



**JOBS FOR THE FUTURE**

**ENGAGING HEALTH CARE EMPLOYERS  
HPOG PLENARY SESSION**

Randall Wilson, PhD

Jobs for the Future | February 18, 2016



### OUR GOALS

#### 1. **PREPARING FOR COLLEGE AND CAREER:**

All young people graduate high school on a clear path to college completion and career success.

#### 2. **EARNING POSTSECONDARY CREDENTIALS:**

All students gain the skills they need to earn postsecondary credentials with high labor market value.

#### 3. **ADVANCING CAREERS AND ECONOMIC GROWTH:**

All workers obtain the education and training required to move into productive careers with clear paths for advancement.

A vertical photograph of a young person with dark hair, seen from the side, looking at a laptop screen. The background is blurred, suggesting an indoor setting like a classroom or office.

Expanding  
Opportunity  
Today and for  
America's Next  
Generation



JOBS FOR THE FUTURE

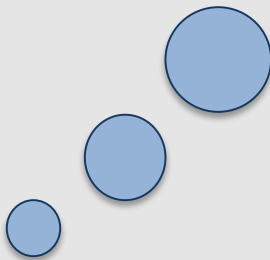


- > Why Employer Engagement?
- > Entry Points for Employer Engagement
- > Models and Lessons from Health Care Employers and Partnerships
- > Discussing Your Projects





*What, You Mean We Need  
To Change How We  
Engage With Employers?*



## WHY ENGAGE EMPLOYERS?



JOBS FOR THE FUTURE

- > To align education and training initiatives with employer needs and expectations
- > To build partnerships for developing a quality workforce while meeting the needs of jobseekers for quality employment and career advancement
- > To promote best-in-class models for workforce investment
- > To align with the White House “Job-Driven Training” agenda, WIOA, and other federal programs



### Ready To Work

Let's equip our workers with the skills to compete in a 21<sup>st</sup>-century economy.



Photo courtesy of:



## Strengths of the Sector

- > Strong demand in many areas
- > Variety of occupational pathways and subfields
- > Multiple entry and exit points, ladders and lattices
- > Well-defined subfields and credentials in many cases
- > Good wages for sub-BA jobs
- > Attention due to public policy (Affordable Care Act)

## Challenges of the Sector

- > Some high-demand jobs (i.e., home health care) lack ladders
- > Education and licensing requirements create steep hurdles; “credential creep”
- > Scope of practice restrictions
- > Lack of articulation and alignment within education and industry at many points
- > Uncertain demand picture (for jobs and skills) due to ACA

Employer engagement is the interaction between employers and educational, training, and workforce development organizations that results in measurable improvement in desired outcomes for both parties.







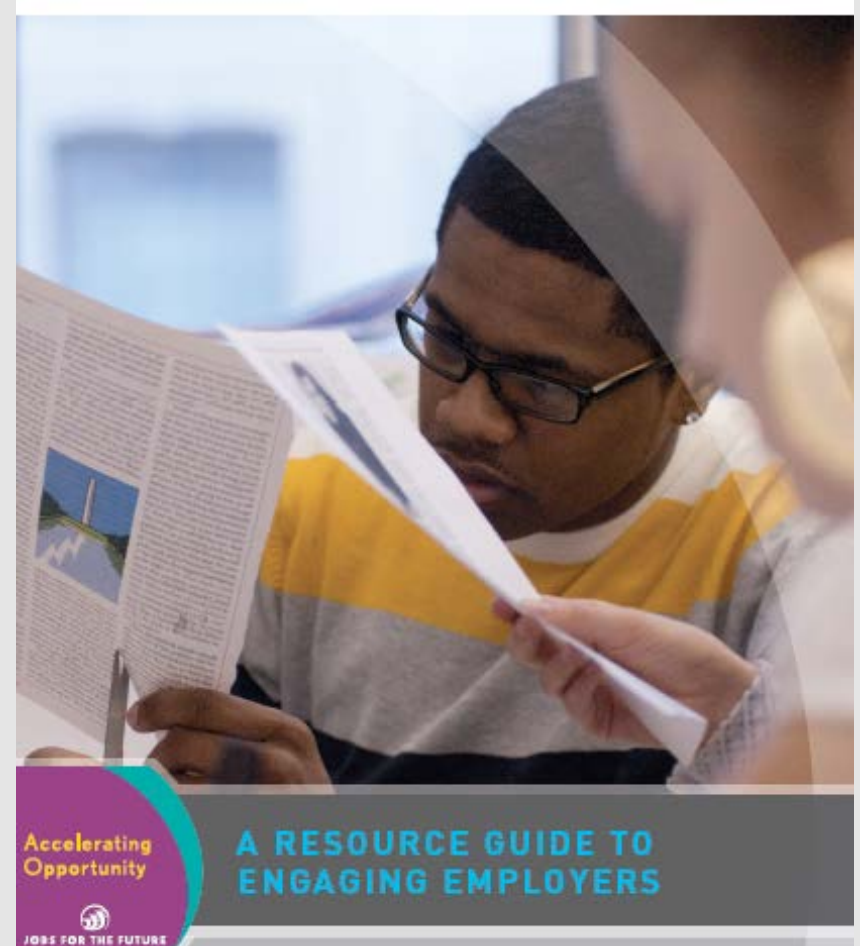
- > Effective Employer Engagement is
  - **Continuous** vs. episodic or “one-off” (more than advisory)
  - **Strategic** vs. transactional (high-impact partnerships)
  - **Mutually Valuable**—creating value for employers as well as customers
  - **Wide-Ranging**—going beyond “usual suspects”
  - **Comprehensive**—engaging in a variety of roles and activities
  - **Intensive**—engaging employers in depth on skills, program needs
  - **Empowering**—employers assume leadership roles, from the start
  - **Varied**—using many channels, including employer associations

