

CAREER



P@THWAYS

TOOL KIT

2

**Gila River Indian Community
Industry Sector Development**



GILA RIVER INDIAN COMMUNITY

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CAREER PATHWAYS: DEVELOPING AN INDUSTRY SECTOR

GILA RIVER INDIAN COMMUNITY STRATEGIES

DEFINITION & FRAMEWORK

PREFACE:

What it means to develop an Industry Sector

To create the vision of Career Pathways within a Tribal Community can be a detailed and distinctive process. To ensure the needed support to fulfill the Career Pathways vision, it is necessary to provide support and assistance to produce a high-functioning industry sector. The support needed to facilitate the process of developing an industry sector begins with effectively structuring the industry sector work groups. Proper structuring will establish clear roles and responsibilities of each key role player involved in the Career Pathways System. When creating a comprehensive model, it is the goal to make certain that the overall objective is manageable by all involved, especially for the employers. The final objective is to empower the industry sectors to act at their optimal capacity.

This toolkit is designed to assist a Tribal Government to identify and develop their industry sectors. It will guide a community to assess their existing employers both private-sector and governmental to create high functioning industry sectors. This toolkit will outline the journey Gila River Indian Community experienced, including the opportunities and barriers that came up as they began implementing Career Pathways within their community.



GENERAL INDUSTRY SECTOR INFORMATION

+Foundation work for Industry Sector Development

As explained in the Six Key Elements Toolkit, research was conducted to assess the industries within the community. The core team conducted various forms of research to include: a) community meetings, b) Tribal Council presentations, c) surveys, d) TERO data, e) American Indian Chamber of Commerce, and f) Employer Institutes. When conducting research of the industries, the Career Pathways team wanted to target high demand and growing industry sectors. The Career Pathways team has accomplished some major milestones in their progression towards implementing the Career Pathways System. One crucial component achieved was to gain Tribal Council support. This allowed the team to begin developing the five identified industry sectors, 1) Construction, 2) Medical, 3) Hospitality, 4) Small Business, and 5) Government. See attachments: **Systems Overview**, page 13 and **Career Pathways Sustainability**, page 14.

+Industry Sector Definition

An industry sector is an identified cluster with “like” industries in a common area such as hospitality, construction, medical, etc. that has been determined to be the following: 1) high-demand in the labor market, 2) a growing sector and/or, 3) in need for skilled workers

+Industry Sector Work Group Definition

The employers identified within each Industry Sector that will assist in developing a career pathway for the identified sub-sectors

+Industry Sub-Sector Definition

Sub-sector occupations are within the broader Industry Sector, for example: “culinary” occupations would be a subsector of the broader Hospitality Sector and “welders” would be a subsector of the broader Construction Sector. You can have many subsectors to each industry sector.



See Sub Sectors below:



**Under each one of the subsectors there would be several occupations, i.e. Under Food Service you might have line cooks I, Line Cooks II, Sous/Executive Chefs, pastry chefs, bakers, caterers, Food Service Directors, etc.*

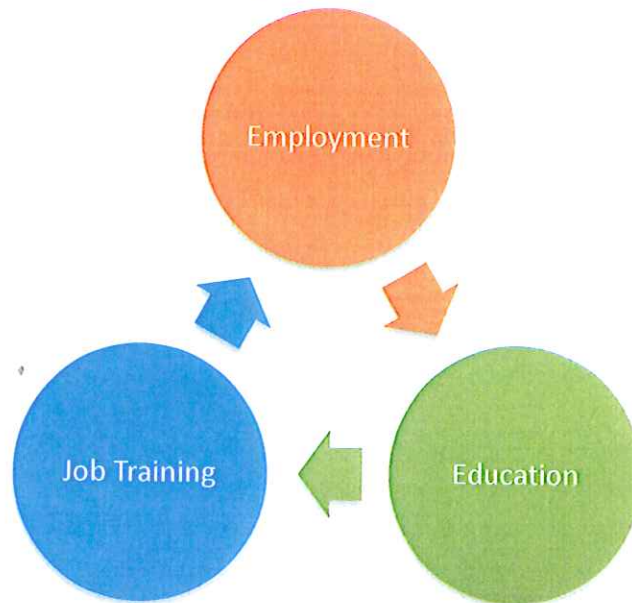
+Industry Sectors Objectives:

