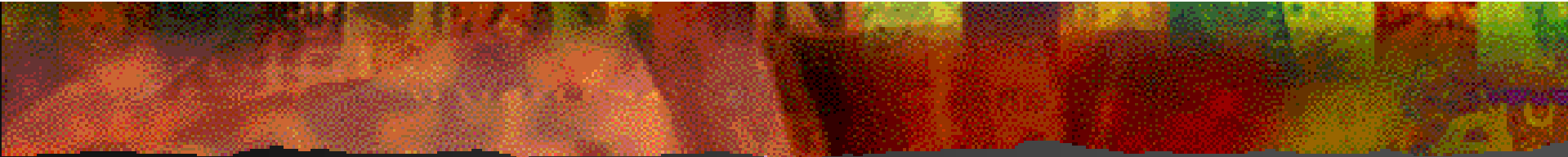




Sector Strategies, Career Ladders, and Engaging Employers as Partners

SBCTC Career Pathways Institute
June 18,2007



If a Career Ladder is the
Answer, What is the Question?

Whose answers matter most?



Career Ladder/Career Lattice Models

- Create opportunities for wage and position advancement for entry-level workers
 - Ladder “rungs” build on core skills sets, competencies, or responsibilities.
 - Provide support for individuals to remove barriers to progress
 - Provides guidance for individuals about career potential and possibilities
 - Facilitates entry into and success in career track
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When is a Career Ladder/Lattice Model the Best Strategy?

- When it responds to specific business problems, as well as worker problems:
 - Retention/Turnover
 - Workplace Morale
 - When Worker Continuity = High Performance
 - Succession planning
 - Job skills are built over time with experience
- **When It Ties to Business Vision!**

Business Vision

- Where does the employer organization expect to be five years from now?
 - Why? (market implications, technological advancements, etc.?)
 - How is it different from where they are now as a business?
 - What role does the workforce play in achieving the business vision?
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Business Impact Measurement and Employer Negotiations

Getting to MOA



Business Impact: What Is It?

- BI influences business operations in one or more of these general areas:
 - Quality/Customer Satisfaction (service or product)
 - Productivity/Efficiency
 - Cost or Rates of Rework or Errors
 - Competitive Stature/Market Share
 - Cost of Doing Business
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Why Do We Care About Measuring Business Impact?

- Employers care about BI and we want them to be *actively engaged* (for duration).
- Employers contribute to/*co-invest* in workforce development interventions *in more substantial ways*.
- Employers will *hire/retain/promote* participants who complete employer-developed programs.
- Employers *stay engaged* longer if they can see business benefit, and are more likely to call us in the future.

When Used Effectively Business Impact Creates

Shared Language!!!

Partnership – Partnership – Partnership

Win – Win – Win

Shared Goals/Logic Model

Clear and measurable indicators of success

Continuous Quality Improvement (CQI) process in
place

Roles and responsibilities clear

Solid (no holes) MOA

Business Impact vs. Return on Investment (ROI)

- BI measures the direct results of an intervention
- ROI measures the benefit of that intervention relative to cost of investment (BI has to come first)
- BI can be an immediate or near-term measure
- ROI is often (or should be) measured over time
- If a true calculation, ROI rarely shows positive for early rounds of workforce development initiatives

Do employers ever make “moral” or emotional investments in their workers?

How Do We Recognize It?

- How has business or employer viability changed as a result of the intervention?
 - What specifically has changed and *by how much?* *Find interim measures!!!*
 - How do we know that it has changed as a result of the intervention? In comparison to what?
 - Do employers want to continue to invest? Do they want to do more? Why or why not?
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Business Impact and the Workforce Development Professional

- *Not a BI expert or researcher!!*
 - Facilitator of dialogue – ask the right questions
 - Investigator – dig beneath the surface
 - Sorting out presenting problems vs. root causes
 - “Bag of tricks” - Range of possible interventions
 - Use/leverage resources creatively
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The Best Measures Enhance Program Design & Synchronize Program and Business Needs

Examples

Program Measures:

Job Placement
Wage gain
Promotion
6-month Job Retention
Skills Learned
Credentials Received

BI Measures:

Error Rates
Workforce Stability
Cost of Rework
Quality Specifications
Productivity Level
Customer Satisfaction

Retention!

