



A&M EDUCATION SERVICES

Aligning Talent with Opportunity

Regional Partnerships for Education and Workforce Alignment



Background

Regional economies across the U.S. are changing rapidly in response to 21st century technological innovations, changing consumer preferences and geopolitical conditions. These changes along with the COVID-19 pandemic have presented significant challenges for employers in adequately meeting their hiring needs. The U.S. Economic Development Administration recognized the need for investment and new solutions in workforce development and accordingly allocated significant 2021 ARPA funding to [workforce development grant programs](#), including the Build Back Better Regional Challenge and the Good Jobs Challenge. These funding opportunities alongside other federal, state and philanthropic funding highlight significant interest and momentum across the country for building and strengthening workforce systems and partnerships. Every economic region in the U.S. has an imperative to better align the needs of employers with regional workforce development efforts to connect unemployed or underemployed workers to quality jobs with good pay, benefits and growth opportunities.

Challenge

Employers seeking skilled, trained workers often run up against the **lack of a qualified candidate pipeline**. On the other hand, local training providers **struggle to adapt their programming to fit the needs of changing regional industries and employer skills** requirements. Regional economic development organizations such as regional planning commissions and workforce development boards strive to fill some of the gaps in this employer – training – worker system, but are constrained by restrictive funding sources and prescribed solutions.

Our Services

A&M's Public Sector practice strategically partners with employers, state and regional economic development organizations, and workforce training providers to create and implement **innovative, localized workforce development solutions**. We understand the need for training solutions to be driven by industry and employer needs. We employ expertise in workforce strategy and program definition, workforce and economic needs assessment, stakeholder facilitation and program implementation to develop workforce solutions that work for employers, trainers and/or the regional workforce development system as a whole.

For Economic and Workforce Development Organizations

- Conduct research and analysis to assess regional workforce development needs
- Lead definition of workforce development programs, including design of stakeholder collaboration and partnership models
- Lead and manage implementation of new workforce programs, including stakeholder engagement and communications
- Conduct landscape of funding sources to clarify sustainability paths for training and job placement efforts
- Identify and structure required wraparound supports to reduce barriers to training and employment faced by historically underserved populations
- Support grant-writing efforts, including developing strategy, managing stakeholders, developing budgets and writing grant content

For Employers

- Assess occupation, competency, and skills needs to identify realignment or improvements to current recruitment and training practices
- Support development of new recruitment and training strategies and lead definition of new programs
- Facilitate collaboration with training providers
- Define recruitment and training success metrics and measurement tools
- Support and lead implementation of new training and job placement processes

For Training Providers

- Support improved alignment of training programs with industry
- Facilitate collaboration between industry and regional workforce development stakeholders
- Define training program success metrics and develop measurement processes
- Support grant-writing efforts for state, federal and philanthropic funding opportunities

Why A&M?

- **We have experience with the nation's largest employers:** A&M has worked at all levels of state and federal government, for the largest foundations and nonprofits, and for countless private sector employers in diverse industries. We understand the skills needed for 21st century jobs and the struggles both public and private sector organizations have in matching skilled workers to essential roles.
- **We are practitioners:** A&M's Education Advisory Council, along with our practice leaders, have experience working directly as teachers, operators in private sector industries, and public servants within government and any public sector agencies. This industry expertise, coupled with our world-class consulting talent, provides a unique combination of insight and experience to inform and deliver successful workforce development solutions.
- **We work collaboratively:** A&M leads work requiring complex stakeholder engagement efforts. Our community engagement and change management competencies are essential for the collaborative regional efforts needed to develop sustainable, impactful workforce solutions.
- **We are data-driven:** A&M leverages work-class job market data and analytics platforms to inform our workforce development research, planning and strategy development. Planning what and how to measure impact is core to our strategy development process.

Case-In-Point: Good Jobs Challenge Grant Support Situation

The EDA developed the Good Jobs Challenge grant program to encourage regions across the U.S. to develop innovative, industry-specific solutions to meet training and hiring needs while also lifting up communities that have traditionally been underserved. A portfolio of seven regions needed support in developing quality applications with strong support from regional stakeholders. A&M was engaged to lead the strategy development, stakeholder engagement and grant application drafting process for these seven regions.

Outcomes

- Developed and led a custom stakeholder engagement process for each of 7 regions, including engagement with employers, training providers, wraparound service providers and economic development organizations
- Conducted labor market analysis in each region using Emsi Burning Glass data and economic report review
- Developed comprehensive 3-year budgets for each application
- Led ongoing communication with regional and central EDA staff to ensure alignment of applications with requirements
- Successfully developed and submitted 7 grant applications

Case-In-Point: Utilities Industry Workforce Situation

A major utilities construction company identified a gap in the workforce related to middle-management and engaged A&M to develop a workforce development program to better prepare students to fill these roles after graduating college. The goals of the initiative were to improve industry awareness, technical aptitude, and role-related skills in the students, to expand the candidate pool for entry-level project and construction management positions, and to prepare candidates to enter the company in middle-management roles.

Outcomes

- Established partnership with local University to tailor curriculum and create a recruiting pipeline specific to the company's needs
- Identified competencies important to the client and aligned university course curriculum
- Worked with professors, university faculty and client SMEs to review and develop course content and insert industry knowledge into eight different university courses
- Developed a company-wide internship program
- Exposed 300+ students to a new industry through development of a wide variety of course materials and content and prepared students with job-specific skills to fill the workforce middle-management gap

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ABOUT ALVAREZ & MARSAL

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) for leadership, action and results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services. When conventional approaches are not enough to create transformation and drive change, clients seek our deep expertise and ability to deliver practical solutions to their unique problems.

With over 6,000 people across four continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, leverage A&M's restructuring heritage to help companies act decisively, catapult growth and accelerate results. We are experienced operators, world-class consultants, former regulators and industry authorities with a shared commitment to telling clients what's really needed for turning change into a strategic business asset, managing risk and unlocking value at every stage of growth.

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