

REQUEST FOR INFORMATION: EMPLOYER COLLABORATIVE

This is a request for information, issued by the Tampa Bay Partnership, to identify two employer collaboratives (groups of businesses with a common workforce need) to pilot an employer-led, demand-driven workforce initiative in the Tampa Bay region. The Partnership encourages candidate collaboratives to be as responsive and detailed as possible; the selection committee seeks, most importantly, passion and commitment, and evidence of the high level of engagement that will be necessary for this initiative to succeed.

The employer collaboratives will represent either a specific industry sector or a cross-industry talent cluster.

An **Industry Sector** is a group of companies that operate in the same segment of the economy or share a similar business type. Examples would include, but certainly not be limited to, the following: commercial construction, financial services, manufacturing, healthcare or hospitality.

A **Talent Cluster** is an occupation or skill set that is used across multiple industries, such as: information technology, human resources, finance, operations, etc.

The Tampa Bay Partnership will host an informational session on Thursday, January 24 from 8:30 a.m. to 10:00 a.m. to explain the RFI in more detail and answer questions from companies or industry associations that are interested in submitting a response. For more details about this information session, please contact Peg Walton at pw Walton@tampabay.org or (813) 872.2808.

BACKGROUND

The Partnership convenes the region's top business leaders to champion solutions to the toughest economic challenges facing Tampa Bay. To identify potential issues and help prioritize community resources, the Partnership conducts an annual benchmarking study, the *Regional Competitiveness Report*. The report examines the region's performance in comparison to 19 peer and aspirational communities in five key areas that contribute to economic competitiveness and prosperity: Economic Vitality, Innovation, Infrastructure, Civic Quality and Talent.

Both the 2018 and 2019 *Regional Competitiveness Reports* surfaced many strengths and weaknesses, most notably challenges that the region faces related to the availability of talent. In particular, and relative to comparison markets:

- Significant pockets of the regional population are not career-ready and not engaged in the labor force;
- The high school graduation rate is low (particularly for disadvantaged students);
- Educational attainment is low;
- The share of the population 16 to 24 not employed or enrolled in school is high;
- And the labor force participation rate for residents age 25 to 64 is low.

With the results of this report in mind, the Partnership formed the Regional Talent Working Group to better understand the issues and to develop an actionable plan. Over the course of 2018, the working group – consisting of more than 30 CEOs and senior HR executives from the Partnership’s investor companies – has gathered labor market data, facilitated stakeholder and employer conversations, mapped the talent supply chain and workforce ecosystem and identified gaps in the system.

The findings?

Historically low unemployment, an aging workforce, and the rapid digitalization of jobs are contributing to a talent crisis nationwide. In Tampa Bay, employers will need to fill 850,000 job openings over the next five years, including 78,000 new jobs that don’t exist today. The only way to meet that demand is to grow the regional labor force, but it can’t be done by recruiting new residents alone. The region must develop a local pool of talent to fill the pipeline.

Three key weaknesses emerged:

- Only 30 percent of Tampa Bay high school students go on to receive a college degree, and there’s little support to ensure the remaining 70 percent have a clear path (and the necessary training) to enter a high-demand career
- There’s a mismatch between the fields of study college students are choosing and the demand for those fields
- There are too many workers who are unemployed, underemployed or aren’t participating in the labor force at all

Fixing these issues will require a high degree of coordination and collaboration between the workforce system and regional employers.

With the research in hand, the working group has recommended that the Partnership spearhead an employer-led, demand-driven initiative, drawing from successful models in other regions across the United States. Such a strategy, the group believes, will help in two ways: the region’s business community will be able to more clearly and collectively communicate its workforce needs; likewise, the effort should help educational institutions, workforce organizations and job-seekers better understand the skills and credentials that will lead to productive jobs and careers.

STATEMENT OF PURPOSE

The Tampa Bay Partnership seeks a group of employers – within a specific industry sector or a cross-industry talent cluster – who are intensely motivated to collaboratively address their shared workforce challenges.

The model the Partnership is implementing in this region is the U.S. Chamber Foundation’s Talent Pipeline Management™ (TPM). With TPM, employers convene around shared workforce needs and

they take a very active role in managing their collective talent pipeline, much as they would their own supply chains of other critical business inputs. This approach relies on active business leadership to address long-term talent pipeline needs and improve the talent supply chain through partnership and clear communication with preferred education and training providers. The Talent Pipeline Management™ movement has now impacted over 1,000 employers across 26 states.

The elements of the model are described in Figure 1.

Figure 1. Talent Pipeline Management Model



Source: US Chamber Foundation. For more detailed information on the TPM™ movement, associated processes, and resulting impact, visit www.thetalentsupplychain.org.

RESPONSE PROCESS

This Request for Information seeks responses from respective teams of employers that would agree to work with the Partnership to implement this business-led workforce strategy.

