

Iowa Sector Partnership Facilitator Training

IOWA
WORKFORCE
DEVELOPMENT



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Introductions

Name, Region & Experience with Sector Partnerships

Meeting Goals



- Deeper understanding of sector partnership best practices and fundamentals
- Provide valuable information for both experienced and novice sector partnership facilitators
- Review steps to establish sector partnerships in regions
- Learn tools and tips to help successfully facilitate sector partnerships
- Understand strategy creation, implementation and measurement process and it's important to maintaining and engaging employers
- Identify next steps to take in your community



Council for Adult and Experiential Learning

- National Non-Profit Consulting Firm
- Headquartered in Chicago with office in Philadelphia & Denver
- Approximately 65 staff
- Founded in 1974

CAEL's Vision

Meaningful learning, credentials and work for every adult.

Council for Adult and Experiential Learning (CAEL)



Today's Agenda

- Welcome, Meeting Purpose & Process, Introductions
- Refresh on State Sector Strategy and Partnership 101
- Establishing Sector Partnerships
- Leading a Sector Partnership
- Sustaining Sector Partnerships
- Wrap Up

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CAEL Work Underway In Iowa

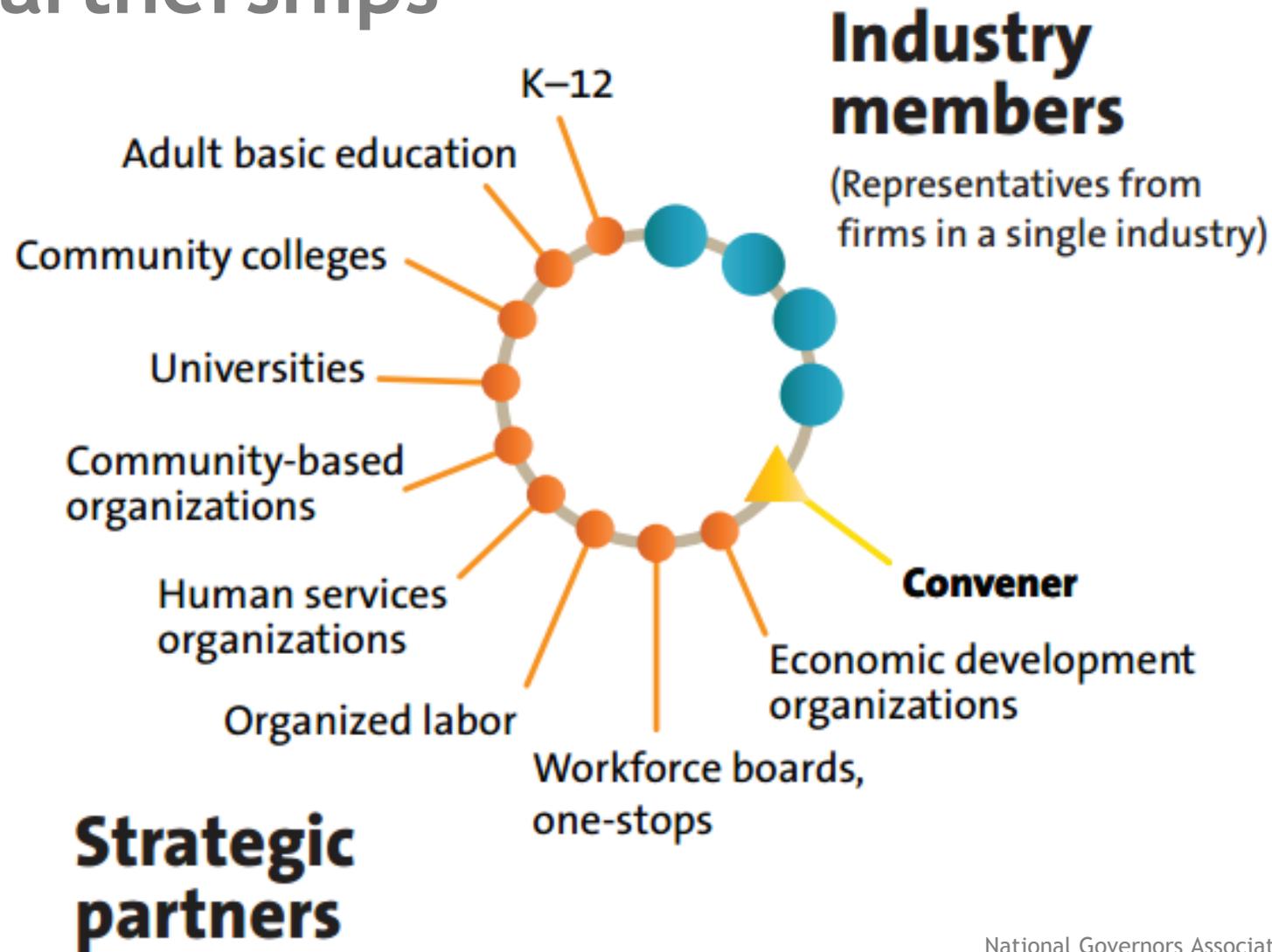
Sector Partnerships

- SPLC
- State-Wide Facilitator Training
- Five (5) Existing IT Sector Partnerships
- Standardize Charters
- Strategy Memos
- Creation of Two (2) New IT Partnerships

