



Welcome to Sector Skills Academy Webinar: Leadership Practices

- Conference call dial-in: 314- 627-1519
- Webinar I.D.: 785-865-268
- Audio PIN – Please enter the Audio PIN # seen in your Control Panel
- Don't put us on hold – we'll hear your "hold music"!

- All attendees are initially muted to minimize background noise

- To ask a question, make a comment:
 - Type in the "Question" pane in the right hand control panel, and press "Send", OR
 - During Q & A, click "Raise Hand" on Control Panel

- Citrix/GoToWebinar Technical Support #888-259-8414, ext. 1



Agenda

- Introductions
 - Name, organization, sector focus
 - What's been a leadership challenge in this environment for you?
- Discussion with Sector Leaders
 - Cheryl Feldman, 1199C Training Fund
 - Jerry Rubin, JVS Boston
- Taking It Home



**Where are you
and what's been a
leadership challenge in these
turbulent times?**

PERSONAL LEADERSHIP

The Leadership Challenge, Leadership Practices Inventory and 360 Survey

CAPACITY of ORGANIZATION

Organizational Self-Assessment, Sustainability Exercise

STRATEGY for MEANINGFUL CHANGE

Sector and Systems Change readings, Sector Map, Envisioning Your Future Strategy Development Exercise

EFFECTIVE & SUSTAINABLE SECTOR INITIATIVE

PARTNERSHIPS

Organizational Self-Assessment, Partnership Matrix

SERVING the DEMAND SIDE
Sector Analysis Questionnaire, Sector Map, Business Value Assessment, Working with Business Reading

SERVING CONSTITUENTS

Sector Analysis Questionnaire, Sector Map, Serving Constituents Reading

LEVERAGE / POWER to INFLUENCE

Influence Map, Message Development Process Tool, Policy Reading

MODEL THE WAY

- Find your voice by clarifying your personal values
- Set the example by aligning actions with shared values

INSPIRE A SHARED VISION

- Envision the future by imagining exciting and ennobling possibilities
- Enlist others in a common vision by appealing to shared aspirations

CHALLENGE THE PROCESS

- Search for opportunities by seeking innovative ways to change, grow and improve
- Experiment and take risks by constantly generating small wins and learning from mistakes

ENABLE OTHERS TO ACT

- Foster collaboration by promoting cooperative goals and building trust
- Strengthen others by sharing power and discretion

ENCOURAGE THE HEART

- Recognize contributions by showing appreciation for individual excellence
- Celebrate the values and victories by creating a spirit of community



Jerry Rubin, JVS Boston

Prior to joining JVS, Jerry Rubin was Vice President of Building Economic Opportunities at [Jobs For the Future](#), a national workforce development and education policy, research, and consulting organization. Jerry founded and was Executive Director of two non-profit organizations: the [Greater Boston Manufacturing Partnership](#), a training and consulting organization based at the University of Massachusetts, and the [Coalition For a Better Acre](#), a community development corporation based in Lowell, Massachusetts. Jerry also spent ten years in the city administration of [Mayor Raymond L. Flynn](#), leading several housing, economic development and workforce development initiatives.

Jerry holds a Bachelors Degree in Government from Clark University and a Masters in City Planning from the Massachusetts Institute of Technology. He is the author of numerous book chapters, articles, and monographs on housing, economic development and workforce development issues. Jerry is a member of the [Massachusetts Workforce Investment Board](#), and a Board member of the Greater Boston Manufacturing Partnership and the Allston-Brighton Community Development Corporation. He lives in Brighton with his wife Carol, and enjoys hiking, skiing, playing music, and following the latest adventures of his 2 daughters in college and careers.



Cheryl Feldman, 1199C Training

Ms. Feldman has worked for the District 1199C Training & Upgrading Fund, a labor-management educational trust fund with 50 contributing employer partners, for 30 years. Ms. Feldman currently directs the Training Fund, which provides educational opportunities for the members of District 1199C (Philadelphia Hospital and Healthcare Employees), an AFSCME affiliate, and community residents, with an emphasis on workforce and career ladder programs. Ms. Feldman serves on the Advisory Board of the National Network of Sector Partners, on the Leadership Council of the National Skills Coalition, the Philadelphia Council for College and Career Success (Youth Council), the Leadership Council of the Pennsylvania Center for Health Careers, and the Advisory Board of CLASP's Center for Postsecondary and Economic Success. She served on the Education and Training Healthcare Subcommittee of the President Obama's Economic Recovery Advisory Board. She chairs the Pennsylvania Bureau of Adult and Literacy Education's Inter Coordinating Council and the Philadelphia Workforce Solutions Collaborative. She attended Oberlin College for her bachelor's degree and received a Masters in Social Work from the University of Pennsylvania.

