

Training Sector Analysis & Communications Strategy Roadmap Overview

Timeline:

- Released RFP in March
- Collected 6 responses in April
- Workforce Committee review proposals and conducted 2nd round interviews in May and finalized a decision on June 6th

Selected Vendors:

Quinn Thomas will develop a communications strategy roadmap

ECONorthwest will conduct the training sector analysis

Project Timeline

Approximately 6 months of work with an anticipated start date of August 1

Budget – Over 2019 and 2020 FY

\$90,000

Training Sector Analysis

Objective

To better understand construction-focused workforce training programs that operate in AGC's regional workforce development system and identify actions that are necessary to improve and align various industry workforce training programs into a better integrated and coordinated training system that will sustainably deliver a skilled workforce.

Deliverable

A report summarizing training program analysis findings and action-orientated options AGC can embark on to improve, align and integrate the current training system.

Training Sector Analysis

Scope of Work

1. Training Program Inventory – Conduct detailed inventory of construction related programs across Oregon & SW Washington. Includes interviews and calls to key stakeholders
2. Outline certification process – Review certification processes and identify common constraints and limitations across the system
3. Program Performance Evaluation – Access programs outcomes, including completion rates, placement, recruitment, retention, and overall financial health
4. Best Practice Research – identify and understand both regional and national training system best practices
5. Detail Action Orientated Options – organize and propose options for improving and aligning training system
6. Final Report – draft and submit final report

Communications Strategy Roadmap

Objective

The development of an integrated communications plan that tells a consistent story to jobseekers about career opportunities in construction and unifies AGC members around a measurable campaign. Quinn Thomas' work will culminate in a comprehensive communications roadmap that will drive measurable awareness for, and engagement in, construction jobs across Oregon and SW Washington.

Deliverable

Comprehensive and integrated communications roadmap which will empower AGC leadership to make informed and strategic decisions on when, how, and what to implement.

Communications Strategy Roadmap

Scope of Work

1. Discovery – Surveys and interviews with AGC members and partners to understand current landscape, existing programs and marketplace
2. Strategy Development – Develop unified communications goals, objectives, target audiences, key messages, and target outcomes
3. Campaign Roadmap – Develop a series of campaign components to include activities that will boost the efforts of AGC and members
4. Execution – consultation of campaign execution for 30 days



Training Sector Analysis and Communications Roadmap Executive Summary July 2019

Associated General Contractors – Oregon-Columbia Chapter is committed to a region-wide workforce development system that meets the current and future workforce needs of AGC contractors. Within the current system AGC has identified two deficiencies: 1) the lack of a region-wide communications strategy which effectively markets construction jobs across multiple demographics as viable career options, and 2) a disconnected construction training sector that has struggled to deliver a skilled workforce that meets the construction industry's current and future demand and expectations. To address these deficiencies AGC has recently select two vendors to perform a specific scope of work to produce deliverables AGC can use to make informed decisions on how to increase the number of skilled workers entering and remaining in the construction workforce.

Training Sector Analysis

Vendor: ECONorthwest, Proposed Budget: \$50,000

Objective

To better understand construction-focused workforce training programs that operate in AGC's regional workforce development system and identify actions that are necessary to improve and align various industry workforce training programs into a better integrated and coordinated training system that will sustainably deliver a skilled workforce.

Deliverable

A report summarizing training program analysis findings and action-orientated options AGC members and staff can embark on to improve, align, and integrate the current training system.

Communications Strategy Roadmap

Vendor: Quinn Thomas, Proposed Budget: \$40,000

Objective

The development of an integrated communications plan that tells a consistent story to jobseekers about career opportunities in construction and unifies AGC members around a measurable campaign. Quinn Thomas' work will culminate in a comprehensive communications roadmap that will drive measurable awareness for, and engagement in, construction jobs across Oregon and SW Washington.

Deliverable

Comprehensive and integrated communications roadmap which will empower AGC members and staff to make informed and strategic decisions on when, how, and what to implement.

Timeline

Anticipated start date is August 15, 2019. Both scopes of work will be conducted concurrently. Project completion is estimated to take 6 months.

