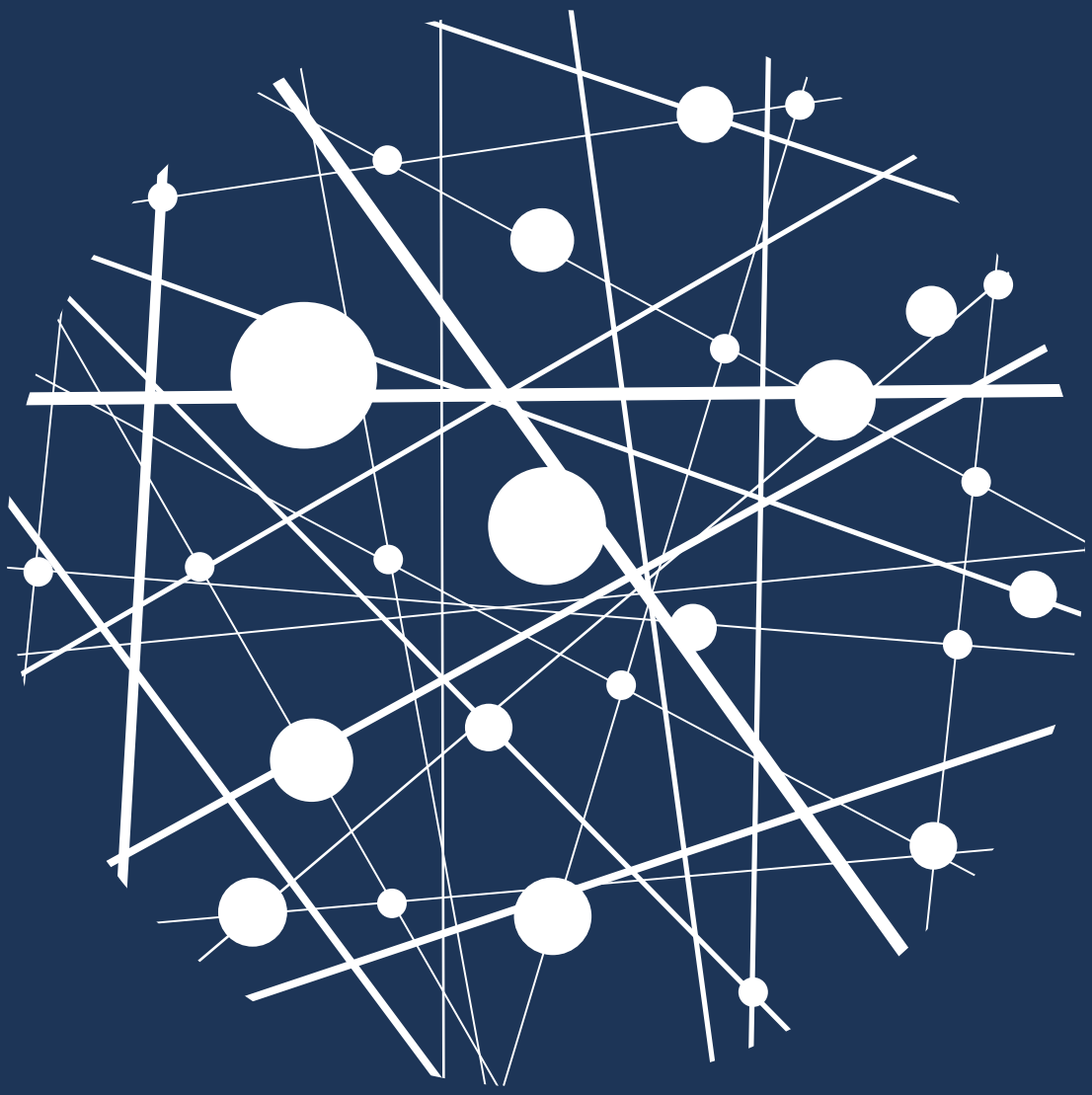

2016 | IOWA

SECTOR PARTNERSHIPS TOOLKIT

1.0 | PLANNING

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FOREWORD

Iowa's response to sector partnership has been to build on existing promising practices. Sector partnerships are major components of Iowa's Unified State plan and A Future Ready Iowa. A collaborative effort by the state to provide guidance and training on sector partnerships has resulted in a series of toolkits. The toolkits are not exhaustive but aimed at preparing the state and regions to make data-informed critical decisions in planning, emerging, and sustaining sector partnerships. By identifying the evolution and processes associated with effective sector partnerships, Iowa's Sector Partnership Leadership Council (SPLC), a business-driven state-sponsored association, promotes a streamlined workforce talent pipeline along with robust career pathways that link the needs of the employers with all Iowans.

Each section in this toolkit contains a narrative, key points, an activity, or checklist to practice the principle associated with each partnership. Also included are self-assessments that helps to evaluate progress and next steps.

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SECTOR PARTNERSHIP VALUE 1

A sector partnership is a workforce collaborative initiative that organizes key stakeholders and targeted industry partners into a sustainable working group that focuses on the long-term workforce needs of a targeted industry cluster. Membership in the sector partnership is determined by the targeted industry partners. Sector partnerships operate within a true labor market region and are not confined to particular workforce, education, or similar regional boundaries.

SECTOR PARTNERSHIPS ARE ONE OF THE MOST EFFECTIVE WAYS TO ALIGN PUBLIC AND PRIVATE RESOURCES TO ADDRESS THE TALENT NEEDS OF EMPLOYERS.

Sector partnerships are increasingly recognized as an effective method for aligning education, economic, and workforce development systems to address industry-identified labor market needs. To that end, sector partnerships "benefit industry by facilitating creation of a pool of appropriately skilled labor and an industry cluster that provides access to shared resources, innovation, and markets."[1]

Sector partnerships are composed of industries with shared needs as well as various education, workforce, economic, and community organizations in supportive roles. These partnerships develop and continuously evaluate goals, policies, and service-delivery strategies to meet the needs of employers in a given sector. Sector partnerships operate within labor market regions and are not confined to municipal, county, educational, or even state boundaries. The scope and size of a sector partnership is based entirely on where industries in a particular sector are located.

THE IMPACT OF A SECTOR PARTNERSHIP

Effective sector partnerships are industry-driven, meaning industries identify needs and assume a lead role in developing strategies that address these needs. Accordingly, each industry sets the agenda, takes an active role in designing workforce solutions, and engages in practices that promote partnership sustainability.

Ultimately, sector partnerships are a proven means for "helping workers prepare for middle-skill jobs and helping employers find skilled workers."[2]

Sector partnerships work to meet the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of workers. By meeting the needs of sector partnerships on behalf of industry, jobseekers, and workers, sector support partners strengthen a region's overall economic vitality. Sector partnerships should include entities such as local government; local economic development agencies; local agencies; chambers of commerce; nonprofit organizations; philanthropic organizations; community service agencies; economic development organizations; industry associations; labor organizations, except in instances where no labor representation exists; representatives of local boards; representatives of K-12, adult education, and postsecondary educational institutions or other training providers; representatives of state workforce agencies or other entities providing employment service; and representatives of other related regional sector partnerships.

THREE STAGES OF SECTOR PARTNERSHIP

Iowa's definition of a sector partnership includes an evolution process for establishing and sustaining partnerships. Each stage includes critical elements necessary for growth and development. The toolkit will follow the sector partnership growth.

TOOLKIT 1.0: PLANNING

A facilitator or convener:

- determines whether the partnership really makes sense for their community
- considers or prepares for actions needed to launch a partnership but has not committed to the formation of a sector partnership
- works to identify partners who would be involved

TOOLKIT 2.0: EMERGING

The sector partnership:

- has at least an interim independent facilitator or facilitating team
- has engaged at least one private sector champion to help drive the launch and implementation of a sector partnership
- includes support partners from workforce development, education, economic development, and other programs or organizations in strategic roles. Develops the capacity to engage in active communication and collaboration with regional Workforce Investment board(s)
- can say with confidence when the partnership is expected to launch
- engages in networking with mature sector partnerships

TOOLKIT 3.0: SUSTAINING

The sector partnership is mature and:

- has a clear neutral facilitator or facilitating team
- is led by industry, as demonstrated by industry sector members playing leadership roles (chairperson, etc.) who are committed to the long-term sustainability of the sector partnership
- has broad industry engagement as demonstrated by industry members attending meetings, partnering on activities, and providing in-kind or financial resources
- includes critical and engaged support partners across programs from workforce development, economic development, education, community organizations, and others. Sector partnership actively communicates and collaborates with regional Workforce Investment board(s)
- operates in a true labor market region, not within the confines of a workforce area, community college boundary, or other boundaries
- operates under a shared, long-term strategic plan
- has developed at least one effective, employer-validated career pathway in support of a target industry cluster based on mapping knowledge, skills and abilities, and skill attainment at multiple entry and exit points

ALL SUCCESSFUL SECTOR PARTNERSHIPS HAVE THESE COMMON PRINCIPLES

1. Serve the dual purpose of aligning education, training, and support services to the needs of employers in an industry sector, while ensuring that those services are accessible to a range of workers.
2. Require a strong facilitator or convener that sustains energy, coordinates dialogue, and brokers relationships among service providers and employers to carry out the partnership's agenda.
3. Are employer driven, wherein employers recognize their self-interest in, need for, and the potential of the partnership.
4. Promote systemic change that benefits workers of all wages and skill levels, the industry, and the community at large.
5. Includes the workforce development system as a key player in the growth of sector partnerships, developing the industry-driven relationships, and providing support for the talent pipeline.

SUCCESS STORY

Sector partnerships lead to workforce initiatives in Southwest Iowa

"The availability of skilled labor is a pressing concern for all of our manufacturing companies. There isn't a company I have talked to within the last couple of years who is not struggling to find and retain enough skilled workers," says Starlyn Isaacson, director of economic development at Iowa Western Community College (IWCC). The skilled labor shortage in manufacturing is an issue that becomes more acute each year. While many companies employ strategies to better handle the shortage, one southwest Iowa company is tackling the issue head on by leading a collaboration of manufacturing-sector partners to create a new training initiative.

Lisle Corporation is a fourth, fifth, and sixth generation family-owned company in Clarinda, Iowa. It's not just the family ownership of the company that spans generations. Many of the company's employees are second or third generation as well. However, Fred Lisle, the company's president, notes that the area does not yield the supply of skilled labor that it did in previous generations. "For years the local farm economy and industrial technology programs in the school systems provided a workforce with really strong mechanical technical skills. Finding workers with the right skills was not too difficult. That has all changed, so we need to find new strategies to strengthen the manufacturing labor force," explains Lisle.

With that goal in mind, Lisle Corporation is spearheading an effort to create a two-year mechanical technical program in partnership with IWCC at the college's center in Clarinda. The program features a core industrial technology curriculum in year one followed by the option to pursue a tool and die track or an electromechanical track in year two. Providing two options in year two allows more companies to take advantage of the program, which is set to launch in September 2016.

LISLE CORPORATION, CLARINDA, IA

While the initial goal is to implement the training program, the long-term goal is to create a Center of Excellence for Advanced Manufacturing (CEAM). The center would serve the training and technology needs of area manufacturers and eventually serve as an advanced manufacturing career academy. The academy would bring together area high schools and industry and provide opportunities for students to pursue advanced manufacturing careers in the area.

While the program goals are ambitious, what really makes the program unique is that it is being driven in equal parts by area industry and the community college. Several companies committed to invest in the program over a five-year period to ensure its sustainability. Those companies include NSK Corporation and AKS Corporation from Clarinda and Mahle Corporation from Atlantic. In addition, Lisle Corporation contributed numerous hours of staff time to help design the program and bring other companies on board.

"Without the commitment and contribution from industry partners, it's highly unlikely that this program would be starting," says Dan Kinney, president of IWCC. "It will be a significant investment for the college, so we have been diligent in evaluating the feasibility of the program. The commitment from industry needed to be in place before we could make a commitment to invest in the program. That was a key ingredient in evaluating the sustainability of the program."

There is one item that is fundamental to this type of initiative but often taken for granted: an existing network of partnerships among industry, education, service providers, and other stakeholders. That network is active and thriving in southwest Iowa. For example, Lisle Corporation is one of many area manufacturers that is an active member in the Southwest Iowa Manufacturing Alliance. They also participate in the advanced manufacturing sector partnership that meets every other month. These connections allow manufacturers to connect with each other, providers, and stakeholders for the betterment of the industry. Ultimately, it's those connections that clear the way for initiatives like this one.

The Division of Economic and Workforce Development at Iowa Western Community College works with individuals, communities, and existing and emerging businesses in southwest Iowa to provide services and programs they need to remain competitive and thrive.

ACTIVITY

This activity is designed to help a facilitator or core group explore and clarify the purpose of the sector partnership.

STEP 1 | List three responses to the following questions.

Why is creating this partnership necessary?

1.

2.

3.

What value will it add to the region?

1.

2.

3.

STEP 2 | Rank each of the responses in order of importance.

STEP 3 | Compare lists with the core group and determine points of agreement and disagreement.

Agreement	Disagreement
1.	1.
2.	2.

SELF ASSESSMENT:

Are you, as the facilitator ready to make the next step by exploring the options of forming a partnership?

Rate the core group with the questions below to determine if ready to start the process of building relationships.

1 There is a perceived need for the partnership in terms of areas of common interest and complementary capacity.

- ☐ STRONGLY DISAGREE
- ☐ DISAGREE
- ☐ NOT SURE
- ☐ AGREE
- ☐ STRONGLY AGREE

2 There is a shared understanding of, and commitment to, this goal among all potential partners.

- ☐ STRONGLY DISAGREE
- ☐ DISAGREE
- ☐ NOT SURE
- ☐ AGREE
- ☐ STRONGLY AGREE

3 The perceived benefits of the partnership outweigh the perceived cost.

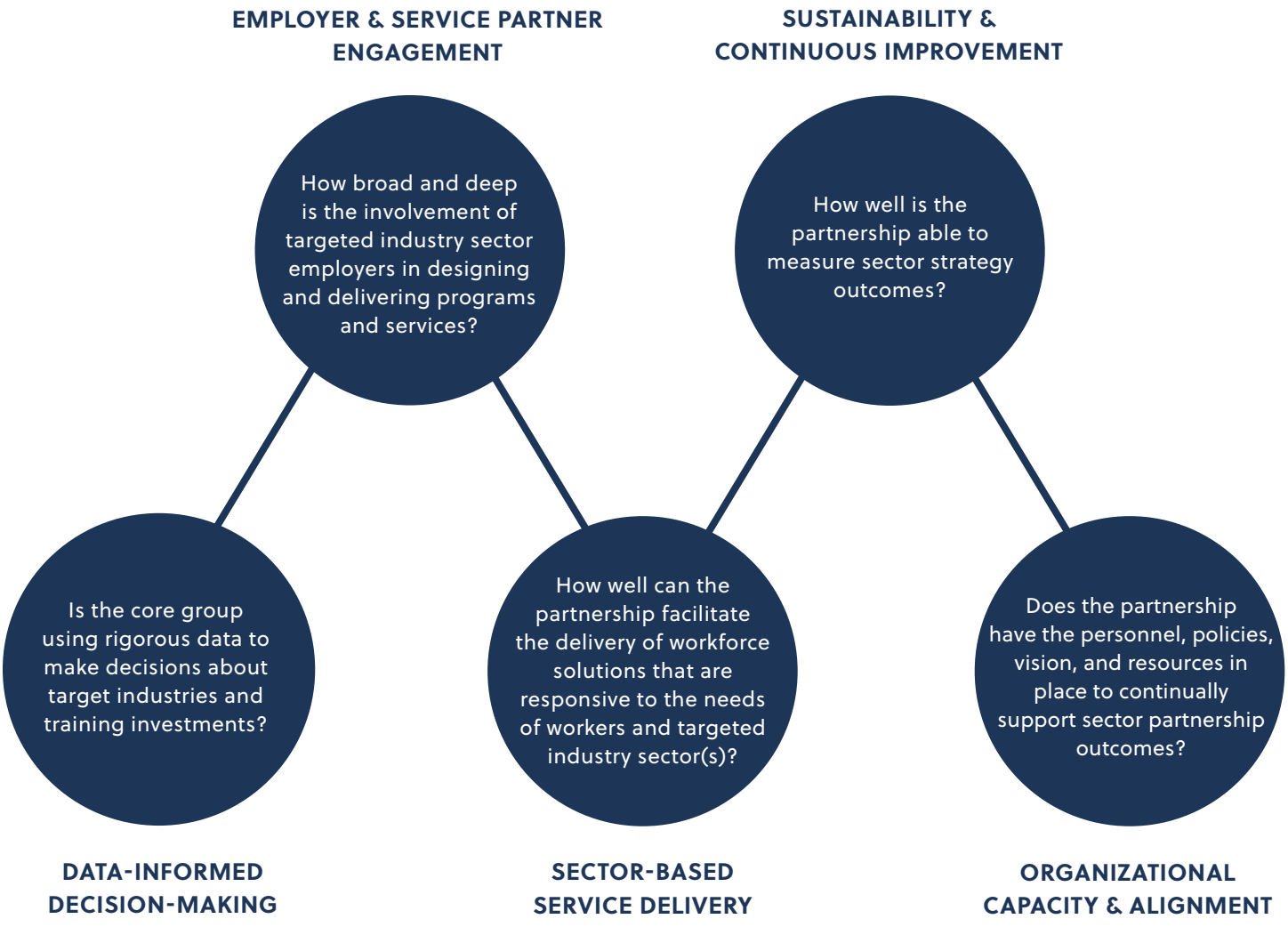
- ☐ STRONGLY DISAGREE
- ☐ DISAGREE
- ☐ NOT SURE
- ☐ AGREE
- ☐ STRONGLY AGREE

SECTOR PARTNERSHIP FRAMEWORK 2

Sector partnerships represent a new way for workforce systems and regional economic development to conduct business: moving from a "program administration" focus to a more strategic role building regional talent pipelines, addressing skill gaps, and creating meaningful career pathways for a range of workers in important regional industries. While most regions are doing some type of sectorial focus these days, there might be additional areas of collaboration that can result in more innovation, sustainability, and systemic solutions. An effective demand-driven sector partnership means thinking more broadly about what a workforce system can do to help businesses thrive and grow beyond simply placing workers in jobs and arranging training.

Building on best practices, the Education Training Administration of the U.S. Department of Labor has constructed a framework as a guide to more effectively operationalize sector partnerships. The framework allows regions to review current sector partnerships, assess how well they implement their service delivery today, and determine where future enhancements can be made. In addition, as more sector partnerships are developed, the framework can help partnerships build quality and lasting sector partnerships.

The framework includes five key capabilities of successful sector partnerships needed when implementing a sector approach. These include:



Toolkit 1.0 Planning will focus on three of the five pillars of an effective sector partnership, while subsequent toolkits will address the remaining elements.

Data-Informed Decision-Making: Section 3

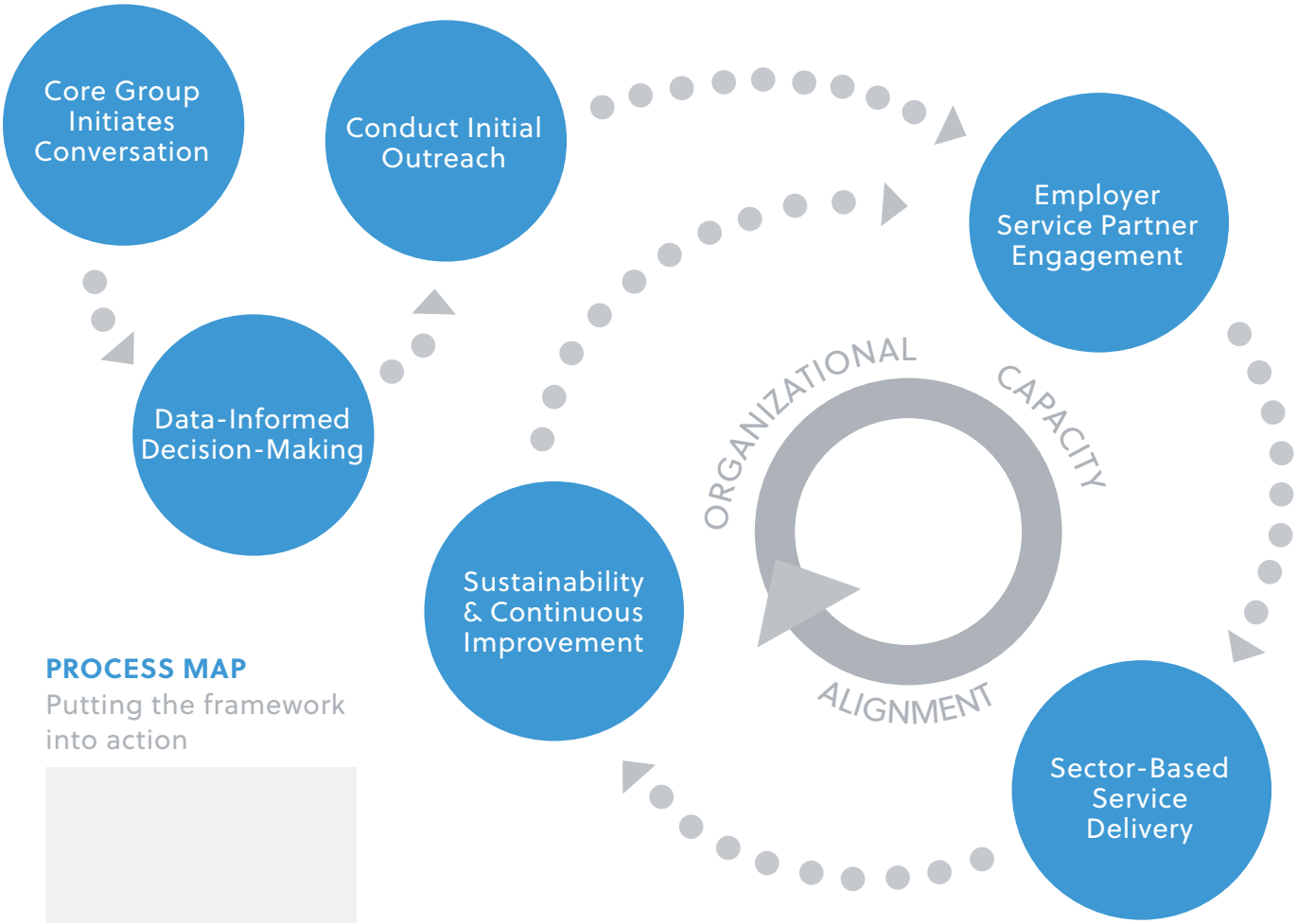
- Understanding of the region's most important industry sector(s) through use of rigorous economic, industry, and labor market information (LMI) and analysis.
- Provision of data that is understandable and shared across partners to enable collaborative decision-making.
- Use of appreciative inquiry to strategically build on a strength-based analysis of skill needs, level of demand, and area education and training within target industries.

Identifying Partners & Employer Engagement: Section 4

- Engaging employers produces benefits at every stage of the sector partnership experience.
- There is a continuum level of employer engagement for each activity as the partnership deepens through the planning, emerging, and sustaining phases.
- An understanding of key roles within the partnership and the capability to take on leadership responsibilities.
- A commitment among partners to establish a shared vision.

Preparing for Action: Section 5

- Ability to "build the buzz" about the value of sector partnerships.
- Setting up and maintaining the partnership.
- Managing partnerships. The work of actively managing partnerships can be supported by partnership norms, collaborative work plans, and solid communication structures and practices.



PROCESS MAP
Putting the framework into action

CHECKLIST: GETTING READY

To help the facilitator or core group determine if they are ready to take the first steps towards developing a sector partnership, a process map and a checklist can be valuable tools for gathering information, delegating tasks across multiple partners, and tracking progress. Starting the conversation is an important first step that will allow a facilitator or core group to make informed decisions with potential partners.

PHASE 1 | MOTIVATING CHANGE

Not all regions or industries are ready for a partnership. One of the key strategies is to build on self-interest. Partners will need to be convinced that there is something in it for them; otherwise this may be another meeting for them to attend and a burden on their schedule.

Here are the ways a facilitator or core group can motivate change:

YES	NO	
☐	☐	Is the core group prepared to introduce people to the possibilities and value of partnerships?
☐	☐	Can the core group outline the current position of the region, industries and service partners and where they could be in the future? Visions can be powerful motivators.
☐	☐	Can the core group highlight some realistic approaches to change and how they could be implemented? Start small.
☐	☐	Is the core group prepared to address resistance and the reasons for it, including feelings of inadequacy and a lack of conviction that change is necessary?
☐	☐	Is the core group prepared to listen to people's concerns and take them into account?

BARRIERS PREVENTING ENGAGEMENT AND RECOMMENDATIONS FOR ACTION

BARRIER	ACTION
MISTRUST PUBLIC VS. PRIVATE	BUILD TRUST AND UNDERSTANDING ACROSS SECTORS
LACK OF SPECIFICITY COMMUNICATION	OPEN AND INCLUSIVE STRATEGIC PLANNING
MISMATCH OF UNDERSTANDING OF RISK CAPACITY GAPS	THIRD PARTY FACILITATOR AND ACCESS TO TRAINING AS NEEDED

PHASE 2 | DEVELOPING SUPPORT

This phase of change management is often overlooked, yet it is a phase that often stops successful change from occurring. Some potential partners have a vested interest in maintaining the status quo.

Here are the ways a core group can check if there is support for change:

YES	NO	
☐	☐	Is there support from the regional workforce development board?
☐	☐	Is there support from local government or economic development authority?
☐	☐	Is there senior management support from service providers that have a strong understanding of partnerships and are committed to them at every level, from policies to individual interactions?
☐	☐	Does the core group recognize that partnerships may change the existing leadership, and are they prepared to address this?
☐	☐	Is the core group prepared to engage key employers to lead, manage, and embed partnership thinking and practice into their workforce system?

SELF ASSESSMENT:

Are you ready to take the first steps to develop a sector partnership in your region? Rate your preparation below to determine if you are ready for the next step in the process.

