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vocational internship placements

Appendix 3 Tools creating network

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Tools 1 - A and 1 - B can help you think broadly

about who these key stakeholders are, as well as which ones might be a priority to include in your partnership.

TOOL 1 - A: ISSUE(S) BULL'S EYE

Instructions:

1. Write the issue(s) and what you hope to accomplish through a partnership in the center of a piece of flip chart paper or a whiteboard; draw three rings around the issue(s); label the rings Level 1, Level 2, and Level 3 respectively. Each level refers to a type of stakeholder:

Level 1: Stakeholders who are actively engaged in or directly affected by the issue(s), are highly influential, and have critical perspectives to consider.

Level 2: Stakeholders who may be impacted by the issue(s) and are able to influence other stakeholders.

Level 3: Stakeholders who have the potential to be convinced about the importance of the issue(s) and could be helpful supporters.

2. Brainstorm and write the names of the stakeholders (organizations or persons) that have an interest in or connection to the issue(s) on sticky notes; place the sticky notes in one of the rings based on your knowledge of how close or pivotal each is to the issue(s). Tip: If you are doing this in a group, you may want to have each individual decide who the key stakeholders are on their own and place their sticky notes on the target. The group can then discuss the possibilities and move sticky notes around to reflect consensus.

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TOOL 1 - B: STAKEHOLDER PERSPECTIVES

Instructions: The following list of common stakeholder perspectives in internship partnerships can be used as a checklist or brainstorming tool for considering possible partners. The last column asks whether the stakeholder would likely be a "core partner" or an "additional resource" that could be involved on an as - needed basis (see Tool 1 - G: Models of Partnership for further explanation).

What interest does this person/organization have in the issue(s)? What role or perspective could this partner contribute? What decisions do they influence?	Interest, Roles & Perspectives Name(s) of current or potential participants	Core Partner (C) or Additional Resource (R)
Local government Interest, role, and/or perspective:		
Chamber of commerce Interest, role, and/or perspective:		
Social partners and organizations Interest, role, and/or perspective:		
Local business network Interest, role, and/or perspective:		
Social entrepreneurs Interest, role, and/or perspective:		
Job center Interest, role, and/or perspective:		
 Interest, role, and/or perspective:		

Meet your potential partners in person and take time to establish rapport and build trust as you work on assessment and outreach:

a. Give a general overview of the partnership's issue(s).

b. Explain the specific actions needed to address the issue(s) and why a partnership is needed.

c. Ask about their organization and perspective.

d. Ask about their organization's needs and discuss how the partnership might help meet those needs.

e. Ask what resources their organization could contribute to the partnership.

f. Make a clear and specific "ask" of those invited to partner.

The questions in Tool 1 - C can be used as a guide as you begin to make decisions about which stakeholders to invite to be part of your partnership. Tool 1 - D is a worksheet for recording your answers to the questions.

TOOL 1 - C: THINK IN DEPTH ABOUT POTENTIAL PARTNERS

Instructions:

The following list of questions can be used to consider the benefits and challenges of working with potential partners to address the issue(s) and what the partnership hopes to accomplish.

Note – use only those questions that are relevant to your partnership.

1. What potential partners have been identified? (see Tools 1 - A and 1 - B)

2. Which potential partners could help us better address our issue? (see Tools 1 - A and 1 - B)

3. Have we identified new and non-traditional partners? (see Tool 1 - A: The Issue Bull's Eye)

4. Do the potential partners understand and support the partnership's priorities or have similar priorities?

5. Do the potential partners have a history of good relations with each other? Is there a shared respect for each partner's or potential partner's organization and work? If not, can the differences be overcome?

6. What are the potential drawbacks to partnering with each organization?

7. What specific resources will each potential partner bring to the partnership? Is there a particular strength or resource that will contribute to the success of the partnership?

8. What resources would be valuable? Who has those resources?

9. Could collaboration reduce costs or make reallocating funds possible?

10. Is there a person who could be a "champion" and would work to make sure the partnership happens? (see Tool 1 - E: Consider Facilitators and Champions)

(CDC, 2011)

TOOL 1 - D: POTENTIAL PARTNER ASSESSMENT

Instructions:

Use the following chart to keep track of the advantages and challenges of working with different potential partners based on the discussion generated from the questions in Tool 1 - C. Use more than one copy of this chart if you want to consider more than three potential partners, or adapt the chart to best suit your needs.

What is the issue(s), and what do you hope to accomplish through the partnership?

