

# Arkansas Sector Strategies Implementation and Best Practices

March 3, 2017

Hot Springs, Arkansas



**Maher & Maher**  
Investment Advisors for Talent Development.



# Panelist

## ETHICS DISCLAIMER

“This presentation reflects my (personal) views of the changes implied by WIOA and the actions a proactive workforce system professional may want to consider in preparing for the new Law. It is not reflective of Federal policy nor, in any way, shaped by any specific knowledge thereof.”



**Beth A. Brinly**

*Vice President, Workforce Innovation*  
**Maher & Maher**

# Highlights from the Arkansas Sector Project

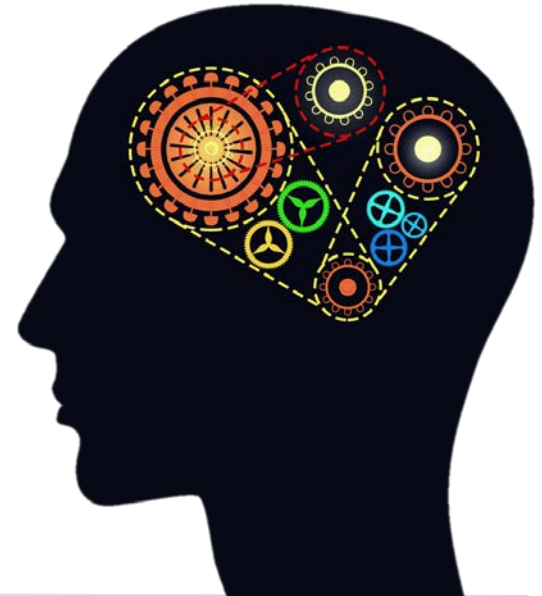


**Maher & Maher**  
Investment Advisors for Talent Development.



# Industry Sector Strategies

- Support the expansion of diverse regional **partnerships** to advance **talent pipeline** development for critical industry sectors
- Support further development of **integrated career pathways**
- **Identify and align resources** to support collaborative strategies
- Align business and job seeker **service delivery** strategies to the “talent supply chain” vision



# Arkansas Regional Work

- Sector-based employer engagement/building sustained relationships
- Building capacity around sector strategies (training for partners)
- Data-driven strategies and investments
- Aligning training to needs of target sectors
- Collaborative multi-partner development and implementation of regional sector strategies
- Apprenticeship and other work-based learning models as a talent development strategy for sectors

# Arkansas Regional Work

- Using CCD/design thinking to improve employer engagement/service delivery
- Using self-assessments and asset mapping to gauge “readiness,” identify needs and resources, etc.
- Sector strategies in rural contexts – particular needs and strategies
- Building career pathways in industry sectors that have high concentrations of low-wage/low-skill jobs (tourism, hospitality, food service, etc.)

# Northwest Arkansas Goals

- Develop an efficient partnership with employers, education, workforce partners, and community-based organizations to prepare a skilled workforce for existing and new employers
- Enhance service delivery to employers and jobseekers
- Increase awareness of the State's Talent Development System
- Address skills gaps

# Northwest Arkansas Activities

- Work closely with other organizations and leverage partners
- Focus sectors are healthcare, manufacturing, IT and construction
- Emphasis on building the talent pipeline
- Looking at transferable skills across industries
- Key educational partners:
  - Ozarks Unlimited Resource Education Service Cooperative
  - Northwest Education Service Cooperative
  - Post-secondary schools including community colleges, universities and technical institutes



# The Kentucky Sectors Experience



**Maher & Maher**  
Investment Advisors for Talent Development.



# Sector Strategy Success Factors

- Are Driven by Great Data
- Are founded on a Regional Vision
- Are Guided by Industry
- Lead to Strategic Alignment
- Transform how Services are Delivered
- Are Measured, Improved, and Sustained



# Making Them Real

Sector strategies are  
the “what”

Career pathways are the “how”

# Partner Alignment



- 1 – Customer Service
- 2 – Streamlined Resources
- 3 – Unified Marketing & Performance Measuring
- 4 - Workforce Pipeline Development



# Role of Economic Development

- Business attraction/retention/expansion, including marketing of the workforce solutions/“concierge service” brand
- Convener for economic data analysis and sector prioritization
- Collaboratively convene Industry Partnership Team
- Conduct worker attraction/recruitment
- Set policies to align Bluegrass State Skills Corporation grants to sector/occupational priorities in each regional economy
- Provide continuous statistical (and anecdotal) information on business attraction, retention, and expansion, as it relates to regional human resource needs

# Role of Workforce Development

- Develop and continuously update quantitative talent supply pipeline data for each target sector
- Act as “broker” who connects all of the pieces in the talent pipeline at the operational level
- Seek and approve private and non-profit training providers for focus industries/occupations
- Assist in competency model development and validation for each sector
- Provide “labor exchange” support – candidate screening, assessment, job matching, etc.

