

The Alliance - Organization

A. Mission

Through the concerted engagement of the Five Communities of Interest in the four county region of Crawford, Harding, Marion and Wyandot, enhance the development and attraction of S&HS talent for M-I industry such that a substantial S&HS Talent Pool is generated to meet the current and future demands of the region's M-I industry...become a High Tech M-I Industry Region of Choice for S&HS Talent (people) and for M-I organizations (new plants).

B. Purposes of The Alliance...Why an Alliance?

A. Primary Purposes

1. **Leverage the Resources of *The Many*** organizations (very small to large) and individuals in the Five Communities of Interest (5Col's) for the common purposes associated with increasing the S&HS Talent Pool in the Region for the M-I industry. Furthermore, this partnering of many facilitates the **painting of a bigger "job opportunities picture."** For example it can present 300 job opportunities in one location as opposed to having to go to 300 locations for the same job opportunities level. This makes it an easier journey for qualified talent, which means more will visit; more will apply.
2. Create a **S&HS Talent Development Triumvirate System** (communities of M-I, Education & Development, and Government (e.g. ODE and JFS's)) to develop more S&HS Talent that's aligned with M-I needs; *increase the S&HS Talent Pool*
3. Move to a **Region Talent Certification System** that includes full certifications and sub-certifications; on talents from Team Leader, Research Specialist and Mentor certifications to Project Management Professional, ASQ Quality Certification, Robotics, Manufacturing Skills, and Certified Robotic Arc Welder.
4. Pursue **NAM Approval/Validation of The Alliance Created Certifications:** Increases credibility and facilitates workforce being global.
5. **Attract "The Talent" into S&HS M-I Jobs and Careers;** increase the interest of Military Technicians and other "qualified" S&HS youth and adults in M-I Jobs and Careers in the Region.
6. **Develop methodologies with multiple channels to gather more data** on jobs, on jobs talent, and on talent development systems and to establish a periodic updating of data
7. **Educate the Five Communities of Interest (5Col's)** about: *Best Practices Solutions* to achieve Alliance goals; Solutions that have been implemented in other regions; new findings/studies that relate to this Situation; and best practices for functions such as: Attracting Talent, Hiring Systems; Developing Talent, and Employee Engagement.

B. Secondary Purposes of The Alliance; Supporting/Enhancing the Primary Purposes

1. **Engage all of the Five Communities of Interest (5Col's)** in generating and maintaining solutions to The Situation.
2. **Provide a Talent Management (TM) software** to create a Competency Management System to generate Job Descriptions, Special Skills Certifications and People Profiles including student resumes; create a common jargon

3. Provide a **Central Communication Tool for The Alliance** (The Website) to facilitate the targeted participation of all parties in the 5Col's. Team Planning Sessions; Team Virtual Meetings; Chat Rooms; Questionnaires/Surveys; Reports; Document Storage and Access; Access TM Software...Job Descriptions and People Profiles/Resumes; Ask a SME, Mentor or Coach; Mentoring and Coaching session, etc. *Home of the Virtual Alliance!*
4. **Establish The Alliance Success Criteria** to be used in accountability and to market the success of The Alliance

C. Business Status

To be determined by The Alliance Board of Directors, AKS "The Core" (see Figure 2 on page 3, Organization Chart)

D. Who Plays a Role? "The Five Communities of Interest" (5Col's)

As more and more completed questionnaires came in, more interviews were completed and research articles and reports were read it became apparent that there were multiple factors that had a role in the causes of the situation. It also became more apparent that a greater variety of organizations than originally thought in other regions of Ohio and of the US have been aligned with specific solution roles, and were achieving success.

Furthermore, it became apparent that unless the different solutions became integrated with each other, they were not achieving maximum success and at times they may counter other solutions; rendering them ineffective and wasted resources.

Figure 1. Illustrates the 5Col's with 26 Sub-Communities that play roles in creating the *Situation* and/or should play a role in creating integrated, more sustainable solutions for the Situation.

