

Identifying & Pursuing Opportunities for Change



What system?

people

people

BizAssns

people

N

Unions

Businesses

people

CBOs & FBOs

people

G

people

people

Public Agencies

people

people

E

Education Institutions

people

R



What does systems change DO?

- Improve access to good jobs for constituency (equity, skills mismatch, ...)
- Improve job quality—help constituency better support selves/families
- Improve business competitiveness (strong regional economy, build/support strong communities)

....or, systems change address the problems constituents encounter in a “wholesale” way, instead of in a programmatic or “retail” way

Common Systems Change Targets

1. Education and training infrastructure

WIBs, community-based training providers, community colleges, apprenticeship programs

2. Industry practices

recruitment, hiring, promotion, scheduling, work environment, compensation

3. Public policy

legislation, regulations and funding streams



Changing the Education and Training Infrastructure



examples:

- **Improve access to education**
- **Create new apprenticeship programs or certificates**
- **Preserve and revitalize existing industry-specific programs**

Changing Industry Practices

examples:

- **Influence hiring practices to include low-income constituency**
- **Improve working conditions**
- **Create (access to) advancement opportunities**



Changing Public Policy



examples:

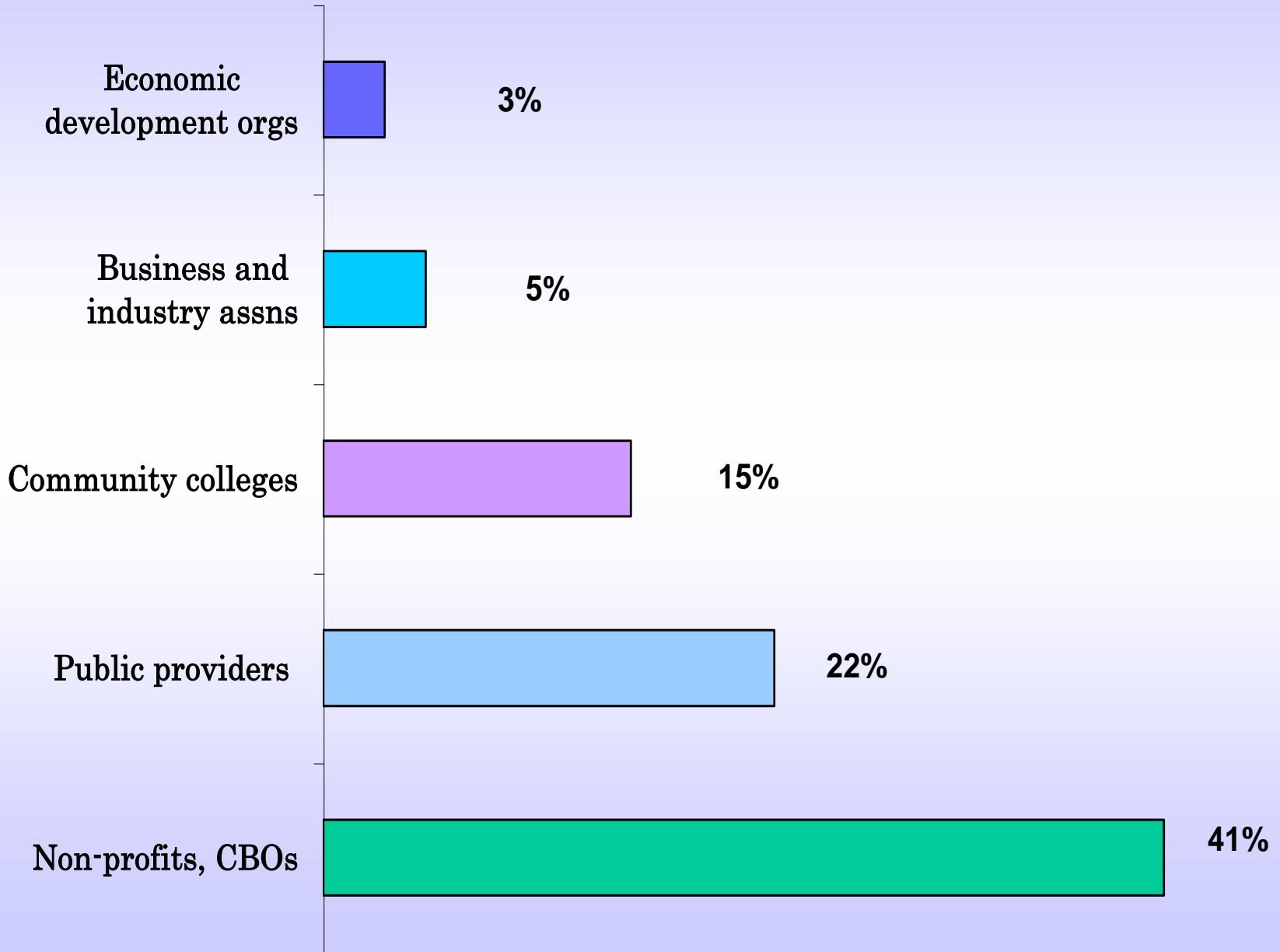
- **Change/enforce industry regulations**
- **Increase or alter public funding streams**

