

INDUSTRY ENGAGEMENT

101

Moving from Engaging Business to Developing
Industry Champions

May 20, 2016

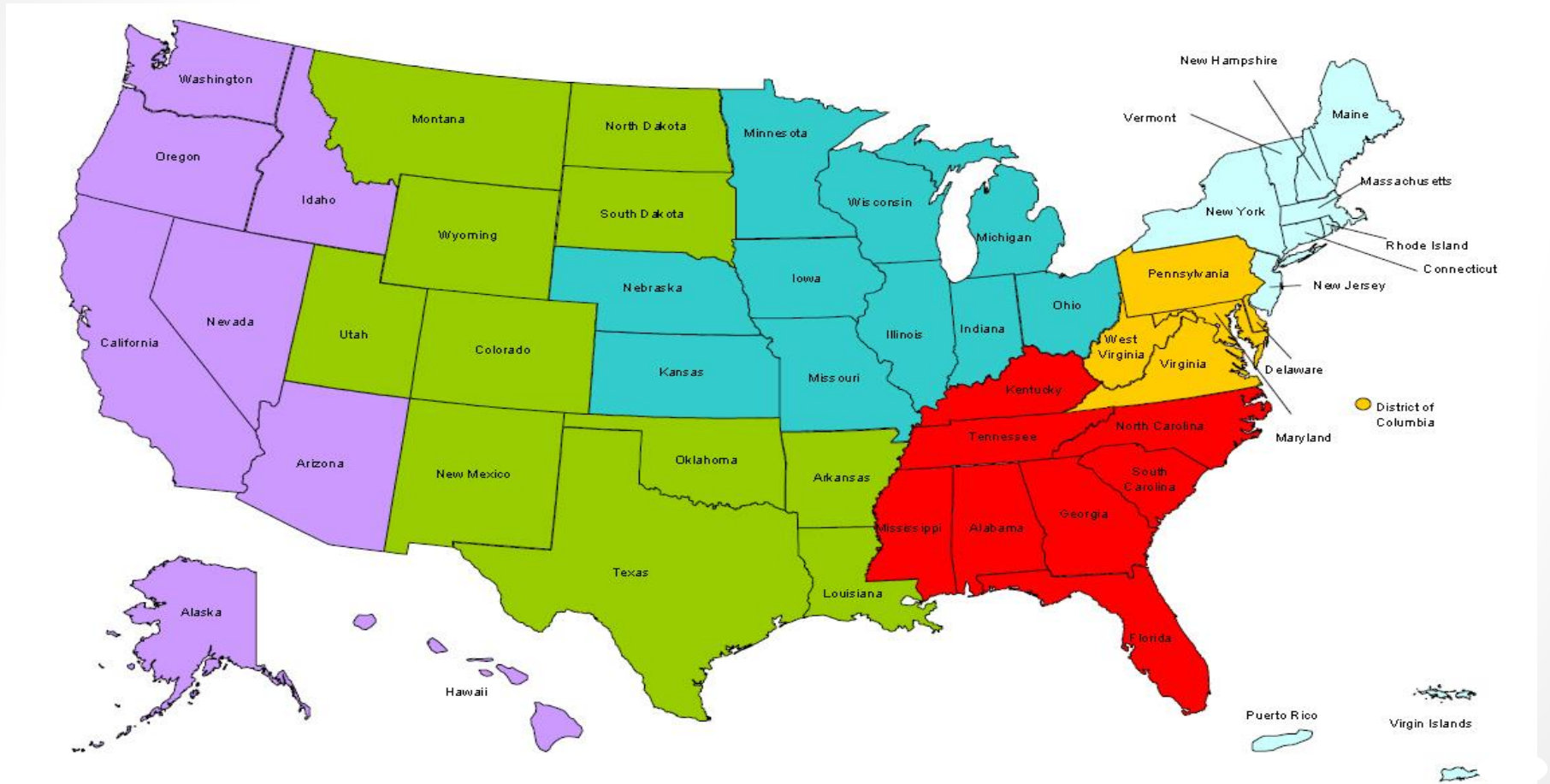


EMPLOYMENT AND TRAINING ADMINISTRATION
UNITED STATES DEPARTMENT OF LABOR



WHERE ARE YOU?

