direction for sustainable transformation.

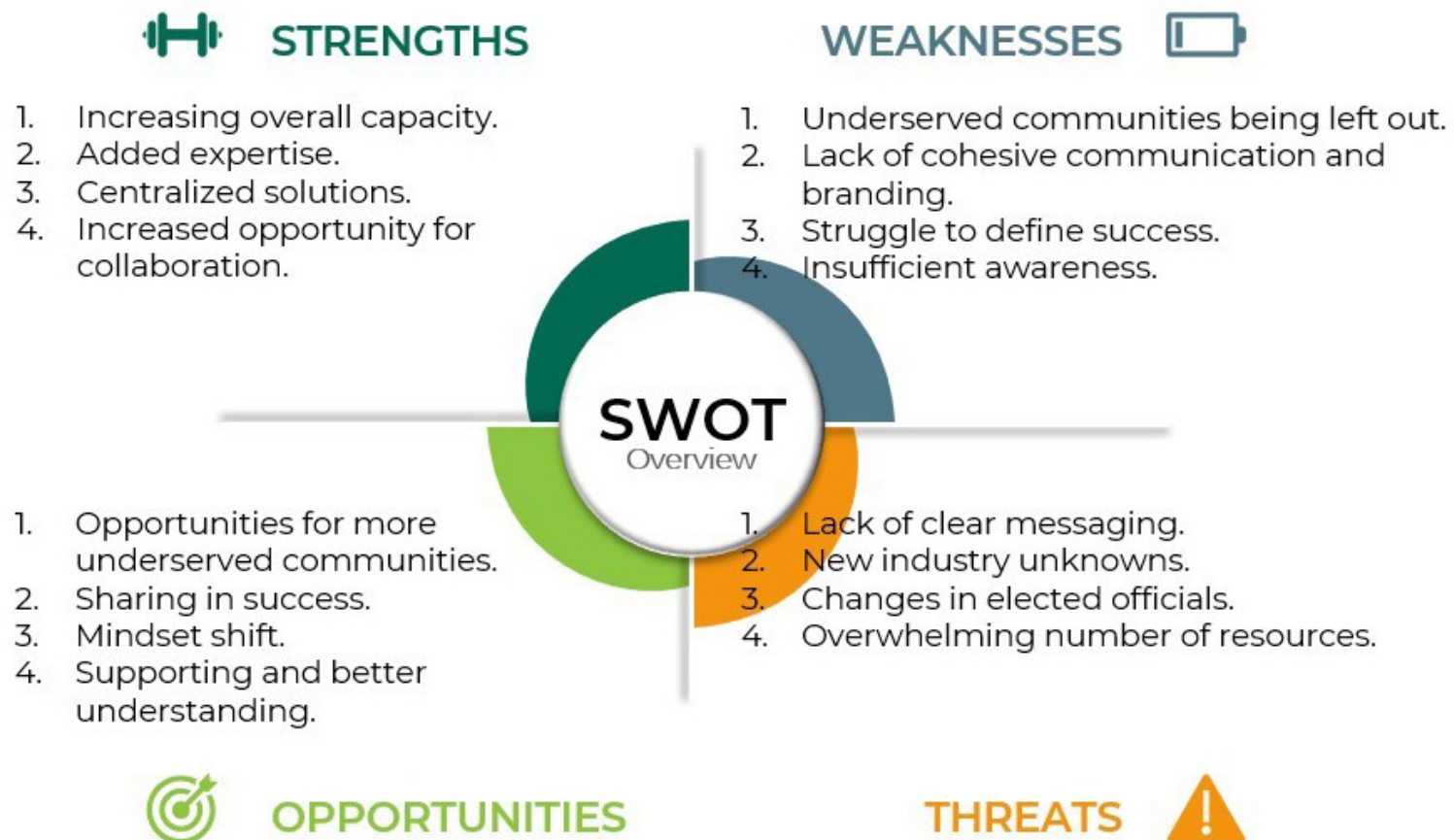
Design Sprint Process



REVIEW OF SWOT

Prior to the design sprint, participants were asked to participate in focus groups. Participants were placed in one of four groups depending on their specialty of work within the network of Gem partners. The categories of the focus groups were Education, Employer, Michigan Works!, and Vendors.

