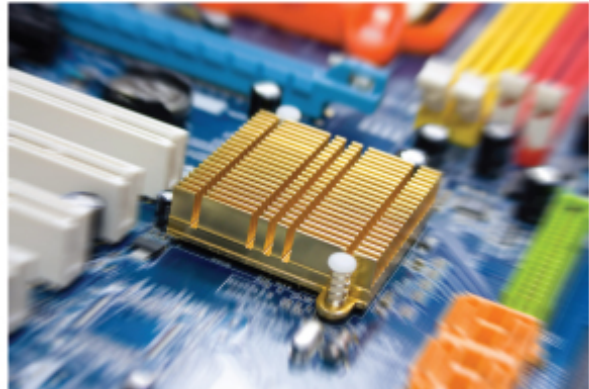




# SECTOR STRATEGIES CONVENER'S GUIDE TO PARTNER OUTREACH



## ABOUT THIS GUIDE:

This guide is designed to provide sector partnership conveners with guidance for engaging employers and other partners before, during and after partnership meetings. The guide includes a sample meeting agenda, potential questions to support engagement with employers and follow-up steps. In recognition of the importance of demonstrating progress and “wins” to sustain engagement, this guide also includes guidance regarding measurement of sector strategy implementation to support long-term partnership sustainability.

The guide is divided into four sections:

- **Shared Regional Vision for Sector Partnership(s)**
- Sector Partnership Meeting Planning and Preparation
- Sector Partnership Meeting Structure and Facilitation
- Post-Sector Partnership Meeting: Next Steps
- Measurement of Sector Partnership Implementation

While these steps are presented as a straightforward, linear approach, it is important to recognize that an effective sector partnership responds to the context of its region and the constantly adjusting needs of its employers. Therefore, these steps are presented as a general guide. For example, your partnership may not need all of the items on the sample agenda or may have additional discussion items to include that are critical for moving the work forward. The point is to use this guide as just that – a guide to advancing the work of your regional sector partnership that has its own unique objectives while still conforming to the following key elements of world-class sector strategies:

- Driven by great data;
- Founded on a shared regional vision;
- Led by industry;
- Leads to strategic alignment;
- Transforms how services (both employer and job seeker) are delivered; and
- Measured, improved and sustained.

Finally, it is important to note that a new sector partnership does not need to be formed if there is an existing collaborative or partnership which is engaging employers from the desired target industry. In this case, the focus is on working with the convening body to ensure that shared vision for the partnership is articulated, meetings are structured to ensure in-depth discussion regarding employer needs and solutions are developed, refined and implemented collaboratively across the partnership.

# ESTABLISHING A SECTOR PARTNERSHIP:

## Why must a sector partnership be founded on a shared regional vision?

A shared vision serves as a common thread that ties that the partners' work together. It is a commitment to an end game that all partners have agreed to which helps to set a standard, drive change and keep partners focused. In other words, the shared vision provides a clear sense of direction for the partnership.

Through the identification of a shared vision, all partners align around the same target industry sectors and agree to "shoot their arrows" at the same targets. This means that partners commit to aligning their policies, processes and investment of resources to collaboratively meet the needs of the targeted sector.

## How do we develop and institutionalize a shared vision?

Many successful partnerships work collectively to articulate a shared vision which is then documented and institutionalized in a partnership charter. The charter serves as a cornerstone to keep the partnership on track and focused and can serve to orient new members to the group. It defines the key components of how the partnership will work, including:

- Vision and mission statements
- Membership & roles of your partnership
  - What is expected of each member?
- Defines objectives and timelines
- Defines outcomes and metrics
  - How will the partnership measure success?

Partnership members vote to adopt the charter, thereby committing their organization's time, resources and reputation to the sector partnership.

Once the system partners have an articulated shared vision in place, they are ready to bring business to the table to discuss their needs and welcome them to the sector partnership. The shared vision will demonstrate the partners' commitment to collaboratively meeting the needs of the sector.

# MEETING PLANNING AND PREPARATION

## Why are we bringing together business leaders, along with partners from workforce, education, economic, and community development around a series of industry sector meetings?

There are numerous reasons to bring partners to the table:

- To provide a return on investment for employer participation in this effort through the development of a talent pipeline (why employers are here);
- To validate current qualitative and quantitative data findings regarding the industry (what the workforce needs are);
- To gather additional information to inform the development of customer-driven solutions (how workforce needs might be addressed); and
- To gather information regarding the prioritization of activities to address business needs (when solutions might be provided, or urgency of need).

