BUSINESS-LED SECTOR PARTNERSHIPS

Mobilizing for Action

Oct. 21, 2015

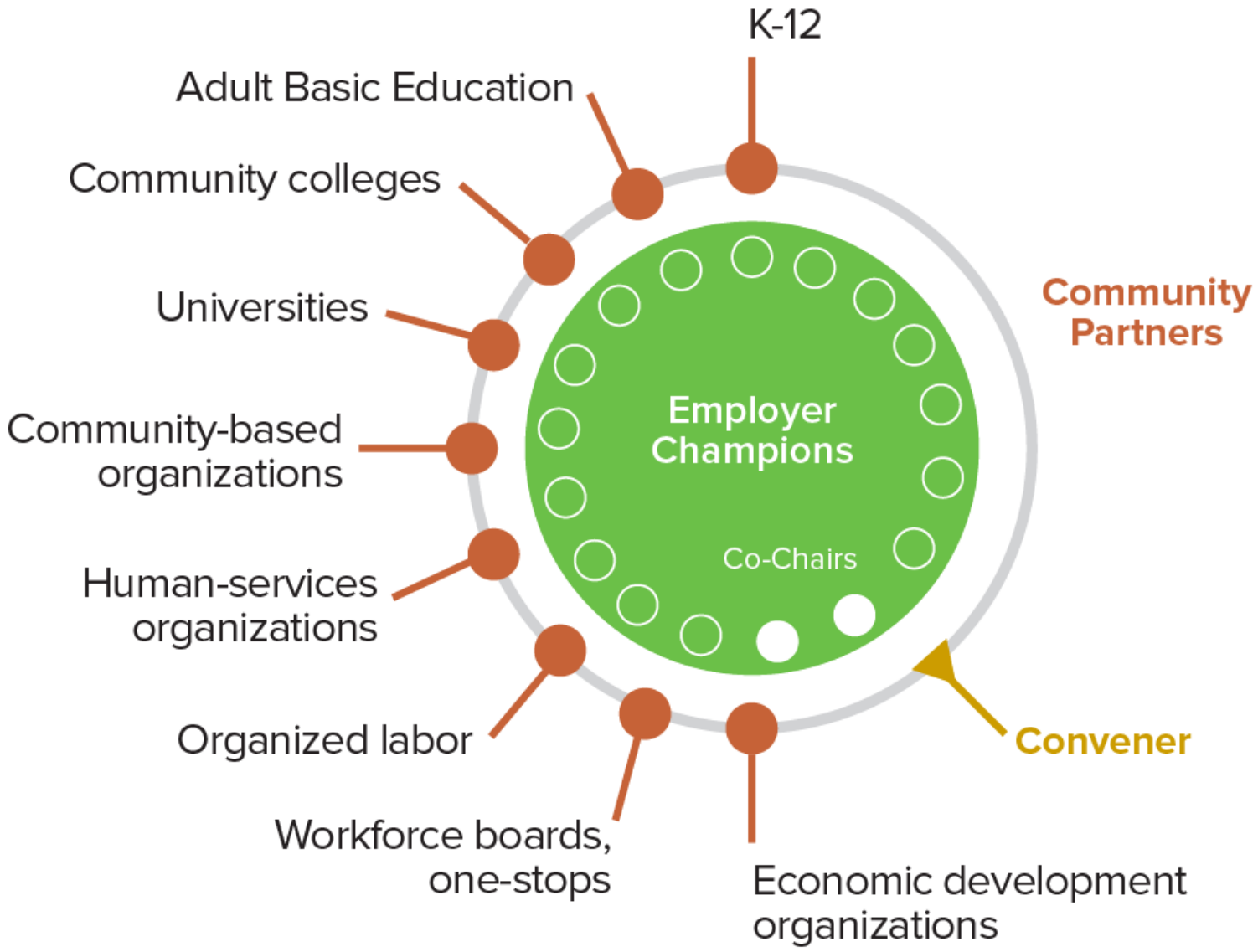
COECON
collaborative economics

THE WOOLSEY GROUP

WHAT ARE SECTOR PARTNERSHIPS?

At the regional labor market level, a partnership of employers within one industry sector or cluster that work closely with government, education and training, economic development, labor and community organizations to focus on the workforce and other competiveness needs of their industry. These regional partnerships may or may not have support from the state and/or federal level.

EMPLOYER-DRIVEN, COMMUNITY-SUPPORTED SECTOR PARTNERSHIPS



WHAT DO THEY ACCOMPLISH?

- Talent
- Infrastructure
- Innovation
- Regulatory Process
- Export Promotion
- Marketing
- Other Shared Priorities to Grow and Support Sectors

RESULTS

Immediate actions to accelerate economic growth and improve workforce outcomes

Longer term transformation of how public programs work with employers as partners

New mobilizations of business leaders as champions to build stronger education and workforce systems and promote economic vitality in their communities

THE MODERN WIB

WIBs Then

Employers as Customers

Business Services: One-on-one "retail" approach

Narrow reading of WIA (compliance)

Sectors/Clusters are an "add-on" activity (barely allowed by WIA)

Provider of Services, and contributor to partnerships

Workforce is the Agenda, focus is on customized solutions

Community needs always outstrip capacity

WIBs Now

Employers as Partners

Sector/cluster-focused "wholesale" approach

Broad reading of WIA (system building model)

Sectors/Clusters are way of doing business (codified by WIOA)

