

# COMMONWEALTH OF PENNSYLVANIA



## DEPARTMENT OF LABOR AND INDUSTRY

### Industry Partnership Guidelines Building A Skilled Workforce

Department of Labor and Industry  
Pennsylvania Workforce Investment Board  
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Harrisburg, Pennsylvania 17102

Commonwealth of Pennsylvania  
Edward G. Rendell, Governor  
[www.state.pa.us](http://www.state.pa.us)

Department of Labor & Industry  
Stephen M. Schmerin, Secretary  
[www.dli.state.pa.us](http://www.dli.state.pa.us)

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### **Submit Applications to:**

**Sandi Vito**  
**Deputy Secretary of Workforce Development**  
**1700 Labor and Industry Building**  
**7<sup>th</sup> Street and Forster Avenue**  
**Harrisburg, PA 17120**

**Please submit 5 paper copies. No electronic applications, please.**

## **Section 1 – Background, Introduction, and Program Design**

In today's economy, businesses need highly skilled workers; workers need good jobs and career opportunities; and the Commonwealth and its economic regions need top quality companies and workers. Industry Partnerships are a key institutional innovation for meeting the skills needs of businesses, the career goals of workers, and the economic development goals of the Commonwealth.

Industry Partnerships are a particular kind of “workforce intermediary,” a so-called dual customer institution that helps connect and meet the needs of both workers and businesses. Industry Partnerships bring together multiple employers, and workers or worker representatives when appropriate, in the same industry cluster to address common or overlapping human capital needs.

Effective Industry Partnerships can accomplish the following:

- identify the training needs of businesses, including skill gaps critical to competitiveness and innovation;
- facilitate companies to come together to aggregate training and education needs and achieve economies of scale;
- help educational and training institutions align curriculum and programs to industry demand, particularly for higher skill occupations;
- inform and collaborate with youth councils, business-education partnerships, parents and career counselors and facilitate bringing employers together to address the challenges of connecting youth to careers;
- help companies identify and work together to address common organizational and human resource challenges – recruiting new workers, retaining incumbent workers, implementing high-performance work organization, adopting new technologies and fostering experiential on-the-job learning;
- develop new career ladders within and across companies, enabling entry-level workers to improve skills to advance into higher skill, higher wage jobs;
- develop new industry credentials that give companies confidence in the skills of new hires and workers more mobility and earning potential across firms; and
- promote communication networks between firms, managers, and workers to promote innovation, potential economies of scale in purchasing and other economic activities, and dissemination of best practices. In some cases, these activities result in the development of new learning collaboratives, Centers of Excellence, or joint economic development activity.

The Commonwealth is making funds available ranging from \$5,000 to \$150,000 to strengthen existing partnerships and seed fund the development of new partnerships in the Commonwealth's nine targeted Industry Clusters.

### **The Commonwealth's Targeted Industry Clusters**

The Commonwealth's targeted industry clusters and eight sub-clusters were defined in 2003 and 2004 based on detailed industry analysis, the local knowledge of leading Local Workforce Investment Boards, and input from educators and representatives of the Departments of Labor & Industry and Community and Economic Development. Each of the targeted industry clusters consists of a group of industries that are closely linked by common product markets, labor pools, similar technologies, supply chains, and/or other economic ties.

1. Advanced Materials and Diversified Manufacturing
  - Chemical, Rubber and Plastics
  - Electronics
  - Metals and Metal Fabrication
  - Printing
  - Vehicle and Vehicle Equipment
2. Agriculture and Food Processing
  - Food Processing
3. Building and Construction
4. Business and Financial Services
5. Education
6. Information and Communication Services
7. Logistics and Transportation
8. Lumber, Wood and Paper
9. Life Sciences
  - Bio-Medical
  - Health Care

See also [www.paworkforce.state.pa.us](http://www.paworkforce.state.pa.us) link to PA Competitive Industries.

### **Section 2 - Eligible Applicants**

Entities that are knowledgeable/experienced in working with the targeted industry cluster (or sub-clusters) may apply for Industry Partnership funds. The lead applicant will serve as the fiscal recipient of funds and should have a leadership role in developing and maintaining the Industry Partnership through ongoing interaction with the regional provider networks, businesses and employee representatives.