IT Sector Career Pathways

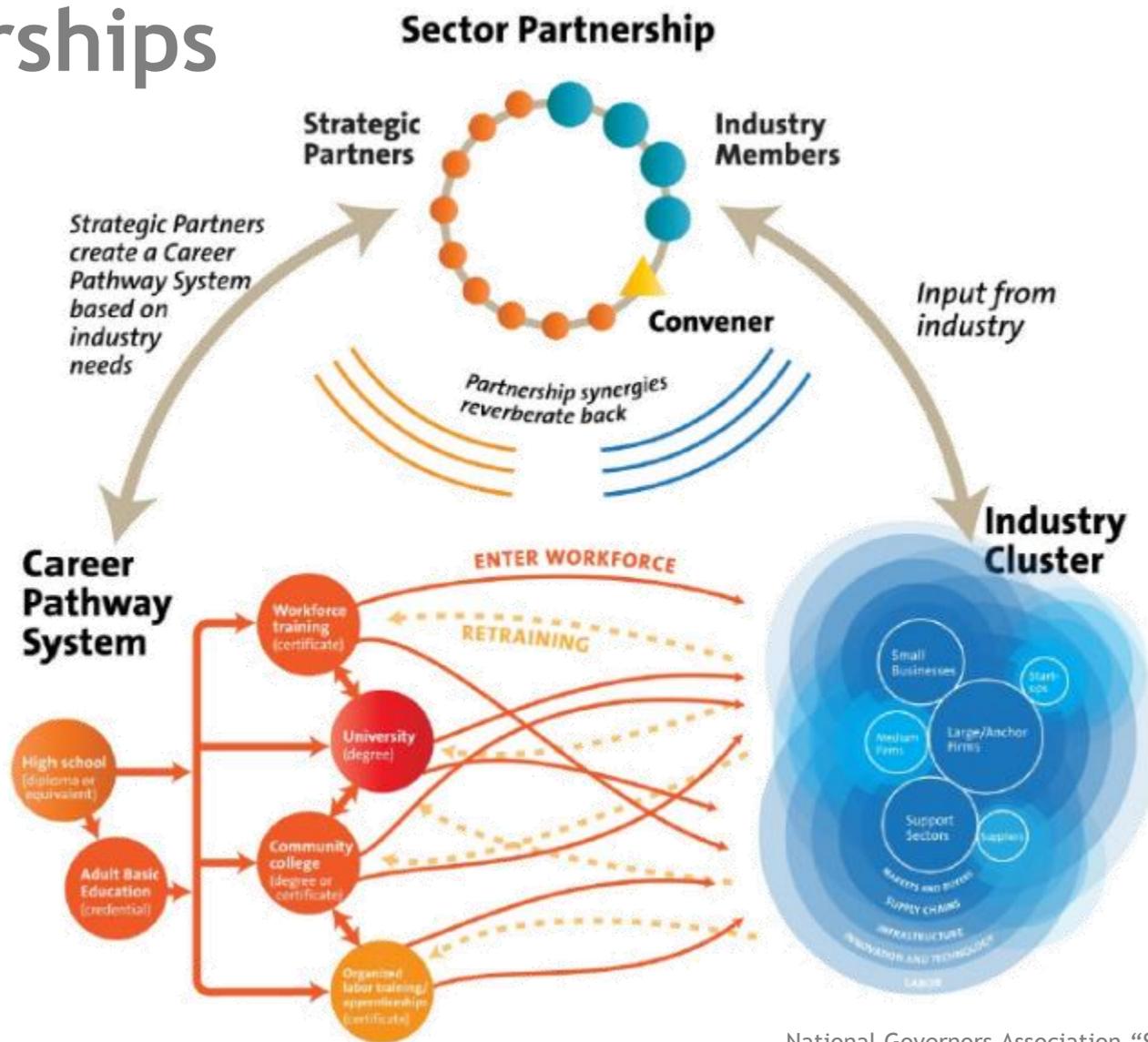
- Four Step Mapping Process
- Work with TAI at the State Level
- Modify to Reflect Each Region's Industry Base
- Incorporate Information within the EMSI Career Coach Platform

