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21ST CENTURY TALENT REGIONS

BRIEFING DOCUMENT

OVERVIEW

21st Century Talent Regions are places that commit to using a systems approach to attract, develop, and connect Hoosier talent. Regions are self-defined with regard to their geography and are working toward building and implementing a plan to increase educational attainment, raise household income, and grow population.

What does a community need to do to become a 21st Century Talent Region?

1. *Commit.* Commit to working across geographic lines and across organizations to attract, develop, connect and retain talent.

2. *Organize.* The 21st Century Talent Region must organize itself with a designated leader and regional participation including, but not limited to: local governments, business, K-12 education, economic development, higher education, non-profit(s), and workforce development.

3. *Connect.* Once organized, the lead organization for the region can connect with the Office of Career Connections and Talent to receive assistance in organizing efforts to attract, develop, connect and retain talent.

4. *Build.* In collaboration with the Office of Career Connections and Talent and the Indiana Economic Development Corporation and with technical assistance provided by CivicLab, the region must build a plan to grow population (attract and retain talent), increase educational attainment (develop talent), and raise household income (connect talent).

5. *Implement.* After building a collaborative talent plan, a region must implement the priorities identified. Following this implementation, a region will receive a *21st Century Talent Region* designation.

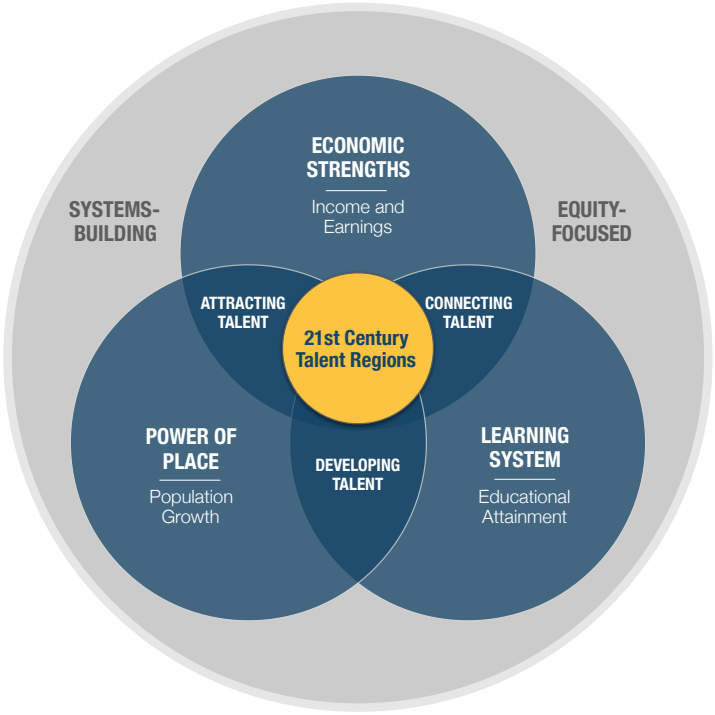
THE PARTNERS

The Office of Career Connections and Talent. As part of his Next Level Indiana Agenda, Governor Eric J. Holcomb established the Secretary of Career Connections and Talent as a new cabinet-level position in state government to serve as Indiana's chief talent and recruiting official. Secretary Blair Milo and the Office of Career Connections and Talent is dedicated to continuously assessing needs, identifying promising practices, connecting Hoosier workers to employment opportunities, and coordinating future priorities to improve the quality and quantity of Hoosier workers to ensure a skilled and talented workforce within the State of Indiana.

The Indiana Economic Development Corporation (IEDC) is the State of Indiana's lead economic development agency. Led by Indiana Secretary of Commerce Jim Schellinger and IEDC President Elaine Bedel, the IEDC is organized as a public private partnership governed by a board of directors. The IEDC Board of Directors is chaired by Governor Eric Holcomb and reflects the geographic and economic diversity of Indiana. The IEDC focuses its efforts on growing and retaining businesses in Indiana and attracting new business to the state.

CivicLab is a nonprofit institute dedicated to advancing the practice of civic collaboration. CivicLab emerged from the Community Education Coalition (CEC) in Columbus, Indiana, a nationally-recognized partnership of education, business, and community leaders focused on aligning and integrating the community's learning system with economic growth and a high quality of life. Since its inception, CivicLab has partnered with over 275 communities and organizations across the U.S. and trained more than 10,000 leaders of foundations, educational institutions, community government, corporations, and community development organizations.