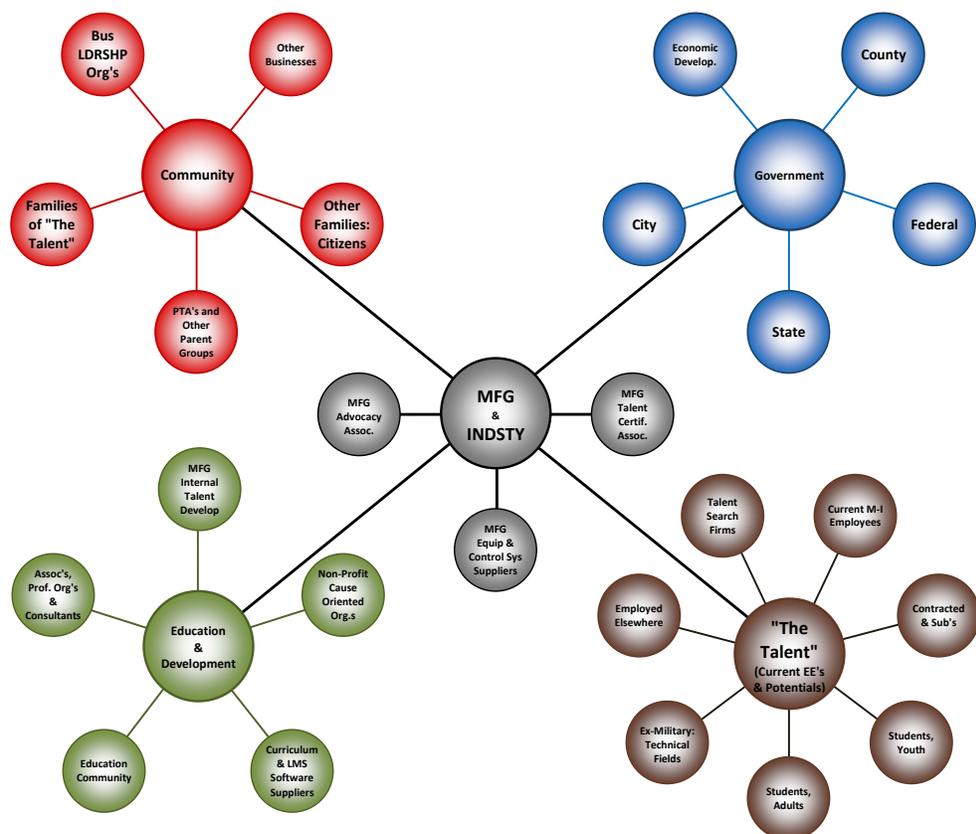


Figure 1.

Examples of the Impact of Integration on the 5Col's:

1. What happens if the Education & Development community invests resources to implement a "solid" multi-phase S&HS talent development system, but Families of "The Community" community does nothing to change the interest of Youth and Adult students in M-I jobs and careers?
2. What happens if Government JFS's create a strong Apprenticeship program, but the M-I industry is not convinced of the reliability of the people who complete the program and subsequently don't hire them?
3. What happens if the efforts of the Education & Development, The Community and the Government communities increases the size of the S&HS Talent Pools; the M-I industry hires S&HS Talent from the Talent Pool, but then does an ineffective job of aligning that talent with the production systems (tools and processes) of their organization?

E. Organization Structure (to Achieve the Mission, Goals & Objectives)

Figure 2. is a draft proposal of how The Alliance may be organized/structured to achieve its Mission, Goals & Objectives...purposes.

