



REPORT:
**KEY INSIGHTS INTO TALENT
ATTRACTION AND RETENTION
EFFORTS IN PHILADELPHIA**

FALL 2015

**STRENGTHENING
COMMUNITY
CAPACITY**

**EQUAL
MEASURE**

FINDING
PROMISE
FUELING
CHANGE

INTRODUCTION

Talent attraction and retention is an issue that is simultaneously of importance globally, nationally, and locally. Employers, professional associations, and municipalities large and small encounter talent-related matters on a daily, hour-by-hour, and minute-by-minute basis. Further, a talented workforce provides the critical brain and muscle power organizations and institutions need in order to thrive. Viewed through multiple lenses, talent attraction and retention has economic, community vitality, and civic-level implications.

With support from the Knight Foundation, Equal Measure conducted a study on the state of talent attraction and retention efforts in Philadelphia, PA. The study results are presented in this report, which explores five primary questions:

1. What is the state of talent attraction and retention efforts in Philadelphia today?
2. What do we know about the demographic and experiential level of the talent pool? Who stays, who leaves, and why?
3. How do talent attraction and retention efforts vary by industry sector?
4. What are systemic conditions, such as community livability, affecting talent attraction and retention efforts in Philadelphia?
5. What roles do professional associations and human resource networks play, and how can the Knight Foundation plug into efforts currently underway?

To answer these questions, Equal Measure engaged in a multi-level data collection and analysis approach that included:

- ▼ Conducting more than 20 Interviews with local human resource professionals, representatives of local professional associations, talent and workforce leaders, and colleges and universities, as well as organizational and institutional leaders focused on economic development and community livability.
- ▼ Completing five key in-depth bellwether interviews with national leaders on place-based retention strategies.
- ▼ Identifying and analyzing relevant talent attraction and retention literature focused on professional networks, population demographics, and industry trends.

Our lines of inquiry focused on networks, strategic imperatives, career growth, personal interests, audiences/demographics, organizational roles, and livability. As we drilled down into a core set of questions, we also documented and gained greater clarity about the internal institutional resources from which employers draw. Further, the lines of inquiry also surfaced examples of individual, organizational, and networked approaches, as well as the successes and challenges of such efforts.

This paper is organized into three sections: In Section I, we synthesize our findings; in Section II, we identify efforts currently underway; and in Section III, we elevate opportunities for refinement and improvement, address what more can be done, and offer recommendations for future consideration.

1. FINDINGS

THE STATE OF TALENT ATTRACTION AND RETENTION IN PHILADELPHIA

The overall state of talent attraction and retention in the Philadelphia area is healthy and growing, following a decade of deliberate effort and improvements – in talent attraction specifically, and in city livability more generally.

The improvements in the Philadelphia area, and the timeframe of the past 10-12 years, was reaffirmed uniformly across a range of interviewees – including Human Resource (HR) leaders, business associations, and economic leaders. Based on the literature scan and key interviews, markers of a healthy talent attraction and retention market include, but are not limited to: intentional talent efforts; a strong and thriving market for future career opportunities, and support aiding career growth; high quality educational offerings; and community livability.

According to economic development and HR leaders, most firms and sectors can hire the right talent in a timely fashion. Several possible exceptions include older, more senior talent, and individuals in the technology, life sciences, manufacturing, and energy industries.

“We asked what the top driver of where you choose to live after you graduate. Only 43 percent said job opportunity was number one.... [We] are fortunate that we are riding a wave where cities are very attractive and Philadelphia is hot as a city.”

Deborah Diamond, PhD., President, Campus Philly

A LOOK AT TALENT ATTRACTION AND RETENTION BY AGE GROUP

A Demographic Breakdown

For background context, it is important to provide a snapshot of the demographic breakdown by age, as our research identified unique differences in talent attraction and retention based on this factor.

Individuals under the age of 35 make up the largest percentage of the city's population. Specifically, 25-29 year olds and 20-24 year olds currently compose the largest percentages of Philadelphia's overall population. In terms of the total talent pool, these age groups are a major source of future and current talent from which employers draw. These two age bands (25-29 and 20-24) are then followed by 30-34 year olds. Compared to national demographics, the broader Philadelphia metro area¹ has the 7th largest share of its population consisting of 25-34 year olds who hold Bachelor's degrees (323,636 people in 2012, which is up 22.4 percent from 2010). Philadelphia also ranks 6th nationally in the amount of residents described as the "young and restless," according to a report produced by City Observatory on the nation's cities. However, the current share of the city's population represented by young adults (26 percent) is still near the median for the nation's 30 most populous cities.

Millennials

In large part thanks to a range of attractive quality of life features, Philadelphia has been able to attract and retain Millennials, young professionals ages 20-34 – significantly growing and diversifying (as defined by age diversity) the talent pool in the region.

