

Strategies from the Field: Promising Practices Implemented by Georgia Businesses



Our Presenters



Brian Cooksey
Director, Workforce
Development
Shaw Industries Group



Tracy Suber
VP, Education
Phoebe Putney Health
System



Jeremy Whitaker
Director of Training and
Recruitment
C.W. Matthews Contracting
Company Inc.





STRATEGIES FROM THE FIELD

Brian Cooksey | Director - Workforce Development
brian.cooksey@shawinc.com

Carl Vinson Institute of Government
Innovating Georgia's Workforce Pipeline Conference
November 15, 2023



Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA

GEORGIA ECONOMIC DEVELOPMENT ANNOUNCES 38,400 NEW JOBS IN FY23

32% OF LABORFORCE DESIRES
SOME AMOUNT OF
REMOTE WORK

4 MILLION MANUFACTURING JOBS TO FILL BY 2030

RAPID CHANGES IN
TECHNOLOGY & EQUIPMENT

17% OF LABORFORCE
DESIRES PART-TIME

U.S. BIRTHRATES DECLINING

CIVILIAN LABORFORCE PARTICIPATION
RATE DECLINES

EVERYONE NEEDS TALENT

TALENT PIPELINE TARGETS

INTERNAL
TALENT

TRADITIONAL
HIRES

K-12
EDUCATION

TECHNICAL
COLLEGES &
UNIVERSITY
SYSTEM

MILITARY

NON-
TRADITIONAL
HIRES
(2CE, Homeless,
Refugees)

EXPAND THE TALENT POOL



RETENTION

Second-chance hiring is the practice of giving individuals with criminal records, encounters with the judicial system, or other situations (i.e. homelessness, abuse, etc.) a fair and equal opportunity at employment.

78 million

Americans have a criminal record.

4.2 million out of 10.7 million

Georgians have a criminal record.



Source: The Sentencing Project & Georgia Justice Project

90%

PRODUCTIVITY

Fair chance talent works hard and they even go above and beyond at work

85%

RETENTION

Fair chance talent has stayed at the company as long as, if not longer than, other workers

87%

PERFORMANCE

Fair chance talent has been promoted for their job performance (Good team member, performs well)

BENEFITS OF SECOND CHANCE PROGRAMS

BENEFITS FOR SHAW

Access to Diverse Talent

Lower Turnover

Greater Retention

Support of Community

Potential Incentives

BENEFITS FOR INDIVIDUALS

Re-Entry into Society/Workplace

Decrease in Recidivism Risk

Income & Benefits to Support Family

Access to Support Services & Mentoring

Opportunity to Build a Career

SO WHAT'S NEW IN SHAW'S 2CE JOURNEY?

- Shaw Advisory Council to support implementation & sustain program
- Proactive partnerships with community agencies
 - Maintaining our hiring standards and expanding our talent pool
- Hiring matrix developed for evaluating all hires
- Benchmarking with other 2CE companies to learn & share best practices
- Single Point of Contact for Partner Agencies & 2CE Individuals

CURRENT PARTNER ORGANIZATIONS



GEORGIA
DEPARTMENT OF CORRECTIONS



SOUTH CAROLINA
DEPARTMENT OF CORRECTIONS



**Treatment and
Accountability
Courts**
Conasauga Circuit



**Bartow
Family Court**



South Carolina Vocational
Rehabilitation -- Aiken Office

RESULTS

70+%

Retention Rate
of all 2CE Hires

71%

of all 2CE Hires staying
beyond 90 days

11

Community
partners

HEAR FROM OUR SECOND CHANCE ASSOCIATES



I can say without a shadow of a doubt, Shaw has done an amazing job at seeing that not everybody has the same opportunities...but everybody does have a story and they have an experience that's worth sharing. And I absolutely love what Shaw is doing currently and what they've done in the past to include people at the table.

To be able to go from \$9 an hour as a temp to what I'm making now, I work 60 hours a week, and the opportunities that's been presented through Shaw for me to be able to take care of my family is, to me, that's my second chance.



I believe that this program, it just gives people the things that they need to continue to be successful here. It is very intentional in providing those opportunities, and it gives people who [are like] us, that extra oomph.

The image shows a collection of spools of thread. Most are black, but one is a vibrant red. The spools have various colored caps: blue, purple, red, and white. A large, dark blue circular overlay is positioned on the right side of the image, containing the text "Think Differently" in a white, elegant script font.

