

FUTURE READY OREGON: INDUSTRY CONSORTIA SUCCESS FACTOR BINDER

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INTRODUCTION TO THE BINDER

As the Oregon Industry Consortia move from their launch and start-up phase into a sustaining phase, six important principles may prove important for the Higher Education Coordinating Commission (HECC) and the Workforce Talent and Development Board (WTDB), the two agencies responsible for Consortia implementation, to keep at the forefront of their decision-making. To become go-to forums for sustainable, proactive, inclusive, forward-looking industry growth strategies for Oregon's economy and workers, the Industry Consortium will need to position themselves as state-level agents of systems change. To accomplish this, each will need to focus on six key principles. For each of these principles, this virtual binder considers the current status of the consortia, examples of early success, challenges and recommendations, as well as tools for existing and future industry consortia.

SIX PRINCIPLES FOR EFFECTIVE STATE-LEVEL INDUSTRY CONSORTIA

1

A CLEAR, SUCCINCT STATEMENT OF THEIR VALUE PROPOSITION

TOOLS: [Sample Shared Value Statement](#), [Template for Biannual Consortium Leadership Strategy Session](#)

2

MEMBERS THAT DELIVER AND RESPOND TO AGGREGATED INPUT AT SCALE

TOOLS: [Industry Consortium Partner Roles and Focus](#), [Guide to Effective Surveys and Focus Groups](#)

3

A CREDIBLE CONVENER BACKED BY SHARED LEADERSHIP AND INTEGRATED STAFFING

TOOLS: [Shared Leadership and Convening Roles](#), [State Sector Strategist Job Description](#), [Shared Leadership and Staffing Assessment](#)

4

WORKING GROUPS WITH TASK-FOCUSED STRUCTURE

TOOL: [Industry Consortium Working Group Framework](#)

5

A ROBUST STATE-REGIONAL INTERFACE AND FEEDBACK LOOP

TOOL: [Guide to State and Regional Entities and Roles](#)

6

A SHARED FRAMEWORK FOR MEASURING IMPACT

TOOLS: [Sample Impact Indicators for Oregon's Industry Consortia](#), [Industry Consortium Network Analysis](#), [Industry Consortium Storyline Template](#), [Discussion Prompts to Understand Storyline](#)

FUTURE READY OREGON BACKGROUND

Oregon's 2022 Legislative session passed a potentially groundbreaking package of initiatives, collectively known as Future Ready Oregon, related to advancing a skilled, diverse workforce, focusing on two goals:

- 1) Preparing, employing, and advancing thousands of Oregonians, especially those who have been historically underserved, into meaningful family wage careers; and
- 2) Fundamentally redesigning the workforce education system to connect Oregonians and employers more effectively to meet their respective needs.

Included in the package were Prosperity 10,000 grants (\$35 million) and Workforce Ready Grants (\$95 million) distributed through Local Workforce Development Boards and non-profit or public community-based organizations and workforce service providers. These funds focused on direct services to job seekers including job training, career coaching, paid work experiences, tuition and fee assistance, wraparound supports, recruitment and placement services, and development of pathways, services and supports specific to Oregon's most underserved populations. Also part of the package were grants for career pathway development by colleges, implementation of credit for prior learning programs, development and hire of local benefits navigators, apprenticeship and pre-apprenticeship program development and youth programming. One of the smaller set-asides (\$1 million) in the package went to the development of three statewide Industry Consortia, one each in Manufacturing, Technology and Healthcare.

These industry consortia were intended to more deeply and genuinely engage the business community and employers in Oregon to:

- 1) Identify statewide workforce needs, skills gaps and high-value credentials;**
- 2) Work closely with education and training partners and community-based organizations to design curriculum and support job readiness, including recruitment, retention, and career advancement opportunities.**

During the latter half of 2022 and over the course of 2023, each of the three Industry Consortium launched. They have played a role in informing how Future Ready Oregon funding is spent and distributed, and now have the potential to evolve into lasting mechanisms for systems coordination and change related to how the most underserved Oregonians experience success in education and careers.

1

A CLEAR, SUCCINCT STATEMENT OF THE VALUE PROPOSITION OF INDUSTRY CONSORTIA

CURRENT STATUS

In the year following the launch of the three state-level industry consortia, each consortium is progressing at a different pace and forming a unique identity, shaped by its industry, its leadership team, and its members.

EARLY WIN

The three Future Ready consortia have successfully brought together partners from industry, education, workforce development, and community-based organizations to make recommendations about Future Ready Oregon funding. Influencing how training funding is allocated is an important early win. These early wins should serve as an organizing exercise that leads to work on a bigger strategy and more systemic issues.

DOMINANT CHALLENGE

The consortia are strongly focused on the short-term goal of informing Future Ready funding. While this is a critical function of the consortia, the risk exists that the long-term potential for the consortia to be catalysts for big picture economic strategy and systems change goes unrealized.

RECOMMENDATION

Findings from Fall 2022 interviews reveal a clear need for industry consortia to go beyond short-term funding recommendations, instead acting as vehicles for shared economic vision, cross-policy issues, and systems-level solutions. This will require consortia members and stakeholders to:

1. Be reminded of the bigger vision and commit to a shared, succinct value proposition and role, including how the consortia differ from regional, industry-led sector partnerships. This statement, if effective, should send the message internally (to members) and externally (to constituents and stakeholders) that the consortia are catalysts for policy innovation and systems change.
2. Target, engage and win over a higher-level audience of system-level leadership, including HECC, the Department of Education, and Business Oregon. A value statement alone will not achieve much; it must have buy-in from leadership across multiple systems and sectors. This requires that the consortia have line of sight to and influence over decision making, a process that informs not just one grant program's funding, but multiple funding streams and system policies.
3. Bring the leadership of each Consortium together twice a year. Be intentional about surfacing shared system level opportunities and needed change; avoid round robin updates, which will not be helpful. Instead, facilitate discussion around industry trends, promising practices and statewide policy needs.

