



Connecting Talent with Opportunity

HDCI SECTOR PARTNERSHIPS

AN EXECUTIVE SUMMARY

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HISTORY OF THE HIGH DEMAND CAREER INITIATIVE



Governor Nathan Deal launched the High Demand Career Initiative (HDCI) in 2014 to hear directly from businesses about their training and workforce development needs. At HDCI's inception, Governor Deal stated that its purpose is "to allow us to hear directly from the employers of our state about what they expect their future needs will be, and it will give our institutions of education the chance to get ahead of the curve in preparing tomorrow's workforce."

HDCI connects those responsible for the state's economic development efforts and those responsible for training Georgia's future workforce with employers to learn about current and projected challenges and needs (e.g. degrees/

“to allow us to hear directly from the employers of our state about what they expect their future needs will be, and it will give our institutions of education the chance to get ahead of the curve in preparing tomorrow's workforce”

majors, certificates, training courses, partnerships). In 2014 and 2015, the HDCI process engaged more than 120 companies representing major industries in Georgia through a series of 17 meetings held across the state. The information obtained from the HDCI meetings was published in the Governor's High Demand Career Initiative report, which was released in December 2014 and can be accessed at www.Georgia.org/HDCI. The report highlights themes, common trends across the state, and industry-specific needs and issues. The report serves as a key planning tool for USG and TCSG institutions, workforce development boards, K-12 education (e.g., Career, Technical, and Agricultural Education; College and Career Academies), and other training partners.

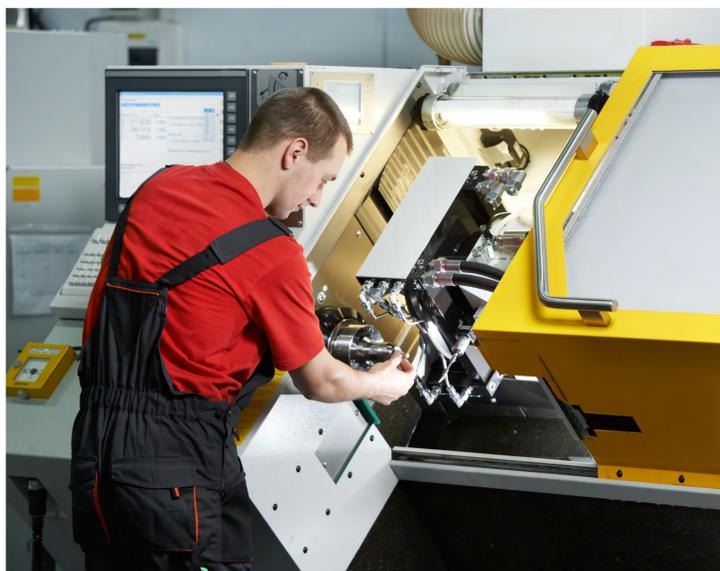
SUCCESS AND OUTCOMES

HDCI has influenced policy and programs at the state level, at many educational institutions and at the local level. Several major accomplishments from 2014 and 2015 include:

- **Expansion of the Strategic Industries Workforce Development Grant (SIWDG)**
- **Introduction of Georgia WorkSmart**
- **Local Adoption of the High Demand Career Initiative Process**
- **Announcement of Computer Programming to Satisfy Core Requirements in High School**
- **Launch of the Georgia Film Academy**

REGIONAL HDCI APPROACH

Although the information gathered by the HDCI team in 2014 and 2015 is sufficient to describe the workforce needs of Georgia employers, it does not provide adequate details for implementing solutions at the local and regional levels. The next step of HDCI, therefore, is to support the development of regional sector partnerships that will work to understand and act on the needs of key regional industries. These HDCI Sector Partnerships will engage businesses and inform the educational and workforce development efforts at the regional level, both goals that HDCI has championed. These regional sector partnerships will further build an infrastructure of communication and collaboration between the public and private sectors throughout the state.



WHAT ARE SECTOR PARTNERSHIPS?

