

MORE THAN JUST THE MONEY: SUSTAINING SECTOR STRATEGIES

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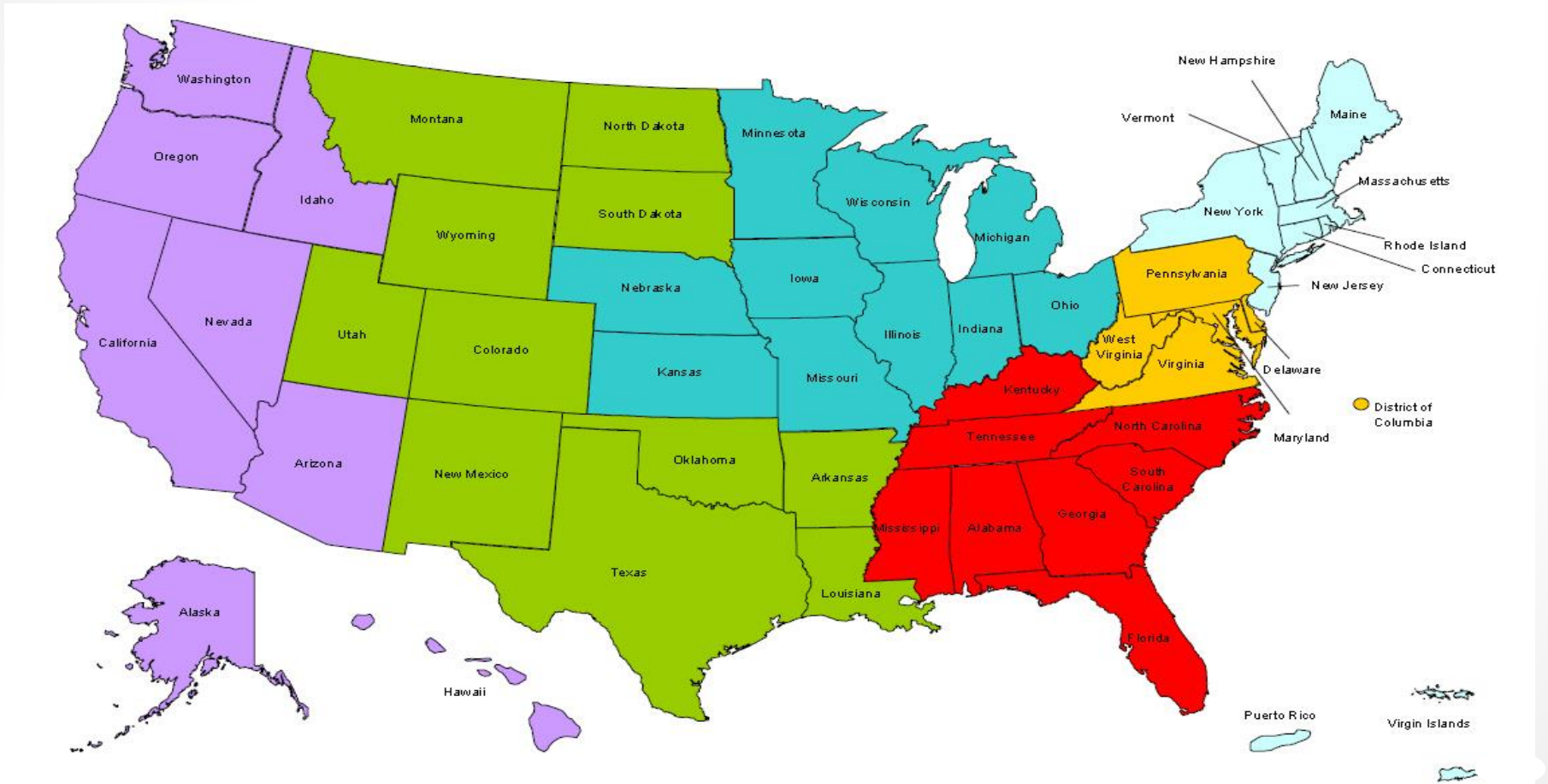
EMPLOYMENT AND TRAINING ADMINISTRATION
UNITED STATES DEPARTMENT OF LABOR



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SECTOR  STRATEGIES

OBJECTIVES

- ✓ Identify the key elements of sustaining state and regional sector strategies
- ✓ Provide tips to state workforce agencies, state workforce boards, local workforce boards, AJCs, and their partners to help sustain sector strategies
- ✓ Offer lessons learned on sustainability from an experienced practitioner
- ✓ Foster strong peer sharing throughout the session, helping you learn from each other



OVERVIEW OF SECTOR STRATEGIES

- 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.
- Regional sector strategies often have an industry champion who represents the industry and is an active advocate for the partnership. Regional sector strategies are usually supported by an intermediary, such as a local WDB or community college, which provides the critical staffing support needed to support this work.
- Many states have also launched formal, statewide sector strategies, where the state workforce agency or another state entity helps develop and support regional sector strategies. States can play a number of roles, such as conducting labor market information analysis, providing funding to regional strategies, and providing technical assistance.



