



Iowa Workforce Development

Regional Partners and Managers Training

Sector Strategies

June 5, 2015



What is a Sector Approach?

A systems approach to workforce development, typically on behalf of low-income individuals, that:

1. Targets a specific industry or cluster of occupations
2. Develops workforce solutions tailored to an industry and region
3. Supports workers in improving their employment-related skills and ability to compete for higher quality jobs
4. Meets the needs of employers
5. Creates lasting change in the labor market system

Source: The ASPEN Institute <http://sectorskillsacademy.org/Sector.html>



What are Sector Strategies?

Promote systemic change that cultivates a win-win environment by restructuring:

- Internal and external educational opportunities
- Employment and business practices
- Public policies

To achieve changes beneficial to:

- Employers
- Low-wage workers
- Low-income job seekers

Source: The ASPEN Institute <http://sectorskillsacademy.org/Sector.html>



Getting Started

Step 1: Invested in professional development

- Invested in training
 - Conferences
 - Aspen Institute Sector Academy
- Read national research to learn about the purpose and role of sector approaches
- Surveying work done in the state and surrounding areas
- Hired a consultant to facilitate the development of first Sector Board

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Getting Started

Step 2: Determined sector priorities

- Reviewed labor market data
- Engaged Regional Workforce Board
 - Data analysis
 - Elevated priority occupation clusters
 - Prioritized sectors

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Regional Workforce Investment Board

Vision
Providing an efficient, effective and convenient system for job-seekers to find jobs; employers to locate new workers; and job-seekers and employers to access information that will assist them in developing their career and business plans.

Mission
We are contributing to the quality of life in Iowa's Creative Corridor by connecting employers, job seekers and workers to workforce solutions.

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RWIB: Strategic Areas of Focus



Community Awareness:

- Improve and increase collaborative partnerships in the region.
- Develop greater awareness of and informed appreciation for the workforce system's services, including enhanced services recently implemented.

Preparation of the Workforce:

- Design, develop, and offer training and education to prepare the current and future workforce for evolving employment and skill requirements of local industries, small businesses, and regional industry clusters.
- Efficiently connect members of the regional workforce who need this training and education to the right programs and providers.

Business Engagement:

- Engage more effectively and widely, and collaborate more extensively with employers in workforce planning.
- Connect employers efficiently with job seekers and skill seekers to ensure that workforce resources are aligned with employers' needs and the region's foundational and emerging industry clusters.

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RWIB: Goal 3.0 Business Engagement



3.1 Sector Workforce Strategies:

- Identify the partners, activities and outcomes required to establish and support Industry Sector Boards that represent the region's foundational and emerging industry clusters.
- Align resources; review and comment on current educational pathways; and develop additional skill-building strategies.

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Regional Sector Priorities

- Advanced Manufacturing
- Financial Services, Insurance, Customer Services
- Health Care
- Information Technology
- Transportation and Logistics

Industry Sector Board	Date Launched	Where in the process?	Accomplishments:
Advanced Manufacturing	Dec 2010	active	a) Developed a career pathway map b) Assessed education and training programs c) Developed a customized Accelerated CNC Machining and Accelerated Welding training d) Formalized board structure, development goals e) Held two Advancing The Future Tour Events f) Developed strategies to partner with K-12 pipeline g) Developing a video highlighting regional opportunities for careers in Manufacturing h) Developing a customized Leadership in Manufacturing training
Financial Service, Insurance, Customer Service	Jun 2014 (Call Center Advisory Committee established in 1998)	active	a) Developed a career pathway map b) Assessed education and training programs c) Developing customized Customer Service Professional Certificate with Business Modules
Health Care	January 2015	active	a) Elevated short-term priorities in the Industry b) Developing a career pathway map
Information Technology	September 2015	emerging	a) Identified business partners b) Meetings being held c) Focusing on apprenticeship models and connecting to students
Transportation and Logistics	October 2015	emerging	a) Developed a customized Professionalism for Truck Drivers training b) Assessing training programs needed c) Assessing hiring and workforce recruitment models



Advanced Manufacturing Sector Board: How Did We Get Started?

Step 1: Met with partners (economic development groups, K-12, and workforce services) to discuss starting a Sector Board and gain buy in.

Step 2: Convened a small group of individuals interested in Sector Board work and discussed facilitation strategies with an external consultant.

Step 3: Planned first meeting agenda. Primary focus: Introductions and background on Sector Boards, member role, advantages, best practices, and level of commitment needed to continue.

Step 4: Worked with Kirkwood and Iowa WORKS WIA to determine list of employers to invite based on employment level, number of job openings, and past working relationships with economic development organizations, Iowa WORKS, and Kirkwood

Advanced Manufacturing Sector Board: How Did We Get Started?



Step 5: Invited Advanced Manufacturing employer members (about 35) from the community. Invitation sent from President of Kirkwood.

Step 6: First meeting, led by external consultant with Kirkwood facilitating. Gained commitment to continue and move forward from this first meeting.

Step 7: Next meetings focused on providing the board with regional labor marketing information about the industry cluster.

Step 8: Began the process of development of the Occupational Map at the same time leading discussions on short and long term goals the board would like to achieve.

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Advanced Manufacturing Sector Board: How Did We Get Started?



