



Lindsey Woolsey, President, The Woolsey Group

CASAS Summer Institute – June 14, 2017

www.NextGenSectorPartnerships.com

At Stake: Rebuilding the Middle Class

- Changing skill demands in the economy are leading to **Job Polarization in the U.S. labor market.**
- The **U.S. workforce is not keeping up** with international competition.
- The solution is the creation of talent development pipelines that **align education, workforce & economic development** programs and systems.

Excerpts from:

Garrett C. Groves

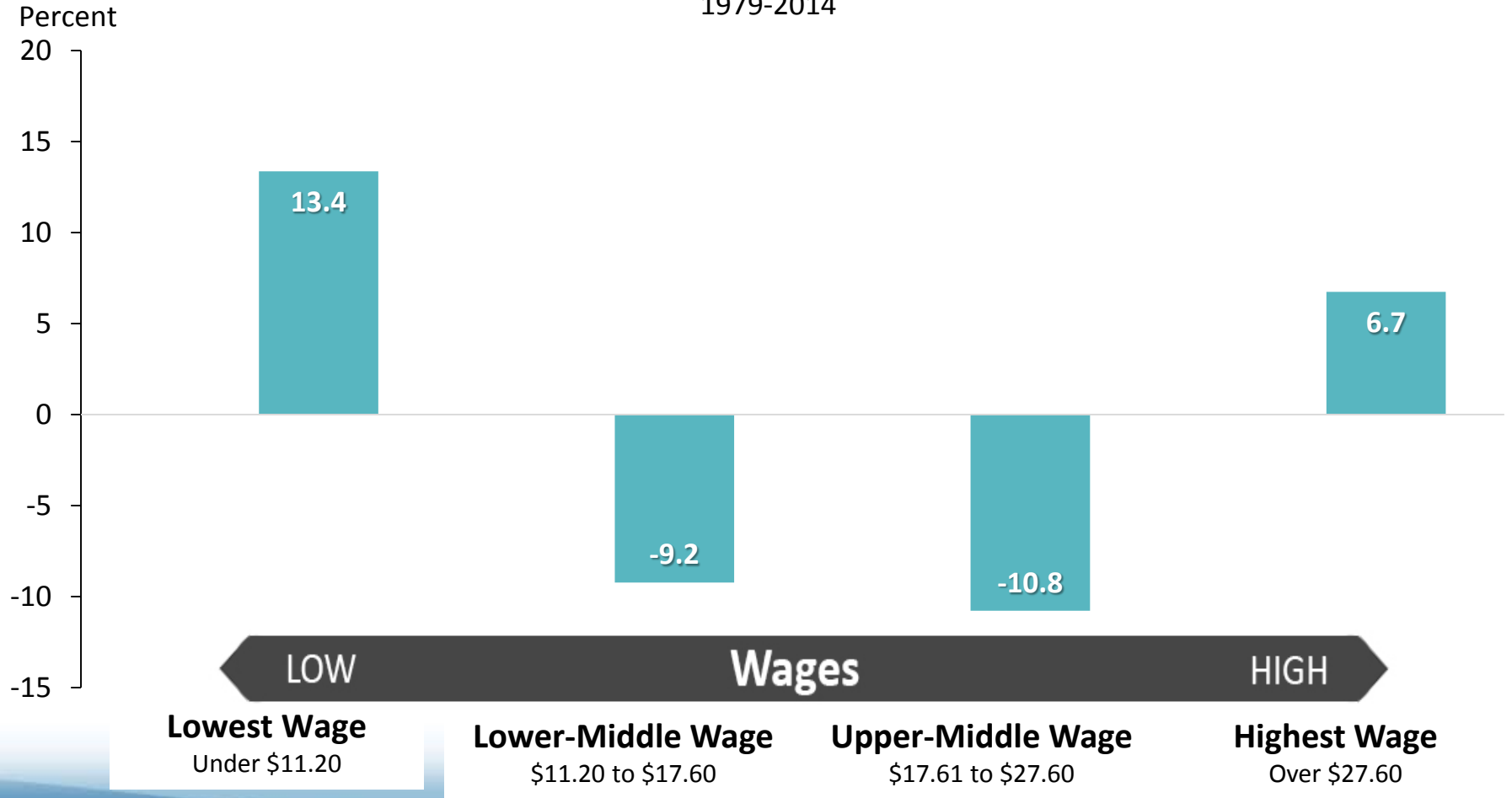
Visiting Scholar at the Federal Reserve Bank of Dallas

Center for Public Policy Priorities, Austin, TX



Wage Polarization is Shrinking the Middle Class

Percent Change in Share of Jobs by Wage in the United States
1979-2014



NOTES: Calculations include workers over age 15 with positive wages and exclude the self-employed. Quartiles based on the Texas and US wage distributions from the 1980 decennial census, which refers to 1979 wages.

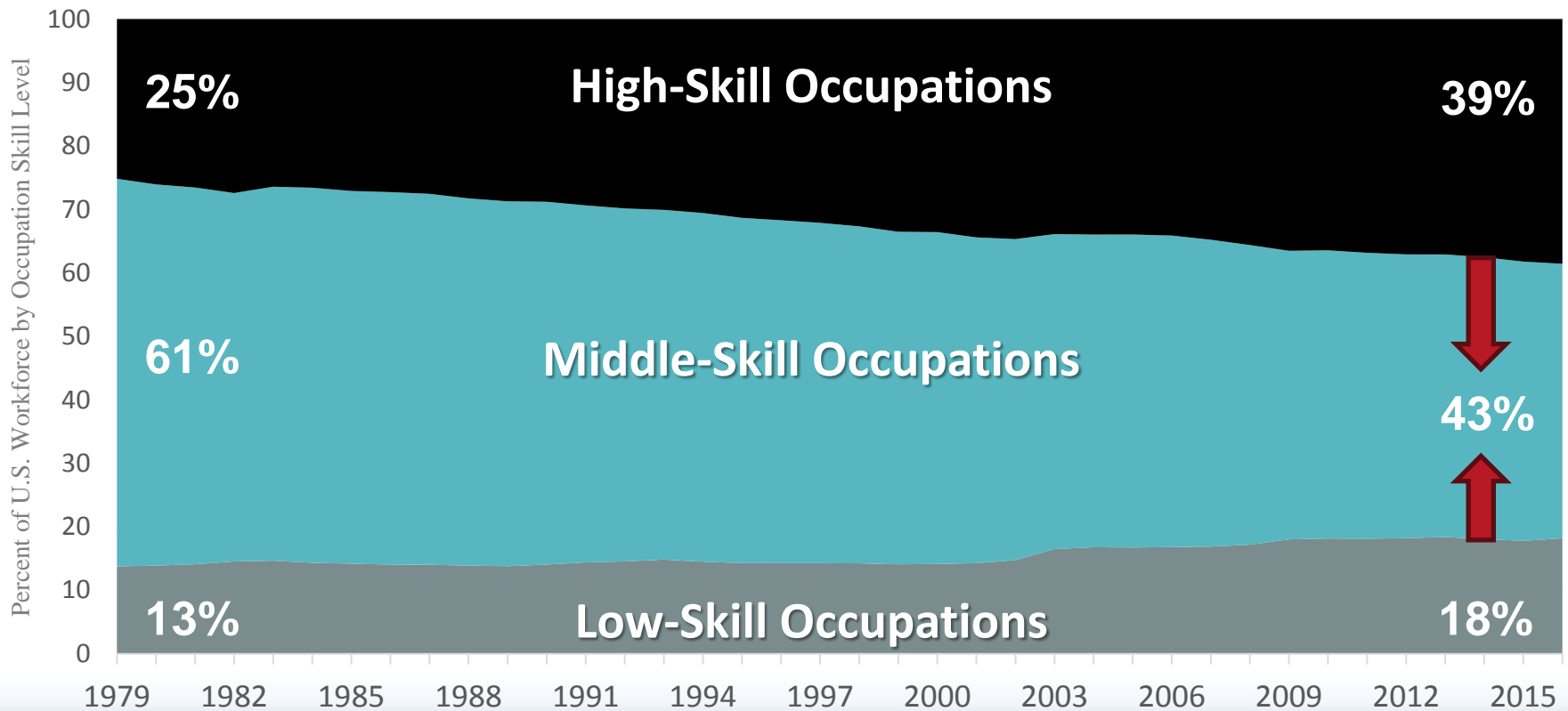
SOURCES: 1980 Census; 2014 ACS; "Employment Growth and Labor Market Polarization," Chapter 7, Ten-Gallon Economy: Sizing Up Economic Growth in Texas by Pia M. Orrenius [Jesus Cañas](#) and Michael Weiss, 2015.