Sector partnerships are workforce development working groups that focus on a single industry or industry cluster, such as healthcare, logistics, advanced manufacturing, film and entertainment, or aviation. These working groups bring together key employers in the industry, workforce development entities, educational institutions (K-12, technical college, and four-year institutions), economic development professionals, chambers of commerce, and other partners (e.g., community development, social services). These working groups are solely focused on meeting the talent needs of the specific industries. The role and activities of each sector partnership are uniquely tailored to the local needs identified by a needs assessment process and ongoing conversations with industry leaders.

WHY SECTOR PARTNERSHIPS?

Sector partnerships are the key strategy for moving and sustaining the goals of the High Demand Career Initiative. They are a proven approach to aligning the training and education programs in a community with the employee skills and competencies needed by employers in a given sector. Sector partnerships emphasize employer engagement, and encourage employers themselves to lead, direct, and champion the work.

Another benefit of sector partnerships is that they are a key component in the Workforce Innovation and Opportunity Act (WIOA). As stated in WIOA, one of the purposes of this legislation is “to support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system.” To meet that purpose, local workforce development boards are “to establish and develop relationships and networks with large and small employers and their intermediaries; and to develop, convene, or implement industry or sector partnerships.”

BENEFITS OF SECTOR PARTNERSHIPS

- **Sector partnerships help meet industry needs**
- **Sector partnerships align educational programs**
- **Sector partnerships support workforce development boards**
- **Sector partnerships build feedback loops with industry**
- **Sector partnerships help improve outcomes for workforce development board customers**

“to support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system”

DEVELOPING SECTOR PARTNERSHIPS

Creating an effective sector partnership requires extensive research, pre-planning, and engagement. This figure shows the general process for developing sector partnerships. This is an iterative process that will require continuous feedback and evaluation as the sector partnership develops.



Developing Sector Partnerships section continued on back.



The following graphic demonstrates the four key steps in developing an effective sector partnership:

PRE-PLANNING

1

1. Determine the industry focus
 - a. Analyze labor market data
 - b. Talk with industry leaders
 - c. Review documents from past projects
2. Inventory existing initiatives and programs
3. Identify project champions and a convener
4. Recruit core partners
5. Identify meeting dates, locations, and food
6. Finalize the scope of work
7. Identify a facilitator

NEEDS ASSESSMENT

2

1. Invite Partners
 - a. Prepare businesses to present
 - b. Prepare business representative to lead
2. Hold needs assessment meeting
 - a. Listen
 - b. Identify themes
 - c. Identify opportunities
3. Document the meeting

STRATEGIC PLAN

3

1. Create a collective vision
2. What will be done?
 - a. Develop list of opportunities
 - b. Prioritize
 - c. Finalize action items
3. Who will do the work?
 - a. Assign partner to each action item
4. Develop project timeline
5. Identify measures of success

IMPLEMENTATION

4

1. Work the plan
 - a. Industry focused and led
 - b. Get some early wins and build on success
 - c. Be flexible
 - d. Work toward sustainability
2. Evaluate progress against measures
3. Celebrate success

Additional detail for each step can be found in the HDCI Sector Partnerships Guide, which can be accessed online at Georgia.org/SectorPartnershipGuide.

HDCI SECTOR PARTNERSHIP GRANTS

Each of Georgia's 12 economic development regions will have the opportunity to apply for up to **\$250,000** that can be used over a two-year period by Local Workforce Development Regions and their partners to support this work. The grants will further assist with the efforts that have already begun throughout the state, encourage the adoption of an all-inclusive strategy for sector partnerships and encourage Local Workforce Development Boards to be a catalyst in forming and sustaining sector partnerships. The grants are designed to provide sufficient funding to support a regional convener (either full-time employee(s) or consulting team) to assist with the regional work.

The goal of HDCI, since its launch, has been to develop an infrastructure of communication and collaboration between the public and private sectors. These regional partnerships are an investment in continuing that work.

For more information about HDCI, visit Georgia.org/HDCI or contact **HDCI Program Manager Jamie Jordan** at jamie.jordan@georgia.org or **404.962.414**