## Whom should we invite?

This will vary significantly based on the industry as well as the region. If this is a first round of these meetings, you may want to consider selecting employers which represent large, medium-sized and small companies, including representation from primary industry sub-sectors, and which also represent a geographical cross-section (if this is a regional or state-wide initiative). Understanding the diversity of issues prevalent within an individual industry will provide you with a better idea of the needs across organizational types. The occupational categories of individuals to be invited to be participants will vary based on the needs of the specific industry you are addressing and the size of the company, but may include:

- CEO, President, or General Manager
- Director of Human Resources, Training or Workforce Development
- Key Operations Managers
- Frontline Managers

You may also already be working closely with an employer from the sector that could serve as an “industry champion.” This champion is ideally forward-thinking, positive and well-respected by other employers in the industry. S/he issues the invitation to other employers and potentially facilitates the first meeting and others down the road (or plays a lead, strategic role). This strategy helps you reach your ultimate goal of employers leading the work of the sector partnership.

## What should be shared with employers before the initial meeting?

You will want the business leaders to have a clear idea of how they will spend their time and what they can expect from the meeting. Ideally, you can discuss with your industry champion the type and amount of information to provide that employers will find useful. Items you may want to consider sharing at least a week in advance include:

- 1-2-page document with an overview of the partnership, purpose of the employer meeting, and return on investment (ROI) for this meeting.
- 3-5-page labor market information document on the industry:
  - Quantitative background summary of data on industry and occupations (provided by CareerSource Florida or other data partner – but make sure to only use a consistent source for your data). Key data might include, although this list is not exhaustive:
    - Current and projected openings by key occupations and average wages for those positions
    - Number and location of training programs for those occupations as well the number of enrollees and graduates (for those programs)
- List of questions you plan to ask them

# SECTOR PARTNERSHIP MEETING STRUCTURE & FACILITATION

Effective sector partnership meetings, ideally facilitated by an industry champion or neutral, respected convener, focus on pulling out key information from employers regarding their needs and challenges. As partnerships progress toward development of solutions, meetings will also focus on continuous validation of those needs **and** the curriculum, training program, outreach initiative or whatever solution is being developed to address the challenge at hand.

The questions below are provided to help guide an **initial** discussion regarding employers' workforce needs and challenges. A sample Sector Partnership Meeting Agenda (with guidance for meeting facilitators) is provided on page 7.

## Possible Questions to Identify Employer Needs

Make sure the business leaders know what the questions will be before they arrive. Consider segmenting your questions into a logical progression. A proposed sample is below.

*Workforce Challenges - Review of Current State Information* (Industry champion or data expert presents highlights of document sent to employers prior to meeting.)

- Does the data provided in the industry summary document look correct to you?
- What is missing from this document? (see guided questions below)

*Hiring Needs and Challenges - Guided Discussion*

- What key industry (or technology) trends are driving your short and long-term workforce needs? What occupations are or will be most impacted?
- What are your 3 or 4 top occupation needs or skill gaps over the next year?
- What challenges do you face when hiring employees? (Probe for regulatory constraints, lack of a qualified pipeline of employees, permanent/temporary hiring challenges)
- What are the biggest changes you've seen in your talent needs? (Probe for the need for employees with different skill sets, advanced education or training, employees working remotely, or a contract basis, or part-time)
- What industry recognized certifications or credentials do you look for? Are you currently working with educational institutions on any training initiatives? What training programs do you need that are not currently available?

### *Solution-finding Questions*

- What other topics or issues should be further addressed for talent pipeline development in your industry?
- How can we forge a stronger partnership with your company and your industry? How can we get more employers involved?
- How can we make working with us (educators/workforce/etc.) better for you? What are your top “dos” and “don’ts” to help us understand how to better work with you?
- What specific initiatives should we consider undertaking to build that partnership? What next steps should we pursue to best support you?

## Sample Sector Partnership Meeting Agenda

- Welcome and Introductions\*
- Old Business (i.e. recap of last meeting, if applicable)
  - Reinforce any conclusions or agreements the group came to in the last meeting.
  - Discuss the progress you have made, and the follow up on items you promised to the group, and give new members a clear sense of where the group is, and the direction you are all going.
- What Does the Industry Look Like Today? (industry data information prior to meeting)
  - Share not only the quantitative data you have identified from partners about what has happened in the past with regard to occupational changes, but also any information you have gathered directly from employers about what is happening in the present with current and projected future demand.
- Hiring Needs and Challenges Discussion
  - Make sure that you are truly listening to employers about their needs. Make sure you have informed employers of what to expect prior to entering the meeting
- Synthesize Key Themes & Identify Priorities
  - Draw linkages between what different members have said, and clarify any possible points of confusion or differences of opinion.
  - Identify what employers want to work on: what did they prioritize? What do they think should be the first thing the sector partnership tackles?
- Next Steps and Next Meeting
  - Convey that this is an ongoing effort, not just a project, and provide a commitment to action prior to leaving the room. Cover:
    - Next steps
    - Next meeting
    - Who else should be invited?
- Meeting Adjourned

