



Best Practices for Identifying and Monitoring the Success of Partnerships

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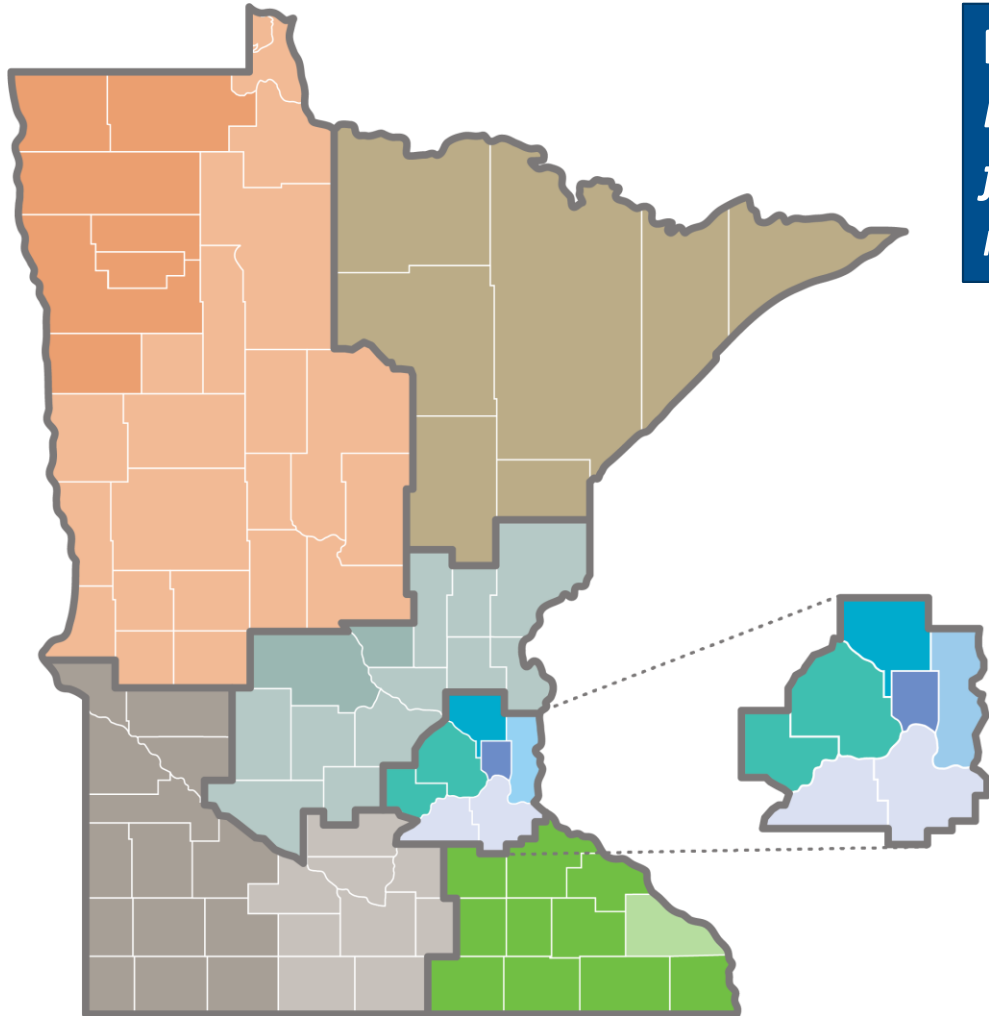
Purpose:

- Share DEED Workforce Partnership Survey.
- Discuss tracking industry sector partnerships.
- Identify steps to develop and implement a successful industry sector partnership.
- Criteria to consider when evaluating a successful partnership.

Questions:

- Why send out a survey?
- What information are we looking for?
- How can we use the information collected to strengthen future partnership efforts?
- What goes into developing a successful partnership?

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Mission

*Developing innovative workforce solutions by **aligning resources, facilitating collaboration, and leveraging expertise** in targeted industry sectors to drive economic equity and growth.*

Value We Bring

- *Assist key stakeholders in the successful implementation of regional plan*
- *Leverage expertise in industry sector workforce development strategies*
- *Enhance regional economic prosperity through partnership with DEED's Business Development Specialists and Labor Market Analysts*
- *Design tools and resources to support businesses in developing strategic workforce solutions that are relevant in today's dynamic and ever-changing environment*

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Examining Minnesota's Workforce Development Ecosystem

What were employers saying?

