



ETA Sector Strategies Technical Assistance Initiative:  
**WORKFORCE BOARDS AS  
SECTOR INTERMEDIARIES**



**EMPLOYMENT AND TRAINING ADMINISTRATION**  
UNITED STATES DEPARTMENT OF LABOR

## About This Brief

This resource is part of a series of integrated briefs to help workforce practitioners build a range of skills needed to launch and advance sector strategy approaches. The briefs are designed to be succinct and connect readers to existing resources, best practices, and tools. For more information, visit <http://bit.ly/22Cxle7>.

## About Sector Strategies

Sector strategies are regional, industry-focused approaches to building skilled workforces and are among the most effective ways to align public and private resources to address the talent needs of employers. While the approach is not new, there is a growing body of evidence showing that sector strategies can simultaneously improve employment opportunities for job seekers and the competitiveness of industries. As such, a number of national initiatives and federal laws (including the Workforce Innovation and Opportunity Act) are driving workforce organizations, in particular, to embrace these approaches, to meet both the needs of workers and the needs of the economy.

At the heart of sector strategies are sector partnerships (sometimes referred to as industry partnerships, workforce collaboratives or regional skills alliances, among others). These partnerships are led by businesses—within a critical industry cluster—working collaboratively with workforce areas, education and training, economic development, labor, and community organizations. Sector partnerships are the vehicles through which industry members voice their critical human resource needs and where customized regional solutions for workers and businesses are formed.

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## ETA Sector Strategies Technical Assistance Initiative: WORKFORCE BOARDS AS SECTOR INTERMEDIARIES

Engaging in sector partnerships (sometimes referred to as industry partnerships, workforce collaboratives or regional skills alliances, among others) is now a mandatory strategy for workforce development boards (WDBs). WIOA requires boards to promote the use of sector partnerships as the vehicles through which they diagnose and solve the skill needs of workers and key growth industries.

Sector partnerships are collaborative approaches, involving the engagement of community colleges, economic development organizations, community-based organizations, among others. As such, sector partnerships often require a strong intermediary organization; a neutral entity that can convene and manage a partnership toward its intended outcomes. For greater detail than can be provided in this brief, you may refer to *Connecting People to Work: Workforce Intermediaries and Sector Strategies*, edited by Maureen Conway and Robert P. Giloth.

While the appropriate entity to assume the intermediary role will vary from place to place, WDBs are well-suited to take on this role. This brief will highlight two instances, the Boston Healthcare Careers Consortium and the Lane County Tech Collaborative, where WDBs have successfully stepped into this role of sector intermediary and found it a good fit with their overall mission and way of doing business.



## ROLE OF THE SECTOR INTERMEDIARY

What does a sector intermediary need to do? In *Expanding the Mission*, Jobs for the Future highlights four key functions of high-performing intermediaries:

1. Serving Dual Customers - Employers and Workers;
2. Organizing Multiple Partners and Funding Streams;
3. Providing or Brokering Labor Market Services; and
4. Projecting a Vision to Guide Partnerships and Activities.

To be effective, the sector intermediary needs to be an organization that is valued and trusted. The intermediary plays the role of convener and honest broker, representing and advancing the goals and mission of the whole sector partnership. This requires the ability to manage complex relationships and balance the various agendas of members.

As mentioned previously, the role of sector intermediary may be filled by different stakeholder entities; and the sector strategies themselves may look different and function at differing levels. For example, they may be statewide or local in focus. Also, their goals and activities may target direct training outcomes or they may be intending to target systems change and policy-level outcomes. Despite these differences, high-performing intermediaries and sector partnerships do share some common characteristics that, if replicated, are strong indicators of success.

The National Fund for Workforce Solutions (NFWS) advocates that the sector intermediary serve as the crucial organizer of the sector strategy:

- **No simple formula** to develop partnerships (takes many forms/roads), but all need the services of an **organizer**.
- Organizer is a lead organization or individual that regular **convenes** the leaders and participants of the partnerships.
- **Helps partners communicate their needs and challenges**, works with employers and workers, education and training providers, and the public workforce system to organize, align resources, and broker services.
- There is a real advantage to having an organizer that can **dedicate a substantial amount of time and energy** to organizing.
- **Organizers must become entrepreneurial and results-oriented; be industry-driven but have a dual customer focus**; generate employer and worker leadership early and understand, aggregate, translate, and communicate needs and gaps; broker or provide the necessary services and build system infrastructures that will ensure sustainability of these services.



Although in some instances a new entity is created to play the sector intermediary role, this is not always a given or even the most efficient solution. Despite requiring a significant commitment of dedicated staff time, often the sector intermediary approach leverages existing organizations and staff. The approach usually does require a “transformation of existing policies and programs so that they are more adaptable to local labor markets.” The intent is not to create another layer of organization or administration, but rather finding the best way to align existing efforts toward a shared vision, mission, and goals for a particular industry.

