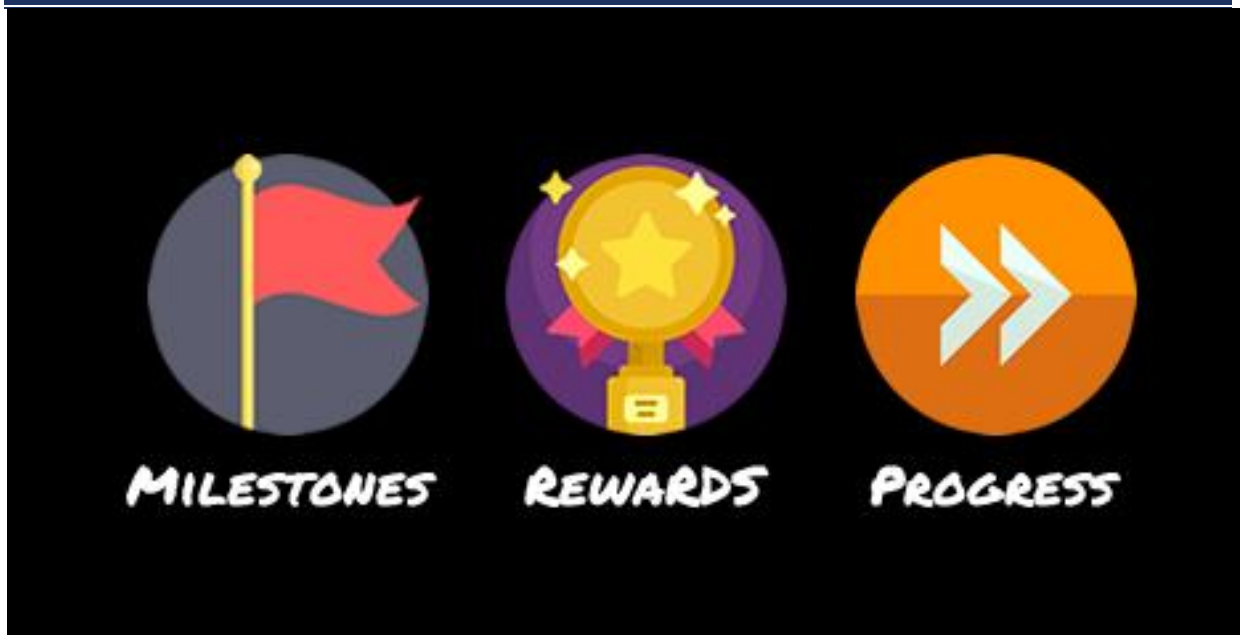

FORGING A PATH

To a Promising Future



A Penn Strategies Strategic Product
Prepared by Christine Kight
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Prepared for:



Draft 1



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INTRODUCTION



“The secret to getting ahead is getting started.”

– Mark Twain

From Dreams to Directions

Many hours were spent brainstorming with Synergy leaders and researching both the US Skills Gap and the elements and strategies of change management. We also dissected the specific challenges facing the Synergy workforce.

The products of these efforts have herein been combined, to outline the creation of an *initial program* that Synergy can roll out to begin the process of offering a career development path to its workforce.

We expect this plan, and the program itself, to continue to be refined throughout the implementation process with practical adjustment approaches gleaned through execution.

BEGINNING AT THE END



"Productivity is never an accident. It is always the result of a commitment to excellence, intelligent planning, and focused effort.

- Paul J. Meyer

Strategy Components

The development of this program will require the following key components:

- Areas of Development
- Learning Goals List
- Learning Resources Table
- Rewards Resources Table

Each of these key components will be addressed in this initial strategy outline. We will also address the topics of:

- Effort / Reward Leveling
- Metrics Plans

These latter topics are slated for further attention subsequent to the development of the key components.