\$\$\$ IS PART OF THE PICTURE...

- There are a wide array of financial resources available to support both regional and state sector strategies.
 - ▣ Regional sector strategies can utilize a diverse range of resources, such as Workforce Innovation and Opportunity Act (WIOA) funds, state general revenue, employer contributions, and foundation funding.
 - ▣ Similarly, a range of resources can support statewide sector strategies, including state general revenue, federal discretionary grants from agencies like the U.S. Department of Labor, such as DOL's National Emergency Grants State Sector Partnership grants, and foundation funds.



....BUT IT'S MORE THAN JUST \$\$\$: A HOST OF KEY FACTORS HELP SUSTAIN SECTOR STRATEGIES

- *Industry leadership*
- *Cultivating champions*
- *Dedicating skilled staff*
- *Leveraging resources*
- *Managing performance with transparency*
- *Communicating successes*



OVERVIEW OF THE COMMONWEALTH CORPORATION

- Strengthens the skills of MA youth and adults by investing in innovative partnerships with industry, education & workforce organizations
- Focuses in three areas: sector partnerships to build talent pipelines, youth employment & skill building, and grant making to businesses to develop the skills of the incumbent workforce
- Annually reaches about 24,000 MA residents & 800 businesses through program investments



OVERVIEW OF MASSACHUSETTS STATE SECTOR STRATEGY

- Massachusetts has been piloting sector strategies since the late 1990s, and began implementing a formal, statewide sector strategy in 2003.
- In 2006, the state passed legislation that established the Workforce Competitiveness Trust Fund (WCTF) to assist regional sector partnerships.
- This legislation established that the Commonwealth Corporation, a quasi-public organization, should administer the fund for the state's Executive Office of Labor and Workforce Development.
- The Commonwealth Corporation plays a multi-faceted role in supporting the state's sector strategy, from developing RFPs and administering grants to regional partnerships to providing these partnerships with technical assistance and facilitating peer learning.
- The state's sector strategy does not focus on one specific industry - regions choose the sectors which they target unless a specific funding source requires focusing on a particular industry.
- A range of entities lead regional sector partnerships, including WDBs, community-based organizations, and other organizations.



OVERVIEW OF COMMONWEALTH CORPORATION PERFORMANCE MANAGEMENT AND TA

- A partnership approach between the state and region to build strategic and effective sector partnerships
- One-on-one technical assistance based on quarterly markers of success measures (enrollment, completion, employment, retention)
- Early hands-on intervention with partnerships that are not meeting goals to address program design/execution issues
- Peer learning through learning communities that allow partnerships to share best practices and engage in problem solving for common issues
- Guidebooks – partnership formation, employer engagement, measuring business impact



COMMONWEALTH CORPORATION OUTCOMES

- In 2006-12, enrolled nearly 6800 individuals; nearly 4900 earned a credential and 5500 had a positive employment outcome
- 2013-16 round of funding – 798 completed training, to date, 632 placed
- Demographics
 - ▣ 75% unemployed
 - ▣ 82% low-income
 - ▣ 41% public assistance
 - ▣ 59% high school or below



KEY ELEMENTS OF SUSTAINING STATE SECTOR STRATEGIES

- ***Industry leadership:***
 - Ensure that the state's sector strategy is industry-driven, with business leading and driving regional sector partnerships
 - Require regional sector partnerships to identify specific industry champions
 - Help regional partnerships maintain strong industry leadership through TA
- ***Cultivate champions:***
 - Identify and help develop champions from a diverse range of organizations
 - Champions should be respected by peers, willing to advocate for the state's strategy
- ***Dedicate skilled staff:***
 - Assign staff with the core competencies to effectively staff a state strategy
 - Employ a team with the interpersonal skills to engage other state stakeholders, experience implementing regional partnerships, ability to provide effective TA
 - Analyzing and communicating the key implications of federal and state solicitations, rules and regulations to regions is another critical staff competency – real value add for regions



KEY ELEMENTS OF SUSTAINING STATE SECTOR STRATEGIES

- ***Leverage and institutionalize resources:***
 - Support advocates to institutionalize sector strategy funding in the state's annual budget
 - Leverage support from diverse sources, like federal discretionary funds and state funding sources
- ***Manage performance with transparency:***
 - Set aggressive, realistic goals for regional partnerships
 - Implement effective data collection systems
 - Provide robust technical assistance to regional partnerships
- ***Communicate successes:***
 - Develop a common message for sector strategies with partners
 - Share the successes of the strategy broadly with key stakeholders
 - Show how the strategy is valuable for businesses



