

# Mobilizing your Partnership: Preparing for the Launch

August 1, 2013

Part 3 of 3-Part EARN Maryland Webinar Series

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## **Miss the first two EARN Maryland webinars?**

**Webinar 1: July 10, 2013**

Industry Partnerships 101:  
What, Why, How and Impact

**Webinar 2: July 29, 2013**

Industry Data:  
How to Identify (or confirm) Your Target Industry

**You can view them at [www.earn.maryland.gov](http://www.earn.maryland.gov)**

# Ground Rules for the Live Webinar:

- 1) All participants are in listen-in mode.
- 2) To ask a question, please type it into the Question box to the right of your screen.
- 3) We will answer questions at the end of the presentation.
- 4) You can test the Question box function now by introducing yourself.
- 5) This a one hour webinar.
- 6) We will have a 35-40 minute presentation and leave the remaining time to address the questions that you submit in the Question Box.

## **Listening Tips:**

If you cannot hear us, and you logged in via phone, click on the phone icon.

If you logged in via audio, click on the "mic" icon, and make sure you turn up the volume on your end.

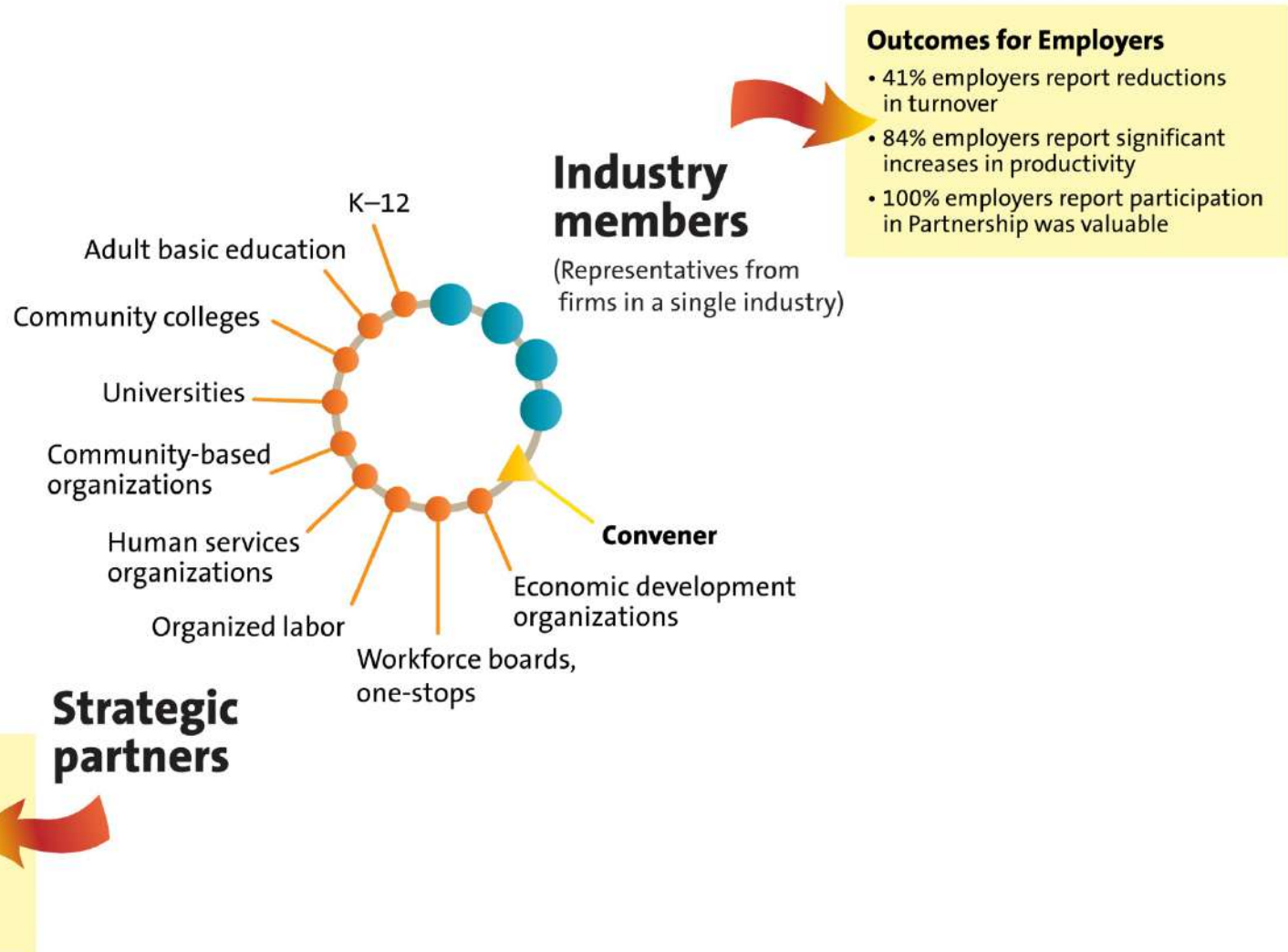
In general, please limit background noise.

