

Career Pathway and Sector Board Training

December 9th and 10th, 2013

Meeting Objectives

- ◆ Deepen our understanding of sector strategies and career pathways
- ◆ Examine different pathway models
- ◆ Discuss how to engage businesses in pathway development and the nuts and bolts of sector boards
- ◆ Discuss challenges and strategies in serving workers through pathway models

The Aspen Institute Workforce Strategies Initiative

- Identifies and advances strategies that help low-income Americans gain ground in today's labor market
 - Research and Evaluation
 - Leadership Development (Sector Skills Academy)
 - Public Roundtables
- AspenWSI has focused on elevating sector strategies, community college-nonprofit partnerships, and issues with job quality in the new economy
- www.aspenwsi.org

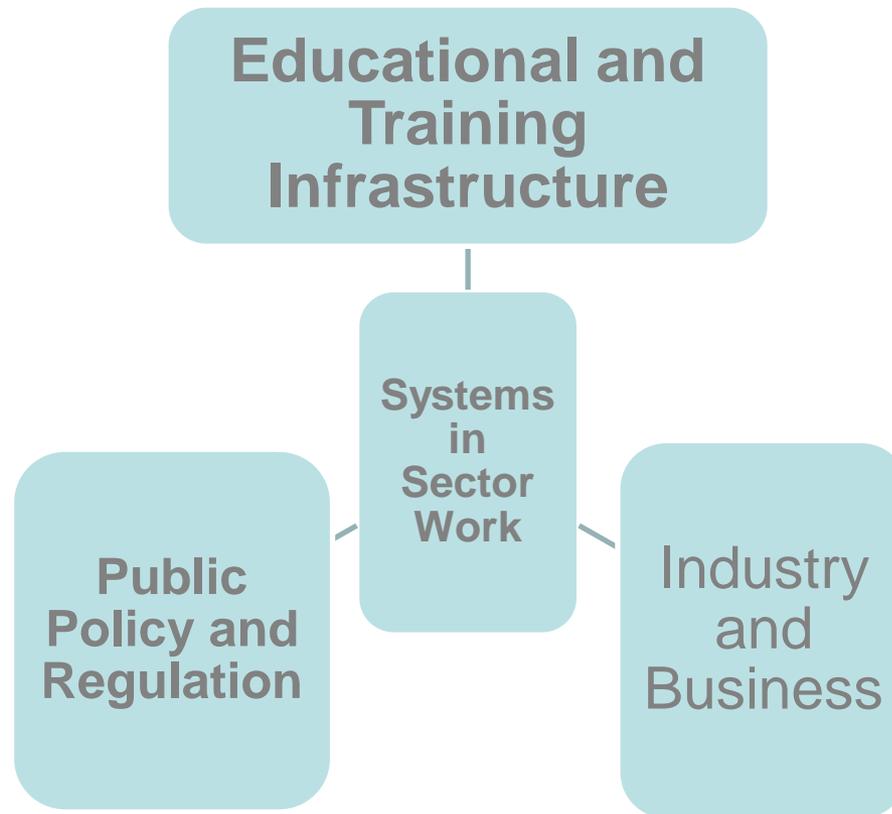
Sector Strategies as a Foundation

- A **systems approach** to workforce development, typically on behalf of **low-income individuals**, that:
 - Targets a **specific industry** or cluster of occupations;
 - Intervenes through a **credible organization**, or set of organizations, crafting workforce solutions tailored to that industry and its region;
 - **Supports workers** in improving their range of employment-related skills and ability to compete for work opportunities of higher quality;
 - **Meets the needs of employers**; and
 - **Creates lasting change** in the labor market system.
- **A sector initiative is an industry targeted workforce development strategy that meets the needs of workers and businesses**

Two Types of Sector Strategies

- ◆ Strategies that remove barriers for workers to obtaining good jobs. These jobs build ladders to better jobs and often provide training and skills development to address skills gap)
- ◆ Strategies that improve the quality of “bad jobs” and address the “wage gap” These strategies “raise the floor” by making bad jobs better through research, advocacy, organizing, and training.

How do you change these systems to work better for workers and businesses?



Sector and Career Pathways

- Career pathways are one type of sector strategy that builds ladders to better jobs
- **“A series of connected education and training programs and support services that enable individuals to get jobs in specific industries, and to advance over time to successively higher levels of education and work in that industry. Each step on a career pathway is designed to prepare the participant for the next level of work and education.”** (Workforce Strategy Center)
- Creating an educational and support system that is aligned with career steps in a particular industry



Non-native English speaker looking for an entry-level job in healthcare



Low-income C.N.A. with no college experience who wants to be a L.P.N.



