

# **City of Dublin**

# **Workforce Development Initiative**

Economic Development

JANUARY 17, 2017



# Colleen Gilger

Director, Economic Development  
City of Dublin



# Dublin Industry Clusters – 2015 Battelle Study

## **Bioscience & Healthcare Services**

- Dublin Methodist Hospital, Express Scripts, Humana, LabCorp, Ohio University Heritage College of Osteopathic Medicine, Smiths Medical

## **Financial Services/Business Support Services**

- Garden City Group, Henry Schein Animal Health, HKT Teleservices, Sedgewick CMS, Wilke Global, York Risk Services Group

## **Corporate HQs & Managing Offices**

- Ashland, Cardinal Health, CareWorks Family of Companies, Delta Energy, IGS, Nestle Quality Assurance Center, OCLC, The Wendy's Company

## **Internet Commerce & Computer Services**

- CenturyLink, Dell (Quest) Software, Expedient, Fiserv, Metro Data Center, TEKsystems, The Fuse, VirtusaPolaris



**Share today's discussion on social media!**

# **#ThriveInDublinOhio**

## **#Workforce**



**@DublinOhio**



**@DublinOhio**  
**@ColleenGilger**  
**@JeremiahGracia**  
**@CMHRach**



**City of Dublin, Ohio USA**



**@DublinOhio**



# Jeremiah Gracia

Economic Development Administrator  
City of Dublin





**Our Vision:**

**Make Dublin a Midwest IT Magnet**



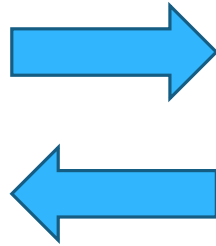
A black rectangular block stands vertically in the center of the frame. The background is a vibrant green with a subtle, repeating pattern of concentric, wavy lines that resemble a fingerprint or a ripple effect. The lighting is soft, creating a slight shadow beneath the block.

**Our Goal:**

**To enhance your workforce  
retention, attraction, and employee  
engagement and make a positive  
impact on your bottom line.**

# What's in it for you and your business?

- Your active participation and ownership is vital to ensuring the success of this workforce development initiative for your business.







# **Dublin Business Insights**

# Feasibility study overview

**The problem:** According to PWC, 73% of CEOs believe that the IT skills gap is the largest threat to their organization's growth (PWC, 2015).

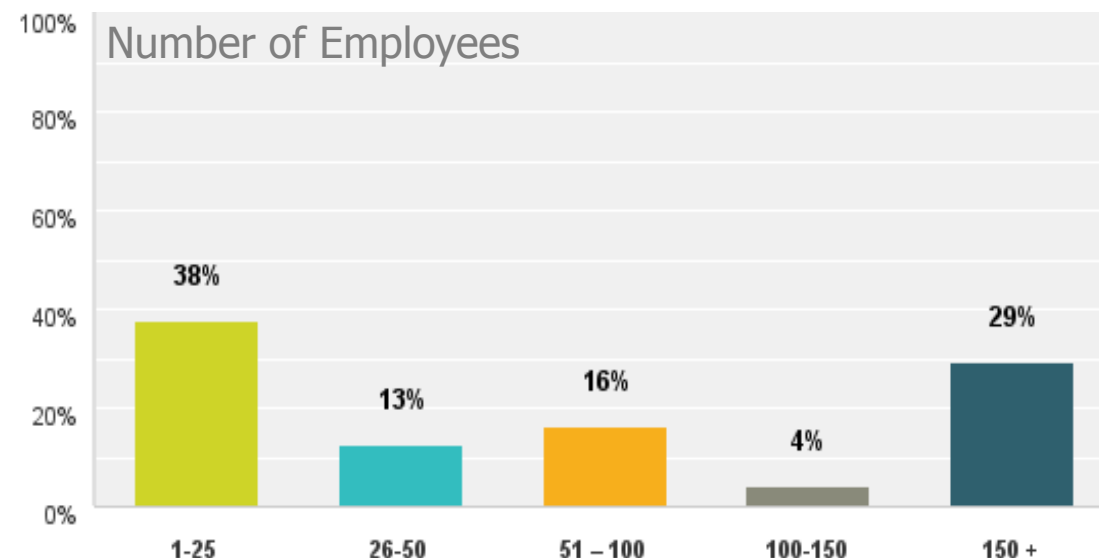
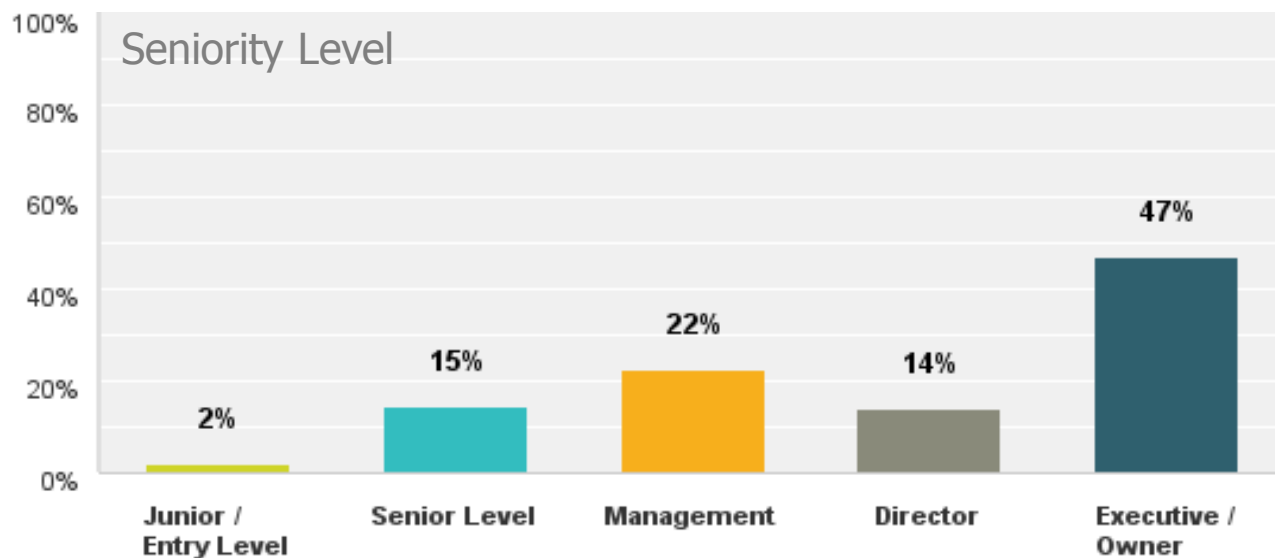
**Purpose of this study:** To test the feasibility of the hypothesized solution (online training content) and to understand the specific nature of the IT skills gap to better address business retention, expansion, attraction, and creation efforts.