- What does retention really mean? Some examples:
 - Improved customer satisfaction
 - Quicker change-over for new job orders
 - Technological improvements to process
 - Loyalty and a better work attitude
 - Adequate pool of qualified promotional candidates
 - Lower temp/recruitment costs
 - Higher productivity
 - Fewer safety violations
 - Are employers retaining the “right” employees?
 - What does “right” mean?
 - Why do the “right” ones leave and the “wrong” ones stay?
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EXTENDED CARE CAREER LADDER INITIATIVE (ECCLI) ADVISORY COMMITTEE

- Alzheimers Association
- Boston Workforce Development Coalition
- Commonwealth Corporation
- Department of Education
- Department of Workforce Development
- Department of Public Health
- Department of Transitional Assistance
- Executive Office of Elder Affairs
- Home and Health Care Association
- Massachusetts AFL-CIO
- Mass Aging
- Massachusetts Council for Home Care Aides
- Massachusetts Executive Office of Community Colleges
- Massachusetts Extended Care Federation
- Massachusetts Workforce Board Association

The LTC Industry In Transition:

Challenge ▶ Opportunity ▶ Adventure

- From medical/institutional care model to individualized care model.
- From third party payer driven to patient-directed.
- From regulatory “gotcha” systems to transparent systems.
- From direct care worker as foot soldier to direct care worker as patient advocate.

