



Sector Partnerships

Presented at CEANY Annual Conference

November 7, 2014

The Need...

- "...there is a need for greater alignment and communication among the education providers, the workforce system and the employers."
 - A market driven model bringing together all regional stakeholders through a dynamic convener,
 - that's when the model starts to take a life of it's own.

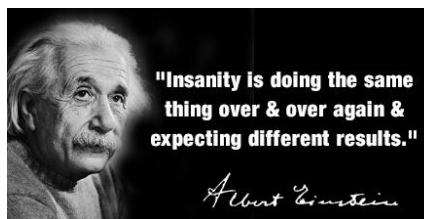
Proposed Solution

- Sector partnerships are partnerships of companies, ***from the same industry and in their natural labor market region***, with education, workforce development, economic development and community organizations that focus on a set of key priority issues identified by the target industry.



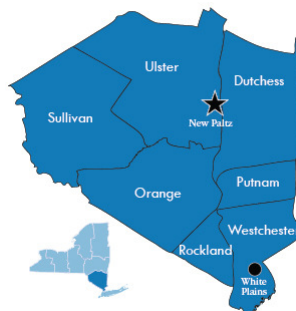
Why Sector Partnerships

- There's a lot going on to support industry, but it's not well coordinated
- No one place, one common table where industry collectively discuss/prioritize needed supports and strategies
- No one place to access multiple services/resources available in our community – toward better alignment of public resources
- It's working elsewhere, outside of New York State



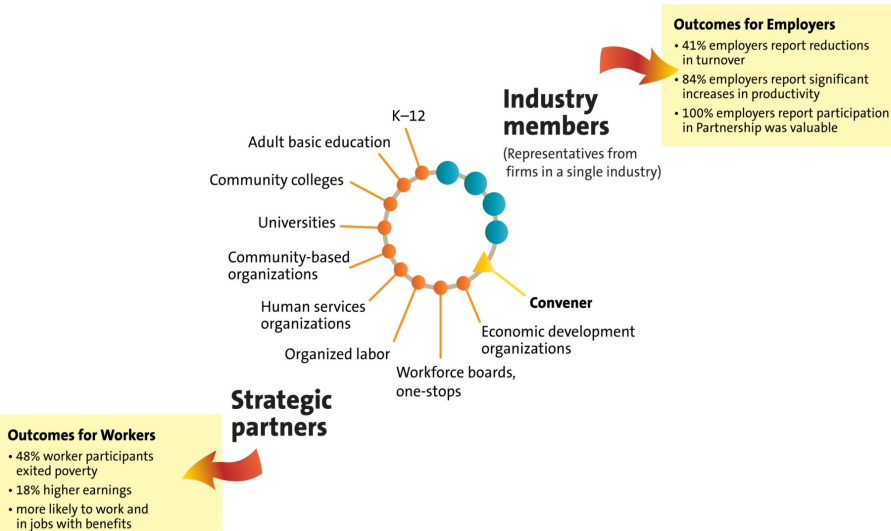
Key Components of Sector Partnerships

- Employer-driven
- Regional
- Convened by a credible third party
- Act as a coordinating body across multiple education, workforce development, economic development & other programs
- Create highly customized responses to a target industry's needs, and therefore highly accurate responses
- More than workforce training
- Treat employers as partners, not just customers
- NOT a grant program, a short term project, a passing fad; they are a long term partnership



Sector Partnership

The partnership addresses common needs of employers and generates coordinated solutions that benefit workers.



Sector Partnerships in Action & Discussion

- Implemented successfully:
 - Ohio, Pennsylvania, Colorado, Maryland, California, Minnesota, Washington, Virginia, Arizona, etc.
- New WIOA legislation
 - “engagement within a sector”
 - “regional partnerships that span the private and public sectors”
 - “DOL will now ask that states demonstrate how they are achieving job-driven goals, such as engaging in sector partnerships...”
- Karen Coleman, NYS DOL, April 2014
 - “Goal: Improved coordination and capacity of State and Regional workforce systems to fulfill business demand for skilled labor with qualified workers”
 - “Sector strategies will be use to achieve this goal. Sector strategies are the most statistically proven economic development approach to addressing workforce needs.”

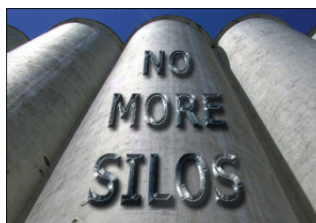
Get ready



It's coming

SPs are Different From:

- WIBs
- Regional and county economic development agencies and councils
- Chambers of Commerce
- Industry associations
- Educational Advisory Boards



Organizations are able to draw upon specialized capabilities of each partner and access new skills and resources that were previously unavailable when working alone.

It's a new way of thinking!

Sector Partnerships – ROI

- **Employers**

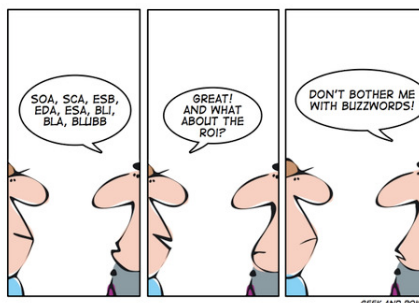
- Lower turnover
- Reduction in rework
- Reduction in customer complaints
- New product lines
- New access to markets

- **Workers**

- Earn more per hour
- Decrease in poverty
- Gain new jobs within targeted sectors

- **Municipal, Economic and Workforce Development Agencies**

- Address current and emerging skills gaps
- Better alignment of public programs & resources serving employers and workers
- Reduction in lost job opportunities
- Increase regional economic competitiveness



Sector Partnerships – ROI

- **Educational Partners**

- Curriculum and instructional transformation
- Student academic and social support (e.g., internships, career navigation)
- Staff and faculty professional development
- Shared resources of sustainability
- Systemic institutional alignment / improvement

