## Session:
Sectoral Approaches to Workforce Development

## Speaker:
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Aspen Institute

September 19, 2012
Federal Reserve Bank of Kansas City, Kansas City, Mo.

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#WORKFORCE2012

Workforce Strategies Initiative

# Sectoral Strategies:
## A Look at Implementation

The Future of Workforce Development Conference
Federal Reserve Bank of Kansas City
Kansas City, MO

September 19, 2012

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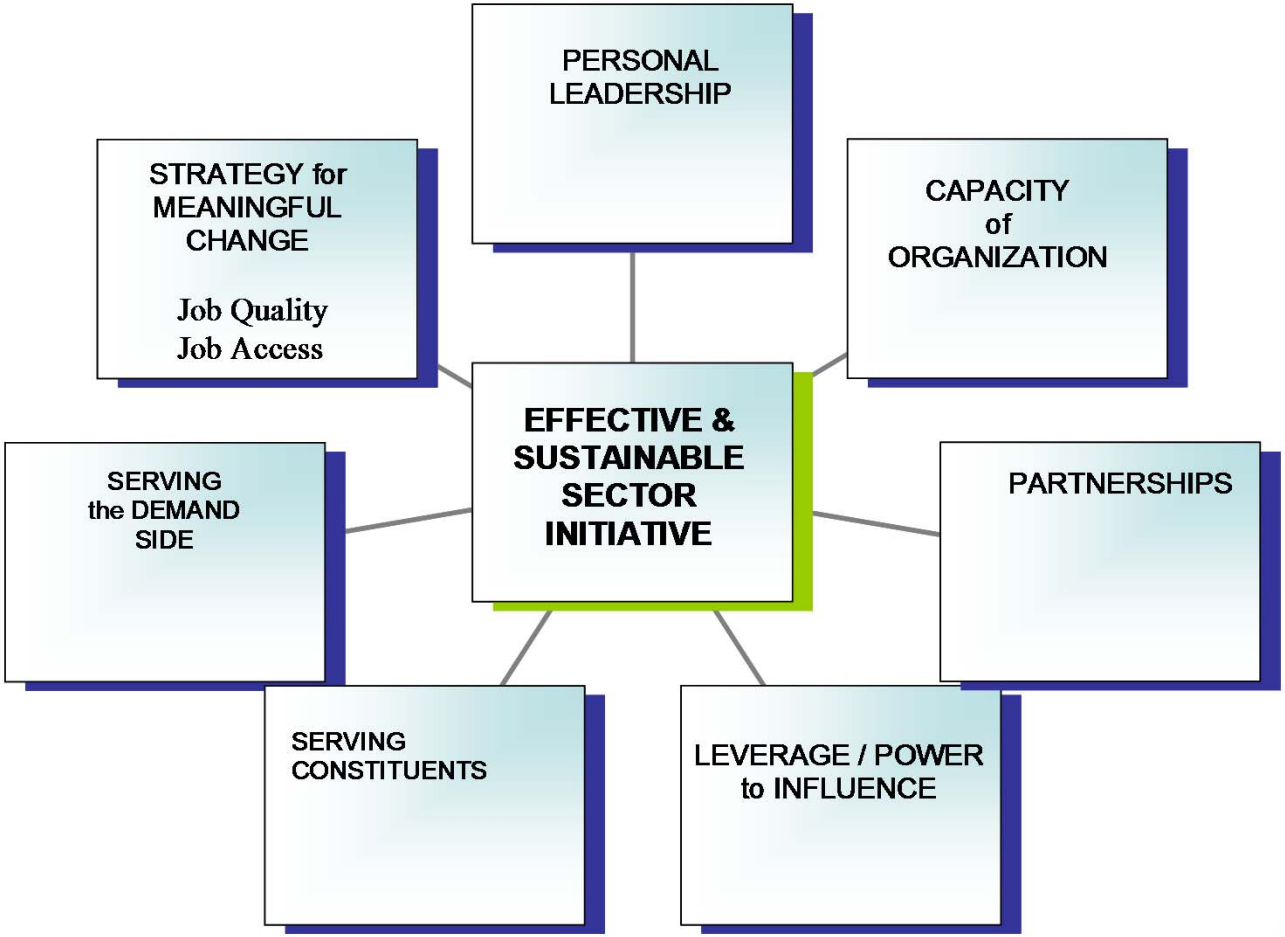
# Overview: Needed Competencies

