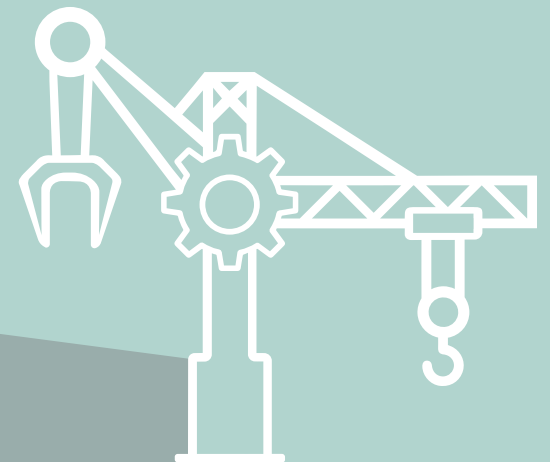
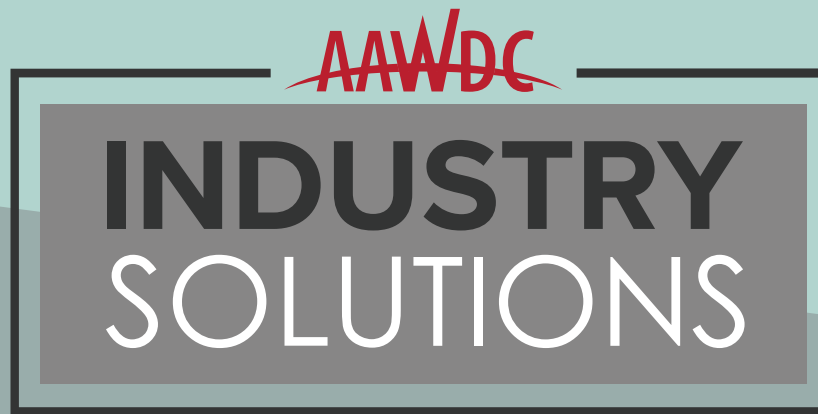
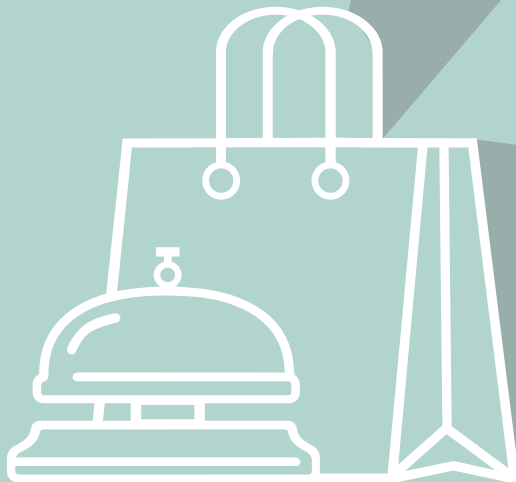




Key Elements of Talent Consulting





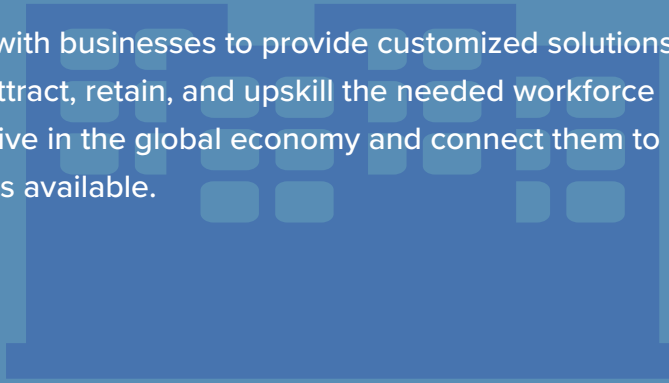
Cyber Hackathon (Photo Courtesy of William Peteuzzo)

Introduction

AAWDC is a nonprofit corporation that is the bridge between understanding what businesses need and preparing individuals to meet those needs through career development strategies. AAWDC builds success for:

Business

By partnering with businesses to provide customized solutions to help them attract, retain, and upskill the needed workforce to be competitive in the global economy and connect them to other resources available.