Single mother L.P.N who wants to be a R.N.

Workers need for professional networks

ESL

GED

Basic Skills Development

C.N.A Certification

L.P.N. Training

R.N. Training

Union affiliated organizations

WIBs

One-Stops

Community Colleges

Government Agencies

K-12

Nonprofits

Certified Nursing Assistant Jobs

Licensed Practical Nurse Jobs

Registered Nurse Jobs



A nursing facility battling high turnover

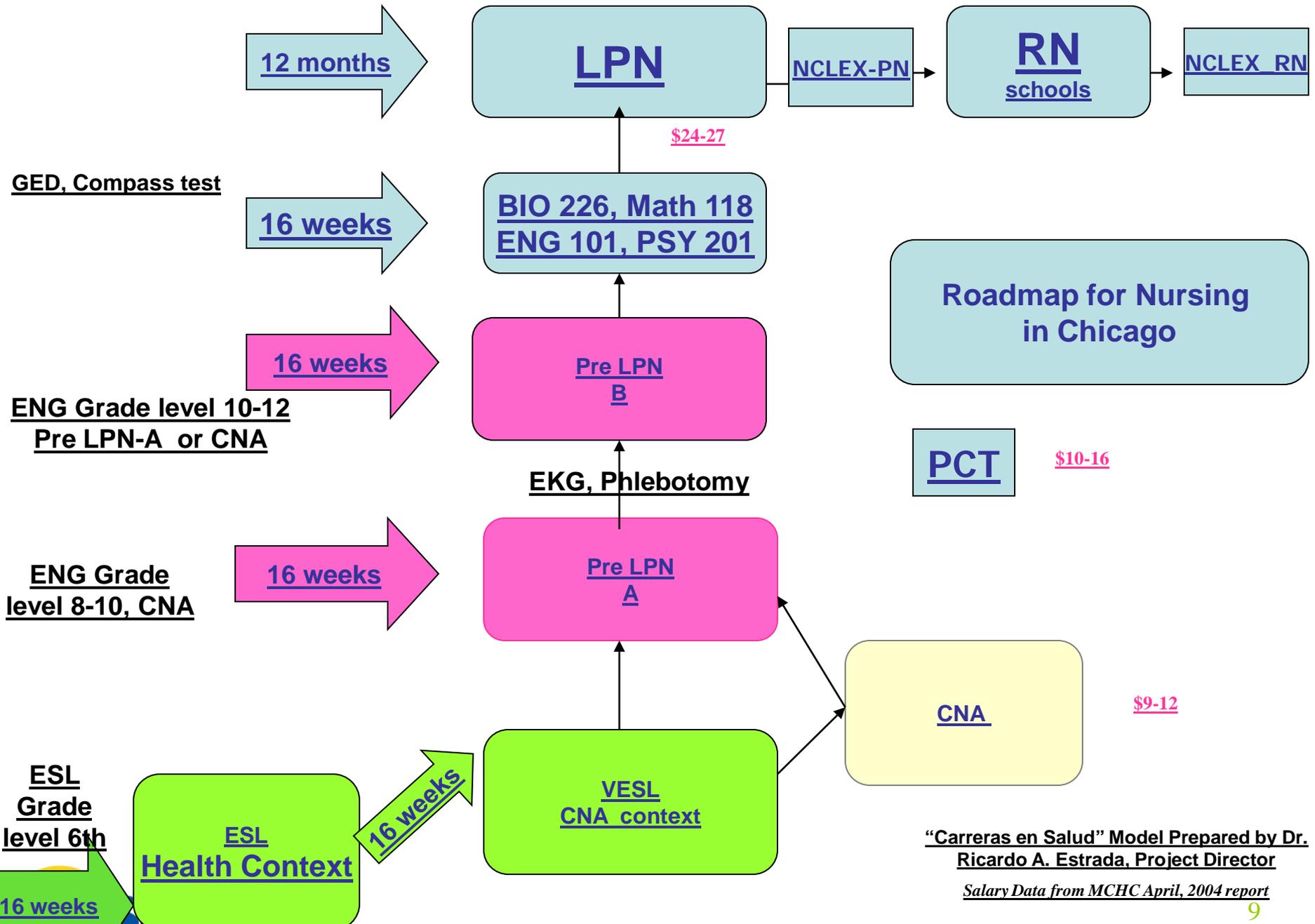


Hospital looking for entry-level workers



A local clinic looking for training of incumbent workers

Workers need for Childcare, Transportation, Career Counseling, College Navigation, Financial Aid



“Carreras en Salud” Model Prepared by Dr. Ricardo A. Estrada, Project Director
Salary Data from MCHC April, 2004 report

Designing Career Pathways Begin With....

