

Broadening and Deepening Business Involvement

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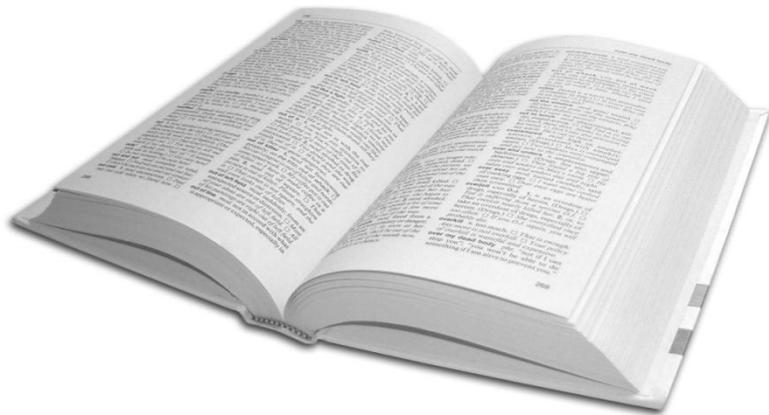
National Network of Sector Partners
Linking Industries, Communities and Workers

Who We Are

- **Insight Center for Community Economic Development**
 - National, nonprofit, research and consulting organization formed in 1969.
 - Mission: Helping people and communities become, and remain, economically secure.
- **National Network of Sector Partners**
 - Initiative of the Insight Center for Community Economic Development.
 - Membership organization of sector initiatives and their supporters, formed in 1999.
 - Mission: to encourage the use and effectiveness of sector initiatives to enhance employment and economic development opportunities for low-income individuals, industries, and communities.

What is a Sector Initiative?

Industry-specific, regional partnerships that address businesses' human resource needs and workers' needs for good jobs



They connect and align workforce development, economic development, education, human services, etc.

They target public resources very effectively

They produce programmatic results and systems changes

How Are Sector Initiatives Different?

Traditional Job-Matching and Training Services

Program/funding source oriented, and time-limited; “client” viewpoint

Work with businesses individually

Transactional: address needs of individual, a particular hire, etc.

Work in a governmental jurisdiction or service delivery area

Produce programmatic outcomes

Sector Initiatives

Problem-oriented: responsive to industry, worker & jobseeker needs over the long term

Work with **businesses as a group**

Relational: sustained involvement over the long-term

Work in an **industry’s labor market**

Produce programmatic outcomes and change the way systems work



What Keeps Business People Up at Night?

Key Trends and Challenges

- Manufacturing Industry
- Healthcare Industry
- Energy Industry

Top of mind for business people - all the time.



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Why are Sector Initiatives the Best Response?

- Trying to know about every business ensures that you'll be a mile wide and an inch deep.
- Each industry sector in your area is different: quality of jobs, number of openings, skill development needs, etc.
- Businesses in an industry sector have similar workforce needs.
- Business leaders in an industry sector know each other and often work together.

Meeting industry needs

- Success factors
 - Deep knowledge of industry, its culture, and businesses' needs
 - Credibility with industry or an effective strategy to gain it
 - Entrepreneurial character
 - Capacity to develop solutions for businesses & workers
 - Meaningful measures of results, and effective ways to report
 - Focus on quick response to changing industry needs
 - Commitment to long-term involvement
 - Governance that involves business leaders in key decisions



An Intentional, Strategic Approach to Business Involvement Would Help

What would that look like?

Types of Business Involvement

1.	Introductory					
2.	Customer					
3.	Planning, Governing, & Oversight					
4.	Involvement in Service Delivery					
5.	Involvement in Systems Change					
6.	Supporting the Sector Initiative					