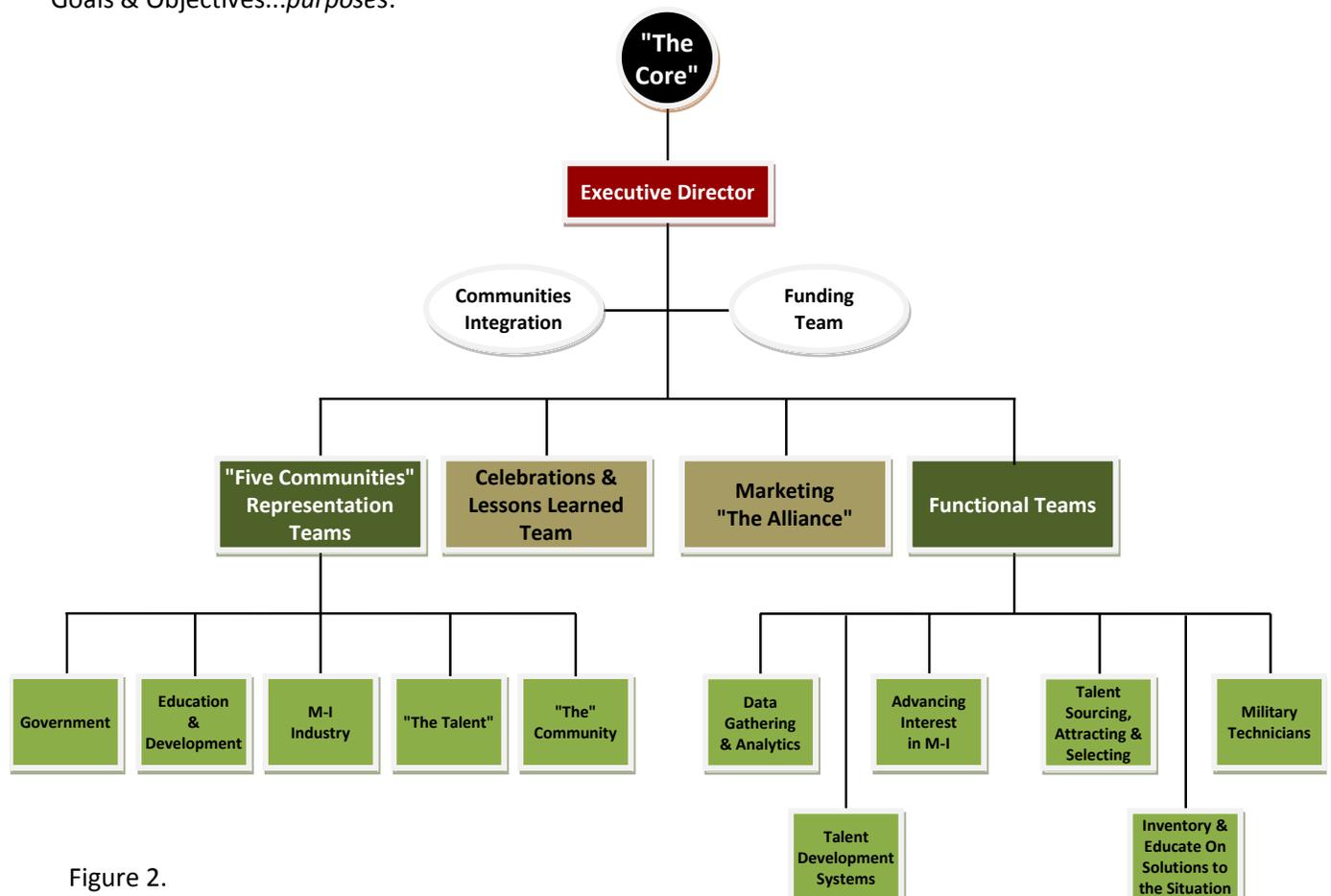


Figure 2.

Note: It is important to understand that the draft proposed organization structure is a Vision of the future of The Alliance to achieve the Mission. However, this will grow in phases of events, activities, and efforts as the number of members and volunteers grow. *So in the beginning, all of these teams will not exist!*

1. Board of Directors - "The Core"

Responsibilities of Board:

- Set the Mission of The Alliance
- Select the Executive Director, monitor their performance (Mission, Goals & Objectives, Financial Performance, and other Success Criteria), take corrective action when appropriate
- Work with the Executive Director to set the Goals & Objectives and monitor performance
- Determine other (in addition to Financial) *Success Criteria* for The Alliance, monitor related data, and recommend corrective action
- Confirm Makeup and Structure of the Board; recommend Members; and recommend Board of Director members, recommend and approve Teams' members (e.g. Funding Team, Communities Integration Team, Leadership Teams, and Functional Teams)
- Approve annual Financial Plans (Budget, P&L, Funding Team and Fundraising Plan, and Tax Filings) and make recommendation of Funding Team
- Ensure effective planning by the Executive Director to achieve Mission, Goals & Objectives including setting and meeting priorities
- Serve on Teams (no more than two) and on special task forces
- Promote The Alliance with others in the Five Communities of Influence (5 Col's)
- Work to ensure the Board includes people who not only represent the Five Communities of Interest (5 Col's) but also have proficiency in business management arenas such as: Planning, Finances, Operations, Marketing, Information Technology, HR/TM, and Legal