**Research question:** What struggles does the Dublin business community face and what strategies can help companies bridge the gap?



# Research methods

- Participants came from IT and healthcare IT companies in the City of Dublin, and range in company size, seniority, and role (n=21).
- Semi-structured in-depth interviews.
- Quantitative corroboration achieved through survey from Dublin-based businesses (n=144).



# Research reveals three primary needs

- 1) Talent recruitment and retention support
- 2) Training cost support
- 3) Access to several specific training topics





## We've Got Class

Just like Cupertino, CA  
(home of Apple) and  
Cambridge, MA (home of MIT)

In 2015, Dublin was named one of the top 20 creative class cities in America – the only non-coastal city to make the list. Based on census data, nearly 65% of the City's workforce are in fields like science and technology, arts and entertainment, healthcare and education.



**Dublin, Ohio**  
The only non-coast  
city, ranked #13

<http://www.citylab.com/work/2015/04/americas-leading-creative-class-cities-in-2015/390852/>



EVERYTHING GROWS HERE.



## Dublink - What's in it for my business?

The City of Dublin has invested in a unique fiber optic network called Dublink. Once only available to the Fortune 500 companies, now it is available to the Small to Medium Sized Businesses (SMB).

### Savings

- Subterranean laterals extended into buildings at no cost
  - Eliminate all transport costs
- Access to global networks and providers of your choice
- Low cost Internet services

### Infinite Scalability

- Choice of connectivity to most major service providers
- Data Center products and services
- Cloud services, co-location
- Access to OARnet, OSU Super Computers, Business-to-Business, GENI, Internet2

### Dublink Services

- Direct access to a community of service providers with expertise encompassing IT and core business related products and services

Advertising / Marketing  
Application Development  
Banking  
Branding / Design  
Digital Signage  
Desktop Services  
Engineering  
Fundraising  
Green Business Solutions  
Healthcare  
Information Technology  
Pharmaceutical Research  
Professional Staffing  
Technology Services  
Telemarketing  
Video  
VoIP  
Website Development

**Dublink**  
SERVICE PROVIDER

**METRO**  
DATA CENTER LLC

### World-Class Data Center

- Fully-Audited & Compliant Facility
- Carrier Neutral
- Scalable
- Complete Redundancy
- Low Latency
- Secure



### Speed

- Up to 100 Gigabits of overall network speed
- Ultra-low latency high performance transport
- Ultra high-bandwidth capacity

