

PARTNER WORK

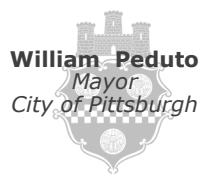
The Workforce Development Board for the Pittsburgh Area



Building a thriving workforce for the Pittsburgh region.

Transition Committee Report to the Board of Directors

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Mark T. Lattener
Chair



Introduction

With the conclusion of the Partner4Work Transition Committee's work, recognition of its deeply informed and robust discussions regarding Partner4Work's new direction is well-deserved.

The committee discussed employers' needs and a new model for industry engagement and business services; services to job seekers, workers, and young adults and service gaps, as well as the value of developing a robust career path strategy able to meet the needs of all; and service delivery improvement and coordination. It reviewed related reading before its meetings and dug into presentations and data provided during the meetings.

The Transition Committee's rich dialogue provided valuable perspectives to Partner4Work's CEO and the organization's staff. They have made important progress already, in sync with the committee's emphasis on action. Since the Transition Committee's initial meeting, Partner4Work has, for example:

- Revised policy to allow individuals to receive multiple Individual Training Accounts (ITAs), thus supporting them along an A-Z career pathway. The policy also was made more flexible to support advancement, including related payment of union dues.
- Made substantive steps to hire a business services director.
- Convened a Transportation and Logistics Industry Council with businesses including Beemac, PJ Dick, and Waste Management. Subsequent sessions, including a hiring event with Beemac, have been scheduled. To address the sector's regional character, discussions are underway regarding joint work on the Industry Council with the Southwest Corner Workforce Development Board.
- Established stronger connections to the trades by participating in the Mayor's construction task force. Jack Ramage of the Master Builders Association of Western Pennsylvania will help involve businesses. Apprenticeships and other entry points are under discussion as ways to meet industry, job seeker, and worker needs.
- In financial services, steps to develop an Industry Council are underway, including innovative tools to meet businesses' hiring needs, building on the official designation of Pittsburgh as a BankWork\$ city. Design of BankWork\$, a no-cost banking career training program, is underway, with the launch in Pittsburgh planned for early 2019.
- Increased visibility and engagement within the community by hosting a community forum in partnership with the Pittsburgh Black Elected Officials Coalition in advance of the release of Request for Proposals for adult and youth services (WIOA, TANF, EARN/Work Ready). A second public session is planned for Dec. 18.

Through the Transition Committee's discussions, an agreement emerged among committee members on many recommendations. These recommendations, action steps, and principles follow.

Partner4Work Transition Committee Statement of Need and Charge

Nationally recognized for innovation and tapped as Pennsylvania's Workforce Board of Excellence in 2014, Partner4Work (formerly Three Rivers Workforce Investment Board) has been a leader in workforce development locally and on a state and national level. With the organization in transition since late 2017, the Partner4Work Board of Directors launched an 8-month national search to identify a strong entrepreneurial and strategic individual to lead the organization through its next chapter.

In April 2018, the Partner4Work Search Committee identified Earl A. Buford, former Chief Executive Officer of Employ Milwaukee, as its next leader. Mr. Buford was appointed based on a successful track record of implementing business-led organizational models and programmatic innovation at Employ Milwaukee and WRTP/Big Step. The Board has every confidence that Mr. Buford is the experienced and accomplished leader to take the organization to the next level of achievement.

The role of Workforce Development Boards

While services vary by state, workforce development boards (WDBs) direct federal, state, and local funding to workforce development programs. WDBs oversee Title I services and American Job Centers, where job seekers receive employment information and job search assistance, learn about career development training opportunities and connect to various workforce development programs and supportive services. Workforce funding also is used to provide numerous no-cost services to employers, including funding to onboard talent or upskill existing employees, provide access to capital, and to assist with talent sourcing and matching opportunities.

In addition to its role in helping employers train and hire qualified employees, WDBs also are required to work in conjunction with economic development agencies to minimize the reaction time and create resources to intervene for dislocated and incumbent workers.

Under new leadership, Partner4Work will evaluate its historical role in the greater Pittsburgh community and seek input on how to best meet the needs of business and industry and prepare those in the workforce to meet those needs.

Transition Committee – Purpose and Charge

Workforce development represents a complex network of diverse stakeholders of varying objectives. This work is critical to the continued economic vitality of the region to ensure businesses find the talent needed to compete in a global economy and job seekers connect with the opportunity they need to thrive. With any change, particularly at the executive leadership level, the need to clearly understand and communicate a strong vision is critical to successfully implementing change.

