




Planning for Next Gen Sector Partnerships

Motherlode/Central Sierra Region

December 19, 2018

www.NextGenSectorPartnerships.com

What to Expect from Today

- A deeper understanding of the distinct difference of the Next Gen Model of Industry Sector Partnerships
 - An inspired grasp of the nuts-and-bolts of building Next Gen Sector Partnerships
 - Co-creation of a roadmap for sustainable industry sector partnerships here in your region
 - Expectations of the role of Board members
- 

The Essential Equation

**Growing
Good Jobs**

+

**Connecting
People with
Good Jobs**

=

**Strong
Communities**

THE CHALLENGE: IT'S EVERYONE'S JOB

In every region, multiple, **independent** efforts to reach out to business and industry:

- Workforce development boards
- Community Colleges
- K-12 CTE
- Universities
- Adult Basic Ed
- Voc Rehab
- Community-Based Workforce Training Providers
- City/County/State Economic Development Organizations
- Chambers of Commerce
- Small Business Development Centers
- Industry Associations
- Other?

THE PROBLEM

- Collaboration is really hard – no one's in charge, everyone's busy
- No Common Point of Accountability
 - Different missions, funding streams, performance metrics, etc.
- Temporary Common Points of Accountability created via grants
 - E.g temporary shared target population (Opportunity Youth, Vets, Low-income, STEM students, etc)
- Everyone hearing same call-to-action: more, better, stronger partnerships with industry

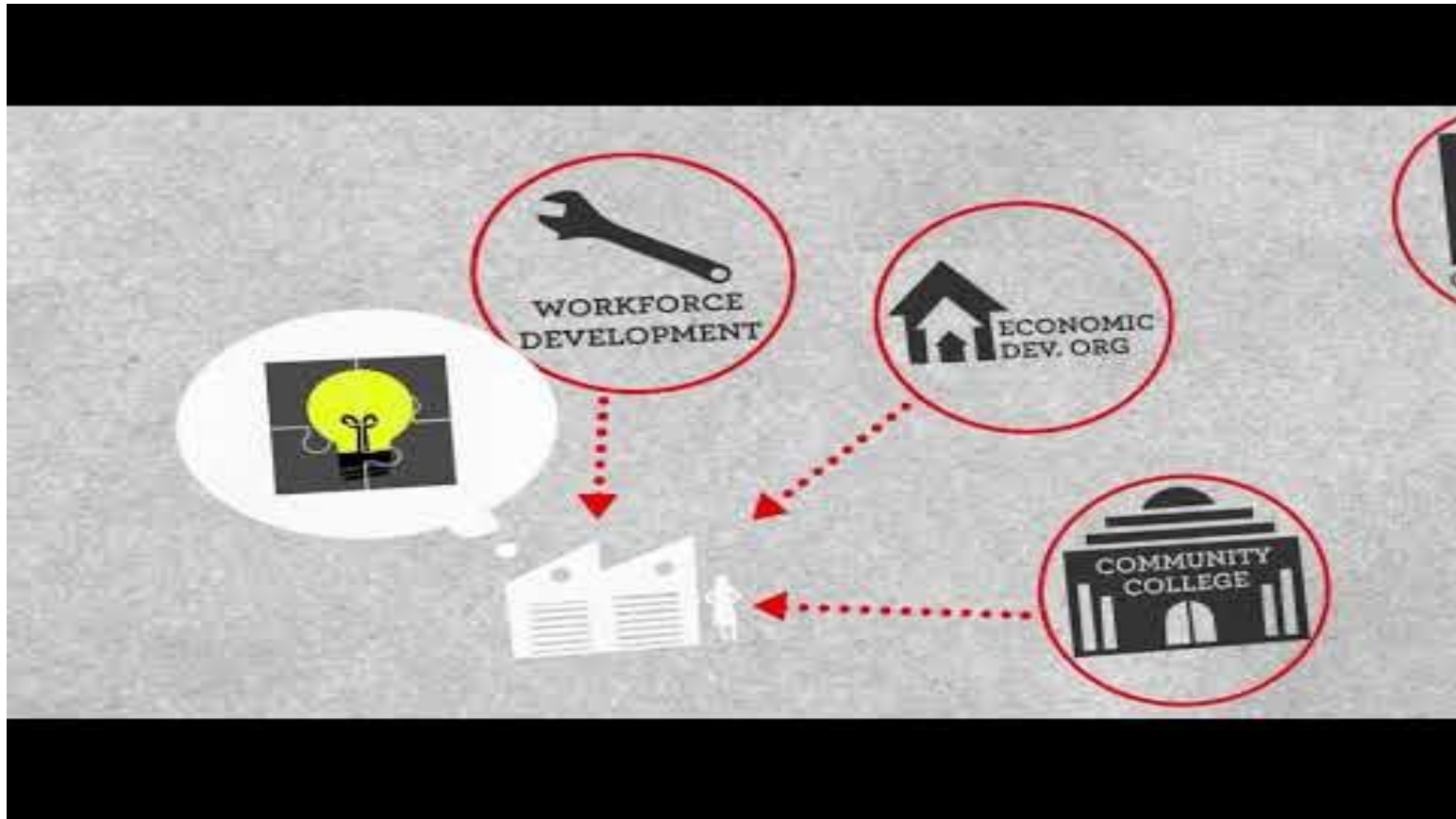
. . . AT WHAT RISK?



UNINTENDED CONSEQUENCES

1. Employer fatigue (or some missed altogether)
2. No critical mass of employers = no integrity in how training programs are developed.
3. Students/jobseekers don't get the *right* education at the *right* time. *Think about student perspective.*
 - “*This is the door I went in. It must be the right door.*”
 - “*This is where I am now. I better make the best of it.*”
4. Undersupply the labor market = companies leave.
5. Over-saturate the labor market = people don't get jobs + wage depression.

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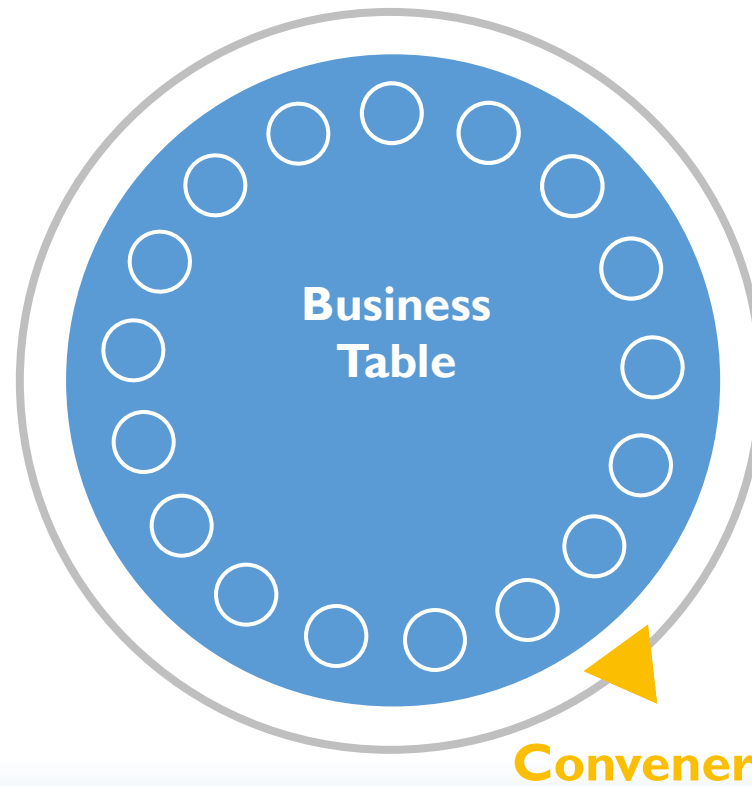