Enter your location in the Chat window – lower left of screen



OBJECTIVES

- ✓ Learn some strategies to gaining traction with employers and building the credibility and trust needed to develop industry champions
- ✓ Attendees share their challenges/barriers and receive technical assistance from peers



AGENDA

■ Opening Presentation (20 minutes)

- *Patricia Maguire, Facilitator – Set context & introduce speakers*
- *Kristina Payne, Field Expert – Lane County Sector Strategy Team*
- *Michael Baker, Field Expert – Accelerated Training for Illinois Manufacturing*

■ Facilitated Breakout Rooms (25 minutes)

- *Attendees will be divided into two rooms*
- *A facilitator (Gretchen Sullivan or Patricia Maguire) and Field Expert will be in both rooms*

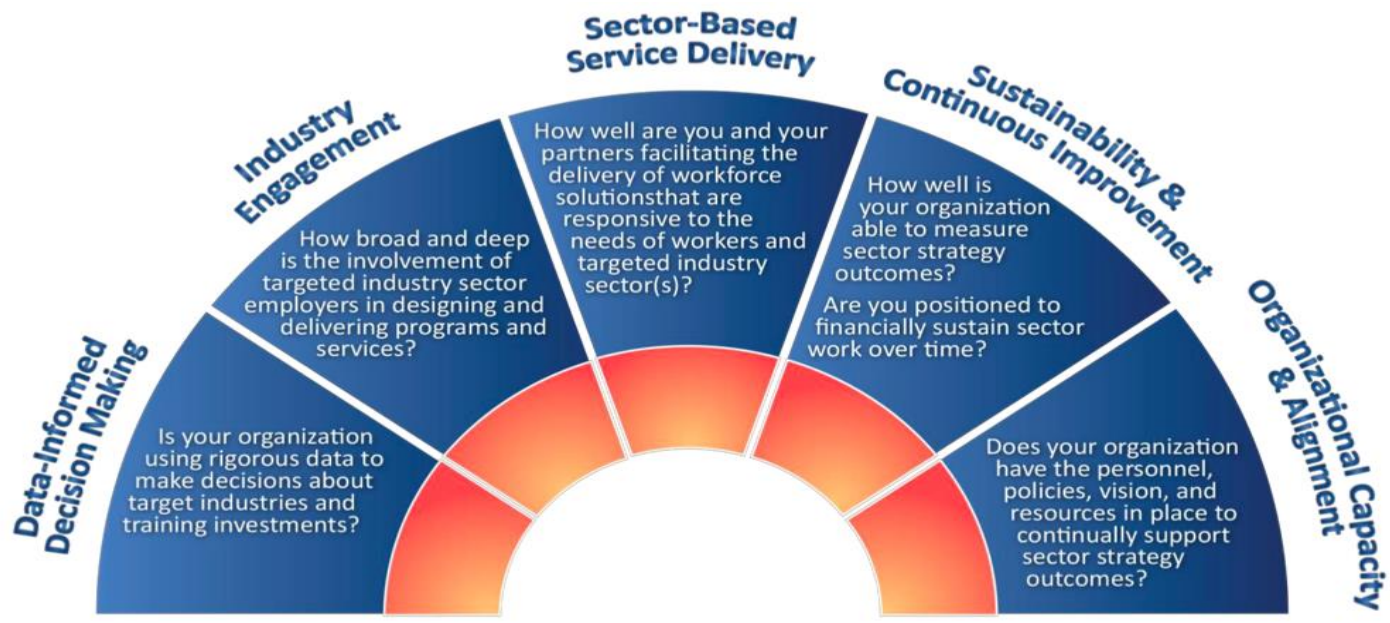
■ Re-Convening Q&A (15 minutes)

- *Facilitators will briefly summarize discussion from their room*
- *Additional Q&A*



ETA SECTOR STRATEGIES FRAMEWORK

- A sector strategy is a partnership of **multiple employers** within **a critical industry** that brings together education, economic development, workforce systems, and community organizations to identify and collaboratively meet the **workforce needs** of that industry within a **regional labor market**.



