



Mass Skills

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Fall Convening

October 2024

Welcome!



Secretary Lauren Jones

Secretary of Labor & Workforce
Commonwealth of Massachusetts



Erin Sutherland

Senior Vice President, Greater Boston
Market Executive, Bank of America

Agenda

- Fireside Chat
- Data and Measurement of Skills-First Practices
- Networking Break
- Overview of Skills-First Practices for Hiring, Retention and Upward Mobility
- Panel Conversation - Skills-First Practices in Action: What is Possible for the Commonwealth
- Closing and Next Steps

Fireside Chat



Secretary Lauren Jones

Secretary of Labor & Workforce,
Commonwealth of Massachusetts



Jane Steinmetz

Boston Office Managing Principal,
Ernst & Young



Chrissy Lynch

President

Massachusetts AFL-CIO



Beth Berwick

Partner

Grads of Life, Year Up United

Why is measuring data important?

Current State of the Skills-First Movement



Companies are Asking...

“

How do I assess that my Skills-First efforts are working?

“

How can I articulate the business case?

“

Am I on the right track?

“

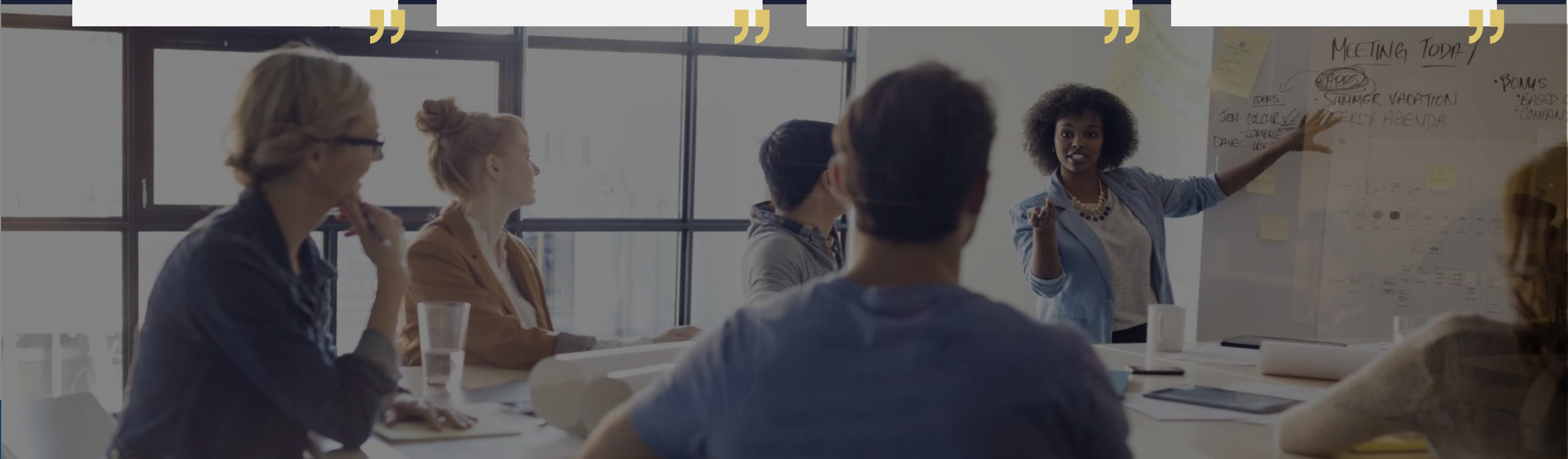
How do I compare to my industry peers?

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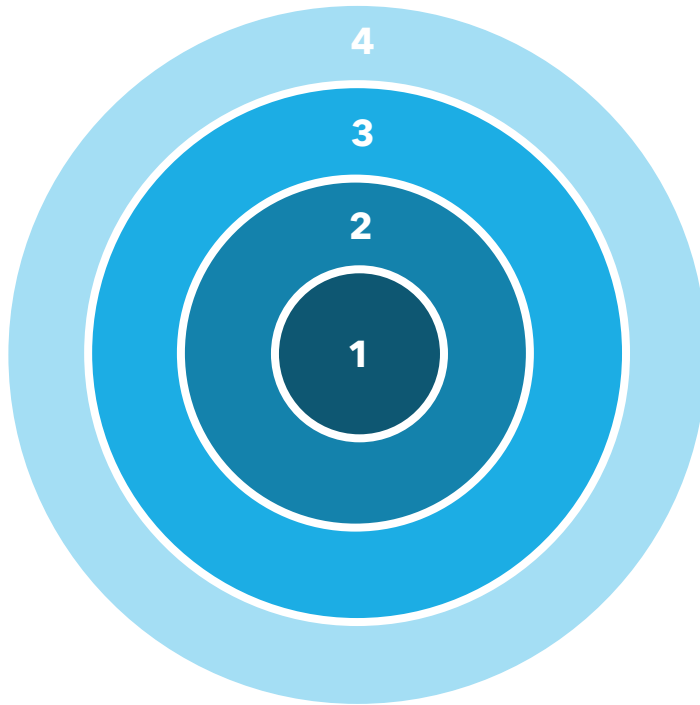
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Impact Measurement Framework for Skills-First Practices