- Help understand and organize the local landscape of credentials in a way that simplifies for the students, job seekers, employers, and frontline staff
- Work more closely with employers to understand their employment needs and ensure they are being represented in the credentials generated through partnerships with local colleges
- Assist in describing how to advance along a career pathways
- Show how “stackable” credentials will allow an individual to move from one job to another through a visual roadmap to clarify how credentials “stack”
- Develop strategies to articulate workforce certificate and “for credit” coursework
- Aligned with Skill needs of employers located in the community

+Systematic Approach

Connects Job Training, Education, and Employment

1. **Job Training/Workforce:** *convenes or coordinates the system*
2. **Education:** *partners with industry in the creation of credentials*
3. **Employers:** *lead the work with Colleges in Industry Sector Work Groups to create the curriculum leading to industry specific credentials*



+Key Steps in Development

To ensure a manageable approach to developing an industry sector, the following steps have been created to assist in developing and designing effective career pathways through education and training. In addition, this integrated approach will ensure that education and training programs align with the requirements of the growing industry sectors.

Step 1: Initiate and Prepare Industry Sector Work Group

- *Prepare and Engage Employers*
- *Identify Roles & Responsibilities*

Step 2: Assess Industry Sector

- *Select an Approach to Gathering Information*
- *Assess Existing Employment, Education & Training Opportunities*



Step 3: Identify a Sub-Sector

- *Interpret the Industry Sector's Needs*
- *Identify, Sort, and Classify Credentials*

Step 4: Develop Implementation Plan for Sub Sector

- *Career Pathways Action Plan*
- *Questions to Consider*

STEP 1: INITIATE AND PREPARE INDUSTRY SECTOR WORK GROUP

The career pathways system is an **employer driven** system. Active employer involvement is necessary from beginning to end to guarantee effective career pathways collaboration. It is vital that employers understand the positive impact that career pathways can bring to their departments or businesses.

Remember: the employers are at the fore front of the process by identifying the needs of the industry; therefore supportive collaboration is necessary in the development of each Industry Sector. The following items are ideal functions of an employer representative of an industry sector:

Leadership: Convene meetings and advise on issues affecting the industry

Program Development: Help define needed workforce skills, review curriculum when established, provide opportunities for work experiences (internships, co-ops, shadowing) and hire program participants

Advocacy: Invest efforts among industry colleagues and governmental agencies, advocate for policy change, represent a career pathways collaborative and pursue support among WIBs, Industry Groups, School Boards, Tribal Council, Community Members, etc.



TASK 1: PREPARE AND ENGAGE EMPLOYERS

Prepare work groups to begin developing their industry sectors and sub-sectors.

- ❖ Invite industry sector employers to the table to discuss the common problems with employment and training
- ❖ Provide a Pathways presentation at the beginning of sector development to inform employers the goal and benefits of a Career Pathways System
- ❖ Explain how all partners are expected to work together

Key Questions:

Keep in Mind:

- ☐ What is the message you want to convey to employers?
- ☐ What is the strategy to reach out to employers? Who is the messenger?

How will you engage employers:

- ☐ How do you talk about Career Pathways to employers and what points are important for them to hear?
- ☐ Describe the opportunities for employers to tell you their needs.
- ☐ How will employer needs drive the kinds of partnerships you seek with employers and other partner programs?
- ☐ How do you keep employers at the table once they are engaged?
 - Frequency and means of communication
 - Reasons for Communication
 - Opportunities for employer feedback

TASK 2: IDENTIFY ROLES & RESPONSIBILITIES

Industries are selected and employers are engaged in the development of career pathways.

Establish clear and definite roles and responsibilities for the key stakeholders identified in the comprehensive Career Pathways Model. This will increase the communication and produce efficient development of each industry sector.



Below are examples of the Key Players that were established by the Gila River Indian Community Career Pathways Team.

ROLE	RESPONSIBILITY
CORE TEAM MEMBERS	Conduct Community Analysis, Identify initial group of employers for Industry Sectors, Assist and Ensure Industry Sector Development, Identify Key Stakeholders in Education and Workforce
EMPLOYMENT & TRAINING	
• Department Director	Grant Administration Responsibilities
INDUSTRY SECTOR WORK GROUP	Identify additional employers within the community, work to develop the industry sector and identify pathways for identified subsectors
• Industry Sector Chairman	Coordinate the efforts of the employers to ensure, facilitate, implement a Career Pathways System
• Industry Sector Co-Chairman	Assumes the duties of the chairman when absent. Will assist and ensure, facilitate, the implementation of Career Pathways System
• Team Member	Assigned by the Career Pathways Project Director as a support to the employers
• Industry Sector Employers	Will identify subsectors, common training, and career ladders
• Subject Matter Expert (SME)	Assigned to an industry sector as a resource due to a recognized expertise in a specific career area, i.e. a long time business owner could act as a SME for the development of a Small Business Sector



STEP 2: ASSESS INDUSTRY SECTOR

Key employers within the identified industry will form the Industry Sector Workgroup. It is the goal of each industry sector to identify their needs, within the domains of education, employment, and training. Information collected during the facilitated work groups meetings will serve as a foundation for further analysis to identify a sub-sector and design pathways for the needed fields of employment.