*Think
Differently*

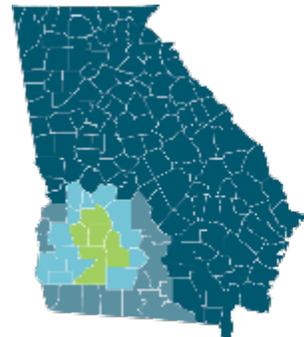
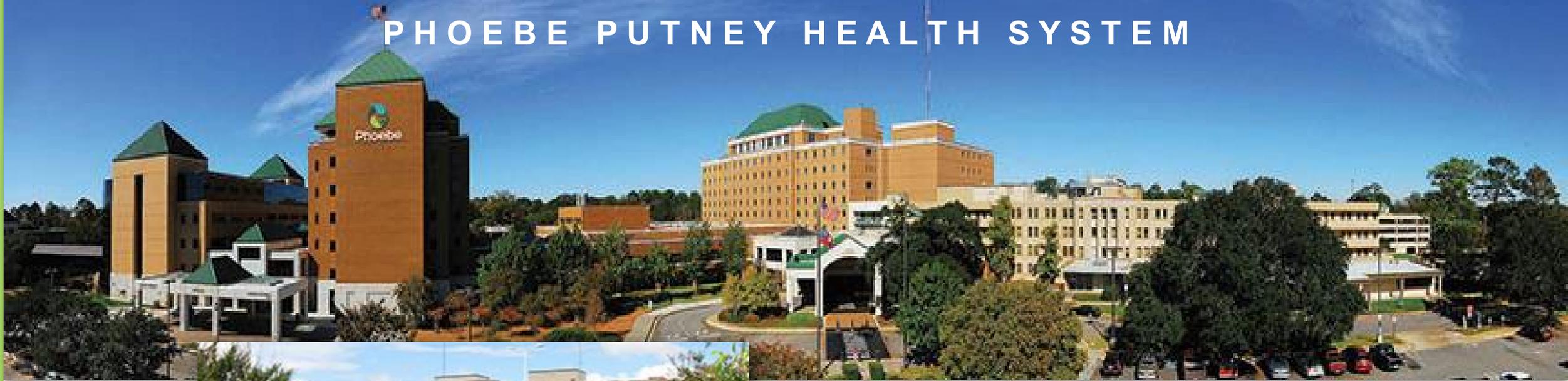


**UNIVERSITY OF
GEORGIA**

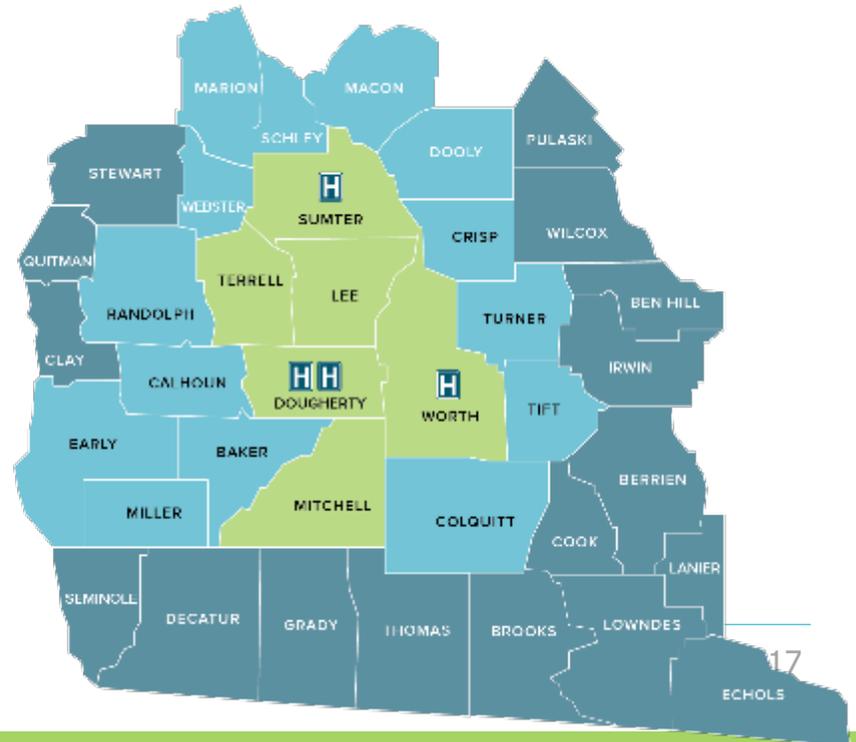
Carl Vinson
Institute of Government

INNOVATING GEORGIA'S WORKFORCE PIPELINE CONFERENCE 2023

PHOEBE PUTNEY HEALTH SYSTEM



- Phoebe Primary Service Area
- Phoebe Secondary Service Area
- Phoebe Tertiary Service Area
- Phoebe Owned/Leased Hospitals