Each group was asked a specific set of questions depending on the group. However, each focus group was tasked with identifying the Strengths, Weaknesses, Opportunities, and Threats of the partner network within the mobility industry. The SWOT below was presented to design sprint participants to discuss results among their breakout groups.



IDENTIFIED EMPLOYER CHALLENGES

First, participants were individually tasked to brainstorm as many employer talent challenges as possible. Then, as a breakout group, participants were to collectively determine the top employer challenges to address during the design sprint, based on their collection of employer talent challenges. After the activity, each breakout group called out their identified top challenges. Participants were then asked to participate in a gallery walk to review all six breakout groups identified challenges and place colored dots beside the challenges they wanted to address as a group during the design sprint.

TOP CHALLENGES IDENTIFIED INCLUDE:

- Training for technical skills.
- Finding qualified talent.
- Retaining talent.
- Barriers to employment.
- Upskilling/reskilling current employee.
- Lack of understanding for talent of EV industry.
- Navigating/accessing talent resources for employers.
- Industry Attraction.
- Competitive Wages.
- Finding trained and experienced talent.
- Silver tsunami.
- Immigration policy to retaining workers.
- Lack of talent.
- Lack of funding for upskilling.
- Wages.
- Employer talent pipeline.
- Training.

****Note the detailed Employer Challenges & Themes by Group is in Appendix II.**

PRIORITIZED EMPLOYER CHALLENGE THEMES

TPMA facilitators reviewed challenges with the most colored dots and compiled a list of the top six challenges participants wanted to address during the design sprint.

The top six employer challenges participants chose were:

BARRIERS TO EMPLOYMENT

Securing employment is a multifaceted challenge for many workers, with numerous barriers that extend beyond the job search itself. Housing instability or unaffordability is a significant obstacle, as a stable and safe living situation is crucial for consistent employment. Transportation can be a hurdle, particularly in areas with limited public transit or when job locations are not easily accessible. Reliable transportation is essential for regular attendance and punctuality. Additionally, access to affordable childcare is often a critical concern, as many job seekers, especially parents, struggle to find suitable and affordable care options for their children while they work. These barriers compound the challenges faced by job seekers, affecting not only their ability to secure employment but also their long-term job retention and career advancement prospects. Addressing these barriers often requires comprehensive societal support systems, policies, and employer initiatives to create a more inclusive and equitable job market.

SKILLING UP WORKFORCE

Finding a skilled workforce presents a significant challenge for employers due to a variety of factors. Rapid technological advancements and evolving industries continually shift the skills and qualifications required for jobs, making it essential for employers to keep up with these changing demands. Additionally, there is often a gap between the skills job seekers possess and the specific skill sets that employers need. This gap may be due to inadequacies in the education and training systems or a lack of readily available talent with the desired qualifications. Competition for highly skilled professionals is fierce, with multiple organizations vying for the same talent pool.



IMPROVING JOB QUALITY

Improving the quality of job opportunities is crucial for employers, especially in a tight labor market, for several compelling reasons. First and foremost, high-quality job offerings attract top talent. In a competitive labor market, where skilled professionals have multiple employment options, candidates are more likely to choose employers who offer better compensation, benefits, and work-life balance. Additionally, improving job quality is essential for retaining high-quality talent. In a tight labor market, retaining top performers is just as challenging as attracting them.

TALENT SOURCING & ATTRACTION

Talent sourcing and attraction present significant challenges for employers for several reasons. The labor market is highly competitive, with a limited pool of skilled workers. Employers often find themselves vying for the same talent, making it difficult to stand out and attract the best candidates locally, regionally, and nationally. Additionally, the methods of talent sourcing and attraction have evolved significantly with the rise of digital platforms and social media. Navigating this complex landscape requires a deep understanding of the most effective recruitment channels. Identifying the right candidates can be challenging. Job descriptions must be precise, and employers must have a clear understanding of the skills and qualities they seek in candidates. A mismatch between job requirements and applicant qualifications can lead to inefficient hiring processes and, in some cases, high turnover.

Employers also face challenges related to diversity and inclusion. Attracting a diverse workforce and fostering an inclusive environment requires a strategic effort.