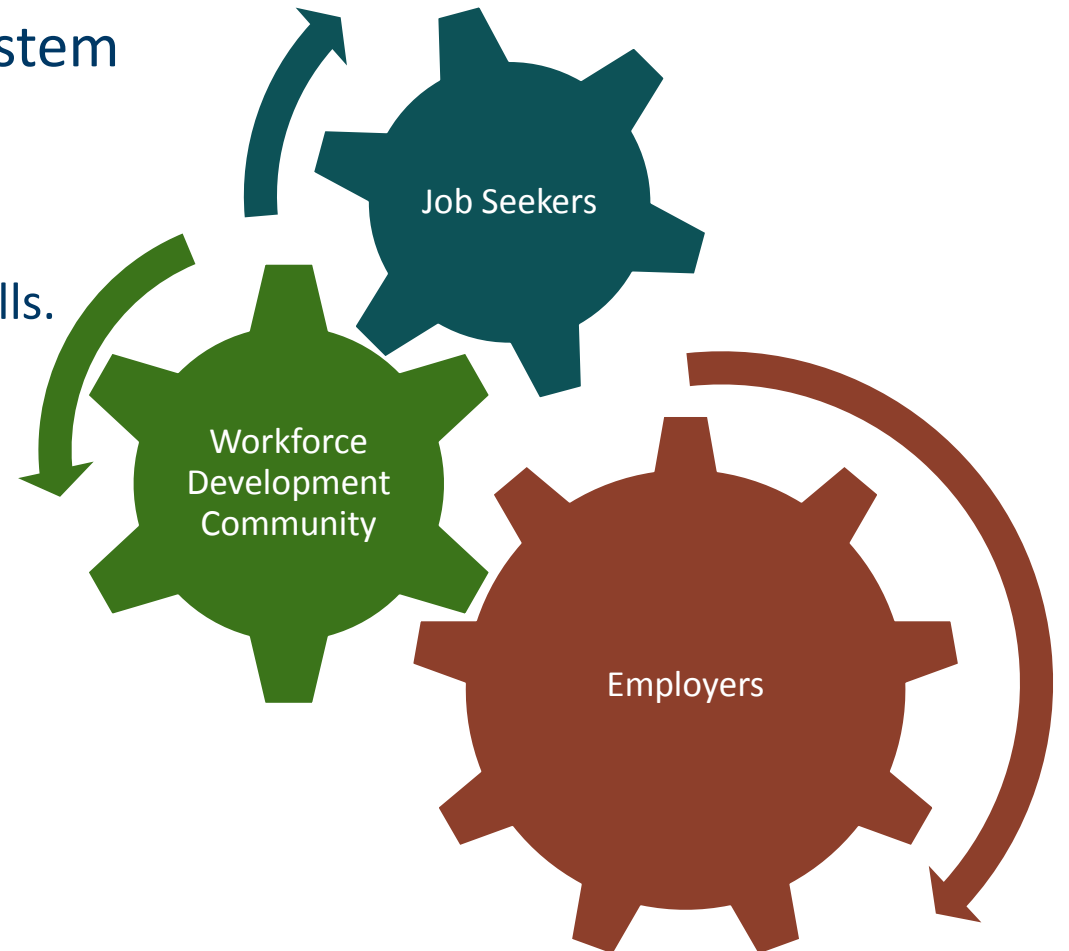
- Enough talking, more action!
- Increase need to prepare applicants with soft and technical skills.

What were job seekers saying?

- What are employers looking for?
- Help me get my foot in the door, I'll do the rest.

What was the workforce development community saying?

- How can we better serve employers and job seekers.
- Improve streamline of services.



Workforce Partnership Survey: Workforce Strategy Consultants

- Survey given to respondents December 2018
 - Regional and local directors
 - Community based organization leaders
 - Employers
 - Training institutions
 - Chambers partners
- Workforce Strategy Consultants activities throughout Minnesota: Nov 2017 – Dec 2018
 - Value of interaction with consultants
 - Level of interest and engagement

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Importance of value and engagement

- Measure progress of regional industry sector partnerships (ISPs) in Minnesota
 - Realistic timelines: ideas to implementation
 - Net Promoter Score (NPS)
 - Promoters (9-10) – loyal, enthusiastic about sector partnerships
 - Passives (7-8) – satisfied, unenthusiastic about sector partnerships, vulnerable to align with other workforce development models
 - Detractors (1-6) – unhappy, negative opinions on sector partnerships
- Using results as a tool for DEED Workforce Strategy Consultants

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Metrics: What were we looking for?

- Value of most recent meeting
- Interest and collaboration
- Net Promoter Score
- General comments
 - ✓ *We face serious workforce challenges. As industry, education and government we may be able to move faster alone, but we can go farther working together.*
 - ✓ *The sharing of ideas on ways to find quality talent and partner with community services/schools at the workforce planning meetings is extremely valuable.*
 - ✓ *Even if the benefits aren't that eye-opening; it always helps to collaborate.*

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Results – What did we learn?

- Value of most recent meeting
 - Overall positive response
 - Highest score related to relevancy of meeting
 - Lowest score related to actions identified leading to workforce solutions
- Level of interest and engagement
 - Most respondents level of interest and engagement remained the same
 - Large number of respondents interest and engagement levels increased
 - Workforce development high priority

Regional Workforce Planning is a work in progress while at the same time meeting expectations

Tracking Industry Sector Partnerships

Purpose: DEED needs a standard tool to measure activity/status of the partnerships within targeted industries for each region for the “Quantity” measure for reporting to the WIOA State Plan Dashboard.

Background: Workforce Strategy Consultants will develop a list of industry sector partnerships that have been established in the state and report on them on a regular basis, in partnership with the regional boards.

- Alignment with industries identified in the Regional WIOA Plans.
- Are these reoccurring meetings that are working to involve diverse stakeholders to develop talent pipelines.
- Quantity of sector partnerships in each identified region

Measurements:

- Quality of sector partnerships in each identified region.
- Disparities with hiring and retaining employees being addressed?
- How are we doing?

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Status	Activity	Notes for Implementation
Emerging	Sector is identified in the approved Regional WIOA Plan	Required
Emerging	Has an interim coordinator or convener	
Emerging	Employers and stakeholders are identified for participation in sector partnership activities	
Emerging	Outreach to employers and other stakeholders in the region and sector	
Emerging	Partnership has developed a draft of an initial work plan	

Emerging – employer engagement initiated and work plan established

Active – initial outputs and products being delivered

Advanced – impact being felt from change in employment and vacancy rates

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Status	Activity	Notes for Implementation
Active	Employers regularly participate in sector partnership activities	
Active	Public partners from workforce development, economic development, education and community organizations are engaged in sector partnership activities	
Active	Has identified a clear coordinator, convener or convening team	
Active	Identify skills standards needed for in-demand occupations in sector	
Active	<p>Activities, services or products occur as a direct outcome of the partnership. Examples of industry-related activities could include:</p> <ul style="list-style-type: none"> • Coordinated outreach to non-traditional, priority and diverse populations • Collaboration and implementation of industry and career awareness campaigns • Development of training programs or educational curricula such as: work-based learning: apprenticeships, internships or OJT; or secondary and post-secondary educational programs in key industry sectors 	
Active	Operates with a shared strategic plan or road map	

