



NOVA Workforce Board Retreat January 22, 2020 Meeting Minutes

Present: M. Alvarado, T. Baity, S. Borgersen, L. de Maine, B. Field, R. Foust, C. Galy, H. Goodkind, P. Guevara, B. Guidry-Brown, E. Hamilton, K. Harasz, J. Hill, L. Labit, S. Levy, M. Lucero, J. Morrill, S. Porter, and A. Switky

Absent: J. Chu, C. Cimino, L. Dalla Betta, V. Dang, A. Manwani, J. Miner, J. Ruigomez, C. Springsteel, and J. Sugiyama

Also Present: special guests F. Benest, J. Burt, and K. Wolff; and NOVA staff: K. Stadelman, L. Anders, L. Jackson, T. Johnson, J. Langdell, C. Stahl, and E. Stanly

1. Call to Order: Welcome Remarks from P.K. Agarwal, Dean, UC Santa Cruz Extension Silicon Valley

The retreat was called to order at 8:35 a.m. P.K. Agarwal, Dean of UC Santa Cruz Silicon Valley Extension, welcomed participants and thanked NOVA for its important partnership with UC Santa Cruz Extension. What lies ahead for the future of work are machines supplementing what we do to some extent and Artificial Intelligence (AI) requiring machine learning that we will need to build upon. Following the horse-and-buggy era, a large portion of the world experienced job displacement. We are entering a similar transformation and need to ask ourselves what was asked before, “Are we in the horse business or horsepower business?” Success and the concentration of wealth will be with those who take risks and inequality will come with that. There are five senses that define a human being and if AI can do all of them then there will be efforts to replace human beings in the functional work environment. The economy is always growing and disruptive. For example, research has identified the top 10 jobs that didn’t exist ten years ago. Disruption of existing jobs will speed up and the key will be getting people to transition from one disruption to the next. To prepare people to be successful, they will need knowledge and soft skills and the role of industry will be paramount to this effort. Education institutions such as UC Santa Cruz will need to think not only outside the box, but to forget about the box all together. It will be important to try out new things with the understanding that some things won’t work but we’ll need to keep experimenting.

2. Framing the Day and Expectations

Board Co-chairs J. Morrill and A. Switky welcomed participants to the annual Board Retreat and provided an overview about what members can expect over the course of the day’s activities. The theme of this year’s retreat is on the “future of work” and the significant shift the emerging world of work is undergoing and its impact on the economy and NOVA’s work. Instead of hearing about the job seeker perspective as in previous retreats, the focus will be on the employer perspective and what they are seeing in the labor market and the challenges they face finding talent.

3. Public Announcements

Board Co-chair J. Morrill asked if there were any public announcements. No public announcements given.

4. Approval of the Agenda

Board Co-chair J. Morrill called for a motion to approve the agenda. The motion was moved by R. Foust, seconded by K. Harasz and passed by voice vote.

5. Introduction of Board Members

Facilitator Board member H. Goodkind recognized new Board member M. Alvarado who was attending the retreat for the first time and thanked retiring Board member J. Hill for his contributions to the Board's work. Board members then introduced themselves that was followed by an icebreaker exercise. Members were asked to complete an index card with answers to the following two questions: "When you were 12 years old, what did you want to be when you grew up?" and "What did you not want to be?" The responses were collected and read to members who were asked to guess the author.

6. Looking Back at 2019 and Board Accomplishments; Looking Ahead to 2020

Director Kris Stadelman presented on the past year's accomplishments and expectations for 2020. To view her slide presentation, please click here: <https://novaworks.org/documents/2023q2/KrisStadelmanPresentation.pdf>.

7. Economic Landscape in California

Board member Steve Levy presented on the economic landscape for California. To view his slide presentation, please click here: <https://novaworks.org/documents/2023q2/SteveLevyNOVA%20Retreat%202020.pdf>.

8. Panel Presentation from Employers about the Future of Work

Four panelists presented on the future of work and the talent challenges they face. Panelists included: Yvonne French, Director, Talent & Workforce Planning, Cisco; Bill Graham, President, Dignity Health Sequoia Hospital; Katherine Harasz, Executive Director, Santa Clara County Housing Authority; and Paul Humphries, Group President, High Reliability Solutions, Flex. Highlights of the presentation and discussion included (but were not limited to):

- The package of benefits that will attract candidates may differ from industry to industry and company to company. If you can't offer competitive high wages then a company will offer other things that may be important to a candidate. Examples include: a pension, call to mission, desirable culture, work/life balance, flexible workplace and schedule, commitment to diversity of perspective and work where there is one company and many careers, collaborative teams, stability, sustainability, and community engagement. The company needs to communicate the value proposition/brand that it can offer and ask candidates about what they are looking for. The high housing costs create challenges with recruitment and one company is piloting an innovative approach by offering groups of employees within the company the opportunity to move together to another part of the country that is less expensive and work together there.

