

Sector Strategies in Indiana: *A Summary of Efforts*



 Indiana Institute
for **Working Families**
Research and Public Policy

A Program of **INCAA**
INDIANA COMMUNITY
ACTION ASSOCIATION

The Joyce Foundation

Sector Strategies in Indiana: *A Summary of Efforts*

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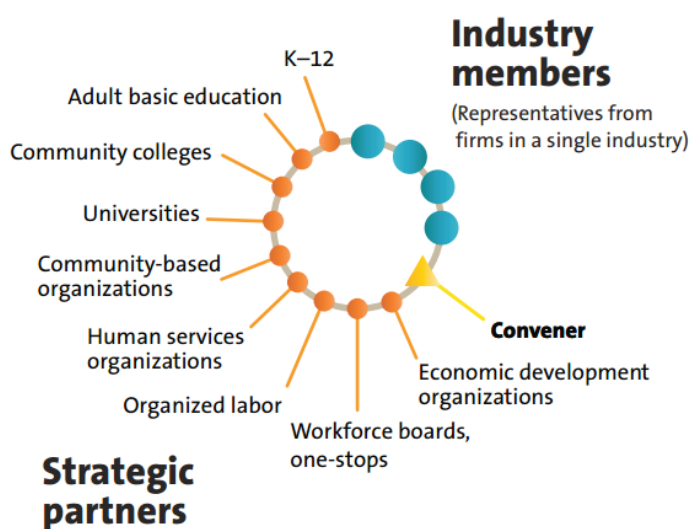
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Executive Summary

WHAT ARE SECTOR PARTNERSHIPS?

Across the country, there are many different terms that are used to indicate sector partnerships. While the terms used can lend a clue to the focus or priorities of the partnership, these groups of stakeholders are mostly working toward similar goals, regardless of the term used to describe them. When we talk about sector partnerships, this is what we mean: regional partnerships that *organize key stakeholders* connected with a specific regional industry in order to *develop workforce development strategies* within the specified industry.¹



Source: Groves, Garrett and Lindsey Woolsey, “State Sector Strategies Coming of Age: Implications for State Workforce Policymakers,” © National Governors Association. Reproduced by permission of the National Governors Association. Further reproduction prohibited.

State Sector Strategies differ from sector partnerships in that they are concerned with all of the regions of the state—guiding the sector partnerships that are created, giving regions a framework of state priorities and helping spread important information across the state, within each industry.

SECTOR PARTNERSHIPS IN INDIANA

There are at least 21 sector partnerships either organized or “under construction” in Indiana. The

vast majority of partnerships are organizing around the advanced manufacturing industry. So far these partnerships are on the right track; they have started getting the right people around the table, they are thinking about sustainability, and they are focused on the industries that are the economic drivers of their communities.

There are some areas in which they could go farther. Many, if not most, of Indiana’s partnerships are currently organized in a way that is more program-oriented, rather than “problem-oriented.”¹ That is simply to say that they have not developed long-term strategies or plans and have largely not formalized as sector partnerships as defined in this report.

In many cases, they are also using a narrow definition of the key stakeholders who belong at the table. This has the result of leaving some funding streams out of their funding structure. Bringing a more inclusive group of stakeholders to the table, along with their relevant funding streams, can make or break the long-term success of a partnership.

RECOMMENDATIONS

The state must think through how it might define its own sector strategies as well as how it might support and incentivize regional sector partnerships across the state. The recommendations below are key to getting started.

1. **Create a taskforce of the Indiana Career Council to design Indiana’s Sector Strategies implementation plan.**
2. **Provide information and information sharing.**
3. **Works Councils, possible launching points for sector partnerships:** These councils would have many of the same players at the table and could potentially function as “conveners” of each region’s partnership.
4. **Explore possible revenue sources.**

¹ National Governors Association, National Skills Coalition and the Corporation for a Skilled Workforce, “State Sector Strategies Coming of Age: Implications for State Workforce Policymakers,” National Skills Coalition, accessed Jan. 19, 2014. http://www.nationalskillscoalition.org/assets/reports/state_sector_strategies_coming_of_age.pdf

