**WorkforceGPS**

**Transcript of Webinar**

**Data-Based Decision-Making:**

**Understanding Labor Market Supply and Demographics**

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BRIAN KEATING: And without any further ado, I'm going to turn things over to Diane Walton to kick things off and introduce our speakers. Diane?

DIANE WALTON: Hey, everybody. Diane Walton. I have the extraordinary fortune to work in San Francisco for the Department of Labor for the Employment and Training Administration and to get to spend a lot of time with people who are pulling together sector strategies and making a difference.

And so this is part of that endeavor, and so I think some of you will know we have always a couple certified smart people who come and talk about what they've been doing and how it's worked for them. The specificity of this seems to inspire and to – and we don't want everybody to grow up and be Chicago, but we want everybody to have the ability to follow the process they used to get to where they got to serve their needs. So whatever that step is that makes you do a better job at this, that's what we want to hold onto and walk through with you.

So I'm not going to talk. I could talk forever on this, but I'm not going to. I promised I wouldn't. Jeremy Kelley, fabulous human being who works at Jobs For the Future is going to moderate this session, and Erin Sullivan's really going to walk us through how they did such amazing things in Chicago. So take it away.

JEREMY KELLEY: Thanks, Diane, and good afternoon, everybody who's joining in. Good morning to the couple of those fortunate enough to be joining us from Hawaii. Thank you for typing in your name and your organization into the welcome chat. And as they had mentioned, I'm Jeremy Kelley from Jobs For the Future. We've been helping facilitate the data-based portions of effective strategy webinars, and this is the third one in the second series of those data-based webinar peer calls.

If you'd like to see some of the previous ones, they can be accessed through Workforce3One resources, but really the structure for today is that in the past we focused a lot on understanding labor market demand as part of a sector strategy. We've explored different resources and different models to kind of map out what in-demand industries and occupations are, and I certainly encourage you to kind of check out some of those previous webinars and understand some of those resources to get a context for today.

Today what we'd like to focus on is doing a better job of understanding labor market supply. Once you have an understanding of what the demand is in your area, it's important to understand who the types of people are and how they can possibly be connected into your sector strategies. So we're fortunate to have Erin Sullivan from World Business Chicago talk about the work that they're doing through their 1000 Jobs manufacturing initiative. And then after she gets through that, we'll have an open discussion. So please, if you have any questions, there will be an opportunity to unmute yourself and kind of ask them to us and to each other afterwards.

So with that I will turn it over to Erin.

ERIN SULLIVAN: Great. Thank you so much, Jeremy. So I just wanted to first, before I start the presentation, just say that, as I think everyone on the call probably knows, mapping and figuring out supply is incredibly hard because in a lot of ways this would be – we really have to depend on what data is out there to try to map what the labor supply is by sector because, as great as it would be for us all to be conducting our own surveys and really seeing who is trained, who is interested by sector, no one really has the capacity to do that who is also trying to run a workforce development organization.

So a lot of what we've done at World Business Chicago is thinking how can we access the information that is already out there, the information that people are compiling to have a proxy for supply and to really think about where – we don't have the capacity to recreate the wheel. We don't have the capacity to go search for this. So who is doing the work already who we can plug into? And there's been a lot of – that isn't always the cleanest path to figuring that out.

So I'm going to talk you through today sort of some of the things we tried, some of the pie in the sky ideas we had in the beginning, how we got brought back down to earth, and then what we're looking at now to really target, make sure that we're targeting our resources in areas where there is the labor supply to match the labor demands in our sector. So I'm going to start by just giving you a brief overview of who we are, what World Business Chicago is, what the 1000 Jobs campaign is so you can get a little bit more grounded in the work that we're doing and then move on to our mapping strategy.

So first, World Business Chicago, so we are a public-private partnership that drives regional economic growth in Chicagoland. So we service not just the city of Chicago but the seven counties, Chicagoland region. And WBC does a lot of things. We collaborate to create jobs, cultivate talent, put Chicago at the forefront of the global economy, but we also implement the mayor's plan for economic growth and jobs.

The 1000 Jobs campaign is seeded in that economic development plan. And so what World Business Chicago also does is we convene and facilitate partnerships among providers to develop new ideas and pilot initiatives. So the 1000 Jobs campaign was a pilot initiative out of World Business Chicago.

The plan for economic growth and jobs has 10 major strategies. Only two of them are really important for what we're talking about today. One was making Chicago a leading advanced manufacturing hub. That's strategy one. And then strategy six, creating demand-driven and targeted workforce development. So the 1000 Jobs campaign is sort of seated squarely between those two.

And just a really quick overview of how the campaign came to be. Basically, when strategy one was getting up and running, making Chicago a hub for advanced manufacturing, we're talking to a lot of manufacturers, and they say, we have open positions. It's also an aging workforce. There is a workforce need, but they were having a hard time connecting to the supply of talent. On the other hand, there were people out there. They need jobs. They need jobs that lead to careers. Manufacturing offers jobs that lead to careers, but there's a lot of misconceptions about manufacturing. People weren't interested in it or people were interested in it. They were getting trained, but they couldn't figure out how to access those jobs.

