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
Success Factors Framework

Elements of Registered Apprenticeship Transformation

- Industry Engagement
- Partnership Building
- Engaging Underrepresented Populations
- Leveraging Resources
- Data-Informed Decision Making
- Policy Alignment
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

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

### Employers as Strategic Partners

- 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

- **Respond** to surveys and report placement data.

### Help design

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

### Work one-on-one

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

### Work with colleges

- 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.
<table>
<thead>
<tr>
<th>Employers as Advisors</th>
<th>Employers as Strategic Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hire graduates as needed</strong> from existing programs.</td>
<td>Work with partners to <strong>identify and map career pathway opportunities</strong> for students/workers, <strong>fill program gaps</strong> as necessary, and establish an <strong>adequate pipeline</strong> of qualified workers.</td>
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<tr>
<td><strong>Talk</strong> about the importance of higher skills and <strong>advise</strong> on curriculum.</td>
<td>Work with colleges and <strong>provide subject matter experts (SMEs)</strong> to identify the <strong>competencies</strong> and skill standards needed; <strong>design relevant curriculum and assessments</strong>; and <strong>develop and use market relevant credentials</strong>.</td>
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<tr>
<td>Participate sporadically on an <strong>“as needed” basis</strong> when asked by college or program staff.</td>
<td>Are engaged on an <strong>ongoing basis</strong> in program design and refinement, and hire the graduates of the program on a regular basis because they have confidence in graduates’ skills preparation.</td>
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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?
<table>
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<tr>
<th>Scattershot Engagement</th>
<th>Strategic Engagement</th>
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<tr>
<td><strong>Hire a Job Developer, call it good.</strong></td>
<td>Clarify goals of engagement, assign roles and responsibilities across organization/partners.</td>
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<tr>
<td><strong>Hire a Job Developer, wish them luck.</strong></td>
<td>Inventory current engagement efforts and relationships, centralize information, agree to SHARE.</td>
</tr>
<tr>
<td><strong>Hire a Job Developer, cross your fingers.</strong></td>
<td>Establish clear internal processes and expectations for engagement.</td>
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<tr>
<td><strong>Hire a Job Developer, send them out with a standard elevator pitch.</strong></td>
<td>Myth-busting about apprenticeship, developing a deep understanding of the employer/industry needs and articulating ways apprenticeship can help meet those needs.</td>
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<tr>
<td><strong>Find an Employer Champion; use them (over and over again).</strong></td>
<td>Clear strategy to recruit, maintain, and thank your employer champions.</td>
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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

- Explain Apprenticeship
- Dispel Myths
- Enough Employers Willing to do Apprenticeship
- Choose Occupation & Sign Standards Agreement
- Identify Number of Apprentices per Company
- Apprenticeship & Training (Program Completion)

Pre-apprenticeship feeder

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

<table>
<thead>
<tr>
<th>Description of Program Engagement</th>
<th>Key Tactics and Activities</th>
<th>Primary Ownership</th>
<th>Common Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early stage of relationship. Initial contact may be meeting at a job fair, a Jobs Online listing, or a cold call.</td>
<td>Tour of JVS Jobs Online referral</td>
<td>Job Development Staff</td>
<td>Employer Relationship Management (ERM) strategy used throughout the agency</td>
</tr>
</tbody>
</table>
| Some relationship is established. Employer may have participated in one or two events, come for a tour, hired once, etc. | All prior tactics plus:  
- Client site visit  
- JVS staff site visit  
- Job and internship placement  
- Job shadowing  
- Client mentor  
- Informational interview  
- Mock interviewer | Job Development Staff | Clear messaging and processes established for approaching employers |
| Greater and more regular employer involvement in programs, presentations, hiring, job postings, etc. | All prior tactics plus:  
- JVS Job fair participant  
- Career Dimensions presenter  
- Class guest speaker or panelist  
- Focus group participant | Job Development Staff; Program Managers, Employer Services | Employer database consistently used to track employer engagement (activity log, contacts, job orders, industry info) |
| Immediate responsiveness to JVS contact. Provides feedback on program development, hiring practices, etc. | All prior tactics plus:  
- Advisory Board member  
- Training partnership participant  
- Letter of support provider  
- In-kind contributor | Program Managers, Employer Services, select Job Development Staff | Results of ERM measured and analyzed at regular intervals and used to inform program development, sector work plans, etc. |
| Constant, reliable supporter of JVS clients and programs. Consistently hires, and provides financial and program support. | All prior tactics plus:  
- Financial supporter  
- Strictly Business sponsor  
- Training partnership sponsor  
- Special event host  
- Volunteer participant | All Management Team and select Job Development Staff |  

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### Levels of Engagement

<table>
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<tr>
<th>LEVELS OF ENGAGEMENT</th>
<th>LEVEL 1: Initial Contacts</th>
<th>LEVEL 2: Occasional Involvement</th>
<th>LEVEL 3: More Regular Volunteer Involvement</th>
<th>LEVEL 4: Advisory and Support Roles</th>
<th>LEVEL 5: Advocate / Financial Supporter</th>
</tr>
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<td>KEY DEFINITIONS</td>
<td>Early stage of relationship. Initial contact may be meeting at a job fair, receiving a job posting, or making a “cold call.”</td>
<td>Some relationship is established. Employer may have volunteered in one or two events, come for a tour, hired once, etc.</td>
<td>Greater and more regular employer involvement in programs, presentations, hiring, job postings, etc.</td>
<td>Immediate responsiveness to agency contact. Provides advice and feedback on program development, hiring practices, etc.</td>
<td>Constant, reliable supporter of agency clients and programs. Consistently hires, and provides financial and program support.</td>
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### Employer Engagement Tracker (Time Period: 2013) – Could be part of database

<table>
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<tr>
<th>EMPLOYER</th>
<th># Hired Since <strong>2011</strong></th>
<th>Total Engagement Score during time period*</th>
<th>Dates of job order, job fair meeting, networking event contact or other initial contact</th>
<th>Providing mock interviews or resume critique (dates)</th>
<th>Participating in employer panels or focus groups (dates)</th>
<th>Providing site visits, job shadowing or mentoring for participants (dates)</th>
<th>Attendane at Advisory council meetings or planning task forces</th>
<th>Providing letters of support for proposals; contributing in-kind support</th>
<th>Financial support; sponsorship or hosting of key events</th>
</tr>
</thead>
<tbody>
<tr>
<td>EX: WFD Corp.</td>
<td>1</td>
<td>8</td>
<td>3/2/2013 Job Fair</td>
<td>6/15/2013 Mock Interviews</td>
<td>10/1/2013 Focus Group</td>
<td>8/2/13 Hired 1</td>
<td></td>
<td></td>
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</table>

*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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