Educational Attainment Landscape in Indiana

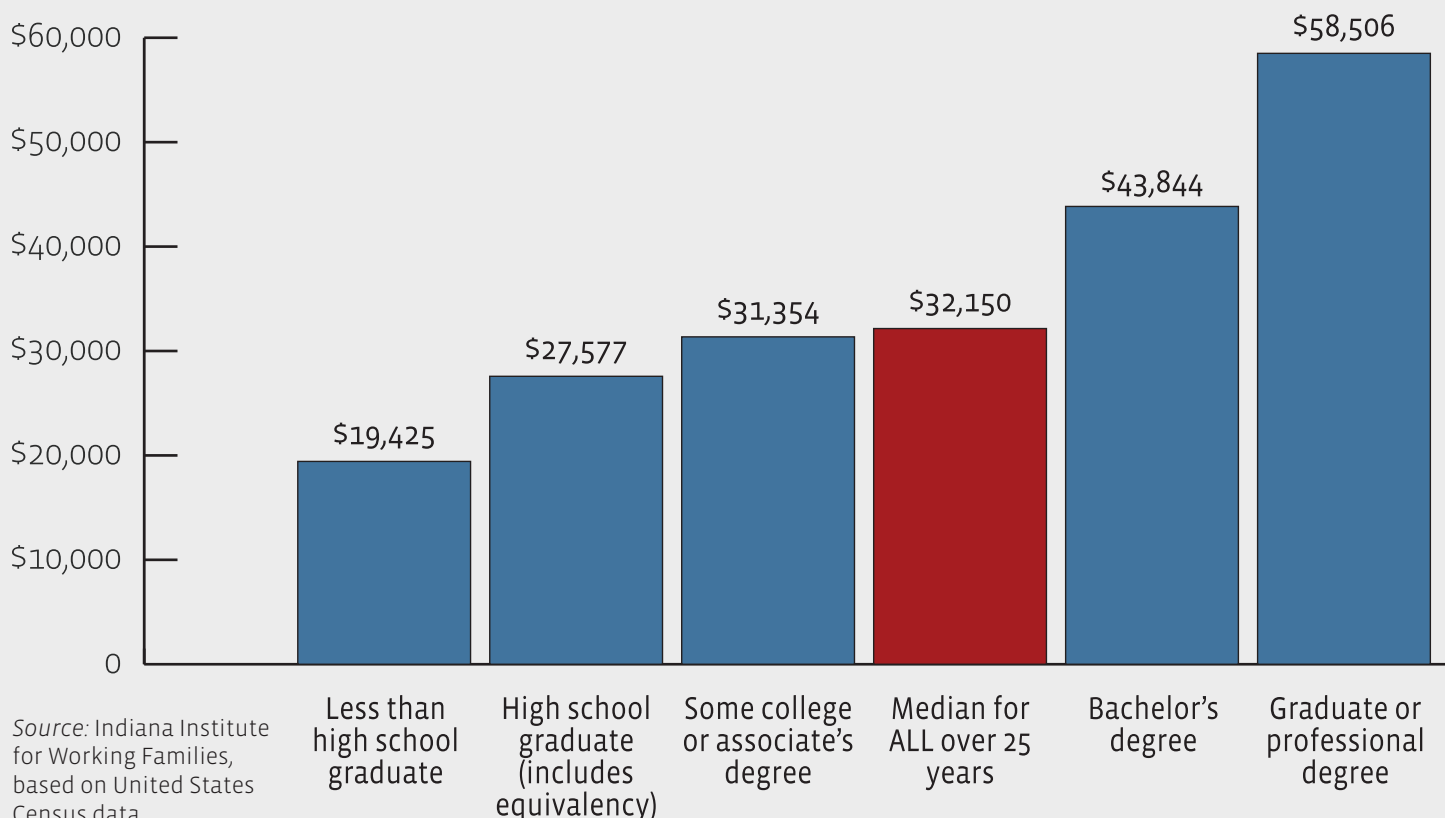
One of the most significant challenges facing the Hoosier economy is the skill development of low-income, low-skilled Hoosiers. The lack of proactive skill development, especially among adults and especially during a changing economy, is a detriment to Indiana. Accomplishing a proactive skills-development agenda in Indiana holds great promise for solving, or at least ameliorating, a host of other troubles plaguing the state. Moving the lever on Hoosier skill levels holds the promise of increasing the median income, lowering poverty, attracting jobs and growing the economy, not to mention the effects of improving our communities. For these reasons, effective skill development can have a large impact on improving the quality of life for all Hoosiers. But Indiana has a long way to go.

According to the 2012 American Community Survey, 47 percent of Hoosier adults aged 25 and over have NO post-secondary education at all.² That accounts for more than half a million Hoosier adults who are not competitive candidates in today's workforce.

The statistics remain troubling even after excluding the traditional retirement-age population (those 65 and over) and adding in young adults (Hoosiers aged 18-24). Nearly two million of adults aged 18-64 have no post-secondary education at all, accounting for 44 percent of adults in this age group.³

Focusing on skill development, as stated

MEDIAN EARNINGS IN THE PAST 12 MONTHS (IN 2012 INFLATION-ADJUSTED DOLLARS)



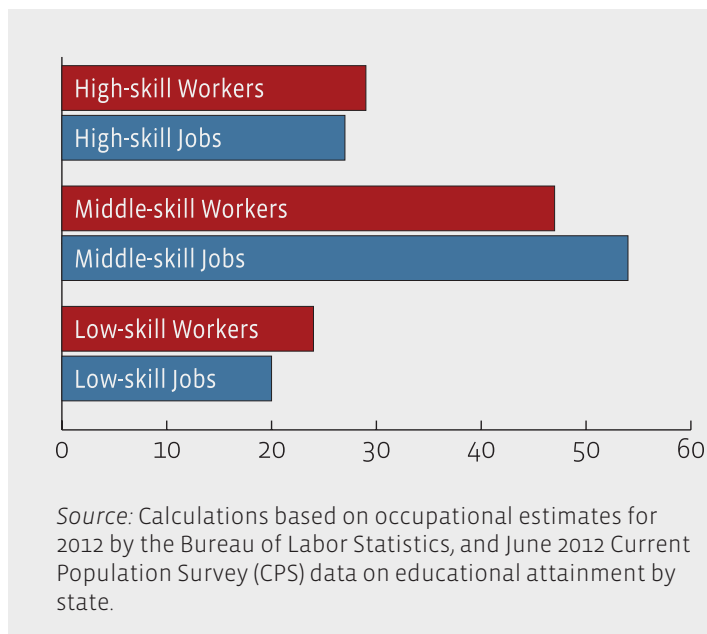
² U.S. Census Bureau, 2012 American Community Survey, IWF calculation of Table S1501

