

Sector Partnerships

In Colorado, we intentionally invest in providing scaffolding in which effective, collective strategic partnerships can thrive. We see businesses growth amplified through our collaborative market culture. Yes, businesses must compete, yet to achieve optimal growth, they must increasingly also collaborate locally in areas where acting individually cannot address the common economic and social needs that are integral to the achievement of businesses priorities.

Colorado is home to many industry-led partnerships and the Colorado Workforce Development Council (CWDC) focuses support on: sector partnerships; industry intermediaries, such as trade associations; and workforce boards. We recognize:

- ❑ Change happens locally and embrace a regional approach operating through a 14 economic regional lens.
- ❑ Industries have unique needs and focus on 14 major industries, those that drive our state's economy.
- ❑ That together, we can build on strengths, address new challenges and seize new opportunities that will advance Colorado.

This sectors work is led by the Sectors Steering Committee of the governor-appointed CWDC.



What is a Sector Partnership?

Partnerships of business leaders, from the same industry and in a shared labor market region, who work with education, workforce development, economic development and community organizations to address the workforce and other competitiveness needs of their industry.

Enabling Local Partnerships

CWDC is committed to providing technical assistance to launch and grow sector partnerships. We also provide a resource library that is a combination of the Next Generation Sector Partnership Toolkit and Colorado-specific resources. We have a robust state and local connection upon which sector partnerships thrive. Here are the key aspects to the role each plays:

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.
- Provides technical assistance to regions and industries.

REGIONAL & LOCAL

- Utilizes and customizes the frameworks to leverage resources across 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.

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Scaling Sector Partnerships

2017

Launched a construction sector partnership and a tech sector partnership in region 3.

CWDC became an official National Next Gen Sector Partnership Affiliate and a Founding Partner.

Hosted a Sectors Summit on accelerating work-based learning communities in Colorado.

Launched State Technical Assistance Team (STAT) to bridge expertise from state agencies to local partners in order to accelerate sector partnerships.

2016

Launched a healthcare sector partnership in region 9; retail in region 3; and healthcare and value added agriculture in region 8.

Launched a sectors grant program.

2015

Launched Annual Impact survey measuring key performance indicators to facilitate the promotion of stories and key outcomes.

Began implementation of Workforce Innovation & Opportunity Act - legislating sector partnerships and career pathways as the way of doing business by local workforce boards and partners throughout the economic development, workforce, and education systems.

Worked closely with Northern Colorado Manufacturing Partnership in hosting a series of first-of-its-kind skill panel discussions around the top 10 critical occupation in the region, in order to create sector partnership-driven career pathways in manufacturing.

2014

CWDC hosts Sectors Summit II: Growing the Talent Pipeline focused on sustaining existing sector partnerships and aligning them with the development of career pathways.

Continued to convene its talent development system partners in the Aligning Career Pathways Committee. Partners provided guidance on the

statewide career pathways step-by-step guide, Creating Career Pathways in Colorado: A Step-by-Step Guide.

Senate Bill 14-205 established publication of the annual Talent Pipeline Report and institutionalized the strategies of sector partnerships and career pathways as the way Colorado will work with industry, economic development, workforce development, and education to close the skills gap.

2013

Hosted a statewide Sectors Summit to convene regional teams to launch and grow sector partnerships.

Provided training, intensive coaching, and capacity building for local programs to design and implement sector partnerships.

Rolled out common statewide messaging, and begins developing a “dashboard” to track and measure performance of sector partnerships.

OEDIT launched remaining 5 Key Industry Networks.

CCCS and CWDC received technical assistance grant from Department of Education for career pathways.

2012

CDLE and CWDC integrated the concept of sector strategies into new state initiatives, local workforce planning, and proposals for federal funding.

Brought key stakeholders together to launch Career pathways initiative.

OEDIT launched Key Industry Networks for 9 of the 14 Key Industry Networks.

2011

Sector Strategies Steering Committee became a sub-committee of the CWDC to ensure alignment with CWDC’s broader mission to convene workforce, education and economic development partners.

