



The business and economic conditions of our current day are unlike anything the United States has seen in recent memory. [With rapidly shifting hiring and employment figures](#), more than [137,000 open roles with local employers](#), and competition for talent at all levels of organizations including [retail organizations](#) and [professional services firms](#), employers are feverishly seeking ways to attract, retain and value their talent.

Given these current conditions, now is the time for employers to take decisive action to evolve their talent practices to systemically improve their organizations and be employers that truly value their employees.

Our own circumstances and the broader economic and labor market trends have cemented our view about the business imperative to adopt more inclusive practices. We need these inclusive practices in order to attract, retain, and value employees. This has greater urgency now than what we have seen in recent history. We recognize that trying to navigate each employer's unique circumstances requires an individualized approach to their specific contexts and customized solutions to meet their unique needs.

For these reasons and many others, we launched the Workforce Innovation Center within the Cincinnati USA Regional Chamber to help companies solve their most pressing business challenges related to their talent and workforce. We do this with reliable tools and tailored consulting services that reveal insights and themes about an employer's workforce and by providing tactical solutions to solve identified issues. We have a coordinated approach to help businesses implement recommended solutions that include connecting employers to organizations that are part of our region's dynamic workforce and talent ecosystem. The Center's solutions are helping companies reduce unwanted turnover, attract new sources of talent, and create diverse and inclusive cultures, all of which ultimately support the business' bottom line.

Companies in our region already have a track record of successfully implementing inclusive practices that have drawn national attention for their work. In April, the Workforce Innovation Center was pleased to partner with the [Coalition for Inclusive Capitalism](#) to host "[Inclusive Capitalism in Action: Lessons From the Cincinnati Region](#)." Featuring David Taylor and Damon Jones from P&G, Rodney McMullen and Tim Massa from The Kroger Co., Michael Fisher and Nerissa Morris of Cincinnati Children's Hospital Medical Center, and Dan Meyer and Michael Taylor of Nehemiah Manufacturing, these executives described each of their approaches to putting inclusive capitalism in action for the benefit of their organizations and the people they employ with tremendous insights for other companies.

Through the Workforce Innovation Center and its services, partners and practical talent solutions, we are eager to continue to support employers in their journeys to create vibrant cultures for their business and employees to thrive. By doing this, we envision a region in which our employers conduct business differently, investing in their people as part of their long-term business strategy, with meaningful effects for their employees, their companies and our community as a whole.

If you are ready to explore how you and your organization can grow and evolve, the Workforce Innovation Center is ready to engage with you. Learn more at [www.workforceinnovationcenter.com](http://www.workforceinnovationcenter.com).

Workforce Innovation Center Advisory Board Members:

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## Relief for HR Teams Scrambling to Comply with OSHA's COVID-19 ETS

Earlier this month OSHA released emergency temporary standards (ETS) for private businesses with 100 or more employees, requiring them to implement a mandatory COVID-19 vaccination and testing policy beginning January 4. Non-compliance will result in fines and penalties. The ETS is robust and contains many components that will impact individual employees as well as business operations, at least in the short-term, and has HR teams on high-alert as they attempt to put plans and processes in place to comply with OSHA standards. The ETS took effect November 5 but was put on hold the next day by The U.S. Court of Appeals for the 5th Circuit, pending review. More than two dozen U.S. appeals courts have challenged the rule, and the 6th Circuit will now make a final decision on whether to uphold the stay. It is believed that the decision – whatever that may be – will be appealed and the case will go to the Supreme Court. For now, the White House has encouraged businesses to move full-steam ahead so that they can be ready if the ETS stands.

The ETS places requirements on both the employer and the employee, and both parties can be held responsible. The Workforce Innovation Center will issue a blog post next week (11/23) detailing requirements for all parties. We will also provide a comprehensive checklist for HR teams as they rush to develop (perhaps) new policy, outline processes, evaluate technology options, reconfigure their payroll, time-tracking and/or HRIS systems, develop communication and rollout plans, partner with managers and operations to determine schedule flexibility and creative staffing plans, and partner with finance to quantify the

new financial burden the employer may assume. The Workforce Innovation Center wants to support our clients by sharing information regarding tools, resources and strategies employers are considering as they develop plans to comply with the ETS. To share what you are currently doing, please [take the ETS Survey](#), or send it on to the appropriate person on your team to submit your info by Friday, 11/19. We will share our findings with respondents.

The Workforce Innovation Center's Policy & Practice Review Service has been updated to reflect the ETS. If you're interested in this service, which includes best practice recommendations for policies to attract and retain talent and are rooted in financial wellness and DEIB, [contact Audrey Treasure](#) to discuss this service in greater depth.

### Take the Survey



## Childcare Resources & Support for Working Families

It has become clear to many during the course of the pandemic that [Childcare Is a Business Issue](#). Quality, affordable and available childcare is a crucial component for working families. Childcare issues have been exacerbated due to the impacts of Covid-19 and [childcare workers are quitting rapidly](#) for a variety of factors, notably pay.

Despite these challenges, organizations like [4C for Children](#) in Ohio and [EC LEARN](#) in Kentucky can help families find quality and affordable childcare across our region. They also provide valuable information about childcare subsidies for low-income families.

In addition to childcare, low-income working families face other challenges and often need additional support towards financial stability. Financial resources and more are available through [Project LIFT](#), a public and private partnership managed by [United Way of Greater Cincinnati](#). Their network of 20+ sponsor organizations assists working families in Hamilton County.



## National Apprenticeship week (#NAW2021)

This week, we celebrate the 7th annual [National Apprenticeship Week](#)! The nationwide celebration is where industry, labor, equity, workforce, education, and government leaders showcase the successes and value of [Registered Apprenticeship](#), which are proven training models to provide critical talent pipelines.

Our region has a variety of resources to help companies build an apprenticeship program including [ApprenticeOhio](#), [Kentucky Education and Workforce Development Cabinet](#) and the [Indiana Office of Work Based Learning and Apprenticeship](#).

We also have a wealth of resources for industry-specific apprenticeships such as [Apprenti Cincinnati](#) for tech-based apprenticeships, [Allied Construction Industries](#), which offers pre-apprenticeship and apprenticeship programs to those entering the commercial construction industry and [The Health Collaborative](#), which provides pre-apprenticeship and registered apprenticeships in healthcare. [TechSolve](#) can assist manufacturing companies with upskilling efforts through a Department of Labor Scaling Apprenticeship grant.

On November 18th, 2021, the Kentucky Chamber in partnership with the Kentucky Office of Employer and Apprenticeship Services of the Kentucky Career Center system is hosting a free webinar: [Registered Apprenticeships: the one solution for recruitment, training, and retention](#).

[Learn More about Apprenti](#)



## Fifth Third Bank Diversity Leadership Symposium

Wednesday, December 15, 2021

8:00 AM - 12:00 PM

The Fifth Third Bank Diversity Leadership Symposium is the region's must-attend event focusing on diversity, inclusion, and

equity. Join us for a program that will help you learn and grow as an executive and leader in your organization. Registration is now open. Stay tuned for program details.

[Register](#)



## Watch: Become a Destination Employer

Catch the recording of the Center's 10/27 Event, Become a Destination Employer featuring Brett Burns (SPHR), CHRO at Sunrise Treatment Center and Shonda Sullivan (SPHR, MBA), Lead Consultant with the Workforce Innovation Center

[Watch the Event](#)



## How Well Do You Know Your Regional Chamber?

For over 180 years, the Cincinnati Regional Chamber has been serving the business community by delivering upon our mission to grow the vibrancy and economic prosperity of the Cincinnati region. The work has evolved over the years, but our commitment to the mission is unwavering. [Check out this short video](#) to get to know us better and all the work we're driving to make sure the region's businesses and residents thrive.

[LEARN MORE](#)

### Additional News and Updates

[WSJ: How Both the Company and Employee Benefit From Higher Pay](#)

[The Atlantic: Where Did 7 Million Workers Go?](#)

[Nasdaq: If Employers Want to Find Workers, They Should Focus on Equity](#)

[NY Times: Retailers Scramble to Attract Workers Ahead of the Holidays](#)

[LinkedIn: Americans quit at record rate – again](#)

[Washington Post: Why millions of job seekers aren't getting hired in this hot job market](#)



## **OUR PLEDGE**

Since the launch of the Workforce Innovation Center's pledge in November 2020, 40 companies have signed our pledge demonstrating their commitment to exploring how their policies and practices can enable our region's talent and businesses to thrive.

**[VIEW THOSE WHO HAVE SIGNED THE PLEDGE](#)**

**[SIGN THE PLEDGE](#)**

Partnering with business leaders to advance the adoption of inclusive practices in their workplaces that empower employees, the community and their businesses to thrive.

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