A DEFINITION: NEXT GENERATION SECTOR PARTNERSHIPS

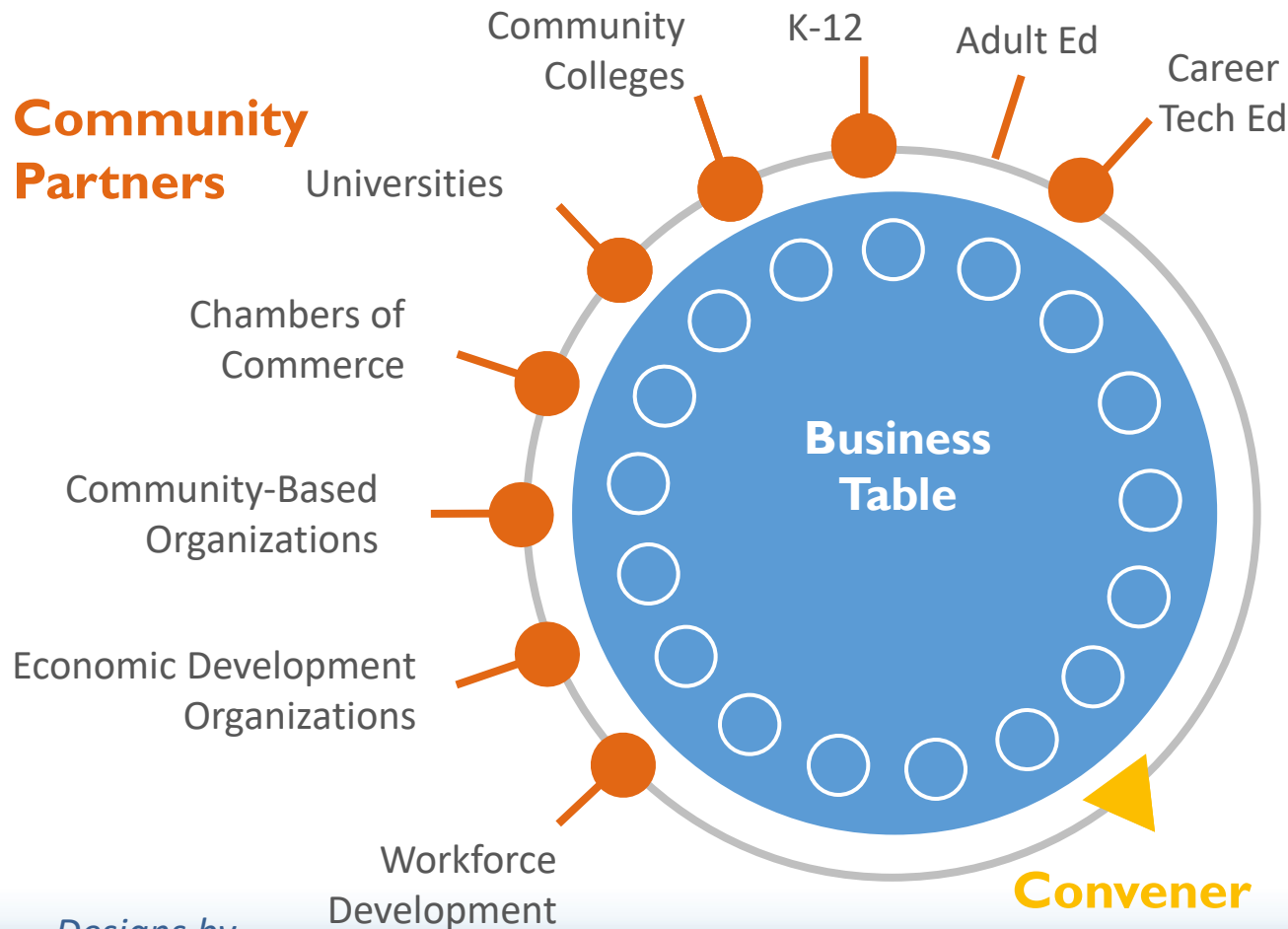
Regional partnerships of business leaders within one industry, who work together with public partners from economic development, workforce development, education and training, and other community organizations, to address the shared workforce and broader competitiveness needs of their industry.

INDUSTRY-LED SECTOR PARTNERSHIP



Designs by

INDUSTRY-LED, COMMUNITY SUPPORTED SECTOR PARTNERSHIP



FOUR OPERATING PRINCIPLES

1. Industry pull vs. program push
2. Shared table (not owned by any single institution or system)
3. Business/industry invested for the long haul
4. Integrated response from education, workforce and economic development vs. one-off solutions

NEXT GEN SECTOR PARTNERSHIPS ARE DIFFERENT FROM:

- Workforce Development Board
 - Chamber of Commerce
 - Education Advisory Board
 - Career Pathway Employer Groups
 - Economic Development Organizations or Plans
 - Industry or Trade Associations
 - Focus Groups
 - A sector initiative
 - An industry summit or roundtable
- 
- A blue gradient background at the bottom of the slide, transitioning from a lighter blue at the top to a darker blue at the bottom.

SOME EXAMPLES

- **Tucson Healthcare Partnership, Tucson, Arizona**
- **Los Angeles Regional Health Care Sector Partnership** Los Angeles, California
- **East Bay Healthcare Industry Partnership, East Bay, California**
- **Shasta/Modoc County Healthcare Industry Partnership, Shasta County, California**
- **NE Louisiana Healthcare Partnership, Monroe, Louisiana**
- **Maui Healthcare Partnership, Maui, Hawaii**
- **Central PA Healthcare Partnership, Lewisburg, Pennsylvania**
- **Greater Omaha Healthcare Industry Partnership, Omaha, Nebraska**
- **Southern Oregon Healthcare Industry Partnership, Coos Bay, OR**
- **Texarkana Manufacturing Partnership, Texarkana, Texas/Arkansas**
- **Big Country Manufacturing Alliance, Abilene, Texas**
- **Northern Colorado Manufacturing Sector Partnership** Fort Collins, Colorado
- **Phoenix Business Services Sector Partnership** Phoenix, Arizona
- **Kauai Food and Agriculture Sector Partnership** Kauai County, Hawaii
- **Freight and Logistics Sector Partnership, Southwest Pennsylvania**
- **Livingston Hospitality and Tourism Sector Partnership** Livingston, Montana
- **GrowTech Technology Partnership, Chico, California**
- **Technology Sector Partnership** Eugene, Oregon

WHAT DO PARTNERSHIPS ACCOMPLISH?

Education and training

- Definition and resolution of key talent issues
- Short-term training
- Consortia training
- Incumbent worker training
- Long-term training and education programs (including career pathways)
- Work based learning

Non-training

- Improved HR practices
- Third party screening and assessment
- Hire local campaigns
- Career awareness campaigns
- Aligning job descriptions with actual KSAs

Economic Development

- Shared marketing and branding of the region and industry
- Supply chain mapping and coordination
- Shared transportation costs
- Infrastructure improvement
- Regulatory or permitting process streamlining
- Company-to-company networking



WHY A NEXT GEN APPROACH?