Industry

By collaborating with business leaders and partners in high-growth industries to provide innovative workforce solutions and develop a pipeline of skilled talent to meet current and future demand.



Career Development

By providing individual career coaching, removing employment barriers and connecting them to up-to-date skills and certifications required by businesses to help them start, transition, or advance their career resulting in self-sufficiency.



Community

By bringing individual career coaching, essential and life skills training, and employment barrier removal services into the communities of Anne Arundel County with the most need to uplift the community.

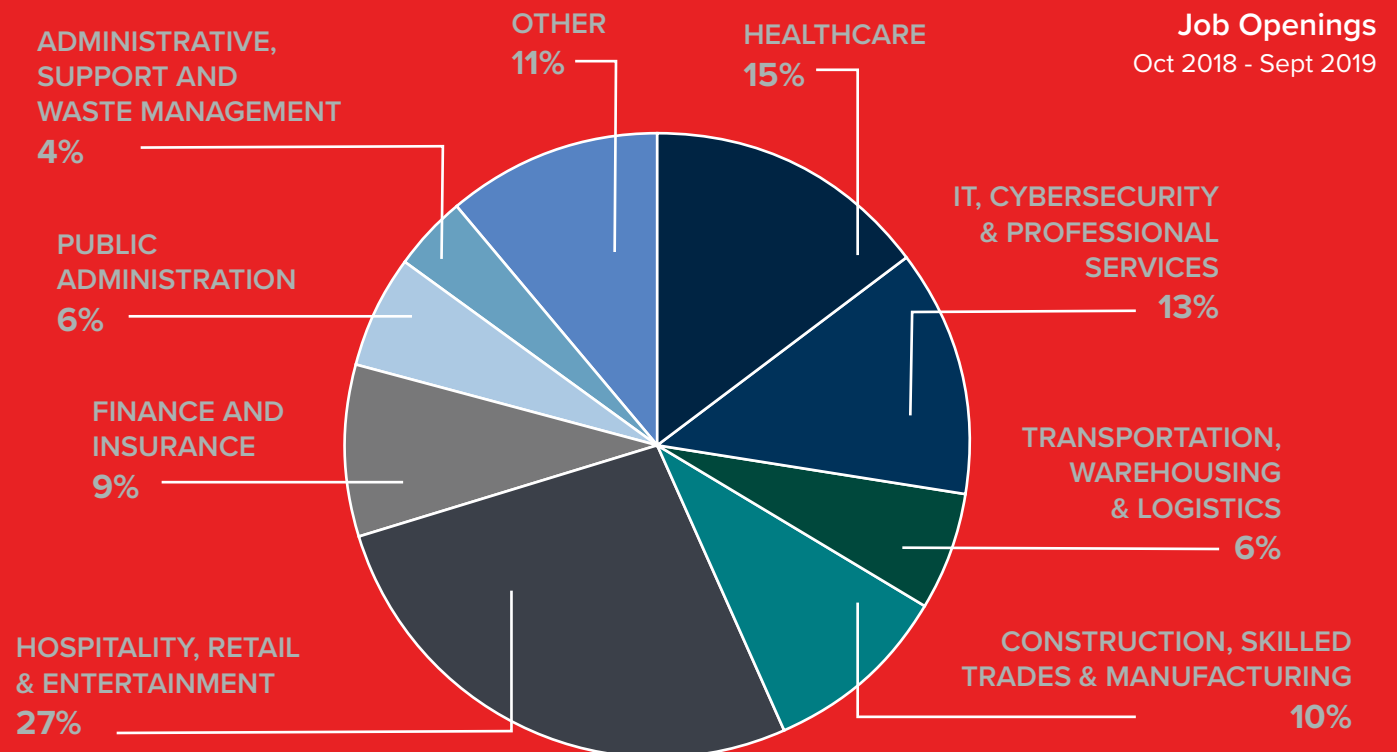


What is Talent Consulting

Talent consulting is an innovative and unique service that Anne Arundel Workforce Development Corporation (AAWDC) developed to implement industry sector solutions to talent pipeline challenges. AAWDC developed the concept of talent consultants to become experts at maneuvering within a specific industry to better serve businesses and better support job seekers. It allows AAWDC to take a holistic approach to addressing an industry's needs to aid in long-term economic vitality and industry growth. Talent consulting blends the concepts of industry sector strategies and career navigation to effectively serve the unique needs of an industry, while ensuring job seekers have a strong understanding and connection to key regional economic drivers. AAWDC talent consultants guide industry to workforce services and act in an advisory role on broader talent pipeline solutions and connect industry to services.

High Growth High Demand Industries

AAWDC Talent Consultants work with the 5 top industries identified by number of job openings and expected growth.



AAWDC's Industry Talent Consultants



Healthcare

Subject matter expert in the healthcare industry. Projects include the Allied Healthcare Partnership, the Geriatric Healthcare Partnership, CNA/GNA pipeline development, new patient care technician training, healthcare apprenticeship development, essential workplace skills training, and pharmacy technician career path.

14.7%

5-year Job Growth Rate

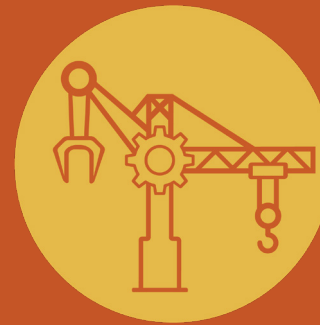


Information Technology

