

Acknowledgements

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Introduction

The mission of the Governor’s Workforce Investment Board (GWIB) is “to guide a nationally recognized workforce development system aligned with the economic and educational goals of the State of Maryland resulting in a qualified workforce available to employers in the State of Maryland.”

To fulfill this mission, Maryland is moving towards a demand-driven workforce development system. This approach engages high-level leaders from businesses, government, education and the community who work collaboratively through an industry initiative.

The industry initiative process, developed by GWIB, is a sequence of activities and people involved in defining workforce demand, opportunities and concerns for workforce development, and the necessary actions to meet current and future demand. Maryland’s five-phase process consists of organizing an industry-led committee, conducting research to define demand and supply, identifying workforce issues, proposing recommendations to address those issues, gaining industry sector validation, and developing a plan of action to execute industry-selected recommendations.

As a result of the successful healthcare initiative, GWIB received a grant from the U.S. Department of Labor to establish the Maryland Center for Industry Initiatives. The purpose of the grant is to replicate the proven process used for the healthcare sector to other targeted industries in Maryland. The Center’s staff, working closely with industry, guides and monitors the industry initiative process. The Center’s director provides the overall direction and management of the Center and its priorities and activities. Industry initiative coordinators (coordinator) provide direct “hands on” guidance and consultation to the industry leader, steering committee chair and committee members in the implementation of their industry initiative. Industry analysts (analyst) provide the research and support needed by the Center to support the initiative.

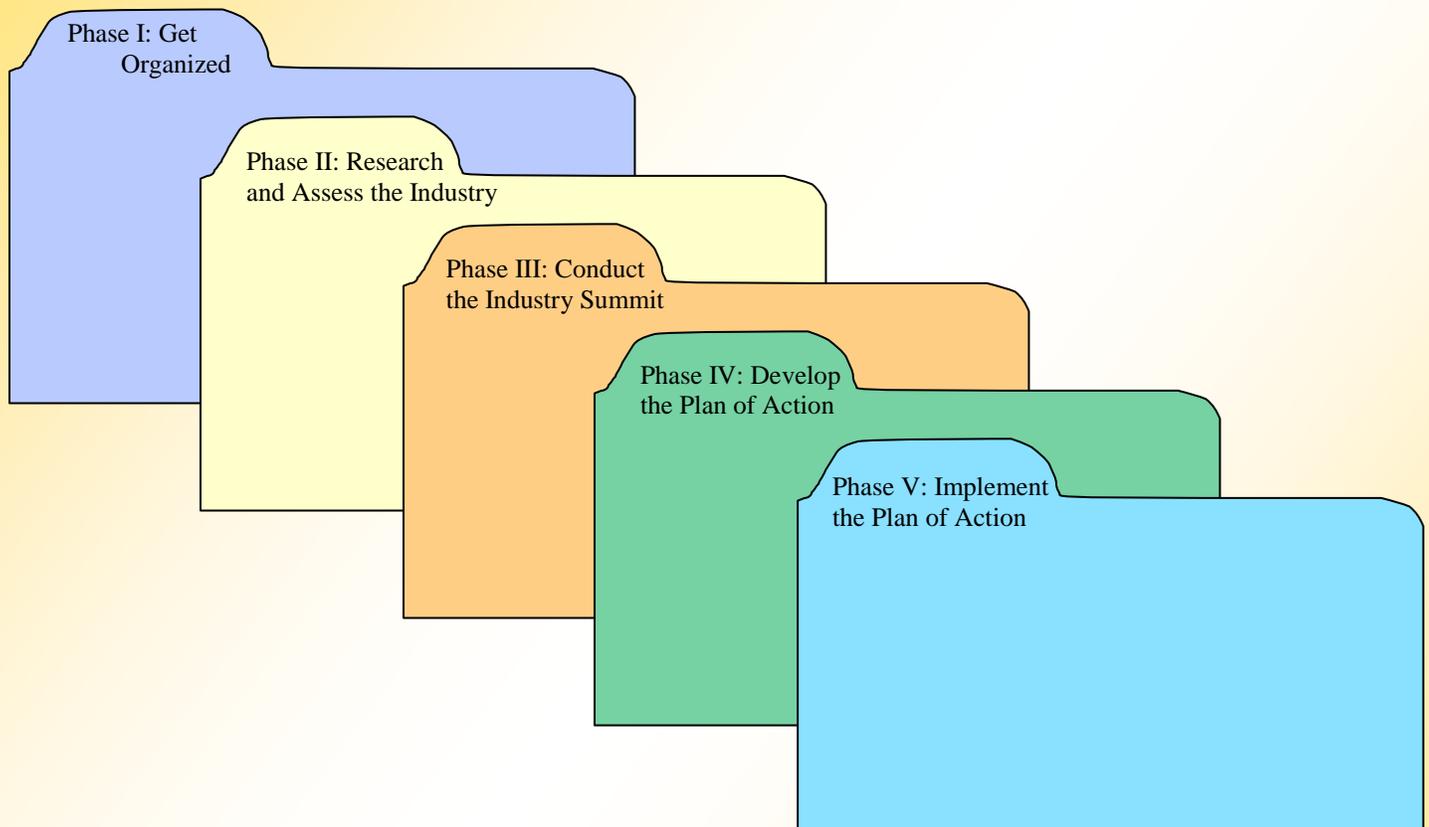
In 2006, GWIB published the Industry Initiative Comprehensive Process Guide (Guide). It provides a working template to develop, implement and sustain a demand-driven, industry sector approach for assessing and addressing industry workforce needs and issues.