Sector Partnerships



National Governors Association *"Sector Strategies Coming of Age"*

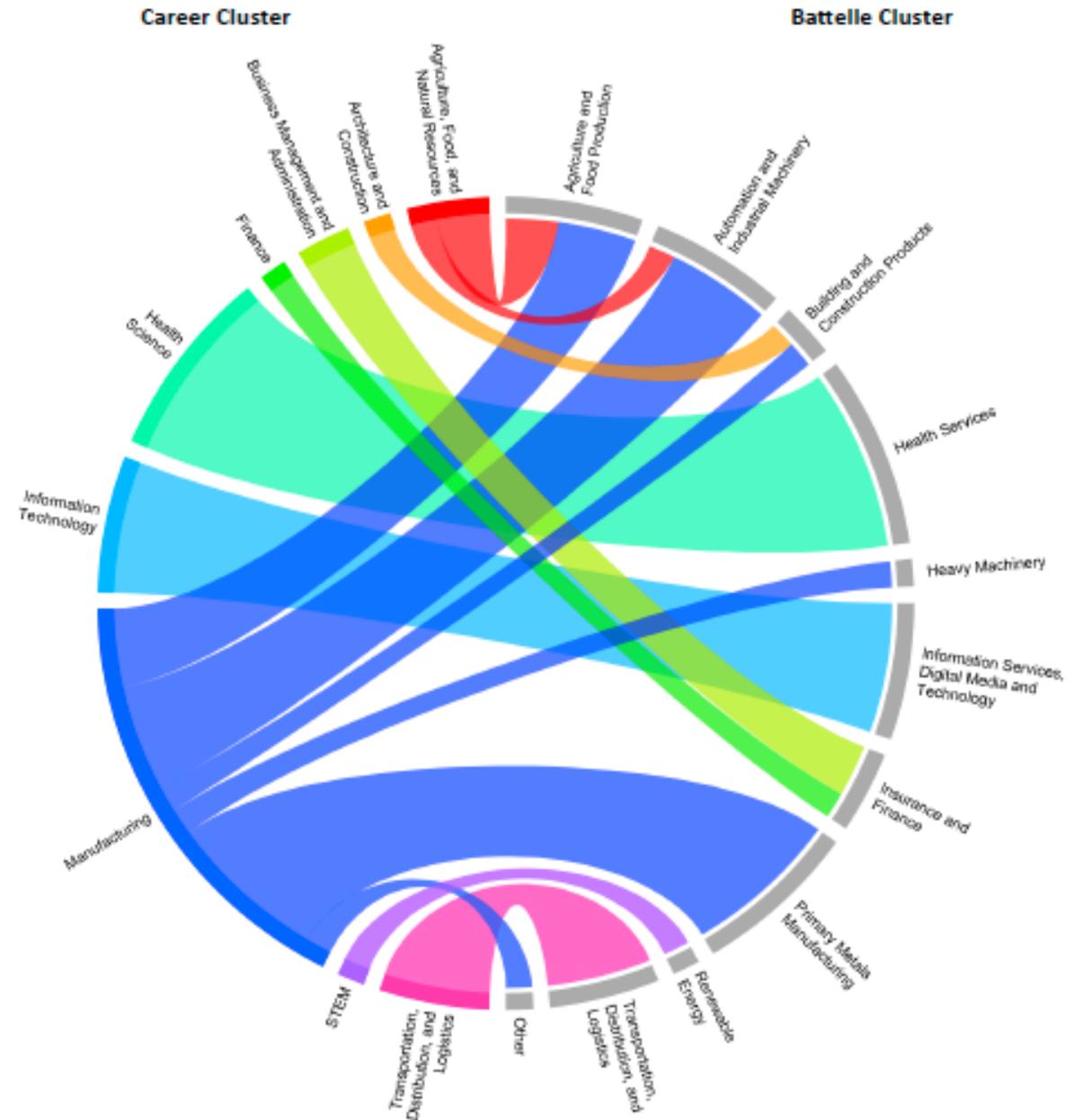
Sector Partnerships



National Governors Association "Sector Strategies Coming of Age"

Sectors in Iowa

- Agriculture, Food & Natural Resources
- Architecture and Construction
- Business Management and Admin
- Finance
- Health Sciences
- Information Technology
- Manufacturing
- STEM
- Transportation Distribution and Logistics



Role of the Sector Partnership

- Alignment and accessibility of education, training and support services
- Identify industry needs and skills gaps
 - Labor Market Intelligence
 - Education Assets
 - Shifting Skills
 - Future Demand and Emerging Jobs
- Secure additional funding and technical assistance resources
- Promote systems change and turns workforce into a driver in industry growth

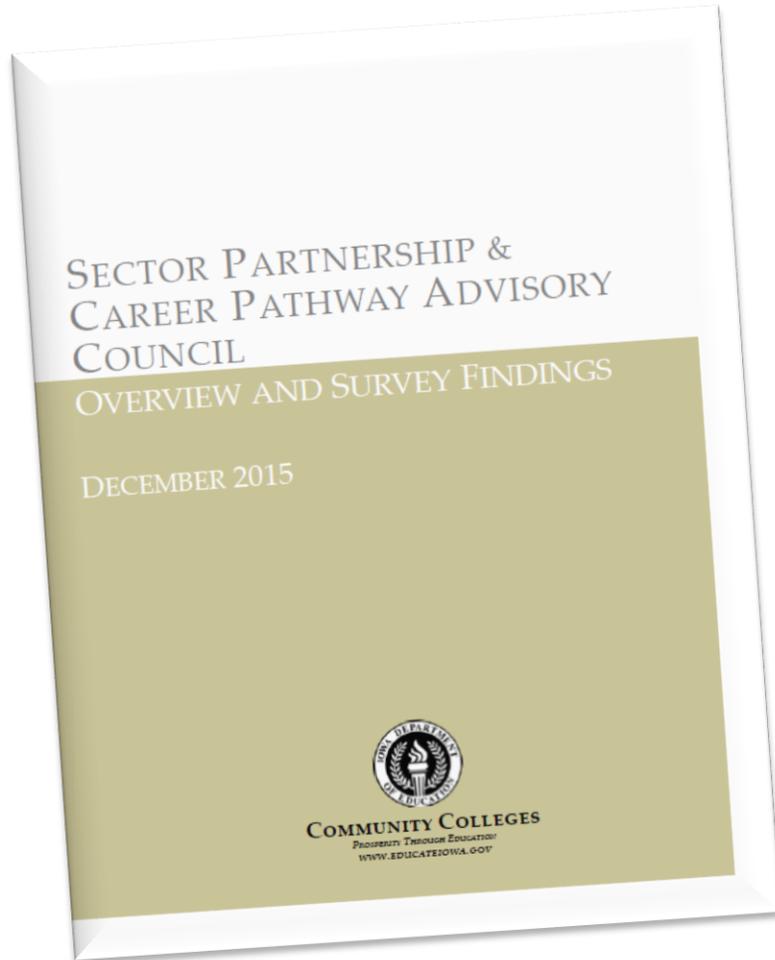
Past and Current Efforts in Iowa

The Division of Community Colleges convened a Sector Partnership and Career Pathway Advisory Council (SPAC).

Goals of SPAC:

- Adopt and articulate a shared vision.
- Demonstrate leadership and commitment to institutionalizing career pathways and sector boards.
- Ensure that career pathways and sector boards are employer and demand-driven.
- Align policies, measures, and funding.
- Use and promote data and continuous improvement strategies.

Successes of the SPAC



Developed a shared vision and definitions of sector partnerships, career pathways and systems to develop and improve state and local/regional efforts.

- Build upon what has been established and strengthen alignment and collaboration to move sector boards and career pathways to the next level.

Definitions were used to survey existing sector partnerships.

- Findings summarized in “*Sector Partnership and Career Pathway Advisory Council Overview and Survey Findings*” report.

<https://www.educateiowa.gov/documents/special-reports/2016/01/sector-partnership-career-pathway-advisory-council-overview-and>

Sector Partnership Leadership Council

The SPAC has been reconfigured into the Sector Partnership Leadership Council (SPLC):

- Establish policy to drive regional sector partnership and career pathway activities across the state and meet objectives outlined in Iowa's Unified State Plan;
- Serve in advisory role to the Iowa Workforce Development State Board of Directors.

Undergoing significant membership reconfiguration with an emphasis on greater business representation.