Changing Workplace Skills

U.S. Economy Shifting Away from “Blue and White Collar” Jobs in the Middle

Employment Shares by Skill Level

January 1979 - September 2016



SOURCE: The original chart is from “The Vanishing Middle: Job Polarization and Workers’ Response to the Decline in Middle-Skill Jobs,” by Didem Tuzemen and Jonathan Willis, Federal Reserve Bank of Kansas City, 2013. The original chart has been updated to begin in 1979 and end in September 2016. Data were provided by Didem Tuzeman.



THE VANISHING MIDDLE

Job Polarization in the United States

High-Skill Occupations

Workers with analytical ability, problem solving, and creativity.

~~Traditional Middle Skill Occupations~~

~~Workers who perform routine tasks that are procedural and repetitive~~

Low-Skill Occupations

Workers who perform service oriented and manually intensive labor



New High-skill Occupations

Bachelors Degree and Above

New Middle-Skill Occupations

Associate Degree or Certificate with Labor Market Value

Low-Skill Occupations

Workers with no formal education beyond high school.

The Responsibility of every community. . .

**Growing
Good Jobs**

+

**Connecting
People with
Good Jobs**

A TYPICAL STATE OF PLAY



City Economic
Development
Organization



Community
College



Private
Training/school



Community
Training
Centers



Chamber of
Commerce



Community
Based Org



County
Economic
Development
Organization



University



Regional
Economic
Development
Organizations



Adult Basic
Education



Workforce
Development
Board

Community
Based Org



County
Economic
Development
Organization



University



K-12 CTE



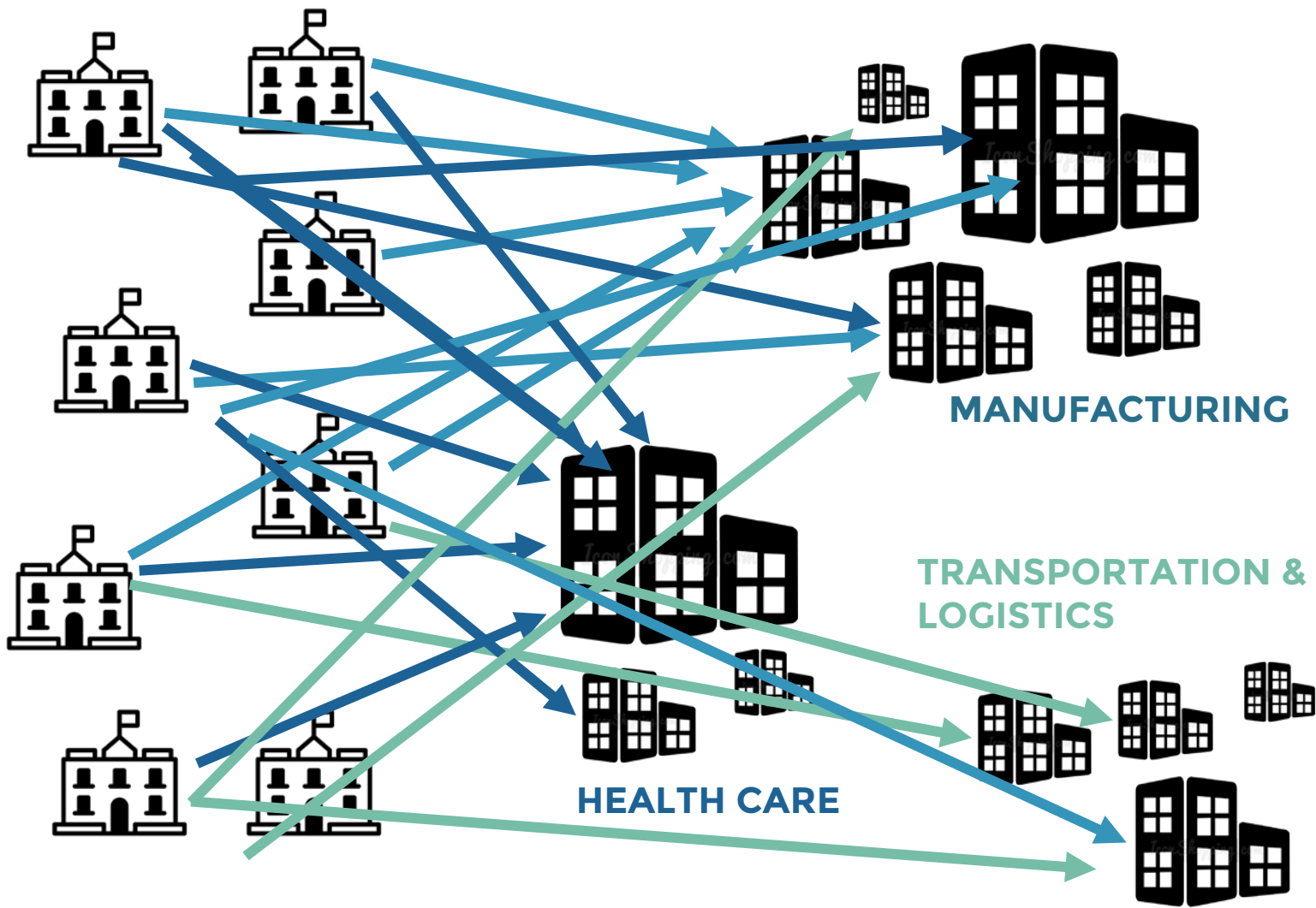
Job Center
services



VR, Vets,
Older Worker
Programs



University



THE PROBLEM

- Collaboration is really hard – no one's in charge, everyone's busy
- No Common Point of Accountability
 - Different missions, funding streams, performance metrics, etc.
- Temporary Common Points of Accountability created via grants
 - E.g temporary shared target population (Opportunity Youth, Vets, Low-income, STEM students, etc)
- Everyone hearing same call-to-action: more, better, stronger partnerships with industry

... AT WHAT RISK?



UNINTENDED CONSEQUENCES

1. Employer fatigue (or some missed altogether)
2. No critical mass of employers = no integrity in how training programs are developed.
3. Students/jobseekers don't get the *right* education at the *right* time. *Think about student perspective.*
 - *"This is the door I went in. It must be the right door."*
 - *"This is where I am now. I better make the best of it."*
4. Undersupply the labor market = companies leave.
5. Over-saturate the labor market = people don't get jobs + wage depression.

THE ALTERNATIVE

Instead of engaging employers around *our* agenda...

- Developing a new training program
- Advising on curriculum
- Writing a letter of support for a new industrial park

...business leaders define and champion their *own* agenda and public partners participate as supporters.

