



A Strategy to
**ALIGN, ENGAGE & ADVANCE
INDIANA'S WORKFORCE SYSTEM**

through the Indiana Plan & Launch
SECTOR PARTNERSHIP INITIATIVE

Introduction

One of the greatest challenges and opportunities facing the Hoosier economy is the creation of a skilled workforce.

Over a third of Indiana's working-age adults have no post-secondary education, and over half a million have some college but no degree. Meanwhile, Indiana's skills gap remains wide as employers increasingly demand middle-to-high skilled workers rather than those with only a high school degree.

Moving the lever on Hoosier skill levels holds the promise of increasing median income, lowering poverty, attracting jobs and growing the economy, all with positive effects to improve our citizens' circumstances and the economic vitality of our communities. Effective skill development can improve the quality of life for all Hoosiers.

It is with these opportunities and challenges in mind that the Indiana Career Council was created during the 2013 General Assembly. It encourages coordination of our education, jobs skills development, and career training systems and to match our education and skills training with employment opportunity in the jobs market. The Council is chaired by Governor Mike Pence and includes state agency heads and representatives from business, industry, and community organizations.

In its [Strategic Plan](#), the Indiana Career Council set forth the objective of taking a data-driven, sector-based approach to talent development and workforce/education systems change in the state. One of its approaches to accomplish this objective was the use of state sector strategies to support regional sector partnerships.

Indiana Career Council Strategic Plan- Strategy 5.2

Launch/Expand regional sector partnerships that complement the State's priority industry sectors to provide a mechanism for Indiana's education, job skills training, and career development system to collect information and respond to sector needs

State Sector Strategies and Regional Partnerships are proven effective at accomplishing this much-needed skill development. Sector strategies are a new way of doing business that gets real results: a survey of Pennsylvania employers found that companies participating in sector partnerships experienced an 84 percent increase in productivity; and the Aspen Institute found that 48 percent of worker participants in sector-based programs were able to leave poverty behind them. It's not hard to see why there are approximately 1,000 partnerships operating nationwide. ⁱⁱ

State Sector Strategies and Regional Sector Partnerships are more responsive to industry demand (as compared to traditional job-matching and training services) because they:

- Are problem-oriented, not initiative-oriented;
- Address needs interdependently, not independently; and
- Work with industries collectively, not as individual firms.ⁱⁱⁱ

BENEFITS OF THE STATE SECTOR STRATEGY AND SECTOR PARTNERSHIP FRAMEWORK

Ultimately, sector partnerships at the regional level exist to strengthen economic growth and industry competitiveness, and the state strategies for policy and investment into those partnerships provide a framework to support economic growth that leads to more high-paying jobs for individuals. The National Governor's Association has said, "Sector strategies are among the few workforce interventions that statistical evidence shows to improve employment opportunities for work and to increase their wages once on the job."

By establishing a state sector strategy and framework for regional sector partnerships, Indiana will ensure economic growth and will achieve the following system benefits:

- A demand-driven talent development system
 - A clearer and more intimate understanding of common industry needs in real time
 - Stronger employer engagement without business fatigue
 - Transformation of supporting talent systems as identified by industry leaders, in response to business needs
 - Help to get job seekers on a career path quickly
 - An ongoing feedback loop between demand and supply systems
- Seamless system alignment among education, training, workforce development, and human service resources
 - Elimination of duplication and system inefficiencies
 - Maximized resources from blending and braiding funding
 - Seamless transitions from one educational stepping stone to another
 - Results that matter: placement, earnings/benefits, retention, productivity