So the 1000 Jobs campaign came up out of those issues. And so there was three major drivers of the gap between supply and demand that we saw with the manufacturing workforce, one just being awareness. Especially with manufacturing, there's often a misconception that it's very much the manufacturing of the past. It's the assembly line. It's dirty. It's dirty factories. That's actually not the manufacturing of the present. So there is an awareness aspect of it.

Also capacity, making sure that there's people at workforce development organizations who really could focus on the manufacturing sector work. And then also coordination. So how do we make sure that people are working together? So those are sort of the three big things we were focusing on, but awareness I think is really squarely where our mapping strategy comes in.

I have also apologies. Just my network connectivity was lost. So waiting for the next slide for it to go back up.

MR. KEATING: All right. And if you keep having trouble, Erin, go ahead and just let us know. We could move to the next slide. Whoops.

MS. SULLIVAN: OK. Great. Well, it came back up, and so –

MR. KEATING: Well, actually, Erin, we may go ahead and stream audio if we max out the teleconference line. So, Jeremy, Erin, if everyone could go ahead and just make sure your computer speakers are muted in case we need to do that.

MS. SULLIVAN: OK. Great. OK. So 1000 Jobs campaign came out of that problem, and so – but also that problem really defined what our solutions were. So we – the campaign has three major work streams.

One is awareness, so raising the profile of manufacturing careers so we can increase the number of job candidates and introduce people to advanced manufacturing and really sort of getting people interested in manufacturing as not just a job for now but a career going forward. Adding capacity to existing workforce development organizations, and then three, driving job seekers, employers, and workforce trainers to centralized touchpoints.

So this is the grand idea behind the campaign, and so then it's really, OK, how does that work get done?

So the World Business Chicago itself, we are not a placement entity. We are not a workforce development provider. We are convening organizations who are doing this work. So right now we have four leading community-based organizations who do the actual job placement, and we bring them together at WBC to collaborate, share candidates, share job orders, share best practices.

And the four are – and the reason that I wanted to show you this in map form, because it really drives home one of the big issues that I know a lot of us run into is we're placed in one area but designed to – our mandate is to help service people in a much broader area than that. So we have four host organizations that are the blue dots on the map, and then World Business Chicago is a little logo over there.

So the program itself is not just Chicago – it is Chicago, which is a very big city, but it's also the region, so Cook County and six other counties as well. But our very real physical capacity is very much centralized in the city.

So we had to do a lot of thinking around, OK. These are the resources that we have. How do we make sure that we are utilizing those resources in an effective way and reaching all of the – do our best work to reach the people who need our services and who are a good fit for these jobs and who are interested in these jobs and can – really are looking for a path to a career in manufacturing.

So I just wanted to give a quick overview of how we've talked about – how we've thought about awareness. So the strategy, we took three major prongs. First, is digital and print advertising, also driving media and PR attention, but the third big one – and this is really how we've utilized mapping – is grassroots community outreach. So who are we partnering with in specific wards in Chicago, in the suburbs outside the city to make sure that we are reaching the right people and reaching the right employers?

So some of the challenges that we ran into is just the geographic dispersity of jobs and candidates. So the program serves seven counties in the Chicago MSA. So it's Cook County, Lake County McHenry, Kane, DuPage, Kendall, and Will. That's a really big area. So I'm – I don't have the number off the top of my head, but I think it's – what we usually quote is around 9 million people.

So there's limited resources to do effective outreach. So we really wanted to focus on what are the high impact areas with large concentrations of manufacturers and the supply of workers. And when we talk about supply of workers, that's – we wanted to focus – so obviously the awareness component of it is we want to make sure that people who are – were not previously interested in manufacturing also understand that manufacturing is an exciting career.

So the awareness campaign itself, that has a reach outside of just who are people who are currently working in manufacturing. But in terms of placing people in those jobs right now, we wanted to make sure that we were reaching into areas where there were people who were getting trained in the skills and credentials that employers were looking for.

So we did a lot of work on the demand side. OK. So what are those skills? What is that experience that manufacturers are looking for? That work a little bit easier than figuring out, OK, well, where are people housed who have those skills, who have that training, and are still looking for work with these employers?

So our initial approach to mapping is that we needed a more nuanced understanding of labor supply by sector. So our sector is manufacturing, but this I think – this is obviously an issue in many sectors. So as indicated, the first thing we thought about was, OK. So how is this relative to the public, private, and non-profit manufacturing workforce training providers?

And so our vision was to produce a dynamic mapping platform that would use the data from training providers on graduates and type of credentials being offered to help employers, workforce development providers, and public officials target their resource and better connect to the supply of labor.

We reached some pretty significant barriers with that. First off, it requires buy-in and input from training providers. So the training provider is giving you their data on this is who – these are where people we serviced live. So we said, well, OK, well, we can use the location of training providers as somewhat of an indicator of, well, if there's a training provider around in that area, then likely people in the area are being serviced by that training provider.

But it felt like a very tenuous way of really thinking about supply, if we didn't have data on graduates, particularly because some of these training providers people go to not just because of geographic proximity but because they had classes at the right time or they were free versus somebody closer to them was charging.

So we wanted to make sure we weren't over – we weren't thinking about just because a training provider was in a specific area, it meant that the people who lived in that area were the primary ones accessing those services. But I did want to show you sort of how we thought about it originally.