Systems Change Survey

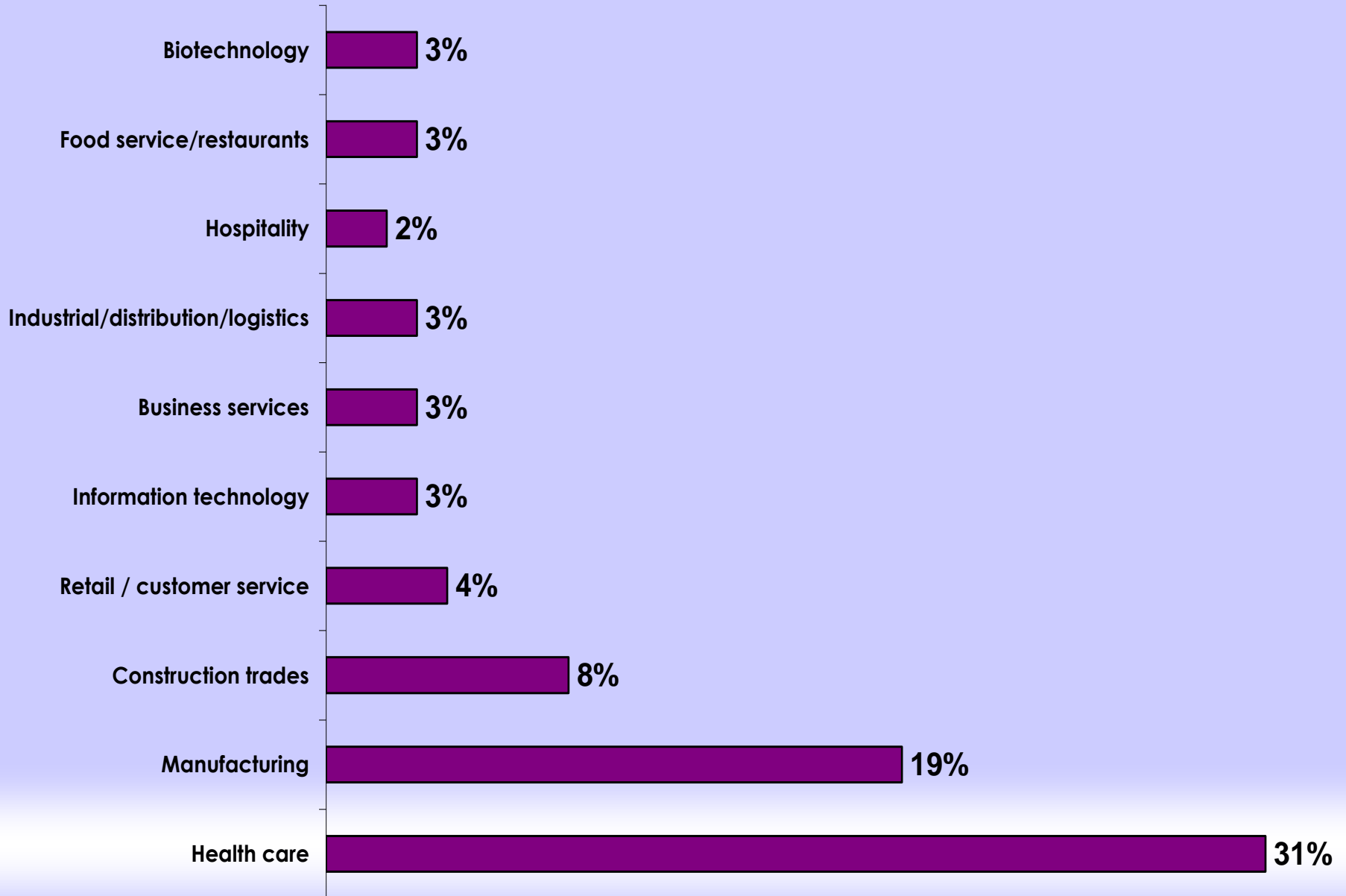
- **Web-based**
- **Piloted Summer 2006**
- **227 “Sector” programs responded**
- **Aimed at determining:**
 - **prevalence of systems change work**
 - **types of change activities**
 - **resources and capacity to engage in systems change**