Colorado’s statewide bottom up economic development plan, The Colorado Blueprint, was completed by the Office of Economic Development and International Trade (OEDIT).

2010

Executive Order was signed to reconstitute the CWDC as the entity to align education, workforce, and economic development.

2009

Local workforce areas and their partners in industry, education, economic development are convened for annual Sector Strategy Academies to learn from one another and from national sector practitioners.

2008

Commissioned industry analyses and reports in the fields of health care, energy, and manufacturing to document how local areas create sector partnerships in these critical industries.

Created a full-time staff position to lead sector partnership activities.

Repurposed WIA discretionary funds to create start-up grants, including guidance to local areas to establish sector partnerships. New grants are competitively awarded over the next three years.

2007

CDLE is accepted to participate in a Policy Academy on Sector Strategies organized by the National Governors Association.

Sector Strategies Steering Committee is established to guide policies and practical implementation of sector partnerships.

2005

The WELLS Center is launched through a \$1,600,000 grant from USDOL to alleviate Colorado's critical shortage of healthcare professionals and build capacity for training. This is Colorado’s first sector partnership.

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The Sectors Network



Region 1

Northeastern Colorado Manufacturing NECOM

Region 2

NOCO Manufacturing
NOCO Health

Region 3

Metro Denver Retail
Metro Denver Construction
Denver Metro Technology
CAMA Metro Manufacturing
Greater Metro Denver Healthcare

Region 5 Health & Wellness

Region 4

COS Health
CAMA South

Region 6

Southeastern Colorado Healthcare
Southeast Colorado Manufacturing

Region 7

Southern Colorado Healthcare
Southern Colorado Manufacturing

Region 8

SLV Value-Added Ag
SLV Health and Wellness

Region 9 Southwest Colorado Healthcare

Region 11

Mesa County Health Care
CAMA West Manufacturing

Region 13

Upper Arkansas Healthcare
Upper Arkansas Outdoor Recreation & Tourism

Positive Return on Investment

Partnerships are proven to provide greater economic opportunity, as well as shareholder profit. More than 750 businesses are actively involved in sector partnerships across Colorado.

Across sector partnerships:

- 83% increased participation by businesses in target industry and region
- 65% increased participation by education, training and student/jobseeker support organizations (K-12, postsecondary, workforce programs, other)
- 83% shared data across support organizations
- 83% increased collaboration across partner organizations on talent development
- 83% experienced joint or shared decision-making across support organizations (education, workforce development, economic development, etc.)
- 78% implemented joint or shared projects across support organizations

Impact on job seekers:

- 65% increased student/jobseeker awareness of training/education programs
- 57% were involved with work-based learning opportunities (e.g. apprenticeships, internships)
- 52% were involved with the development of career pathways programs
- 78% enhanced existing or developed new training/education program(s)

Impact on businesses as a result of participating in a sector partnership:

- 65% experienced improvements in HR policies and/or employee development practices
- 50% feel they were positively branded in local market
- 33% formed new or enhanced joint ventures / B2B relationship