So these are just – the orange dots are training providers in the Chicagoland area. And so as you can see – and it makes sense that there's a big concentration in Chicago itself, but there's also training providers that are really all over the region. However, this just says this is where the training providers are located. It doesn't say anything about where are the people who are accessing this training. Where are they located? How do we make sure that we are working in communities where those people live?

So the next step was, OK. So just to actually take it a step back, there was a lot of really great ways that you can think about mapping supply, but it's very resource intensive. So we actually even conducted our own survey, send it out to training providers to get an idea of where their graduates were located. However, there wasn't a huge – there wasn't a very large response rate, and that it takes a lot of resources that you can't then be dedicating to the actual sort of day-to-day implementation of the program.

So we took a step back and said, well, if we're not going to say that we can create this data ourselves because realistically we just did not have the capacity to do that, how can we access this data? And how can we think about – what is a proxy for supply that feels strong enough that we can target some of our resources around it?

So what we landed on was that the American Community Survey, which is – and I'll put a link at the end of this presentation, but it's done by the United States Census Bureau – has data on employees by sector by census tract.

So obviously this is people who were employed in that sector at the time of the census, but we saw this as a good proxy for supply in a few ways because we found that in doing the work, a lot of times there was – it's places where people were already working in manufacturing and meant that there's a culture of manufacturing in that area, that some of those awareness issues that we had run into about what manufacturing looks like today, people around are already working in that – people are – so people under – had a slightly better understanding of what manufacturing jobs look like and were going to – were going – and also understand – were understanding, OK, these are some of the training; this is some of the work that we need to be able to get into those jobs because people around them, they were accessing the training providers. They were working in the factories and understood, OK, this is the credentials people need.

So we thought, OK. Let's think about where people are already working in manufacturing. And let's think about where manufacturers are, and then let's think about, OK, where do we have reach?

Because a lot of times where we had reach is based on this is where just our current resources are, not just where World Business Chicago is but where the host organizations we're working with are or where there's somebody – or there's an organization that we have a relationship with, a chamber of commerce, for example, where we had a strong relationship. So they're telling us about a lot of employers so we're getting – connecting to people there. So where are those areas that there's a strong – there is a – there's people working in manufacturing, and there are manufacturers? So our sector is thriving there, but we don't have reach.

So this is how we ended up using the map and then this is a more limited to their actual geographic area but if I took it out to all of Chicagoland, it makes me dizzy and and I think it would probably make you guys a little bit dizzy too. So I've focused a little bit more just on the city of Chicago. So once we decided to access the American Community Survey data, having that information wasn't really useful unless we thought about how it related to the work that we were doing already.

So this map shows – using the base of the number of manufacturing establishments by census tract. We then mapped on top of it, OK, where are the 1000 Jobs employers? So who are the employers that we have gotten people jobs with? Are they in those manufacturing – are they primarily concentrated in those manufacturing areas, those areas that have this big concentration? Do we have enough of a presence there already?

So we mapped employers on top of that, but we also wanted to make sure that we weren't just thinking about employers. We were also thinking about the supply side as well so the people who – whether we had employers in areas where people were working in manufacturing. So this map – and for both of these maps, the darker it gets, the higher concentration of manufacturers or manufacturing employees in that census tract. So this map, the dots are the same. It's just the 1000 Jobs employers, but now we're looking at how do 1000 Jobs employers relate to the areas where there's a significant number of people working in the manufacturing sector.

We also wanted to look at this in this – not just by what employers we've reached out to but also where our employees are, where the people we have gotten jobs are. So this map, using the same – using manufacturing establishments by census tract, we looked at, OK. How does this relate to where we've gotten people? How does this relate to where people are living, who we've gotten jobs?

And the same but this one is for manufacturing employees. So again, the dots are – these are all – and this is – a lot of this is sample data, but this is sample data of where the 1000 Jobs campaign has been – people – the dots are people we have gotten jobs. And so I wanted to walk you through those four because I think that where – we found that where mapping was useful for our purposes is really in looking at a few different proxies of where our – where our reach is and using that to say, OK, where are the gaps?

Where are the areas that we aren't reaching, and is it because it's just not necessarily an area where we're going to have reach, either because there's not manufacturers there, there's not people who work in manufacturing in the area, and there – or there's a very – the average wage in that area is really high. It's – unemployment is really low. So this is not actually the areas we should be focusing on because these aren't people looking for jobs.

But it was more likely that – so some of those areas it makes sense. OK. We don't have reach there because of circumstance. We don't have reach there because it – and we shouldn't be targeting our reach there. But where are the areas where – we actually, based on the – based on this data, we should be employing people. We should make sure that we are reaching employers and reaching employee because there is a very high chance that there's a supply of labor – of people who are working in manufacturing in that area, but we don't have reach. How do we then make sure that we are targeting our resources in that area?

So this is just to drill down a little bit more. One of the first things we noticed when we did this was there was one clear area in the city where there was a concentration of both manufacturers and manufacturing employees, and we had very limited reach there.

So I've circled on the map the two – this area. It's west in the city, relatively south, and there is – and anything in the middle – just because of the outliers here, anything in the middle is relatively – on the scale is – there's a pretty significant number compared to the rest of the area. So this area in the southwest of the city, there was a concentration of both manufacturing establishments and people employed in manufacturing, and yet the 1000 Jobs campaign had very little reach.

