

Creating The High-Performance Workforce

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Public Sector & Education

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GROWING, ATTRACTING, AND RETAINING REGIONAL TALENT IN SUPPORT OF ECONOMIC DEVELOPMENT

Introduction

Buried within these challenging economic circumstances are the seeds of great opportunity. For regional leaders astute enough to recognize the workforce and economic transformations already underway, the time is right to re-invent the foundations that will enable regional success well into the future.

The rapid structural changes in the US and global economies are causing unprecedented disruptions in our local and regional economies. In fact, the cover story for the April 30, 2009 edition of BusinessWeek magazine cites “evidence of an emerging structural shift in the U.S. economy that has created serious mismatches between workers and employers.” This fundamental shift in alignment between supply and demand for workers – from entry-level to senior executive levels – calls for bold new initiatives and unprecedented teamwork among stakeholders – regional leaders who may not be used to this level of collaboration

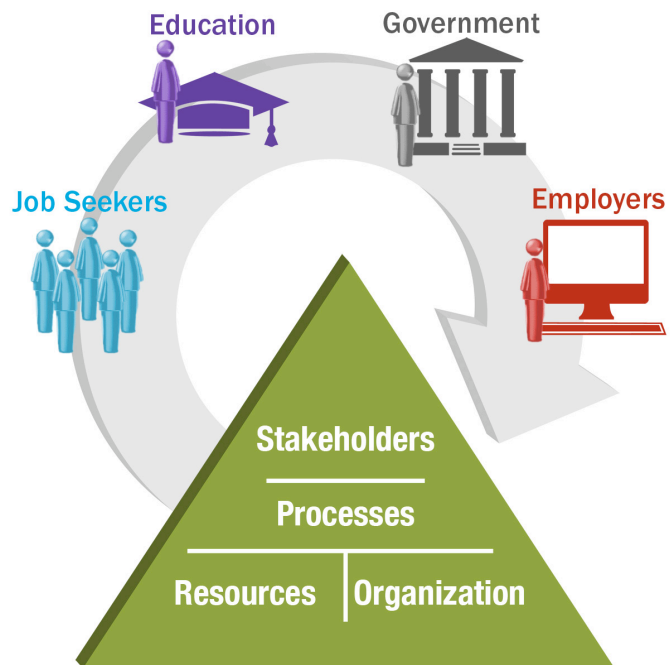
Monster Public Sector & Education (PSE) can help regions to create and reinforce this collaboration through a series of offerings we call Creating the High-Performance Workforce.

Built upon a foundation of Processes, Resources, and Organizational alignments, we seek to create, amplify, and sustain the regional mechanisms that will provide continuous alignment between curriculum and required skills as our regional economies continue to evolve. The results include a more cohesive regional strategy for attracting and creating 21st century jobs, a well-established pipeline of educated and skilled workers to perform them, and a competitive advantage in fostering economic development to take advantage of emerging opportunities.

Sustained Dialogue – and Action

These challenging times demand a sustained dialogue and targeted, measurable action among regional and industry-focused stakeholders to achieve greater alignment and unity of purpose. Only with new levels of cooperation and ‘silo-busting’ can a region expect to compete in the emerging economy. This is particularly true as the rapidly-evolving markets create jobs requiring new skills and new management tools. To be truly effective, this dialogue must combine economic and workforce development strategies, employer input, curriculum developers, and regional partnerships that enable thought-leaders to break down existing barriers to success. To compete effectively, regions must adopt streamlined strategies, processes, and metrics to uncover and pursue opportunities in the new economy, and to forge deep relationships where few have previously existed. It is essential to develop the capacity to rapidly re-skill a region’s workforce to take advantage of competitive opportunities.

Currently, workforce sites typically are a resource providing information to the unemployed by listing where to go for jobs and unemployment benefits. But these jobs listings are often incomplete or outdated due to the time-consuming and error-prone manual processing that creates them. In many cases this results in redundant work for employers and regional recruiters, and does not achieve the intended results. Often these resources



are not seen as highly strategic to employers, but rather as a free option, where the primary focus is on a small segment of their hiring needs. As a result, employers quickly lose confidence in these systems and cease to use them.

While Labor Market Information is currently available, it is typically based on outdated and highly-summarized data. As a result, it does not reflect the immediate impacts of economic crises such as those we are experiencing in housing, finance, retail, automotive, and manufacturing. Job seekers may be directed toward occupations that are not strategically relevant. More importantly, the labor market data typically does not provide insight into the region's available talent supply. It may contain summary data on the unemployed and other active job seekers, but doesn't tap into the underemployed or those passively looking for work while still employed. And the amount of data about those who make up the supply is sorely lacking. The ability to rapidly react and take advantage of changes in labor market opportunities, i.e. Green Jobs, Alternative Energy, Healthcare, Education, or Federal employment initiatives, does not typically exist.