WHAT IS A SHARED VALUE STATEMENT?

It communicates the unique benefits or advantage provided.

It highlights the problem(s) in need of a solution or the gap being filled.

It differentiates from similar, proxy or duplicative efforts.

EXAMPLES OF SHARED VALUE STATEMENTS

A Vision for State-Level Consortia

State-level industry consortia are Oregon's go-to forums for creating proactive, inclusive, forward-looking industry growth strategies and for holding state education and training systems accountable to deliver the shared curriculum and connected pathways needed to achieve that inclusive growth. They elevate issues identified through industry associations and regional sector partnerships to affect systems-level change in state government. This entails being a reliable source of state-wide industry data, mapping programs and resources, facilitating discussions that surface big, challenging policy issues and big, innovative solutions.

Oregon Clean Energy Workforce Coalition Mission Statement

To collectively build the clean energy workforce pipeline needed to meet the demands of today and the future through a process that is intentional about engagement with historically underrepresented populations in the energy sector, including women and people of color, and provides equitable opportunities for all Oregonians.

Recommended Attendees

- Full leadership team of each Future Ready Industry Consortium
- Decision makers from state agencies: HECC, WTDB, Business Oregon, Department of Education
- Governor’s policy staff
- Legislative representatives

Goals

- To surface the system-level opportunities, gaps, and challenges that each Future Ready industry consortium has identified.
- To act as joint team of state-level partners across economic development, workforce, and education systems that works together to implement system-level changes and solutions that respond to gaps and challenges identified across the Future Ready consortia.

Top Tips for a Successful Meeting

- Neutral Facilitator: A neutral facilitator from an organization like the Oregon Business Council or Oregon Consensus will be important to keep the group focused on big picture strategy issues and solutions.
- Attendees: Keep the group small and focused – decision makers only.
- Room Set Up: Board room style with flip charts and markers to capture notes.
- Meeting Length: The meeting should be no more than 2 hours.

Recommended Agenda

8:00am-8:15am	Introductions and Goals for Day Facilitator sets the stage by sharing goals for the day and moderating brief introductions
8:15am-8:45am	Targeted Updates from Industry Consortia Facilitator moderates updates from each industry consortium leadership on talent development activities: What is each consortium’s value statement and major activities? What is working? What is not? Consortium leadership should use this time to make their best pitch for where state-level solutions are needed.
8:45am-9:30am	Facilitated Discussion about System Alignment What are common challenges or opportunities across consortia? What systems-level or policy changes are needed at the state-level to address common barriers and to accelerate progress? Facilitator should work with group to narrow ideas to 1-2 early wins and 1-2 long-term efforts.
9:30am-9:45am	Commit to Next Steps and Adjourn Map out immediate next steps for state-level partners. Who else needs to be engaged? Who will keep this work moving forward?

2

MEMBERS THAT DELIVER AND RESPOND TO AGGREGATED INPUT AT SCALE

CURRENT STATUS

Oregon's Future Ready industry consortia are in a formation stage – each community of stakeholders (industry, education/training, and community-based organizations) is represented at their consortium's shared table, but they are not necessarily organized to maximize collective impact. In a void of a clear mechanism to aggregate information, members of the consortia are, and will continue to, naturally gravitate towards representing their own organization's perspective, and/or will provide a perspective informed by anecdotal and informal feedback from their own or partner constituents, none of which are fully reliable. The Technology Consortium is developing a model for aggregating industry input through TAO with a member survey. The Manufacturing Consortium is developing a pilot approach to aggregating regional input through regional sector partnerships. The Healthcare Consortium has incredible potential as a convened body of multiple sources of association-grounded information about the industry's sub-sectors, one that no other body can match. Consortia staff are working to mobilize technology, manufacturing, and healthcare employers through focus groups to better understand workforce demand planning; identify high-value skills, credentials, and career pathways; and explore recruitment, retention, and advancement strategies aimed at diversifying the workforce. Broadening the discussion beyond workforce to include economic development strategy will engage more industry.

SUCCESS STORY

Some promising practices are emerging and provide a starting point for each consortium to build on. The Technology Consortium has started gaining broader industry perspective on demand for specific occupations and training tracks by surveying members of the Technology Association of Oregon (TAO). And while there is an opportunity to increase the scale of input from community-based organizations, their seat at the table is an important early win. Some have commented that they feel like a partner in the workforce system for the first time – this is a significant turning point and potential foundation on which to build.

DOMINANT CHALLENGE

The consortia still lack formalized mechanisms and a regular process for aggregating input from larger groups of employers, education and training providers, and community-based organizations, and for making sense of inputs into coherent strategy. For the education and training organizations, there is also a question of whether the right organizations are at the table. The organizations that are currently members help the consortia to fulfill their talent development role, as described in their charters and Future Ready Oregon legislation. To fulfill the systems alignment role described in the charter, the consortia need to bolster representation and a real audience from state-level education and training systems (see Principle 1 above).

RECOMMENDATION

For the consortia to establish meaningful and formal mechanisms that aggregate input from industry, education and training, and community-based organization, each partner community needs clarity and direction about their roles.

Industry: The value-add of industry and regional sector partnerships is the potential to harness their real-time, in-depth input. Input should include immediate skills needs as well as larger policy issues that are best addressed at the state level. Expanding industry input requires real boots-on-the-ground work: it will be most effective when funding is provided (through the state or another funding source) for an industry association or other industry group to bring their credibility and their connections to do the groundwork of organizing industry input. Consortia are well-positioned to leverage industry and association relationships.

Education and Training: For education and training, the need goes beyond aggregating input from across institutions. Aggregating demand requires someone (an entity like an industry consortium) to establish a baseline of needs – what all or the majority of stakeholder institutions need. Equally important are the solutions needed at a collective level; it must be more than funding for one provider to pilot a program or update curriculum. This will necessitate that consortia win an audience with state-level systems to identify and advance complex system shifts.

