Best Practices for Identifying and Monitoring the Success of Partnerships
Best Practices for Identifying and Monitoring the Success of Partnerships

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?
## Best Practices for Identifying and Monitoring the Success of Partnerships

### 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
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
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
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.
Best Practices for Identifying and Monitoring the Success of Partnerships

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?
## Best Practices for Identifying and Monitoring the Success of Partnerships

### Status Activity Notes for Implementation

**Emerging**

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

**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
### Best Practices for Identifying and Monitoring the Success of Partnerships

<table>
<thead>
<tr>
<th>Status</th>
<th>Activity</th>
<th>Notes for Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active</td>
<td>Employers regularly participate in sector partnership activities</td>
<td></td>
</tr>
<tr>
<td>Active</td>
<td>Public partners from workforce development, economic development, education and community organizations are engaged in sector partnership activities</td>
<td></td>
</tr>
<tr>
<td>Active</td>
<td>Has identified a clear coordinator, convener or convening team</td>
<td></td>
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<tr>
<td>Active</td>
<td>Identify skills standards needed for in-demand occupations in sector</td>
<td></td>
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<tr>
<td>Active</td>
<td>Activities, services or products occur as a direct outcome of the partnership. Examples of industry-related activities could include:</td>
<td></td>
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<tr>
<td></td>
<td>• Coordinated outreach to non-traditional, priority and diverse populations</td>
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<tr>
<td></td>
<td>• Collaboration and implementation of industry and career awareness campaigns</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• 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</td>
<td></td>
</tr>
<tr>
<td>Active</td>
<td>Operates with a shared strategic plan or road map</td>
<td></td>
</tr>
</tbody>
</table>

**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
### Best Practices for Identifying and Monitoring the Success of Partnerships

#### 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:  
- 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?
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
**Best Practices for Identifying and Monitoring the Success of Partnerships**

**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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http://commcorp.org/resources/partnerships-a-workforce-development-practitioners-guide/
Best Practices for Identifying and Monitoring the Success of Partnerships

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

http://commcorp.org/resources/partnerships-a-workforce-development-practitioners-guide/
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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

http://commcorp.org/resources/partnerships-a-workforce-development-practitioners-guide/
Monitoring the progress: Phases of Performance

(Emerging) Early Evidence of Progress
- A work plan or roadmap
- Employer engagement

(Active) Actual Outputs/Products
- Skills standards
- Career awareness campaigns
- Training programs for groups of employers
- Industry-driven networking
- Tackling non-workforce issues together

(Advanced) Impact
- Employment for job seekers
- Advancement for workers
- Reduced vacancy rates for employers
- Reduced time to hire
- Job creation
- Savings to public programs

https://www.nextgensectorpartnerships.com/
Best Practices for Identifying and Monitoring the Success of Partnerships

Transparency and Sustaining a Partnership – The 4 C’s

- **Coalitions**
- **Communications**
- **Credibility**
- **Contingencies**

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

https://www.sri.com/
### Best Practices for Identifying and Monitoring the Success of Partnerships

#### Applying Metrics: Indicators of successful partnerships

<table>
<thead>
<tr>
<th>Impacted Groups</th>
<th>Process Metrics <em>(Progress Report)</em></th>
<th>Impact Metrics <em>(Scorecard)</em></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Businesses/Industry</strong></td>
<td>• Level of business engagement</td>
<td>• Introduction of new programs, initiatives</td>
</tr>
<tr>
<td></td>
<td>• Increased referral/applicants</td>
<td>• Better accessibility to prepared workforce talent pool</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Improvement of internal operations (HR, hiring process, etc.)</td>
</tr>
<tr>
<td><strong>Jobseekers/Students</strong></td>
<td>• New/modified, assessable training programs</td>
<td>• Decreased time–to-hire after completing training</td>
</tr>
<tr>
<td></td>
<td>• Increased access to work experience/OJT opportunities</td>
<td>• Easier transfer for laid off workers to new roles</td>
</tr>
<tr>
<td></td>
<td>• Direct work with industry influencing development and facilitation of curriculum</td>
<td></td>
</tr>
<tr>
<td><strong>Public Programs/Resources</strong></td>
<td>• Collaborations on projects/grants supporting sector partnership</td>
<td>• Shared funding streams</td>
</tr>
<tr>
<td></td>
<td>• Sharing manpower across partners/stakeholders</td>
<td>• Shared accountability</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Shared outcomes</td>
</tr>
</tbody>
</table>