We could take a step back and look at our original map and understand why this happened. Our current host organizations, where they're located, one is incredibly south in the region and then there's more who are more focused on the northwest side of Chicago and another who's more north. So it makes sense that we don't necessarily have reach there, but that means that we need to be figuring out as an organization how we're targeting that area because it means that there is probably people there who are working in manufacturing.

Not all of those people are likely still employed. This is a sector that does have high turnover. And how do we make – and there's also manufacturers there. So there are people who – there are places that people in the area can work, and we want to make sure that we are helping people in that area connect to those jobs.

So that's the way that we've really looked at – use mapping is it's the way of looking at these are what our gaps are. And I say that because oftentimes when we're doing data-driven work and data-driven decision making, it's often seen as this is the answer. Once we get the right data, we'll be able to figure out how to target our resources, how to make sure that we are making the right decisions.

For me I see it more as, especially in this because we don't – we just do not have that official data on supply. So let's think about how we can incorporate this into all of the things that we are considering. So now that we understand this area, now I know that we should be – how do we – what are the next steps that we take from that? Who do we reach out to? Do we reach out to the alderman in those wards? Do we reach out to the chamber of commerce?

Do we look at what other community partners we have in that area and go talk to them and say, OK, what is the situation here? What is the need here? We think that there's need here. We want to make sure that we're putting resources there. And that's goes in line with a lot of what our outreach is now is really this – it's really this grassroots community outreach. So what partners are we working with in the area to get our message out?

But also this is obviously – there's only a few layers there. There's a lot of other information that could be useful in figuring out how to target resources. So additional layers of interest that I see as important when we're talking about any sectors to their mapping is for us in Chicago, we're divided into local industrial corridors. So making – looking at, OK, where do we have region? How is this related to the local industrial corridors? And it's similar to whether we reach out to the alderman or our chamber of commerce or something like that. So we would be reaching out to that local industrial corridor.

And then there's this understanding how this is related to public transit. One of the reasons we might not have reach in that area is because it's a really hard to reach by public transit. So let's think about before we go in and before we develop a strategy for reaching to all that area, what are we saying to the companies? Are we saying we – the chance is that we'll only really going to be able to get you employees who are in this specific area, or is it somewhere where people from other parts of the city are likely able to reach on public transit?

And also neighborhood boundaries. So wards is one way of looking at it, and it's a way of helping us target outreach, but I think just understanding in the broader context, what neighborhood is this in? How does it relate to other neighborhoods in the city? It just helps us. It's a larger package of how we make decisions.

And then just building on this process by subsector. So those – manufacturing itself, it's a very – manufacturing is a large sector. So there's also the capacity through the American Community Survey. The data's also divided by subsector. So you can look at where food manufacturer is located, where a metal manufacturer is located, where a textile manufacturer is located.

And on the flip side you can also look at where people who are working in those industries located. And sometimes it matches. Sometimes if there's food manufacturers here, so there's people working in food manufacturing there. But sometimes it's not a one-to-one match. Sometimes there's just parts of the city where there are – maybe there used to be a plant there but the plant doesn't exist there anymore but there are still a lot of people in that area who are working in manufacturing.

So I think that that's another way that it's important to look at is how does – how do these two things relate? How does where manufacturers are or where – and I keep on – our work is in manufacturing, but this really applies to other subsectors as well – as sectors as well. If those two things aren't related, what's the reason for that?

Why are people who work in this industry located in one area but the industry itself is in another area? Oftentimes there could be historical reasons for that. There could be transit reasons for that. There could be a lot of reasons, but we want to make sure we understand that as part of the larger package of what we're doing.

And then also, as I mentioned, cross-checking findings by average wage information. So if we see an area that we don't have a lot of reach and it seems to have a lot of people working in manufacturing or manufacturers, taking a step back and saying, what else about that area do we want to know? So, for example, our program, we are mostly – we are putting people in jobs across the manufacturing sector, but where most of our work is in in the entry-level, so jobs that are paying $12, $13, $15 an hour.

So areas that are higher wage, we are probably not going to have as much reach. We are able to place engineers and things like that, but we have found that that's not where our need – that's not where the need is as much. People who are in engineering or the higher levels within these companies, they don't really need our support as much.

And so then I just wanted to just programs and data used because I think the biggest question always when we're talking about using data and mapping is, OK. But how do we actually do it? What data is out there, and what services can we use because, this stuff, it can be very expensive? So we – we're using all open data portals, so the county business patterns for collecting our information on businesses, the American Community Survey for our information on employees, and then for our map layers the data portal for the city of Chicago.

So the city of Chicago has an open data portal. I would imagine most – so I think that this is an area where it's a little bit more regional and city dependent, but open data portals are something that a lot of places have right now. And we use it not to get complex information but really just to get the layers for a map, so making sure that we have that ward layer or the county layer, transit later, so some of those other additional things you want to be putting on there.

In terms of what programs we're using, we're using the Carto database, which is a software that provides GIS and mapping tools for display in a web browser. And we actually use a free version of the Carto database. What the free version allows us to do is it – it's limited in the number of layers you can use on a map, but I've found that, especially when we're talking about outreach and that sort of thing, you don't need to use that many layers. So for the free version it's limited to four layers, but you can build up premium versions where you're using 8 to 12 layers. But we're really using the more basic version. We're not doing really complex statistics or mapping here.

