Managing, Supporting, and Sustaining Partnerships Among Stakeholders

Facilitator: Danielle Mezera, JFF Consultant

Practitioners Panel: Jean Egan, Long Beach CaLL (Career Linked Learning) John Churchill, Greater Memphis Alliance for a Competitive Workforce (GMACW) David Edwards, YouthWorks One Stop Career Center - Brockton Area Workforce Investment Board (BAWIB)
Session Agenda

- Current conditions and the need for diverse engagement
- How we know when partnerships are misaligned
- Understanding what makes up high-quality partnership
- Hear from Practitioners on the “front-lines”
- How to evaluate your “persons” and your “program”
- Identifying supports and resources
Pathways and Partnerships

Show of Hands:
Who believes they have strong community (business/nonprofit/government) partnerships?

Who believes they have a strong process to identify and sustain their community partnerships?

How do you know?
Pathways and Partnerships

The Importance of Community Involvement. ... Being involved with our community is all about building relationships: with the community, with business leaders, with area businesses, and most importantly, with the citizens of those communities.

Launching Pathways to Prosperity: 5 Key Levers

The JFF/HGSE team has identified five key implementation levers for state and regional Pathways systems.

- 9-14 Career Pathways
- Career Information & Advising Systems
- Intermediaries
- Effective Leadership & Enabling Policies
- Employer Engagement
In the past, careers were stable, linear and singular. People chose one path and pursued it over the course of their lives from high school to postsecondary to retirement.

Now, careers are complex, fragmented, specialized, and ever evolving. More often than not, our work life will be made up of a portfolio of micro-careers.

This complexity becomes more acute as technology continues to alter the work landscape through automation and advanced learning and skills development.
Current Conditions: Necessities

In the past, careers were stable, linear and singular. People chose one path and pursued it over the course of their lives from high school to postsecondary to retirement.

Now, careers are complex, fragmented, specialized, collaborative and ever evolving. More often than not, our work life will be made up of a portfolio of micro-careers.

These realities reflect the critical importance of Diverse Stakeholders

Complementary To and Reflected Through Perkins WIOA ESSA Other Investments or Policy Priorities, such as Pathways to Prosperity NSFY Grant
When is a Partnership Misaligned?

More often than not -
Two parties were expecting different things from the relationship.

Why?

• Communication
• Unclear need
• Unclear role
• Other?
Exercise: Key Components of a “High-Quality” Partnership

Instructions
1. Find a “Shoulder Partner”
2. Together, identify key components that you believe are reflective of high-quality partnerships between education and community (business/nonprofit/government)

Recommended Pacing
Exercise – 5-7 mins
Share Time – 5-7 mins
“High Quality” Partnerships

First: It must be a “relationship of value”

Additionally:

- **Partnership agreements**: It’s important for partners to have clear, formal partnership agreements that articulate roles and responsibilities.
- **Clear expectations**: Partners should consistently set and explain their expectations with each other.
- **Think about your “clients”**: When evaluating potential partnerships, think about your clients (students, business owners, associations, educators, parents, etc.). Will you be meeting the needs of your clients?
- **Mutually beneficial**: It might sound obvious, but should still be noted, partnerships should be mutually beneficial.
- **It’s ok to walk away**: Like any relationship, a new partnership holds a great deal of promise. However, sometimes it doesn’t work out. That’s okay. It’s better to end the partnership and regroup rather than force something that’s not working.
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Evaluating Partnerships

More often than not formal evaluations do not happen.

What typically happens is that one or both parties do their own intrinsic evaluations. Asking themselves, “Am I getting out of this what I thought I’d get?” If the answer is no, someone walks away.

At a minimum, this can slow down an initiative; at most, it can fully derail the initiative.
Evaluating Partnerships

A formal evaluation is important for program sustainability and growth, including gauging whether or not program goals are being met.

Five key considerations for why a formal evaluation should be in place (for person and for process):

1. To measure the partnership’s effectiveness in reaching identified program goals
2. To ensure the effective use of resources
3. To establish levels of accountability
4. To ascertain impact on clients
5. To improve how the partnership works together
Exercise: Your Current Evaluative Process

Instructions
1. Group/Table Talk
2. Together:
   When you think of your current Pathways (community) partners and how you approach the recruitment and sustainability of these partnerships, what should be evaluated to affirm (a) your partners and (b) your program in order to drive high-quality?

Recommended Pacing
Exercise – 5-7 mins
Share Time – 5-7 mins
Pathways Support

Given our conversations today, what are potential resources and/or supports you feel would be helpful to receive from the PtP Network that would support your efforts to develop and sustain a high-quality partnership program?
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