

HEALTH WORKFORCE DEVELOPMENT COUNCIL
Regional Engagement Survey

Community College					
Identify the steps you have taken to engage health sector employers on regional planning to address workforce issues/need.	What partnerships have been created within the health sector?	What plans have been developed for education and training of new and/or incumbent workers in the health sector?	How have you been able to work with (WIBs, Community Colleges and/or the California State Universities) in these endeavors?	What were the barriers and/or lessons learned in your efforts to accomplish the items referenced?	What are the components of a successful regional collaboration? What main element has led to your successful collaborations?
<p>“Regional Convener”</p> <ul style="list-style-type: none"> • Convene, participate, and attend advisory meetings or “community collaboratives” • Steps include: identifying employers, engaging industry associations, and follow-up before and after advisory meetings • Maintaining constant open communication with all partners; triangulating information for best outcome • Particular steps should be taken to ensure greater engagement 	<p>“Partnership Opportunist”</p> <ul style="list-style-type: none"> • Broad membership of partners • Specific and numerous organizations • Grant opportunities are a great organizing mechanism • Institutional linkages along a career ladder model • Should be employer/industry driven • Relationships are long-term/deep engagement 	<p>“Curriculum Planners”</p> <ul style="list-style-type: none"> • Working with various entities to shape programs • Curriculum change is tied to certification expansion • Deep employer engagement • Supplementary courses integrated for certification • Uses skills gap analysis to measure supply/demand 	<p>“Collaborative Initiator”</p> <ul style="list-style-type: none"> • Funder collaborative provides resources for development, training, and evaluation of curriculum • Provide technical assistant to WIBs for CCC grant opportunities • Co-sponsor work-readiness workshops with WIBs • Regional convening to initiate a collaborative • Work with WIBs on program funding • Frequent meetings with WIBs • Likely to be in the initiation process of collaborating with regional WIBs 	<p>“WIB-Wary Regionalist”</p> <ul style="list-style-type: none"> • WIB finance department difficult to work with (barrier) • Unfamiliar with WIB administrative processes (barrier) • WIBs seem to do their own thing (barrier) • Asymmetrical funding cycles (barrier) • Time commitment and follow-up in partnerships is intensive (barrier) • Greater funding alignment (lesson) • Maintain clear objectives amongst partnerships (lesson) • Understanding roles (lesson) • Initiating, maintaining, and building relationships (lesson) 	<p>“Expert Individuals”</p> <ul style="list-style-type: none"> • Open communication • Shared LMI • Common goals/objectives • Clearly identified roles and responsibilities • Internal capacity building • Shared institutional knowledge • Creating an environment of engagement <p style="text-align: center;"><u>Main Element</u></p> <p>Expertise at the individual level; the right people in the right positions</p>

Workforce Investment Board					
Identify the steps you have taken to engage health sector employers on regional planning to address workforce issues/need.	What partnerships have been created within the health sector?	What plans have been developed for education and training of new and/or incumbent workers in the health sector?	How have you been able to work with (WIBs, Community Colleges and/or the California State Universities) in these endeavors?	What were the barriers and/or lessons learned in your efforts to accomplish the items referenced?	What are the components of a successful regional collaboration? What main element has led to your successful collaborations?
<p>“Regional Participant”</p> <ul style="list-style-type: none"> • Advisory meeting participant and sometimes convener • Outreach to employers and community colleges • Reliance on labor market information and employer skills needs • Inventory training providers to best match employer needs 	<p>“Partnership Facilitator”</p> <ul style="list-style-type: none"> • Outreach and work with employers • A partnership is “employer engagement” • Deep engagement is a shared history/ long-term relationship • Maintain outreach through legislation change/effects 	<p>“Data-Driven Planner”</p> <ul style="list-style-type: none"> • Uses labor market information to measure supply/demand • Employer engagement necessitates design • Skills gap analysis and occupational demand both data-driven and employer driven • Partnership derived data drives planning • Planning looks to verify reliability of data • Less likely to develop plans around incumbent workers 	<p>“Collaborative Mediator”</p> <ul style="list-style-type: none"> • Place members of regional partnerships (education, industry associations, employers, etc.) on the WIB • Frequently meet with Sector Navigator staff • Attend CTE advisory groups • Likely to interact with multiple partners and stakeholders 	<p>“Situational Regionalist”</p> <ul style="list-style-type: none"> • WIB Chair, as an employer, provides leverage (lesson) • Employer demand may not align with labor market info (barrier) • Occupational demand not symmetrical (barrier) • Industry shapes training curriculum (lesson) • Employer feedback/satisfaction shapes opportunities (lesson) • Needs are shaped through situations that require constant flexibility (lesson) 	<p>“The Right Organizations”</p> <ul style="list-style-type: none"> • Building long-term relationships • Shared regional priorities • Clear goals/objectives • Mechanism for planning • Local Gov’t buy-in • Shared LMI/institutional knowledge <p><u>Main Element</u></p> <p>Bringing the right organizations to the table; engaging them in planning and getting buy-in</p>