Stages of Business Involvement

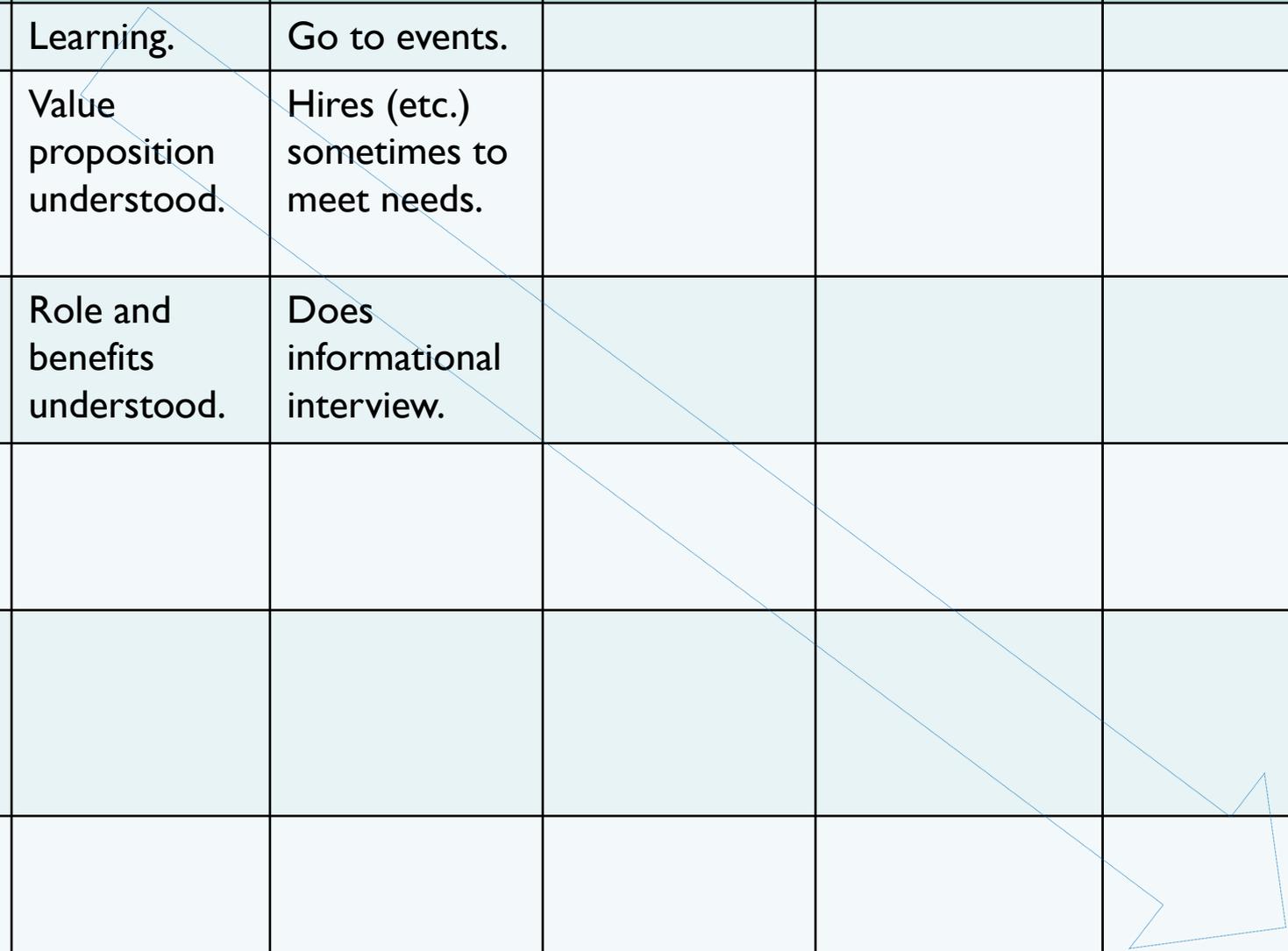
	Initial Contact	Some Relationship	Regular Involvement	Deep Involvement	Leadership
Introductory					
Customer					
Planning, Governing, & Oversight					
Involvement in Service Delivery					
Involvement in Systems Change					
Supporting the Sector Initiative					

Broadening Types and Deepening Stages

	Initial Contact	Some Relationship	Regular Involvement	Deep Involvement	Leadership
Introductory	Learning.				
Customer					
Planning, Governing, & Oversight					
Involvement in Service Delivery					
Involvement in Systems Change					
Supporting the Sector Initiative					

Broadening Types and Deepening Stages

	Initial Contact	Some Relationship	Regular Involvement	Deep Involvement	Leadership
Introductory	Learning.	Go to events.			
Customer	Value proposition understood.	Hires (etc.) sometimes to meet needs.			
Planning, Governing, & Oversight	Role and benefits understood.	Does informational interview.			
Involvement in Service Delivery					
Involvement in Systems Change					
Supporting the Sector Initiative					



Broadening Types and Deepening Stages

	Initial Contact	Some Relationship	Regular Involvement	Deep Involvement	Leadership
Introductory	Learning.	Go to events.			
Customer	Value proposition understood.	Hires (etc.) sometimes to meet needs.	Hires (etc.) regularly to meet needs.	Hires (etc.) to meet needs. Likely to pay.	
Planning, Governing, & Oversight	Role and benefits understood.	Does informational interview.	Does focus group.		
Involvement in Service Delivery	Role and benefits understood.	Has minimal involvement in services.			
Involvement in Systems Change		Goals and strategy understood.			
Supporting the Sector Initiative					

