

SECTION 8

Sector Strategies Initiative

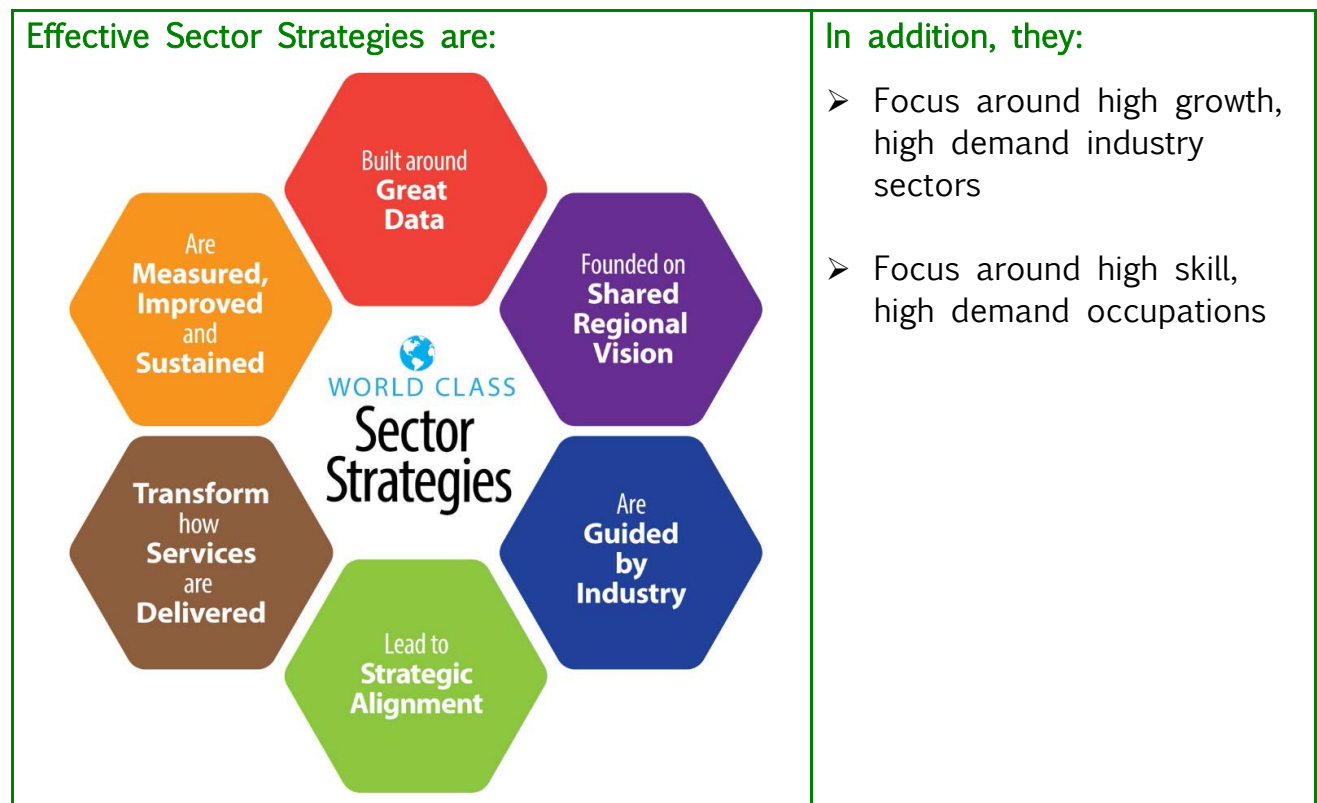
Sector Strategies are regional, industry-focused approaches to building skilled workforces, and have proven to be one of the most effective ways to align public and private resources to address the talent needs of employers.

Utilizing *Sector Strategies* is an effective method by which our local educational systems, economic development partners, and Workforce, adopt a common vision and common goals toward the identification of targeted growth sectors, for the purpose of developing a talent pipeline – which, ideally, should serve as an asset for regional prosperity.

Sector Strategies represents a means for workforce organizations to conduct business:

- moving away from a “program administration” focus to a more strategic role in building regional talent pipelines;
- addressing skill gaps; and
- creating meaningful career pathways for a range of workers in important local industries.