³ U.S. Census Bureau, 2012 American Community Survey, IWF calculation of Table B15001

before, will have positive impacts on more than just businesses' efforts to secure talented workforces. There are real wage gains to be had for Hoosiers who increase their educational attainment. These wage gains could have a multiplier effect within communities: increasing median wages, decreasing the number of poor or low-income families, increasing the revenue base of both state and local governments, and increasing consumer spending at our local businesses. (See Median Earnings graph on previous page.)

Concentrating on middle-skill credentials can give us a big bang for our buck and complements a regional, sector-based approach. The need is well established for skill development in this job level, and because of the short-term nature of this type of training, more Hoosiers can be trained in a shorter timeframe. "In 2012, only 47 percent of workers have the education and training required to fill middle-skill positions. In reality, the gap is likely even greater in certain industries, because many workers trained to the middle-skill level—and even those with bachelor's

degrees—do not have the specific technical skills needed. This means that thousands of well-paid and rewarding jobs are going unfilled in the state, in industries that are essential to Indiana's economic portfolio."⁴



What are sector partnerships and career pathways? What do they look like?

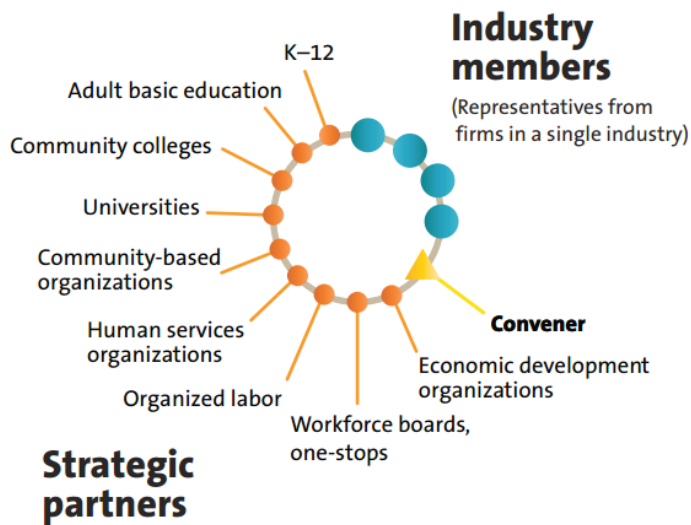
Regionally developed sector partnerships, grounded in state sector strategies, are the best approach to accomplishing the monumental "skilling-up" task set before the state. There are many different names for sector partnerships (industry partnerships, sector strategies, sector initiatives, regional partnerships, skills alliances, etc.). The terminology may vary, but the broad goals of these projects around the country are the roughly the same. Some even conflate the terms "career pathways" with "sector partnerships," and while they each can incorporate

aspects of the other, they are fundamentally not the same thing. Furthermore, the best approach to skill development in which the state could engage would be finding a way to seamlessly merge these two approaches together. This report will primarily discuss state sector strategies and sector partnerships.

For clarity, when we talk about sector partnerships this is what we mean: regional partnerships that *organize key stakeholders* connected with a specific regional industry in order to *develop workforce development strategies* within the specified industry.⁵

⁴ Indiana's Forgotten Middle Skill Jobs: 2013 Update, Indiana Institute for Working Families and National Skills Coalition, October 2013, http://www.incap.org/documents/iifwf/2013/Middle_Skill_Jobs_2013.pdf

⁵ National Governors Association, National Skills Coalition and the Corporation for a Skilled Workforce, "State Sector Strategies Coming of Age: Implications for State Workforce Policymakers," National Skills Coalition, accessed Jan. 19, 2014. <http://www.nationalskillscoalition.org/assets/reports/state-sector-strategies-coming-of-age.pdf>



Source: Groves, Garrett and Lindsey Woolsey, “State Sector Strategies Coming of Age: Implications for State Workforce Policymakers,” © National Governors Association. Reproduced by permission of the National Governors Association. Further reproduction prohibited.

The most comprehensive definition to distinguish sector partnerships and state sector strategies is the one provided by the State Sector Strategies project.

