

# Collaborative Strategy, Employer Engagement, and Evaluation

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# Story We Hope to Tell

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NFWS core principles, implemented through the twin innovations of funding collaboratives and workforce partnerships, had positive impacts on the economic futures of low-income workers and their employers at a scale that was meaningful and through mechanisms that were sustainable.

# Foundation of NFWS Effort

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Funding Collaboratives



Workforce Partnerships



# Targets of NFWS

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Low-income workers



Employers



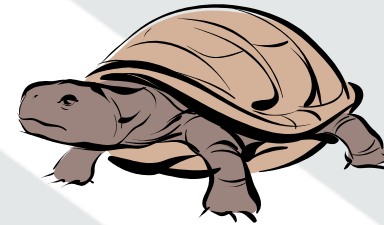
# Success= System Change Because It Depends On:

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Scale



Sustainability





I.  
Strategic Role of the  
Collaborative

# Being a Strategic Actor

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- Analyzing the economy and the institutional and political environment to determine:
  - Target population
  - Sectors of opportunity
  - Partners
  - Strategies for supporting the development of effective workforce partnerships
  - System change strategies
  
- Reviewing results; making course corrections

# Evaluations Are Strategic Tool

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- ❑ Should be developed to address key strategic questions of Collaborative.
- ❑ Should be used by Collaborative as a tool throughout the life of the initiative to evaluate choices and make course corrections.

# Economies Will Differ

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Region A



Region B



# Institutional & Political Contexts Will Differ

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## REGION A

- ❑ Strong community colleges and Workforce Boards.
- ❑ Strong political support for workforce programs at both state and local levels.

## REGION B

- ❑ Community colleges have little or no focus on workforce programs.
- ❑ Weak Workforce Boards, with little focus on very low-income workers.
- ❑ Moderate political support for workforce programs.

# Goals Will Differ

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## REGION A

- Re-employ dislocated workers in jobs with good wages.
- Foster growth of competitive manufacturing sectors.

## REGION B

- Help low-income workers gain access to jobs with career opportunities.
- Help businesses find and retain workers.

# Strategies Will Differ

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## REGION A

- ❑ Partner with WIB, community college, employers to develop industry-specific One Stops.
- ❑ Fund advocacy coalition to increase state investment in incumbent worker training.

## REGION B

- ❑ Identify industries that have self-interest in building career ladders.
- ❑ Build career ladders, including new entrant training and bridge programs.
- ❑ Develop CBOs as intermediaries.

# Employer Goals Will Differ

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## REGION A

- ❑ Industry identifies skill requirements and shapes training.
- ❑ Industry hires dislocated workers.
- ❑ Industry/union create joint training fund.

## REGION B

- ❑ Employers identify skill requirements and shape training.
- ❑ Employers hires new populations.
- ❑ Employers train supervisors.
- ❑ Employers co-invests in upgrade training.

# Evaluations Will Differ

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## REGION A

- Develop metrics to assess success of sector-specific One Stops in serving low-income workers and employers.
- Analyze strengths and weaknesses of advocacy strategy.

## REGION B

- Develop metrics to evaluate success in building career ladders and their impact on economic outcomes for low-income workers.
- Assess CBOs as intermediaries.



## II. Engaging Employers and Evaluating Employer Impact

# Engaging and Affecting Employers

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- One key strategic task of Collaborative
- Need to consider both kinds of goals for employers:
  - Positive effects on firm and/or sector;
  - Changes in employer behavior that support hiring, promotion, and retention of low-income workers.

# Assessing Employer Impact

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## EFFECTS ON FIRM/ SECTOR

- ❑ Satisfaction with WP program.
- ❑ Improved skills of incumbent workers.
- ❑ Reduced turnover.
- ❑ Reduced vacancy.
- ❑ Improved quality of work or output.

## CHANGES IN EMPLOYER BEHAVIOR

- ❑ Increasing employer investment in front-line worker training.
- ❑ Changes in Human Resources practices.

# Approaches to Collecting the Data

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- Employer surveys
- Interviews by local evaluators

# III.

## Conclusion

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- ❑ Collaboratives want to do more than simply fund programs and walk away.
- ❑ Development of informed strategy is key to success.
- ❑ Employer engagement is critical component.
- ❑ Evaluation can be a powerful tool.