Impact of Partnership on Businesses

- 82% of partnerships have businesses with new or enhanced products and/or markets
- 91% of partnerships have businesses that found employees with the skills and experiences their business needs
- 82% of partnerships have businesses that have developed new recruitment practices

Impact of Partnership on Jobseekers and Students

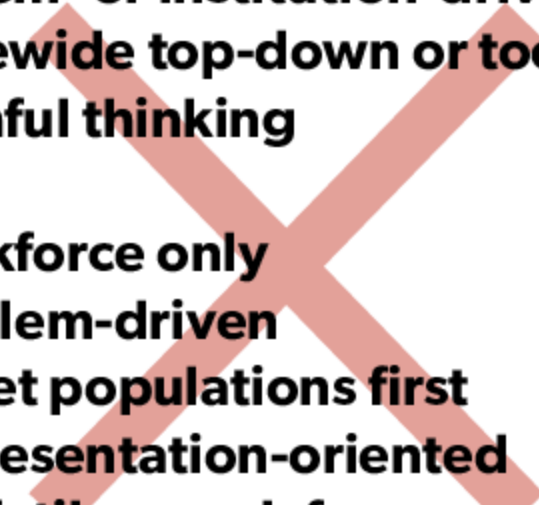
- 71% increased student/jobseeker awareness of training/education programs.
- 62% experienced increased program alignment across secondary, post-secondary, and/or workforce programming.
- 67% enhanced existing or developed new training/education program(s).

From the State of Colorado's Sector Partnership Metrics - 2016

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
Employer priorities first
Champion-driven
Coalitions of the willing
People and relationships
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
Target populations first
Representation-oriented
The futile search for consensus
Organizations and jurisdictions
A mysterious, unique occurrence

Building a Next Generation Sector Partnership: The Step-by-Step





Training Manual

FEBRUARY 2017

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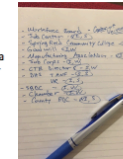
MODULE 1: The Step-by-Step Process of Building Industry-Led Sector Partnerships

- Step 1: Build Your Regional Support Team
 - Frequently Asked Questions about Next Gen Sector Partnerships
 - Universe of Connections Diagramming Exercise + Guiding Discussion Questions
 - Building your Non-Industry Support Team: A Sample Work Session
- Step 2: Define the Scope of Industry Focus
 - Getting the Scope Just Right
 - How to Use Labor Market Information
 - Sample Regional Labor Marketing Information Profiles for Oregon's Regions
 - Industry Readiness Worksheet
 - Aspen Institute's Targeted Industry Sector Worksheet
- Step 3: Prepare to Launch
 - Preparing to Launch Worksheet
 - How to Choose an Industry Champion
 - Talking Points to Recruit Champions
 - Sample Launch Invitation Letter
- Step 4: Launch
 - Suggested Meeting Setup
 - Sample Launch Agenda
 - Detailed Launch Facilitation Guide
 - Simulations - Facilitating a Launch Meeting
 - A 45-minute video of a 2016 launch simulation from the Hawaii Sector Summit
 - A more in-depth series of videos from 2013 provided by the Colorado Workforce Development Council
- Step 5: Move to Action: Organize the Aftermath and Begin Implementation
 - The Task Force Model
 - Influence Map + Tipping the Sales Assessment: Getting the Right People to Do the Job
 - Roles and Responsibilities of industry champions, broader industry partners, conveners, core support partners, and broader community partners
 - Sample implementation plan
- Step 6: Sustain and Evolve
 - Red Flags and Green Lights
 - Funding Considerations for Mature Industry-Led Partnerships
 - Organizational Shifts for Long-Term Systems Linkages
 - Aspen Institute's Asset Spiral
 - Developing Leaders, Building a Movement

Mapping your Universe of Connections¹

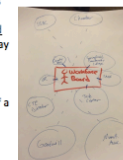
Step 1: Brainstorm the Actors in your Universe

Think about the institutions, organizations and agencies involved (or that will be/should be involved) in your industry-led partnership activities. Brainstorm a list of the principal actors in each of these systems and organizations. E.g. think about trade associations, chambers of commerce, unions, workforce development organizations, education and training institutions, support service providers, investors, others. Where you can't name the principal actor (i.e. actual person with some influence in an organization), just list the organization.



Step 2: Code your Actors

Take a moment to code your principal actors/organizations. Code them in two ways: 1) Mark them with an "V.I." for Very Important, an "I" for Important, and a "N.I." for Not Important, depending on how important you see their role in your industry-led partnership efforts; and 2) Mark them with a "S" for Strong relationship, a "M" for Mediocre relationship, and a "W" for weak relationship, depending on your relationship with each of them.



Step 3: Draw your Universe

You are the center of the universe (well, your universe anyway!). Start with a blank piece of paper. Draw yourself in the Center. Now draw all the other actors in your universe around you, as big circles if they are Very Important, medium circles if they are just Important, and small circles if they are Not Important. And draw them very close to you if you have a Strong relationship with them, far away from you if you have a Weak relationship, and somewhere in-between if the relationship is Mediocre. What do you notice? Any surprises? What's been confirmed for you? Do you see any strengths or opportunities you had not thought of? Any gaps you want to address? Is there a "system" here, or parts of a system, or just many independent actors?

Step 4: Be Someone Else

Imagine you are another actor on your list. Pick anyone. How would their Universe of Connections look? Where is your organization on their map? What relationships does that organization have that might be useful to you? What relationships do you have that might be useful to them?

YOUR SECTOR PARTNERSHIP: GETTING THE SCOPE *JUST* RIGHT

Ask yourself:

Is the Geography right for this partnership? Too big, too small? Just right?

- Too big: A whole state. Half a state. (Hint: put some parameters on your geographic reach like: strong identity for this industry in a particular area, like along a Highway corridor? Is this reach manageable, i.e. will we actually interact and encourage interaction?)
- Too small: A neighborhood (Why not? Because you won't get the depth and breadth you need to really address a target industry's needs)
- Just right: Start with your target industry's natural labor market region with parameters that will actually allow for a collective identity and employer-to-employer interaction. The geographic reach may expand or narrow over time.

Is the Scope of Industry right? Too broad, too narrow? Just right?

- Too broad: "Advanced Industries" defined as any industry that uses some advanced technology (bioscience + aerospace + IT, etc). (Why not? You're talking on the world!)
- Too narrow: Tortilla Manufacturers. Physical Service providers. Trucking companies. (Why not? You'll end up with one short-term solution, not a partnership.)
- Just right: Advanced Manufacturing. Food & Beverage Manufacturing. Healthcare providers. Transportation and Logistics. (Why? Breadth and Depth)

What about employer champions? Membership? What is too big, too small? Just right?

- Too big: 150 employer champs at your launch meeting!
- Too small: 2 employer champs at your launch meeting! (If this happens, just have a conversation with them, ask them to help you build an invite list).
- Just right: Aim for 25-30 champs at your launch meeting, be happy if you get 10 or more. Aim for a broader employer membership of much bigger: 30-80 members, and over time expect to reach all or most of companies in your region and target industry, even if they are not active champs or members.

Are we expanding beyond our own jurisdictional boundaries?