Potential Partners	[Partner A]	[Partner B]	[Partner C]
Previous Experience ・History of good relations ・Shared respect			
Potential Benefits of Partner Involvement ・Support for priorities - understanding of issue(s) and support for what is hoped to be accomplished ・Similar work culture ・Specific strength or valuable perspective ・Specific resources partner can bring ・Community/Industry/Academic buy - in ・Experience working in a partnership ・Research or evaluation skills			
Potential Drawbacks or Challenges of Partner Involvement Potential benefit TO partner (what will they get out of it?)			
Potential challenges FOR partner (what concerns might they have?)			
Other Notes			
Next Steps ・Would potential partner be either a good core partner or a resource?			

Once you have identified partners, Tool 1 - E includes questions to consider when determining which of your partners can fill the two leadership roles that experienced partnerships have described as being pivotal to success: facilitators and champions. Facilitators help build trusting relationships between partners and help the partnership run smoothly. They lead the group process, making sure all voices are heard, and all partners are engaged. They take a leading role in driving the agenda, and often ensure that administrative and logistical needs of the partnership are fulfilled. Facilitators are often individuals who come into the partnership already well - respected and trusted by other partners. See Section 2: Understand the Art of Facilitation for more about this role including the differences between a "neutral facilitator" and a "facilitative leader." Champions are often respected leaders in their fields who are firmly committed to the partnership and its goals. They use their credibility and influence to convince their colleagues to support the effort, creating early buy - in and momentum for the partnership.

TOOL 1 - E: CONSIDER FACILITATORS AND CHAMPIONS

This tool includes questions to consider when determining which of your partners can fill the two leadership roles that experienced partnerships have described as being pivotal to success: facilitators and champions.

Instructions:

The following chart can be used to list the people currently filling, or potentially able to fill, the facilitator or champion roles. While these roles may get filled organically over the life of the partnership, taking a moment to consider these roles may enable you to strategically target particular individuals for participation or leadership.

Roles and Perspectives	Name(s) of Current or Potential Participant
Facilitators – Who can bring different people together? Who can effectively communicate with others? Who can make sure that all voices and perspectives get heard? Who is trusted to be neutral and not "take sides?"	
Champions – Who are the respected leaders in their fields? Who can provide access to different communities or target populations? Who has the influence to convince people within the industry to do the right thing? Who can help navigate choppy waters? Who knows and is willing to engage the government and regulatory world?	

1.3 INVOLVE PARTNERS

The partners you select will bring unique skills, experiences, and expertise to your internship partnerships, allowing them to play different roles. While their level of participation may change and evolve over time, it is useful to consider the different roles individuals and organizations can take on and their unique capacities.

Examples of the roles partners played in two different partnerships are described in the following case studies. (This part will be input from all partners after testing)

An individual's or organization's role and the ability to meet expectations of support and involvement should be considered when selecting partners. The following three levels of participation provide a way to define a partner's role(s) and clarify expectations:

Networking - the partner is willing and able to use their connections, websites, publications, and social media to gather and share information to advance the partnership's work.

Cooperating - the partner is committed to the overall partnership's goals and provides resources and activities to the partnership in support of the goals.

Collaborating - the partner is formally committed to sustaining the partnership and reaching its goals. Early in your partnership, you can use these three levels and Tool 1 - F to guide a discussion about the level of engagement partners believe is required for the effort and what they are able to commit. Or, if you have an established partnership you may use this discussion to refine and communicate your vision of the partnership to new partners.

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TOOL 1 - F: THREE LEVELS OF PARTICIPATION

Instructions:

1. Distribute a copy of the table to the partners. Using the issue(s) that brought the partners together, ask them to identify the level of support which they are willing and able to commit to the partnership.

2. Repeat this exercise if there is more than one issue.

3. Keep track of the discussion and summarize the results in a report to share with all of the partners.

Issue(s)_____

	Networking	Cooperating	Collaborating
Level of Support Required:	Individual Partner	All Partners	Partner Organization
Purpose:	Exchange information & periodically hold joint activities	Support a common goal	Share resources & achieve common goals and outcomes
Coordination:	Short - term or episodic, even if occurring at regular intervals	Mid - to long - term plans with activities occurring on a regular basis	Mid - to long - term plans with financial agreements and joint management needed
Institutionalization of the Partnership:	Informal	The mission of each partner organization supports the joint activities, and documentation of the partnership	Formal written partnership agreements for the duration of the partnership
Responsibilities of Partnership Members:	Only certain partners are involved	All partners are involved	All partners are involved

(PPCWG)

1.4 PARTNERSHIP MODELS

Selecting a partnership structure that will allow the partnership to meet its goals is also important. There are many different partnership models. The following are examples of two different ones that have worked successfully in the construction industry. While these models show many groups or members in a partnership, a partnership can involve as few as two different partners.

