

# Washington's Sector ↔ Cluster Strategy

Eleni Papadakis  
Executive Director  
Workforce Training and Education  
Coordinating Board

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## The Workforce Board

- Tri-Partite Board: Business, Labor, and Government
  - 9 voting members
  - 3 non-voting members
  - Non-voting chair
- Mission: to shape strategies to create and sustain a high-skill, high-wage economy.



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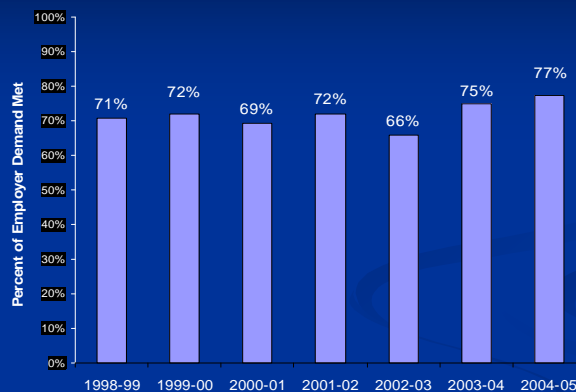
# Board's Role

- Planning
- Coordination
- Evaluation
- Research and Development
- Policy Analysis
- Advice to Governor and Legislature



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## Skill Gap: Percent of Projected Employer Demand met for Workers Trained at the Sub-Baccalaureate Level



Notes: The data for the numerator comes from the administrative records of training providers, and the data for the denominator comes from the Employment Security Department. The job-openings estimate is based upon the 10-year trend line in order to even out short-term business cycle effects. The next results will be for 2005-06, available in the fall of 2008.



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## Industry Skill Panels: 2000

- Regional Partnerships of business, labor, education (mostly public post-secondary, sometimes also K-12), support service providers
- Identification of current and future workforce needs of a specific industry
- Planning and root cause analysis
- Collective vision of success
- Cooperative investment in solution



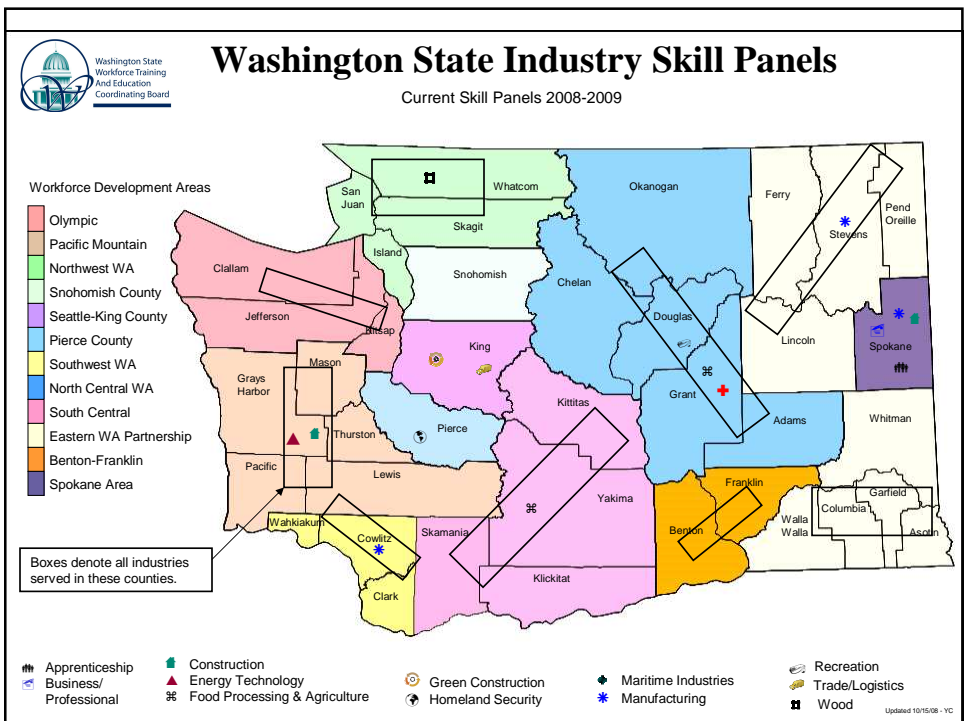
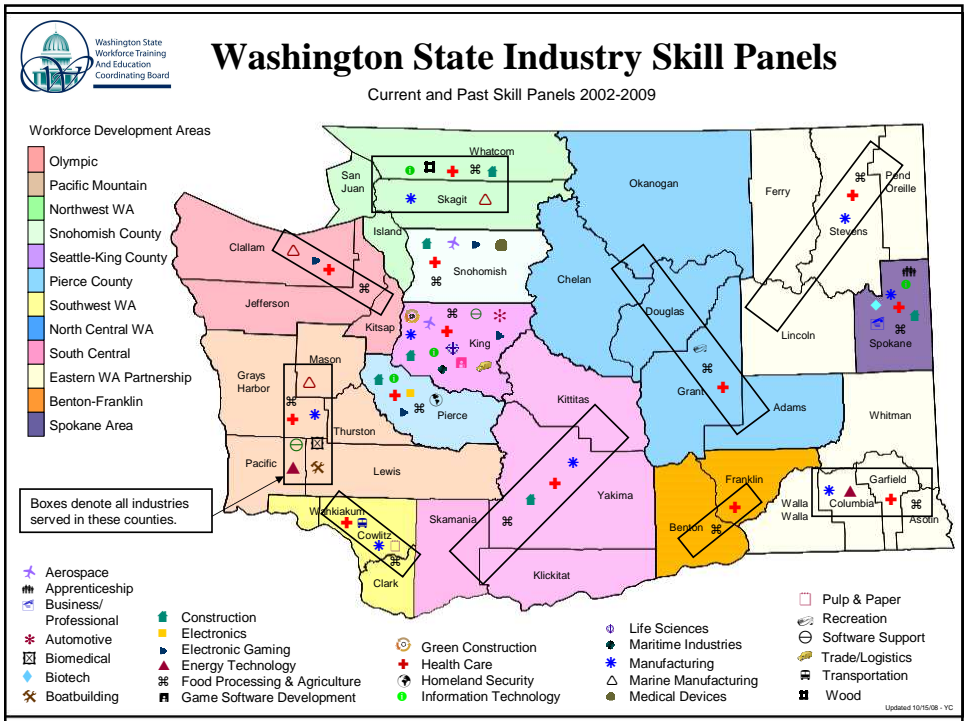
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## Sample Results