[https://www.nextgensectorpartnerships.com/](https://www.nextgensectorpartnerships.com/)
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.

http://www.minneapolismn.gov/cped/metp/TechHire
Best Practices for Identifying and Monitoring the Success of Partnerships

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
Central Corridor Anchor Partnership

The Central Corridor Anchor Partnership (CCAP) is a group of colleges, universities, hospitals, and healthcare 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

https://www.centralcorridoranchorpartnership.org/healthcareerspathways
Best Practices for Identifying and Monitoring the Success of Partnerships

Central Corridor Anchor Partnership

Health Careers Pathways

Career Connections          High School & Technical Training

Scrubs Camp                Central Corridor Jobs

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
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

C3 Fellows - https://www.centralcorridoranchorpartnership.org/centralcorridorfellows/
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/
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
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
<table>
<thead>
<tr>
<th>Project</th>
<th>Design Model</th>
<th>Partners/ Stakeholders Engagement</th>
<th>Operating In True Labor Market</th>
<th>Performance Phase</th>
<th>Transparency &amp; Communication, Role Identification (4 C’s)</th>
<th>Self-sustaining Partnership</th>
<th>Data on Success of Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSP TechHire</td>
<td>Hub and Spoke</td>
<td>Yes</td>
<td>Yes</td>
<td>Active</td>
<td>Vision, values, Priorities defined Need to look at additional growing tech occupations, preparation for changes in labor market demand</td>
<td>Yes</td>
<td>Dashboard</td>
</tr>
<tr>
<td>Central Corridor Anchor Partnership (Healthcare)</td>
<td>Full Partnership</td>
<td>Yes</td>
<td>Yes</td>
<td>Advance</td>
<td>Roles for each partner clearly defined</td>
<td>Yes</td>
<td>Dashboard</td>
</tr>
<tr>
<td>218 Trades (Construction)</td>
<td>Inner and Outer Rings</td>
<td>Yes</td>
<td>Yes</td>
<td>Emerging</td>
<td>In progress</td>
<td>N/A</td>
<td>Developing Dashboard</td>
</tr>
</tbody>
</table>
Greater Metro Workforce Council
(GMWC)
A newly-expanded and inclusive leadership entity responsible for regional workforce development strategy in the seven-county Minneapolis-St. Paul region.
**Workforce Board Structure**

**Authority:** The GWDB has statutory responsibility under the federal Workforce Innovation and Opportunity Act (WIOA), which provides leadership on opportunities and key workforce strategies for the state.

**Purpose:** To advise the Governor on Minnesota’s workforce system.

**Influence:** Work regionally in executing selected strategic talent initiatives that advance an inclusive economy (and don’t conflict or detract from local boards).

**Purpose:** To build a workforce system that will address the regional labor shortage and support inclusive growth and prosperity.

**Authority:** Determination and oversight of investment of federal and state workforce development investments.

**Purpose:** Main role is to direct federal, state and local funding to workforce development programs.

**Representative from each local Board on GMWC**

GMWC Director and local Directors work in Partnership to support alignment of work across Board.
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. With unemployment rates held 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 5-year outlook at the impact of several challenging yet important goals for the future employment of Minnesotans.

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)
  - Reduce 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. All data used on this slide was obtained from data sources provided by the Minnesota Population Center and Wilder Research.
Best Practices for Identifying and Monitoring the Success of Partnerships

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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