Subject matter expert in commercial and defense cybersecurity sectors. Projects include CyberWorks sector partnership, transitioning military training, business-led trainings, and regional cohort training.

3.6%

5-year Job Growth Rate



Construction

Subject matter expert in trades and green technologies. Projects include wastewater careers awareness, facilities management training, pre-apprenticeship program, heavy construction training including CDL B for construction vehicles, and working with regional labor organizations.

2.6%

5-year Job Growth Rate



Transportation

Subject matter expert in transportation and logistics needs with a focus on CDL A & CDL B, mechanics and essential skills.

12.8%

5-year Job Growth Rate



Hospitality

Subject matter expert in retail, accommodation, and entertainment sectors. Projects include casino awareness, hotel sector partnership, BWI Airport retail, industry-wide recruitment efforts, and essential workplace skills training.

4.7%

5-year Job Growth Rate

Key Elements of Talent Consulting

Talent consultants work with businesses, job seekers, and partners to create solutions, guided by the needs of industry. They manage business-led industry collaboratives that decide the best course of action of industry projects, and the talent consultant works to carry out those projects. These workforce projects vary from cohort training to labor market data analysis studies to industry-wide recruitment strategies. Regardless of the differences across industries, there are certain elements in the work talent consultants do that transcend the industry or individual and make the work that they do effective and unique to AAWDC.

Subject Matter Expertise

Talent consultants serve as the knowledge base for AAWDC on the industry and its trends, including training required, job search norms, and culture of the industry. Some have work experience with the industry and insider knowledge. Talent consultants serve as subject matter experts or liaisons by staying relevant to industry trends through understanding industry specific economic data, learning industry terminology, attending industry events, and maintaining relationships with industry leaders.

Coordination

Talent consultants coordinate various events, trainings, recruitments, and more to support the industry. They coordinate every aspect of the Industry Training Model from inception to completion.

