



**CSW**

Corporation for a  
**Skilled Workforce**

**Good Jobs. Thriving Communities.**



# **Industry Engagement Workshop #3: Upping your Game**

American Apprenticeship Initiative  
Grantee Support Program  
August 16, 2016

Presented by Taryn MacFarlane & Holly Parker, CSW

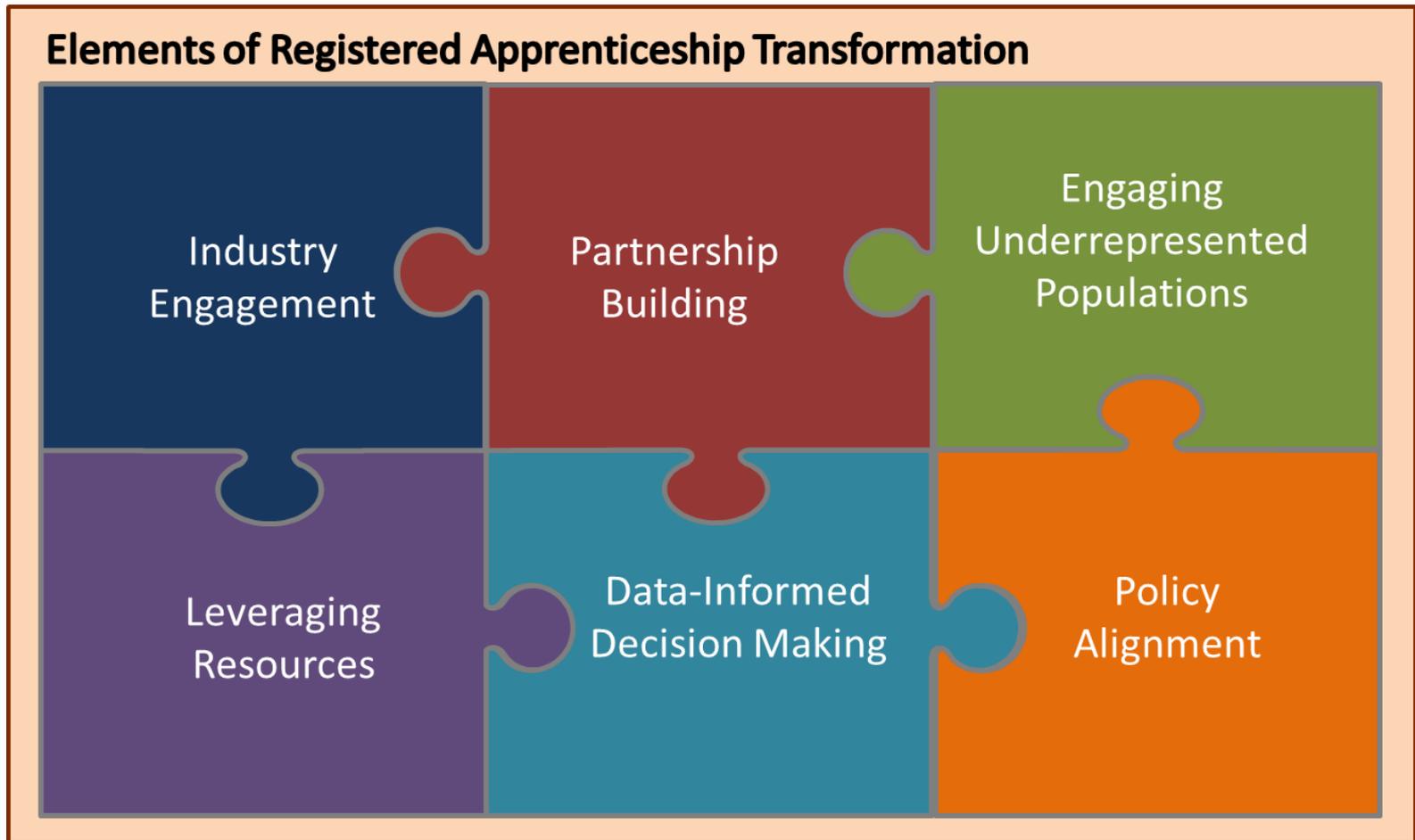


# Housekeeping

- Today's workshop is being recorded
- Participant phone lines are muted
- Submit questions through chat box (left side of screen)
- If you cannot access Skype for Business, submit questions to Kimberly Hauge at [KHauge@NGA.org](mailto:KHauge@NGA.org)