JFF's A GUIDE TO ENGAGING EMPLOYERS

Figure 1. Ladder of Employer Engagement

New Relationship		Working Relationship		Strategic Partnership	
	Level I	Level II	Level III	Level IV	Level V
Key employer role	Advising	Capacity-building	Co-designing	Convening	Leading
Stage of relationship	Initial contact / new relationship	Establishing trust and credibility	Working relationship	Trusted provider and collaborator	Full strategic partner
Activity examples	Discuss hiring needs, skills, competencies; advise on curricula; contract training; hire graduates	Job site tours; speakers; mock interviews; internships; needs assessment; loan/donate equipment; recruiting	Curriculum and pathway development; adjunct faculty and preceptors	College-employer sectoral partnerships	Multi-employer / multi-college partnerships



INDUSTRY CHAMPIONS

CO Regional Sector Partnership Workbook

- Champions vs Representatives
- Doers vs talkers

CommCorp Partnerships Guide

- Business leaders that believe in our work,
- are committed to our vision,
- and are willing to use their power and prestige to garner support for our efforts

ETA Sector Strategies Guide

- Champions help convene the larger group of employers.
- Invitations to the first meeting come from the workforce boards and industry champions.



MEET OUR PRESENTERS



■ **KRISTINA PAYNE**

Executive Director

Lane County Workforce
Partnership (Eugene, OR)

■ **MICHAEL BAKER**

Project Director

Accelerated Training for Illinois
Manufacturing



BETTER TOGETHER



Kristina Payne, Lane Workforce Partnership



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SECTOR  STRATEGIES

“Don’t you guys ever talk to each other?”

“I answered all of the questions on that survey you sent out...what ever happened to that?”

“You want me to come to another meeting to talk about my business needs...and then what will happen?”

“Who do I need to talk to in this town in order for something to happen?”

Sector Strategies...All groups working from the same game plan...

- All of us are still meeting our organizational missions – but we are **consistent with our message** – and we are consistent in our understanding of what the industry wants
- We are all still meeting with, talking to, and working with businesses...**just more intelligently and collectively**

Truly Listen to All Needs

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“How can I learn about your company’s needs if you keep interrupting me?”

Letting the experts do what they do best...

- Leading efforts
- Following-through on commitments
- Convening business and community leaders
- Carrying the message forward

Capturing, Reporting, and Celebrating our successes together!

DO'S AND DON'TS



Michael Baker, ATIM



WHAT CAN RESULT FROM A SECTOR PARTNERSHIP?

WORKFORCE SOLUTIONS

Education & Training

- Definition and resolution of key human capital issues
- Short term training (skills, licences, etc.)
- Consortia training
- Incumbent worker training (skills, safety, management, other)
- Long term training and education programs (including career pathways)
- Entry-level skills development
- Work Readiness programs (basic, soft)
- Work experience/internships (esp. Youth)
- Apprenticeships

Non-Training

- Work reorganization (org charts, advancement, hiring planning, etc)
- Improved HR practices
- 3rd party screening/assessment

- Hire local campaigns (industry driven)
- Resolved retention issues
- Aligning job descriptions with actual KSAs
- Career awareness campaigns (esp. Youth)

ECONOMIC DEVELOPMENT SOLUTIONS


- Company to company networking
- Shared marketing and branding of region and industry
- Supply chain mapping – local suppliers
- Shared costs related to transportation of materials and products
- High skilled worker recruitment/Spouse support programs
- Shared community improvement efforts
- Industry associations (if they don't exist)

... and more.