To ensure collaboration and alignment with other regional initiatives, Local Workforce Investment Boards (LWIBs) must be represented in the partnership.

The following entities are eligible to serve as lead applicants as long as the above conditions are met:

- Regional Workforce Investment Boards
- Ben Franklin Technology Partners

- Industrial Development Authorities and Corporations
- Non-profit organizations or associations serving as regional or local workforce intermediaries
- Business Consortium
- Organized Labor

### **Section 3 - Program Goals**

The long-term goal for this initiative is to create sustainable a regional Industry Partnerships that can target training, education, and workforce development programs to higher skill jobs in demand by industry, thereby enhancing the competitive position of the industry cluster and providing long term earnings and career opportunities for employees. Funds are available to create new Industry Partnerships or to strengthen existing initiatives.

To demonstrate the ability to meet this goal, the following objectives ***must*** be addressed in the application:

- describe the rationale for the selection of the industry cluster and its impact on the region;
- describe how business leaders and worker representatives where applicable, will be recruited and how governance of the partnership will be structured;
- outline immediate workforce needs and challenges that are expected to help engage employers and galvanize stakeholder commitment to the Partnership;
- outline the strategic objectives of the partnership, including how the formation of the partnership can enhance competitiveness of the industry cluster and promote a career infrastructure for the workforce. Such strategies might include, but are not limited to, promotion of new work organization, new product development and/or use of new technologies that gives the industry sector a competitive edge in the global marketplace, training to adapt to new cutting-edge technologies, or strategies that improve career outcomes for workers and lead to better retention rates for the sector;
- describe the process by which the partnership will assess in more detail training and other human resource needs; and
- describe how regional economic, educational, workforce development and private sector partners will be recruited to support the development and sustainability of the Partnership.

*Preference will be given to projects that meet the following additional criteria:*

- Demonstrate a clear link with a high performance business strategy.
- Strengthen regional coordination between WIBs, Economic Development and Educational institutions.
- Demonstrate a credible strategy for reaching small and midsize businesses.
- Demonstrate a credible strategy to recruit organized labor to the partnership.
- Strengthen relationships between small and mid-sized suppliers and their corporate buyers.

- Develop creative partnerships with underserved communities.

### Special Projects

Based on preliminary research, the Commonwealth has identified critical objectives in some of the targeted industry clusters. The Commonwealth is interested in proposals that have the below goals and characteristics. Proposals are not limited to the below, but the Commonwealth is interested in funding and evaluating projects in which the following goals might be met. Proposals in these areas should have strong stakeholder support, particularly from the employers that will be involved.

- The strengthening of career ladders and upward mobility opportunities for entry-level workers within business and financial services industries. The Commonwealth would also entertain creative proposals that bring employers together in order to foster skill development and career advancement in clerical occupations that cut across multiple industry clusters.
- Proposals that demonstrate short and long- term strategies enhancing recruitment and retention of minorities and women into the construction cluster. Programs in this area could be linked with strategies that improve chances for extended employment of new recruits.
- The creation of regional Industry Partnerships in acute health care and/or direct care fields that have the potential to promote the spread of best organizational practices, and the creation of system-wide career ladders that would improve job quality, quality of care, and worker retention.
- Partnerships of Logistics and Transportation firms with the potential to help firms more effectively utilize information technology, advance the skill level of workers to take advantage of cutting edge technologies and improve Pennsylvania's over-all location-based advantages in this targeted cluster. Partnerships would also be considered that provide support (e.g., training, access to affordable benefits, scheduling services that increase hours of work and reduce time away from home, other logistical support) to truck drivers who own and operate their own truck, increasing their efficiency, retaining them for the industry, and improving their jobs.
- Partnerships that would increase the competitiveness of the Pennsylvania cabinet industry and/or increase the value-added processing of Pennsylvania lumber within the state. These partnerships might address production skills shortages or promote training and peer learning that help managers and sales personnel identify and exploit opportunities for strategic collaboration among Pennsylvania logging companies, cabinet manufacturers, and distributors.
- Partnerships able to aggregate workers and employers to coordinate needs assessment, training and education for high demand technical occupations in information and communications, business and financial services, or the bio-medical cluster. Proposals should address how they plan to hold a partnership together and achieve sustainability when workers are scattered across many employers and constitute only a small fraction of employment at most individual employers. They should also demonstrate a clear

understanding of how workers learn technical skills, explain how they plan to mix classroom and work-based learning in light of how workers learn, and an approach to maintaining experienced workers' technological currency, hence employment security.