Emerging – employer engagement initiated and work plan established

Active – initial outputs and products being delivered

Advanced – impact being felt from change in employment and vacancy rates

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Status	Activity	Notes for Implementation
Advanced	Employers lead sector partnership activities	Required for Advanced
Advanced	Partnership attracts new private sector leaders	
Advanced	Blends funding and staff time from across public-private partners.	
Advanced	Partnership is accountable to its stakeholders and shares evidence of activities and accomplishments.	
Advanced	Employers invest in career pathways starting at the secondary education level, e.g. Career Technical Education (CTE) pathways	
Advanced	Employer-defined measures of sector partnership success	
Advanced	Evaluate outcomes of activities, such as: <ul style="list-style-type: none"> • Reduced vacancy rates/time to hire • Career seekers (especially from under-represented populations) secure, retain, and advance in targeted industry. • Increased enrollment in training/education programs • Use SLEDS longitudinal data to evaluate career pathways • Savings to public training programs 	
Advanced	Strategic plan is reviewed and updated regularly	

Emerging – employer engagement initiated and work plan established

Active – initial outputs and products being delivered

Advanced – impact being felt from change in employment and vacancy rates

Building Partnerships / Determining Metrics

What's your definition of a partnership?

“Coming together of multiple organizations to recognize and pursue shared interests. Workforce development partnerships are usually composed of workforce development intermediaries (e.g., Workforce Investment Boards or career centers), businesses or industry associations, training/educational institutions and community-based organizations.”

Commonwealth Corporation

“Focused, active partnerships among businesses in a target industry sector and workforce development organizations, educators, training providers, labor unions, community organizations, and other key stakeholders.”

Maher & Maher

How are Industry Sector Partnerships defined where you live and work?

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Building and examining a successful industry sector partnership

Starting with a framework – understanding and analyzing what type of partnership is best for set goals

1. What is the short & long-term goals for this partnership?
2. What combination of key players will increase success of partnership?
3. Is there a need for this partnership in the area?
4. Choosing the model structure for this partnership.
 - Hub and Spoke
 - Inner and Outer Rings
 - Full Partnership

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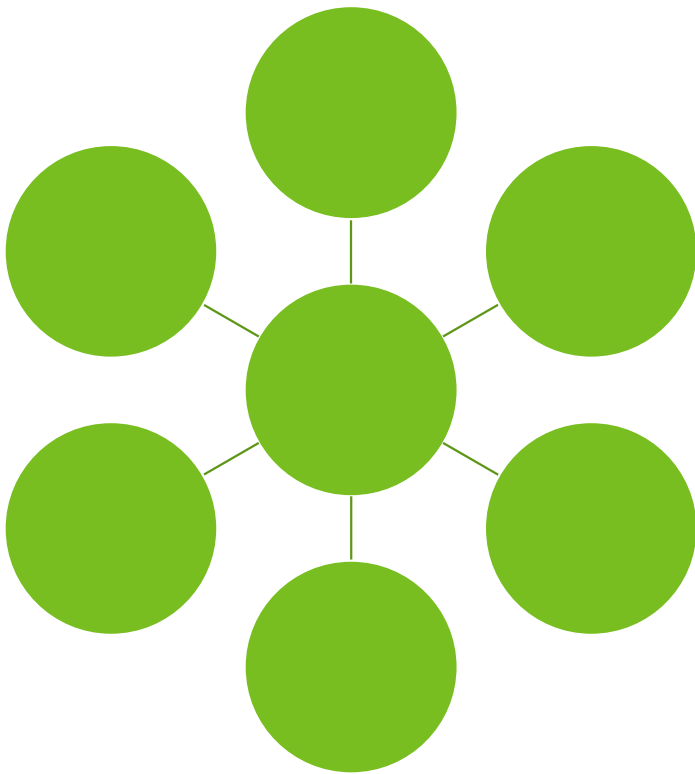
Hub and Spoke Model

Focus is on the development of relationships between the lead agency and both training entities and businesses. Emphasis on program design and operation.

“Structure” of a partnership may be influenced by the goals for the partnership, the nature of work that a partnership is undertaking, and the number of organizations involved.

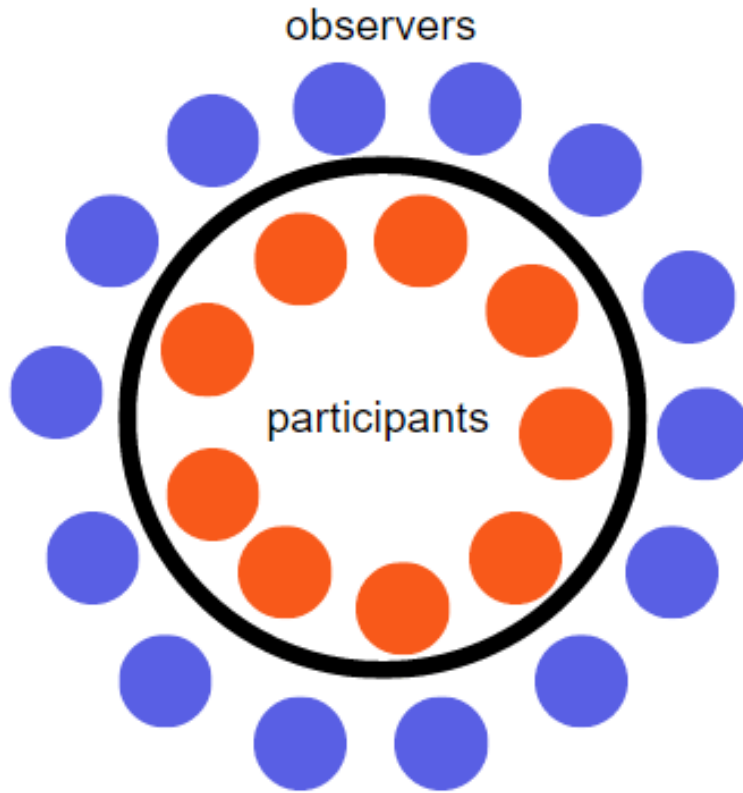
- Partnership with a group of businesses
- Identify common training needs and barriers
- Develop program model

Larger group of business involvement – core team



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Inner and Outer Rings Model



Small core group convenes for decision-making related to the operation of a program. Less interaction between small core group and larger partnership for input and discussion of larger industry issues.