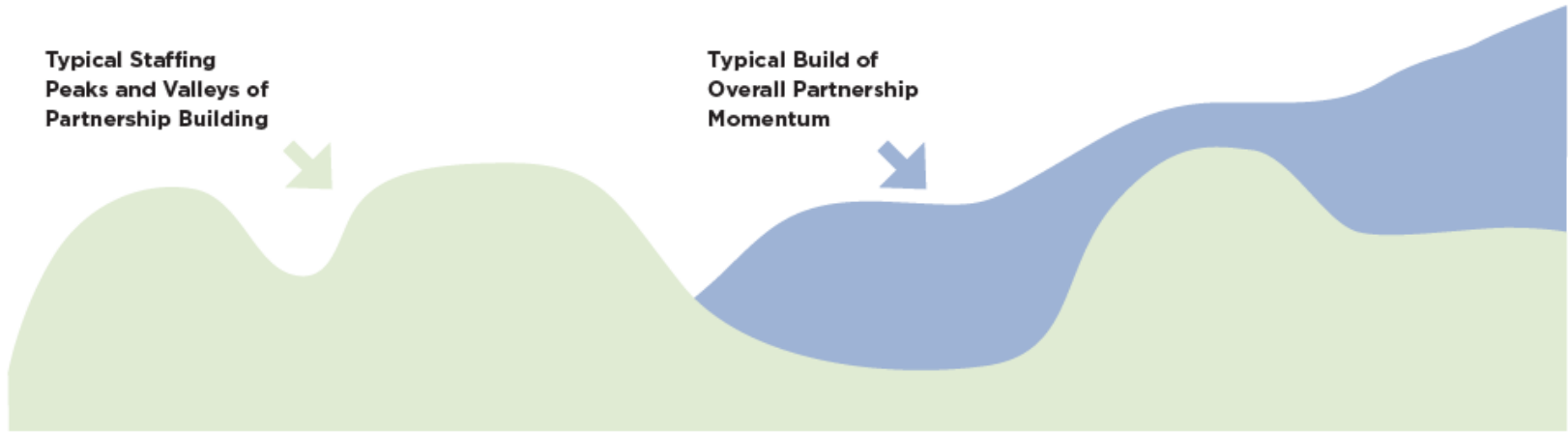
- Don't just be a LWIB, economic development agency, college or single organization doing this work.
- Do expect that your support or partner team will be multiple lwibs, economic development agencies, colleges and other organizations.
- Do expect to cross city and county lines [no sector partnership is actually in just one if they're really looking at their natural labor market.

Steps to Building a Next Gen Sector Partnership



Typical Staffing Peaks and Valleys of Partnership Building

Typical Build of Overall Partnership Momentum



Building A Regional Sector Support Team

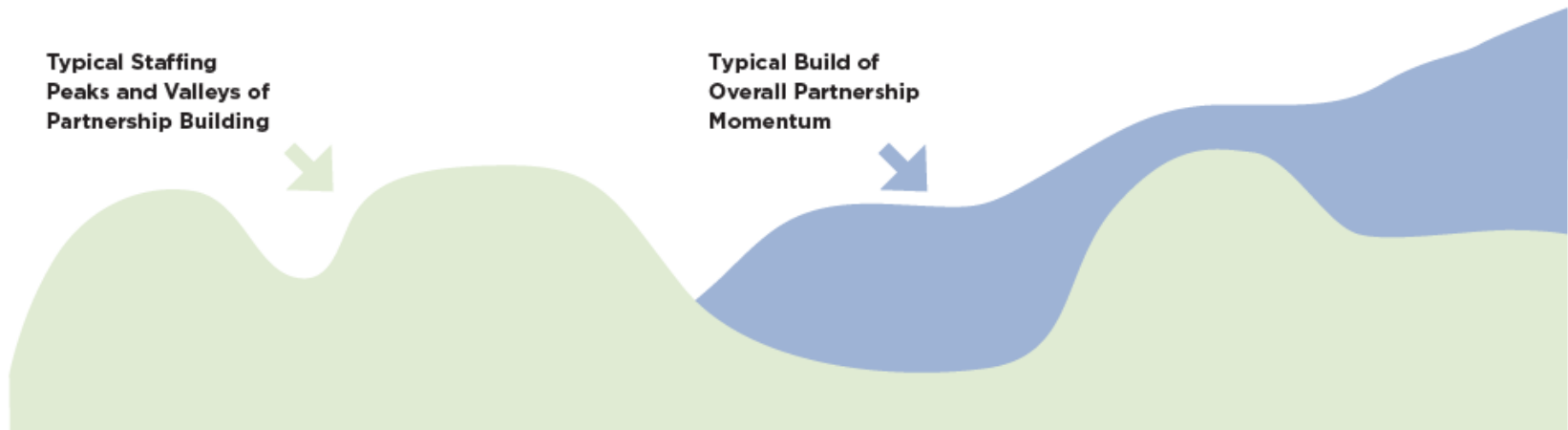
- **Diverse** in terms of types of public partners (economic development, workforce development, education, other community partners)
- **Be Data driven** – what industries warrant your collective, coordinated action in the form of a formal, coordinated Next Gen sector partnership?
 - Which industries drive your region's jobs economy? # jobs, # establishments, average wage, pathway opportunities, industry readiness
- **Shared Commitment to the approach**
 - Serve as or support the regional convener (i.e. agree to non-competition)
 - Take unified approach to industry engagement (i.e. work toward coordinated approaches, not siloed approaches)
 - Let industry drive action agenda (i.e. give industry space and support)
 - Support industry priorities (i.e. plug in)

Considerations in Selecting Conveners

- **Seen as Neutral**
- **Trusted, Credible with Business and other Community Partners**
- **Able to Play Strong Roles**
 - Coordinate
 - Communicate
 - Connect
 - Facilitate

TOOL: Job Description for Sector Partnership Conveners

Preparing to Launch





Moving To Launch

1. Build the List of Industry Champs

Recruit for key traits:

- Decision-makers in their businesses
- Passionate about their industry
- Passionate about their community

TOOLS:

- *How to Choose an Industry Champion*
- *Talking Points to Recruit Champions*

2. Build the full invite list

Find a critical mass of business leaders

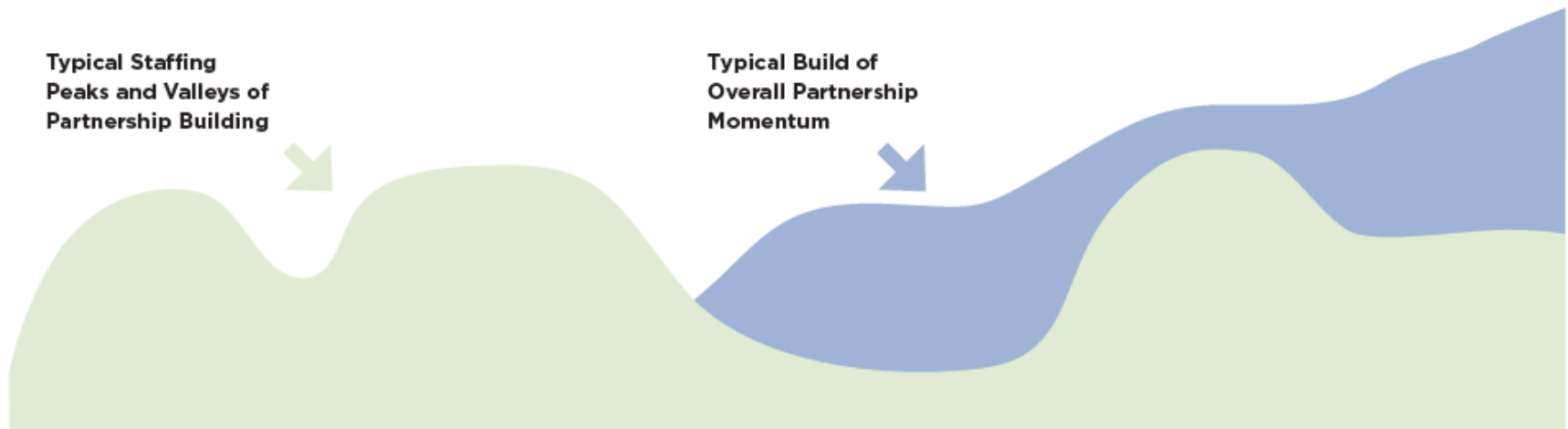
- Tap collective knowledge and business relationships of Sector Support Team, share contacts and assign outreach
- Ask your Champs to identify others like them to build out the invitation list

