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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, and a self-assessment that helps to evaluate progress and next steps.

*This publication was produced through a partnership with the Department of Education and Iowa Workforce Development using funds made available by a grant from the Department of Labor. Special appreciation for Iowa Central Community College for their collaboration and partnership.*

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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 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.”

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.”

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.

<table>
<thead>
<tr>
<th>TOOLKIT 1.0: PLANNING</th>
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<tbody>
<tr>
<td>A facilitator or convener:</td>
</tr>
<tr>
<td>• determines whether the partnership really makes sense for their community</td>
</tr>
<tr>
<td>• considers or prepares for actions needed to launch a partnership, but has not committed to the formation of a sector partnership</td>
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<tr>
<td>• works to identify partners who would be involved</td>
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<table>
<thead>
<tr>
<th>TOOLKIT 2.0: EMERGING</th>
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<tbody>
<tr>
<td>The sector partnership:</td>
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<tr>
<td>• has at least an interim independent facilitator or facilitating team</td>
</tr>
<tr>
<td>• has engaged at least one private sector champion to help drive the launch and implementation of a sector partnership</td>
</tr>
<tr>
<td>• 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)</td>
</tr>
<tr>
<td>• can say with confidence when the partnership is expected to “launch”</td>
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<tr>
<td>• engages in networking with mature sector partnerships</td>
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<table>
<thead>
<tr>
<th>TOOLKIT 3.0: SUSTAINING</th>
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<tbody>
<tr>
<td>The sector partnership is mature and:</td>
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<tr>
<td>• has a clear neutral facilitator or facilitating team</td>
</tr>
<tr>
<td>• 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</td>
</tr>
<tr>
<td>• has broad industry engagement as demonstrated by industry members attending meetings; partnering on activities; and providing in-kind or financial resources</td>
</tr>
<tr>
<td>• 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)</td>
</tr>
<tr>
<td>• operates in a true labor market region, not within the confines of a workforce area, community college boundary, or other boundaries</td>
</tr>
<tr>
<td>• operates under a shared, long-term strategic plan</td>
</tr>
<tr>
<td>• 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</td>
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</table>
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.

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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 key players 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.

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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.*
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

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.

<table>
<thead>
<tr>
<th>Agreement</th>
<th>Disagreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
<td></td>
</tr>
</tbody>
</table>
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:

**Data-Informed Decision-Making**
- Is the core group using rigorous data to make decisions about target industries and training investments?

**Employer & Service Partner Engagement**
- How broad and deep is the involvement of targeted industry sector employers in designing and delivering programs and services?

**Sector-Based Service Delivery**
- How well can the partnership facilitate the delivery of workforce solutions that are responsive to the needs of workers and targeted industry sector(s)?

**Sustainability & Continuous Improvement**
- How well is the partnership able to measure sector strategy outcomes?

**Organizational Capacity & Alignment**
- Does the partnership have the personnel, policies, vision, and resources in place to continually support sector partnership outcomes?
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.
CHECKLIST: GETTING READY

To help the facilitator or core group determine if ready to take the first steps towards developing a sector partnership, a process map and a checklist can be a valuable tool 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:

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Is the core group prepared to introduce people to the possibilities and value of partnerships?</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Can the core group highlight some realistic approaches to change and how they could be implemented? Start small.</td>
</tr>
<tr>
<td></td>
<td>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?</td>
</tr>
<tr>
<td></td>
<td>Is the core group prepared to listen to people’s concerns and take them into account?</td>
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</tbody>
</table>

BARRIERS PREVENTING ENGAGEMENT AND RECOMMENDATIONS FOR ACTION

<table>
<thead>
<tr>
<th>BARRIER</th>
<th>ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>MISTRUST</td>
<td>BUILD TRUST AND UNDERSTANDING ACROSS SECTORS</td>
</tr>
<tr>
<td>PUBLIC VS. PRIVATE</td>
<td></td>
</tr>
<tr>
<td>LACK OF SPECIFICITY</td>
<td>OPEN AND INCLUSIVE STRATEGIC PLANNING</td>
</tr>
<tr>
<td>COMMUNICATION</td>
<td></td>
</tr>
<tr>
<td>MISMATCH OF UNDERSTANDING OF RISK</td>
<td>THIRD PARTY FACILITATOR AND ACCESS TO TRAINING AS NEEDED</td>
</tr>
<tr>
<td>CAPACITY GAPS</td>
<td></td>
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</table>
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

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
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, developed in partnership with Iowa Economic Development Authority (IEDA), and the Georgetown Center report, 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.