The Lane County Workforce Partnership (the local Workforce Board in Lane County, Oregon) has developed a short video which provides a straightforward description of this kind of alignment.

**Lane Workforce Partnership Video on role of WDB:** <https://youtu.be/Gif6gtafXPY>



### CASE STUDY: BOSTON HEALTHCARE CAREERS CONSORTIUM

The [Boston Healthcare Careers Consortium \(The Consortium\)](#) is a partnership of Greater Boston area healthcare employers, educators, and workforce system partners. The Consortium’s vision is to have an efficient and effective system where job seekers and employees are successfully connecting to positions at the end of training and employers are finding and developing the skilled workforce they need to meet their vacancies and to adapt to industry demands.



To work towards their vision, the Consortium utilizes the following strategies:

- Cross-sector communication and sharing of best practices.
- Sharing and using quality data to inform system development.
- Generating resources to support this community of practice.
- Focusing on specific cohorts of individuals and learning from their progression through the system of labor exchange, education and training, employment, and career advancement.

The Consortium is chaired by the Workforce Development Directors from Beth Israel Deaconess Medical Center and Partners Healthcare and is managed by the [Boston Private Industry Council \(PIC\)](#), the local Workforce Development Board in Boston, Massachusetts.

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*"Although driven by industry, a sector partnership needs staffing. Industry leadership is crucial, but we have other work."*

■ **JOANNE POKASKI**

*Director of Workforce Development at Beth Israel Deaconess Medical Center and Chair of the Boston Healthcare Careers Consortium*

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## CATALYST AND KEY MAPPING EXERCISE

An American Recovery and Reinvestment Act (ARRA) grant administered through the [Commonwealth Corporation](#) was the catalyst to the Consortium's creation in 2010. The Consortium built on prior efforts to bring together the healthcare industry in Boston, but the grant brought additional drivers of success – funding for staffing the partnership and a short timeline (15 months) in which to show progress and outcomes. Consortium founders worked to ensure that meetings provided a sense of action and purpose, which is important to bringing employers to the table and keeping them there.

A key first exercise the Consortium did was conduct a mapping exercise to inventory and document the current state of Boston's healthcare workforce. The resulting document, [Boston Healthcare Careers Consortium: Profile of the Current Educational & Training Opportunities for Boston's Healthcare Workforce](#), detailed:

- The healthcare sector in Boston
  - ▣ List of all healthcare employers, including Hospitals, Community Health Centers, Assisted Living Centers, Nursing Homes
- High vacancy occupations
- A profile of Boston's workforce
- Current local training programs: Academic, employer-based, WIA-funded, projects funded through sectoral initiatives

This exercise served two important purposes. First, it provided a shared foundation of information upon which to build, identifying industry needs as well as existing resources. Second, it was a no-risk way for Consortium members to build trust and gel as a cohesive group.



At the first meeting, the Consortium developed a work plan that was developed by consensus, thus giving all members a sense of ownership, commitment, and accountability. The Year 1 work plan identified four priority areas as well as specific activities, outcomes & products, impact, use of consortium meeting time, potential activities if incremental investment, and potential activities if unlimited investment. This is provided in [Appendix I](#).

Year 1 Work Plan	
Priority Area #1	<b>LABOR MARKET INFORMATION EXCHANGE</b>
	Improve labor market information exchange among area employers, academic institutions and other interested parties.
Priority Area #2	<b>SYSTEMS ALIGNMENT</b>
	Better coordinate pre-college assessments, courses, standards and curricula across the public education system.
Priority Area #3	<b>PROMOTING BEST PRACTICES</b>
	Encourage health care employers to actively participate in the development of their workforce.
Priority Area #4	<b>CONSUMER RESOURCES</b>
	Work together to make more resources available to support matriculated and prospective students.

## INDUSTRY-LED GOVERNANCE STRUCTURE

Although the Consortium was always chaired and driven by industry, a 2014 strategic planning process resulted in the development of a more formal governance structure that ensured industry leadership as well as representation by other stakeholder groups. Roles and responsibilities were delineated in this process as well, and codified in a Partnership Agreement that all Consortium members signed. The agreement is included in [Appendix II](#). The Consortium Chair and Vice-Chair are required to be industry representatives; the Consortium Project Manager from the PIC staffs the Consortium; and a diverse Executive Committee (including additional industry representatives) aids in providing leadership and setting the agenda.



