



GWDB Quarterly Meeting

Wednesday, May 14th

Phoenix Hall Event Center

10:00 am – 3:00 pm

WiFi: PhoenixGuest

Password: PH20732!



PhoenixGuest
Password: PH20732!

Time	Topic	Presenter/Facilitator
10:00 am	Call to Order & Opening Remarks	Surya Iyer, GWDB Chair DeLinda Washington, GWDB Vice Chair
10:15 am	Staff Introductions and Updates	Katie McClelland, GWDB Director
10:30 am	GWDB Business Meeting	Surya Iyer, GWDB Chair
10:45 am	IWA Update	Natasha Merz, DHS Assistant Commissioner
11:05 am	Mission, Vision, and Goals Review	Surya Iyer, GWDB Chair DeLinda Washington, GWDB Vice Chair Patti Balacek, GWDB Workforce Development System Coordinator
12:00 pm	Lunch	
12:45 PM	Committee Discussion	Katie McClelland, GWDB Director Nolan Thomas, GWDB Board Engagement Specialist Patti Balacek, GWDB Workforce Development System Coordinator
2:15 pm	Sector Partnerships Discussion	Katie McClelland, GWDB Director Jessica Miller, Director of Workforce Strategy
2:55pm	Wrap up and next steps	Surya Iyer, GWDB Chair DeLinda Washington, GWDB Vice Chair

Goals of the Meeting

- Approve a new Vision and Mission for the GWDB
- Review new committee structure for the GWDB
- Determine initial direction of committees
- Establish a task force to review and recommend by-law updates
- Engage the board in the sector strategies work

GWDB Staff



Katie McClelland:

Executive
Director



Patti Balacek:

Workforce
Development
Systems
Coordinator



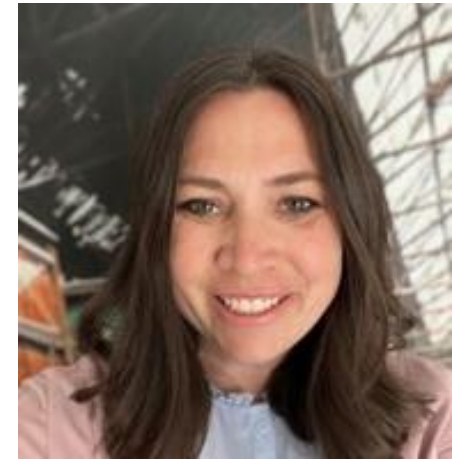
Nolan Thomas:

Board
Engement
Specialist



Kevion Ellis:

Workforce
Partnerships
Coordinator



Sarah Arentson:

Workforce
Policy
Coordinator

Patti Balacek:

Workforce
Development Systems
Coordinator

- Interagency
Workforce
Alignment (IWA)
Taskforce
Coordination

Nolan Thomas:

Board Engagement
Specialist

- Member and
Committee
Engagement
- PROWD

Kevion Ellis:

Workforce Partnerships
Coordinator

- Powering Climate &
Infrastructure
Careers
- Sector Partnerships

Sarah Arentson:

Workforce Policy
Coordinator

- WIOA State, Local
& Regional Plan &
Program Alignment
- WIOA Policy
Updates

Celebrating GWDB Excellence

Carol Anderson named Business Champion of the Year



Source: [Morrison Country Record](#)

- Congratulations to Carol Anderson on being named Minnesota Business Champion of the Year!
- Got a success story?
 - Help us highlight more incredible work like this.
 - Send future award announcements and recognitions to Nolan Thomas: nolan.thomas@state.mn.us



GWDB Business Meeting

Surya Iyer | GWDB Chair

GWDB Voting Items

March GWDB
Board Retreat
Meeting Minutes*

GWDB Quarterly
Report*

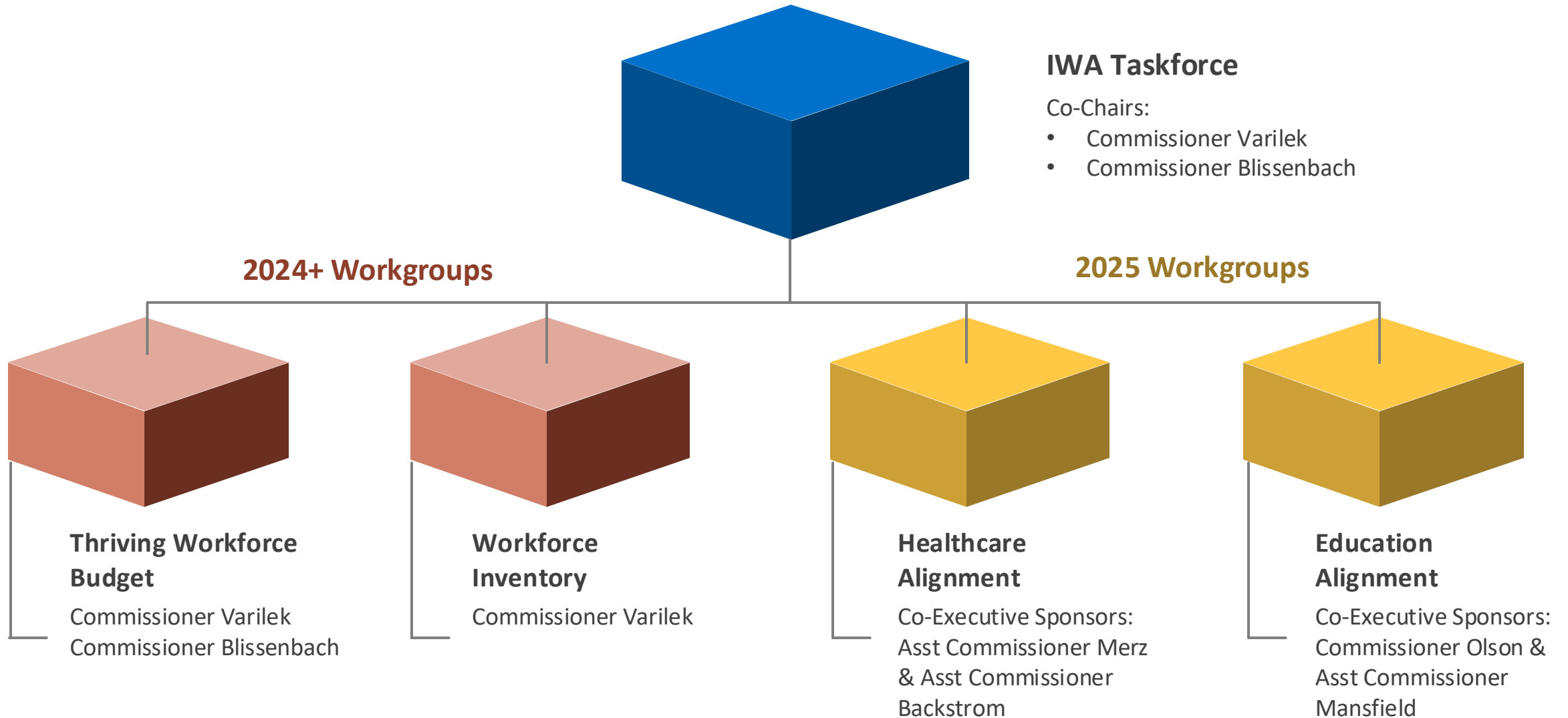
For Discussion:

- GWDB By-Laws Task Force

IWA Update to the GWDB

Natasha Merz
Assistant Commissioner
Department of Human Services

IWA Taskforce Implementation



IWA / GWDB/ MNP20 Committee on Educator Workforce

IWA/GWDB/MNP20 Committee on Educator Workforce

Purpose:

Align internal and external educator pipeline initiatives.

Leadership

Co-Executive Sponsors:

Commissioner Olson (OHE)

Asst Commissioner Mansfield (MDE)

Co-Chairs:

MNP-20 – Jesse Mason, Vice Chancellor for Academic Affairs,
Minnesota State

GWDB – Troy Haugen, Director of Career & College Readiness, Lakes
Country Service Cooperative

Sponsors:

Greg Keith, Director – Educator Workforce and Development Center
(MDE)

Tyler Livingston, Assistant Director – Educator Workforce and
Development Center (MDE)



DRAFT Areas of Focus for Education Workgroup

IWA/GWDB/MNP20 Committee on Educator Workgroup Purpose

Align internal and external educator pipeline initiatives

The charge of the GWDB-MNP20 Committee on Educator Workforce is to:

1. Identify and recommend strategies for strengthening alignment between educator workforce efforts across the state
2. Identify and recommend metrics to be used in determining successful emerging practices and programs to accelerate and scale
3. Identify and recommend strategies to increase communication:
 - A. To students and families about educator workforce initiatives, funding, and programs
 - B. To and between relevant organizations about educator workforce initiatives, funding, and programs

Recommendations of this Committee will be forwarded for further action to the IWA Taskforce, full Governor's Workforce Development Board and to the Minnesota P-20 Education Partnership.

IWA/GWDB Caring Professions Committee

Leadership of IWA/GWDB Caring Professions Committee

Executive Sponsors

- Assistant Commissioner Natasha Merz, DHS
- Assistant Commissioner Carol Backstrom, MDH

Sponsors

- Zora Radosevich, Director, Office of Rural Health & Primary Care or Nitika Moibi, Supervisor, MDH
- Maria King, Division Director, Health Regulation Division, MDH
- Carol Anthony, Director of Grants, Equity, Access and Research - Continuing Care Administration , DHS
- Curtis Buhman, Manager, Disability Services Division, DHS

Co-Chairs – GWDB Caring Professions Committee

- DeLinda Washington, Senior Vice President and Chief People Officer, HealthPartners
- Nicole Mattson, VP of Strategic Initiatives, Care Providers of Minnesota

DRAFT Areas of Focus for IWA/GWDB Caring Professions Committee

IWA/GWDB Caring Professions Committee Area of Focus:

Public and private programs focused on retention efforts, decreasing turnover, and increasing the recruitment of new talent (specifically from populations previously underutilized in the industry).

The charge of the IWA/GWDB Caring Professions Committee is to:

1. Identify and recommend strategies for strengthening alignment across the state between public and private programs which focus on retaining staff, decreasing turnover and increasing the recruitment of new talent from populations previously underutilized in the industry.
2. Develop a process to identify successful emerging practices and programs to accelerate and scale.
3. Identify and recommend communication strategies to:
 - A. Elevate the importance of the industry and professions to stakeholders, policy makers and the general public.
 - B. Inform students and families about workforce initiatives which support the long-term care industry, its funding, and programs.
 - C. Relevant organizations about long-term care workforce initiatives, funding, and programs.

Recommendations of this Committee will be forwarded for further action to the IWA Taskforce, and the full Governor's Workforce Development Board.

IWA Enterprise Healthcare Workgroup

Leadership of IWA Enterprise Healthcare Workgroup

Executive Sponsors

- Assistant Commissioner Natasha Merz, DHS
- Assistant Commissioner Carol Backstrom, MDH

Sponsors

- Nitika Moibi, Supervisor, Health Workforce Planning & Analysis (ORHPC) MDH
- Carol Anthony, Director of Grants, Equity, Access and Research - Continuing Care Administration , DHS
- Curtis Buhman, Manager, Disability Services Division, DHS

DRAFT Areas of Focus for IWA Enterprise Healthcare Workgroup

IWA Enterprise Healthcare Workgroup Area of Focus:

Identify success metrics and alignment strategies on investments across agency programming focused on long-term care and the given occupations, duplication of efforts, best practices etc.

The charge of the IWA Enterprise Healthcare Workgroup is to:

1. Use the MN Inventory of Workforce Supports and other sources to identify all current efforts supporting long-term care professionals through state agencies.
2. Identify and recommend strategies for strengthening alignment across agencies offering workforce development programming that supports occupations in the long-term care industry.
3. Identify and recommend metrics to be used in determining successful investments across agency programming, emerging best practices, duplication of efforts and programs to accelerate and scale
4. Identify and recommend strategies to increase communication to and between relevant organizations about long-term care workforce development programs.

Recommendations of this Committee will be forwarded for further action to the IWA Taskforce.