- Skill Standards for the energy and electronics industry
- Modular curricula for manufacturing and biotechnology industries
- New mariner and tug boat operator apprenticeship programs
- Teach the teacher programs (K-12 pipeline initiative)
- Loaned faculty arrangements and other co-investment strategies
- New articulation agreements
- Customized skill training for incumbent workers



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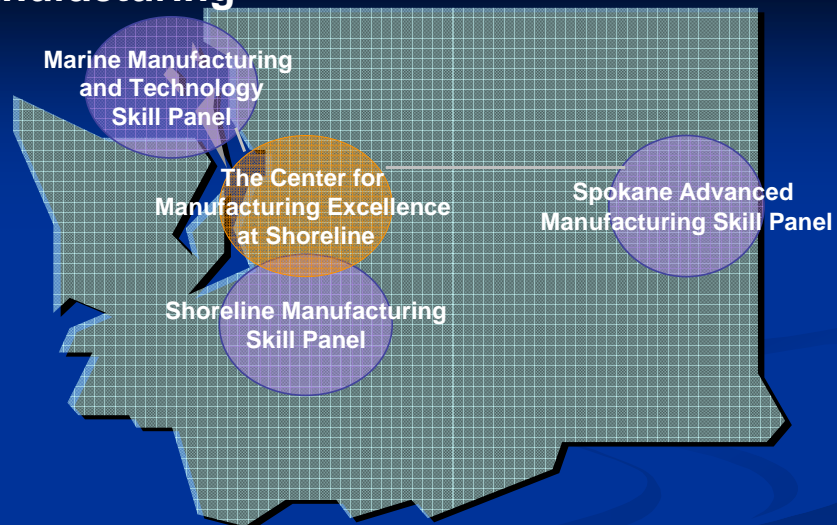
## Centers of Excellence: 2004

- Community and Technical Colleges
- One center supports all colleges
- Industry research
- Skill standards
- Curriculum development
- Infrastructure analysis
- TA and coaching
- Partnership building