A DIFFERENT WAY OF DOING BUSINESS

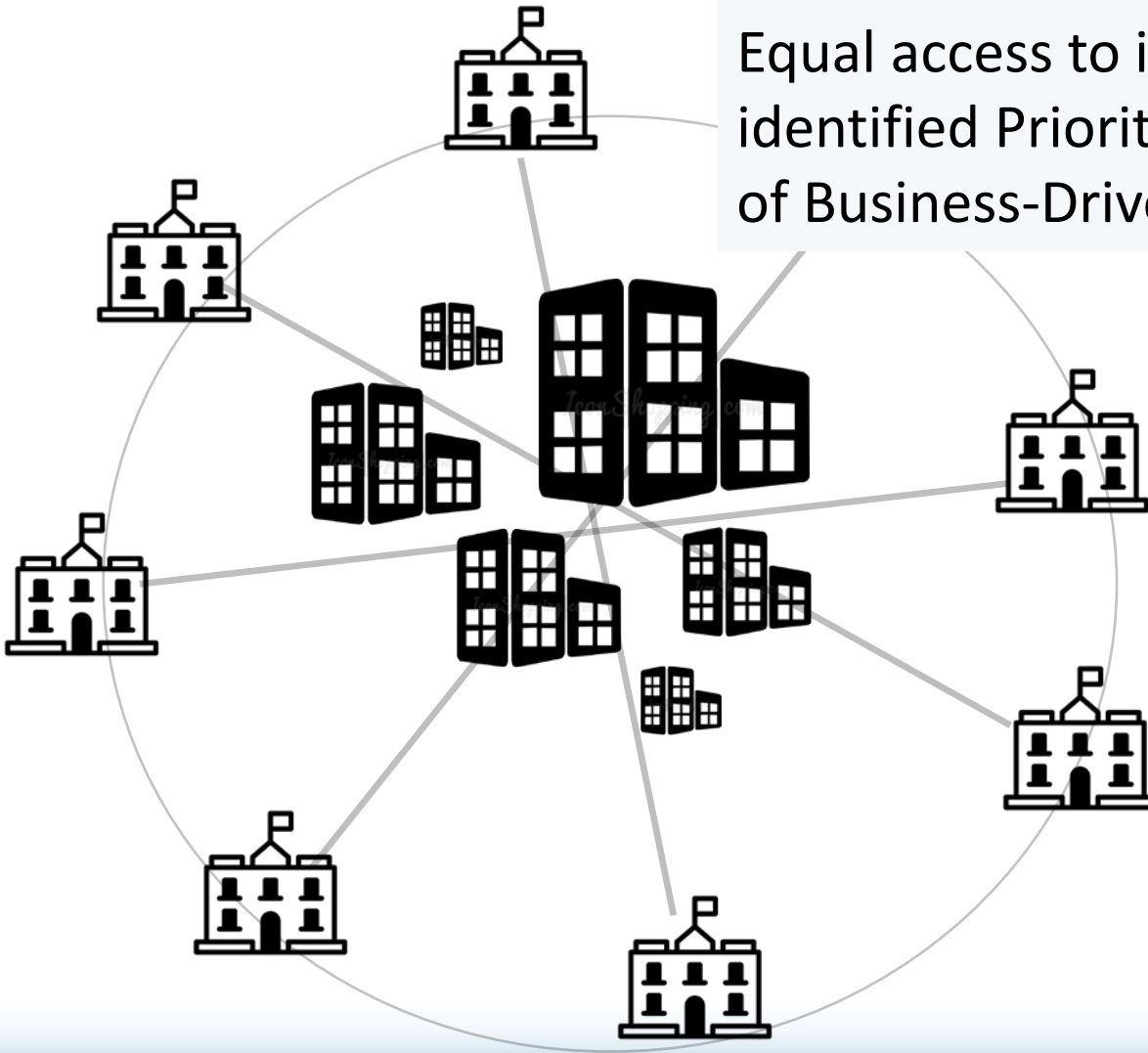


A DIFFERENT WAY OF DOING BUSINESS



A DIFFERENT WAY OF DOING BUSINESS

Future State: The Shared Table –
Equal access to industry-
identified Priorities at the Center
of Business-Driven Partnership



www.nextgensectorpartnerships.com

Next Generation Sectors Acad X

www.nextgensectorpartnerships.com

Apps iGoogle Timesheet Wave Accounting MUSIC Time Zone Converter The 65

Industry-led, community-supported partnerships that strengthen regional economies and connect people to jobs.

Next Gen Sector Partnerships
from Next Gen Sector Partnerships

NEXT GENERATION SECTOR PARTNERSHIP

ADULT BASIC EDUCATION

UNIVERSITY

K-12 CTE

CHAMBER of COMMERCE

ECONOMIC DEV. ORG.

WORKFORCE DEVELOPMENT

COMMUNITY COLLEGE

COMMUNITY ORG.