Broadening Types and Deepening Stages

	Initial Contact	Some Relationship	Regular Involvement	Deep Involvement	Leadership
Introductory	Learning.	Go to events.			
Customer	Value proposition understood.	Hires (etc.) sometimes to meet needs.	Hires (etc.) regularly to meet needs.	Hires (etc.) to meet needs. Likely to pay.	
Planning, Governing, & Oversight	Role and benefits understood.	Does informational interview.	Does focus group.	Is advisory group member. Provides input.	
Involvement in Service Delivery	Role and benefits understood.	Has minimal involvement in services.	Has some involvement in services.	Has deep involvement in services.	
Involvement in Systems Change		Goals and strategy understood.	Provides occasional advice.	Advises regularly. Advocates sometimes.	
Supporting the Sector Initiative		Discusses possibilities.	Assists with presentations; introductions.	Assists. . . Non-financial support.	

Broadening Types and Deepening Stages

	Initial Contact	Some Relationship	Regular Involvement	Deep Involvement	Leadership
Introductory	Learning.	Go to events.			
Customer	Value proposition understood.	Hires (etc.) sometimes to meet needs.	Hires (etc.) regularly to meet needs.	Hires (etc.) to meet needs. Likely to pay.	Has good jobs. Hires (etc.) to meet needs, and pays.
Planning, Governing, & Oversight	Role and benefits understood.	Does informational interview.	Does focus group.	Is advisory group member. Provides input.	Leader regarding decisions.
Involvement in Service Delivery	Role and benefits understood.	Has minimal involvement in services.	Has some involvement in services.	Has deep involvement in services.	Has deep involvement in services.
Involvement in Systems Change		Goals and strategy understood.	Provides occasional advice.	Advises regularly. Advocates sometimes.	Provides leadership. Advocates consistently.
Supporting the Sector Initiative		Discusses possibilities.	Assists with presentations; introductions.	Assists. . . Non-financial support.	Is champion. Is investor.

How to Broaden and Deepen Involvement

- Use strong business involvement model to set criteria
 - Seek to build relationships with businesses that can reach leadership stage
- Work to build long-term relationships that provide mutual benefit as needs change
- Demonstrate benefits to business and sector initiative of broadening /deepening relationship

How to Broaden and Deepen Involvement

- Focus your efforts on businesses that fit your criteria, and their high-priority needs
- Use data and findings from information-gathering efforts to make the case (e.g. biz survey)
- Understand and respect the culture of private industry
- Add value: Bring something to the table that is of value to the industry (problem resolution, relevant training)
- Plan and design ways to document outcomes
- Plan for broader and deeper involvement and ask for it when appropriate



How to Broaden and Deepen Involvement

- **Activities**

- Learn about business representative (e.g., other roles he/she has, networks, interests)
- Identify ways to broaden and deepen involvement that fit business representative's interests (e.g., business needs, personal interests, exerting influence, providing leadership in the community)
- Involve in activity that fits business representative's interests and celebrate success

It's Not (Just) About Meetings

- Group meetings are important, especially for information-sharing and recognizing agreement on decisions. They're not sufficient for a successful business involvement strategy.
- Talk with business leaders one-on-one to obtain commitments and make agreements.
- Industry associations leaders bring a broad perspective based on members' views.
- Union/labor-management partnerships leaders bring deep understanding of business needs, worker needs, and workplace culture



How Do You Involve Small Businesses?

- **Small Businesses**
 - Owners wear many hats. No or limited HR. You need to understand likely sources of pain.
 - Some owners want to grow, are ready/able to, and may even think that unless their business grows or moves up the value chain it will die.
 - Others owners are comfortable as they are.
 - Multi-functional management and front-line staff.
 - Usually fewer resources for training.

How Do You Involve Large Businesses?

- Large Businesses
 - CEO's tend to like “visioning” or strategic thinking about the overall industry – one-on one or with peers
 - HR leaders know about specific vacancies/turnover
 - Plant managers and front-line supervisors know about specific skill-education-knowledge needs or the impact of technological advances on work processes



How Can Businesses Help You Do Your Job?

- Market the value proposition based on their experience and general impact
 - Benefits to the business, job seekers/workers, and the community
- Ask other businesses to get involved: through social networks and business relationships
- Ask businesses that are involved to broaden and/or deepen their involvement

Resources

National Network of Sector Partners

- Training and assistance
- Industry-specific peer learning
- Policy development assistance
- Resources and materials
- Etc.

To find out more about services NNSP provides
and/or become an NNSP member

go to www.nnsp.org



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