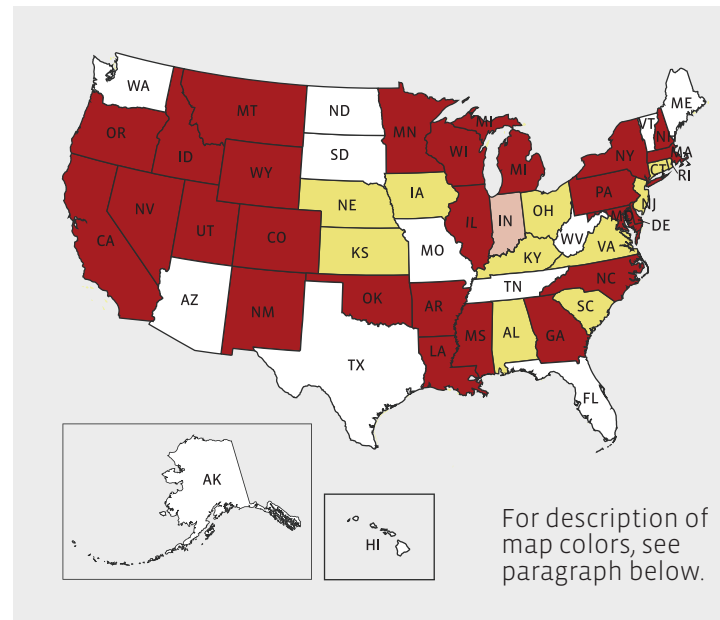
State sector strategies are state policies that promote and support the development of regional sector initiatives. States can use a variety of policy tools to incent and support sector initiatives in critical industries across their regions. State sector strategies provide a framework to do so. States also play a role in developing and implementing statewide sector initiatives for industries that play a key role in all their regions, such as the health care industry.

Source: Accelerations State Adoption of Sector Strategies: An Eleven-State Project to Promote Regional Solutions to Worker and Employer Needs, May 2008.

More information on how to access this project can be found in Appendix C (Sector Strategies Toolkit). We recommend referencing the project as Indiana thinks

through how to launch a state sector strategy of its own.

States that are *not* actively working on sector partnerships are becoming fewer and fewer. At the time of this report, sector partnerships are either well established as statewide strategies, well-established in local regions, or are in some level of development in all but 13 states.^A



The above map depicts the coverage of sector partnerships across the nation. The states in red have well established sector partnerships across their states. States in yellow have either established formal partnerships at the local level or are in the process of developing statewide strategies for sector partnerships. States in white do not have sector partnership activity that is known. However, this map is a moving target, and groups could be forming at this very moment. Indiana is in the pale pink in-development category, because while there are many “sector partnership”-style projects going on, many of them have not formalized their partnerships into permanent and ongoing bodies. Additionally, while the state has shown great interest in working on the issue of sector partnerships, it has not yet created statewide policy. Indiana still has the chance to not be left behind as sector partnerships move forward throughout the country.

^A Indiana is included in the “in-development” category, even though the partnerships here have a way to go before becoming formalized.

Sector partnerships are sweeping the nation because they have great potential to make a real and measurable impact on our skill-development needs. They are beneficial because:

- they address current and emerging skill gaps
- they provide a means to engage directly with industry across traditional boundaries
- perhaps most important, they better align state programs and resources serving employers and workers.

A recent report from the National Governors Association, the Corporation for a Skilled Workforce and the National Skills Coalition highlights some of the ways states have spurred the formation of sector partnerships.

Illinois and **Michigan** funded regional “skills alliances” across their states for more than seven years. Both focused almost exclusively on high-demand, middle-skill jobs and training across a variety of critical industries. **California, Colorado, Minnesota, New York, North Carolina, Oregon, Wyoming** and **Wisconsin** also provided grants to local workforce boards or other regional organizations to implement sector partnerships. **Arizona, Idaho, Maryland** and **Oklahoma** have provided sector-strategy training opportunities for local stakeholders, including regional workshops and learning academies. **Arkansas, Kentucky** and **Wisconsin** emphasized career pathways as part of their sector strategies and in some cases use colleges as key organizers.

Source: State Sector Strategies Coming of Age: Implications for State Workforce Policymakers, 2013.

WHAT IS HAPPENING IN INDIANA? HOW ARE INDIANA’S PARTNERSHIPS TAKING SHAPE?

In Indiana right now, there are at least 21 sector partnerships either organized or “under construction.” We found partnerships at work in seven of Indiana’s economic growth regions.^B Partnerships are largely converging around advanced manufacturing, health care and business services.

Industries	% of Partnerships
Health Care	9.5%
Manufacturing	66.7%
Business Services	9.5%
Other	14.3%

PROMISING PRACTICES IN INDIANA

- **Approaches to sustainability.** Many partnerships have required employers to fund part of the work they are doing and have built-in mechanisms for continued employer support. In this way, they are building sustainability funding to be used during times when state, federal or private grant funds may be low. Additionally, they are ensuring employer buy-in and active participation by giving the employers “skin in the game.” This is certainly a best practice and should be encouraged and incentivized in future initiatives.
- **Focus on economic drivers.** Partnerships have taken great advantage of the Strategic Skills Initiative (SSI)^C. In this way they have accurately identified the key economic drivers in their communities and have built their efforts around those economic drivers. These reports might need some updating, as they were begun in 2006, and Indiana has experienced many changes in its economy. There may be some fine-tuning to be done, but the very fact that the SSI was done provides a strong foundation for sector partnership work.