# Success Factors Framework



# Workshop Series

1. Employer Engagement #1- *How to Talk So Employers will Listen (about Apprenticeship)*
2. Employer Engagement #2- *How to Listen So Employers will Talk (about Apprenticeship)*
  - Advisor ➔ Partner: becoming a trusted ally
  - Understanding and assessing employer needs
  - Bringing something to the table
3. ***Upping Your Game: Next Level Industry Engagement***
  - Streamlining and enhancing current engagement
  - Expanding your reach



# CSW Background

## Sector Partnership experience

- Helped multiple states set up sector strategy approach
- Evaluator for several sector partnership efforts
- TA provider for 150+ ARRA grantees over 3+ years

## TAACCCT experience

- Evaluators of four consortia and one single college grantee (40+ colleges total)
- Providing technical assistance to 3 consortia for implementation of industry engagement and sector partnership strategies

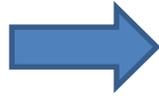


# Agenda

- The importance of internal clarity
- Taking stock of your current engagement
- Coordinating and streamlining efforts
- Expanding your reach



## Employers as Advisors



## Employers as Strategic Partners

Attend **Business Advisory Committee** meetings once or twice a year to provide high level program and/or curriculum input, and discuss labor market opportunities

Are **engaged in numerous ways:**

- Identify critical competencies
- Curriculum and assessment design
- Work-based learning
- Internships (students and faculty)
- Provide adjunct faculty and equipment
- Map career pathways

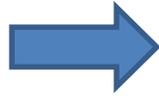
**Respond** to surveys and report placement data

**Help design** surveys, use their connections to increase the survey response rate, and partner in designing the success metrics.

Work **one-on-one** with the workforce units with colleges and training providers to get their individual (**customized**) **training** needs met.

Work with colleges, training providers (**technical/academic AND workforce units**) and their partners **over time** to address workforce development needs, especially in **sector/cluster approaches** among groups of employers in industries important to the regional economy.

## Employers as Advisors



## Employers as Strategic Partners

Hire graduates as needed from existing programs.

Work with partners to **identify and map career pathway opportunities** for students/workers, **fill program gaps** as necessary, and establish an **adequate pipeline** of qualified workers.

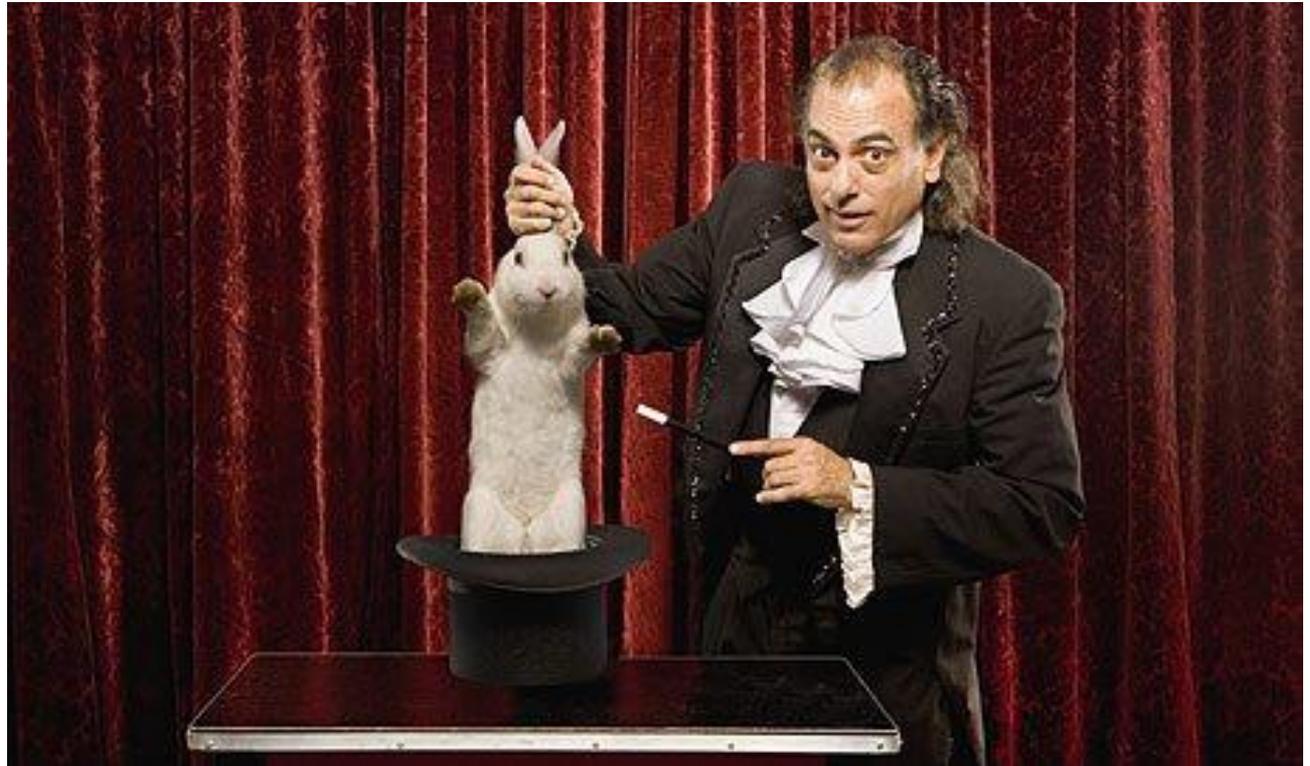
Talk about the importance of higher skills and **advise** on curriculum.