Regional Challenges

As the economy shifts and competitive pressures between regions continue to grow, today's leaders are faced with a clear set of challenges. But, with challenge comes opportunity. By focusing on the underlying elements, regions can create the environment – the integrated eco-system – needed to ensure long-term economic success.

Consider that many jobs of the future do not even exist yet: how will your region prepare?

Many regions have the basic infrastructures in place to achieve economic and workforce development. What they lack, quite often, is unity of purpose and a sense of regional cohesion that breaks down the barriers between competing or parallel efforts. This unified vision can be built around a small number of key elements.

The key elements that Monster PSE sees as contributing to long-term regional success include:

- Focusing on strategic economic sectors
- Creating alignment of P-20 curriculum with regional employers' needs
- Enabling greater exposure of young students to regional career options
- Teaching the hard- and soft-skills required for emerging work roles
- Highlighting the region as an attractive, connected, prosperous community

The best way to address these fundamentals is through sustained dialogue and informed action among key stakeholders from across the region.

CREATING THE HIGH-PERFORMANCE WORKFORCE

Monster PSE's methodology represents a holistic approach bringing together a comprehensive team of experts and key stakeholders to achieve sustained high performance as measured by specific outcomes. It aligns stakeholders in workforce and economic development, P-20 educators, business and industry, community groups, job seekers, incumbent workers and students to capitalize on strategic opportunities. Our solution leverages the region's existing assets and brings the stakeholder community together under a unifying vision to create the catalyst for success in the 21st century.

Because success in workforce and economic development requires the alignment of supply (job seekers) and demand (business), our approach is a customer-centric methodology that aligns, orients, informs, and mobilizes stakeholders while delivering measurable results. It is a methodology that is owned by the region's stakeholders and is driven by market demand.

Sustainability requires that stakeholders own and serve as regional brand ambassadors and know how their work contributes into an overall regional economic scorecard.

Our ability to develop and execute effective regional sector strategies, engage diverse stakeholders, and integrate the technologies needed to recruit, retain and attract businesses and workforce talent is one of our strongest value propositions. We understand the intricacies of working in complex, often politically-charged, environments with multiple stakeholders who may have competing agendas. Moving from a strategic plan to a workable, results-driven solution is our strength.

As a recognized global leader whose mission is to help people enhance their lives, Monster is in a unique position to assist regions in achieving and exceeding growth goals. We bring an array of powerful technologies, relationships, services, and unique products that provide the foundation upon which to build a region's future.

The Monster High-Performance Workforce Methodology

There are three phases to our approach:

1. Creating the Climate for Change and Crafting the Regional Blueprint
2. Building and Delivering the High-Performance Solution
3. Solution Optimization, Continuous Improvement, and Institutionalization of New Approaches.

PHASE 1: CREATING THE CLIMATE FOR CHANGE AND CRAFTING THE REGIONAL BLUEPRINT

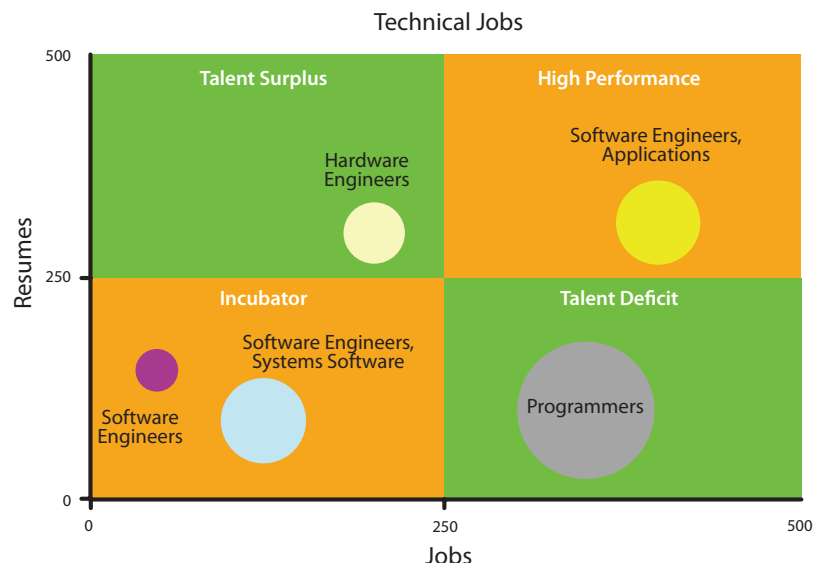
We begin the process by leading facilitated sessions that bring together key stakeholders to create a clear and compelling climate for change in the region. Our approach will build on the region's existing organizations, assets and resources, and will engage the stakeholder communities involved in prioritizing the economic development strategy for the region.