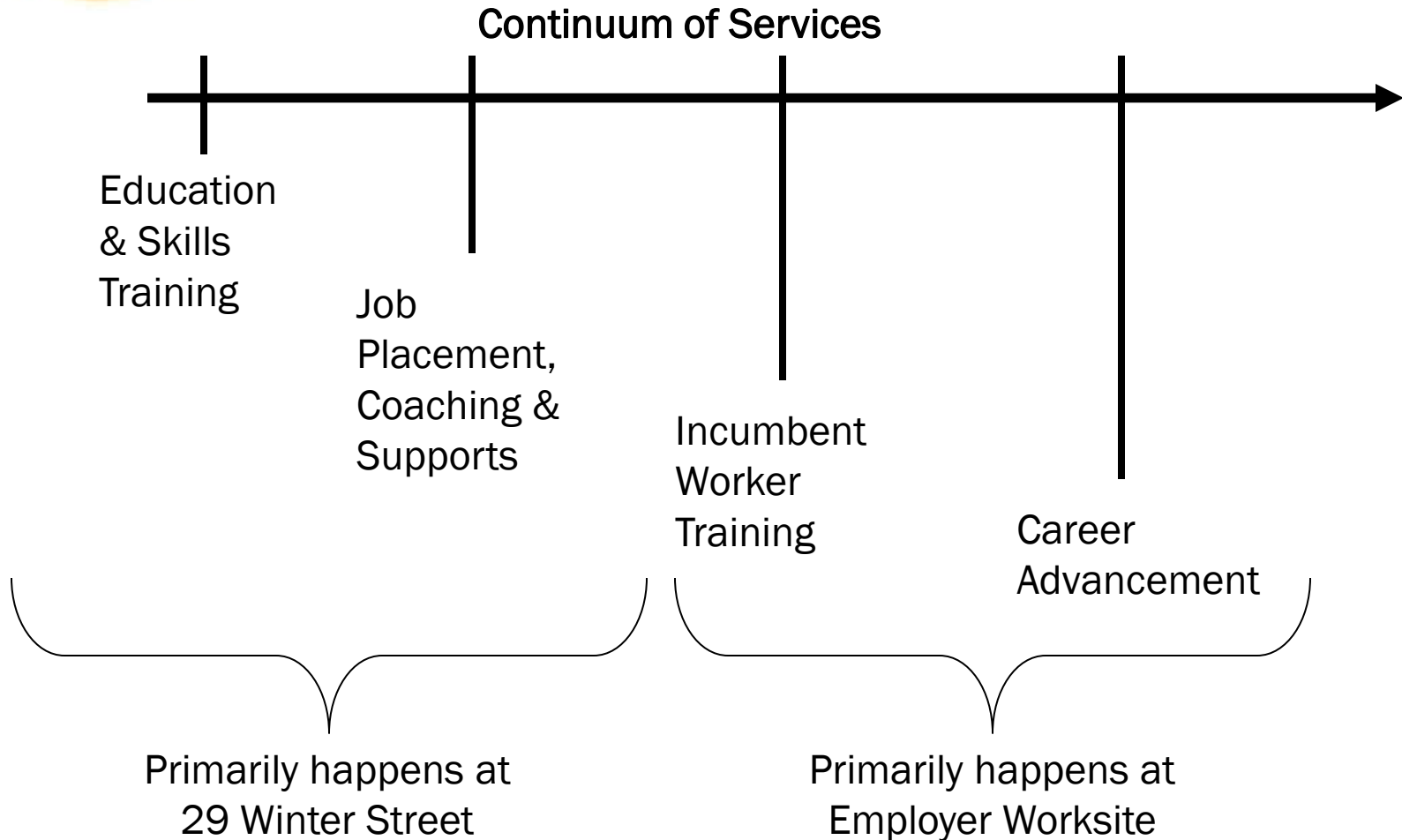


JVS Mission

- To empower individuals from diverse communities to find employment and build careers
- To partner with employers to hire, develop and retain productive workforces