DIVERSE, INCLUSIVE, AND ACCESSIBLE WORKPLACES (CULTURE)

To ensure a robust pipeline of skilled talent, employers must create diverse, inclusive, and accessible workplaces. It necessitates a cultural shift that may face resistance from individuals comfortable with the status quo. Despite these difficulties, creating a diverse, inclusive, and accessible workplace is crucial for reaping the benefits of improved employee satisfaction, increased innovation, broader talent acquisition, and a strengthened corporate reputation. Successful employers can gain a competitive edge and cultivate a vibrant, dynamic, and equitable work environment.

TELLING OUR STORY

In the auto and mobility space, it's vital for employers to tell the story of the high-quality jobs and opportunities they offer for several reasons. The industry is undergoing rapid transformation, with advances in technology and sustainability. By showcasing the industry's evolving nature and the diverse career paths it offers, employers can attract top talent looking for dynamic and forward-thinking workplaces. Moreover, as competition for skilled professionals intensifies, effectively communicating the industry's job prospects and career development opportunities can help employers stand out and draw in the most talented candidates. Highlighting the quality of jobs and the potential for growth can also enhance employee retention, as it motivates current employees to pursue long-term careers in the industry. Additionally, sharing these stories can help dispel outdated stereotypes about auto and mobility jobs and promote a more positive and appealing image of the industry.

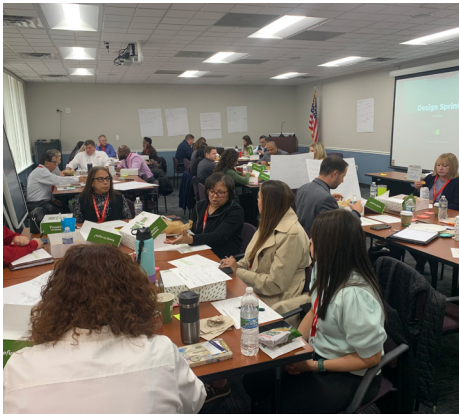
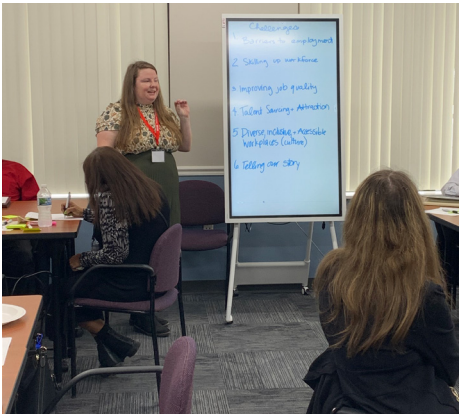


PRIORITIZED EMPLOYER SOLUTIONS

The six identified challenges were divided by the number of breakout groups. The first three breakout groups addressed the first three challenges (Barriers to Employment, Skilling Up Workforce, and Improving Job Quality) and the last three breakout groups addressed the last three challenges (Talent Sourcing & Attraction, Diverse, Inclusive, and Accessible Workplaces (Culture), and Telling Our Story).

First, participants independently brainstormed solutions to assigned challenges. Afterwards, the breakout groups prioritized solutions to the assigned challenges (see Appendix IV, A for distributed handout).

Lastly, participants were then asked to participate in a gallery walk to review all six breakout groups identified solutions and place colored dots beside solutions they wanted to explore as a group during the design sprint. TPMA facilitators reviewed solutions with the most colored dots and compiled a list of the prioritized solutions participants wanted to address during the design sprint. Results are listed in the table below.



Challenge Theme Prioritized Solutions

- | | |
|---------------------------|--|
| BARRIERS TO
EMPLOYMENT | <ul style="list-style-type: none"> • Skilled-based entry level requirements. • Joint childcare options. • Transportation options. • Flexible scheduling. |
|---------------------------|--|

-
- | | |
|--------------------------|---|
| SKILLING UP
WORKFORCE | <ul style="list-style-type: none"> • Experiential learning/credit. • Training for frontline supervisors (especially with “new” workforce). • Reducing barriers to training. • Universal on the job training (internal). |
|--------------------------|---|