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# Strategy for Change: 2 Stories

- Focus:HOPE – helping workers have a shot at good jobs (that they never had a shot at before)

  [“Access to good jobs” strategy]

- Cooperative Homecare Associates – Improving job quality in an industry that employs large numbers of workers

  [“Making bad jobs better” strategy]

# Serving the Demand Side:

## *Finding, Understanding, Bringing Value to Employers*

Employers are the customers for sector initiatives. To succeed, sector initiatives work to:

- Understand the industry
- Build relationships
- Demonstrate value
- Find the "best" customers

# Meeting Constituent Needs:

*What's going on with workers?*

Typically constituents lack:

- **Skills**—basic academic skills, technical skills, communication skills, networking skills, etc.
- Labor market knowledge and professional **connections**
- **Resources**—paying for basics such as childcare, transportation, tuition, uniforms, books, etc. is challenging

➢ **Implication**—sector initiatives must offer a multifaceted set of services that address variety of skills needs and "life" needs at the same time.

# Leverage/Influence for Change

## *2 more stories*

Biotechnology Institute (BTI) Baltimore

Influence employer hiring practice through relationships (credibility) and demonstration of value

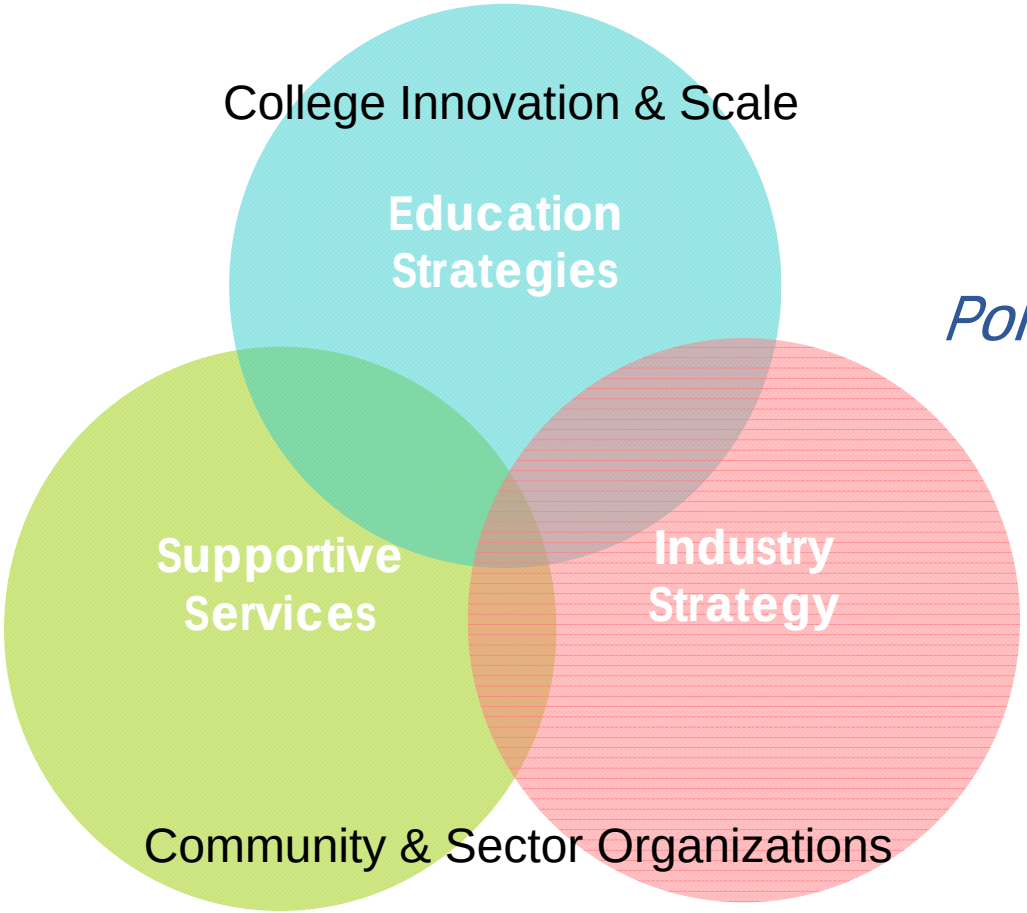
Restaurant Opportunity Center (ROC), New York

Influence job quality through advocacy

*Value in paying attention to the bigger picture to leverage change in employer practice, public policy, or other arenas.*