Community Based Organizations: The role of community-based organizations is unique. They provide needed perspective and information about best practices. Right now, that perspective and information has been provided on a small scale through panels that represent a handful of organizations. Quite simply, the consortia need a way to capture information and best practices from more partner organizations, and specifically about the addressable market of priority populations. To contribute to more significant change, what capacity do these partner organizations have to provide systemic data on gaps and challenges? How can HECC and WTDB build capacity for these organizations to coordinate with other CBOs? A working group of CBO members across the consortia, staffed by state agency data experts, could identify opportunities for using existing data or launching new surveys and focus groups. The Clean Energy Workforce Coalition is conducting a statewide listening tour about barriers for people to access clean energy careers – there could be an opportunity to collaborate across consortia to better understand obstacles to job security.

Industry-Wide Talent Development Role

The consortium as a whole is *the source* for integrating industry supply and demand data, understanding unique barriers for underserved priority populations, and responding with actionable recommendations for industry-specific skills standards, stackable credentials, and career pathways that can be used by organizations and institutions across the state.

Partner Role and Focus

	Industry	Education and Training	Community Based Organizations
	Provides real-time, demand-side data on current and future talent and education needs	Inventories education and training assets ¹ Provides supply-side data on program graduation Identifies gaps in skills standards, stackable credentials, career pathways Identifies barriers and bottlenecks to completion of degree and non-degree programs Develops curriculum that is both responsive to industry needs and culturally responsive	Identify unique recruitment, retention, and career advancement barriers for under-represented priority populations

¹ HECC uniquely serves as convener and education systems partner. Several of the roles described in the education and training column are the responsibility of HECC, in addition to their role as convener.

Systems Alignment Role

The consortium as a whole is *the forum* for convening and coordinating state systems and industry leaders to align talent development and economic strategies.

Partner Role and Focus

	Industry	Education and Training	Community Based Organizations
	Identifies opportunities for industry growth broadly (beyond talent development)	State-level systems respond with strategic investments, program changes Identifying and responding to opportunities to align and create seamless transitions along training pathways across K-12, community college, university, and other career training providers.	Identify most pressing economic barriers (housing, transportation, childcare) for underserved priority populations

TOOL: GUIDE TO EFFECTIVE SURVEYS AND FOCUS GROUPS

DO:



Get targeted input: Involve consortium members in prioritizing and refining questions for surveys and focus group based on the top questions that will move their joint work forward.



Keep the “ask” brief: Surveys should get right to the point and take no more than 5-10 minutes to complete. Focus groups should be no longer than 1 hour to 1.5 hours. Consider using surveys or focus groups once or twice a year at most to get broader community input.



Be strategic about who sends the survey or hosts the focus group: The consortium member with the most credibility among the target group (whether industry, education, community members) should take the lead on sending surveys or hosting focus groups. For industry, this could be an industry association, chamber of commerce, or the convener of a regional, industry-led partnership. For education and training, a system head. For community members, a community-based organization.



Use surveys and focus groups for input across consortia membership groups: Consider where input is needed from education, workforce, and community partners, not just industry. Surveys and focus groups for underserved community members, in particular, may reveal important barriers and opportunities.



Analyze and communicate survey results: Consider how the results (1) compare to other existing data and analysis and (2) can inform the consortium’s goals and priorities. Provide consortium members with survey analysis with a clear line of sight to how it relates to other studies and how the full analysis can inform actionable next steps.

DON'T:



Depend only on surveys and focus groups for input – they are not enough. Robust input starts with engaged consortium members who refine the ask of the broader community.



Oversaturate your target group with demands on their times, ie, too many (or too lengthy) surveys or focus groups.



Rely only on state agencies to send surveys or host focus groups.



Limit surveys or focus groups to one partner group within the consortia.



Provide consortium members with raw data that has not been analyzed or compared to other similar data or analysis.

3

A CREDIBLE CONVENER BACKED BY SHARED LEADERSHIP AND INTEGRATED STAFFING

CURRENT STATUS

Since the launch of the Future Ready industry consortia, HECC and WTDB have acted as lead convener for consortia. HECC has provided staffing for the consortia through a combination of dedicating existing staff to the consortia and hiring a full-time coordinator for each consortium.

Original Future Ready Oregon legislation and the charters for each consortium leave open the possibility of any other neutral entity being the long-term convener of the consortia: “The Higher Education Coordinating Commission’s Office of Workforce Investments, or any other neutral entity designated by the State Workforce and Talent Development Board, shall staff the Industry Consortium, supporting and facilitating agreement among members.”² One option that has been considered in previous memos and recommendations is an industry association, like the Technology Association of Oregon (TAO). It is important to identify a convener who will act neutrally and in the interest of the Consortium. The most important consideration for convener is trusted relationships and credibility with industry, education, and community partners.

SUCCESS STORY

The consortia coordinators appear to be providing effective backbone and administrative support. The consortia have strong leadership teams that have been highly engaged champions, providing direction and credibility for consortium members. The healthcare leadership team added an industry leader who brought critical long-term perspective to the work. Additionally, the healthcare leadership designated co-chairs to ensure the leadership team can be nimble and responsive.

DOMINANT CHALLENGE

While the leadership team and staffing have worked well together during the start-up phase of the consortia, there is a lack of clarity about the roles of conveners vs. the leadership team that could be a risk over the long-term. There is also lack of agreement about the risks and benefits of HECC/WTDB as the long-term convener rather than an industry association or equivalent, credible entity. If HECC/WTDB continues as the long-term lead convener, how will they keep key associations and industry groups engaged to provide needed credibility with industry leaders who need to be involved? If the Consortia continue to be staffed by only the HECC, the risk that they become over-associated with the HECC may mean they do not achieve ownership and buy-in from industry partners, nor education and training entities that fall outside the HECC’s purview. As a result, their impact is automatically limited. In addition

² Quoted from the original charters for each consortium.

and in the meantime, more clarity is needed about how staffing responsibilities are divided internally among staff at HECC and WTDB.