Since 2006, when the city's population reached its lowest point in a century, the Millennial population has increased by approximately 100,000, according to a Pew Charitable Trusts report, (*Millennials in Philadelphia, A Promising but Fragile Boom*, Pew Charitable Trusts, January 2014). Interviewees agreed that Philadelphia is strong in attracting Millennials, because it can offer important quality of life considerations that are important to that population, including an active and desirable nightlife, restaurants, bike lanes, and significant opportunities for educational advancement. Philadelphia is also described as providing an affordable way of living. One interviewee described Philadelphia as a "great place to live as a young professional."

Although national research, such as a recent Nielsen March 2014² study, suggests Millennials are more attracted to dense, urban life than previous generations, there are concerns about Millennials – generally a more mobile population than older adults – eventually leaving Philadelphia. In one study, 50 percent of 20-34 year-olds said they *definitely or probably* would not be living in Philadelphia in 5-10 years vs. 30 percent for the rest of the city's adult population (The Pew Charitable Trusts, *Millennials in Philadelphia, A Promising but Fragile Boom*, 2014).

10 WAYS TO APPEAL TO MILLENNIALS

1. Deliver an appealing reality*
2. Put values on display*
3. Keep in touch with former residents (e.g., fellow high school classmates who leave the region to attend college elsewhere; college grads who move elsewhere)*
4. Create opportunities for civic involvement*
5. Use internships to connect with young adults*
6. Survey young adults regularly*
7. Celebrate young entrepreneurs and civic contributors*
8. Communicate development plans to young adults
9. Promote your city
10. Promote a young adult lifestyle

*Denotes active efforts underway in Philadelphia.

Demographic Differences in Attraction and Retention

In contrast to Millennials, the move to Philadelphia for senior-level executives is somewhat risky.

For many seasoned professionals, there is no perceived “soft landing” beyond the position for which they are coming. According to two interviewees – Peter Gonzales of the Welcoming Center for New Pennsylvanians, and John Touey of Salveson Stetson Group – Philadelphia is not known for or home to many Fortune 500 companies. As a result, senior-level executives are sometimes more hesitant to make the move to Philadelphia for one position.

For younger populations, concern about securing subsequent jobs, past the first job, is not as acute. Following more than a decade of significant talent retention efforts aimed at Millennials, results appear to be successful in retaining Millennials, compared with the Baby Boom and Generation X populations. Whether by attribution or direct contribution, the investments in retaining Millennials appear to have reversed the decline in younger professionals, and in-fact boosted this population demographic significantly.

TALENT ATTRACTION AND RETENTION: NEW IMMIGRANT AND ENGLISH AS A SECOND LANGUAGE SPEAKERS

Interviewees who work with new immigrant populations and English as a Second Language (ESL) speakers, identified English language skills as a barrier to being considered viable employment candidates.

They went on to say that broad non-targeted diversity efforts have not reduced barriers to employment quickly enough for new immigrants and ESL speakers. One interviewee, to illustrate this point, identified a need to “retool” individuals, as well as the importance of shifting cultural recruiting and hiring practices to factor in differences in work experience and English language skills in an effort to even the so-called recruitment playing field. According to the interviewee: *“Part of it is preparing people to make adjustments...and be palatable to get through the doors of these big organizations, and part of it is making the organizations shift how they are looking at people.”*

It is important to note that immigrant and ESL speakers are not a monolithic group. A number of interviewees described the Hispanic and Latino/a immigrant group as deep and complex. Layer into that the complexity of multiple and numerous immigrant groups, and the importance of these considerations cannot be overstated in terms of thinking about comprehensive talent attraction and retention efforts – especially against a backdrop of changing demographics and U.S. census projections.

With the exception of a few organizations (e.g., the Welcoming Center for New Pennsylvanians and the Hispanic Chamber of Commerce), Philadelphia has not yet viewed immigrants as part of an economic growth strategy, thereby suggesting this might not be a priority in the region.

As one interviewee observed: *“Over the past many decades, immigrant organizations have been focused on refugee efforts, housing, and fighting for civil rights. The approach of demonstrating the economic assets that immigrants bring to the region is just beginning to take shape.”*

Early Pipeline Initiatives Targeting Immigrant and ESL Populations

One talent effort in Seattle, which focuses on new immigrant and ESL speakers, uses an early pipeline approach. While tangentially related to post-graduate efforts (the focus of our assessment), the Seattle initiative targets immigrant populations – specifically those who are college students. The effort, run out of the University of Washington, is working to integrate students into the city’s talent attraction efforts.

As we learned through conducting national bellwether interviews, this focus on retaining foreign students is for the dual benefit of 1) Increasing the talent pool locally by drawing from the postsecondary foreign student market, and 2) Connecting economic global strategies with other cities internationally.

It appears, however, that Philadelphia has not addressed this issue in a systematic fashion at this early career stage. While the success of this type of early pipeline approach ought to be monitored over time to determine potential replicability and return on investment, the early intervention effort was interesting to note.