# Partnerships:

*1 model—community colleges and workforce nonprofits*




*Policy/Advocacy*

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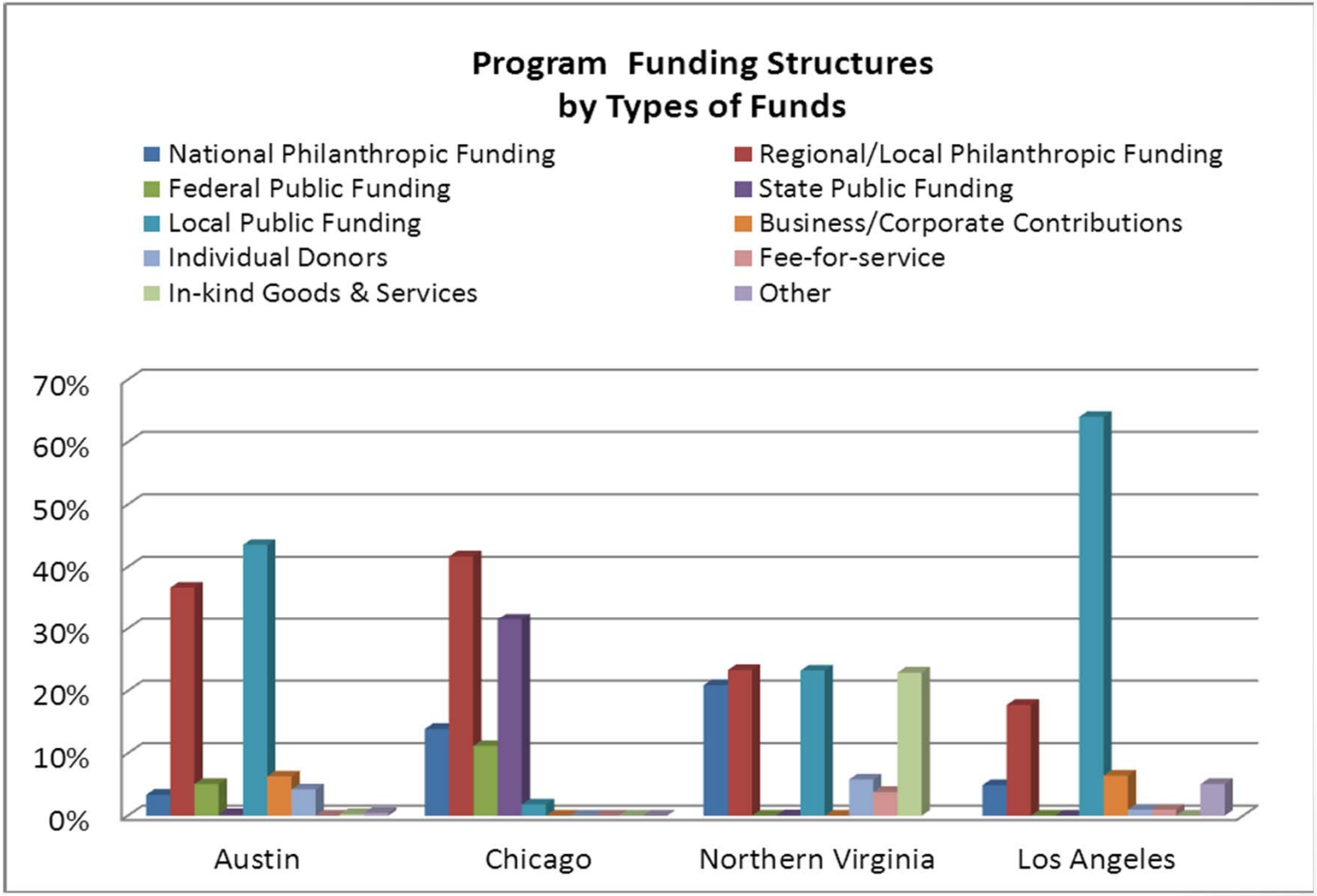
# Organizational Capacity:

*Putting all the pieces together*

- Staffing
  - "A company should limit its growth based on its ability to attract enough of the right people."
    — Jim Collins, *Good to Great: Why Some Companies Make the Leap...And Others Don't*
  - Variety of skills from industry knowledge to case management to accounting and data tracking
- Infrastructure/Data management
  - Ability to use data, acquire technology, track funds, etc.