Measuring outcomes across each of these dimensions will provide a robust picture of progress toward your Skills-First goals

Framework Overview



0

Understanding Current State + Setting Goals

1

Practice Adoption: Change begins here. Track which practices are implemented and to what extent across your company.

2

Outcomes for Employees: What changes for employees as a result of new and/or strengthened skills-based practices?

3

Outcomes for Business: What changes for the business as a result of new and/or strengthened skills-based practices?

4

Outcomes for Society*: Evaluate what changes in society as a result of improved outcomes for both employees and the business

Top 10 Metrics to Understand Impact – High Level Best Practices

Key questions about skills-first strategies		Suggested metric to analyze bi-annually
Practice adoption		
1.	Are we expanding access to opportunity at our company for job seekers?	#, %, and % change of total job postings that do not require a 4-year degree or bachelor's equivalent
2.	Are we actually hiring more people based on skills?	% of new hires without a 4-year degree or bachelor's equivalent out of total job postings that do not require a 4-year degree or bachelor's equivalent
3.	Are we diversifying our sourcing partners and creating pathways into our company for non degree-holders?	% of entry-level hires coming from internship, apprenticeship or other work-based experience programs that do not require a 4-year degree
4.	Are we investing in scaling our skills-based strategy?	\$, %, and % change of total HR budget allocation for non-traditional talent pipeline development/sourcing
Employee impact		
5.	Are people without a 4-year degree able to access a family-sustaining wage at our company?	% of employees with/without a 4-year degree or bachelor's equivalent who earn a family-sustaining wage*
6.	Are people without a 4-year degree able to grow their careers meaningfully at our company? How do the outcomes differ by race and gender?	#, %, and % change in promotions among employees with/without a 4-year degree or bachelor's equivalent
7.	Are employees with and without 4-year degrees engaged in their work and feel a sense of belonging in our company? How does lived experience differ by race and gender?	Average employee engagement and belonging/inclusion scores among employees with/without a 4-year degree or bachelor's equivalent**
Business impact		
8.	Does skills-based hiring improve fit for role and support employee productivity?	Average time to proficiency/productivity or performance ratings*** among employees with/without a 4-year degree or bachelor's equivalent (or other preferred metric for employee performance)
9.	Do upskilling efforts and strengthened career paths for non-degreed talent improve employee retention?	% change in retention of employees with/without a 4-year degree or bachelor's equivalent (company overall, by business unit, and by level and disaggregated by race and gender)
10.	Do our strengthened skills-based practices increase the representation of diverse talent?	% change in representation of POC and women in the company overall, by business unit, and by level

Tracking Outcomes is Essential for a Successful Skills-First Transformation

- Understand the extent to which specific Skills-First practices have been adopted at your company

- Understand and quantify the impact of your skills-first efforts on your employees and the company as a whole

- Gain the insight you need to adapt your Skills-First strategy to maximize impact

- Establish the business case for adopting Skills-First practices at scale

- Overtime, aggregate data can establish benchmarking to understand how companies are performing against their peers