TALENT ATTRACTION AND RETENTION BY INDUSTRY AND SKILL LEVEL

Talent Attraction and Retention: Differences by Industry

Early indicators suggest that talent attraction and retention is easier in certain sectors, including accounting, health care, and education.

Conversely, life sciences, energy, and manufacturing were cited as more challenging sectors for which to find and retain talent. Regarding talent and retention efforts in the technology sector, interviewees' responses were mixed. Some cited significant challenges, while others noted a more positive environment.

Table 1. Differences in Talent Attraction and Retention by Industry

EASIER TO ATTRACT	MORE CHALLENGING TO ATTRACT
Most interviewees noted that the health care industry is particularly strong and vibrant in Philadelphia. Hospitals were noted as being successful in utilizing an "early access" recruitment strategy where they "start in schools."	The sciences: Life sciences, technology, manufacturing, and energy (especially for some of the skilled labor workers) are reportedly harder to recruit. However, respondents noted that work groups are currently forming around these issues.
Accounting firms reportedly have very sophisticated talent attraction strategies with internships starting in the sophomore year of college.	Interviewees also noted that the manufacturing industry is employing a somewhat unique strategy. It is focused on training locally in the local higher education market and working with credentialing institutions to fill the gaps (retraining incumbent workers to be future employees and making it less about attracting someone from the outside).

Talent Attraction and Retention in the Technology Sector: A Mixed Reaction

Interviewees often cited technology as a difficult sector for which to recruit nationally and locally. Explanations range from too few college graduates majoring in high-technology career fields to offshore business location.

Most interviewees agreed (typically noting that their thoughts were based on anecdotal information) that the technology industry seems to have a tougher time competing with other locales for talent. However, according to Rick Nucci of Philadelphia Startup Leaders, this is more impression than reality, and that over the last five years, recruiting efforts have improved significantly. He added that employee retention in the technology industry is better in Philadelphia than in technology hubs in the western United States.

Improvements in technology recruiting are likely a fortunate side effect of having fewer firms from which to pursue employment. Liz Dow, of LEADERSHIP Philadelphia, and Gloria Sinclair Miller, of the Philadelphia Chapter, Society for Human Resource Management, said they believe Philadelphia is doing relatively well competing for technology talent, given that the majority of interest is traditionally associated with west coast-based companies. Bill Strahan of Comcast also indicated that the dearth of technology recruiting efforts is more impression than reality. He highlighted several recent efforts by Comcast to boost Philadelphia as an attractive place for technology professionals, including:

- ▼ Developing “Home for the Summer,” an internship component with placement in other technology startups. A parallel effort by Comcast includes addressing the perception of “soft landings” in Philadelphia
- ▼ Creating The Comcast Technology and Innovation Center, a vertical tech campus
- ▼ Adding a new position at Comcast – liaison to the technology startup community

Based on these findings, the answer to real or perceived challenges in technology recruiting efforts is much more complex and nuanced. Clearly, there are efforts underway to mitigate or stave off challenges, but widespread agreement on how deep or intractable those challenges are was not clear beyond anecdotes. As the technology start-up culture grows and matures, monitoring future recruiting efforts will be beneficial.

Talent Attraction and Retention: Skill Level

Most interviewees reported that much of the migration to Philadelphia consists of a younger, entry-level, and middle class population. They also believed that upskilling efforts could be boosted, in order to build the skills of the existing city workforce to prepare them to advance into higher earning positions.

For these residents, interviewees mentioned a number of important training initiatives, including providing credentialing and job training in partnership with community colleges and area colleges and universities. The Job Opportunity Investment Network, funded in part by the Knight Foundation, was cited as an exemplar in this space.

THE IMPORTANCE OF PLACE: WHY PEOPLE STAY AND WHY THEY LEAVE

Factors Affecting Decisions to Stay or Leave

Beyond employment opportunities, factors such as quality of life, the built environment, civic engagement, and livability are among the reasons individuals choose to stay or move to a specific geographic area.

Drawing from relevant literature, it is evident that place matters. As noted earlier in this report, myriad quality of life factors affect the decision making process in determining whether to stay or leave. For instance, efforts such as those underway by the University City District and the Center City District focus on improving the surrounding areas where individuals live, work, and play.

PHILADELPHIA'S TOP FIVE DESIRABLE ATTRIBUTES CITED BY INTERVIEWEES

1. Affordability
2. Location/Access to DC and NYC
3. Amenities: neighborhoods, walkability, bike-ability
4. High concentration of higher education institutions
5. Civic engagement opportunities

Diversity as an Attribute

Multiple interviewees noted that Philadelphia's racial and ethnic diversity is a draw for young people, as well as for attracting more individuals from diverse backgrounds into the area. No interviewees discussed individual demographic differences as a hindrance in recruiting and retaining talent with regard to gender, race, or ethnicity.