# RESOURCES FOR ENGAGING EMPLOYERS



JOBS FOR THE FUTURE

- > Level 1: Advising
- > Level 2: Building Educational Capacity
- > Level 3: Co-Designing Curriculum and Career Pathways
- > Level 4: Convening Workforce Partnerships
- > Level 5: Leading and Sustaining Partnerships



# Figure 1.5: Stages of Employer Engagement



	Level I	Level II	Level III	Level IV	Level V
<b>Key employer role</b>	Advising	Capacity-building	Co-designing	Convening	Leading
<b>Stage of relationship</b>	Initial contact / new relationship	Establishing trust and credibility	Working relationship	Trusted provider and collaborator	Full strategic partner
<b>Activity examples</b>	Discuss hiring needs, skills, competencies; advise on curricula; contract training; hire graduates	Job site tours; speakers; mock interviews; internships; needs assessment; loan/donate equipment; recruiting	Curriculum and pathway development; adjunct faculty and preceptors	College-employer sectoral partnerships	Multi-employer / multi-college partnerships
<b>Engagement examples by level</b>	<ul style="list-style-type: none"> <li>&gt; Western Technical College (Wisconsin Shifting Gears)</li> <li>&gt; Monroe Community College</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Bristol Community College</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Owensboro Community and Technical College</li> <li>&gt; Automotive Technical Education Collaborative (AMTEC)</li> <li>&gt; Columbus State Community College (LogisticsART)</li> </ul>	<ul style="list-style-type: none"> <li>&gt; NorTEC</li> <li>&gt; Northern Virginia Community College (NoVAHealth FORCE)</li> <li>&gt; Cabrillo College / Bay Area Community College Consortium</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Health Careers Collaborative of Greater Cincinnati / Cincinnati State Community and Technical College</li> <li>&gt; Health Professions Pathway (H2P)</li> </ul>

# RESOURCES FOR ENGAGING EMPLOYERS



JOBS FOR THE FUTURE

- > Tool 1. Getting Ready. Where Are You Now?
- > Tool 2. Targeting Your Relationships
- > Tool 3. Becoming a Go-To Convener
- > Tool 4. Partnering on Program Design and Delivery



# RESOURCES FOR ENGAGING EMPLOYERS



JOBS FOR THE FUTURE





- > Allow workers to “learn while earning”
  - On-site courses, coaching, basic skills, and college prep
  - Clear career ladders and lattices
- > Adapt to shifting needs, opportunities
  - Build programs incrementally; use data to track talent needs
- > Leverage internal, external investments
  - Tap operational budgets, public workforce, and philanthropy
- > Engage leadership, build capacity
  - Dedicated workforce development staff lines

**RANDALL WILSON**

[rwilson@jff.org](mailto:rwilson@jff.org)



**JOBS FOR THE FUTURE**

**TEL 617.728.4446 FAX 617.728.4857 [info@jff.org](mailto:info@jff.org)**

**88 Broad Street, 8<sup>th</sup> Floor, Boston, MA 02110 (HQ)**

**122 C Street, NW, Suite 650, Washington, DC 20001**

**505 14th Street, Suite 900, Oakland, CA 94612**

**[WWW.JFF.ORG](http://WWW.JFF.ORG)**