The following are some of the expected outcomes that each industry sector could consider:

- Create Youth Training component
- Create innovative internships, apprenticeships, or shadow programs
- Create Entry Level Credentialed train for their Industry Sector
- Include work based learning, opportunities, mentorship programs
- Development of career ladders for entry level and current workers leading to advancement and more professional positions
- Certify skilled members of the community as adjunct teachers through the community colleges to deliver credentialed curriculum, creating necessary role models within the community
- Assess and identify existing employment opportunities where career ladders can be used
- Develop industry specific credential training for high schools allowing dual credit

TASK 1: SELECT AN APPROACH TO GATHERING INFORMATION

Industry Sector Work Groups will assist in developing career pathways for their in-demand labor needs. To achieve the expected results, it is important to optimize the time of the



employers and to maintain engagement of the Industry Sector Work Group. The Career Pathways team must determine the appropriate approach to assess an industry sector. Gila River chose to gather information through guided “employer specific” work group sessions. This approach provided employers immediate technical assistance from career pathways team and gathered the critical data needed to develop each sector. Make sure that the Industry Sector Employers’ time is used efficiently, and ensure that necessary information is gathered to design the needed programs for the employers.

See attachments: 1. **Sample of Meeting Topics**, page 15 and 2. **Career Pathways “Next Step Tool”**, page 16 and 17.

TASK 2: ASSESS EXISTING EDUCATION, EMPLOYMENT & TRAINING OPPORTUNITIES

To assist in the process of gathering information the following are suggested tasks

- Determine which occupations within targeted industries and sectors should be included within the career pathways system
- Assess the technical skills, abilities, and knowledge that are chosen as required for key occupations
- Research the certificates and credentials that are required for key occupations (i.e. industry standards)
- Identify areas of similar training – what is needed, what is currently existing
- Assess occupations – hardest to fill or stagnate positions
- Assess process of hiring
- Identify gaps in service/training, and needed credentials
- Identify needed Identify soft skills needed for industry
- Identify current Trade Associations for the Industry
- Identify policy changes needed for utmost efficiency of the Sector

See attachment, “Industry Sector Activities, page 18



STEP 3: IDENTIFY A SUB-SECTOR

TASK 1: INTERPRET THE INDUSTRY SECTOR'S NEEDS

Once the information is gathered the industry sector work group will analyze and interpret to establish their priority needs. Sub-sectors will be determined based on the in-demand occupations, a growing industry, and/or the need for skilled workers.

Once an industry sub-sector is established the following may occur:

- ❖ Roles of industry employers will evolve as the industry sectors become more developed
- ❖ Employers, colleges, programs, and other identified partners will be sought to assist in developing a high-functioning sub- sector.

Below are items that may be beneficial when selecting a sub-sector:

- Identify areas of similar training – what is needed, what is currently existing,
- Identify areas of shared resources
- Identify crossover skills for the broader industry sector
- Identify needed credentials
- Identify areas where career ladders can be used
- Identify areas where services can be streamlined for job seeker
- Identify mentors
- Identify internship areas
- Identify where policy change needs to take place
- Create visuals of industry career ladders
- Curriculum Development
- Identify Careers

TASK 2: IDENTIFY, SORT AND CLASSIFY CREDENTIALS ACCORDING TO SUBSECTOR/OCCUPATION

In a comprehensive career pathways system, education and training programs provided a clear



sequence of education courses and credentials that prepare individuals, regardless of their skill levels at the point of entry, for post secondary education, training, and employment.

- Identify current universities and colleges that will be used to create credentials
- Review or develop competency models
- Develop career ladders and lattices
- Design educational options that are progressive, modularized, accelerated, and contextualized
- Ensure programs leading to industry recognized and or post secondary credentials are stackable

See attachment, "Career Pathways Model", page 19.

STEP 4: DEVELOP IMPLEMENTATION PLAN FOR SUB-SECTOR

In developing a strategy for Industry Sector Implementation, it is critical that a plan is developed that clearly outlines the roles and responsibilities of the Team. In the attachments you will find the Career Pathways Action Plan. It highlights the Teams responsibilities as it relates to 1. setting objectives, 2. identifying activities, 3. designating responsibility, 4. setting expected outcomes, 5. assigning due dates, and 6. looking at how the team will document progress and make adjustments.