Given U.S. Census projections about the anticipated growth in racial and ethnic diversity, this insight is important to note – especially given the current age demographic mix of city residents. It is unclear why racial and ethnic diversity is a draw for younger adults, but the authors hypothesize that the lived experience among younger individuals ages 20-34 equips them to be more culturally adept and accustomed to racial and ethnic diversity.

“Philadelphia as a city has a very diverse population, which makes it an attractive option for diverse individuals.”

Greg DeShields, Executive Director, PHL Diversity

Table 2. Challenges of Attraction and Retention

MARKETING CHALLENGES	LIFESTYLE/INCENTIVE CHALLENGES	BUSINESS CHALLENGES
Limited promotion about the strengths of Philadelphia, both the city and region, as a place to live and work	Lack of a “soft landing” for senior-level executives considering a move to Philadelphia	City wage tax – viewed as a disincentive to work in the city
Lingering old impressions and ideas about Philadelphia	Challenges with quality and funding of K-12 Schools	Concerns that Philadelphia is not welcoming to businesses – e.g., tax structure for companies to locate within the city vs. the suburbs

2. EFFORTS UNDERWAY

There are multiple efforts underway supporting talent attraction and retention, delivered by a wide array of for-profit and social sector institutions in the city. Organizations, programs, and audience reach bring texture and shape to the city's talent attraction and retention efforts. What follows is a summary of the organizations and areas of focus (programmatically and by audience) supporting talent growth and retention in Philadelphia.

Organizations Providing Economic Development and Thought Leadership Efforts:

Includes: the Economy League of Greater Philadelphia, Chamber of Commerce, CEO Council for Growth, Select Greater Philadelphia, Campus Philly, and PHL Diversity.

Purpose and Areas of Focus

- ▼ Bring together business and workforce leaders to strengthen the workforce to meet business needs with three primary approaches: 1) education pipeline to lead to more college degree attainment, 2) degree attainment for adult non-completers (Graduate Philadelphia)³, and 3) credentialing for adults (e.g., project JOIN with United Way, recruiting and assisting immigrants in conjunction with the Welcoming Center for New Pennsylvanians)
- ▼ Collaborate among business leaders and university/college leaders to foster communication between the two – helping colleges and universities meet business needs (mostly around boosting college completion, internships, skills training in specific areas)
- ▼ Market the city to attract businesses
- ▼ Market the city to attract more diverse populations for visiting/tourism and for business development

EFFORTS UNDERWAY

Organizations Providing Services/Programming to Boost Attraction and Retention

Includes: Campus Philly, Young Involved Philadelphians, Philadelphia Fellows, Philadelphia Startup Leaders, Leadership Philadelphia, and the Welcoming Center for New Pennsylvanians

Purpose and Areas of Focus

- ▼ Attract students graduating from Philadelphia area colleges to stay (internships, exposure to city cultural, social, physical amenities during their time, civic engagement)
 - ▼ Develop civic engagement and leadership opportunities for Millennials specifically, and also for other populations who are “connectors”
 - ▼ Create social and networking opportunities for Millennials
 - ▼ Enhance technology networking and technology skills
 - ▼ Provide business development assistance
 - ▼ Assist immigrants with obtaining work, re-credentialing
-

Primary Audiences

- ▼ College Students (while in school and newly graduated)
- ▼ Millennials (ages 20-34)
- ▼ Immigrants and English as a Second Language Speakers (e.g., foreign students, entrepreneurs); and local residents who have not yet completed college or obtained credentials/training for the current job market (college access/success and credentialing efforts)
- ▼ Senior-level executives
- ▼ Residents with no college credentials

3. WHAT MORE CAN BE DONE BY CITIES AND PHILANTHROPIC LEADERS: OPPORTUNITIES FOR REFINEMENT AND COORDINATION

Professional associations were largely absent from the landscape. This is a surprising outcome, given an early hypothesis that these associations are numerous locally, and that their role in talent attraction and retention was assumed to be strong.

There is a clear absence of coordinated activity around the issue of talent attraction and retention by HR leaders, sector clusters, and professional associations. Efforts rarely extended beyond the internal company's needs.

Comcast, as an exception on the corporate front, is marketing Philadelphia as a technology city (drawing potential employees to Philadelphia/Comcast as motivation). Few efforts, if any, by professional associations were known by anyone with whom we spoke, with the exception of Philadelphia Startup Leaders – a volunteer-led association focused on supporting technology start-ups. The local Society for Human Resource Management chapter is focused primarily on professional development for local HR leaders.

Interviewees suggested that there was not a need for greater involvement by HR leaders or professional associations in the city's talent attraction and retention efforts, given the positive state of affairs.

Additionally, interviewees indicated that it makes sense for HR leaders to focus on talent attraction and retention for their own companies.