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, and up-to-date labor market information database and analytical modeling tool available regionally through Enhance Iowa) about occupations, worker skills, commuting patterns, and other relevant data reveals Iowa’s top industries, which include the following:

**TARGETING FOR INDUSTRY SECTORS**

<table>
<thead>
<tr>
<th>CONSTRUCTION</th>
<th>HEALTHCARE</th>
<th>FINANCE &amp; INSURANCE</th>
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<tbody>
<tr>
<td>2015 to 2025 Growth: 24%</td>
<td>2015 to 2025 Growth: 22%</td>
<td>2015 to 2025 Growth: 18%</td>
</tr>
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</table>

Additional state-level demographics 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 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.
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

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.

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.
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

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<tbody>
<tr>
<td>47-2152</td>
<td>Plumbers, Pipefitters, and Steamfitters</td>
<td>122</td>
<td>169</td>
<td>47</td>
<td>39%</td>
<td>$18.23 HS</td>
<td>None</td>
<td>Apprenticeship</td>
<td></td>
</tr>
<tr>
<td>49-9021</td>
<td>Heating, Air Conditioning, and Refrigeration Mechanics and Installers</td>
<td>107</td>
<td>151</td>
<td>44</td>
<td>41%</td>
<td>$19.91 Certificate/Diploma</td>
<td>None</td>
<td>Long-term</td>
<td></td>
</tr>
<tr>
<td>47-2111</td>
<td>Electricians</td>
<td>98</td>
<td>141</td>
<td>43</td>
<td>44%</td>
<td>$19.49 HS</td>
<td>None</td>
<td>Apprenticeship</td>
<td></td>
</tr>
<tr>
<td>47-2061</td>
<td>Construction Laborers</td>
<td>33</td>
<td>39</td>
<td>6</td>
<td>18%</td>
<td>$13.12 HS</td>
<td>None</td>
<td>Short-term</td>
<td></td>
</tr>
<tr>
<td>47-1011</td>
<td>First-Line Supervisors of Construction Trades and Extraction Workers</td>
<td>26</td>
<td>33</td>
<td>7</td>
<td>27%</td>
<td>$21.80 HS</td>
<td>&gt;5</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>43-6014</td>
<td>Assistants, Except Legal, Medical, and Executive</td>
<td>22</td>
<td>28</td>
<td>6</td>
<td>27%</td>
<td>$13.78 HS</td>
<td>None</td>
<td>Short-term</td>
<td></td>
</tr>
<tr>
<td>43-9061</td>
<td>Office Clerks, General</td>
<td>22</td>
<td>29</td>
<td>7</td>
<td>32%</td>
<td>$13.86 HS</td>
<td>None</td>
<td>Short-term</td>
<td></td>
</tr>
<tr>
<td>11-9021</td>
<td>Construction Managers</td>
<td>18</td>
<td>20</td>
<td>2</td>
<td>11%</td>
<td>$22.97 Bachelor’s</td>
<td>None</td>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td>47-2211</td>
<td>Sheet Metal Workers</td>
<td>15</td>
<td>22</td>
<td>7</td>
<td>47%</td>
<td>$17.39 HS</td>
<td>None</td>
<td>Apprenticeship</td>
<td></td>
</tr>
<tr>
<td>11-1021</td>
<td>General and Operations Managers</td>
<td>16</td>
<td>21</td>
<td>5</td>
<td>31%</td>
<td>$33.80 Bachelor’s</td>
<td>&gt;5</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

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.
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

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

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025

General Freight Trucking (NAICS 4841 - 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.
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