1 There is regional influence to bring key leaders to the table to understand the needs of a sector partnership.

☐ **STRONGLY DISAGREE** ☐ **DISAGREE** ☐ **NOT SURE**
☐ **AGREE** ☐ **STRONGLY AGREE**

2 There is support to use the framework to track the progress of establishing and maintaining a sector partnership.

☐ **STRONGLY DISAGREE** ☐ **DISAGREE** ☐ **NOT SURE**
☐ **AGREE** ☐ **STRONGLY AGREE**

3 Organizational commitment to bring partners to a shared vision.

☐ **STRONGLY DISAGREE** ☐ **DISAGREE** ☐ **NOT SURE**
☐ **AGREE** ☐ **STRONGLY AGREE**

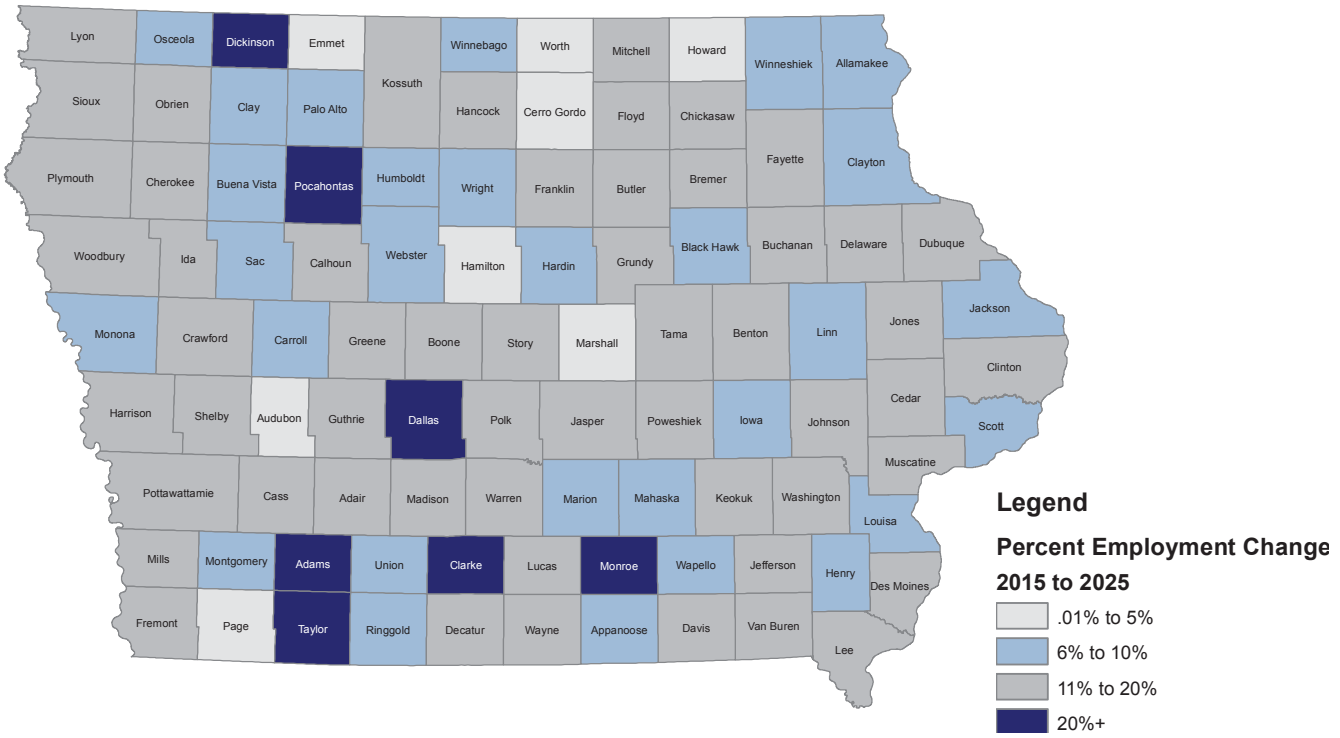
DATA-INFORMED DECISION-MAKING 3

Decision-making for industry sector partnerships must be data-driven. By working with the same definition and shared facts, a facilitator or core group can create a quantitative profile of the region's economic needs that allows them to identify key industries and clusters of industries. By analyzing industries in terms of job growth, wages, specialization, and other factors, the core team can determine different perspectives and interpretations of "readiness factor" for a target industry.

STATE LEVEL

In Iowa's Unified State Plan both the Battelle report,[3] developed in partnership with Iowa Economic Development Authority (IEDA), and the Georgetown Center report,[4] developed with Iowa Department of Education, were used to demonstrate a strengthening economy with growing challenges. Most prominently, Iowa faces a skills gap. There is a shortage of qualified workers to fill middle-skilled jobs in the state. Substantial disparities exist between the number of workers able to compete for middle-skill jobs and those struggling to find low-skill jobs. This skills gap is projected to grow over the next decade. The Georgetown report forecasts that Iowa will add more than 600,000 jobs by 2025, with approximately 225,000 — about 37 percent of all job openings in the state through 2025 — in the middle-skills variety.

PROJECTED EMPLOYMENT INCREASE BY COUNTY | 2015 TO 2025



The reports show Iowa's unemployment rate decreased to 3.1 percent by October 2015 and has held steady throughout current months due to Iowa's strong economic growth among key industries. The unemployment rate directly impacts the number of available workers in each region. The map is an illustration of projected employment growth by county, 2015 to 2025. Each county is projected to grow in the number of overall jobs, though some more than others. The dark blue counties are projected to grow by 20 percent or more by 2025 which will affect surrounding counties due to commuting workers. The projected increase in employment and low unemployment rate make planning strategic partnerships critical for the continued growth of Iowa's economy.

A review of information provided by EMSI (a composite, unsuppressed[5], and up-to-date labor market information database and analytical modeling tool available regionally through Enhance Iowa[6]) about occupations, worker skills, commuting patterns, and other relevant data reveals Iowa's top industries, which include the following:

TARGETING FOR INDUSTRY SECTORS

CONSTRUCTION	HEALTHCARE	FINANCE & INSURANCE
2015 Total Jobs: 99,778 2015 to 2025 Growth: 24%	2015 Total Jobs: 203,505 2015 to 2025 Growth: 22%	2015 Total Jobs: 95,215 2015 to 2025 Growth: 18%

Additional state-level demographics[7] reflect:

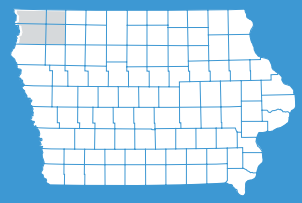
- 124,355 Iowans earn less than 125% of the federal poverty level
- 76,576 working-age Iowans are recognized as having a disability; of those, 35,608 are employed
- 213,298 Iowans between the ages of 18 and 65 lack a high school diploma or equivalency
- 49,250 working-age adults are less than proficient in English language skills

GUIDING PRINCIPLES OF REGIONAL DATA

For regions to prioritize targeted industries for growth and development of partnerships, they must keep the following common data points in mind for regional impact:

- Local economic diversification
- Strong economic multipliers
- Resistance to cyclical recessions
- Synergy across sectors for occupations
- Supply chain opportunities
- Local training systems for sector
- Emerging skill gaps identified

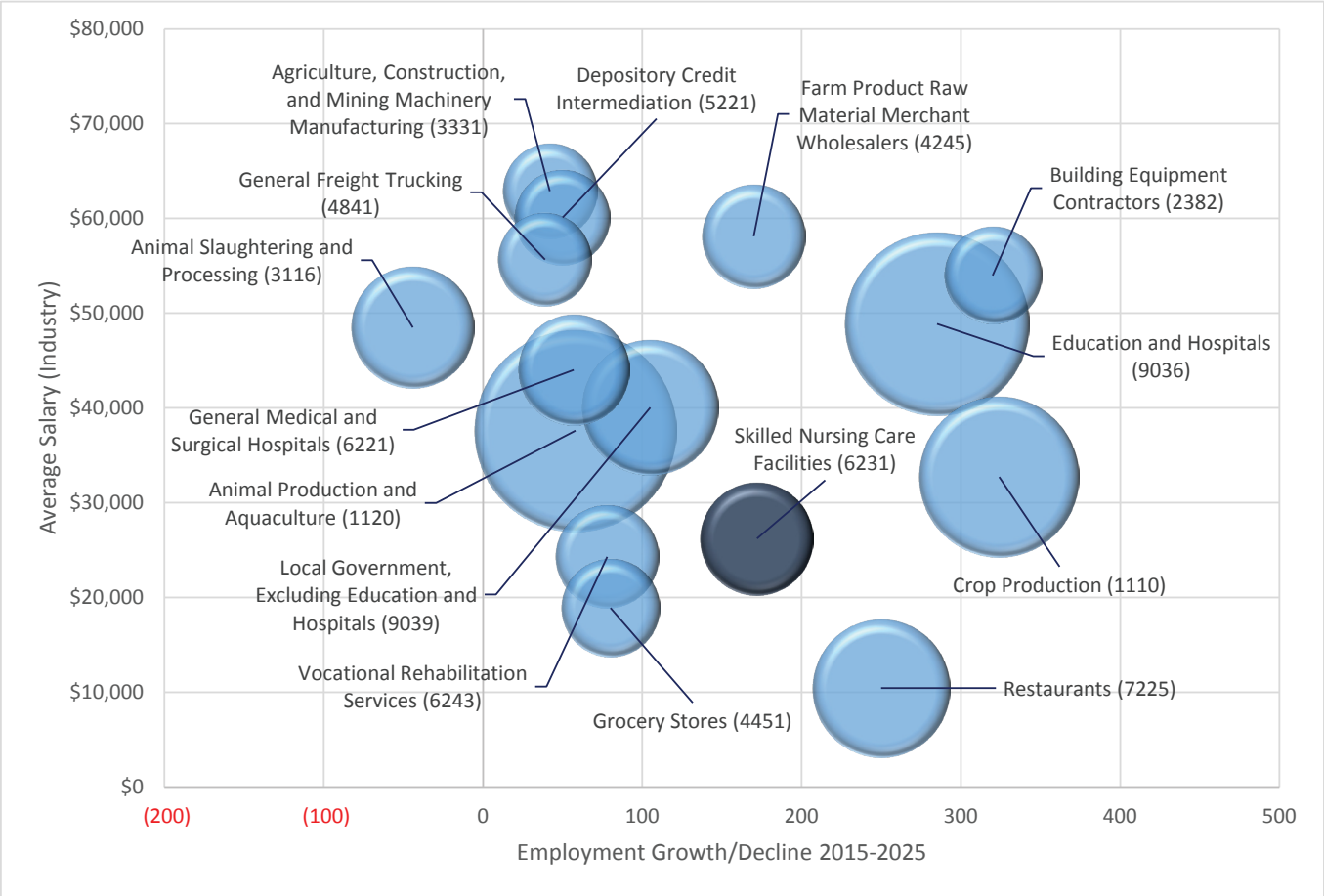
Sector partnerships are composed of industries with shared needs as well as various education, workforce, economic, and community organizations in supportive roles. Data helps to provide a baseline, but it is not the only consideration. In addition, sector partnerships operate within labor market regions and are not confined to municipal, county, educational, or even state boundaries. Reviewing the data by applying the step-by-step guide[8] will help determine the best scope and size of a sector partnership. But lags, gaps, too little data, or too much data may create limitations. Consider the data as a starting point for future conversations with employers.

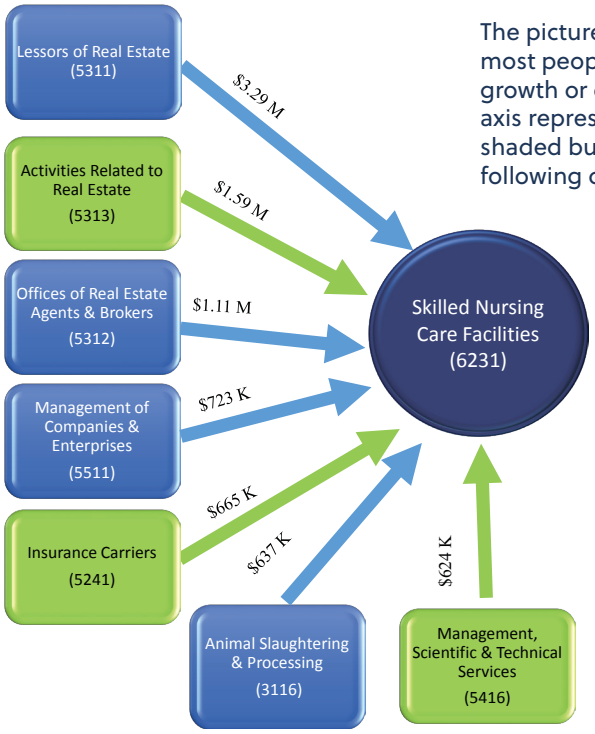


Lyon County, IA | O'Brien County, IA | Osceola County, IA | Sioux County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025





The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (Skilled Nursing Care Facilities – NAICS 6231) will be used in the following charts and tables for this region.

SUPPLY CHAIN: NAICS 6231 – Skilled Nursing Care Facilities

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Skilled Nursing Care Facilities industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

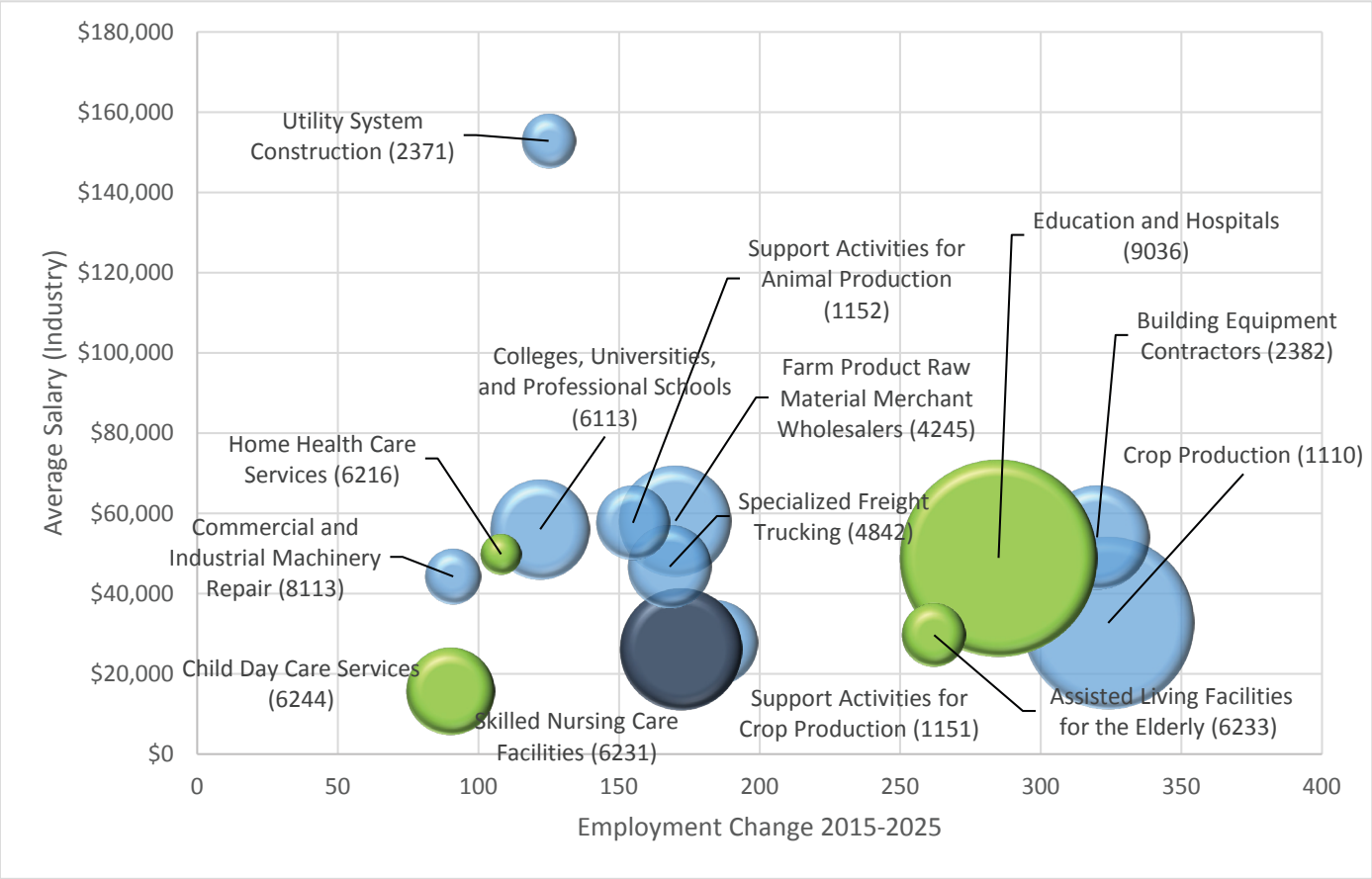
NAICS 6231: Skilled Nursing Care Facilities

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
31-1014	Nursing Assistants	401	470	69	17%	$10.75	Certificate/Diplon	None	None
29-1141	Registered Nurses	97	118	21	22%	$21.23	Bachelor's	None	None
29-2061	Licensed Practical and Licensed	80	94	14	18%	$16.84	Certificate/Diplon	None	None
35-2012	Cooks, Institution and Cafeteria	67	78	11	16%	$10.40	HS	None	Short-term
37-2012	Maids and Housekeeping Cleaners	50	59	9	18%	$9.15	HS	None	Short-term
35-3041	Food Servers, Nonrestaurant	30	36	6	20%	$8.89	HS	None	Short-term
39-9032	Recreation Workers	27	31	4	15%	$9.32	HS	None	Short-term
39-9021	Personal Care Aides	18	20	2	11%	$10.34	HS	None	Short-term
31-1011	Home Health Aides	15	18	3	20%	$10.65	HS	None	Short-term
11-9111	Medical and Health Services Managers	15	17	2	13%	$29.65	Bachelor's	<5	None

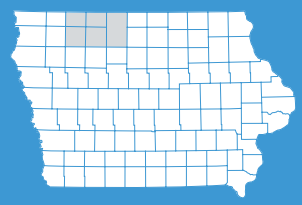
The table above lists Skilled Nursing Care Facilities' (NAICS 6231) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



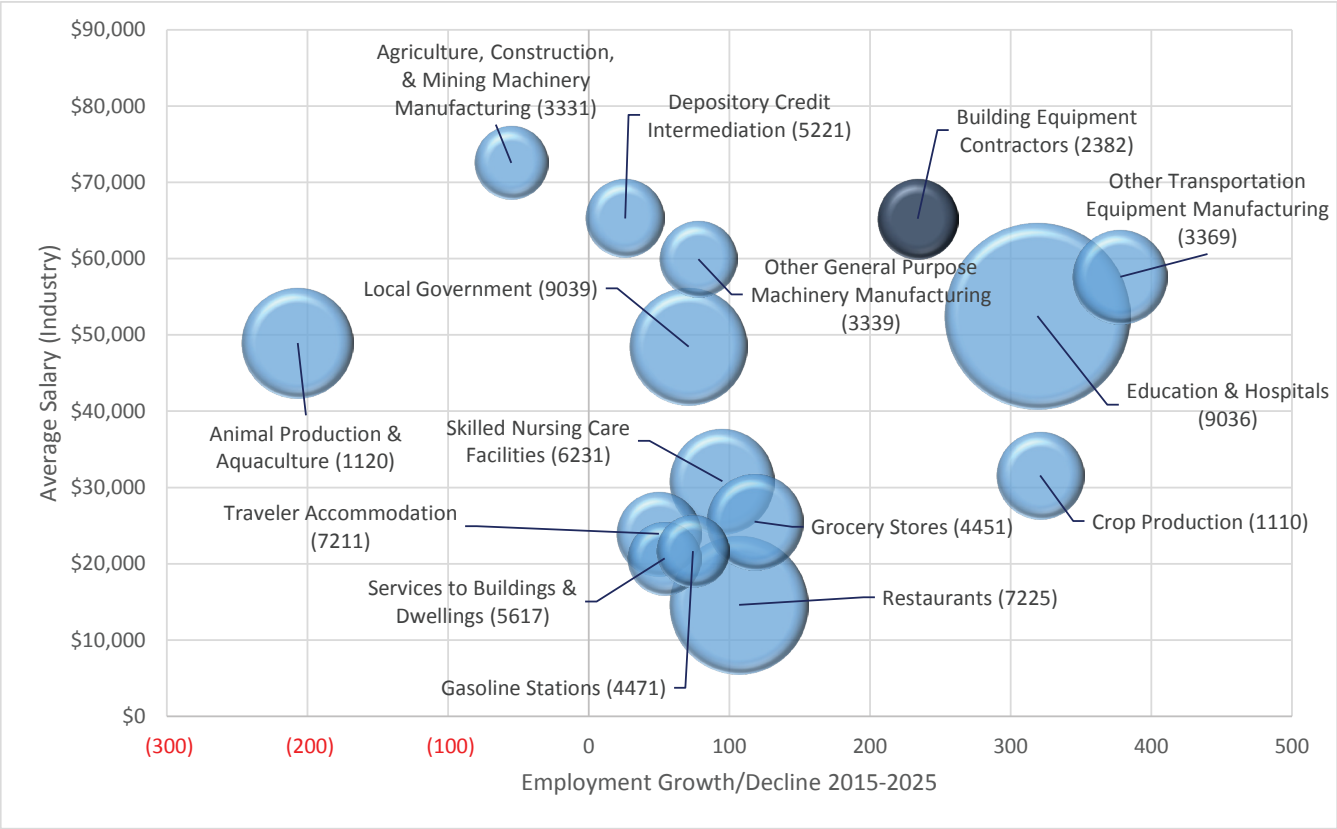
Skilled Nursing Care Facilities (NAICS 6231 – dark blue) share in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.



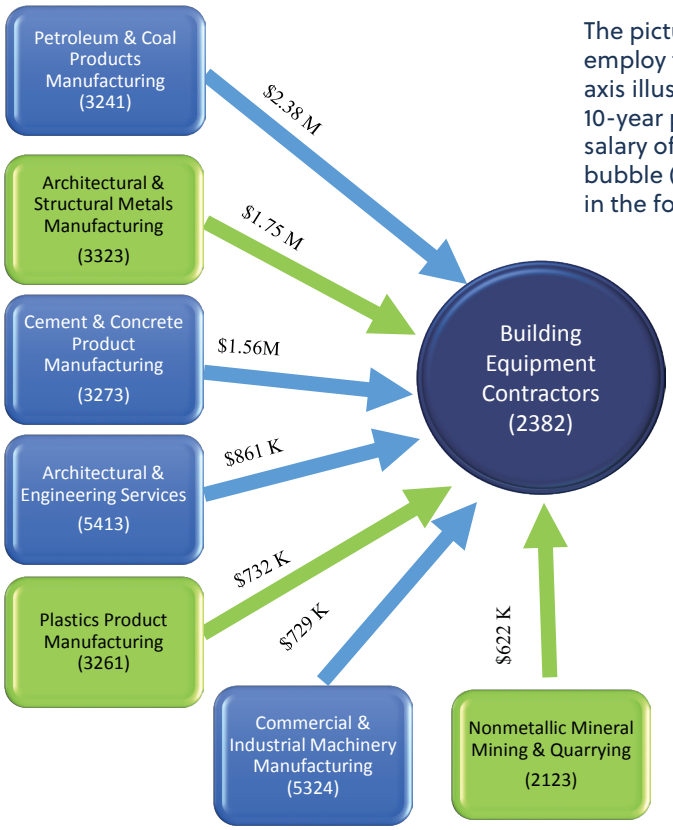
Clay County, IA | Dickinson County, IA | Emmet County, IA | Kossuth County, IA | Palo Alto County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025



The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (Building Equipment Contractors – NAICS 2382) will be used in the following charts and tables for this region.



SUPPLY CHAIN: NAICS 2382 – Building Equipment Contractors

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Building Equipment Contractors industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

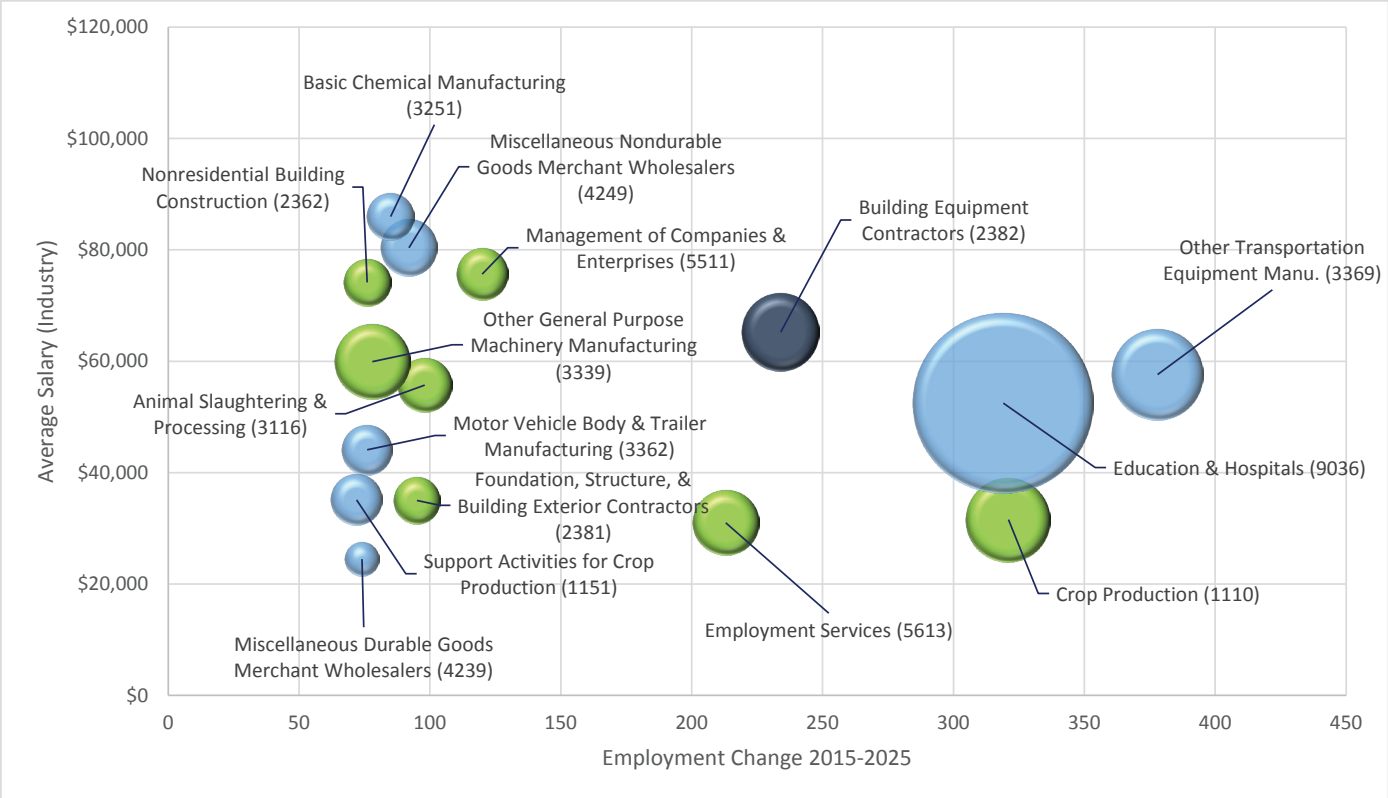
NAICS 2382: Building Equipment Contractors

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
47-2152	Plumbers, Pipefitters, and Steamfitters	122	169	47	39%	$18.23	HS	None	Apprenticeship
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	107	151	44	41%	$19.91	Certificate/Diploma	None	Long-term
47-2111	Electricians	98	141	43	44%	$19.49	HS	None	Apprenticeship
47-2061	Construction Laborers	33	39	6	18%	$13.12	HS	None	Short-term
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	26	33	7	27%	$21.80	HS	>5	None
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	22	28	6	27%	$13.78	HS	None	Short-term
43-9061	Office Clerks, General	22	29	7	32%	$13.86	HS	None	Short-term
11-9021	Construction Managers	18	20	2	11%	$22.97	Bachelor's	None	Moderate
47-2211	Sheet Metal Workers	15	22	7	47%	$17.39	HS	None	Apprenticeship
11-1021	General and Operations Managers	16	21	5	31%	$33.80	Bachelor's	>5	None

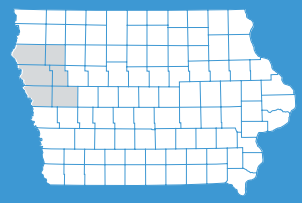
The table above lists Building Equipment Contractors' (NAICS 2382) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



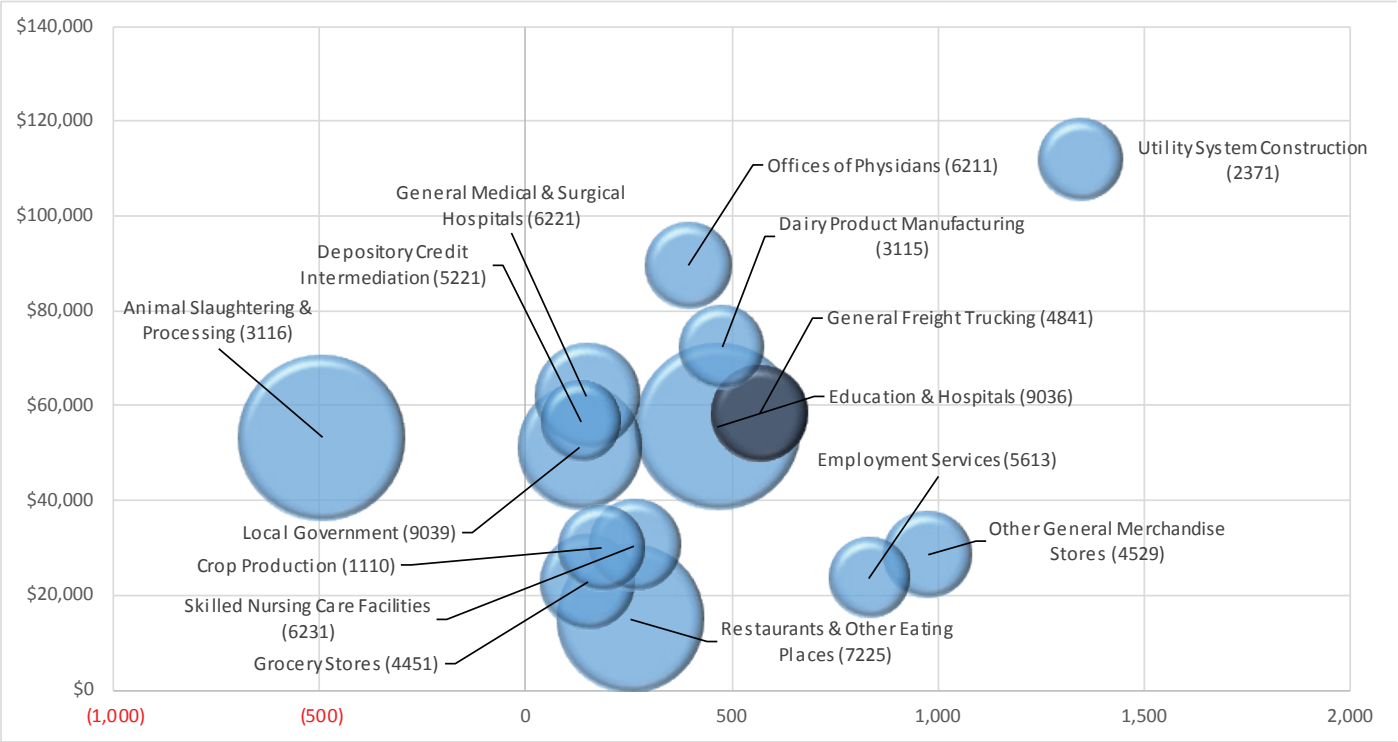
Building Equipment Contractors (NAICS 2382 – dark blue) share in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.