-
- | | |
|--------------------------|---|
| IMPROVING JOB
QUALITY | <ul style="list-style-type: none"> • Create a clean, safe work environment. • Employer incentives for improving job quality. • Belong boarding. • Bridge programs for employees who are upskilling and need funding, benefits, etc. |
|--------------------------|---|

Challenge Theme Prioritized Solutions

- | | |
|---------------------------------|--|
| TALENT SOURCING
& ATTRACTION | <ul style="list-style-type: none"> • Language barrier solutions. • Transportation solutions. • Open employers for tours. • Remove employment barriers for hiring. • Improve job postings. |
|---------------------------------|--|

-
- | | |
|---|---|
| DIVERSE,
INCLUSIVE, AND
ACCESSIBLE
WORKPLACES
(CULTURE) | <ul style="list-style-type: none"> • Provide employers with services to build anti-racist culture. • Frontline manager training. • Mentorship programs. • Build menu of DEI resources. • Flexible schedules. |
|---|---|

-
- | | |
|----------------------|---|
| TELLING OUR
STORY | <ul style="list-style-type: none"> • Engage K-12 and parents. • Community engagement and outreach for employers. • Help employers tell their success stories. • Regional social media campaign. |
|----------------------|---|

***Note all identified solutions is in Appendix III.*

CHALLENGES & SOLUTIONS MATRIX

The six challenges were divided by the number of breakout groups. The first breakout group was tasked with the first challenge and solutions matrix, the second breakout group was tasked with the second challenge and solutions matrix, and so on.

Breakout groups identified champions, needed resources, and potential timelines associated with desired solutions related to the assigned challenges. Below are the results of the exercise. (See Appendix IV, B for distributed handout).

CHALLENGE THEME 1: BARRIERS TO EMPLOYMENT

	Champion(s): Who can deliver solutions?	Resources Needed	Timeline (Short, mid, or long)
SOLUTION 1: SKILLED-BASED ENTRY LEVEL REQUIREMENTS.	<ul style="list-style-type: none"> Staffing agencies MI Works! Employers BRES Funding DOL EVJA Diversnote Mobility (DNM) 	<ul style="list-style-type: none"> Opportunity to apply for grants Employer voice Training provider voice Collaboration 	Current; Short
SOLUTION 2: JOINT CHILDCARE OPTIONS.	<ul style="list-style-type: none"> “Tri-share” program/grant Employers, government, childcare programs 	<ul style="list-style-type: none"> Employee awareness Employers to offer Funding 	Mid to long
SOLUTION 3: TRANSPORTATION OPTIONS.	<ul style="list-style-type: none"> Bus system Enterprise, ride share 	<ul style="list-style-type: none"> Funding Employee awareness 	Short
SOLUTION 4: FLEXIBLE SCHEDULING.	<ul style="list-style-type: none"> Employers Consulting support 	<ul style="list-style-type: none"> Revamped shifts 	Short to mid

CHALLENGE THEME 2: SKILLING UP WORKFORCE

	Champion(s): Who can deliver solutions?	Resources Needed	Timeline (Short, mid, or long)
SOLUTION 1: EXPERIENTIAL LEARNING/CREDIT.	<ul style="list-style-type: none"> • Employers • Higher Ed institutions 	<ul style="list-style-type: none"> • Training/understanding by employers • Incentives for employers • Simple process 	Currently exists
SOLUTION 2: TRAINING FOR FRONTLINE SUPERVISORS (ESPECIALLY WITH “NEW” WORKFORCE).	<ul style="list-style-type: none"> • MMTC • Vendors • CCS/Post secondary 	<ul style="list-style-type: none"> • Awareness • Funding 	Short to mid
SOLUTION 3: REDUCING BARRIERS TO TRAINING.	<ul style="list-style-type: none"> • MWAs • EAPs 	<ul style="list-style-type: none"> • Marketing funding • Awareness • Funding for support 	Long
SOLUTION 4: UNIVERSAL ON THE JOB TRAINING (INTERNAL).	<ul style="list-style-type: none"> • Economic Development partners • MWAs 	<ul style="list-style-type: none"> • Funding • Awareness 	Long

CHALLENGE THEME 3: IMPROVING JOB QUALITY

Champion(s): Who can deliver solutions?