Focus on Supply & Demand

What makes the talent consultants effective is that they are the conduit between the supply and the demand, rather than focused on only one or the other. Talent consultants look at businesses as a part of a larger picture, not just as one business with one challenge however, they do coordinate with other AAWDC staff to provide services to individual businesses. Talent consultants learn the nuances of the industry so job seekers can become more marketable within the given industry and coordinate services with career development staff to better meet the needs of both industry and the job seekers.

Working with Partners

Talent consultants are creative problem-solvers. They work with partners and industry leaders to uncover solutions and opportunities. Talent consultants keep up with the changing needs of the industry and ensure communication with job seekers and training providers as to the skills and abilities needed to succeed within their respective industry. They bring together the right businesses and trainers to develop new curriculum and areas of study. Beyond training, talent consultants connect with community organizations and industry associations to leverage resources and solve challenges that go beyond traditional workforce solutions.

Program Management

Talent consultants act as program managers for an industry, balancing a variety of projects at a time. Taking a program manager perspective, allows them to keep a high-level viewpoint when making decisions at the project level or when pursuing additional projects. This aspect of their job brings the other elements of subject matter expertise, coordination, focus on supply and demand, working with partners, and going beyond borders together to move the industry sector work forward.

Ability to Go Beyond Borders

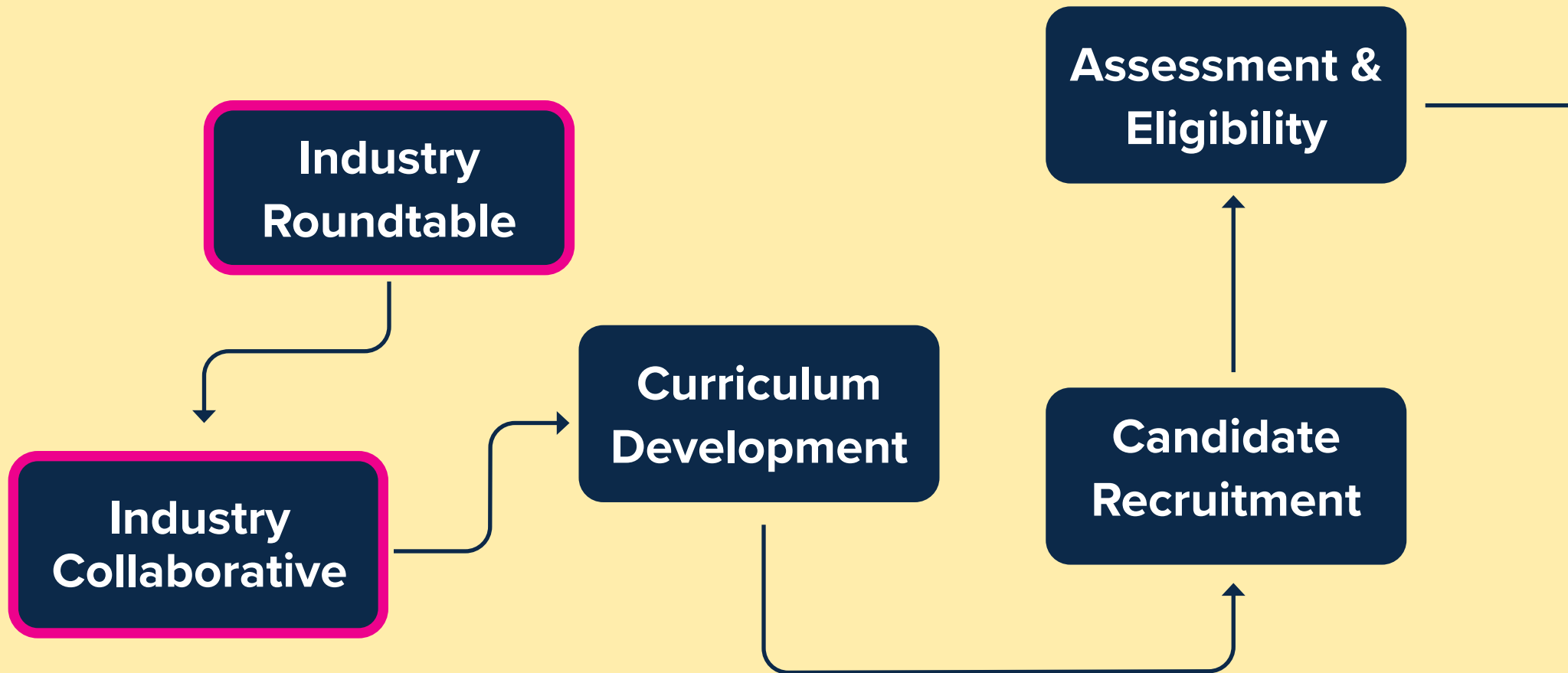
Talent consultants go beyond jurisdictional and programmatic lines in order to address regional industry solutions. This is true whether working with businesses, job seekers, or community organizations.