THE 21ST CENTURY TALENT REGIONS FRAMEWORK



A *21st Century Talent Region* commits to a comprehensive and systems approach to:

- *Attracting Talent:* Leveraging the power of place to grow the population of the region
- *Developing Talent:* Building a home-grown learning system to cultivate talent and increase educational attainment
- *Connecting Talent:* Coordinating talent with equitable economic opportunities to raise household income and earnings
- *Systems-Building and Equity Focused:* Working across the public, private and social sectors to develop a comprehensive talent approach while focusing on equitable outcomes for all

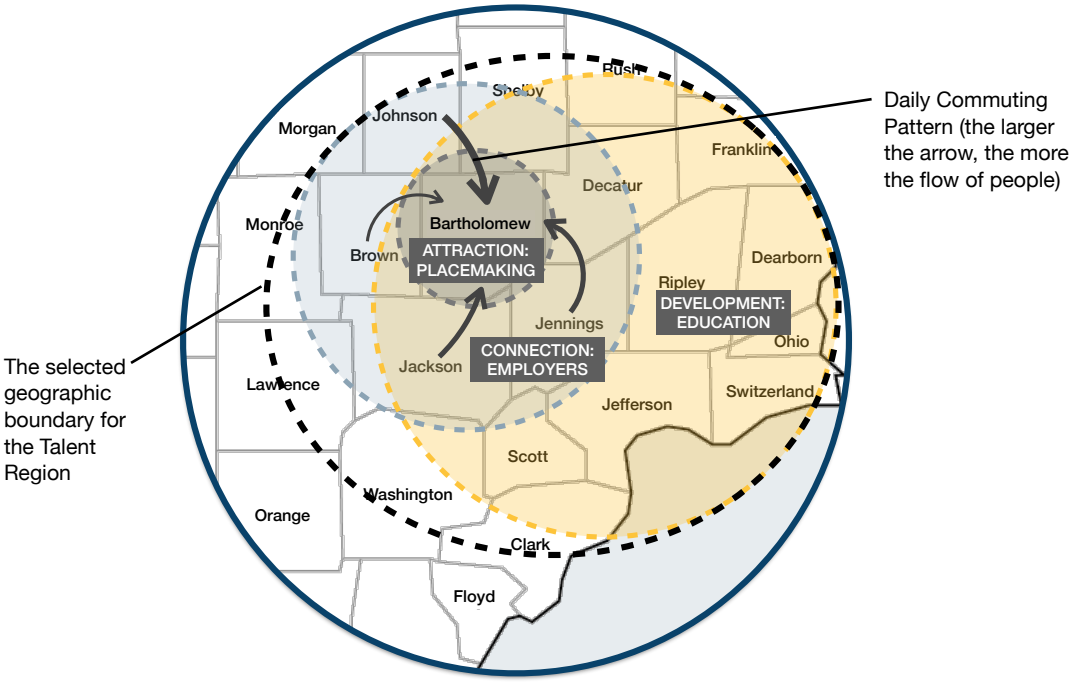
GUIDANCE FOR SELECTING A REGION'S INITIAL GEOGRAPHIC BOUNDARY

In contrast to the physical capital that exists in a region's built-environment, and which remains fixed within a particular place, talent consists of both human and social capital, which are different kinds of resources in their form and qualities. In short, talent moves and flows across geographic boundaries.

Attracting, developing, and connecting talent are very different bodies of work, and each approach engages a distinct group of stakeholders embedded within a particular geographic area.

For example, *attracting* talent depends on a comprehensive set of place-making strategies, developing the built and natural environment along with other public amenities. These activities tend to focus on individual cities, communities, and distinct places. *Developing* talent requires not only primary and secondary school systems, but it also relies heavily on institutions of higher learning and post-secondary education, which are generally more dispersed geographically. *Connecting* talent to employers is a different task still as the work is grounded in a region's key economic clusters and their relevant labor markets and commuting patterns, where each industry may draw its needed talent from a uniquely defined geographic area. See the example regional map diagram below.