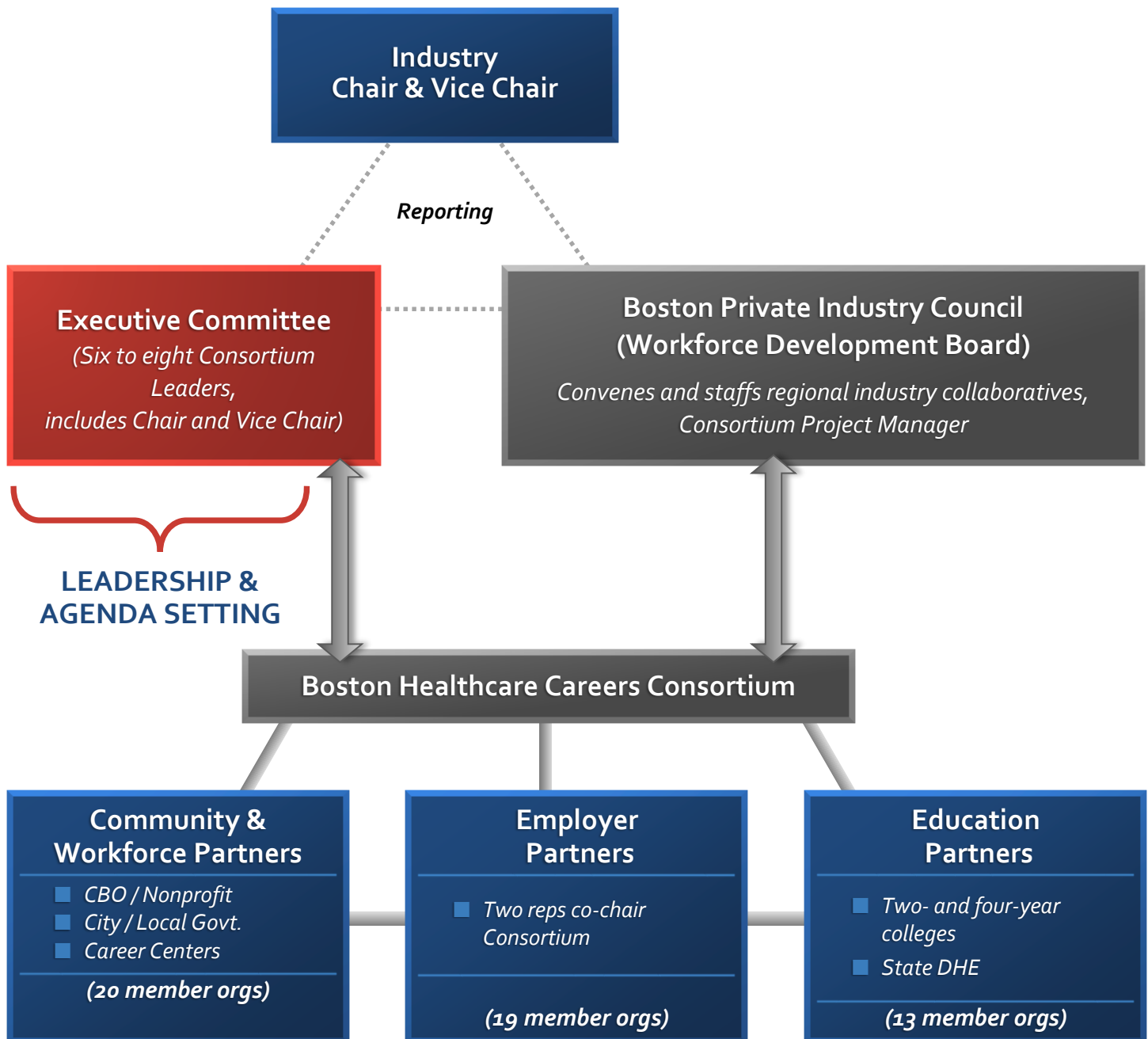
### REMINDER:

*You want representatives that will be doers, real champions and active partners that own their responsibilities and add value to the group.*





## Consortium Structure



## ■ Consortium Chair (BIDMC) and Vice-Chair (Partners HealthCare)

- ▣ Roles fulfilled by industry leadership
- ▣ Lead Consortium meetings
- ▣ Represent the Consortium on the PIC's Workforce Development Committee
- ▣ Participate in the Executive Committee
- ▣ Provide supervision to the Consortium Project Manager

## ■ Executive Committee

- ▣ Roles fulfilled by representatives from different stakeholder groups:
  - 2 employer representatives (minimum)
  - 1 educator from a community college
  - 1 community-based training organization
  - 1 labor union representative
  - 1 workforce development system partner representative
- ▣ Convene between Consortium Meetings to provide input on agenda setting
- ▣ Represent the views and interests of the sector by regularly checking in with peers
- ▣ Assist with recruitment of members to the group
- ▣ Lead subcommittees

## ■ Consortium Members

- ▣ Represent stakeholder organizations
- ▣ Fully participate in data-gathering activities
- ▣ Attend meetings regularly (60% annually) and/or participate in specific Consortium projects