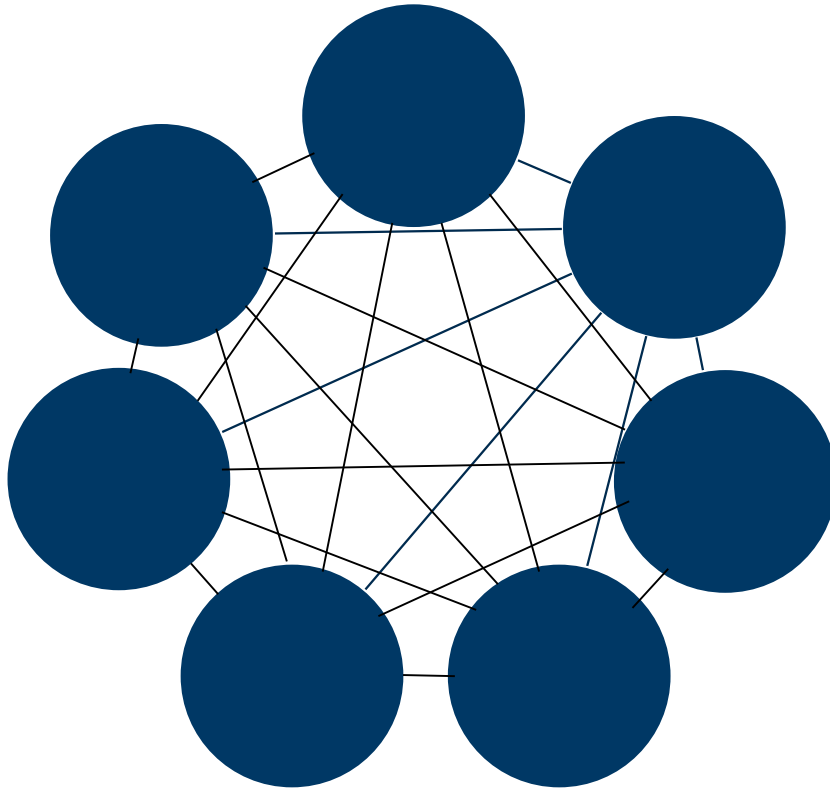
- Stronger relationship among small core group

Participants: workforce development partners, businesses

Observers/Supporters: training, community-based organizations

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Full Partnership Model



All partners play a more or less equal role and meet on a regular basis. Decisions are made by the full group of partners and relationships are built across partner organizations.

- Input from businesses, education, community-based organizations and other participants equally important.
- Originator of the partnership can be from any group

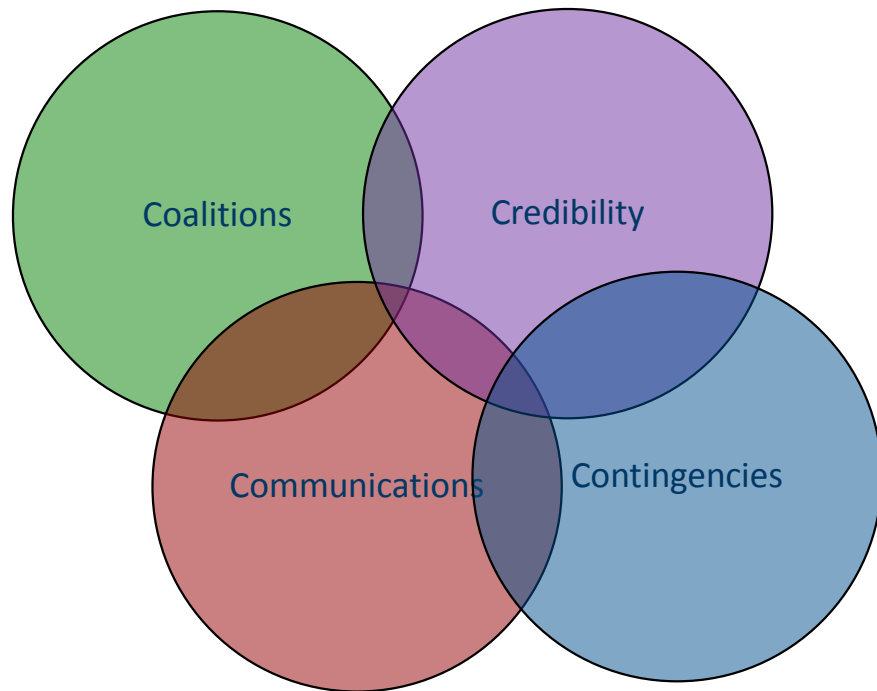
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Monitoring the progress: Phases of Performance



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Transparency and Sustaining a Partnership – The 4 C's



Expands two kinds of workforce program support: **social** (e.g., lobbying, engaging potential competitors) and **organizational** (e.g., equipment, space)

Processes establish the **vision, values, and priorities** for the partnership's approach to systemic change in workforce preparation

Development involves having both **short-term** and **long-term** plans to demonstrate the workforce program's effectiveness to external audiences

Preparations ensure the workforce program has both the **social support** and **organizational resources** to weather changes in labor markets and funding opportunities offered by government, industry, education, and other players

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Applying Metrics: Indicators of successful partnerships