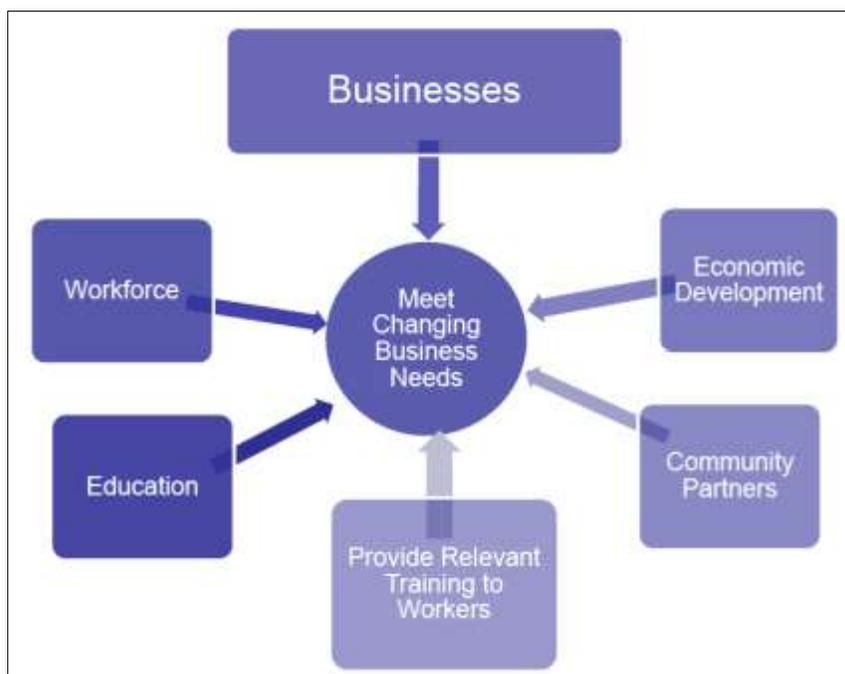
*Not another new project or initiative...
a new way of doing business*

Definitions and Key Partners

State Sector Strategies differ from regional sector partnerships. They are a set of policies supporting and guiding regional sector partnerships within a framework of state priorities and spreading relevant and actionable ideas and information across all regions of the state and within each industry sector.

Indiana Career Council – The Indiana Career Council is committed to championing and assuring the success of statewide Sector Strategies in support of regional Sector Partnerships through public appearances, oversight of agency alignment, funding, resources, and policies.

Regional Sector Partnerships – These are partnerships of employers within one industry sector or cluster that work closely with government, education and training, economic development, labor and community organizations in a region to focus on the workforce and other competitive needs of their industry. While educational attainment goals may differ from region to region, the results of these partnerships will culminate in progress toward the state’s goal of 60 percent post-secondary educational attainment by 2025. These regional partnerships may or may not have support from the state and or federal level.^{iv}



Priority Now Economic Sectors – The State of Indiana will use a two-pronged approach to identify priority sectors. In the first approach, there are immediate occupational demands throughout the state that can be filled quickly provided there are citizens within the workforce that have the skills and training needed to fill those positions. This approach centers on identifying priority sectors where those immediate needs exist. The Research and Analysis team at the Department of Workforce Development will use a snapshot of demand, supply and wage data to help identify the top sectors with immediate needs as “**priority now**” sectors.

The methodology for determining **priority now** sectors will begin with continual listening to and co-developing with employers in the regional (and thus also statewide) sectors to identify gaps in employment in high-demand and high-wage careers; relevant skill, knowledge and experience/education; and methods to close gaps and meet needs. It will also include the use of:

- Employer, third-party and Bureau of Labor Statistics data, and employer input, to develop a real-time, accurate and actionable understanding of employer needs and occupational demand;
- Data from post-secondary credentials, CTE graduates, certification programs, unemployment data, and incumbent workforce analysis will be used to develop a better understanding of occupational supply; and
- Average, median and ranges of wage data will be used to develop a better understanding of occupational wages.

This information will be used to identify **priority now** sectors on a continuous basis and check the sectors on an annual basis. The Department of Workforce Development will provide the data analysis for **priority now** sectors at the state and regional level. The goal is to respond timely to industries that demonstrate a need for talent at the regional level in occupations that are high-demand and high-wage.

Current Priority Now Sectors – These sectors are the highest priority in the short term, at the state level:

- Advanced manufacturing
- Agriculture
- Health Sciences
- Information Technology
- Transportation, Distribution and Logistics

The state's **priority now** sector talent needs will most likely be met by adult workers and learners, recent college graduates, CTE completers and recent high school graduates, provided they have completed a program that leads to the skills, training and credentials needed to fill these positions on an effective and immediate basis.