Resources Needed

Timeline (Short, mid, or long)

SOLUTION 1: CREATE A CLEAN, SAFE WORK ENVIRONMENT.

- Employer
- ERP

- Funding
- Staff
- DRP

Short

SOLUTION 2: EMPLOYER INCENTIVES FOR IMPROVING JOB QUALITY.

- Workforce partners
- HR
- Providers

- Funding

Short

SOLUTION 3: BELONG BOARDING.

- HR
- ERP
- Culture
- Industry experience

- HR investment
- Robust change of culture

Long

SOLUTION 4: BRIDGE PROGRAMS FOR EMPLOYEES WHO ARE UPSKILLING AND NEED FUNDING, BENEFITS, ETC.

- Best practices
- Community/stakeholders
- ERP
- HR

- Safe space
- Funding
- Partnerships

Current



 CHALLENGE THEME 4: TALENT SOURCING & ATTRACTION

	Champion(s): Who can deliver solutions?	Resources Needed	Timeline (Short, mid, or long)
SOLUTION 1: LANGUAGE BARRIER SOLUTIONS.	<ul style="list-style-type: none">• Student groups• AI• HR	<ul style="list-style-type: none">• Chat GPT	
SOLUTION 2: TRANSPORTATION SOLUTIONS.	<ul style="list-style-type: none">• Benefits consultant	<ul style="list-style-type: none">• Benefit funding	
SOLUTION 3: OPEN EMPLOYERS FOR TOURS.			
SOLUTION 4: REMOVE EMPLOYMENT BARRIERS FOR HIRING.	<ul style="list-style-type: none">• HR Collaborative/OPS		
SOLUTION 5: IMPROVE JOB POSTINGS.	<ul style="list-style-type: none">• HR		

CHALLENGE THEME 5: DIVERSE, INCLUSIVE, AND ACCESSIBLE WORKPLACES (CULTURE)

	Champion(s): Who can deliver solutions?	Resources Needed	Timeline (Short, mid, or long)
SOLUTION 1: PROVIDE EMPLOYERS WITH SERVICES TO BUILD ANTI-RACIST CULTURE.	<ul style="list-style-type: none"> • SHRUM • Unions • NEU (Ann Arbor) • MEDC 	<ul style="list-style-type: none"> • NEU • Various training providers • Framework for training 	Mid
SOLUTION 2: FRONTLINE MANAGER TRAINING.	<ul style="list-style-type: none"> • CEO/Board • MEDC • Employees Union • Chamber • This network 	<ul style="list-style-type: none"> • Planning and strategy • Same as above 	
SOLUTION 3: MENTORSHIP PROGRAMS.	<ul style="list-style-type: none"> • Volunteering (company employees) • Target affinity groups 	<ul style="list-style-type: none"> • Time/space • Resource bank • Company knowledge 	Unknown
SOLUTION 4: BUILD MENU OF DEI RESOURCES.	<ul style="list-style-type: none"> • State-level (MEDC) 	<ul style="list-style-type: none"> • Language • Communication 	
SOLUTION 5: FLEXIBLE SCHEDULES.	<ul style="list-style-type: none"> • Employers 	<ul style="list-style-type: none"> • Buy-in from business leadership 	Short

CHALLENGE THEME 6: TELLING OUR STORY

	Champion(s): Who can deliver solutions?	Resources Needed	Timeline (Short, mid, or long)
SOLUTION 1: ENGAGE K-12 AND PARENTS.	<ul style="list-style-type: none"> • School districts/ISDs • Youth programs • MI Works! • Carrer Centers • Post-secondary providers • MWAs 	<ul style="list-style-type: none"> • Funding • Engaged employers • Staffing availability 	Mid to long
SOLUTION 2: COMMUNITY ENGAGEMENT AND OUTREACH FOR EMPLOYERS.	<ul style="list-style-type: none"> • Communication experts • GenZ • HR • Chambers • Rotary Clubs 	<ul style="list-style-type: none"> • Social media skills • Creative ideas 	Short
SOLUTION 3: HELP EMPLOYERS TELL THEIR SUCCESS STORIES	<ul style="list-style-type: none"> • GEM • DRP • MI; MI Works! 	<ul style="list-style-type: none"> • Funding • Social media outlets 	Mid
SOLUTION 4: REGIONAL SOCIAL MEDIA CAMPAIGN.	<ul style="list-style-type: none"> • Employers • GEM • Chambers 	<ul style="list-style-type: none"> • GEM Funding • Capacity/interest 	Short to mid