04:20

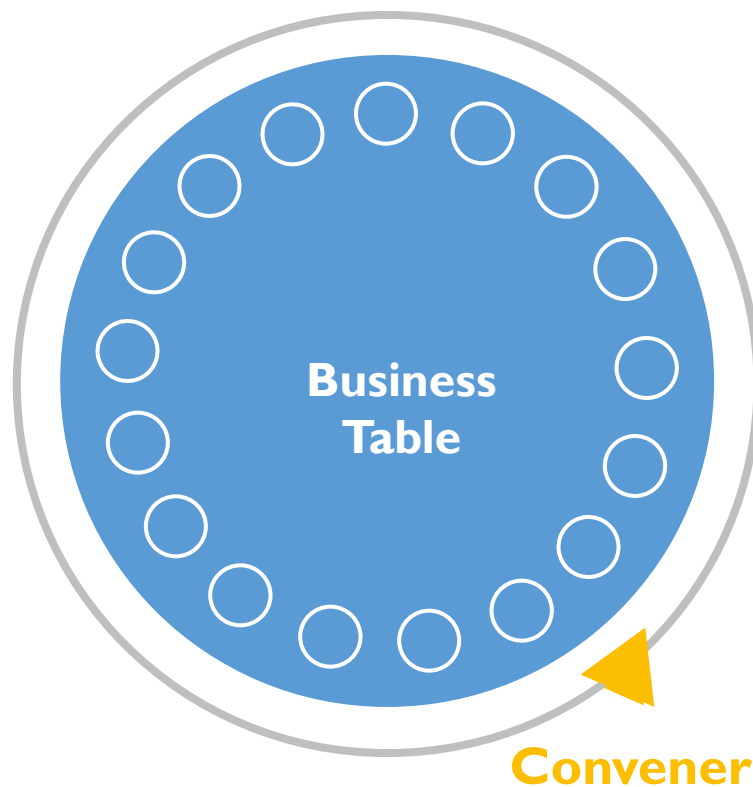
HD vimeo



A DEFINITION: NEXT GENERATION SECTOR PARTNERSHIPS

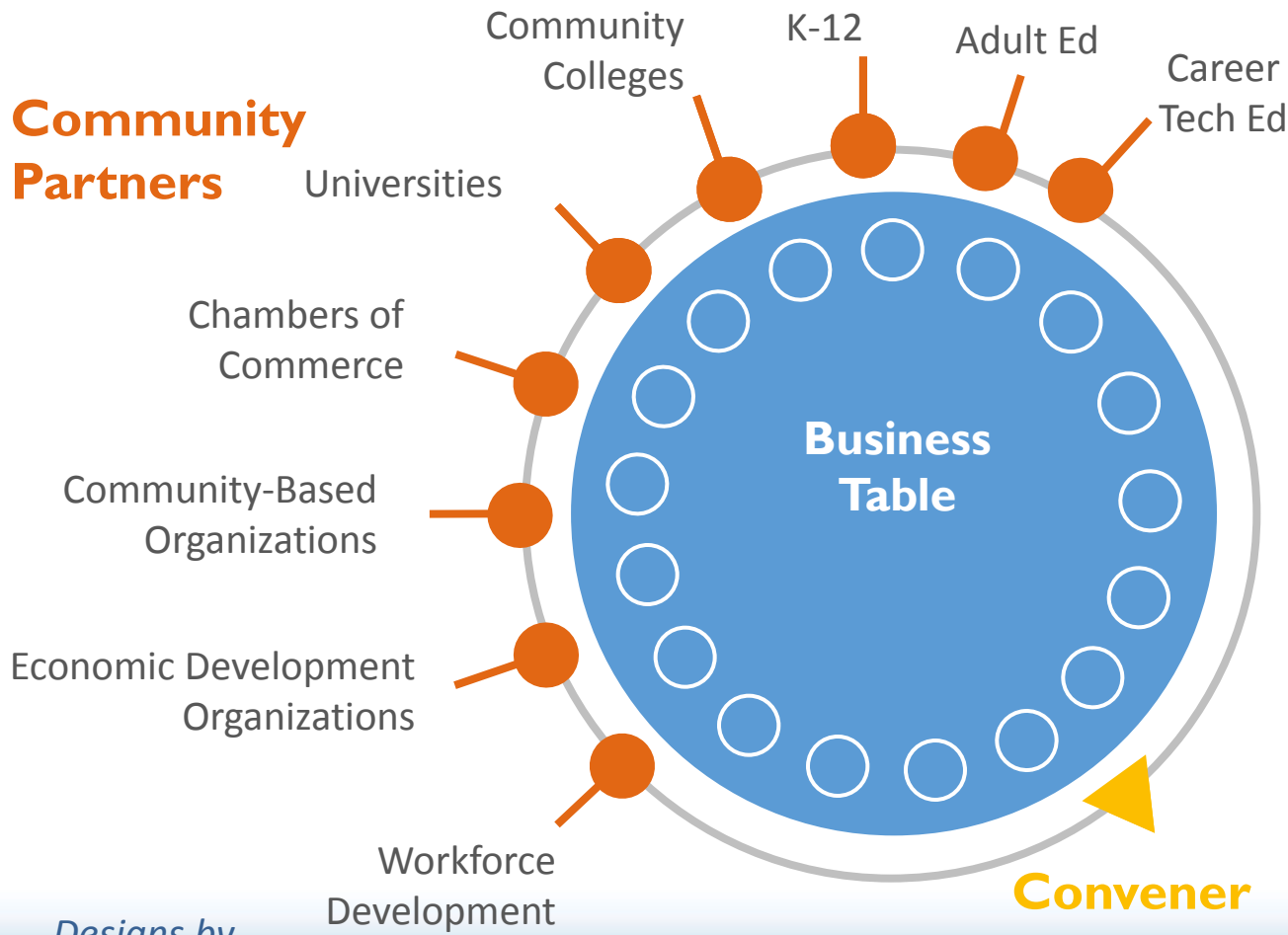
Regional partnerships of **business leaders** within one industry, who work together with **public partners** from economic development, workforce development, education and training, and other community organizations, to address the shared workforce and broader **competiveness needs** of their industry.

INDUSTRY-LED SECTOR PARTNERSHIP



Designs by

INDUSTRY-LED, COMMUNITY SUPPORTED SECTOR PARTNERSHIP



Designs by

FOUR OPERATING PRINCIPLES

1. Industry pull vs. program push
2. Shared table (not owned by any single institution or system)
3. Business/industry invested for the long haul
4. Integrated response from education, workforce and economic development vs. one-off solutions

NEXT GEN SECTOR PARTNERSHIPS ARE DIFFERENT FROM:

- Workforce Development Board
- Chamber of Commerce
- Education Advisory Board
- Career Pathway Employer Groups
- Economic Development Organization
- Industry Association
- Focus Groups

WHAT DO PARTNERSHIPS ACCOMPLISH?

Education and training

- Definition and resolution of key talent issues
- Short-term training
- Consortia training
- Incumbent worker training
- Long-term training and education programs (including career pathways)
- Work based learning

Non-training

- Improved HR practices
- Third party screening and assessment
- Hire local campaigns
- Career awareness campaigns
- Aligning job descriptions with actual KSAs

Economic Development

- Shared marketing and branding of the region and industry
- Supply chain mapping and coordination
- Shared transportation costs
- Infrastructure improvement
- Regulatory or permitting process streamlining
- Company-to-company networking



WHY A NEXT GEN APPROACH?

Impact of Partnership on Businesses

- 82% of partnerships have businesses with new or enhanced products and/or markets
- 91% of partnerships have businesses that found employees with the skills and experiences their business needs
- 82% of partnerships have businesses that have developed new recruitment practices

Impact of Partnership on Jobseekers and Students

- 71% increased student/jobseeker awareness of training/education programs.
- 62% experienced increased program alignment across secondary, post-secondary, and/or workforce programming.
- 67% enhanced existing or developed new training/education program(s).


Ask me about these Partnerships:

1. Shasta Healthcare Partnership, Mt. Shasta, CA
2. East Bay Transportation and Logistics, East Bay, CA
3. Olympic Construction Partnership, Olympic Peninsula, WA
4. Central West Texas Healthcare, Abilene, TX
5. North East Louisiana Healthcare Partnership, Monroe, LA
6. Gallatin Valley Manufacturing Partnership, Livingston, MT
7. Klamath Basin Agriculture Partnership , Klamath, OR
8. Southern Oregon Healthcare Industry Partnership, Coos Bay, OR
9. Northern Colorado Manufacturing Partnership, Ft. Collins, CO
10. Kingman Area Manufacturing Association, Kingman, AZ
11. Phoenix Healthcare Partnership, Phoenix, AZ
12. Tucson Healthcare Partnership, Tucson, AZ

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



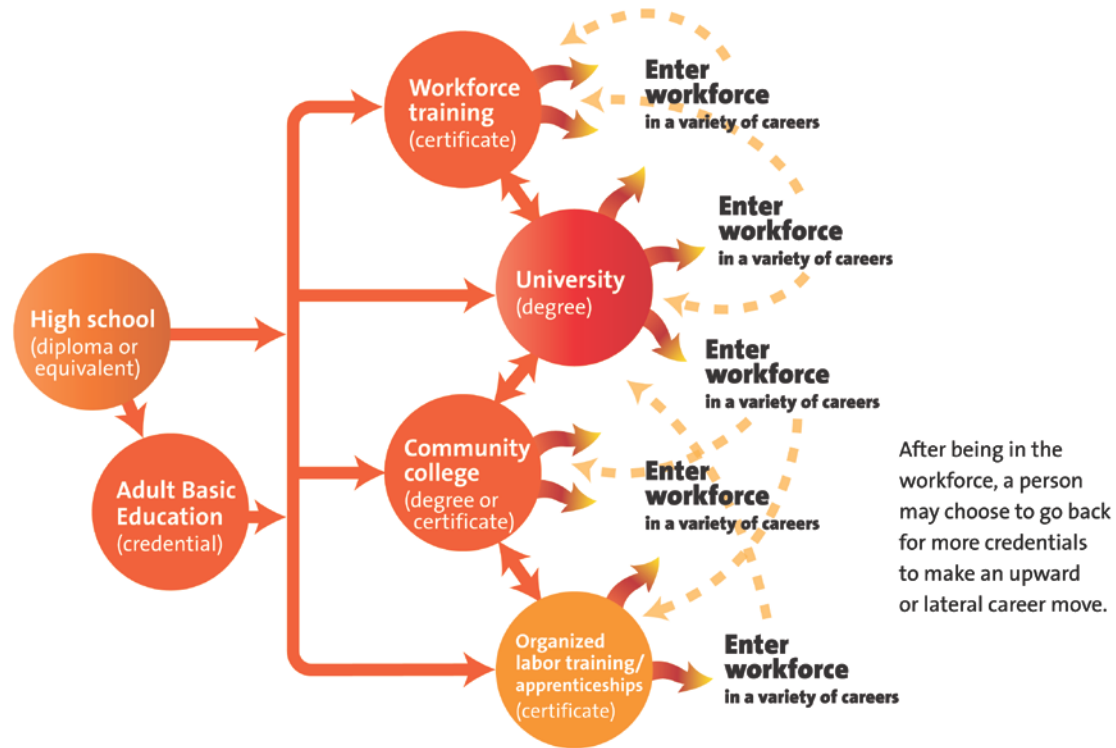
Individual firms
Employers as customers
System- or institution-driven
Statewide top-down or too local
Wishful thinking
Workforce only
Problem-driven
Target populations first
Representation-oriented
The futile search for consensus
Organizations and jurisdictions
A mysterious, unique occurrence