Makeup of the Board

It will be comprised of a minimum of ten (10) individuals; and no greater than 26. Greater than half (50%) of the Directors will be representatives of the M-I Community. The remaining Directors will be representatives of the other four (4) Communities of Interest (Col's).

Other calculators:

- *There will be no less than twelve (8) M-I and no more than sixteen (16) M-I total on the Board*
- *There will be at least one (1) large M-I from each of the four (4) counties in the Region and at least one (1) small or medium M-I from each of the four (4) counties in the Region.*
- *There will be no less than eight (4) total and no more than twelve (12) total from the other four (4) Col's*
- *There will be at least one (1) from each of the other four (4) Communities of Interest (Col's) and there will be no more than three (3) from any one of the other four (4) Col's*

2. Executive Director

This position should change dramatically over time. Because this is a brand new organization, which will be a *one person operation* with numerous volunteers.

Responsibilities:

- Start up The Alliance..."Charter Members" - Identify qualifiers, rewards/benefits, and roles
- Draft first phase of Goals & Objectives with timeline of potential future phases
- Conduct first meetings; move toward virtual meeting
- Ensure The Website plan is created and implemented
- Attract additional Members to the Structure and aligned with different Teams- The Core, the Leadership Teams, the Functional Teams...
- Market to 5Col's, including the 26 Sub-Communities
- Identify different needs for financial support and priorities
- Coordinate all activities to achieve Mission, Goals & Objectives
- Conduct follow-up activities with each team

3. Funding Team

There will be costs associated with achieving the mission. An example of one of the activities or tools that will cost is the website, which will coordinate many of The Alliance's planning and development activities, will be used to educate the 5Col's, create interest in M-I sector jobs and careers, and will be a marketing tool to attract S&HS Talent into the region and to stay in the region.

Responsibilities:

- Identify different potential sources of funding, such as:
 - Website Advertising
 - Sponsorships
 - Grants
 - Membership Fees
 - Contributions
- Create "messages" to use to promote the different sources of funding
- Explore and recommend different channels for delivering the messages
- Set up "messages" and "channels" performance measures (e.g. which ones are working and which ones aren't and which ones are resulting in the greatest ROI)
- Make recommendations for changes

4. The Communities' Integration Team

One of the findings of this project was that there are 5Col's who have played various roles in creating The Situation and should play roles in creating and implementing sustainable solutions. Expertise exists within participants who represent the 5Col's; they need to be engaged in the resolution processes for more success. In addition, we want to ensure that the "engagement" of team participants is high to increase their motivation and commitment to The Alliance, which increases their productivity and reduces their turnover from The Alliance.

Responsibilities:

- This team is to explore ways they can measure how well the participants from all 5Col's are being engaged in the processes of the multiple Teams of the Alliance; conduct the measures; perform analytics to identify what needs fixed; and to work with the teams to improve engagement/integration of individuals and of the 5Col's on each team.

5. The Marketing "The Alliance" Team

Market The Alliance inside the Region, inside the State of Ohio and across the US.

