INDUSTRY ENGAGEMENT 101
Moving from Engaging Business to Developing Industry Champions
May 20, 2016
WHERE ARE YOU?

Enter your location in the Chat window – lower left of screen
OBJECTIVES

✓ Learn some strategies to gaining traction with employers and building the credibility and trust needed to develop industry champions

✓ Attendees share their challenges/barriers and receive technical assistance from peers
Agenda

- Opening Presentation (20 minutes)
  - Patricia Maguire, Facilitator – Set context & introduce speakers
  - Kristina Payne, Field Expert – Lane County Sector Strategy Team
  - Michael Baker, Field Expert – Accelerated Training for Illinois Manufacturing

- Facilitated Breakout Rooms (25 minutes)
  - Attendees will be divided into two rooms
  - A facilitator (Gretchen Sullivan or Patricia Maguire) and Field Expert will be in both rooms

- Re-Convening Q&A (15 minutes)
  - Facilitators will briefly summarize discussion from their room
  - Additional Q&A
A sector strategy is a partnership of multiple employers within a critical industry that brings together education, economic development, workforce systems, and community organizations to identify and collaboratively meet the workforce needs of that industry within a regional labor market.
## JFF’s A Guide to Engaging Employers

### Figure 1. Ladder of Employer Engagement

<table>
<thead>
<tr>
<th>New Relationship</th>
<th>Working Relationship</th>
<th>Strategic Partnership</th>
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</thead>
<tbody>
<tr>
<td><strong>Level I</strong></td>
<td><strong>Level II</strong></td>
<td><strong>Level III</strong></td>
</tr>
<tr>
<td>Key employer role</td>
<td>Advising</td>
<td>Capacity-building</td>
</tr>
<tr>
<td>Stage of relationship</td>
<td>Initial contact / new relationship</td>
<td>Establishing trust and credibility</td>
</tr>
<tr>
<td>Activity examples</td>
<td>Discuss hiring needs, skills, competencies; advise on curricula; contract training; hire graduates</td>
<td>Job site tours; speakers; mock interviews; internships; needs assessment; loan/donate equipment; recruiting</td>
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<tr>
<td><strong>Level IV</strong></td>
<td><strong>Level V</strong></td>
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<tr>
<td>Key employer role</td>
<td>Co-designing</td>
<td>Convening</td>
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<tr>
<td>Stage of relationship</td>
<td>Working relationship</td>
<td>Trusted provider and collaborator</td>
</tr>
<tr>
<td>Activity examples</td>
<td>Curriculum and pathway development; adjunct faculty and preceptors</td>
<td>College-employer sectoral partnerships</td>
</tr>
<tr>
<td><strong>Level V</strong></td>
<td></td>
<td>Leading</td>
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<td>Key employer role</td>
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<td>Activity examples</td>
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- New Relationship:
  - Initial contact / new relationship
  - Discuss hiring needs, skills, competencies; advise on curricula; contract training; hire graduates

- Working Relationship:
  - Establishing trust and credibility
  - Job site tours; speakers; mock interviews; internships; needs assessment; loan/donate equipment; recruiting
  - Curriculum and pathway development; adjunct faculty and preceptors

- Strategic Partnership:
  - Trusted provider and collaborator
  - College-employer sectoral partnerships
  - Multi-employer / multi-college partnerships
INDUSTRY CHAMPIONS

CO Regional Sector Partnership Workbook
- Champions vs Representatives
- Doers vs talkers

CommCorp Partnerships Guide
- Business leaders that believe in our work,
- are committed to our vision,
- and are willing to use their power and prestige to garner support for our efforts

ETA Sector Strategies Guide
- Champions help convene the larger group of employers.
- Invitations to the first meeting come from the workforce boards and industry champions.
**Meet Our Presenters**

- **Kristina Payne**
  *Executive Director*
  Lane County Workforce Partnership (Eugene, OR)

- **Michael Baker**
  *Project Director*
  Accelerated Training for Illinois Manufacturing
Better Together

Kristina Payne, Lane Workforce Partnership
“Don’t you guys ever talk to each other?”

“I answered all of the questions on that survey you sent out...what ever happened to that?”

“You want me to come to another meeting to talk about my business needs...and then what will happen?”

“Who do I need to talk to in this town in order for something to happen?”
Sector Strategies...All groups working from the same game plan...

• All of us are still meeting our organizational missions – but we are consistent with our message – and we are consistent in our understanding of what the industry wants

• We are all still meeting with, talking to, and working with businesses...just more intelligently and collectively
Truly Listen to All Needs

“How can I learn about your company’s needs if you keep interrupting me?”
Letting the experts do what they do best...