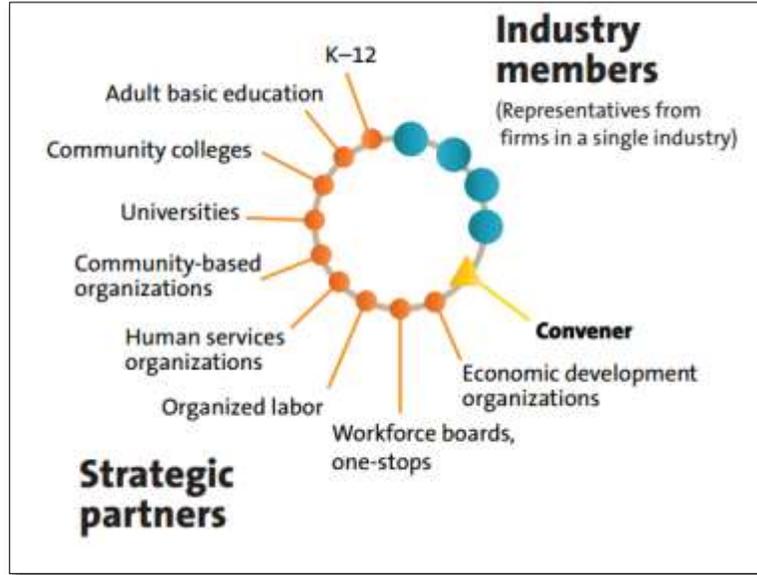
Advanced Industries Economic Sectors^{vi} – The second approach for identifying priority sectors will focus on the future economic needs of the state. The state can leverage the research and development efforts of Advanced Industries to keep an eye toward developing and future occupations that arise as technological advances are made. Advanced Industries are those industries that have a share of workers whose occupations require a high degree of STEM knowledge, are technology-immersed or technology-enabled, and have a substantial research and development component. Some examples include:

- Aerospace Products and Parts
- Industrial Machining
- Semiconductors
- Data Processing

See Appendix B for a broader list.

By looking to Advanced Industries the state can prepare its future workforce for both the new jobs resulting from technological advances in those industries and the jobs that will exist as a result of these advanced industries becoming more intertwined. By creating sector partnerships to raise talent geared toward priority future occupations in Advanced Industries the students that are the future workforce of Indiana will be prepared to meet the opportunities and challenges of the work of today and tomorrow.

Strategic Partners – The strategic partners of a sector partnership are comprised of a convener, industry partners and system partners.



Source: Groves, Garrett and Lindsey Woolsey, "State Sector Strategies Coming of Age: Implications for State Workforce Policymakers," © National Governors Association. Reproduced by permission of the National Governors Association. Further reproduction prohibited.

Convener - There are many options for regions to choose from concerning who the convener of their partnerships will be. What is most important is that the convener has the characteristics that make for a strong and sustainable partnership. A good candidate for a partnerships convener should be seen by all stakeholders as credible, unbiased and trustworthy. A good convener also needs to be able to challenge members' misconceptions and assumptions. Finally it helps if the convener, or the organization they represent, has a high profile or presence in the community or region.

Potential tasks of a convener's may include:

- Convene industry partners and local stakeholders for membership and meetings;
- Secure high-level stakeholder buy-in as well as intellectual and financial support;
- Provide information to inform the partnership;
- Develop framework, agreements, plans;
- the ability to assign work to members of the partnership;
- ability to drive the work of the partnership forward;
- Set goals, track progress, milestones; and
- Provide access to labor market information and research.

Conveners don't need to be able to facilitate each part of the process. Rather, it is the convener's responsibility to secure the services of a skilled facilitator when it is necessary to do so.^{vii}

Conveners could include but are not limited to: trade associations, local foundations or philanthropic organizations, county commissioner, mayors' offices, work force investment boards, Indiana Works Councils and local chambers.