The Partner4Work Transition Committee is an ad-hoc committee that has been established to help the new Chief Executive Officer understand the issues involved and establish a new business model to achieve key objectives. In addition, this Committee will assist in developing

clear messages and communications objectives to position the organization within the community and avoid confusion in implementing a new approach to conducting business.

Committee Responsibilities

With the assistance of a facilitator, the Partner4Work Transition Committee will:

1. Review and refine the vision to ensure understanding among stakeholders.
2. Set the tone for the transition by establishing a set of organizational values and guiding principles.
3. Identify key issues that need to be addressed in implementing a new business model.
4. Communicate to the public and other stakeholders the vision and direction of the new leadership.
5. Discuss Partner4Work branding and communications.
6. Evaluate the efforts to implement a new business model and recommend adjustments along the way.

Expected Deliverables

With the leadership of the officers of Partner4Work, this Committee commits to the following deliverables within the next 90 days:

1. A vision and plan for a new business model.
2. Recommendations to Partner4Work for implementation of the new business model.
3. A set of communications objectives to stakeholders and the public on the direction of Partner4Work.
4. An inventory of employer and industry needs and an assessment of partner and service provider relationships.
5. A strategy to diversify funding.
6. A strategy to meet the needs of community members seeking training and placement services.

Transition Committee Membership

Diana Bucco

President, The Buhl Foundation

Dr. Quintin Bullock

President, Community College of Allegheny County

Debra Caplan

Former Interim Chief Executive Officer
Executive in Residence, The Forbes Funds

Jane Downing

Senior Program Officer, The Pittsburgh Foundation

Ed Hartman

Treasurer, Partner4Work
Vice President, Finance, Aires

Dr. Stephen Herzenberg

Executive Director, Keystone Research Center

Darrin Kelly

President, Allegheny/Fayette Central Labor Council, AFL-CIO

Lisa Kuzma

Senior Program Officer, Richard King Mellon Foundation

Mark Latterner

Chair, Partner4Work
Market President, Western PA, Citizens Bank

Dave Malone

President, Gateway Financial Services

Dr. Suzanne Mellon

President, Carlow University

Stefani Pashman

Chief Executive Officer, Allegheny Conference on Community Development

Scott Pipitone

President, Pipitone Group

Jack Ramage

Executive Director, Master Builders' Association

Eric Ramsay

Director, PA Department of Labor and Industry, Apprenticeship and Training Office

David Schlosser

Vice Chair, Partner4Work
Retired Exploration and Production Executive, EQT

Jessica Trybus

Secretary, Partner4Work
Chief Games Officer, Simcoach Games

Meeting 1 – Introductory Meeting, August 28, 2018

Overview: The first meeting was used to review key Transition Committee documents, present for discussion a vision for a potential business model, and craft topics for upcoming sessions.

The group reviewed documents including the Transition Committee Statement of Need and Committee Charge and Guiding Principles. Members commented on the Guiding Principles and the Expected Deliverables section of the Transition Committee Statement of Need and Committee Charge.

The group identified the following italicized clarifications and additions to the Guiding Principles:

1. Continue, maintain, and build on Partner4Work's best practices. *Assess and prioritize them based on Partner4Work's future direction.*
2. Work closely with the Board of Directors, the Mayor and County Executive, and other stakeholders to build and connect Partner4Work to industry-led models. *To strengthen relationships with businesses and industry-led models, enable Partner4Work's CEO to become a member of the Allegheny Conference on Community Development's Workforce Development Committee and possibly its Board of Directors. To work closely with the Mayor and County Executive as the workforce development arm of the elected offices, build consistent leader-level relationships as well as establishing liaisons.*
3. Establish an ecosystem for financing change
4. Expand Partner4Work's influence and strengthen its image at the regional, state, and national levels. *At the regional level, build a stronger regional alliance with neighboring workforce boards.*

The group identified the following italicized clarifications and additions to the Expected Deliverables section of the Transition Committee Statement of Need and Committee Charge:

1. A vision and plan for a new business model.
2. Recommendations to Partner4Work for implementation of the new business model.
3. *Recommendations to Partner4Work of priorities for an immediate, marquee success, and priorities for maximum long-term impact.*
4. A set of communication objectives to stakeholders and the public on the direction of Partner4Work. *Examples with impact in the Pittsburgh area that can be used to illustrate the principles Partner4Work will use in its industry-focused strategies.*
5. An inventory of employer and industry needs; an assessment of partner and service provider relationships, *roles, and funding; and an assessment of participants across programs.*
6. A strategy to diversity funding.
7. A strategy to meet the needs of community members seeking training and placement services.