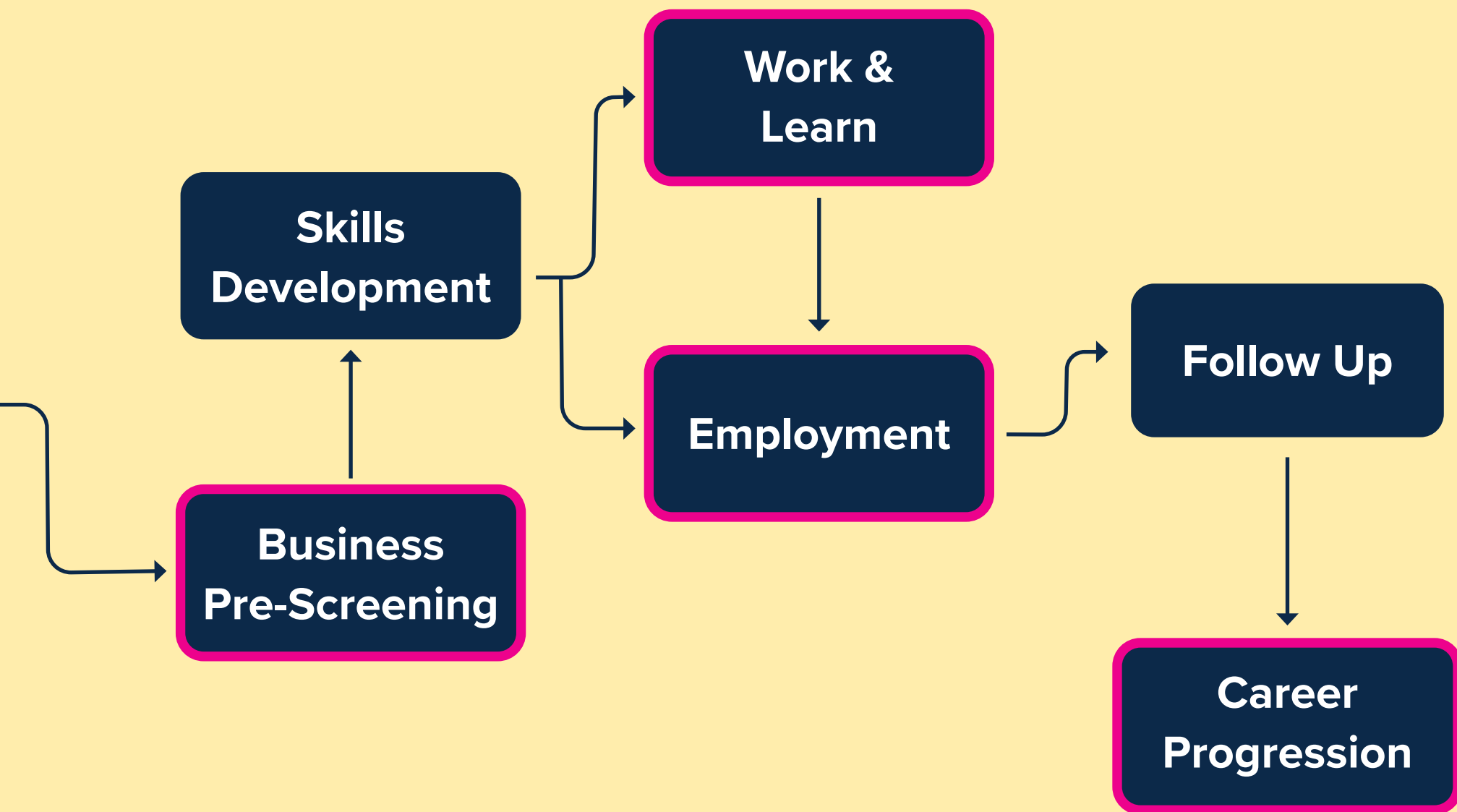
The Industry Sector Training Model

LINKING INDUSTRY, JOB SEEKERS, AND TRAINING PROVIDERS

At the intersection of businesses, job seekers, and training providers is the training development process. AAWDC talent consultants have created a detailed process to build training programs that meet industry need and contribute to a talent pipeline.

The training model begins with industry and it views the training solution as one piece of a talent pipeline for businesses and one step in a career progression for job seekers.





 Direct Business Participation

The Benefits



Talent Consultant Support all Aspects of AAWDC Work

Talent consultants align AAWDC initiatives and training programs with the needs of industries. Internally, they serve as a resource to staff, keeping colleagues informed of industry trends and needs, identifying certifications and training, identifying quality training vendors, educating staff on career pathways among industry subsectors, and guiding business services outreach strategies to targeted industries. Talent consultants see the larger picture of the industry, both from the business and job seeker side. This fosters big picture thinking, rather than looking at one person or one business in one situation.

A Focus on Strategically Targeted Industries

Taking an industry-wide approach on high-demand/high-growth industries provides a broader insight to workforce needs. By looking at systemic challenges, AAWDC works alongside industry to create better solutions with a more lasting impact. Taking time to deep-dive into broader issues facing the industry fosters stronger partnership with and amongst businesses and other community organizations. This link builds the momentum needed for more and better initiatives that spans beyond workforce. Businesses feel more connected to each other, the community, and the economy as a whole. On the job seeker side, clients have a