

# ***Building & Sustaining Industry Partnerships***

**Outline  
Industry Partnership Plan  
for the  
Fellows of the  
Pennsylvania Sector Academy**

Prepared by Workforce Learning Strategies  
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# Introduction

On June 27-28, 2006, the Pennsylvania Sector Academy will host Expert Review Panels to provide Industry Partnership (IP) teams with feedback on their draft plans for deepening and continuing their IP work. Each team will be given two hours to present and discuss its plan with a Review Panel. The Panels will be composed of individuals experienced with the IP sectors, the development and implementation of sector/cluster strategies, and the priorities and expectations of public and private funders. The purpose of the Review Panels is to provide IP Teams with individualized feedback on their plans for building and sustaining their Industry Partnerships.

Each team is expected to prepare a short written version of its plan (6-12 pages), as well as make an oral presentation (PowerPoint presentations are optional). Each team can invite other members of their Industry Partnership to participate in the presentation. Teams will have a maximum of 30 minutes to present their plans. In the presentation, teams may choose to pose questions or challenges they would like advice on from the Panel. After the team presentation, Panel members will present feedback on the plan. The remainder of the session will be used for general discussion and brainstorming.

The attached document outlines the components of the plan IP teams should prepare for the Expert Review Panel. It closely follows the document entitled "Building an Industry Partnership" developed by Workforce Learning Strategies for the Academy. Teams can use that original document for guidance in preparing the plan. Additionally, the exercises and assignments completed for the Academy may be useful as teams complete their plans. *However, please remember that the written plans should be kept very short. The purpose of the plan is to help IPs systematize and clarify their approach to building partnerships, implementing interventions, and sustaining their work.* Suggestions for the length of each section have been included.

Teams should prepare and submit written versions of the plan by Friday, June 16 to Vickie Choitz at [choitz@futureworks-web.com](mailto:choitz@futureworks-web.com). WLS will forward these plans to the appropriate panelists to review prior to the Review Panel session. WLS will send teams information on their scheduled presentation day and time as soon as the Expert Review Panels are scheduled. If your IP Team has a conflict with any of the days, please contact Vickie immediately.

# Outline

## I. Vision and Goals (1-2 paragraphs)

Describe the Industry Partnership's vision and long term goals.

## II. Strategic Analysis (2-4 pages)

### A. Industry Sector

1. Identify the targeted industry, the geographic scope of the partnership, and how/why this industry and region were targeted.
2. Describe the key characteristics of the industry and its principal competitive challenges. (In this description, draw on and refer to any research conducted by the IP.) Particularly describe any workforce challenges that affect the industry's competitiveness.
3. What kinds of analyses (e.g., industry sector, employer profiles, supply chain) have been completed to date? What role did employers or other industry representatives play in this research? What additional research will be needed in the next stages of development of the IP and why?

### B. Labor Supply

1. Describe key characteristics of the regional workforce. What are the implications of these workforce characteristics for the targeted industry?
2. What kinds of workforce analyses have been completed to date and what additional analyses have you determined will be needed for the next stages of development of the IP?

### C. The Workforce Development System

1. Describe the region's workforce development system and the role different institutions play in supporting the workforce needs of the selected industry. What are the strengths and challenges of each major institution in meeting these needs?
2. What are the implications of the strengths and challenges of the region's workforce system for the work of the IP? (If this question would be better answered in describing the development and implementation of the IP's strategy – section III.B. below – include it there.)

### III. Leveraging Change (3-6 pages)

#### A. Building the Partnership (1 page)

1. Describe the process of building the IP.
2. Identify each of the key partners; describe why each was included in the partnership; their role and form/level of participation. Include an identification and description of the roles of all employers. Discuss union involvement if the targeted industry is unionized.
3. Identify the major challenges to employer involvement. If the IP faces challenges in involving any of the other key partners, describe these also. Describe ways the IP plans to address these challenges.

#### B. Developing and Implementing a Strategy (2-5 pages)

1. Describe any strategies the IP has implemented to date to achieve its vision and goals. (If the IP is newly formed, skip this question.) Describe successes and challenges and identify lessons learned.
2. Has the IP identified a strategy(s) it intends to implement in its next stage of development?

IF YES: Describe the strategy(s). Including:

- a. The types of intervention(s)/service(s);
- b. Employers and other partners;
- c. Resources;
- d. How the strategy will be implemented and managed; and
- e. Potential barriers to success and plans for addressing them.

IF NO: Why hasn't the IP identified a strategy(s)? Describe its plan to develop one.

### IV. Measuring Results and Sustaining the Work (1-2 pages)

#### A. Setting Goals

Identify specific, measurable goals that have been set for the IP's strategic intervention(s). Describe the process of defining these goals, particularly the role of industry partners. If specific goals have not been set, describe plans for doing so.

#### B. Monitoring Progress

Describe how progress towards goals will be monitored.

#### C. Sustaining the Work

Describe current plans the IP has for sustaining its work over the longer run.