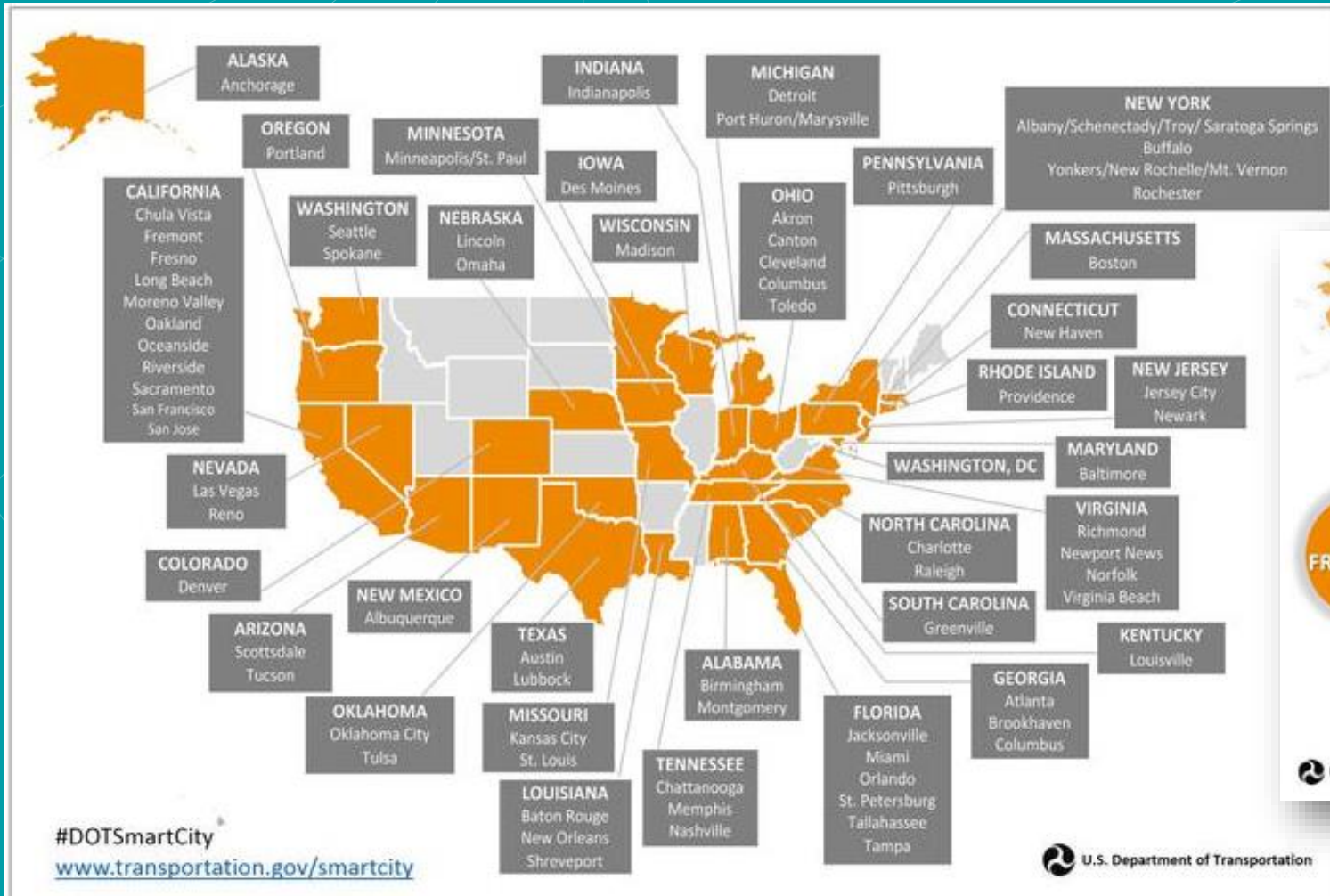


### Participating Networks





# Our Journey



U.S. Department of Transportation

## SMARTCOLUMBUS



A Paul G. Allen Company

# U.S. 33 Smart Mobility Corridor



- \$5.9 million USDOT grant
- Autonomous vehicle testing ground
- Dublink fiber-optics and tech apparatus will solidify advancements in smart mobility
- Economic development opportunities abound!







**WHERE DO WE GO NOW?**

# Strategies based on quantitative and qualitative data

- 1) Dublin Speaker Series
- 2) Soft Skills are the Hard Skills
- 3) Cost Mitigation





A woman with glasses, wearing a dark sleeveless top, stands in front of a large whiteboard, gesturing with her right hand. She is addressing a group of people seated in the foreground. The room has a rustic brick wall and large windows in the background. The scene is overlaid with a semi-transparent green filter. The text "Dublin Speaker Series" is centered in white.

# Dublin Speaker Series

# Dublin Speaker Series

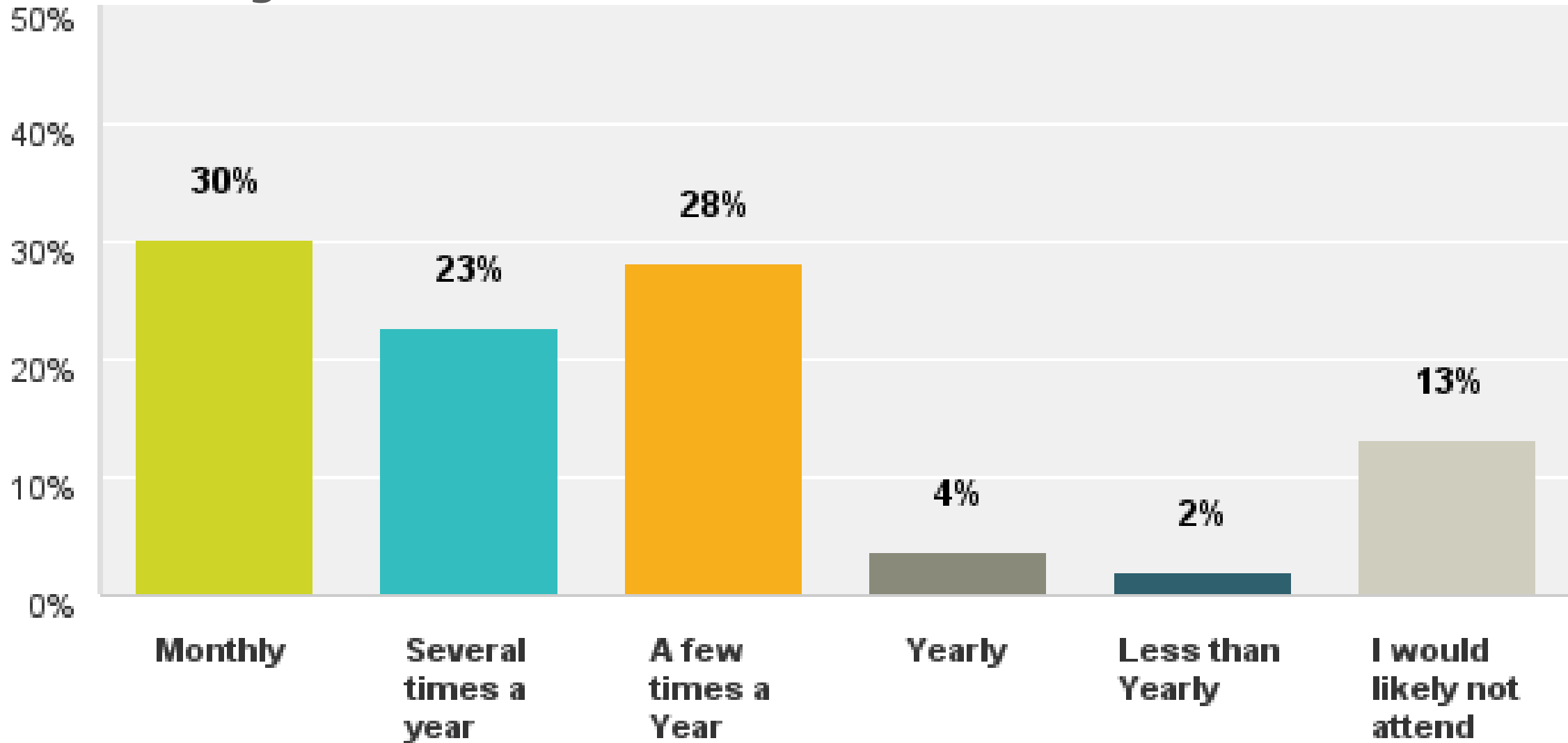
**1. Create Dublin Speaker Series:** Leverage Dublin's thought leaders by facilitating discussion to help meet immediate needs of local businesses. Prioritized topics for the speakers series are listed below.