RECOMMENDATION

Based on lessons learned during the consortia start-up phase, it is important to consider what constitutes an effective convener as well as the risks and benefits of convener choice.

An effective convener is:

- **Trusted as a neutral party**, seen by business, education, and community partners as setting aside individual organizational interests for shared state interests.
- **A credible relationship broker**, able to build and maintain trusting relationships with businesses, education, and community partners.
- **A champion of process** and of the consortium as a new way of doing business vs. a special initiative or project, able to translate consortium input to stakeholders and decision makers that can make needed changes.
- **Action-obsessed**, focused on helping business and support partners take practical steps to achieve results, encouraging them to keep moving and build momentum.

Developing a strong co-convening model between HECC and an industry association or another agency with appropriate industry credibility and knowledge is one path that captures the benefits of credibility across partners and mitigates the risk of losing industry buy-in over time. A “shared leadership and staffing assessment tool”, included below, is a starting point for developing a co-convening and shared staffing model. It will also be important to consider providing funding for co-conveners to take on some of the staffing functions. A sample Roles and Job Description also may be useful.

Executive Leadership Team

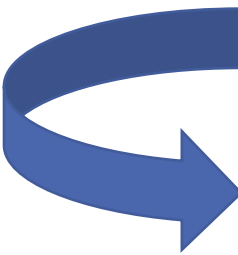
They play a typical chairperson or executive committee role to:

- Get on the same page about what this is, what it isn't, and basic process;
- Be willing to champion this forum with peers, with competitors, with public and private partners;
- Model participation and set expectations for others to do so too, particularly outside and in-between Consortium meetings;
- Always ask for individual commitments and collective commitments at the very least at end of each meeting, then help hold everyone accountable.

Convening Team

They are the backbone and administrative support to:

- Bring facilitation energy and focus to meetings and to the Consortium overall;
- Identify and broker needed linkages across systems and programs that will directly support the Consortium goals and action areas;
- Excel at project and workstream management, tracking areas of focus, needed assets/inputs/people, track progress, hold partners accountable, set the next dates and milestones;
- Be aware of two risks: (1) focusing too much on process and missing key opportunities to get industry in particular, and executive leadership broadly, to run with something; and (2) positioning yourself as the "real" driver, i.e. executive leadership is just waiting for you to tell them what to do.

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- **In a co-convening model, there may be overlap between the executive leadership team and the convening team.**
 - For example, an industry association lead could be part of the executive leadership team, with a member of their support staff as part of the convening team.

The Consortium Coordinator should take lead responsibility for facilitation and workstream management.

The Consortium Coordinator will need staffing support from within HECC/WTDB and possibly from an external co-convenor to broker relationships and navigate programs and data.



Facilitator

- Helps groups work together more effectively by pushing for clarity, encouraging full participation, driving the clock (but not the agenda), and helping the group come to shared decisions.
- Comfortable in front of a room (or in a Zoom room).
- A great listener.



Manager

- Manages workstreams and projects.
- Drives timeline, deliverables and accountability.
- Delegates to partners.
- Follows up with reminders and reports out on progress.
- Helps a group stay focused, on track and moving forward.



Relationship Broker and Steward

- Builds and cultivates relationships with senior executives from both businesses and public organizations and with regional industry-led partnerships.
- Uses personal capital to secure commitments.
- Brokers introductions.
- Fosters connections among key leaders.
- Challenge business champions to own their priorities and support partners to deliver.



Programs Navigator and Data Integrator

- Identifies and leverages relevant resources & programs to support employer's priorities.
- Navigates complex systems to make needed changes or improvements.
- Thinks opportunistically and creatively about how to get things done.
- Adept at finding "do-ers" from partner organizations who can make commitments and get things done with a collaborative track record.

Consider Convener Credibility:

- Does the Convener agency have credibility with industry to mobilize industry members to join and participate in the consortium? Is there another entity that does, or that has more?
- Does the Convener entity have enough standing and reach to gather broad-based industry input (vs. narrow input from a handful of industry leaders) or disseminate best practices back out? Is there another entity that does?
- Does the Convener entity have adequate industry knowledge to effectively navigate industry sub-sectors and trends? Is there another entity that does?

Consider the Four Essential Roles of an Effective Convener:

	<p>Facilitator</p> <p><i>Consortium Coordinator lead responsibility</i></p>	<ul style="list-style-type: none"> • Who in your leadership and convening team plays this role? • Where is the team strong? • Where are there gaps? • What do we need to do to strengthen our convening and staffing teams? • What accountability structure or regular check in is in place to ensure responsiveness?
	<p>Manager</p> <p><i>Consortium Coordinator lead responsibility</i></p>	<ul style="list-style-type: none"> • Who in your leadership and convening team plays this role? • Where is the team strong? • Where are there gaps? • What do we need to do to strengthen our convening and staffing teams? • What accountability structure or regular check-in is in place to ensure responsiveness?
	<p>Relationship Broker and Steward</p> <p><i>Joint staffing needed</i></p>	<ul style="list-style-type: none"> • Who in your leadership and convening team plays these roles: for industry, for community-based organizations, for regional sector partnerships? • Where is the team strong? • Where are there gaps? • What do we need to do to strengthen our convening and staffing teams? • What accountability structure or regular check in is in place to ensure responsiveness?
	<p>Programs Navigator and Data Integrator</p> <p><i>Joint staffing needed</i></p>	<ul style="list-style-type: none"> • Who in your leadership and convening team plays these roles: for different programs, for different sources of data? • Where is the team strong? • Where are there gaps? • What do we need to do to strengthen our convening and staffing teams? • What accountability structure or regular check in is in place to ensure responsiveness?