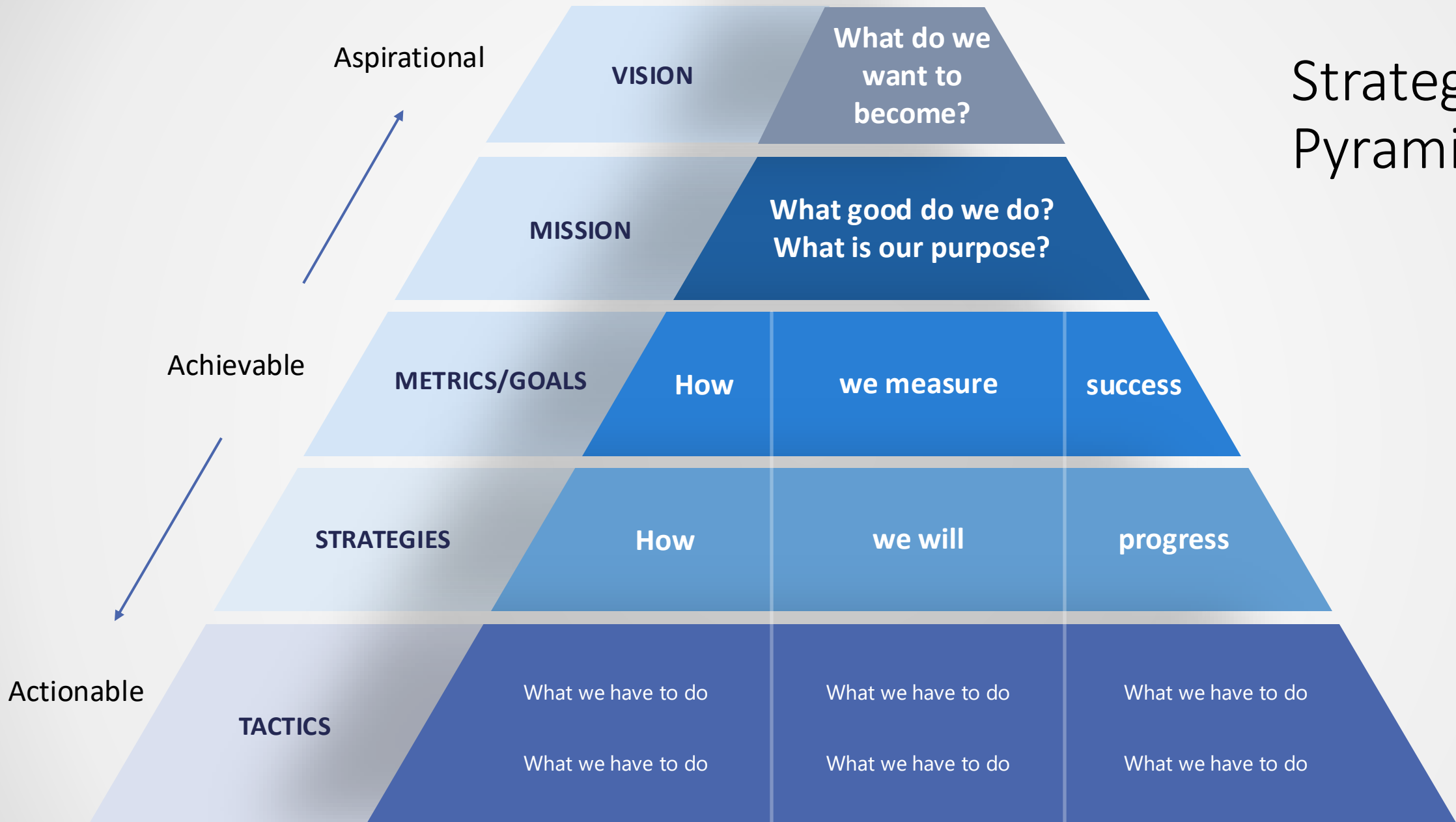


GWDB Mission and Vision

Surya Iyer | GWDB Chair

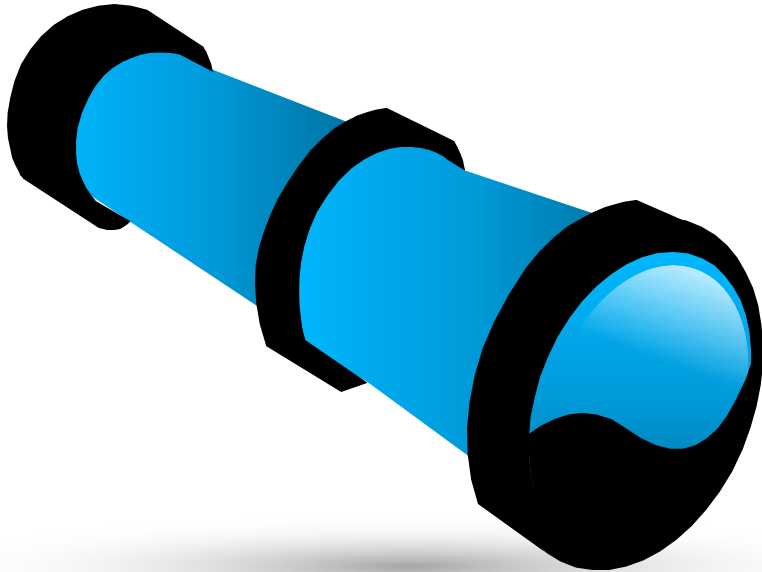
DeLinda Washington | GWDB Vice Chair

Strategic Pyramid



Vision Statement (It's our aspiration)

Vision



Gives the organization direction and inspiration.



Is aspirational & defines success.



What are we striving towards? For whom?



What will the future look like if we fulfill our mission?

Vision Themes from Retreat

Negative

- Feels separate
- Not focused on citizens and businesses
- Not to 'competitively position
- Do NOT like 'citizens' **
- Move increasing economic prosperity to mission

Positive

- Love 'Minnesotans'
- Strategic alignment
- All Minnesotans
- Human purpose for participation

5-10 Year Vision

- Uplift
- Protect
- Secure
- Social prosperity
- Level playing field for all
- Contributing
- Engaged
- Vitality
- Thriving Economy
- Collaborative alignment (align is not strong enough)

- For all of Minnesota
- Resilience
- Equity
- Board has a pivotal role in understanding workforce challenges
- Harmony between employees and employers
- Sustainable regardless of funding
- Nations leader in bringing economic prosperity for Minnesota

Proposed GWDB Vision:

Minnesota leads the nation where every person and employer has the opportunity to contribute, succeed, and prosper in vibrant communities and a thriving economy.

GWDB Current Vision:

Minnesota's public, private and community resources are strategically aligned to competitively position our citizens and businesses for increased and sustained economic prosperity.

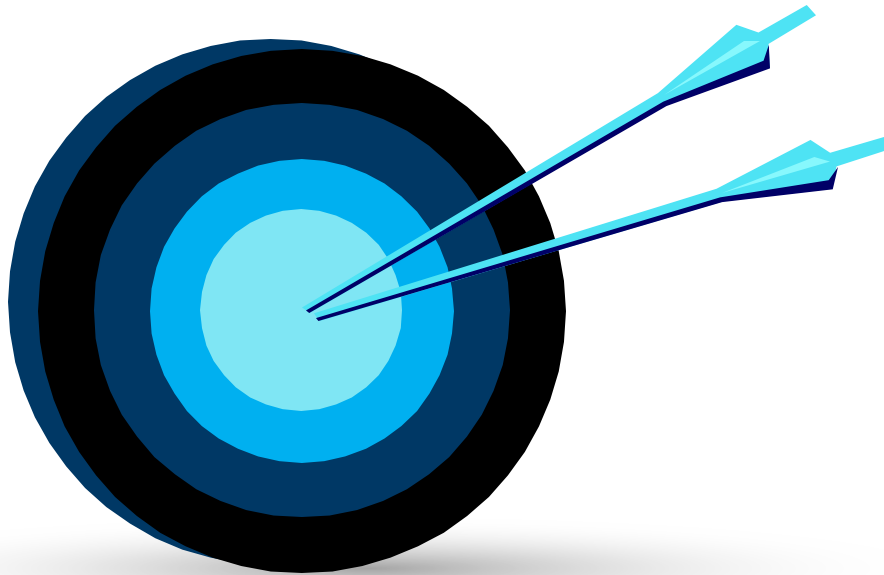
Proposed GWDB Vision:

Minnesota leads the nation where every person and employer contributes and prospers in a thriving statewide economy.

Minnesota leads the nation with vibrant communities and a thriving statewide economy where every person and employer contributes and prospers.

- What about the Vision statement speaks to you and the **impact the board is meant to have**?
- Would you feel confident communicating this to our stakeholders?

Mission Statement (It's our purpose)



Tells what the organization does for its core work.



Tells who you serve and how you serve them.



What good do we do?
What value do we bring?

Mission Themes from Retreat

Negative

- Analyze and recommend policies
- System Effectiveness
- Resource alignment
- Governor and Legislature
- Does not refer to Vision and should
- Move last clause to Vision – globally competitive workforce

Positive

- Support
- System improvement
- Talent Development
- Happy and healthy Minnesotans
- Forward-thinking
- Inclusive
- Should say we are attracting people to Minnesota
- Evangelists for business and workforce in Minnesota
- Be catalysts
- Show alignment of resources
- Make state an economic powerhouse
- Elevate and sustain groundwork

Change or Remove

- Remove Talent Development
- Remove Resource Alignment
- Remove Globally Competitive
- Add thriving communities
- Not Governor or legislature
- Be more proactive instead of reactive
- Replace 'ensure' with 'attract'
- Be innovative
- Workforce optimization
- Elevate and sustain good work

Draft GWDB Mission

Proposed GWDB Mission:

Champion strategies for attracting talent and developing a resilient workforce that strengthens Minnesota's economy for all.

GWDB Current Mission:

The GWDB's mission is to analyze and recommend workforce development policies to the governor and legislature toward talent development, resource alignment and system effectiveness to ensure a globally competitive workforce for Minnesota.

Draft GWDB Mission Discussion

Proposed GWDB Mission:

Champion strategies for attracting talent and developing a resilient workforce that strengthens Minnesota's economy for all communities.

- What about the Mission statement speaks to you and the **work the board is meant to do**?
- Would you feel confident communicating this to our stakeholders? Why or Why not?

GWDB Vote: Revised GWDB Vision and Mission

Proposed GWDB Vision:

Minnesota leads the nation where every person and employer has the opportunity to contribute, succeed, and prosper in vibrant communities and a thriving economy.

Proposed GWDB Mission:

Champion strategies for attracting talent and developing a resilient workforce that strengthens Minnesota's economy for all.

GWDB Goals, Themes and Metrics

Minnesota WIOA 2024 – 2027 State Plan Goals

1. Increase interagency and local area coordination and alignment around shared goals, maximizing efficiency and coordination of workforce funding and programs and improving system integration, and creating a “no wrong door” approach for individuals or employers engaging in the workforce system.
2. Build or expand employer-led industry-sector partnerships across the state to create or expand responsive and equitable workforce development programs and career pathways with embedded work-based learning or on-the-job training, including Registered Apprenticeships, focused on closing gaps in participation and representation based on race, ethnicity, disability, gender, veteran status, and age.
3. Create a more inclusive, equitable, accessible, and proactive workforce system to serve all Minnesotans, preparing employers and the current and emerging workforce for the changing nature of work including new and emerging technology, changing labor market demands, and for the state’s shifting demographics, including our new Minnesotans.

Goal 1 Themes & Metrics

WIOA Goal 1: Increase interagency and local area coordination and alignment around shared goals, maximizing efficiency and coordination of workforce funding and programs and improving system integration, and creating a “no wrong door” approach for individuals or employers engaging in the workforce system.

GWDB Goal 1: Enhance State and Local Coordination and Alignment

Themes Identified:

- Establish baseline data and key workforce metrics.
- Improve accessibility and navigation of workforce programs.
- Increase coordination between workforce partners.
- Remove barriers to workforce system engagement.
- Develop accountability measures to track system success.

Key Metrics Discussed:

- Number of co-enrolled participants.
- Number of entry points into the workforce system.
- Time to navigate workforce services.
- Number of employers served.
- Number of shared goals.
- Workforce program retention and effectiveness.

Goal 2 Themes & Metrics

WIOA Goal 2: Build or expand employer-led industry-sector partnerships across the state to create or expand responsive and equitable workforce development programs and career pathways with embedded work-based learning or on-the-job training, including Registered Apprenticeships, focused on closing gaps in participation and representation based on race, ethnicity, disability, gender, veteran status, and age.