- **Culture improvement and training:** Create reputation of incredible business culture in Dublin.
- **Talent recruitment and retention:** Assist companies with talent retention, recruitment, and professional development.
- **Additional topics to be determined**





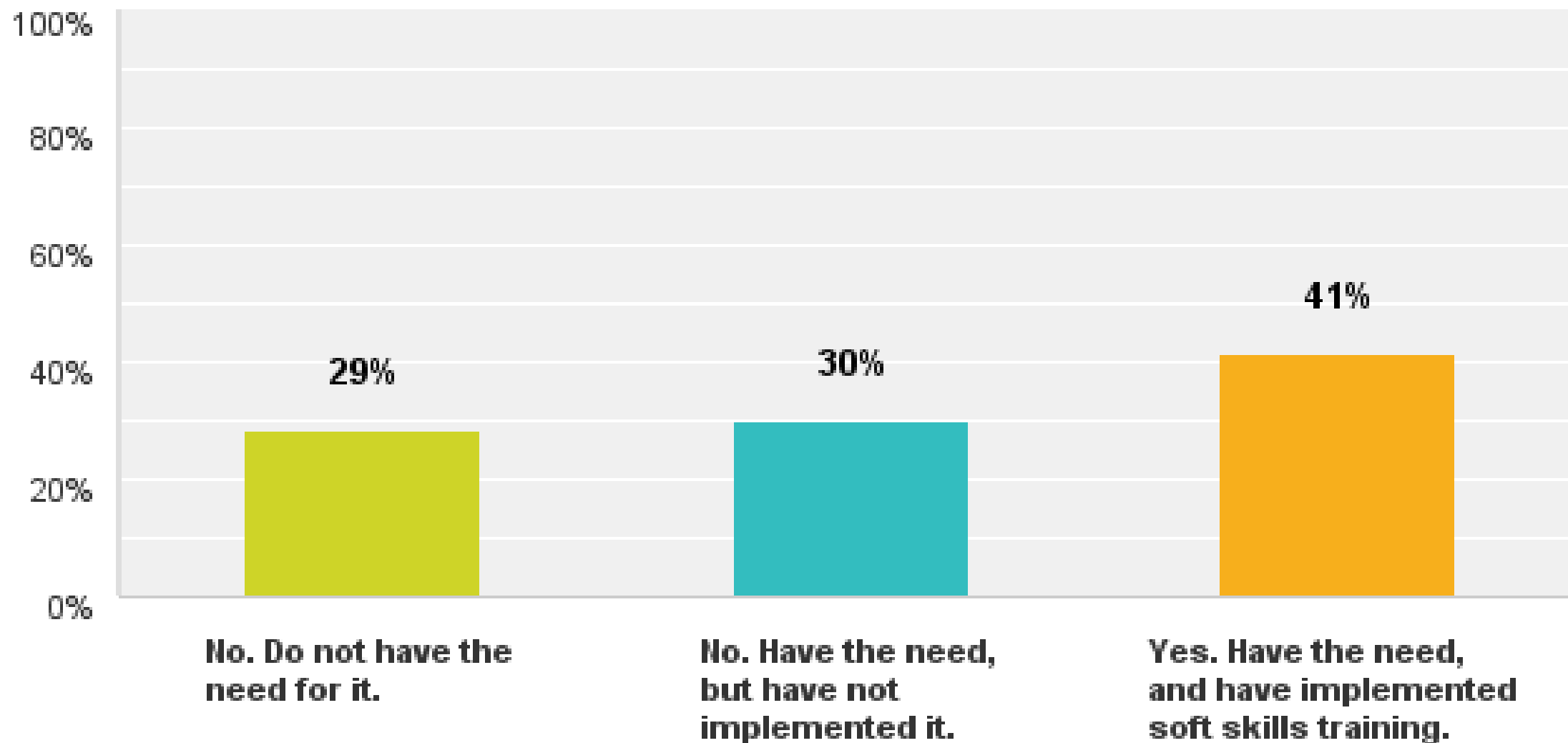
# Q18: If Dublin hosted monthly speaker events covering business topics and IT trends, how often would you see yourself attending?