better idea of what to expect within a particular industry. Talent consultants facilitate a better understanding of the focus industries at AAWDC, meaning career navigation specialists and talent acquisition specialists can provide more effective services. Additionally, talent consultants zero in on job seekers that are well-suited to their industry, linking job seekers and businesses that are truly a match. By doing this, AAWDC sees higher training completions, certification rates, and employment rates as a result of sector initiatives, because businesses and job seekers are more closely aligned with each other as a result of sectoral work.

Cross-programmatic and Cross-jurisdictional

The labor market and businesses' needs rarely align within jurisdictional lines. Businesses aren't concerned with which county or city their employees were coming from, and job seekers are comfortable commuting to secure employment opportunities. Workforce development has moved toward regionalism and the industry navigation work has followed suit. Taking a regional or even statewide approach better matches the needs of businesses. Talent consultants don't limit themselves by geographic boundaries which has proven to be successful for both fund seeking purposes as well as business' satisfaction. To be successful, talent consultants must work with multiple trainers and partners to build a comprehensive solution.

Talent Consulting at Work

Building a Facilities Management Pipeline

The Challenge: The Facilities Management Industry does not have widespread representation in high schools or college career fairs, coupled with the fact that fewer and fewer graduates from high school are entering the trades and construction professions. Concerned about the impact this may have on the industry, the International Facilities Management Association (IFMA) wanted to get a pipeline of skilled workers in the making before their shortage hit a crisis point.