It should come as no surprise that talent attraction and retention efforts exist within the context of a broader and complex ecosystem, and not within an isolated vacuum (Appendix A). Philadelphia has a seemingly thriving network of economic development and population-specific organizations addressing talent attraction and retention, mostly as part of larger economic and civic development efforts. There are many programs and initiatives operating in this space.

Table 3. Local Efforts Making a Difference in Attraction and Retention

MAJOR PLAYERS	
THOUGHT LEADERS	LEADERSHIP Philadelphia Technically Philadelphia Chamber of Commerce CEO Council for Growth Economy League of Greater Philadelphia Philadelphia Society for People and Strategy
PROGRAM/SERVICE PROVIDERS	Campus Philly Philadelphia Fellows Select Greater Philadelphia Young Involved Philadelphians Philadelphia Works Graduate Philadelphia
COLLEGES AND UNIVERSITIES	Almost uniformly, interviewees cited the higher education community as a huge partner. The Drexel co-op program was called out specifically.

Decisions to remain in or leave a particular geographic area are driven by many factors, including market potential, political and policy considerations, overall geographic appeal, and surrounding supports.

The bottom line is that geography matters greatly. **Our findings show that the vibrancy of the city is of significant importance regardless of age. Livability and community engagement are also critical success factors. The confidence in future soft landings as one grows in one’s professional career is an important consideration, as we saw with more advanced career professionals. Similarly, employers seek access to educated and well-prepared talent pools.**

One issue emerging from our study is how to untangle the role of city officials versus the possible leadership roles for philanthropy to continue to improve talent attraction and retention efforts. What follows are themes and ideas heard consistently throughout the interview process, and identified in the literature as talent attraction and retention opportunities. We have identified each theme with an icon representing city leadership and/or philanthropic leadership.

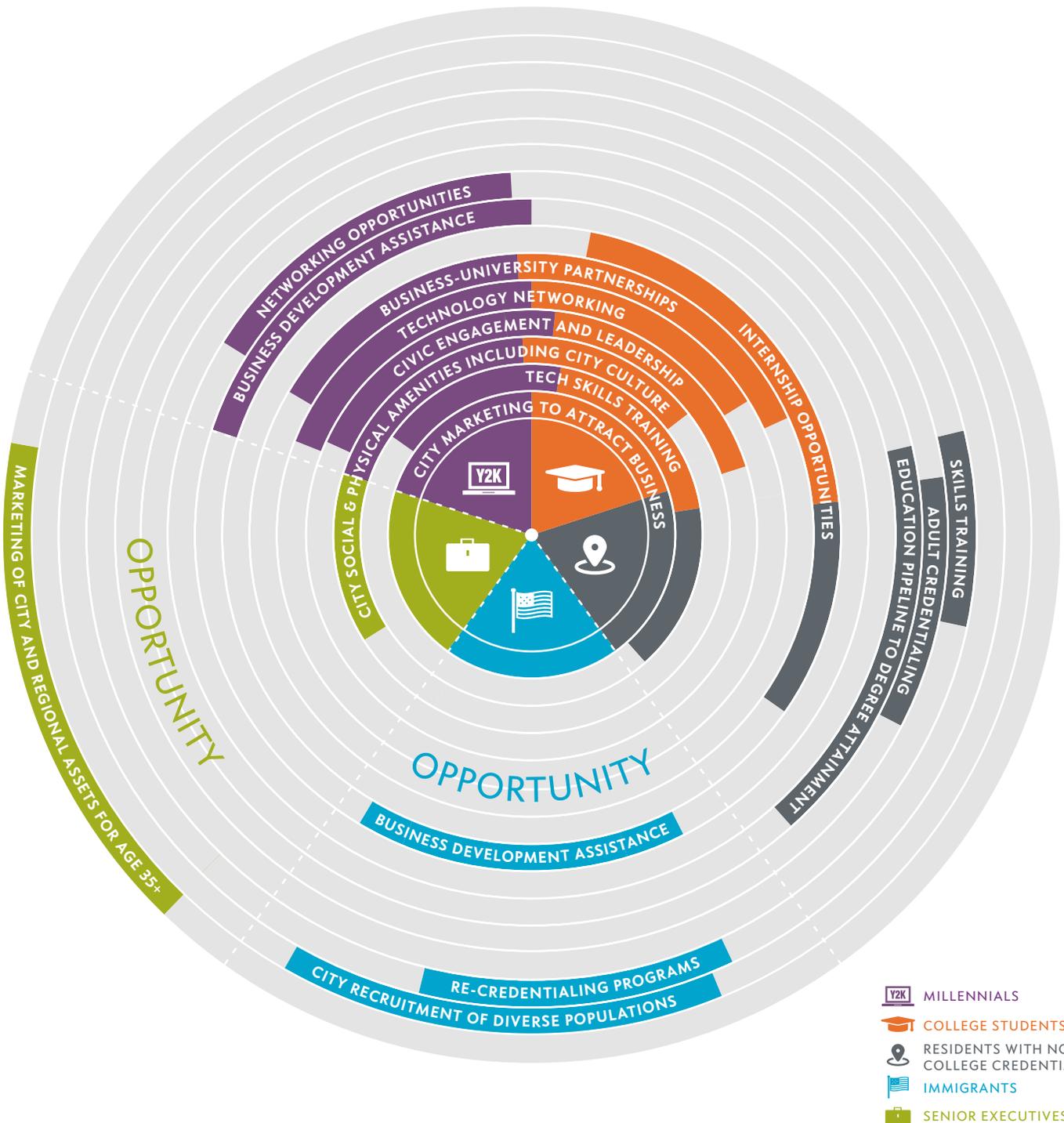
WHAT MORE CAN BE DONE BY CITIES AND PHILANTHROPIC LEADERS: OPPORTUNITIES FOR REFINEMENT AND COORDINATION