Work with colleges and **provide subject matter experts (SMEs) to identify the competencies** and skill standards needed; **design relevant curriculum and assessments**; and **develop and use market relevant credentials**.

Participate sporadically on an **“as needed” basis** when asked by college or program staff.

Are **engaged on an ongoing basis** in program design and refinement, and hire the graduates of the program on a regular basis **because they have confidence in graduates’ skills preparation**.

**It's not  
magic...**



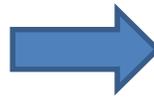
# Be the Change

(you want to see in industry partners...)

- In order to GET good partners, we have to BE good partners
  - Trust and credibility
- Make it easy on them – get your house in order before you engage (or expand engagement)
  - Get clear on the “ask”
  - Have reasonable expectations
  - **Self-assess/inventory engagement efforts**
    - **What are we doing now?**
    - **What should we be doing differently?**



## Scattershot Engagement



## Strategic Engagement

Hire a Job Developer, call it good.	Clarify goals of engagement, assign roles and responsibilities across organization/partners.
Hire a Job Developer, wish them luck.	Inventory current engagement efforts and relationships, centralize information, agree to SHARE.
Hire a Job Developer, cross your fingers.	Establish clear internal processes and expectations for engagement.
Hire a Job Developer, send them out with a standard elevator pitch.	Myth-busting about apprenticeship, developing a deep understanding of the employer/industry needs and articulating ways apprenticeship can help meet those needs.
Find an Employer Champion; use them (over and over again).	Clear strategy to recruit, maintain, and thank your employer champions.

# Internal Alignment



# Internal Alignment of Industry Engagement

- Formal organizational commitment to centralized approach
- DEFINED employer engagement continuum
- Established inventory of who and how you are engaging
- Processes and procedures to align and coordinate these efforts, including milestone data points
- Willingness to share control and relationships
  - With convener, central figure, partner, etc.



## POLL:

*What's your greatest challenge in developing a centralized, streamlined industry engagement approach?*

- I don't want to (or can't) get in the way of existing relationships and/or history.
- We don't have shared, clear goals or commitment across our organization(s).
- I don't know how to even start tracking and coordinating all the efforts underway!
- There are barriers or competition among departments, divisions or organizations.
- Who has the time to coordinate and plan this stuff?



# Now what?



# Internal Alignment – HOW?

1. Articulate **clear goals** and **defined roles** for employer engagement
  - Grantee partnership level
  - Institution/organization level
  - Program/department level
2. Define your **employer engagement continuum**
3. Build your **employer database**
  - Share information