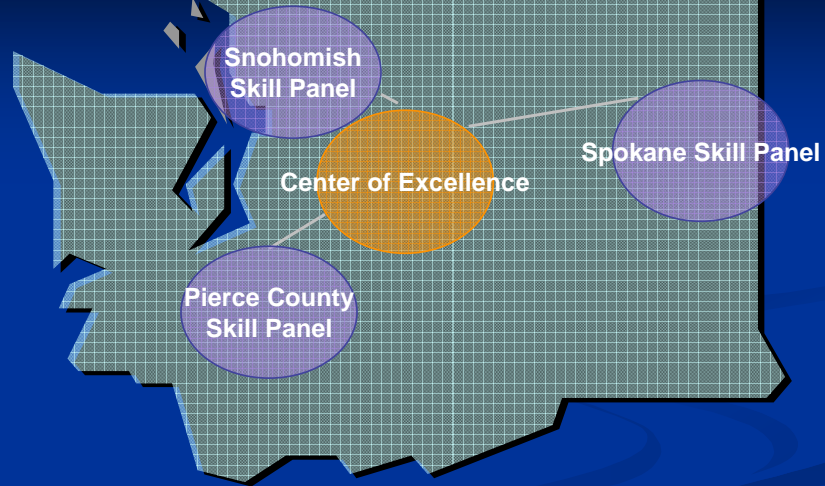
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## Manufacturing



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# Construction



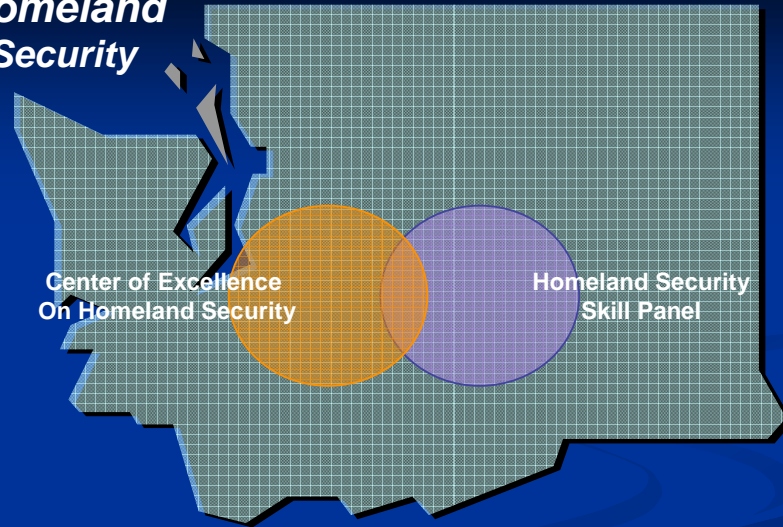
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# Information Technology



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# Homeland Security



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# Governor Christine Gregoire



**The Next Washington: Growing Jobs and Income in a  
Global Economy: 2007 - 2017**



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# The Next Washington

- Skills for the Changing Economy
- The Foundation for Success: Traditional “Infrastructure” and Beyond
- Open for Business



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## Washington Works—Component of TNW: Evaluation of Washington’s Workforce Development System

- Improve the partnership among workforce and economic development efforts at the state and regional levels;
- Improve collaboration among state workforce agencies and local partners;
- Improve the connection between the Board’s performance accountability system and the Governor’s Government Management Accountability and Performance accountability process.



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## Changes in Infrastructure

- Dept of Community, Trade, and Economic Development on WTECB
- WTECB on new Economic Development Commission
- ADO Statute mandates coordination with LWIBS and CTCs on local economic development planning
- Development of coordinated performance metrics between economic and workforce development



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## Charged to work differently

- From Sector Strategy to Cluster Development
- WTECB, CTED, and EDC work together to develop a framework for coordination of economic and workforce development
- Identify critical clusters across the state



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# Industry Sector

- Cuts across an entire field of commercial activity
- Organized economic activity connected with the production, manufacture, or construction of a particular type of product or service



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## Key economic clusters:

“A cluster is a geographic concentration of interconnected companies, specialized suppliers, service providers, firms in related industries, and associated institutions (for example, universities, standards agencies, and trade association) in particular fields that compete but also cooperate.”

....Michael Porter



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## Skills for the Next Washington

- Brought together state level economic and workforce development stakeholders, and business and labor
- Open forums across the state to determine the state-local relationship and:
  - What is working
  - What needs to be changed
  - What new options are needed



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## Skills for the Next Washington

- Cluster Development Strategy is the best point of intersection for the coordination of economic and workforce development at the regional level
- Leaves room for the other important work of both fields of practice
- Establishes common terms definitions
- Recommends joint planning on regional priorities and resource deployment strategies



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