A Talent Region Example: Three Relevant Layers of Geography

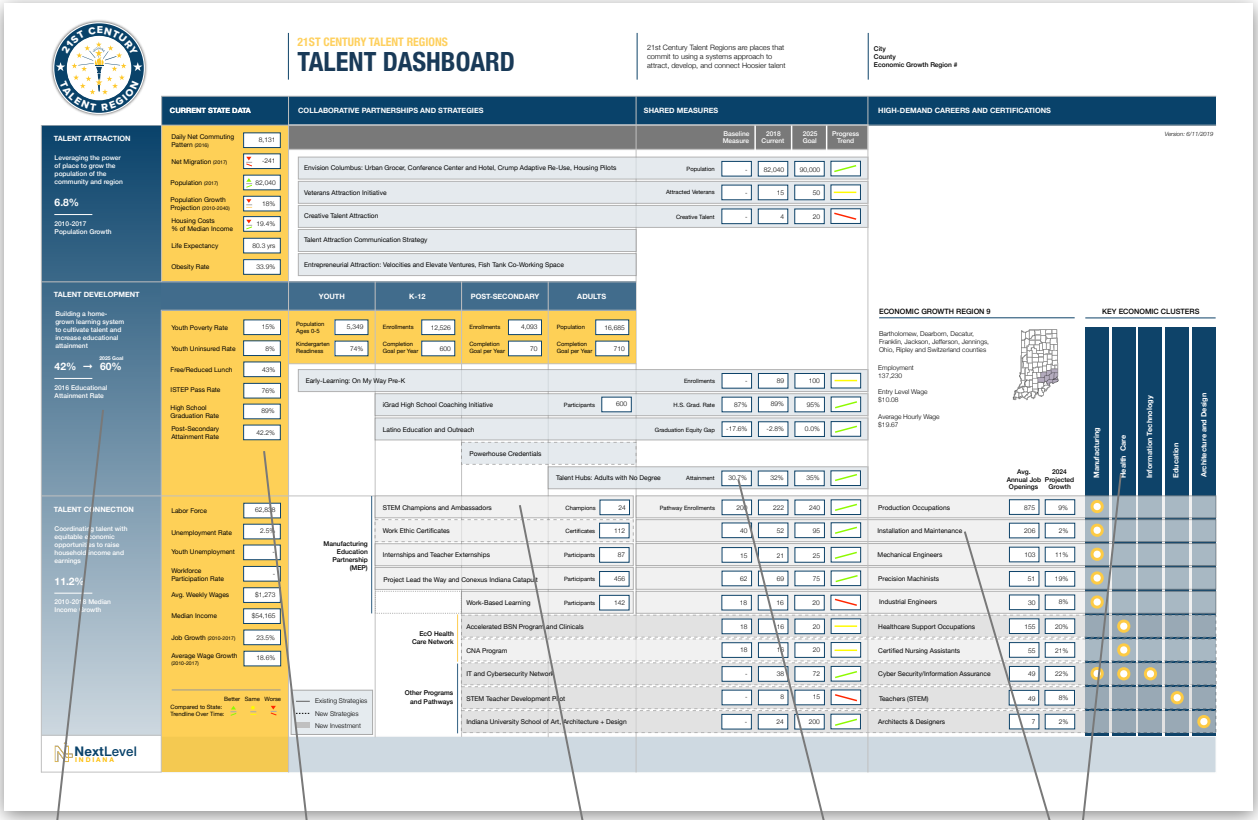


As a consequence, creating a regional talent development system requires three different kinds of collaborative work concerned with three relevant layers of geography. Regions are encouraged to determine the appropriate geographic boundaries for its attraction, development, and engagement strategies and then cast the broadest net possible, encompassing a territory that includes all of the three individual layers of the talent system. Regions are also encouraged to use any existing regional relationship(s) like a Regional Development Authority (RDA), Regional Economic Development Organization (REDO), or other regional strategic planning organization/strategy. It's important to note, that the boundary can and will change over time as the talent development system work progresses.

THE TALENT DEVELOPMENT SYSTEM

The *Talent Development System* consists of a collection of collaborative tools and frameworks that supports a region as they build out their various talent strategies. The frameworks are created by a region with the assistance of the CivicLab team. Each of the available frameworks is described below.