4

WORKING GROUPS WITH TASK-FOCUSED STRUCTURE

CURRENT STATUS

The Healthcare Industry Consortium, which launched first, initiated working groups to explore integrating education and training responses, expanding equity and diversity, and integrating workforce supply and demand data. The consortia are also structured to stand up additional agile working groups to address emerging issues and topics. The Healthcare leadership proceeded with convening a working group focused on developing recommendations for short-term funding priorities. The Technology and Manufacturing Consortia followed this model and paused standing working groups while a short-term, agile working group was convened to explore priorities for the short-term. The Healthcare, Technology, and Manufacturing Consortia all met their short-term objective of reaching consensus on recommendations that will inform criteria for the next round of sector-specific grant funding. As the Consortia shift to meeting their mid-and long-term objectives, executive leadership teams are working with staff to determine the standing working group structure that best meets the needs and objectives of each Consortium. Consortia will also continue to employ agile working groups as needed to meet short-term project needs.

SUCCESS STORY

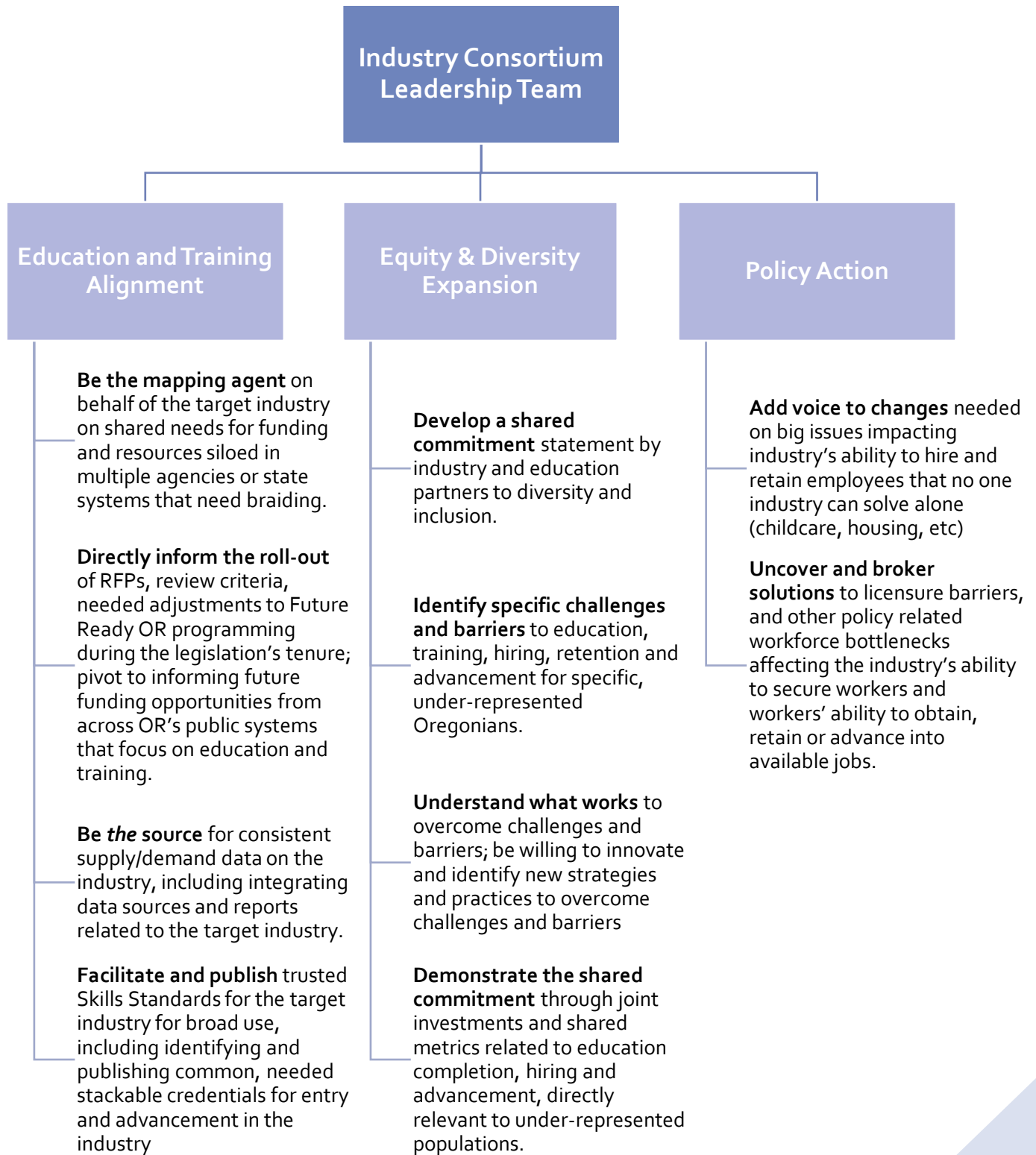
The Healthcare Consortium paused working groups to focus on the short-term objective of informing Future Ready Oregon grants. This focus allowed for an agile working group to be convened. Consortium members evaluated workforce data, identified critical gaps and opportunities, and recommended priorities that would propel short-term outcomes. The funding working group successfully developed a set of recommendations and the full Consortium reached consensus to advance the recommendations. The process built trust amongst diverse partners who had not worked together before, and provided opportunities for the executive leadership team to lead the Consortium to a consensus decision.

DOMINANT CHALLENGE

None of the consortia have developed a robust, task-focused working group structure. There is no clarity or shared understanding about what the groups are expected to do and what the timeframe for deliverables is.

RECOMMENDATION

To add long term value, the consortia need effective working groups to go beyond short-term funding recommendations and tackle bigger medium-to-longer term issues. Regular meetings of working groups will make full consortium meetings more efficient and value-add: the current schedule of half-day full consortia meetings risks losing industry participation if continued. Staffing of working groups, point persons or “Chairs” of working groups, and expectations for deliverables will also be important.