Some of the questions to consider are:

- How will the selection process be designed?
- What criteria will be used for entry into the program/training?
- How will the Team decide who gets hired?
- After hiring, are there follow-up activities in place to insure you will retain employees?
- How do we identify an Interview Team?



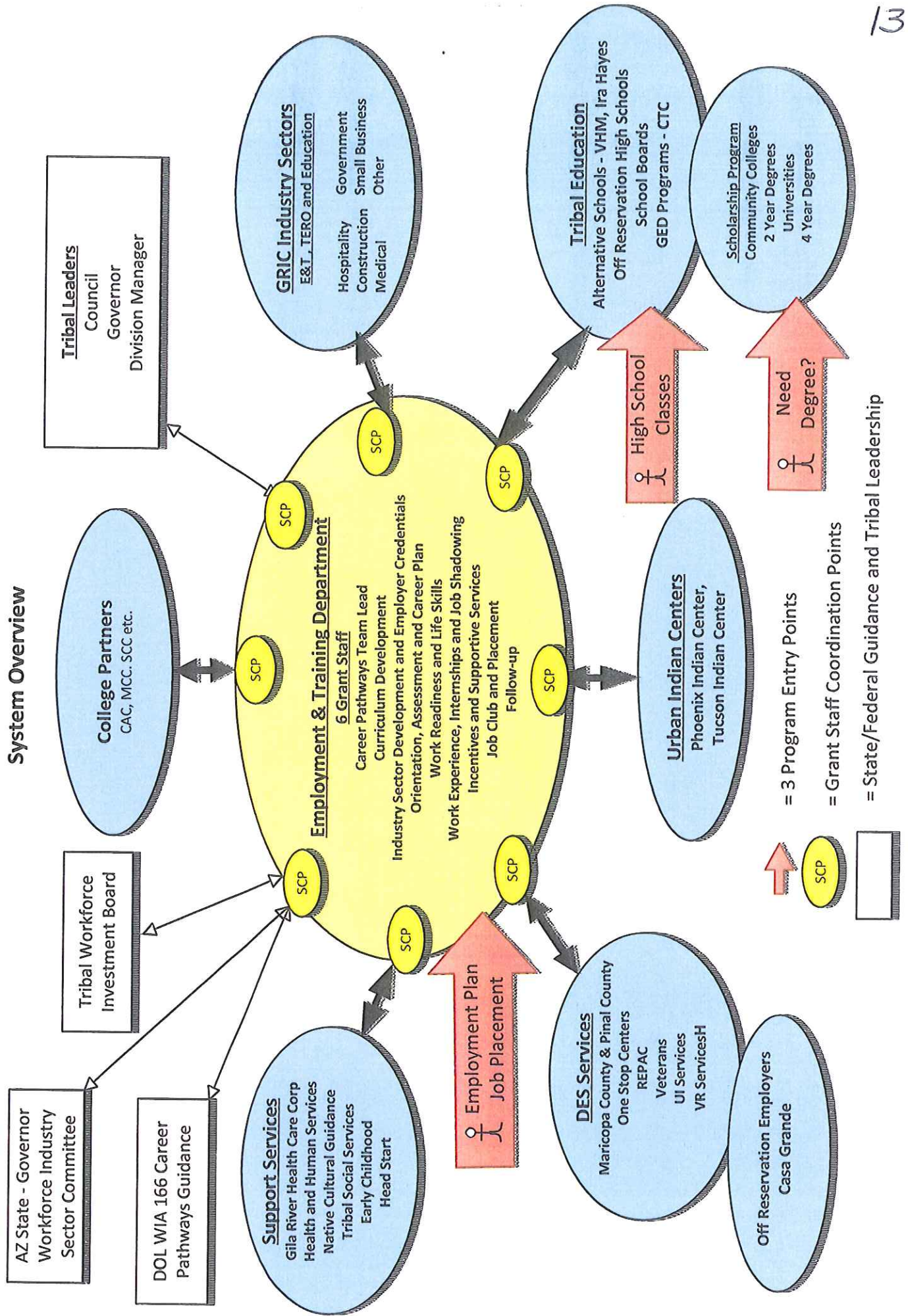
- What cohorts have been identified to move through the system?
- How can this training move across the Industry Sector/Sub Sectors?
- What training is common and what is specific to a particular industry?
- What policies must be changed in order to streamline the process for the participants?
- Will testing be necessary?
- What training will be done in-house and at the Colleges?
- How can you insure that the training is culturally relevant?
- How are you going to select mentors? How will your mentors be trained?
- Who will create the data so the system can be measured?
- What data will you collect? How will it be used?
- What reports need to be developed so that the Sector/Sub Sector can be continually be informed and aware of progress and needs for improvement?
- Will you use customer service surveys?
- Will you develop customer advisory groups?
- How will the system be monitored and by who?
- How will you work with the High Schools and identify areas of dual credit?
- Who will pay for credentials, training or work experience?
- Is there a need to develop MOUs with your partners?
- What soft skills training do you have in place?
- What supportive services will be provided? Who will provide what?
- Will you use job shadowing?
- Who will develop policies for your Sector?