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</tr>
</thead>
<tbody>
<tr>
<td>51-2092</td>
<td>Team Assemblers</td>
<td>141</td>
<td>160</td>
<td>19</td>
<td>13%</td>
<td>$14.22</td>
<td>HS</td>
<td>None</td>
<td>Moderate</td>
</tr>
<tr>
<td>51-4121</td>
<td>Welders, Cutters, Solderers, and Braizers</td>
<td>114</td>
<td>130</td>
<td>16</td>
<td>14%</td>
<td>$15.39</td>
<td>HS</td>
<td>None</td>
<td>Moderate</td>
</tr>
<tr>
<td>51-4081</td>
<td>Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic</td>
<td>47</td>
<td>54</td>
<td>7</td>
<td>15%</td>
<td>$16.12</td>
<td>HS</td>
<td>None</td>
<td>Moderate</td>
</tr>
<tr>
<td>51-4081</td>
<td>Machinists</td>
<td>46</td>
<td>56</td>
<td>10</td>
<td>22%</td>
<td>$16.39</td>
<td>HS</td>
<td>None</td>
<td>Long-term</td>
</tr>
<tr>
<td>49-3011</td>
<td>Industrial Machinery Mechanics</td>
<td>40</td>
<td>52</td>
<td>12</td>
<td>30%</td>
<td>$20.18</td>
<td>HS</td>
<td>None</td>
<td>Long-term</td>
</tr>
<tr>
<td>51-4121</td>
<td>First-Line Supervisors of Production and Operating Workers</td>
<td>33</td>
<td>38</td>
<td>5</td>
<td>15%</td>
<td>$22.43</td>
<td>HS</td>
<td>&lt;S</td>
<td>None</td>
</tr>
<tr>
<td>51-4122</td>
<td>Operators, and Tenders, Sales Representatives, Wholesale and Manufacturing,</td>
<td>30</td>
<td>28</td>
<td>-2</td>
<td>-7%</td>
<td>$18.95</td>
<td>HS</td>
<td>None</td>
<td>Moderate</td>
</tr>
<tr>
<td>41-4012</td>
<td>Except Technical and Scientific Products</td>
<td>24</td>
<td>27</td>
<td>3</td>
<td>13%</td>
<td>$25.00</td>
<td>HS</td>
<td>None</td>
<td>Moderate</td>
</tr>
<tr>
<td>51-9121</td>
<td>Inspectors, Testers, Sorters, Samplers, and Weighers</td>
<td>22</td>
<td>25</td>
<td>3</td>
<td>14%</td>
<td>$14.11</td>
<td>HS</td>
<td>None</td>
<td>Moderate</td>
</tr>
<tr>
<td>51-9061</td>
<td>Other General Purpose Machinery Manufacturing</td>
<td>21</td>
<td>23</td>
<td>2</td>
<td>10%</td>
<td>$16.50</td>
<td>HS</td>
<td>None</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

The table above lists Agriculture, Construction & Mining Machinery Manufacturing’s (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) 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.
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

![Graph of top industries by employment and annual salary](image)

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

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>51-2092</td>
<td>Team Assemblers</td>
<td>11</td>
<td>23</td>
<td>12</td>
<td>108%</td>
<td>$14.76 HS</td>
<td>None</td>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td>51-9122</td>
<td>Painters, Transportation Equipment</td>
<td>&lt;10</td>
<td>&lt;10</td>
<td>1</td>
<td>Inf. Data</td>
<td>$16.98 HS</td>
<td>None</td>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td>53-7061</td>
<td>Industrial Truck and Tractor Operators</td>
<td>&lt;10</td>
<td>&lt;10</td>
<td>1</td>
<td>Inf. Data</td>
<td>$14.79 HS</td>
<td>None</td>
<td>Short-term</td>
<td></td>
</tr>
<tr>
<td>51-2031</td>
<td>Engine and Other Machine Assemblers</td>
<td>0</td>
<td>&lt;10</td>
<td>0</td>
<td>0%</td>
<td>$16.37 HS</td>
<td>None</td>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td>53-7062</td>
<td>Laborers and Freight, Stock, and Material Movers, Hand</td>
<td>&lt;10</td>
<td>&lt;10</td>
<td>1</td>
<td>Inf. Data</td>
<td>$13.33 HS</td>
<td>None</td>
<td>Short-term</td>
<td></td>
</tr>
<tr>
<td>51-4111</td>
<td>Tool and Die Makers</td>
<td>&lt;10</td>
<td>&lt;10</td>
<td>1</td>
<td>Inf. Data</td>
<td>$19.64 HS</td>
<td>None</td>
<td>Long-term</td>
<td></td>
</tr>
<tr>
<td>51-1011</td>
<td>First-Line Supervisors of Production and Operating Workers</td>
<td>&lt;10</td>
<td>&lt;10</td>
<td>0</td>
<td>0%</td>
<td>$23.17 HS</td>
<td>Less than 5</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>51-4122</td>
<td>Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders</td>
<td>0</td>
<td>&lt;10</td>
<td>0</td>
<td>0%</td>
<td>$18.09 HS</td>
<td>None</td>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td>49-3041</td>
<td>Industrial Machinery Mechanics</td>
<td>&lt;10</td>
<td>&lt;10</td>
<td>1</td>
<td>Inf. Data</td>
<td>$19.72 HS</td>
<td>None</td>
<td>Long-term</td>
<td></td>
</tr>
<tr>
<td>51-4031</td>
<td>Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic</td>
<td>&lt;10</td>
<td>&lt;10</td>
<td>0</td>
<td>0%</td>
<td>$16.61 HS</td>
<td>None</td>
<td>Moderate</td>
<td></td>
</tr>
</tbody>
</table>

