

Detroit Jobs Alliance Charter

November 13, 2012

Vision

A Detroit in which all residents have the skills and resources needed to have sustainable career pathways and livelihoods and can participate in the current, growing, and future economy of the Detroit region.

Mission

Build an alliance of stakeholders who collectively have a measurable impact on Detroit's ability to connect the skill and employment needs of its residents with employers' workforce needs.

Core Values

Our values are what we collectively believe in and guide our behaviors.

Diversity and Inclusion

Engaging a diverse cross section of individual, organizational, and regional stakeholders and partners is key to our Alliance building efforts and success. We work to create an organizational environment that values the diversity of its voices, ensuring that the Alliance embraces equity as a key driver of economic development in the region. We work to have a workforce system that is accessible across race, ethnicity, gender, class, age, sexual orientation, immigration status, and physical and mental ability.

Learning and Transformation

A commitment to building an alliance requires a willingness to “try on” new paradigms. This means challenging our assumptions and raising difficult questions. It means valuing and actively promoting learning and experimentation, gaining new knowledge and developing new skills. It means making personal, organizational, systems, and cultural shifts to continually improve our efforts and outcomes.

Collaboration and Accountability

Collaboration across differences is the cornerstone for having a collective and systemic impact on Detroit's workforce development efforts. We embrace collaboration to build trust, foster new ideas, and maximize our collective assets. We hold ourselves and one another accountable

for living out our values, guiding principles, and commitments. We acknowledge what is working and what needs improvement, and we adapt to meet our goals.

Transparency and Trust

We want our relationships with stakeholders and network partners to be based on transparency and trust. We promote open, honest, and respectful dialogue that honors our diverse voices and points of view. We work to make clear the how and why decisions are made and how stakeholders can have a voice in those decisions.

Guiding Principles

Our guiding principles help inform our decision making.

Engagement of Residents

We measure success by how well we engage Detroit's residents in helping to create solutions to workforce development challenges and to influencing the efforts and decisions that affect their lives. We also measure success by how effectively we support residents in advocating for themselves.

Engagement of Employers

We measure success by how well we engage and meet the workforce needs of Detroit area employers, directly and in connection with others. We also measure success by how effective we are at securing commitments from employers to partner with local stakeholders to create an equitable workforce and inclusive workplace, and work with them to hire and advance quality work and sustainable careers for Detroit residents.

Commitment to the Alliance

We are guided by and agree to uphold the Alliance's shared vision and mission and trust the processes we have agreed upon for working together, even if we don't always agree. With diversity and inclusion as a core value, we promote a spirit of shared leadership and power equity among all stakeholders and partners. We use our Alliance Building Guidelines (VISIONS, Inc) as the framework for communicating, problem-solving, and resolving conflict.

Capacity Building for the Alliance

We commit to building our capacity to have an impact and make systemic change in the workforce development system, both for residents and employers. We are open to gaining knowledge and skills and use social change and equity models and frameworks that support reaching the Alliance's goals.

Resource Leveraging and Stakeholder Interests

We make individual, organizational, and collective resource contributions to the Alliance's success. We work to build upon each others' strengths, and focus our efforts individually and organizationally in complementary ways that help us work together to achieve shared outcomes. We agree that it is acceptable and sometimes even important to acknowledge and

advance Alliance members' individual interests when these do not violate the interests of other Alliance members or the Alliance itself.

Commitment to Results and Processes

We maintain a commitment to collective action for Detroit's residents and area employers by working together to meet our agreed upon goals, measuring progress, and assessing our outcomes and impacts. We balance planning and action, acknowledging that both of these are integral to the Alliance's success and that the capacity building processes the Alliance uses are products in and of themselves and also are important.

Goals for Alliance Building

Goal #1

Create an alliance of stakeholders with a shared commitment to help all Detroit youth and adult residents, especially those facing significant barriers to success, develop needed skills and increase their employment and access to sustainable careers and livelihoods based on employer and resident needs.

Goal #2

Enhance the collective capacity of stakeholders to help all Detroit youth and adult residents develop needed skills and increase their employment and access to sustainable careers and livelihoods, based on employer and resident needs.

Goal #3

Create a framework the Alliance can use for coordinated action around systems and policy change that supports and sustains its work to ensure that Detroit youth and adult residents have the necessary skills and access to jobs and sustainable careers based on employer and resident needs.

Areas of Focus

Prepare Residents for Workplace Success

Success in the workplace depends on many factors. These must be addressed if Detroit residents are to be able to access and retain self-supporting employment. Key factors include improving foundational skills, identifying career pathways, and ensuring access to transportation.

Create Jobs for Residents

Detroit's high rate of unemployment stems in part from simple math – there are not enough available jobs. Longer-term and creative strategies are needed to bolster employment based on existing efforts and assets in key sectors/pillars of the community economy.

Rethink Employer Engagement

Businesses are at the heart of the demand-driven workforce system. Detroiters will only succeed in employment if they are able to meet the needs of employers, and help the companies they work for achieve their business goals. Serving employers effectively requires a deep understanding of their needs, which requires rethinking and coordinating approaches to employer engagement.

Create a Culture of Collaboration

Detroit is fortunate to have many active community-based organizations that are devoted to helping Detroiters succeed in work and life. Yet, customers—including residents and employers— and potential partners and investors in the local system often express a sense of confusion and chaos which stems in part from a perceived lack of alignment of efforts. Through better alignment and coordination, resources could be leveraged more effectively and create more opportunities for collaboration, rather than collaboration, to better meet employer needs AND resident job placement and retention outcomes.

Help All Detroiters Succeed

The spectrum of Detroiters needing help to achieve workforce success is broad. There are, however, particular groups that face unique barriers to employment, such as veterans, limited English proficient persons, older youth (16-24), those with mental health and substance abuse issues, and returning citizens and ex-offenders. Strategies are needed to allow for all Detroiters to access services, while providing focused attention to those who need the most help.

Intended Outcomes and Impacts

The following targeted outcomes and impacts will be used to guide the coordinated action planning and capacity building work of the Detroit jobs alliance. We will work to create specific measures and systems for tracking and reporting on these items.

Area	Intended Outcomes	Intended Impacts
Skill Enhancement & Credentials	Increased the number of residents with the skills and credentials needed in the region	Met business and community development needs in Detroit Enhanced the economic and social well being for individuals, families, and neighborhoods throughout the city
Employment & Career Pathways	Increased the number of employment opportunities and career pathways for residents in Detroit	Helped those who want to work get connected to jobs and resources Improved residents' financial stability and sustained engagement in the workforce
Partnerships & Resources	Increased the number of private and public sector partnerships and aligned workforce related investments	Improved the capacity and outcomes of organizations in Detroit Developed sustainable skills and pathways with employer, residents, and community stakeholders

Summary

We recognize that it takes time to build the capacity to have collective impact and to make systemic change. We also recognize the urgency of our mission, the need to effectively advocacy for change, and how we communicate our message. Our Detroit Jobs Alliance Charter document will support us in these efforts.