Sector Initiative Organizations



Target Industries



Changing the Education and Training Infrastructure



Organizations and/or partners most commonly:

- **(91%) Broker business input and approval in curriculum development**
- **(91%) Implement work-experience opportunities**
- **(89%) Integrate basic ed. or work readiness into skills training**
- **(84%) Establish tutoring or academic support programs for post-secondary adult learners**
- **(83%) Help make course offerings more accessible to working adults**

Changing the Education and Training Infrastructure



Other strategies include:

- (77%) Influence others to integrate basic ed. or work readiness into skills training
- (76%) Establish case management or social services for post-secondary adult learners

Changing Industry Practices



Organizations and/or partners most commonly:

- **(87%) Link business to qualified workers they do not typically hire**
- **(76%) Negotiate competencies or skills for hiring**
- **(74%) Form business coalitions**
- **(70%) Train supervisors or managers**



Changing Industry Practices



Other strategies include:

- **(64%) Negotiate competencies or skills for promotion**
- **(63%) Work with business to develop jobs**
- **(57%) Offer a higher level of services to businesses that provide better-quality jobs**
- **(54%) Persuade business(es) to provide improve wages and benefits**
- **(32%) Run a model business**

Changing Public Policy



Organization and/or partner most commonly:

- **(84%) Use outcomes to demonstrate effectiveness of workforce investments**
- **(83%) Organize peers to influence funding levels or requirements**
- **(82%) Organize business or community leaders to influence funding levels or requirements**
- **(77%) Conduct and publicize research on the workforce needs of industry**