-  ▼ Boosting talent attraction and retention in the promotion of the city's brand
-  ▼ Emphasizing a regional approach to the area – marketing the greater Philadelphia region and further (e.g., Poconos, Jersey shore, Delaware, etc.) – to enhance the city's appeal as a desired place for work and play
-  ▼ Supporting critical programming for key audiences in the talent attraction and retention space. For example, Campus Philly is considering a special initiative aimed at drawing native Philadelphians who attend college elsewhere back to Philadelphia (via summer internships and seasonal exposure opportunities). Comcast's new program, "Home for the Summer," is another initiative underway.
-  ▼ Collaborating and coordinating disparate efforts. For example, the Pew Charitable Trusts' initiative examining and addressing the challenges of Millennials leaving the city once past age 35.
-   ▼ Conducting deeper demographic analysis to understand migration patterns and needs over time, in order to gain critical insights
-  ▼ Remaining apprised of promising initiatives in other cities – e.g., industry partnerships with sector panels in Seattle, WA, and activities aimed at strengthening college partnerships in Austin, TX
-   ▼ Designing programs focused on early student integration, including early identification and cultivation of future talent pools while students are enrolled in local colleges and universities
-   ▼ Developing university/city partnerships targeting the city and region as a desirable place to live and work post-graduation
-   ▼ Creating programs in support of immigrant populations as a source of talent attraction. The Knight Foundation-funded "Immigrant Innovation Hub" has interesting talent attraction and retention implications, because of the dual-focus on talent and naturally occurring and growing immigrant labor pools.
-   ▼ Enhancing quality of life and reducing cost of living barriers



APPENDIX A

THE ECOSYSTEM OF TALENT ATTRACTION AND RETENTION EFFORTS IN PHILADELPHIA



APPENDIX B

TALENT ATTRACTION AND RETENTION PROJECT INTERVIEW TOPICS AND PROTOCOLS

Protocol for Local Corporate HR Leaders

1. What has been your experience with attracting and retaining the talent that your company needs here in Philadelphia?
 - a.) Is it a challenge?
 - b.) Improved in recent years? Become harder?
 2. Do you try to position the region at all in order to attract and/or retain talent?
 - a.) How do you do this?
 3. What networks or regional assets do you link employees to as a way to retain existing talent?
 4. What other strategies do you use at your company to attract and to retain talent?
 5. Who are the primary leaders or groups that you partner with to improve talent attraction and retention?
- I. What is the landscape here locally for talent attraction and retention
 1. What local efforts are underway to attract and retain talent?
 - a.) Are there industry specific efforts or efforts targeted to certain populations? Do you know if there are certain industries in Philadelphia for which it is easier to attract and/or retain talent?
 - b.) Does your or other local professional associations or human resource associations or leaders play a role (leading or participating) in these local efforts? If yes, who?
 - c.) Who else in this city leads or participates in these efforts?
 - Follow-up about any efforts mentioned to attract/retain talent:
 - d.) How are these working? Do you see results?
 - e.) What strategies or activities seem to work best?
 - f.) Which don't seem to work?
 2. What are the biggest challenges to attracting talent locally generally?
 3. What are the biggest challenges to retaining talent locally generally?

- II.** What can be done in Philadelphia to improve local talent attraction and retention?
 - 1. Are there promising approaches or seeds of work here that could be further boosted or strengthened?
 - 2. Are there national efforts that you know of that you think could be applied here locally?

- III.** Others to Talk to or Places to Look
 - 1. Are there are other local or national leaders you would recommend we speak to in this arena? Other HR leaders or professional association leads locally?
 - 2. Are there reports, articles, websites, etc. that you have come across that you think are useful for us to see to inform our understanding of the status of talent attraction and retention in Philadelphia and potential strategies for boosting it?
 - 3. Other cities or industries that you look to as examples in this arena?