Pre-Planning Meeting September 2nd in Des Moines

Sector Partnerships in Iowa

- SPLC - Exists as a resource for Regional Sector Partnerships
- Three Areas of Assistance
 1. Technical Assistance
 2. Procure and Disburse Funding
 3. Advocacy
- Next Meeting in December 2016
- IDOE Staffing



Iowa Sector Partnership Toolkits



- Toolkit 1.0 Planning
- Toolkit 2.0 Emerging
- Toolkit 3.0 Sustaining

<https://www.educateiowa.gov/documents/special-reports/2016/06/sector-partnerships-toolkit-10-planning>

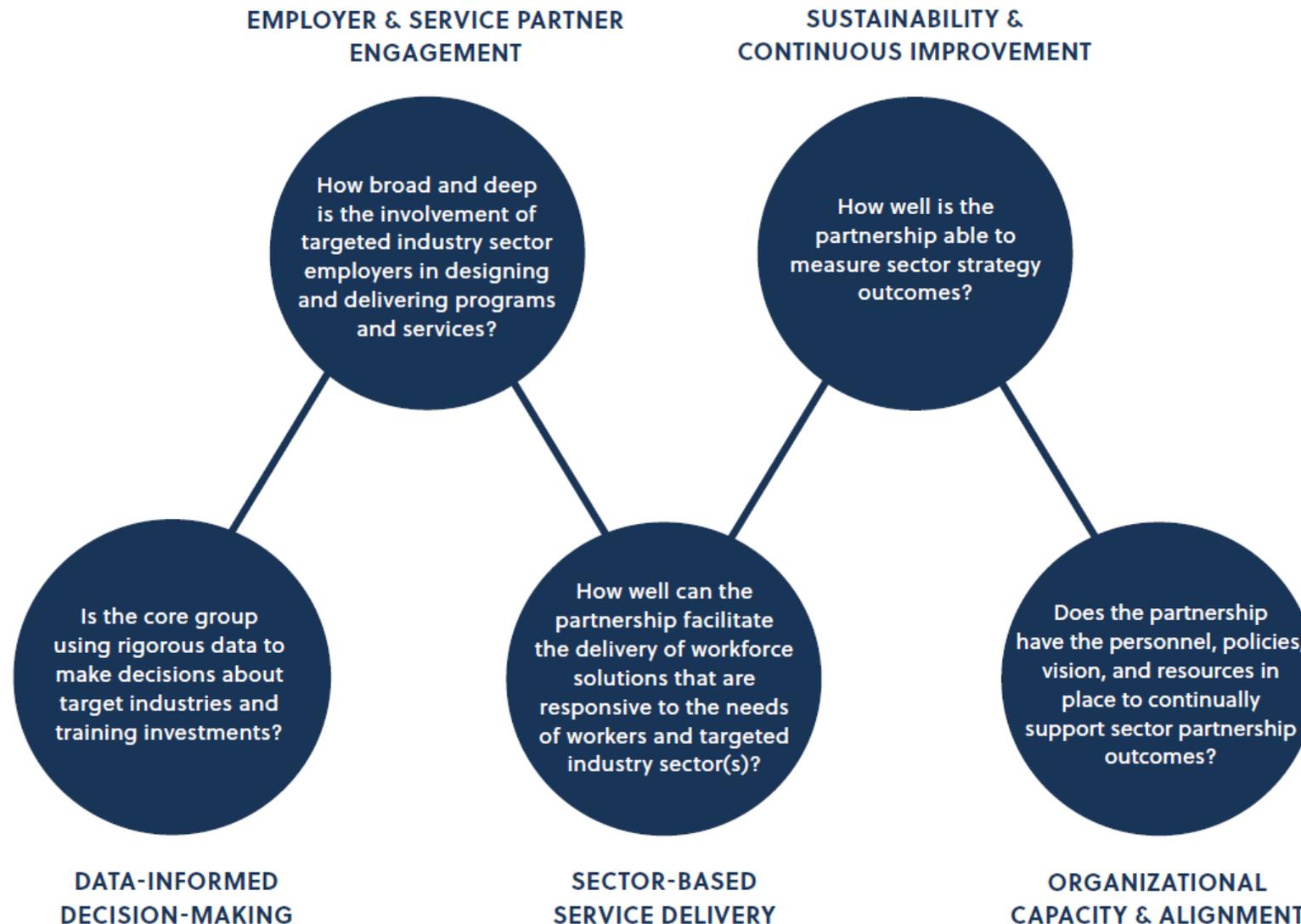
Today's Agenda

- Welcome, Meeting Purpose & Process, Introductions
- Refresh on State Sector Strategy and Partnership 101
- **Establishing Sector Partnerships**
 - **Where/How to Start**
 - Labor Market Information and Resources
 - Examples and Best Practices
 - **Partnership Kit 1.0 Small Group Discussions**
 - **Small Group Feedback**
- Leading a Sector Partnership
- Sustaining Sector Partnerships
- Wrap Up