GWDB Goal 2: Advance State and Local Sector Partnerships

Themes Identified:

- Ensure equity in access to workforce training programs.
- Focus on underrepresented and disadvantaged workforce populations.
- Strengthen partnerships between employers and training providers.
- Establish clear career pathways across industries.
- Align goals with state vision and mission.

Key Metrics Discussed:

- Number of industry sectors with defined career ladders.
- Number of registered apprenticeships by sector.
- Number of WBL trained candidates
- Quality of education and training programs.
- Employer participation (#) in equitable workforce programs.

Goal 3 Themes & Metrics

WIOA Goal 3: Create a more inclusive, equitable, accessible, and proactive workforce system to serve all Minnesotans, preparing employers and the current and emerging workforce for the changing nature of work including new and emerging technology, changing labor market demands, and for the state's shifting demographics, including our new Minnesotans.

GWDB Goal 3: Innovative Service Delivery

Themes Identified:

- Collect and analyze workforce demographic data.
- Develop a centralized workforce data dashboard.
- Forecast future labor market needs and job trends.
- Improve employer workforce readiness.
- Measure the impact of emerging technologies on workforce demands.

Key Metrics Discussed (need baseline data like the following):

- Demographic and labor force participation data.
- Graduation and retention rates.
- Employer preparedness for workforce needs.
- Migration trends of workforce talent.
- Foreign licensure data
- Export vs import of workforce talent

Lunch



Time for Lunch



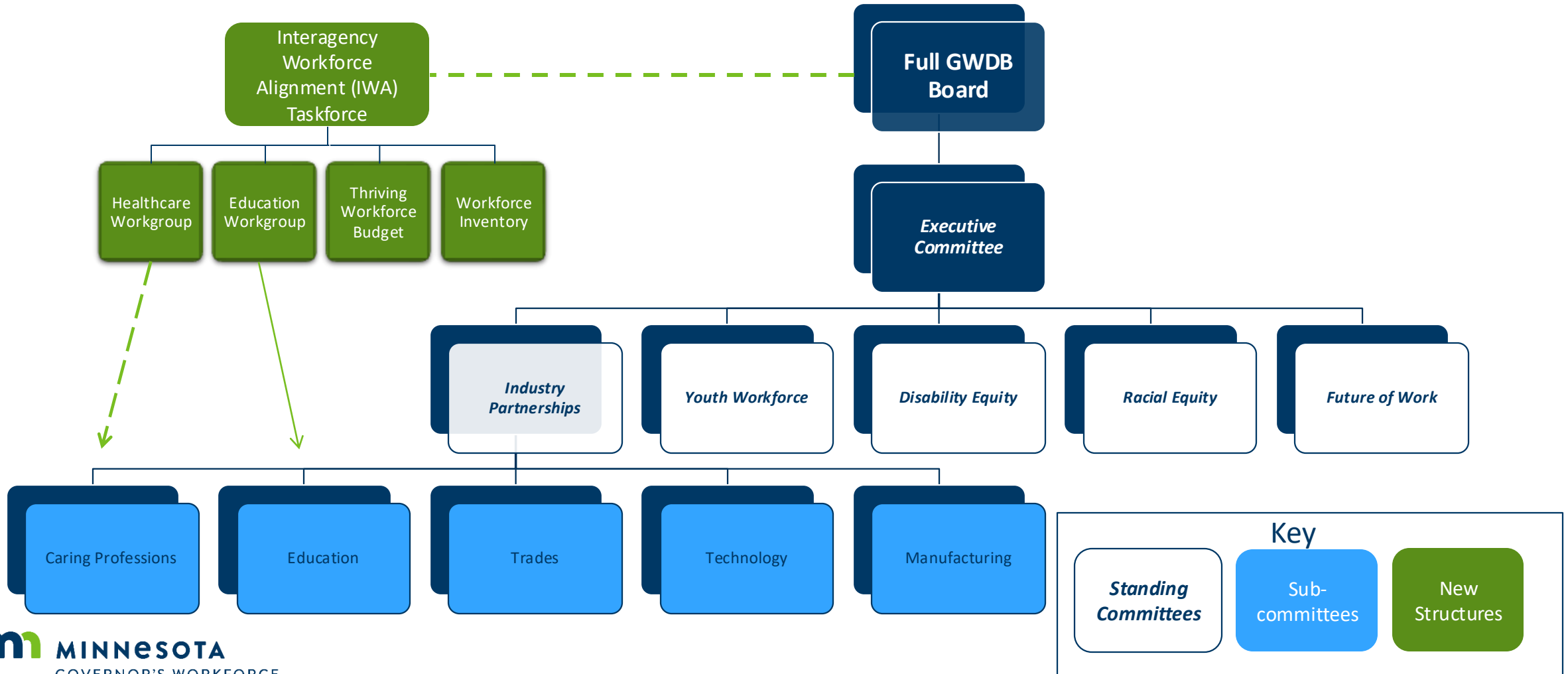
Committee Structure and Responsibilities

Katie McClelland | GWDB Executive Director

Nolan Thomas | GWDB Board Engagement Specialist

Patti Balacek | GWDB Workforce Development System Coordinator

Governor's Workforce Development Board Partnership with IWA



Feedback from Members

- **Need for better State & Local Collaboration:** Strengthen connections and improve responsiveness by aligning efforts with employers, community groups, and local boards.
- **Need for Shared Action:** Establish a unified framework for committees to align resources and strategies, ensuring measurable progress and focused outcomes.
- **Need for Adaptability & Innovation:** Ensure agility by testing new solutions and adapting to changing workforce needs.
- **Need for Clear Shared Metrics:** Track progress with shared, agreed-upon metrics.

WIOA's Charge for the State Board

The State board shall assist the Governor in—

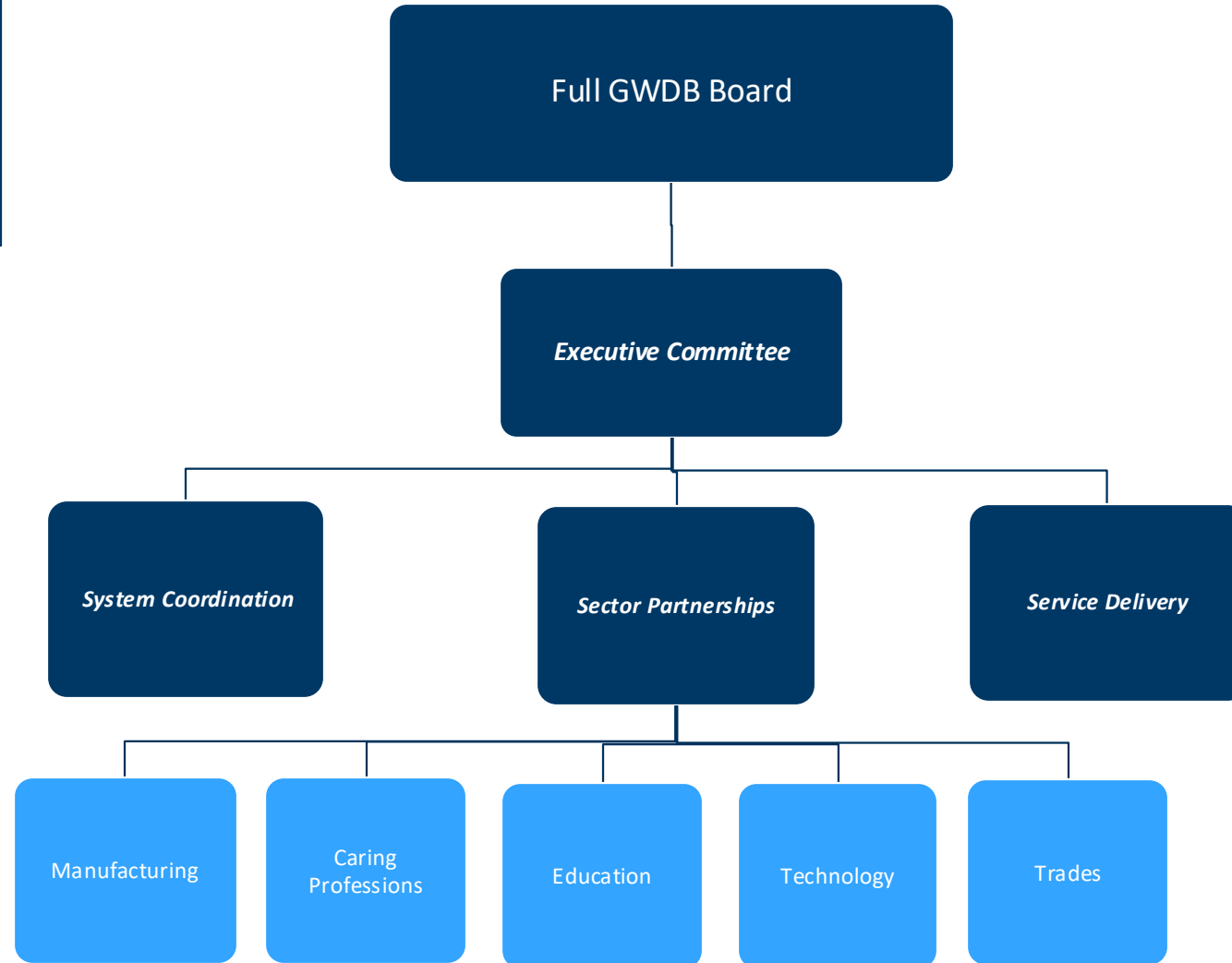
1. the development, implementation, and modification of the State plan
2. review of statewide policies, programs, and development of recommendations on actions that should be taken by the State to align workforce development programs
3. development and continuous improvement of the workforce development system
4. development and updating of comprehensive State performance accountability measures
5. identification and dissemination of information on best practices
6. development and review of statewide policies affecting the coordinated provision of services through the one-stop delivery system
7. development of strategies for technological improvements to facilitate access to, and improve the quality of, services and activities provided through the one-stop delivery system,
8. development of strategies for aligning technology and data systems across one-stop partner programs to enhance service delivery
9. the development of allocation formulas for the distribution of funds to local areas
10. the preparation of the annual performance reports
11. development of the statewide workforce and labor market information
12. the development of such other policies as may promote statewide objectives for, and enhance the performance of, the workforce development system

Proposed Committee Update

Key

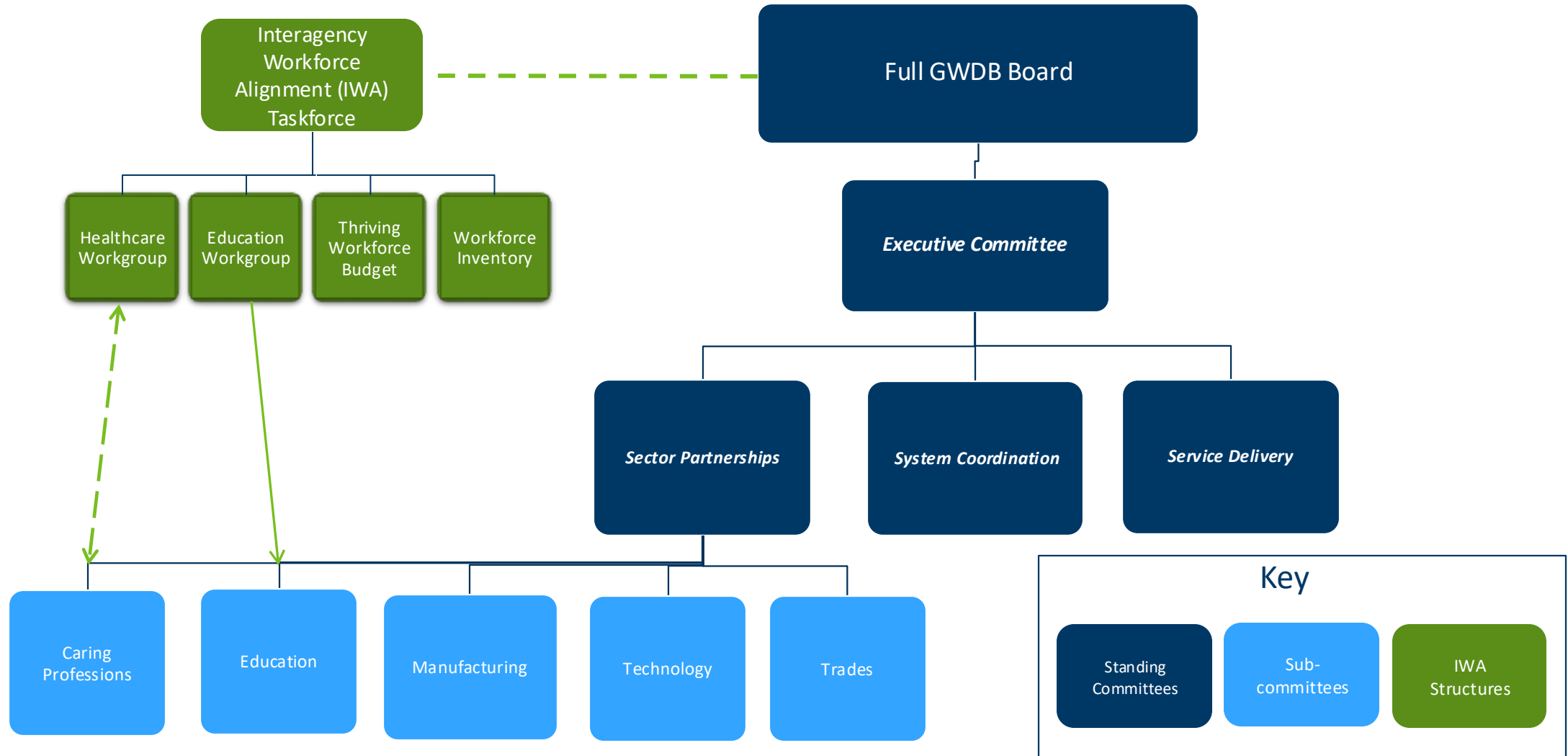
Standing
Committees

Subcommittees



Governor's Workforce Development Board

Partnership with IWA



Proposed GWDB Committee: State & Local System Coordination

Proposed GWDB Committee: State & Local System Coordination

Lead: Sarah Arentson, Workforce Policy Coordinator

GWDB WIOA Functions:

1. the development, implementation, and modification of the State plan
2. review of statewide policies, programs, and develop recommendations to align workforce development programs
4. development and updating of comprehensive State performance accountability measures
5. identification and dissemination of information on best practices
6. development and review of statewide policies affecting the coordinated provision of services through the one-stop delivery system
12. the development of such other policies as may promote statewide objectives for, and enhance the performance of, the workforce development system

Themes Identified:

- Establish baseline data and key workforce metrics.
- Improve accessibility and navigation of workforce programs.
- Increase coordination between workforce partners.
- Remove barriers to workforce system engagement.
- Develop accountability measures to track system success.

State & Local System Coordination, cont'd

Strategies:

- Better aligned career awareness programs.
- Update Workforce System Funding & Governance (5) Evaluate Current Funding & Programs (2) (**A responsibility of the Executive Committee but initial work will be done here*)
 - Ensure sustainable funding and governance structures for workforce initiatives.
- Diversify Funding Strategies (4)
 - Increase flexible funding for digital literacy, English classes and work readiness (2)
- Create 'one stop shop' for people seeking information (4) Increase Communication Touchpoints with Local Areas & Agencies (2)
 - Strengthen engagement and coordination across workforce-related organizations.
 - Encourage collaboration among workforce agencies.
 - Improve Interagency Referrals
 - Streamline the process for referring individuals between workforce agencies.
- Take the IWA Model and Expand (Federated Model)

Proposed GWDB Committee: Sector Partnerships

Proposed GWDB Committee: Sector Partnerships

Leads: Kevion Ellis, Workforce Partnership Coordinator and Jessica Miller, Director of Workforce Strategy

GWDB WIOA Functions:

3. development and continuous improvement of the workforce development system
 - (A) the identification of barriers and barrier removal through the system;
 - (B) strategies to support the use of career pathways;
 - (C) strategies for providing effective outreach to individuals & employers;
 - (D) strategies for industry or sector partnerships;
 - (E) the identification of regions and local areas;
 - (F) support effective delivery of services to workers, jobseekers, and employers; and
 - (G) strategies to support workforce development system staff;
5. identification and dissemination of information on best practices

WIOA Definitions: [In-demand industry sectors and occupations](#); [Industry or Sector Partnerships](#)

Themes Identified:

- Ensure equity in access to workforce training programs.
- Focus on underrepresented and disadvantaged workforce populations.
- Strengthen partnerships between employers and training providers.
- Establish clear career pathways across industries.
- Align goals with state vision and mission.

Sector Partnerships, cont'd

GWDB Goal 2: Advance State and Local Sector Partnerships

Strategies:

- Developing talent in collaboration – Employers and college and union (9)
- Ensure K-12 Students are Ready for Workforce Training (5)
 - Strengthen early career preparation and workforce readiness programs.
- Develop the value proposition for MN Workforce brand (4)
- Targeted outreach to each demographic (4)
 - Increase participation of BIPOC, ppl w/disability, veterans etc. in registered apprenticeship (2)
- Commit to a Process for Sector Partnerships (2)
 - Assess the State of the State (2) & Create Critical priorities (1)
- Connect workforce and Economic Development
- Support intermediary orgs (colleges, workforce centers etc.) to facilitate space for partnerships
- Increase braided funding models for OJT, apprenticeships & work-based learning
- Develop incentives for employers to participate in registered apprenticeships
- Train More People on Board Workforce Sectors
 - Expand workforce training to increase qualified workers in key sectors.

Proposed GWDB Committee: Innovative Service Delivery

GWDB Committee: Innovative Service Delivery

GWDB Staff Lead: Nolan Thomas, Board Engagement Specialist

GWDB WIOA Functions:

5. identification and dissemination of information on best practices
6. development and review of statewide policies affecting the coordinated provision of services through the one-stop delivery system
7. development of strategies for technological improvements to facilitate access to, and improve the quality of, services and activities provided through the one-stop delivery system,
8. development of strategies for aligning technology and data systems across one-stop partner programs to enhance service delivery

Themes Identified:

- Collect and analyze workforce demographic data.
- Develop a centralized workforce data dashboard.
- Forecast future labor market needs and job trends.
- Improve employer workforce readiness.
- Measure the impact of emerging technologies on workforce demands.

Innovative Service Delivery, cont'd

GWDB Goal 3: Innovative Service Delivery

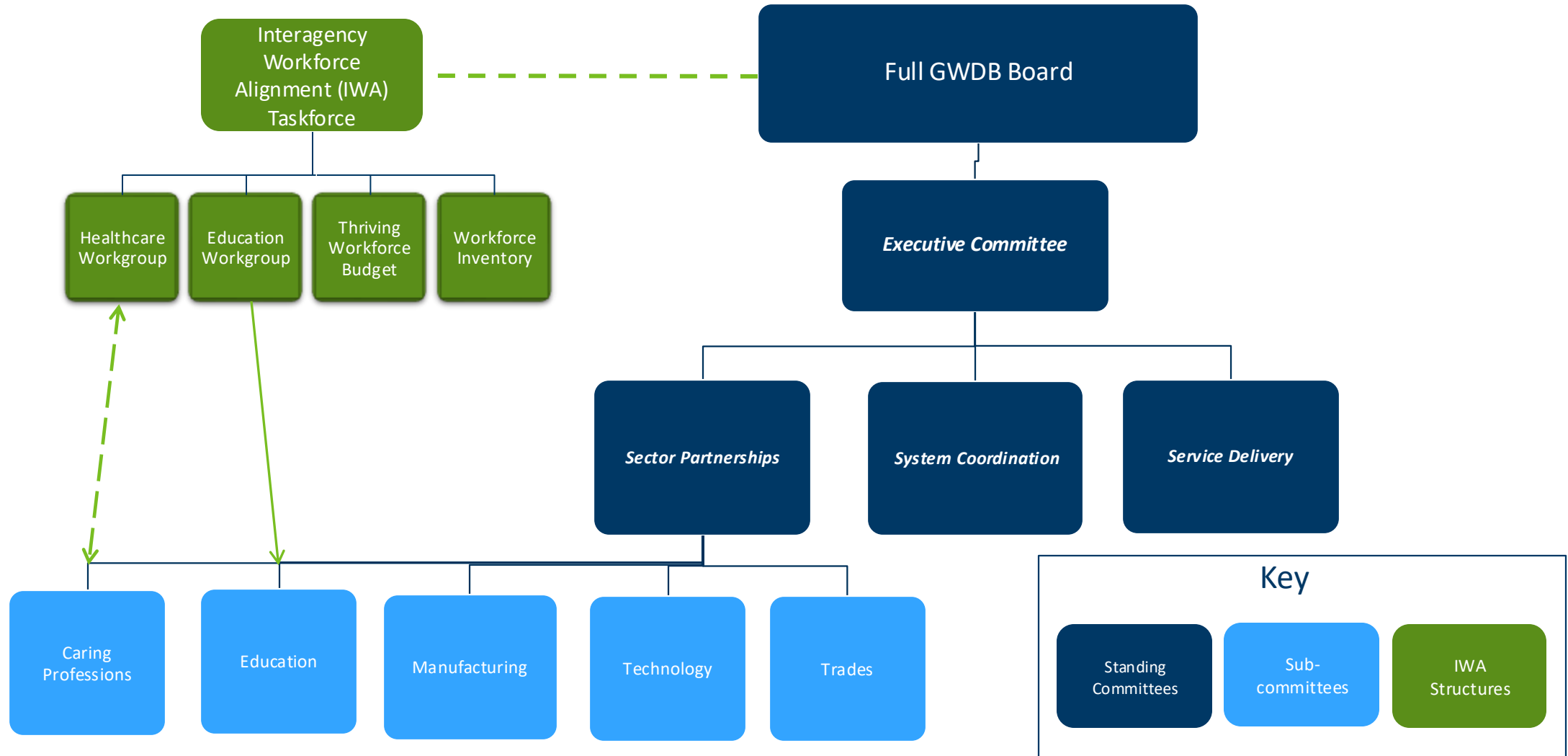
Strategies:

- Identify New Workforce Populations (6)
 - Improve outreach and inclusion of underrepresented workforce groups.
- Increase reach of Workforce Programs (5)
- Create a 'Dating App' – Connect Companies and Teachers (8)
 - Faculty externship
 - Company adjunct teacher exchange
 - Teacher exposure programs
- Use Communication modalities that young people use today (4)
- DEI (2)
- New and emerging tech – connect employers to learning and students (2)
- Identify Jobs that are ELL friendly (3)
 - ELL – OJTs
 - Outreach to ELL

*Suggested Strategy: Addressing workforce impacts of AI

Governor's Workforce Development Board

Partnership with IWA



Creating the Plan



GWDB Goals are on the Flip Charts
WIOA Board Functions are on the BIG post its



Themes/Strategies on the MEDIUM post its
Metrics on the SMALLER post its



Align the Functions with the Theme/Strategies
and Metrics. Every Function should have at least
one Theme/Strategy and Metric!



You can edit and/or add as needed.

Creating the Plan



Themes/Strategies on the MEDIUM post its
Metrics on the SMALLER post its



Align the Functions with the Theme/Strategies
and Metrics. Every Function should have at least
one Theme/Strategy and Metric!



You can edit and/or add as needed.

Example:

Board Function	Strategy	Metrics
Review of statewide policies, programs, and development of recommendations on actions that should be taken by the State to align workforce development programs	Streamline the process for referring individuals between workforce agencies.	<ul style="list-style-type: none">• Number of referrals between agencies• Number of co-enrolled participants.• Number of entry points into the workforce system.• Time to navigate workforce services.

Creating the Plan



Same Goal groups combine together.



Merge Functions, Theme/Strategies & Metrics
Rewrite, if needed, to clarify

Gallery Walk



Go to each Group and Read Their Work



After you have walked the whole room,
vote using the Dots.



REPORT OUT

Committee Membership Responsibilities

Active Participation:

- Attend all meetings and actively engage in discussions.
- Review meeting materials in advance and come prepared to contribute.
- Provide informed feedback and recommendations based on expertise and experience.

Collaboration and Information Sharing:

- Foster cross-agency and cross-sector collaboration.
- Share relevant data, resources and best practices.
- Identify areas for partnership and integration.

Issue Identification and Problem Solving:

- Help define challenges and barriers to potential solutions and current issues.
- Offer potential solutions and strategies.
- Contribute to the development of recommendations for policy or programmatic improvements.

Accountability and Follow-Through:

- Complete action items or tasks assigned by the Chair, or Co-Chair.
- Provide progress updates on assigned responsibilities when requested.
- Support implementation efforts for agreed-upon initiatives, where applicable.