ECCLI's Goal Framework

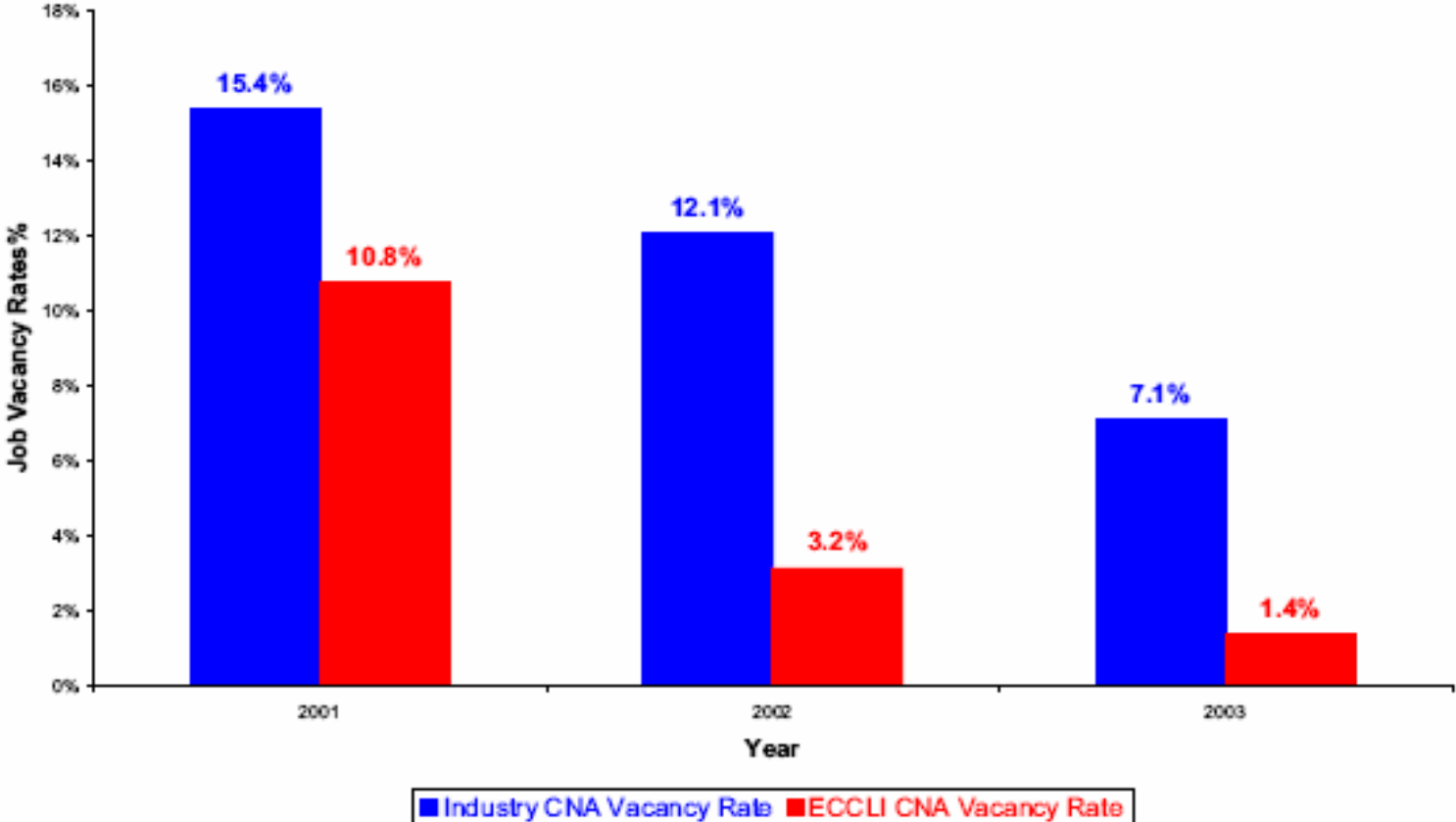
Create a culture of retention

- Improve the quality of patient care
 - Improve the quality of work life of direct care employees
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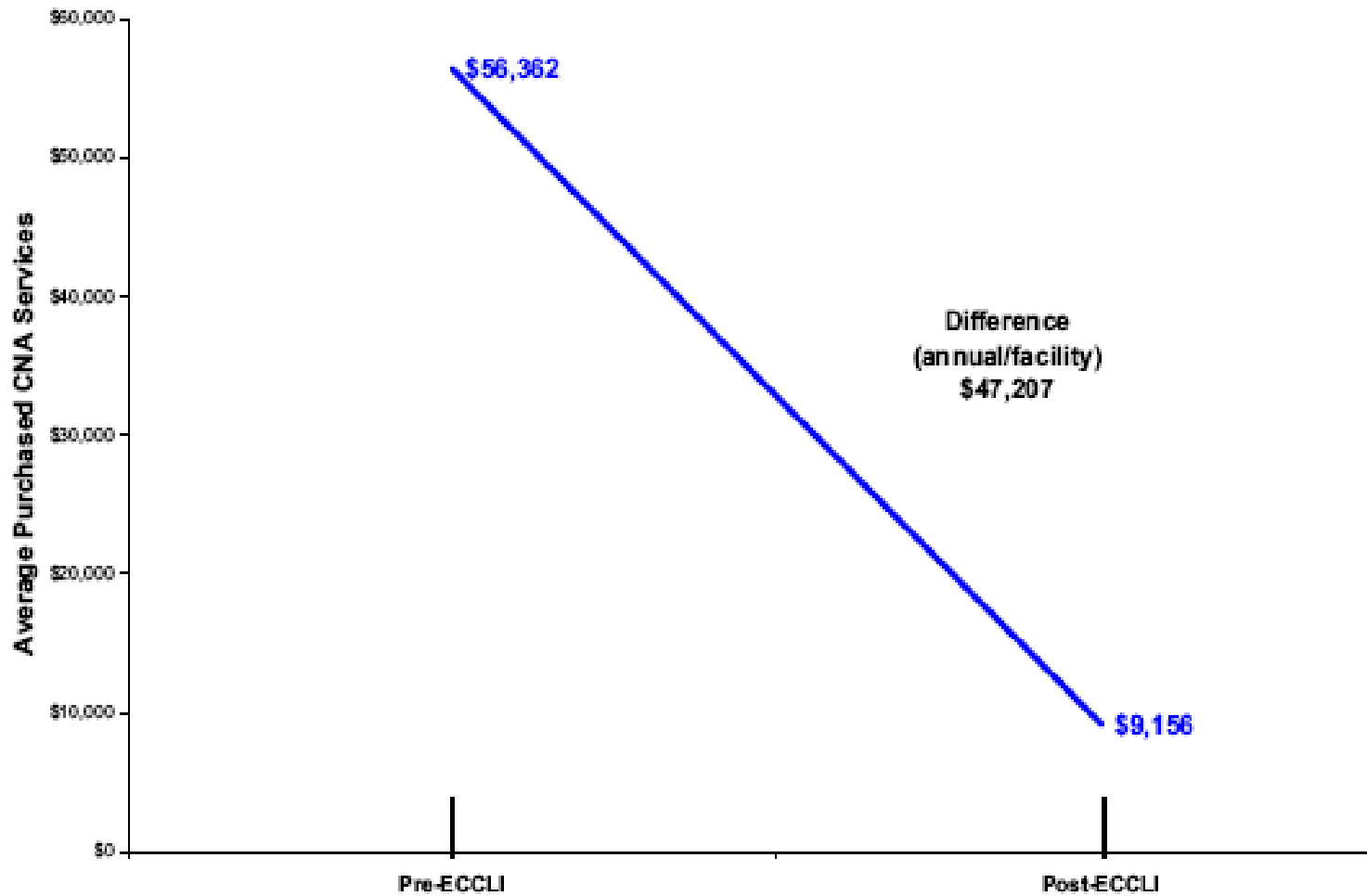
Extended Care Career Ladder Initiative Impact Measures