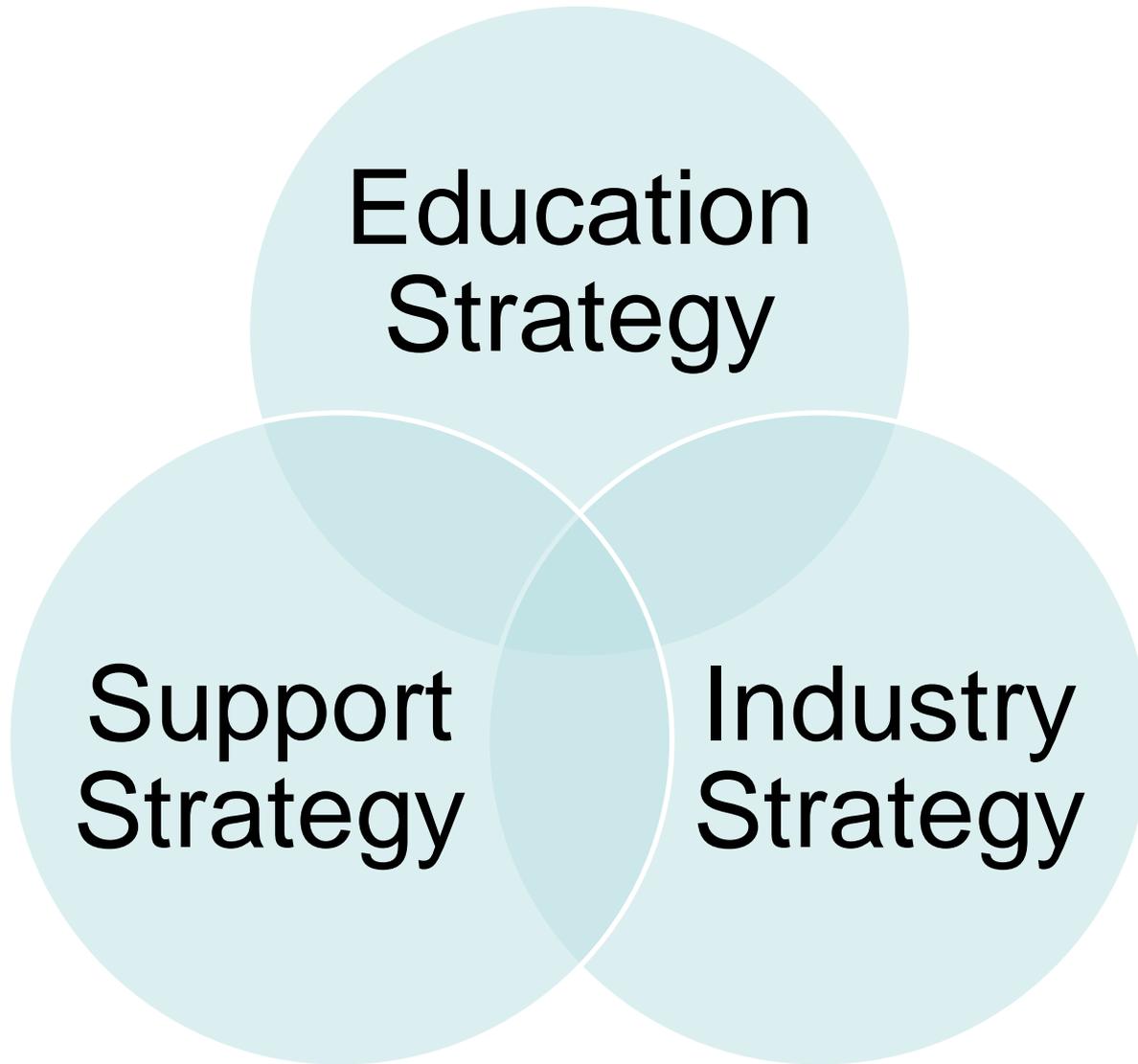
1. Understanding of job opportunities and skill needs in your labor market

What good jobs are available in your region? What skills/credentials do people need for these jobs? Industry knowledge, business relationships, and ongoing discussions with businesses about their workforce needs and challenges are critical.

(gap analysis and sector panels)

2. Understanding of your worker populations

Who are the workers your pathways are designed to serve? What skill and education levels do they have? What barriers can or are preventing succeeding? What challenges do they face in the classroom and the labor market?



