

Workforce Board Leadership:

**Partnering on
Economic
Development:**

**Creating the
Workforce
Advantage**

*Workforce Development
for Economic Development*

*Partnering on
Economic Development:
Creating the Workforce Advantage*

Purposes...

- Show how local workforce boards can strive to become a demand-driven workforce system.
- Present why you must attract, expand, and retain your local workforce to attract, expand, and retain businesses.
- Suggest ideas for the “workforce development for economic development” partnership.
- Discuss targeted industry clusters and how the workforce system can support them.

**Workforce Board
Vertical and Horizontal
Alignment**

Targeted Industries

**and
Human Resource Challenges**



**Workforce
Improvement**



**Mobilize
Community**



Business Services



One-Stop System



Title I Programs



Inform



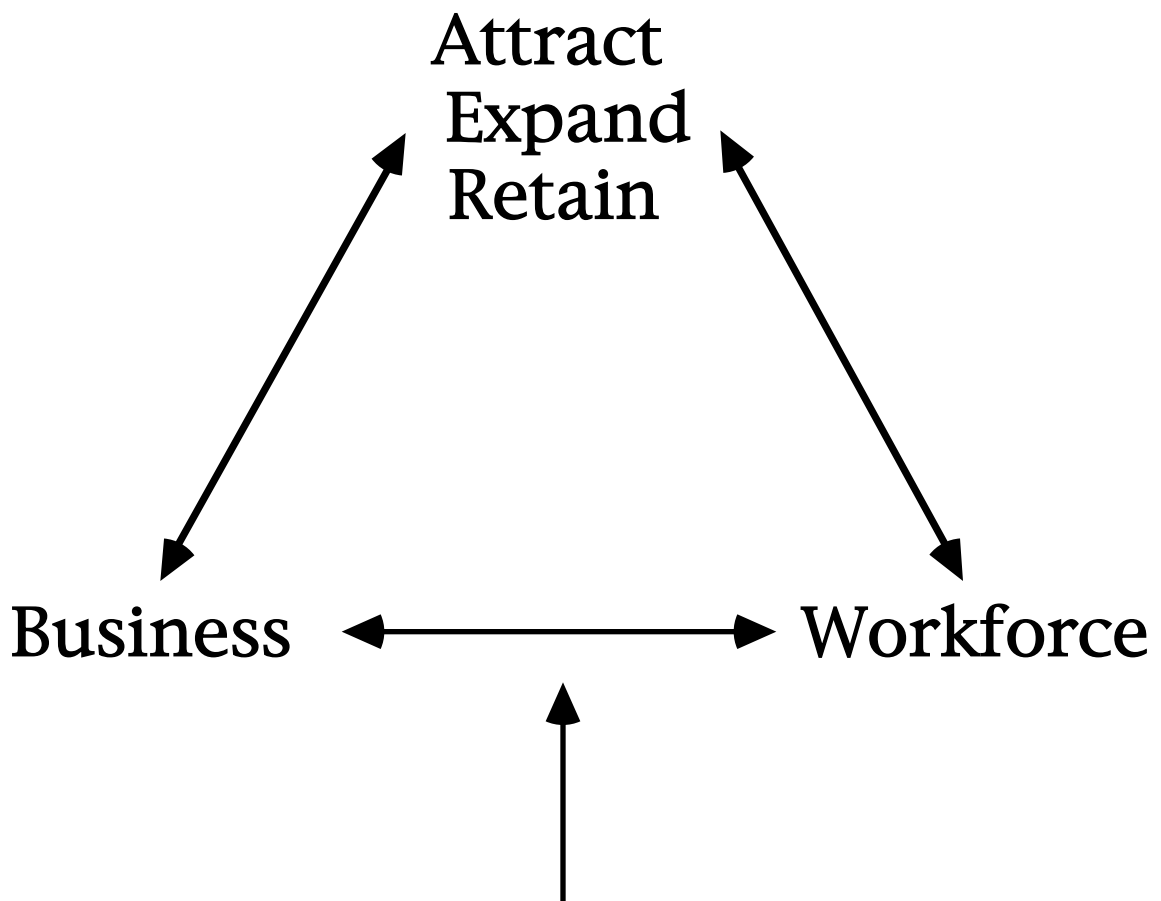
Advocate



Partner

Workforce Development is Economic Development!