WHAT'S THE **BIGGER PICTURE?**

- How do Next Gen Sector Partnerships connect to career pathway systems-building?
 - Do they impact the economic health of our region?
 - How do they connect these pieces together?
- 

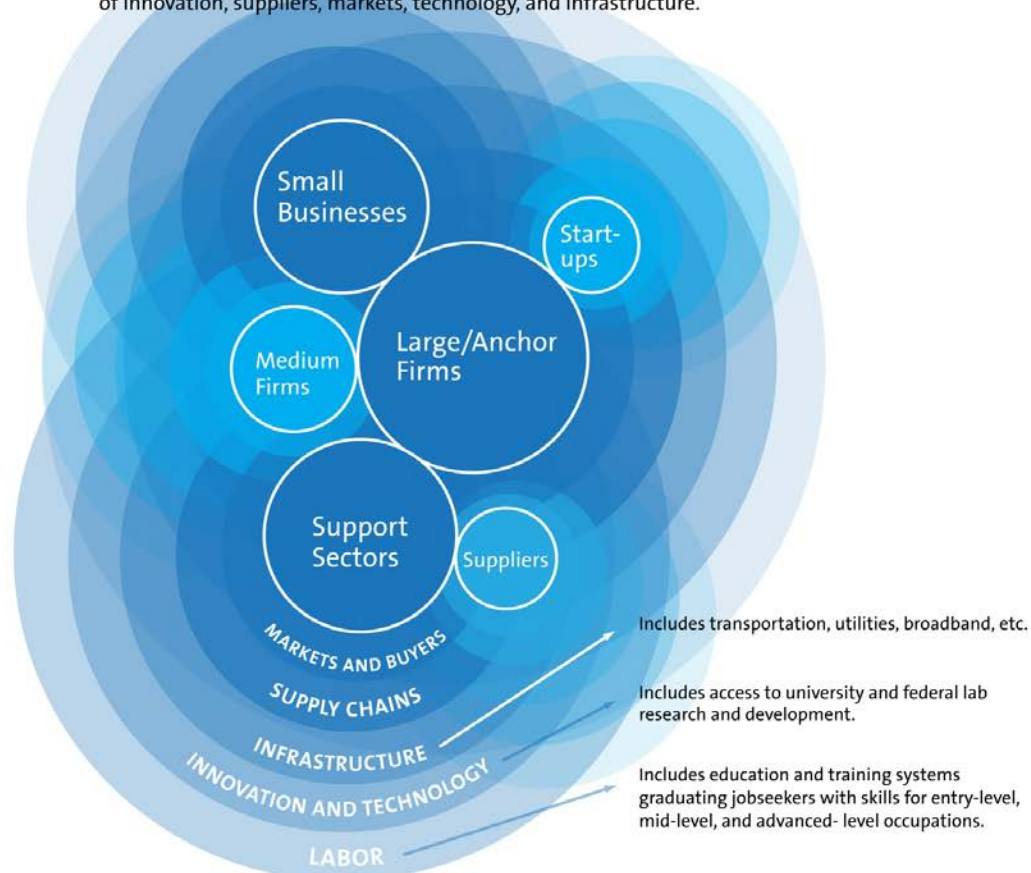
Career Pathways

Effective career pathways rely on coordination across education and training programs in order to offer a clear sequence of industry-relevant coursework and credentials to job seekers. Today's education and training programs include online and in-person opportunities.



Industry Cluster

An industry cluster consists of large and small firms in a single industry. Firms in industry clusters benefit from synergies of association related to shared labor, sources of innovation, suppliers, markets, technology, and infrastructure.

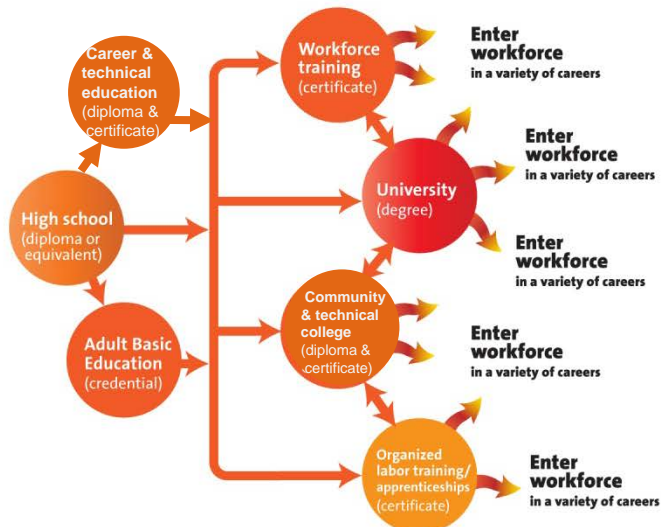


NATIONAL GOVERNORS ASSOCIATION

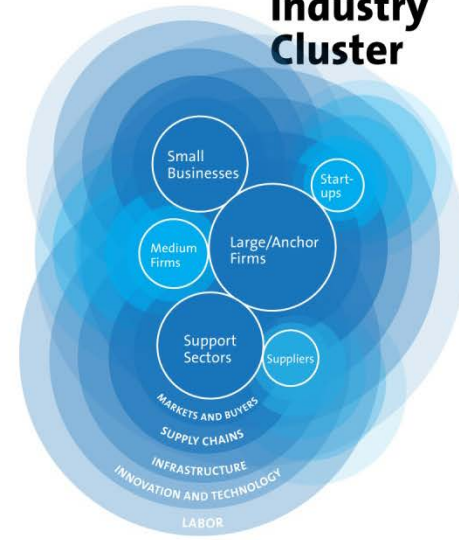
THE WOOLSEY GROUP

Slide content © 2013 by National Governors Association and The Woolsey Group. Use of the slides is encouraged but NGA and TWG logos must always appear in the slides.