CSU - Continuing Education					
Identify the steps you have taken to engage health sector employers on regional planning to address workforce issues/need.	What partnerships have been created within the health sector?	What plans have been developed for education and training of new and/or incumbent workers in the health sector?	How have you been able to work with (WIBs, Community Colleges and/or the California State Universities) in these endeavors?	What were the barriers and/or lessons learned in your efforts to accomplish the items referenced?	What are the components of a successful regional collaboration? What main element has led to your successful collaborations?
<p>“Regional Attendant”</p> <ul style="list-style-type: none"> • Attends advisory meetings, but is not seen as a convener or active participant • Many are in planning or development stages for regional outreach • Some are not engaging or doing outreach with regional employers 	<p>“Partnership Observer”</p> <ul style="list-style-type: none"> • Works mainly with employers • Short-term history/surface engagement • Engagement is in development • Some program partnerships 	<p>“Career Advancement Planners”</p> <ul style="list-style-type: none"> • Focus is on incumbent worker training • Expand programs and offer relevant certifications • Specialized short-term training • Respond to employer needs • Less likely to develop long-term strategy 	<p>“Collaborative Non-Participant”</p> <ul style="list-style-type: none"> • Rarely works with WIBs • Works directly with other partners in region • Not likely to participate in funded activities with WIBs • Not likely to be focus of funded WIB activities 	<p>“Resource Intensive Regionalist”</p> <ul style="list-style-type: none"> • CLS internships costly (barrier) • Institutional change slow due to administrative gridlock (barrier) • Cohort size too small (barrier) • High need students require resources (barrier) • Organizations act autonomously instead of as a partnership (barrier) • Lack of funding opportunities (barrier) • Employers must provide better OJT reimbursements (barrier) • Long-term relationships/partnerships key (lesson) 	<p>“Close Collaboration”</p> <ul style="list-style-type: none"> • Clear objectives/goals • Open communication • Employer engagement • Long-term/strong relationships • Mechanism for planning/engagement • Convening for grant opportunities <p><u>Main Element</u></p> <p>Program co-creation; close collaboration utilizing the above components</p>

Private Education					
Identify the steps you have taken to engage health sector employers on regional planning to address workforce issues/need.	What partnerships have been created within the health sector?	What plans have been developed for education and training of new and/or incumbent workers in the health sector?	How have you been able to work with (WIBs, Community Colleges and/or the California State Universities) in these endeavors?	What were the barriers and/or lessons learned in your efforts to accomplish the items referenced?	What are the components of a successful regional collaboration? What main element has led to your successful collaborations?
<p>“Regional partner”</p> <ul style="list-style-type: none"> Does not convene, attend, or participate in advisory meetings Reliant on employer and LMI data to tailor programs Strategy is not deep; surface engagement driven by informal data gathering 	<p>“Partnership Specialist”</p> <ul style="list-style-type: none"> Employer driven program design Long-term relationship/deep engagement Partnership is “employer engagement” Specialty programs designed for employers 	<p>“Needs-Based Planners”</p> <ul style="list-style-type: none"> Develop new degrees Continuing education for skilled workers Design new curriculum on a needs basis Most likely to be flexible for incumbent worker training 	<p>“Non-Actor Collaborative”</p> <ul style="list-style-type: none"> Rarely works with WIBs Works directly with other partners in region Most likely to work directly with employers 	<p>“Overlooked Regionalist”</p> <ul style="list-style-type: none"> Services left out of workforce discussion (barrier) Out-reach is the WIBs’ responsibility (lesson) Industry volatility and changing personnel within the industry creates uncertainty (barrier) Relationships are time intensive (barrier/lesson) 	<p>“Committed Leadership”</p> <ul style="list-style-type: none"> Clearly identified roles and responsibilities Clear goals/objectives Shared institutional knowledge Open communication Employer engagement <p><u>Main Element</u></p> <p>Commitment from top leadership; build capacity outward amongst partners</p>