This Executive Summary is designed to help industry leaders and committee chairs to quickly become familiar with the five-phase process. While the summary is an accurate representation of the concepts and procedures described in the Guide, we urge industry initiative participants to read the complete Guide.



Overview of the Industry Initiative Process

The process provides an orderly method to bring together private and public sector stakeholders to cooperatively identify and address current and projected workforce needs. There are five phases in the Industry Initiative Process:



It may be helpful to review a few key concepts used in this summary.

An *industry leader* is a member of the Governor's Workforce Investment Board (GWIB) who represents an industry sector. The primary role of the industry leader is to represent and articulate the workforce needs of his/her industry to the Board. The leader works closely with and advises the industry's steering committee chair. The industry leader may also choose to serve as the committee chair. The industry leader provides steering/implementation committee updates to the GWIB.

The *industry leader* plays a key role in identifying and attracting committee members. He/she should work with the coordinator to:

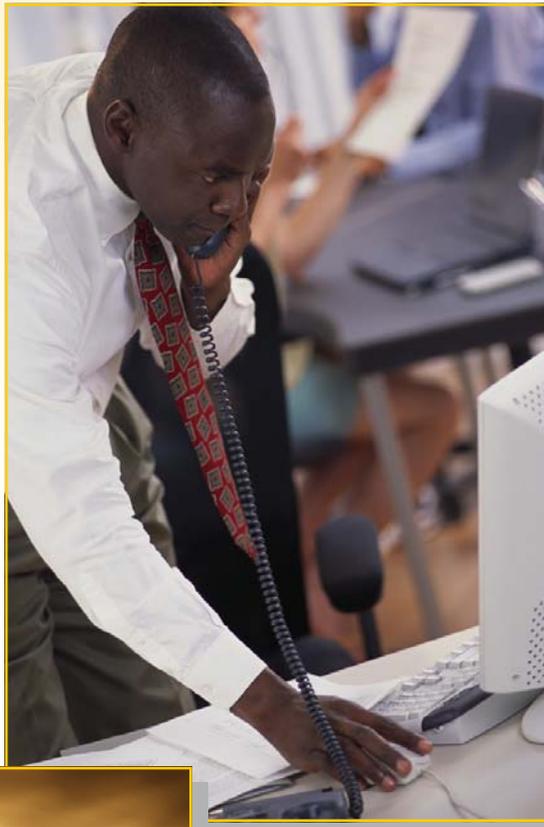
- identify industry steering committee chair (co-chairs), or serve as the chair, if he/she prefers;
- work with the chair and coordinator to identify appropriate committee members;
- monitor progress of the committee and assist the chair as required during the industry initiative process;
- periodically report to the GWIB on the committee's progress, and present the industry's workforce development needs/issues to the Board for appropriate level of action and support;
- educate the steering committee about Board expectations; and
- help the committee find and secure necessary financial, human or material resources for its work.

The *steering committee chair* serves as the principal motivating force throughout the five-phase industry initiative process. The chair works with the industry leader and the coordinator. The chair directs the committee, actively manages the meetings and logistics, and monitors the committee's progress. The industry leader may choose to serve as the steering committee chair or co-chair.