Communication and Advocacy:

- Serve as a conduit between the committee and their respective organizations or industries.
- Advocate for initiatives within their professional networks, where appropriate.

Committee Formation Timeline





Sector Partnerships Discussion

Katie McClelland | GWDB Executive Director

Jessica Miller | Director of Workforce Strategy

Outcomes from session

- Overall goal: understanding of the importance of Sector Partnerships and buy-in for the overall strategy
- Defining sector partnerships – identifying key factors the GWDB wants included
- Agreement on using sector partnership committee as the vehicle for recommendations on statewide strategy and implementation
- Agreement on and recommendations for next steps

Sector Partnerships Current State

Minnesota's Sector Partnerships Current State

Current State



Mental Health Collaborative



GMWC Public Sector Employer Partnership



Proposed Future State

- Connected and aligned statewide sector strategy led by the GWDB in partnership with workforce partners across the state
- Aligned workforce and economic development strategies informed by labor market information and employer voice
- More efficient system with lower costs to employers, individuals and workforce training providers
- Tools and resources available to support local implementation and adoption
- Goal: Support, elevate, align & enhance

Key Components for Effective Sector Partnerships

- **Led by employers** – to ensure the system is truly demand-driven and will lead to better outcomes for individuals
- **Focused on a single industry** – to allow employers to connect with peers from their own industry, identify needs beyond basic workplace skills, and dive deeply into the technical needs of the industry
- **Regional** – to address unique needs of subsectors while reflecting the true dynamics within a regional economy
- **Convened by a neutral intermediary** – to align all relevant partner programs and resources as solutions to identified industry needs
- **Identify common issues**, challenges and opportunities across individual employers;
- **Collectively** address the priority needs of industry;
- **Communicate industry priorities** to policy makers and workforce development partners, enabling them to design responsive solutions;
- Address current and emerging **skill gaps**, both short- and long-term;
- Provide a means to engage directly with industry **across traditional boundaries**;
- **Better align** programs, education/training curriculum and other resources serving employers and workers.

America Achieves' Good Jobs Economy Framework

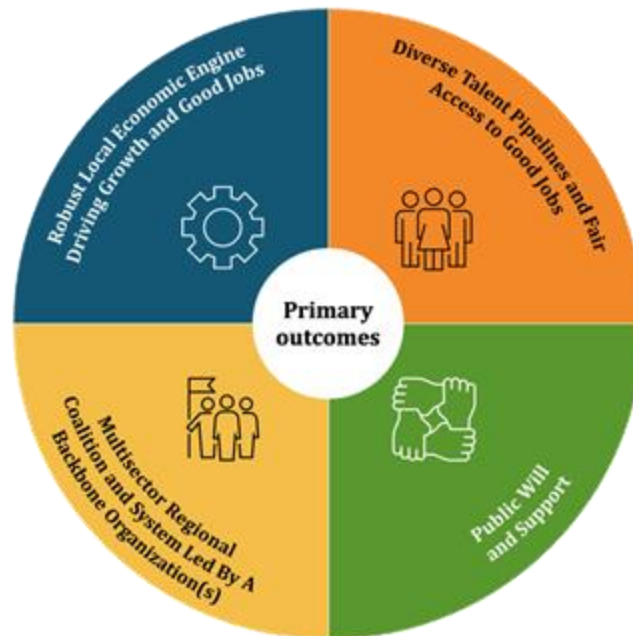
Our Good Jobs Economy Framework is built on four connected cornerstones, designed to work together to leverage regional strengths and overcome local barriers. This multi-layered approach creates a scalable model for success for local communities and regions.

Economic Engines

- Grow local industry clusters and employment sectors aligned with national priorities
- Cultivate entrepreneurship, innovation, small businesses, and supply chains across diverse communities
- Invest in quality local infrastructure

Local Backbone Organizations

- Develop a shared regional vision for inclusive economic growth
- Support a locally trusted backbone organization
- Build a sustained, high-functioning, multi-sector coalition fueled by aligned investments across the region



Diverse Talent Pipelines

- Align education and workforce development efforts to in-demand jobs in high-growth and supporting sectors
- Reduce barriers to good jobs and entrepreneurship
- Develop and institutionalize data-driven talent systems
- Develop opportunity pathways for communities underrepresented in good jobs

Public Will and Support

- Incorporate resident voices in policy and program decisions
- Build and foster buy-in among community organizations and stakeholders – in the backbone organization, its vision, and its strategy
- Continuously communicate vision, progress, and impact to residents through multiple channels

Sector Partnerships Implementation Strategy

Step 1: Defining Sector Partnerships

Common Definition: Convene statewide partners to come to a common definition of sector partnerships

- Define who should be part of a partnership (multiple employers, backbone org, etc.)

Identify Scope: Each partnership may have different areas of focus. Scope identification will help with mapping to find gaps, overlaps, etc. as compared to where industry is in the state.

- Identify sector/occupation of focus, geography, target populations, where on the talent pipeline focus (entry-level, upskilling, etc.)

Identify Activities: Have partnerships identify key occupations and activities to find commonality across the state

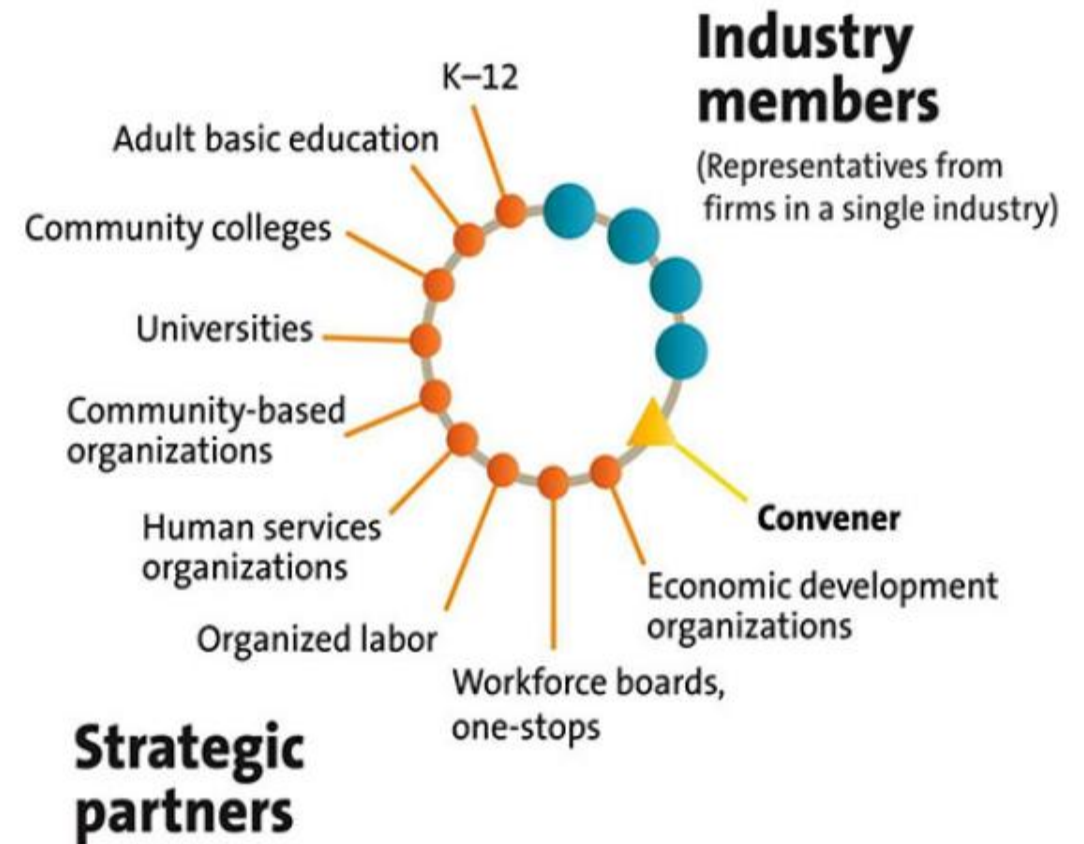
- Identify activities like OJT/WBL, career pathway development, training, recruitment, retention, etc.

Demonstration of Quality: Each partnership should demonstrate how they are carrying out and measuring quality of their partnership for:

- Engaged partnerships, data informed decisions, worker voice and job quality

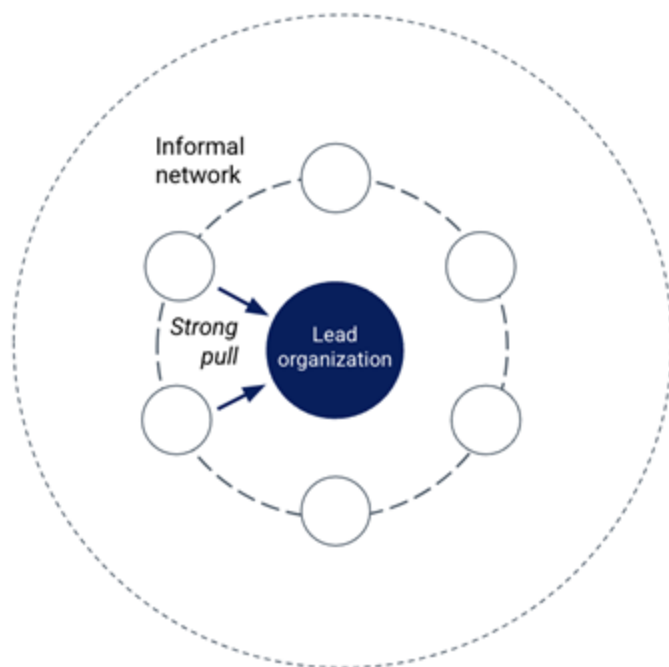
Common Definition

- Each state creates their own recommended definition of sector partnerships and includes that on their state board's site
- Determine partners needed to be at the table and roles partners should play (convener, industry leads, etc.)
 - Partnerships should agree on governance model and change story



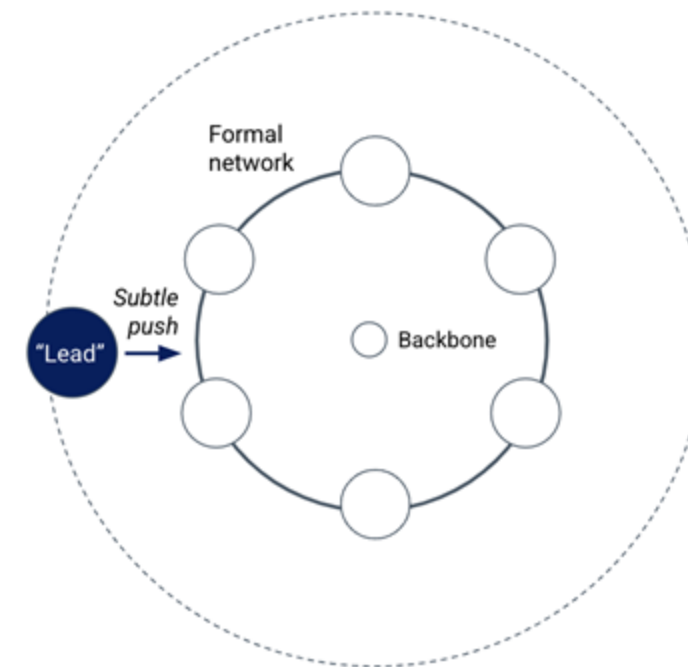
Brookings Institution Governance Structures

Brookings presented two visuals to illustrate **where** governance happens and the **position of the lead** organization.



1. Which structure / illustration resonates most in your context?
1. What would you change?
1. Who do you consider the “lead” organization? Where do they sit?