APPENDICES

APPENDIX I: LIST OF DESIGN SPRINT ATTENDEES

Name of Attendee	Company
Amy Cell	AMY CELL TALENT
Ben Cruz	MACOMB COMM COLLEGE
Colin Miller	MSC MICHIGAN WORKS
Danielle Bachman	OAKLAND COUNTY MWA
David Robb	EXPRESS PROS
Dereck Ochodnicki	VERYABLE
Diahann L Moore	BRIDGEWATER INTERIORS
Eric Thomas	SAGA MARKETING
George Singos	MMTC
Gracie Xavier	GLOBAL DETROIT
Jamie Knoertzer	HR COLLABORATIVE
Janelle Arbuckle-Micheal	U OF M EGI
Julie Reilly	SE MWA
Ken Miller	EDSI
Ken Nichols	HFCC

Name of Attendee	Company
Kristyn Nichelson	MWA SE
Laurie Huber	WIN EVJA
Monique Sesi	DETROIT REGIONAL PARTNERSHIP
Nathan Leaman	FRONTLINE /EXPRESS
Rose Wilson	N POWER
Shruti Shah	LHP ENGINEERING SOLUTIONS
Tekisha Lee	DIVERSE NOTE
Greg Harris	GAA
Derrick Beeler	DUNAMIS ENERGY
Margie Martin	SER METRO DETROIT
Susan Malone	DCC
Sarah Gregory	DRP
Ryan Landau	PURPOSE JOBS
Dave Nelson	MMTC
Cheryl Sanford	EVITP

APPENDIX II: EMPLOYER CHALLENGES & THEMES BY GROUP

GROUP NUMBER 1

Challenges Identified

Additional Notes

TRAINING FOR TECHNICAL SKILLS*

- Apprentice
- New technical skills
- On the job training

FINDING QUALIFIED TALENT*

- Long-term demographic trends
- Aging workforce
- Returning citizens/Justice Involved

RETAINING TALENT*

- Upskill opportunity
- Layoffs
- Leadership Development
- Succession Planning

CHANGE MANAGEMENT

- AI
- Adapting talent needs

COMPETITION

- Geographic
- Other tech industries

RISING COSTS

- Wages & benefits

***Note the challenges marked with an asterisk were identified as priorities from the gallery walk exercise.*

GROUP NUMBER 2

Challenges Identified

Additional Notes

BARRIERS TO EMPLOYMENT*

- Gaps in resume
- Lack of skills needed for high paying job
- Background checks
- Childcare

UNDERSTANDING THEIR OWN LABOR NEEDS/SKILL SETS

EMPLOYERS PROVIDING WELCOMING ENVIRONMENT FOR DIVERSE WORKERS

UPSKILLING/RESKILLING CURRENT EMPLOYEES*

LACK OF UNDERSTANDING FOR TALENT OF EV INDUSTRY*

NAVIGATING/ACCESSING TALENT RESOURCES FOR EMPLOYERS*

AFFORDING TALENT

***Note the challenges marked with an asterisk were identified as priorities from the gallery walk exercise.*

GROUP NUMBER 3

Challenges Identified

EMPLOYER TALENT PIPELINE*

Additional Notes

- Formal education
- Awareness
- Threats (strikes)
- Retention

TRAINING DELIVERY

- Upskill
- New talent
- Modular and flexible

GROUP NUMBER 4

Challenges Identified

TRAINING*

Additional Notes

- Costs
- Interest
- Process, Timeline

CAREER PATHWAYS

- Progression, Ladders
- Assessment

INDUSTRY ATTRACTION*

- Reputation
- “When I grow up”

COMPETITIVE WAGES*

- VS other industries (Amazon, MCDS, UPS)

***Note the challenges marked with an asterisk were identified as priorities from the gallery walk exercise.*

GROUP NUMBER 5

Challenges Identified

Additional Notes

FINDING TRAINED AND EXPERIENCED TALENT*

- Cost of training and resources spent developing

RETAINING SKILLED WORKERS WITH COMPETITIVE PAYRATES

- Retaining workers for today's economy
- Cost effective solutions to upgrading companies existing equipment

SILVER TSUNAMI*

- Generational differences (attitudes, work ethic)

IMMIGRATION POLICY TO RETAINING WORKERS*

- Relocation, getting folks to transfer locations to meet work needs.

***Note the challenges marked with an asterisk were identified as priorities from the gallery walk exercise.*

GROUP NUMBER 6

Challenges Identified

Additional Notes

LACK OF TALENT*

- Attraction/migration

BARRIERS

- Childcare, transportation, low-income housing

SKILL DEFICITS

LACK OF FUNDING FOR UPSKILLING*

- (GPTF)
- Flexible funding
- Government oversight

LACK OF CAPACITY TO UPSKILL

DEI

NOT ADDRESSING FUTURE JOB NEEDS

- Training, not integrating with current efforts

DIFFERENCES IN GENERATIONAL MINDSETS

WAGES*

- Raising labor costs (unions)
- Market not aligned with competitive wages
- Small businesses can't pay higher wages

***Note the challenges marked with an asterisk were identified as priorities from the gallery walk exercise.*

APPENDIX III: ALL IDENTIFIED CHALLENGE SOLUTIONS

CHALLENGE THEME 1: BARRIERS TO EMPLOYMENT

IDENTIFIED SOLUTIONS

- Exposure to career programs
- Skilled based entry level requirements*
- Awareness and storytelling
- Low cost alternative to barrier [unidentifiable word]
- ALICE population funding and supportive services
- Community awareness of support
- Eliminating employment requirement that could create barriers
- Skills first hiring
- Transportation options*
- Joint childcare options*
- Flexible scheduling*

***Note the challenges marked with an asterisk were identified as priorities from the gallery walk exercise.*

CHALLENGE THEME 2: SKILLING UP WORKFORCE

IDENTIFIED SOLUTIONS

- Expand [unidentifiable word]
- Experiential credit/learning*
- Transfer knowledge
- Lifelong learning culture
- Statewide marketing program
- Internal [unidentifiable word]
- Reducing barriers to training*
- Tapping into current programs
- Universal on the job training (internal)*
- Accredited training opportunities
- Early career prep
- Training frontline supervisors (with “new” workforce)*

***Note the challenges marked with an asterisk were identified as priorities from the gallery walk exercise.*

CHALLENGE THEME 3: IMPROVING JOB QUALITY

IDENTIFIED SOLUTIONS

- Begin [unidentifiable word]
- Establish strategy and actions
- Workplace equality
- Incentives for workforce*
- Incentives for employers*
- Training opportunities
- Identify what employers need
- Higher wages
- DEI Trainings
- At work childcare
- Safe environment at work (cleanliness as an attraction strategy)*
- Belong boarding*

***Note the challenges marked with an asterisk were identified as priorities from the gallery walk exercise.*

CHALLENGE THEME 4: TALENT SOURCING & ATTRACTION

IDENTIFIED SOLUTIONS

- Audit brand as employers and state
- Workforce solutions outside tradition
- Removing employment barriers (ATS)*
- Job postings-salary ranges
- Face-to-face interactions-job seekers*
- Addressing language and transportation barriers*
- Higher wages and benefits
- Reimagining EV/Mobility
- More support for small businesses

***Note the challenges marked with an asterisk were identified as priorities from the gallery walk exercise.*

CHALLENGE THEME 5: DIVERSE, INCLUSIVE, AND ACCESSIBLE WORKPLACES (CULTURE)

IDENTIFIED SOLUTIONS

- Actionable steps*
- Removing intentional and unintentional barriers (questioning, steamrolling barriers)
- Matching mentorship/internships*
- Meeting learners where they're at (out-of-the-box learning; ARGs)
- Success stories*
- Language tutoring
- Management training*
- DEI Resources for employers*
- Flexible hiring requirements
- Intentional outreach

***Note the challenges marked with an asterisk were identified as priorities from the gallery walk exercise.*

CHALLENGE THEME 6: TELLING OUR STORY

IDENTIFIED SOLUTIONS

- EV/Mobility Ambassadors
- Replicate My Career Quest
- Employee impact stories*
- Success stories
- Social media campaign*
- Networking
- Looking outside of Michigan
- Engage K-12 and parents*
- Community engagement for employers*
- Stakeholder engagement

***Note the challenges marked with an asterisk were identified as priorities from the gallery walk exercise.*





APPENDIX IV: DISTRIBUTED HANDOUTS

A. SOLUTIONS AND STRATEGIES MATRIX (PRIORITIZED EMPLOYER SOLUTIONS)

The matrix was distributed to participants to work collaboratively to develop solutions for assigned challenges.