Responsibilities:

- Explore Events in the Region in which The Alliance should be involved (e.g. part of planning the event; attending the event; sponsoring the event; and displaying at the event) and work with the Leadership Teams and the Functional Teams to increase participation in the events
- Explore "organizations" within the Region whose missions and purposes are aligned with The Alliance that we should pursue for membership and partnering opportunities
- Explore and develop marketing images, messages and slogans that The Alliance should use (e.g. logo) and create plans for where and how these will be used such as on our website or on a "partnering" organization's website

6. The Celebrations & Lessons Learned Team

Responsibilities:

- Work with the Executive Director and the other Teams to **identify successes** (achieving The Alliance and individual Team Goals and Objectives; adding new members; getting contributions; implementing a new S&HS curriculum/course increasing student participation in M-I courses; The Alliance Website visits; The Alliance getting recognized by another organization; etc.)
- Discover issues that occurred within The Alliance Operations; how problem solving occurred; who participated in the resolution; what the resolution was; and what was learned and posting the assessment on The Alliance Website under **Lessons Learned**

7. Leadership Teams

- a. M-I Community
- b. Talent Development: Education & Training
- c. "The Talent": Employees & Potential Employees
- d. Government
- e. The Community

Responsibilities:

- Identify Resources for each of the 5 Col's that exist in the Region that should be engaged in solutions to The Situation and solicit their membership
- Identify *Categories of Representatives/Members* for each of the 5 Col's to be on Teams and to be members, such as:
 - Large, medium and small manufacturers; no more than 30% from any of the 4 counties...
 - Educators from Grades 3-6, 7-10, 11-12; Career/Tech; Community Colleges...from XYZ curriculum/courses
 - Parents representing students from grades...
 - Ex Military Technicians for each Branch of Services
 - Others
- Identify messages and channels for message distribution that will increase participation from each of the 5 Col's
- Questionnaire/Survey - review survey, survey results and survey process to offer ideas on additional information to capture and to offer ideas on a change in process to gather the information so that we can get more info from more in the 5 Col's
- Identify how The Alliance website can be used to increase effectiveness of each team
- Identify data that needs to be gathered from each of the 5 Col's, create questionnaires
- Work with the Functional Teams to help fulfill their participation and resource needs on projects from each of the 5 Col's

8. Functional Teams

a. Data

Responsibilities:

- The "foundation" project data gathering and analytics were focused on:
 - S&HS Jobs Data
 - Identifying talent requirements for S&HS Job; complete listing of talent required. In most cases talents identified were "the abilities to perform task"
 - Identifying which jobs are considered S&HS Jobs
 - Identifying job vacancies projected; current job projected to be vacated (need to be refilled) and future job growth (job positions added due to increases in production requirements.
 - Talent Management Practices Data
 - Sourcing, Attracting and Selecting Talent; Developing Talents/Workforce Development; Compensation & Benefit practices; Performance Management activities; Employee Engagement practices; and Succession Management
 - Collaborations with the Education Community
- Future gathering of data
 - Expand the initial data gathering from 10 M-I firms to 100 - 150 firms
 - Establish a methodology to automatically periodically update the data (e.g. set up a mechanism on the The Alliance website

- Work with the Leadership and Functional Teams to identify additional data to gather, such as Educational Community data, create questionnaires and plans to stir interest and gain targeted questionnaire participation
- Conduct Analytics on all data gathered

b. Curriculum: Alignment & Design

Responsibilities:

- Create a **S&HS Talent Development Triumvirate System** (communities of M-I, Education & Development, and Government (e.g. ODE and JFS's))
- Using talent data from the M-I Community; curriculum data gathered from the Education Community; and apprenticeship and other data gathered from the JFS Workforce Development Community and tools such as the following:

- **Attachment T - Developing Skilled Workers**
- **Attachment G - Advanced Manufacturing-Industrial Competency Model**
- **Attachment I - Job Skills Comparison Report**
- **Attachment O - Talent Pipeline to Internal Talent Development**
- **Attachment R - Learning/Talent Development Systems (at a Glance)**

work with the members of the S&HS Talent Development Triumvirate System to create Learning Architecture templates for the different most common S&HS M-I Jobs. These will be blended learning systems integrated phases of talent development that fit the different levels of Talents in **Attachment G - Advanced Manufacturing-Industrial Competency Model**.

At some point in time, integrate Equipment and Control Systems suppliers for current training and to forecast changes required based on changes in equipment.

Finally, if current certification programs exist (e.g. MI partners), integrate their certification criteria. If they don't, take the Learning Architecture and create certifications for curriculum and work with NAM to validate them.

c. Creating Interest in M-I

This is perhaps the core functional area. If interest is not generated in potential S&HS M-I job candidate, The Situation worsens. It becomes a **what if you build it and they're not interested; they won't come** scenario.