The group concurred that Partner4Work's role is to connect the funding, resources, and opportunities for businesses, job seekers and workers, agencies, and policy makers to develop a thriving workforce for the Pittsburgh area. Earl Buford outlined the vision for a supply-demand model that includes employer-driven programs and strategic business services aimed to help individuals get from A to Z on a career pathway. While the conversation covered a variety of topics, the conversation fell into three interrelated focus areas: business engagement, people, and partnerships.

Meeting 2 – Industry/Business Engagement, September 28, 2018

Overview: Mr. Buford presented a draft of what a business model could look like. In this draft model, Partner4Work would develop key relationships and gather intelligence by building industry councils and using them to make programmatic decisions to ensure Partner4Work is meeting the needs of employers while building pathways for job seekers and workers to fill the demand. Mr. Buford also offered an overview of the tools available to serve business and industry — on-the-job, customized and incumbent worker training, pools of job ready candidates, intelligence — and reminded the group that Partner4Work lacks the internal infrastructure to deploy those tools to the business community. This model would require a shift in contracting, as Partner4Work currently outsources this work to its providers, and development of the supporting internal infrastructure as Partner4Work does not currently employ individuals focused on building relationships with the business community.

The group discussion emphasized that this model would not replace the work of job developers at contracted service providers; rather, this would provide a more coordinated and strategic approach to business engagement. Additionally, in building pathways for job seekers and workers, their needs will drive the design and delivery of some services.

Mr. Buford discussed the limitations of the current funding structure, particularly as it relates to helping individuals on a career path. He noted that a braided, blended, funding model is necessary to help an individual beyond a first step or first job.

After significant conversation regarding job seekers, particularly those with barriers to employment and workers who are ready to move up but need assistance, the group concurred that the industry engagement and business services model would be best realized by redistributing existing resources and infusing the system with additional (private) resources. The group looks forward to improved results and the increased efficacy and impact the workforce system could have under the new model. Members of the Transition Committee agreed to be tapped to make connections, open doors, and champion the new model.

The group discussed the following opportunities:

- To be the primary advisor to grant makers about the efficacy, connectedness, of workforce initiatives prior to funding;
- To leverage federal dollars with grant funding to scale viable models; and
- To educate the business community about the resources available in order to promote apprenticeships, potentially in partnership with the Institute of Politics.

Meeting 3/4 – Job Seekers, Workers, and Young Adults: services and service gaps; service delivery system improvement and coordination, October 12, 2018

Overview: The facilitator, Mr. Mills, noted that a slate of draft recommendations made by the Transition Committee in this meeting and its previous meetings would be distributed to the committee in advance of its meeting Nov. 30 where the committee's recommendations will be finalized. He also noted that the Partner4Work Board will consider the Transition Committee's recommendations at its Dec. 14 meeting.

Since the Transitions Committee had expressed its view that Mr. Buford and the Partner4Work staff should act, Mr. Buford summarized actions taken since the Transition Committee first met in August:

- Revised policy to allow individuals to receive multiple Individual Training Accounts (ITAs), thus supporting them along an A-Z career pathway. The policy was also made more flexible to support advancement, including related payment of union dues.
- Made substantive steps to hire a business services director.
- Moved forward on a Transportation and Logistics Industry Council, with a first meeting planned in the coming month. Participating businesses include Beemac, PJ Dick, and Waste Management. To address the sector's regional character, discussions are underway regarding joint work on the Industry Council with the Southwest Corner Workforce Development Board.
- Established stronger connections to the trades by participating in the Mayor's construction task force. Jack Ramage, of the Master Builders Association of Western Pennsylvania, will help involve businesses. Apprenticeships and other entry points are under discussion as ways to meet industry, job seeker, and worker needs.
- In financial services, steps to develop an Industry Council are underway, including innovative tools to meet businesses' hiring needs, building on the official designation of Pittsburgh as a BankWork\$ city. Design of BankWork\$, a no-cost banking career training program, is underway, with the launch in Pittsburgh planned for early 2019.

After review of handouts which offered a snapshot of the people using the workforce services in Pittsburgh and Allegheny County, Partner4Work's funded partners, and non-funded partners, the conversation regarding people focused on key areas including reaching individuals not already accessing services; adding supportive services for individuals accessing workforce services and workers; working with organizations that are trusted by residents of Pittsburgh's neighborhoods who would otherwise be disconnected from the workforce system; working with employers to identify or create career pathways; diversify funding; and identifying the value-add to employers of participating in Learn & Earn; and transitioning Learn & Earn from a one-off summer program to a more strategic pipeline development approach.