The Talent Dashboard



Organized by a region's collaborative strategies for attracting, developing, and connecting talent

Partners provide both standardized and customized data to assess the current state of the region's talent system

A region's existing and new strategies to connect the talent system together

The shared metrics for collective goal-setting and measuring progress

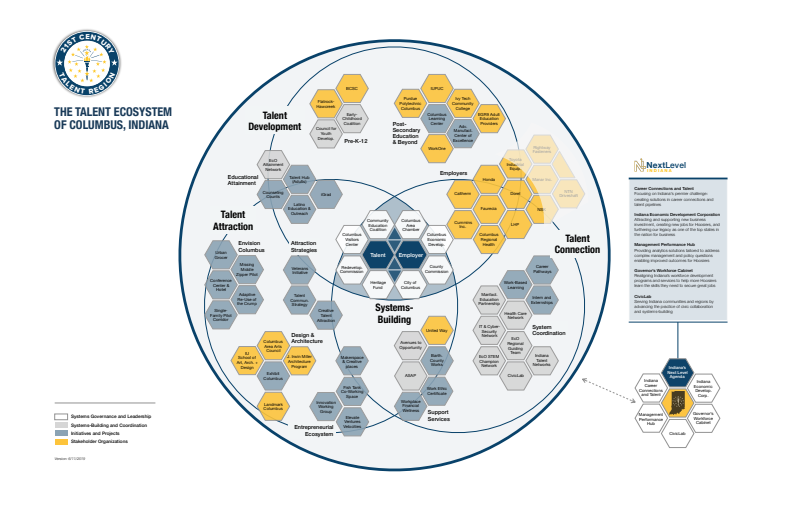
The region's key economic clusters, high-demand careers, and certifications derived from the primary stakeholder voices and secondary data sources

The Talent Dashboard is a region's "talent system on-a-page." The framework depicts: 1) the current state of a community's talent attraction, development, and connection efforts, 2) the projected high-demand certifications and well-paying employment opportunities necessary for the future, and 3) the interrelated connection strategies and shared measures that coordinate and align the talent system. The dashboard provides a baseline for collecting data to analyze. Once that analysis is complete, regions can then begin to identify what issues they want to address and develop strategies accordingly.

The framework creates a shared "way of thinking," providing a single set of goals and collaborative strategies, measured in the same way. By using a common systems framework and a common

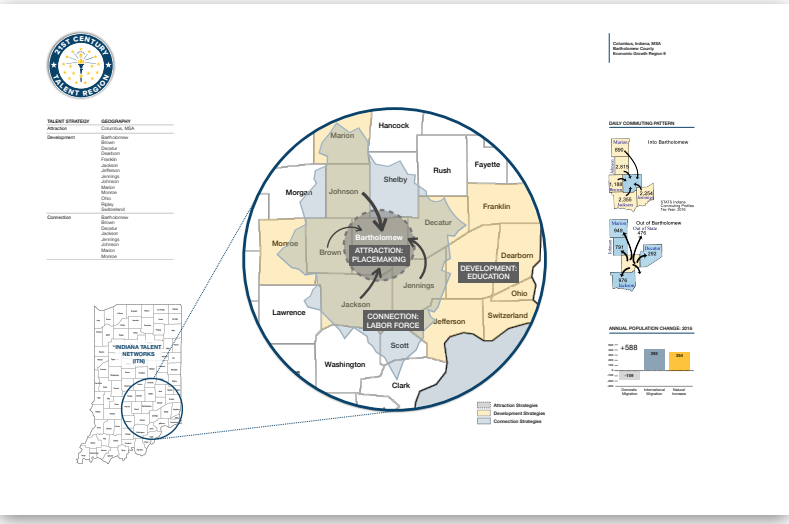
process to build-out talent attraction, development, and connection strategies over time, Indiana communities would be able to “bubble-up” their talent development plans to larger regional initiatives that could identify common themes and strategies, and invest in shared infrastructure needs.

The Stakeholder Map



The Stakeholder Map depicts the key stakeholders and initiatives committed to using a comprehensive systems approach to attract, develop, and connect Hoosier talent.

The Regional Map



The Regional Map shows how the comprehensive talent strategies are deployed at a regional level. The three relevant geographic layers of the talent system are depicted emphasizing opportunity areas for regional collaboration.

The Stakeholder Engagement Process

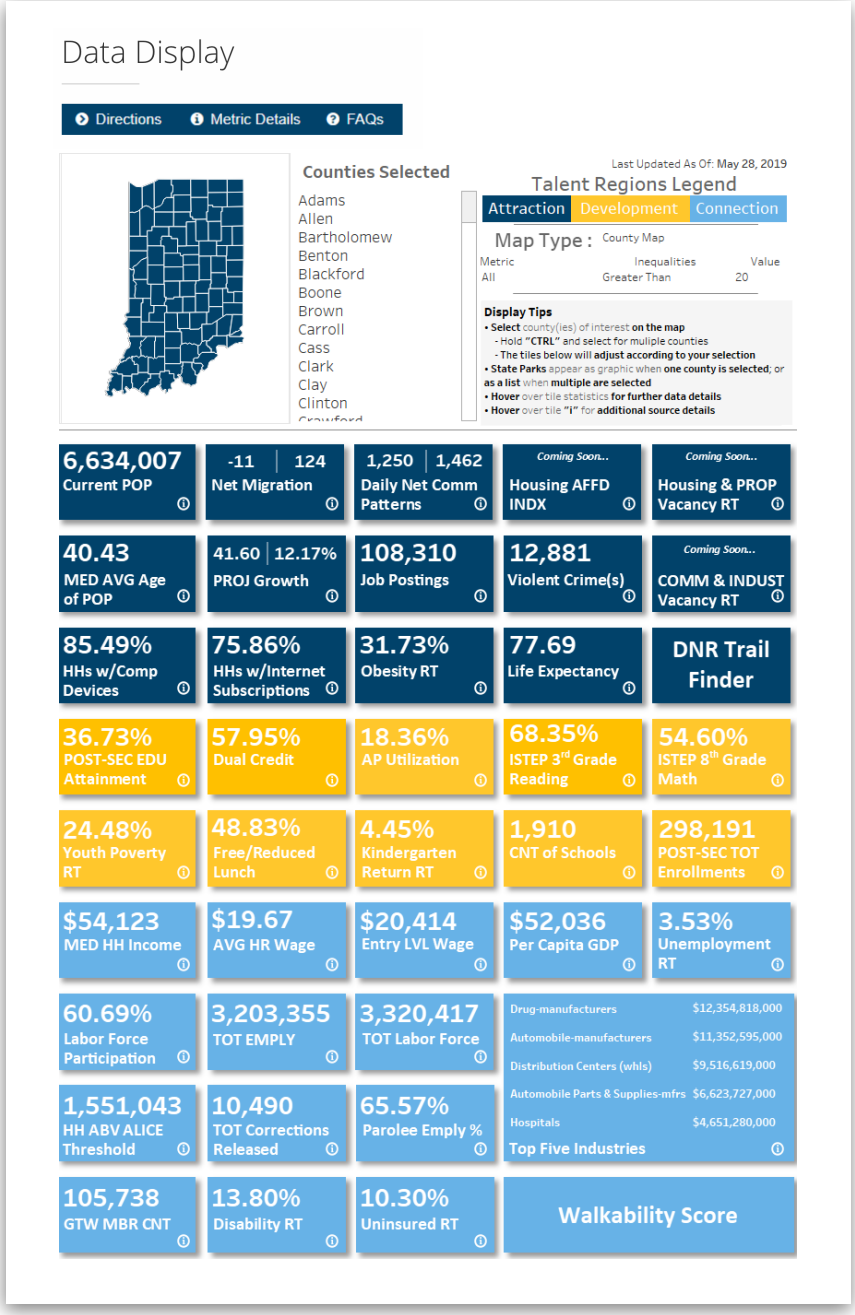
The Stakeholder Engagement Process is both a way of thinking and a disciplined way of working together. The process creates a kind of "community operating system" that guides and shapes a collective conversation among a diverse group of cross-sector stakeholders. It provides a common language and a common approach that enables people to develop a shared understanding of a regional talent system and co-create solutions together at a systems level.

The 21st Century Talent Regions Data Display

The Indiana Office of Career Connections and Talent, Indiana Economic Development Corporation (IEDC) and CivicLab partnered with Indiana Management Performance Hub (MPH) to develop the 21st Century Talent Regions Data Display, which increases accessibility and organization of data impacting how we attract, develop and connect talent, organizes data across a geographic region the user selects, and informs conversation for leaders to identify and prioritize collaborative efforts.