BEGINNING AT THE END

Pathways to Progress Program Table

Synergy Pathways to Progress Program

Desired Outcomes		"I AM" Statements	Effort / Resource	What's in it for them?	Reinforcement	Accountability		
Development Area	Learning Goal	Specific Concept	Measurable Activity	Level	Intrinsic Reward	Pathways Points	Metrics Plan	Link
Mindset & Success Skills	Positive Attitude	I Choose Happiness	Complete the free Science of Happiness Course on EdX	1	Happiness is a choice. Happy individuals make wiser choices which lead to better circumstances	to be decided	Metrics are included for free in EdX program	link
Lifeskills and Structure	Smooth Morning Routine leading to punctuality	I Plan for Success	Track new habits such as ristime on coach.me habit tracker	1	Daily planning and habitual routines decrease stress and chaos and increase good performance.	to be decided	Metrics are included for free in coach.me program	link
Work Habits	Harmonious Relationships with Coworkers and Supervisors	I Choose Harmony	Complete free online course from Alison.com entitled "Diploma in Communication Skills"	1	I overlook minor offenses and feel respected by my peers and employers	to be decided	Metrics are included for free in Alison program	link
Job Specific Skills	Work Habits that Adhere to Client and Synergy Safety Policies	I am Responsible for Safety	Complete OSHA 10 hour General Industry Online Training	3	I protect myself from injury. I receive notice from my supervisors for exemplary conduct.	to be decided	OSHA 10 Certificate	link
Social Responsibility	Self-Reliance	I can work toward higher earnings and a better quality of life for my family	I complete the goal-setting course on Udemy	3	I feel hopeful about my future. I have a realistic plan to move forward.	to be decided	Metrics are included for free in Udemy program	link

Once the key components have been sufficiently developed, we will plug them in to the Synergy Pathways to Progress Program table.

BEGINNING AT THE END



"Begin with the
End in Mind."

- Stephen Covey

Program Table

Ultimately, this table will house the data from all of the other tables and sources, and provide a roadmap for the program's implementation. This table will be addressed again in this outline, but for now, I just want it to serve as a picture of where we are going.

By beginning with this end in mind, the descriptions of each element that follow will have clearer application.

AREAS OF DEVELOPMENT



“The greater the
obstacle, the more
glory in
overcoming it.”

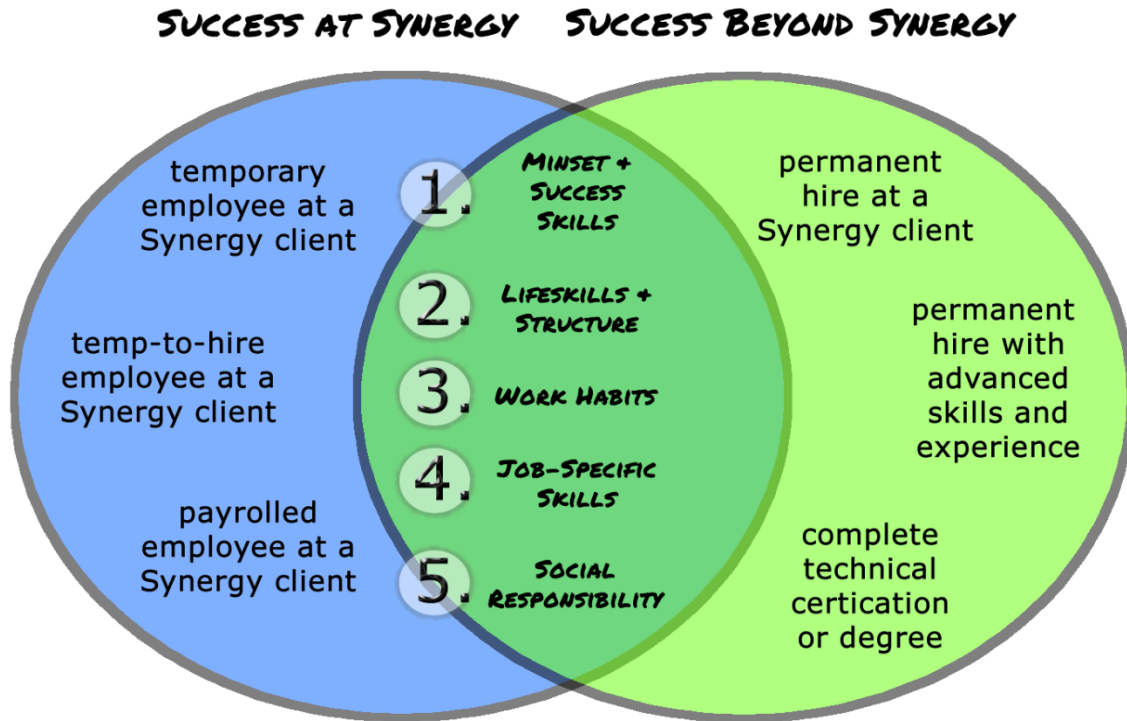
– Molière

Dissecting Success

“What obstacles to vocational success does the Synergy workforce face?” and “How can we help the Synergy workforce move forward?” These were the primary questions we researched and asked both ourselves and Synergy leaders.