## ■ Consortium Project Manager (Boston PIC)

- ▣ Role fulfilled by Boston PIC and dual reporting to the PIC Workforce Development Director and to the Consortium Chair
- ▣ Organizes and staffs the Consortium
- ▣ Convenes the Consortium five times per year between September-May and prepares meeting materials
- ▣ Maintains relationships with partners
- ▣ Manages Consortium projects between meetings, such as mock interviews, internships, work readiness workshop

## SUSTAINABILITY: VALUE TO EMPLOYERS

The Consortium ensures that roles and responsibilities are clear and shared across the membership. This is effective in keeping momentum moving and ensuring the Consortium remains relevant and valuable to members, particularly the employers. As evidenced by the Partnership Agreement, the Consortium requires commitment from a primary and a secondary representative as well as sign off by a senior administrator/executive director. This ensures the relationships are with the organization and not just one individual.



At the meetings, the Consortium Project Manager updates the Consortium on shared projects and various members take the lead to present on various topics. Between meetings, the Consortium Project Manager makes sure to put the members to work! Homework is assigned at many meetings, typically in the form of a brief occupational survey to learn about vacancies and hiring preferences (e.g. phlebotomists). Employers research internally and share findings at the meeting, discuss similarities and differences among organizations, and any potential changes to job descriptions and requirements.

Longer-term projects of the consortium include:

- The Profile discussed earlier (Link: [Boston Healthcare Careers Consortium: Profile of the Current Educational & Training Opportunities for Boston's Healthcare Workforce](#))
- "Critical Collaboration" (LINK) a report outlining the ways that greater Boston's employers, educational institutions and the workforce system could better coordinate training into healthcare jobs.
- A pilot project funding employers' and community colleges' efforts to track hire data and student outcomes.
- The "From Classroom to Employment" project, which involves the consortium providing wrap-around services to students in four community college allied health programs to achieve and document better placement outcomes for students.

The wrap-around services described in the "From Classroom to Employment" project include mock interviews and work readiness training. Employer members often send junior staff to participate in these events, which furthers the employer's institutional commitment, plus the employers really enjoy these events and appreciate being able to share their experience.

The Consortium meetings provide an organized way for training programs and community-based organizations to access local healthcare employers and learn about their needs. As the Consortium Project Manager, Meredith Crouse has amassed a high level of healthcare sector expertise, which allows her to work with these groups to help them frame their requests to employers in an efficient and effective manner that will serve the needs and interests of these businesses.

The Boston PIC serves as a valuable intermediary in the Boston healthcare sector, bringing together the various stakeholders in an organized and facilitated way to best serve everyone's needs. This bridge, connector, and in a way translator role cannot be underestimated. Ms. Crouse states one major benefit is that "everyone is in the loop and helping each other, versus competing".

Both Ms. Polaski and Ms. Crouse feel that serving as a sector intermediary squarely aligns with the PIC's mission. As an intermediary, the PIC (1) convenes local leadership around education and workforce priorities, (2) brokers employer partnerships, (3) connects youth and adults with education and employment opportunities, and (4) measures program impact, in terms of both quality and scale. With WIOA and potential new grant funding, the PIC hopes to expand into other sectors, leveraging the Consortium model.



## Case Study: Lane County Sector Strategy Team

The following are examples of key activities that often take place during the development and implementation of regional sector partnerships. These activities have costs that need to be supported by the participating organizations:

The mission of the [Lane County Workforce Partnership](#) (the local Workforce Board in Lane County, Oregon) is to meet the workforce needs of employers and individuals through partnerships and innovation. As such, the November 2014 launch of the [Lane County Sector Strategy Team](#) (The Strategy Team) was a natural fit for the Workforce Board as a mechanism to drive action toward achieving their mission. The Strategy Team brings together regional workforce development, economic development, city and business leaders to collectively support critical industries in Lane County.

After conducting a labor market analysis of the regional economy, The Strategy Team selected the technology industry as the focus of their first sector partnership. Why Technology (tech)?

- Lane County is home to over 400 tech companies, which:
  - Create over 5,000 jobs with an average pay of \$67,000 annually
  - Generate over \$350 million dollars in wages
  - Are projected to grow by 1,105 jobs by 2022, with an additional 1,258 jobs projected to be replaced

In order to meet these workforce demands and keep tech companies thriving in Lane County, The Strategy Team realized they needed to band together across silos to engage tech businesses and strengthen the workforce pipeline.



“Is there such a thing  
as over communicating?”