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) 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.
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

In-demand occupations in the region by industry

Employment change from 2015 - 2025

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>15-1132</td>
<td>Software Developers, Applications</td>
<td>817</td>
<td>1,104</td>
<td>287</td>
<td>3.6%</td>
<td>$39.00 Bachelor's</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>15-1131</td>
<td>Computer Programmers</td>
<td>779</td>
<td>683</td>
<td>(96)</td>
<td>-12%</td>
<td>$37.75 Bachelor's</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>15-1121</td>
<td>Computer Systems Analysts</td>
<td>492</td>
<td>673</td>
<td>181</td>
<td>37%</td>
<td>$34.53 Bachelor's</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>15-1133</td>
<td>Software Developers, Systems Software</td>
<td>417</td>
<td>566</td>
<td>149</td>
<td>36%</td>
<td>$40.73 Bachelor's</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>15-1151</td>
<td>Computer User Support Specialists</td>
<td>399</td>
<td>547</td>
<td>148</td>
<td>37%</td>
<td>$21.70 Certificate/Diploma</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>15-1142</td>
<td>Network and Computer Systems Administrators</td>
<td>277</td>
<td>365</td>
<td>88</td>
<td>32%</td>
<td>$32.79 Bachelor's</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>41-3099</td>
<td>Sales Representatives, Services, All Other</td>
<td>266</td>
<td>319</td>
<td>63</td>
<td>25%</td>
<td>$22.93 HS</td>
<td>None</td>
<td>Moderate</td>
</tr>
<tr>
<td>11-3021</td>
<td>Computer and Information Systems Managers</td>
<td>173</td>
<td>248</td>
<td>75</td>
<td>43%</td>
<td>$36.14 Bachelor's</td>
<td>&gt;5</td>
<td>None</td>
</tr>
<tr>
<td>15-1143</td>
<td>Computer Network Architects</td>
<td>171</td>
<td>211</td>
<td>40</td>
<td>23%</td>
<td>$46.11 Bachelor's</td>
<td>&gt;5</td>
<td>None</td>
</tr>
<tr>
<td>43-4051</td>
<td>Customer Service Representatives</td>
<td>158</td>
<td>200</td>
<td>42</td>
<td>27%</td>
<td>$14.20 HS</td>
<td>None</td>
<td>Short-term</td>
</tr>
</tbody>
</table>

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.

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.
**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.

**Suppliers to Insurance Carriers Industry**

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.

**SUPPLY CHAIN: NAICS 5241 - Insurance Carriers**

Top seven by total purchases
IN-DEMAND OCCUPATIONS IN THE REGION

NAICS 5241: Insurance Carriers

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</tr>
</thead>
<tbody>
<tr>
<td>43-4051</td>
<td>Customer Service Representatives</td>
<td>2,347</td>
<td>2,669</td>
<td>322</td>
<td>14%</td>
<td>$16.06 HS</td>
<td>None</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>43-9041</td>
<td>Insurance Claims and Policy Processing Clerks</td>
<td>1,772</td>
<td>2,021</td>
<td>249</td>
<td>14%</td>
<td>$17.80 HS</td>
<td>None</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>13-1031</td>
<td>Claims Adjusters, Examiners, and Investigators</td>
<td>1,260</td>
<td>1,424</td>
<td>164</td>
<td>13%</td>
<td>$24.07 HS</td>
<td>None</td>
<td>Long-Term</td>
<td></td>
</tr>
<tr>
<td>41-3021</td>
<td>Insurance Sales Agents</td>
<td>1,193</td>
<td>1,414</td>
<td>221</td>
<td>19%</td>
<td>$21.89 HS</td>
<td>None</td>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td>13-2053</td>
<td>Insurance Underwriters</td>
<td>821</td>
<td>840</td>
<td>19</td>
<td>2%</td>
<td>$28.83 Bachelor’s None</td>
<td>None</td>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td>15-1121</td>
<td>Computer Systems Analysts</td>
<td>773</td>
<td>917</td>
<td>144</td>
<td>19%</td>
<td>$37.10 Bachelor’s None</td>
<td>None</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>13-1199</td>
<td>Business Operations Specialists, All Other</td>
<td>772</td>
<td>866</td>
<td>94</td>
<td>12%</td>
<td>$30.03 Bachelor’s None</td>
<td>None</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>15-1132</td>
<td>Software Developers, Applications</td>
<td>657</td>
<td>879</td>
<td>222</td>
<td>26%</td>
<td>$38.35 Bachelor’s None</td>
<td>None</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>13-1111</td>
<td>Management Analysts</td>
<td>540</td>
<td>686</td>
<td>146</td>
<td>27%</td>
<td>$34.70 Bachelor’s &lt;5</td>
<td>None</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>29-1141</td>
<td>Registered Nurses</td>
<td>465</td>
<td>534</td>
<td>69</td>
<td>15%</td>
<td>$26.39 Bachelor’s None</td>
<td>None</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