Responsibilities:

- Identify Direct focuses or targets to create interests in the work accomplished by the M-I community, the nature of the work, the impact that M-I has on the community and the economy, and on Jobs/Careers in the M-I Community (e.g. Students - Youth, Students - Adults, and Military Technicians)
- Identify Indirect focuses or targets that influence the interests of the primary focuses or targets to create interests in the work accomplished by the M-I community, the nature of the work, the impact that M-I has on the community and the economy, and on Jobs/Careers in the M-I Community (e.g. parent of the Students - Youth, family of the Students - Adults, and Educators of the Youth)

- Identify what interests the targets today and the basis for their interests; identify what *turns them off*; create messages and visuals which support them; and identify the best channels that they engage to deliver the messages...
- Identify success criteria and how to measure achievement; implement; analyze; analytics; and adjust.

d. Talent Sourcing & Attraction

Responsibilities:

- Identify prioritized targets for potentials in the following different categories of potential candidates: Currently qualified; needs "capstone" level training; needs equipment specific and systems training; etc.
- Identify sources of the different potentials by priority
- Identify what engages them and the channels to connect
- Develop language to *reach out*
- Identify success criteria and how to measure achievement; implement; analyze; analytics; and adjust

e. Military Technicians

Responsibilities:

- Identify best sources to connect with them such as different LinkedIn groups, Military Associations, Military recruiting organizations such as RecruitMilitary
- Identify best messages
- Engage them e.g. through The Alliance website engagement activities

f. Alliance Website

Responsibilities:

- Finalize the Mission, Goals & Objectives, and Processes of the website
- Identify specific web tools to achieve the Mission, Goals & Objectives and to perform the Processes
- Work with Marketing Team to identify desired image and how to create and maintain
- Work with designers on functions and image
- Build, Test, Adjust, Implement, Measure and Adjust

g. Talent Management, Employee Engagement & Workforce Planning

Responsibilities:

- Educate the membership on initiatives across the US that are most successful

9. Ad Hoc

Purpose: Perform miscellaneous operations that do not clearly fall within the Purpose of another Leadership or Functional team.

10. Terms of Team Membership and Team Limits

Terms Limits, specifically requiring that Team Members be rotated off after a specific number of years, are created to keep any individual or individuals from controlling a Board, Committee, or Team and/or from getting lazy, and the organization not being able to do anything about it. "The Core" team may not change this requirement.

The longest term an individual may be on any Alliance Team listed in this document, is five (5) years or sixty months. Once they have rotated off, the shortest time period they have to remain off any one team is two years.

In addition, no member may be on more than two teams at any time. This is to limit their span of control.

F. Membership

- Charter - Participants in the first year of the project will be offered Charter membership. These include three categories from 3 of the 5 Col's: M-I, Government, and Talent Development: Education & Training. They are:
 - M-I Community: Bridgestone APM Company, Durez, GE Appliance & Light, Honda, IB Tech, International Paper, Triumph Thermal Systems, and Vaughn Industries
 - Government: Each of the four (4) Economic Development offices of the four (4) counties
 - Talent Development: Education & Training: RAMTEC of Tri-Rivers Career Center
- Others - By Community, by Functions, by...; which ones should pay...just the M-I Community since the main thrust is to help fulfill their needs for talent; by access to information; by access to TM system such as students using to build profiles...????

G. Communications & Website

- Many of the individuals in the organizations we engaged with in this data gather process are already strapped for time. Getting them to go to more meetings would be quite a stretch. One of the reasons for creating a website is to create a communication hub through which virtual meetings could be conducted; get expert participation without having to be present at one place at one time. Discussion rooms (private and open) could be utilized.
- Some of the S&HS talent that we want to attract (e.g. Military Technicians) to this region are in other parts of the world. We want them to visit our community, talk with current workforce, ask questions of our education community, complete job applications, and file their Profile/Resume with us.

Both of these and much more can be done using a website. To learn more, see [Attachment W - Draft Plan for Alliance Website](#).