Some lead organizations sit at the **core** of the coalition, pulling resources into strategy because they can **implement or directly fund implementation** of much of the strategy



Some lead organizations exert influence from the **periphery**, knitting together networks and pushing for alignment with strategy by **changing information and incentives**

Step 2: Sector Partnership Convenings

Planning Convening

- Bring partners together to confirm plan, come to agreement on terms and scope
- Led by GWDB Sector Partnerships Committee
- Partners to include representatives of: Local Boards, State and Local Chambers, Education & Training Partners, Local Economic Development Organizations, Foundations, Employer Associations, Labor

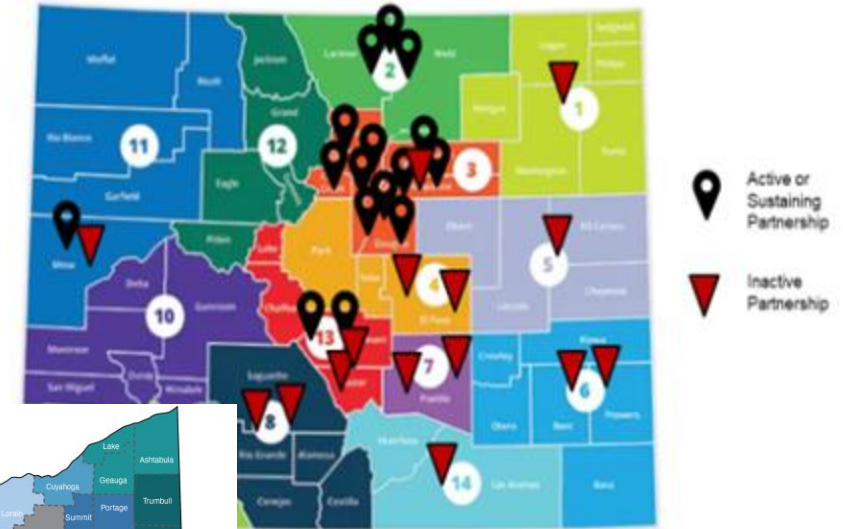
Launch Convening

- Host a larger convening of stakeholders engaged in sector partnerships to launch the new effort and encourage participation in the statewide initiative
- Define role of GWDB & DEED in supporting existing or creating new sector partnerships
 - Provide opportunities for stakeholders to have leadership in the statewide strategy

Step 3: Partnership Mapping

- Create site for partnership mapping and best practice sharing on GWDB's site
- GWDB Sector Partnership Committee determines mapped regions – economic development or workforce development?
- GWDB and DEED staff to provide support for registration and new partnership creation
- Identify gaps or overlaps in geographic areas as compared to labor market needs

Sector Partnerships by Region



Step 4: Best Practice Sharing and Career Pathway Development

- Host best practices on the GWDB site
 - Create standardized template for best practice documentation, identified by sectors, demographics and activities
 - Work with Career One Stop, MAWB, Minnesota State Centers of Excellence, MDE CTE Partners, etc. to collect or build best practices
- Work with partners across the state to document best practices and develop/document career pathways
- Identify where additional resources are needed

“Case for Change” (also known as a “Change Story”)

1) “As Is” Current State

- Get the context right and you get everything right
- Be brutally honest about what the problem is.
- Every item in the current state has a corresponding opposite in the “to be” state #3:
 - Go to root cause not surface level descriptions
 - Ask “why” and then ask “why” again and again
 - Use language that explains what's broken (in the customer/citizen’s eyes)
 - Don’t shame people – name the problem and its consequential impact for the org– short, mid and long term.
 - Tell how long this has been happening
 - What is the forcing function that got us to this moment
 - Quantify and qualify whenever possible
 - Use data to make your case when possible
 - Think about the outside world
 - You are a reporter trying to tell the story and get everyone on the same page

2) Case for Change

Opportunities

- What awaits us if we change?
- What “step function” improvement is possible?
- Quantify whenever possible

Consequences

- What if we stay the path we are on and nothing changes?
- Quantify as much as possible.

5) The Way Forward (Plan for change)

***What are the Goals? Metrics, Milestones?
Project Plan (on another slide)
Dashboard to hold people accountable
(on another slide)***

4) Barriers

- What will stand in our way of making the change happen? Name it and Prioritize.
- What are the obvious blockers? What groups will resist most and why?
- What are the hidden blockers (incentives) that may derail this?
- Skills, competencies, knowledge, resources, technology adoption, key assumptions (should be here)

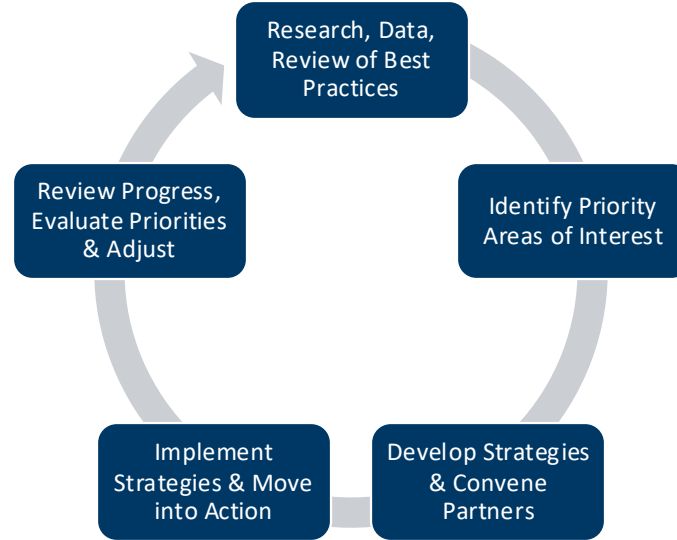
3) “To Be” Future State: In future (vision)

- What is the end state when the change has been enacted?
- What specifically has changed? Name the change
- Use new language to convey the to be state”
- What “big ideas” have been deployed
- What benefits will come to customers and the company (quantify when possible)
- What does it look like, feel like and sound like when done
- Who wins in this new world?
- What will the customer say?
- Begin with the end in mind.

Workforce Strategy Consultants

DEED's Workforce Strategy Consultants are experts who help Minnesota businesses tackle workforce challenges, plan for the future, and grow with confidence.

Each consultant focuses on a specific region, providing **personalized local support** from someone who understands the community, industry needs, and available resources. Whether businesses need guidance on workforce trends, planning strategies, or connecting with talent, DEED's consultants are ready to help.



How we help employers:

- **Develop custom workforce strategies** to attract and retain talent
- **Connect to inclusive hiring pipelines** and untapped labor pools
- **Recommend training solutions** that align with your industry's future
- **Partner with DEED teams** like Business Development and Labor Market Analysis
- **Support business-led sector partnerships** to strengthen regional talent pipelines

Meet your local consultant:

CareerForceMN.com/workforce-strategy-consultants

Workforce Strategy Consultant Priorities

Employer
Support

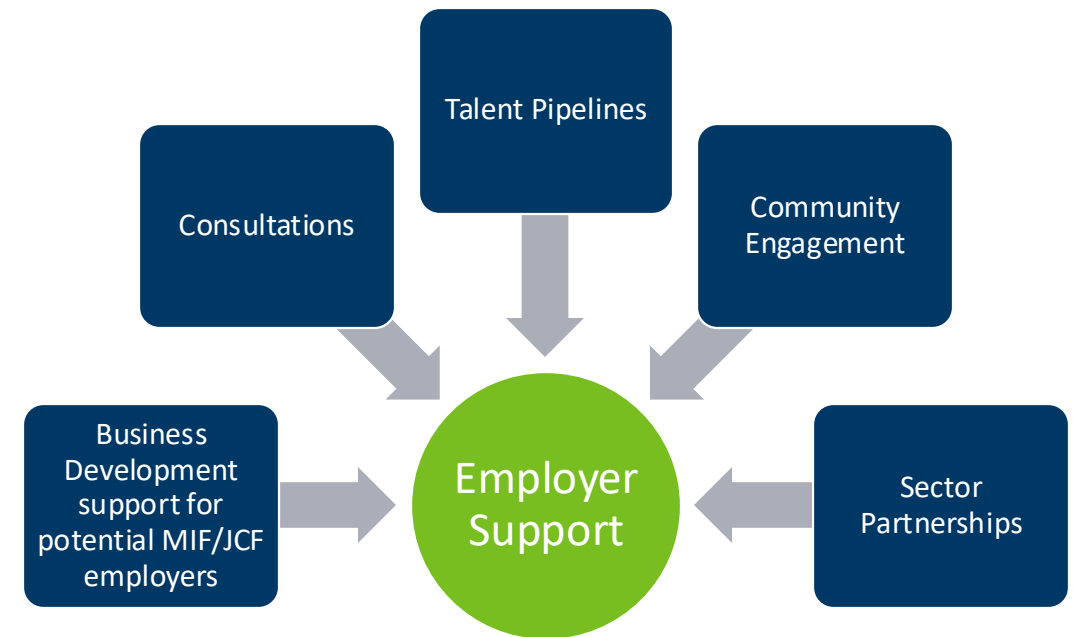
Consultative
Support

GWDB
Support

Statewide
Support

Regional
Support

Continuous
Improvement

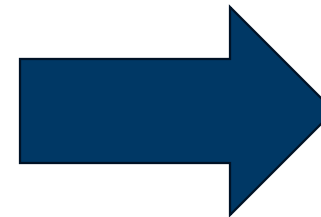
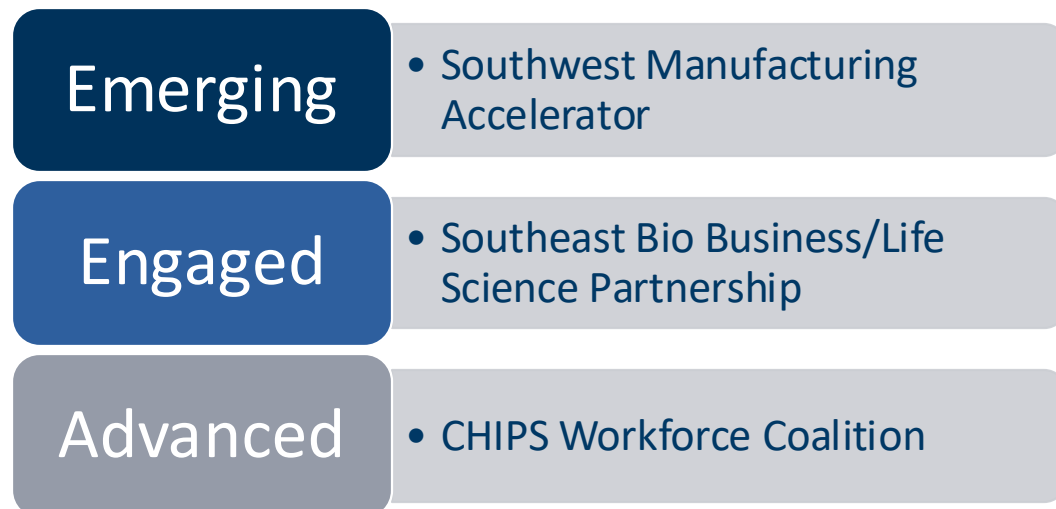


Models in Action

The Workforce Strategy Consultants have regional expertise and participate in, support, and/or lead, sector-based and employer led opportunities. These efforts are driven by employer need and are regionally supported.

Key Components:

- Initiated by employer need
- Supported by various regional stakeholders
- Goal of leveraging the power of the collaborative need and resources to support more employers and job seekers
- Instrumental in informing improvement opportunities, policy, funding opportunities



Questions & Discussion

Next Up: Q3 Meeting in Duluth

**GWDB Q3 Quarterly Meeting
Duluth, MN - Inn on Lake Superior
August 13, 2025, 10:00 AM – 3:00 PM**

- Same location as the Minnesota Association of Workforce Boards (MAWB) Summer Conference, August 14 - 15
 - Networking reception: A chance for GWDB members to connect with MAWB peers
- **Nolan will follow up soon with details on hotel blocks, meeting location, and logistics**





Meeting Close

Surya Iyer | GWDB Chair

DeLinda Washington | GWDB Vice Chair

WIOA Definition of In-Demand Industry Sector or Occupation

(23) IN-DEMAND INDUSTRY SECTOR OR OCCUPATION.—

(A) IN GENERAL.—The term “in-demand industry sector or occupation” means —

(i) an industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the State, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or

(ii) an occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy, as appropriate.

(B) DETERMINATION.—The determination of whether an industry sector or occupation is in-demand under this paragraph **shall be made by the State board or local board**, as appropriate, using State and regional business and labor market projections, including the use of labor market information.