Data contained within the 21st Century Talent Regions Data Display is useful to local and regional leaders working to leverage the power of place to grow population, build homegrown learning

systems to increase educational attainment, and coordinate economic opportunities to increase household income.



In the data display example above, dark blue tiles correlate with data points that pertain to leveraging the power of place to grow the population of the community and region. Yellow tiles correlate with data points that pertain to building a homegrown learning system to cultivate talent and increase educational attainment. Light blue tiles correlate with data points that pertain to coordinating talent with equitable economic opportunities to raise household income and earnings.

THE TECHNICAL ASSISTANCE ENGAGEMENT PROCESS

The CivicLab Team will facilitate a custom-designed process to serve and support a 21st Century Talent Region in developing a comprehensive, systems approach to attracting, developing, and connecting Hoosier talent. The assistance is delivered through a combination of in-person/on-site regional sessions, as well as through conference calls and web-based support. The following steps detail the technical assistance engagement process.

☑ Submit an application to the Indiana Office of Career Connections and Talent

Visit the Office of Career Connections and Talent on the web at in.gov/cct. Select the "21st Century Talent Regions" tab on the navigation menu found on the left side of the screen and follow the application's instructions.

☑ Schedule an initial briefing conference call

A member of the 21st Century Talent Regions Team will follow-up with the lead contact identified in the application to schedule a 60-minute conference call to learn more about your region and provide additional information on the designation and process. The call engages three to five individuals from the region's Convening Leadership team including the key contact for the application and the backbone support organization.

☐ Form or identify the teams to lead and develop the regional talent system

Developing a talent system requires a dedicated, cross-sector leadership team who wants to accept responsibility for the success of the whole system by acting as the glue for collaboration, serving and supporting the collective work. There are two key roles to play:

A Talent System Guiding Team is responsible for the long-term leadership, governance, development, and effectiveness of the talent system. It defines, prioritizes, decides, and sustains. The team should include members from local governments, business, K-12 education, higher education, non-profit(s), economic development, and workforce development.

A Talent System Working Team is a dedicated facilitation group of about five to seven individuals whose role is to navigate, coordinate, and build relationships among the stakeholders within the talent system. They are responsible for the day-to-day coordination of the system. The primary role involves creating the conditions where stakeholders in the system can rewire their relationships in a systemic way—fundamentally redesigning the way people work together and therefore transforming the system itself. The team helps, serves, teaches, and guides.

☐ Schedule an initial on-site regional Guiding Team and/or Working Team meeting

CivicLab will work with each 21st Century Talent Region to plan and organize an initial kick-off meeting for the designation and technical assistance process. Initial meetings are typically half-day planning sessions that may include both Guiding Team and Working Team sessions.

☐ Determine the talent region's initial geographic boundary

A region is encouraged to think, plan, and work across geographic boundaries, casting a wide

net across its attraction, development, and connection strategies. Regions are also encouraged to use any existing regional relationship(s) like an RDA, Regional Economic Development Organization (REDO) or other regional strategic planning organization/strategy. See the section in this document providing guidance for selecting a region's initial geographic boundary. The definition of the region is an important step within the Stakeholder Engagement Process, especially for collecting data, coordinating efforts within the talent system, and planning for regional collaboration.

☐ Complete the Collaborative Readiness Self-Assessment

The Collaborative Readiness Self-Assessment tool helps regions to determine what components of the talent system are currently in place, as well as what capacity still needs to be addressed and built-out.

Results gleaned from the assessment determine: 1) the current state of a region's talent attraction, development, and connection efforts, 2) the data and information used by the region and what still needs to be collected and shared, 3) what stakeholders are currently engaged in the work, 4) what process is being used to conduct the work, 5) what collective strategies are already being employed by the community and region, and 6) what new opportunities are emerging.

The results derived from the assessment are used to create a customized mentoring and technical support plan that "meets each region were they are at" with respect to the development of their Talent Development System.

☐ Determine the region's current state data and information needs

Using the results of the assessment, the CivicLab Team will work with a region to determine its data needs and will identify and engage statewide partners who can supply the necessary information. Partners include the Indiana Management Performance Hub (MPH), the Indiana University Public Policy Institute, and the Purdue Center for Regional Development.