## BUILDING TRUST: NOT JUST ABOUT WORKFORCE NEEDS

Traditionally, when workforce representatives approach businesses, it is with the question, “How can we support your hiring needs?” While this approach is not wrong, The Strategy Team realized that they first needed to gain the trust of the tech industry, building good will and credibility. They knew they were combatting skepticism from fatigued businesses who were known to say things such as:

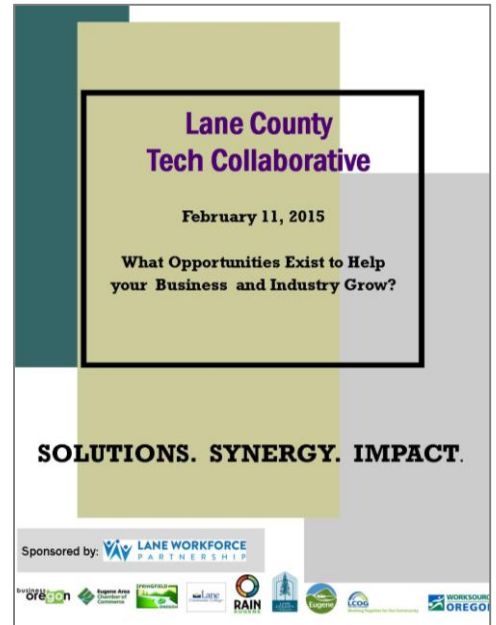
- “You want me to come to another meeting to talk about my business needs...and then what will happen?”
- “Don’t you guys ever talk to each other?”
- “I answered all of the questions on that survey you sent out...what ever happened to that?”
- “Who do I need to talk to in this town in order for something to happen?”

Therefore, The Strategy Team invited tech company executives to a conversation on opportunities for expansion and to identify all issues (workforce or otherwise) that inhibit the growth and/or stability of the tech industry in Lane County. It was also made clear that over 30 local leaders would also attend the event, ready with potential solutions to the challenges identified.

Resulting from this meeting and the open-ended question to the tech industry, the group decided to form six “Tech Collaborative Response Teams” to address the following industry needs:

1. Create Business-driven Computer Science Curriculum in Local Colleges
2. Improve Quality of K-12 Education
3. Increase Internet Speed in Downtown Eugene
4. Improve Eugene/Springfield Downtown Image & Safety
5. Improve Air Travel Options In and Out of the Region
6. Brand and Market Lane County

A gut reaction to this list might be, “but, these are not all workforce-related issues! Isn’t this just raising unrealistic expectations? How is the workforce system going to fix these problems?” The answer is no, and it will not, at least not alone.



*“Workforce Boards are not THE experts. Our role is one of convener and bridge. We bring together the experts and empower them to do what they do best.”*

■ **KRISTINA PAYNE**

*Executive Director  
Lane Workforce Partnership*



## BETTER TOGETHER: EARLY ACCOMPLISHMENTS

Within six months of the initial meeting of the Lane County Tech Collaborative, the following achievements had been accomplished. Momentum has continued and shows no signs of stopping. The Collaborative's success helped The Strategy Team secure \$107,000 of the \$6,000,000 federal Sector Partnership National Emergency Grant funds awarded to Oregon to support additional sector partnerships.

*"I think a lot of people had the will and it was about getting the people together to find the way."*

■ **TODD EDMAN**

*CEO of Lunar Logic (from The Register-Guard 4 May 2015)*

### Achievements in First Six Months

1.	■ Engineering & Technology Industry Council grant application: \$699,000 for three years, to fund tech program development at the University of Oregon
2.	■ National Science Foundation Grant application: \$2,500,000 for five years, to improve computer science courses in Lane County's K-12 School System
3.	<ul style="list-style-type: none"> <li>■ Lane Workforce Partnership opened &amp; staffed a chapter of the Technical Assistance Association of Oregon in Eugene</li> <li>■ Pilot effort to connect two downtown buildings to "world class" broadband internet</li> <li>■ Communications one-pager on economic benefits to non-technical stakeholders</li> <li>■ Expedite building access agreements to complete network infrastructure</li> <li>■ Courted internet service providers (ISPs) to participate on open access network</li> <li>■ Community convening between ISPs and building tenants</li> <li>■ Funds contributed from the City of Eugene, Lane Council of Governments, and Eugene Water &amp; Electric Board to make this project possible</li> <li>■ Introduced new ISP's directly to customers</li> </ul>
4.	■ Downtown redevelopment that includes filling vacant spaces with new retail, housing and vibrant community hubs
5.	■ Non-stop air service between Eugene, OR and San Jose, CA, two key tech destinations, began in November 2015 through Alaska Airline's sister company, Horizon Airlines. This logistical solution has strengthened Lane County's position as a convenient location for tech companies to locate.
6.	■ Lane County Tech Collaborative featured in two major media stories: "Tech Industry Undertakes Effort to Improve Schools" May 2015 and "Faster Fiber" June 2015, The Register Guard articles.





Video of 6/17/15 meeting: <https://youtu.be/LJ9GgOJtHug>

## KEY TAKEAWAYS

Although these case studies possess unique aspects, they share common attributes. In both, the role of intermediary and convener was squarely **aligned with the workforce board's organizational mission** and sector partnerships are **truly driven by industry needs**. Business leaders are in the driver's seat even though the workforce boards staff the partnerships.