Glenn Davidson
Human Capital
Transformation Executive
Deloitte



H.Kay Howard
Managing Director
Per Scholas

BREAK

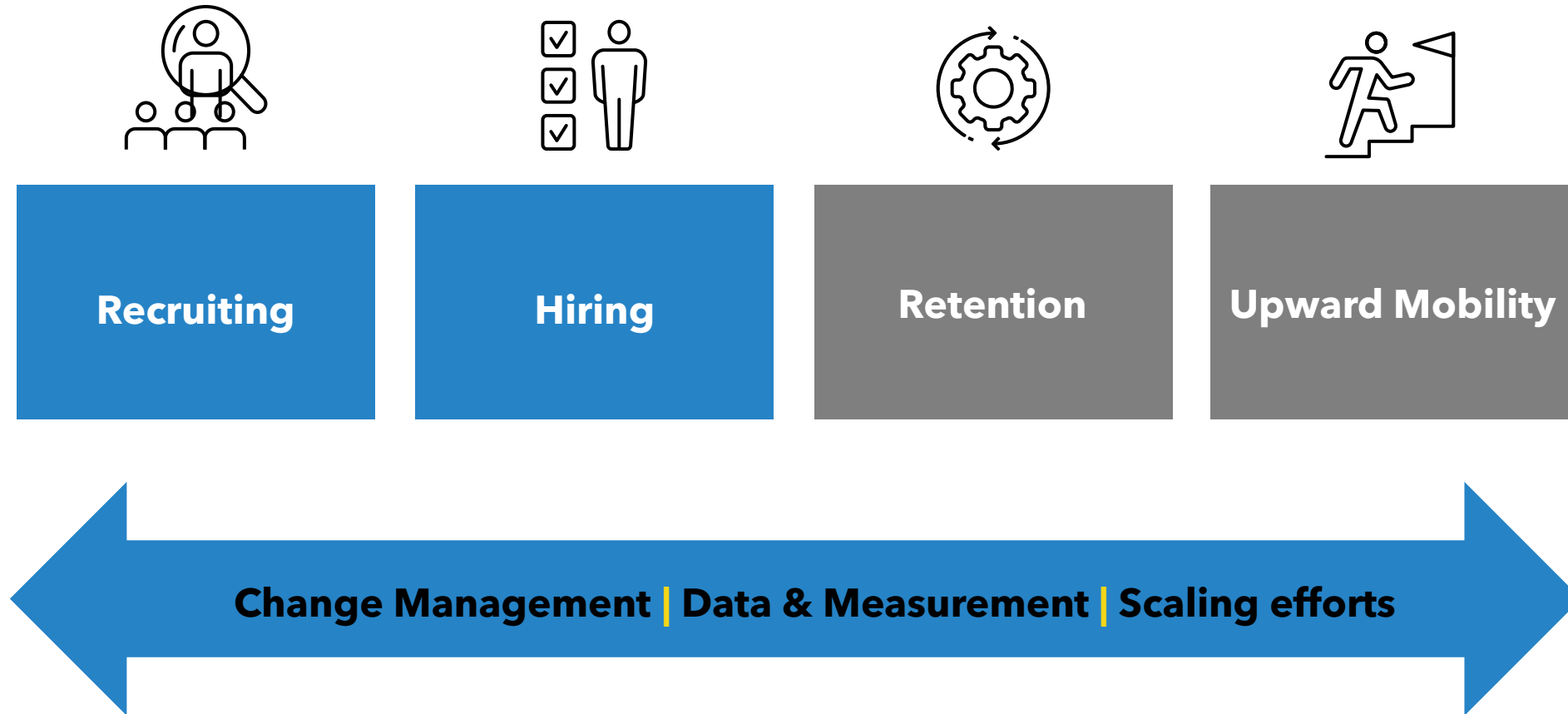


Richard Dubuisson

Partner

Grads of Life, Year Up United

A Skills-First culture spans the entire talent journey



Best Practices – Recruiting and Hiring

RECRUITING

- ❑ Identifying and structuring diverse talent sourcing partnerships
- ❑ Selecting & implementing inclusive sourcing tools and vendors
- ❑ Structuring Work-Based Experiences using a skills-based approach