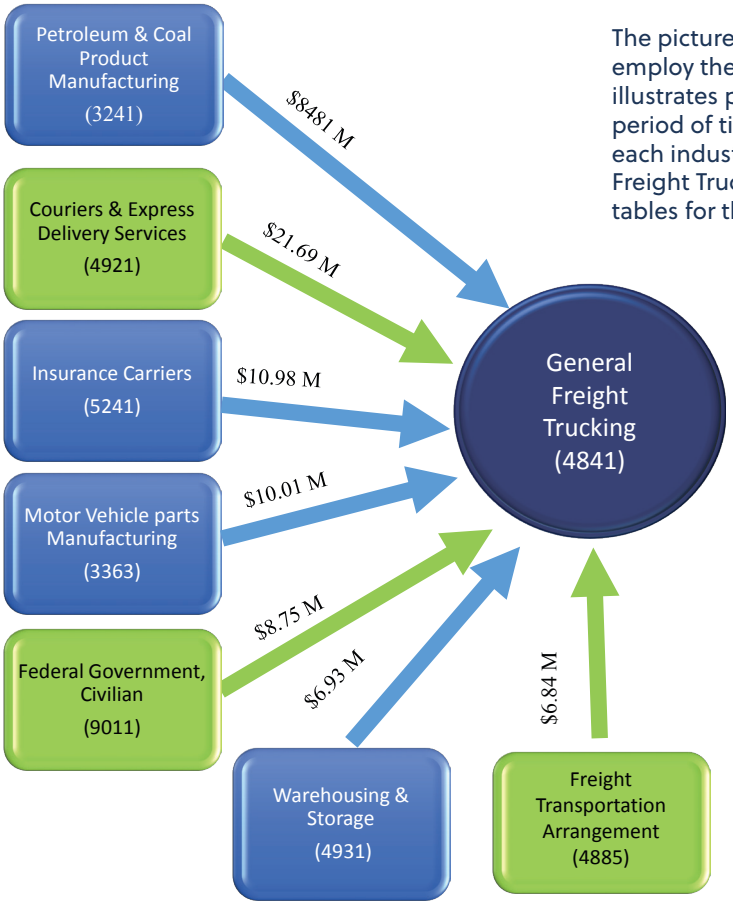
Cherokee County, IA | Crawford County, IA | Ida County, IA | Monona County, IA | Plymouth County, IA | Woodbury County, IA | Dakota County, NE | Union County, SD

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025



The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (General Freight Trucking – NAICS 4841) will be used in the following charts and tables for this region.



SUPPLY CHAIN: NAICS 4841 – General Freight Trucking

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the General Freight Trucking industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

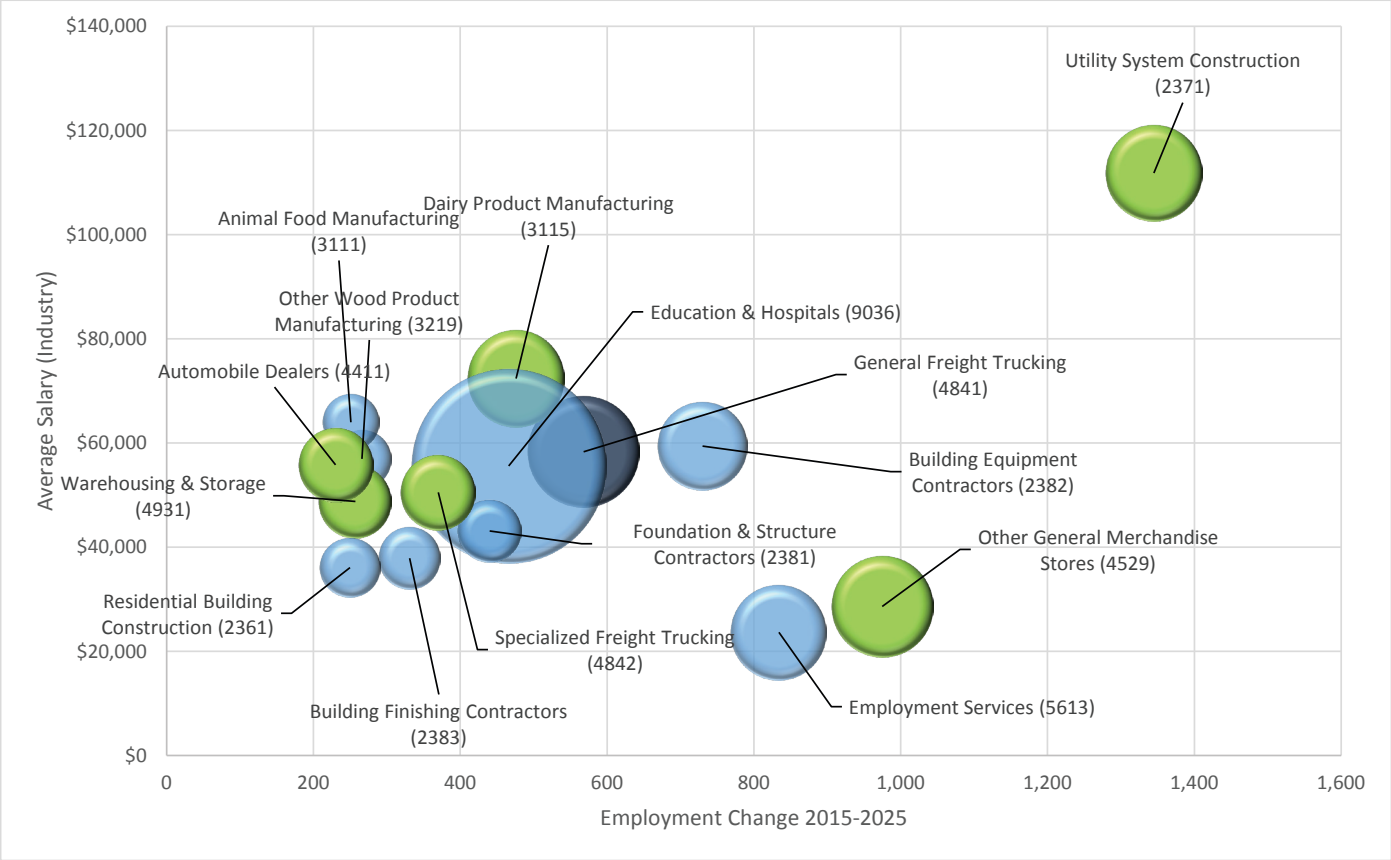
NAICS 4841: General Freight Trucking

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,797	2,169	372	21%	$19.62	Certificate/Diploma	None	Short-term
43-5032	Dispatchers, Except Police, Fire, and Ambulance	90	112	22	24%	$20.05	HS	None	Moderate
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	81	111	30	37%	$13.22	HS	None	Short-term
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	76	96	20	26%	$18.03	HS	None	Long-term
53-3033	Light Truck or Delivery Services Drivers	70	84	14	20%	$13.79	HS	None	Short-term
53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	37	50	13	35%	$27.48	HS	<5	None
11-3071	Transportation, Storage, and Distribution Managers	27	33	6	22%	$34.24	HS	>5	None
43-9061	Office Clerks, General	27	36	9	33%	$13.42	HS	None	Short-term
53-7051	Industrial Truck and Tractor Operators	26	34	8	31%	$14.98	Certificate/Diploma	None	Short-term
11-1021	General and Operations Managers	20	26	6	30%	$35.47	Bachelor's	>5	None

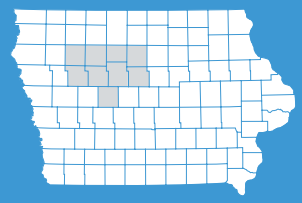
The table above lists General Freight Trucking's (NAICS 4841) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



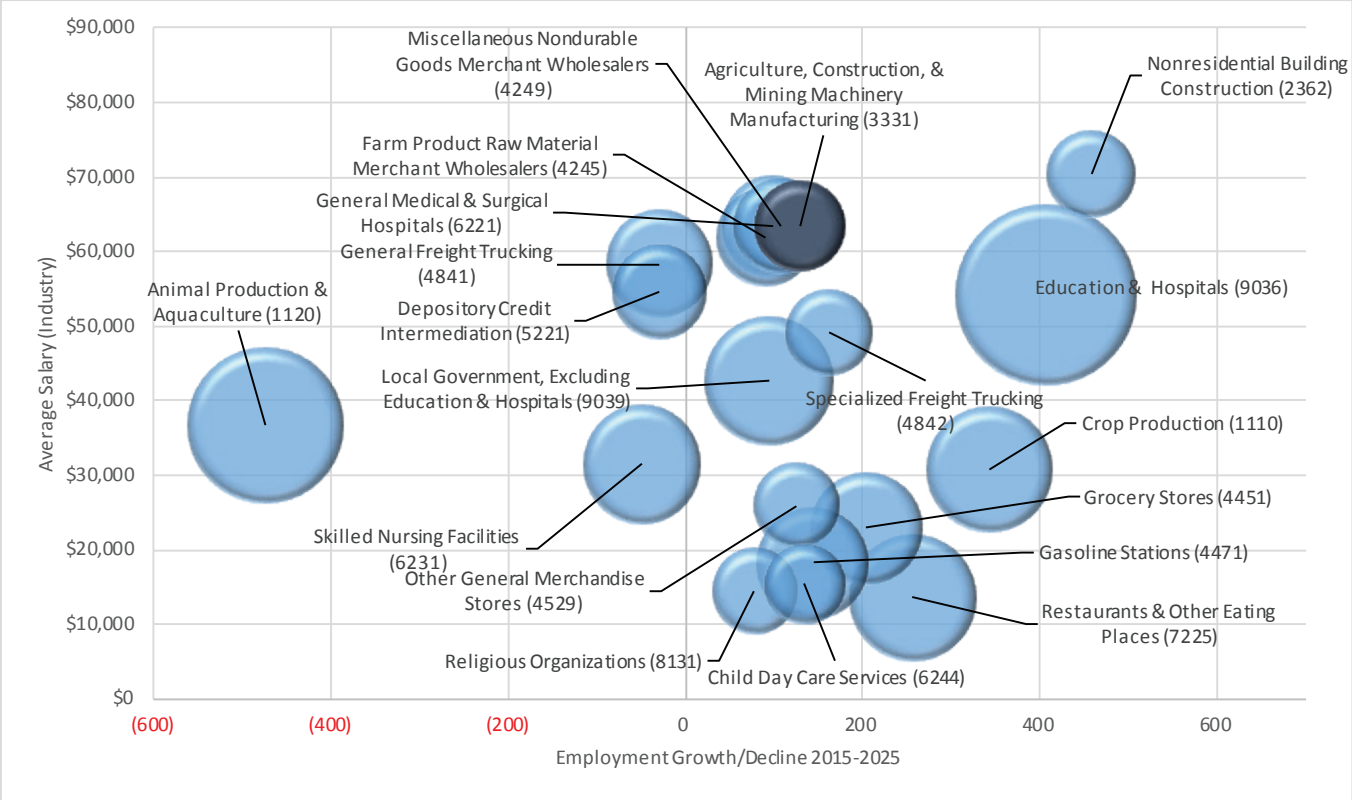
General Freight Trucking (NAICS 4841 – dark blue) shares in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.

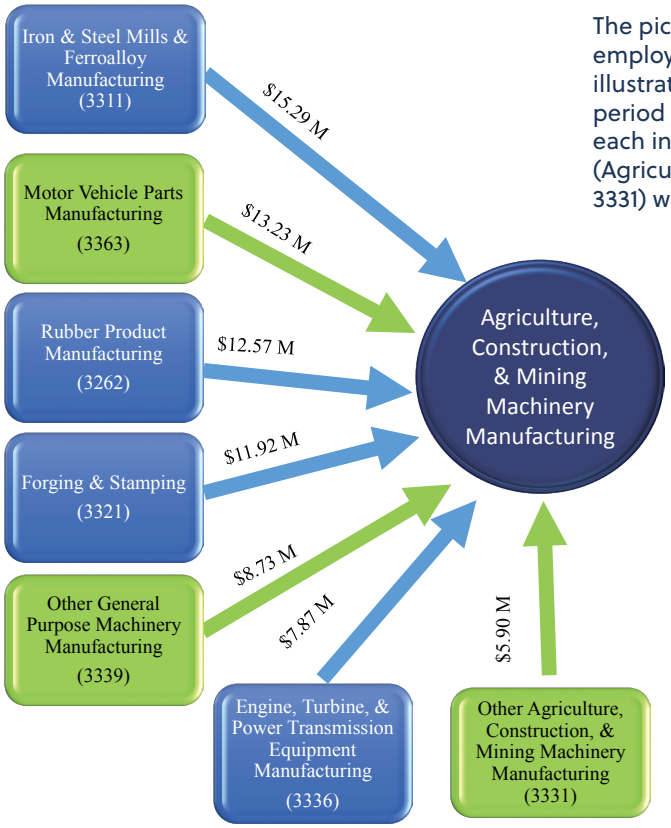


Buena Vista County, IA | Calhoun County, IA | Greene County, IA | Hamilton County, IA | Humboldt County, IA | Pocahontas County, IA | Sac County, IA | Webster County, IA | Wright County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025





The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (Agriculture, Construction & Mining Machinery Manufacturing – NAICS 3331) will be used in the following charts and tables for this region.

SUPPLY CHAIN – NAICS 3331: Agriculture, Construction, & Mining Machinery Manufacturing

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Agriculture, Construction, & Mining Machinery Manufacturing industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

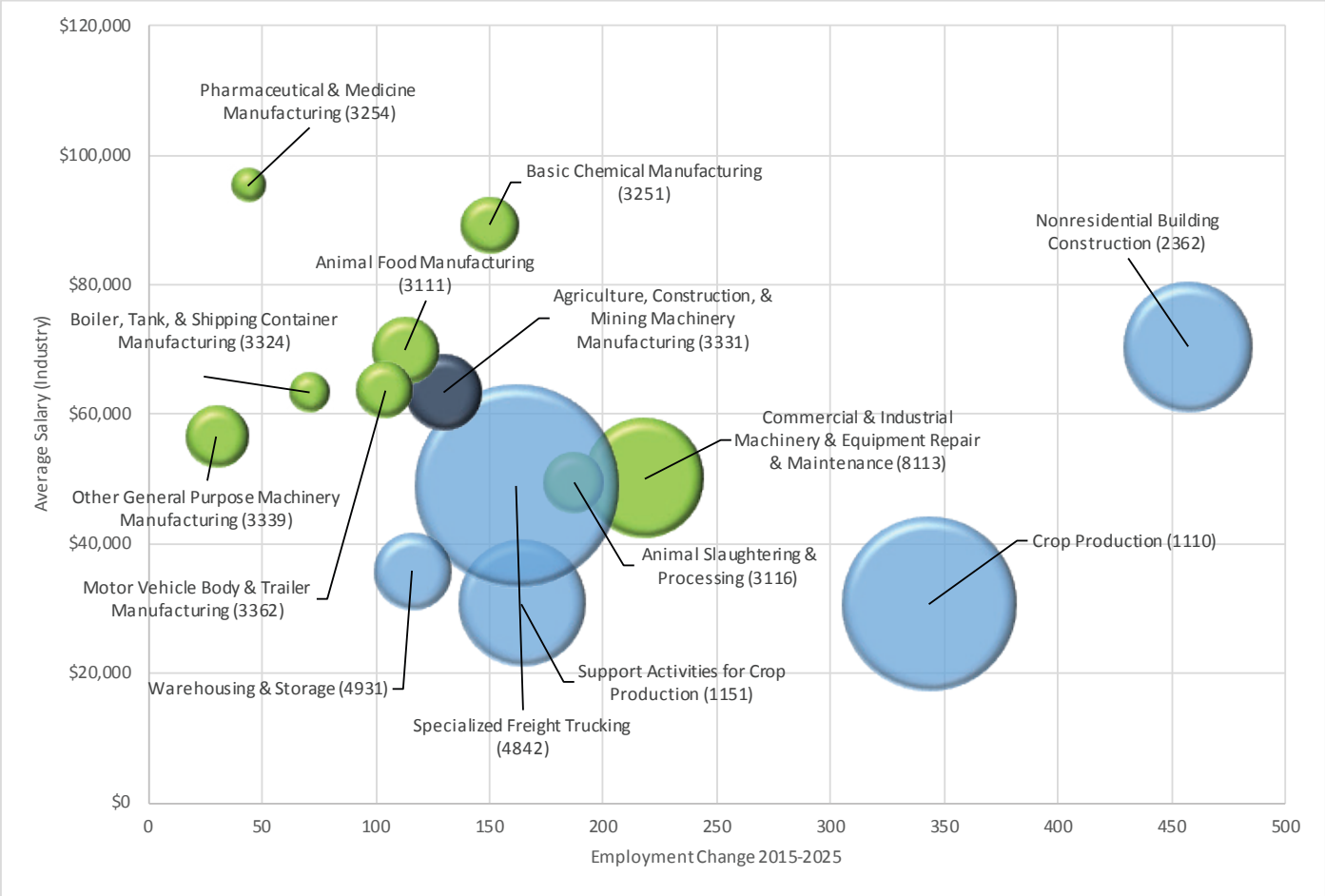
NAICS 3331: Agriculture, Construction & Mining Machinery Manufacturing

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
51-2092	Team Assemblers	141	160	19	13%	$14.22	HS	None	Moderate
51-4121	Welders, Cutters, Solderers, and Brazers	114	130	16	14%	$15.39	HS	None	Moderate
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	47	54	7	15%	$16.12	HS	None	Moderate
51-4041	Machinists	46	56	10	22%	$16.39	HS	None	Long-term
49-9041	Industrial Machinery Mechanics	40	52	12	30%	$20.18	HS	None	Long-term
51-1011	First-Line Supervisors of Production and Operating Workers	33	38	5	15%	$23.43	HS	<5	None
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	30	28	-2	-7%	$16.95	HS	None	Moderate
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	24	27	3	13%	$25.00	HS	None	Moderate
51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	22	25	3	14%	$14.11	HS	None	Moderate
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	21	23	2	10%	$16.50	HS	None	Moderate

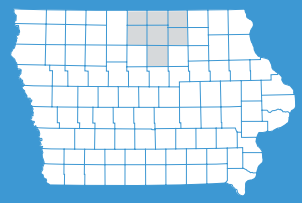
The table above lists Agriculture, Construction, & Mining Machinery Manufacturings (NAICS 3331) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



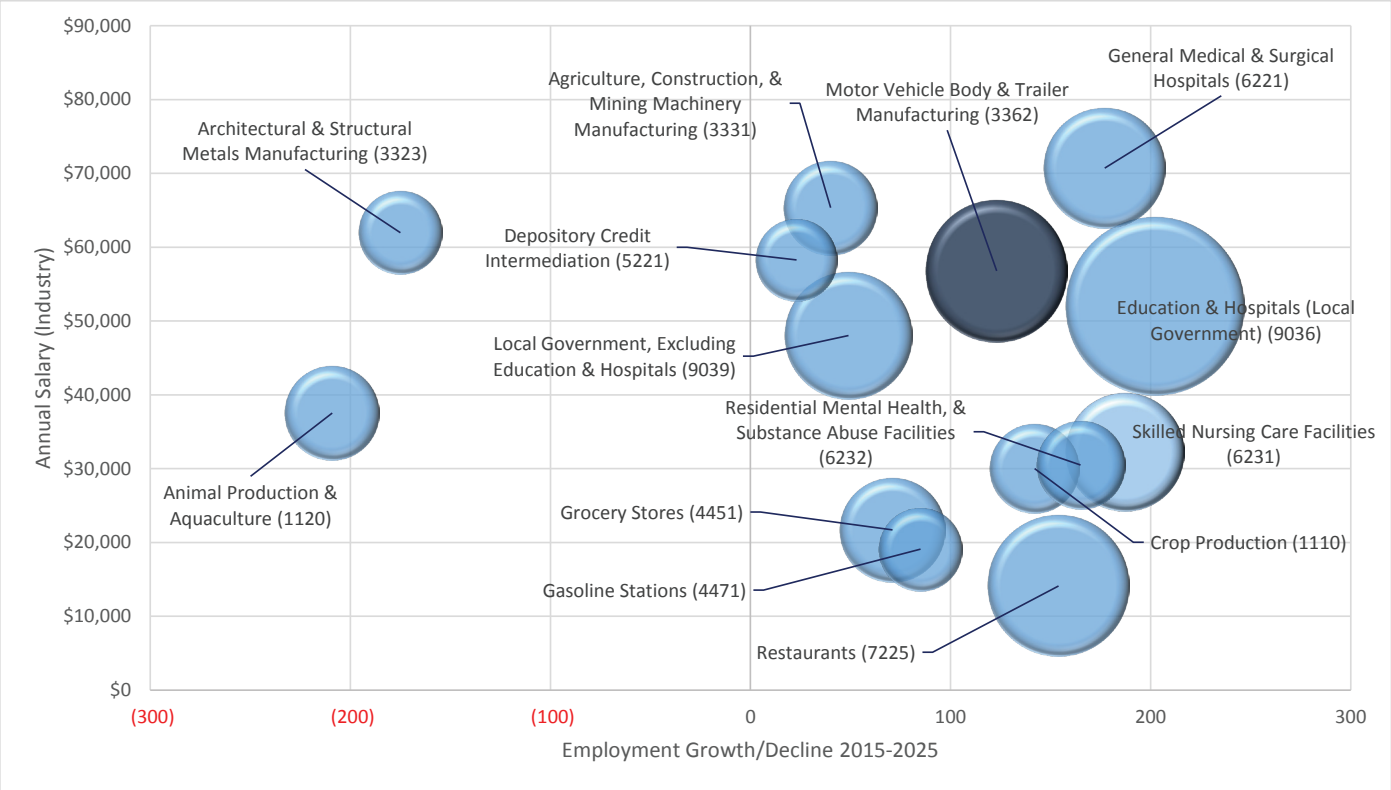
Agriculture, Construction, & Mining Machinery Manufacturing (NAICS 3331 – dark blue) shares in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.

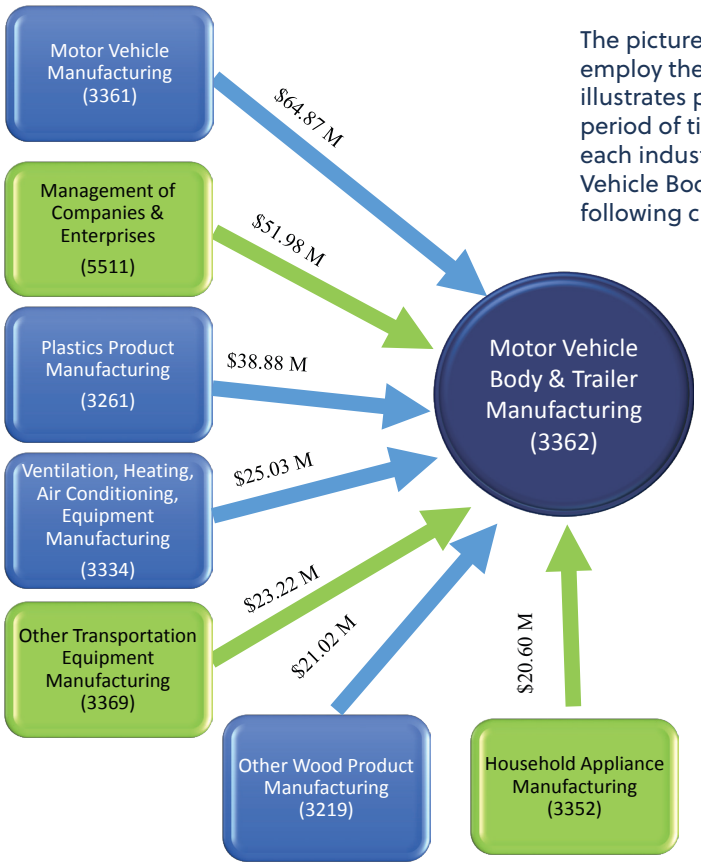


Cerro Gordo County, IA | Floyd County, IA | Franklin County, IA | Hancock County, IA | Mitchell County, IA | Winnebago County, IA | Worth County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025





The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (Motor Vehicle Body & Trailer Manufacturing – NAICS 3362) will be used in the following charts and tables for this region.