Impacted Groups	Process Metrics (Progress Report)	Impact Metrics (Scorecard)
Businesses/ Industry	<ul style="list-style-type: none"> • Level of business engagement • Increased referral/applicants 	<ul style="list-style-type: none"> • Introduction of new programs, initiatives • Better accessibility to prepared workforce talent pool • Improvement of internal operations (HR, hiring process, etc.)
Jobseekers/ Students	<ul style="list-style-type: none"> • New/modified, assessable training programs • Increased access to work experience/OJT opportunities • Direct work with industry influencing development and facilitation of curriculum 	<ul style="list-style-type: none"> • Decreased time-to-hire after completing training • Easier transfer for laid off workers to new roles
Public Programs/ Resources	<ul style="list-style-type: none"> • Collaborations on projects/grants supporting sector partnership • Sharing manpower across partners/stakeholders 	<ul style="list-style-type: none"> • Shared funding streams • Shared accountability • Shared outcomes

Industry Partnerships

Minneapolis/St. Paul (MSP) TechHire

- In March 2015, Obama Administration Launch TechHire Initiative
- Initial Launch - 21 communities, 300 employers
 - 1st, 2nd & 3rd wave communities
- Increase outreach to targeted Groups

MSP TechHire Focus

- Supporting women and minorities to remove/reduce barriers to accessing alternative technology education and training opportunities.
- Increasing the visibility and raising public awareness of the growing, sustainable job opportunities in the technology sector by outreaching to area residents who are traditionally underrepresented in this industry.
- Connecting employers, training partners, and skilled job candidates to fill the in-demand tech jobs of today, and to collaboratively develop talent for the future.

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Who:

- City of Minneapolis
- 60 Regional Employers
- 3 Accelerated Learning Programs
 - PRIME Digital Academy
 - Creating IT Futures – IT Ready
 - The Software Guild

Why: High number of tech jobs in metro area

Purpose: Training and placing diverse workers into tech careers



MSP TechHire Data Outcomes

As of December 2018

- Total Program Graduates: 1,666
 - People of Color 40%
 - Women 30%
- Graduates in Fulltime Positions: 1,322
 - Average Starting Salary in \$61K
- Employer Engagement – over 500 employers

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Central Corridor Anchor Partnership

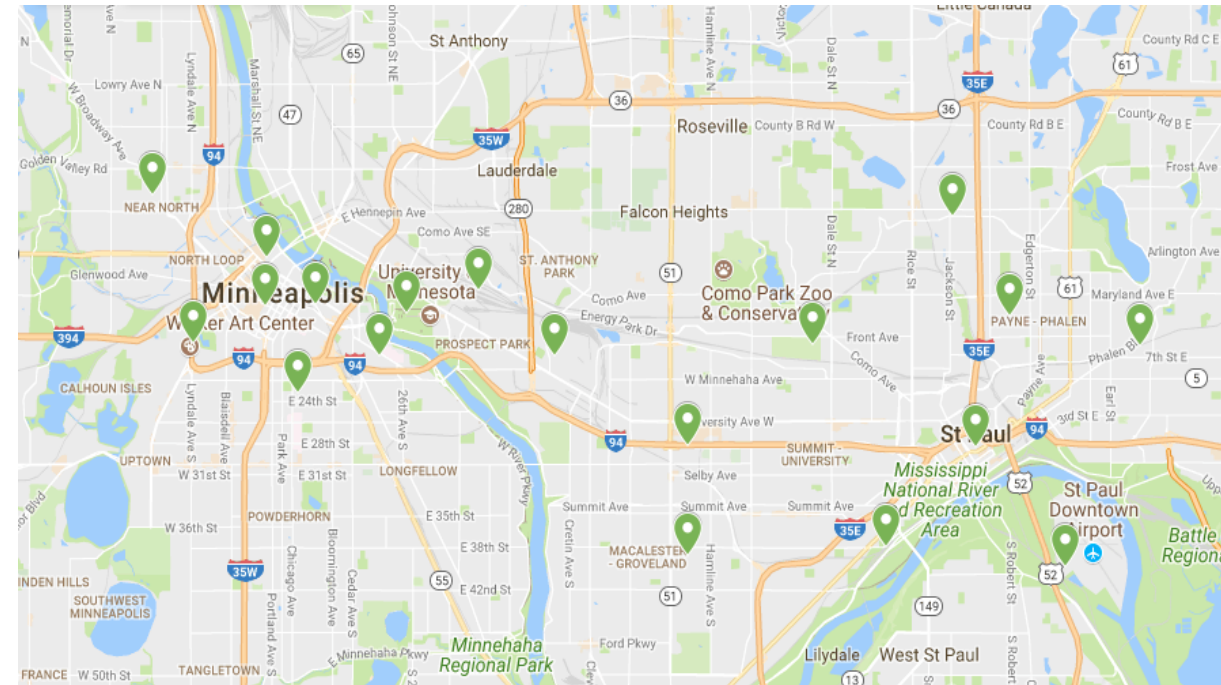
The Central Corridor Anchor Partnership (CCAP) is a group of colleges, universities, hospitals, and health care organizations located near the **Green Line** in Minneapolis – St. Paul.