WIOA Definition Industry or Sector Partnership

(26) INDUSTRY OR SECTOR PARTNERSHIP.—The term “industry or sector partnership” means a workforce collaborative, convened by or acting in partnership with a **State board or local board**, that—

(A) organizes key stakeholders in an industry cluster into a working group that focuses on the shared goals and human resources needs of the industry cluster and that includes, at the appropriate stage of development of the partnership—

- (i) representatives of multiple businesses or other employers in the industry cluster, including small and medium-sized employers when practicable;
- (ii) 1 or more representatives of a recognized State labor organization or central labor council, or another labor representative, as appropriate; and
- (iii) 1 or more representatives of an institution of higher education with, or another provider of, education or training programs that support the industry cluster; and

(B) may include representatives of—

- (i) State or local government;
- (ii) State or local economic development agencies;
- (iii) State boards or local boards, as appropriate;
- (iv) a State workforce agency or other entity providing employment services;
- (v) other State or local agencies;
- (vi) business or trade associations;
- (vii) economic development organizations;
- (viii) nonprofit organizations, community-based organizations, or intermediaries;
- (ix) philanthropic organizations;
- (x) industry associations; and
- (xi) other organizations, as determined to be necessary by the members comprising the industry or sector partnership.

Why Sector Partnerships?

WIOA State Board Functions: Section 101(d)(3)(D)

The development and expansion of strategies for meeting the needs of employers, workers, and jobseekers, **particularly through industry or sector partnerships** related to in-demand industry sectors and occupations;

WIOA Local Board Functions: Section 107(d)(4)(D)

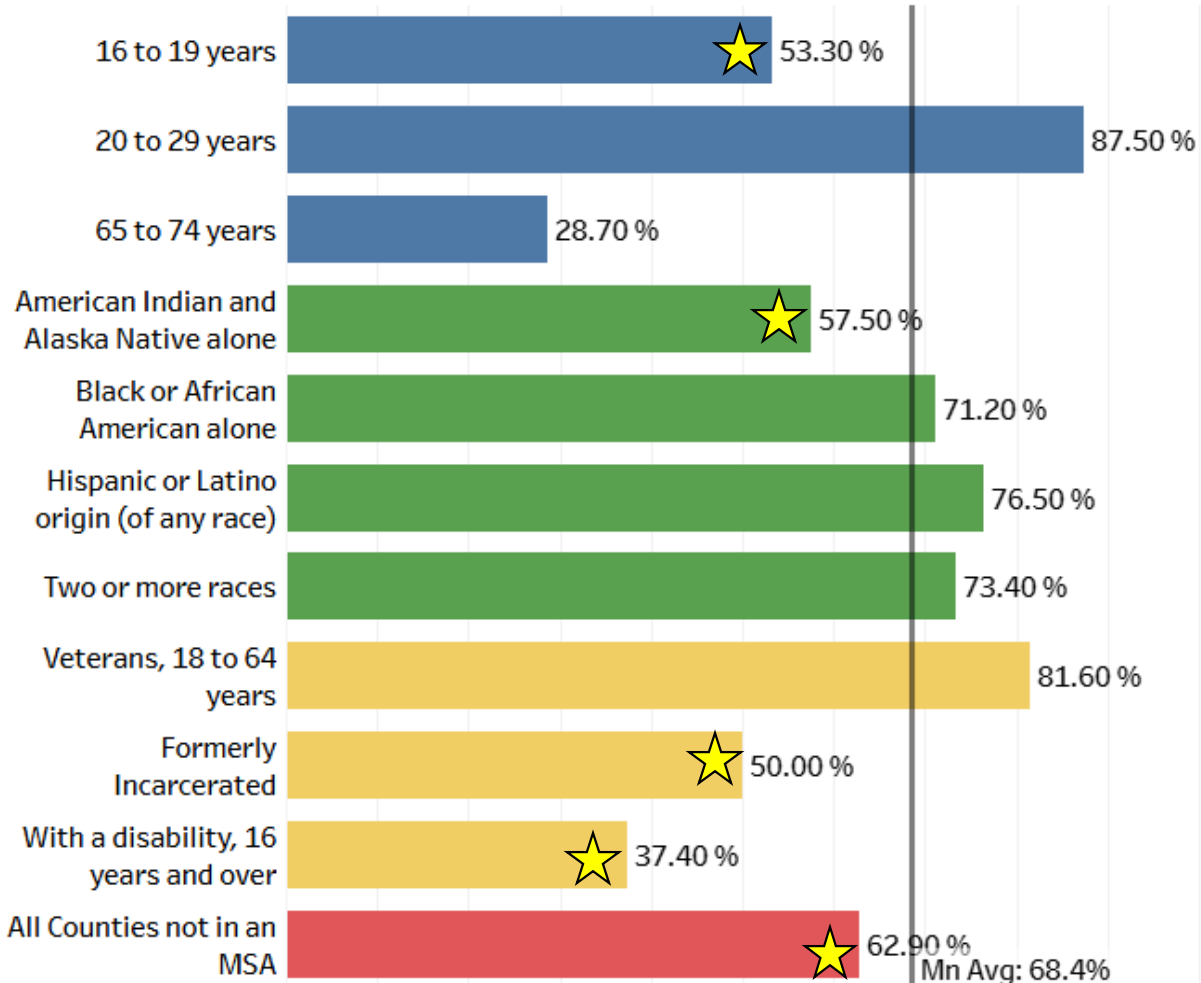
To develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (**such as the establishment of industry and sector partnerships**), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.

GWDB Sector Partnership Strategy from 2024-2027 WIOA State Plan

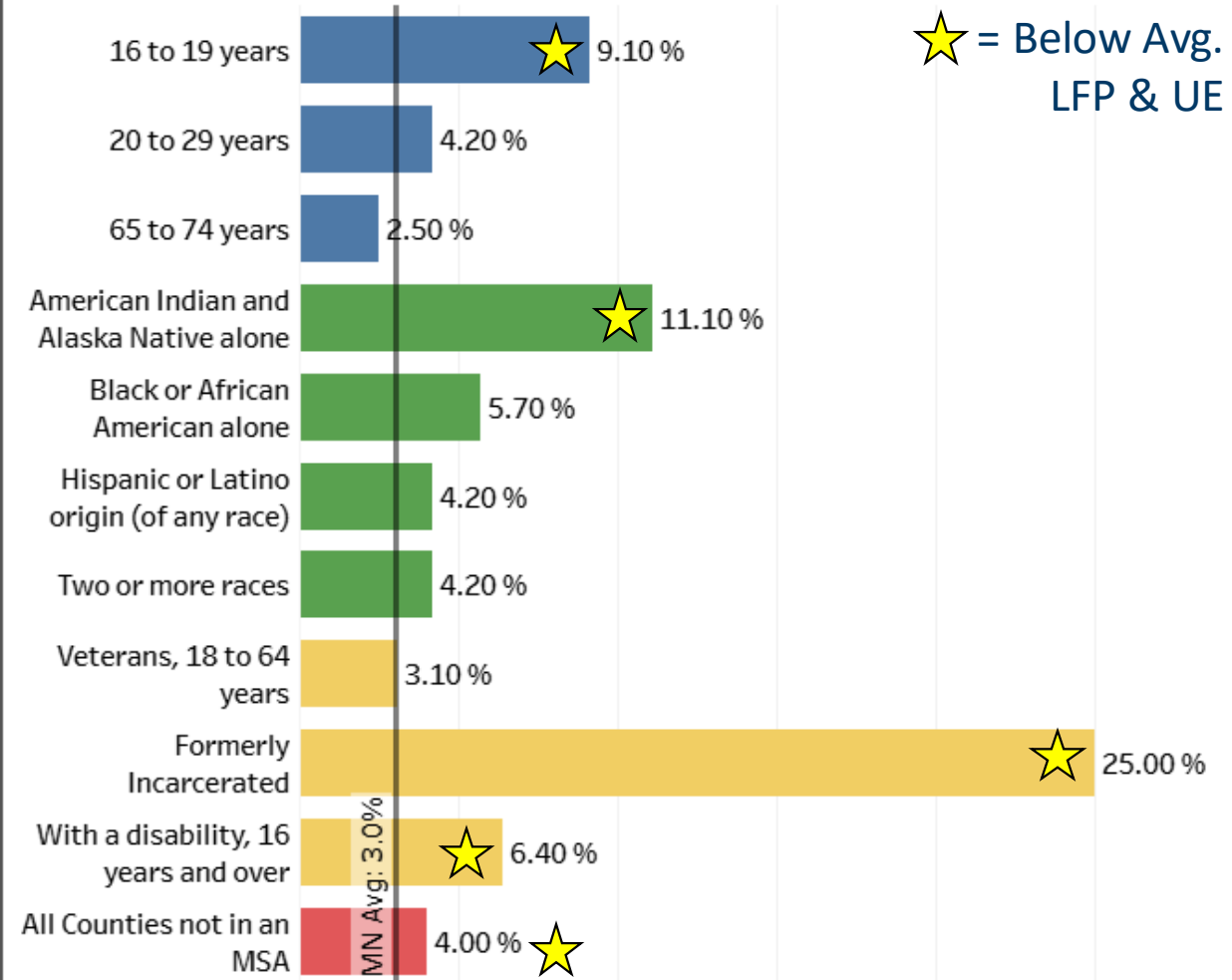
- *GWDB Committees*: Five sector partnership committees aligned to Drive for 5 sectors.
- *Defined Sector Partnerships & Mapping*: Guidance on what constitutes and industry or sector partnership, how to register a partnership with the state to be part of the sector partnership communities of practice, and create a comprehensive database and mapping tool of the geographic and sector diversity of partnerships.
- *Best Practice Sharing*: Quarterly meetings led by the GWDB Sector Partnership Chairs will bring together representatives from sector partnerships across the state to share best practices, discuss common needs across the partners within the industries or occupations of focus, and inform the GWDB of additional resources or guidance needed from the state.
- *Sector Partnership Convening*: The GWDB will host convenings on each of the 3 State plan goals as part of achieving these goals over the next four years and gaining broader statewide awareness and adoption of the goals.
- *Career Pathway Development*: The GWDB will work in partnership with the P-20 Partnership to develop statewide career pathways for each of the Drive for 5 sectors, building from existing best practices from across the state's local and regional partners.

Activating Overlooked Workers

Labor Force Participation



Unemployment





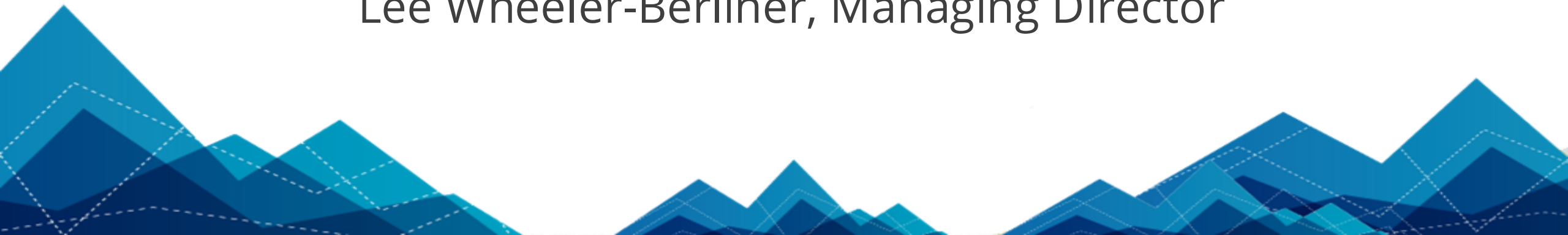
Colorado Workforce
Development Council

Sector Strategies in Colorado

GWDB-MAWB Joint Annual Winter Meeting

November 8, 2023

Lee Wheeler-Berliner, Managing Director



Why Sector Partnerships?



WIOA Section 101(d)(3)(D)

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WIOA Section 107(d)(4)(D)

To develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (**such as the establishment of industry and sector partnerships**), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.

Why an industry-led approach?

- Industry-led means that firms have joined forces to identify and implement projects that they all believe are critical to the health and prosperity of their industry.
- These businesses collaborate to grow their industry, provide job opportunities, and contribute to the region's economic stability.
 - Sector Partnerships can inform public partners of their critical needs with one voice.



Definition: Next Gen Sector Partnership

Regional partnerships of business leaders within one industry, who work together with public partners from economic development, workforce development, education and training, and other community organizations, to address the shared workforce and broader competitiveness needs of their industry.

Operating Principles

1. Industry pull vs. program push
2. Shared table vs. owned by a single institution or system
3. Integrated response from education, workforce and economic development vs. one-off solutions



Colorado Workforce
Development Council

Why Next Gen Sector Partnerships?

GOAL:
Growing Good jobs
for local people

The Challenge:
It's (a little bit) of everyone's job...