SUPPLY CHAIN: NAICS 3362 – Motor Vehicle Body & Trailer Manufacturing

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Motor Vehicle Body & Trailer Manufacturing industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

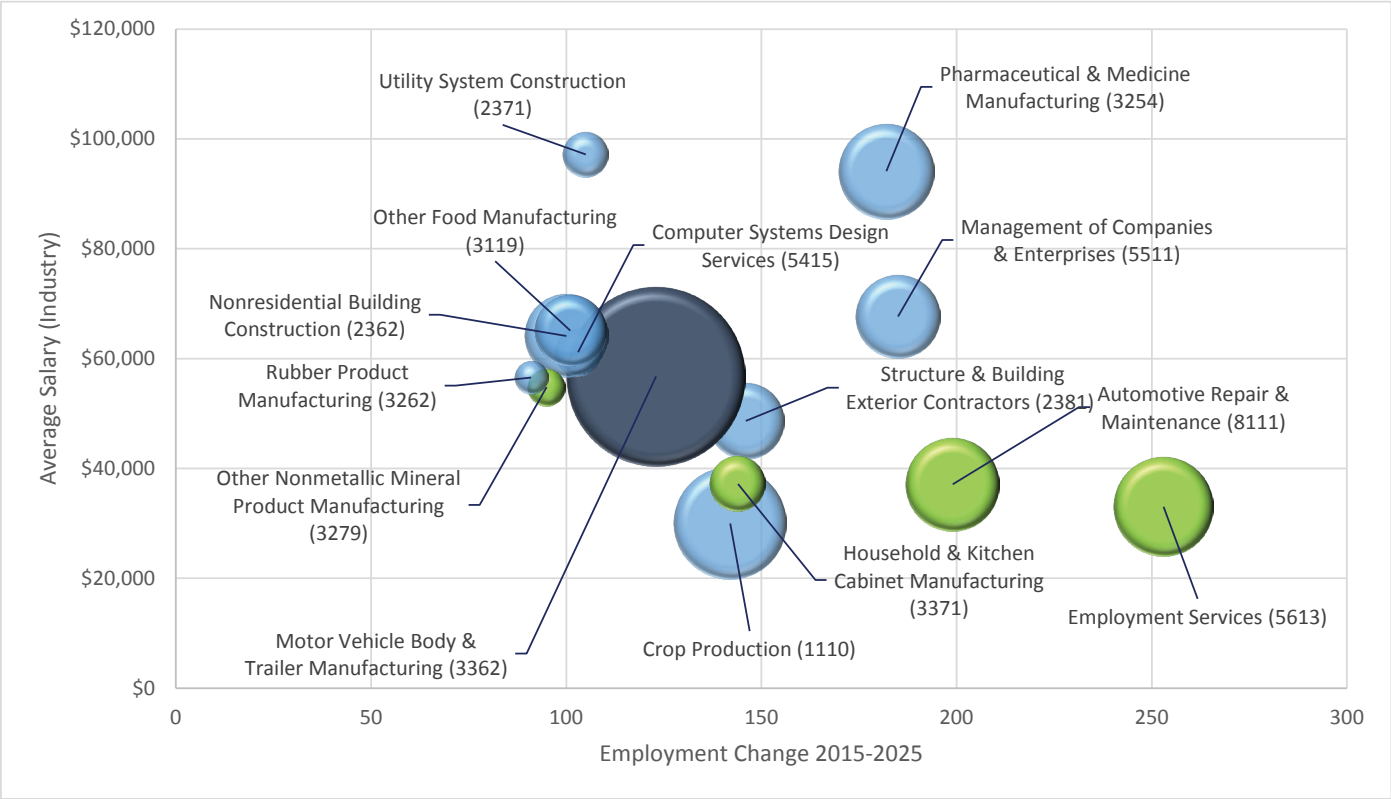
NAICS 3362: Vehicle Body & Trailer Manufacturing

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
51-2092	Team Assemblers	11	23	12	109%	$14.76	HS	None	Moderate
51-9122	Painters, Transportation Equipment	<10	<10	1	Insf. Data	$15.98	HS	None	Moderate
53-7051	Industrial Truck and Tractor Operators	<10	<10	1	Insf. Data	$14.79	HS	None	Short-term
51-2031	Engine and Other Machine Assemblers	0	<10	0	0%	$16.37	HS	None	Moderate
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	<10	<10	1	Insf. Data	$13.33	HS	None	Short-term
51-4111	Tool and Die Makers	<10	<10	1	Insf. Data	$19.54	HS	None	Long-term
51-1011	First-Line Supervisors of Production and Operating Workers	<10	<10	0	0%	$23.17	HS	Less than 5	None
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	0	<10	0	0%	$18.08	HS	None	Moderate
49-9041	Industrial Machinery Mechanics	<10	<10	1	Insf. Data	$19.72	HS	None	Long-term
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	<10	<10	0	0%	$16.61	HS	None	Moderate

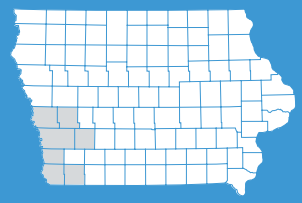
The table above lists Vehicle Body & Trailer Manufacturing's (NAICS 3362) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



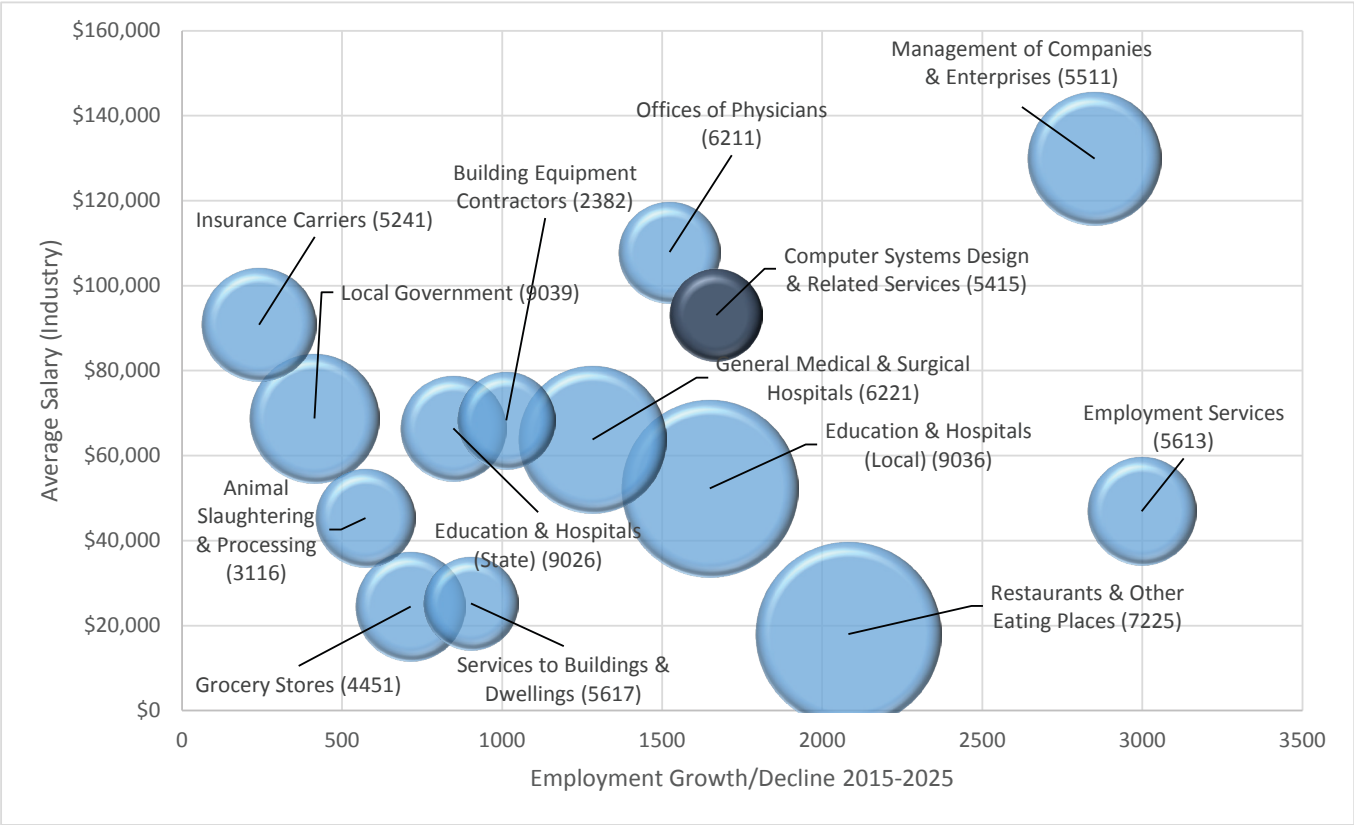
Vehicle Body & Trailer Manufacturing (NAICS 3362 – dark blue) shares in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.



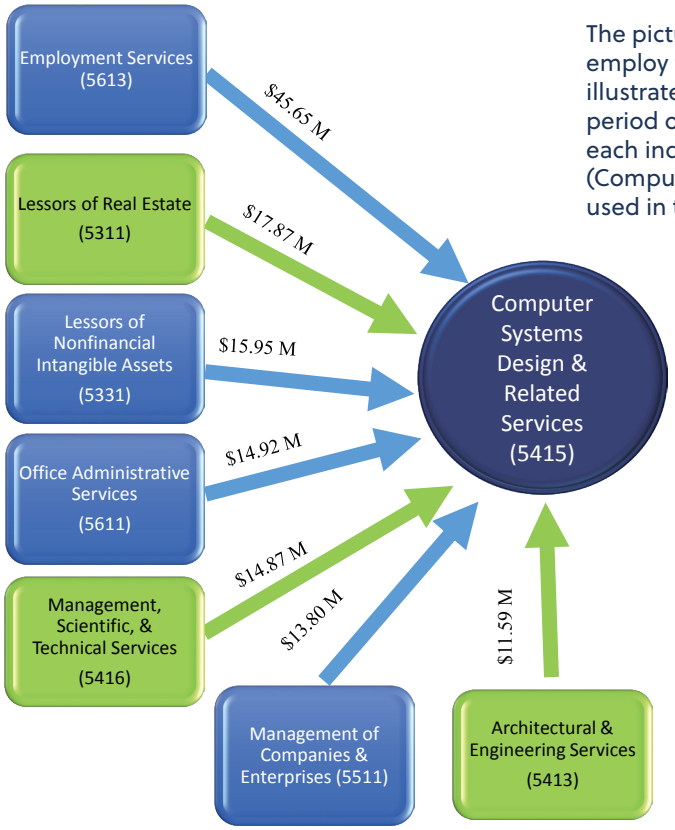
Cass County, IA | Fremont County, IA | Harrison County, IA | Mills County, IA | Page County, IA | Pottawattamie County, IA | Shelby County, IA | Douglas County, NE

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025



The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (Computer Systems Design & Related Services – NAICS 5415) will be used in the following charts and tables for this region.



SUPPLY CHAIN: NAICS 5415 – Computer Systems Design & Related Services

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Computer Systems Design & Related Services industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

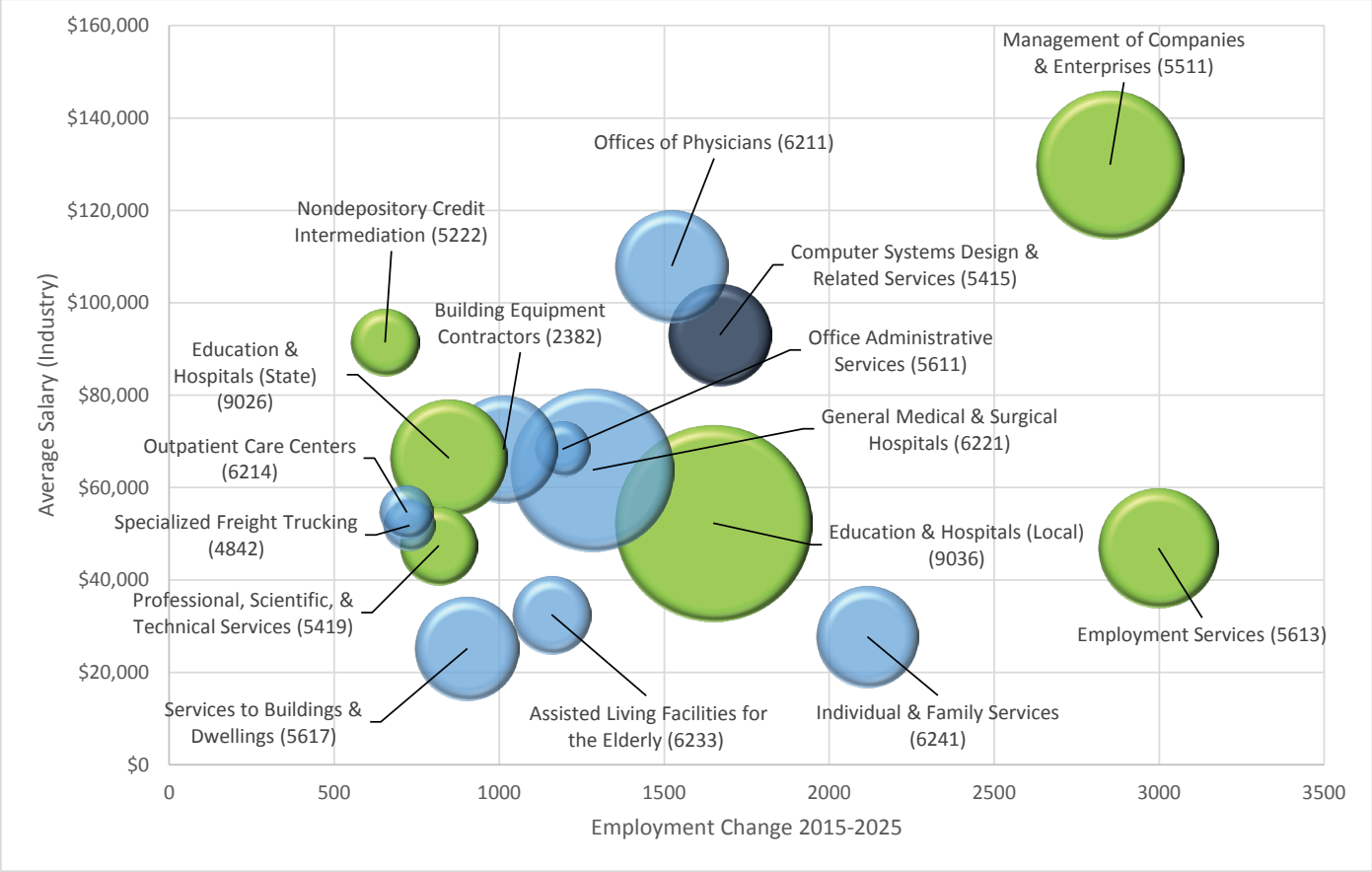
NAICS 5415: Computer System Design & Related Services

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
15-1132	Software Developers, Applications	817	1,104	287	35%	$39.00	Bachelor's	None	None
15-1131	Computer Programmers	779	683	(96)	-12%	$37.75	Bachelor's	None	None
15-1121	Computer Systems Analysts	492	673	181	37%	$34.53	Bachelor's	None	None
15-1133	Software Developers, Systems Software	417	566	149	36%	$40.73	Bachelor's	None	None
15-1151	Computer User Support Specialists	399	547	148	37%	$21.70	Certificate/Diploma	None	None
15-1142	Network and Computer Systems Administrators	277	365	88	32%	$32.79	Bachelor's	None	None
41-3099	Sales Representatives, Services, All Other	256	319	63	25%	$22.93	HS	None	Moderate
11-3021	Computer and Information Systems Managers	173	248	75	43%	$56.14	Bachelor's	>5	None
15-1143	Computer Network Architects	171	211	40	23%	$46.11	Bachelor's	>5	None
43-4051	Customer Service Representatives	158	200	42	27%	$14.20	HS	None	Short-term

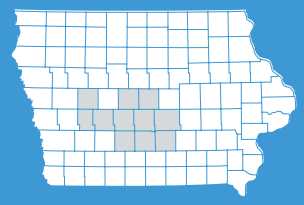
The table above lists Computer System Design & Related Services' (NAICS 5415) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



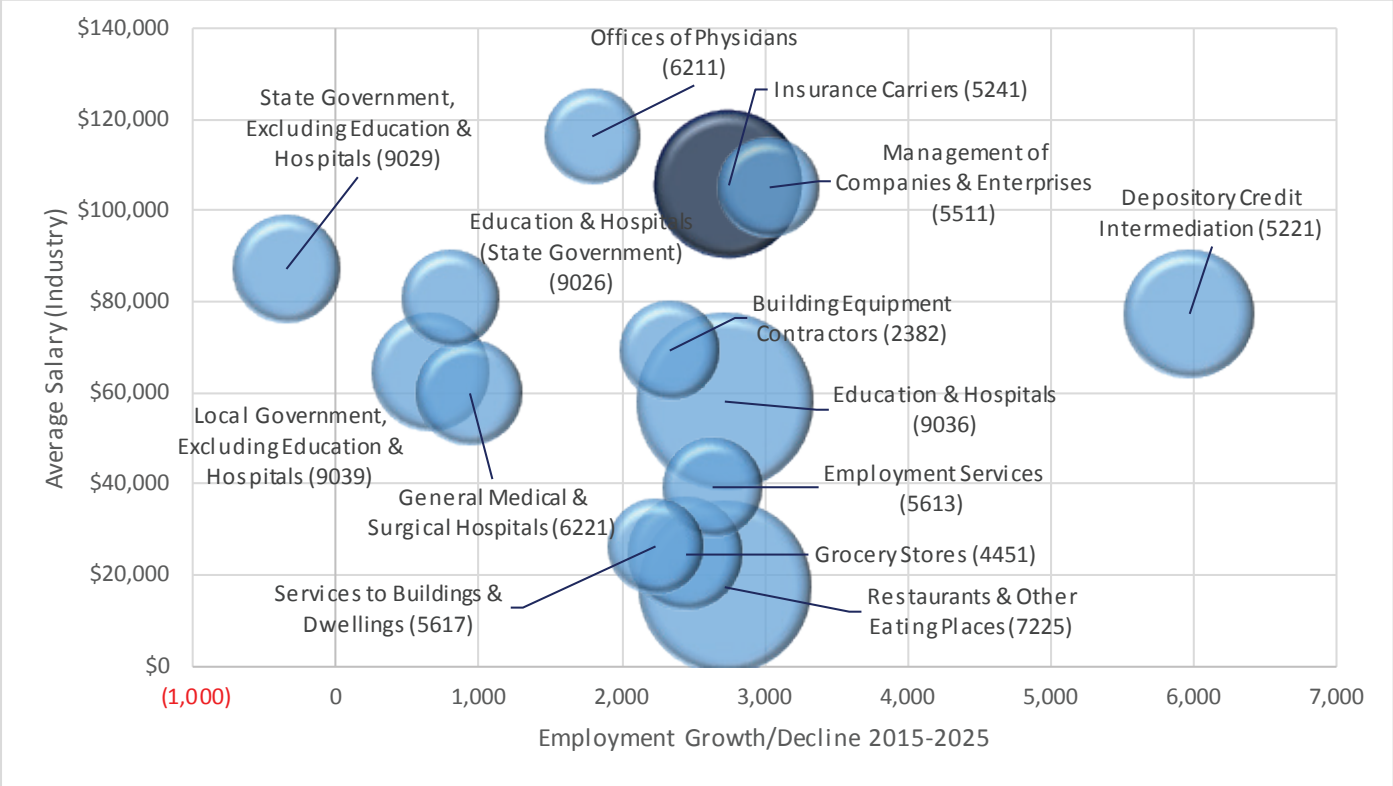
Computer System Design & Related Services (NAICS 5415 – dark blue) share in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.



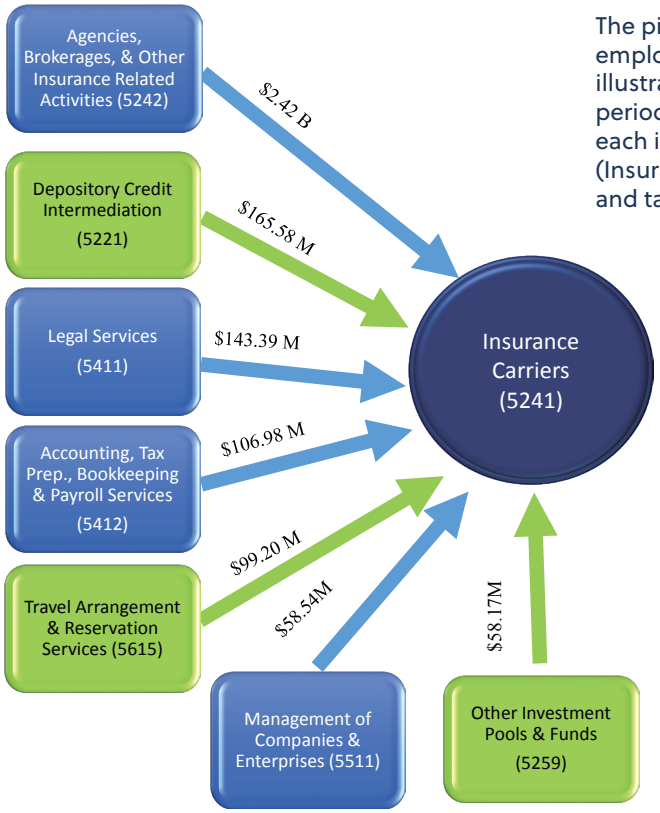
Audubon County, IA | Boone County, IA | Carroll County, IA | Dallas County, IA | Guthrie County, IA | Jasper County, IA | Madison County, IA | Marion County, IA | Polk County, IA | Story County, IA | Warren County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025



The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (Insurance Carriers – NAICS 5241) will be used in the following charts and tables for this region.



SUPPLY CHAIN: NAICS 5241 – Insurance Carriers

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Insurance Carrier industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

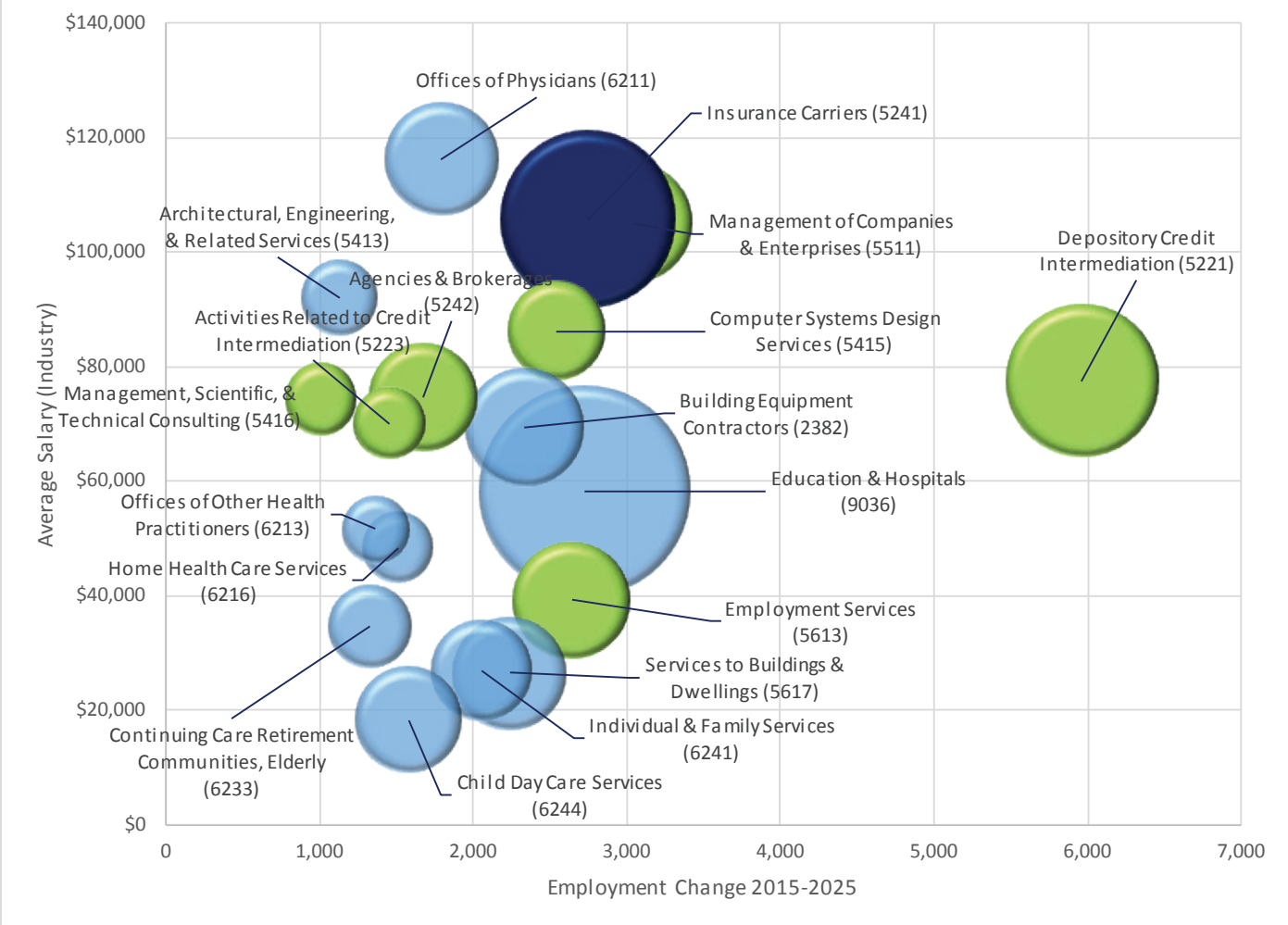
NAICS 5241: Insurance Carriers

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
43-4051	Customer Service Representatives	2,347	2,669	322	14%	$16.06	HS	None	Short-Term
43-9041	Insurance Claims and Policy Processing Clerks	1,772	2,021	249	14%	$17.80	HS	None	Moderate
13-1031	Claims Adjusters, Examiners, and Investigators	1,260	1,424	164	13%	$24.07	HS	None	Long-Term
41-3021	Insurance Sales Agents	1,193	1,414	221	19%	$21.89	HS	None	Moderate
13-2053	Insurance Underwriters	821	840	19	2%	$28.83	Bachelor's	None	Moderate
15-1121	Computer Systems Analysts	773	917	144	19%	$37.10	Bachelor's	None	None
13-1199	Business Operations Specialists, All Other	772	866	94	12%	$30.03	Bachelor's	None	None
15-1132	Software Developers, Applications	697	879	182	26%	$38.35	Bachelor's	None	None
13-1111	Management Analysts	540	685	145	27%	$34.70	Bachelor's	<5	None
29-1141	Registered Nurses	465	534	69	15%	$26.39	Bachelor's	None	None

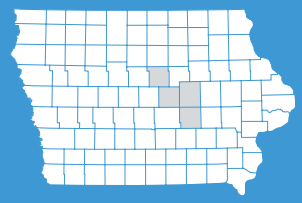
The table above lists Insurance Carriers' (NAICS 5241) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



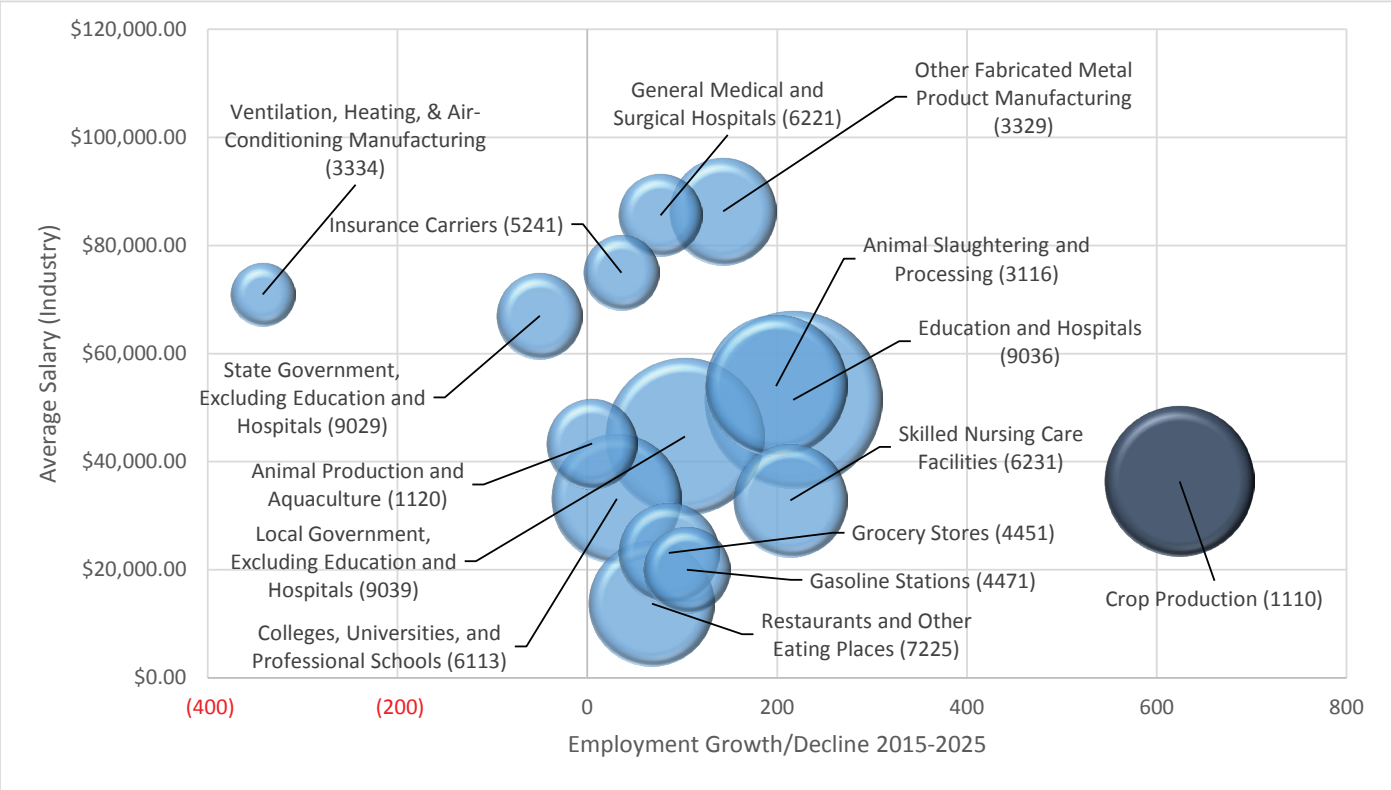
Insurance Carriers (NAICS 5241 – dark blue) share in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.