Associated General Contractors – Oregon Columbia Chapter (AGC)
Proposal for Training Sector Analysis & Communications Strategy Roadmap
 Submitted: June 12, 2019

Overview

Thank you for the opportunity to submit a proposal for a training sector analysis and a communications strategy roadmap. From our initial meeting with the Workforce Development Committee it is our understanding that AGC’s primary goal is to improve recruitment and retention of workers in the construction industry across Oregon and Southwest Washington. You have identified two workstreams where you would like to engage our expertise to advance your regionwide workforce development goals:

- 1) A research report to better understand AGC’s training sector and uncover key learnings to apply to AGC Oregon-Columbia Chapter programs and to potentially influence the construction training sector in AGC Oregon-Columbia Chapter’s service area generally; and
- 2) A communications strategy roadmap to promote construction industry careers across Oregon and SW Washington

Quinn Thomas (QT) has partnered with ECONorthwest (ECO) to combine our expertise in labor economics and integrated marketing communications to bring forward comprehensive programs that will advance the industry’s efforts to recruit and retain talent while overcoming marketplace challenges. ECO will lead the development of the training sector analysis while QT will work simultaneously to develop the marketing communications strategy. At the onset of our work together, we will ensure our goals, objectives and desired outcomes are clearly aligned. Then, throughout each phase of each workstream, we will align our research findings and reporting to maximize the effectiveness of our programs. Additionally, QT and ECO will drive efficiencies for AGC by aligning requests, client deliverables and activities into one project workplan. At the completion of our work, we will present comprehensive plans that account for key findings and recommendations across the workstreams.

The following outlines the scope of work and deliverables for each workstream along with the timeline and budget.

Scope of Work - Training Sector Analysis

Approach

ECONorthwest will conduct a detailed assessment of the construction training sector and draft a report that identifies ways to better align individuals’ training roadmaps with the construction industry’s needs. Our project will consist of several discrete tasks. First, we plan to collect a detailed inventory of all construction-related training programs within AGC Oregon-Columbia’s service area. We will organize this information into a database that categorizes programs by attributes that are geared toward the training sector analysis, such as course descriptions, hours requirements, and certifications granted. The next three steps will focus on program evaluation. First, we will review training program certification processes and identify common constraints and limitations that potentially inhibit skills acquisition. Second, we will assess the financial health of each program and their overall performance, taking into account completion rates and recruitment efforts. Third, we will examine best practices by conducting interviews with program coordinators and other individuals knowledgeable about these programs. ECONorthwest will then distill the information gathered and use it to inform potential action-oriented options that will enhance Oregon and SW Washington training programs to meet the future workforce needs of the region’s construction industry. All of our work will be documented in a final report that includes an executive summary, exhibits, and references.

Scope of Work

Task	Action	Client Deliverables	Timing
Task 1: Inventory Training Programs	<ul style="list-style-type: none"> Conduct a detailed inventory of construction-related training programs, including titles, descriptions, teacher certification levels, certifications granted (if any), hours requirements, and other relevant details Hold discussions with AGC Oregon-Columbia Chapter staff, who might have materials that will help in our efforts Conduct telephone interviews with key stakeholders to better understand what is involved with targeted programs of interest Schedule regular meetings with AGC’s Workforce Development Committee (“Committee”) as the project task moves forward 	<ul style="list-style-type: none"> Detailed memorandum that documents construction-related training programs and their key attributes Database of construction-related training programs in AGC Oregon-Columbia’s service area In-person attendance at approximately five AGC Workforce Development Committee meetings Regular Committee briefings and scheduled phone calls as jointly determined by AGC, QT, and ECO 	6 weeks + 1 week for AGC review + 1 week for ECO revisions (see attached Gantt chart)
Task 2: Outline Certification Processes	<ul style="list-style-type: none"> Review the various training program certification processes and categorize them into groups based on identifiable characteristics Identify common constraints and limitations across the various training programs 	<ul style="list-style-type: none"> Summary of training program certification processes Regular Committee briefings and scheduled phone calls as jointly determined by AGC, QT, and ECO 	4 weeks + 1 week for AGC review + 1 week for ECO revisions
Task 3: Evaluate Program Performance	<ul style="list-style-type: none"> Assess the financial health of inventoried training programs based on the revenues generated and the expenses required to conduct it Assess other outcomes of importance, including completion rates, placement rates, and recruitment methods 	<ul style="list-style-type: none"> Summary of the financial health and performance of programs Regular Committee briefings and scheduled phone calls as jointly determined by AGC, QT, and ECO 	5 weeks + 1 week for AGC review + 1 week for ECO revisions