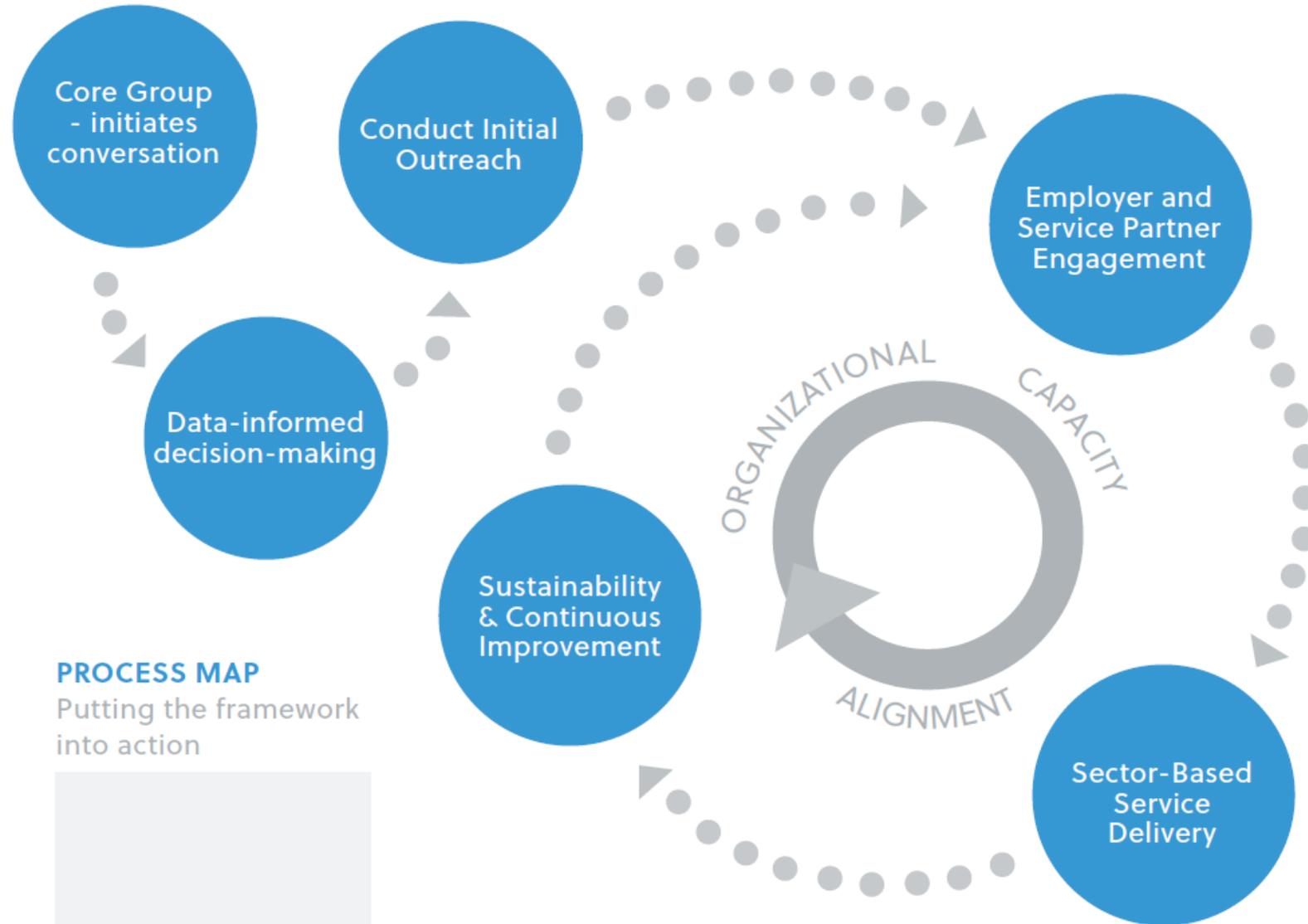
Laying the Groundwork

1. **Industry** - Cluster Analysis & Labor Market Intelligence
2. **Geography** - Most effectively defined by labor market region, not within the confines of a workforce area, community college boundary, or other boundaries
3. **Convener** - Passion, Leadership, & Business Partner Equity
4. **Facilitator & Staffing** - Neutral and Committed
5. **Partner Buy-In** - Proactively taking down barriers & mobilizing support, meeting before the meeting

Key Steps - Partnership Framework

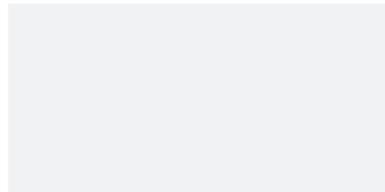


Key Steps - Planning



PROCESS MAP

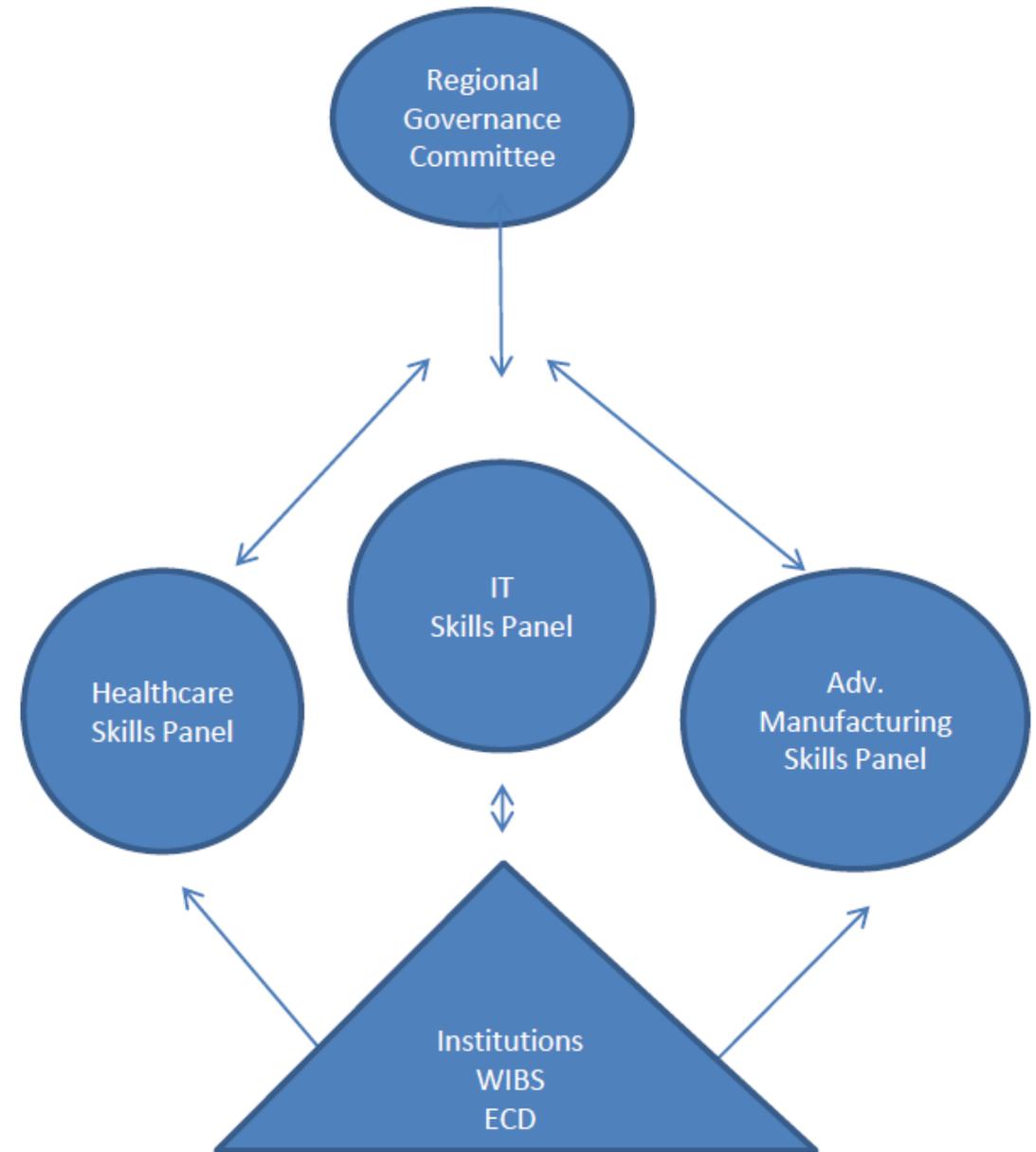
Putting the framework into action



Examples & Best Practices

Middle Tennessee Region Workforce Alliance

- Three skills panels for three key sectors: Manufacturing, IT & Healthcare
- Engages Tennessee Board of Regents, four community colleges, six colleges of applied technology, four workforce investment boards and some 60 business leaders
- Led by Chamber of Commerce and staffed by the three WIB directors
- Standardized model