It's a much more what are some of the – making sure that when we have the data, that we can layer it on top of useful ways of looking at this of – of Chicago as a region. We also sometimes for our really basic, we also – we like to send it on to our stakeholders. This is a map of where employers are. Google Maps does have a way you can – there's a Google Maps Engine Lite. You can just put data by a – (inaudible) – file or something like that, and it will upload it onto a Google Maps map. So that's just for – that's for one layer mapping, but for some of that more simple your own program outcomes or your own program outputs, you can just simply use Google.

And then we do use internal – internally collected data as well. Like I said, surveys are something that we think about using and we try to use. So understanding that surveys can be resource intensive and you don't always have the highest response rate, but if we are able to collect survey information, making sure that we use that as well, and then member/participant data.

So a lot of the top layer on our maps is going to be how do these – how does this larger data – how does it relate to program outcomes? So filling out our own Excel spreadsheets of this is where our participants live. This is where our employers are. So that's the internally collected data that we use.

And then that's really the basics of what we're doing. I want to stress that it's really been – we've landed on using data – using mapping in this way based on some really big – some more pie in the sky, if we had this data, imagine what we could do. We could – if we had data about where people who were – who went to specific training providers were located, we could really – we could help employers.

We could help public officials. We could help ourselves, obviously, figure out how to really understand how that supply is related to where manufacturers are and make some pretty important policy recommendations around that. But if that isn't possible, what can we look at that allows us to still do this work and to still target our resources and just still making sure that we're making smart decisions about what areas we're trying to – what areas we don't have reach and we're trying to make sure that we have reach.

So that's when we started thinking about what information is already out there that we can tap into. It happened to be the American Community Survey for us because they do have information on manufacturing specific employers, and it was a – we felt a good proxy for what – where supply is. But I think that by sector there might be data sources out there that are other ways of making – thinking about where employees in your sector are. But that just had – the American Community Survey was great for us because it was already – the information was already out there, and we wanted to make sure that we were utilizing it to better understand what we were doing.

MR. KELLEY: Thanks a lot, Erin, for that.

MS. SULLIVAN: So that's the end of my official conversation, but I'm open to questions. I know that a lot of questions came in through the chat as well.

MR. KEATING: Absolutely. And thanks to those of you who've already asked a question or made a comment using the chat window that is you'll notice still on your screen there. We did kind of also switch horses here while we were in mid-stream. So we are streaming the audio. So a few of you may be listening through the computer today, and if you are, that's fine. But we do want to encourage you, if you'd like to verbally participate by asking a question or making a comment over the teleconference, you are welcome to do that. You will need to be dialed in for that. So the information to go ahead and dial in is on your screen. Go ahead and mute your computer speakers if you are dialed in or planning to dial in.

And then to actually ask a question or make a comment over the phone, you'll need to go ahead and press \*6 on your telephone keypad to unmute your phone line and \*6 will also remute your phone line. So again, dial into the teleconference, press \*6 on your telephone keypad to go ahead and unmute your phone line, and ask your question, make your comment and, if you could also use \*6 to remute your phone line, that would be great as well just so we can avoid any background noise you might have once you're done.

So want to encourage you to go ahead and do that now, if you'd like to. I'm going to turn it over to Jeremy Kelley to moderate and go ahead and introduce some of these questions that have already come in. And whether you'd like to ask a question over the phone or not, you can also continue to type in your questions and comments into that chat window on your screen as well. And I'm sure we have plenty of good questions to toss out there in case we need them, but really encourage your participation today. So with that I'll turn things over to Jeremy.

MR. KELLEY: Thanks. And again, if you have any questions, you can press \*6 to unmute yourself and ask them. And if for some reason that's not working, feel free to type them in. There have been a lot of good questions coming in.

I guess one of them, Erin, is, "Can you talk about just some of the results that you've had so far through this?"

MS. SULLIVAN: Yeah. Absolutely. So the 1000 Jobs campaign has been operational for a year. So far we have placed about 420 people into manufacturing jobs. I say about because that number changes every day, but 420 was the last one that we reported out. We also do direct people to training providers when they come to us and they do not have the experience or training needed at this time to get a job in manufacturing.

And so that's one of the reasons why we're really focused on understanding where people who are working in manufacturing already are located because there's two things that we're able to do. We want to make sure that people who are interested in manufacturing know where they can go and what training providers that they can go to, but we also want to under – we have found that people who have no experience and no training, we're not very successful in placing them into jobs. So we really need to understand where people are located who do have that experience and who do have that training. But yes.

So 420 people into jobs. About 150 we've directed to training programs. We also make targeted referrals for anyone who comes into – comes in to the program. We – if somebody doesn't have training or experience, we let them know the training providers to go to. We also direct people to the One-Stops, and if they are not necessarily interested in manufacturing, they just – they saw the program name was 1000 Jobs and they need a job.

MR. KELLEY: Right. Another question that came up was, "Do you know what GIS tool you use as part of the mapping process?"

MS. SULLIVAN: Yeah. So we're using this CartoDB as our main software to be using GIS.

MR. KELLEY: OK. And actually, I want to open that one up too. I want to – sorry to put you on the spot, but I do want to call out Mike Baker from – also from Illinois. Mike, you typed in that you were interested in seeing alternative uses of kind of GIS systems. Do you mind unmuting yourself and talking about some of the ways that you may use GIS data and if it's similar or different?