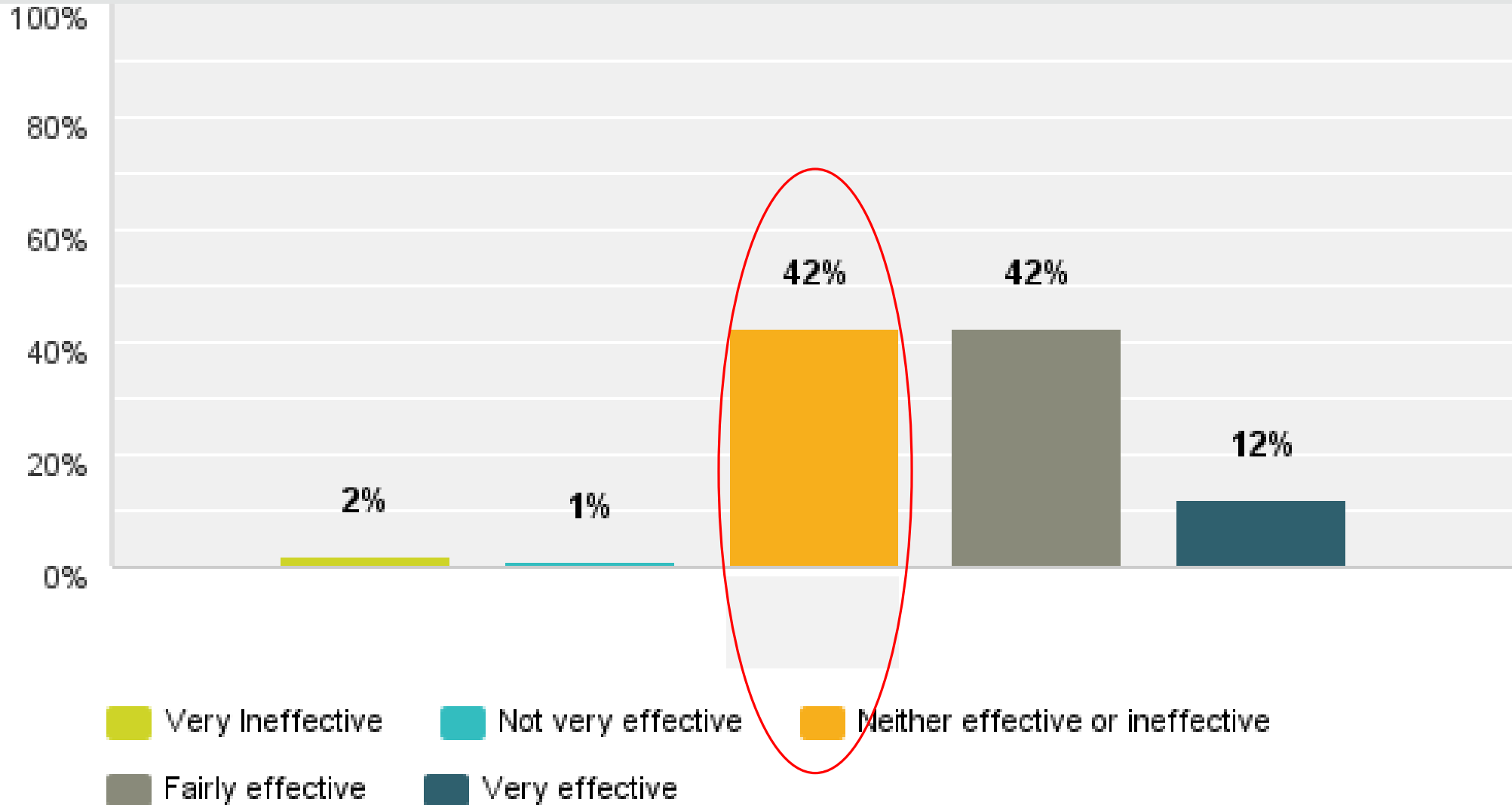


**SOFT SKILLS  
ARE  
THE HARD SKILLS**

## Q28: Have you or your company tried to implement a soft skills training program at any point?



## Q29: If you have implemented or participated in soft skills training, how effective was it?





## Soft skills trump technology knowledge in driving digital transformation:

### Q: Most important skill for leaders to succeed in a digital environment:

- Only 18% of respondents listed technological skills as most important.
- Transformative vision (22%), forward thinker (20%), change-oriented mindset (18%), or other leadership and collaborative skills (22%).
- A similar emphasis on organizational skills above technical ones for succeeding in digital environments was also reported for employees.



# MIT Sloan Management Review & Deloitte – Summer 2016

1. Culture
2. People
3. Structure, and
4. Tasks aligned with each other, company strategy, and the challenges of a constantly changing digital landscape.

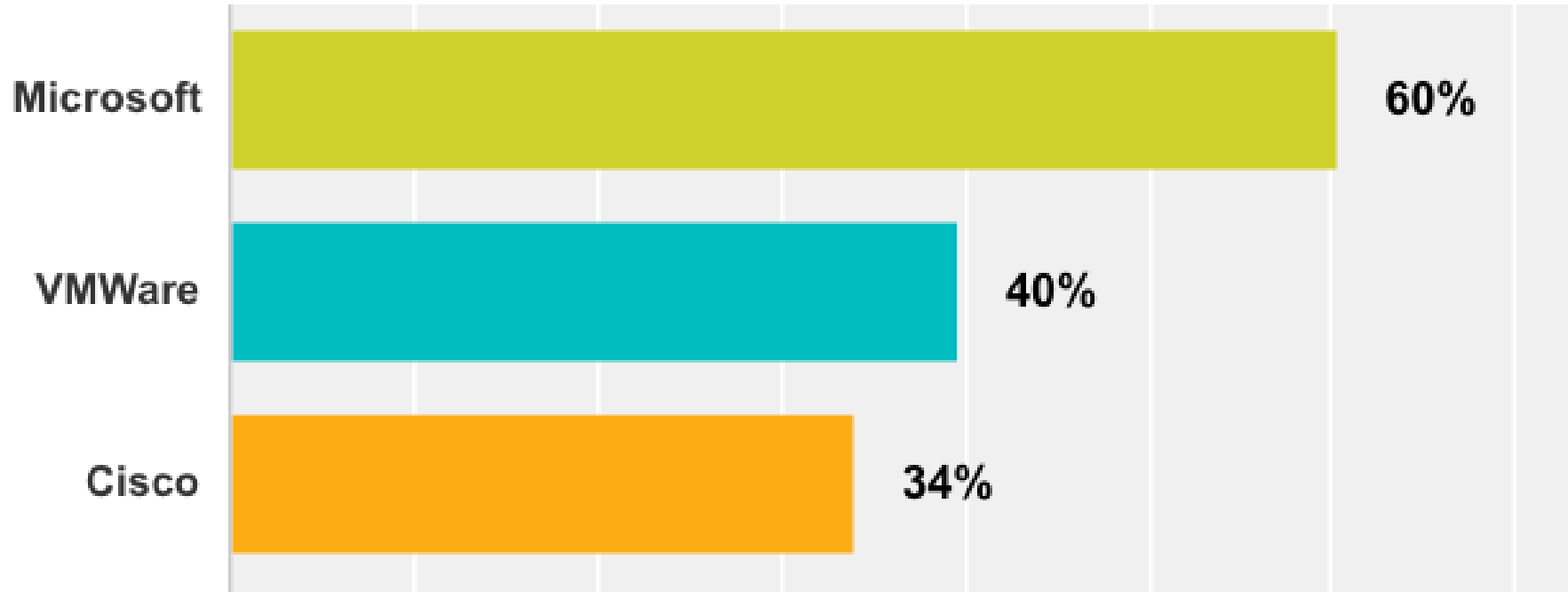


A row of white plastic water-filled barriers (also known as water-filled delineators) is lined up on a paved road. The barriers are connected by a chain and have a distinctive shape with multiple vertical ridges. The scene is captured from a low angle, showing the perspective of the barriers receding into the distance. The entire image has a green color overlay. The text "Cost Mitigation Strategies" is centered over the barriers in a white, sans-serif font.