# Today's Agenda

- Quick Recap
  - Industry Partnerships 101: What, Why, How
  - Turning Industry Data into Use-able information
- Launching a Strategic Industry Partnership
  - When?
  - Who?
  - How?
  - To what end?

# Sector Partnership

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



# Today's Industry Partnerships:

- Are employer 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 training project, a passing fad; they are a long term partnership

# Guiding Principles of Data

**Know what it will give you . . .**

**A baseline of real information**

**A way to prioritize**

**Avoid the “Picking winners and losers” trap**

**You have limited collective resources. Use them well.**

**A starting place for a conversation**

**Know the limitations . . .**

**No data set is perfect**

**There is usually a lag**

**There is always missing data**

**There is also always too much data!**

**Beware: Analysis Paralysis**

**There is no substitute for actual conversations with employers**



# Which data points matter most?

1. Current Employment
2. Short term change in Jobs (2 years)
3. Long term change in jobs (10 years)
4. Current and past Location Quotients
5. Current wages
6. # Establishments
7. Average # Jobs per Establishment
8. Job Growth Projections
9. Occupational data
10. Your on-the-ground knowledge

**What if you don't have all these data points? Work with what you have.**

# Your Job: Get the data points to interact (and don't do this alone). Try This:

1. Get everyone in the same room looking at the same data:

- Workforce Development
- Economic Development
- Education
- Other Stakeholders (community based organizations, human service organizations, etc)