Middle Tennessee Regional Workforce Alliance

Agenda Group Norms

From:

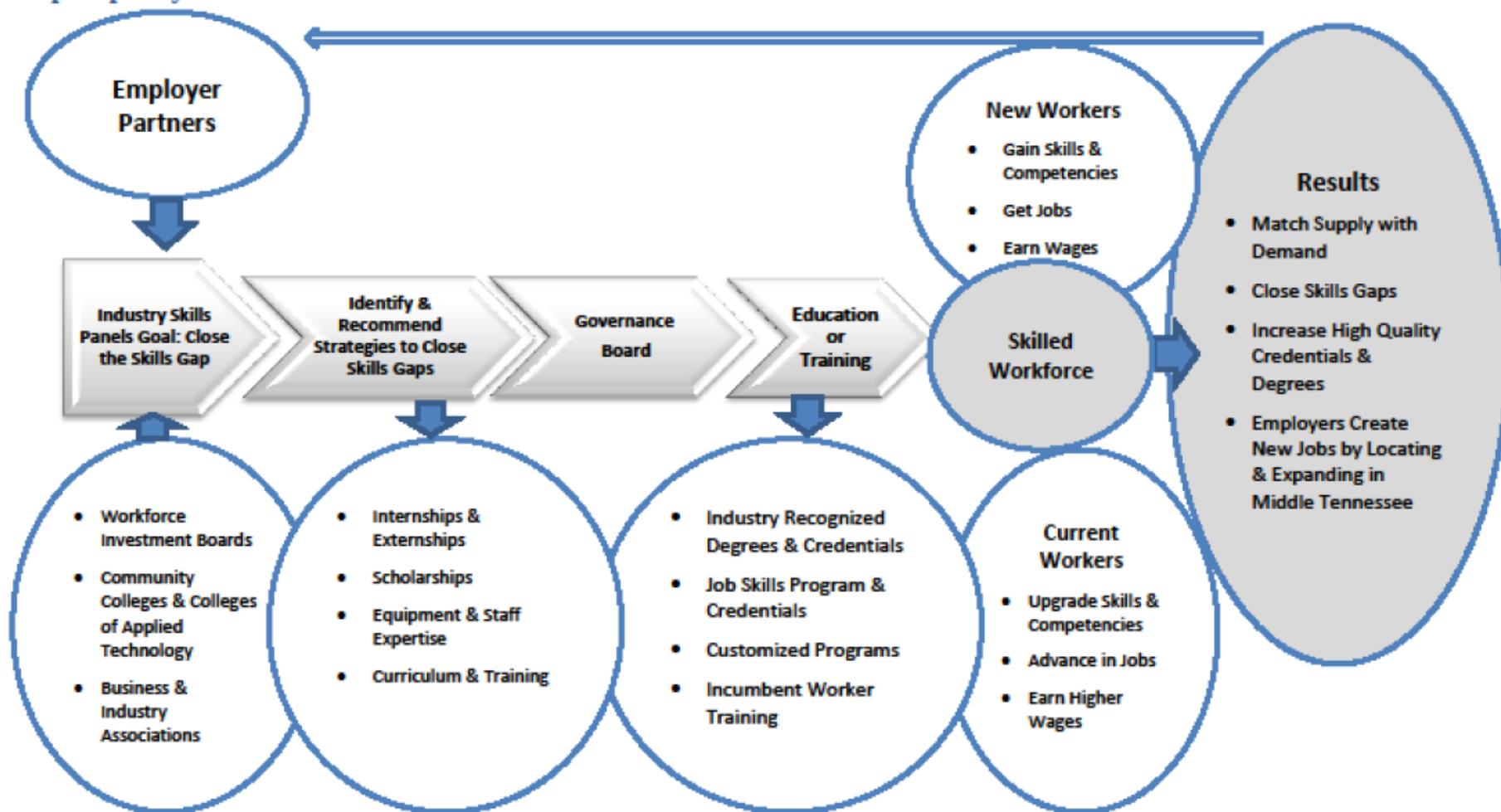
- Transaction
- Talk
- Singular Mindset
- Reactive
- General
- Thinking We Are
- **A Local Mindset**

To:

- Strategy
- Action
- Collective Mindset
- Proactive
- Specific
- Making a Difference
- **A Regional Mindset**

THE WORK OF THE REGIONAL SKILLS PANELS

A public private partnership of business, the public workforce system and postsecondary education working together to improve the skills of workers in strategic industry sectors vital to Middle Tennessee's economic prosperity



Best Practices for Data



State Facilitator Training Establishing Sector Partnerships

October 20, 2016

COMMUNITY COLLEGES &
WORKFORCE PREPARATION
Prosperity Through Education

DATA INFORMED DECISION-MAKING

- ▶ Getting and using data in your decision-making process is a complex but vital part of working with your partners differently. There are three things to consider:
 - ▶ Clear understanding of the region's most important industry sector(s) through use of rigorous economic, industry, and labor market information (LMI) and analysis;
 - ▶ Provision of data that is understandable and shared across partners to enable collaborative decision-making; and
 - ▶ Use of appreciative inquiry to strategically build on a strength-based analysis of skill needs, level of demand, and area education and training within target industries.

If an initiative can't manage its data, it's unlikely that initiative will be successful with its work.

USING DATA

- ▶ A review of data about occupations, worker skills, commuting patterns, and other relevant data reveals Iowa's top industries:



- ▶ By working with the same definition and shared facts, a facilitator can help create a quantitative profile of the region's economic needs. By analyzing industries in terms of job growth, wages, and specialization a region can determine different perspectives and interpretations of “readiness factor” for a target industry.