☐ Co-Create the Talent Development System Frameworks

To help all stakeholders within a region "see" and understand the Talent Development System, the CivicLab team will co-create with a region's working team the following shared frameworks:

- *The Talent Dashboard—The What:* A region's "talent development system on-a-page." The framework depicts: 1) the current state of a community's talent attraction, development, and connection efforts, 2) the projected high-demand certifications and well-paying employment opportunities necessary for the future, and 3) the interrelated connection strategies and shared measures that coordinate and align the talent system.

- *The Stakeholder Map—The Who:* Depicts the key stakeholders and initiatives committed to using a comprehensive systems approach to attract, develop, and connect Hoosier talent.

- *The Regional Map—The Where:* Shows how the comprehensive talent strategies (attraction, development, and connection) are deployed at a regional level. The three relevant geographic

layers of the talent system are depicted emphasizing opportunity areas for regional collaboration.

- *The Stakeholder Engagement Process—The How:* A common language and a common approach that enables people to develop a shared understanding of a regional talent system and co-create solutions together at a systems level.

☐ Provide customized mentoring and technical assistance sessions as needed

Each Talent Region will receive mentoring and technical support from CivicLab and other Technical Assistance Partners to build-out the interrelated components of their Talent Development System—The Talent Dashboard, The Stakeholder Map, The Regional Map, The Stakeholder Engagement Process, and the Talent System Guiding and Working Teams. Support would be delivered through a combination of in-person/on-site community sessions, as well as through mentoring conference calls and web-based support. The support could include, but not be limited to:

- Co-creating with each community a Talent Dashboard, Stakeholder Map, and Regional Map
- Designing the Stakeholder Engagement Process
- Building the capacity of the Guiding and Work Teams to serve and support the work
- Identifying Technical Assistance Partners who can help individual communities and regions to build-out their identified talent connection strategies
- Identifying data needs
- Connecting Talent Regions to one another to learn best practices
- Identifying potential policy solutions that would support the work of the communities and regions in support of developing their talent pipelines

☐ Connect the region to other technical assistance partners

As a region begins to map out its existing strategies for attracting, developing, and connecting talent, and begins to commit to new initiatives, the CivicLab Team will help the region identify and engage statewide technical assistance partners who can help to identify best practices, share learning, and implement a region's chosen connection strategies.

☐ Help the region consider a cascading set of talent development strategies

By using a common set of frameworks and a common process to build-out talent attraction, development, and connection strategies over time, Indiana communities will be able to "bubble-up" their talent development plans to larger regional initiatives that could identify common themes and strategies, and potentially invest in shared infrastructure needs. The community and regional frameworks can then "bubble up" to the state level, communicating with state agencies about the technical assistance needs of communities, informing policy formation, and better aligning and coordinating the agencies themselves around a shared statewide talent development framework.

☐ Receive designation as a 21st Century Talent Region from the Office of Career Connections and Talent and the Indiana Economic Development Corporation

Timeline for gaining the designation will be dependent on the progress of the region, but can be

achieved within a few months. Expectation is to have at least twelve (12) regions designated over the next biennium.

What does a Talent Region look like to the community once it has been designated?

- *Students* – able to identify a career and education path best fitting them earlier in order to achieve a post-secondary credential and employment
- *Educators* – opportunity to further align learning and needs of the community
- *Adult workers* – able to more easily transition to new career opportunities if impacted by technology, displacement or other individual circumstances
- *Businesses* – able to access the talent needed to grow
- *Community leaders* – better able to access and invest resources to develop, attract, connect and retain talent

KEY PARTNER CONTACTS

The Office of Career Connections and Talent

Website: www.IN.gov/CCT
E-mail: secretary@cct.in.gov
Phone: 317-234-4311

Indiana Economic Development Corporation

1 North Capitol Ave, Suite 700
Indianapolis, Indiana 46204

Toll-free: 800.463.8081
Tel: 317.232.8800
DMcgrath@iedc.in.gov

CivicLab

For scheduling, meeting support, and assessment assistance:
Amber Fischvogt: afischvogt@civiclab.org

For technical assistance with data and the Talent Development System frameworks:
Jack Hess: jhess@civiclab.org

For mentoring and coaching on team dynamics, collaborative structure, process, etc.:
John Burnett: jburnett@civiclab.org