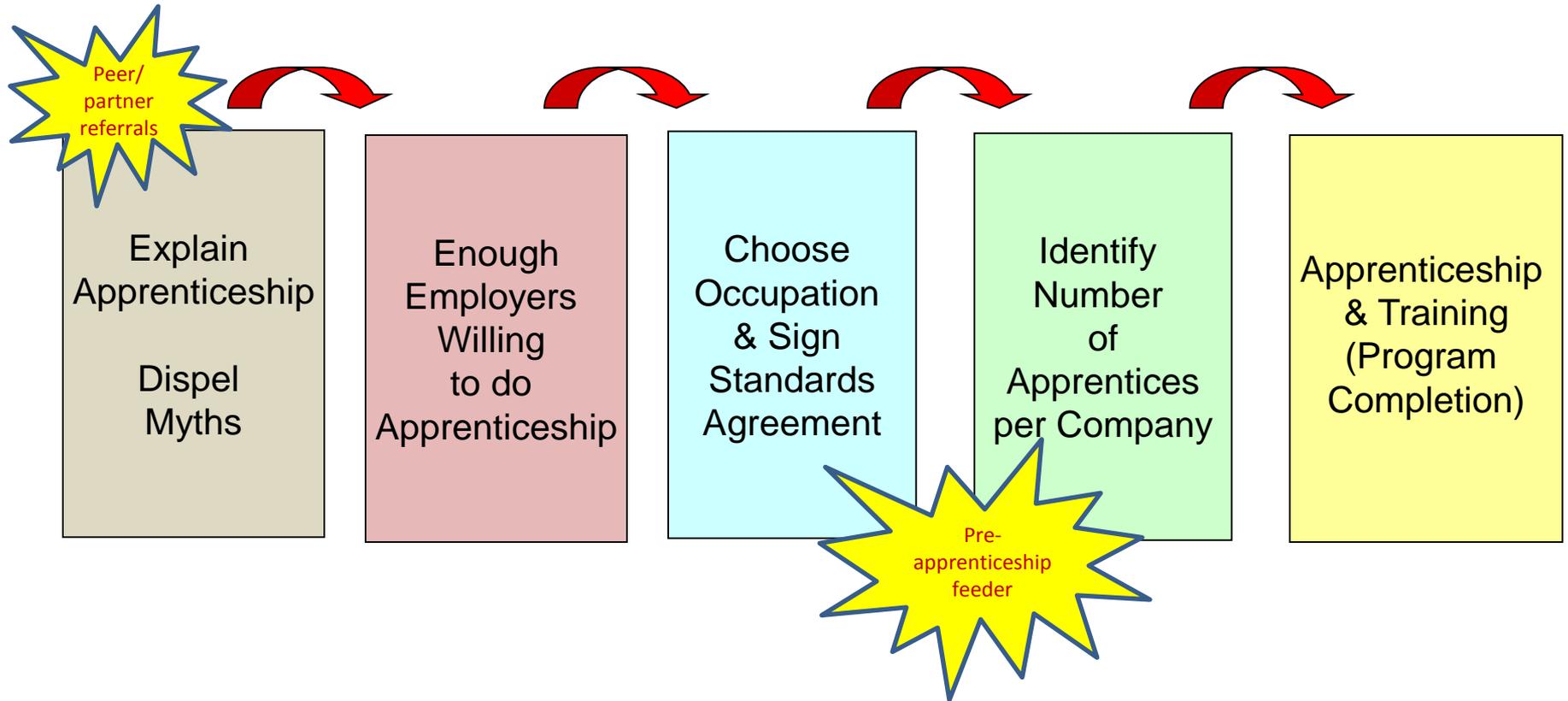
# What Gets Measured Gets Done...

- Process clarity improves internal staff handoff
- Improves clarity of what we mean by an “engaged employer”