Some have done additional research to the SSI. For example, the report by OrthoWorx on

^B Regions 1, 3, 7, 10 and Marion County are not included in the results.

^C The Strategic Skills Initiative began in 2006 and was a project to “Identify specific skill shortages, root causes, and solutions that exist in the workforce-planning regions throughout the state.” The SSI was designed in a way that could naturally result in the formation of sector partnerships.

the medical device industry is a well-done and compelling report that includes direct, indirect and induced effects of the medical-device industry on not only the county, but the balance of the state. This report could serve as a good template for other similar reports across the state.

OPPORTUNITIES FOR IMPROVEMENT

Many, if not most, of Indiana’s partnerships are currently organized in a way that is more program-oriented, rather than “problem-oriented.”⁶ That is simply to say that they have not developed long-term strategies or plans and have largely not *formalized* as a sector partnership as defined in this report. This presents an opportunity for the state to develop a strategy and provide some guidance, funding and capacity-building without being viewed as interfering in established partnerships. Local players we interviewed during our research were enthusiastic about the prospect of guidance, help with capacity-building and start-up grants from the state.

Many partnerships are also missing out on opportunities to strategically partner with groups they may see as strange bedfellows but who have access to funding streams that can be applied or leveraged for the partnership. This also is an opportunity for the state to provide leadership and value. An analysis needs to be undertaken of the various state and federal funding streams that may be able to be braided into regional sector-partnerships work and the local-level organizations that are tapped into those streams. After this analysis, the state can encourage regional partnerships to include these categories of local partners—or at the very least to engage these varied funding streams as part of the guidance they provide, or as part of complying with a state planning grant.

Examples of varied funding streams that have been leveraged in other states include:

- Workforce Investment Act (WIA) Title I training funds
- WIA Title II adult education funds
- Governors’ WIA discretionary funding
- State general revenue

“ Many partnerships are also missing out on opportunities to strategically partner with groups they may see as strange bedfellows but who have access to funding streams that can be applied or leveraged for the partnership. ”

- Incumbent worker training funds
- Temporary Assistance to Needy Families (TANF) funds
- Vocational rehabilitation funds
- Community Services Block Grants (CSBG)
- State education funds
- Philanthropic contributions
- Direct employer contributions
- Fee-for-service funds
- Funds from community organizations, such as Goodwill or United Way

COUNTY VS. REGION

Many groups are beginning their partnership discussions at the county level. It is understandable how that would seem the easy way to get things going, but in the long run, partnerships that have a regional focus will be more successful. Indiana should encourage partnerships to look outside their traditional borders to create regional partnerships based on the labor market of the industry in question and not on the geography designated by governmental bodies.

EWIN GRANTS FROM CELL

An additional way to magnify the influence of sector partnerships throughout Indiana’s regions is by extending the training pipeline all the way “from high school to career” through the Education Workforce Innovation Network (EWIN). EWIN provides opportunities to align career and technical education (CTE) in Indiana’s high schools with regional industry needs by aligning CTE with postsecondary education options and regional and state economic growth needs.

⁶ Sector Strategies Toolkit, Introduction, <http://www.sectorstrategies.org/toolkit/introduction>. Accessed Jan. 30, 2014.

Central to EWIN’s design is for regional programs to have a direct impact on both adult and youth workforce development, as the programs’ pipeline of regionally tailored training extends through career pathways. Once implemented, sector partnerships will naturally facilitate EWIN’s targeted CTE into a robust sector strategy.

The first round of eight EWIN regional partnership grants was announced in July 2013. Prospective grantees were asked to submit proposals to map out plans for workforce readiness in their region. See Appendix D for a description of the partnerships and grants.

STATE-LEVEL POLICY BEST PRACTICES FROM OTHER STATES

In 2006, a two-year project was launched to accelerate the adoption of state sector strategies.^D This project engaged 11 states at various stages in the development of sector partnerships. States participated at three levels:

- A Knowledge Exchange (open to all states),
- A Learning Network (six states^E that had prior sector-strategy experience)
- A Policy Academy (five states that were just beginning to implement sector strategies^F).

The project included peer-to-peer networking and information-sharing, all culminating in a report⁷ that identified the “elements of success” needed to spur regionally-focused sector partnerships.

The key success factors identified for sector strategies by the participating states are represented in the box at top right. Some of these success factors apply specifically to state leadership, but many can be applied to the leadership and activity at the regional level, and it will be helpful to include these factors in state-level guidance moving forward.

Critical Success Factors: What the states had to say

The following were cited by at least two states as critical success factors:

- Collaboration with other agencies
- Alignment with other strategies, such as Career Pathways and work credentialing
- Leveraging non-state funding, such as philanthropic, employer and local funding, among others
- Providing incentive and planning money
- Strong industry and employer involvement
- Gubernatorial and legislative leadership
- Operating within an “economic competitiveness” framework
- Providing technical assistance to local areas

State-level Factors	
Gubernatorial and legislative leadership	✓
Providing incentive and planning money	
Providing technical assistance to local areas	

An Evaluation Framework was also developed. Evaluation is going to be key if sector partnerships are going to continue to work together. Just as producing metrics that clearly demonstrate the appropriate industries that both drive the economy in a region and have skills needs is vital to bringing everyone together. Having evaluation metrics by which success can be measured will be vital to keeping the initiatives going, as well. Appendix B indicates a sample of the project’s recommended evaluation framework and where to learn more.