Growing Good Jobs

- City/County/State Economic Development Organizations
- Chambers of Commerce
- Small Business Development Centers
- Industry Associations

Preparing People for Good Jobs

- Workforce development boards
- Community Colleges
- K-12 Career Tech Ed
- Universities
- Adult Basic Education
- Vocational Rehabilitation
- Community-Based Workforce Training

Source: Institute for Networked Communities

Roles of the State and Local Boards



State

- Provides a state-level framework to align programs and resources.
- Proactively integrates sector strategies as a core way of doing business.
- Utilizes a public-private steering committee that fosters business leadership.
- Recognizes existing work and build upon regional differences and strengths.
- Promotes promising practices working to grow and sustain public/private partnerships statewide and nationally.
- Provides technical assistance and support to regions and industries.
- Incentivizes partnerships developing innovative solutions to their local workforce needs

Regional & Local Partners

- Convenes partnerships
- Utilizes and customizes the sector partnership framework to drive action across regional system partners.
- Proactively integrates industry-led sector strategies as a core way of doing business.
- Builds a core team of public partners that foster support for business led priorities.
- Recognizes the value of frameworks and sharing across the state while adapting for regional differences and strengths.
- Utilizes Technical Assistance and shares promising practices with other regions and Industries.
- Tests innovative solutions to regional and local workforce challenges

Sector Steering Committee Purpose



The purpose of the Sectors Steering Committee is to play an integral role in CWDC's work by providing strategic guidance on how to best ensure that we remain an **industry-led** economic and talent development system in Colorado.

Strategic Value

Convene on a sustaining basis to set the direction of initiatives and programs that need to be industry-led in our state to drive alignment and scale across agencies and partners.

Committee Member Roles



Convene

Convene business members from sectors with top jobs twice a year to discuss and advise existing sector strategies and talent pipeline efforts underway in Colorado.

Make strategic connections across key sectors strategies and support the industry-led work of CWDC.

Inform and educate

Act as the voice of employers and local communities to help policy makers and education and training providers understand the needs, challenges and opportunities of businesses in Colorado.

Advocate

Advocate for the flexible use of government monies to allow stakeholder use of innovative solutions to address employers' talent development needs.

Recommend

Guide CWDC's sector strategy and industry-led approaches by informing strategy, suggesting funding allocations and identifying policy and procedure changes as needed to remove barriers or better support alignment to industry needs in Colorado.

Business Innovation Strategies Unit



Supports Sector Partnerships throughout the State of Colorado through a variety of means and mechanisms. Support / Resources include, but are not limited to:

- Present current funding or resources to partnership
- Present work-based learning programs
- Connect partnership to State agencies, i.e. ODEIT, CDE, CDHE, DOLA, DORA and more
- Provide opportunity to collaborate around strategies

An example of a recent partnership for local: Presented Work Based Learning Initiatives program to Northern Colorado, Manufacturing Partnership in November 2023

A Snapshot of Sector Partnership Success

Colorado Tree Care SP: First cohort of Arborist Journeyworkers graduated from the apprenticeship program at Front Range CC in 2022.

South Central Tech SP: Creation of a co-working space and incubator and Pax8's move to Fremont County The Workforce Innovation.

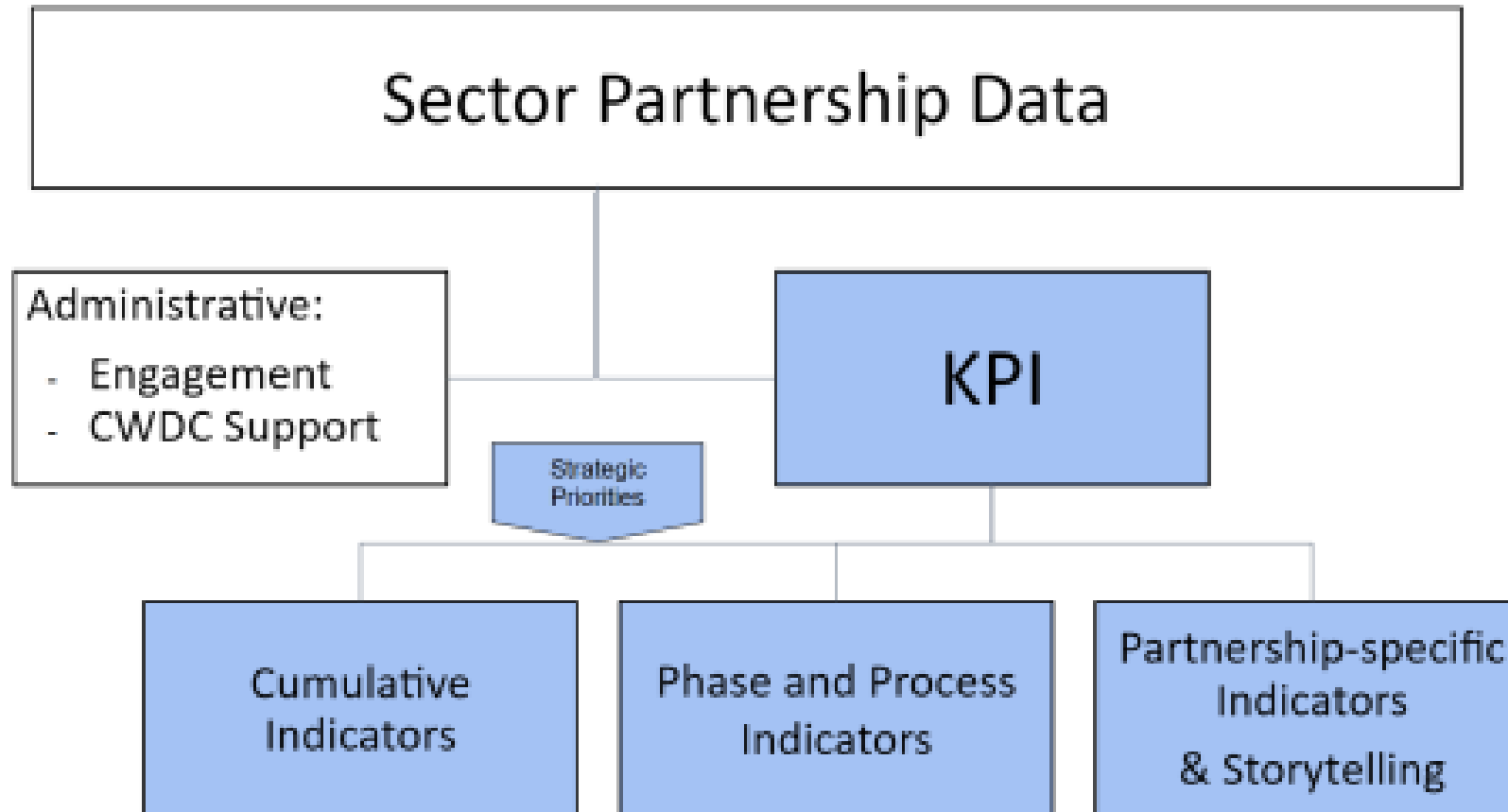
Mesa County Manufacturing SP: Program created in 2019 provides base-level training for job seekers and up-scaling skills for current workers, serving up to 200 students a year.



Key Performance Indicators

- Survey methodology utilized
- Business members and conveners asked to respond
- Impacts examined on businesses and on jobseekers

Key Performance Indicators



KPI Examples

Impact on Businesses

- 82% have businesses that have developed new or enhanced ideas for new products and/or markets
- 91% have businesses that have found support in finding employees with the skills and experiences their business needs
- 82% have businesses that have developed new recruitment practices

Impact on Jobseekers and Students

- 71% increased student/jobseeker awareness of training/education programs.
- 62% experienced increased program alignment across secondary, post-secondary, and/or workforce programming.
- 67% enhanced existing or developed new training/education program(s).

Communities of Practice

Regular calls to provide information, support, and facilitated discussion

- Statewide
- Industry Specific
 - Healthcare
 - Manufacturing
 - Multi-Industry

Where are we now?

Region 2

- ▶ Northern Colorado Health Sector Partnership
- ▶ Northern Colorado Manufacturing Sector Partnership
- ▶ Northern Colorado Construction Partnership
- ▶ Northern Colorado Hospitality Sector Partnership
- ▶ Nonprofit Sector Partnership

Region 4

- ▶ Colorado Springs Retail and Hospitality Partnership

Region 11

- ▶ Mesa Manufacturing

Region 13

- ▶ Upper Arkansas Health and Wellness Sector Partnership
- ▶ South Central Tech Sector Partnership

Region 3

- ▶ Aerospace Sector Partnership
- ▶ Tech Talent Boulder/Broomfield
- ▶ Tech Talent Denver
- ▶ Boulder County Healthcare Sector Group
- ▶ Colorado Media Journalism
- ▶ Metro Denver Retail Sector Partnership
- ▶ Colorado Tree Care Sector Partnership
- ▶ Freight Industry Sector Partnership
- ▶ Metro Denver Construction Sector Partnership
- ▶ Boulder Area Manufacturing Sector Partnership
- ▶ West Metro Advanced Manufacturing Sector Partnership

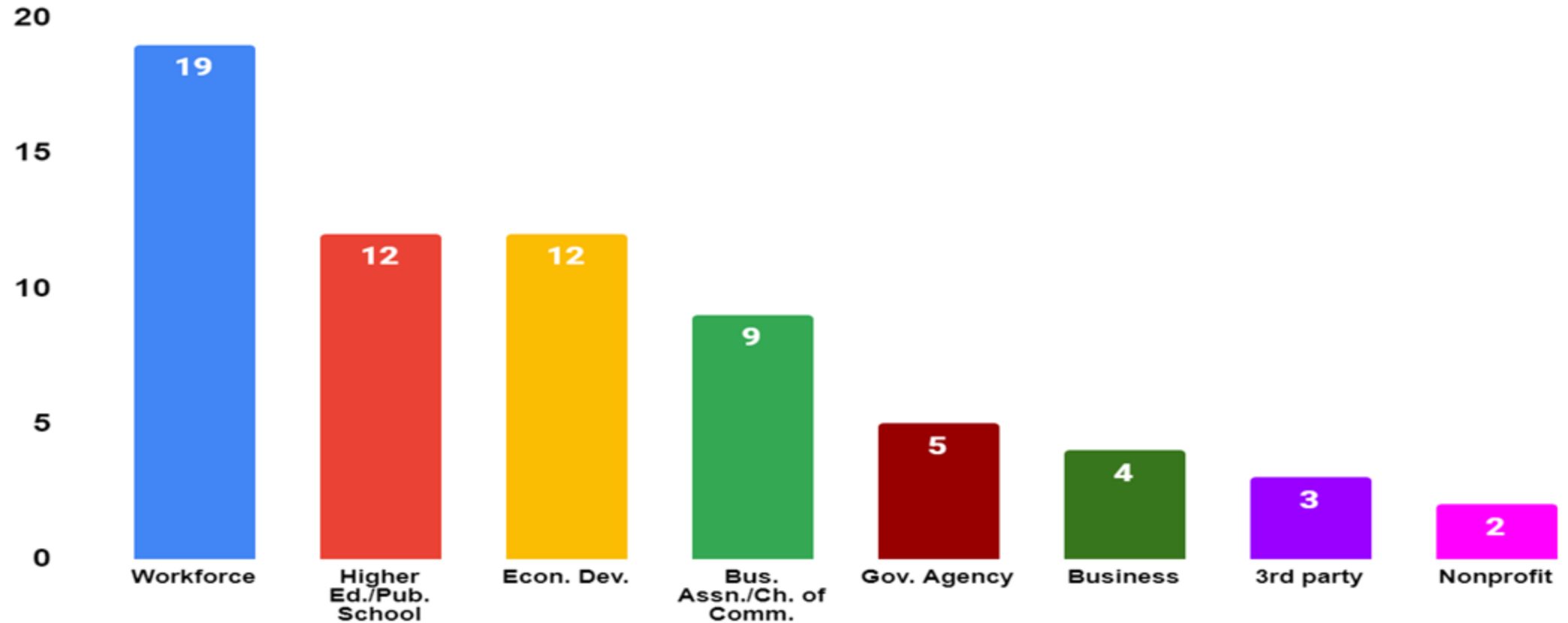
Updated April 2023

Sector Partnerships by Region



25 Active or Sustaining Sector Partnerships

Sector Partnership Conveners by Type



Key Considerations



- State provided resources include money, knowledge, support, supplies
 - web sites
 - training
 - facilitation tools
- Local implementation critical to Colorado's model