Career Pathway System

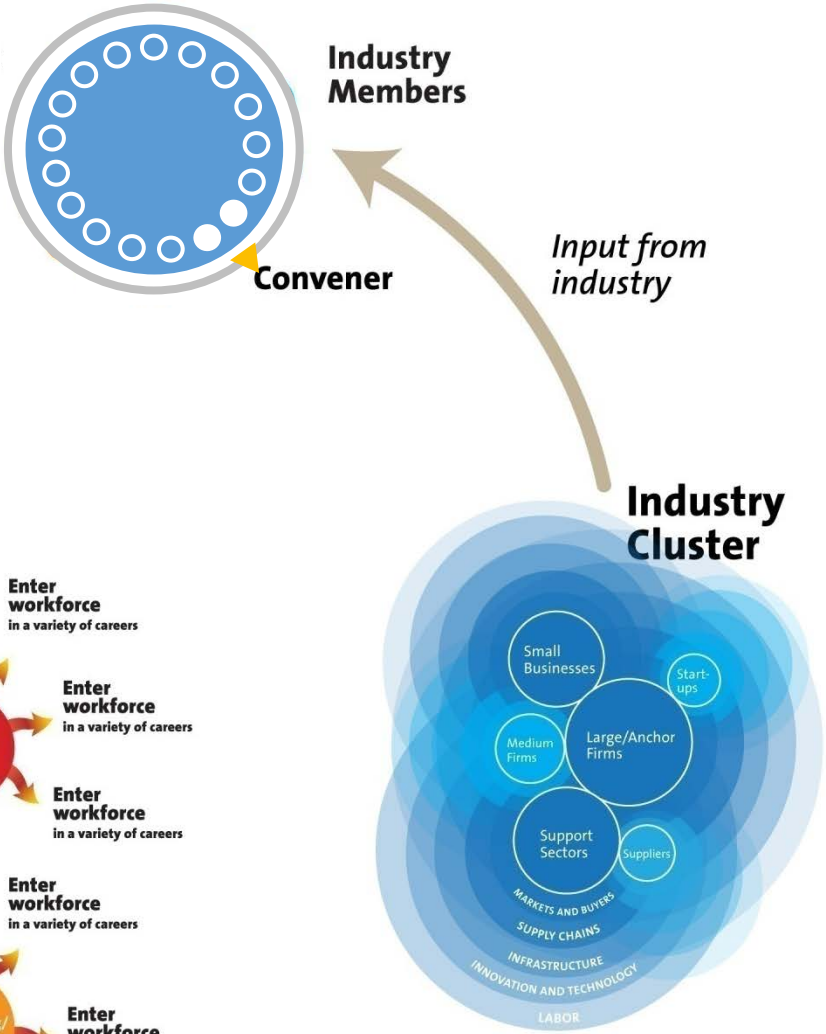


Industry Cluster

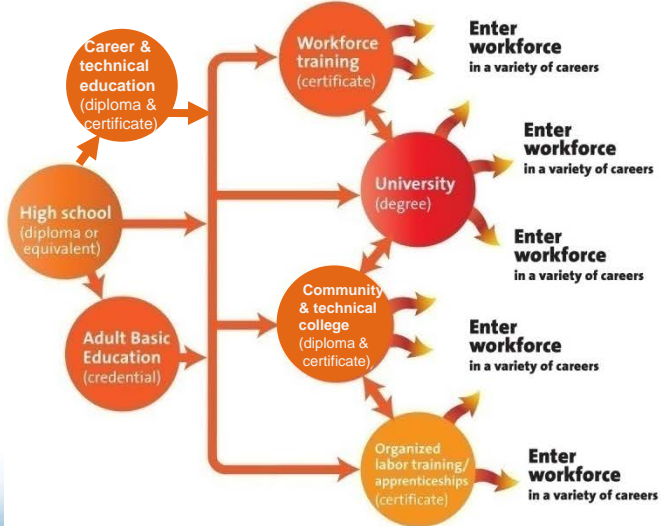


Designs by

Sector Partnership

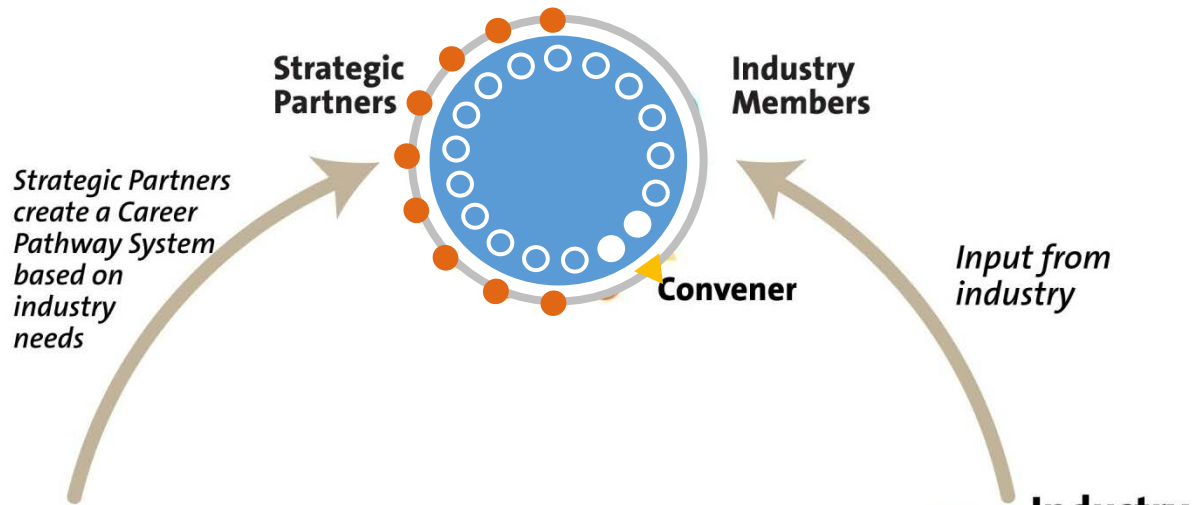


Career Pathway System

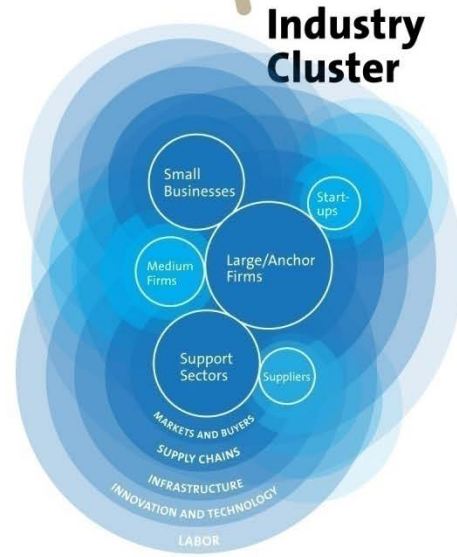
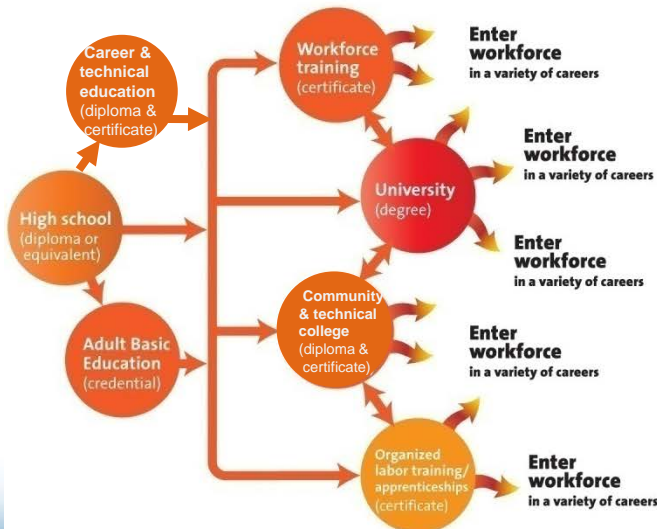