- Partnerships that can help Pennsylvania printing businesses and their workers transition to technology-intensive systems. A partnership could be statewide or regional and focus on developing common curricula, credentials, and career lattices that improve skill portability between the printing cluster and other industries with in-house printing operations.
- Dairy farming or other production agricultural partnerships that focus on improving the skill levels and advancement opportunities of entry-level workers.

#### **Section 4 - Disallowable Costs and Activities**

Although the proposed Industry Partnership plan may contain some of these elements, the grant award cannot be used to pay for the costs associated with items below. However, additional partnering agencies and programs may be available to assist with some of the provisions related to a comprehensive training plan or business strategy.

- Equipment or building construction
- Support lease or rental cost of building
- Funds cannot be used to reduce the workforce or displace workers
- Projects cannot violate any conditions of a collective bargaining agreement

In addition, this particular set of resources can only be used for planning and capacity building, not training. Funds may not be used to supplement existing resources available from the Commonwealth and only 5% of the total project cost can be applied to costs for existing overhead.

#### **Section 5 - Application Content**

Applications should be no more than five pages. This page count does not include the project budget, time line, organizational qualifications, staff resumes, or other information appropriate for the appendix.

- 1. Abstract and Project Goals (1 page)** – a one page summary of the main features of the application and an outline or chart that describes key project goals and the objectives that will be undertaken to meet these goals.
- 2. Needs Statement and Business Strategy (description of cluster, challenges facing the cluster and the development of a business strategy)** – a succinct summary of the targeted industry cluster, its overall business needs, and human resource challenges. This section should demonstrate an understanding of the competitive challenges of the cluster, the business strategy necessary to meet those challenges, and the role of workforce development in the overall strategy for competitive repositioning.

**3. Description of regional partnership** – This section should include descriptions on the following:

- the mission and goals of the regional partnership;
- the partners currently participating;
- recruitment strategy for new employers, worker representatives or other stakeholders;
- history of previous activities undertaken by the partnership (if applicable);
- planned governance of partnership (organizational structure, frequency of meetings, decision making, etc.); and
- project management - If a project manager has been selected, please provide a resume for that individual. If a project manager is to be hired, please provide a draft job description for the position.

**4. Project Design** – Projects must demonstrate an understanding of the cluster and employer and employee needs.

This section should briefly describe key elements of the project design and how these elements respond to employers’ and workers’ needs as well as the demands of the workplace. At a minimum, the proposed project should describe the following:

- the strategic goals of the partnership;
- assessment strategy to obtain the needs of employers and employees;
- alignment of existing workforce, educational, and economic development resources that will be used to support the partnership; and
- how firms can support the sustainability of the partnership.

**5. Projected Outcomes** – Describe the planned quantitative and qualitative outcomes of this project, how these outcomes will meet longer terms goals, and how these outcomes will be measured. This section should clearly state that the applicant would provide data for Appendix A, and address any additional outcomes expected from the project.

**Technical Assistance** – Applicants upon request can receive technical assistance in areas such as but not limited to:

- recruiting employers in the partnership;
- sustaining employers participation in partnership;
- assessing the training needs of multiple employers;
- sustaining partnership beyond the organizational stage; and
- aligning other educational, economic development, welfare and community partners for maximum effectiveness.