2. Discuss!

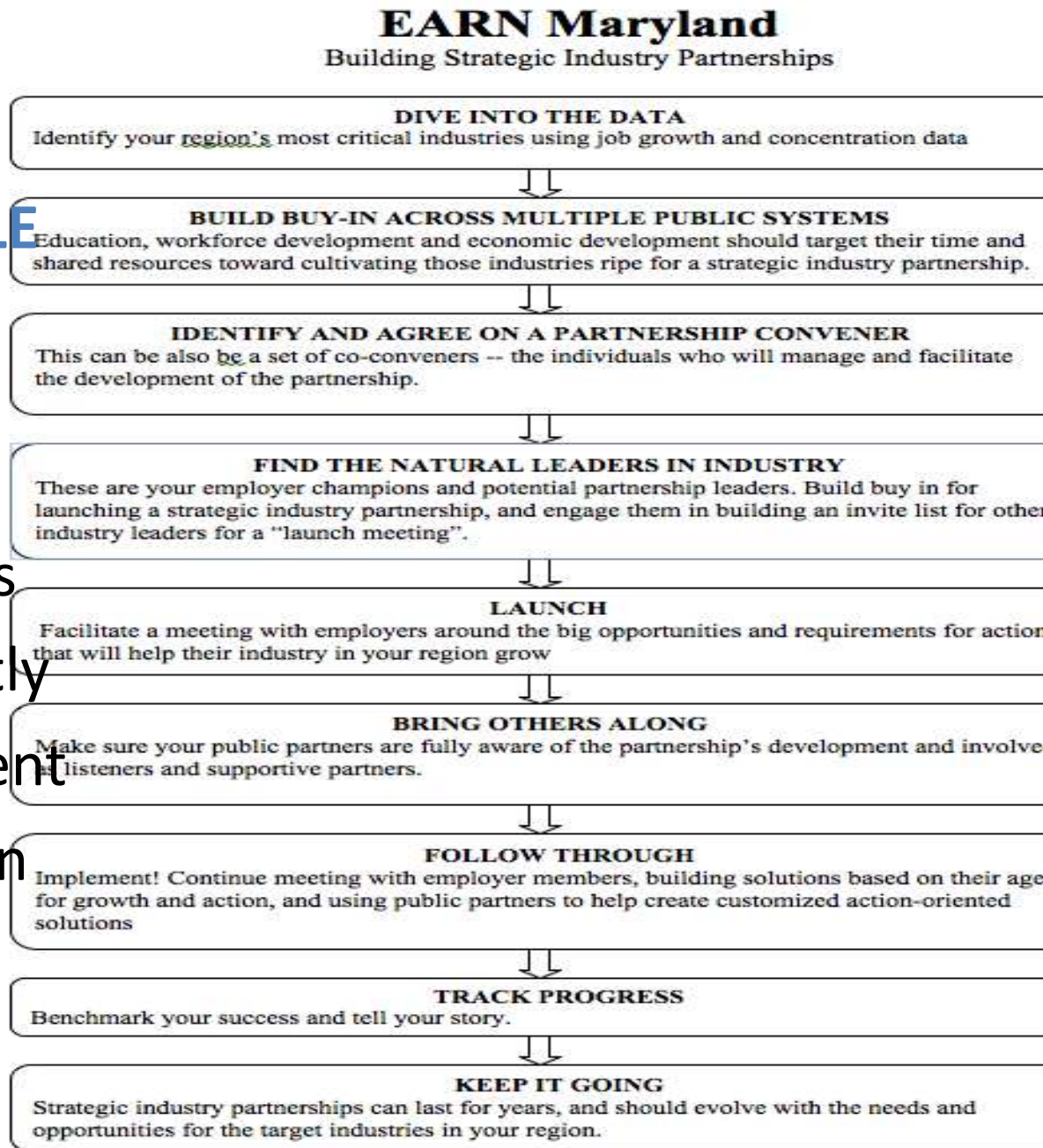
- Discuss each data point.
- Assess which feels “real” based on what you know already.
- Share on-the-ground knowledge that the data does not reflect.
- Come to some agreement on which industry sectors really matter (jobs, quality)

# The Exception to this process:

- What if **you** are an employer?
- What if **you as a firm or company** want to launch a partnership in your industry?
- Do you need this data to make that decision?
- Of course not! But you can still use this data as a tool to convene and have a conversation with your peers (other firms in your industry) about opportunities for growth.
- (We'll come back to this)

# WHAT'S THE LIFE CYCLE OF AN INDUSTRY PARTNERSHIP?

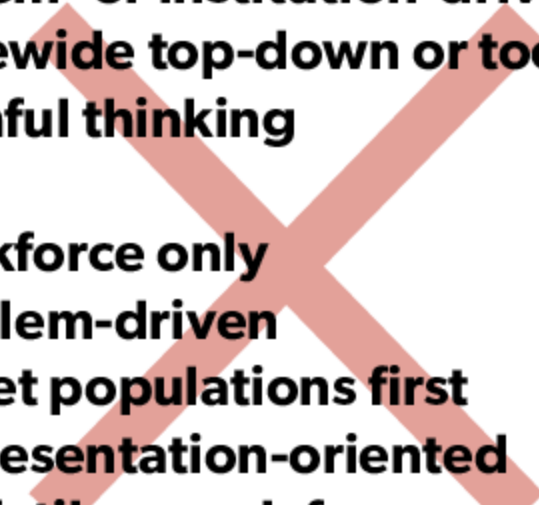
- They can last for years
- They change constantly
- Each one looks different
- But there are common elements



# 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**

## WHAT WORKS WELL (AND NOT SO WELL)



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# Any questions at this point?



# Step-by-Step: Launching a SIP

- Ground Rules:
  - Use these as a rough guide.
  - Find your fit (i.e. make these steps fit into your stage of development)
  - Remember your end goal: you want to build SIPs in your region's most critical industries
    - Why: Because you need an ongoing vehicle to keep tabs on and understand training needs (not just a one-time input session from industry)
    - Why: Because as regional partners, you have an opportunity to grow your region's critical industry sectors by tackling more than workforce training issues.