3. Champions send out invitation to launch meeting that they host

- Imperative that it is a business-to-business “Ask,” not an invitation from the Sector Support Team
- Ideal if launch meeting is held at one of the champions/co-chairs place of business, reinforcing the business-to-business theme
- Keep champions/co-chairs informed of RSVPs and ask them to nudge key people to attend, helping them take ownership of their meeting

TOOL: Sample Launch Invitation Letter

The Launch





The Launch

1. Get business leaders talking about opportunities
2. Identify shared priorities for action
3. End with commitments

Remember: *This is a business-to-business conversation; community partners are in listen-mode only so businesses can find their collective voice, set shared priorities, and develop ownership of their own agenda for action*

TOOLS:

Suggested Meeting Set-Up

Sample Launch Agenda

Detailed Launch Facilitation Guide

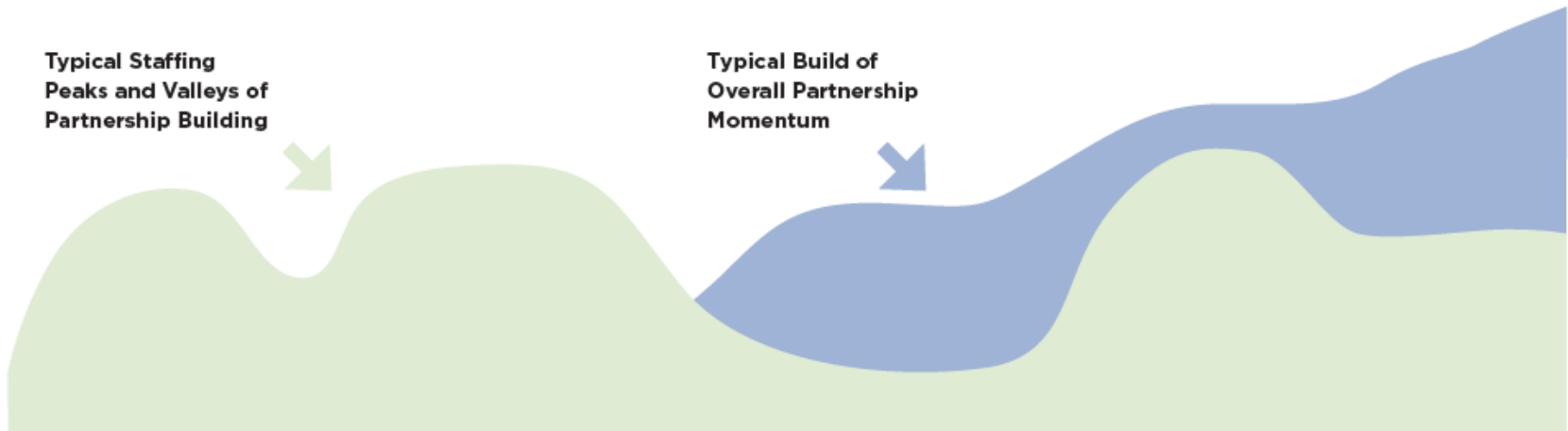
Simulations—Facilitating a Launch Meeting

Moving to Action



Typical Staffing
Peaks and Valleys of
Partnership Building

Typical Build of
Overall Partnership
Momentum





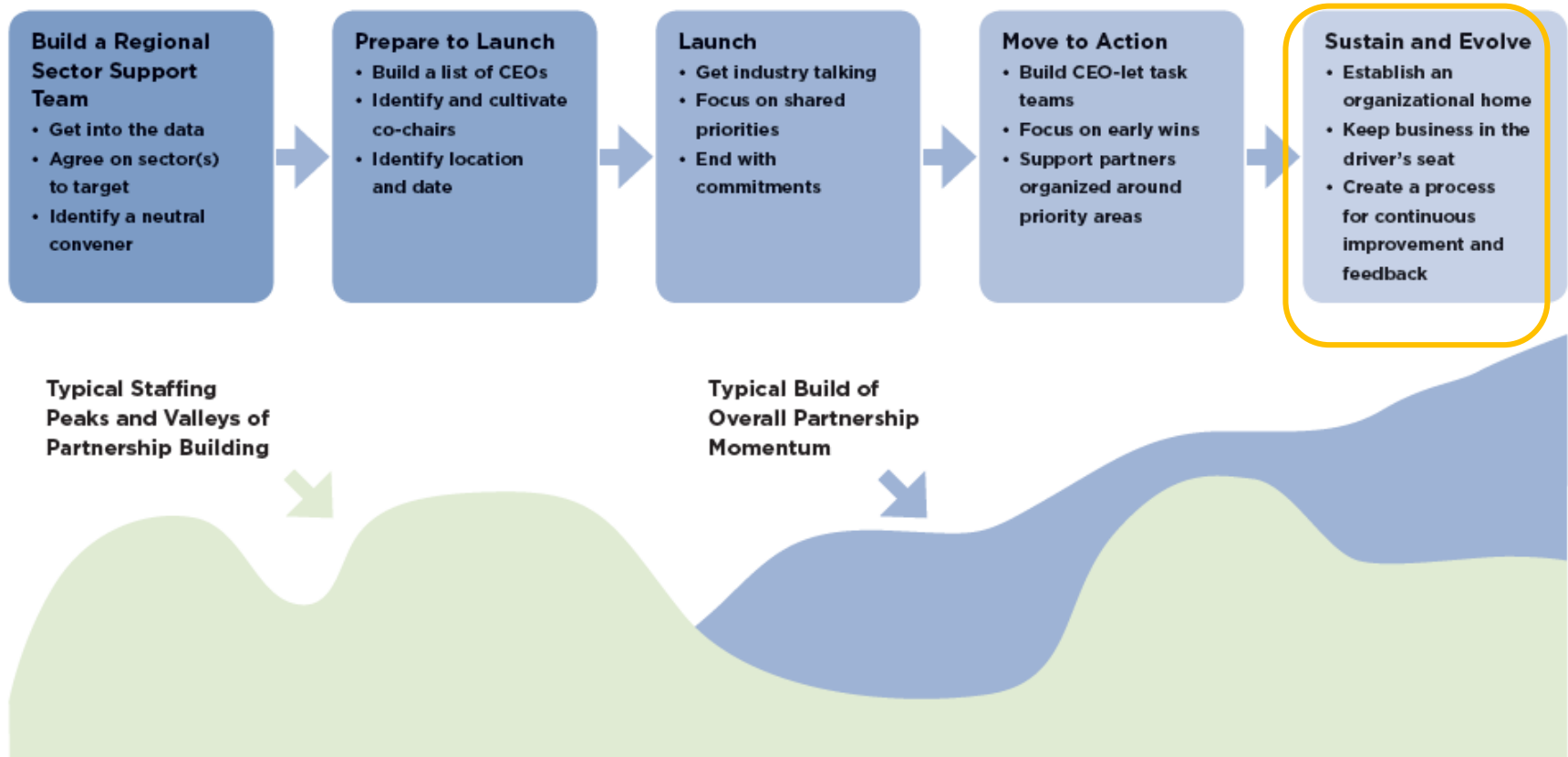
After the Launch

1. Form action teams around priority areas
2. Bring in the right support partners slowly and selectively
3. Focus on early wins
4. Sustain & evolve