The findings are grouped into five distinct categories of personal and professional development. The identification of these categories will help us ensure that the workforce is offered a comprehensive opportunity, and that remedial weaknesses do not undermine the growth path.

AREAS OF DEVELOPMENT



The graphic above details the five skill categories necessary to allow a Synergy Workforce member to make progress on his or her career path. After choosing a Synergy Opportunity, the Workforce member can use the Pathways to Progress Program to practice each and all of the five areas until they are ready to move beyond Synergy's entrance opportunities.

Following are the five categories, each with a description and some examples:

AREAS OF DEVELOPMENT



“The positive thinker sees the invisible, feels the intangible, and achieves the impossible.”

– Winston Churchill

Mindset & Success Skills

Mental health, a positive attitude and strategies for coping with difficulty are essential components of success in any occupation and vital for moving forward. Growing national awareness of this, has propelled 50% of American companies to create resiliency training programs, according to a 2017 Forbes Business article.¹

Some examples of these skills include:

- Planning Skills
- Positive Thinking
- Problem Solving Skills
- Feeling and Impulse Management

The American Psychological Association reminds us that, “Resilience is not a trait that people either have or do not have. It involves behaviors, thoughts and actions that can be learned and developed in anyone.”²

AREAS OF DEVELOPMENT



“Simple things are
always the most
difficult”

– Carl Jung

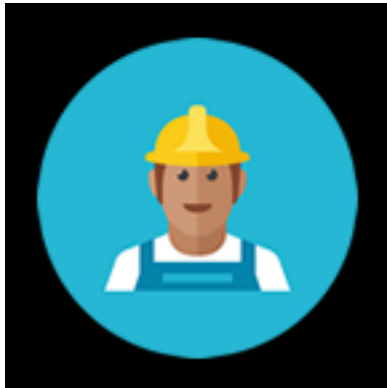
Lifeskills & Structure

Sometimes we take for granted the myriad habits that undergird the simple act of showing up for work and performing our job. Many people either lack training or have temporary challenges that make these ordinary factors difficult and complex:

- Getting up on time
- Having clean clothes to wear
- Arranging transportation
- Arranging childcare
- Food and housing security
- Basic financial management

Individuals can learn time management, organization and habit acquisition skills in order to make progress in this area. They may also benefit from resource guidance.

AREAS OF DEVELOPMENT



"We are what we repeatedly do. Excellence, then is not an act but a habit."

- Aristotle

Work Habits

While the specific skills required for a job vary from one occupation to the next, certain expectations are universal.

These include:

- Punctuality
- Dependability
- Proper work attire
- Productivity
- Teamwork and cooperation
- Communication skills
- Safety

Synergy's Pathways to Progress program includes both instruction *and* incentives to help build and bolster these central disciplines.

AREAS OF DEVELOPMENT



"Give a man a fish
and you feed him
for a day. Teach a
man to fish and you
feed him for a
lifetime."

- Chinese proverb

Job-Specific Skills

According to The Manufacturing Institute, "The skills gap is expected to result in 2 million manufacturing jobs going unfilled by 2025."³ One way Synergy can help is to offer job-specific training that equips its workforce with skills to take advantage of these opportunities. Initially, these skills might include:

- Forklift operation
- English literacy skills for both native speakers and ESL learners
- Safety and workforce readiness certifications

By partnering with community colleges and other workforce development initiatives, Synergy can expand these options to meet the demand of our local industries.

AREAS OF DEVELOPMENT



"Purpose is a fundamental component of a fulfilling life."

