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

Getting Started

Step 2: Determined sector priorities
- Reviewed labor market data
- Engaged Regional Workforce Board
  - Data analysis
  - Elevated priority occupation clusters
  - Prioritized sectors

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.
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.

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.

Partnering to Address Workforce Needs

Outcomes
- Employer engagement
- Career pathway maps developed
- Training pathways developed
- Increased knowledge of workforce system
- Increased awareness of workforce services

Industry Sector Board(s)
Membership: Employers, Iowa Works, Economic Development, Education, Community Based Organizations

Sector Strategies Driven by Employer Goals
Regional Sector Priorities

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

Industry Sector: Advanced Manufacturing
Date Launched: Dec 2010
Status: active

Accomplishments:
- Developed a career pathway map
- Assessed education and training programs
- Developed in customized Accelerated CNC Machining and Accelerated Welding training
- Formalized board structure, development goals
- Held two Advancing The Future Tour Events
- Developed strategies to partner with K-12 pipeline
- Developing a video highlighting regional opportunities for careers in Manufacturing
- Developing a customized Leadership in Manufacturing training

Industry Sector: Financial Services, Insurance, Customer Service
Date Launched: June 2014
Status: active

Accomplishments:
- Developed a career pathway map
- Assessed education and training programs
- Developing customized Customer Service Professional Certificate with Business Modules

Industry Sector: Health Care
Date Launched: January 2015
Status: active

Accomplishments:
- Elevated short-term priorities in the Industry

Industry Sector: Information Technology
Date Launched: September 2015
Status: emerging

Accomplishments:
- Identified business partners
- Meetings being held
- Focusing on apprenticeship models and connecting to students
- Developed a customized Professionalism for Truck Drivers training

Industry Sector: Transportation and Logistics
Date Launched: October 2015
Status: emerging

Accomplishments:
- Assisting training programs needed
- Assisting in setting 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.

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

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
Advanced Manufacturing Sector Board: Goals at Start Up

1. Increase communication to all employers/partners regarding current activity involving industry, education and best practices.
2. Increase partnerships between employers, education, community-based organizations and workforce development to address skills gaps.
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.
5. Increase exposure to manufacturing through internships, tours, job shadows and faculty/instructor engagement.

Target Audiences:
- Middle and High School Students
- Available Workforce (underemployed, adult and unemployed)

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.
2. Develop and map the career and education pathway for the Advanced Manufacturing Sector (Manufacturing Production Sub-Sector).
3. Align the Advanced Manufacturing career pathway map with existing certificate, diploma and degree programs.
4. Review current programs, identify gaps, seamless approaches, and determine needed technical standards, skills standards, and or program changes.

Region 10 Advanced Manufacturing CAREER PATHWAYS MAP
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.

Advanced Manufacturing Sector Strategies

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

Financial Services, Insurance and Customer Services

CAREER PATHWAYS MAP

- Associate Degree or Equivalent Experience
- GED/HS Diploma
- Bachelor's Degree or Equivalent Experience
- Diploma
- Diploma
- Diploma
- Diploma
What is a Career Pathway?

• A series of interconnected education and training
• Work experiences
• Support services
• Obtain employment

Training Pathway Example
Braiding Resources to Support Student Success

- Federal ABE/HSED/SHA
- State ABE/HSED/ESL/GAP Tuition Assistance/PACE
- Grants: League of Innovation – WBF/AACC Job Ready, Willing and Able
- Kirkwood ABE/HSED Fund 1/Kirkwood Foundation - Project Start/Finish

Evaluate needs of Iowa WORKS Customer

- Employment Services
  - Internships
  - Workshops
  - Staff assistance with job search and preparation
- Education and Training
  - Joint Application (Iowa WORKS, GAP, PACE)
  - Program Enrollment or Co-Enrollment (Iowa WORKS, HSED/HSset, GAP, PACE)

Sector Partnerships and Career Pathways

Together we are growing the talent pipeline.