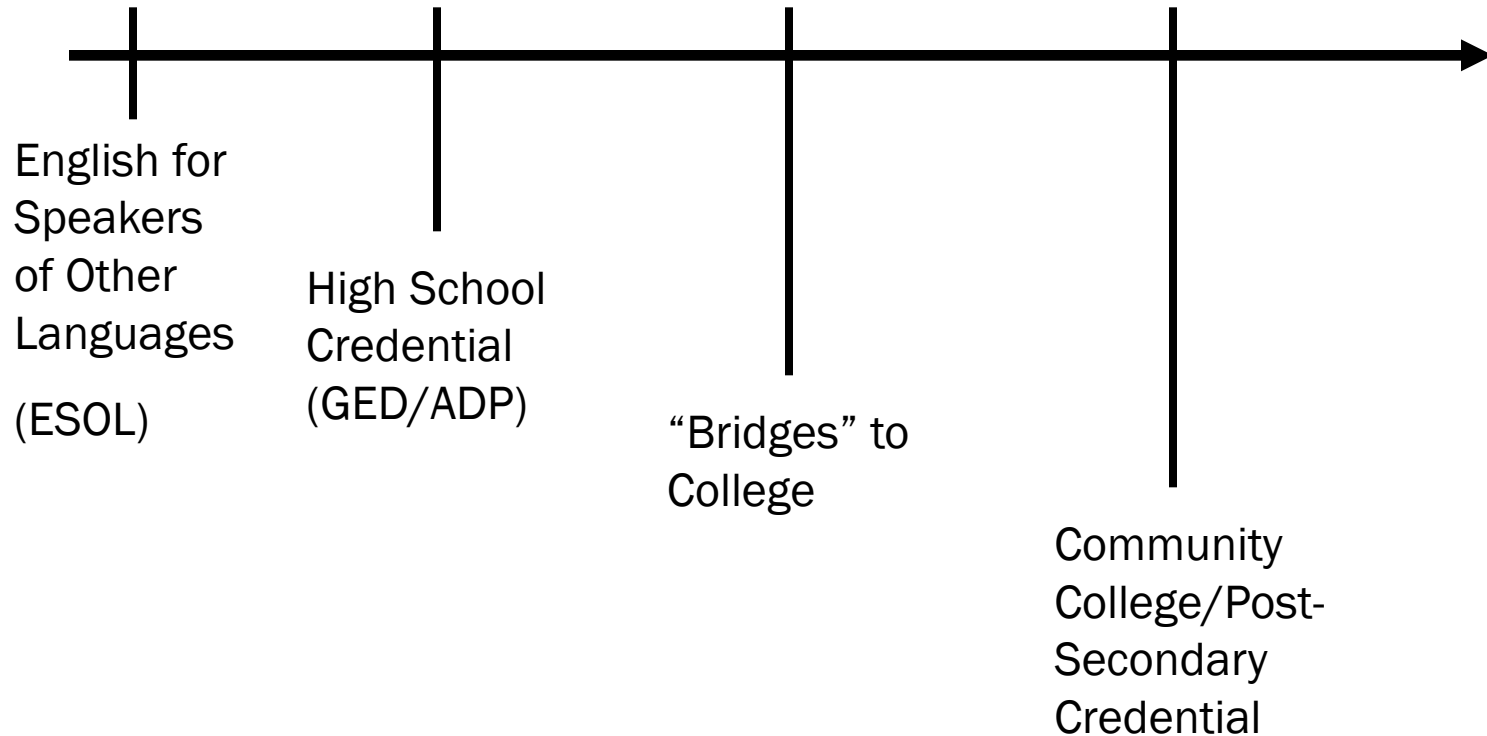
Workforce Development Services





Education Services

Education Pipeline



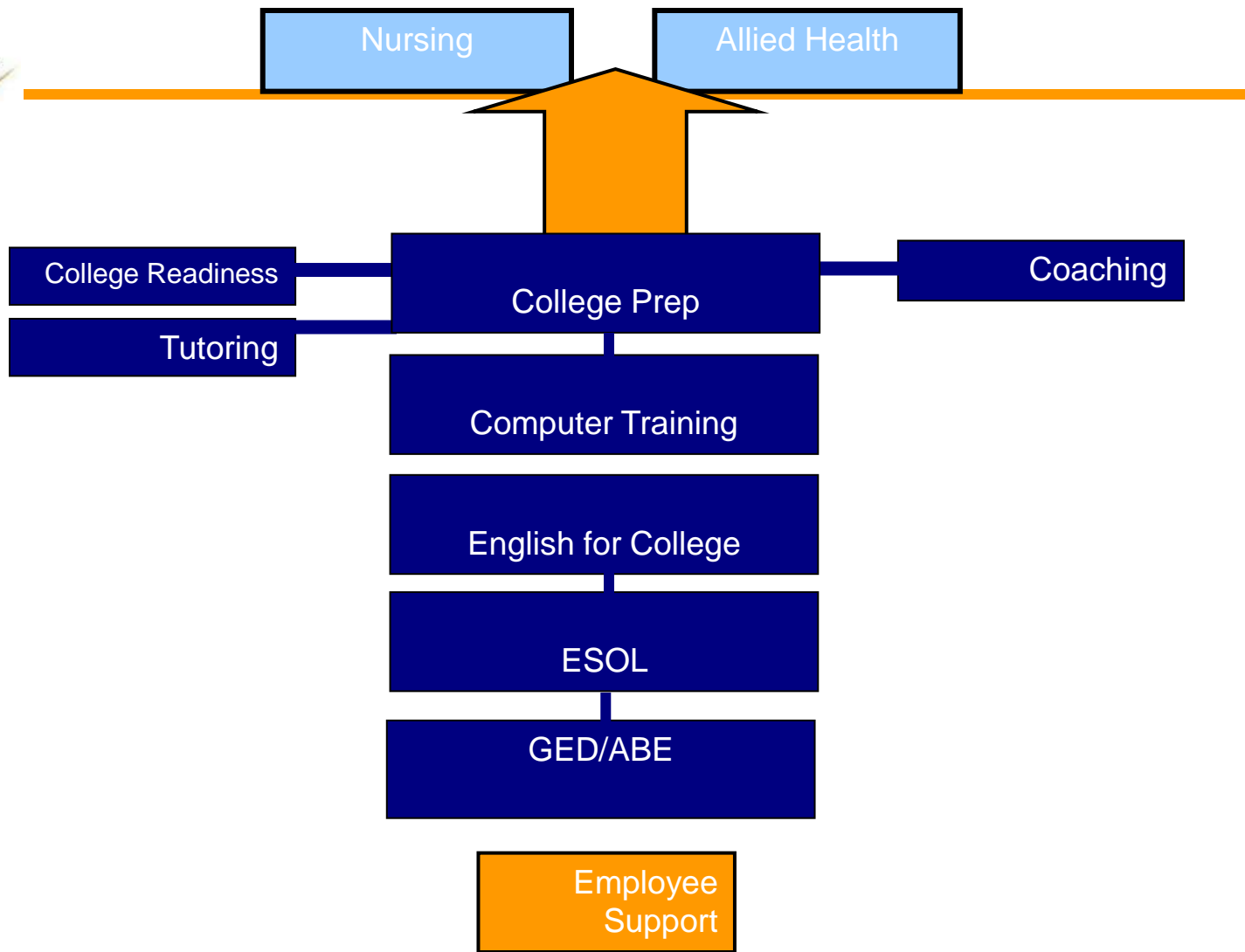


Employer Services FY2010

- 1.47 Million Budget (of total \$8.2 org. budget)
- 991 participants in classes
- 262 participants in coaching
- 19 employers
- Healthcare and Hospitality Sectors



Healthcare Training Institute



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1199C Training and Upgrading Fund

Helping Today's Healthcare Workers Prepare for Tomorrow's Workplace



Sector Skills Academy

April 5, 2011

District 1199C Training & Upgrading Fund Labor-Management Partnership

Serving as Workforce Intermediary and Education Provider with the goal of advancing low-wage workers through a partnership of employers and District 1199C, National Union of Hospital & Healthcare Employees, AFSCME, AFL-CIO

Serving the industry, the members and the community

District 1199C
Training &
Upgrading
Fund



The Founding Healthcare Partnership

- Labor-Management Education Trust Fund in Southeastern Pennsylvania (5 Counties) and Southern New Jersey (5 Counties)
 - Healthcare is the second largest employer in the region, providing jobs for 14 percent of the area's workers
 - Nearly 200,000 persons are employed in healthcare in the region



Description of the Employers

- 50 healthcare/human services contributing employers
- Industry partnership
- Hospitals, long term care facilities, personal care facilities, home care and home health agencies, clinics/CBOs, and developmental disability agencies.



Description of National Union of Hospital & Healthcare Employees

- 15,000 members with 100+ bargaining units
- Members include: nurse aides, LPN's, RN's, allied health technologists and technicians, social workers, therapists, dietary, laundry, environmental service, and transport workers, clerical workers, behavioral health workers, personal care attendants, home care and home health and community health workers.



Creation of Labor- Management Educational Trust Fund in 1974

- Created concept of pooled employer funding
- Committed to advancing low-wage, incumbent workers through education
- Committed to serving the community



The Way We Were

- Training viewed as critical to economic development
- Dependable public and private funding
- Long term projects
- Flexible project staffing that grew and shrunk with opportunities for lateral transfers and promotions



And then things changed or...

WE ARE NOT IN KANSAS ANYMORE



District 1199C
Training &
Upgrading
Fund



Trends 1974 - 2011

- Contracting instruction versus development of Learning Center
- Sector based partnership model
- Focus on employer engagement
- Diversity of funding revenues
- Diversity of customers
- Career pathway and integrated education model
- Credentialing and post secondary engagement



Sustainability

- Hold true to vision
- Responsiveness to change
- Flexibility
- Focus on quality
- Organizational redesign
- Collaboration
- Accountability



Contact Information

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