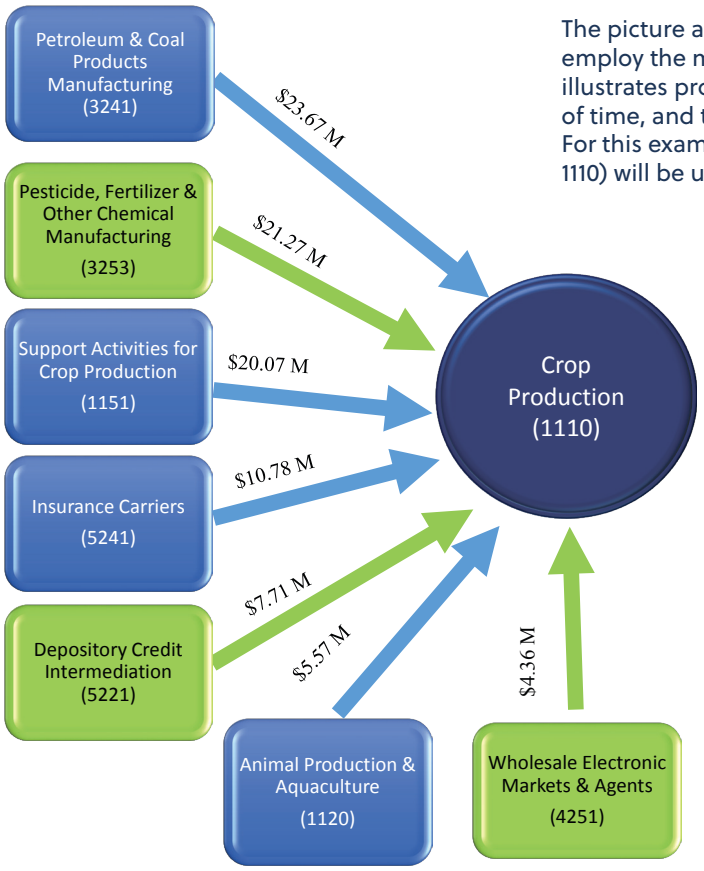
Hardin County, IA | Marshall County, IA | Poweshiek County, IA | Tama County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025



The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (Crop Production – NAICS 1110) will be used in the following charts and tables for this region.



SUPPLY CHAIN: NAICS 1110 – Crop Production

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Crop Production industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

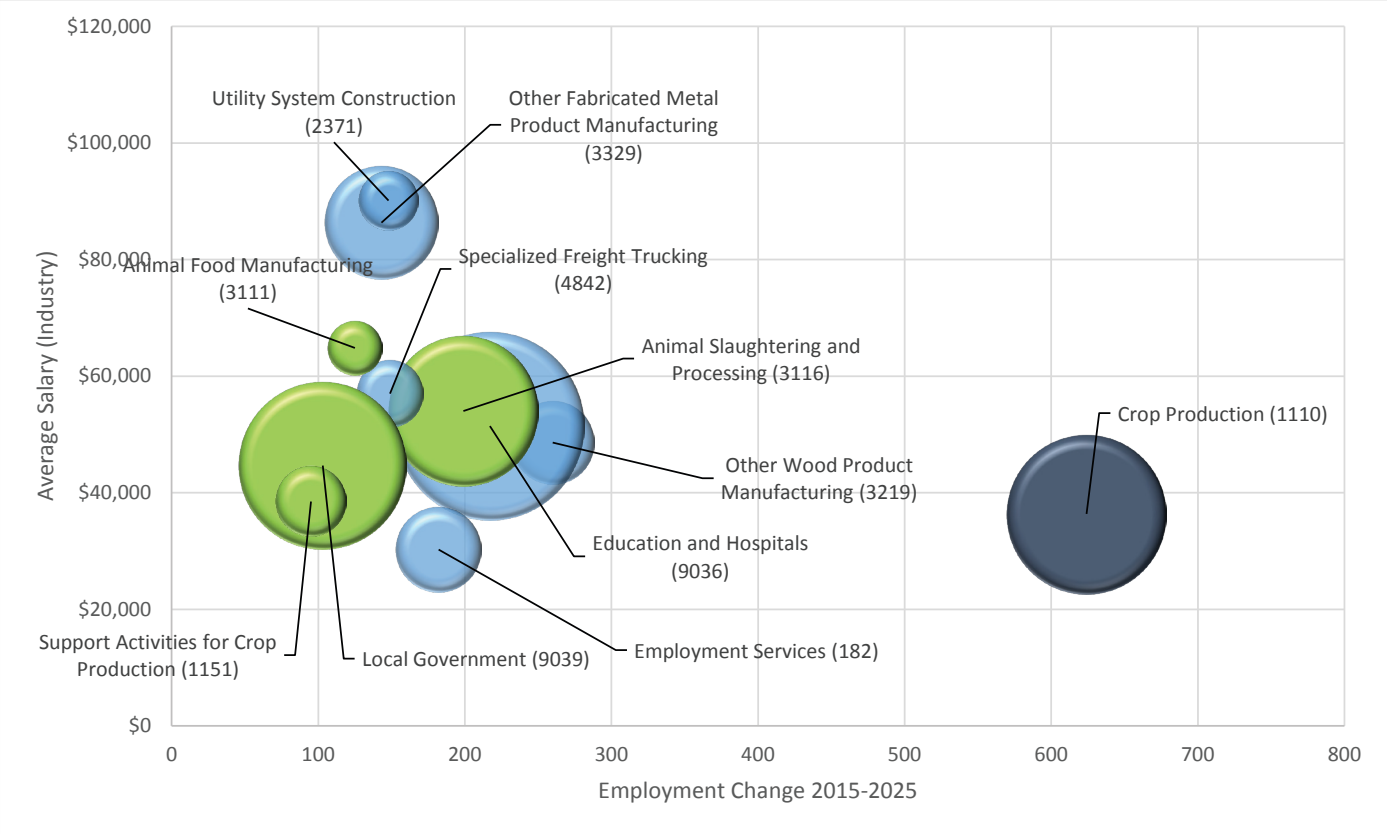
NAICS 1110: Crop Production

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
11-9013	Farmers, Ranchers, and Other Agricultural Managers	1,622	2,077	455	28%	$14.91	HS	>5	None
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	250	328	78	31%	$12.91	HS	None	Short-term
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	29	39	10	34%	$12.04	HS	None	Short-term
45-2091	Agricultural Equipment Operators	24	35	11	46%	$16.73	HS	None	Short-term
43-3031	Bookkeeping, Accounting, and Auditing Clerks	17	21	4	24%	$14.08	Certificate/Diploma	None	Moderate
53-3032	Heavy and Tractor-Trailer Truck Drivers	15	21	6	40%	$15.68	Certificate/Diploma	None	Short-term
45-2041	Graders and Sorters, Agricultural Products	10	12	2	20%	$14.65	HS	None	Short-term
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	10	12	2	20%	$29.41	HS	<5	None

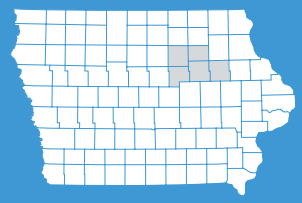
The table above lists Crop Production's (NAICS 1110) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



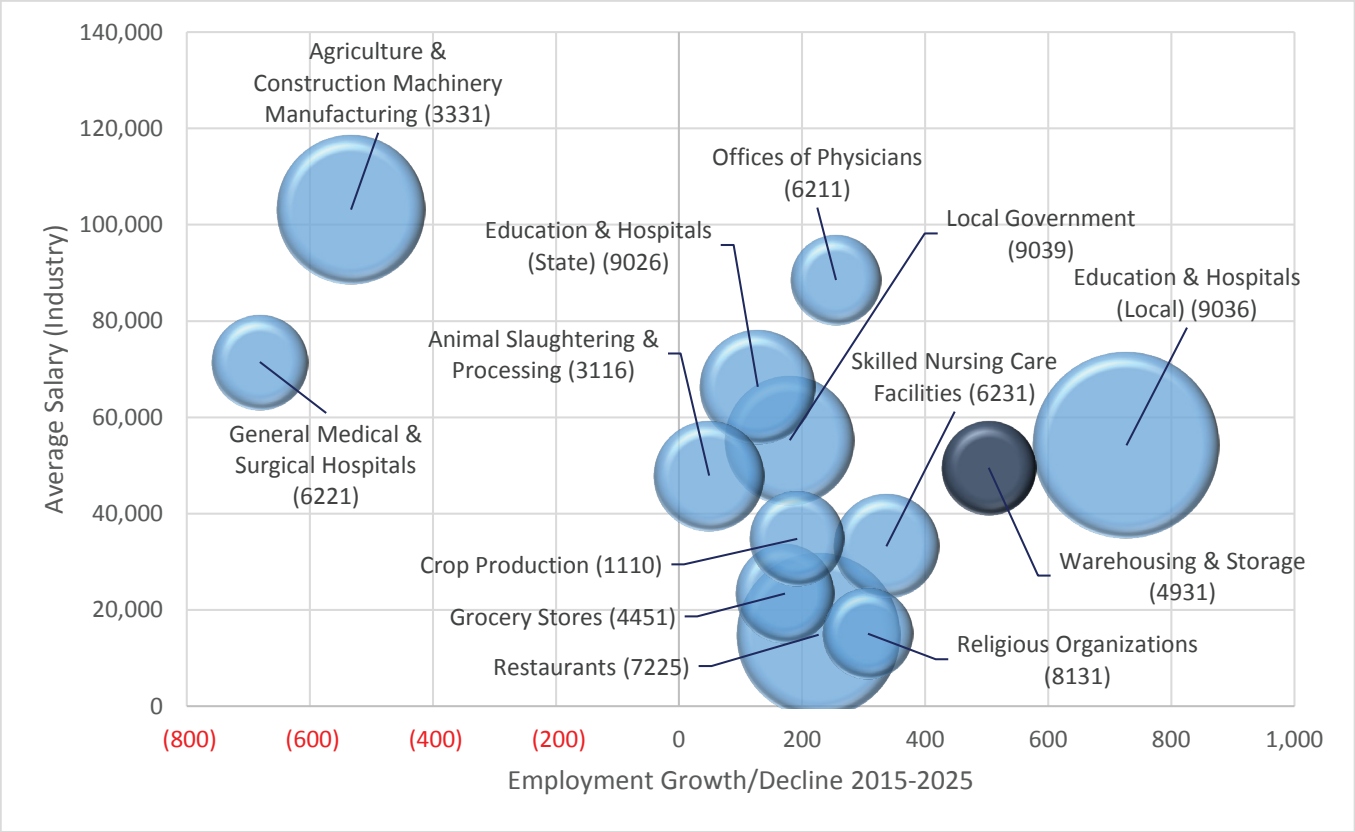
Crop Production (NAICS 1110 – dark blue) shares in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.

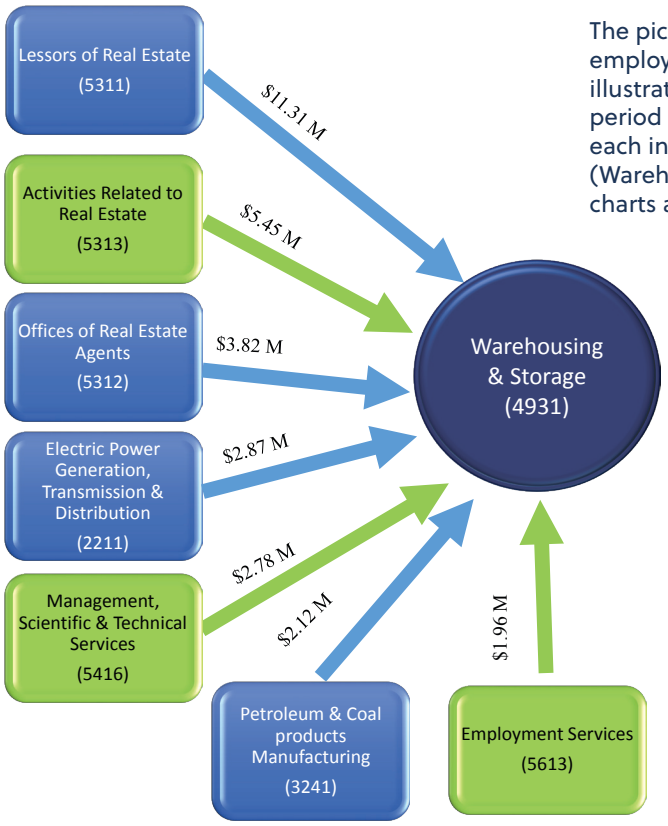


Black Hawk County, IA | Bremer County, IA | Buchanan County, IA | Butler County, IA | Grundy County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025





The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (Warehousing & Storage – NAICS 4931) will be used in the following charts and tables for this region.

SUPPLY CHAIN: NAICS 4931 – Warehousing & Storage

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Warehousing & Storage industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

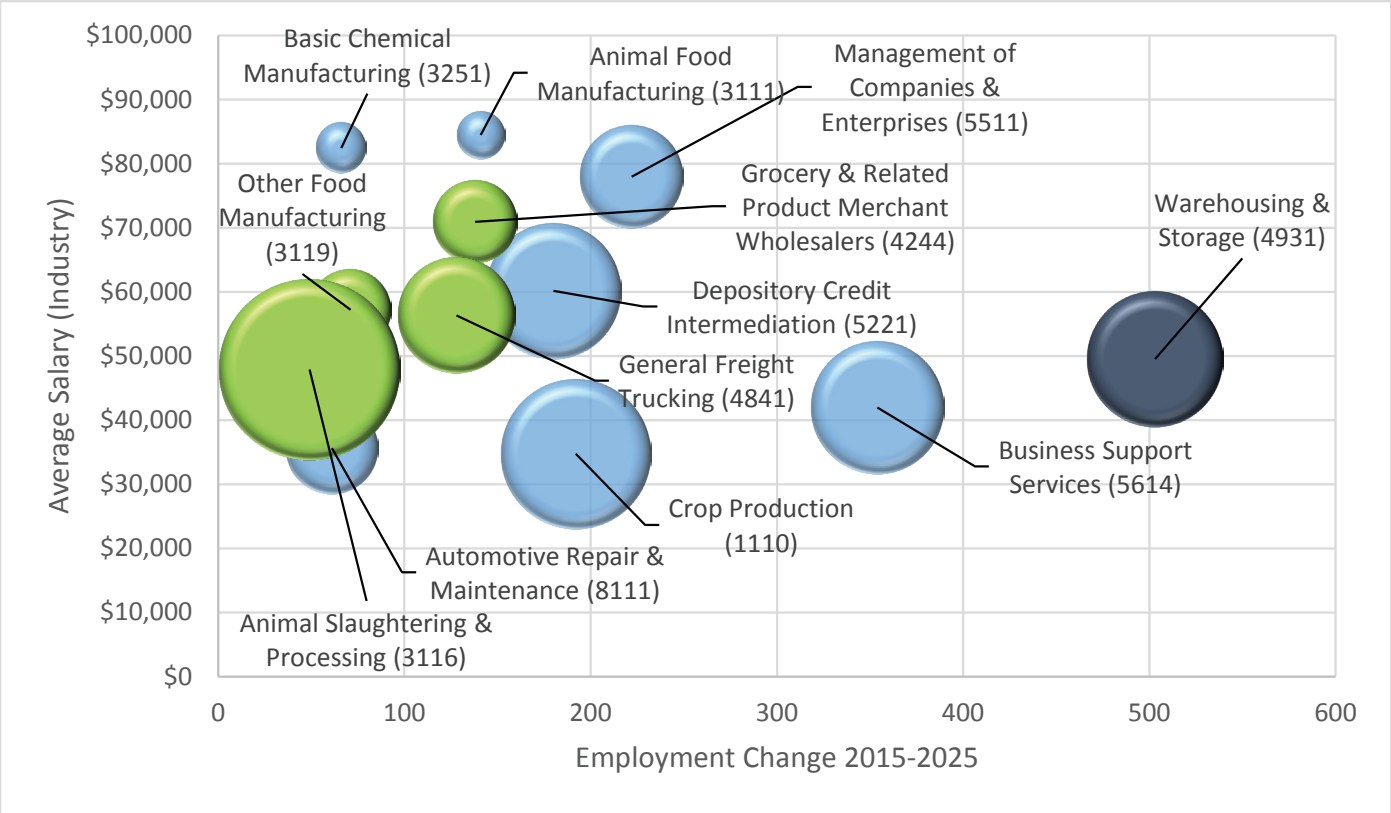
NAICS 4931: Warehousing & Storage

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	442	581	139	31%	$14.85	HS	None	Short-term
53-7051	Industrial Truck and Tractor Operators	218	275	57	26%	$14.46	HS	None	Short-term
53-3032	Heavy and Tractor-Trailer Truck Drivers	119	176	57	48%	$16.82	Certificate/Diploma	None	Short-term
43-5081	Stock Clerks and Order Fillers	90	117	27	30%	$10.94	HS	None	Short-term
53-7064	Packers and Packagers, Hand	67	92	25	37%	$10.58	HS	None	Short-term
43-5071	Shipping, Receiving, and Traffic Clerks	49	65	16	33%	$15.57	HS	None	Short-term
53-7063	Machine Feeders and Offbearers	45	60	15	33%	$13.24	HS	None	Short-term
49-9071	Maintenance and Repair Workers, General	40	52	12	30%	$17.92	HS	None	Long-term
53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	35	46	11	31%	$27.25	HS	<5	None
53-3033	Light Truck or Delivery Services Drivers	28	37	9	32%	$14.00	HS	None	Short-term

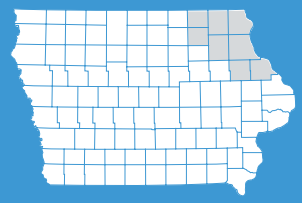
The table above lists Warehousing & Storage's (NAICS 4931) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



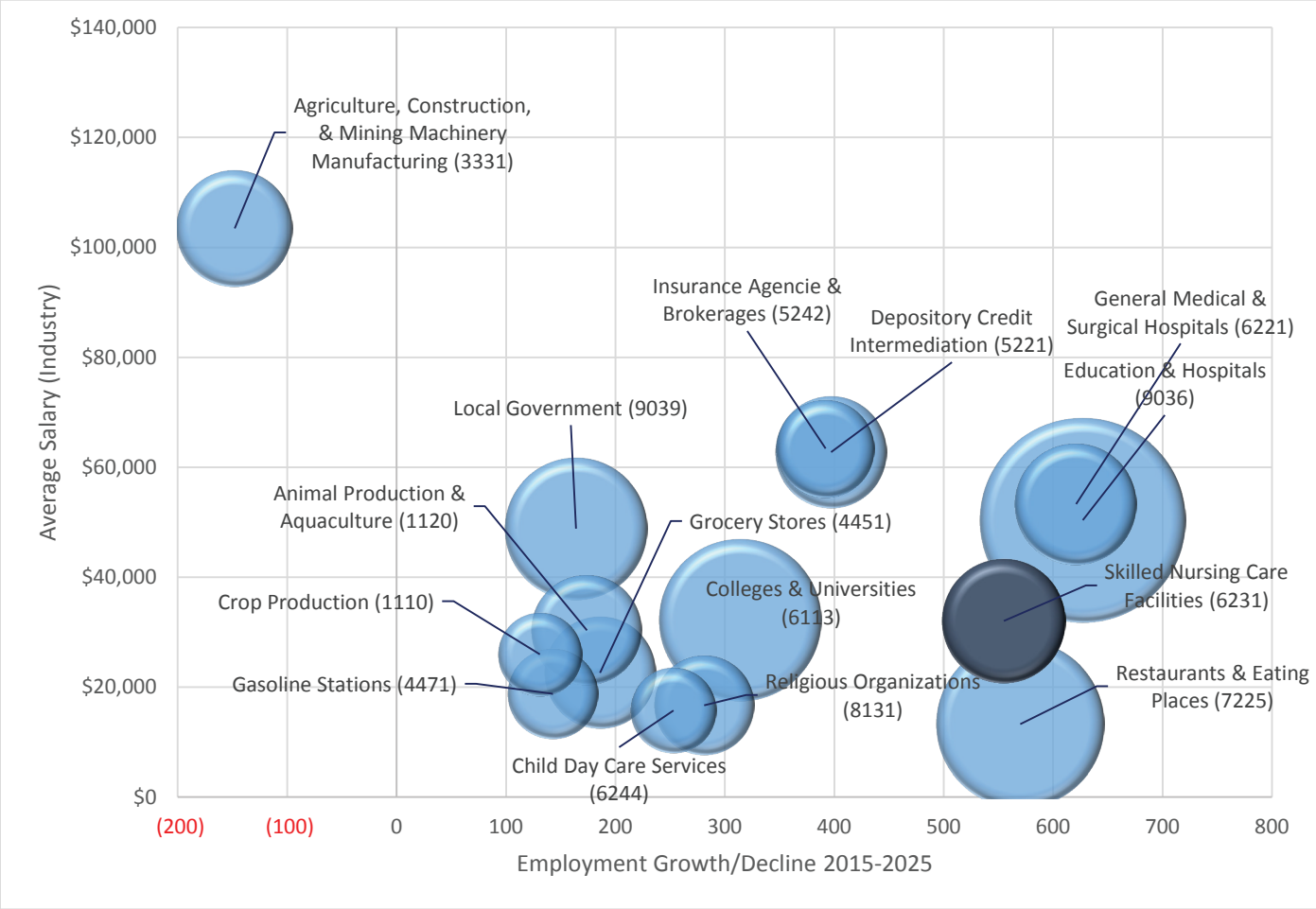
Warehousing & Storage (NAICS 4931 – dark blue) share in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.

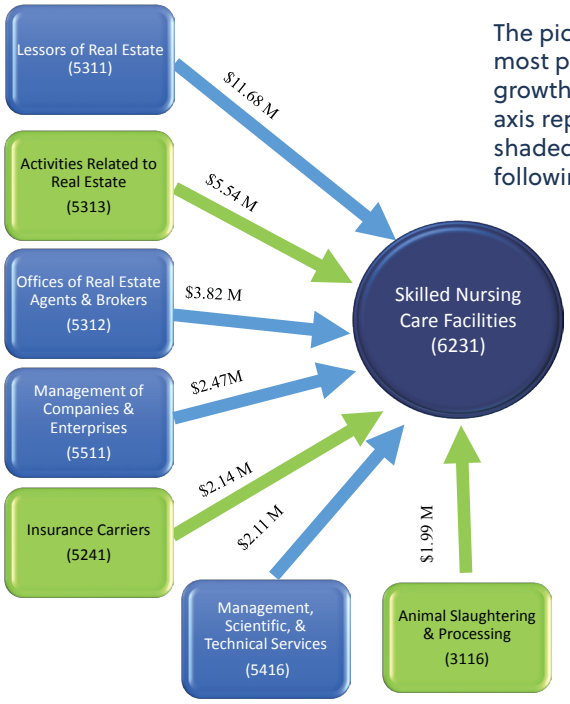


Allamakee County, IA | Chickasaw County, IA | Clayton County, IA | Delaware County, IA | Dubuque County, IA | Fayette County, IA | Howard County, IA | Winneshiek County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025





The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (Skilled Nursing Care Facilities – NAICS 6231) will be used in the following charts and tables for this region.