*\*Ideally, the meeting is facilitated by an industry champion who will lead the partnership. It may be strategic to ask other partners to present data, discuss potential solutions, ask and respond to questions, etc., but the most effective meetings are employer-led.*

# POST-SECTOR PARTNERSHIP MEETING: NEXT STEPS

## What happens immediately after the meeting?

Send a thank you email to employers, ideally from the industry champion, with commitment to action to following the event. Make sure it is clear what they can expect as an outcome of the meeting. Some sample language is below.

- Thank you for your participation in this initial sector partnership meeting.
- Our next steps will be...
- Our next meeting will be...
- If you have questions, concerns or ideas, please reach out to me at any time to discuss.

After the thank you goes out, the convener moves forward by working with the partners to develop recommended solutions to respond to the needs identified by the employers. Those solutions are presented in concept form to the employer partners who will provide input to shape the actual proposed project or initiative. Throughout the development and implementation of the solution, the partnership should regularly meet to provide updates, seek out employer validation that the approach will meet their needs and to identify the next employer priority for the partnership to tackle.

# MEASUREMENT OF SECTOR PARTNERSHIP IMPLEMENTATION

## Why is it critical to measure sector strategy work?

Ultimately, for a sector partnership to be sustainable, it must measure progress toward meeting the needs of the partners. Measurement demonstrates progress, which proves value to employers and encourages their ownership of the effort. This progress also shows system partners the value in aligning resources and designing services that will be able to move their participants or students into family-sustaining careers. Both of these factors drive employers and partners to stay committed to the vision and implementation of the sector partnership. Finally, tracking outcomes ensures that the full benefits of the sector partnership can be communicated to stakeholders, funding organizations and the community.

## What do we need to do to effectively measure sector partnership work?

A truly successful sector partnership meets the needs of its member employers. That is why it is critical to work with employer partners early on to identify the outcomes they want to see from the partnership. Keep in mind that you want to identify both short and long-term measures. Short-term measures allow for progress checks and the continuous refining of strategy to ensure the work is on track. Long-term measures are key to aligning work with the overall economic and workforce development goals of your community. Finally, it is important to establish baseline measures early on so that outcomes are meaningful. In other words, a clearly identified baseline helps a successful sector partnership say “look how far we’ve come!” (Please see the next page for sample sector partnership metrics.)

## What are output and impact measures and do I need both?

Outputs are products generated by active sector partnerships. They are a clear “win” for a partnership and should be highlighted and shared extensively. Outputs are often short-term gains while impact measures may be more long-term in nature. Impact measures demonstrate real benefits to the members of the sector partnership for their businesses or programs. It’s important to track and report out on both types of measure to sustain interest and engagement in a sector partnership.

Please see the next page for sample sector partnership output and impact measures for both employers and workers.

## Sample Sector Partnership Measures

Outputs (typically apply benefit to both employers and workers):

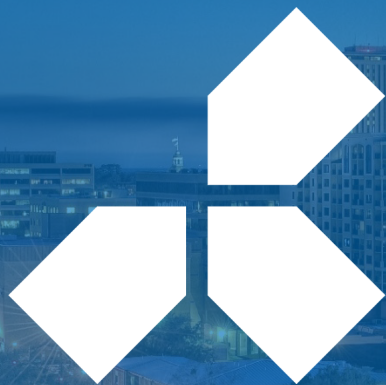
- Leveraged funds
- Mapped competencies and career pathways
- Developed training programs
- Articulation agreements
- Industry outreach/awareness initiatives (ex. job shadowing programs for students/teachers, work-site visits, development of outreach materials such as videos, social media, etc.)