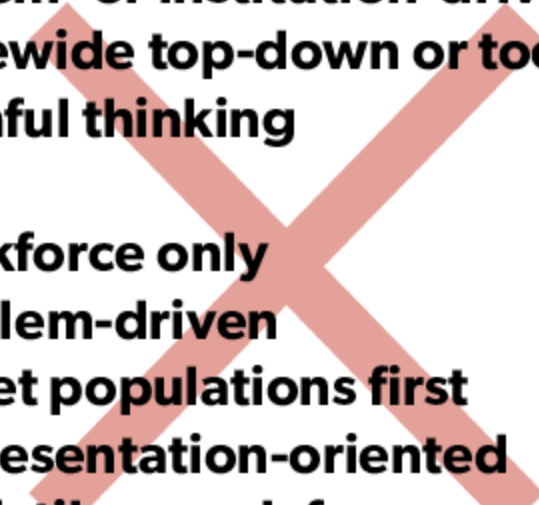
# Step 1: Make the Case for a New Approach

- What new approach? The SIP approach to education, workforce development and economic development.
- Not a one-time thing; it's a new way of operating
- Who are you making the case to?
  - #1: Yourself!
  - #2: Your program and system partners
  - #3: Industry employers

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# WHAT DO THEY ACCOMPLISH?

## RESULTS FOR EMPLOYERS

### Evaluations from MA:

- Turnover: 41% reduction
- Rework: 19% reduction
- Customer complaints: 23% reduction
- Companies that said partnerships with other companies were valuable: 100%

### Evaluations from PA:

- 84% of employers surveyed from Industry Partnerships reported significant increases in productivity

## RESULTS FOR WORKERS

### Evaluations from MA:

- Earn more per hour
- Decreases in poverty (from 64% to 35%)
- Participants gained new jobs within targeted sectors
- 83% of participants agreed that the training prepared them well for work in the targeted sector
- 78% said the program had improved their chances of getting a good job

### A Recent Random Assignment Study:

- Workers earned 18% more over a 24 month period;
- More likely to work, worked more consistently, worked in jobs with higher wages and with better benefits

## Step 2: Dive into your data

- Did you miss Webinar #2? Watch the recording!
- You want to know:
  - Which sectors in my region employ the most people? Are they good jobs? Is this sector growing? Is there anything special about our region for this industry?
- You want to make choices about how you use your collective time and resources:
  - That means having conversations with others beyond your program and jurisdiction about industry needs and ways to work together to meet them.
  - Data is a fantastic way to have that conversation.

## Step 3: Build Buy-In Across Program Partners

- Conversations you should have:
  - A shared data conversation
  - A “What’s everyone up to right now related to our region’s most critical industries?” conversation
- Who should participate: Workforce Development organizations, community colleges, other training/education providers, economic development, human service orgs, etc.
- How? Collectively and one-on-one
- But who convenes these conversations?

## Step 4: Identify and agree on a SIP convener

- 1<sup>st</sup>: The initial “convener” of the conversations may not ultimately be the long-term convener of the SIP – that’s normal and okay
- You (the collective “you”) still need someone to start the dialogue, assemble a shared set of facts, start coordinating across partners
- Workforce, College, Economic Development, CBO, even an employer
- You also need someone to start organizing outreach to employers in your target industry
- Consider: Initial convener may be the planning grant applicant

# Attributes of a Good Convener

- The Initial Convener must:
  - Be willing to put in some upfront time
  - Have credibility with diverse program partners
  - Be able to set aside turf, and facilitate others to do the same
  - Keep reminding everyone of end goals
    - A strong SIP
    - Working better together in non-duplicative ways
- The Long-term Convener must:
  - Create the time needed to administer an IP (some SIPs are co-convened)
  - Have credibility with program partners and employers
  - Be able to facilitate the SIP *without* charting its course (that's the job of industry)
  - Assess short-term wins and longer term strategies
  - Coordinate to implement
  - Keep the end goal in mind