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.
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

![Graph depicting top industries by employment and average salary](image)

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

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>11-9013</td>
<td>Farmers, Ranchers, and Other Agricultural Managers</td>
<td>1,622</td>
<td>2,077</td>
<td>455</td>
<td>28%</td>
<td>$14.91 HS</td>
<td>None</td>
<td>&gt;5</td>
<td>None</td>
</tr>
<tr>
<td>45-2092</td>
<td>Farmworkers and Laborers, Crop, Nursery, and Greenhouse</td>
<td>250</td>
<td>328</td>
<td>78</td>
<td>31%</td>
<td>$12.91 HS</td>
<td>None</td>
<td>Short-Term</td>
<td>None</td>
</tr>
<tr>
<td>45-2093</td>
<td>Farmworkers, Farm, Ranch, and Aquacultural Animals</td>
<td>29</td>
<td>39</td>
<td>10</td>
<td>34%</td>
<td>$12.04 HS</td>
<td>None</td>
<td>Short-Term</td>
<td>None</td>
</tr>
<tr>
<td>45-2091</td>
<td>Agricultural Equipment Operators</td>
<td>24</td>
<td>35</td>
<td>11</td>
<td>46%</td>
<td>$16.73 HS</td>
<td>None</td>
<td>Short-Term</td>
<td>None</td>
</tr>
<tr>
<td>43-3031</td>
<td>Bookkeeping, Accounting, and Auditing Clerks</td>
<td>17</td>
<td>21</td>
<td>4</td>
<td>24%</td>
<td>$14.08 Certificate/Diploma</td>
<td>None</td>
<td>Moderate</td>
<td>None</td>
</tr>
<tr>
<td>53-3032</td>
<td>Heavy and Tractor-Trailer Truck Drivers</td>
<td>15</td>
<td>21</td>
<td>6</td>
<td>40%</td>
<td>$15.68 Certificate/Diploma</td>
<td>None</td>
<td>Short-Term</td>
<td>None</td>
</tr>
<tr>
<td>45-2041</td>
<td>Graders and Sorters, Agricultural Products</td>
<td>10</td>
<td>12</td>
<td>2</td>
<td>20%</td>
<td>$14.65 HS</td>
<td>None</td>
<td>Short-Term</td>
<td>None</td>
</tr>
<tr>
<td>45-1011</td>
<td>First-Line Supervisors of Farming, Fishing, and Forestry Workers</td>
<td>10</td>
<td>12</td>
<td>2</td>
<td>20%</td>
<td>$29.41 HS</td>
<td>None</td>
<td>&lt;5</td>
<td>None</td>
</tr>
</tbody>
</table>

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) 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.
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.
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 linking the occupations to the industry clusters can identify additional partners with similar labor market needs.

---

### 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.
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.
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.