CareerSource Florida (CSF) has embraced this philosophy, and in July 2016, held a statewide Sector Strategies Institute, which was attended by two CareerSource Heartland staff members. The session stressed the importance of aligning local talent development activities with economic development strategies.



The Vision of a World Class Talent Supply Chain (talent pipeline):

1. Considers supply:
 - K-12 students and Youth
 - Dislocated Workers
 - Veterans
 - Pre-apprentices and Apprentices
 - Career Changers
 - Upskillers
 - Etc.

2. Creates integrated, sector-driven career development solutions to offer pathways for career opportunities:
 - Assessment
 - Case Management
 - K-12 Vocational/Technical Education
 - Bridge Education (a formal partnership between two educational institutions that provides students with advanced standing in a program at one institution as recognition of previous academic experience in a similar field of study at another institution)
 - Bridge Programs. “One of the first steps in a career pathway for low-skill adults support the transition from adult education to the next step in an occupational pathway. By connecting adult education programs (including ABE, ESL, and adult secondary education [ASE]) to community college occupational programs, Bridge programs seek to:
 - increase the rates at which low-skill adults move into college-level occupational programs;
 - persist in these programs; and
 - obtain postsecondary credentials in industries offering family-sustaining wages and career advancement.” (source: US Dept. of Education)
 - Post-secondary training/education

3. Produces quantified sector-based “demand” talent solutions.

Examples of how a *Sector Strategies Focus* changes operations:

Business Engagement

1. Changes top priority from “filling job orders” to training opportunities for businesses, often via employed worker training, on-the-job training options, apprenticeships, internships.
2. Expands focus from “job placement” to worker retention and advancement (career pathways).
3. Enhances relationships among education/training providers, workforce development, and businesses by promoting stronger partnerships.
4. Enhances workforce talent problem-solving by moving toward solving issues of an industry sector rather than focusing on a single business.

Industry Sector Partnership Models

1. Place businesses at the center.
2. Work with industries as partners.
3. Align community partners in solutions.
4. Are regionally focused.
5. Identify a central player, convener, champion.

Considerations

- CSF received a grant to strengthen Healthcare and Advanced Manufacturing sectors in Florida, with the intent of equipping workers with the right skills for these growing industries.
- Healthcare and Manufacturing have been included in Economic Development Organizations established Targeted Industries.
- ITA training dollars are only spent on training in occupations that have jobs in this area.
- Education organizations have career academies and career pathways programs in place.
- Heartland Educational Consortium promotes STEM occupations.
- South Florida State College received a grant to expand training opportunities in Healthcare and Manufacturing.
- Healthcare Professionals are needed in all counties.
- Manufacturing is on the rise (considerations for Logistics and Distribution and value-added Agriculture).
- **To ensure success, all partners must be focused in the same direction.**

CSH utilizes Chmura, a system that provides accurate, timely data concerning workforce inventories, industry conditions, target markets, and occupation pathways – using quantitative methods to determine the impact on area economy and labor market markets.

Recommendations and Actions

1. From the boardroom to the mailroom, make sure everyone is on the same page.
2. CSH has been determined to be the “convener”.
3. Healthcare and Advanced Manufacturing (expanded to include value-added agriculture and logistics/distribution) have been determined by the CSH Board as our primary focus for initial sector strategy activities.
4. Develop a Shared Vision.
5. Narrow down the industry (select a few related occupations) to begin focus groups to determine business’ training needs and capabilities.
6. Develop the process for training development.
7. Coordinate and Implement training options.
8. Repeat steps 5-7.

