



Education and Talent Supply

Jobs change lives. We can't afford not to lead.

North Carolina is facing a talent crisis. This is a long-range concern that requires leadership to increase the quality and quantity of talent and align it with industry growth.

Companies, industries, and communities are actively searching for solutions to retain and recruit workers in the short term. While these scattered efforts may be successful locally, they are often executed in isolation and result in fragmented outcomes and an inadequate response rather than large-scale systems change.

The most competitive states will position ahead of workforce trends by embracing diversity in their community and tapping every source of talent available.

For eight years and counting, workforce has been cited as the **number one concern for North Carolina executives, according to the NC Chamber's annual CEO poll.**

NC Leads

- Develops talent pipelines that are able to be adapted and are responsive to the pace of innovation and reality across urban and rural areas.
- Identifies employer-led policies, funding mechanisms, and education and training programs that will increase access to a wide range of employment opportunities in high-growth fields offering good wages, and ensure employers have the quality talent they need.

EDUCATION AND TALENT SUPPLY GOAL:

Increase the labor force participation rate in the state of North Carolina.

The Foundation will remove barriers to employment and provide for the statewide application of new workforce policies, practices, and credentials that measurably improve the quality and availability of in-demand talent, as measured by the U.S. Bureau of Labor Statistics.

EDUCATION AND TALENT SUPPLY STRATEGIES

Remove barriers to entering the state's workforce through policy innovations and solutions. Well-paying, stable jobs with quality benefits allow people to support themselves and their families, break cycles of generational poverty, and ultimately contribute to the community. With evidence-based research and a statewide perspective, the Foundation is uniquely positioned to understand and incorporate North Carolina's diverse population, economy, and geography, and engage a wide range of key partners to remove barriers to employment.

The Foundation will engage subject matter experts and policy workgroups in the following areas:

- **Child Care:** Identify and advance child care funding structures, policy reforms, and innovations that address the growing workforce demands from the business community.
- **Housing:** Identify barriers to housing access and affordability and recommend statewide policy reforms to address shortages and support North Carolina's growing workforce.
- **Labor Sourcing:** Examine state and federal laws and make policy recommendations to expand the qualified workforce through employment-based immigration, transitioning military, and data-driven, commonsense criminal justice reforms that promote public safety and remove barriers for employment.
- **Labor Mobility:** Benchmark North Carolina's approach to remote work, occupational licensing procedures, and policies related to reciprocity to practice across state lines to give North Carolina companies and employees a competitive edge.

Close the job supply-and-demand gap by scaling and aligning proven employer, community, and industry-based efforts. North Carolina will benefit from consistent, wide ranging engagement and partnership between the education and business communities to address the state's long-term labor constraints. To activate this employer leadership, the Foundation will engage in:

- **Community-Based Efforts:** The Foundation will pilot the U.S. Chamber's proven Talent Pipeline Management (TPM) approach to build sustainable talent pipelines that keep pace with the changing needs of critical industries. These employer-led coalitions will collect and aggregate data on available jobs, needed skills, gaps in talent, training opportunities, and the unique challenges their local workforce faces. The Foundation will provide training and support to the coalitions, and work with industry leaders, trade associations and education partners on customized but replicable solutions and policy recommendations. Over the next five years the Foundation will initiate TPM programs in six to ten communities around health care, manufacturing, and information technology. Refining the approach in these initial industries will enable the Foundation to add key industries over time, such as logistics and distribution, aerospace, and financial services.
- **Education-Based Efforts:** The Foundation will work closely with our education systems to strengthen alignment with industry. The Foundation is engaging the Department of Public Instruction, University of North Carolina System, North Carolina Independent Colleges and Universities, and the N.C. Community College System to mobilize business leadership in advancing North Carolina's educational attainment goal for high-quality credentials and postsecondary degrees. It will also work with the Department of Public Instruction on a long-range, sustainable approach to K-12 student engagement with the private sector and funding approaches for high-impact programs such as apprenticeships, durable skill development, career and technical education, and early-college high schools that connect students with postsecondary and career opportunities.

Address acute worker shortages by elevating proven employer and community-based efforts and increasing their impact. The Foundation will:

- Research and recommend highly successful employer collaboratives, work-based learning, and employability skill building programs for statewide implementation.
- Explore additional research on new innovations, including skills savings accounts, student loan repayment, and continuing education programs that can further support the state's educational attainment goals, as measured by myFutureNC.