AGREEING ON DATA

► Emerging Partnership

- What data is available and accessible?
- Which partners need to be engaged to access the data?
- How critical is this data in supporting or promoting a partnership?

► Mature Partnership

- What has been your go to source for data?
- How do you know that this is working?
- What results were you expecting? What results were your partners expecting?

GUIDING PRINCIPLES OF REGIONAL DATA

- ▶ For regions to prioritize targeted industries for growth and development of partnerships, they must keep the following common data points in mind for regional impact:
 - ▶ Local training systems for sector
 - ▶ Resistance to cyclical recessions
 - ▶ Emerging skill gaps identified collaborative decision-making; and
 - ▶ Synergy across sectors for occupations
 - ▶ Local economic diversification
 - ▶ Strong economic multipliers
 - ▶ Supply chain opportunities
- ▶ Data helps to provide a baseline, but it is not the only consideration.



MEASURING IMPACT – NOT OUTPUTS

Agreeing to track data on impact requires agencies to think on a bigger scale...

- ▶ Outcome data may be used to support continuous improvement efforts.
- ▶ A continuous improvement process provides a structured approach to using information to improve partnership results.
- ▶ This includes a method for identifying and implementing improvements which also provide a means of engaging additional stakeholders.



Group Discussion -

Group Table Discussion

- Who are your regions key workforce & education partners?
- Why is creating this partnership necessary?
- What value will it add to the region?
- What are some of the perceived costs?

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- Refresh on State Sector Strategy and Partnership 101
- Establishing Sector Partnerships
- **Leading a Sector Partnership**
 - **Setting Up the Structure**
 - Role of the Facilitator
 - Partnership Goal Setting
 - Industry Buy-In/Value Proposition
 - Employer Relationship vs. Individual Relationship
 - Mechanics of the Meeting (Agenda Setting, Invites, etc.)
 - **Successful Facilitation**
 - Right Voices at the Table
 - Rules to Live By
 - Role of Partner Organizations
 - Translating Talk to Action
- Sustaining Sector Partnerships
- Wrap Up

Leading Sector Partnerships

1. **Employer Champions** - Working with key partners and convener to secure a core group of business leaders
2. **First Meeting** - Transition from convener to facilitator, sharing the data mandate/opportunity, setting expectations and group norms
3. **Starter Strategies** - Something with actionable activity metrics to help engage businesses and begin momentum
4. **Employer Value Creation**

Goals & Industry Buy-In/Value Proposition

- Understand individual goals
- Identify group goals that provide business value, i.e. more candidates, better qualified candidates, solution to internal training, etc.
- Ask for commitment
- Clear next steps and standard processes build expectations
- Met/exceeded expectations = value

Key Steps - Forming the Partnership

Defining the employer value proposition

- Continuous
- Strategic
- Mutually Valuable
- Wide-Ranging
- Intensive
- Empowering
- Institutionally Varied

	PLANNING	EMERGING		SUSTAINING	
Employer Role	Advising – Initial contact / new relationship	Capacity-building – Establishing trust and credibility	Co-designing – Working relationship	Convening – Trusted provider and collaborator	Leading – Full strategic partner
Activity Examples	Discuss hiring needs, skills, and competencies	Job site tours, internships, and needs assessment	Career pathway development	Champion and advocate for partnerships	Recruit additional industries to form partnerships

Business Relationships

- Do you have a relationship with the company or a single person at the company? What happens if your point of contact leaves?
- Seek to engage and involve multiple company stakeholders
- Consider asking for a company commitment as well as an individual commitment

Mechanics of the Meeting - Agenda

- Not your enemy
- Include goals of the meeting
- Consider including group norms
- The wrap up section is key, regardless of meeting flow leave time for two key questions:
 1. What have we agreed to in this meeting? (i.e. key decisions, requests, etc.)
 2. What do we expect to happen between now and next meeting?

Mechanics of the Meeting - Charter

Charter writing process during which each partnership will agree upon:

- Shared goals for the partnerships
- Group Norms
- Metrics
- Create standard operating procedures, e.g. meeting frequency, business recruitment, terms, business leadership, etc.
- Staffing and resources to support the partnership

Right Voices at the Table

- Consistent and quality information is only as good as your questions
- Right business voice at the table for the right topic

Example: Workforce Intelligence Conversation

6 month time horizon - HR

3-5 year time horizon - Ops

10 year time horizon - CEO

Role of the Facilitator

- Translate talk into action
- Transitioning from convener to facilitator
- Identifying champions
- Keep people at the table
- Balance industry and partners
- Collective Impact Backbone Theory (neutrality)
- Partnering with other facilitators