Changing Public Policy

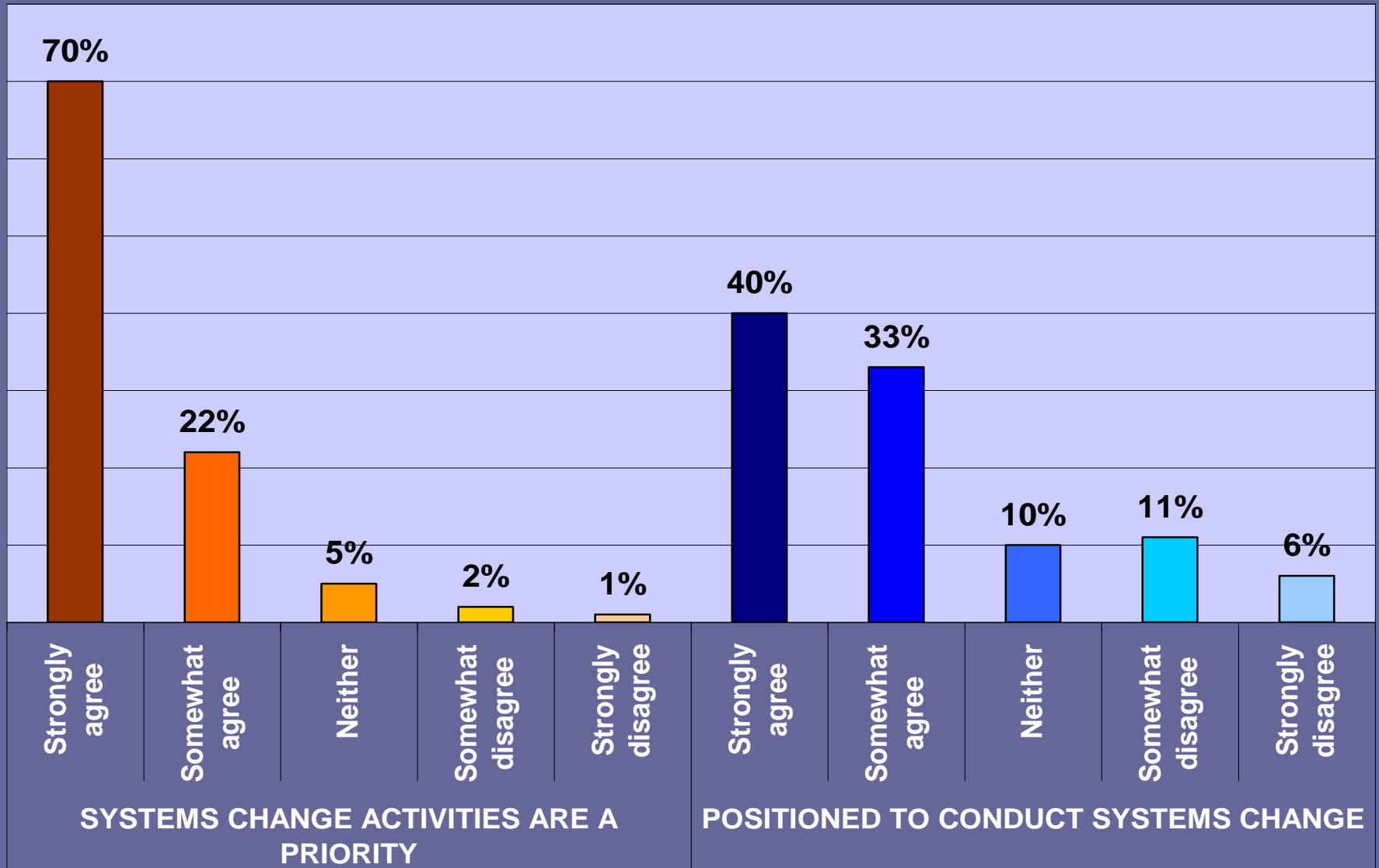


Other strategies include:

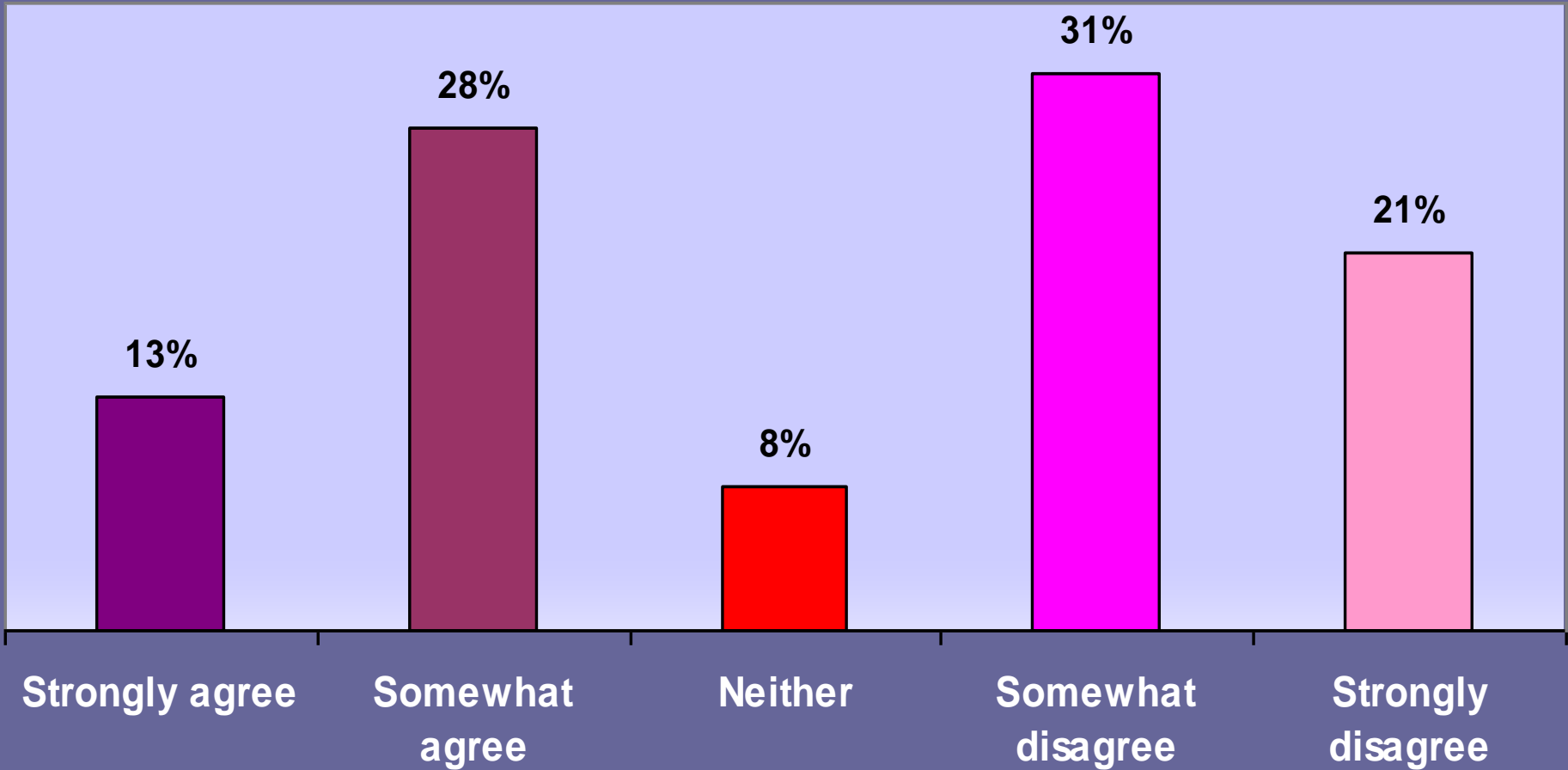
- (65%) Influence educational funding streams to reduce financial barriers for low-income students
- (43%) Organize low-income workers to influence funding levels or requirements