- In the past, companies have utilized recruitment strategies where candidates were recruited from out of the area/state, but today the focus is on growing talent locally.
- It's important to have different partners. You need to partner with community colleges to grow talent, Labor organizations to better align with the newer workforce's needs that differ from the baby boomer generation, and with networking academies in high school and at San Jose State to help them understand what kind of talent is needed (a three/four-year degree may not be it.) It's important to identify new funnels of talent through partnerships.
- In recruitment, the domain-specific skills are important but do not pose a challenge in finding qualified talent. The problem is finding talent with the other (intangible) skills.
- Recommendations for ways a candidate can signal that they have the right soft skills a company is looking for include: through the interview they show they have learned from their mistakes, can resolve conflict and that their past jobs and experiences on their resume show growth and ability to manage change (growth mindset); through stories and examples during the team interview, they communicate how they have worked in environments, demonstrated intellectual curiosity, identified situations where they needed to adapt, and can convey insights into what drives them, what are their fears and how they manage change (adaptability and flexibility); they tell a story during the team interview that focuses on how the work gets done (accountability); during the interview, the company conveys to the candidate the importance of disruption and determines how they will adapt and whether they will fit (comfortable with ambiguity and uncertainty). The candidate also needs to be able to tell their story on the resume and replace what the cover letter had achieved in the past.
- Emotional intelligence can be defined as empathy and putting yourself in another person's place, being able to moderate personal and political biases or tribal DNA, and demonstrating compassion. Emotional intelligence is also manifested in the relate-ability factor that is front of mind and in those who are social justice-minded. Allowing people to fail is providing an environment for emotional intelligence. You can't change your personality but you can change your behavior and through the performance appraisal process the company can help someone to modify their behavior. The behavior can also be addressed through "clearing the air" and putting the issue on the table. Emotional intelligence is ascertained in candidates through the interview by establishing a dialogue with the individual, watching behaviors during the exchange, asking them how they build a team, asking them how they came to a solution (by telling colleagues what to do or asking them for input) and in their treatment of frontline staff when they come into the office for the interview.
- Candidates, who do not have all of the skills and experience desired by the company, can still be hired but are often brought in initially on a project-specific/contractor basis or through apprenticeships. In today's customized online recruitment process where the relationship has gone away and candidates, who do not have the exact qualifications requested, can be quickly screened out, a job seeker should reach out to someone in human resources and make that connection first. So when a job opportunity arises, a personal relationship has been established which can lead to an interview.

- An issue that has arisen with young workers newly entering the workforce is that they have never had a job before. There should be more opportunities for young people to work during high school or college so they may acquire basic work skills. Volunteer jobs could also be an option.

A videotape of the panel presentation can be viewed by going to: <https://youtu.be/FaB7SppgZs4>.

9. Luncheon Speaker: Kristin Wolff, Senior Associate, Social Policy Research Associates

Kristin Wolff of Social Policy Research Associates presented on the “Future of Work.” Highlights of her presentation included (but were not limited to):

- The 4th industrial revolution will be different from past revolutions because it will impact higher-wage workers, rather than blue-collar workers during previous transitions.
- The future of work will mean robotics, artificial intelligence, automation, machine learning, and deep learning and there is concern about what jobs losses will occur as a result of this. For example, Amazon has launched cash-only retailers. However, robots are transforming factory floors but are not replacing workers and instead workers are being retrained for tech jobs with higher wages that robotics has created. The workforce will become more digital and mobile and, as a result, office support jobs will be eliminated, while other jobs will just change (perhaps for the better.)
- Women will overtake men in the workplace as the majority, which will change the way we think about work. The idea of work has been male gender-based and now that is changing.
- Education will change as educational institutions will no longer be self-contained. People will take courses from multiple institutions, but from whom will they receive their Bachelor’s Degree?
- The rise of the Gig Economy will impact the workforce. Achieving the American Dream (e.g. jobs with good wages, benefits, and security) for the next generation will be difficult to achieve.
- We will need to change the way we look at skill development, specifically, from training that leads to a job to lifelong learning and work as the new organizational ecosystem.
- Equity and inclusion will be the driver of the “future of work.”
- There is optimism about the future and creative solutions to address these problems: Workforce experience should be for everyone. Apprenticeships will address many challenges in the development of relevant and soft skills in the workplace. With the silver tsunami, it will be important to pass on knowledge from one generation to the next. There also needs to be opportunities for people who are not in college to be able to acquire new networks that they would have developed if they were attending college. Need to rethink