^D This project was a collaboration among the National Governors Association, the National Network of Sector Partners and the Corporation for a Skilled Workforce. The project was funded by both the Charles Stewart Mott Foundation and the Ford Foundation.

^E The Learning Network states were: Pennsylvania, Michigan, Washington, Massachusetts, Arkansas and Illinois.

^F The Policy Academy states were: Georgia, North Carolina, Oregon, Oklahoma and Minnesota.

⁷ National Governor’s Association, *Accelerations State Adoption of Sector Strategies: An Eleven-State Project to Promote Regional Solutions to Worker and Employer Needs*, May 2008, <http://www.insightcced.org/uploads/publications/wd/State%20Sector%20Strategies%20Phase%201%20Report.pdf>, accessed Jan. 19, 2014

Magnifying Powers: Combining Career Pathway and Sector Partnership strategies

Through the Indiana Institute for Working Families' research on sector partnerships, we have reached out to many groups working on this issue. One group, the Center on Law and Social Policy (CLASP), which has been a driving force behind career pathways, is interested in collaborating on a guiding document that will integrate a career-pathways approach more fully with sector partnerships. This seems to make a lot of sense and is backed by the research. In fact, the *Accelerating Sector Strategies* project mentioned earlier specifically states that “aligning with other strategies such as Career Pathways” is a key success factor.

The Institute is fully engaged in this collaboration, which is growing to include many other sector-partnership stakeholders. It is our hope that guidance documents about how this can be done will be forthcoming and will be part of the state's calculus as it develops its own strategies.

The importance of incorporating career pathways into a strategy has been indicated again and again in existing research; if Indiana can hold a place in its strategy for future guidance that is eminent, the state's sector-strategy approach will be much better off and could wind up at the forefront of these efforts.

WHY CONNECT A SECTOR STRATEGY AND CAREER PATHWAY APPROACH

A career pathways approach can fit into the larger picture of a sector strategy by addressing both the employers' workforce needs in a particular industry as well as giving workers the opportunity to achieve economic security.⁸

A region thrives when employers have a skilled workforce and workers have credentials and adequate earnings to support their families and a robust regional economy.⁹ Furthermore, one of the important factors in sector partnerships is that they are able to “combine being ‘demand-driven’ with focusing on at-risk or low-skill workers and moving them through a career pathway.”¹⁰ For this reason, it makes sense to align career-pathway and sector-partnership strategies.

We strongly urge the state to consider career pathways when developing the state's sector strategy, including any guidance the state provides to regional partnerships.

The promise of combining sector partnerships with quality career pathways is that we can improve individuals' skills attainment, so that employers have the workforce they need to help strengthen local economies.

⁸ Choitz, Vickie, personal communication, October 2013

⁹ Choitz, Vickie, personal communication, October 2013

¹⁰ National Governor's Association, *Accelerations Evaluation Framework for State Sector Initiatives*, May 2008. <http://www.insightcced.org/uploads/nnspevaluation-framework-white-paper.pdf>, accessed Jan. 19, 2014

Recommendations

Recommendations at this time are fairly straightforward: the state must think through how it might define its own sector strategies, as well as how it might support and incentivize regional sector partnerships across the state. There are many resources available to help in this effort in Appendix C. The recommendations below are key to getting started.

1. **Create a task force of the Indiana Career Council to design Indiana’s Sector Strategies implementation plan.** Several of the agencies and entities that are members of the career council already have a stake in any possible state-level sector strategies. They also have knowledge of, and perhaps even authority over, the funding streams that are often braided to fund both state-level and regional-level sector partnerships’ work. Our recommendations for the Sector Partnership Task Force include: the Commissioner on Higher Education, the Commissioner for the Department of Workforce Development, the secretary of the Family and Social Services Agency, the president of Ivy Tech Community College, and representatives from business and labor. Additionally, special advisors should be brought in from agencies or associations “concerned with the success of specific industries, such as departments of energy, transportation or health. These agencies have choices concerning the use of their resources, including some federal program allocations, in which sector strategies could be made more explicit.”¹¹ We recommend using the State Sector Strategies Toolkit (*see Appendix C*) as a guide to help the task force in developing a plan.
2. **Provide information and information sharing.** One of the most important roles the state can play is one that provides the regions with technical assistance, guidance and opportunities to learn from one another. For example, providing an analysis of possible funding streams, including state and federal sources and the types of

organizations that could help leverage those funding streams, would be incredibly valuable. Additionally, language and requirements could be incorporated into current formulas and grants, as applicable, to support state sector strategies.^{6,12}