Opening the doors to economic opportunity so that all individuals can benefit from Pittsburgh's new prosperity set the stage for the partnership conversation. This work can be achieved initially by the development of industry councils and by assessing the landscape of providers to determine strengths and identify gaps. The conversation around partnerships focused on key areas including strengthening relationships with selected secondary and postsecondary schools, community organizations, and the Department of Human Services; providing for strategic relationships between selected postsecondary schools and industry; developing geographic multi-service hubs, using a career pathway approach that helps job seekers and workers move up while meeting industry needs; and encouraging job quality and equity in employment across race and gender.

In discussing the infrastructure and funding necessary to implement business services and service delivery coordination, the discussion focused on reducing the funding allocated to contractors and building the team necessary to provide both; coordinating relationships with providers to help organizations do what they do best and partner with other organizations, potentially through development of a coordination council model; building a funding collaborative to fill gaps; and communicating what the changes will yield.

Meeting 4 – Final Transition Committee Meeting, November 30, 2018

The primary purpose of this meeting was to review and finalize the combined recommendations agreed on during previous meetings.

Transition Committee Recommendations to the Partner4Work Board of Directors

Addressing employer and industry needs by providing a pipeline of talent

1. Build an employer-driven industry engagement model that will drive programmatic decision making, the allocation of resources, and a business services model that meets employers' need in finding and retaining talent.
2. Prioritize engagement with employers who want to play a role in working to solve their workforce problems.
3. Build stronger leader-to-leader relationships with employers, employer organizations, industry affiliations, the Allegheny Conference on Community Development, unions and labor management agencies, public officials, and others; utilize Workforce Development Board expertise.
4. Redistribute existing resources including funding from WIOA and other public sources and infuse the system with additional (private) resources to support employer-driven industry engagement and business services.
5. Demonstrate and communicate improved results, increased efficacy, and greater impact of the workforce system under the new employer-driven industry engagement and business services model.
6. Strengthen communications to gain engagement, the influence of, and support from employers by messaging improved results and successes of the new model.

Service delivery that meets the needs of job seekers, workers, and youth

1. Conduct market segmentation research to identify the individuals served, understand their strengths and the challenges they face, and identify the partnerships necessary to affect change; develop data systems to support the evaluation of programmatic outcomes, reporting outcomes, and continuous improvement.
2. Use a career pathways model linked to industry sector strategy and high-demand occupations to provide youth, job seekers, and workers with opportunities for upward mobility and to provide a pipeline that meets employers' needs; engage industry councils to define clear career pathways.
3. Identify and coordinate needed wrap-around services at all levels of career pathways by being responsive to a person's needs in real time.
4. Provide coordination, by developing a coordination council or other model, that supports having organizations do what they're best at and partner with other organizations for other services.

5. Establish higher performance standards for program outcomes important to Partner4Work goals and strategies; provide subcontractors with clear expectations; hold them accountable if outcomes are not met.

Strengthen system coordination to support business services and service delivery and other

1. Describe the results that will come from industry council coordination, business services, and service delivery coordination.
2. Reorganize and reallocate funding to support the staffing needs and related costs of service delivery coordination and business services.
3. Meet employer needs; improve job quality; and strengthen employment equity, inclusion, and diversity.
4. Develop strategic partnerships with secondary and post-secondary education, and with human services, based on shared goals and desired outcomes.
5. Connect with the K-12 system to develop connections with career pathways and the Pittsburgh Council on Higher Education (PCHE) schools to increase success in earning career-pathway related industry-recognized credentials, associates degrees or higher education, thereby benefiting job seekers, workers, and industry.
6. Develop robust linkages with higher education providers including interactions between them and Industry Councils convened by Partner4Work, based on shared goals and desired outcomes, and significant capacity to meet desired outcomes.
7. Put systems in place to assure that all governmental funding is deployed in support of Partner4Work's goals, objectives, and strategies, drawing on the Transition Committee's recommendations.

Transitions Committee Agreement: Committee members will make connections, open doors, and champion Partners4Work's implementation of the new employer-driven industry engagement and business services model and the committee's other recommendations.

Bold next steps

The Partner4Work Transition Committee strongly recommends the following actions and principles to achieve a new business model and encourages support by the Board of Directors:

- Restructure the organization by reallocating budgeted funds to support the new business model.
- Develop a new funding model, which includes a funding collaborative, to achieve these objectives.
- Ownership and advocacy of these changes by the Board of Directors is a critical factor for success.
- Creation by the staff of detailed plans and reporting mechanisms for the Board and its Committees.
- Use research, data, and outcomes as a fundamental driver of the organization's direction, for continuous improvement, and as the starting point for strategies to work with job seekers, workers, and employers on equity, inclusion, and diversity, in particular.
- Pursue a leadership role in national, state, and local workforce development efforts.
- Communicate the business and service delivery model to employers and the community at-large.