Industry Partners Representatives from businesses directly engaged in the chosen industry. Representatives may include a broad swath of industry players such as:

- Small, Medium and Large Businesses

- Suppliers, Supply Chains
- Support Sectors
- Infrastructure
- Innovations
- Technologies
- Labor

Roles:

- Providing leadership to the partnership to ensure that it is industry driven
- Assisting the partnership to identify the underlying “core” workforce issues that need to be addressed
- Identifying and articulating specific skills needs of their industry
- Making financial and/or in-kind contributions to the sector initiative
- Advocating to other businesses in the industry and region to get involved in the partnership
- The design of and participation in career pathway program that will address the skills and jobs gaps across the sector^{viii}

System Partners These are partners that represent post-secondary education and workforce training providers as well as governmental partners. These partners are likely to be represented on more than one sector partnership in their region (should more than one industry have a partnership) and are therefore in a position to coordinate across sectors when necessary. Successful sector partnerships require a “system” of partners who are ready and willing to respond to the needs of businesses and which typically include:

- Education
 - K-12 Education and CTE
 - Colleges and Universities
 - Career Technology Centers
 - Workforce Training Providers
- Social Service Providers
- Community Based Organizations
- Workforce Development
- Economic Development
- Government

ROLES:

- Compiling and analyzing workforce intelligence data
- Identifying partners (public and private sector) to design and implement the sector initiative
- Fully engaging in the regional sector initiative in support of the industry leaders in the partnership
- Serving as the intermediary or convener for the regional sector initiative
- Identifying, recruiting and engaging industry partners and champions
- Finding funding sources (reallocating existing sources and finding new sources) to ensure the initiative is sustainable
- Helping to design evaluation frameworks and collect relevant data
- Communicating and promoting sector initiatives to the region’s industries, jobseekers and other public/private stakeholders

Framework

Indiana's State Sector Strategy is established for the purpose of supporting regional sector partnership efforts to close skill gaps in strategic industry sectors. Coordinating the sector-focused activities of multiple state-level systems in a way that reduces duplication, closes service gaps and makes better use of public dollars overall is the primary function of a statewide strategy.^{ix}

Vision: The vision of Indiana's Sector Strategy aligns to that of the Indiana Career Council:

Every Indiana business will find the educated and skilled workforce necessary to compete successfully in the global economy. Every Indiana citizen will have access to the information, education and skills required for career success.

Indiana's Sector Strategy will work toward achieving this vision through the development of regional sector partnerships.

Goal: The Indiana Sector Strategy is also a vehicle for accomplishing the Indiana Career Council's primary goal:

All Hoosiers will have the opportunity to access career pathways aligned to their interests, skills and personal employment goals. At least 60 percent of Indiana's workforce will have the postsecondary knowledge, skills, and credentials demanded within Indiana's economy by 2025.

An additional goal specific to the Sector Strategy is to plan and launch at least one sector partnership in each of Indiana's 11 Economic Growth Regions, as well as to build off of and expand existing sector partnerships, where necessary.

Core Principles:

- The sector initiatives will be regionally designed and demand-driven.
- The State will support sector initiatives through policy and funding.
- State agencies will be committed to re-allocating existing resources to support sector initiatives.
- The State will provide opportunities for information sharing across regions.

Main Objectives:

- Help regions launch new or expand existing sector partnerships in their regions in order to meet a current pressing talent development need. The final outcome should be an aligned and coordinated talent development system for the given industry that provides the necessary infrastructure to anticipate and meet the talent development needs for that industry in a continual and effective way.
- Encourage and facilitate the braiding of funding streams, including but not limited to the following: *WIOA Title I training funds, WIOA Title II adult education funds, Governors' WIOA discretionary funding, State general revenue, Incumbent worker training funds, Temporary Assistance to Needy Families (TANF) funds (IMPACT in Indiana), Vocational rehabilitation funds, State education funds (could include CTE funds and/or higher education funds), resources from post-secondary institutions, philanthropic contributions, direct employer contributions, fee-for-service funds, funds from community organizations, such as Goodwill or United Way, etc.*

Sector Policy/Funding Guidelines

State Funding Administration

The Department of Workforce Development (hereafter referred to as the Department) should administer the Indiana Sector Partnership Initiative (hereafter referred to as the Initiative). The Indiana Career Council should have oversight over the Department in establishing and administering the Initiative. The Department may grant funds for the planning and/or implementation of sector partnerships in regional areas of the state through a competitive process. The Department may need funds for the administration of the grants.