Workforce boards should review the **key functions of sector intermediaries** culled from high-performing sector partnerships and honestly assess themselves and their ability to fulfill this role. Who is the best situated to be the intermediary will likely vary from sector to sector. Regardless of whether it makes sense for a workforce board to be the intermediary, they are a key partner and can play other roles, as described in another brief in this series, *The Changing Roles of Workforce System in Carrying out Sector Strategies*.

The [Boston Healthcare Careers Consortium](#) is a mature sector partnership that has always been driven by industry needs and established and refined their **governance structure** to reflect this core focus. They have also codified **roles and responsibilities** at each part of the structure to make expectations clear and hold members accountable. This commitment has allowed them to be of continued value to employers and other members, and contributes to long-term sustainability of the sector partnership.

The [Lane County Sector Strategy Team](#) and their Tech Collaborative are a newer sector strategy, but they already have a list of accomplishments and the momentum built up for even more in the technology sector, as well as in additional sectors. Their success is largely due to their **comprehensive approach to engaging businesses** around all of their needs and helping them connect to the right experts to work on solutions. By taking this approach, The Strategy Team has positioned themselves as a go-to resource for business and built up credibility and trust, proving we truly are **better together!**



## RESOURCES AND APPENDICES

1. [JFF's Expanding the Mission: Community Colleges and the Functions of Workforce Intermediaries](#)
2. [NFWS Workforce Partnership Guidance Tool](#)
3. [Connecting People to Work: Workforce Intermediaries and Sector Strategies](#)
4. [Lane Workforce Partnership Video: Role of the Workforce Board](#)
5. [Boston Healthcare Careers Consortium \(The Consortium\) Website](#)
6. Boston Healthcare Careers Consortium Marketing Materials
7. [Boston Healthcare Careers Consortium: Profile of the Current Educational & Training Opportunities for Boston's Healthcare Workforce](#)
8. Boston Healthcare Careers Consortium Year 1 Work plan (Appendix)
9. 2015 Consortium Partnership Agreement (Appendix)
10. [Boston PIC Mission Statement](#)
11. [Lane County Workforce Partnership Website](#)
12. [Lane County Sector Strategy Team Website](#)
13. Lane County Sector Strategy Team Presentation
14. [TadZo Best Practices 4/5/16 Blog: Putting Bureaucracy Aside - even within WIOA](#)

## ACKNOWLEDGEMENTS

**A sincere thank you** to **Joanne Pokaski** and **Meredith Crouse**, Chair and Project Manager of the Boston Healthcare Careers Consortium respectively, and **Kristina Payne**, Executive Director of the Lane Workforce Partnership, for their willingness to share their time, experiences, and materials for this tool.

*Thank you for this and all the **great** work you do!*





## APPENDICES

### APPENDIX I:

**CONSORTIUM YEAR 1 WORKPLAN:** IDENTIFIES FOUR PRIORITY AREAS AS WELL AS SPECIFIC ACTIVITIES, OUTCOMES & PRODUCTS, IMPACT, USE OF CONSORTIUM MEETING TIME, AND POTENTIAL ACTIVITIES. THIS MAY BE USED AS A SAMPLE WORK PLAN FOR DRIVING SECTOR ACTIVITIES.

**Boston Healthcare Careers Consortium**  
*An initiative of the Boston Private Industry Council*

## WORK PLAN

*Draft 4*

<p><b>Priority area #1</b></p>	<p><b>Improve labor market information exchange among area employers, academic institutions, and other interested parties.</b></p> <p>Currently there is no consistent method for employers, academic institutions and others to talk with each other about labor market needs. Improvement of communication in this area should lead to better alignment of academic and other programs to workforce need. As a result, more graduates will find jobs expeditiously and relevant programs will be sustained and supported.</p>
<p><b><i>Immediate opportunity for healthcare careers consortium</i></b></p>	
<p><b>Activities</b></p>	<ul style="list-style-type: none"> <li>• Identify topics/occupations to pilot LMI information sharing</li> <li>• Through regular exchange develop a structured, consistent method to share labor market information</li> <li>• Create a written record of this LMI research</li> <li>• Review official vacancy data and compare to actual experience</li> <li>• Share information pertaining to the impact of Massachusetts and federal healthcare reform</li> <li>• Explore career ladders across different types of institutions (e.g. from community health centers to hospitals)</li> </ul>
<p><b>Impact</b></p>	<ul style="list-style-type: none"> <li>• Develop a model for sector information sharing and collaboration</li> <li>• More effective utilization of public resources for education and training</li> </ul>