• Leading efforts
• Following-through on commitments
• Convening business and community leaders
• Carrying the message forward

*Capturing, Reporting, and Celebrating our successes together!*
Do’s and Don’ts

Michael Baker, ATIM
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

**Hire local campaigns (industry driven)**
- Resolved retention issues
- Aligning job descriptions with actual KSAs
- Career awareness campaigns (esp. Youth)

**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.
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

This slide created by Collaborative Economics, Inc.
<table>
<thead>
<tr>
<th><strong>DO:</strong> Your Homework</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>What do they do?</td>
<td>How do they do it? US/Global trends for their sector &amp; industry? Where are they in the supply chain?</td>
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<table>
<thead>
<tr>
<th>Become a Familiar Face</th>
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<tbody>
<tr>
<td>Go to Them</td>
<td>Speak &amp; network at THEIR meetings</td>
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<thead>
<tr>
<th>Get past the Gatekeeper</th>
<th></th>
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<tbody>
<tr>
<td>Leverage mutual relationships &amp; networks</td>
<td>Get to highest ranking person w/ 1 degree of separation</td>
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<thead>
<tr>
<th>Ask relevant ??s then LISTEN</th>
<th></th>
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<tbody>
<tr>
<td>Validate homework</td>
<td>Get the “Paul Harvey”</td>
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<tr>
<td>Leave knowing the root cause(s) of any issues</td>
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<tr>
<th>Get known as valuable partner</th>
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<tr>
<td><strong>Find a way to improve their profitability</strong></td>
<td>Get written endorsements from businesses you’ve helped</td>
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<tr>
<th>Make it Easy</th>
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<tr>
<td>Reduce Red Tape to the Nth Degree</td>
<td>Use Lean Principles</td>
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<th>Regular Care &amp; Feeding</th>
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<tr>
<td>Follow Up w/o Pesterig</td>
<td>Be prepared to invest adequate resources</td>
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<tr>
<td>DON’T:</td>
<td>Only purposeful meetings as needed</td>
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<tr>
<td>Waste Time</td>
<td>Don’t ignore input</td>
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<tr>
<td>Rely on 1 strategy</td>
<td>NO 1-size-fits-all</td>
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<td></td>
<td>Every business and situation is unique</td>
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<tr>
<td>Stay in your silo</td>
<td>Be mindful of all resources that can help</td>
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<td></td>
<td>Cross-program collaboration</td>
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<td></td>
<td>Avoid data wars, government jargon &amp; acronyms</td>
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<tr>
<td>Pressure to sign up with WIOA</td>
<td>Provide options</td>
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<td></td>
<td>Be ready when THEY are ready</td>
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<tr>
<td>Over Promise</td>
<td>Manage expectations</td>
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<td>Make sure you’re speaking the same dialect</td>
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<td>Take the relationship for granted</td>
<td>DON’T GO THROUGH THE MOTIONS</td>
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<td>Cultivate multiple long-term contacts</td>
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**Resources**

- **ETA Sector Strategies Framework & Assessments:**
  [https://businessengagement.workforcegps.org/](https://businessengagement.workforcegps.org/)

- **JFF’s A Resource Guide to Engaging Employers:**

- **Sector Partnership-based Employer Engagement: A Framework for Illinois:**

- **Lane County Sector Strategy Team:**
**Breakout Discussion Questions**

- How do we know when we are “ready” for sector partnerships?
  - *What is the depth of your employer relationships?*
  - *How long have you been adding value?*

- Who is the right convener of the sector employers?
  - *Ego aside, who has the most meaningful relationship with employers and the capacity?*

- What is the appropriate role of the Workforce Board in your region/area?
  - *What are the pros/cons of WDB as convener vs active partner?*
Breakout Facilitators

- Breakout 1 Facilitator
  - Patricia Maguire, Senior Program Manager, Jobs for the Future

- Breakout 2 Facilitator
  - Gretchen Sullivan, Senior Consultant, Maher & Maher
<table>
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<tr>
<th>Speaker:</th>
<th>Kristina Payne</th>
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<tr>
<td>Organization:</td>
<td>Lane County Workforce Partnership</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:kristinap@laneworkforce.org">kristinap@laneworkforce.org</a></td>
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<th>Michael Baker</th>
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<tr>
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<td>Office of Employment &amp; Training, Illinois</td>
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<td></td>
<td>Department of Commerce &amp; Economic Opportunity</td>
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<tr>
<td>Email:</td>
<td><a href="mailto:michael.baker@illinois.gov">michael.baker@illinois.gov</a></td>
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Thank You