

# Sector Strategies Phase III

## *Self-Assessment*



## Introduction

Over the past two years, much foundational work has been completed by the CareerSource Florida network in building and implementing sector strategies. Beginning with a statewide Sector Strategies Institute in July 2016, four technical workshops were held around the state. Following the completion of the workshops, Rick Maher of Maher and Maher, a national firm recognized by the US Department of Labor as specialists in sector strategy implementation, provided a high-level, strategic presentation to the CareerSource Florida Board of Directors in May 2017. He highlighted his team's observations and suggested strategic policy recommendations and key performance metrics (quantitative and qualitative) to measure the success of sector strategy implementation in Florida.

In 2016, each of the local workforce development boards completed a Sector Strategy Self-Assessment to help them determine where they were with development/implementation of sector strategies. This new Sector Strategies Phase III Self-Assessment is designed around the same six key elements of sector strategies with the integration of career pathways. It is intended to help partnerships drill down into how integrated and effective their sector strategy and career pathways development efforts are to date and to identify next steps going forward. If you so desire, please feel free to complete the assessment with other stakeholders in your community.

# 1. DRIVEN BY HIGH-QUALITY, CURRENT SHARED DATA

Rigorous data is used to make decisions about target industries, education and training investments.

- 1.1 Do you have access to and are you using up-to-date labor market, economic, education and industry data to determine key growth sectors, identify specific skills needs, level of demand and education and training gaps?
- 1.2 Do you validate this data through systematic employer and public conversations?
- 1.3 Are workforce, economic development and educational institutions using/sharing the same data?
- 1.4 Has a regional “asset map” been created or a gap analysis performed to determine education and training areas where the region may be under- or over-producing talent relative to actual occupational demand.
- 1.5 Have major collaborators in your area – economic development, workforce development, K-12 and post-secondary education and others – jointly and by consensus, determined which targeted sector(s) you will focus on to drive economic and labor market growth? Please name your selected area(s) or focus for your sector strategy work.

## Notes & Overall Rating *(see key below)*

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**Overall Ratings:** Fill in the bubbles that best describe your level, 1 – 5.

① = “Not at all” | ⑤ = “Absolutely, We’re high-flying”

## 1. DRIVEN BY HIGH-QUALITY, CURRENT, SHARED DATA (CONTINUED)

Rigorous data is used to make decisions about target industries, education and training investments.

1.6 Have you determined the major high-growth occupations in those industries that offer in-demand occupations with family sustaining wages, and that should, therefore be concentrated on in your local area in terms of developing career pathways?

1.7 Have you verified, through employers within your target industry(ies), their key occupations, skill competencies and training needs? Is there consensus on this from all regional partners?

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## 2. FOUNDED ON A SHARED VISION

The local workforce development board has documented and communicated a broad vision that includes sector-driven workforce development and service delivery.

2.1 Have key leaders developed a unified vision for operating in a sector strategy framework and articulated how that relates to workforce development and service delivery?

2.2 Do you, your partners and service providers have consensus on the makeup of your economic region based on commuting patterns, labor market data and economic dynamics (vs. county or other municipal borders)?

2.3 Do you have the engagement of key local and regional leadership, including at a minimum, leaders of:

- Workforce development systems
- Community colleges and four-year colleges and universities
- Economic development organizations
- K-12 education systems
- Employers and industry groups and
- Other critical stakeholder organizations in your local area and economic region.

2.4 Do you have a vision, mission and set of goals specific to career pathway development?

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### 3. GUIDED BY INDUSTRY

Targeted industry sector(s) employers are engaged in designing and delivering programs and services.

- 3.1 Do you have representatives of target sector employers serving on your local workforce development board and service delivery?
- 3.2 Do you have target sector employers engaged as part of an operational or developing sector partnership?
- 3.3 Have you assembled any sector partnerships that include target sector employers and key regional leaders noted in 2.3 and which meet regularly?
- 3.4 Have you engaged employers and agency partners (e.g. workforce, K-12, adult education, economic development, etc.) with the specific intention of building career pathways?
- 3.5 Have you identified with your sector business partners, the natural progression/mobility or workers in your targeted industries/occupations (i.e. career pathways)?

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## 4. DRIVERS OF STRATEGIC PARTNER ALIGNMENT

Lead institutions, especially economic development, workforce development and education, are aligning strategies and programs toward target sectors and the needs of students and workers seeking opportunities in these sectors.

- 4.1 Have you conducted resource-mapping to identify available resources (financial and otherwise) to support the operation of education, training and related programming, as well as potential resource gaps?
- 4.2 Is your local workforce development board prepared to operate as a catalyst to bring together strategic partners and align workforce development, economic development and education policies, activities and investments?
- 4.3 If not, is there another entity that would be better suited to be the catalyst and convener?
- 4.4 Are partner organizations – especially workforce development, economic development and education – regularly working together to design education and training programs that meet the needs of target sector employers?
- 4.5 Are these collaborations tackling specific sector partnership tasks (e.g. mapping/designing of curricula, training, career pathways, integrated support services, etc.)?

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## 4. DRIVERS OF STRATEGIC PARTNER ALIGNMENT (CONTINUED)

Lead institutions, especially economic development, workforce development and education, are aligning strategies and programs toward target sectors and the needs of students and workers seeking opportunities in these sectors.

4.6 Are appropriate mechanisms in place to ensure timely and effective communications among partners?

4.7 Are these collaborations leading to tangible outcomes for job seekers and employers (e.g. students/workers can move seamlessly between academic and career technical programs, between different work opportunities, and to advanced credentials that align to employer needs; employers report improved workforce quality, increased retention and high value for workforce services they receive)?

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## 5. TRANSFORMATIVE – CHANGING HOW (JOB SEEKER AND EMPLOYER) SERVICES ARE DELIVERED

Sector strategies are reflected in how services are delivered.

- 5.1 Are you organized to regularly provide job seekers with labor market intelligence customized to their abilities and interests relative to the target sectors and occupations?
- 5.2 Do they receive career coaching and development services aligned to key industry and occupation targets?
- 5.3 Have specific education/training programs been developed, or are they under development, to respond to identified target industry needs by enhancing job seekers' preparation and readiness?
- 5.4 Are your business services unified? Is industry approached by one partner representing a regional collaboration, as opposed to individual agencies?

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## 5. TRANSFORMATIVE – CHANGING HOW (JOB SEEKER AND EMPLOYER) SERVICES ARE DELIVERED (CONTINUED)

Sector strategies are reflected in how services are delivered.

- 5.5 Are your business services (outreach, hiring services, training programs, retention programs, etc.) being developed or changed to reflect target sector employment needs?
- 5.6 Are those staff who interact regularly with job seekers trained/updated and therefore, knowledgeable about sector targets and the businesses located in the region within these targets?

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## 6. MEASURED, IMPROVED AND SUSTAINED

Sector strategy outcomes are measured and adjusted, as needed and sector work is sustained over time.

- 6.1 Do you measure your sector strategy/partnership outcomes apart from program performance measures?
- 6.2 Do partner organizations – especially workforce development, economic development and higher education – have a process to systematically act on these performance findings?
- 6.3 Have you found resources for sustaining the activities required for successful sector partnerships?
- 6.4 Are all partners contributing resources – financial and otherwise – to support and sustain the work of your sector partnerships?
- 6.5 Have you identified target populations for your career pathway work and do you know how these populations typically enter into a career pathway (e.g. through school, work, other)?
- 6.6 Have you determined how to measure your career pathways work? Do you have a process for periodically looking at this data, with partners, to determine shifts in strategies?

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