# Any quick questions?





## Step 5: Engage the Natural Leaders of Industry

- Remember: This is about champions, people and relationships, do-ers, movers & shakers
  - You're building partnerships with employers
- Build a list of real leaders in your target industry – they will be leaders in your SIP
- Then recruit them to help launch your SIP
- Only then can you build the broader “invite” list of employers that should also be involved

# What do we mean by “Launch”?

- You’ve “launched” when you’ve had a collective conversation with a good number of employers about their growth opportunities, including their workforce needs
  - What’s a “good number”?
  - Why a “collective conversation”?
- Use your planning grant time for this: start where you are (wherever you are), and use planning grant time and space to take to next level – expand the circle, have the collective conversation, start building your SIP

# *Sample Talking Points with Employer Leaders*

- We're launching a (Region) (Industry) Partnership
- Your industry matters (use some data points here)
- There's a lot going on to support your industry but it's not well coordinated, or there's just not enough going on to support your industry in our area
- No one place, one common table where companies collectively discuss/prioritize needed supports and strategies
- No one place to access multiple services/resources available in our community
- The X Partnership will be that place
- It's being modeled after similar partnerships found across the country
- It will be driven by you; it will be action oriented; it will be based on the highest priority growth opportunities and strategies for (industry) in our region
- The priorities that come out of the Partnership may be workforce related, supply chain oriented, infrastructure focused, or something else. We don't know yet. We need you to join a conversation to help us find out.
- No one wants to go to another meeting, but we will be holding one to launch our Partnership; it's important to have this conversation as a group.
- Date, time, location.

# Step 6: Launching your Partnership

- The “Launch” works best as a meeting (yes, an actual meeting) of employers
- It’s about growth opportunities, including workforce needs, for the industry in your region, *not* about “what are your biggest issues?”
  - Why? Because you want opportunity areas that lead to action, not complaints and issues that lead to a laundry list of to-do’s for you to solve/implement
- It needs to be facilitated
- The employer voice should be front & center (industry-driven), but everyone should be there

# Defining “Industry-Driven”

- What it is
  - Firms/companies are active participants
  - Firms/companies are active partners with skin in the game
  - Ongoing input and guidance
  - Driven by “industry” needs
- What it’s not
  - Firms/companies just as customers
  - Firms/companies convening meetings and paying for the coffee
  - One-time input sessions (i.e. surveys!)
  - Driven by single employer needs

*Sound familiar? It’s a SIP!*

*Sound familiar? It’s the traditional way of*

# Back to the Employer-Convener Scenario

- Best case scenario!
- Employers (yes, even competitors) self-convene to tackle common challenges and leverage common growth opportunities
- Discuss, prioritize, agree on early collective action
- Identify trusted public program partners to help; request that they coordinate with each other to make needed solutions a reality

# Step 7: Post-Launch follow-through

- Like any good meeting, get the minutes, agreements, next steps out asap
- Re-visit the question: right convener over long term?
- Immediately expand the circle of employers
- Pay careful attention to maintaining the employer voice front-and-center
- Bring program partners along – keep them informed, bring them in for needed solutions, this takes a village
- Get some early wins out the door
- Stay agile and opportunistic
- Create *just enough* organization

# Final Tips

- Sound too easy?
  - SIPs are not rocket science, but they do take time and coordination and stick-to-it-ness.
- Best advice?
  - Just get started.
- Does this work everywhere?
  - Yes. The recipe is more important than the ingredients (i.e. every region no matter the depth and breadth of resources and assets can succeed).
- What does this have to do with EARN?
  - Two goals: 1) immediate industry-driven training; 2) longer term establishment of SIPs.
  - You have to balance and stage both.
  - While you're identifying and implementing EARN training programs, think about how you're establishing strong, long-term SIPs.



# More Questions?



# What to Expect Next



- All webinar recordings are available at:  
[www.earn.maryland.gov](http://www.earn.maryland.gov)
- By mid-September, we will release the following:
  - Data tool and “DIY Data Workshop” guide
  - A timeline for both the planning and implementation grant phases of the program
  - Information about additional resource tools for interested applicants
- Planning grant solicitation released by end of September/early October 2013