Taking Sector Partnerships to Scale

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**Vision:**
Every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality.

**Mission:** To facilitate the creation and sustainability of a business-led Colorado talent development system that appropriately integrates the work of economic development, education, training and workforce development to meet the needs of businesses, workers, job-seekers and students.

Led by business, and driven by a powerful collaboration of state agencies, regional & community organizations
DEVELOPING COLORADO'S TALENT

- Key Industries
  - Trade Organizations
  - Businesses

Sector Partnerships
- Priorities
- Opportunities
- Challenges
- Current and Future Needs

Industry

Policies, Standards and Metrics
- Federal, State and Local Agencies, Boards and Councils

Career Pathways
- Assessments
- Placements
- Services
- Training
- Education
- Workplace learning

Job Opportunities
- Connecting Businesses and Qualified Workers

Continuous Improvement
- Business Feedback
- Evaluation & Analysis
- Global Standards
- Best Practices
- Lessons Learned

Strategy

Implementation

Feedback

Outcomes

Workforce of the Future
- Every Coloradan has access to meaningful employment
- Every Colorado business has access to a skilled workforce
Taking Sector Partnerships to Scale – Think Different

• Business as a Partner
• State Role
• Regional Role
Sector Strategies Coming of Age: EDUCATION, WORKFORCE & ECONOMIC DEVELOPMENT

I. Education  Career Pathways

II. Workforce Development  Sector Partnerships

III. Economic Development  Industry Clusters

Career Pathway System

- University (degree)
- Workforce training (certificate)
- Community college (degree or certificate)
- Organized labor training (credential)
- Adult Basic Education (credential)

Enter workforce in a variety of careers

Industry Cluster

- Support Sectors

- Infrastructure

- Innovation and Technology

- Manufacturing and Advanced Supply Chain
Sector Partnership

Strategic Partners

Industry Members

Convener

Input from industry

Partnership synergies reverberate back

Career Pathway System

Workforce training (certificate)

University (degree)

Community college (degree or certificate)

Organized labor training/apprenticeship (certificate)

ENTER WORKFORCE

RETRAINING

Industry Cluster

Small Businesses

Medium firms

Large/Anchor firms

Support Sectors

INNOVATION AND TECHNOLOGY

LAbOR

INFRASTRUCTURE

INPUTS AND OUTPUTS

SUPPLY CHAIN

START-UPS

INFRASTRUCTURE

COLORADO WORKFORCE DEVELOPMENT COUNCIL
Today’s Sector Partnerships:

- Are employer-driven
- Are regional
- Are convened by a credible third party
- Act as a coordinating body across multiple education, workforce development, economic development and other programs
- Create highly customized responses to a target industry’s needs, and therefore highly accurate responses
- They are about more than workforce training
- Treat employers as partners, not just customers
- Are NOT a grant program, a short term project, a passing fad; they are a long term partnership
2005
1st Health Care SP Launched

2007
Sector Strategies Committee Established

2008
CWDC provides industry analyses, creates staff position, releases grants

2009
Local WF areas and partners convene for Sector Academies

2010
Executive Order to reconstitute CWDC as the home for this work

2011
CO Blueprint Sector Committee Becomes CWDC Committee

2012
CWDC brings partners together to launch Career Pathways

2013
CWDC Hosts Sectors Summit and develops dashboard
States Role:
Sector Partnerships that drive Career Pathways

- Provide a state-level framework to align programs and resources.
- Proactively integrate sector strategies as a core way of doing business.
- Utilize a public-private steering committee that fosters business leadership.
- Recognize existing work and build upon regional differences and strengths.
- Technical Assistance to Regions and Industries
State Role: Application

- **First, listen**, learn from existing partnerships in your state, learn from other states, build a strong local-regional state partnership as your foundation.
- **Next build a model, tools and resources for action locally scales statewide:**
  - Adapt tools to fit your state
  - Act as a gateway to technical assistance, data tools and resources.
  - Broker collaborations through peer networking and sharing promising practices
  - **Bring assets to the table** (staff capacity, grant dollars, existing programs or program elements etc.) that can be combined in different ways to respond to industry needs and support local partners.
  - **Provide project management support** to advance sector partnership priorities, tracking progress, holding partners accountable, and driving toward action and results.
Data Driven with Tools and Assistance
Regional & Local Role: Sector Partnerships that drive Career Pathways

- Utilize and customize the frameworks to leverage resources across system partners.
- Proactively integrate industry-led sector strategies as a core way of doing business.
- Build a core team of public partners that foster support for business led priorities.
- Recognize the value of frameworks and sharing across the state while adapting for regional differences and strengths.
- Utilize Technical Assistance and share lessons learned and promising practices with other Regions and Industries
Regional & Local Role: Application

• **First, listen** and make space for the industry voice to emerge.
• **Once industry leaders have defined their own agenda for action:**
  – Interpret industry priorities and **develop responsive solutions** in partnership with industry and other public partners;
  – **Act as a gateway into your institution**, engaging others as needed, helping others understand how supporting the sector partnership’s priority aligns with the organization’s core mission or goals.
  – **Broker collaborations across programs** to develop customized solutions, (as opposed to relying on pre-existing programs within institutional silos);
  – **Bring assets to the table** (staff capacity, grant dollars, existing programs or program elements etc.) that can be combined in different ways to respond to industry needs.
  – **Provide project management support** to advance sector partnership priorities, tracking progress, holding partners accountable, and driving toward action and results.
Impact

Nearly every active or emerging sector partnership increased participation by businesses in the target industry and region, as well as education, training, and student/jobseeker support organizations (K-12, postsecondary, workforce programs, etc) over the last year.

86% of partnerships implemented joint or shared projects across community partners.

71% of partnerships increased student/jobseeker awareness of training/education programs.

62% of businesses experienced improvements in HR policies and/or employee development practices.

35% of businesses found support in connecting with employees with the skills and experiences their business needs as a result of their participation in the partnership.

42% of businesses formed new or enhanced joint ventures.
1. Build sector partnership
2. Build support team of non-industry partners
3. Identify critical occupations
4. Inventory relevant programs
5. Understand critical competencies
6. Build career pathway programs
7. Create and market career pathway picture
8. Create system for continuous improvement

Keep in Mind
- Important to do all steps in order.
- It can take time to move from one step to the next.
Outcomes

An additional $1.43 in earnings goes back into the community, for every dollar invested by the Metro Denver Healthcare Partnership.

Over 1,100 people received training through Colorado’s pilot sector partnerships in the last four years and 93% received industry-recognized credentials.

At least 83% have entered employment, retained or advanced in their jobs to date as a result of training.
Leveraging Policy and Partnerships

- Create a baseline for conversations with data
- Empower industry to lead (follow it)
- Act in partnership with industry and policy makers
- Leverage data and industry support for valuable legislative and policy support
- Focus on long-term sustainable solutions, but don’t under-estimate the importance of quick wins and measurable outcomes
Thank you

Resources:

DATA:
• www.coworkforcecouncil.com find the Colorado Talent Pipeline Report
• http://www.coloradotalentdashboard.com/

TOOLS & RESOURCES:
• www.sectorssummit.com and
• www.NextGenSectorPartnerships.com

EXAMPLE OF USING SECTOR STRATEGIES FOR WORKBASED LEARNING
• www.careerwisecolorado.org
• YouTube: Colorado’s Bold Move

Currently in beta form but available:
• www.careersincolorado.org Career Pathway Hubs
• www.talentfound.com Statewide Talent Development Network Brand