The chair should be a recognized person in the industry with the ability to recruit his/her peers to join the committee. The chair's role in organizing and managing the committee is to:

- recruit high-level, private sector business people such as CEOs, senior vice presidents, and human resource executives to serve on the steering committee;
- create the agenda for monthly steering committee meetings and planning of activities with guidance and assistance from the industry initiative coordinator;
- identify and allocate projects to sub-committees as needed;
- develop a plan with the committee for securing the resources needed to achieve the objectives of the committee, with the assistance of the committee members and the coordinator; and to
- meet periodically with the GWIB Subcabinet to review issues and needs.

The *industry analyst* identifies workforce information resources and analyzes them for the industry leader, chair and committee. The industry analyst, in collaboration with the industry initiatives coordinators, fulfills subcommittees' data requests, works with the steering committee on meeting logistics, and assists with coordination of the summit.



Summary of the Five Phases

Phase I : Get Organized

The primary objective in Phase I is to organize the industry-led steering committee. The *steering committee* is the leadership group selected to complete the tasks outlined in the five-phase process. The committee will define current and future workforce demand, identify challenges to attracting, recruiting, retaining, and training a skilled workforce for the industry, and recommend strategies, programs and other actions to address those challenges.

The steering committee includes leaders from the industry sector, related professional associations and selected government and educational leaders. The number of committee members is flexible, between 25 and 60. The majority, seventy-five percent, come from businesses in the sector.

Working together, the industry leader, chair, and coordinator develop a list of prospective members from the industry, associations, government and education to serve on the committee. Industry membership should represent all segments of the sector and geographically of the state, and should consider company size, as well.

An ideal candidate for the committee is a senior executive or middle manager in his/her company. A member should be familiar with the workforce needs and issues of the industry. Prospective committee members should have the time to attend meetings and ability to commit to serve through development of a plan of action (Phase IV).

The committee should meet on a regular schedule: once a month is recommended. The chair prepares the agenda and gathers reports from members. The coordinator assists by distributing (e-mail, fax or mail) the meeting notice, agenda and other materials to the committee.

Phase II: Research and Assess the Industry

In this phase, the committee, with assistance from Center staff, gathers, reviews, distills, and presents information needed to produce the Industry Monograph. The monograph includes a complete and accurate industry profile and a list of current and projected workforce development issues. The comprehensive and authoritative document tells the story of the industry, past, present and future. Ideally, the work in Phase II, from validating the sector to writing the monograph, should be completed within eight to ten months.

The general outline of a monograph includes:

- ***Industry Profile***
 - A comprehensive, authoritative, and accurate description of the industry in the state, its economic impact, current and future workforce demand, opportunities and challenges to the sector.
- ***Workforce Profile***
 - A description of the current and projected workforce demand. The current workforce description includes the number of workers in the sector, average wages, turnover, skills, education, training and sources of workers. Projected workforce needs describe high-demand occupations (HDOs) critical to the sector over the next five to ten years. It, too, will include a description with the number of workers needed, skills and education required, and current and potential supply sources for candidates to fill the HDOs.
- ***Industry Workforce Issues***
 - A summary of opportunities or threats to the industry sector's workforce that usually falls into one of these categories: attraction, recruitment, retention, training and development, and state policy and programs.
- ***Preliminary Recommendations***
 - A list or summary of recommendations matched to workforce issues. An industry initiative recommendation is a strategy, project, policy and/or other action that addresses a defined workforce issue. It seeks to remove bottlenecks that inhibit recruitment, hiring, training or worker placement in an industry.

Phase III: Conduct the Industry Summit

The industry summit is a one-day meeting of high-level leaders from industry, government and education. The purpose of the summit is to review and validate the industry findings, further develop and prioritize workforce issues, and possibly enhance and prioritize action recommendations (strategies, projects and other actions) that engage workforce issues.

The Healthcare Summit and Aerospace Summit each attracted 200-plus chief executives, senior managers, and state and education leaders. A key feature of a summit is the opportunity for industry peers, state workforce professionals, and policy makers to meet face to face, forming partnerships to address the industry's workforce challenges going forward.

A basic summit program agenda includes:

Morning Session

Opening General Session

Report Findings of Industry Initiative

Validate the Industry Profile

Mid Morning Sessions

Concurrent Workgroups – discuss, revise and prioritize workforce issues

Lunch Session

Keynote Speaker

Mid-Afternoon Session

Concurrent Workgroups – discuss, revise and prioritize workforce issues

Late Afternoon Session

Closing Session – Reports from workgroups

Phase IV: Develop the Plan of Action

A productive summit achieves the validation of the information gathered by the committee on the industry profile and workforce demand and issues. Summit participants prioritize workforce issues and recommendations, which are then described in the post-summit report.