Partners

- 5 employers
- 6 educators
- 3 philanthropic organizations
- Support from legal and consulting partners
- Healthcare & Finance industries

Goals

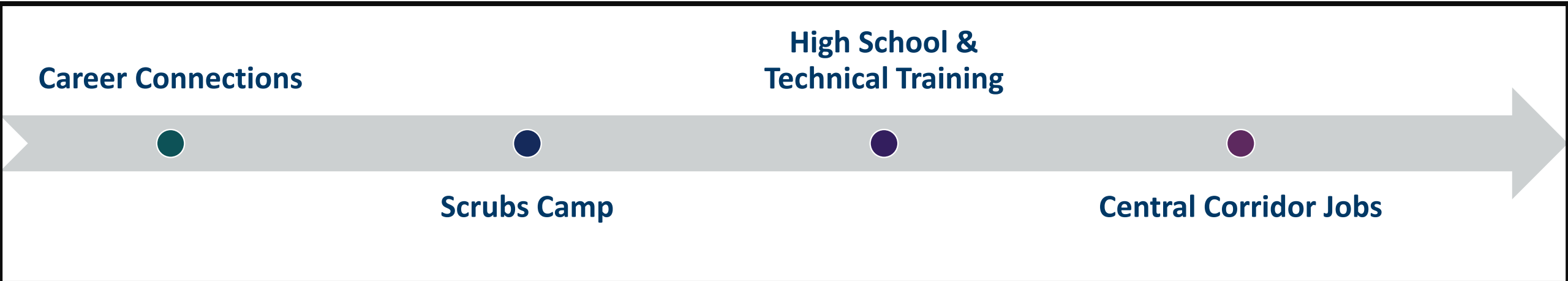
- Spend more procurement dollars with businesses
- Hire more residents from neighborhood
- Increase transit use



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Central Corridor Anchor Partnership

Health Careers Pathways



Health Careers Pathway Strategy

Scrubs Camp: expose high school students to health care careers

Central Corridor College (C3) Fellows: connect college students to part-time healthcare jobs

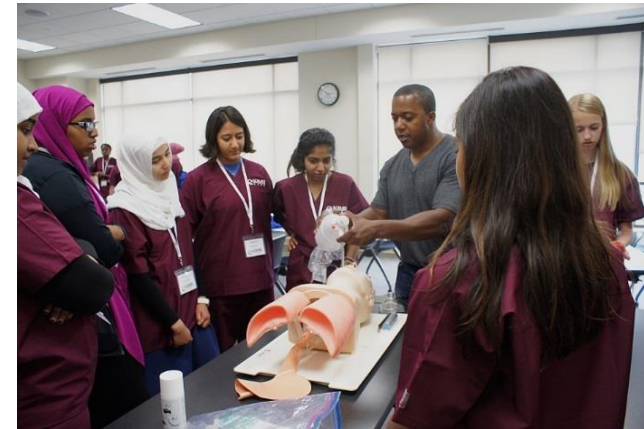
Nursing Diversity Initiative: RN to BSN nursing apprenticeships

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Central Corridor Anchor Partnership

Scrubs Camp Results:

- 400+ students, 2013-2017
- 60% participants of color
- 62% receive scholarships



Scrubs Camp - <https://www.centralcorridoranchorpartnership.org/scrubscamp/>

Central Corridor Anchor Partnership

C3 Fellows Results:



Connecting students to part-time jobs in their fields of study

550+ students enrolled

230 in paid positions, earning ~\$5 more per hour than their peers

10% higher academic success rate than peers

70% students of color; 76% low income students

Central Corridor Anchor Partnership

Nursing Diversity Initiative Results

- Fewer persons of color obtain 4 year BSN degrees than 2 year degrees.
 - IOM Goal: Hospitals 80% BSN by 2020
- Statewide 120 of 5,360 RNs licensed in 2012 were persons of color
- 6,519 health care job openings in the Central Corridor in the next 5 years. 55% are 4 year BSN nursing jobs.

Nursing Apprenticeship- <https://www.centralcorridoranchorpartnership.org/thenursinginitiative/>

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218 Trades

Issue: Lack of awareness about career opportunities in the skills trade

Solution: Develop awareness campaign around skills trades in Northern Minnesota

Partners:

- Grand Rapids Area Chamber of Commerce
- MSPWin
- Northeast Minnesota Office of Job Training
- Department of Iron Range Resources and Rehabilitation



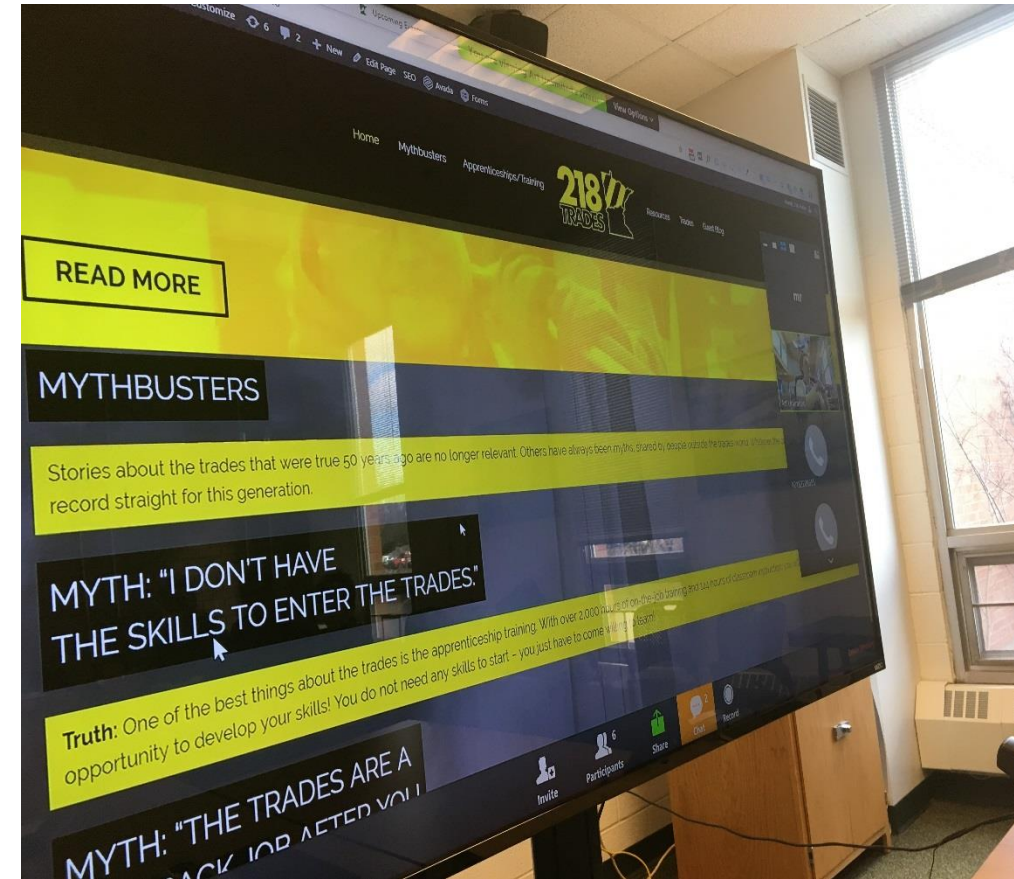
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Targeted Audiences