5

A ROBUST STATE-REGIONAL INTERFACE AND FEEDBACK LOOP

CURRENT STATUS

None of the consortia have yet effectively formalized a feedback loop with regional sector partnerships or equivalent industry groups operating regionally and locally. Statewide Industry Consortia model a shared leadership approach to informing workforce and talent development strategies. Regional sector partnerships are industry-led and provide critical awareness of regional nuances and advance regional economies. Statewide consortia are informed by industry, education, and community partners working together to co-create solutions. Regional sector partnerships and statewide consortia must engage in iterative feedback, informing one another's work and seeking alignment to advance collective impact.

SUCCESS STORY

The Manufacturing Consortium has the strongest interface with regional partnerships, and the industry consortium coordinator has proactively reached out to listen and learn from those on the ground. Additionally, Oregon has had a model for statewide-to-regional interface for years in the relationship between the Technology Association of Oregon and the Lane County Technology Collaborative, a nationally renowned regional sector partnership.

DOMINANT CHALLENGE

Though each consortium has regional representation, there is still confusion about how the state-level consortia are different from and value-add to regional, industry-led sector partnerships. Until clearer roles and responsibilities are articulated between a statewide industry consortium and a regional sector partnership with a similar or same target industry, duplication of effort and competition for industry participation across state and regional levels will occur.

RECOMMENDATION

State-level industry consortia need a system of regular touchpoints with regional sector partnerships. This should happen quarterly, consistently, and with clear purpose and expectations. To be sustainable, staff need to go beyond interacting with each regional partnership individually, which may inadvertently lead to supporting individual (and narrow) sector partnership action teams at a state-level policy or advocacy angle, all with good intentions but not necessarily fully informed. Instead, regular meetings with a group of regional sector partnerships should occur with a goal of identifying trends and issues that go beyond one individual partnership, gaining input on state-level issues, identifying opportunities for cross-partnerships action teams, and plugging regional players into state-level working groups. A starting point for meeting agendas should be the monthly reports that workforce board conveners submit to WTDB about industry engagement, which include summaries of action regional sector partnership goals, results, strategies for engagement, and challenges/opportunities. These meetings

need to have a strong facilitator who can avoid round-robin report outs on individual partnership activities, instead identifying the most important information and opportunities to elevate to the state level from across regions. Finally, it is important to target the official conveners of regional sector partnerships for these meetings – this might not be the workforce board in each region but could be a chamber of commerce or other economic or workforce organization.

What is a Statewide Industry Consortium?	What is a Regional Sector Partnership?
<ul style="list-style-type: none"> • A <u>statewide</u> consortium of executive leaders in a target industry along with public agencies who have a stake in the success of that target industry. • Membership may include associations of the target industry and/or its critical sub-sectors. • In Oregon, statewide industry consortia include industry, education, labor, and community partners applying a shared leadership approach to informing sector-specific workforce strategies. 	<ul style="list-style-type: none"> • A <u>regional</u> Partnership of like companies (they share functions, products and markets) in a shared labor market/economic sub-region of Oregon. • In some regions an existing association, if structured well, will be that region’s sector partnership convener, or the “hub” of the partnership; in other regions, existing associations will support a shared regional sector partnership convened by a workforce or economic development institution.
Roles and Responsibilities of a Statewide Consortium	Roles and Responsibilities of a Regional Sector Partnership
<ul style="list-style-type: none"> • To bring statewide coherence to the multiple inputs and voices representing a target industry related to workforce issues. • To provide statewide coordination and communication of needs related to education, hiring and advancement of under-represented communities in the target industry. • To act as a state-level vetting mechanism for workforce-related policies education and training resources that affect the target industry. • To be a conduit for shared needs and issues bubbling up from regional sector partnerships, industry groups, and community, labor, and education and training groups that may warrant statewide policy action or program alignment. 	<ul style="list-style-type: none"> • To be the go-to business-to-business network of the target industry in a region, inclusive of small and large companies that make up the industry. • To be the mechanism by which industry entities connect to regional education, workforce development and economic development resources in an efficient and effective way. • Action-oriented around an agenda developed by participating industry leaders; agenda can include workforce strategies, supply chain logistics, shared technology knowledge, policy and regulation, and other top shared issues most critical to shared vitality. • Led by the industry, specifically executive leaders committed to the vitality of their industry in their shared region and place. • Coordinated by a trusted, neutral convener (or co-conveners) who provide backbone support to the Partnership, but do not set its agenda or chart its course. • Jointly supported by a network of public or community-based agencies and programs in education, workforce development

<ul style="list-style-type: none">• To identify and act on issues in need of joint advocacy.• To be a conduit for best practice sharing.• To identify barriers to equitable participation and success in education and employment.• To co-create solutions to address barriers and advance a diverse workforce.	<p>and economic development who have a shared stake in the vitality of the target industry in their shared region.</p>
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6

A SHARED FRAMEWORK FOR MEASURING IMPACT

CURRENT STATUS

Annual reporting from HECC’s office of research and data focus on participant outcomes of Future Ready funding. There is not yet a published framework for assessing collective impact overall, nor clearly measurable, stated outcomes and impact of Industry Consortia. Existing metrics also are largely driven by Future Ready Oregon legislation and required reporting, not by individual goals and desired impact of unique consortium.

SUCCESS STORY

HECC, WTDB, and important partners have repeatedly highlighted the need for mechanisms that articulate and measure impact.

DOMINANT CHALLENGE

A lack of understanding and agreement, a result of missing dialogue within each consortium about distinct metrics and ways to measure success and impact, exists across all three consortia. This can be partly explained by the particular challenge of Consortia build-out being dependent on the members, executive leadership and coordinators to manage multiple streams of activity at once, including coalescing enough to inform Future Ready Funding, creating working groups and goals that are unique and relevant to the target industry, and developing a compelling value statement.