Employer Impacts:

- Reduced recruitment costs (ex. shortened time to hire)
- Lower training costs
- Reduced turnover
- Lower production costs
- Greater promotion potential of entry employees
- Higher quality customer service

Worker Impacts:

- Increased earnings
- Increased hours worked
- Increased # receiving industry-recognized credential(s)
- Increased # placed in employment in training-related field
- Greater access to employee benefits, such as health care and leave
- Improved job retention



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# Sector Strategies 101



# **Sector Strategies:**

## **The Value Proposition**



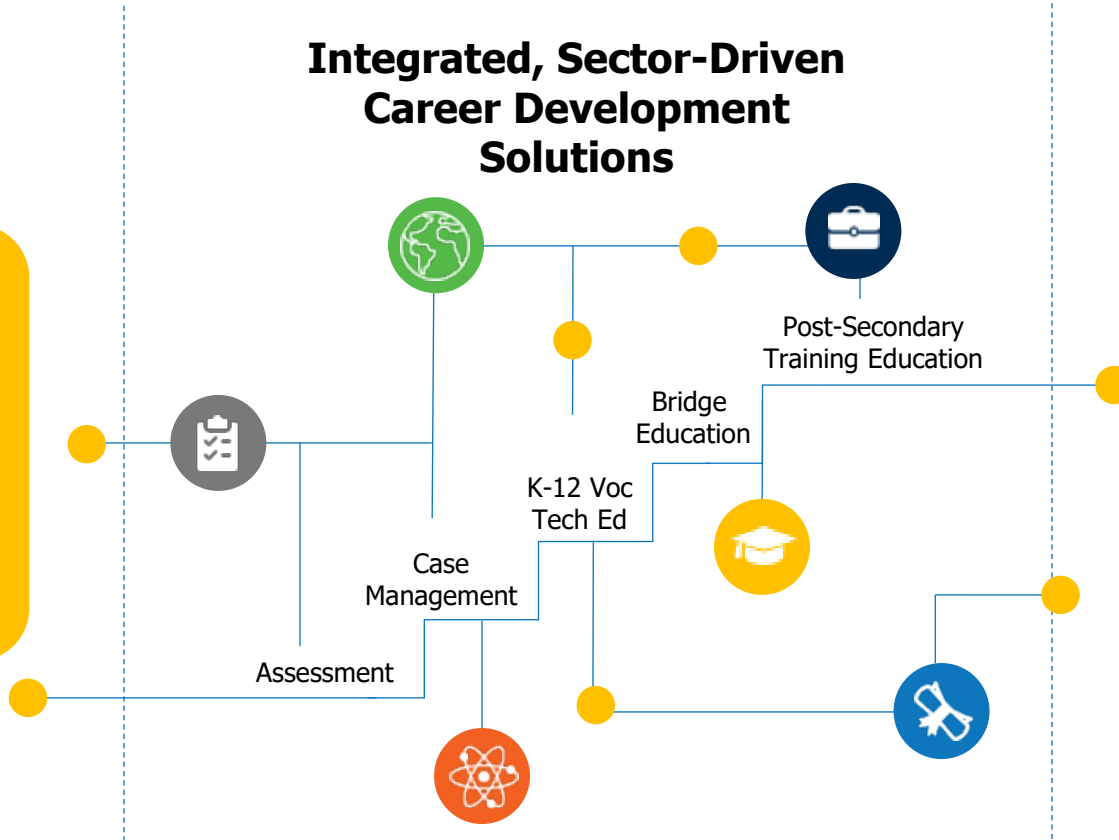
# World-Class Talent Pipeline

## Aggregate Supply

### Talent Pool

- K-12 Students
- Dislocated Workers
- Apprentices
- Veterans
- Career-Changers
- Upskillers

## Integrated, Sector-Driven Career Development Solutions



## Sector-Based Demand

- Energy Creation and Transmission
- Healthcare and Social Assistance
- Business Services and Research & Development
- Transportation, Distribution and Logistics
- Automobile and Aircraft Manufacturing

- Intermediaries/conveners
- Fiscal agents
- Service delivery leaders
- Service brokers
- Data and information providers
- Supportive partners

# **Sector Strategies:**

## **Six Key Elements**



# Sector Strategies



# ELEMENT 1:

BUILT AROUND GREAT DATA



## Built Around Great Data



- Tell a story about demographics and sectors that are growing in today's and tomorrow's economies
- Become the foundation for selecting targeted sectors
- Decisions are made on great data

- Economic Modeling Inc.
  - Industry employment (2-6 digit), earnings, establishments
  - Occupation employment (2-6 digit), wages, openings
  - Proprietary data set estimated 2001-2021
- Moody's Analytics (Data Buffet)
  - Data ranging from banking, labor market, demographics
  - Mostly public data, some proprietary estimates
- Regional Economic Modeling Inc.
  - Economic Impact Model (baseline vs. adjustment)
  - 70 sectors x 67 counties

- Market Intelligence Portal (CareerSource Florida)
  - Supply and Demand analysis tool
  - All counties in U.S.
- Job Seekers and Skill Sets:
  - Job seeker data ([employflorida.com](http://employflorida.com))
  - Integrated Postsecondary Education Data System historical completion data (National Center for Education Statistics)
- Job Offerings:
  - Help Wanted Online (Conference Board)

## Questions to consider:

1. Is the industry concentrated regionally?
2. Is the industry sizable and growing?
3. Does the industry meet the region's outcome expectations (earnings creation, wage levels, etc.)?
4. Are there untapped assets in the region that could give an industry the opportunity to grow or emerge?