# Cost Mitigation Strategies

# Explore Cost Mitigation Strategies

**Explore Cost Mitigation Strategies:** Focus on the top 3 certifications and training providers: Microsoft, VMWare, and Cisco.





## Workforce Development

Bryan Smith – Chief Strategy Officer  
[bryan.smith@expedient.com](mailto:bryan.smith@expedient.com)



# Expedient Service Offerings



## CLOUD



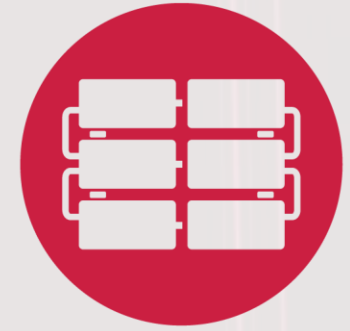
*Build a private cloud from which to serve clients or use an existing public cloud in one of seven cities.*



## COLOCATION



*Establish physical colocation to install hardware pursuant to an existing architecture.*



## CONNECTIVITY

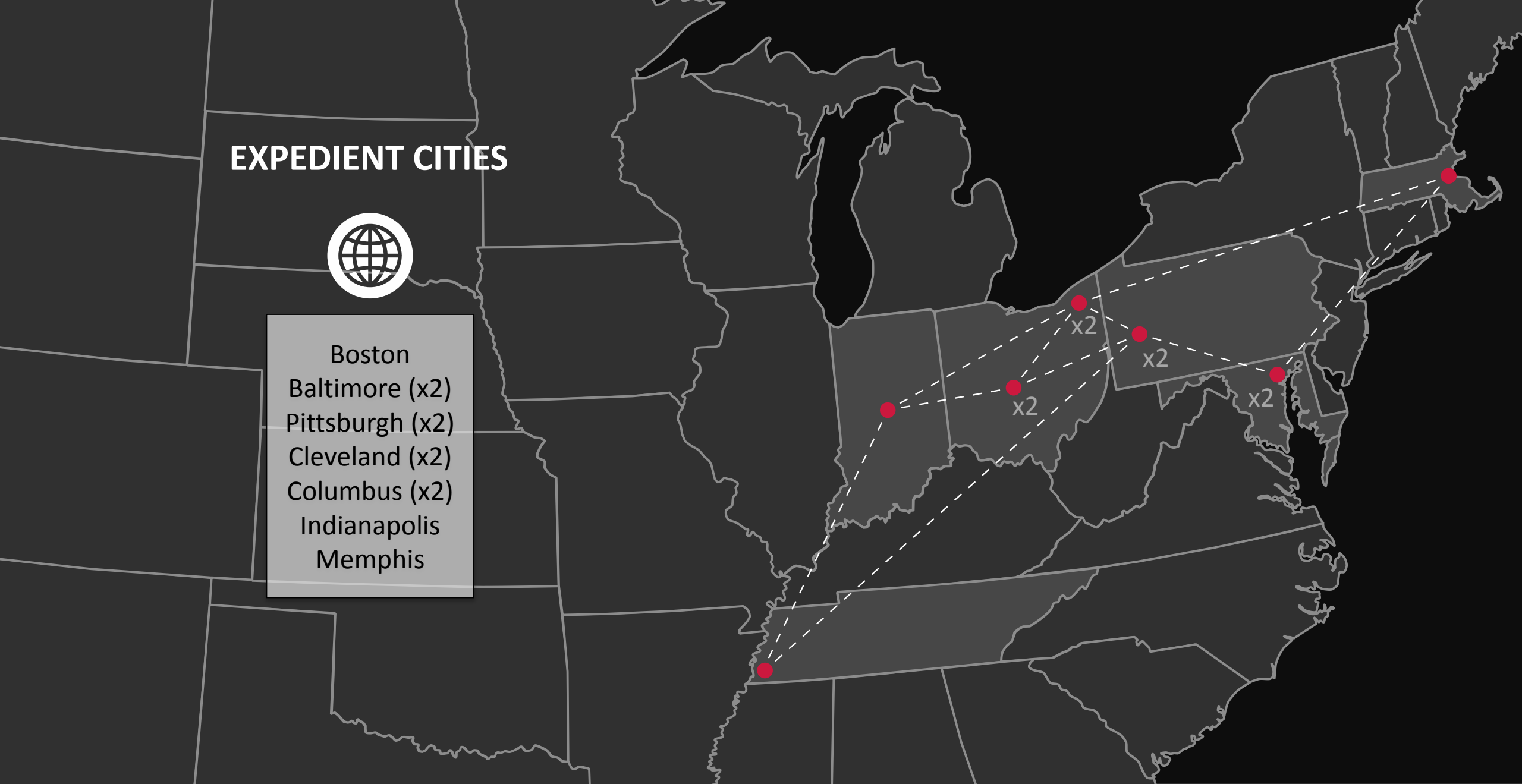


*Aggregate connectivity from remote sites to cloud or colocation resources.*

## EXPEDIENT CITIES



Boston  
Baltimore (x2)  
Pittsburgh (x2)  
Cleveland (x2)  
Columbus (x2)  
Indianapolis  
Memphis



# Core Differentiation

## Customer Experience

### – Requirements

- Quality People
- Technical Aptitude
- Accountability
- Responsiveness
- Intelligence