A regional area under the Initiative should consist of at least one Economic Growth Region (EGR) as established under the Workforce Innovation and Opportunity Act or any successor act. A partnership may cover more than one EGR should the required partners in each of the EGRs agree to a multi-EGR partnership.

A regional area may have more than one partnership, except that no more than one partnership should receive funds under the Initiative for the same industry sector in the regional area. Likewise, each partnership should focus on the needs of only ONE industry sector.

The Department may provide grants for partnerships in the following strategic priority economic sectors.

Priority Now Sectors - The methodology laid out in the Definitions section will be used to identify **priority now** sectors on annual basis, therefore this list is subject to change. Current Priority Now Sectors include:

- Advanced manufacturing
- Agriculture
- Health Sciences
- Information Technology
- Transportation, Distribution and Logistics

Advanced Industries - Advanced Industries are defined above and include:

- Aerospace Products and Parts
- Industrial Machining
- Semiconductors
- Data Processing

There is a broader list in Appendix B.

The Department may provide grants for partnerships in other industry sectors that a regional partnership **demonstrates** to be strategic for economic development and workforce development in the regional area. In order to demonstrate that an industry sector is strategic in the regional area the following factors shall be considered: employment in the sector; projected employment growth; wage levels; the location quotient of the sector; economic investment in the regional area by the industry and employment opportunities for high-demand/high-wage jobs that require some form of postsecondary training but not a bachelor's degree.

In awarding grants, the Department will give priority to applications that address skills gaps for high-demand/high-wage jobs.

Grants to regional sector partnerships may be for either planning or implementation activities as described below. Planning grants may be for less than one year. Implementation grants may be for two years. The amount of funds will depend on the available resources.

Role of the State

- ***Policy Impacts***
 - Conduct cross-agency assessment to identify policy, administrative and program changes necessary for system alignment/change
 - Make needed changes where possible; build support for & pursue changes that cannot be made administratively (legislation, funding)
 - Initiate cross-program, cross-agency professional development in support of system change and alignment
 - The state has the authority to engage in a state-level partnership, using the Framework herein, to address needs in industries that play a key role in all regions of the state, at the discretion of the Department.

- ***Provide Data and Industry Expertise***

The state should produce industry reports, cluster analyses, and guidebooks for the regions. For example, Arizona used multiple industry databases to put together regional profiles of critical industries. Minnesota and Oklahoma additionally hired former industry leaders as experts in health care, manufacturing, and aerospace to work directly with local partnerships to help with data, trends, technical assistance, and recruitment of local employers into partnerships

Data items to review: Historical Growth, Future Growth Projection, Industry Concentration (location quotient), Industry Competitive Effects (Shift-Share Analysis), Export Orientation, Job Multiplier Effects, Earnings Multiplier Effects, Industry Average Wage, Excess Demand, Workforce Compatibility.

Data should be used for analysis of the key competencies required to sustain a talent supply chain to grow and sustain key sectors. These data studies are critical inputs to the design of future sector-based strategies to drive workforce and economic development activities, as well as educational priorities.

The state should provide learning opportunities and information sharing through the development of a listserv accessible by both state funded and independent sector partnerships and possibly through an Annual Sector Partnerships Conference.

- ***Evaluation and Metrics***

The state should help local partnerships measure and track their impact on workers and employers. For example, Massachusetts dedicates an evaluation staff to track outcomes, create evaluation toolkits, and create reports that share the outcomes of local partnerships.

Regional Sector Partnerships

In order to be eligible to receive a grant through the Initiative a regional sector partnership must satisfy the below criteria:

Industry Partners- Industry partners, as defined above, should make up at least 50 percent of the membership of the partnership. To achieve this, a partnership will need at least 4 employer members of the partnership.

System Partners: may include some combination of the following, dependent upon the strategic needs of the partnership: a representative of the regions Workforce Investment Board (WIB), a representative from the region's Works Council, one or more postsecondary education institutions, an adult basic education provider, representatives of K-12 education, a community-based organization, a representative from an economic development organization, non-profit organizations, local/regional government representatives, local chambers of commerce, trade associations and representatives of the workforce in the sector.

The employer members of the partnership should employ a substantial portion of the individuals who are employed in the industry sector that is the focus of the partnership.