career education. With more two-parent households in the workforce, there will be a growing emphasis on safety nets and worker supports.

To view her slide presentation, please click here:

https://novaworks.org/documents/2023q2/KristinWolff_FutureofWork_Nova01.21.20.pdf

10. Afternoon Breakout Group Session

Members were asked to break into two small groups to discuss the following topics:

Group 1: Chaired by Co-chair A. Switky: Discuss the themes and issues that were raised during the morning and lunch discussions and some of the preliminary results from the emerging trends employer interviews. Do you see issues that weren't identified? How would you prioritize these topics for recommendation to the Emerging Trends Task Force for possible prototyping? (A handout was distributed to participants that contained high-level findings from the emerging trends employer interviews, as reference.)

Group 2: Chaired by Vice Chair P. Guevara: What priorities should the NOVAworks Foundation fundraising campaign focus on to help with the NOVA Workforce Board's work? Are there services, target groups, and/or research questions that you would recommend to the Foundation Board for fundraising? (A handout was distributed to participants that contained examples of items that NOVA can't do because of funding restrictions and staff's wish list, as reference.)

Following the discussion, each group reported out on the conversation. Highlights of the discussion and report-outs included (but were not limited to):

Group 1:

- The group was working on an agenda that addresses both supply and demand
- There is value in the cover letter and should explore how best to capture this in a different format (electronic applications/resumes, LinkedIn profile, etc.)
- The burden is on the candidate to prove they have the right skills for the job; they also need to demonstrate why they want to work for that particular company
- There are vertical and horizontal skills (T-skills) that represent the combination of skills and interactions.
- Train candidates on how to tell a story that connects skills more deeply to the job and put their story on their resume and LinkedIn profile; train them to think like a recruiter
- Two-minute funny videos (a series of 5) from the worst interview performance to the best
- Video about what to do and what not to do during the interview
- Pilot the military model for recruitment that limits bias with public agencies. The model looks at skills, puts the candidates through training and sends them to units that do not get to select candidates. It is a more strategic decision. U.S. Census Bureau hiring similarly.
- Need to advise companies how to screen-in talent, rather than screening them out
- One pilot gives two job seekers two different blazers-black/grey, which boosts self-esteem, improves interview performance and provides a sense of identity/belonging
- Pilots should also include the nonprofit and government sectors
- Anonymous resumes with no name, city, college
- NOVA should educate employers about the supply side and value-add of job seekers
- Talent recruitment challenges have not changed much and continue to be important

Group 2:

- Funders want focus — need to identify a program or initiative (versus general funding)
- Separate out what to ask for from companies versus foundations
- Need an organizational infrastructure (Netsuite, including donor database, will help with this)
- Labor Market Research and studies that target subpopulations
- Boot Camps for Entrepreneurs: not venture capital-attractive companies but job-creating firms (e.g. Green Jobs space)
- A free staffing agency (database of workers and skills) for business and job seeker customers
- Help to prepare specific populations for green jobs (pre-apprenticeships)
 - Finding employers/opportunities
- Social-Enterprise: What would business pay for? career development services, placements, upskilling
- Identify the benefits/value-add to employers and to the local economy and use it to attract funders. What can we generate passion around?
- Earned income models — support other needs
- Focus on target populations and barriers — in-school youth populations
- Advocacy for portable benefits
- Be prepared for change from federal dollars to public/private partnerships
- Are we filling gaps for WIOA or are we creating a social enterprise model that would generate enough funding to support other things?

11. Wrap-up, Evaluation and Adjournment

Director K. Stadelman and facilitator H. Goodkind wrapped up the afternoon discussion. Information from the small group discussions will be forwarded to the Emerging Trends Task Force and Foundation Board to tackle going forward. Participants were thanked for attending and reminded to complete their evaluation forms.

12. Meeting adjourned at 4:00 p.m.