KEY ELEMENTS OF SUSTAINING REGIONAL STRATEGIES

■ *Industry leadership:*

- ❑ Focus on industry leadership of the partnership and addressing critical business needs
- ❑ Critical for the partnership to deliver value to business

■ *Cultivate champions:*

- ❑ Identify and develop industry champions who are respected by their peers, interested in addressing education and workforce challenges in the community, and willing to invest their time in the partnership
- ❑ Identify and secure strong champions prior to the launch of the partnership if possible

■ *Dedicate skilled staff:*

- ❑ Assign staff to support regional sector partnerships
- ❑ Staff should have excellent interpersonal skills, the ability to confidently interact with industry executives, and strong listening and facilitation skills
- ❑ Staff must gain a strong understanding of sectors as they support the collaboration



KEY ELEMENTS OF SUSTAINING REGIONAL SECTOR STRATEGIES

■ *Leverage resources from diverse sources:*

- Access a range of resources to support partnerships, like WIOA formula funds, philanthropic donations, Federal discretionary grants, and employers
- Partners' in-kind donations, like the use of space, can support critical partnership activities and build strong joint ownership of the collaboration

■ *Manage performance with transparency:*


- Set concrete, realistic goals that are valued by employers
- Utilize strategies, like employer surveys, and systems for effectively collecting, storing and sharing data on performance on these goals

■ *Communicate successes:*

- Share successes broadly with key stakeholders (industry, civic, education)
- Survey partners to understand the value they find in the partnership
- Recognize partners and use layman's language to discuss accomplishments

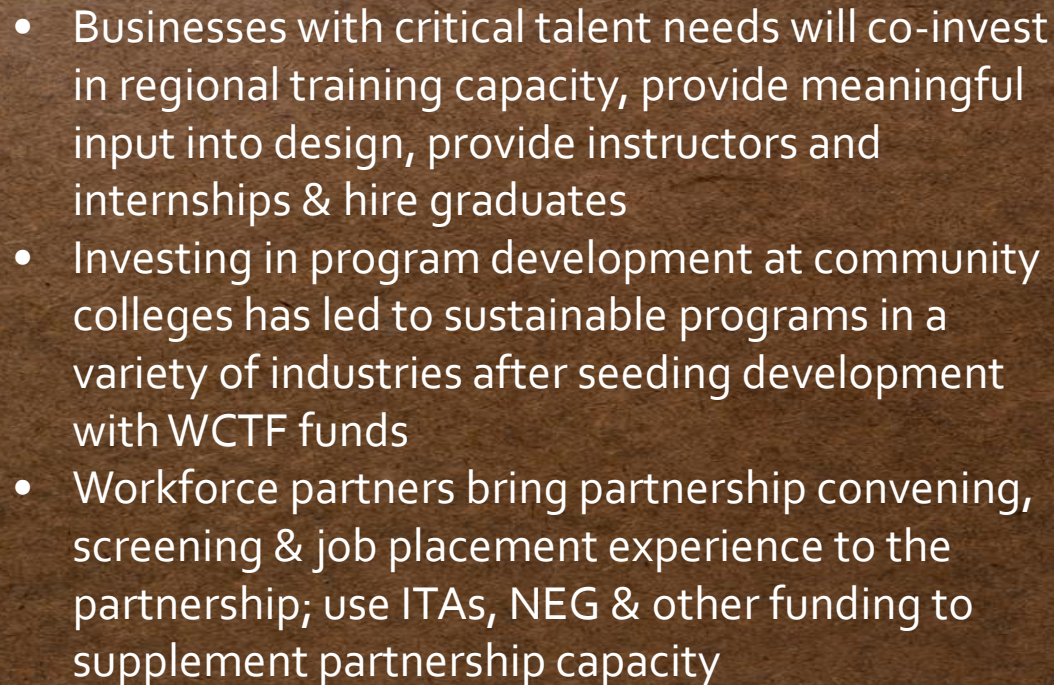


KEY COMMONWEALTH CORPORATION LESSONS LEARNED, PART 1

- 
- Clearly identify objectives for regional partnerships; can be challenging to realign broad partnerships after launch
 - Start with regional pilots before launching a complete state sector strategy; allows the state to work through challenges
 - Focus on accountability and data collection as part of the state sector strategy; states should identify credible measures of success for their sector partnerships
 - Real value when staff interpret federal and state legislation, regulations, and solicitations, and then translate this information for the field