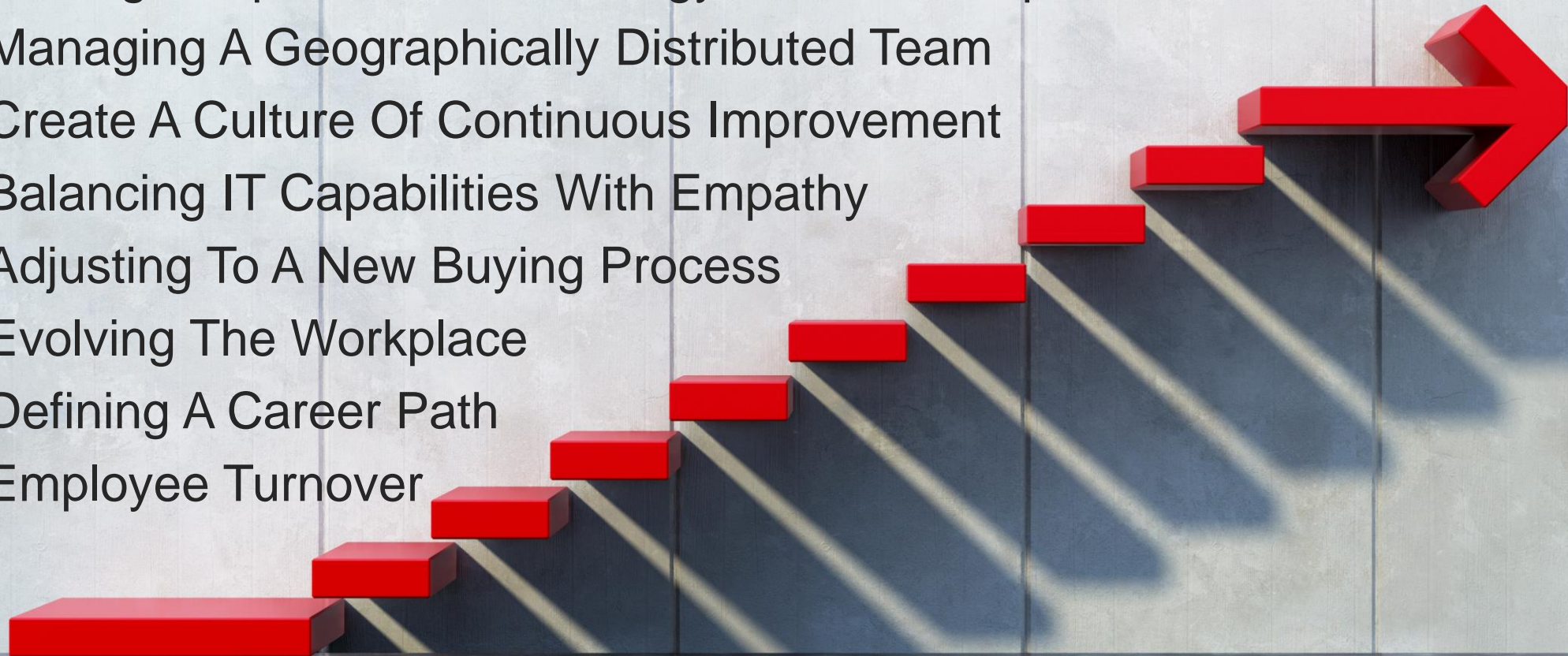
# Why We Started Exceptional Outcomes

It All Started With A Question In 2015...

40%

# Why We Started Exceptional Outcomes

- Challenges Hiring Enough Qualified Technical Staff
- Moving People From Technology To Leadership
- Managing A Geographically Distributed Team
- Create A Culture Of Continuous Improvement
- Balancing IT Capabilities With Empathy
- Adjusting To A New Buying Process
- Evolving The Workplace
- Defining A Career Path
- Employee Turnover





# Executive Buy In

- Growth was limited by our ability to hire effectively
  - We regularly had 10-12% of our budgeted positions open
  - Hiring for senior/complex roles could take up to 12 months
- Researched why we lost good applicants and employees
- Identified our best hiring managers
- Determined the difference in cost to hire senior people or train them
- Quantified what productivity from a full staff would look like
- Agreed upon next steps and allocated budget

# Low Hanging Fruit

Clearly communicate company vision and purpose

THE  
OUTCOME  
YOU'RE  
LOOKING  
FOR<sup>SM</sup>



**YOUR CHALLENGE IS OUR BUSINESS;  
LET'S COLLABORATE.**

The Outcome You're Looking For<sup>SM</sup> aligns with each unique organization's goals. Expedient provides information technology infrastructure as a service (IaaS) experience—with strategic value—to enable your team's focus on continuous innovation toward differentiators that maintain your competitive advantage. By delivering solutions composed of cloud, colocation and network access services, Expedient's own capabilities are differentiated by highly reliable and interconnected data centers, complementary products and a technically superior client experience focused on a culture of operational excellence. Trust Expedient as the technology collaborator for your desired business outcome.

## Differentiators



TECHNOLOGY



NATIONAL CAPABILITY,  
LOCAL SERVICE



OPERATIONAL  
EXCELLENCE



CAPACITY

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## The Outcome You're Looking For<sup>SM</sup>



AGILITY

Respond to Change  
Faster



AVAILABILITY

Prevent Unplanned  
Downtime



COST CONTROL

Predict Monthly Operational  
Expense



RISK MITIGATION

Comply with Industry and  
Government Mandates

expedient

www.expedient.com • P. 877-570-7827

# Low Hanging Fruit

## Easy Hiring Changes

- Make hiring a priority
  - Keep active network for all managers
  - Provide employee spiff for referrals
- Profiled existing employees
  - Ensure they are in the best role
  - Define characteristics of an applicant that result in success
- Create better job descriptions
- Standardize the hiring process
  - Interviews, testing and labs
  - Do joint interviews with the best hiring managers





# Low Hanging Fruit

Adapt policies to attract candidates where not detrimental





# Longer Term Initiatives: Internal Recruiters



Find Candidates That Aren't Looking

Coach People That Have The Qualities That Match Your Culture

Speak To More Applicants For Open Roles

# Longer Term Initiatives: Workplace Redesign

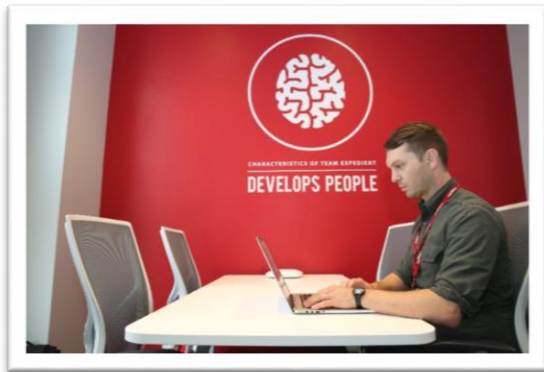
## Employee Led Design Committee





# Longer Term Initiatives: Workplace Redesign

## Finished Product



- Employee Retention
- Candidate Attraction



# Longer Term Initiatives: Continuous Improvement

# KAIZEN

Definition: Kaizen, also known as continuous improvement, is a long-term approach to work that systematically seeks to achieve small, incremental changes in processes in order to improve efficiency and quality.