MR. KEATING: All right. And again, it's \*6 to unmute your line. So please go ahead and do that now, if you'd like to unmute yourself and respond to that request.

MR. KELLEY: And if Mike's having trouble doing this, I guess to anybody, do other folks work with any types of GIS data or any types of GIS tools? Oh, Mike, can you try to answer that?

MR. : Can you hear me now?

MR. KELLEY: Yes.

MR. KEATING: Sure can.

MR. : OK. Great. Yeah. Actually, if you look at slides 18 through 20, this is exactly the kind of thing that we want to use this for as we go forward in our planning efforts to figure out where resources are at, where the people are at, where the jobs are at because you've got to have those three things. You got to have the training provider. You got to have the client pool or the workers, and you got to have the employers. So we want to figure out exactly how you've mapped out here, only statewide, or do we have any deserts where there are jobs but not training providers or not adequate workers.

Plus, we also want to look at the demographic data because that is going to really have profound impacts on how we need to deliver services. Population is trending Latino/Hispanic. So we know we're going to have more Spanish speakers over the next few years. Well, it would be helpful for us to know where they're at. Along with that, in our state planning process we've done location quotient and data analysis that tells, OK, here are how many people we have working in a particular industry.

Here are the number of establishments we have and what the projected growth rates are. So we have the how much and a little bit of the when, but we don't have so much of the where. And right now, we're working on trying to get some spatial analysis so that people can understand when you're doing a regional planning, you need to know where in the region you may have concentrations of certain industries or populations so that you can factor in those things when you try to develop and implement your service delivery plans.

MR. KELLEY: OK. Great. Thank you. Thank you for the input.

MS. SULLIVAN: Wow.

MR. KELLEY: We had another question come in from Annette Miller, which was, "Did you partner with the local job service office as part of the process?"

MS. SULLIVAN: Yes. I mean, we've partnered with – "everybody" is a generalization, but so our partners for the 1000 Jobs campaign, it's not just our host organizations. But we are also partnered with the Chicago County Workforce Investment Board, the – so in terms of the process for mapping, it's really much more of an internal effort. So we're using the publicly available data and then data that we've internally collected. But for the program itself, our partners are far and wide.

MR. KELLEY: OK. Another question too. As you mentioned in the slide where you kind of identified an area where there are a lot of manufacturers and a lot of manufacturing employees but you don't have as many placements, you talked about kind of what do you do? Do you contact an alderman? Who do you reach out to in those areas? There's also a question that came in, "Do you have particular strategies for non-English speakers to get into the manufacturing?"

MS. SULLIVAN: Yeah. So I think this also goes back to a little bit about what Mike was talking about too is that – so we see that disconnect between our reach and concentrations of manufacturer employers and employees. We also want to make sure that we are getting a better understanding of the demographics of the area as well, including things like is there a large concentration of, for example, non-English speakers in the area? So we're incorporating that into how we're doing our outreach as well.

We don't have sort of an overarching strategy for getting non-English speakers into manufacturing, although one of the host organizations that we partner with is the Instituto de Progresso Latino in Chicago, and they are an organization focused for – they are in primarily Hispanic – Spanish-speaking part of Chicago. And they offer wraparound services, so not job placement services but also services for non-English speakers as well.

So we're relying a lot on our host organizations to offer some of those extra services for people who have – who do have barriers that are not just they're looking for a job but whether it's they are non-English speakers and they're having trouble understanding how they can access manufacturing jobs.

Also, one of our host organizations works primarily with recent ex-offenders, so people who come to us who want manufacturing jobs but don't know about what manufacturers are more likely to hire people who have recent records. We're partnering with the SAFER Foundation. So they have the content expertise in that area, and they can help us identify manufacturers who are focused on – who are willing to hire people who have recent backgrounds. So it's really utilizing the resources of our host organizations who have more of those wraparound services.

MR. KELLEY: And before we move on to the next question, I think I also want to open that question to the group here is if – people do have examples of work that they've done for getting either non-English speaking workers into a particular sector or for identifying kind of a "desert" or an area there seems to be a mismatch between people you're trying to get placed and where the employers are. Does anybody have any other examples they'd like to share, strategies they've come up with to address those challenges?

MR. KEATING: All right. And again, the way to share that is to type it into the chat and/or feel free to go ahead and type it into the chat or unmute your phone line by pressing \*6.

MR. KELLEY: And a couple more questions have come into the chat, but again, I do encourage folks to – if you have a question, to kind of speak up. I guess another question I'd ask Erin is you changed your data visualization methodology based on the audience to what you're presenting and if you have any kind of recommendations for ways to emphasize things to the people you're talking to.

MS. SULLIVAN: Yes. Absolutely. I mean, I think one big thing for us, it's not just looking at this internally but using it to – for external audiences. And what I've given you guys is much more about sort of how we use it internally, but I think one big thing for me is that a lot of – as people have been mentioning, demographic information, other layers are really important to this. But the more layers that we put onto the map, the more complicated it is.

And so I think that with the – and one of the reasons why I was just showing you the three-layer maps is because I think it's really important to be able to show a map that is a clean visual that allows people to instantly understand how sort of our work and where we have reached is related to some of these important indicators.