Critical Components

1. Support Services Structure

- College Navigation (outreach, assessment, enrollment, registration, financial aid)
- Career Navigation (career assessment and ongoing counseling, resume building, interview preparation, job search and placement assistance, etc..)
- Wrap-around supports (transportation, childcare, housing, etc..)

2. Tailored Educational Strategy (contextualized and/or accelerated instruction; hands-on training; bridge programs; training length, time and location of training; multiple entry and exit points along your pathway)

3. Industry Engagement Strategy—Ongoing dialogue with businesses about their needs and opportunities

4. Partnerships—Inside and outside of your organization, a new system and way of doing business, not just a new program

Building on What You Have

- ◆ Are there opportunities to:
 - Build pre-college bridge programs?
 - Take training and accelerate it?
 - Transform training so that students can develop basic/technical skills together?
 - Take a longer term credential and create an interim credential with industry value?
 - Leverage existing support services and case management from partnering CBOs or other organizations?
 - Build on current relationships with industry and business partners?

Networking

- When the buzzer rings, find someone you haven't met before and share with them in 3 minutes:
 - Name, Job, Organization
 - Job responsibilities as it relates to sector-based career pathways
 - An opportunity you see to build on an existing program or relationship in your career pathway work
 - A question/challenge you have about designing and implementing sector-based career pathways

Implications from Today

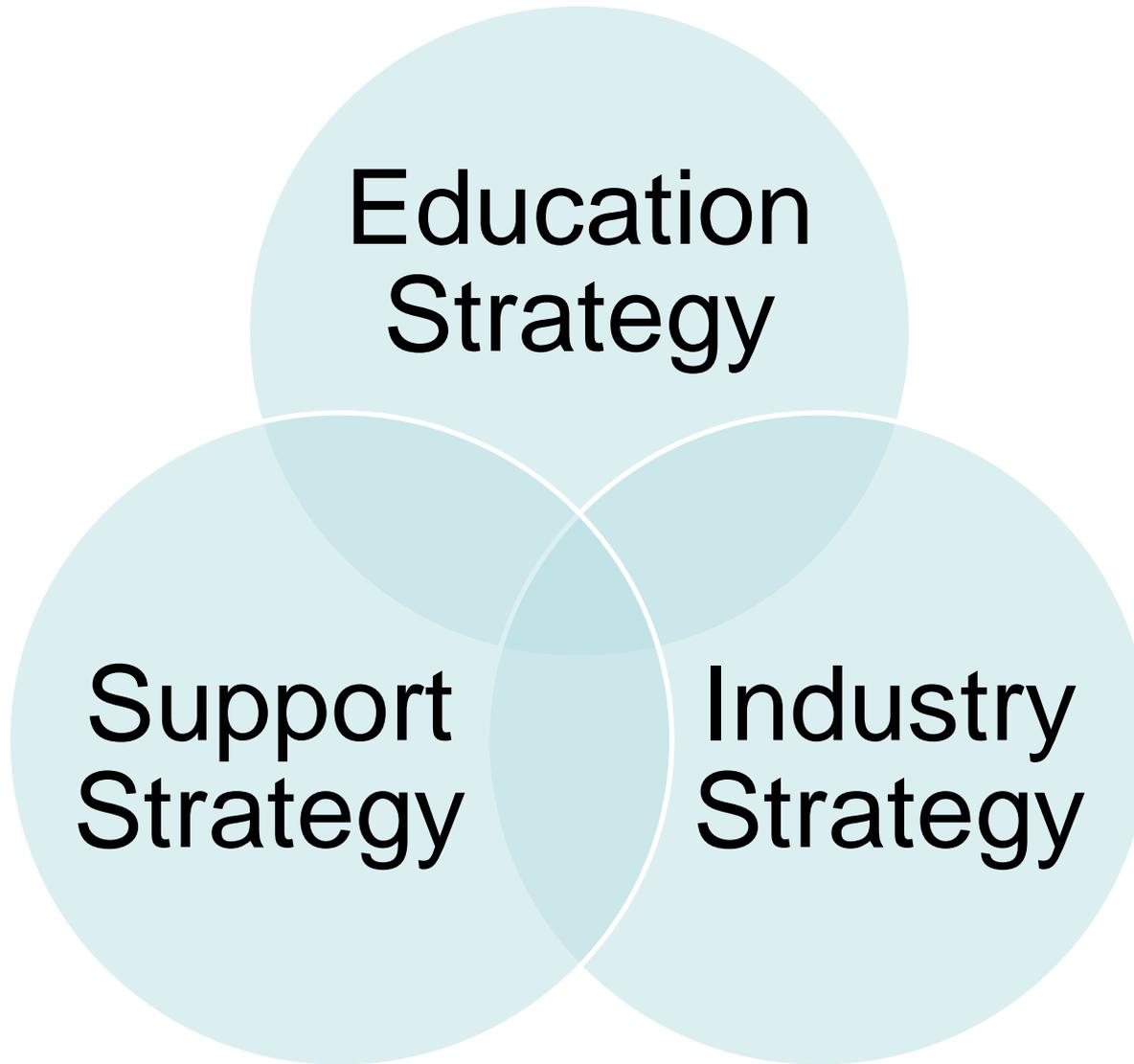
- ◆ Gather with individuals from your team or from your region. Discuss:
 1. What are your big takeaways from today's presentations and discussions?
 2. What are the implications of this information for your own career pathways programs?
 3. What are some next steps for your career pathways programs you've thought of as a result of today?