- [Deeper Dive into Demand-Side Data: Identifying Target Sectors](#)
- [Deeper Dive into Supply-Side Data: Identifying Occupations & Skill Sets Aligned to Target Industries](#)
- [Visualizing Data to Improve Workforce Development Collaboration](#)
- [Labor Market Planning for Data-Driven Results: Getting Outcomes that Change Labor Markets](#)

# ELEMENT 2:

FOUNDED ON A SHARED  
REGIONAL VISION





- Foundation for a talent pipeline that all partners support and pledge to align around
- Common thread that allows us to work together

# Common Vision, Common Goals



All partners must individually and collectively own a shared regional identity and vision.

Your vision is:

- Critical to driving new regional behavior
- A “touchstone” when a region faces challenges
- The driver for regional strategies, partner investments and priority-setting

- Use a "Project Charter"
  - Defines your mission and articulates the vision
  - Defines membership and roles of your partnership
    - *What is expected of each member?*
  - Defines your objectives and timelines
  - Defines your outcomes and metrics
    - *How will you measure success?*
  - Serves as a "cornerstone" to keep you on track and focused
  - A "founding document" that should be "memorialized" by leadership
  - Serves to orient new members to your cause

- [The Process to Establish Career Pathways: A Guide for Workforce Boards](#)
- [Washington's Workforce Development Plan: Talent and Prosperity for All \(TAP\)](#)
- [The Colorado Talent Pipeline Report](#)
- [Pathways and Partnerships: New Jersey's Blueprint For Talent Development](#)

# ELEMENT 3:

GUIDED BY INDUSTRY





- Engage with business leaders in key sectors
- Form a true public-private partnership
- We listen and understand their needs and align to meet those needs
- Business will lead, not us; but solutions will be a win-win



- Employers have identified talent needs, challenges and obstacles as well as solutions
- Partner training, education and resources are aligned and coordinated around customized solutions
- Duplication is eliminated and investments are streamlined
- Industry-knowledgeable staff

- Receive meaningful career information
- More opportunities (training, internships) to get to regional high-growth companies
- Seamless and defined career pathways

# Ladder of Employer Engagement

	Working Relationship			Strategic Partnership	
	Level 1	Level 2	Level 3	Level 4	Level 5
Key Employer Role	Advising	Capacity-building	Co-designing	Convening	Leading
State of Relationship	Initial contact/new relationship	Establishing trust and credibility	Working relationship	Trusted provider and collaborator	Full strategic partner
Activity Examples	Discuss hiring needs, skills, competencies, advice on curricula, contract learning, hire graduates	Job site tours, speakers, mock interviews, internships, needs assessment, loan/donate equipment, recruiting	Curriculum and pathway development, adjunct faculty and instructors	College-employee sectoral partnerships	Multi-employer/multi-college partnerships

- [Industry Engagement: An Overview](#)
- [A Resource Guide to Engaging Employers](#)
- [Boston Healthcare Careers Consortium \(The Consortium\)](#)
- [Colorado Regional Sector Partnership Convener Training Workbook](#)
- [Sector Partnership-based Employer Engagement: A Framework for Illinois](#)

# ELEMENT 4:

## STRATEGIC ALIGNMENT



# Lead to Strategic Alignment



- A common vision, using solid data, being led by business = strategic alignment
- Sectors become everyone's job
- Everyone is committed to the vision of improved regional prosperity through a skilled workforce development program

## Indicators of System Alignment:

- Partners align strategic plans to target the same sectors while developing implementation/work plans with resources to serve those sectors
- Partners align their policies and practices/processes to ensure focus on shared priorities and promote collaboration to achieve those priorities
  - Examples:
    - Unified business engagement/services
    - Data sharing
    - Joint case management
- Establish common performance measure(s) re: sectors across partners

- [Organizational Capacity & Alignment Workshop](#)
- [The Road to Successful Sector Partnerships](#)
- [Career Pathways Toolkit: An Enhanced Guide and Workbook for System Development](#)
- [Data Sharing Toolkit](#)
- [Data Sharing Initiatives and Webinars - Sharing Data for Evaluation](#)