- Steve Taylor

Social Responsibility

Although philosopher Roman Ingarten suggested that personal responsibility is a universal value⁴, it is also a value that some experts believe is waning.⁵ Many families feel empowered by this hierarchical common-sense model:

- First self- reliance
- Then responsibility for family
- Finally community contribution

Although hierarchical, these components both overlap and cycle. From these efforts, purpose is born, and in turn, purpose fuels further effort. Synergy's inclusion of this concept in its program is a nod to the centrality of purpose in improving career outcomes as well as life satisfaction.

LEARNING GOALS



“Problems are nothing but wake-up calls for creativity” –
Gerhard Gschwandtner

From Problems to Ploughshares

Looking back at the example of the Program Table, you will see that the column immediately following “Development Area” is “Learning Goal.”

The List of Learning Goals will be derived from *problems* that Synergy Leaders encounter in their effort to fulfill client requirements. Some examples of these include:

- Workforce members *not* showing up for shifts
- Workforce members showing up for shifts *late*
- Workforce members leaving shifts *early*
- Workforce members leaving shifts because they were offended by supervisors or coworkers
- Workforce members who are unwilling to try or *keep trying* a job they don’t like
- Workforce members who would perform their assignments better with improved literacy skills

LEARNING GOALS



Task #1: Create a Learning Goals List with input from Synergy Leaders

Desired Outcomes

Desired outcomes are another source for items to be added to the learning goals list. Examples include:

- Workforce members follow Synergy's injury protocol
- Workforce members refer friends to Synergy
- Workforce members are motivated to hit milestones in consecutive shifts worked, and / or length of assignment
- Workforce members can visualize the role a Synergy assignment may play in their future success

Creating and maintaining a List of Learning Goals is

Task # 1 in this implementation outline. This list need not be stagnant but can be routinely modified as part of the ongoing Pathways to Progress Program.

The List of Learning Goals should include goals for each of the Development Areas.

LEARNING ACTIVITIES



Task #2: Create a Measurable Activity & Learning Resources Table

Synergy's Contribution

In the initial rollout of the Pathways to Progress program, Synergy will offer the contribution of creating the program, directing workforce members to free or subsidized learning tools, tracking their performance and coordinating or providing rewards.

In order to do this, a table of Measurable Activities & Learning Resources or Learning Activity Table must be created and maintained. This table will store the records of any free or low-cost resource deemed useful in fulfilling the Learning Goals. It will also list measurable activities that can be used as learning tools. This table can store more details about these resources than The Program Table. It can also house ideas for resources that have not yet been incorporated into the program.

LEARNING ACTIVITIES

Learning Activity Table

Measurable Activity & Learning Resource Table

Service Area	Development Area	LR / MA	Learning Goal	Resource Description	Link	Assesment Strategy
Lancaster	1. Mindset & Success Skills	LR	Resiliency Training	Metrix Learning	Link	Certification
York	2. Lifeskills & Structure	LR	Structured classes (on a semester-type schedule) on topics like money management, health and hygiene, healthy relationships, arts & crafts, mental and physical wellness	Bell's New Beginnings program	Link	Attendance punchcard
Lancaster	3. Work Habits	LR	Safe Work habits	Penn Medicine, Lancaster General Health	link	Attendance punchcard
All Areas	3. Work Habits	MA	Dependability	Synergy Work Record	n/a	Attendance and / or Punctuality Milestones
Lancaster	4. Job-Specific Skills	LR	Technical Skills Training including include Basic, Business, Computer, Healthcare, Job Search / Career, Manufacturing, Retail Service and Spanish Skills	Metrix Learning	link	Certification
York	4. Job-Specific Skills	LR	English Language Literacy / ESL Courses	York Literacy Program	Link	Attendance punchcard
Lebanon	4. Job-Specific Skills	LR	Computer Literacy Classes	Lebanon Community Library		
All Areas	5. Social Responsibility	LR	Learn concepts in Personal Responsibility	No Excuses! by Brian TRACY —Synergy Learnings Library	link	Learning assesment quiz posted on Synergy's website

All of the entries in this table will represent a Learning Activity a workforce member *can do* to earn Pathways Points, and provides details about the resources needed to do it.