Broker of Partnerships, and contributor of services

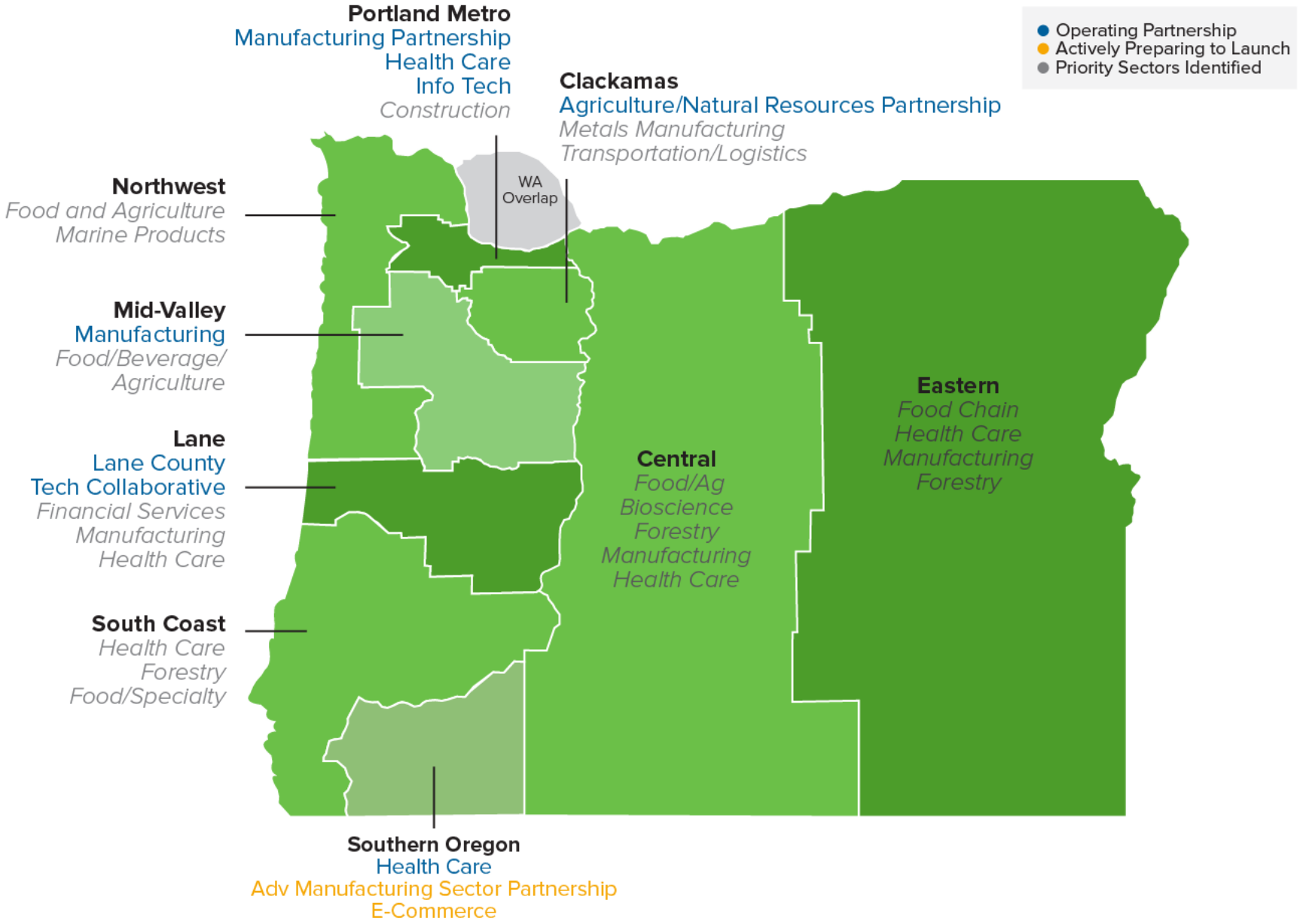
Business Growth is the Agenda, focus is on shared/coordinated action

Community needs require leveraging community's capacity

WHAT WORKS WELL (AND NOT SO WELL)

Clusters of companies	Individual firms
Employers as partners	Employers as customers
Industry-driven	System- or institution-driven
Regionally-based	Statewide top-down or too local
Existing industry strength or emerging specialty	Wishful thinking
Industry competitiveness/growth	Workforce only
Opportunity-focused	Problem-driven
Employer priorities first	Target populations first
Champion-driven	Representation-oriented
Coalitions of the willing	The futile search for consensus
People and relationships	Organizations and jurisdictions
A disciplined, replicable process	A mysterious, unique occurrence

THE STATE OF SECTOR PARTNERSHIPS



EMPLOYER ENGAGEMENT PATHWAYS

THE SHORT GAME

Makes sense for some purposes, but not structured to produce lasting results or commitment

Transactional in nature

- Survey of needs
- Focus groups
- Event sponsorship
- Single program advisory boards

THE LONG GAME

Makes sense for relationship/trust building that yields long term impact

Transformational in nature

- Employers as partners, Chairs of Sector Partnerships, co-investors
- Shared stake in comprehensive education and training
- Tackling other opportunities beyond just workforce issues
- Sustained engagement over time
- Expanded engagement by more employers

The "What's in it for me" of Sector Partnerships: **FOR COMPANIES**

A place to solve major shared issues, including talent shortages

A place to jointly assess and act on opportunities for growth

A single table at which to work with public entities

An opportunity to share costs related to needed solutions

SECTORS TOOLKIT

Launching a Sector Partnership
Defining the Scope
Preparing to Launch
Holding the Launch Meeting

Moving to Action
Organizing the Aftermath
Transition to Implementation

Sustaining the Partnership
Sustainable Implementation

Case Studies of Partnerships in Health Care, Manufacturing, and Technology