## Appendices

- **Appendix A - Evaluation:** Applications must include a statement that applicants are willing to collect participant data, including the information on the attached data sheet. An additional statement should indicate that the lead applicant is willing to participate in a third-party evaluation by providing data and access for interviews, and by participating in networking with other partnerships. (The evaluation process will be designed in collaboration with grantees to ensure that it does not impose an unreasonable burden on participating firms and to maximize opportunities for learning that benefit partnership members.) Grantees may also be invited to serve as part of state and national learning collaborative on innovation and sector-based workforce development. (Reference attachment 1)
- **Appendix B - Time Line** - This section should also include a timeline for the program design and implementation. (Reference attachment 2)
- **Appendix C - Additional supporting documents:** Resume and job descriptions, spreadsheets and proposed detailed training plan should be included in this section.
- **Appendix D - Sustainability Plan.**
- **Appendix E- Budget form:** The budget should also include a narrative that provides additional information on costs, indicating how the grant and matching funding are tied to program design and goals. Preference is given to projects with a matching fund of a ratio of 1 to 1. This section should include information on any other sources of matching funds that will be used to support this effort. (Reference Attachment 3)

## Proposal Submission

Applications for funding consideration will occur in three stages:

- Stage One - Applications will be accepted for review and funding consideration on or before September 15, 2005.
- Stage Two- Applications will be accepted on or before November 1, 2005 (pending the availability of funds).
- Stage Three- Applications will accepted on or before December 31, 2005 (pending availability of funds).
- Stage Four – Applications will be accepted on an ongoing basis after December 31, 2005, but subject to availability and consideration of the ability to expend before the funds expire.

The total level of funding is \$5 million dollars. Guidelines may be modified as needed and will be posted on [www.paworkforce.state.pa.us](http://www.paworkforce.state.pa.us). The maximum for any one grant is

\$150,000. The funding period for the grant is one year and funds must be spent prior to June 30, 2006. The partnership could be eligible to apply for incumbent worker training grant funds after they demonstrate that it is a viable industry driven partnership.

Please submit five paper copies of the proposal to:

Sandi Vito  
Deputy Secretary for Workforce Development  
1700 Labor and Industry Building  
7<sup>th</sup> Street and Forster Avenue  
Harrisburg, Pennsylvania 17120

**Please, no electronic copies.**

*Attachment – 1*

## Quantitative Measures Record

### Reporting Document

*(to be completed by each participating company)*

<b>Company Name:</b>	<b>Address:</b>
<b>Employer FEIN:</b> (Federal Employer Id Number)	<b>Phone:</b>
<b>Industry Code:</b> (North American Industry Classification Code)	<b>Fax:</b>
	<b>E-Mail:</b>

**Attachment 2**

**Sample Time Line** - This section should include a timeline for all aspects of the project, with particular emphasis on program design and training delivery. The sample timeline table below should be modified to fit your project.

	<b>Outline of Process</b>	<b>Duration</b>	<b>Start Date</b>	<b>Finish Date</b>
<b>Creating a program foundation</b>				
	Recruiting additional stakeholders			
	Selecting a program			
	Hiring project manager			
<b>Partnership Design</b>				
	Recruiting and selecting firms			
	Assessing needs			
	Alignment of resources			
<b>Program Support</b>				
	Identify and implement support activities			
	Define measures of program success			
<b>Define Next steps to support partnership</b>				

<b>Attachment – 3</b>				
<b>Budget Summary</b>				
<b>Budget Categories</b>		<b>FY 05-06 L&amp;I Budget Request</b>	<b>Matching Funds*</b>	<b>Total</b>
<i>Administration**</i>				
<b>Subtotal</b>				
<i>Program Manager</i>				
<i>Salary</i>				
<i>Benefits</i>				
<i>Travel</i>				
<b>Subtotal</b>				
<i>Other Costs***</i>				
<i>Materials (Equipment is not an eligible expense)</i>				
<i>Marketing and Outreach Activities (Provide details)</i>				
<i>Contracted Services (Lists all contracted providers)</i>				
<i>Other Costs (Provide Detail)</i>				
<b>Subtotal</b>				
<b>Total</b>				

*\*Please provide sources of matching funds on a separate sheet*

*\*\*Not to exceed 5% of the total request and no more than 5% of funds can be used to support existing overhead costs of the applying and partnering entities*

*\*\*\*Additional Budget Categories can be added as appropriate*