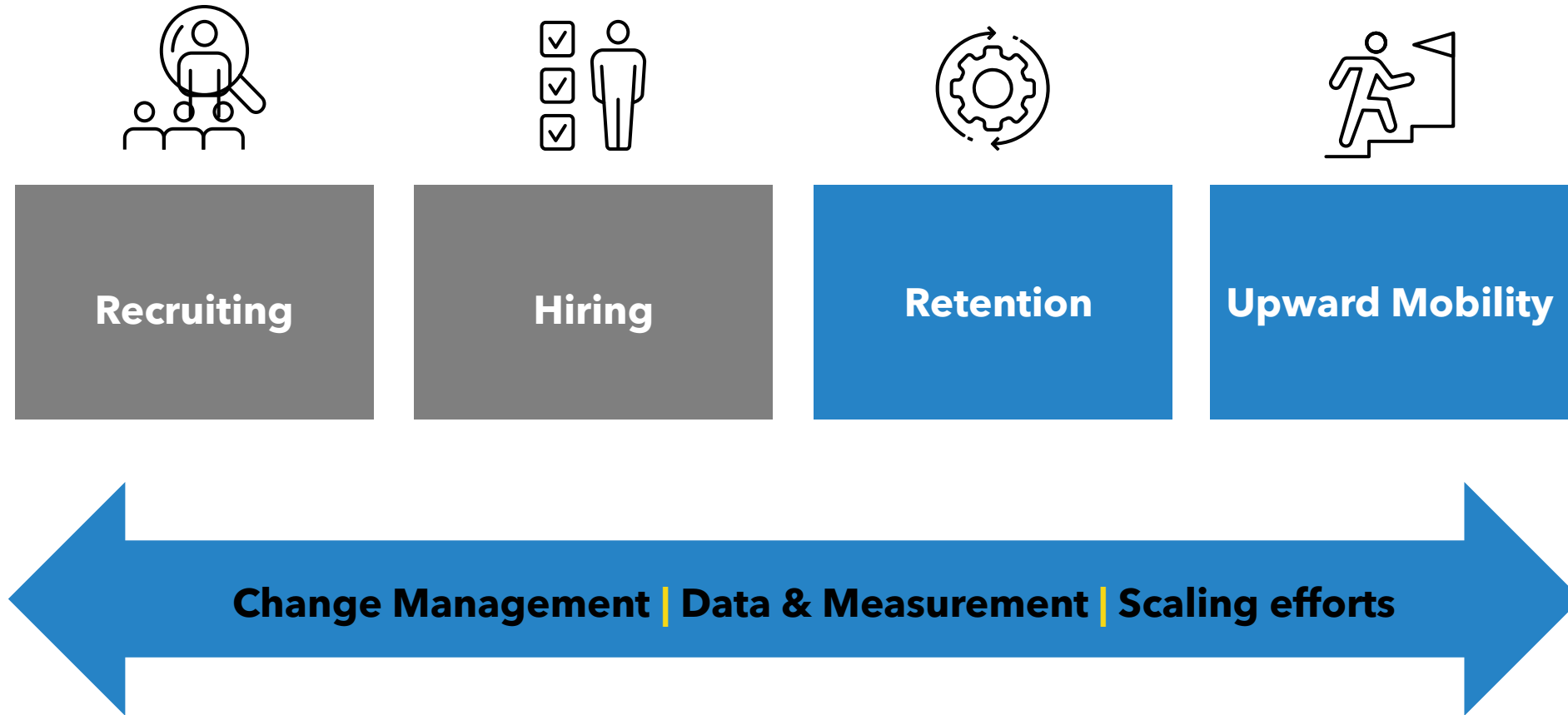
Survey to indicate where you would benefit from additional support in skills-first practices



HIRING

- ❑ Identification & prioritization of skills-first roles
- ❑ Removing degrees from prioritized roles
- ❑ Developing a skills map for prioritized roles
- ❑ Writing skills-first job descriptions
- ❑ Posting job descriptions with clear list of required and preferred skills needed and eliminating biased language
- ❑ Blinding names and identifying information on applications
- ❑ Creating and using skills-first interview rubrics
- ❑ Utilizing assessments for technical skills
- ❑ Appropriately limiting criminal disclosures and background checks
- ❑ Creating skills-first onboarding processes

A Skills-First culture spans the entire talent journey



Best Practices – Retention and Upward Mobility

RETENTION

- ❑ Articulating expectations & creating accountability structures for leadership and managers re skills-based practices
- ❑ Developing skills-based performance rubrics
- ❑ Tying pay to performance
- ❑ Conducting regular pay equity assessments & making needed adjustments

Survey to indicate where you would benefit from additional support in skills-first practices



UPWARD MOBILITY

- ❑ Leveraging consistent, transparent skills-first evaluation structure for performance ratings and promotions
- ❑ Building equitable career pathways
- ❑ Selecting upskilling and reskilling resources (build, buy, partner, etc.)
- ❑ Building formal sponsorship and mentorship programs
- ❑ Building inclusive culture to support retention and advancement efforts



Tonja Mettlach

Executive Vice President

Massachusetts Business Roundtable

Skills-First Practices in Action: What is Possible for the Commonwealth



Lane Glenn

President,
Northern Essex Community College



Melissa Pullin

Chief Human Resource Officer,
Commonwealth of MA



Rebecca Short

Director of People and Culture,
88 Acres

CLOSING REFLECTIONS



Jerry Rubin
Foundation Fellow
Eastern Bank

2025 Learning Communities

As a member of MassSkills, your organization will commit to: Participating in a Learning Community aimed to educate and share best practices specific to a Skills-First Talent Management strategy aimed to create a more competitive and equitable workforce.