Systems Change Survey Results

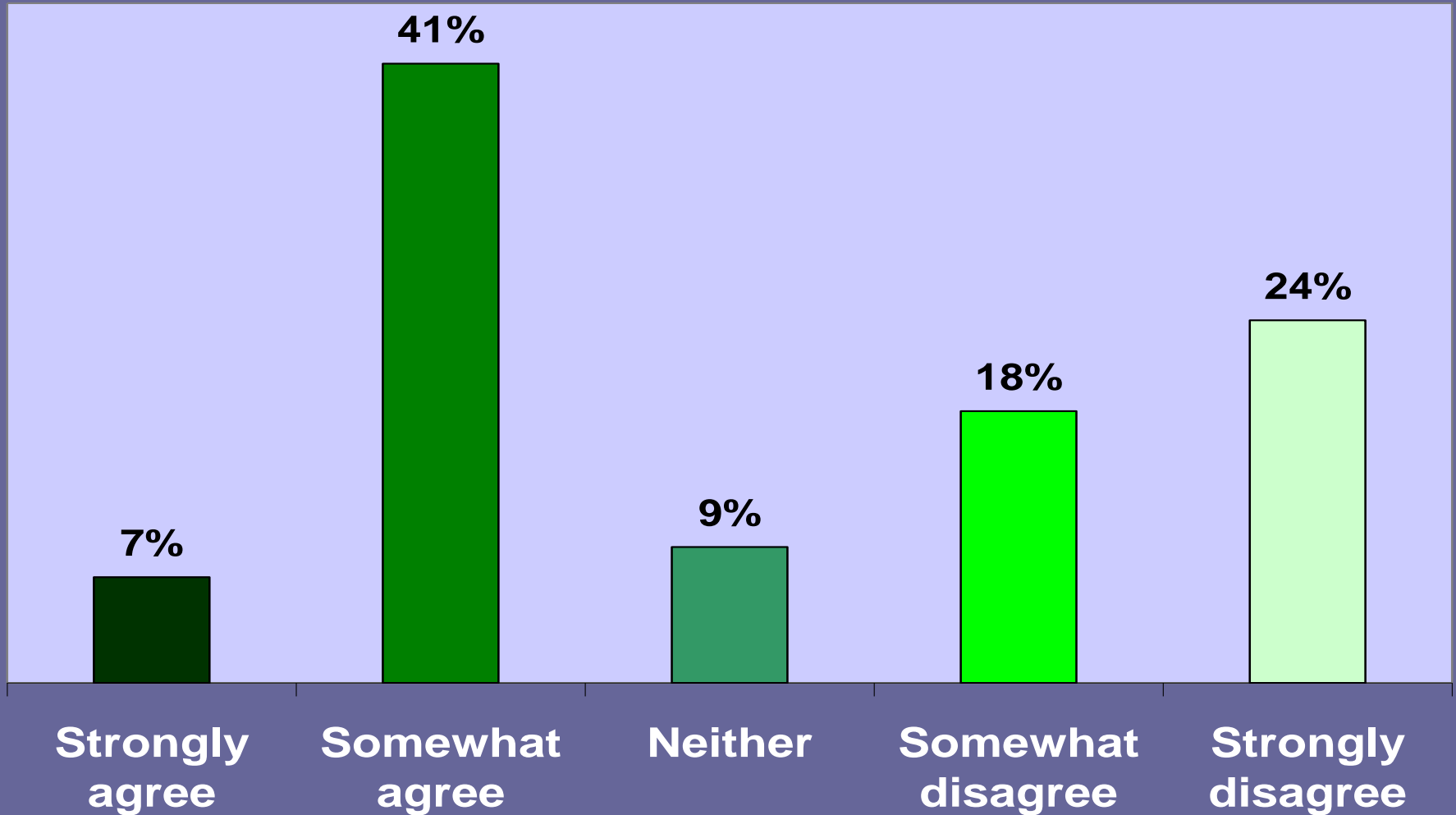
Priorities and Positioning



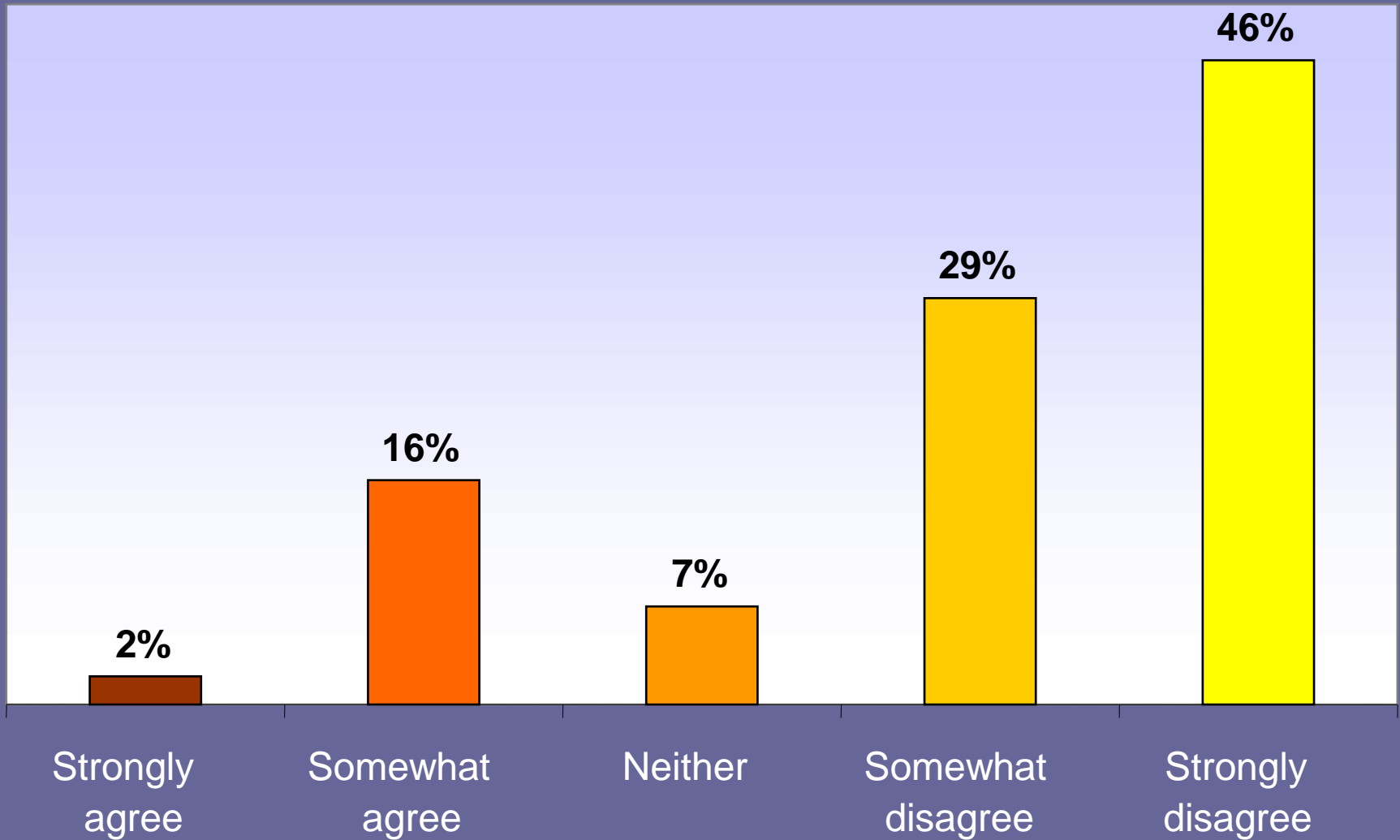
Capacity: Staff



Capacity: Flexible Funding



Capacity: Sufficient Funding



Contact info

The Aspen Institute
Workforce Strategies Initiative
1 Dupont Circle, NW, Suite 700
Washington, DC 20036

www.aspenwsi.org

wsi@aspennst.org

202-736-5800