Pennsylvania Experiment

No Failure, Only Learning

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Overview

State policy & three themes from last night

– *Change industry/sector/firm behavior* (Fairchild)
– *Connecting Mechanisms* (Giloth)

\[
\text{Supply} \quad \leftrightarrow \quad \text{Demand} \\
\text{People} \quad \leftrightarrow \quad \text{Industry}
\]
– *Resource Alignment* (Melendez)
Historic Focus of Workforce System

**Job Seeker/Supply-Side**

- People outside of workforce, although vast majority of people are in the labor force
- Training slots with little upfront knowledge of individual interests or aptitudes
- Work First, no follow up
- Consumer choice, too often uninformed choice
Historic Focus of Workforce System

Employer/Demand-Side

• One firm at a time

• Highly customized often with little benefit beyond the firm – industry, community, worker

• Subsidy for firm attraction – moving deck chairs
Today

Theory has changed.
Practice, not so much.
The Four Tenets of Pa’s Workforce Development Strategy

- Creating Regional, Industry-Based Strategies
- Increasing Opportunity for Pa’s Residents
- Preparing Youth for Careers of Tomorrow
- Implementing Rigorous Accountability Standards

Changing the rules underpins entire strategy...
PA Theory of Industry Partnerships (Workforce Intermediaries)

Source: Chris Benner
Funding Strategy

• Theory well-developed, but policy implementation completely opportunistic – manufacturing crisis
• WIA 10% funds; Dislocated worker funds
• $15 million in state budget (Job Ready PA) for seed funds for Industry Partnerships and multi-employer training
• Policy change to align existing funds to strategy
Industry Partnership Criteria

- **Regional in scope (must mirror labor market)**
- **Sector/cluster based**
- **Demonstrate understanding of regional labor market and sector**
- **Multi-employer, and unions wherever possible**
- **Theory of change**
- **Strategy for worker advancement**
Reading Pre-Apprentice Program

Why it worked when others didn’t:

- Strong ties to multiple employers and trade unions
- Community organizing strategy
- Connections to high schools and CBOs

Near 100% placement into apprenticeships
Increased participation by local residents and people of color.
Long-Term Care
South Central Partnership

- Multiple employers with high turnover rates
- Quality care suffering because of lack of appropriate training
- Well designed and transparent career ladders
- Labor involvement
- Wage gains negotiated as part of training partnership design
Characteristics of Successful Partnerships

- Strong lead by community organizer or industry expert (or both)
- Industry need
  - Labor force shortage
  - Compliance with state or federal requirements
  - Technological change
  - Union or worker involvement
- Focus on value added to region
- High road employers with strong connections to community
- Ignores jurisdictional lines
Who should drive Industry Partnerships?

- Community-based organizations
- Labor unions, labor management partnerships
- Workforce Investment boards
- Employer leader
- Business associations
- Other industry or regional intermediaries

Whoever can get it done. Leader will be a good organizer and/or organic to the industry.

Lead should have a commitment to changing the rules.
Evolution of Industry Partnerships

• Exploration.
• Development. Creation and delivery of industry wide training needed across firms.
• Credibility. Value seen by firms and financial commitment made.
• Indispensability. Allows for industry level, followed by firm level, change in human resource practice – wage gains, work environment, creation of transparent career ladders
Creating Opportunity – Pipeline Connections

- Workforce Advancement Grant for Education – financial aid for low income working adults
- Career Gateway – GED recipient connection to career information and grants for post-secondary education
- TANF client connections to industry partnerships with well developed career ladders – food processing.
- Re-entry program connection to construction partnership
Youth Connections

- High school reform and work based learning
- Dual enrollment for at-risk kids
- Career and technical standards and connections to Industry Partnerships
Dollars on the table: Resource Alignment

• High Priority Occupations
  – Defined as occupations within targeted sectors with higher wages and/or transparent career ladders
  – Emerging fields defined by Industry Partnerships
  – Public funded training and workforce education must align across agencies
    • Community College workforce training dollars
    • WIA, Trade Act, and other DOL funds
    • TANF training dollars
    • Career and Technical Centers
    • Inside correctional facilities

• High Performing LWIBs
Regional Alignment

- Partnership connections to employers are bringing others to the table
- Education and training entities developing better curricula
- New businesses come to the partnership and must play by a set of well established rules
- Private sector contributions
- Economic development alignment slower, but beginning
Future Connections/Alignment

- Worker supports to Industry Partnerships
- Stronger connections for teens in TANF households
- Work based literacy tied to career ladders
- TANF redesign to connect learning and work with Partnerships
For more information on any projects contact our office at (717) 783-7184

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