1. Students and Parents
2. Teachers and Guidance Counselors
3. Other Influencers (Family and Friends)
4. Underrepresented Populations in the trades (Women and Minorities)

Marketing campaign for partnership includes:

- Website
 - Listing of trades with Descriptions
 - Resources about training and working in the trades
 - A “Did You Know?” page to dispel Myths people might have about the trades
- Fact Sheets
- Social Media
- Videos
- Hands-on Career Expo



Checklist

	Design Model	Partners/ Stakeholders Engagement	Operating In True Labor Market	Performance Phase	Transparency & Communication, Role Identification (4 C's)	Self-sustaining Partnership	Data on Success of Initiative
MSP TechHire	Hub and Spoke	Yes	Yes Tech – Metro Area	Active	Vison, values, Priorities defined Need to look at additional growing tech occupations, preparation for changes in labor market demand	Yes	Dashboard
Central Corridor Anchor Partnership (Healthcare)	Full Partnership	Yes	Yes Healthcare & Finance – Metro Area	Advance	Roles for each partner clearly defined	Yes	Dashboard
218 Trades (Construction)	Inner and Outer Rings	Yes	Yes Construction – Northeast MN	Emerging	In progress	N/A	Developing Dashboard

Greater Metro Workforce Council (GMWC)

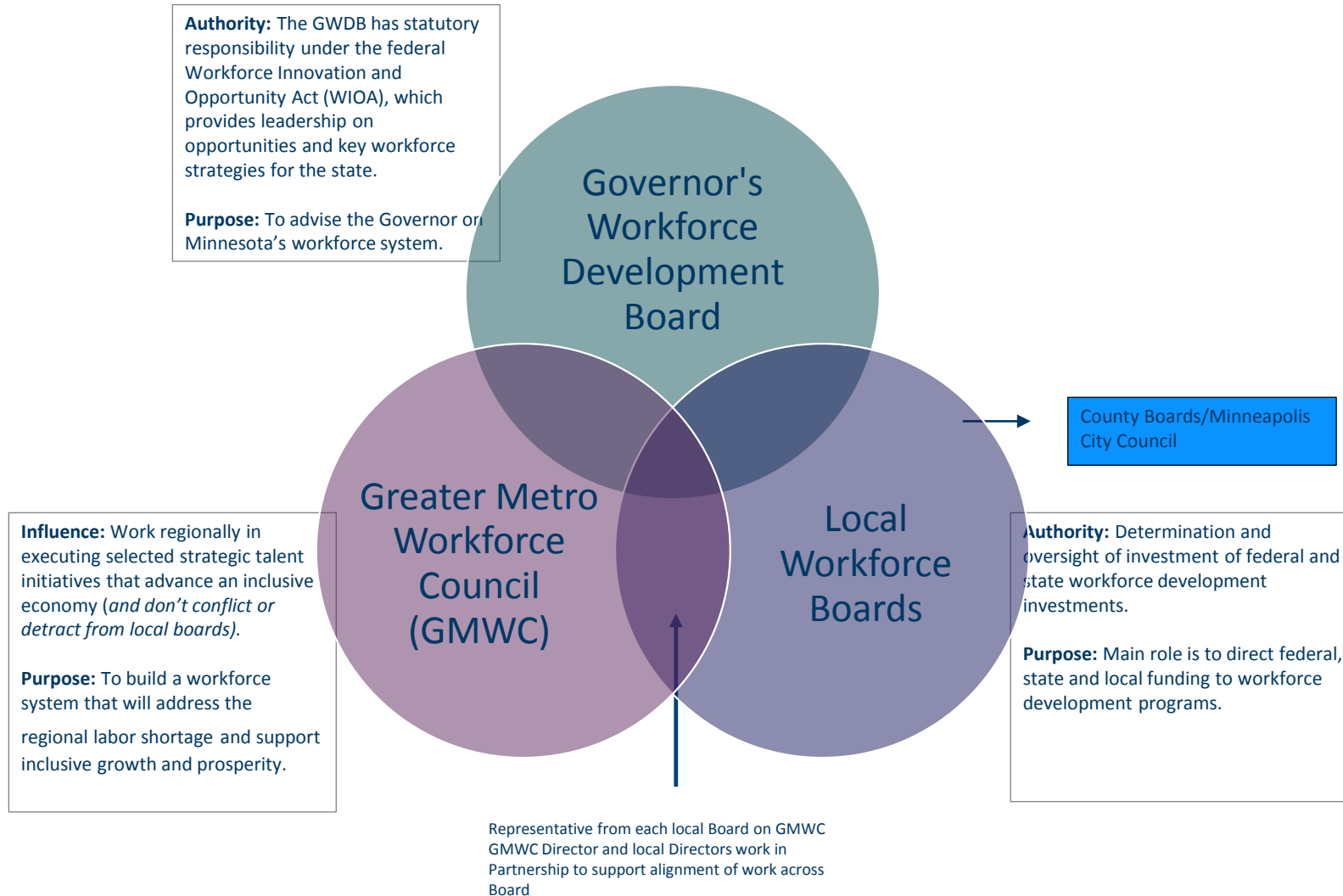
GREATER METROPOLITAN WORKFORCE COUNCIL



A newly-expanded and inclusive leadership entity responsible for regional workforce development strategy in the seven-county Minneapolis-St. Paul region.