Step 9: Goals were determined and Occupational map was completed

Step 10: More formal board structure with Chair, Vice-Chair and bylaws was established

Step 11: Continually engage additional members

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Advanced Manufacturing Sector Board: Business Case



An Educated and Skilled Workforce

- Business innovation is a strategic imperative
- A highly skilled and educated workforce is one of the most critical elements for innovation success
- Regional Skills Gap is widening, qualified applicant pools are shrinking

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Advanced Manufacturing Sector Board: Goals at Start Up

1. Increase communication to all employers/partners regarding current activity involving industry, education and best practices (completed and ongoing)
2. Increase partnerships between employers, education, community-based organizations and workforce development to address skills gaps (completed and ongoing)
3. Develop and locate tools to better match people to manufacturing careers
4. Develop a unified marketing and outreach program to improve the visibility, perception, and understanding of manufacturing careers (current goal)

Target Audiences:

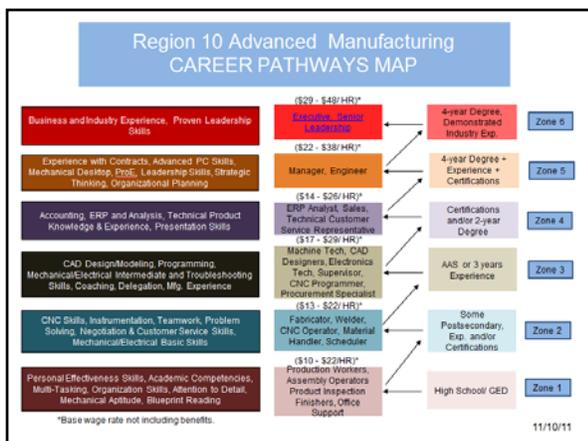
 - > Middle and High School Students
 - > Available Workforce (underemployed, adult and unemployed)
5. Increase exposure to manufacturing through internships, tours, job shadows and faculty/instructor engagement (current goal)

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Advanced Manufacturing Sector Board: New Goals

1. Serve as the advisory committee for the K-12 CTE Program Manufacturing Curriculum and Assessment and Kirkwood's Advanced Manufacturing Program and Noncredit Manufacturing Certificate Programs (Completed and Ongoing)
2. Develop and map the career and education pathway for the Advanced Manufacturing Sector (Manufacturing Production Sub-Sector (Completed)
3. Align the Advanced Manufacturing career pathway map with existing certificate, diploma and degree programs (Completed)
4. Review current programs, identify gaps, seamless approaches, and determine needed technical standards, skills standards, and/or program changes (On-going)

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Advanced Manufacturing Sector Strategies

1. Work in partnership with Workplace Learning Connection to create internship opportunities for High School students
2. Organized career fairs to fill short and long- term labor shortages.
 For example- Over twenty two employers participated in a job fair which drew in seventy five job seekers. Sector board members hired candidates they met at the job fair.



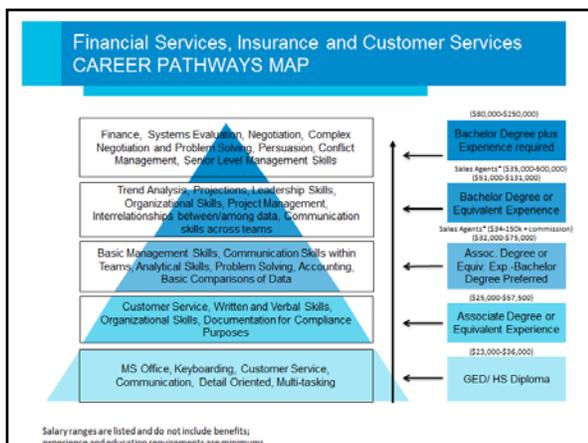
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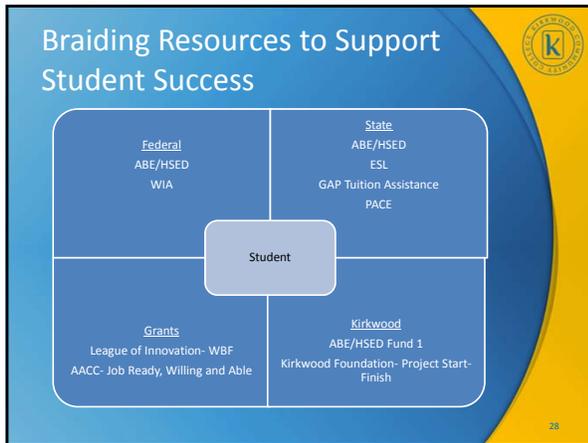
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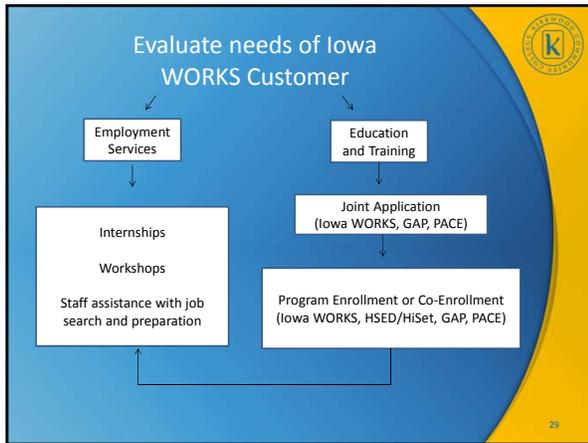
3. Iowa WORKS and Kirkwood Skills to Employment co-hosted an information session for Iowa WORKS customers on a career in CNC Machining.
 - Employers provided attendees with information about their company, what it's like to work as a CNC machinist, what skills are needed for the job, and opportunities for growth in the company.
 - Iowa WORKS and Kirkwood staff informed attendees of upcoming training programs and tuition assistance programs.
 - Employers met with attendees and identified candidates ready to move into employment and started networking with attendees who were planning to pursue training to develop the skills needed by employers.
3. Held two "Advancing the Future" Events to promote careers in Manufacturing and in the region during the Corridor's Creative Week.
 - Tours of Manufacturing businesses



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Sector Partnerships and Career Pathways

Together we are growing the talent pipeline.

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