SUPPLY CHAIN: NAICS 6231 – Skilled Nursing Care Facilities

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Skilled Nursing Care Facilities industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

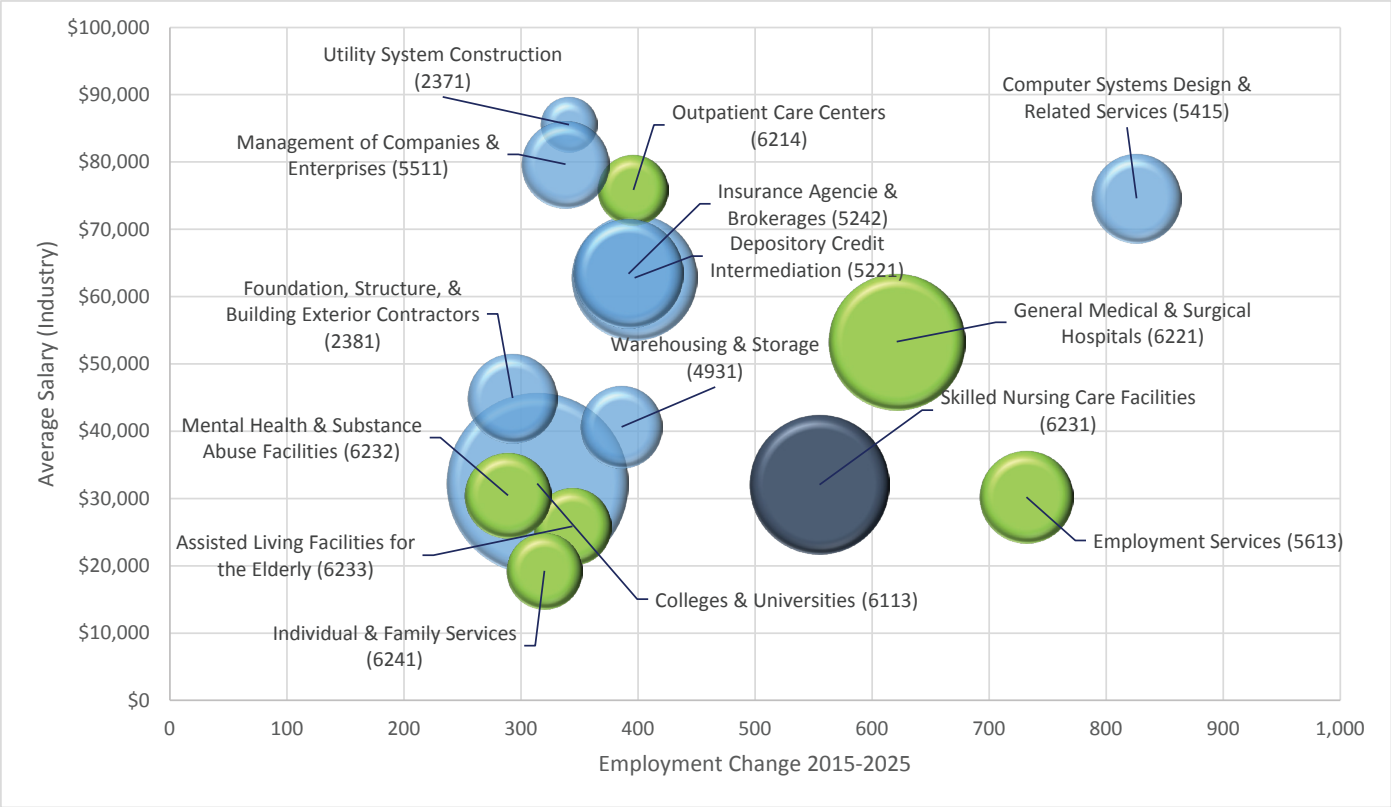
NAICS 6231: Skilled Nursing Care Facilities

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
31-1014	Nursing Assistants	1,271	1,495	224	18%	$11.19	Certificate	None	None
29-2061	Licensed Practical and Licensed Vocational Nurses	294	351	57	19%	$18.77	Certificate	None	None
29-1141	Registered Nurses	226	283	57	25%	$23.95	Bachelor's	None	None
37-2012	Maids and Housekeeping Cleaners	157	185	28	18%	$9.47	HS	None	Short-term
35-2012	Cooks, Institution and Cafeteria	158	180	22	14%	$11.13	HS	None	Short-term
35-3041	Food Servers, Nonrestaurant	87	102	15	17%	$9.33	HS	None	Short-term
39-9032	Recreation Workers	56	67	11	20%	$10.73	HS	None	Short-term
51-6011	Laundry and Dry-Cleaning Workers	49	59	10	20%	$10.50	HS	None	Short-term
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	49	56	7	14%	$8.50	HS	None	Short-term
39-9021	Personal Care Aides	48	56	8	17%	$10.29	HS	None	Short-term

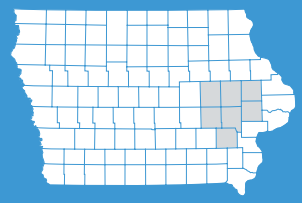
The table above lists Skilled Nursing Care Facilities' (NAICS 6231) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



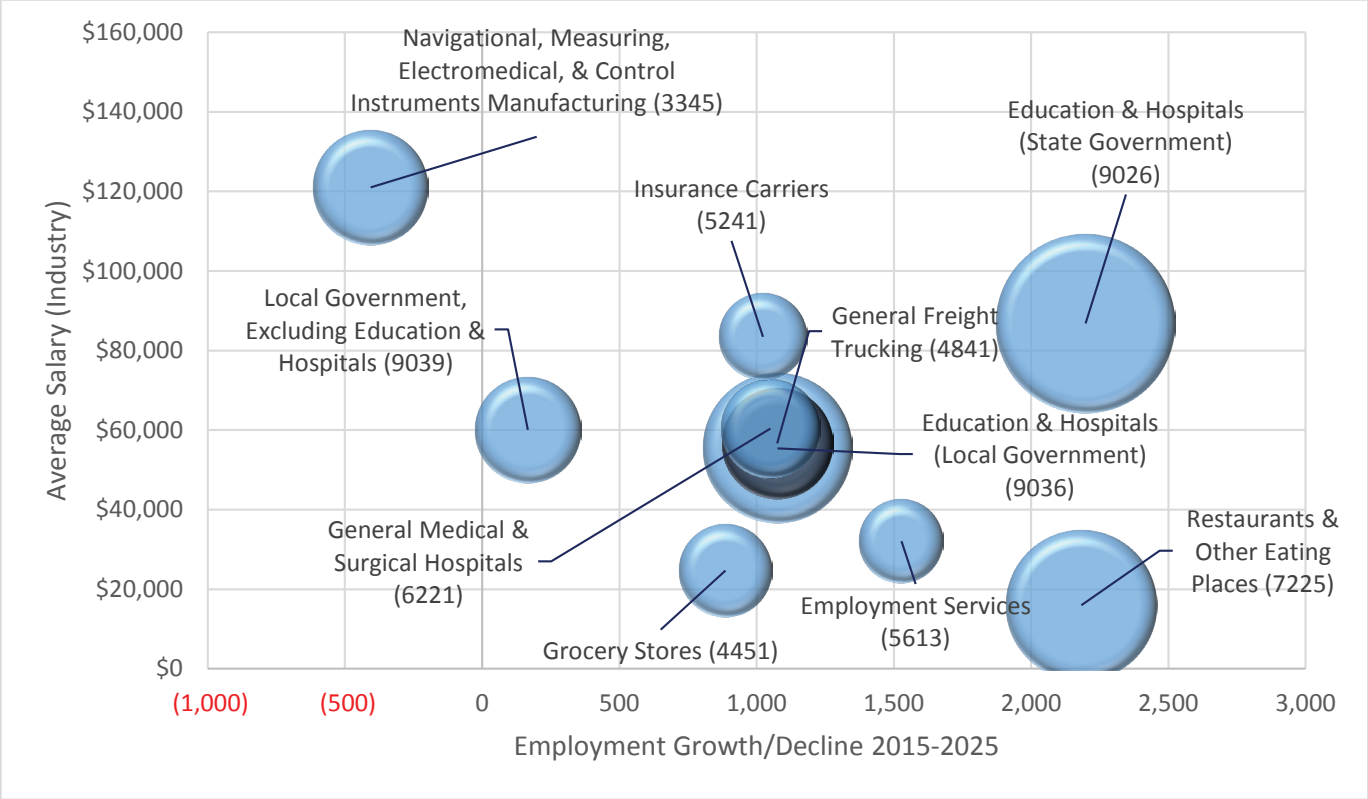
Skilled Nursing Care Facilities (NAICS 6231 – dark blue) share in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.



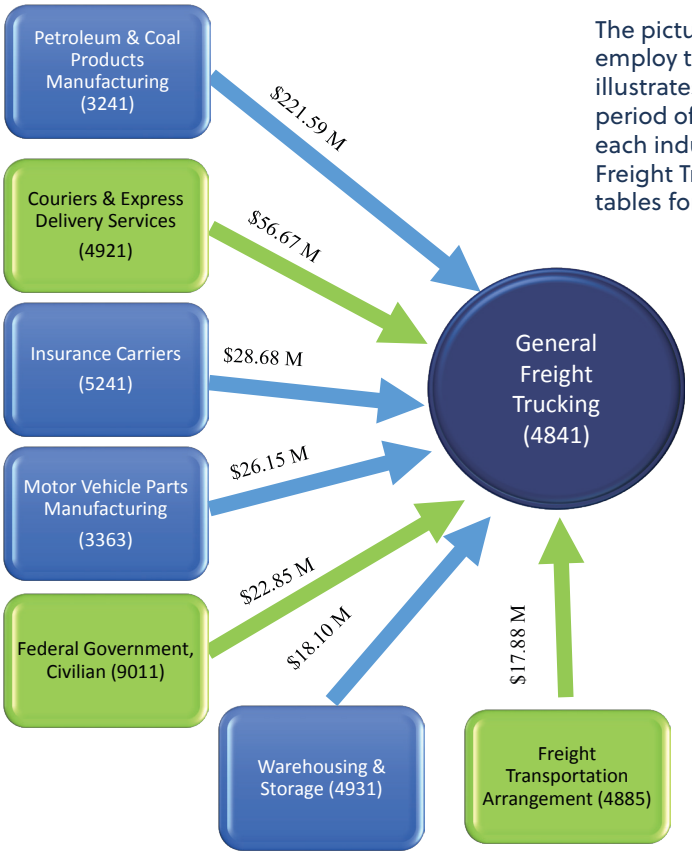
Benton County, IA | Cedar County, IA | Iowa County, IA | Johnson County, IA | Jones County, IA | Linn County, IA | Washington County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025



The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (General Freight Trucking – NAICS 4841) will be used in the following charts and tables for this region.



SUPPLY CHAIN: NAICS 4841 – General Freight Trucking

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the General Freight Trucking industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

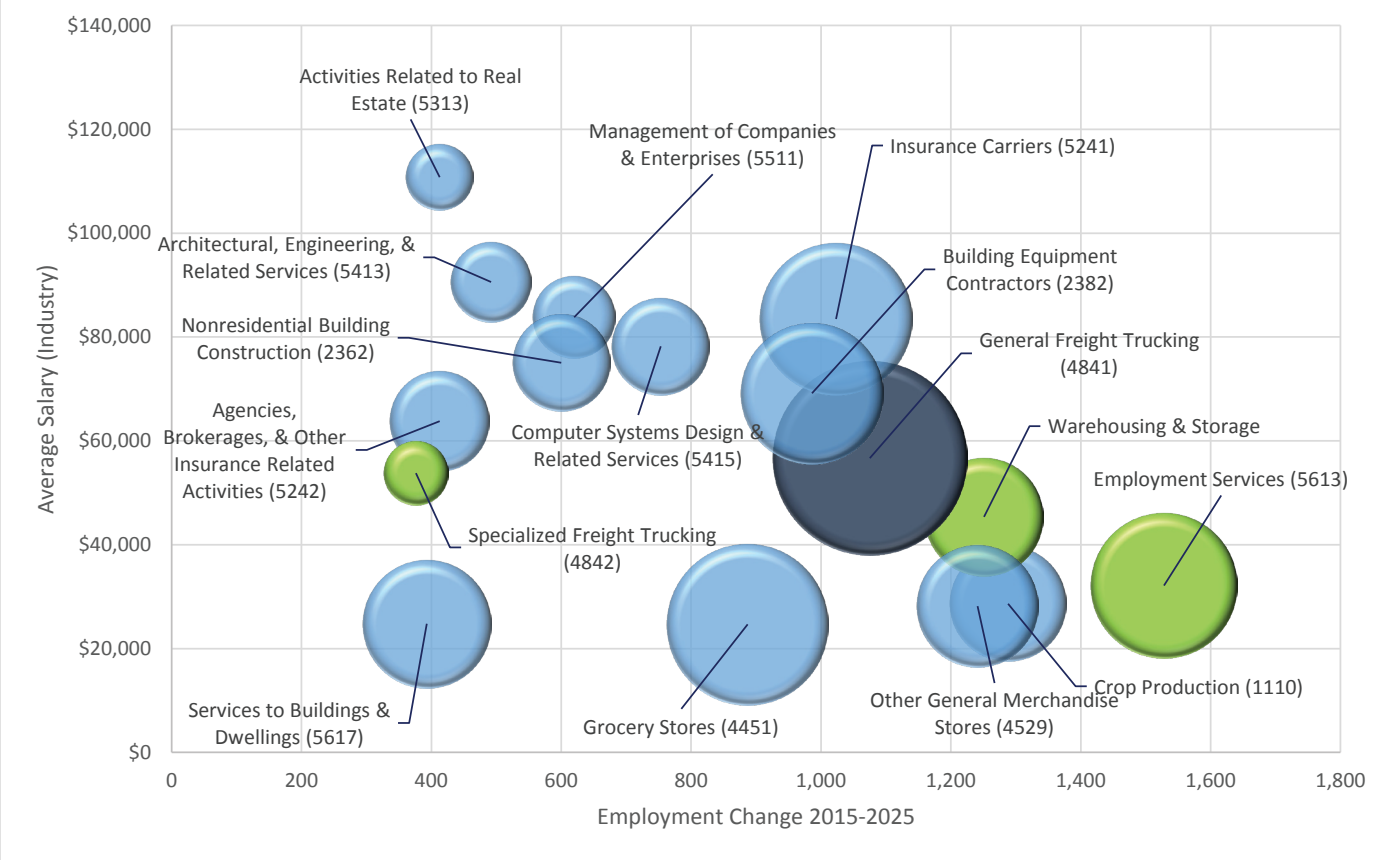
NAICS 4841: General Freight Trucking

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
53-3032	Heavy and Tractor-Trailer Truck Drivers	6,415	7,154	739	12%	$21.35	Certificate/Diploma	None	Short-term
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	273	333	60	22%	$12.82	HS	None	Short-term
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	258	298	40	16%	$17.90	HS	None	Long-term
53-3033	Light Truck or Delivery Services Drivers	165	190	25	15%	$13.41	HS	None	Short-term
43-5032	Dispatchers, Except Police, Fire, and Ambulance	146	174	28	19%	$15.78	HS	None	Moderate
53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	107	130	23	21%	$24.01	HS	<5	None
43-9061	Office Clerks, General	101	117	16	16%	$16.49	HS	None	Short-term
43-5011	Cargo and Freight Agents	75	80	5	7%	$17.08	HS	None	Short-term
53-7051	Industrial Truck and Tractor Operators	74	86	12	16%	$15.60	Certificate/Diploma	None	Short-term
11-1021	General and Operations Managers	68	81	13	19%	$38.29	Bachelor's	>5	None

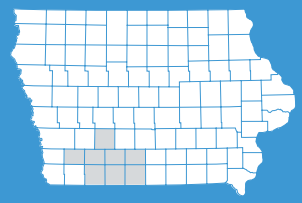
The table above lists General Freight Trucking's (NAICS 4841) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



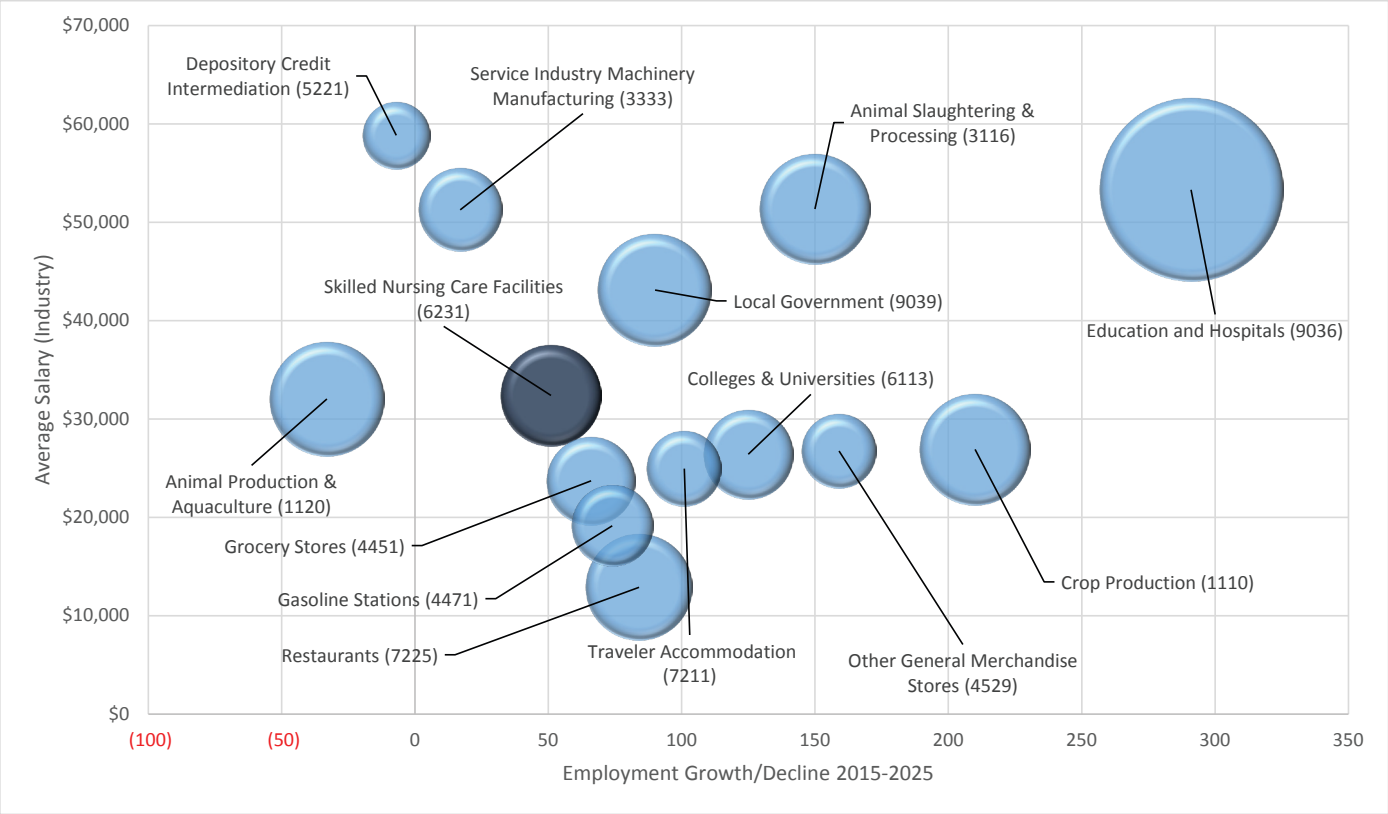
General Freight Trucking (NAICS 4841 – dark blue) shares in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.



Adair County, IA | Adams County, IA | Clarke County, IA | Decatur County, IA | Montgomery County, IA | Ringgold County, IA | Taylor County, IA | Union County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025



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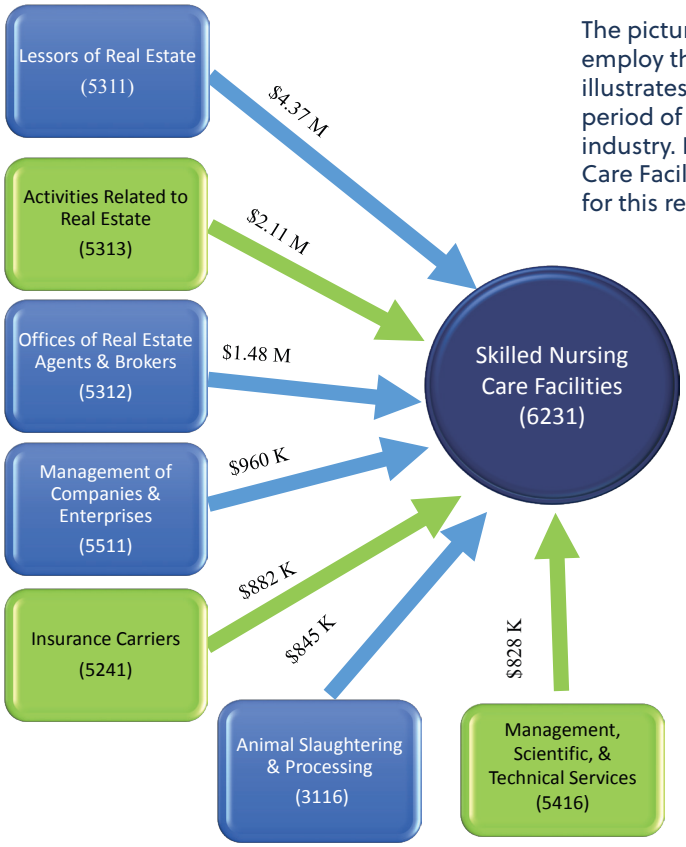


SUPPLY CHAIN: NAICS 6231 – Skilled Nursing Care Facilities

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Skilled Nursing Care Facilities industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

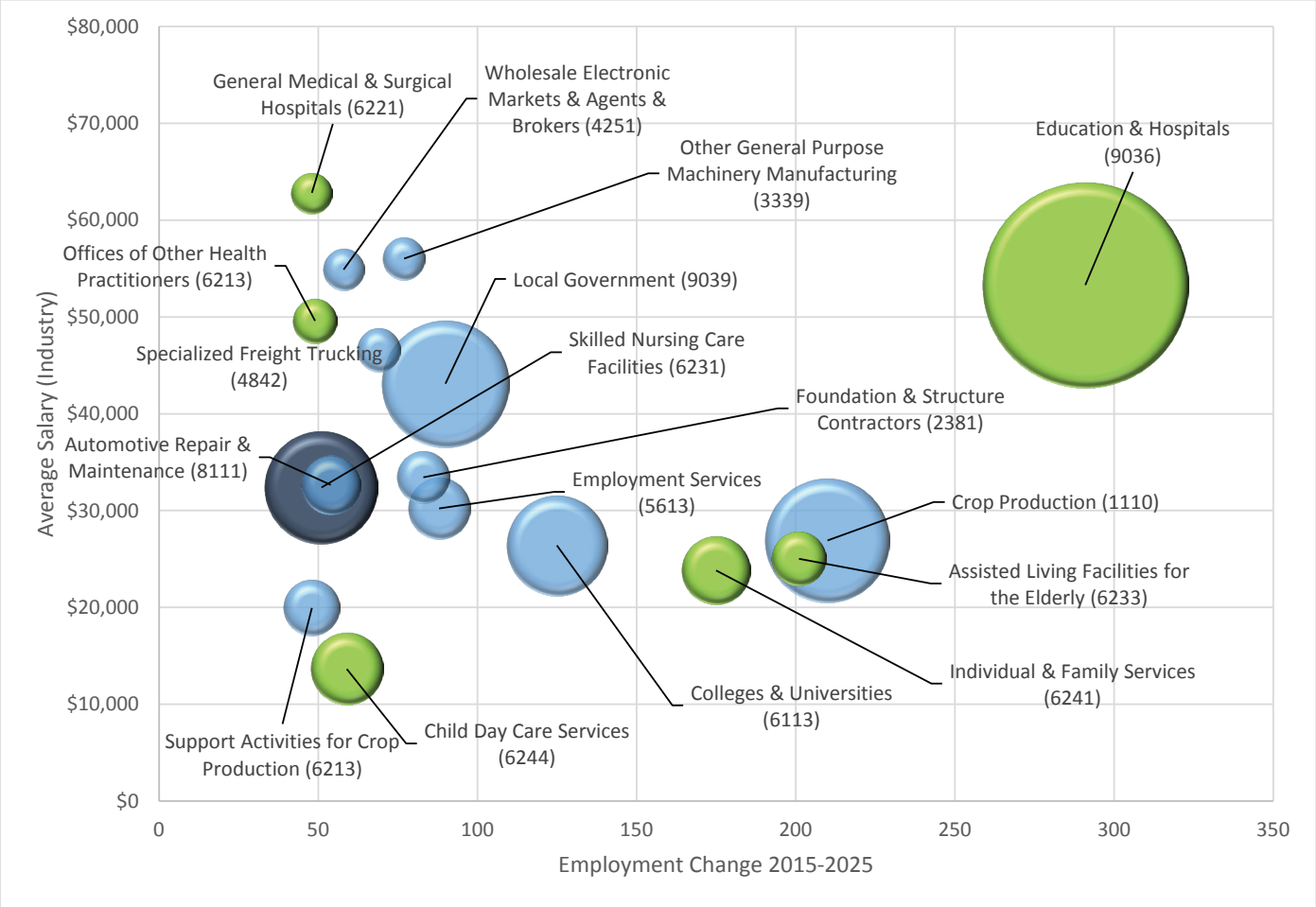
NAICS 6231: Skilled Nursing Care Facilities

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
31-1014	Nursing Assistants	436	454	18	4%	$11.54	Certificate/Diploma	None	None
29-2061	Licensed Practical and Licensed Vocational Nurses	118	122	4	3%	$17.82	Certificate/Diploma	None	None
29-1141	Registered Nurses	80	88	8	10%	$24.08	Bachelor's	None	None
35-2012	Cooks, Institution and Cafeteria	63	64	1	2%	$9.86	HS	None	Short-term
37-2012	Maids and Housekeeping Cleaners	51	53	2	4%	$9.17	HS	None	Short-term
11-9111	Medical and Health Services Managers	22	22	0	0%	$31.44	Bachelor's	>5	None
31-1011	Home Health Aides	20	21	1	5%	$9.60	HS	None	Short-term
35-3041	Food Servers, Nonrestaurant	17	18	1	6%	$10.21	HS	None	Short-term
39-9032	Recreation Workers	16	17	1	6%	$10.73	HS	None	Short-term
21-1022	Healthcare Social Workers	14	14	0	0%	$18.39	Master's	None	None

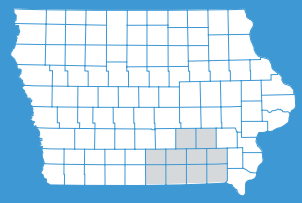
The table above lists Skilled Nursing Care Facilities' (NAICS 6231) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



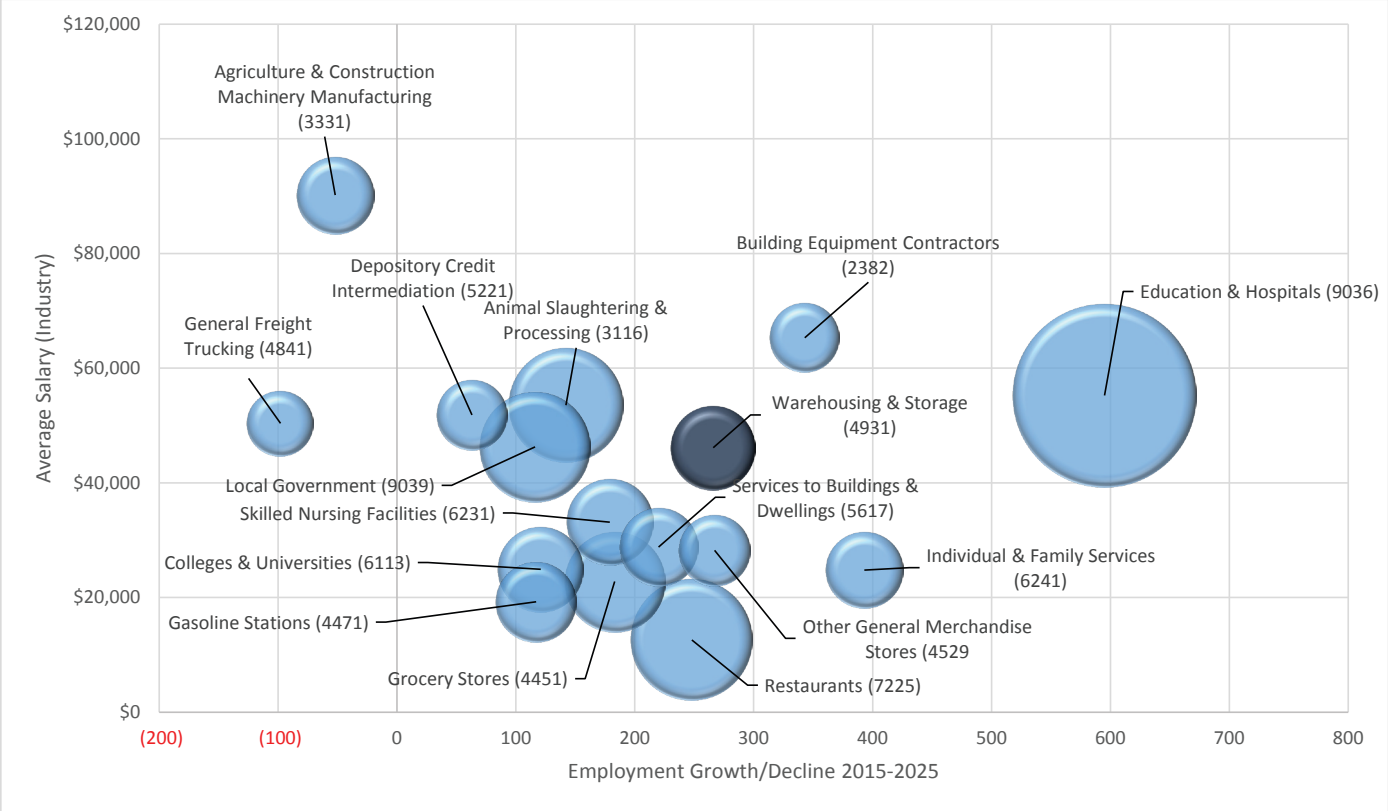
Skilled Nursing Care Facilities (NAICS 6231 – dark blue) share in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.