Solutions + Strategies

Challenge

Write the challenge you are solving for in the space below.

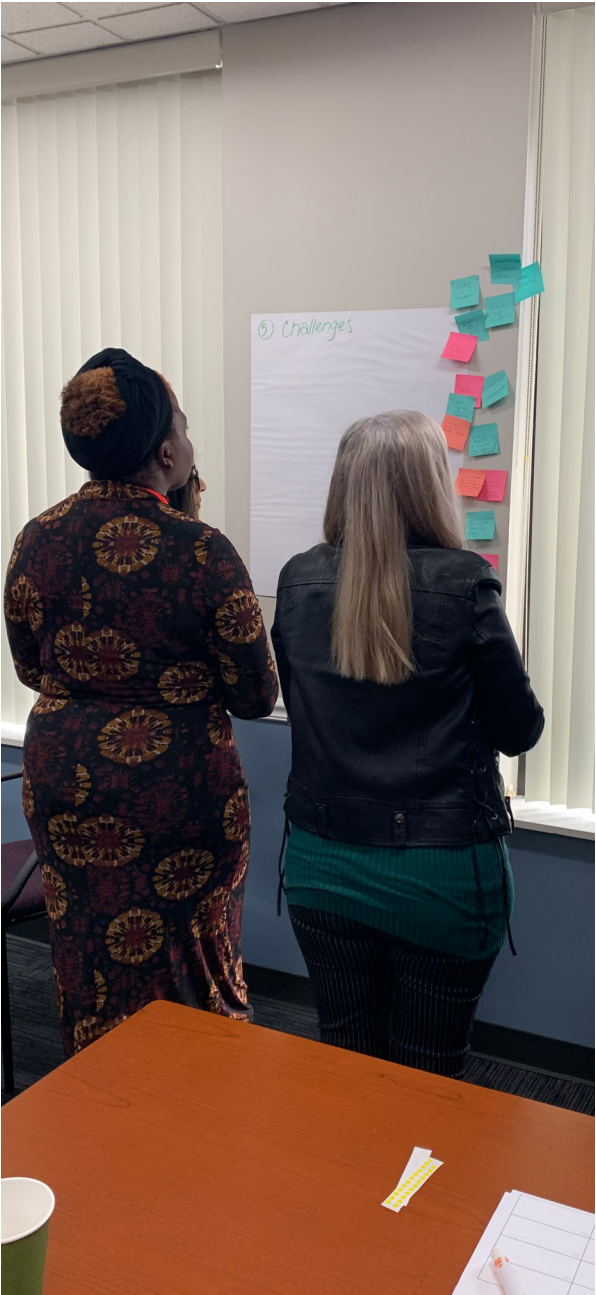
Challenge

Write the challenge you are solving for in the space below.

Challenge

Write the challenge you are solving for in the space below.

01	01	01
02	02	02
03	03	03
04	04	04





B. TALENT CHALLENGES AND SOLUTIONS MATRIX (IDENTIFIED MOBILITY TALENT CHALLENGES & SOLUTIONS)

The matrix was distributed to participants to work collaboratively to determine champions, needed resources, and timeline for proposed solutions to assigned challenge.



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Talent Challenges + Solutions Matrix

Talent Challenge:			
	Champion(s) Who can deliver solution?	Resources Needed	Timeline Short, mid, or long
Solution 1:			
Solution 2:			
Solution 3:			
Solution 4:			
Solution 5:			



APPENDIX V: ADDITIONAL RESOURCES

Link to pictures from the session and the PowerPoint Slide Deck



[CLICK HERE TO ACCESS](#)





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