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

![Diagram showing shared in-demand occupations in the region by industry]
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

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

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>53-3032</td>
<td>Heavy and Tractor-Trailer Truck Drivers</td>
<td>6,415</td>
<td>7,154</td>
<td>739</td>
<td>12%</td>
<td>$21.35 Certificate/Diploma</td>
<td>None</td>
<td>Short-term</td>
</tr>
<tr>
<td>53-7062</td>
<td>Laborers and Freight, Stock, and Material Movers, Hand</td>
<td>273</td>
<td>333</td>
<td>60</td>
<td>22%</td>
<td>$12.82 HS</td>
<td>None</td>
<td>Short-term</td>
</tr>
<tr>
<td>49-3030</td>
<td>Bus and Truck Mechanics and Diesel Engine Specialists</td>
<td>258</td>
<td>298</td>
<td>40</td>
<td>16%</td>
<td>$17.90 HS</td>
<td>None</td>
<td>Long-term</td>
</tr>
<tr>
<td>53-3033</td>
<td>Light Truck or Delivery Services Drivers</td>
<td>165</td>
<td>190</td>
<td>25</td>
<td>15%</td>
<td>$13.41 HS</td>
<td>None</td>
<td>Short-term</td>
</tr>
<tr>
<td>43-5012</td>
<td>Dispatchers, Except Police, Fire, and Ambulance</td>
<td>146</td>
<td>174</td>
<td>28</td>
<td>19%</td>
<td>$15.78 HS</td>
<td>None</td>
<td>Moderate</td>
</tr>
<tr>
<td>53-1031</td>
<td>First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators</td>
<td>107</td>
<td>130</td>
<td>23</td>
<td>21%</td>
<td>$24.81 HS</td>
<td>&lt;$5</td>
<td>None</td>
</tr>
<tr>
<td>43-3061</td>
<td>Office Clerks, General</td>
<td>101</td>
<td>117</td>
<td>16</td>
<td>16%</td>
<td>$16.49 HS</td>
<td>None</td>
<td>Short-term</td>
</tr>
<tr>
<td>43-5011</td>
<td>Cargo and Freight Agents</td>
<td>75</td>
<td>80</td>
<td>5</td>
<td>7%</td>
<td>$17.08 HS</td>
<td>None</td>
<td>Short-term</td>
</tr>
<tr>
<td>53-7061</td>
<td>Industrial Truck and Tractor Operators</td>
<td>74</td>
<td>86</td>
<td>12</td>
<td>16%</td>
<td>$16.60 Certificate/Diploma</td>
<td>None</td>
<td>Short-term</td>
</tr>
<tr>
<td>11-1021</td>
<td>General and Operations Managers</td>
<td>68</td>
<td>81</td>
<td>13</td>
<td>19%</td>
<td>$38.29 Bachelor's</td>
<td>&lt;$5</td>
<td>None</td>
</tr>
</tbody>
</table>

SHARED IN-DEMAND OCCUPATIONS IN THE REGION BY INDUSTRY

Employment change from 2015 - 2025

General Freight Trucking (NAICS 4841 - 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.
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.

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

The table above lists Skilled Nursing Care Facilities’ (NAICS 6231) top 10 in-demand occupations. In addition to the description, 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.
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.

**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

**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

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.

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.
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

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>47-2111</td>
<td>Electricians</td>
<td>948</td>
<td>1,154</td>
<td>206</td>
<td>22%</td>
<td>$28.69 HS</td>
<td>None</td>
<td>Apprenticeship</td>
</tr>
<tr>
<td>47-2152</td>
<td>Plumbers, Pipefitters, and Steamfitters</td>
<td>753</td>
<td>940</td>
<td>187</td>
<td>25%</td>
<td>$22.60 HS</td>
<td>None</td>
<td>Apprenticeship</td>
</tr>
<tr>
<td>47-1011</td>
<td>First-Line Supervisors of Construction Trades and Extraction Workers</td>
<td>175</td>
<td>224</td>
<td>49</td>
<td>28%</td>
<td>$26.97 HS</td>
<td>&gt;5</td>
<td>None</td>
</tr>
<tr>
<td>47-2061</td>
<td>Construction Laborers</td>
<td>163</td>
<td>203</td>
<td>40</td>
<td>25%</td>
<td>$16.60 HS</td>
<td>None</td>
<td>Short-term</td>
</tr>
<tr>
<td>43-9061</td>
<td>Office Clerks, General</td>
<td>131</td>
<td>163</td>
<td>32</td>
<td>24%</td>
<td>$13.54 HS</td>
<td>None</td>
<td>Short-term</td>
</tr>
<tr>
<td>47-2132</td>
<td>Insulation Workers, Mechanical</td>
<td>122</td>
<td>198</td>
<td>76</td>
<td>62%</td>
<td>$25.04 HS</td>
<td>None</td>
<td>Apprenticeship</td>
</tr>
<tr>
<td>11-1021</td>
<td>General and Operations Managers</td>
<td>103</td>
<td>137</td>
<td>34</td>
<td>33%</td>
<td>$35.45 Bachelor's</td>
<td>&lt;5</td>
<td>None</td>
</tr>
<tr>
<td>47-4021</td>
<td>Elevator Installers and Repairers</td>
<td>100</td>
<td>164</td>
<td>64</td>
<td>64%</td>
<td>$36.65 HS</td>
<td>None</td>
<td>Apprenticeship</td>
</tr>
<tr>
<td>47-2211</td>
<td>Sheet Metal Workers</td>
<td>95</td>
<td>125</td>
<td>30</td>
<td>32%</td>
<td>$22.42 HS</td>
<td>None</td>
<td>Apprenticeship</td>
</tr>
</tbody>
</table>