WHAT WORKS WELL (AND NOT SO WELL)



Clusters of companies
Employers as partners
Industry-driven
Regionally-based
Existing industry strength or emerging specialty
Industry competitiveness/growth
Opportunity-focused
Employer priorities first
Champion-driven
Coalitions of the willing
People and relationships
A disciplined, replicable process



Individual firms
Employers as customers
System- or institution-driven
Statewide top-down or too local
Wishful thinking
Workforce only
Problem-driven
Target populations first
Representation-oriented
The futile search for consensus
Organizations and jurisdictions
A mysterious, unique occurrence

<u>DO:</u> Your Homework	What do they do? How do they do it? US/Global trends for their sector & industry? Where are they in the supply chain?
Become a Familiar Face	Go to Them Speak & network at THEIR meetings
Get past the Gatekeeper	Leverage mutual relationships & networks Get to highest ranking person w/ 1 degree of separation
Ask relevant ??s then LISTEN	Validate homework Get the “Paul Harvey” Leave knowing the root cause(s) of any issues
Get known as valuable partner	<u>Find a way to improve their profitability</u> Get written endorsements from businesses you’ve helped
Make it Easy	Reduce Red Tape to the Nth Degree Use Lean Principles
Regular Care & Feeding	Follow Up w/o Pestering Be prepared to invest adequate resources

DON'T:

Waste
Time

Only purposeful meetings as needed

Don't ignore input

Rely on 1
strategy

NO 1-size-fits-all

Every business and situation is unique

Stay in
your silo

Be mindful of all resources that can help

Cross-program collaboration

Avoid data wars, government jargon & acronyms

Pressure
to sign up
with WIOA

Provide options

Be ready when THEY are ready

Over
Promise

Manage expectations

Make sure you're speaking the same dialect

Take the
relationship
for granted

DON'T GO THROUGH THE MOTIONS

Cultivate multiple long-term contacts

RESOURCES

- **ETA SECTOR STRATEGIES FRAMEWORK & ASSESSMENTS:**
<HTTPS://BUSINESSENGAGEMENT.WORKFORCEGPS.ORG/>
- **JFF's A RESOURCE GUIDE TO ENGAGING EMPLOYERS:**
<HTTP://WWW.JFF.ORG/SITES/DEFAULT/FILES/PUBLICATIONS/MATERIALS/A-RESOURCE-GUIDE-TO-EMPLOYER-ENGAGEMENT-011315.PDF>
- **SECTOR PARTNERSHIP-BASED EMPLOYER ENGAGEMENT: A FRAMEWORK FOR ILLINOIS:**
HTTPS://WWW2.ILLINOISWORKNET.COM/WIOA/NETWORK/DOCUMENTS/ILSECTORBASEDEMPENGVISION_FINAL_20150513.PDF
- **LANE COUNTY SECTOR STRATEGY TEAM:**
<HTTP://WWW.LANeworkFORCE.ORG/IMPACTS/SECTOR-STRATEGIES/>



BREAKOUT DISCUSSION QUESTIONS

- **How do we know when we are “ready” for sector partnerships?**
 - *What is the depth of your employer relationships?*
 - *How long have you been adding value?*

- **Who is the right convener of the sector employers?**
 - *Ego aside, who has the most meaningful relationship with employers and the capacity?*

- **What is the appropriate role of the Workforce Board in your region/area?**
 - *What are the pros/cons of WDB as convener vs active partner?*



BREAKOUT FACILITATORS

■ Breakout 1 Facilitator

- ▣ Patricia Maguire, Senior Program Manager, Jobs for the Future

■ Breakout 2 Facilitator

- ▣ Gretchen Sullivan, Senior Consultant, Maher & Maher



QUESTION & ANSWER SESSION



SPEAKERS' CONTACT INFORMATION

Speaker: Kristina Payne
Organization: Lane County Workforce Partnership
Email: kristinap@laneworkforce.org

Speaker: Michael Baker
Organization: Office of Employment & Training, Illinois
Department of Commerce & Economic Opportunity
Email: michael.baker@illinois.gov

Speaker: Patricia Maguire
Organization: Jobs for the Future (JFF)
Email: pmaguire@jff.org



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Thank

You