3. **Indiana Works Councils, possible launching points for sector partnerships.** Works Councils present an opportunity to build local consensus around the idea of regional sector partnerships. A council has many of the same players at the table and could potentially function as a “convener” of a region’s partnership. It is important to note that Works Councils were established by the General Assembly for a specific purpose—a purpose that is both too broad (concerned with all industries of a region) and too narrow (primarily concerned with career and technical education of high school students) to become a region’s partnership; however, they have a great opportunity, by virtue of these goals, to bring the right folks to the table and set industry-specific sector partnerships in motion.
4. **Explore possible revenue sources.** This could be an appropriation from the General Assembly, or it could be a new use for existing revenue sources, i.e. layoff aversion funds, which normally go to individual companies but could be used to target a specific industry.¹³

⁶ This could include: statewide workforce investment plans, statewide and regional economic development plans, apprenticeship programs, incumbent worker training programs, etc.

¹¹ National Governors Association, National Skills Coalition and the Corporation for a Skilled Workforce, “State Sector Strategies Coming of Age: Implications for State Workforce Policymakers,” page 11, National Skills Coalition, accessed Jan. 19, 2014, <http://www.nationalskillscoalition.org/assets/reports/state-sector-strategies-coming-of-age.pdf>.

¹² National Governors Association, National Skills Coalition and the Corporation for a Skilled Workforce, “State Sector Strategies Coming of Age: Implications for State Workforce Policymakers,” page 10, National Skills Coalition, accessed Jan. 19, 2014, <http://www.nationalskillscoalition.org/assets/reports/state-sector-strategies-coming-of-age.pdf>.

¹³ National Governors Association, National Skills Coalition and the Corporation for a Skilled Workforce, “State Sector Strategies Coming of Age: Implications for State Workforce Policymakers,” page 11, National Skills Coalition, accessed Jan. 19, 2014, <http://www.nationalskillscoalition.org/assets/reports/state-sector-strategies-coming-of-age.pdf>.



Conclusions

Indiana is in a prime position to move forward swiftly with both a state sector strategy and the expansion of its regional sector partnership. Aside from being well positioned to act quickly and well, the workers of Indiana need help getting the credentials they need to be competitive in the workforce, and employers need a steady flow of skilled workers to make their companies successful, so they can help build strong local and regional economies.

Sector strategies and partnerships bring all of the important voices to the table and provide a proven method for reaching the state's workforce-development goals. With thoughtful guidance from the state, increased information and resources at the regional level and taking into account career pathway systems, Indiana could easily become a leader among states with sector strategies.

APPENDIX A: How State Strategies Get Started

Start-up Model	Advantages	Challenges
Regional Initiatives Roll-up Model	Can use successful regional initiatives to “sell or champion” the value of the model on a statewide basis	Regions may not welcome what they view as state “interference” in their successful initiative
Using existing regional sector initiatives to “roll-up” and develop a state-level strategy or framework	Can identify specifically where the state can support regions and add value to their initiatives	May be more difficult to weave individual initiatives together into a statewide strategy
Visionary Leadership Model	Visionary leadership from the top is extremely helpful in catapulting strategy development forward	Political considerations or goals can prevent the strategy from having adequate time to lay a strong foundation (“not enough ground spaded before implementing”)
Led by governor, legislature or senior cabinet-level appointees	Helps to brand as a “broad competitiveness strategy”, rather than a “workforce” or “economic development” project	Leadership may understand the concept but not understand what it will take to implement
	Supports inclusion of various constituents/partners	Capacity building: State- and local-level public partner staff may know little about developing and implementing sector strategies
	Originators have the ability to reallocate resources toward the sector strategy	

CONTINUED ON NEXT PAGE

Start-up Model	Advantages	Challenges
Agency Staff Development Model	Staff are likely to have a deep understanding of the sector model and its potential for success	Would likely need some evidence of success in their state to get buy-in and additional resources from political leadership
Originates with senior or mid-level agency staff	Staff would have access to human resources for development and implementation work	May be viewed as a “project” or “program” (vs. broader systems change) of the originating agency, resulting in challenges around collaboration and buy-in from other units/agencies
	Staff would have some ability to reallocate resources toward the sector strategy	May not understand the true nature of a “business-led and -driven” strategy
Private Sector Origination Model	Solidifies the “business-led or -driven” nature of sector strategies	Capacity building: Public partner staff may know little about supporting sector strategies
Originates with private sector leadership at state level (generally in industry sectors important to the state as a whole, e.g. health care, energy extraction, automotive manufacturing)	Once public partner staff gain knowledge about supporting sector strategies, they can expand the model to develop other industry sectors	

Source: State Sector Strategies Toolkit, Getting Started: <http://www.sectorstrategies.org/toolkit/mod1/gettingstarted>. Accessed Jan. 30, 2014.

APPENDIX B:

Evaluation Framework

The National Governor’s Association (NGA), Corporation for a Skilled Workforce (CSW) and the National Network of Sector Partnerships (NNSP) have put together an excellent evaluation framework that is readily available online. It is not necessary for us to recreate the wheel, so some of the important features of this framework are outlined here.