	<b>Use of consortium meeting time</b>	<ul style="list-style-type: none"> <li>• Data presentations</li> <li>• Conversation around respective needs – inform</li> <li>• Research into practices across types of healthcare facilities</li> </ul>
	<b>Potential activities if incremental investment</b>	<ul style="list-style-type: none"> <li>• Creation of annual public forum/event</li> <li>• Development of new or revised programs to address labor market needs</li> </ul>
	<b>Potential activities if unlimited investment</b>	<ul style="list-style-type: none"> <li>• Fund new or revised courses/programs grounded in LMI projections</li> <li>• Designated staff to convene and coordinate regular ongoing regional dialogue and collaboration</li> </ul>

<b>Priority area #2</b>	<b>Better coordinate pre-college assessments, courses, standards and curricula across the public education system.</b> <p>Students pursuing certificates and degrees in health care regularly take courses from more than one institution, often as a result of trying to find courses that are convenient for balancing other priorities (e.g. work, childcare) in their lives. Currently, students must take placement tests at each institution they plan to attend. Implementation of the test and utilization of the results varies from school to school. Once they complete courses, students find it challenging to transfer credits from one college to another or even from one program to another. We aspire to a community college system of comparable pre-college, general education, and science requirements. Ideally, all allied health certificate coursework will provide foundation credits that students can build upon as they pursue associate and bachelor degrees. For example, students should be able to take the same biology course whether they are pursuing medical assisting at Bunker Hill or licensed practical nurse at Roxbury Community College. Should these students decide to pursue a nursing degree, they should not have to repeat redundant coursework just because the courses were taken outside of the nursing curriculum.</p>	
	<b>Immediate opportunity for healthcare careers consortium</b>	
	<b>Activities</b>	<ul style="list-style-type: none"> <li>• Form an advisory group to: <ul style="list-style-type: none"> <li>○ Outline ways that curriculum doesn't align – across community college system, across programs</li> <li>○ Explain the impact on students and employers</li> <li>○ Provide real life examples</li> <li>○ Identify other organizations/collaborations doing similar work on the topic of curriculum coordination &amp; unification</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Identify best practices at 2 &amp; 4 year schools and within statewide systems</li> <li>○ Identify a list of potential partners to work with us to write a report (e.g. JFF, MassInc, TBF, a university, etc.)</li> </ul>
	<b>Outcomes &amp; Products</b>	<ul style="list-style-type: none"> <li>• A report that: <ul style="list-style-type: none"> <li>○ Articulates local alignment issues/problems and how they impact training the healthcare workforce</li> <li>○ Presents local and national best practices</li> </ul> </li> </ul>
	<b>Impact</b>	<ul style="list-style-type: none"> <li>• Better defined problem helps more decision-makers understand the issues</li> <li>• Shared vision for next investments in system development/reforms</li> </ul>
	<b>Use of consortium meeting time</b>	<ul style="list-style-type: none"> <li>• Review subcommittee's products and provide feedback</li> <li>• Update from DHE, Mass Assn of Community Colleges re this issue</li> <li>• Best practices from across MA and other states</li> </ul>
	<b>Potential activities if Incremental investment</b>	<ul style="list-style-type: none"> <li>• Pilot new methods/venues for delivering courses</li> <li>• Pilot some community college collaborative – 3 or 4 schools working on 1 or 2 programs</li> </ul>
	<b>Potential activities if Unlimited investment</b>	<ul style="list-style-type: none"> <li>• Fund pilot curriculum alignment initiatives</li> <li>• Fund system reform initiatives in this area</li> </ul>
	<b>Priority area #3</b>	<p style="text-align: center;"><b>Encourage health care employers to actively participate in the development of their workforce.</b></p> <p>Our third goal is to help employers actively participate in the development of their workforce, through effective utilization of public and private resources and adoption of best practices.</p>
<b>Immediate opportunity for the healthcare careers consortium</b>		
	<b>Activities</b>	<ul style="list-style-type: none"> <li>• Best practices &amp; topics to examine <ul style="list-style-type: none"> <li>○ Tuition reimbursement / payment</li> <li>○ How to incentivize employees to pursue further training?</li> <li>○ Managing employer buy-in through economic cycles</li> <li>○ What kinds of internal challenges do employers face?</li> <li>○ Statewide system for coordinating nursing practicum</li> </ul> </li> </ul>

	<b>Outcomes &amp; Products</b>	<ul style="list-style-type: none"> <li>• Best practice presentations at monthly meetings</li> <li>• Exploration of employer challenges at monthly meetings</li> <li>• Documentation of best practice presentations available for dissemination</li> </ul>
	<b>Impact</b>	<ul style="list-style-type: none"> <li>• Dissemination of good ideas</li> <li>• Collective problem solving</li> </ul>
	<b>Use of consortium meeting time</b>	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Generation of questions or topics to research and discuss</li> </ul>
	<b>Potential activities if Incremental investment</b>	<ul style="list-style-type: none"> <li>• Fund research into issues faced by employers such as English language proficiency, cultural competence, and the impact of healthcare reform on the expectations of the healthcare workforce</li> </ul>
	<b>Potential activities if unlimited investment</b>	<ul style="list-style-type: none"> <li>• Fund innovative employer programs and systemic efforts</li> </ul>