# Role of the Community College System

- Seek/develop curriculum asset maps
- Lead competency model development and validation for sectors
- Program and curriculum design/development and validation through industry-staffed Advisory Boards
- Lead adoption and integration of industry recognized credentials
- Conduct skill assessment (e.g., WorkKeys)
- Develop curriculum sharing agreements between institutions
- Set policy to align KCTCS TRAINS grants to sector/occupational priorities and maintain maximum flexibility
- Provide continuous information on availability and results of various instructional programs (industry-specific and otherwise)
- Articulate to K-12 systems

# Embedding Sector Strategies

- KCTCS TRAINS
- Bluegrass State Skills
- Work Ready Communities
- Kentucky Skills Network BSTs
- Accelerating Opportunity KY
- Industry Partnerships
- High Impact WIBs
- Workforce Academy
- Kentucky Career Center  
Certification
- Eligible Training Provider List



# Kentucky Regional Examples

- Eastern KY Concentrated Employment Program
  - Building on Regional Assets
  - Information Technology
  - Teleworks
- KentuckianaWorks
  - Career Pathway Maps
  - Code Louisville
  - Sector Based Career Centers
- Northern Kentucky
  - Employer First
  - Sector Based Business Services

# Successful Sector Strategies



**Maher & Maher**  
Investment Advisors for Talent Development.



# From Policy to Practice



# Examples of Shared Sector Strategy Goals

- Increase in the number of businesses and individuals served.
- Draw a clearer picture of workforce supply and demand with a better mechanism to stay in tune with the needs of our business and industry partners in regards to workforce and economic development.
- Organizational and cultural change that creates a shared vision, mission and operational efficiency and effectiveness in meeting customers needs.

# Successful Strategies in Sector Work

- **Regionalizing** already successful local sector partnerships: **new partners, new challenges**
- Moving beyond engaging business: to **business as a lead**
- Designing career pathways - and apprenticeships – at an **industry-level scale**
- Sectors as foundation for **systems change**
- **Operationalizing** sectors: what does a sectors focus mean at service delivery level?

# Sector Strategies: More than an Industry Collaborative. It's how we Conduct Business

Through a sectors approach, we change how we deliver services:



Support to business

- **Strategic, customized solutions** (vs. transactional program-based one-offs)
- **Coordinated** and regional **business services**
- **Wider array of services** (hiring, training, advancement...)



Support to Jobseekers

- Employment, training **services tied to regional high-growth industries**
- **Focus: long-term career development along pathways** (vs. job placement as service end point)
- **Greater access** to employment for all pops (deeper relationships with employers = more opportunities)

# Table Top Exercise

## Sector Strategies Approach to Employer Engagement, Career Pathways and Work-Based Learning

- What role should your regional leadership play (education, economic development, workforce development, human services) in integrating sector strategies, career pathways and work-based learning?
- What things would you look for in a region that demonstrates a commitment to this integrated approach?

# Examples of a Integrated Approach to Sectors, Pathways & WBL

- Target sectors are identified using the most currently available **state and regional labor market data**.
- Clearly **reflected in goals and actions of the region's strategic plans**.
- Industry partnerships **include key sector employers** who are driving the initiative forward and are also informing career pathways development and offering work-based learning.
- Gives **clear direction to the American Job Center operator regarding industry sectors** to be targeted, including quantified expectations and targeted service and training resources.
- **Coordinates with education providers, human service partners, and industry associations in the design and delivery of career pathways** aligned to skill needs identified sector strategy efforts and complementary work-based learning.
- **Engages in a collaborative, demand-driven approach** to respond to employers' immediate needs in partnership with economic development entities and service providers.
- Develops **linkages with employers to encourage employers to use the system** and to support local talent development WY Workforce Center needs.



# Contact Us:

thank you



**Maher & Maher**  
Investment Advisors for Talent Development.

3535 Route 66, Building 4  
Neptune, NJ 07753

Phone: 732-918-8000  
1-888-90MAHER  
(888-906-2437)

Fax: 732-918-9059

[www.mahernet.com](http://www.mahernet.com)

Beth Brinly

*Vice President, Workforce  
Innovation*

**Maher & Maher**

*[bbrinly@mahernet.com](mailto:bbrinly@mahernet.com)*



**Maher & Maher**  
Investment Advisors for Talent Development.