# ELEMENT 5:

TRANSFORM HOW SERVICES  
ARE DELIVERED



## Transform Service Delivery



- How might sector-based approaches influence how you do your job?
- Or how you work with your customers every day?
- Services must be designed and delivered to support the shared vision and aligned policies, process and resources

# Drill Down to Service Delivery

Strategic Level

Industry Sector  
Partnership



Service Delivery Level

## Job Seeker Services

- Career preparation contextualized to target sectors
- Training developed based on required competencies
- Career exploration for job seekers lead to customized career pathways

## Business Services

- Organized by target industry sectors
- Staff specialize in target sectors and facilitate industry-wide services to inform job seeker services
- Includes timely and relevant workforce intel

Customized solutions  
coordinated  
regionally



Services  
based on  
real-time  
demand for  
high-growth  
careers



- Unified business engagement and services means partners are coordinating (often through Business Services Teams) to provide employers with a single point of contact who understands and speaks for the entire system. This approach is based on the following principles:
  - Customer at the center
  - Collaboration, not competition (and leveraging partners' strengths)
  - Seamless communication

# New Way of Doing Business Engagement

Transactional Relationship	→	Transformational Relationship
Fill job orders	→	Training provided across occupations, skill levels
Place job candidates	→	Focus expanded to worker retention, advancement issues within industry
Education, training and services needs survey or one-off engagement	→	Education/training designed in partnership with employers
One-to-one relationship	→	One-to-many relationship

# Aligning Business Services

## Short-Term Ideas

- **Business Services Representatives specialize in particular sectors and keep counselors informed of industry needs**
- **Screening and referral of candidates is informed by intelligence gleaned from industry sector partnerships**
- **Labor market data is customizable and focused on target sectors, and of value to businesses seeking larger data trends**
- **BSRs develop long-term (not transactional) strategic relationships with companies, and are trained to identify specific solutions**

## Long-Term Ideas

- **BSRs provide comprehensive solutions beyond traditional focus on hiring (e.g. worker retention, advancement, work-based learning, etc.)**
- **Business services organized regionally by sector and provide a coordinated response from partners through interagency business services teams**
- **Dedicated service centers for target sectors are created with business advisory boards guiding services and training priorities**

## Short-Term Ideas

- Career counseling provides info on career pathways in target sectors, and assessment tools (informed by industry partnerships) are available to help job seekers assess their fit for these careers
- Job clubs are organized around target sectors
- Career preparation activities (work readiness, basic skills, pre-apprenticeship, etc.) are contextualized to target sectors and business needs

## Long-Term Ideas

- Career centers offer sector-based orientations to services
- One career coach works with both job seeker and business customers in the same sector
- Workforce system core partners build individual employment plans for customers focused on entering careers in target sectors

## Short-Term Ideas

- **The majority of Individual Training Accounts (ITAs) are dedicated to train workers for in-demand jobs in target sectors**
- **On-the-job (OJT) training, incumbent worker training, and contracts for cohort-based training are prioritized for businesses in target sectors**
- **Training investments (through ITAs and OJT) are used for Registered Apprenticeship programs in target sectors**

## Long-Term Ideas

- **The Eligible Training Provider List includes all education/training programs needed to develop a skilled workforce for target sectors**
- **The curricula for education/training programs are developed based on the skill and credential needs identified by businesses**

## Short-Term Ideas

- **Career awareness and exploration activities expose youth to career pathways in target sectors**
  - **Work experiences for youth (summer employment, pre-apprenticeship, OJT, etc.) are prioritized for target sectors**
- **The majority of occupational training is dedicated to train youth for in-demand jobs in target sectors**

## Long-Term Ideas

- **Youth service contracts are performance-based with clear expectations regarding preparation for target sectors**
- **Workforce system and other community partners align service strategies to help youth enter career pathways in target sectors**

- [Changing Roles for Workforce Systems in Carrying Out Sector Strategies](#)
- [Where the Rubber Hits the Road: How a Sector Strategy Plays Out at the Service Delivery Level](#)
- [Integrated Service Delivery Toolkit](#)

# ELEMENT 6:

SERVICES ARE MEASURED,  
IMPROVED AND SUSTAINED



## Supportive Partnership



How you'll:

- measure performance
- adjust to changing needs
- support your own workforce

# Why Measure Sector Strategy Work?

- Capturing benefits to employers helps build their ownership of the initiative
- Capturing benefits to workers helps build partner engagement
- Tracking outcomes ensures full benefits can be communicated to stakeholders, funding organizations and the community

- Work with employer partners early on to decide outcomes they want to see
- May be different short- and long-term measures (short term allows for progress checks and refining strategy)
- Establish a baseline so outcome measures are meaningful