The first, Labour ‐ Management Partnership, is an model established to address the broad goal of internship partnerships. The core partners in this model include those organizations that have the same level of concern and interest in all internships issues facing. When this core group identifies an issue, it brings in other partners with specific expertise, influence, or interest in the issue who will be able to help the partnership reach its intended outcome.

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The second partnership model, All Partners Are Key Partners, addresses a pre ‐ defined issue and outcome. Although such a partnership may expand its scope at a future date, its initial focus is narrow. Those with the expertise and influence needed to achieve the intended outcome are brought in as partners from the start. All partners are key because without one or more of the partners the intended outcome could not be achieved.

Tool 1 ‐ G provides a brief introduction to these two partnership models and questions to help you identify a model for your partnership. You always need the three organizations [Vet Education school, SME's', BSO & formal authorization supervisor] because if you don't, nothing will happen. If any one of these organizations says no to something, it won't happen.

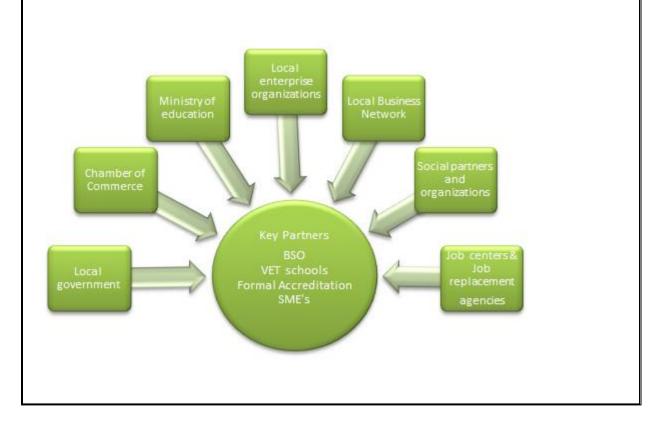# TOOL 1 - G: MODELS OF PARTNERSHIP

Instructions:

1. Hand out copies of each model or draw each model on flip chart paper or a whiteboard.

2. Use the following questions to guide a discussion of which model (or a variation of the two) will work best for your effort(s). Which model best reflects the structure you had in mind when selecting the partners?

・ What changes would you make to the model to make it a better fit?

・ What would be the advantages of this type of model for your group?
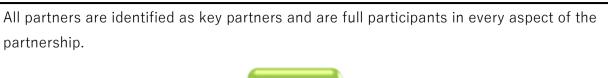
・ What disadvantages would there be?
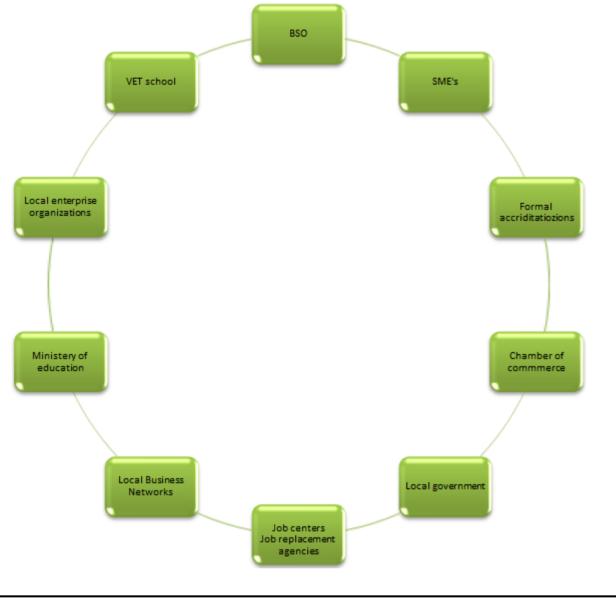
Model 1. Labour - Management Partnership Core

A partnership can be made up of a core group of labour and management partners who invite additional stakeholders, such as manufacturers or researchers, to participate as needed depending on the safety and health issue at hand.

Model 2. All Partners Are Key Partners

All partners are identified as key partners and are full participants in every aspect of the partnership.