A Vibrant Local Economy



**Workforce Development:
Goals, Strategy, Partnership**
Workforce Investment System

*Economic development is
not the same as economic growth!*

Economic Development:

Creating Wealth for
Individuals, Businesses, and
Communities

“Linking with Economic Development”

- Workforce Development “is/for”
Economic Development?
- Economic development is broader than
workforce development
 - Regional and local development
- A talentforce makes you competitive
 - It’s a “skill match” economy:
develop people to develop economies
- Legislative limits on incentives

What grows a local economy?

1. The private sector
2. Attraction, retention, start-up
3. Local reinvestment
4. Import of capital
5. Export of value-added goods
6. Industries with local suppliers
7. Job multipliers
8. Higher wages, not just jobs
9. Human capital investment
10. Human capital retention

Rural Development Challenges...

- 1. Access:**
Transportation; Internet;
Outward Commutation Patterns
- 2. Population:**
Youth Flight; Low In-Migration;
Aging Workforce; Market Size
- 3. Employment:**
Regional Labor Market;
Government, Education, NPOs;
Seasonal; Self-Employment
- 4. Industry:**
Small or Single Dominant;
Low Value-Added Production
- 5. Lifelong Learning:**
Culture; Few Opportunities

The Workforce Development for Economic Development Partnership

- Move Beyond “Seat on the Board”
 - Expand Partnerships
 - Clarify Partnership Roles
- Seek Seat at the Partners’ Tables
- Support Sectoral Partnerships
 - Create Sectoral Partnerships
- Accept Existing Research, Targets
 - Develop Needed New Research

- Participate in Joint Planning
- Offer Workforce Intelligence
- Identify Workforce Component
 - Align to Respond to Demand
 - Contribute Where You Can
- Mobilize “Joint Project” Resources
- Develop Joint Marketing Materials
 - Increase Access to Assistance
- Make Integrated Presentations
 - Link Websites
 - Co-sponsor Events

*Creating a “Demand-Driven System”...
What will your WIB decide to do?*

- Grow the workforce to grow local economy
- Seek economic development linkages
- Make businesses partners and customers
- Build new private-sector partnerships
- Meet skill and labor shortages
- Focus on industrial sectors and clusters
- Promote incumbent worker training
- Nurture employer-sponsored training
- Encourage employer-based training
- Prepare emerging workforce
- Support career pathways/lifelong learning
- Develop and use skill standards
- Establish work readiness credential

Why target?

- Know What for Whom
- Resource Limitations
- Not all Equal
- Not all Want/Need
- Better Serve Some
- Synergy

When you target, you:

- Seek Partners and Customers
- Give Special Attention
- Gain Specific Knowledge
- Align to Respond
- Reorganize your services
- Allocate Resources

You can target by...

The supply side...

- Job Seekers
- Employment Goals

The demand side...

- Econ Develop Links
- Industry Clusters
- Common Skills
- HR Capacity

***High-Growth Job-Training Initiative
National Targeting Criteria:***

- Add substantial numbers of new jobs to the economy; or
- Have a significant impact on the economy overall; or
- Impact the growth of other industries; or
- Are being transformed by technology requiring new skill sets for workers; or
- Are new and emerging businesses that are projected to grow.

The Twelve Sectors Targeted...

- | | |
|----------------------|--------------------|
| - Health Care | - Information Tech |
| - Biotechnology | - Geospatial Tech |
| - Automotive | - Retail |
| - Manufacturing | - Construction |
| - Transportation | - Hospitality |
| - Financial Services | - Energy |

Industry Clusters:

Competing, complementary, or interdependent firms and industries that do business with each other and/or have common needs for talent, technology, and infrastructure.

Industries in a cluster share buyers, suppliers, processes, and technology. Cluster industries utilize the same set of skills and tap into the same knowledge base and workforce in an area.