- Outputs and products are evidence of active sector partnerships
  - Ex. mapping competencies, training programs, career pathways, solutions for employers regarding both workforce and beyond
- Impact measures demonstrate real benefits
  - Ex. placement, advancement and retention rates, reduced turnover, reduced recruiting costs

- Reduced recruitment costs
- Lower training costs
- Reduced turnover
- Lower production costs
- Greater promotion potential of entry-level employees
- Higher quality customer service

- Increased earnings
- Increased hours worked
- Greater access to employee benefits, such as healthcare and leave
- Improved job retention

- [Sector Strategies: Measuring Success](#)
- [Measuring Board Success](#)
- [Policy to Performance Toolkit: Transitioning Adults to Opportunity](#)

- [Building the Talent Pipeline: An Implementation Guide](#)
- [Connecting People to Work: Workforce Intermediaries and Sector Strategies](#)



Identifying clear steps for establishing a sector partnership can be challenging. Even those who are doing “sectors-based work” may find it difficult to make the leap to a functional sector partnership. While the challenge is real it does not mean that progress cannot be made! True collaboration typically takes time, perseverance and a willingness to approach the effort from various angles depending on the partner and industry.

The tool below is meant to be used in conjunction with the Sector Strategies Self-Assessment to help you identify some clear next steps for moving your region forward in its effort to establish a functional sector partnership. Like the Self-Assessment, it is designed around the six key elements of sector strategies to help the user break down the overall process into key areas of action steps. It can be completed by one key partner who has the will to move forward (if that is the region’s starting point) or a team of partners (may only be two) who have embraced sector strategies as the best path forward for their region.

### Six Key Elements of Sector Strategies:

- ✓ Built around great data
- ✓ Founded on a shared regional vision
- ✓ Are guided by industry
- ✓ Lead to strategic alignment
- ✓ Transform how services are delivered
- ✓ Are measured, improved and sustained



## Action Planning:

**Element #1:** Built around great data (i.e. rigorous data is used to make decisions about target industries, education, and training investments)

Below are the components to have in place to ensure your sector partnership is built around great data.

- Up-to-date labor market, economic, education, and industry data to determine key growth sectors, identify specific skills needs, level of demand, and education and training gaps.
- Ability to systematically validate this data through employer and public partner conversations.
- Workforce, education and economic development partners use the same data and have consensus around what it means.
- Workforce, education and economic development partners collaboratively identified and target the same sectors/industries.
- Workforce, education and economic development partners agree on the major high-growth occupations in those industries that offer in-demand occupations with family sustaining wages, and that should, therefore, be concentrated on in your local area in terms of developing career pathways.

Which components are not yet in place for your region? What are the obstacles to moving forward? In the table below, identify the strategic objectives, key actions, timing, lead person/organization, resources/technical assistance needed and desired outcomes for your Region to achieve Element #1.

Strategic Objective	Key Actions	Timeline	Lead Person/ Organization	Resources/ TA Needed	Desired Outcomes

**Element #2:** Founded in a shared vision (i.e. the Local Workforce Development Board has documented and communicated a broad vision that includes sector-driven workforce development and service delivery)

Below are the components to have in place to ensure your sector partnership is founded on a shared vision.

- Key partners (other workforce agencies, education entities and economic development organizations) have consensus on the makeup of your economic region, based on commuting patterns, labor market data and economic dynamics (vs. county or other municipal borders).
- Leadership from key partners are collaborative and work as a regional partnership to plan workforce and economic development activities.
- Key partners (outlined above) have developed (and documented) a unified vision for establishing and implementing a sector strategy framework in the region.

Have you successfully established a full, engaged and active workforce collaborative where the key organizations regularly come together to align and leverage their work? Which partners are missing or not as engaged as they need to be? Why aren't they coming to the table? What can be done to get them there or to move forward without them? In the table below, identify the strategic objectives, key actions, timing, lead person/organization, resources/technical assistance needed and desired outcomes for your Region to achieve Element #2.

Strategic Objective	Key Actions	Timeline	Lead Person/ Organization	Resources/ TA Needed	Desired Outcomes

**Element #3:** Guided by industry (i.e. targeted industry sector(s) employers are engaged in designing and delivering programs and services)

Below are the components to have in place to ensure your sector partnership is guided (ideally, led) by industry.

- Decision-makers from targeted sector employers are active members of the Local Workforce Development Board.
- Decision-makers from targeted sector employers and leadership from key partners are actively engaged in a developing or established sector partnership (meaning they attend regular meetings, provide input into their workforce needs and work with partners to produce solutions to meet those needs).