The partnership should designate one of the member entities as the convener (see characteristics in definition section above) of the regional partnership.

One of the public members should serve as the fiscal agent for the grant. The convener and the fiscal agent need not be the same entity. The convener should organize the partnership, recruit employers and other members, and conduct the meetings. The convener may perform additional functions as agreed to by the partnership.

In order to be eligible, regional partnerships must provide resources to match *a percentage to be determined* of the value of the grant. Resources may be monetary or in-kind services.

Funded Activities

Sector partnerships need dedicated staff to coordinate and facilitate. Creating such a staff takes time and resources. Most states have used governor's WIA discretionary funds to seed the development of local partnerships, but with shrinking WIA budgets, they have turned to other funding sources. In New York and Virginia, for example, foundations provided seed funding for regional sector strategies. Grants under the Initiative may fund either planning or implementation activities.

Planning activities include

- The creation of a plan to close the gaps, a plan that:
 - Identifies skill standards and industry-based certifications,
 - Develops curriculum,
 - Establishes a career pathway for adults and a K-12 to postsecondary pipeline
 - Includes a plan for marketing and workforce recruitment,
 - Any other activities that assist in preparing or supplying workers for the sector;
- Convener Staffing Capacity.

Implementation activities include:

- Continued Convener staffing capacity (continual staffing over the long-term is essential to sustainability, volunteer efforts will not be sustainable)
- Skills training for unemployed individuals before or once they have been hired by employers or training for incumbent workers.
 - On-the-job training
 - Class-room training
- The training may be in:
 - Basic skills
 - General workplace skills, or

- Specific occupational skills.

In order to receive an implementation grant, the regional partnership must have completed planning activities for the sector, whether funded under this Initiative or by some other means. The results of these planning activities should be included with the Implementation Grant.

Evaluation Metrics and Grant Reporting

Both Planning and Implementation requests must include a section on how the partnership plans to monitor and evaluate its success and how it plans to sustain itself past the funding cycle.

Examples of evaluation metrics for partnerships include the following.

Participant Outcomes:

- Employment rates,
- Employment retention rates, earnings, and
- Credential attainment.
- To accommodate programs of study that are longer than Implementation grant, the following measures should be collected: student enrollment, student progress toward credential and student retention from semester to semester.

Employer Outcomes:

- Vacancy rates,
- Employee turnover,
- Employer satisfaction,
- Number of employer members in partnerships,
- Employer member retention rates, and
- Employer investments.

The Department shall report each year to the Indiana Career Council on the progress toward achieving the strategies Core Principles and Main Objectives, as well as the progress of the partnerships funded by Initiative.

Grant recipients shall report the outcomes of the partnerships evaluation plan to the Department as required by the requirements of the grant agreement.

Grant reports should also include:

Planning Grants should report on the extent to which the partnership has engaged required members, the extent to which the partnership has achieved system alignment, the amount of leveraged funds from non-state level sources, number of employer members of the partnership. The final deliverables for a planning grant are the detailed implementation, evaluation, and sustainability plans as developed through the planning process.

Implementation Grants should report on each training that was undertaken over the two year implementation period, number of enrollees, credentials completed (if appropriate to the type of training funded) , the retention of employer engagement in the partnership,

Appendix A: Examples of Success

Statewide Sector Strategy Success Stories

Maryland, Massachusetts, and Pennsylvania are all examples of states that use statutes and state funds to support regional sector partnerships. Maryland statute established the Employment Advancement Right Now (EARN program) to provide competitive grants to support the creation and maintenance of industry-led partnerships and the training programs driven by them. Massachusetts law created the Workforce Competitiveness Trust Fund to support regional sector partnerships. The Fund is funded through appropriations of state funds and managed by the quasi-public Commonwealth Corporation, which administers competitive grants to sector partnerships. Pennsylvania used legislation to establish the state's industry partnership program, which establishes a competitive industry partnership grant program. In all three states, sector partnerships are a key element of the state's overall workforce development strategy.

Home Grown Success: Best Practices from right here in Indiana

OrthoWorx

Convener: OrthoWorx, Inc.