Common vision...common goals



Educational
Systems



Economic
Development



Workforce
System



Targeted
Growth
Sectors

The Talent Pipeline – workforce as an asset for regional prosperity

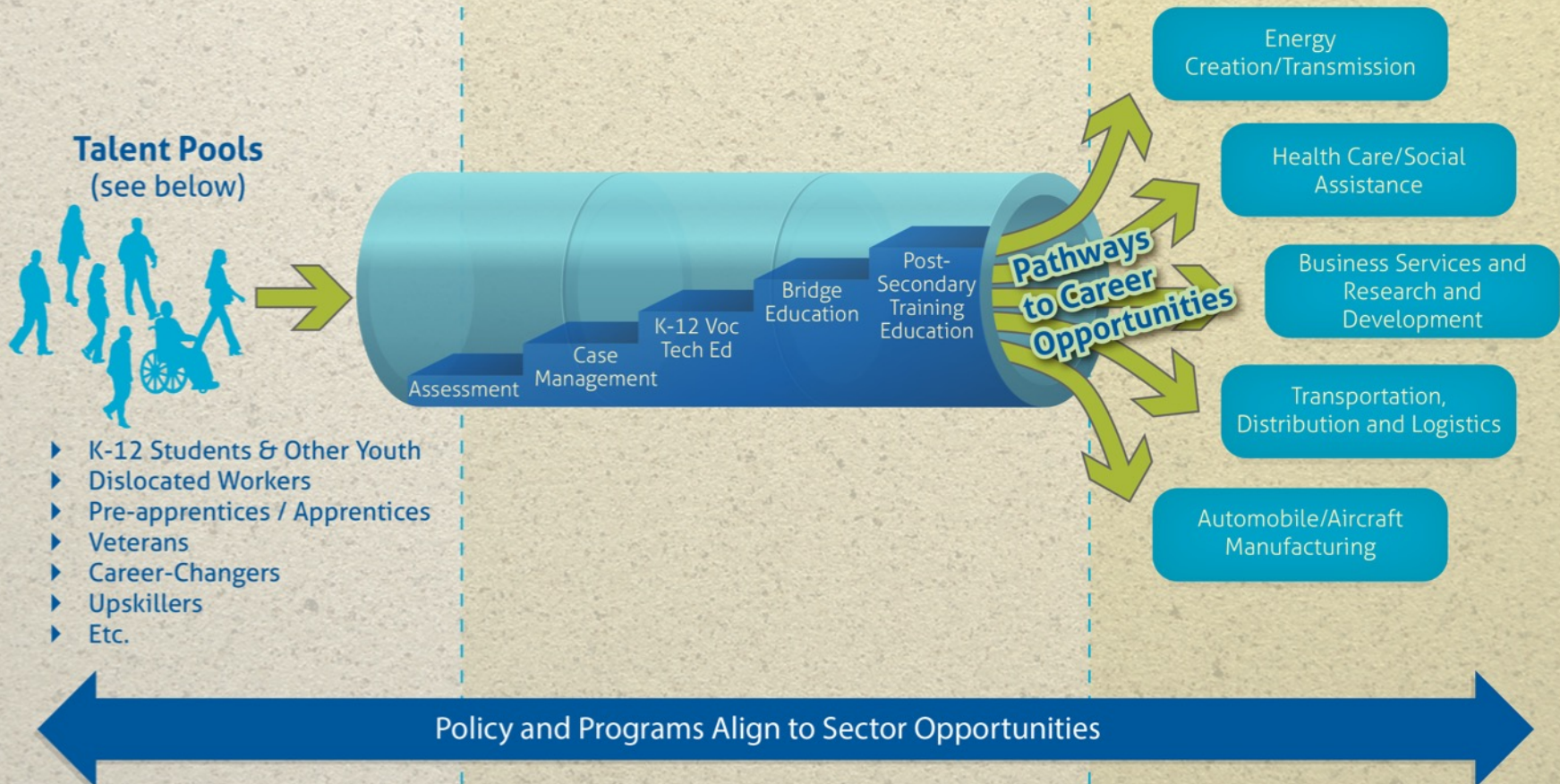
A World-Class Talent Pipeline:

The Talent Supply Chain Vision

Aggregate Supply

Integrated, Sector-Driven Career Development Solutions

Quantify Sector-Based Demand



Sector Strategies = New Way of Doing Business Engagement

Transactional relationship → Transformational relationship

Fill job orders →

Training provided **across occupations, skill levels** (often employer/industry-paid)

Place job candidates →

Focus expanded to worker retention, advancement issues within company/industry (i.e. career pathways)

Education/training/services loosely informed by employer needs thru survey or one-off engagement →

Education/training **designed in partnership** w/ employers

One-to-one relationship →

One-to-many (sector strategies)

What This Looks Like from the Customers' Perspective



- Customized solutions from the system
- Industry-knowledgeable staff

- Receive meaningful career information
- More opportunities (training, internships) to get to regional high-growth companies
- Seamless and defined career pathways