A post summit report is a brief description of the activities of the summit, including a summary of the preliminary recommendations (critical workforce issues, strategies, projects and other actions) selected by the summit participants for further action.

In addition to the post summit report, the committee will identify the potential gaps between the industry assessment of its workforce demand (occupations, numbers and skill sets) and the state education system's ability to meet that demand. The committee works with MHEC, MSDE and other agencies, as required, who produce the analysis. In addition to defining the educational gap, the analysis should suggest possible strategies, actions, and programs that engage the workforce issues selected at the summit.

During this phase, the committee will gather and review industry best practices. These are programs or services that work to remedy specific workforce issues. Committee members are the primary source for identifying best practices. Industry associations are another source of best practice information. Internet search may also provide leads to best practices. The Workforce3 website, established by the U.S. DOL Education and Training Administration, may be another source for best practice ideas.

The steering committee uses the post summit report, gap analysis and descriptions of best practices to prepare a plan of action. An industry initiative's plan of action identifies specific goals, strategies and associated activities, advocates, key stakeholders, and timelines to address issues and implement the recommendations reviewed at the summit and selected by the steering committee after the summit.

Phase V: Implement the Plan of Action

The purpose of the industry initiative process is to achieve measurable goals in workforce development as defined in the plan of action. Implementing the industry plan of action takes time and is dependent on the relationships, partnerships, and services within the workforce investment system established during the process.

In this phase, the steering committee evolves into a smaller implementation committee, which through its relationships and partnerships, ensures that the state workforce system meets the industry's needs.

The industry leader and steering committee chair continue to serve on the implementation committee. The industry coordinator continues to guide and assist the implementation committee. The implementation committee is comprised of ten or more industry and state leaders. They are responsible for the overall direction and guidance of workgroups that implement the plan of action.

An advocate, assigned to each issue or strategy, is responsible for directing and driving the activities of their workgroup. An advocate is a person from industry or the state who participates on the implementation committee and leads the development and implementation of a specific workforce strategy identified in the plan of action. He/she may organize a small workgroup or form relationships in order to achieve the desired results.



Develop Resources to Support Committee Activities

Committee activities such as distribution of materials, meetings, and the summit, require resources (people, time and money.) Identifying resource needs and potential sources is a critical organizational task for the chair. He/she should draft resource development options for discussion by the committee.

GWIB and the Center provide staff and administrative support to the committee, but cannot provide cash support. The steering committee must manage the expense for additional staff, professional services, rooms, printing, postage, graphic design, audio-visual, and food and beverages through in-kind donations, and/or sponsorships and/or fees.

GWIB and the Center assist the industry leader, chair and committee to help obtain the needed resources from individual companies participating in the process, industry associations, community and corporate foundations, and state and federal government agencies.



Process Work Structure

Phase I: Get Organized

- Step 1: Conduct Industry Leader Orientation
- Step 2: Identify a Steering Committee Chair
- Step 3: Recruit Steering Committee Members
- Step 4: Convene the Organizational Meeting
- Step 5: Develop Resources to Support Committee Activities
- Step 6: Convene the Regular Meetings of the Committee
- Step 7: Communicate the Industry Initiative Activities and Progress

Phase II: Research and Assess the Industry

- Step 1: Validate the Sector (industry profile)
- Step 2: Conduct Industry Demand and Workforce Supply Research (workforce profile)
- Step 3: Define the Workforce Issues
- Step 4: Introduce the Preliminary Industry Recommendations
- Step 5: Write the Industry Monograph

Phase III: Conduct the Industry Summit

- Step 1: Develop Summit Agenda and Activities
- Step 2: Produce Summit
- Step 3: Manage Summit Outcomes
- Step 4: Publish the Post Summit Report

Phase IV: Develop the Plan of Action

- Step 1: Review the Post Summit Report
- Step 2: Conduct Gap Analysis
- Step 3: Gather and Review Best Practices
- Step 4: Write the Industry Initiative Plan of Action

Phase V: Implement the Plan of Action

- Step 1: Organize the Implementation Committee
- Step 2: Monitor Progress
- Step 3: Sustain the Partnerships

Notes: