

Cleveland Talent Alliance

Director Frequently Asked Questions

- **Who is leading this effort? Does one organization have the final say so/approval?**

Destination Cleveland will be the lead coordinator for the Alliance given the direct tie to its mission and expertise in attracting people to Cleveland (through out-of-market advertising and communications and in-region ambassador building). It's important to underscore though the collaborative nature of this effort; other organizations have expertise and experience in different aspect of the work that we all want and need to leverage. Decision making will be collaborative – considering input from partners to inform and shape the first year of the Alliance's work.
- **Who will this new role report to and are other hires planned?**

The Alliance director will report in through Destination Cleveland. Initially, the director will be the only FTE dedicating all their time to the Talent Alliance effort. Each organization – as part of their commitment to the initiative – will dedicate resources to ensure success and will determine if they need to hire staff to reach their KPIs related to the Alliance's work.
- **Will a new organization ultimately be created to own this effort?**

That is not the intent. Many organizations are already tackling elements of talent attraction and retention – it's just not being done in a coordinated way. Programs are operating in silos. By forming an alliance and having regular dialogue, we'll identify duplication to gain efficiency and effectiveness; we can leverage the expertise of existing organizations to accomplish our goals without the overhead of a new organization.
- **Will each organization hire new people to do this work?**

Outside of the Director, each organization will leverage existing staff or already planned new hires, whose work will include but not be exclusive to talent attraction or retention (Ex. current Destination Cleveland marketing manager job posting). As the Alliance's work is operationalized, organizations will determine if dedicated staff are needed to effectively accomplish KPIs that contribute to the Alliance's long-term goal (Cleveland as one of the fastest growing regions in the Midwest by 2030).
- **Will the Alliance only focus on the industries noted? Why not look across all industries?**

Talent is becoming a critical differentiator for regions that are growing and prospering. By building a system that addresses the entire talent cycle, Cleveland will be better positioned for success. The initial focus on the region's fastest growth sectors and fields will complement business growth efforts while providing a template that can be applied to other industries as the work progresses.
- **What have you learned from other cities that have done this type of work?**

We've done some initial review of what other cities have done; our primary learning is that talent attraction and retention needs to be collaborative within a community. Part of what the new director will do is evaluate and benchmark against these types of programs to help direct the work in Cleveland.

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- **How will this work come to fruition? What will attraction and retention efforts look like?**
Year one for the Alliance will determine what attraction and retention efforts look like. We have initial input from partners on the existing programs that fit within these areas; in the next 9-12 months, we'll determine how the programs work together and what a campaign might look like to raise Cleveland's profile as a place to live, work and invest.
- **When will you launch a campaign?**
Our hope is to launch a campaign in early 2023, though exact timing for a launch has yet to be determined. Given that the alliance is a new way for Cleveland's non-profit, public and private sectors to work together, we're open to adjusting that timing as the Alliance's operations develop.
- **How will you measure success and at what intervals?**
Measuring success will absolutely be part of this effort. Once hired, the Talent Alliance director will help define transparent KPIs for the effort to track success and accountability. Once the infrastructure and processes are in place, we'll determine those KPIs for years two through five.