The Solution: AAWDC partnered with IFMA to attract and train candidates in Facilities Management and Facilities Maintenance careers. Working with the Talent Consultant, IFMA members developed a week long bootcamp style training, using a National IFMA approved curriculum. Hands-on aspects of the training were added and elements such as blueprint reading, first aid, and CPR gave these students, who enjoy physical work using practical skills, training in a learning modality that is of greatest value to them. At the end of the training, members of the IFMA association interviewed graduates and offered work & learn opportunities paid for by AAWDC.

The Outcome: Of the 8 candidates, 7 completed the training and 5 obtained training-related employment. Of the 5 that obtained training related employment, 4 of them completed a work and learn as part of training. All 4 of these interns were offered employment at the conclusion of their work and learn period, the 5th candidate was hired outright. All of these 5 individuals were unemployed prior to the training. Their resulting salaries ranged from \$16 an hour to over \$80,000 annually, for those who had project and personnel management experience, in addition to facilities skills.



Developing Training to Meet Business Needs

The Challenge: Anne Arundel County healthcare employers expressed concern about a shortage of skilled certified nursing assistants and geriatric nursing assistants. They were facing a large increase in demand due to the aging population and the pipeline for skilled workers wasn't meeting their need to maintain their standards of care. Existing CNA/GNA training programs weren't providing adequate soft skills training and current programs were seeing increased attrition rates because students faced barriers to completing training, such as lack of access to transportation and child care.

The Solution: AAWDC's Talent Consultant guided the group through the Industry Sector Training Model process to develop a program that would better build the CNA/GNA pipeline. Students were recruited and selected based on the employers' specifications. They went through the AAWDC Workplace Excellence Series training to build their soft skills and completed a career development curriculum alongside the technical CNA/GNA training. Students learned about resume writing, developed an elevator speech, perfected interview skills and participated in mock interviews with local employers currently hiring for CNA/GNA positions.

The Outcome: In July of 2019, 14 participants completed the CNA/GNA training and 5 of the participants completing the program were selected for additional training as certified medical technicians. Of the 14 who completed the training, 12 found positions and 2 are currently working with AAWDC staff to find a position. Students completing the training received offers from home health providers and assisted living facilities. The business partners of the Geriatric Collaborative found that by working with the Talent Consultant and through being involved in the training process, the candidates completing the program were better prepared. In October 2019 another cohort completed the training. Seeing the results of the initial trainings, a business from the collaborative hired 18 individuals and paid for them to complete the training. All 18 participants successfully completed and are currently employed.

Our Purpose

AAWDC is organized primarily as the administrative and fiscal entity of workforce development funds designated by the Anne Arundel County Code, Article 3, Title 14. Under this Title, AAWDC administers, implements, and manages the Anne Arundel County Workforce Development Project. The Project shall advance the welfare of individuals and businesses in Anne Arundel County.

AAWDC collaborates with the Anne Arundel County Local Workforce Development Board, other workforce partners, and businesses to identify service gaps and implement innovative solutions to workforce challenges that lead to excellent results for local businesses and residents

Our Mission

AAWDC enhances the economic vitality of Anne Arundel County by leading the development and delivery of workforce solutions for area businesses. We ensure that our citizens are well prepared for the workforce, ready to work and equipped with skills in demand by businesses.

Our Vision

AAWDC's vision is that every business has the skilled workforce needed to succeed and all Anne Arundel County citizens have met their full career potential.

Core Values

AAWDC is driven by three core values which guide the organization in ensuring Anne Arundel County is the "best place."

Innovation

AAWDC exercises creativity and vision to drive purposeful change that impacts both businesses and job seekers.

Collaboration

AAWDC partners with public and private entities to effectively address the workforce needs of the region and maximize impact.

Excellence

AAWDC is a premier workforce provider delivering products and services that lead to meaningful results.





CONNECT WITH US



Website
www.aawdc.org



Email
info@aawdc.org



Facebook
[/aaworkforce](https://www.facebook.com/aaworkforce)



Twitter
[@aawdc](https://twitter.com/aawdc)