See attachments: 1. **Industry Sector Close-up**", page 20, 2. **"Flow of Services"**, page 21 and 3. **Career Action Plan**, page 22

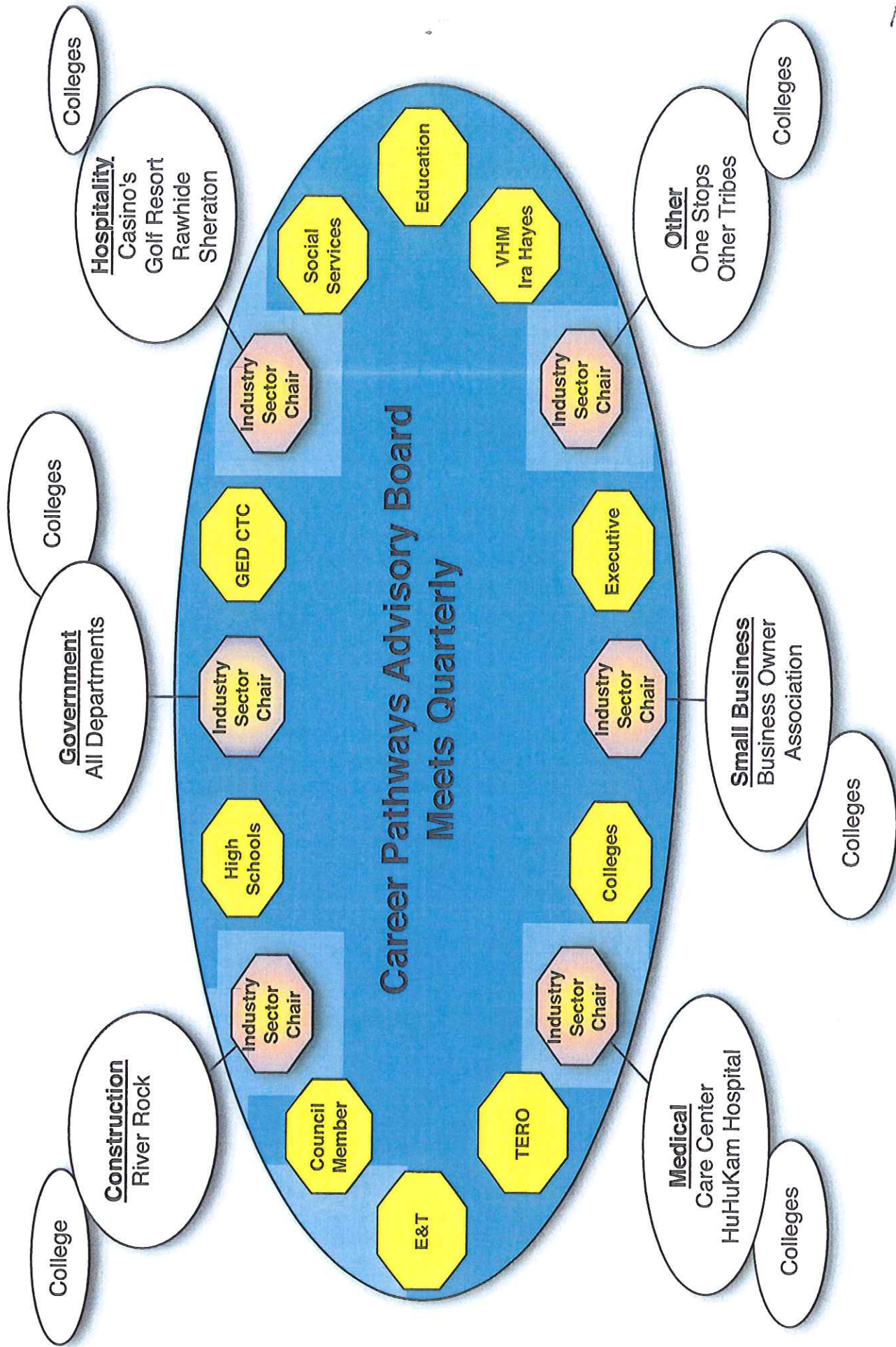


GILA RIVER INDIAN COMMUNITY CAREER PATHWAYS MODEL

System Overview



Gila River Indian Community Career Pathways Sustainability



Sample of Meeting Topics

Meeting Topic 1: Introduction to Industry Sector

Objective: To give an overview of career pathways and how it will benefit the employers. An outline and the expectation of the work group will be identified. The goals and outcomes will be discussed.

Modality: The session consists of formal presentation by a Career Pathways team member. Followed by a facilitated discussion with Q & A.

Resources: PPT: Introduction to Industry Sector
Worksheet for Employers (Homework)
Facilitator Tool: Create Buy-In

Meeting Topic 2: Getting to know the Identified Industry Sector

Objective: To explore the opportunities and threats applicable to the identified industry. The key areas that will be explored are the employment, education, and training that is existing and needed. Will discuss the results of the Worksheet for Employers

Modality: The session consists of facilitated discussion by designated Chair and Co-Chair of the industry sector with Q & A.

Resources: Questionnaire for Employer
Facilitator Tool: Questionnaire for Employers

Meeting Topic 3: Identify Sub Sector for Identified Industry Sector

Objective: To decide on a career pathway that is beneficial to the industries identified needs. Will discuss the results of the Questionnaire for the Employers worksheet.