TOOLS:

*Next Gen “After Party” Webinar in the Community of Practice
Building & Sustaining Action Teams*

Sustain and Evolve





Sustain and Evolve

1. Establish an appropriate organizational home
2. Keep business in the drivers' seat
3. Establish clear communication and feedback loops
4. Leverage funding and other initiatives that position the Partnership as the Big Tent

TOOLS:

Green Lights, Red Flags (when to know)

Organizational shifts to sustain partnerships

Role of Board Leadership:

To create the right conditions for regional sector partnerships to effectively serve industry and jobseekers

1. Shared vision and goals
2. Good industry data and analysis
3. Performance metrics *tools*
4. Training and capacity building
5. Communication and awareness
6. Changes to local and/or Board policies
7. Downstream Funding and investments
8. Regional communication

Comments and Questions



Simulation of a Launch Meeting



Questions?

Email: lindsey@woolseygroup.com
info@nextgensectorpartnerships.com

Website: www.nextgensectorpartnerships.com





Thank you!



Industry Table (Central Sierra)

NAICS	Description	2013 Jobs	2018 Jobs	2023 Jobs	2018- 2035 Change	2018- 2023 % Change	Avg. Earnings Per Job	2018 Payrolled Business Locations	2017 Total Sales
90	Government	13,899	15,578	16,452	874	6%	\$78,145	416	\$6,965,502,005
62	Health Care and Social Assistance	5,633	6,248	7,082	834	13%	\$54,528	1,276	\$710,219,099
72	Accommodation and Food Services	5,835	6,184	6,538	354	6%	\$25,415	394	\$536,459,789
44	Retail Trade	5,498	6,117	6,458	341	6%	\$33,608	422	\$639,714,288
23	Construction	3,333	3,848	3,918	70	2%	\$45,485	473	\$481,819,385
81	Other Services (except Public Administration)	2,463	2,628	2,803	175	7%	\$27,183	270	\$216,445,479
31	Manufacturing	2,264	2,212	2,371	159	7%	\$54,734	155	\$624,289,148
54	Professional, Scientific, and Technical Services	2,053	1,823	1,893	70	4%	\$51,634	232	\$240,593,943
56	Admin. and Support and Waste Mgt and Remediation Svcs	1,405	1,810	2,058	248	14%	\$33,562	158	\$162,125,181
71	Arts, Entertainment, and Recreation	1,120	1,541	1,696	155	10%	\$29,847	60	\$136,301,806
11	Agriculture, Forestry, Fishing and Hunting	696	1,043	1,242	199	19%	\$39,214	105	\$348,712,019
53	Real Estate and Rental and Leasing	815	781	774	(7)	(1%)	\$36,917	152	\$458,946,274
52	Finance and Insurance	748	730	719	(11)	(2%)	\$59,886	139	\$211,244,153
61	Educational Services	381	547	698	151	28%	\$36,708	20	\$33,167,536
48	Transportation and Warehousing	608	547	553	6	1%	\$59,517	69	\$116,660,910
51	Information	533	515	544	29	6%	\$64,302	36	\$277,480,729
42	Wholesale Trade	459	406	426	20	5%	\$60,226	80	\$118,717,176
22	Utilities	303	271	301	30	11%	\$152,203	22	\$233,017,499
99	Unclassified Industry	105	210	259	49	23%	\$34,082	150	Insf. Data
21	Mining, Quarrying, and Oil and Gas Extraction	210	168	170	2	1%	\$85,235	11	\$122,094,418
55	Management of Companies and Enterprises	76	101	98	(3)	(3%)	\$74,358	7	\$15,886,935
		48,438	53,309	57,053	3,745	7%	\$52,207	4,645	12,649,397,775

Why Healthcare?

- **2nd Largest Employer (in Central Sierra)**
 - After Public sector
- **Growing Demand**
 - Aging population
 - Increasing health benefits
- **Good Wages**
 - \$54,528 average

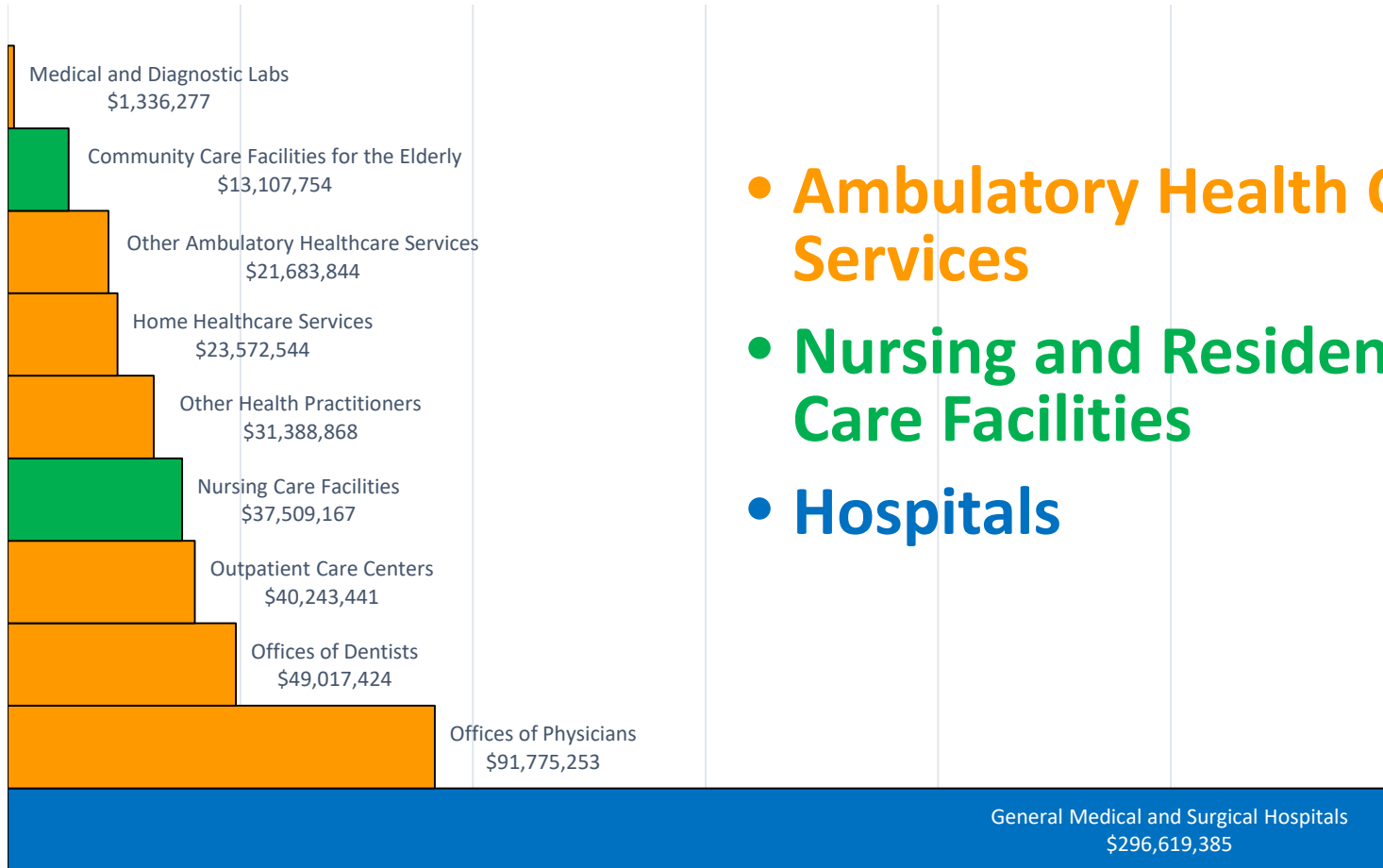
What Makes up the Healthcare Sector?