Region/Location: Warsaw, Indiana

Formed in 2009 with initial funding from Lilly Endowment Inc. OrthoWorx is a community-based initiative. OrthoWorx works strategically and collaboratively with the orthopedic industry, other life sciences partners and regional stakeholders to ensure the Warsaw region continues to reap the social and economic benefits from its position as The Orthopedic Capital of the World.

OrthoWorx is focused on supporting the orthopedic cluster in Warsaw, Indiana and the surrounding area. The cluster represents nearly 45 percent of Kosciusko County's employment – nearly 13,000 total jobs (including direct and indirect employment) and unequaled concentration of medical device industry jobs.

The organization works to be on the leading edge of education & talent development; to cultivate regional pride; and to enhance the future of orthopedics through innovation.

OrthoWorx members include: BioMet, DePuy Synthes, Medtronic, OrthoPediatrics, Tecomet, Zimmer, Paragon Medical, Lake City Bank, Grace College & Semina, Northeast Regional Partnership, the City of Warsaw, BioCrossroads, the Board of Commissioners of Kosciusko County, Kosciusko County Community Foundation.

In addition to these members, OrthoWorx has also established a University | Industry Advisory Board.

Eco15

Convener: Community Education Coalition Region/Location: Southeast Indiana (Jackson, Bartholomew, Decatur, Dearborn, Jennings,

Franklin, Ripley, Ohio, Switzerland, Jefferson)

Funded by grants from Lilly Endowment Inc., and regional industry and community partners, Eco15 is led by the Community Education Coalition (CEC) of Columbus, Indiana and Heritage Fund - the Community Foundation of Bartholomew County. The CEC is a partnership of business, education, and community leaders whose goal is to align the region's learning system to support economic growth and a high quality of life. The region's learning system

efforts to-date include a network of twenty-seven high schools, two career technical education districts, four Ivy Tech Community College sites, Indiana University Purdue University Columbus, Purdue College of Technology, Hanover College, six WorkOne sites, ten community learning centers, and one regional Advanced Manufacturing Center of Excellence.

EcO15 uses a network-based management structure that allows each county to develop its own means for achieving the established goals while still benefiting from the overall infrastructure and the common support services. The CEC and Heritage Fund administer many of the grants, manage the overall project, and provide fiscal oversight for EcO15. A 10-member regional council functions as “keeper of the vision” and is composed of leaders in community foundations and economic development.

EcO15 relies on the commitment of ten community foundations and/or economic development officials working closely with ten EcO15 County Coordinators. These Coordinators act as full-time liaisons, working in concert with twenty-seven high school “Dream It Do It Champions” (educators who receive a stipend). The coordinators and champions connect and align middle and high school students, parents, post-secondary education providers, employers and their employees with educational opportunities that are directly related to well-paying careers in the region. The community foundations and/or economic development officials of the region play a vital role in providing guidance and support, while ensuring that their respective counties are implementing the plans in accordance with the vision and goals of EcO15.

Advancing Manufacturing

Convener: Region 4 Workforce Investment Board

Region/Location: North Central Indiana (Benton, Carroll, Cass, Clinton, Fountain, Howard, Miami, Montgomery, Tippecanoe, Tipton, Warren, and White Counties)

Advancing Manufacturing debuted in Lafayette in February 2012, as a coalition of manufacturers, workforce development, economic development and education coming together to promote manufacturing in West Central Indiana. Today, Advancing Manufacturing is offering already skilled applicants access to direct-hire positions and those needing training the opportunity to become a Certified Production Technician. In the last two years, 193 people have earned the credential. The program also offers high school students tours of area manufacturers in the fall and spring each year.

Employers involved in Advancing Manufacturing include AdKev, Alcoa, Ball Corp., Cal-Comp Electronics, Carter Fuel Systems, Caterpillar, Cives Steel, Coleman Cable, Dean Baldwin Painting, Easton Technical Products, Emerson, Federal Mogul, Girtz Industries, Kirby Risk, Lafayette Instrument Co., Monticello Spring, Nanshan Aluminum, NHK Seating, T&L Sharpening, Terra Drive Systems, The Tech Group and voestalpine Rotec.