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.
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.

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.
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) 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.
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**

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.” 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

<table>
<thead>
<tr>
<th>Employer Role</th>
<th>Planning</th>
<th>Emerging</th>
<th>Sustaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discuss hiring needs, skills, and competencies</td>
<td>Job site tours, internships, and needs assessment</td>
<td>Career pathway development</td>
<td>Champion and advocate for partnerships</td>
</tr>
</tbody>
</table>

## 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.
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.

**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, or convener, and champion:

<table>
<thead>
<tr>
<th>ROLE</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHAMPION</td>
<td>Individual(s) who promote the partnership using their personal/professional reputation and/or role to give the partnership greater authority or profile.</td>
</tr>
<tr>
<td>CONVENER/ FACILITATOR/ CORE GROUP</td>
<td>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.</td>
</tr>
<tr>
<td>BUSINESS PARTNER</td>
<td>Individual(s) appointed to the partnership on behalf of an engaged employer that adds value through knowledge, passion, and/or leadership and communication skills.</td>
</tr>
<tr>
<td>SERVICE PARTNER</td>
<td>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.</td>
</tr>
</tbody>
</table>
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 publicly.
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?”
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. We’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 good-will 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

<table>
<thead>
<tr>
<th>Question</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there a genuine shared vision and set of goals across the partnership?</td>
<td>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.</td>
</tr>
<tr>
<td>Are there clearly identified aims that all partners can articulate and agree to?</td>
<td>The partnership’s aims and goals need to be reflected in its actions and practices. Document accepted aims.</td>
</tr>
<tr>
<td>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?</td>
<td>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.</td>
</tr>
<tr>
<td>Has a full assessment been made of the skills and competencies required to support and manage the partnership?</td>
<td>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.</td>
</tr>
<tr>
<td>To whom will the partnership report? Is there a process to report on progress?</td>
<td>Document the lines of reporting.</td>
</tr>
<tr>
<td>Is there an accepted process for decision-making? Who is the accountable individual for the partnership?</td>
<td>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.</td>
</tr>
<tr>
<td>Is there an accepted commitment to support the partnership by all the organizations/individuals?</td>
<td>Document the accepted commitment.</td>
</tr>
<tr>
<td>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?</td>
<td>Document the communication strategy.</td>
</tr>
<tr>
<td>Are there accepted ground rules for partnership work that include the reconciliation of differences?</td>
<td>Being open and honest, communicating, and exchanging information in open networks will also help to build trust within the partnership. Document accepted ground rules.</td>
</tr>
</tbody>
</table>

#### 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.

<table>
<thead>
<tr>
<th>Self Assessment</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There is a developed elevator speech that quickly and succinctly presents all of the important information about the sector partnership.</td>
<td>![Rating](STRONGLY DISAGREE - AGREE - DISAGREE - STRONGLY AGREE - NOT SURE)</td>
</tr>
<tr>
<td>2. There is a developed outreach email and it is ready to send.</td>
<td>![Rating](STRONGLY DISAGREE - AGREE - DISAGREE - STRONGLY AGREE - NOT SURE)</td>
</tr>
<tr>
<td>3. There is a firm understanding of how to establish partnership norms.</td>
<td>![Rating](STRONGLY DISAGREE - AGREE - DISAGREE - STRONGLY AGREE - NOT SURE)</td>
</tr>
</tbody>
</table>


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


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

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


ADDITIONAL RESOURCES

Appreciative Inquiry: Theory and Critique
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.

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.

http://goo.gl/5rNvqi
This issue brief explains sector initiatives and their advantage and offers examples of work done in other states.