Designs by

Sector Partnership

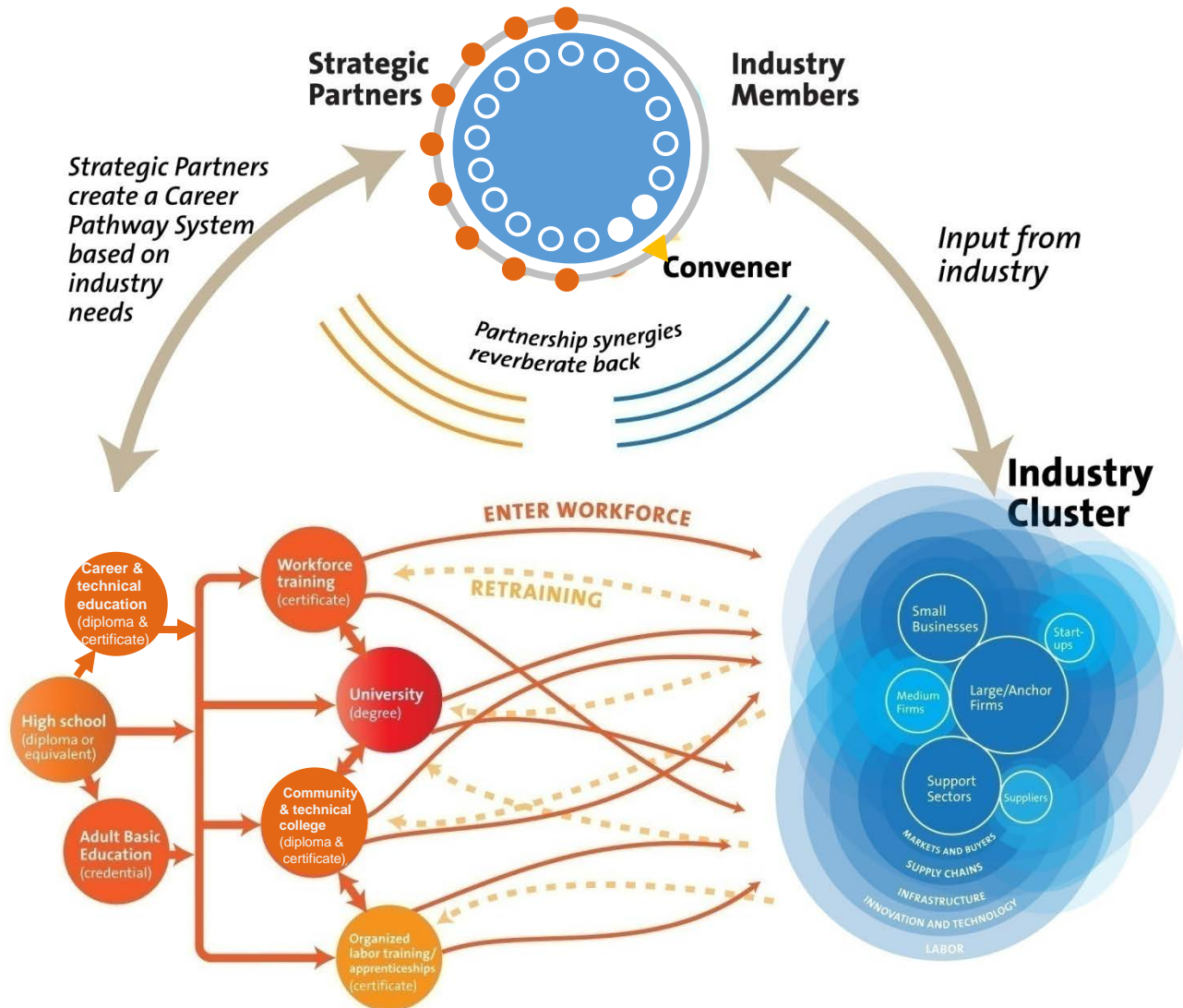


Career Pathway System



Designs by

Sector Partnership



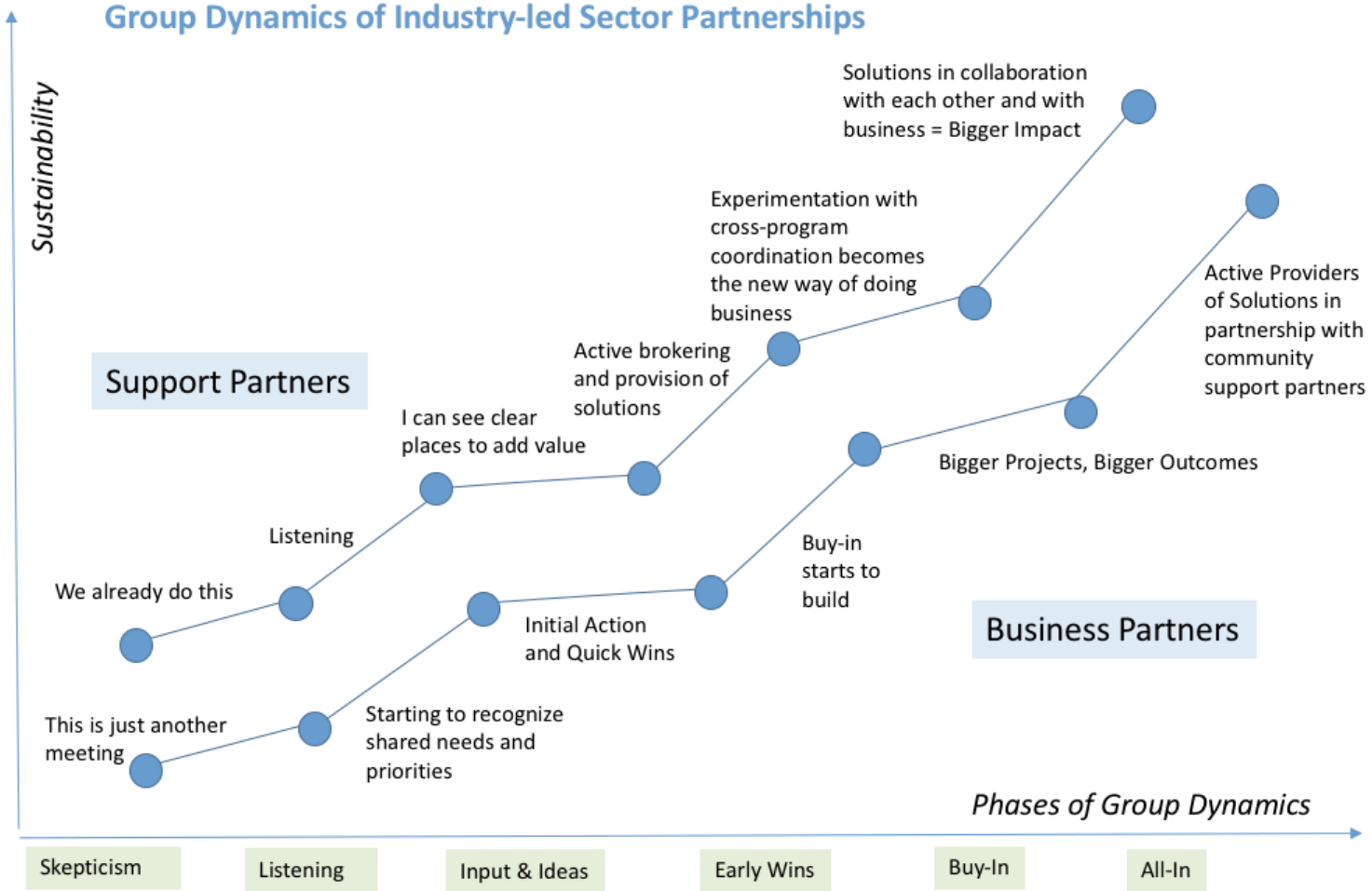
Designs by



Step-by-Step: Getting into the Disciplined Details



Turning Points as Partnerships Evolve





Training Manual

FEBRUARY 2017

Building Strong Next Generation Industry Sector Partnerships – Why This, Why Now?	1
Intended Audience	2
Module 1 The Step-by-Step of Building Strong Industry-led Partnerships	3
Definitions and Core Principles	3
Frequently Asked Questions	4
Lifecycle/Biorhythm of an Industry-led Partnership	4
Step-by-Step Process	6
Step 1: Build your Regional Support Team	6
Step 2: Define the Scope of Industry Focus	6
Step 3: Prepare to Launch	7
Step 4: Launch	8
Step 5: Move to Action: Organize the Aftermath and Begin Implementation	8
Step 6: Sustain and Evolve	10
Module 2 Coordinating Business Services & Outreach	11
Problem Statement	11
Response and Critical Decisions	11
Module 3 Serving Jobseekers and Students on the Frontline	13
The Core Strategy: Accurate Understanding of Industry Demand	13
Module 4 Connecting Industry-led Partnerships to Career Pathway Systems	14
Career Pathway Systems vs. Career Pathway Programs	14
Module 5 Success Metrics of Next Gen Sector Partnerships	15
The Bigger Picture	15
Categories of Measurement	16
Statewide Results	16
Acknowledgements	18
Appendix	19
2017 Next Gen Sector Partnership Academy Team Time Worksheets	19
Many Tables, Many Knocks	19
Preparing to Launch a Next Gen Sector Partnership	21
Building Momentum & Sustaining Your Sector Partnership	22

MODULE 1: The Step-by-Step Process of Building Industry-Led Sector Partnerships

- Step 1: Build Your Regional Support Team
 - Frequently Asked Questions about Next Gen Sector Partnerships
 - Universe of Connections Diagramming Exercise + Guiding Discussion Questions
 - Building your Non-Industry Support Team: A Sample Work Session
- Step 2: Define the Scope of Industry Focus
 - Getting the Scope Just Right
 - How to Use Labor Market Information
 - Sample Regional Labor Marketing Information Profiles for Oregon's Regions
 - Industry Readiness Worksheet
 - Aspen Institute's Targeted Industry Sector Worksheet
- Step 3: Prepare to Launch
 - Preparing to Launch Worksheet
 - How to Choose an Industry Champion
 - Talking Points to Recruit Champions
 - Sample Launch Invitation Letter
- Step 4: Launch
 - Suggested Meeting Setup
 - Sample Launch Agenda
 - Detailed Launch Facilitation Guide
 - Simulations - Facilitating a Launch Meeting
 - A 45-minute video of a 2016 launch simulation from the Hawaii Sector Summit
 - A more in-depth series of videos from 2013 provided by the Colorado Workforce Development Council
- Step 5: Move to Action: Organize the Aftermath and Begin Implementation
 - The Task Force Model
 - Influence Map + Tipping the Sales Assessment: Getting the Right People to Do the Job
 - Roles and Responsibilities of industry champions, broader industry partners, conveners, core support partners, and broader community partners
 - Sample implementation plan
- Step 6: Sustain and Evolve
 - Red Flags and Green Lights
 - Funding Considerations for Mature Industry-Led Partnerships
 - Organizational Shifts for Long-Term Systems Linkages
 - Aspen Institute's Asset Spiral
 - Developing Leaders, Building a Movement

Mapping your Universe of Connections¹

Step 1: Brainstorm the Actors in your Universe

Think about the institutions, organizations and agencies involved (or that will be/should be involved) in your industry-led partnership activities. Brainstorm a list of the principal actors in each of these systems and organizations. E.g. think about trade associations, chambers of commerce, unions, workforce development organizations, education and training institutions, support service providers, investors, others. Where you can't name the principal actor (i.e. actual person with some influence in an organization), just list the organization.

Step 2: Code your Actors.

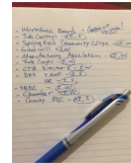
Take a moment to code your principal actors/organizations. Code them in two ways: 1) Mark them with an "V.I." for Very Important, an "I" for Important, and a "N.I." for Not Important, depending on how important you see their role in your industry-led partnership efforts; and 2) Mark them with a "S" for Strong relationship, a "M" for Mediocre relationship, and a "W" for weak relationship, depending on your relationship with each of them.