RECOMMENDATION

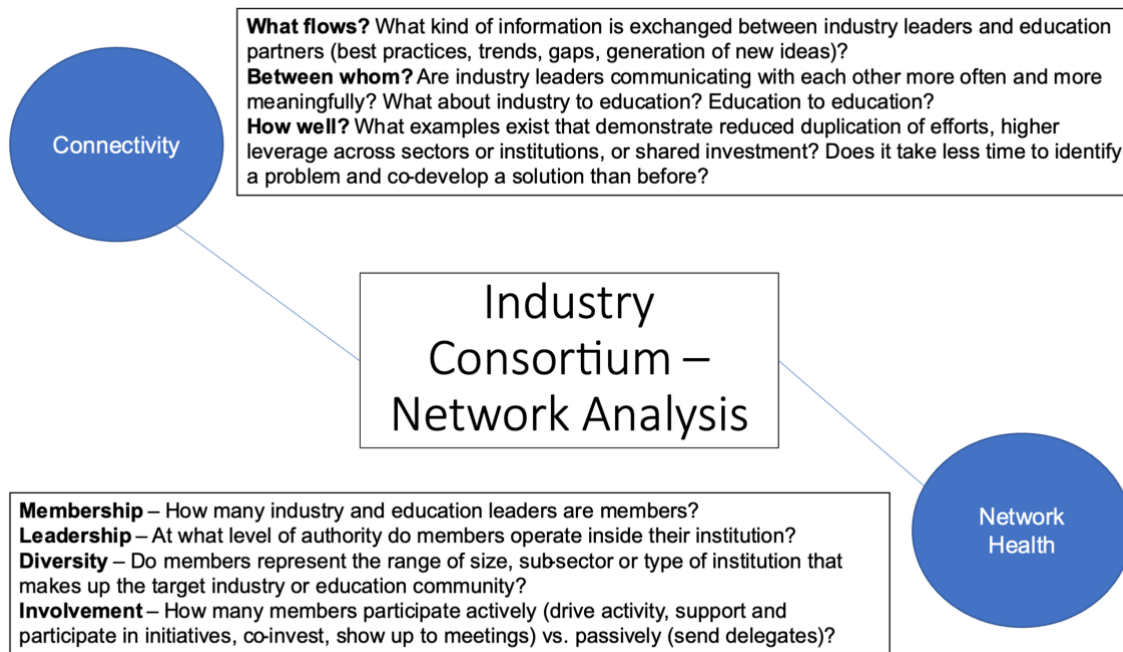
Each Consortium can work with its Executive Leadership team to develop a rubric that captures the strength of its consortium network, 3-5 metrics that capture most important impact categories, and ways to tell its story of development. Ideally the HECC and WTDB are able to use the Biannual Consortium Leadership Strategy sessions to identify 3-5 metrics that are shared across industry consortia. Guidelines are in the tools below.

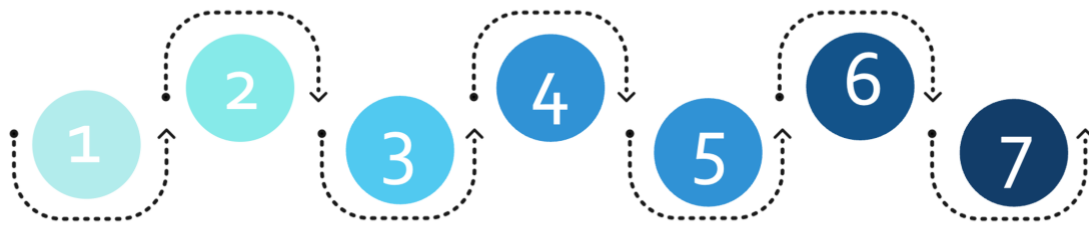


Oregon's Industry Consortia - Sample Impact Indicators

Adapted from Next Gen Sector Partnerships 2021 Benchmarking Framework

	Impact on Business Partners	Impact on Students, Jobseekers and Workers*	Impact on Public Programs	Impact on Economy	Impact on Under-represented Communities	Impact on Systems Change
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Stage of Development</p> <p style="text-align: center;">Early</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Mature</p>	<ul style="list-style-type: none"> • Direct benefits from increased business-to-business networking • More direct access to coordinated network of public partner programs • Improved Internal operations • Improved talent management and advancement practices • Reduced time-to-hire for critical occupations • Increased staff retention • Shared costs of employee training • New product lines, services or markets 	<ul style="list-style-type: none"> • Increased awareness by students of careers and opportunities in target industries • More opportunities for work-based experience like internships • Increased attainment of industry relevant credentials • Increased placement into jobs in target industries • Evidence of advancement with associated pay and benefits increases • Improved job quality (wage, benefits, equity) <p>* With a focus on under-represented populations</p>	<ul style="list-style-type: none"> • Evidence of reduced duplication by public and community based organizations • Specific examples of system coordination (shared advisories, co-staffing of shared initiatives) • Increased collaboration between industry and education/ training programs • New cross-system career pathways • Formal policies that align programs across secondary, post-sec and workforce programs • Blended program funding 	<ul style="list-style-type: none"> • New jobs created • More local people hired to local jobs • New companies recruited to the State • More companies retained in the State • More companies stabilized in the State • Improvements to regional infrastructure including transportation, technology 	<ul style="list-style-type: none"> • More businesses investing in community organizations with direct outreach to under-represented communities • Improvements to social support systems like transportation, childcare within communities that need it most 	<ul style="list-style-type: none"> • Formal mechanisms established for multiple systems and jurisdictions to agree and coordinate industry engagement via shared sector partnerships • Partnership acts as a shared regional education advisory board, replacing many, smaller education advisory boards





1 - The Problem

What was the status quo before the Consortium launched?

2 - Motivation for Change

What were the motivators for launch? Why start something new?

3 - Mechanisms for Change

What were the top 3 mechanisms for change?