In this phase, the leadership team will define the performance scorecard to be used to measure and optimize subsequent activities and ensure delivery of breakthrough results. We will begin coordinated efforts with an overall program steering team and drive sector-based working teams to design high-performance solutions that will be delivered in Phase 2. A variety of these solutions are outlined in the next section, below.

The scorecard and its associated components will reflect supply-side metrics associated with high-growth initiatives and demand metrics that start to make the business case for employers to engage in the initiative as a partner, investor, and customer. To engage the private sector fully, they need to see bottom-line results as to how this initiative is relevant to enhancing talent, innovation, and place.

Phase 1 also introduces a new benchmarking tool with the initial delivery of the quarterly regional labor market supply and demand report. This tool will track real-time labor market changes in employer demand and regional skill availability and be used to measure changes to ensure the region can respond to challenges and opportunities.

It is essential that the work in this phase be done side-by-side with stakeholders to ensure



the creation of a powerful climate for change, metric-driven results, and to maximize the mobilization of the region's leadership for the path ahead. For this initiative to succeed, it is essential that the region's leaders have an ownership stake in defining the vision, executing the plan, and measuring the success of the initiatives.

PHASE 2: BUILDING AND DELIVERING THE HIGH-PERFORMANCE SOLUTION

At the completion of Phase 1, stakeholders will have identified and prioritized the strategies to achieve their mission of enhancing talent, innovation and place. The second phase involves building the program to achieve the regional objectives and empower the team to act.

Phase 2 activities fall into two main categories: creating the infrastructure for dialogue and alignment, and delivering career-focused services to the workforce.

Creating sustained dialogue and alignment among stakeholders.

The solution includes the deployment of leading-edge internet-based technologies to drive the High-Performance Workforce, including:

- **Customized Online Career Community Hub**

This fully-customized, regionally-focused Online Career Community solution includes Monster's patented technologies and career planning tools, regional content, and social networking capabilities. The site will be free to job seekers to engage in social networking, conduct job searches, search for regional educational opportunities, learn ways to advance their careers and obtain better jobs faster, and apply to positions in the region. This hub creates the buzz around the overall project.

- **Advertising and Outreach**

We will drive the right candidates to the region using Monster's extensive Career Advertising Network. This includes sharing information about the region on Monster's extensive online network which garners an average of 600 million views a month and drives an average of 100,000+ visitors to the destination

DELIVERY OF MONSTER CAREER SERVICES TO THE REGION

Monster has spent years building specific programs to enable seekers to connect with the right resources to enhance their careers. Monster offers a series of powerful solutions that are relevant to people in specific phases of their education and career paths, including:

- **Making It Count Program**

High-energy presentations to 9th, 11th, and 12th graders to assist the region in ensuring alignment of the pipeline to the demand, help students recognize the value of an education, and assist them in shaping their regional career choices.

- **Monster FastWeb Scholarship Engine and FinAid.org**

FastWeb is the Internet's largest scholarship source site containing over 1.3 million scholarships worth over \$3 billion. Together with FinAid.org, Monster enables college-bound students of all ages to streamline the process of navigating the financial aid maze to secure maximum assistance for higher education.

- **Monster Career Planning Tools**

Monster has invested millions of dollars to develop 21st century career planning tools including career mapping, snapshots, and benchmarking tools. We can deliver career path opportunities combined with integrated insights from other data sources and regional educational opportunities. As job seekers see the roles to which they aspire, they are immediately connected to relevant career opportunities within the region.

• **Monster Custom Leadership Program**

The Monster Custom Leadership program brings together top students in the region for a high-octane, career-oriented weekend, connecting them with a limited number of employers in priority sectors. The purpose is to build powerful connections and help retain talent in the area.

• **Monster Power Seeker Workshops**

These customizable workshops augment the work of the region’s OneStops and other resources to ensure that students and seekers are well-positioned to take advantage of the new rules of the career game. These workshops include leading-edge techniques to effectively use social networking, online job search boards, and other web-based technologies, together with traditional job search strategies to achieve better results faster.

• **Monster Career Fairs**

Monster’s Keep America Working career fairs are free to job seekers and help to drive down the cost and speed the results of matching talent to jobs. Employers in high-priority sectors can receive additional promotional activities to help drive success in their industries.