According to the Bureau of Labor Statistics, the healthcare sector combines medical technology and the human touch to diagnose, treat, and administer care to the general population. The healthcare sector is comprised of 3 subsectors:

- **Ambulatory Health Care Services** provide direct and indirect health care services to ambulatory patients.
- **Nursing and Residential Care Facilities** provide residential care combined with either nursing, supervisory, or other types of care as needed.
- **Hospitals** provide medical, diagnostic, and treatment services to inpatients and some out-patient services.

Healthcare Clusters

(Central Sierra, by 2017 Revenues)

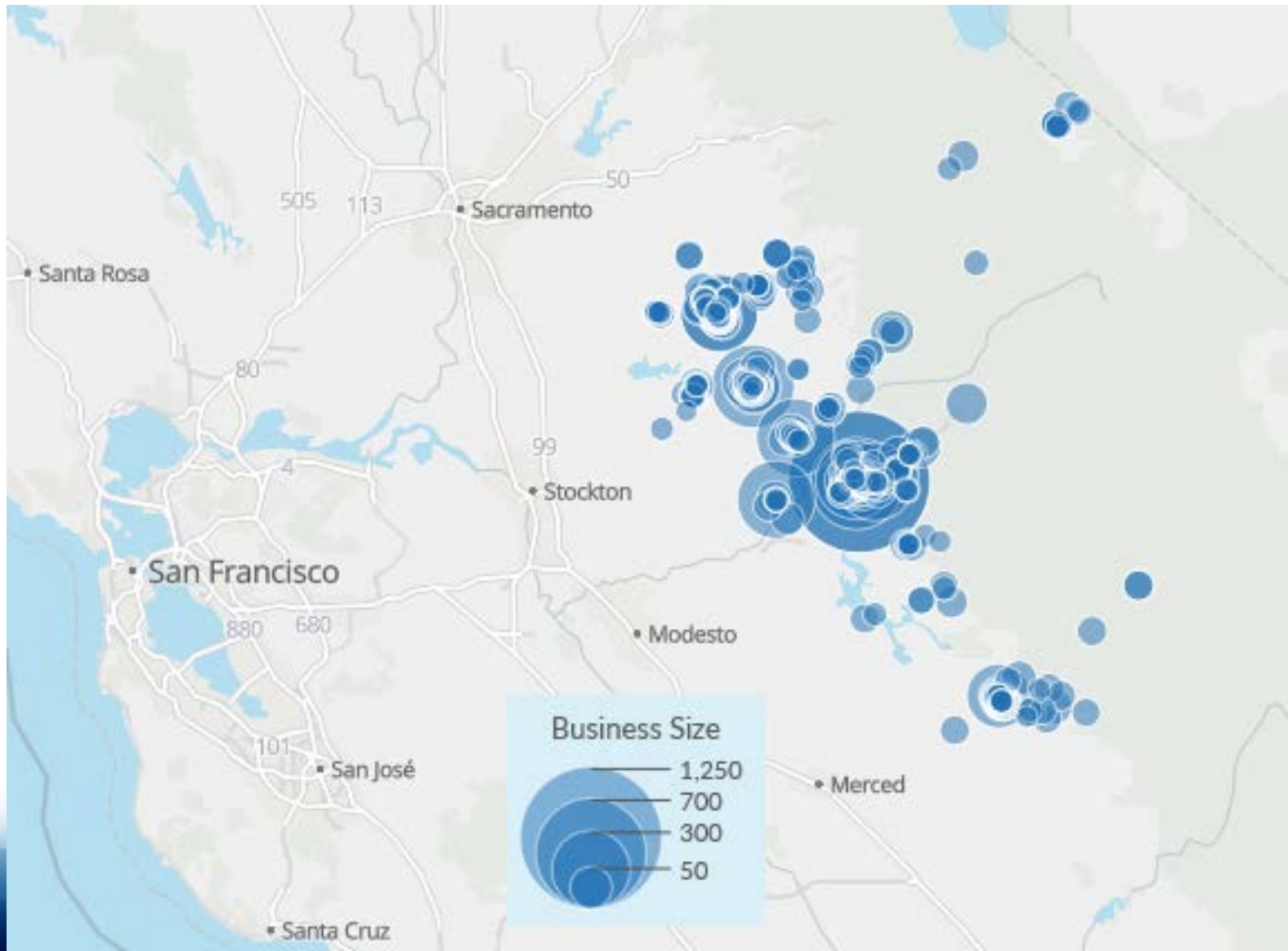


- Ambulatory Health Care Services
- Nursing and Residential Care Facilities
- Hospitals

Top 12 Healthcare Businesses

Business Name	Business Size	Primary NAICS Code	Industry Name	Physical City
Sonora Regional Medical Center	1,269	622110	General Medical and Surgical Hospitals	Sonora
Sonora Regional Medical Center	1,250	621112	Offices of Physicians, Mental Health Specialists	Sonora
Tuolumne General Hospital	450	622110	General Medical and Surgical Hospitals	Sonora
Mark Twain St Joseph's Hospital	358	622110	General Medical and Surgical Hospitals	San Andreas
Mark Twain St Josephs Hospital	300	622110	General Medical and Surgical Hospitals	Copperopolis
Sonora Regional Medical Center	300	621112	Offices of Physicians, Mental Health Specialists	Sonora
Day Susan Phd Group Annex	300	621330	Offices of Mental Health Practitioners (except Physicians)	Sonora
Mark Twain Orthopedic Center	300	621111	Offices of Physicians (except Mental Health Specialists)	Angels Camp
Sutter Amador Hospital Radiology	300	622110	General Medical and Surgical Hospitals	Jackson
Sutter Amador Hospital	290	622110	General Medical and Surgical Hospitals	Jackson
John C Fremont Healthcare District	180	622110	General Medical and Surgical Hospitals	Mariposa
Diagnostic Imaging	130	621511	Medical Laboratories	Sonora

Healthcare Business Map




















Top 20 Occupations











(Central Sierra, Healthcare Sector)