➢ **5% overhead won't cut it.**

# Capacity: Fundraising

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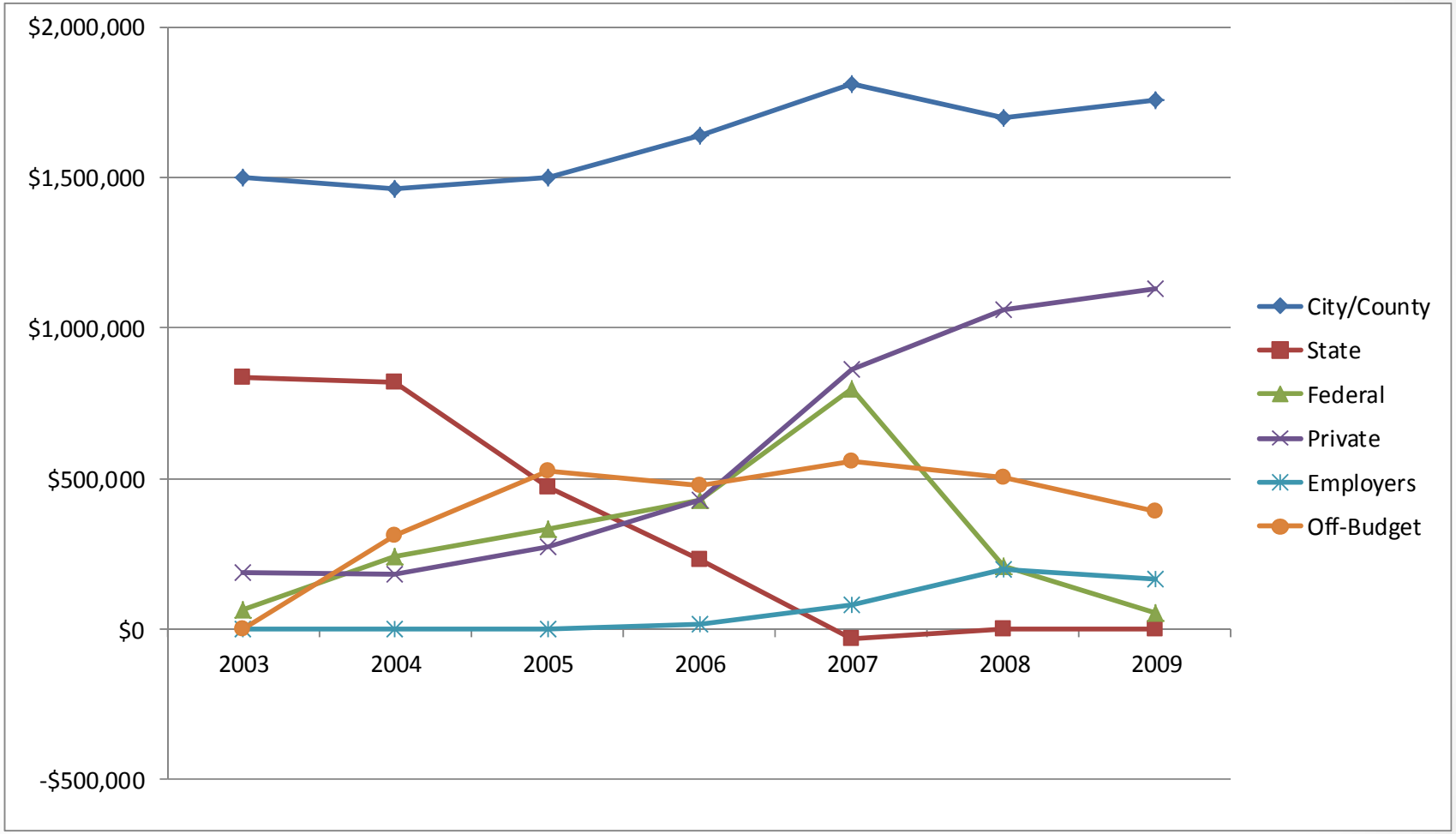
# Fundraising Over Time: Capital IDEA



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# Concluding Thoughts

- Sector Strategies, not recipes—need strong organizations and capable leaders who can figure out the changing specifics of implementation
- Research on Capacity Building—a need for this. We keep researching models, but “replication” has been elusive.
- Avoid the tyranny of “sameness

# For More Information

**www.aspenwsi.org**

**http://www.aspeninstitute.org/policy-work/economic-opportunities**

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