**PHASE 3:
SOLUTION INTEGRATION
OPTIMIZATION,
CONTINUOUS
IMPROVEMENT, AND
INSTITUTIONALIZATION
OF NEW APPROACHES**

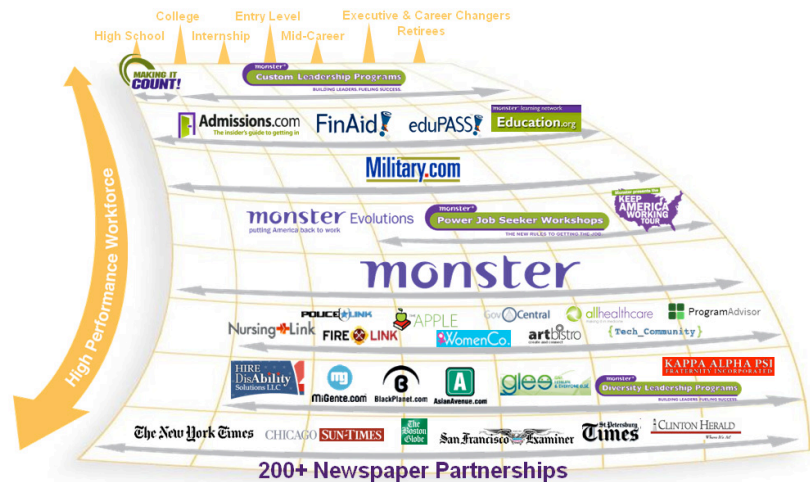
Following the successful accomplishment of the second phase, we will work with stakeholder teams to optimize the integration and performance across stakeholder systems, produce periodic performance reports, develop a solution roadmap to prioritize activities and to ensure continuous innovation.

By working with the region’s stakeholders we will develop new processes, resources, and organizational structures to track, optimize, and align the region’s talent to take advantage of regional and national economic shifts, and to minimize the effects of downturns. The HPW solution components will enable Higher Education leaders to gain meaningful insights into what local businesses need and will be able to more quickly develop appropriate curriculum. The region will benefit from closer relationships among various organizations and will be able to more readily anticipate and respond to changes in the workforce. Monster’s HPW solutions will enable the region to tap into local and national pipelines to attract the appropriate talent to the region, including prospective students from around the globe who are interested in careers in the region’s key sectors. Taken together, the High-Performance Workforce methodology enables the region to create a sustainable plan to attract and retain the talent needed for economic success.

Addressing the Challenges

How does the Monster High-Performance Workforce methodology enable your region to meet these challenges head-on, and begin to create the required progress?

The Power of Monster Spans the Entire Career Lifecycle.



Focusing on strategic economic sectors

Nationally, states and regions are making sector strategies a core element of their workforce and economic development policies. Sector strategies build partnerships among employers, training providers, community organizations, and other key stakeholders around specific industries. This helps address workforce needs of employers and the training, employment, and career advancement needs of workers. The defining elements of sector initiatives include a focus on customized solutions for a specific industry at a regional level, a central role for a workforce intermediary in bringing the industry partnerships together, and the dual goals of promoting the competitiveness of industries and advancing the employment of low- and middle-income workers.

Supporting the sector-based strategies is Monster's Real-Time Labor intelligence, which will augment the region's existing labor market research. We deliver combined supply and demand insights and analysis to help the region to align workers and jobs and to adjust priorities. With detailed, real-time data, the region will be able to recognize micro-shifts in demand and supply, and respond accordingly. As a result, rapid response, workforce development, and economic development can become more proactive in driving economic success for the region.

Creating alignment of P-20 curriculum with regional employers' needs

While some Baby Boomers feel forced to defer retirement due to the economic downturn, many are cruising into retirement and creating a talent shortage around the globe. It is estimated that the United States will witness a shortage of between 29-34 million workers simply to perform the jobs in the market today. As a result, the war for talent will likely increase significantly, and employers will offer additional incentives to attract and retain workers, including older workers. This means an effective talent pipeline will be critical for the region. By engaging employers, higher education, and the workforce, it is possible to establish stronger relationships between business and the region's educators to establish more reliable and powerful talent pipelines. In order to fix the pipeline, the region needs to do the following:

- Reinforce the right behaviors of those in the K-12 system to maximize their career opportunities, help them identify the region as having exciting and interesting career choices, and support the motivation for lifelong learning and adaptation.
- Encourage college students to take full advantage of their funding resources for college, choose to invest in an education in the region, and engage in interesting and exciting internships and entry-level jobs in the region.
- Deliver educational services in the form of recognized certifications, continuing education, and licensures for older workers to migrate effectively from one career choice to another.
- Study real-time insights and analysis into the region's workforce supply and demand. With new data sources emerging, the ability for the region to identify available talent and direct it to appropriate high-growth industries will be a catalyst for success.
- Highlight the region as one possessing the top talent that business needs. This will create a reinforcing loop that will help catapult the region's presence on a national scale. With improved results, the region will have a more highly educated workforce, better quality of employers and workers, and a better overall quality of education.