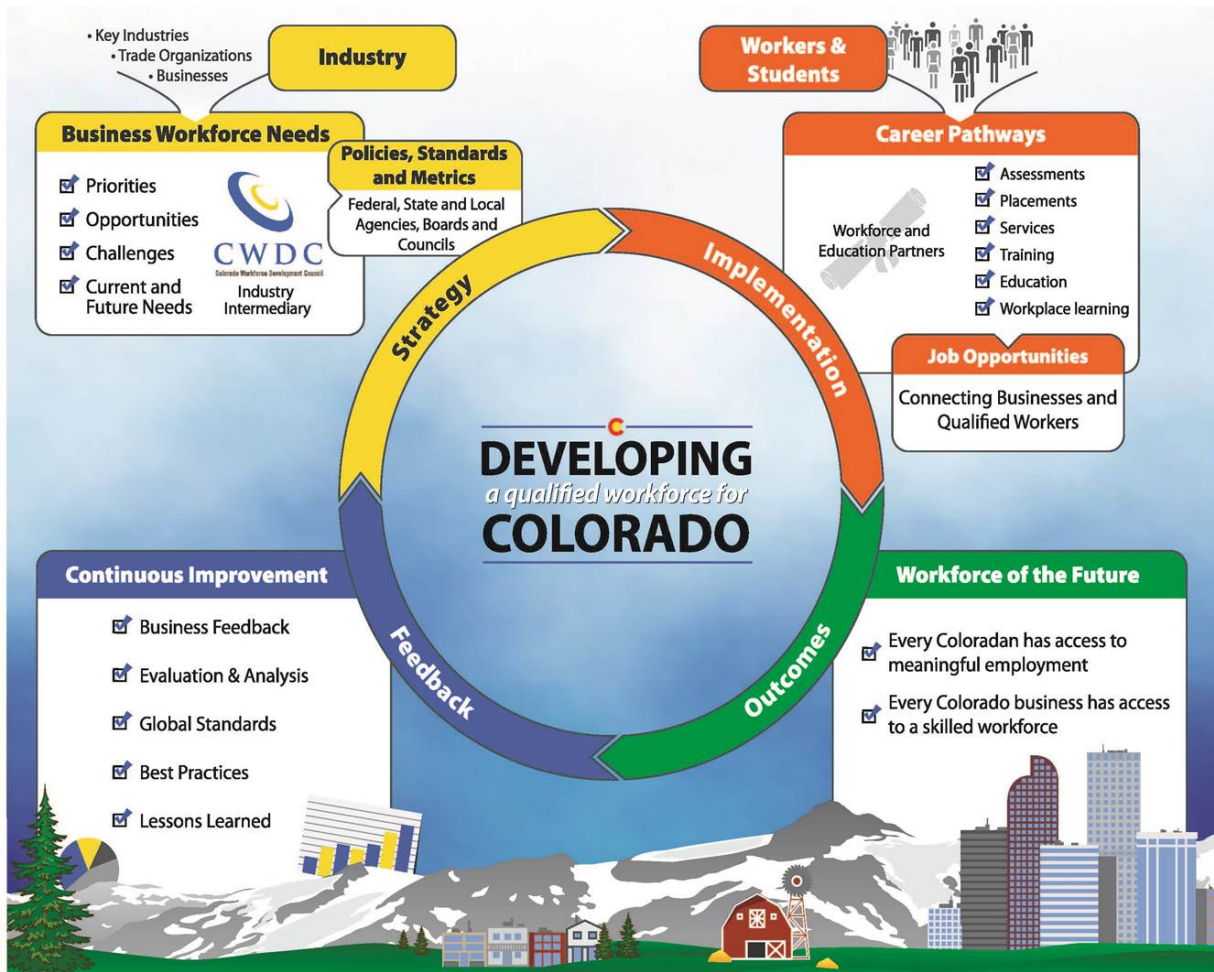
"The Metro Denver Healthcare Sector Partnership has been a great place to collaborate with other organizations sharing the same goal of ensuring our industries have qualified candidates for our job openings." – Mame Fuhrman, University of Colorado Hospital.



Sector Partnerships

What is a sector partnership and why do they matter for career pathway systems?

In Colorado, industry-led sector partnerships are one of the best vehicles for aligning public partners with industries' needs in an effective, results-driven manner. They provide the "home" for career pathway systems-building, engaging industry leaders and public partners in a continuous dialogue to ensure that education and training systems respond to industry needs. Other industry-driven partnerships, such as statewide industry associations, can also support the development of career pathway programs and systems, in collaboration with regional sector partnerships.



"The focus of these partnerships is to innovate the way we do business and to develop a sustainable and collaborative model for regional economic development." – Jay Hardy, Vice President, Brinkman, and former Chair of Colorado Workforce Development Council's Sector Strategies Steering Committee