<b>Priority area #4</b>	<p align="center"><b>Work together to make more resources available to support matriculated and prospective students.</b></p> <p>It is important to ensure that students have accurate and comprehensive information to make informed decisions about their education and career paths. Vast amounts of information and data are available about scholarship opportunities, career assessments, and labor market projections of future need. Yet it could be better organized and managed to serve area students, their employers and other partners that are encouraging career advancement.</p>	
	<b><i>Immediate opportunity for healthcare careers consortium</i></b>	
	<b>Activities</b>	<ul style="list-style-type: none"> <li>• Form a subcommittee to outline content for a comprehensive web site</li> <li>• Identify potential resources to support launching a new site</li> <li>• Identify options for web site location</li> </ul>
	<b>Outcomes &amp; Products</b>	<ul style="list-style-type: none"> <li>• Drafted content for web site</li> </ul>



	<b>Impact</b>	<ul style="list-style-type: none"> <li>• Efficient, Boston-based web resource site accessible for all users</li> </ul>
	<b>Use of consortium meeting time</b>	<ul style="list-style-type: none"> <li>• Review subcommittee's products and provide feedback</li> </ul>
	<b>Potential activities if incremental investment</b>	<ul style="list-style-type: none"> <li>• Create and sustain a new web site</li> <li>• Communicate with clarity to students about readiness assessments for ESOL/ABE programs, preparing for college placement tests, entry-level certificates, advanced certificates, and associate/bachelor degrees</li> </ul>
	<b>Potential activities if unlimited investment</b>	<ul style="list-style-type: none"> <li>• Create new resources for healthcare-specific One Stop Career Center services and healthcare career coaching models</li> <li>• Identify resources to support resource personnel for students</li> </ul>



## APPENDIX II:

**BOSTON HEALTHCARE CAREERS CONSORTIUM PARTNERSHIP AGREEMENT** - A SAMPLE GOVERNANCE STRUCTURE WITH ROLES AND RESPONSIBILITIES THAT ALL CONSORTIUM MEMBERS SIGNED. MAY BE USED AS A MODEL.

**Boston Healthcare Careers Consortium**  
*An initiative of the Boston Private Industry Council*

# 2014 PARTNERSHIP AGREEMENT

## As a member of the Consortium, Partners are entitled to:

- I. Be a part of an on-going community dialogue on the local, state, and national trends, policies, and events shaping the context of our work in the fields of healthcare (reform and the implementation of cost containment), higher education, and workforce development
- II. Suggest topics of interest for Consortium discussion and potential action
- III. Be part of a group of practitioners utilizing data to drive greater system understanding and improvements
- IV. The ability to participate in select grant projects that promote and train incumbent workers and recruit new employees from the community
- V. The opportunity to share best practices, hear from subject matter experts and discuss new ways of thinking about the issues facing the industry
- VI. Recognition on the PIC's website
- VII. The opportunity to represent your sector on the executive committee and help frame the agenda and priorities for the regional collaboration.

## In return, all partners agree to:

- I. Identify one primary and one secondary representative who are responsible for sharing the organization/institution's perspective in group dialogue. Should there be a staff transition, organizations/institutions will identify a new representative within the subsequent quarter.
- II. Fully participate in data gathering activities by providing the institution's relevant data
- III. Attend meetings regularly, at least 60% annually, and/or participate in specific Consortium projects

## Boston Private Industry Council

- I. Will hire, supervise and support the project manager
- II. Provide resources to support convening activity
- III. Assume responsibility for sustaining appropriate staffing levels to support the Consortium's efforts
- IV. Integrate the Consortium into the PIC's workforce development and board committee structure



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## 2014 PARTNERSHIP AGREEMENT

Organization: \_\_\_\_\_

Date: \_\_\_\_\_

Required signatures:

**1) Primary Consortium Representative**

**2) Secondary Consortium Representative**

\_\_\_\_\_  
*Signature*

Name:

Title:

Email:

Phone:

\_\_\_\_\_  
*Signature*

Name:

Title:

Email:

Phone:

**3) Senior Administrator/Executive Director**

\_\_\_\_\_  
*Signature*

Name:

Email:

Title:

Phone:



## About The Author

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Jobs for the Future (JFF) designs and drives the adoption of innovative, scalable approaches and models—solutions that catalyze change in our education and workforce delivery systems.



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Maher & Maher is a specialized change management and talent-development consulting firm focused on advancing the collaboration between workforce, education and economic development.