Modality: The session consists of facilitated discussion by designated Career Pathways team member. Followed by a facilitated discussion with Q & A.

Resources: Facilitator Tool: What's Next?

Meeting Topic 4: Identify, Sort, and Classify Credentials

Objective: To identify credentials necessary to fulfill the identified occupations and industry sectors needs.

Modality: The session consists of facilitated discussion by the designated career pathways team member. Followed by discussion with Q& A.

Meeting Topic 5: Design of Programs for Identified Career Pathway

Objective: To structure the sector to align the education, job training, and employment for the identified career Pathway

Modality: One-on-One discussion with the employers identified for the specific career pathway

Resources: Questionnaire and Model Development Worksheet with the employers identified

Meeting Topic 6: Create Visual Model of the Career Pathway

Objective: To show the timeline of the career pathway and the alignment of the education, job training, and employment opportunities.

Modality: Facilitated discussion with Q & A

Resources: Worksheet – Visual Model

Meeting Topic 7: Implementation of the Model

Objective: Identify a cohort of student and make arrangements to put through the first cohort

Modality: Facilitated discussion with Q & A



CAREER PATHWAYS: SIX KEY ELEMENTS

NEXT STEPS TOOL

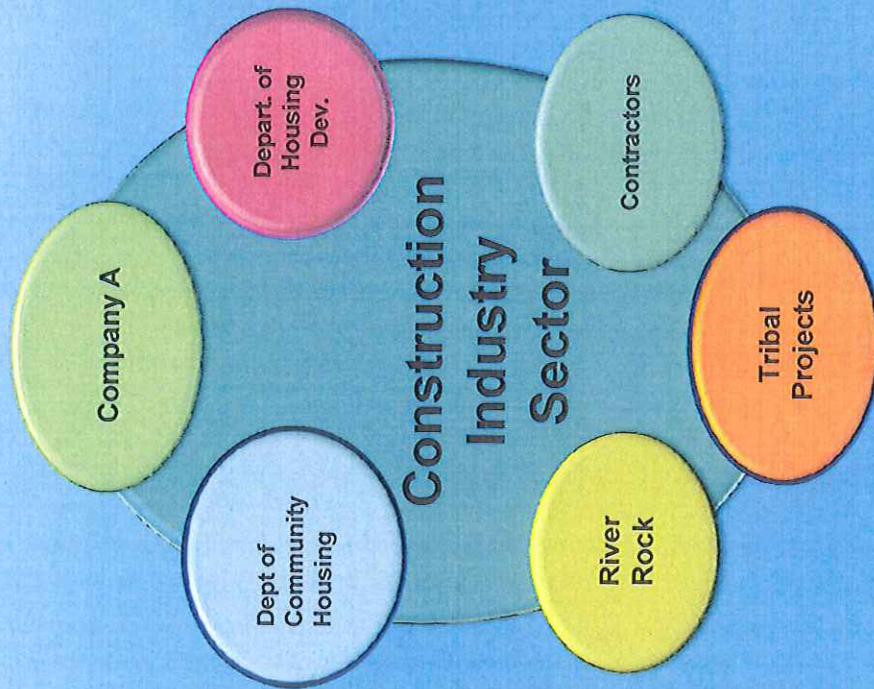
Now that you have completed the *Six Key Elements Readiness Assessment* tool, please take a moment to review the results and answer the following questions:

1. What has your site/team already accomplished?

2. What does your team want to do next?

3. What issues or activities does your team not want to take on right now?

Industry Sector Activities

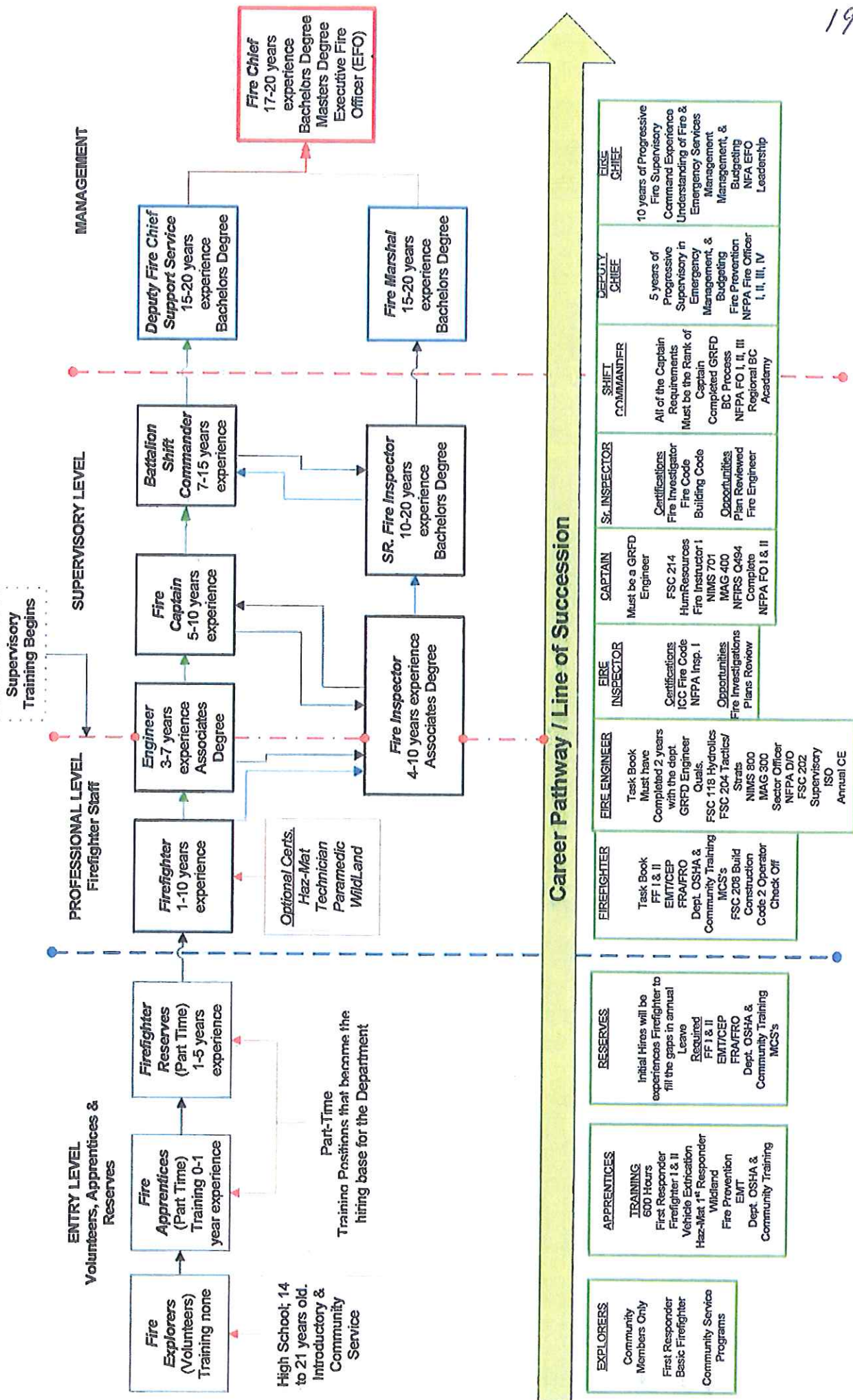


- Identify areas of similar training
- Identify gaps in training and needed credentials
- Identify needed policy changes
- Identify soft skills needed for industry
- Streamline the process of hiring
- Design common entry level credentials in conjunction with Colleges – on site and on-line training availability
- Hold regular meetings
- Identifies career mentors
- Develops industry specific credentialed training for high schools allowing dual credit
- Creates standard programs in mentoring , internships ,job shadowing and work based learning
- Develops advancement ladders within industry from entry level to advanced positions
- Develops transfer processes across industry i.e. apprenticeships, the trades, green energy, etc
- Selects a chair that sits on GRIC Career Pathways Advisory Council