- IV.** Conclusion:
 - 1. Anything else that I did not cover?

Protocol for Philadelphia Workforce Leaders

- 1.** What are the primary goals of your organization’s talent attraction and retention strategy? What are you specifically aiming to achieve?

- 2.** What are your strategies to reach these goals? Please describe the primary approaches and interventions your organization takes?

- 3.** Who are your primary partners in doing this work?

- 4.** What are the biggest challenges you face?

- I.** What is the landscape here locally for talent attraction and retention
 - 1. What is the state of talent attraction and retention?
 - a.) Is Philadelphia able to attract and retain the talent the city needs for the local economy?
 - b.) Are there certain industries for which it is easier to attract and retain talent? Why is it easier for these?
 - c.) Are there certain industries for which it is harder to attract and retain talent? Why is it harder for these?

2. What local efforts are underway to attract and retain talent?
 - a.) Are these industry specific or targeted to certain populations?
 - b.) Do local professional associations or human resource associations or leaders play a role (leading or participating) in these local efforts? If yes, who?
 - c.) Who else in this city leads or participates in these efforts?
Follow-up about any efforts mentioned:
 - d.) How are these working? Do you see results?
 - e.) What strategies or activities seem to work best?
 - f.) Which don't seem to work?

3. How do large employers position the region to attract talent?
4. What networks or regional assets do local employers link employees to as a way to retain existing talent?
 - a.) Are there current conversations underway in the city about these types of efforts?
5. What are the biggest challenges to attracting talent locally?
6. What are the biggest challenges to retaining talent locally?

II. What can be done in Philadelphia to improve local talent attraction and retention?

1. Are there promising approaches or seeds of work there that could be further boosted or strengthened?
2. Are there national efforts that you know of that you think could be applied here locally?

III. Others to Talk to or Places to Look

1. Are there are other local or national leaders you would recommend we speak to in this arena?
2. Are there reports, articles, websites, etc. that you have come across that you think are useful for us to see to inform our understanding of the status of talent attraction and retention in Philadelphia and potential strategies for boosting it?
3. Other cities or industries that you look to as examples in this arena?

IV. Conclusion:

1. Anything else that I did not cover?

Protocol for Local Professional Associations

1. Does your organization (either in partnership with membership or directly as the x association) engage in talent attraction and retention strategies?
 - a.) If yes, what are you specifically aiming to achieve?
2. What are your strategies to reach these goals? And how do you work with your members to achieve these goals? Please describe the primary approaches and interventions your organization takes?
3. Who are your primary partners in doing this work (please speak about members as well as other external partners)?
4. Can you tell me a little bit about the interplay of your association and the major employers in your field in the Philadelphia area around strategies to attract and retain talent? How do you work with one another in this arena?
5. What are the biggest challenges you face?
6. If you are part of a larger national or international organization, how does your local chapter's work in this arena of talent attraction and recruitment, compare to ones on the larger national scale or in other cities?
 - a.) How does the local situation in Philadelphia (i.e. local needs, strengths, partnerships, resources, realities) inform your goals and strategies here? How does this work different look different in Philadelphia as compared to other cities due to the specific context of this city?
- I. What is the landscape here locally for talent attraction and retention
 1. What is the state of talent attraction and retention in Philadelphia?
 - a.) Is Philadelphia able to attract and retain the talent needed for the local economy?
 - b.) What are your members grappling with?
 2. What local efforts are underway to attract talent (Other than the ones we spoke about in section one)?
 - a.) Does your or other local professional associations or human resource associations or leaders play a role (leading or participating) in these local efforts? If yes, who?
 - b.) Who else in this city leads or participates in these efforts?
Follow-up about any efforts mentioned:
 - c.) How are these working? Do you see results?

- d.) What strategies or activities seem to work best?
 - e.) Which don't seem to work?
 3. What local efforts are underway to retain talent (Other than the ones we spoke about in section one)?
 - a.) Does your or other local professional associations or human resource associations or leaders play a role (leading or participating) in these local efforts? If yes, who? Who else in this city leads or participates in these efforts? Follow-up about any efforts mentioned:
 - b.) How are these working? Do you see results?
 - c.) What strategies or activities seem to work best?
 - d.) Which don't seem to work?
 4. How do large employers in your membership position the region to attract talent?
 5. Is your association engaged in efforts to position the region? Blogs, webinars, programs, white papers?
 6. What networks or regional assets do local employers link employees to as a way to retain existing talent?
 - a.) Are there conversations underway about strategies or gaps in this area locally?
 7. What are the biggest challenges to attracting talent locally?
 8. What are the biggest challenges to retaining talent locally?
- II.** What can be done in Philadelphia to improve local talent attraction and retention?
1. Are there promising approaches or seeds of work there that could be further boosted or strengthened?
 2. Are there national efforts that you know of that you think could be applied here locally?
- III.** Others to Talk to or Places to Look
1. Are there are other local or national leaders you would recommend we speak to in this arena?
 2. Are there reports, articles, websites, etc. that you have come across that you think are useful forums to see to inform our understanding of the status of talent attraction and retention in Philadelphia and potential strategies for boosting it?
 3. Other cities or industries that you look to as examples in this arena?
- IV.** Conclusion:
1. Anything else that I did not cover?