Step 3: Draw your Universe

You are the center of the universe (well, your universe anyway!). Start with a blank piece of paper. Draw yourself in the Center. Now draw all the other actors in your universe around you, as big circles if they are Very Important, medium circles if they are just Important, and small circles if they are Not Important. And draw them very close to you if you have a Strong relationship with them, far away from you if you have a Weak relationship, and somewhere in-between if the relationship is Mediocre. What do you notice? Any surprises? What's been confirmed for you? Do you see any strengths or opportunities you had not thought of? Any gaps you want to address? Is there a "system" here, or parts of a system, or just many independent actors?

Step 4: Be Someone Else

Imagine you are another actor on your list. Pick anyone. How would their Universe of Connections look? Where is your organization on their map? What relationships does that organization have that might be useful to you? What relationships do you have that might be useful to them?



YOUR SECTOR PARTNERSHIP: GETTING THE SCOPE JUST RIGHT

Ask yourself:

Is the Geography right for this partnership? Too big, too small? Just right?

- Too big: A whole state. Half a state. (Hint: put some parameters on your geographic reach like: strong identity for this industry in a particular area, like along a Highway corridor? Is this reach manageable, i.e. will we actually interact and encourage interaction?)
- Too small: A neighborhood (Why not? Because you won't get the depth and breadth you need to really address a target industry's needs)
- Just right: Start with your target industry's natural labor market region with parameters that will actually allow for a collective identity and employer-to-employer interaction. The geographic reach may expand or narrow over time.

Is the Scope of Industry right? Too broad, too narrow? Just right?

- Too broad: "Advanced Industries" defined as any industry that uses some advanced technology (bioscience + aerospace + IT, etc.). (Why not? You're taking on the world!)
- Too narrow: Tortilla Manufacturers. Physical Therapy providers. Trucking companies. (Why not? You'll end up with one short-term solution, not a partnership.)
- Just right: Advanced Manufacturing. Food & Beverage Manufacturing. Healthcare providers. Transportation and Logistics. (Why? Breadth and Depth)

What about employer champions? Membership? What is too big, too small? Just right?

- Too big: 150 employer champs at your launch meeting!
- Too small: 2 employer champs at your launch meeting! (If this happens, just have a conversation with them, ask them to help you build an invite list).
- Just right: Aim for 25-30 champs at your launch meeting, be happy if you get 10 or more. Aim for a broader employer membership of much bigger: 30-80 members, and over time expect to reach all or most of companies in your region and target industry, even if they are not active champs or members.

Are we expanding beyond our own jurisdictional boundaries?

- Don't just be a LWIB, economic development agency, college or single organization doing this work.
- Do expect that your support or partner team will be multiple lwibs, economic development agencies, colleges and other organizations.
- Do expect to cross city and county lines (no sector partnership is actually in just one if they're really looking at their natural labor market).



WHAT DOES IT TAKE?

STEP 1: Build a regional sector support team—a joint decision-making body and identify a neutral convener

STEP 2: Identify and agree on sectors that merit your collective action





STEP 3: PREPARE TO LAUNCH

1. Build a list of industry champions
2. Identify and cultivate potential business co-chairs
3. Co-chairs send out invitation & host launch meeting



STEP 4: LAUNCH

1. Get businesses leaders talking about opportunities
2. Identify shared priorities for action
3. End with commitments



STEP 5: MOVE TO ACTION

1. Form action teams around priority areas
2. Bring in the right support slowly and selectively
3. Focus on early wins
4. Sustain & evolve



Thank you!

www.NextGenSectorPartnerships.com