Enabling greater exposure of young students to regional career options

Monster has a number of solutions to enable greater career exposure for young people, including regional summer jobs portals. We work with regional stakeholders to create effective, engaging, and exciting Summer Jobs systems to help deliver meaningful opportunities to help students make future career connections with employers.

Power Seeker Workshops and Monster Career Tools help students to make informed career decisions relating to education, income, and prospects for the future drawn from real-world, authentic experience from people doing the jobs, and give them the tools they need to get the job.

Teaching the skills – both hard and soft – required for emerging work roles

The nature of work is poised for unparalleled change in the years ahead. The meaning and definition of work are likely to change significantly as the global economy continues to shift and transform with increasing speed. Regional leaders must move from dependence on large multinational companies to a blended approach with diverse industries, with an emphasis on entrepreneurialism, venture capital, and the ability to create incubators for business.

To accomplish this requires a strong network of relationships among key stakeholders, accompanied by a strong strategic plan to develop a highly competitive workforce. Workers must be prepared to migrate from one occupation and industry to another more quickly than ever, and have to demonstrate the ability to rapidly acquire new skills to minimize disruptions.

Highlighting the region as an attractive, connected, prosperous community

Monster can deploy our global reach as one of the largest online drivers of public education and outreach to drive talent to the region. By placing your region's message in Monster newsletters, on our distribution network, and on Monster.com, we will create a public education and outreach campaign to extend awareness and attract talent to the region.

The Online Career Community will also serve as an attraction and relationship-building tool through its job board and social networking capabilities. The OCC will also serve to provide links to educational opportunities that will help reinforce the region's reputation as a talent magnet.

The Monster solutions take a broad regional view that builds on the region's quality of place as a recruitment and retention tool. By working together we will establish a powerful online brand that is attractive to job seekers and helps build the region's national recognition as a great place to live and have a successful career.

Defining, Measuring, and Achieving Success

What are some of the key factors in defining regional success?

- To build a region where every person may achieve their fullest potential.
- To be a place where people seek to live, work, and raise a family.
- To build the talent pipeline so that business can prosper.
- To enable schools to prepare a more qualified workforce.
- To be relevant and necessary in the 21st century.
- To be recognized as a powerhouse – not by what you say, but by what you accomplish.

This is the purpose of creating the High-Performance Workforce. By investing in the Monster solutions, the region will create an infrastructure that will serve as the foundation on which to build a highly competitive region for the 21st century.

The specific metrics are determined in Phase 1, in the design the regional scorecard, and are used to measure success and refine the programs and approaches to reflect changes in circumstances and opportunities. Key among these metrics are hiring and educational outcomes, skills assessments, and economic performance measures.

Sustainability

The Monster High-Performance Workforce methodology is highly scalable and is designed to be flexible in helping the region to respond to unforeseen economic opportunities and challenges. We deliver a solution that enables the region to demonstrate exceptional competitiveness and to serve as a model for regional economic and workforce development in the 21st century.

One of the critical success factors for transforming an initial project into a sustainable presence is the ability to create urgency of the mission and relevancy for each stakeholder group – especially the private sector. Sustainability can require acquisition of additional funding sources and fee-based approaches, with ongoing support for thriving partnerships that leverage funding, resources and operational structures.

Our approach enables the region to drive a strategy based on real-time information to better align workforce development to business' needs. Sustainability derives from greater efficiencies and alignment between employers and the specific skills of the workforce. Funding for these programs can come from a variety of sources, including fee-based models.

Our team has built successful fee-based models across the country with multiple stakeholders including state, regional and local workforce investment boards, economic development organizations, councils of government, post-secondary education, and business. These services are most successful with specific sector-based strategies that have a clearly articulated value proposition for the private sector.

Results

Since 1994, Monster has been a true pioneer in online recruitment and career management. We are leveraging that expertise and experience to enable regions across the US to achieve greater unity and synchronicity in workforce and economic development.

By applying the technologies, analyses, and methods outlined above, regional leaders can turn this economic storm into a sustainable new foundation on which to build future success.



To get started or to learn more call 866-399-5071
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