Protocol for National Thought Leaders

- I. The State of Talent Attraction and Retention Nationally
 1. What is the state of talent attraction and retention nationally? (i.e. how much attention is this garnering, has it advanced in recent years, and is there a lot of action taking place around the country to boost this? Is it an area in need of attention)?
 2. What are the hot topics and trends in this arena nationally? What are folks in the talent attraction and retention field (those with an eye toward economic development and vibrancy of cities in particular), talking about these days?
 3. Who is doing this work nationally and locally across the country?

- II. Leading Examples, Other Cities?
 1. What strategies do “exemplar” cities use to attract and retain talent? (Ask respondent to describe work of any specific cities that they cite)
 - a.) Who is leading the efforts in these cities? Role of employers, professional associations, local government, private sector leadership, nonprofits and institutions involved? Role of local and/or national funders?
 - b.) Any information on results?
 2. Are there “exemplar” industries that lead the way in talent attraction and retention?
 3. Are there promising or emerging approaches from these other cities or industries that could lend themselves to replication?
 4. What are the biggest challenges to attracting talent?
 5. What are the biggest challenges to retaining talent?

- III. Role of Professional Associations and Employers?
 1. Do professional associations tend to play a role in advancing talent attraction and retention in their cities? If so, describe how/in what way?
 2. What role do large employers play in the talent attraction and retention strategies of their cities?
 - a.) Have you seen a shift in this in recent years?
 - b.) Where (in what cities) are they leading the way? How?
 3. What is the interplay of these large employers with local professional associations or networks? How do they work with one another to advance talent attraction and retention?
 4. What other networks or regional assets do employers link employees to in order to help retain talent?

IV. Others to Talk to or Places to Look

1. Are there other national thought leaders you would recommend we speak to in this arena?
2. Are there reports, articles, websites, etc. that you have come across that you think are useful for us to see to inform our understanding of the status of talent attraction and retention in Philadelphia and potential strategies for boosting it?

V. Conclusion:

1. Anything else that I did not cover?

APPENDIX C

INTERVIEW RESPONDENTS

Moira Baylson, Vice President, Regional Public Affairs
Market Manager, Citizens Bank

Matt Cabrey, Executive Director, Select Greater Philadelphia

Joe Cortright, Director, City Observatory

Greg DeShields, Executive Director, PHL Diversity

Deborah Diamond, PhD., President, Campus Philly

Liz Dow, CEO, LEADERSHIP Philadelphia

Karen Fox, Head of University and Recruiting Partnerships, Vanguard

Peter Gonzales, President and CEO,
Welcoming Center for New Pennsylvanians

Claire Greenwood, Director, CEO Council for Growth

Varsovia Fernandez, President and CEO, Greater Philadelphia
Hispanic Chamber of Commerce

Tim Ifill, Executive Director, Philly Fellows

Melissa Landsman, Vice President, Business Partner and Staffing Manager,
Firsttrust Bank

Matt Levy, President, Philadelphia Society of People & Strategy

Nick Marzano, President, Young Involved Philadelphians

Christiana McFarland, Research Director, National League of Cities

Sara Merriman, Senior Director, Business Attraction & Retention,
City of Philadelphia, Department of Commerce

Gloria Sinclair Miller, President, Executive, Philadelphia SHRM;
Senior Director, Diversity and Talent, AstraZeneca

Rick Nucci, President, Philadelphia Startup Leaders

Jameel Rush, Director, Diversity and Inclusion, Aramark

Drew Scheberle, Senior Vice President, Federal/State Advocacy and
Education/Talent Development, Greater Austin Chamber of Commerce

Marlena Sessions, Chief Executive Officer, Workforce Development
Council of Seattle King County

William Strahan, Executive Vice President, Human Resources, Comcast Cable

Katy Klenk Theroux, Chief Human Resources Officer, NCI Building Systems

Ashlie Thornbury, Director, Corporate Relations
and Strategic Partnerships, Campus Philly

John Touey, Principal, Salveson Stetson Group, Inc.

Steven Wray, Executive Director, Economy League of Greater Philadelphia

FOOTNOTES

- ¹ Defined as Philadelphia, Camden, Wilmington, PA-NJ-DE-MD
- ² Millennials prefer cities to suburbs, subways to driveways, Nielsen Consumer, March 4, 2014
- ³ Graduate Philadelphia was not interviewed for this study. However, they are considered a key partner in the strategy work and routinely referenced by interviewees as an important actor.