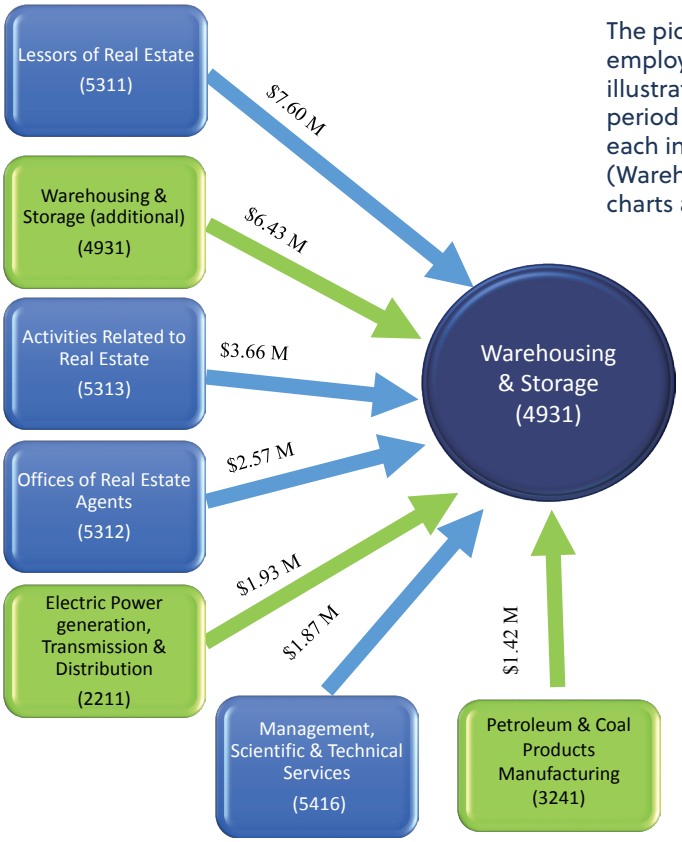
Appanoose County, IA | Davis County, IA | Jefferson County, IA | Keokuk County, IA | Lucas County, IA | Mahaska County, IA | Monroe County, IA | Van Buren County, IA | Wapello County, IA | Wayne County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025



The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (Warehousing & Storage – NAICS 4931) will be used in the following charts and tables for this region.



SUPPLY CHAIN: NAICS 4931 – Warehousing & Storage

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Warehousing & Storage industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

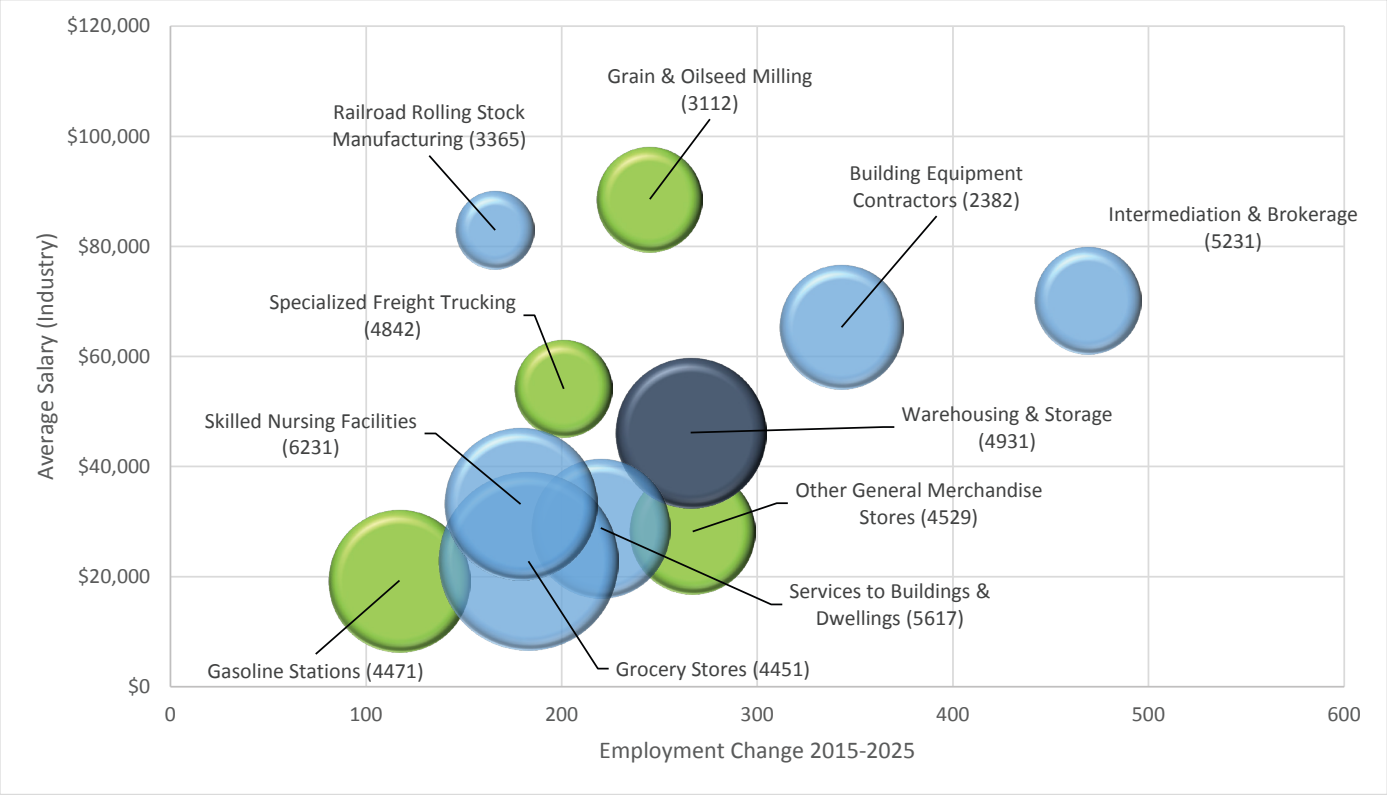
NAICS 4931: Warehousing & Storage

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	333	402	69	21%	$13.06	HS	None	Short-term
53-7051	Industrial Truck and Tractor Operators	168	194	26	15%	$16.40	HS	None	Short-term
53-3032	Heavy and Tractor-Trailer Truck Drivers	116	150	34	29%	$16.18	Certificate/Diploma	None	Short-term
53-7064	Packers and Packagers, Hand	104	120	16	15%	$9.54	HS	None	Short-term
43-5081	Stock Clerks and Order Fillers	76	92	16	21%	$10.49	HS	None	Short-term
43-5071	Shipping, Receiving, and Traffic Clerks	41	52	11	27%	$13.99	HS	None	Short-term
53-7063	Machine Feeders and Offbearers	34	43	9	26%	$15.31	HS	None	Short-term
49-9071	Maintenance and Repair Workers, General	32	38	6	19%	$17.47	HS	None	Long-term
53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	26	32	6	23%	$20.53	HS	>5	None
53-3033	Light Truck or Delivery Services Drivers	21	26	5	24%	$10.74	HS	None	Short-term

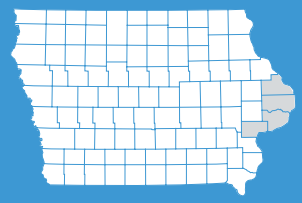
The table above lists Warehousing & Storage's (NAICS 4931) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



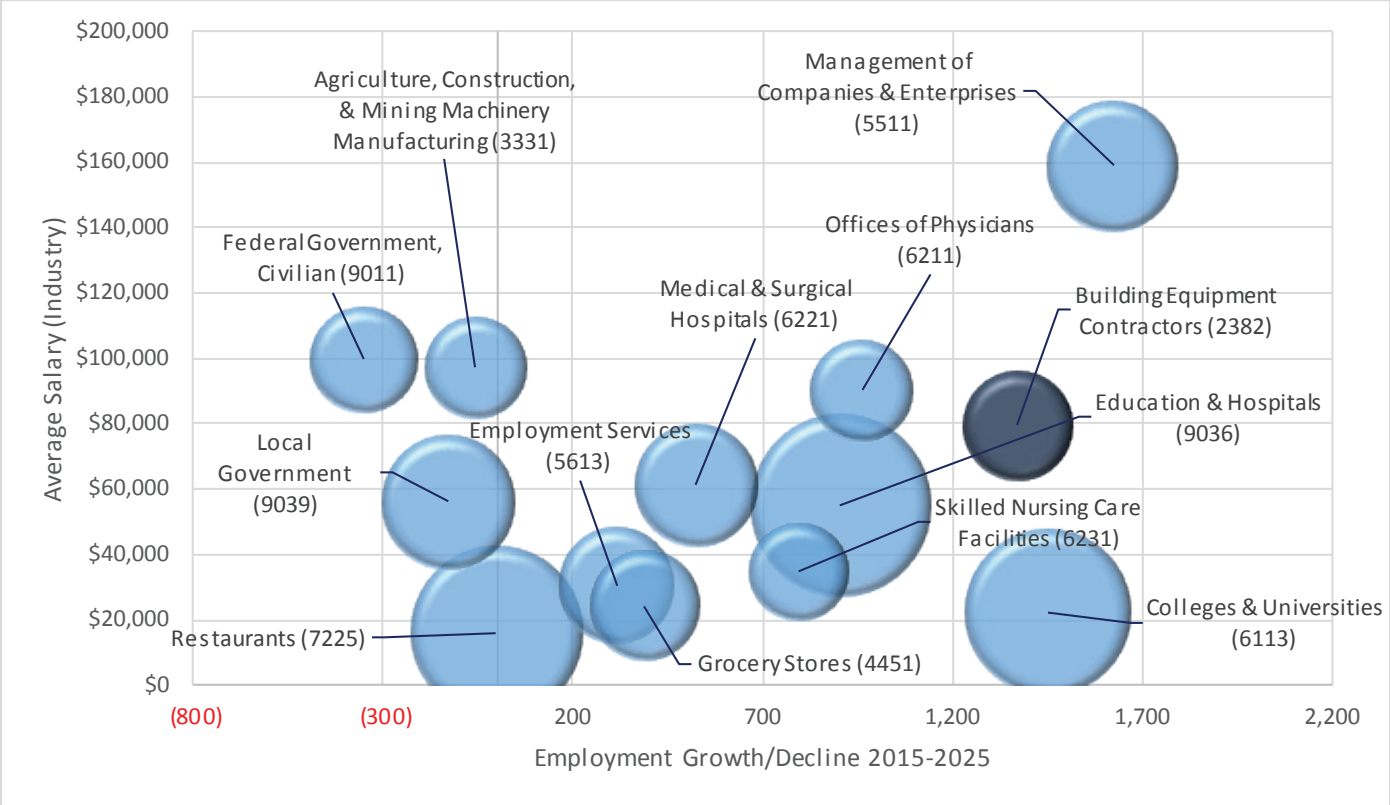
Warehousing & Storage (NAICS 4931 – dark blue) share in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.



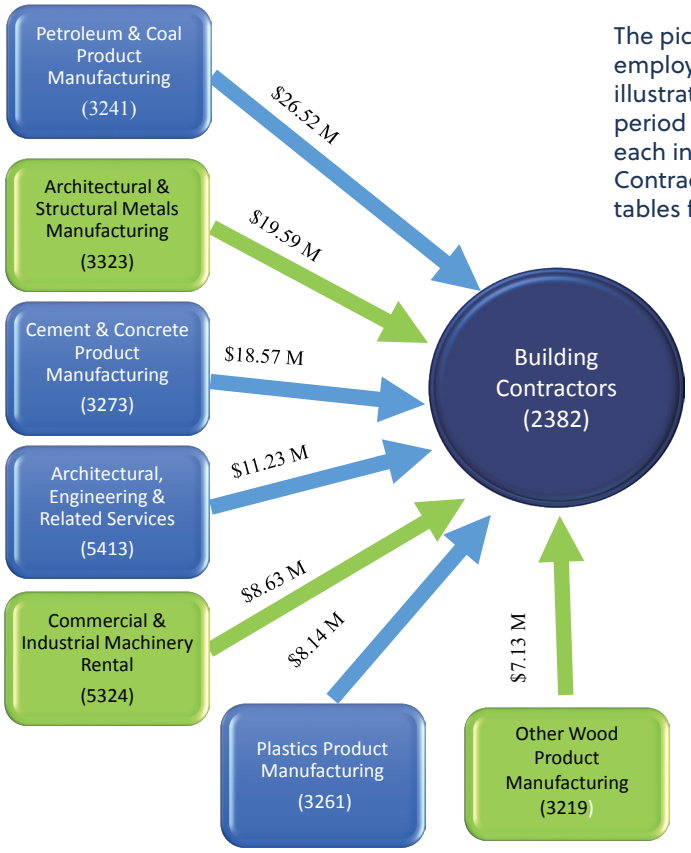
Henry County, IL | Mercer County, IL | Rock Island County, IL | Clinton County, IA | Jackson County, IA | Muscatine County, IA | Scott County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025



The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (Building Contractors – NAICS 2382) will be used in the following charts and tables for this region.



SUPPLY CHAIN: NAICS 2382 – Building Contractors

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Building Contractors industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

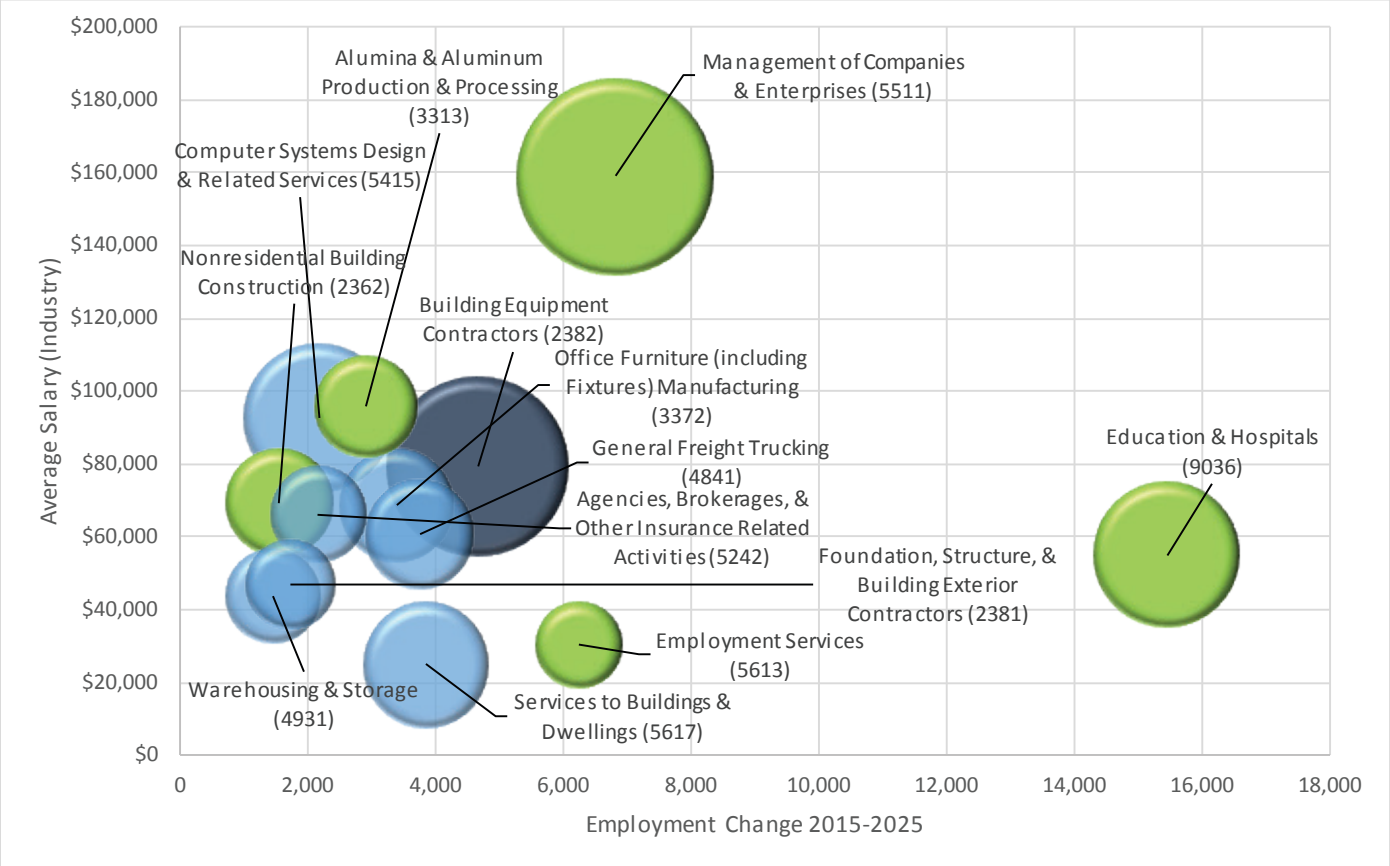
NAICS 2382: Building Contractors

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
47-2111	Electricians	948	1,154	206	22%	$28.69	HS	None	Apprenticeship
47-2152	Plumbers, Pipefitters, and Steamfitters	753	940	187	25%	$22.60	HS	None	Apprenticeship
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	407	532	125	31%	$21.57	Certificate/Diploma	None	Long-term
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	175	224	49	28%	$26.97	HS	>5	None
47-2061	Construction Laborers	163	203	40	25%	$16.60	HS	None	Short-term
43-9061	Office Clerks, General	131	163	32	24%	$13.54	HS	None	Short-term
47-2132	Insulation Workers, Mechanical	122	198	76	62%	$25.04	HS	None	Apprenticeship
11-1021	General and Operations Managers	103	137	34	33%	$35.45	Bachelor's	<5	None
47-4021	Elevator Installers and Repairers	100	164	64	64%	$36.65	HS	None	Apprenticeship
47-2211	Sheet Metal Workers	95	125	30	32%	$22.42	HS	None	Apprenticeship

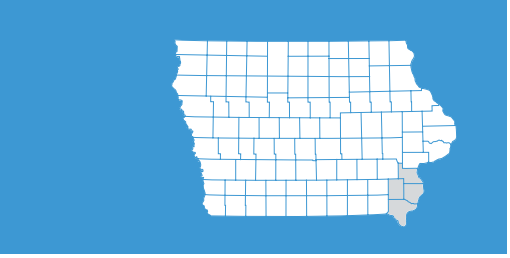
The table above lists Building Contractors' (NAICS 2382) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



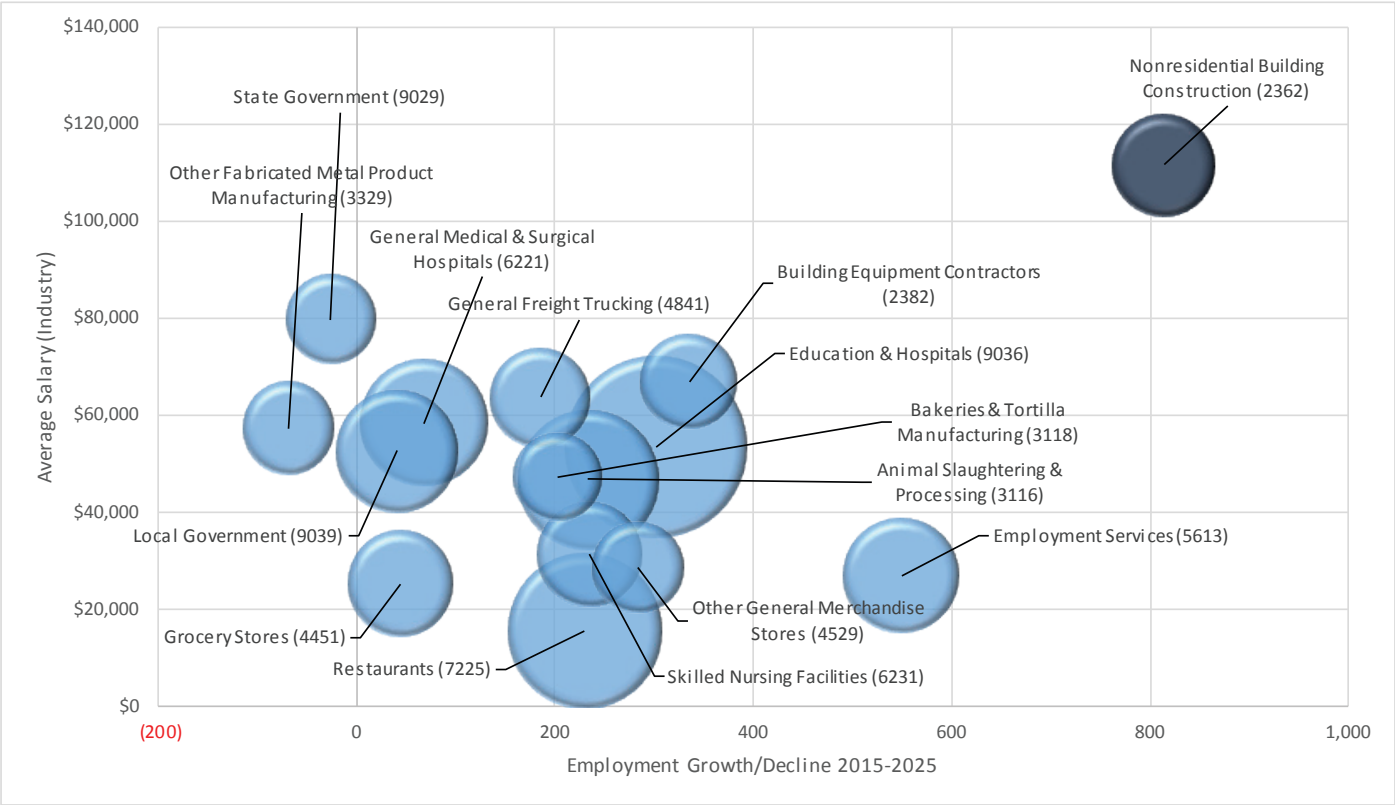
Building Contractors (NAICS 2382 – dark blue) share in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.

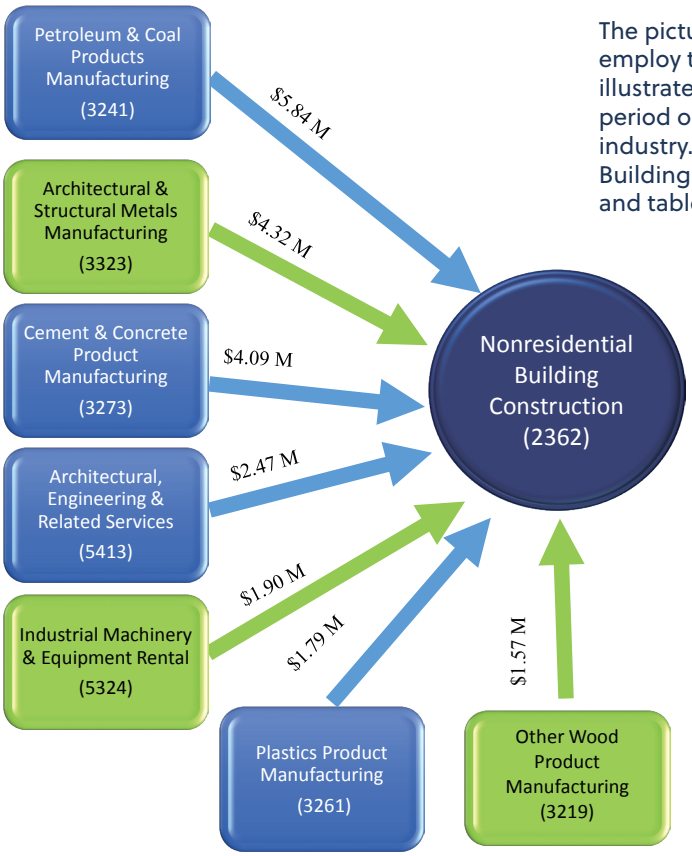


Des Moines County, IA | Henry County, IA | Lee County, IA | Louisa County, IA

Regional Snapshot: Each snapshot contains the top industries by employment, top suppliers of a targeted industry, associated in-demand occupations, and shared in-demand occupations by industry.

TOP INDUSTRIES BY EMPLOYMENT IN REGION Growth/decline from 2015 - 2025





The picture above represents the industries in the defined region that employ the most people (by the size of the bubble). The horizontal axis illustrates projected growth or decline in employment over a 10-year period of time, and the vertical axis represents the annual salary of each industry. For this example, the dark blue shaded bubble (Nonresidential Building Construction – NAICS 2362) will be used in the following charts and tables for this region.

SUPPLY CHAIN: NAICS 2362 – Nonresidential Building Construction

Top seven by total purchases

The picture (left) identifies the top seven suppliers to the Nonresidential Building Construction industry by the amount of purchases made annually. These supply industries are better known as the supply chain. Identifying these suppliers and how they relate to the selected industry assists in identifying natural connections and partners that support products, services, and skills within the region.