- Cultural shift
  - Included in review process
- Training and education reimbursement
- Defined career path
- Book clubs
- Standardized learning path

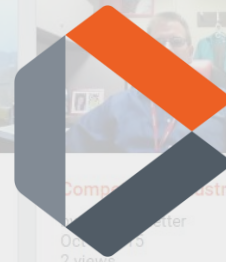


# Longer Term Initiatives: Continuous Improvement

## Standardized Learning Path

### Commercial Tribe

- **200+ Prerecorded videos**
  - End user practice
  - Manager feedback and certification
- **Grouping by role**
- **Lesson plans for mastery learning**
- **2016 Activity**
  - 5,643 Videos Practiced
  - 1,907 Video Completions

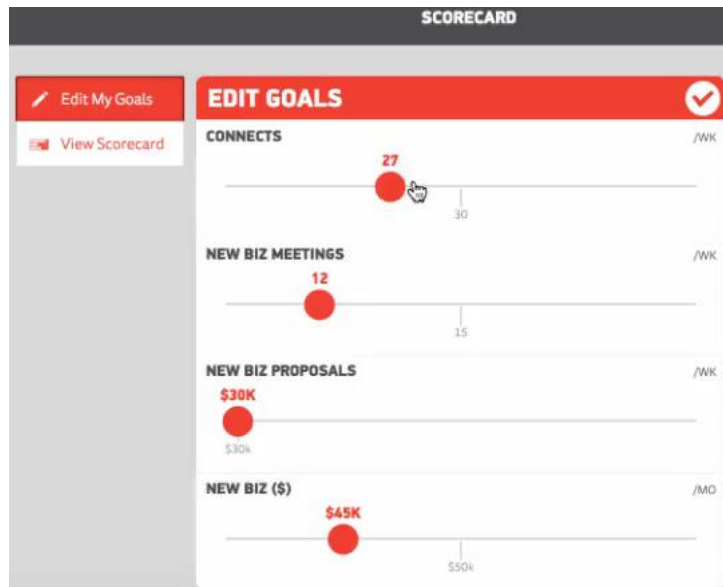


**CommercialTribe**

Jonathan Palay: [jonathan@commercialtribe.com](mailto:jonathan@commercialtribe.com)

# Longer Term Initiatives: Continuous Improvement Gamification

- Real-time Scorecards
- Leverage competitive spirit and incentives to adjust behaviors

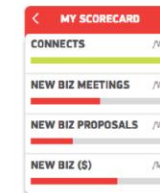


## SCORECARD

Creates **habits** and **sustains** behaviors

Identify when **performance** is **lagging** and what to do about it

**Real-time** performance **tracked** on critical **metrics** all in one place



Allows **personal** goals to be **set** & **generates** personal **analytics**

Managers can get a **high-level** view of team's **performance**

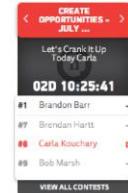
Access to **KPI** trending **data**

## CONTEST ENGINE

Creates **buzz** and **spikes** behaviors

Take immediate **action** on identified key **metrics** that have **fallen** off

Creates **custom** contests that drive **collaboration** around an **initiative**



Displays how you are **performing** against your **peers**

Managers can use **incentives** to **motivate** behaviors

Ensure successful future **performance**

# Accountability

- Metrics on open position time
- Tracked employee turnover rate
- Measured team productivity
  - Customer satisfaction surveys
  - Delivery times
  - Service availability
  - Resolution times
  - Call abandonment rate
  - Sales results
- Rewarded for team member promotions
- Discussed on weekly manager meeting
- Annual bonus tied to results





# Results

## Sales Team Results

- Increased hiring by 275%
- Reduced turnover rate by 80%
- Reduced ramp time by 30%
- Improved overall annual sales by 40%

### FUN FACT

#### Acceptance Rates In The US

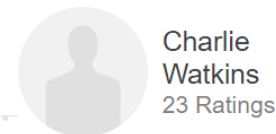
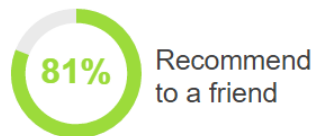
2.8% Expedient (22 of 786 Applicants)  
6% Harvard  
7% Stanford  
8% Yale  
8% Princeton



# Results

## 2016 Hiring and Professional Development Statistics

- Hired 88 people with an average fill time of 33 days
- Reduced position fill time by 73%
- 125 Employees attended at least 1 outside training session
- 87 Professional certifications were earned
- 54 Promotions
- 4 People are getting an MBA or Bachelor's degree





**THANK  
YOU!**



THE OUTCOME YOU'RE LOOKING FOR<sup>SM</sup>


**expedient**

OUTCOMES.EXPEDIENT.COM

# The Ask



# Workforce Development Leadership Council

- Share this presentation and your takeaways with key members of your employee recruitment, retention, and professional development team.
- Engage and keep the conversation and momentum going.
-  → be a part of our team and solution!





# One more request this morning...

- 1) Please take out your phone and draft email to [business@dublin.oh.us](mailto:business@dublin.oh.us)
- 2) Please respond to the following questions:
  - a) What are your key takeaways from today's meeting and your planned action steps?
  - b) What do you find most encouraging for your business from today's meeting?
  - c) How will your expertise and influence enable you to contribute to our workforce development strategies and execution?