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Reflections on Monday

- What are 1-2 things you took away from yesterday's sessions?
- What are 1-2 questions you still have or struggle with around sector-based career pathways?



Challenges of your student population

- ◆ Which groups of people will benefit from your career pathway program in this industry? (minorities, women, military veterans, youth, immigrants, low-wage workers, etc..)
- ◆ What barriers have prevented this population from advancing into better jobs in the industry?
- ◆ Do any of the following barriers serve as significant obstacles to employment for the individuals you intend to serve? (Limited basic educational skills, Limited ESL skills, Lack of reliable transportation to training and work sites, Inadequate housing, Lack of child care, Personal and family issues, health issues, Interpersonal and emotional issues, Criminal or arrest records, Financial/credit history, Geographic isolation, Racial or gender-based discriminatory employment practices)
- ◆ What other barriers related to outreach and recruitment, registration and enrollment, financial aid, persistence, or transitioning into employment may exist?
- ◆ How are your program and its current mix of partners equipped to design and implement strategies to deal with these barriers? If not, which organizations/programs might help you complete your mix of services?

Common Student Stumbling Blocks

C2E sites discussed significant challenges in the following areas:

- ❖ Enrollment and Registration
- ❖ Financial Aid
- ❖ Persistence
- ❖ Counseling
- ❖ Academic Preparedness
- ❖ Transition to Employment

Enrollment/Registration Traps

- ❖ Lack of familiarity with process, jargon, terminology
- ❖ Logistics
 - Need to visit departments all over campus. “Ping-pong” effect
 - Long Lines, lack of visitor parking
- ❖ Applications
 - Students lack attention to details/don’t follow directions well
 - Don’t know how to answer some questions
 - Difficulty with computerized/on-line processes
- ❖ Holds
 - Past unpaid enrollment fees
 - Parking and library fines
- ❖ Placement testing
 - Skills deficiencies
 - Retesting policies
 - Difficulty with computerized/on-line testing
- ❖ Inconsistent advising.

Financial Aid Traps

❖ Application Process

- FAFSA forms confusing and intimidating
- Incomplete documentation
- Complicated follow-up letters
- Lost ID numbers
- On-line forms
- Lack of clear communication about deadlines

❖ Timeframe – 6-8 week lag

❖ Structure of aid

- Less aid available to spring enrollees
- Aid based on last year's tax return rather than current income
- Working poor don't qualify
- Full-time enrollment requirements, need to balance work and school

Persistence Traps

- ❖ Need for basic skills development (weak math, reading and/or language skills)
- ❖ Increasingly difficult coursework
- ❖ Road to completion is long and daunting
 - Students lack vision, motivation and self-confidence.
 - Students become demoralized
- ❖ Family, Work and School Commitments
- ❖ Students face many non-academic challenges and insufficient access to support services – college counselors not equipped to help
- ❖ College counseling is transactional
 - Student to Counselor ratios very high
 - No follow-on

Transition to Employment-Traps

- ❖ College counselors lack industry connections/knowledge
- ❖ Limited knowledge of resumes, job interviews or job search
- ❖ No or limited professional networks
- ❖ Students lack realistic employment expectations
- ❖ Training completion – not employment or self-sufficiency - is sometimes college's goal

Helping Students Navigate College and the Labor Market

Panel discussion

Concluding Role Roundtables

- ◆ Gather with people who are in similar roles (Pathway Navigators, Instructors, Deans, Etc..) Discuss:
 - What are our roles in making sure students have the support services they need to succeed? What are our roles in engaging businesses?
 - What innovations or best practices should we be considering in these areas?
 - How can we communicate and share information with each other across our institutions about what we are learning in regards to effective strategies and practices?
 - Final takeaways from the workshop?