Heard this lately?

• Job-driven, Industry-driven, Demand-driven
• More, better, stronger employer partnerships
• Industry-driven courses and credentials
• Industry driven career pathways
WHAT ARE WE TALKING ABOUT?

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 competitiveness 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

OUTCOMES FOR EMPLOYERS
- 41% of employers report reductions in turnover
- 84% of employers report significant increases in productivity
- 100% of employers report participation in Partnership was valuable

OUTCOMES FOR WORKERS
- 48% worker participants exited poverty
- 18% higher earnings
- More likely to work in jobs with benefits
Today’s Industry Partnerships:

• Are industry 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
They are different from:

- Our State Workforce Innovation Board
- A Chamber of Commerce
- An industry association
- A Community College Advisory Board
- A career pathway employer group
Industry: What’s the Goal?

- **Industry Leadership** in developing the agenda, the priorities and the strategies for action.

- **Industry Partnership** demonstrated in a willingness to collaborate together (company-to-company), and with support partners.

- **Industry Commitment** in implementing action areas, including time, in-kind and financial commitments as required to realize goals.
WHAT CAN RESULT FROM A SECTOR PARTNERSHIP?

WORKFORCE SOLUTIONS

**Education & Training**
- Definition and resolution of key human capital issues
- Short term training (skills, licences, etc.)
- Consortia training
- Incumbent worker training (skills, safety, management, other)
- Long term training and education programs (including career pathways)
- Entry-level skills development
- Work Readiness programs (basic, soft)
- Work experience/internships (esp. Youth)
- Apprenticeships

**Non-Training**
- Work reorganization (org charts, advancement, hiring planning, etc)
- Improved HR practices
- 3rd party screening/assessment

**ECONOMIC DEVELOPMENT SOLUTIONS**
- Company to company networking
- Shared marketing and branding of region and industry
- Supply chain mapping – local suppliers
- Shared costs related to transportation of materials and products
- High skilled worker recruitment/Spouse support programs
- Shared community improvement efforts
- Industry associations (if they don’t exist)

... and more.
NORTHERN COLORADO MANUFACTURING PARTNERSHIP

More than 50 northern Colorado manufacturing companies and 20 public partners established the Manufacturing Partnership in 2013 to address common issues in the industry.

Mission statement: “Partners working passionately to ensure Northern Colorado Manufacturers and our Communities thrive.”

Priorities include:
- Networking and local supply chain issues
- Changing the perception of the industry and encouraging youth to pursue manufacturing
- Developing vocational/technical skills as a career pathway for youth and adults in transition
PHOENIX HEALTH CARE SECTOR PARTNERSHIP

Over 150 members from health care businesses along with educational institutions and community partners

Launched by City of Phoenix in 2013 with leadership from Mayor Greg Stanton; sustained convening support provided by Greater Phoenix Chamber of Commerce

AREAS OF FOCUS INCLUDE:
- Growing health care workforce
- Promoting wellness and quality of life
- Strengthening health care innovation and care coordination
- Promoting medical tourism
LANE COUNTY TECH COLLABORATIVE

32 Active Company members

Early Wins: Non-stop flight to/from San Jose + High Speed Internet Downtown

Top Areas of Focus: Quality k-12 curriculum + Business Driven Post-Secondary
WHAT WORKS WELL (AND NOT SO WELL)

**WHAT WORKS WELL**
- Clusters of companies
- Employers as partners
- Industry-driven
- Regionally-based
- Existing industry strength or emerging specialty
- Industry competitiveness/growth
- Opportunity-focused
- Employer priorities first
- Champion-driven
- Coalitions of the willing
- People and relationships
- A disciplined, replicable process

**WHAT NOT WORKS WELL**
- Individual firms
- Employers as customers
- System- or institution-driven
- Statewide top-down or too local
- Wishful thinking
- Workforce only
- Problem-driven
- Target populations first
- Representation-oriented
- The futile search for consensus
- Organizations and jurisdictions
- A mysterious, unique occurrence

This slide created by Collaborative Economics, Inc.
What’s our response?

EDUCATION, WORKFORCE & ECONOMIC DEVELOPMENT

I. Education

Historically: Train & Pray

I. Workforce Development

I. Economic Development
What’s our response?

EDUCATION, WORKFORCE & ECONOMIC DEVELOPMENT

I. Education

I. Workforce Development

I. Economic Development

Today: Career Pathways
Career Pathways

Effective career pathways rely on coordination across education and training programs in order to offer a clear sequence of industry-relevant coursework and credentials to job seekers. Today’s education and training programs include online and in-person opportunities.

High school (diploma or equivalent) → Workforce training (certificate) → Enter workforce in a variety of careers

→ University (degree) → Enter workforce in a variety of careers

→ Community college (degree or certificate) → Organized labor training/apprenticeships (certificate) → Enter workforce in a variety of careers

After being in the workforce, a person may choose to go back for more credentials to make an upward or lateral career move.
What’s our response?

EDUCATION, WORKFORCE & ECONOMIC DEVELOPMENT

I. Education

I. Workforce Development

I. Economic Development

Career Pathways

Industry Clusters
Industry Cluster

An industry cluster consists of large and small firms in a single industry. Firms in industry clusters benefit from synergies of association related to shared labor, sources of innovation, suppliers, markets, technology, and infrastructure.

- **Large/Anchor Firms**
- **Support Sectors**
- **Medium Firms**
- **Small Businesses**
- **Start-ups**
- **Suppliers**

**Markets and Buyers**
Includes access to university and federal lab research and development.

**Supply Chains**
Includes education and training systems graduating jobseekers with skills for entry-level, mid-level, and advanced-level occupations.

**Infrastructure**
Includes transportation, utilities, broadband, etc.
What’s our response?

EDUCATION, WORKFORCE & ECONOMIC DEVELOPMENT

I. Education

Career Pathways

I. Workforce Development

Historically: Customized Business Training + Job Matching

III. Economic Development

Industry Clusters
What’s our response?

EDUCATION, WORKFORCE & ECONOMIC DEVELOPMENT

I. Education

I. Workforce Development
   Today: Sector/Industry Partnerships

III. Economic Development

Career Pathways

Industry Clusters
Sector Strategies Coming of Age: EDUCATION, WORKFORCE & ECONOMIC DEVELOPMENT

I. Education

II. Workforce Development

III. Economic Development

Career Pathways

Sector Partnership

Industry Clusters
Sector Partnerships: The Keystone to Connecting Career Pathways to Industry Cluster Growth

Sector Partnerships align education and training programs with industry needs to produce readily employable workers.

Sector Partnership

Strategic Partners create a Career Pathway System based on industry needs

Convener

Input from industry

Career Pathway System

Workforce training (certificate)

University (degree)

Community college (degree or certificate)

Organizational training/apprenticeship (certificate)

High school diploma or GED

Adult Basic Education (credential)

ENTER WORKFORCE

RETRAINING

Workers graduate with industry-approved credentials that get them hired.

Industry Cluster

Small Businesses

Medium Firms

Large/Anchor Firms

Support Sectors

Innovation and Technology (I&TECH)

Infrastructure

Innovation and Technology (I&TECH)

Labor
Questions?

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