IN-DEMAND OCCUPATIONS IN THE REGION

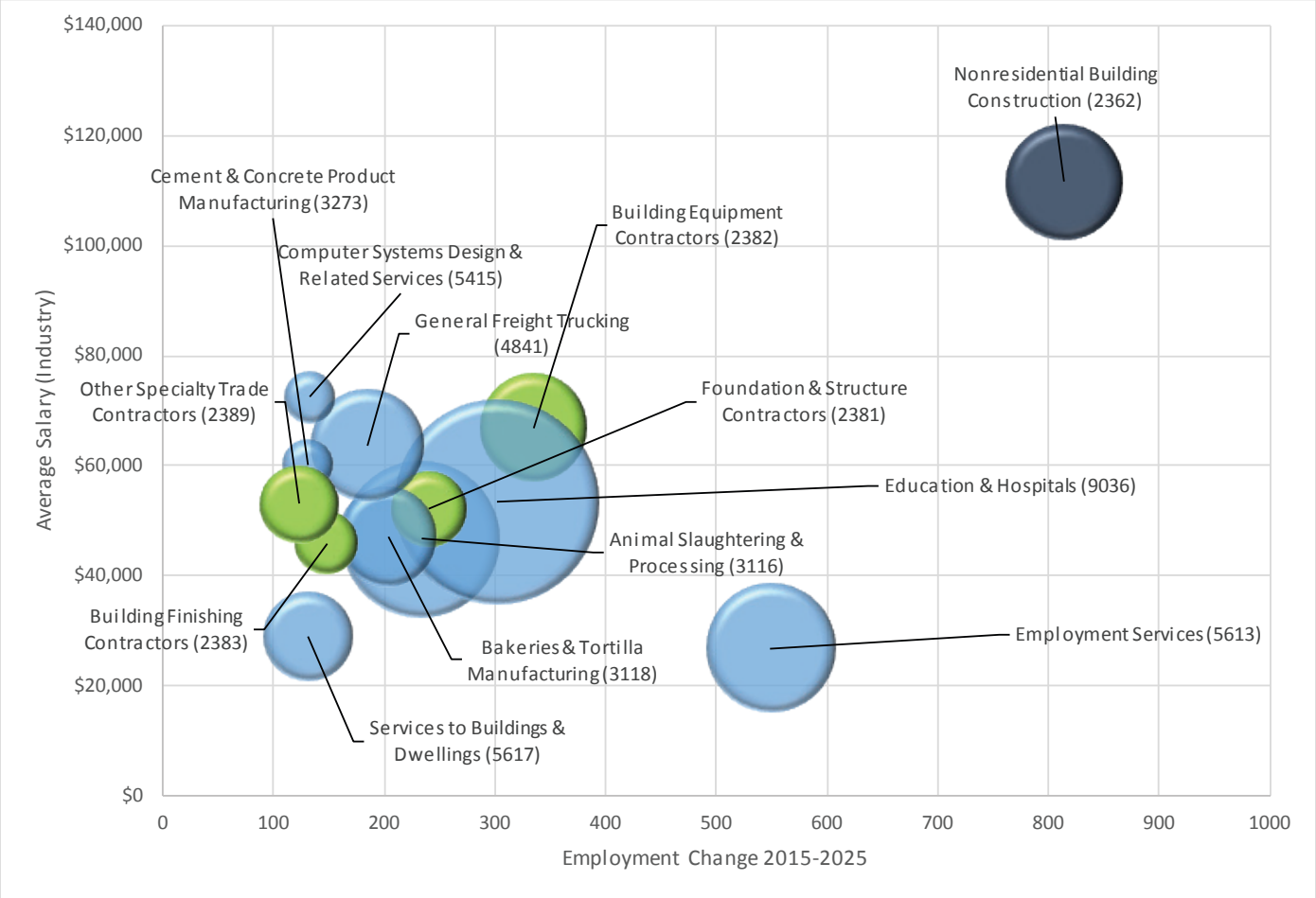
NAICS 2362: Nonresidential Building Construction

Occupation Code	Description	Employed in Industry (2015)	Employed in Industry (2025)	Change (2015 - 2025)	% Change (2015 - 2025)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
47-2061	Construction Laborers	251	422	171	68%	$14.46	HS	None	Short-term
47-2031	Carpenters	144	257	113	78%	$16.60	HS	None	Apprenticeship
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	103	184	81	79%	$22.98	HS	>5	None
11-9021	Construction Managers	78	124	46	59%	$26.45	Bachelor's	None	Moderate
49-9044	Millwrights	44	64	20	45%	$22.63	HS	None	Apprenticeship
47-2073	Operating Engineers and Other Construction Equipment Operators	43	65	22	51%	$19.28	HS	None	Moderate
47-2051	Cement Masons and Concrete Finishers	37	56	19	51%	$17.65	HS	None	Moderate
11-1021	General and Operations Managers	35	58	23	66%	$34.70	Bachelor's	>5	None
13-1051	Cost Estimators	27	49	22	81%	$27.45	Bachelor's	None	None
43-3031	Bookkeeping, Accounting, and Auditing Clerks	26	37	11	42%	$14.25	Certificate/Diploma	None	Moderate

The table above lists Nonresidential Building Construction's (NAICS 2362) top 10 in-demand occupations. In addition to the description, it lists the number employed in the industry, change (growth/decline), median hourly wage, typical education level, work experience, and on-the-job training recommendations. This information can assist industries in identifying skills needed to educate, maintain, and grow their workforce by partnering with training providers.

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025



Nonresidential Building Construction (NAICS 2362 – dark blue) shares in-demand occupations with other growing industries (green bubbles). This information can be used to refine the training, recruitment, and retention discussions around workforce. Linking the occupations to the industry clusters can identify additional partners with similar labor market needs.

Working with employers is a fact of life for partners in the workforce development system. Engaging employers produces benefits at every stage of the sector partnership experience, especially in future development and execution of career pathways. But the simplest case for it is this: Neither employers nor workforce development partners can accomplish their goals in the labor market alone. As Louis Soares, vice president of the American Council on Education, remarks, partnerships allow both sides to "leverage their combined knowledge of labor markets, skills, pedagogy, and participants."

Slow economic recovery, rapid transformations in technology, higher-skill and credential requirements for good-paying jobs, and emerging mismatches between employer needs and worker skills make employer partnerships critical. But initiating such relationships and ensuring their success and sustainability can be far from simple.

DEFINING EMPLOYER ENGAGEMENT[9]

Employer engagement is more than convening an advisory committee or attending a one-off project of contract training, though both of these activities can be valuable to employers. These activities are necessary but limiting if the goal is "aligning education, economic, and workforce development systems to address industry-identified labor market needs."[10] To accomplish this, partners need to take a more active approach in relating to employers.

Active engagement of employers is different from a purely advisory approach. Approaching employers as high-impact, strategic partners means looking beyond the immediate needs and seeking ways to make local employers or industries competitive. It requires building ongoing opportunities for problem-solving and program development. Doing so requires approaching employers in a listening rather than an "asking" mode — less "what can you do for us" and more "where is your pain? How can we help address your challenges?"

These qualities distinguish engaged relationships with employers from narrowly advisory ones:

- **Continuous:** Cultivating long-term relationships, rather than episodic, one-time, or short-term transactions on an as-needed basis.
- **Strategic:** Approaching employers in the context of specific plans, opportunities, and objectives, rather than on a spot basis when the college needs assistance.
- **Mutually valuable:** Solving problems and creating value for both sides of the labor market — employers (the demand side) and education and training providers and learners (the supply side).
- **Wide-ranging:** Engaging a variety of employers by using varied methods to recruit and involve a large number, rather than relying on one or a few of "the usual" representatives.
- **Intensive:** Engaging employers substantively and in depth, moving the conversations from a high level ("we need higher-skilled candidates") to an in-depth dialogue about specific skill sets, long-term economic needs, and strengths and weaknesses of educational programs in meeting them.
- **Empowering:** Encouraging employers to develop and assume leadership roles in pathway development and other initiatives; approaching potential partners from business at the outset of a process, rather than near the end.
- **Institutionally varied:** Engaging employers through a number of channels, including industry or professional associations, public workforce entities (Workforce Development boards, one-stop career centers), chambers of commerce, labor-management training partnerships, and economic development authorities, among others.

A LADDER OF EMPLOYER ENGAGEMENT

It is helpful to understand the employer engagement in terms of a continuum of activities, with each step or level representing a higher degree of engagement and deeper integration of partnership development (FIGURE 1). Each level will be addressed in the respective toolkit. Activities taken at one level, in turn, make more intensive practices possible at successive levels by demonstrating value and establishing trust and credibility. At higher levels, employer engagement becomes increasingly central to the workforce system's sector partnerships.

FIGURE 1: EMPLOYER ENGAGEMENT

	PLANNING	EMERGING		SUSTAINING	
Employer Role	Advising - Initial contact / new relationship	Capacity-building - Establishing trust and credibility	Co-designing - Working relationship	Convening - Trusted provider and collaborator	Leading - Full strategic partner
Activity Examples	Discuss hiring needs, skills, and competencies	Job site tours, internships, and needs assessment	Career pathway development	Champion and advocate for partnerships	Recruit additional industries to form partnerships

ADVISING

At this initial level of engagement — employers are consulted about their hiring needs, skills, and competencies required for specific occupations as well as the dynamics of labor supply and demand. This may take the form of one-to-one contacts with individual businesses or regular meetings in an advisory setting.

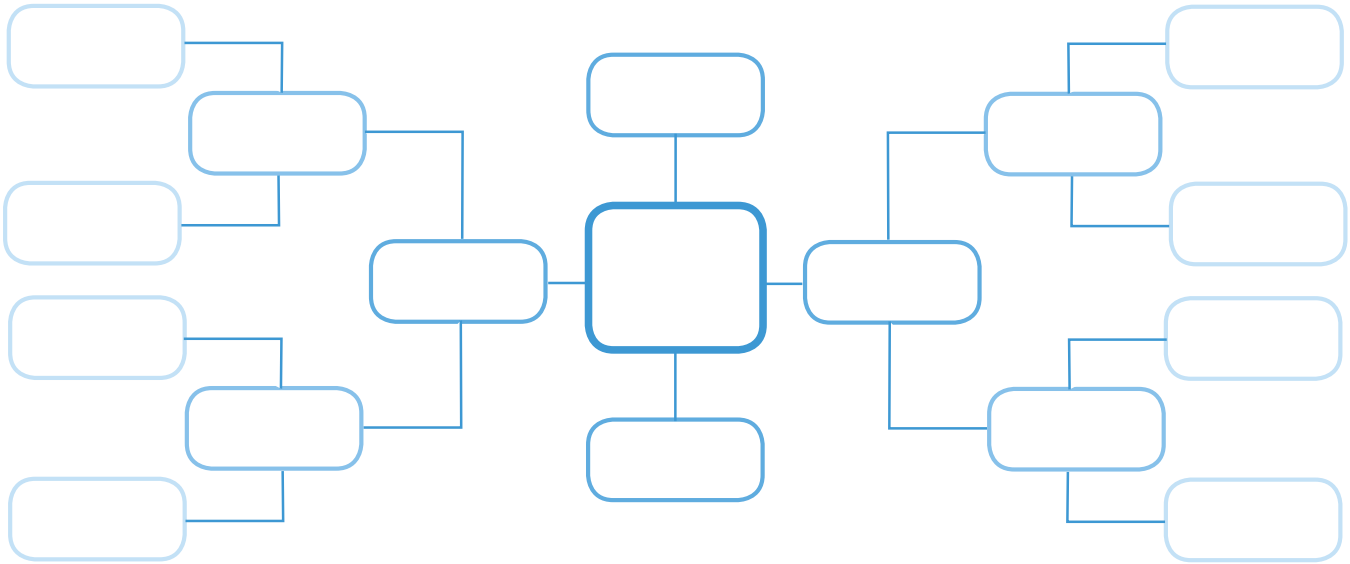
TOOL: MIND MAP TEMPLATE

A brainstorming session is a great way to start the process of finding ways to engage employers. A mind map is one way to visually organize information on how a regional industry can be connected to other employers and to potential support partners for job seekers.

Using a Mind Map

1 | Start in the center with the industry of choice — ask questions, track ideas, and connect additional industries and partners as they come to the core group's mind.
2 | Show connections with lines or arrows.
3 | Images and colors can be helpful in stimulating ideas on ways to be engaged and in recalling information.

TOOL: INDUSTRY MIND MAP



PARTNERSHIP ROLES

When engaging with employers and establishing a sector partnership relationship, it is important to understand key roles. As highlighted in Section 1, sector partnerships are driven by industries and partners that work to meet the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of the workers through support partners. Additional roles that partners might play could include facilitator, convener, and champion:

ROLE	DESCRIPTION
CHAMPION	Individual(s) who promote the partnership using their personal/professional reputation and/or role to give the partnership greater authority or profile.
CONVENER/ FACILITATOR/ CORE GROUP	Individual(s) selected (either from one of the partner groups or from outside the partnerships) to act on behalf of the partners to build and strengthen the partnership — especially in its early stages.
BUSINESS PARTNER	Individual(s) appointed to the partnership on behalf of an engaged employer that adds value through knowledge, passion, and/or leadership and communication skills.
SERVICE PARTNER	Individual(s) appointed to manage a specific aspect of support for the partnership that is not business-centric and could include education, workforce, economic, and community organizations aimed at meeting the needs of employers in a given sector.

In the planning stage, the role of facilitator and champion could be intermingled as steps are taken to determine the need for a sector partnership and the process of identifying partners progresses.

Their responsibilities may include the following:

1. Promote the sector partnership publically.
2. Create connections, develop and grow relationships.
3. Speak publically about the importance and impact of the partnership.
4. Collect feedback and identify opportunities for growth.

As relationships develop between partners, a champion or champions of the partnership may emerge. If this is not the case, then it will be critical to identify a person or persons to fill this role.

Characteristics of a Champion

- **Expert Knowledge —** Does this person understand why this partnership is important and the long term impact?
- **Passionate —** Is this person passionate about building and growing these relationships?
- **Strong Leadership Skills —** Does this person possess the leadership skills needed? Do they speak in a confident and positive way?
- **Communication Skills —** Can this person effectively convey feedback based on their interactions to grow the partnership?

Equipping the champion with the information they need is vital to the success of the role and the partnerships. The following are ways that can support the core group's champion(s):

- Provide a history of why the partnership is being developed and how.
- Create talking points regarding the expected outcomes of the partnership and how they will be achieved.
- Provide anecdotal stories or examples of successful partnerships to be used during meetings.

SELF ASSESSMENT:

Are you, as the facilitator, ready to start engaging employers? Rate the core group with the questions below to determine if ready to take this next step in the process.

1 There is a strong understanding of the qualities that distinguish an engaged relationship.

- ☐ STRONGLY DISAGREE
- ☐ DISAGREE
- ☐ NOT SURE
- ☐ AGREE
- ☐ STRONGLY AGREE

2 There is a strong understanding of the partnership roles and how each works together to develop a strong partnership.

- ☐ STRONGLY DISAGREE
- ☐ DISAGREE
- ☐ NOT SURE
- ☐ AGREE
- ☐ STRONGLY AGREE

3 There is a strong understanding of the role, responsibilities, and characteristics of a champion and the core group can move forward to identify, foster, and support a person for this role.

- ☐ STRONGLY DISAGREE
- ☐ DISAGREE
- ☐ NOT SURE
- ☐ AGREE
- ☐ STRONGLY AGREE

Prior to starting action, developing strong communication tools will save time and create confidence and focus regarding the message and delivery. After completing this section, a facilitator or core group will have the following prepared:

1. Communication tools
2. Partnership expectations

COMMUNICATION TOOLS

Communication tools are an opportunity to "sell" the idea of a partnership to prospective partners. The tools can take many different forms, from fact sheets to elevator speeches and correspondence. Regardless of the form, these key elements should be included:

- Why and how forming a partnership is important
- Why their organization is a good fit for the partnership
- What the partnership might involve
- What the benefits of the partnership might be
- What success looks like and what should happen next

The information needs to be succinctly conveyed and should be kept to an overview, main points, and a conclusion. Ensure that the final impression highlights what the future may look like with a successful partnership.

Verbal

An "elevator speech" will be the facilitator's and core group's verbal tool to quickly convey the main points of communication in a one-minute dialogue. The idea is to be able to share this information with anyone, at any time. From the key elements, the elevator speech can be refined using the following steps:

STEP ONE | Hook the potential partner with a compelling reason or story of how this solves a problem.

STEP TWO | Cut the jargon and unnecessary words and focus on short, powerful sentences that flow.

STEP THREE | Leave a call to action. The facilitator's call to action should be tailored to the potential partner.

In addition to the who, what, when, where, and why, make sure that the facilitator or core group has answered the most important question of the potential partner: What's in it for me?

Practice the speech and continue to refine by incorporating feedback. The intent is to make sure that a conversation continues after the elevator ride is over.

Nonverbal

Relying on random encounters is unrealistic, and a cold phone call is unproductive when trying to reach busy people. Email is the ideal platform for reaching out. Unfortunately, emails can be quickly trashed if the message doesn't do these four things:

1. Build familiarity with sector partnerships.
2. Clearly state the purpose of getting in touch.
3. Provide value.
4. End with action steps.

TOOL: OUTREACH EMAIL TEMPLATE

Follow this three-step process so that the outreach email will have greater impact and better results in reaching the intended audience.

STEP ONE | The objective is to stand out from the other hundred requests, newsletters, and junk mail that all of us receive. Some important steps towards engaging employers include:

1. Be Personal — Use your potential partner's real name and do homework to know about them, their business, networks, and how they are connected to the sector or industry focus.

2. Be Brief — Keep the initial outreach email as short as possible. Ensure the sentences are clear and focused on the topic without making the reader guess.

3. Stand Out — Utilize the subject line, opening, and closing paragraph to create an advantage.

STEP TWO | Build interest while making sure to answer the critical question, "What's in it for me?"

1. Focus on Benefits — Who cares if this is the next best thing since sliced bread? Explain how the proposed partnership solves problems.

2. Be Persuasive — Don't be pushy and don't ask for too much. Frame outreach as a mutually beneficial opportunity.

STEP THREE | Don't make them think. Instead, give them an easy way to respond. Provide messaging that can be copied and pasted to pass the message along. Provide some action that will continue the conversation.

Here's a great outreach email template that does that:

RE: Regional Business Partnership Opportunity Needs [company name]

Hi [name],

I'm [your name] from [agency/employer]. I work with [mutual connection] who mentioned that you [what mutual connection said about the employer].

[Mutual connection] said that it would be a good idea to get in touch with you to learn more about sector partnerships and work on [project] together.

Does this sound like something you would be interested in? If so, I would love to call you some day this week around noon and figure out a way to make it mutually beneficial.

Let me know what you think!

Best,

[your name]

Here's why this email works:
· This email clearly states that the facilitator or core group wants to work on something with the potential partner.
· You make it clear that it's mutually beneficial – if the potential partner works with the core group on this, they'll get something out of it too.
· The end of the email states a specific time to further discuss the idea. This way, all the potential partners have to say is "no" or "yes, how about Tuesday at noon?"

TOOL: FOLLOW-UP EMAIL TEMPLATE[11]

While reaching out to employers, it's likely there won't be a response to the first email. This can be for a variety of reasons: they forgot to respond, they didn't see it amongst the hundreds of other emails, or they're out of the office. That's why follow-up is crucial. It's a little nudge to say, "Hey don't forget me!" Here's what a follow-up email does:

1. Gets straight to the point.
2. Reminds the person what the previous email said.
3. Reiterates the value the core group is providing.
4. Ends with action steps.

Here's a great follow-up email template that does that:

> *Hi [name],*
>
> *I'm [your name] from [company]. I sent you an email last week about sector partnerships that I think could be beneficial for us. I've come across your company's involvement in the community on various occasions and really enjoy [an example of community involvement].*
>
> *I thought you'd be interested in working on this project because [reasons]. If you're interested, I'd love to get your take on the project and figure out how we can make it beneficial for both parties.*
>
> *Let me know if you're interested in working something out. It'd be great to get on a call on [day] or [day] this week at noon!*
>
> *Just for reference, here's some information on sector partnership work being done locally and across the state [links to projects] to show you why we think this is a good fit and we are serious about making this work.*
>
> *Best,*
>
> *[your name]*

Even after follow-up there's no guarantee of making a connection. Don't be discouraged if an employer doesn't respond. It's nothing personal. The important thing is to be respectful and find those who are willing to engage in the conversation. Avoid asking for anything too soon. And when they do give some of their time, make sure to not waste it.

PARTNERSHIP EXPECTATIONS

Relationships are the foundation of partnerships. Successful partnerships are managed by people who recognize the importance and benefit of cultivating healthy working relationships. Establishing trust and having open, honest communication are cornerstones of good partnerships. In a large partnership composed of many relationships, it is essential to establish parameters and guidelines on how partnership members will work together.

Establishing Norms

Create and follow ground rules or partnership norms to maintain healthy working relationships. Ground rules and norms:

- Establish ground rules and norms for communication; create a framework to use for dialogue.
- All participants must agree to group norms and rules and be willing to hold each other accountable.

Participants' needs and self-interest must be addressed. Why is each participant involved? What does each person hope to gain? What are they willing to commit? What would failure mean to the partnership? What would a successful partnership look like? Negotiation will be part of this process and will need to be done respectfully, with specifications and agreed-upon timelines.

A facilitator or core group can develop partnership norms by implementing the following four steps:

STEP ONE | Identify the shared values of the group. Initial discussions and a partnership kickoff meeting are good times to engage your partners in dialogue about establishing the shared vision and aims of the partnership. Spend time listening to each person's perspective. Then, as a group, decide on what the shared values will be. Partnership norms must be guidelines that are agreed upon by all members of the group.

STEP TWO | Document and frame the guidelines and roles of partnership. Based on shared values, write statements of "we will" or "I will" that will serve as guidelines for behavior and how the group will work together. For example, if the partnership places a value on participant attendance, guidelines might include:

- We will attend all partnership meetings regularly.
- I will ask another member of the group to debrief me within one week of missing any meetings.

STEP THREE | Develop a communication plan. The more visible the values and guidelines are, the more likely partners are to cultivate healthy working relationships. Frequently communicating the partnership norms also emphasizes accountability. Consider creating fact sheets or a newsletter that can be distributed to partners or others to demonstrate the work being done.

STEP FOUR | Update partnership norms as necessary. Even if the partnership maintains the same members throughout, it is necessary to revisit the norms and assess them based on the current developmental stage of the partnership. Remember, partnership norms are only effective when all members of the group agree on the shared values.

Establishing Commitment

A Memoranda of Agreement, a contract with a scope of work, or a standard signed letter of understanding are all useful tools to make explicit and formalize the discussion and agreements of the partnership. It should be stressed that it is essential to have a basic working agreement in place before rolling up the sleeves and getting to work, as credibility and focus will be reinforced with an agreement in hand. An agreement will also add goodwill and trust to the growing relationship.

Here's a great example of a letter of commitment:

[Date]

Dear [name],

The [company] confirms its commitment to be a partner in the activities of the [name of regional sector partnership] network proposal. As a partner, we commit to [brief description of role in the project that will be committed]. We are convinced that by working with the sector partnership on this project, we will enter into a mutually beneficial arrangement that will provide the industries in the region increased access to shared resources, innovation, and markets. In this context, we are excited to partner with the sector partnership and we will work to ensure the project's overall success.

Yours sincerely,

[name]

Letters or agreements should be renewed annually to reinforce the partnership's commitment to the shared values and level of benefit each employer receives through their association.

CHECKLIST: SETTING UP AND MAINTAINING THE PARTNERSHIP

- [ ] **Is there a genuine shared vision and set of goals across the partnership?**
A common understanding of, and agreement to, the vision and objectives needs to be reflected in any project brief, business plan, terms of reference, and/or work program. Document the vision and agreed goals.

- [ ] **Are there clearly identified aims that all partners can articulate and agree to?**
The partnership's aims and goals need to be reflected in its actions and practices. Document accepted aims.

- [ ] **Is the purpose of the partnership clear? Are the members clear on what their role and responsibilities are? Are members clear on the "added value" of the partnership?**
Members need to agree and understand what their role and responsibilities are within the context of the purpose and outcomes of the partnership. Members need to understand their role in collective decision-making, delivering activities, and representing the partnership. Document roles and responsibilities of members.

- [ ] **Has a full assessment been made of the skills and competencies required to support and manage the partnership?**
The partnership needs to understand what skills and competencies it will need to achieve the agreed goals as well as to ensure processes are effective. Consideration will need to be given to making training resources available. Document skills and competencies.

- [ ] **To whom will the partnership report? Is there a process to report on progress?**
Document the lines of reporting.

- [ ] **Is there an accepted process for decision-making? Who is the accountable individual for the partnership?**
The decision-making process needs to be understood by all members of the partnership. Decisions should be made through recognized processes with partners having equal power. Processes for decision-making need to define a quorum, recording protocol, and arbitration processes.

- [ ] **Is there an accepted commitment to support the partnership by all the organizations/individuals?**
Document the accepted commitment.

- [ ] **Is there a robust communication strategy in place? Do partners know about each others' organizations and what the pressures and imperatives are? Do partners talk to each other about their organizations' agendas and priorities?**
Document the communication strategy.

- [ ] **Are there accepted ground rules for partnership work that include the reconciliation of differences?**
Being open and honest, communicating, and exchanging information in open networks will also help to build trust within the partnership. Document accepted ground rules.

SELF ASSESSMENT:

Are you, as the facilitator, prepared for action? Rate the core group with the questions below to determine if ready to take this next step in the process.

1 There is a developed elevator speech that quickly and succinctly presents all of the important information about the sector partnership.

- [ ] STRONGLY DISAGREE
- [ ] DISAGREE
- [ ] NOT SURE
- [ ] AGREE
- [ ] STRONGLY AGREE

2 There is a developed outreach email and it is ready to send.

- [ ] STRONGLY DISAGREE
- [ ] DISAGREE
- [ ] NOT SURE
- [ ] AGREE
- [ ] STRONGLY AGREE

3 There is a firm understanding of how to establish partnership norms.

- [ ] STRONGLY DISAGREE
- [ ] DISAGREE
- [ ] NOT SURE
- [ ] AGREE
- [ ] STRONGLY AGREE

1. "State Sector Strategies Coming of Age: Implications for State Workforce Policymakers," National Governors Association, 2015

2. "Skills in the States: Sector Partnerships Policy Toolkit," National Skills Coalition, 2015

3. "Iowa's Re-Envisioned Economic Development Roadmap," Battelle Technology Partnership Practice, 2014

4. "Iowa: Education and Workforce Trends through 2025," Georgetown University Center on Education and the Workforce, 2015

5. EMSI Definitions: https://goo.gl/OiJpf6

6. History of Enhance Iowa: http://goo.gl/YCjjl8

7. U.S. Census Bureau: http://factfinder.census.gov/

8. EMSI Analyst Tips: http://goo.gl/ud2JnW

9. Toolkit pages 42-43 adapted from "A Resource Guide to Engaging Employers," Randall Wilson, 2015

10. "Sector Partnership and Career Pathway Advisory Council Overview and Survey Findings," Iowa Department of Education, 2015

11. Toolkit pages 48-50 adapted from "Partnerships: Frameworks for Working Together," Compassion Capital Fund National Resource Center, 2010

ADDITIONAL RESOURCES

Appreciative Inquiry: Theory and Critique. Gervase R. Bushe, Ph.D. (2011)
In Boje, D., Burnes, B. and Hassard, J. (eds.) The Routledge Companion To Organizational Change (pp. 87-103). Oxford, UK: Routledge.
This scholarly article reviews the definitions associated with appreciative inquiry (AI) and the underlying theories that support AI practice when used as a catalyst in transforming organizations based on strengths.

Employment and Training Administration — U.S. Department of Labor Sector Strategies Technical Assistance Initiative — Sector Strategy Implementation Framework
http://goo.gl/VStr45
The Employment and Training Administration (ETA) has made considerable effort in supporting the expansion of states and regions actively engaged in sector strategies work by providing technical assistance focused on developing new sector strategies partnerships, expanding and sustaining existing ones, and overall scaling up effectiveness and impact. ETA's Sector Strategies Technical Assistance Initiative is designed to create a networked national sector strategies movement of workforce systems that are sharing and supporting each other by leveraging the significant body of sector strategy knowledge already available.

State Sector Strategies: Regional Solutions to Worker and Employer Needs (2006)
http://goo.gl/5rNvqi
This issue brief explains sector initiatives and their advantage and offers examples of work done in other states.

NOTES

NOTES

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