- **Community Based & Social Services Organizations**

- Increase program effectiveness
- Increase program relevance
- Increase visibility and expanded reputation
- Strengthened organizational capacity
- Expanded revenue streams

What Works Well (And Not so Well)



Clusters of companies
Employers as partners
Industry-driven
Regionally-based
Existing industry strength or emerging specialty
Industry competitiveness/growth
Opportunity-focused
Champion-driven
A disciplined, replicable process

Individual firms
Employers as customers
System- or institution-driven
Statewide top-down or too local
Wishful thinking
Workforce only
Problem-driven
Representation-driven
A mysterious, unique occurrence



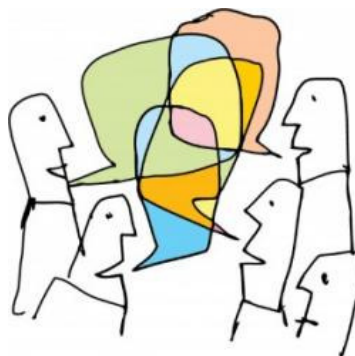
Sector Strategy Facilitation

- Make the case for a new approach
- Data and employer-led activities
- Build buy-in from across program partners
- Identify and agree on **convener**
- Engage the natural leaders of industry
- Launch the partnerships
- Post-launch follow through



Sector Strategy Facilitation

- It takes more than one organization
 - What could we do together?
 - What should we do together?
 - What will we do together?
 - When will we get back together?
- SPs can last for years
- Change constantly
- Each one looks different
- But there are common elements

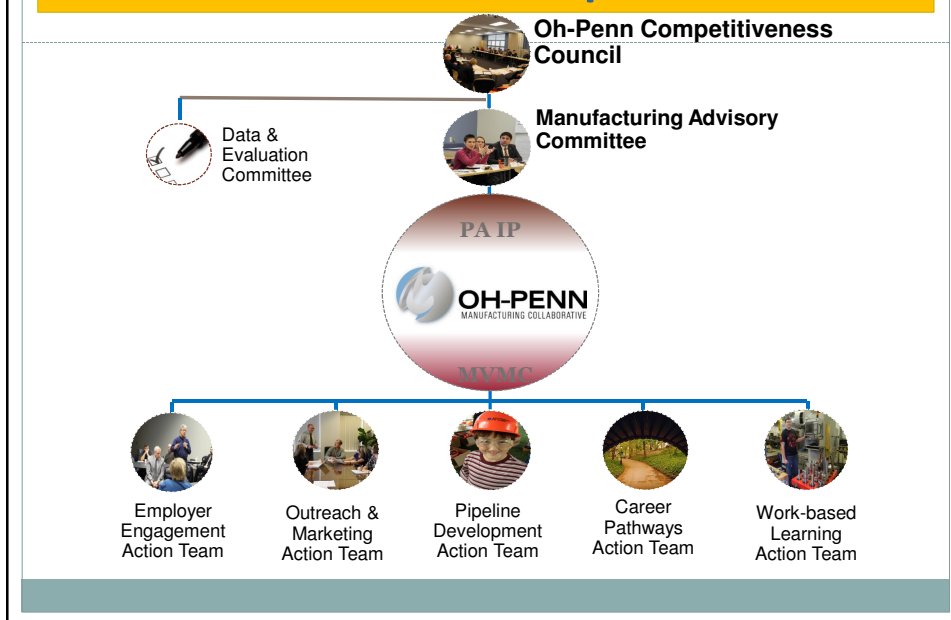


Implementation Status

- SUNY Orange: Know our limits
- Identify sector: Manufacturing
- Funding: JIAC Grant, US DOL ETA
- Consultant: Thomas P. Miller and Associates
 - Experience: Mahoning Valley Manufacturers Coalition
- Initiate dialogue with key partners about sector partnerships and systems
- Suggest a more inclusive planning process and implementation structure
- **Pilot project to scale and eventually replicate to other industries**



Sector Partnership Model



Success Factors to Duplicate

- Led by a strong Champion: President of Brilex Industries
 - Known as one of Youngstown, Ohio's fastest growing, aggressive companies
- Identified the challenge, articulated it to others within president's network, created a sense of urgency and mobilized a grassroots, business-led coalition
- Basic Labor Market Information supplemented by manufacturer survey (98% response rate) to capture actual demand and forecasts
- Gained attention of the community - created a "buzz"
- Raised funds
- Better defined needs through Skill Gap Analysis
- Create more seamless career pathways



Model Results

- Employers using assessments/credentials as part of **hiring process**
- **Increased internship structure**; common matching technology through Internship Clearinghouse
- 4 Career and Technical Centers **aligned curricula** for increased consistency regionally
- Common measures and reporting by all education and training providers and workforce development agencies in region
- All 3 **WIBs** providing manufacturing career pathways workshops and referrals to manufacturing programs; Discussion about common OJT policy among WIBs
- Recognized as a model by the State of Ohio



Implementation Status

- Launch Call (June 2014)
- Sector Partnership Readiness Self-Assessment (July 2014)
- Strategy Meeting (July 2014)
- Planning Process Structure Meeting (August 2014)
- Next Steps
 - Asset map
 - Work groups
 - Governance structure
 - Event (Spring 2015)
 - Partners gain responsibilities in moving this forward
- Goal: Industry-led model



College's Role?



Thank You

David Kohn
Director, Continuing and Professional Education
SUNY Orange
david.kohn@sunyorange.edu
845-341-9388

Patricia Kelly,
Coordinator, Jobs and Innovation Accelerator Challenge Grant
SUNY Orange
patricia.kelly@sunyorange.edu
845-341-9021