KEY COMMONWEALTH CORPORATION LESSONS LEARNED, PART 2

- 
- Businesses with critical talent needs will co-invest in regional training capacity, provide meaningful input into design, provide instructors and internships & hire graduates
 - Investing in program development at community colleges has led to sustainable programs in a variety of industries after seeding development with WCTF funds
 - Workforce partners bring partnership convening, screening & job placement experience to the partnership; use ITAs, NEG & other funding to supplement partnership capacity



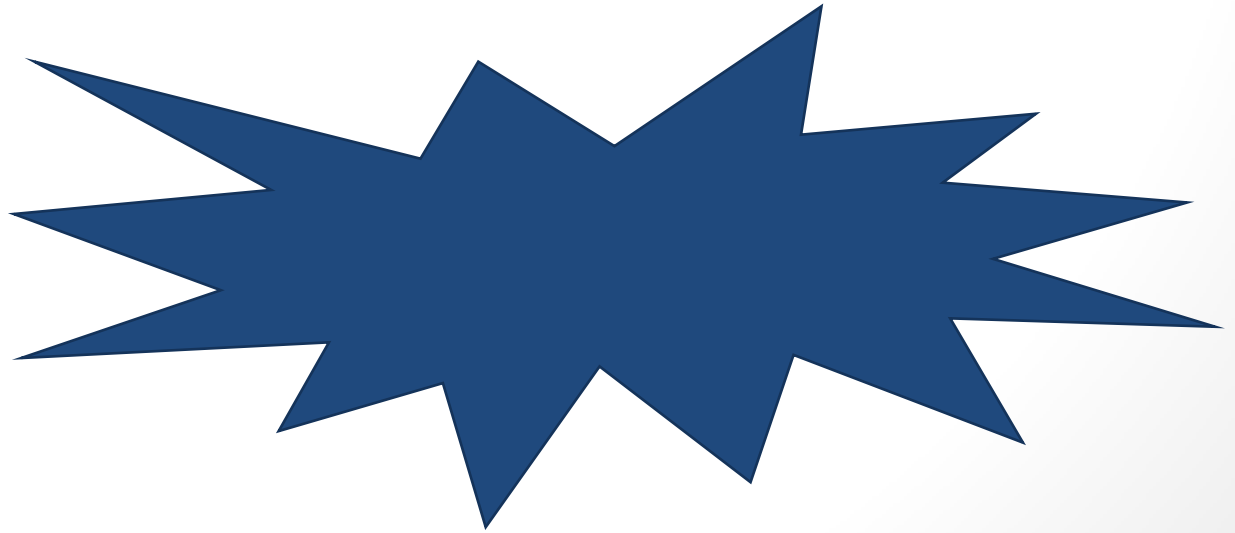
RESOURCES

- [HTTP://COMMCORP.ORG/RESOURCES/DOCUMENTS/PARTNERSHIP_GUIDEBOOK_5_2013.PDF](http://commcorp.org/resources/documents/partnership_guidebook_5_2013.pdf)
- [HTTP://COMMCORP.ORG/DOWNLOADS/BRISTOL%20WCTF%20FINAL%202_11.PDF](http://commcorp.org/downloads/bristol%20WCTF%20FINAL%202_11.pdf)
- [HTTP://FARMHOUSESTUDIOS.NET/COMMCORP/RESOURCES/DOCUMENTS/MBI_GUIDEBOOK_1215.PDF](http://farmhousestudios.net/commcorp/resources/documents/mbi_guidebook_1215.pdf)
- [HTTPS://BUSINESSENGAGEMENT.WORKFORCEGPS.ORG/RESOURCES/2016/04/12/13/41/SECTOR-STRATEGIES-SELF-ASSESSMENTS](https://businessengagement.workforcegps.org/resources/2016/04/12/13/41/sector-strategies-self-assessments)



BREAKOUT QUESTIONS

- What key steps can you take to ensure strong industry leadership of sector strategies?
- Who can champion sector work, and how can they help sustain these strategies?
- How can you communicate the success of sector strategies?



BREAKOUT FACILITATORS

■ Breakout 1 Facilitator

- ▣ Tom Hooper, Senior Director, Jobs for the Future, Boston, MA

■ Breakout 2 Facilitator

- ▣ Linda Lawson, Senior Consultant, Maher & Maher



QUESTION & ANSWER SESSION



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Thank

You



POLLING QUESTION

After attending this Virtual Institute, or any of the other Sector Strategies TA events, do you feel your organization:

1. Is better prepared to advance sector strategy approaches?
2. Has more tools to adapt quality practices?
3. All of the above
4. None of the above