Do you have the right employers and the right representatives from those employers regularly at the table? Are they engaged in an ongoing partnership where they share needs, hear and respond to proposed solutions and provide feedback/input to ensure those solutions meet their needs (rather than attending an annual or semi-annual “event” where they talk at a high-level about what they need)? If no, why not? What can be done to engage them – not just as customers – but partners? Is there a partner who has a strong relationship with a key employer who could take the lead on bringing them to the table?

In the table below, identify the strategic objectives, key actions, timing, lead person/organization, resources/technical assistance needed and desired outcomes for your Region to achieve Element #3.

Strategic Objective	Key Actions	Timeline	Lead Person/ Organization	Resources/ TA Needed	Desired Outcomes

**Element #4:** Lead to strategic alignment (i.e. lead institutions, especially economic development, workforce development, and education, are aligning strategies and programs toward target sectors and the needs of students and workers seeking opportunities in these sectors)

Below are the components to have in place to ensure that your partnership is leading to strategic alignment of lead agency policies, resources/investments, activities, etc. to design and delivery solutions to meet employer and worker needs:

- Local Workforce Development Board or another lead agency is operating as a catalyst to bring together the partners to discuss and deliver on alignment.
- The sector partnership is designing and delivering education and training programs and/or services to meet employer needs.
- The sector partnership is designing and delivering career pathways for workers that help them advance into jobs that pay family sustaining wages and opportunities for advancement.

Does your partnership have the “glue” of a convener which regular brings all of the partners together (both with industry and independently) to develop solutions? Do you have a charter or MOU that details the roles, responsibilities and commitments of all the partners? Are you moving beyond development of “one-off” training programs to work with employers to “map” out the skills and competencies needed to advance in the industry? If no, what do you need to do to move the partners’ thinking in that direction?

In the table below, identify the strategic objectives, key actions, timing, lead person/organization, resources/technical assistance needed and desired outcomes for your region to achieve Element #4.

Strategic Objective	Key Actions	Timeline	Lead Person/ Organization	Resources/ TA Needed	Desired Outcomes

**Element #5:** Transformative or changing how employer and job seeker services are delivered (i.e. sector strategies are reflected in how services are delivered)

Below are the components to have in place to ensure that your sector partnership is transforming how all partners are delivering services to meet customer needs:

- Partners (as appropriate) provide job seekers with labor market information customized to their abilities and interests relative to target sectors and occupations.
- Partners (as appropriate) provide career coaching aligned to target sectors and occupations by staff with knowledge about skill and competency needs, demands of jobs, working conditions etc.
- Business services across partners are unified meaning that industry is approached by one partner representing a regional collaboration (rather than individual partners) and information is shared across partners to collaboratively devise solutions.

True transformation should impact every person’s job within every organization of the partnership. All partners should be orienting their day to day operations to achieve the objectives of the sector strategies vision and framework outlined in the elements above. Has your partnership achieved transformation in service delivery? Are there partners who come to the table but then go back and continue business as usual? What can you do to build their buy-in for the transformative potential of the sector partnership?

In the table below, identify the strategic objectives, key actions, timing, lead person/organization, resources/technical assistance needed and desired outcomes for your Region to achieve Element #5.

Strategic Objective	Key Actions	Timeline	Lead Person/ Organization	Resources/ TA Needed	Desired Outcomes

**Element #6:** Measured, improved and sustained (i.e. sector strategy outcomes are measured and adjusted, as needed, and sector work is sustained overtime)

Below are the components to have in place to measure sector strategy outcomes which helps to improve and sustain the partnerships:

- The partnership has agreed to measures (qualitative and/or quantitative and in addition to existing programmatic measures) to evaluate the outcomes of the partnership.
- Partners, especially workforce, education and economic development, have a clear process for acting on the findings to continuously improve their collaborative work and, therefore, strengthen the partnership.
- All partners contribute resources (financial and otherwise) to support and sustain the work of the sector partnership.

Does your partnership have clear goals and objectives? How will you know when you've met them and when and how will you know if you're not on track? What do you need to put into place to ensure you can benchmark the success of your sector partnership? In the table below, identify the strategic objectives, key actions, timing, lead person/organization, resources/technical assistance needed and desired outcomes for your Region to achieve Element #6.

Strategic Objective	Key Actions	Timeline	Lead Person/ Organization	Resources/ TA Needed	Desired Outcomes

**Additional Resources:**

- Sector Strategies Overview
- Sector Strategies Self-Assessment
- Sector Strategies Conveners Guide for Partner Outreach
- Sector Strategies 101 PowerPoint Library

# The Process to Establish Career Pathways