# Employer Engagement Process Flow

Big goal= # of apprentices in your grant agreement

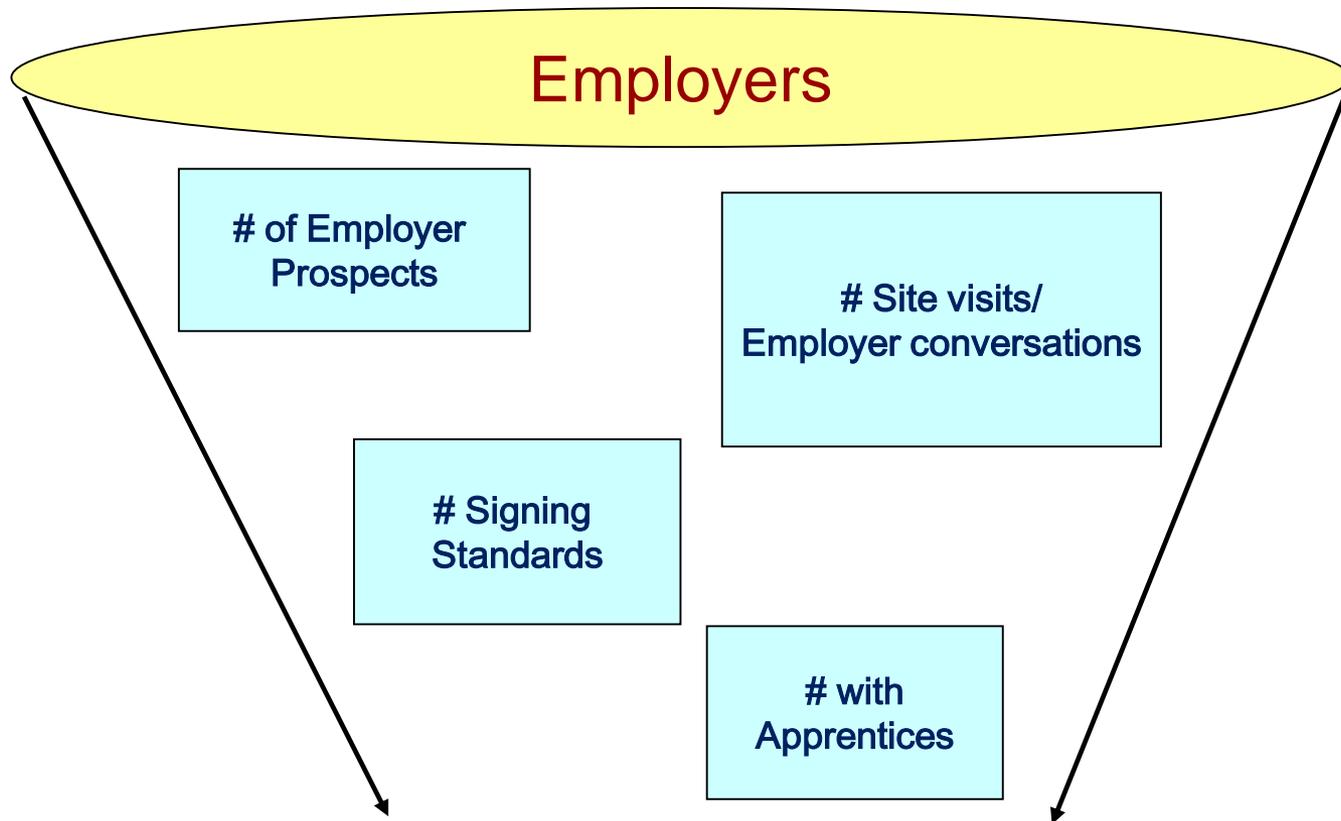


Do you know your inquiry to apprentices sign-up rate?

# Process Milestones

## ("What's in Your Funnel?")

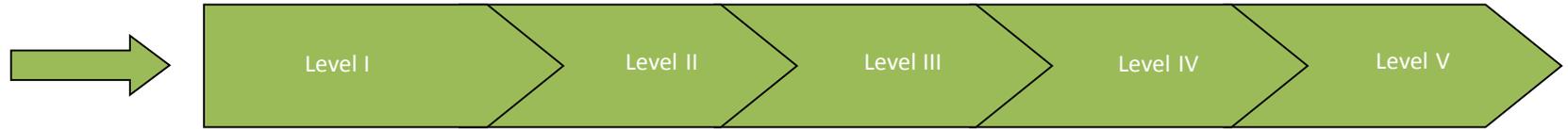
What short-term "stepping stone results" need to be improved for better success on your Big Goal?



**BIG GOAL: Enough Employers with Apprentices**

# Jewish Vocational Service-San Francisco: Employer Engagement Levels

**Objective:** Increase Placement Outcomes and Quality by Maintaining, Growing, and Developing Employer Relationships



Description of Program Engagement	Early stage of relationship. Initial contact may be meeting at a job fair, a Jobs Online listing, or a cold call.	Some relationship is established. Employer may have participated in one or two events, come for a tour, hired once, etc.	Greater and more regular employer involvement in programs, presentations, hiring, job postings, etc.	Immediate responsiveness to JVS contact. Provides feedback on program development, hiring practices, etc.	Constant, reliable supporter of JVS clients and programs. Consistently hires, and provides financial and program support.
Key Tactics and Activities	Tour of JVS Jobs Online referral	<i>All prior tactics plus:</i> <ul style="list-style-type: none"> <li>• Client site visit</li> <li>• JVS staff site visit</li> <li>• Job and internship placement</li> <li>• Job shadowing</li> <li>• Client mentor</li> <li>• Informational interview</li> <li>• Mock interviewer</li> </ul>	<i>All prior tactics plus:</i> JVS Job fair participant Career Dimensions presenter Class guest speaker or panelist Focus group participant	<i>All prior tactics plus:</i> Advisory Board member Training partnership participant Letter of support provider In-kind contributor	<i>All prior tactics plus:</i> Financial supporter Strictly Business sponsor Training partnership sponsor Special event host Volunteer participant
Primary Ownership	Job Development Staff	Job Development Staff	Job Development Staff; Program Managers, Employer Services	Program Managers, Employer Services, select Job Development Staff	All Management Team and select Job Development Staff
Common Goals	<ul style="list-style-type: none"> <li>• Employer Relationship Management (ERM) strategy used throughout the agency</li> <li>• Clear messaging and processes established for approaching employers</li> <li>• Employer database consistently used to track employer engagement (activity log, contacts, job orders, industry info)</li> <li>• Results of ERM measured and analyzed at regular intervals and used to inform program development, sector work plans, etc.</li> </ul>				