Workforce Board Structure

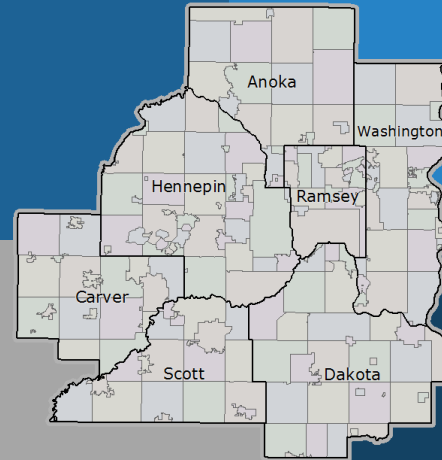


VISION

To provide all working age residents opportunities to pursue career pathways that help advance greater economic self-sufficiency while meeting the needs of employers to succeed and grow

MISSION

A cross sector group building a workforce system that will address the regional labor shortage and support inclusive growth and prosperity



SIX SECTORS

- Construction
- Finance
- Government
- Healthcare
- Information Technology
- Manufacturing

STRATEGIC PRIORITIES

- Employer-Led Talent Solutions
- Employer Engagement and Utilization
- Public Policy
- Redesigning public assistance to build skills for in-demand careers
- Addressing and mitigating barriers to postsecondary credentials

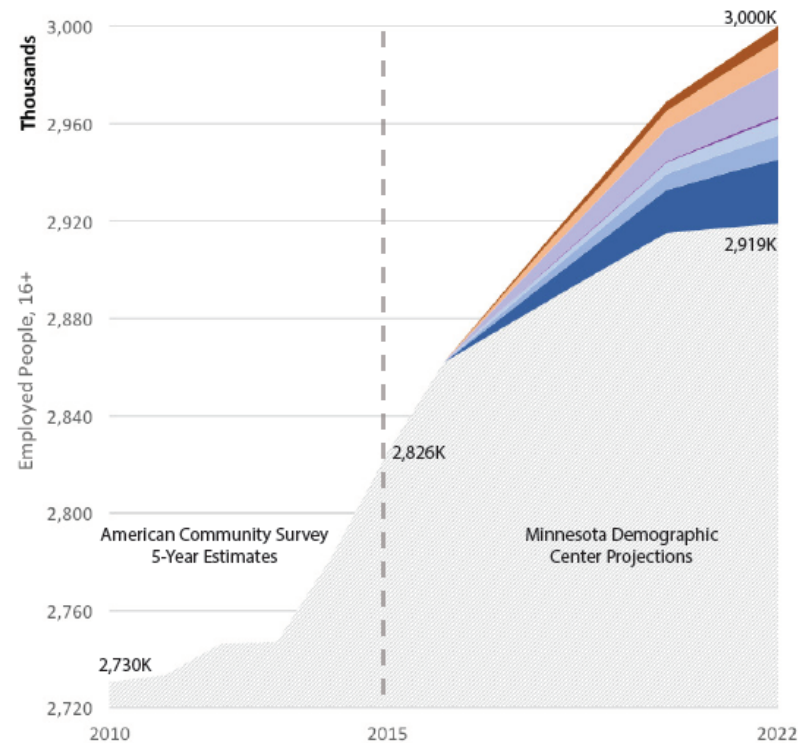
Building Minnesota's Workforce

Realistic approaches to address our need for more workers

Minnesota will soon face a significant labor shortage. In some industries, the shortage is already occurring. If unemployment rates hold constant, we can expect only an average 0.35% annual growth in employment between 2016 and 2022 due in large part to:




- > Increasing retirement rate of the baby boomer generation
- > Decreasing labor force participation of youth, particularly between the ages of 16-21

This graphic offers a simplified 6-year outlook at the impact of several challenging, yet important goals for the future employment of Minnesotans.



Created October 2016 and updated March 2017 by Erin Olson, Research Strategist, RealTime Talent.

Targets and Impacts

- 
Maintain International Migration (IMPACT: +6,000 employed)
 Maintain current annual increase in international migration, rather than letting it slow.
- 
Increase Domestic Migration (IMPACT: +11,000 employed)
 Increase net domestic migration to a net positive of 5,000 people per year.
- 
Eliminate Disparities in Employment (IMPACT: +20,000 employed above and beyond impacts of the four initiatives below, leading to 57,500 total additional minorities employed)
 Labor force participation and employment rates of all racial and ethnic groups match (or exceed) that of native born whites.
- 
Extend Retirement (IMPACT: +1,000 employed)
 Raise the Median Eligibility Age gradually by 1 year by 2035.
- 
Reduce Dislocated Workers (IMPACT: +6,750 employed)
 Reduce the number of dislocated workers by half (at least 85% minority).
- 
Reduce Long-Term Unemployment (IMPACT: +10,000 employed)
 Reduce the number of long-term unemployed by half (at least 85% minority).
- 
Maintain Youth Employment (IMPACT: +26,250 employed)
 Maintain current rate of 16-24 year old labor force participation and employment (at least 85% minority).

Sources: US Census Bureau Population Estimates Program, 2015; IPUMS US Census Bureau American Community Survey 5-Year Estimates, 2015; MN Demographic Center Population Projections; Committee for a Responsible Federal Budget. Each target and impact listed above is contingent on the others. Where projections do not exist, the most recent ACS data on employment and demographics are used to develop scenarios. Advising on data sources provided by the Minnesota Population Center and Wilder Research.

Presentation Takeaways

- No “one size fits all” for developing a successful partnership
- Strategic thought to partners and stakeholder key
- Starting off to a slow start not always a bad thing
- Making sure partnerships align with the demand of that area (true labor market need)
- Transparency, communication and role identification important
- Necessary to make modifications to partnership changes

Thank You!

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