4 - Turning Points at Start Up

What were clear turning points in the beginning?

5 - Evidence of Scale Up

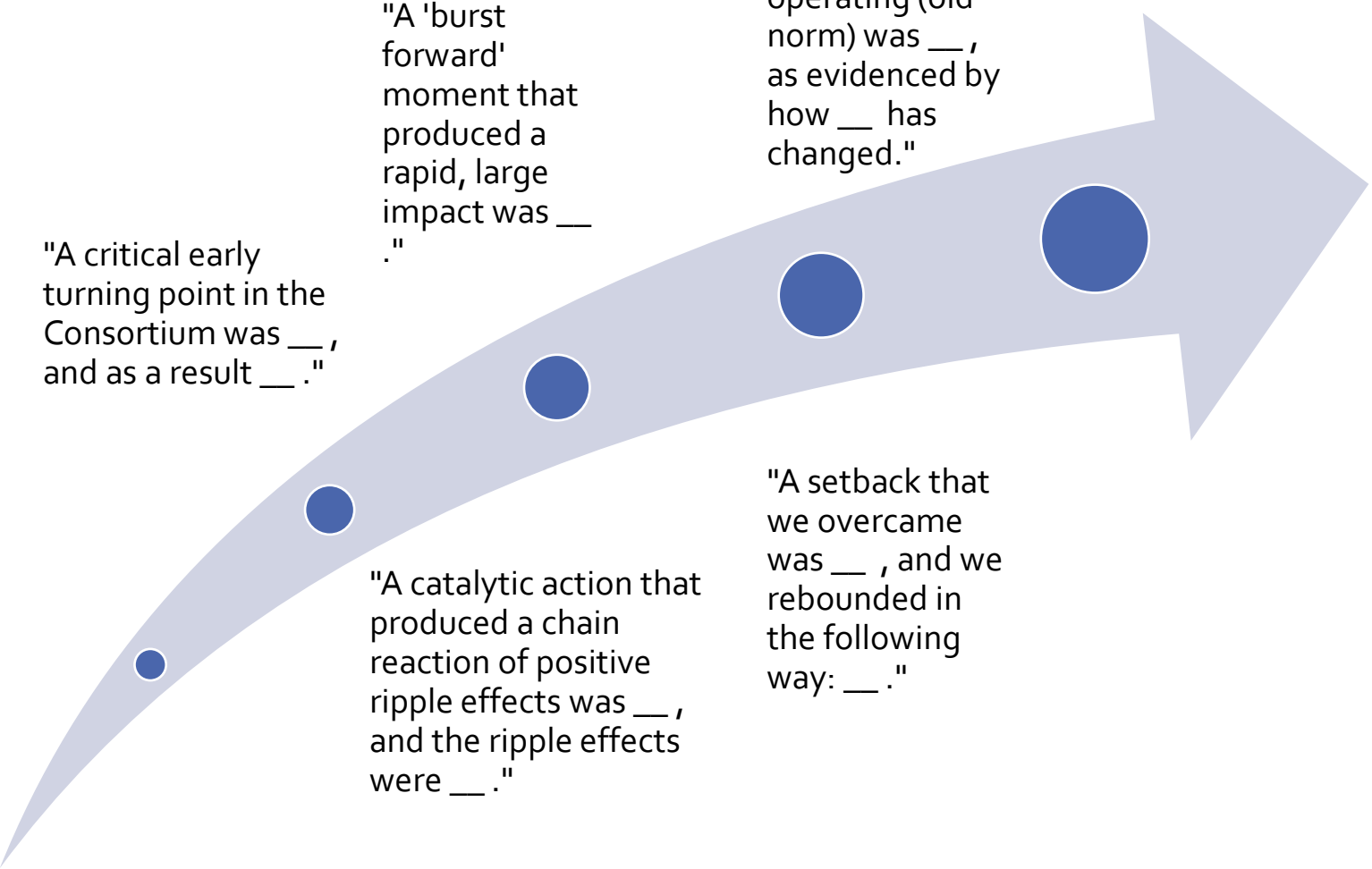
Can the Consortium point to clear success from scaled up strategies?

6 - Proof Points of Success

How will the Consortium know it is successful?

7 - Critical Inputs of Success

What were/are the most critical ingredients for success?



"A critical early turning point in the Consortium was ___, and as a result ___."

"A 'burst forward' moment that produced a rapid, large impact was ___."

"A catalytic action that produced a chain reaction of positive ripple effects was ___, and the ripple effects were ___."

"A clear departure from an old way of operating (old norm) was ___, as evidenced by how ___ has changed."

"A setback that we overcame was ___, and we rebounded in the following way: ___."

"The 'We couldn't shut this down if we tried' moment that stands out is ___."

CONCLUSION

The intent and early experimentation with the Future Ready Oregon Industry Consortia provides a foundation on which to build and replicate in other industries. Some recommendations if this occurs:

1. Be picky about target industries – always ask experts and refer to the data to answer this critical question: Does this industry warrant industry and system coordination at this level? Not every industry will, nor should. Industry Consortia take funding, dedicated staff and effort by many different (and busy) individuals and systems. Be judicious.
2. Be purposeful about how the target industry is defined – if the definition is too broad, the sub-sectors involved may be too different from each other in function, service and markets to find common ground, and therefore will fail to gel together into a unified source of influence and change.
3. Be aware of competition and duplication – do the landscape scan and map of entities (statewide and regional/local) that already target this industry. Reach out and work with them to find the *value statement* for a potential statewide consortium. This early work will pay off in dividends as the Consortium is launched.
4. Be realistic about staffing and ownership – remember the benefits and drawbacks of one agency holding too tightly to the staffing of a Consortium from a credibility and funding perspective. Share the work, the credit and the outcomes for true systems change.

Oregon has taken great strides to coordinate industry knowledge with education and training systems and has huge potential to make a real difference in the lives of Oregonians, especially those under-represented in education and career success.