LEARNING REWARDS



Task #3: Create a Learning Rewards Table

Pathways Points

As noted in the Program Table, Pathways Points will be awarded for completing Learning Activities. Pathways Points will allow Workforce Members to choose rewards that are applicable to their needs and career goals. A list of possible rewards and their point values will be managed in the Learning Rewards Table.

Extrinsic Motivation

Learning Rewards will provide extrinsic motivation by demonstrating a shorter-term example of the value of long-term efforts. Simultaneously, the rewards that are offered, should support the primary objective of helping workforce members overcome obstacles inhibiting their progress in the five areas of development.

LEARNING REWARDS

Learning Rewards Table

Learning Rewards Table

Reward	Pathways Points	Prerequisite	Resource Description	Service Area	Development Area	Learning Goal/s
Career Planning Session	TBD	None	Synergy Coach	All Areas	1. Mindset & Success Skills	Planning Skills
Uber Certificate	TBD	Level 1	Uber, Lyft, Local Taxi Service, etc.	All Areas	2. Lifeskills and Structure	Transportation Planning
Workboots	TBD	Level 2	Local Partner	Lebanon	3. Work Habits	Proper Work Attire
Audiobook - The Power of Positive Doing / Gallagher	TBD	Level 2	iTunes / Audible	All Areas	5. Social Responsibility	Self-Reliance
Fork-Lift Operator Class / Certification	TBD	Level 3	Local Community College	All Areas	4. Job Specific Skills	Forklift Operation

The Learning Rewards Table can include any creative idea about a reward that conforms to the program goals. Once a Learning Reward has been approved and it’s sourcing and delivery details finalized, it can be published on the Pathways to Progress Program site.

NEXT STEPS



Task #4: Select first-choice entries and create Program Table

Program Table

Refer back to the Program Table on Page 6. Once the Learning Goals List, Learning Activities Table and Rewards Table have been created, solid and preferred entries may be fleshed out in detail in the Program Table. To prepare for a soft-rollout, we might wish to begin with least 25 entries, five for each of the Development Areas.

Effort Based Leveling

Effort based leveling is best applied after the entries are included in the program table so that other Program Table entries can be used in comparison.

NEXT STEPS



"Measure what is measurable, and make measurable what is not so." - Galileo Galilei

Metrics

A metrics strategy must be considered for every learning activity. If we have program participants read a book, take a class, or perform a habit, we must know in advance and plan a means of verifying this performance. Varying strategies may be used from one learning activity to the next, however the cost must be counted of the effort or ease of the verification process.

GLOSSARY



Areas of Development

Alternatively referred to as Development Areas, Areas of Development are the five distinct categories of personal and professional development designed to help a Synergy Workforce Member first become successful in a Synergy opportunity, and then progress to achieving success beyond Synergy.

Efforts-Based Leveling

A hierarchical structure designed to lead Pathways to Progress Program participants through a series of escalating efforts and rewards.

Learning Goals List

A list compiled to address common Synergy client problems and to identify desired outcomes.

GLOSSARY



Learning Activity Table

Alternatively referred to as the Measurable Activity and Learning Resource Table, the Learning Activities Table stores the records of any free or low-cost resource deemed useful in fulfilling Pathways to Progress Learning Goals. It also houses records of Measurable Activities designed to support Learning Goals.

Learning Rewards Table

The Learning Rewards Table is a spreadsheet that contains records of reward ideas conforming to Pathways to Progress program goals.

LR/MA

LR / MA is a field in the Learning Activity Table which designates a record as either a Learning Resource (like a class) or a Measurable Activity (like repeatedly showing up for work on time.)

GLOSSARY



Metrics Plans

All of the components of this program will require measurement. This is particularly true of Learning Activities. When choosing activities and resources for the Learning Activity table, thought must be given to how completion of the activity will be tracked.

Pathways Points

Program participants will earn Pathways Points that they can exchange for Learning Rewards. This will allow participants to choose rewards that support their Learning Path such as work clothing, training, transportation or child-care vouchers. Points insure that participants will be motivated by rewards which are suitable for their goals and challenges.

Pathways to Progress Program Site

Password protected informational website viewable by program participants.

GLOSSARY



Program Table

The Pathways to Progress Program Table, also referred to as the Program Table, is a spreadsheet housing data from all of the other tables and sources. It provides a roadmap for the program's implementation.

CITATIONS

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