DATA

- Aligning on skills-first goals
- Selecting priority metrics
- Standardizing reporting data and methodology
- Documenting impact and ROI

HIRING

- Recredentialing job descriptions
- Revising technology (ATS, etc.)
- Building sourcing partnerships
- Interviewing and assessment tools
- Work-based and other training pipeline models

RETENTION AND UPWARD MOBILITY

- Building internal career advancement structures
- Upskilling
- Strengthening supportive work environments
- Mentorship and coaching

Informing 2025 Programming

- What resources would be most helpful for your team implementing change?
(ex. playbooks, templates, case studies, 1:1 guidance, etc.)

- Which Learning Community(ies) are you most interested in joining?

- How valuable was this session for you?

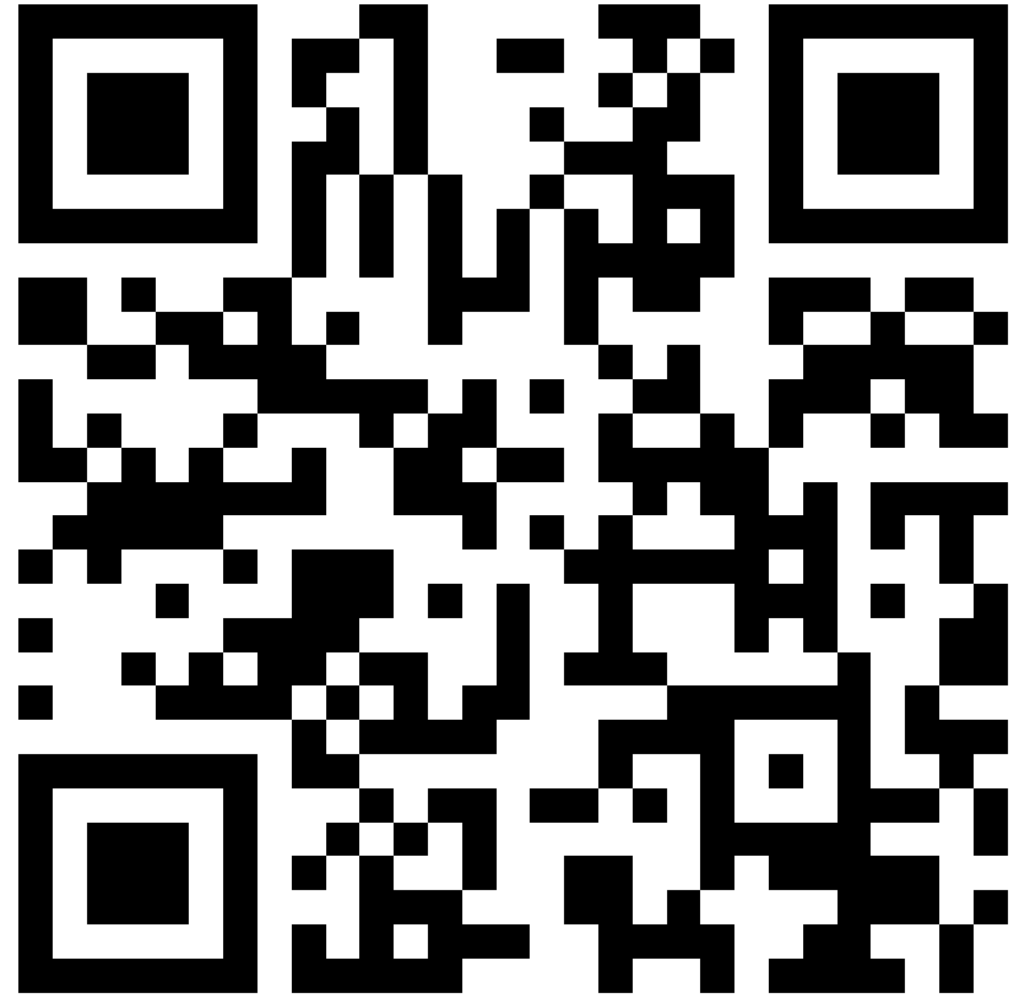
- How likely is it that you would recommend joining the MassSkills Coalition to a friend or colleague?



Microsoft Forms - Post Session Feedback Survey

Use QR code or
access this link:

<https://forms.office.com/r/wEb431PbET>





THANK YOU