Description	Employed in Industry Group (2018)	Employed in Industry Group (2023)	Change (2018 - 2023)	% Change (2018 - 2023)	% of Total Jobs in Industry Group (2018)	Median Hourly Earnings	Typical Entry Level Education
Registered Nurses	583	646	63	11%	14.4%	\$49.03	Bachelor's degree
Medical Secretaries	328	348	20	6%	8.1%	\$19.44	High school diploma or equivalent
Medical Assistants	247	269	22	9%	6.1%	\$16.87	Postsecondary nondegree award
Nursing Assistants	234	247	13	6%	5.8%	\$14.89	Postsecondary nondegree award
Dental Assistants	145	153	8	6%	3.6%	\$19.86	Postsecondary nondegree award
Licensed Practical and Licensed Vocational Nurses	121	130	9	7%	3.0%	\$26.90	Postsecondary nondegree award
Receptionists and Information Clerks	104	110	6	6%	2.6%	\$14.49	High school diploma or equivalent
Food Servers, Nonrestaurant	86	90	4	5%	2.1%	\$13.37	No formal educational credential
Dental Hygienists	81	86	5	6%	2.0%	\$46.56	Associate's degree
Personal Care Aides	78	105	27	35%	1.9%	\$12.04	High school diploma or equivalent
Dentists, General	68	71	3	4%	1.7%	\$80.43	Doctoral or professional degree
Emergency Medical Technicians and Paramedics	66	59	(7)	(11%)	1.6%	\$15.35	Postsecondary nondegree award
Medical and Health Services Managers	63	70	7	11%	1.5%	\$55.92	Bachelor's degree
Physical Therapists	60	66	6	10%	1.5%	\$47.10	Doctoral or professional degree
Medical Records and Health Information Technicians	57	60	3	5%	1.4%	\$22.70	Postsecondary nondegree award
Physician Assistants	55	63	8	15%	1.4%	\$54.85	Master's degree
Office Clerks, General	54	56	2	4%	1.3%	\$16.74	High school diploma or equivalent
Clinical Laboratory Technologists and Technicians	52	56	4	8%	1.3%	\$36.25	Associate's degree
Physicians and Surgeons, All Other	52	53	1	2%	1.3%	\$80.89	Doctoral or professional degree
Radiologic Technologists	48	52	4	8%	1.2%	\$37.81	Associate's degree

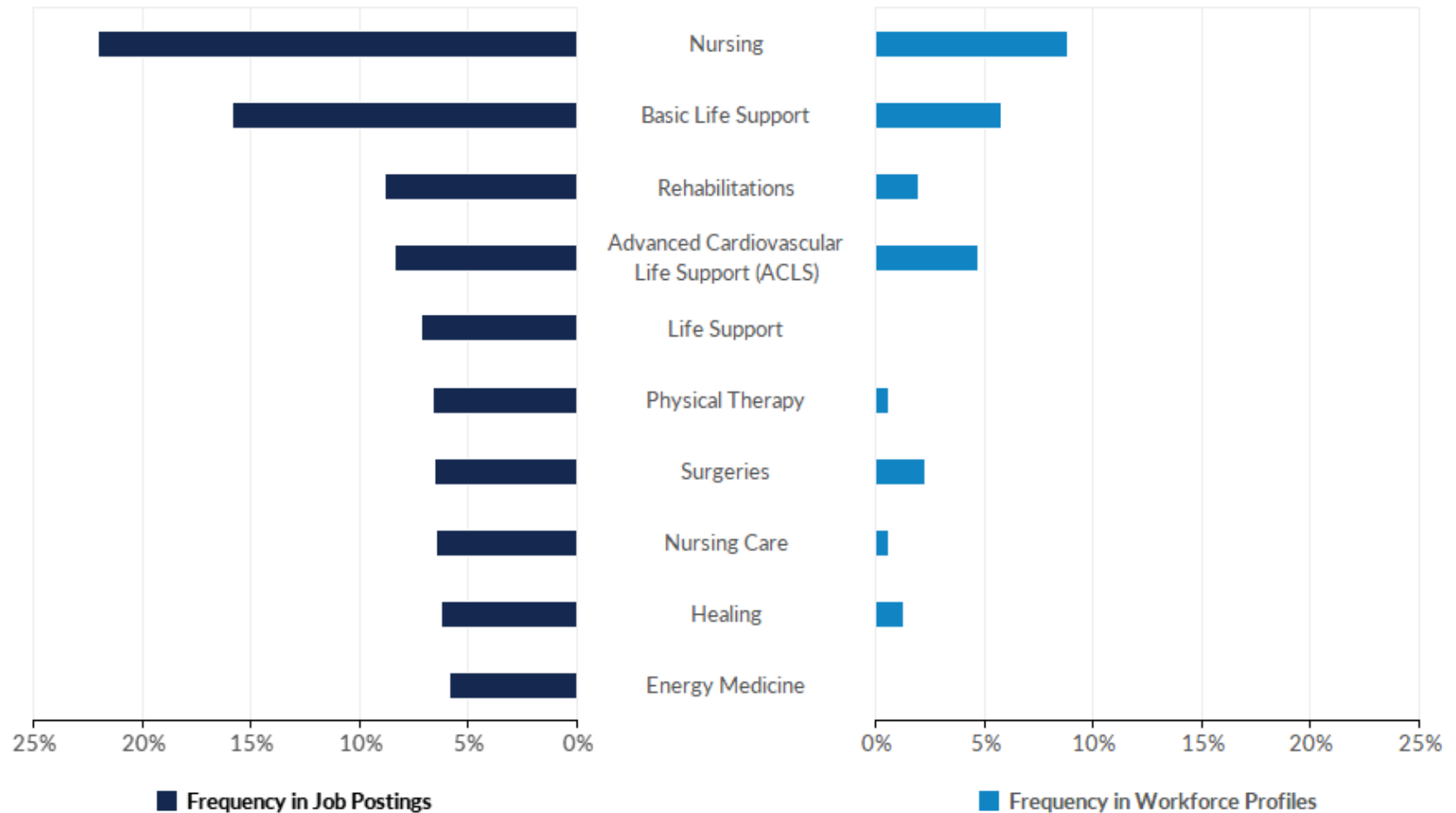
Top 10 *Posted* Occupations (Central Sierra)

Occupation (SOC)	Total/Unique (Sep 2016 - Nov 2018)	Posting Intensity	Median Posting Duration
 Registered Nurses	2,919 / 813	4 : 1 	37 days
 Physical Therapists	1,581 / 353	4 : 1 	44 days
 Licensed Practical and Licensed Vocational Nurses	465 / 178	3 : 1 	32 days
 Speech-Language Pathologists	608 / 168	4 : 1 	43 days
 Occupational Therapists	314 / 118	3 : 1 	32 days
 Family and General Practitioners	260 / 113	2 : 1 	36 days
 Medical and Health Services Managers	237 / 110	2 : 1 	30 days
 Medical Assistants	527 / 102	5 : 1 	41 days
 Physical Therapist Assistants	391 / 100	4 : 1 	44 days
 Nursing Assistants	282 / 90	3 : 1 	34 days

Top Companies Posting

Company	Total/Unique (Sep 2016 - Nov 2018)	Posting Intensity	Median Posting Duration
Adventist Health	1,231 / 520	2 : 1 	31 days
Sutter Health	1,624 / 312	5 : 1 	45 days
Sonora Regional Medical Center	889 / 282	3 : 1 	54 days
Dignity Health	1,603 / 252	6 : 1 	45 days
Sunbelt Staffing, LLC	439 / 229	2 : 1 	52 days
Centra Health, Inc.	1,511 / 155	10 : 1 	24 days
John C Fremont Healthcare District	184 / 138	1 : 1 	25 days
California Department of Health Care Services	177 / 105	2 : 1 	85 days
Relient Health LLC	347 / 92	4 : 1 	71 days
Central Therapy	157 / 85	2 : 1 	85 days

Top Hard Skills



Top “Common” Skills