Who Should Respond?

Employer collaboratives selected will work with the Tampa Bay Partnership and other relevant partners to employ methods described below to address regional talent challenges. Respondents should be one of the following:

- A group of interested businesses with common/similar talent challenges
- A single business leader who can bring other industry sector leaders to the table
- An established industry council, sector partnership, or industry group that can facilitate the involvement of industry sector leaders

Commitment

Each selected collaborative will undertake the following tasks:

- Convene a group of committed employers within a specific industry sector or cross-industry talent cluster that will work together to formalize and jointly manage their collective talent supply chain
- Develop and implement an action plan for the collaborative that is tailored to the group's specific challenges with critical occupations
- Identify and convene a flexible and responsive partnership of preferred education and training providers (suppliers) that want to contribute to the collaborative's talent pipeline
- Discuss and document collective workforce needs, including projected job openings and core competencies and credentials, to talent supply chain partners and the community at-large
- Engage regularly and systematically with talent suppliers to ensure programs meet the competency and credential requirements of critical jobs and established career pathways
- Develop and implement shared performance indicators to measure the success of the talent supply chain and the collaborative's return on investment — and provide data on a timely basis (monthly/quarterly) to regularly report on progress
- Actively participate in cultivating awareness of and interest in careers critical to employers in the collaborative

The Tampa Bay Partnership will provide the necessary financial and human resources to support the initial collaboratives, including:

- Administrative support for the collaborative for the first 12 months of the work plan implementation, including:
 - Responsibility to convene and facilitate meetings, both of employers and "supplier" partners
- Technical assistance, via specialized contractors and Partnership staff, to provide guidance to the collaborative based on evidence-driven best practices from across the nation, including:
 - Establishing performance metrics and monitoring
 - Gathering data on regular basis to provide performance reports

- Technical assistance for critical US Chamber of Commerce Foundation web tools associated with TPM data collection and metric reporting
- Access to national experts and peer collaboratives experienced in Talent Pipeline Management

The Tampa Bay Partnership will also work with the collaborative to solicit funding from local, regional and national (public and private) organizations that have an interest in supporting this type of workforce initiative

Schedule

RFI Release:	January 8
Pre-submission Q&A call/meeting:	January 24
Deadline for RFI submittal:	February 8
Complete Initial Review of submittals:	February 15
Interviews with finalists:	February 18 and 19
Decision and Notification:	February 21

Submission Instructions

To respond to the RFI, please complete the questions below and return via email to Peg Walton at pw Walton@tampabay.org no later than 5:00 p.m. on Friday, February 8, 2019.

PART I: WORKFORCE CHALLENGES

We'd like to understand more about the workforce challenges your group is experiencing. Please provide as much information as you have about the talent-related pain points your group is currently experiencing or anticipating.

1, Please list and briefly describe 3-5 primary workforce challenges that face your group of employers? Are these near- or long-term challenges? Do they reflect hiring challenges or issues with incumbent workers?

2. What occupations for which you are experiencing significant hiring challenges are most critical to your company's/industry's success?

3. How would you rate the urgency of the challenges facing your group? Please circle the appropriate response.

Not Urgent

Somewhat
Urgent

Extremely
Urgent

1

2

3

4

5

4. What activities, if any, are underway to address those challenges?

5. Have you done any labor studies or relevant demand projections? If so, please attach.

Yes

No

What were the key findings or takeaways from the study?

How often is this information produced?

PART II: INDUSTRY SECTOR OR TALENT CLUSTER CHARACTERISTICS

We are looking to launch this initiative with employers who either share an (1) **industry sector** or (2) a **talent cluster** that plays a key role in driving the region towards a competitive and prosperous future.

An **Industry Sector** is a group of companies that operate in the same segment of the economy or share a similar business type. Examples would include, but certainly not be limited to, the following: commercial construction, financial services, manufacturing, healthcare or hospitality.

A **Talent Cluster** is a group of occupations that are used across multiple industries, such as: information technology, human resources, finance, operations, etc.

1. What is the estimated size of your industry sector or talent cluster in the Tampa Bay Region (please respond to the best of your ability):

Name of sector or cluster:

of companies:

of employees:

Estimated immediate hiring needs and longer-term projected needs by job type and number (rough estimates are acceptable):

2. Please describe any significant regulatory changes, investments, capital projects, or planned expansions that will materially influence your hiring and/or training needs over the next five years:

3. Are there one or more formal industry associations or collaboratives for your industry sector or talent cluster already in place in the Tampa Bay region? If so, please provide the following information for each:

Year founded:

of board members:

Name of Executive Director:

Size of staff:

of members (please attach list):

Is your membership regional? If so, please describe:

Describe in no more than 500 words the mission and goals of the organization, its key accomplishments and its meeting schedule.