And so one thing that, when we're trying to make sure that we're understanding how all of this information relates, just putting layer on top of layer on top of layer often confuses it. So I think be – for us when we're – especially when we're presenting this information externally, it's really making clear that there's a few clear components of this map, and we can show how what 1000 Jobs is doing is relating to that component because, if we're going to be trying to show how this relates to demographic information or something like that, there does have to be some more advanced statistics done to be able to visually show that.

So I think that, especially when we're talking to external audiences, making sure that it's – the map is clean and clear and shows the – easily shows the relationship between an important indicator and the work that we're doing.

MR. KELLEY: OK. Another question that came in was, do you – "How do you deal with when you see things that are competing or things that are looking at different data sets if there's any type of competing data or things that seem to point to two different directions or two different questions?"

MS. SULLIVAN: I think that that goes into why I think that this isn't necessarily the answer. It's part of the answer. So when we're seeing that competing data, then understanding what questions we have to ask to understand that disconnect. So whether it's reaching out to people who do have a stronger presence in that area to understand, OK, so the data is showing us that there are people working in manufacturing in the area and that there's manufacturers here, but is that actually true?

So I think that really using it to ask the right questions as opposed to feeling like using it to now we have the answer. We know exactly what to do. So we're using it much more to target our resources and target our solutions as opposed to, OK, we know exactly what to do now. So I think that seeing that disconnect and using it to reach out to people who are doing work in that area and try to better understand why because there could be a strong explanation for it. But I think we don't know unless we ask.

MR. KELLEY: A good point. "Do you share any referrals through a website?"

MS. SULLIVAN: Referrals to training providers, or can you expand on that?

MR. KELLEY: That was the question that came in. I think they were just saying is basically how do you – maybe it's kind of connected to the job services center question, but how do you get a sense for who some – what are some of your online ways of trying to connect – find candidates or possibly connect them to potential employers?

MS. SULLIVAN: So we have the 1000 Jobs campaign website, and many candidates come into the website through – come into the campaign through that website. When somebody comes in through the website – and the website is part of all of our marketing materials, all of our outreach. If you're interested in a job in manufacturing, you go to the 1000jobscampaign.com, but once people come into the website, it then go – they are then immediately connected to one of our account executives.

And so the account executive then reaches out to that person to get a better under – and somebody – people attach their resume too. So sometimes somebody immediately comes in and we see there's nothing on their resume that's related to manufacturing but this is potentially a person who's interested in manufacturing. And the core of what we want to do is get people excited about manufacturing. So then the account executive will have a conversation with that person, understand what they're interested in, and give them a targeted referral.

MR. KELLEY: OK.

MS. SULLIVAN: We also work with the local workforce investment board to make sure that we are sending people to them who come in through our website because they just see jobs but they might not actually be interested in manufacturing. And we send over to them, these are people who need to be reached out to by the One-Stops in the area. So people come into the system through the website, but there is always then a one-on-one component with one of our account executives.

MR. KELLEY: OK. I do want to kind of pause and open the phone lines. I see that there are people that have raised their hands and would like to ask questions. So if there's anybody who would like to – also like to chime in?

MS. : Julie, this is Taryn at CSW. Can you hear me?

MR. KELLEY: Yes.

MS. SULLIVAN: Yes.

MR. KEATING: Yes.

MS. : Super. Hi. So I'm Taryn McFarlane. I'm with Corporation for a Skilled Workforce. We're based in Ann Arbor, Michigan, and we do a lot of strategic advising to folks who are doing job placement services. And we recently undertook a similar project for the city of Detroit. So I had a question that relates to the visual you were showing about your 100K employers vis-a-vis the map that was from the census tract showing where you had employer establishments and where you had employees. So you were using that census tract data to basically, in your words, say, here is where the sector is thriving.

So my question was, for those 100K employers, part of what you were doing was seeing, OK. From the set of employers with whom we're working, how are they connected to those areas where manufacturing is thriving, or are those employers deeply embedded in those particular census tracts? Are they sort of separate or connected to where the data is telling you that the sector is thriving? So my question is, how do you source your employers, and are you intentionally helping them connect with other folks in their industry based on the data that you got from your census tract analysis?

MS. SULLIVAN: That's a great question. So how we source our employers, there's a lot of different ways for us out there. Just our awareness and marketing campaign is not just targeting people interested in working in manufacturing but also employers and manufacturers who have consistent hiring needs that haven't figured out how to address them. And our – how we connected with the employers is in a range of ways.

Some of it was just by really sort of pounding the pavement, going to manufacturers, a lot of times going to associations, to chambers of commerce, to – (inaudible) – industrial corridors and saying, who do you have who has needs? Send them to us. And so we had a larger marketing campaign. So people who knew who we were and then going to partner organizations and asking, how can you introduce us to people in your area who might need our assistance? So – or how do you make sure that people know about us?

And so where employers are are often based on sometimes people who responded to that awareness campaign but also places that we had relationships with before or we have a strong partner in the area. So I would say that that's how we source our employers comes through a lot of different ways, but it often – one of the reasons that we want to under – look at these maps is to understand where is that – there might be areas that there are a lot of employers, and we don't have reach there because we don't have the right strategic partnerships. We don't really have a strong relationship with the local industrial corridor or with the chamber of commerce in that area. So that's some way – that's a way that we have to target change of course as well.