Besides participating manufacturers, partners include representatives from education, employment, economic development and government sectors. Educators include Ivy Tech Corporate College in Lafayette and Kokomo; from employment, Region 4 Workforce Board and WorkOne West Central Indiana. The utility industry is represented by Duke Energy, Tipmont REMC and White/Carroll REMC; industry by Alcoa Foundation; and economic development by Indiana’s Technology Corridor and North Central Economic Development Partnership and their participating economic development organizations. Government participants include the cities of Kokomo, Lafayette and Monticello, and commissioners of Cass, White and Tippecanoe counties.

Regional Advanced Manufacturing Partnership

Convener: Region 6 Workforce Investment Board

Region/Location: East Central Indiana

In a recent effort to establish a “Work Ready Community,” the Mayor of Muncie has highlighted the need to increase skills so constituents can find jobs and employers can find talent. This established a foundation for the Mayor, commissioners, economic development, employers, schools, community colleges, and WorkOne to all convene around one “table.”

The first meeting focused on employers’ needs and primarily listening to those needs. Afterward, service providers met separately to determine how to support those needs by leveraging the tools in the community. The partnership worked together to develop a training package for soft skills and entry-level skills.

The partnership gained more and more employer involvement quickly for two reasons: 1) meetings of the industry representatives are only attended by employers and are convened when decisions are to be made (focus on action); and 2) system partners hold separate meetings, but move quickly to design the actual training.

Appendix B: Table of Advanced Industries in Indiana

Indiana Advanced Industries Focus

The Most Prevalent Industries in Indiana That Constitute the Advanced Industries Sector

MANUFACTURING		SERVICES
Aerospace Products and Parts	Other Electrical Equipment & Components	Architecture and Engineering
Agr., Construction, & Mining Machinery	Other General Purpose Machinery	Cable & Other Subscription Prog.
Aluminum Production and Processing	Other Miscellaneous Manufacturing	Computer Systems Design
Audio and Visual Equipment	Other Nonmetallic Mineral Products	Data Processing and Hosting
Commercial & Service Industry Machinery	Pesticides, Fertilizers, & Other Agri. Chemicals	Medical and Diagnostic Labs
Engines, Turbines, & Power Trans. Equip.	Petroleum and Coal Products	Mgmt, Scientific, & Techn. Consulting
Foundries	Pharmaceuticals and Medicine	Other Information Services
Household Appliances	Resins & Synthetic Rubbers, Fibers, and Filaments	Other Telecommunications
Industrial Machinery	Semiconductors and Other Electronic Components	Satellite Telecommunications
Iron, Steel, and Ferroalloys	Medical Equipment and Supplies	Scientific Research & Development
Motor Vehicle Bodies and Trailers	ENERGY	Software Publishers
Motor Vehicle Parts	Electric Power Generation, Trans. & Distribution	Wireless Telecom Carriers
Motor Vehicles	Oil and Gas Extraction	
Other Chemical Products		

Source: *America's Advanced Industries: What they are, where they are and why they matter*, published by the Brookings Institution, February 2015.

ⁱ Groves, Garrett and Lindsey Woolsey, "State Sector Strategies Coming of Age: Implications for State Workforce Policymakers," © National Governors Association.

ⁱⁱ Ibid.

ⁱⁱⁱ "Sector Strategies Toolkit," SectorStrategies.org, <http://www.sectorstrategies.org/toolkit>, accessed 5/27/2015.

^{iv} Shedd, Sheila, "When it Comes to Success, Arizona is All Business," presented at the 2013 WIA Technical Assistance Conference: Moving Forward, https://www.azdes.gov/uploadedFiles/Workforce_Investment_Act/des_sector_strategy_presentation.pdf, accessed 5/27/2015.

^v Ibid.

^{vi} Muro, Mark et al. *America's Advanced Industries: What they are, where they are and why they matter*, Brookings Institution, February 2015, accessed by web 5/27/2015.

^{vii} <http://collaborativeleadersnetwork.org/leaders/the-role-of-the-convenor/> accessed on April, 29, 2015

^{viii} "Sector Strategies Toolkit," SectorStrategies.org, <http://www.sectorstrategies.org/toolkit>, accessed 5/27/2015.

^{ix} Ibid.