	<ul style="list-style-type: none"> Assess the overall resource use and efficiency of training programs 		
Task 4: Identify Best Practices	<ul style="list-style-type: none"> Compile a list of knowledgeable individuals for interviews about best practices Construct a survey instrument regarding best practices. Conduct interviews about best practices and identify themes 	<ul style="list-style-type: none"> Interview summaries (possibly de-identified, TBD) Description of best practices Regular Committee briefings and scheduled phone calls as jointly determined by AGC, QT, and ECO 	3 weeks + 2 weeks for AGC review + 2 weeks for ECO revisions
Task 5: Detail Potential Action-Oriented Options	<ul style="list-style-type: none"> Organize results and propose potential action-oriented options for enhancing Oregon and SW Washington training programs Present findings to the Committee 	<ul style="list-style-type: none"> List of action-oriented options Regular Committee briefings and scheduled phone calls as jointly determined by AGC, QT, and ECO 	4 weeks + 2 weeks for AGC review + 2 weeks for ECO revisions
Task 6: Draft Final Report	<ul style="list-style-type: none"> Draft final report that incorporates the Committee's input and the findings from Tasks 1 – 5 	<ul style="list-style-type: none"> Final report that is approximately 25 pages in length, with an executive summary, exhibits, footnotes, and references Regular Committee briefings and scheduled phone calls as jointly determined by AGC, QT, and ECO 	6 weeks + 2 weeks for AGC review + 3 weeks for ECO revisions

Communications Roadmap

Approach

Quinn Thomas will lead a six-month program to build an integrated communications plan that tells a consistent story to jobseekers about career opportunities in construction and unifies your membership around a measurable campaign. Our work will culminate in a comprehensive communications roadmap that will drive measurable awareness for, and engagement in, construction jobs across Oregon and Southwest Washington. We will start by working across AGC’s member organizations to garner a deep understanding of your audiences, communications channels and existing programs. Our discovery will yield a comprehensive strategic framework that will be presented to the Workforce Development Group for review and feedback. Our strategy will then inform the development of a series of communications programs (outlined below).

Scope of Work

Task	Action	Client Deliverables	Timing
Task 1: Discovery	<ul style="list-style-type: none"> Establish a project management and reporting cadence across workstreams Conduct an online survey of member company influencers to get an understanding of the current landscape, existing programs Conduct 10 in-depth interviews (IDIs) with community partners and industry influencers to understand the marketplace Lead a 3-hour message mapping session with member company stakeholders (or workforce development committee) 	<ul style="list-style-type: none"> QT & ECO to confirm regular Committee briefings and finalize reporting timeline Comprehensive marketing research report to inform key findings 	8-10 weeks from launch of work (In this phase, we will need to solicit support from membership to build research audiences)
Task 2: Strategy Developm ent	<ul style="list-style-type: none"> Based on marketing research phase, develop unified communications goals, objectives, target audiences, key messaging and target outcomes to inform the campaign 	<ul style="list-style-type: none"> Marketing communications strategy for client review and input 	6-7 weeks (to include up to 3 rounds of review by various stakeholders/committees)
Task 3: Campaign Roadmap	<ul style="list-style-type: none"> Develop a series of campaign components to include activities that will boost the efforts of member organizations. 	Roadmap to include: <ul style="list-style-type: none"> AGC overarching campaign to boost efforts of member organizations, earned and social media, mobile strategy 	8- 10 weeks (to include various stakeholder reviews)

		<ul style="list-style-type: none"> • Build-oregon.com optimization to position website as a central resource for jobseekers • Marketing content strategy to generate content that will resonate with key audiences • Member campaign recommendations to activate across construction companies to boost recruitment efforts 	
Task 4: Execution	<ul style="list-style-type: none"> • Quinn Thomas to consult AGC on execution of campaign elements for 30 days following completion of Roadmap 	<ul style="list-style-type: none"> • Work with AGC and member marketing leads to implement Roadmap 	30 days from finalizing report

Budget

Training Sector Analysis	\$50,000
Marketing Communications Roadmap	\$40,000
Total	\$90,000*

*Total does not include costs associated with travel or other hard cost fees. These costs will be submitted to the client for preapproval and billed on a monthly basis. ECONorthwest’s travel costs—not expected to exceed \$1,500—will be limited to out-of-pocket expenses and will not include travel time.

**Proposed Workplan and Timeline for the Proposed Training Sector Analysis and Communications Strategy Roadmap
July 2019 to January 2020 (Weekly)**