Critical shortages across the country



Contract Labor Costs

Contract FTE's (RNs, RTs, CNAs)	
2019	2022
224	436 (increase of 212)

Monthly Contract Labor Spend	
2019	2022
\$3M/month	\$12M/month

Contract Labor Workforce	
2019	2022
30%	54%

****During last surg – rates \$190-200/hr**

\$2.7M Invested in Cultivating Healthcare Careers

Faculty Support to Ensure Access



Funding for Faculty
(7.5 FT & 6 PT)



Relocation Reimbursement



Funding for Supplemental Faculty



Stipends for Faculty & Student Tutoring



Simulation Educators for Clinical Rotations



Adjunct Support by Phoebe Nurse Leaders

Additional New Program Development



90 Health Sciences & STEM Campers each Summer

4C

20 CNA Interns per year (Seniors)



ASN & BSN Program Start-ups



Middle School Career Exploration Virtual Platform with SCAD



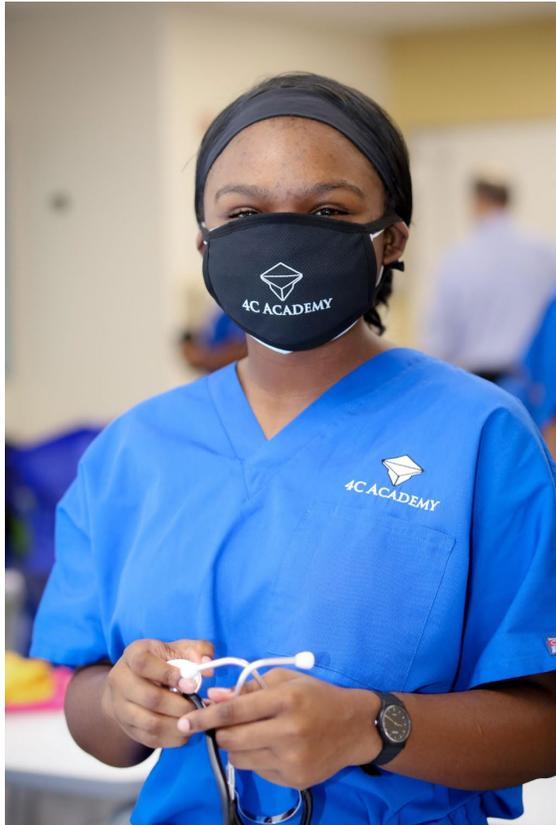
20 EMT Scholarship Recipients per year

1K+ New Nursing Slots



	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Abraham Baldwin Agricultural College	0	50	50	50
Albany State University	70	70	70	70
Albany Technical College	0	54	120	200
Fort Valley State University	0	40	40	40
Georgia Southwestern	40	80	80	80
Southern Regional Technical College	0	0	20	20
Annual Totals	110	294	380	460

TOTAL: 1,244 New Slots Created



COMMODORE CONYERS
COLLEGE & CAREER
ACADEMY

A partnership focused on
building a Healthcare
Pipeline

PPHS Internship Program

- Create real-world work experience for students (value exchange)
- Enable students to develop professional relationships and references
- Allow Phoebe the opportunity to evaluate students and recruit
- Long-term career opportunity for students



High School Coursework and Path

9th Fall	9th Spring	10th Fall	10th Spring	11th Fall	11th Spring	12th Fall	12th Spring
High School Pathway 1	High School Pathway 2	High School Pathway 3	High School Pathway 3	ALHS 1040	NAST 1100	Phoebe Internship	Phoebe Internship
				WBL & Test Prep	CNA Clinicals (5 days) @ 8 hr/day		