Targeted Industry Clusters:

- Greatest potential for wealth creation
- Return exceeds investment
- Not just a laundry list
- Emphasis, not exclusivity
- Cluster assistance aids all components
- Common response for common good

Workforce Development for Economic Development

Targeted Industry Clusters



Common Occupations



Common Career Lattices



Common Workforce Pipelines



Common Skills

**Invest in what is common.
Support all cluster members.**

**Develop unique
workforce intervention strategies
to help each targeted industry cluster**

How does investment vary by cluster?			
Type of Investment	Targeted Cluster 1	Targeted Cluster 2	Targeted Cluster 3
Recruitment			
Pre-Employ			
Basic Skills			
Soft Skills			
Occup Train			
Customized			
OJT			
Incumbent			

Example of investment by cluster			
Type of Investment	Advanced Manufact	Retail/ Hospitality	Logistics/ Transport
Recruitment	Pipelines	Referral	—
Pre-Employ	—	Cust Serv	—
Basic Skills	Math		—
Soft Skills	—	Teams	—
Occup Train	—	—	Licensed
Customized	—	Supervisor	—
OJT	New Hires	—	—
Incumbent	Tech Skills	—	—

Five Skills Businesses Want...

1. Personal Life Management Skills
2. Basic Skills
3. Workplace Behavior Skills
4. Occupational Skills
5. Job Skills

Train in...

- Demand Industries
- Demand Occupations
- Demand Skills

Skills can be taught...

- Pre-Employment
- Post-Employment

WIA Title I skill-building...

- Short-Term Prevocational Services
- Occupational Skills Training
- Employer-Sponsored Job Skills Training
 - *On-the-Training; Customized Training*

“Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare for employment or training.”

Intensive Services:

Short-Term Prevocational Services:

- **WIB Decisions:** Funding; definitions (“less than six months, not occupational specific”; “self-sufficient”); offerings; delivery methods
- **Purpose:** “Prepare individuals for unsubsidized employment or training” to assist individuals in finding employment, staying in labor market, and increasing incomes.”
- **Examples:** Workplace behaviors; “soft skills”; basic skills brush-up; Vocational English
- **Customers:** “Eligible” individuals who are unemployed or employed, but not self-sufficient, who have received at least one core service and need intensive services
- **Delivery:** Contract; One-Stop Operator

Training Services: Occupational Training

- **WIB Decisions:** Funds allocated; occupations in demand; ITA amount and duration; eligible training providers; training-related placement
- **Purpose:** Provide “occupational skills” to assist individuals in finding employment, staying in the labor market, increasing incomes, and developing portable skills.
- **Examples:** “Occupational skills training, including training for nontraditional employment; entrepreneurial training; adult education and literacy activities provided in combination with other training”
- **Customers:** Eligible individuals who are unemployed or employed, but not “self-sufficient”, who have received at least one core and one intensive service and need training
- **Delivery:** Individual Training Accounts through Eligible Training Providers; usually, “classroom-based”

Training Services: Employer-Based Training

- **WIB Decisions:** Funds allocated; definition of “self-sufficiency”; eligible and targeted employers; employer cost share within law
- **Purpose:** Work with employer/s to provide “job skills” to those who are employed previous to the training or are promised specific jobs as a result of the training that will lead to job and labor market retention, wage growth or replacement, and portable skills

Examples: On-the-job training; “customized training conducted with a commitment by an employer or group of employers to employ individual upon successful completion”

- **Customers:** Individuals who are unemployed or employed, but not “self-sufficient” and Employers who want to sponsor “job” training
- **Delivery:** Contract with employer; usually, “work-based”, but may include “classroom-based” components

Next Steps!

Your presenter...

Greg Newton, principal of Greg Newton Associates, is helping states and communities across the country create a vibrant Workforce Investment System. Greg and his team of independent consultants, Melanie Arthur, Sandy Gonsalves, Sandra Hastings, and Kip Stottlemeyer, assist welfare-to-work, school-to-work, and one-stop systems apply private-sector strategies to find success in a changing environment.

Learn more: Visit www.GregNewtonAssociates.com.