**Sample Employer Engagement Tracker (Time Period: 2013) – Could be part of database**

LEVELS OF ENGAGEMENT			LEVEL 1: Initial Contacts	LEVEL 2: Occasional Involvement	LEVEL 3: More Regular Volunteer Involvement	LEVEL 4: Advisory and Support Roles	LEVEL 5: Advocate / Financial Supporter		
KEY DEFINITIONS			<i>Early stage of relationship. Initial contact may be meeting at a job fair, receiving a job posting, or making a "cold call."</i>	<i>Some relationship is established. Employer may have volunteered in one or two events, come for a tour, hired once, etc.</i>	<i>Greater and more regular employer involvement in programs, presentations, hiring, job postings, etc.</i>	<i>Immediate responsiveness to agency contact. Provides advice and feedback on program development, hiring practices, etc.</i>	<i>Constant, reliable supporter of agency clients and programs. Consistently hires, and provides financial and program support.</i>		
EMPLOYER	# Hired Since __2011__:	Total Engagement Score during time period*	Dates of job order, job fair meeting, networking event contact or other initial contact	Providing mock interviews or resume critique (dates)	Participating in employer panels or focus groups (dates)	Providing site visits, job shadowing or mentoring for participants (dates)	Attendance at Advisory council meetings or planning task forces	Providing letters of support for proposals; contributing in-kind support	Financial support; sponsorship or hosting of key events
EX: WFD Corp.	1	8	3/2/2013 Job Fair	6/15/2013 Mock Interviews	10/1/2013 Focus Group				
				8/2/13 Hired 1					

\*Determine Engagement Scores by multiplying the number of entries by their respective level value. For example, if you had a Level 1, two Level 2s, and Level 3 entry, your score would be six : (1 x 1) + (2 x 2) + (3 x 1) = 8.

\*This tool was originally adapted from the Employer Engagement Model and Tracker developed by Jewish Vocational Service. To learn more, please visit [www.jvs.org](http://www.jvs.org).

# Other Tools and Ideas

- **Site Visit Checklist** – deeper customer knowledge
- **Sample Employer Feedback Survey** – for supervisors
- **Net Promoter Score: Just two questions!**

1. *“How likely are you to recommend us to a friend or colleague – on a scale of 1 to 10?”*

2. *“Why?”*

9-10 = Promoters (enthusiastically satisfied)

7-8 = Passives (satisfied, but not enthusiastic)

0-6 = Detractors (unhappy, negative word of mouth)

Score = % of Promoters minus % of Detractors



# Grantee Insights

- Thomas Sussman, Director of Finance & Administration, NPower
- Jim Nelson, Executive Director, Illinois Manufacturers' Association Education Foundation

*How have you expanded or strengthened your industry engagement through internally aligning your efforts, tapping into groups/networks of employers, and/or cultivating employer champions?*



# Upcoming Workshops

## Engaging Underrepresented Populations Series:

- Thurs, Aug. 25 from 3-4pm EST: Strategies for Engaging Underrepresented Populations
- Thurs, Sep. 1 from 4-5pm EST: Focus on Women
- Fri, Sep. 23 from 3-4pm EST: Focus on Veterans
- Thurs, Sep. 29 from 3-4pm EST: Focus on People with Disabilities
- Thurs, Oct. 13 from 3-4pm EST: Focus on People of Color
- Mon, Nov. 7 from 3-4pm EST: Focus on Youth

Check AAI Community website for all workshop information and schedules:  
<http://innovativeapprenticeship.org/aai-grantees/>



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