High School Pathway

- Intro to Healthcare
- Essentials of Healthcare
- Patient Care Fundamentals

Projects / Outreach / Nurse Aide Exam / Practical

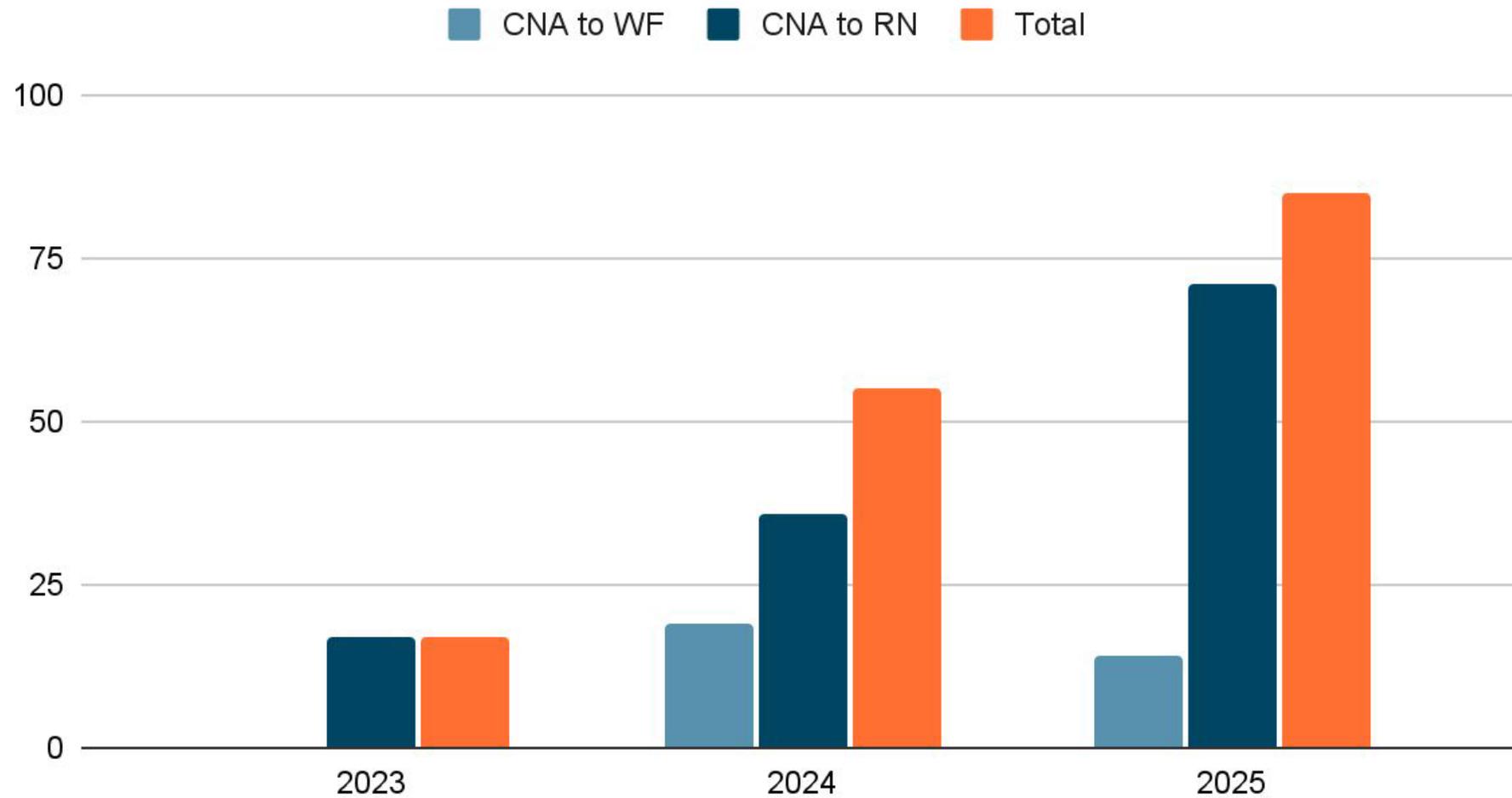
Internship - Work-Based Learning

Nurse Aide – Technical Certificate of Credit (ATC)

- ALHS 1040 – Introduction to Healthcare
- NAST 1100 – Nurse Aide Fundamentals

Pipeline Projections

Students



Mobile Simulation Lab

- \$1M HRSA grant
- Regional reach to provide simulation to other Phoebe entities & regional partners
- Get in front of middle schools, high schools, and colleges/universities to recruit & train the next generation of our healthcare workforce



Cloud Clinic

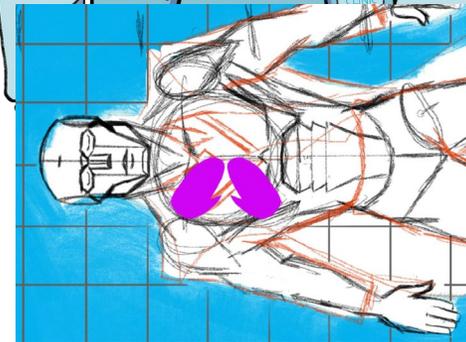




How do we inspire and engage Middle School students to think about healthcare?



