Presenter Response to Other Questions Submitted during TechTalent

Question: How do you create a culture of continuous learning? How do you measure it?

Answer:

Land O'Lakes Response: At Land O Lakes we offer many different learning options for our employee base. Once a quarter the D+I department hosts a Quarterly Learning series which is 2 hours and employees can attend in person or via WebEx if they work in a Plant or remote location. Once a year we host a D+I Summit which is co-sponsored by our Employee Resource Groups. We had 840 employees attend. We offer Bite Size Online Learning and have a series of 5 courses that are 15 minutes or less. We also launched D+I training in our Plant Environment. Again, Bite Size Learning that Supervisors and Managers delivered during the change of SHIFTS. We measure impact by looking at the number of attendees in person and remote, we survey all participants post learning and measure effectiveness. We also value the qualitative feedback which provides great insight into the impact of the learning. After our Summit, my favorite comment was: I laughed, I cried, I learned after an interactive theatre performance by *Inclusion In Action*. We have 10 Employee Resource Groups, each ERG has a focus on retention and hosts learning sessions that support their segment whether that be Aging, Disability, Race and Ethnicity, Sexual Orientation, etc.

Minnesota IT Services Response: Minnesota IT Services is developing a culture of learning that emphasizes a human-centered design process that is intentional on the concept of prepare, engage, and transfer. This concept allows managers and employees to focus on truly developing the totality of the person, with a value add highlighting skills and competency growth. With a measurable outcome intended to acquire behavior, technical, and essential skills growth through achievable goals and expectations.

Question: For growth via referral, how can you be sure you are doing all you can to diversify and reach out to populations outside your extended networks?

Answer:

Land O'Lakes Response: Our employee referrals include our outreach to our Employee Resource Groups internally to encourage referrals from their networks and communities. We also have increased our technology investment to ensure we can better capture and talk to all kinds of talent who we have met through our diversity partnerships, so we are building longer term relationships and staying in touch when the right opportunity arises for that person to consider a career at Land O'Lakes.

Within the Technology organization, we have expanded our recruiting efforts to HBCU's and MANRRS (Minorities in Agriculture, Natural Resources, and Related Sciences).

Minnesota IT Services Response: Minnesota IT Services leverages many referral sources to reach diverse candidates, but there is always more that can be done. We have attended events such as People of Color Career Fair (POC), Blacks in Technology Career Fair (BIT CON), Veterans Career Fairs, Girls that Code events, etc. We routinely attend career events at County CareerForce centers across the metro area. MNIT is over 2,300 employees strong and encourages each of its employees to be a brand ambassador for recruitment by promoting opportunities with their individual networks.

Question: What is the best way for companies to partner with the MSP TechHire program?

Answer:

MSP TechHire response: We suggest reaching out directly with the training partners for the best experience with finding talent. Though the recruiters/recruiting companies are also a good resource, you will have a more personalized and engaging experience if you connect with the trainers. The training partners include Creating IT Futures (IT Ready Network), Prime Digital Academy and the Software Guild. You can meet students nearing graduation, learn more about and even advise on skills needed in your company, and/or participate in demo days in which students demonstrate their skills and projects they've developed.

Question: Given the speed with which technology changes, how can job equity be sustained when technical qualifications may no longer be based on years of experience?

Answer:

Land O'Lakes Response: We are embarking at evaluating job descriptions for required and preferred qualifications.

Question: When making an investment to reskill employees for in-demand jobs, how can an organization minimize the risk of another employer recruiting them?

Answer:

Minnesota IT Services Response: While it is inevitable that highly skilled employees will be in constant demand and therefore heavily recruited, one can reduce turnover by ensuring that the employee feels valued by the organization. At Minnesota IT Services, we are committed to helping staff stay current with the latest technologies and reaching their career potential. We offer training opportunities, mentorship, and a host of other benefits to aid in career growth.

Land O'Lakes Response: Ensuring employee has strong connection to organization, feels they are a valued member of the team, and understand career aspirations and goals. Also important to provide employee with stretch-growth opportunities that utilize the new skills.

Question: How does individual-driven reskilling such as online academies impact the hiring of skilled workers?

Answer:

> **Land O'Lakes Response:** We embrace continuous learning whether that be online academics or employee who take advantage of our Tuition Reimbursement policy for degree completion for a 2 or 4 year or advanced degree.

Question: What trends are you seeing in remote work opportunities?

Answer:

> **Land O'Lakes Response:** More receptiveness by Supervisors for employees to work remote and also to support part-time work that is 100% remote. We moved to open workspace two years ago, and that has drove a change in behavior from managing by 'butts in seats' to management of goals and objectives instead. Our Technology organization has always a strong supporter of remote work opportunities, especially with use of 3rd party providers.

Q: Your program with B2E sounds challenging, what was the largest challenge you faced with training remote workers?

Answer:

> **Land O'Lakes response:** Our biggest challenge was providing enough time for the SWOP Program Participants to meet with their Functional Managers while onsite for training. Also, given they were only onsite for 1 week, we also work on ensuring that we were covering the right topics that needed to be conducted in person rather than being completed remote. We had significant learnings from our Pilot Group that started in April 2019. We incorporated those learnings into our planning for the training that occurred with the February 2020 Cohort.