In terms of relationships, using the data to encourage relationships between employers in the area, we have not done that. I think it's a really sort of important suggestion, though, and to think about how we are not just using that data for our own end but to – with our employers and our other partners to have them have a better understanding of this is – there is a lot of – the sector is thriving in this area. These are potential connections.

MS. : That was great. Thank you. I'm really impressed with the work you guys have done, and you answered my question. Thanks.

MR. KELLEY: And we want to kind of keep the phone lines open. Are there any other questions that folks would like to ask?

I think Nicolette asked another good one, which I wanted to – was thinking of as well, which is how you track the placement outcomes from each inquiry into the website or to the grassroots outreach connection. And is it One-Stops?

MS. SULLIVAN: Yeah.

MR. KELLEY: Different sort of things management system.

MS. SULLIVAN: So we have – we use Salesforce as our internal database. And everybody who comes into the system by a means of ways, whether it's through the website, whether it's through direct referrals from one of our partners, whether it's through we have hiring events, they get put into the database, but you also have a field that is how they came into the database. So whether they came in through meeting the – if they sort of met one of our account executives in a hiring event, we – the field is at a hiring event and which hiring event so we're then able to track employment outcomes. And then there's also sort of – our Salesforce database includes a lot of information about that person but including very importantly what happens to that person, what the status of them is. But also I feel like job placement is the end of a long process. So also what interviews have they been sent on? Where if we couldn't – if we weren't able to get them work, where did we refer them to? So then that's – everyone gets put into the Salesforce database, and then we really look by way people came into the system, what outcomes were. But another big thing is just making sure that everyone who comes into the system, using that database, we can make sure that they have at least been touched. So if we weren't able to send them on interviews, if we weren't able to get them a job, where did we refer them to to make sure that people who came to us interested in work, if we were not able to help them at this time, we better have given them a good place to go.

MR. KELLEY: OK. We only have a couple more minutes. I guess maybe we'll ask one question and then open it up to the group if there's one last question. I think Salesforce is one, but there are other ways to – whatever people have to kind of manage the data coming in, even if it's Microsoft Access or a spreadsheet, these are other ways to compile that. There's a question I asked you about how many – Nancy Brown asked a question, "How many job hires would the region have normally experienced? And are the hires increased or earlier hires?" And I guess that's kind of a better question too about using this process to measure your progress and kind of –

MS. SULLIVAN: Yeah.

MR. KELLEY: – [inaudible] of your program.

MS. SULLIVAN: Yeah. And so I think we've thought about that in a few different ways. One of the big ways that we track – there's – obviously we are adding people at existing host organizations, and those host organizations are doing their own job placement. So what is the added value of putting those account executives and giving them these strategies and having them work together? How is that increasing hiring?

There is – we don't – there's not a clear cut this person would not have been hired if not for the existence of 1000 Jobs. We have thought about a lot of ways of how we can be mapping where the program efficiencies are adding value because a big thing is one of the reasons we wanted to bring people together from existing host organizations is we didn't want to recreate the wheel and say, we can do this workforce development better than people who are already doing it. We wanted to help those organizations get more efficient, and one of the ways that they're doing it is that – by being very openly collaborating. So it's sharing job orders. It's sharing candidates. It's sharing best practices.

So one of the ways we track where the value is is by tracking shared placements. So if it's somebody's – if it was one person's – an employer who comes through the sys- – who wants to be part of the 1000 Jobs program or wants to give us their job orders, they're assigned to one account executive. But that's basically just so they have a central point of contact. They then have the resources of all of the account executives. So if somebody else – if another one of the account executives met a person or somebody came through the website who was assigned to one of the – another one of the account executives but they're right for somebody else's job, then that counts as a shared placement. And we see shared placements as a strong indicator of what – where people are being able to work together to more effectively reach people because, if those people weren't working together, it's not – I think there's a much smaller chance that that person would have been able to get a job. And then also just things like people who came in through the website and things like that because that is a new resource as opposed to what was existing before.

MR. KELLEY: Well, I just want to thank everybody. These are some really good questions that came in, and unfortunately, we won't have time to get them all. But maybe Brian can throw up Erin's contact information on the website. I'm sure she wouldn't mind if you were to reach out to her and ask her some questions as well.

There's a link in the chat window for a recording of this discussion and this webinar, and then there's also a link for the presentation slides which is at the bottom of your screen. You can see our contact information, which is currently on your screen right now. And just want to thank Erin for her time today and really sharing some innovative work she's done and to everybody who's participated in the call.

MS. SULLIVAN: Yeah. I just want to reiterate what Jeremy said. Please do reach out to me, if you have questions, because I think that this has been – this is all the big learning process for us as well and figuring out we do not have a dedicated GIS person who their job is to do mapping strategies for us.

So how can we make sure that we are utilizing this sort of work in a way that is adding to the work that we're doing and helping us make sure that we're targeting our resources better without having somebody who this is entirely their focus. And I think that's something that we're always working through, and I'm sure I know that everyone else is working through that as well. But please reach out to me, if you have any questions about how we've tackled that, what's worked, what hasn't worked.

MR. KELLEY: So I think that's it. Thank you very much for your time, everyone, today, and we'll see you on the next peer-related call.

MR. KEATING: Sounds good. Thanks to all.

(END)