The key to any successful evaluation is how and what to measure. The framework will give some ideas of how to measure the following:

1. Outcomes of workers
2. Value to employers
3. Quality and effectiveness of partnerships
4. Systems change

The figure below gives an example of how the framework lays out the measurement of value to employers. For each category, the evaluation framework gives “core measures” and then, in the care of workers and employers, it also lays out some discretionary measures. The rest of the framework can be found at: <http://www.insightcced.org/uploads/nnspp/Evaluation-Framework-White-Paper.pdf>

Measuring Value to Employers		
Category	Core Measures	Discretionary Measures
Human Resource Measures/ Stabilization/Yield (Intent: Employers have enough workers with the right skills to grow and prosper)	Retention and/or vacancy rates Reduction of vacancy rates in areas of highest need Time taken to fill (or cost of recruitment)	Skill gain Output per employee Increase in number of quality workers
Business Productivity/ Operations (Intent: Employers enjoy improved productivity, efficiency, innovation and competition)	Productivity measured by percent change of (output, revenue, occupancy, etc.) over baseline Improved quality measured by percent change of quality of work/service over baseline ____ (fill in the blank based on sector)	Percent-change reductions in equipment down time, error/scrap rates and safety violations Satisfaction by the business’ customer (if data unavailable, use supervisory surveys)

Source: The National Governor’s Association, the Corporation for a Skilled Workforce and the National Network of Sector Partners, An Evaluation Framework for State Sector Strategies, May 2008, <http://www.sectorstrategies.org/sites/all/files/EvaluationFrameworkWhitePaper.pdf>. Accessed Jan. 30, 2014.

APPENDIX C: Additional Resources

SECTOR STRATEGIES TOOLKIT

The Sector Strategies Toolkit is a project of the Corporation for a Skilled Workforce, in coordination with the National Governor's Association. This website has an entire program that is a step-by-step guide to setting up statewide sector strategies.

<http://www.sectorstrategies.org/toolkit>

BETA FRAMEWORK FOR QUALITY CAREER PATHWAYS

This was developed by the Alliance for Quality Career Pathways. The Alliance for Quality Career Pathways (AQCP) is a two-year (2012-2014), state-driven, CLASP-led initiative funded by the Joyce Foundation and James Irvine Foundation to identify criteria and indicators that define high-quality career pathway systems and a set of shared performance metrics for measuring and managing their successes.

<http://www.clasp.org/issues/postsecondary/pages/alliance-for-quality-career-pathways#sthash.V5ZsUmo6.dpuf>

THE NATIONAL FUND FOR WORKFORCE SOLUTIONS

There are a host of resources available through this organization's website. The best guide is The Workforce Partnership Guidance Tool (linked below).

http://nfwsolutions.org/sites/nfwsolutions.org/files/publications/NFWS_workforce_guidance_tool_111110.pdf

COMMONWEALTH CORPORATION PARTNERSHIPS

A Workforce Development Practitioner's Guide:

<http://www.nfwsolutions.org/sites/nfwsolutions.org/files/publications/Partnership%20Guidebook%20Final%205.31.pdf>

APPENDIX D:

EWIN Education/Workforce Grants

The Indiana Education Workforce Innovation Network (EWIN) in 2013 awarded eight regional partnership grants totaling more than \$450,000 in a drive to align high school, college and career and technical education programs with specific employment opportunities around the state.

Center of Workforce Innovations, Valparaiso

Amount: \$75,000

PLAN: Identify areas of excellence in education and workforce alignment; support the replication of effective models and the development of innovative programs.

Work One South Bend

Amount: \$60,000

PLAN: Partner with OrthoWorx and Warsaw Community Schools to develop a career and technical education pathway for the growing field of medical manufacturing.

Ivy Tech North Central

Amount: \$40,000

PLAN: Partner with The Crossing, an alternative school, to provide career and technical education dual-credit opportunities leading to associate's degrees in work-ready fields.

Northeast Indiana Fund, Fort Wayne

Amount: \$75,000

PLAN: Partner with The Big Goal Collaborative and Ivy Tech Northeast to expand career and technical education opportunities, particularly in advanced manufacturing.

Alliance for Strategic Growth, Muncie

Amount: \$25,000

PLAN: Develop a newly articulated curriculum for the advanced manufacturing pipeline and scale it to develop new models of career and technical education for the region.

Western Indiana Workforce Investment Board, Terre Haute

Amount: \$32,500

PLAN: Align and scale existing workforce-education initiatives in the region; engage key partners to implement a regional classroom-to-career program.

Work One Southwest, Evansville

Amount: \$75,000

PLAN: Form a regional network to align education and workforce outcomes, increase enrollment in career and technical programs and expand dual-credit and career education opportunities.

EmployIndy, Indianapolis

Amount: \$75,000

PLAN: Partner with the city's Hire Up Indy initiative to expand career and technical education opportunities for youths and adults, including internships, mentorships and scholarships.

Source: "CELL announces education/workforce grants," Center of Excellence in Leadership of Learning (CELL), University of Indianapolis, news release, July 1, 2013. <http://news.uindy.edu/2013/07/01/cell-announces-educationworkforce-grants/>

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