Successful Facilitation



*“Follow My Advice,
You Should!”*

Successful Facilitation Advice



1. Neutrality first, second and third.

2. Facilitators have tough skin, hold critical comments at arms length.



3. Sector partnerships are not a place to be defensive or sell your wares.

4. Be mindful of business to partner ratios...



Successful Facilitation Advice



5. Business relationships are capital, reinvest them wisely.

6. Make new friends but keep the old.



7. Newbie orientation is good for everyone.

8. Be paranoid about the business value proposition.



Successful Facilitation Advice



9. Strive for metrics, tie them to goals, remind the businesses, rinse, repeat...

10. Data is your friend, standardized & consistent data is your best friend.



11. Maintain a task force mentality, stay away from the advisory group trap.

12. Agendas are your friend, no need to start from scratch each time.



Successful Facilitation Advice



13. Scope the conversation, what's in and what's out of bounds?

14. Open ended questions are generally better but confirming what you think you heard is key.



15. Get to the how/why... ask the follow up question.

16. You must “warm up” you business partners for the conversation.



Successful Facilitation Advice



17. Some complaining can be cathartic, too much is...

18. Louder does not mean “righter”



19. Competition is real, strive for coopetition.

20. No one likes talking into a black hole or repeating themselves.



Successful Facilitation Advice



21. Capture information and spread the wealth!

22. Keep a new business and old business approach.



23. It is ok not to commit at the meeting, “task force and/or research for our next meeting”

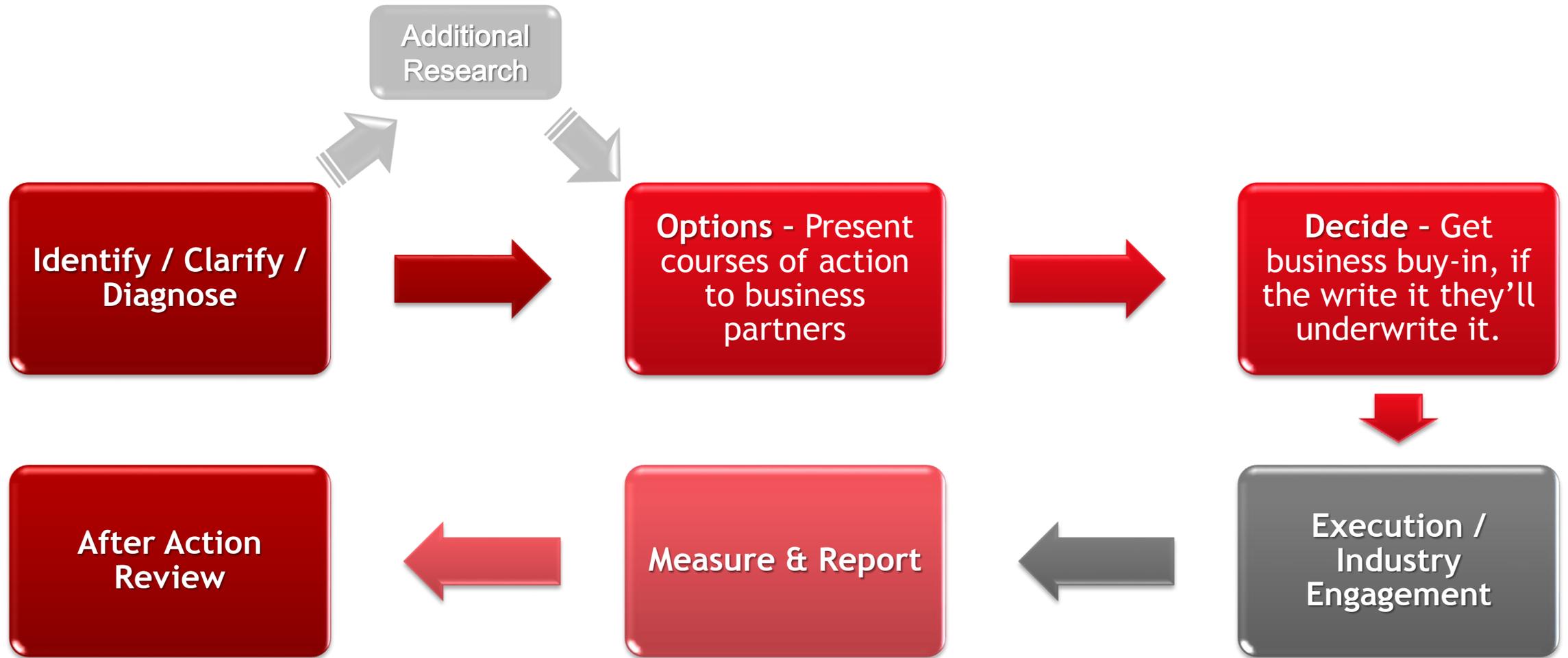
24. Sector partnership facilitation is probably a full time job, make sure to FACILITATE resources.



Role of Partners

- Community goals, everyone pushing in one direction
- Partners can and should help carry the weight on implementation and strategy
- Can be at the table as observers and value add for the facilitator
- Including partners and sharing the wealth reduces the burden on business and helps keep everyone on the same sheet of music (LMI)

Translating Talk into Action



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- **Sustaining Sector Partnerships**
 - **Sector Partnership Strategies**
 - Owing vs. Facilitating
 - Peer Learning from Other Regions
 - Projecting Workforce Demand
 - Industry Marketing/Engagement
 - Career Pathways
 - **Accountability & Engagement**
 - Metrics and Measurements
 - Avoiding the Advisory Committee Trap
 - Process for Resetting
- Wrap Up

Sector Strategies

- Owning vs. Facilitating
 - Inventory of community assets
 - Relationship with partners and engagement in design
 - Be honest about resources
 - Don't be afraid to ask for help
- Peer Learning
 - Network of peer learning
 - Central repository, no need to reinvent the wheel
 - Tricks of the trade
 - A lot of good work is already underway in Iowa

Sector Strategies

Sample Strategies

- CTE/College partnerships
- PD for teachers and counselors
- Industry marketing/awareness
- New course, certificate, degree offerings
- Career pathway mapping
- Guest speakers and company best practice sharing

Projecting Workforce Demand

- Projecting Workforce Demand
- Balancing Quantitative and Qualitative Data
 - Standardized Annual Process
 - Published Gold Standard
- Three time horizon approach
 - Past 6 Months and Future 6 Months
 - 3-5 Years Out
 - 10 Years Out
- Getting the right business voice to the table
- Aligning the Information to the Actionable Workforce and Education Partners

IT Career Pathways

- Audience is a 7th grader
- Designed to solve 1 problem - How do we get more students to see themselves in IT careers?
- About a vector of opportunity rather than a prescriptive path
- Capture IT jobs in total economy not just IT firms
- Need to be detailed but realistic and reasonable
- Important to use job titles that are advertised
- Organization is more about the reader than the business operations
- Operationalize career pathways in schools through targeted PD

Metrics and Measurements



Activity Metrics - Attendance, Disbursement of LMI, “Together We’ve Accomplished X”, “Since the Last Meeting X”



Outcome Metrics - Number of Students Reached, Incumbent Employees Educated, Teacher PD



Impact Metrics - Broader Community Metrics, Wage Levels, Employment, Employee Survey, TBD

Maintaining and Sustaining

- Staying out of the advisory committee trap
- Cascading task force mentality
- Standing timelines and process for assessment and reset



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- **Wrap Up**
 - What Did We Learn/Big Take Away?
 - Unanswered Questions/Topics for Future Trainings
 - First/Next Steps in Your Community

Wrap Up

What Did We Learn/Big Take Away?
Unanswered Questions/Topics for Future Trainings
First/Next Steps in Your Community

A light brown map of the state of Iowa with a torn-paper edge effect. The text is centered within the map.

Iowa IT Sector Career Pathway Mapping

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