- Workers
 - Earnings over time
 - Job progress
 - Employers
 - Costs
 - Turnover, Retention
 - Vacancies
 - Residents/Customer=> quality of care
-

Median job vacancy rates for the long-term care industry and ECCLI facilities



Purchased CNA services for ECCLI facilities



What We've Learned: In the workplace...

- Administrators, managers, supervisors, staff must all have an understanding of the vision, and how their jobs will change as a result.
- Consider all the scheduling issues that arise when designing and implementing a project.
- Work burdens often shift during the program. For whom? For how long? What's the payoff for the overworked?

What We've Learned: For the educator/intermediary...

- Consider cultural differences,
 - Communication styles
 - Relationship with authority figures
 - Leadership/advocacy roles
- Workplace practices may need to be modified so that new job structures can be sustained?
- Jobs and job performance don't change because workers have been trained. Who else needs to be involved? (supervisors, HR, colleagues/peers, etc.)

What We've Learned

- Case management:
 - Helps individuals make, feel confident about appropriate career and education choices
 - False starts and early terminations are reduced.
 - Keeps workers on the job longer by creating an important point of identification with the employer, and by removing barriers to success.
 - Opportunity to inject Career Coaching into career ladder process.
 - Opportunity to advocate for worker in ways that the worker can't or won't on his/her own.
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The ECCLI Virtual Library: Your Door to Promising Practices, Tools, Resources, and More!



Resources and tools that are referenced in *Getting Started*, plus much more, can be found in the ECCLI Virtual Library. Promising practices in the form of topic-focused articles, case studies, curricula, guides, etc. are available there for you to adapt and use. During the five years that ECCLI has been in Massachusetts, a lot has been learned by us and our “pioneering” partners and local programs. See for yourself by visiting the library.

www.commcop.org/programs/eccli/virtuallibrary.html

<http://www.masscc.org/pdfs/closerlook.pdf>

The cover features a large, light blue silhouette of a microscope in the background. At the top right, the text 'ECCLI' is written in large, bold, blue letters, with 'Extended Care Career Ladder Initiative' in a smaller, italicized font below it. In the center, a white rectangular box with a blue border contains the title 'A Closer Look' in large blue font, followed by the subtitle 'A Guide to Developing Partnerships Between the Massachusetts Community Colleges and the Extended Care Industry' in a smaller blue font. Below the box, three circular icons are arranged horizontally: a stethoscope, a person sitting at a desk, and a hand holding a heart with a stethoscope. At the bottom left is the logo for 'Massachusetts Community Colleges' and at the bottom right is the logo for 'COMMONWEALTH CORPORATION' with the tagline 'EMPOWERING PEOPLE AND BUSINESSES TO LEARN, EARN, AND SUCCEED'.

ECCLI
Extended Care Career Ladder Initiative

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Sector Video