Mini-games



EMT

Drive

Pharmacy Technician

Throw

Nurse

Push

Doctor

Match



Living & Learning Community





Investing in Innovative Solutions



Coming July 2024!

\$43M Living & Learning Community

Goals

- Infusion of new nurses to address critical shortages
- Long-term nursing pipeline expansion to ensure robust population for years to come
- Enhanced nurse retention via community bonding
- Support for the downtown revitalization project
- Example-setting for talent development innovation for health systems across the state and country

INNOVATION

ATTRACT TOP TALENT TRANSFORM

OUTCOMES

- 1 Empowered underrepresented populations to discover a rewarding career in nursing**
- 2 Infusion of new nurses to address critical shortages**
- 3 Long-term nursing pipeline expansion to ensure robust population for years to come**
- 4 Enhanced nurse retention via community bonding**
- 5 Example-setting for talent development innovation for health systems across the state and country**



UNIVERSITY OF
GEORGIA

Carl Vinson
Institute of Government

INNOVATING GEORGIA'S WORKFORCE PIPELINE CONFERENCE 2023

C.W. Matthews **CONTRACTING CO.**

GETTING GEORGIA HOME

Jeremy Whitaker

Director of Training & Recruitment



SKILLED TRADES YESTERDAY .



C.W. Matthews **CONTRACTING CO.**

GETTING GEORGIA HOME

SKILLED TRADES TODAY . . .

WHERE DID THEY GO?



C.W. Matthews **CONTRACTING CO.**

GETTING GEORGIA HOME

COLLEGE



THE NARRATIVE: IF YOU DON'T GO TO COLLEGE, YOU ARE A LOSER!

C.W. Matthews **CONTRACTING CO.**

GETTING GEORGIA HOME

COLLEGE

DID YOU KNOW?

ONLY 3 OUT OF 10 WHO START COLLEGE
FINISH

ONLY 1 OUT OF 10 LOW-INCOME STUDENTS
WHO START COLLEGE FINISH
STUDENT LOAN DEBT IN THE U.S. IS
1.77 TRILLION

FRUITS DON'T LIE

COLLEGE IS NOT A FIT FOR EVERYONE, AND THAT'S OK!

C.W. Matthews **CONTRACTING CO.**

GETTING GEORGIA HOME

SO HOW ARE WE GOING TO FIGHT THE NARRATIVE
& FIND OUR FUTURE WORK FORCE?



WE HAVE TO GROW THEM OURSELVES!

C.W. Matthews **CONTRACTING CO.**

GETTING GEORGIA HOME



OUR NEXT STEP: GET STUDENTS PUMPED ABOUT A CAREER WITH CWM



C.W. Matthews **CONTRACTING CO.**

GETTING GEORGIA HOME

OUR NEXT STEP:
SHOW THEM THE NARRATIVE IS WRONG
GETTING STUDENTS IN AN INTERNSHIP
WHILE THEY ARE STILL IN HIGH SCHOOL

OVER THE LAST 4 YEARS:

87 WORK-BASED LEARNING
INTERNS

77 SUMMER INTERNS

150 GRADUATE HIRES

IF A STUDENT INTERNS WITH US FIRST,
THEIR RETENTION RATE DOUBLES!

C.W. Matthews **CONTRACTING CO.**

GETTING GEORGIA HOME



OUR #1 RECRUITING BASE FOR THE
FUTURE:

HIGH SCHOOLS

**AND IT BEGINS WITH PLANTING SEEDS IN
ELEMENTARY & MIDDLE SCHOOLS!**

-RECAP- OUR 2 BIG STEPS FOR THE FUTURE:

**1. GROWING OUR OWN WORKFORCE
& NOT WAITING FOR SOMEONE ELSE TO FIX THE PROBLEM**

WHAT WE DID:

CREATED GEORGIA'S NEW HIGH SCHOOL HEAVY EQUIPMENT OPERATOR PROGRAM

**2. PROVIDING INTERNSHIPS FOR HIGH SCHOOL STUDENTS
TO TASTE THE CAREER BEFORE THEY GRADUATE**

WHAT WE ARE DOING:

**WORK-BASED LEARNING INTERNSHIPS
SUMMER INTERNSHIPS**

C.W. Matthews **CONTRACTING CO.**

GETTING GEORGIA HOME

Jeremy Whitaker

Director of Training & Recruitment