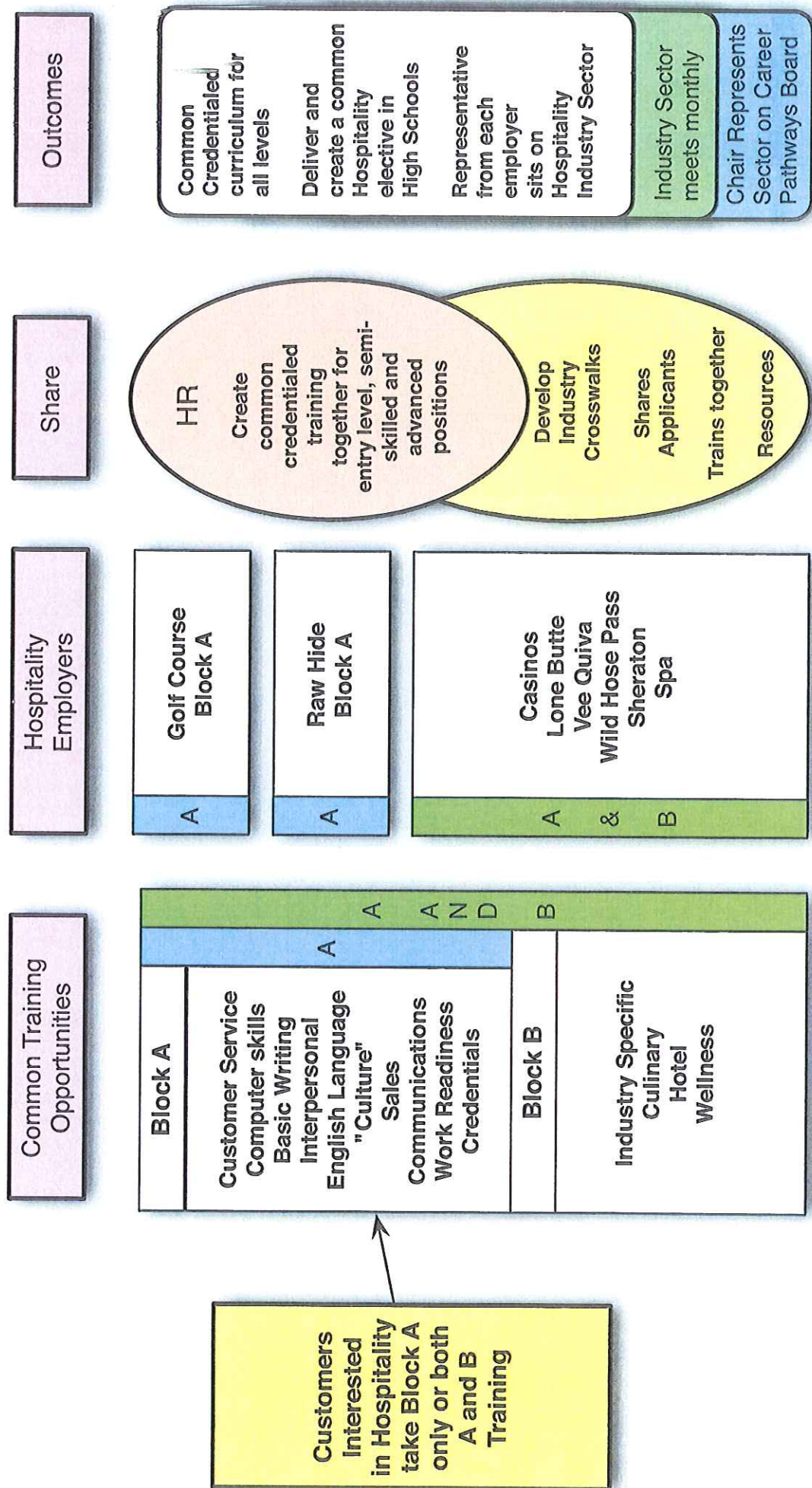
Gila River Fire Department Career Pathway

Draft

Saturday, October 29, 2011



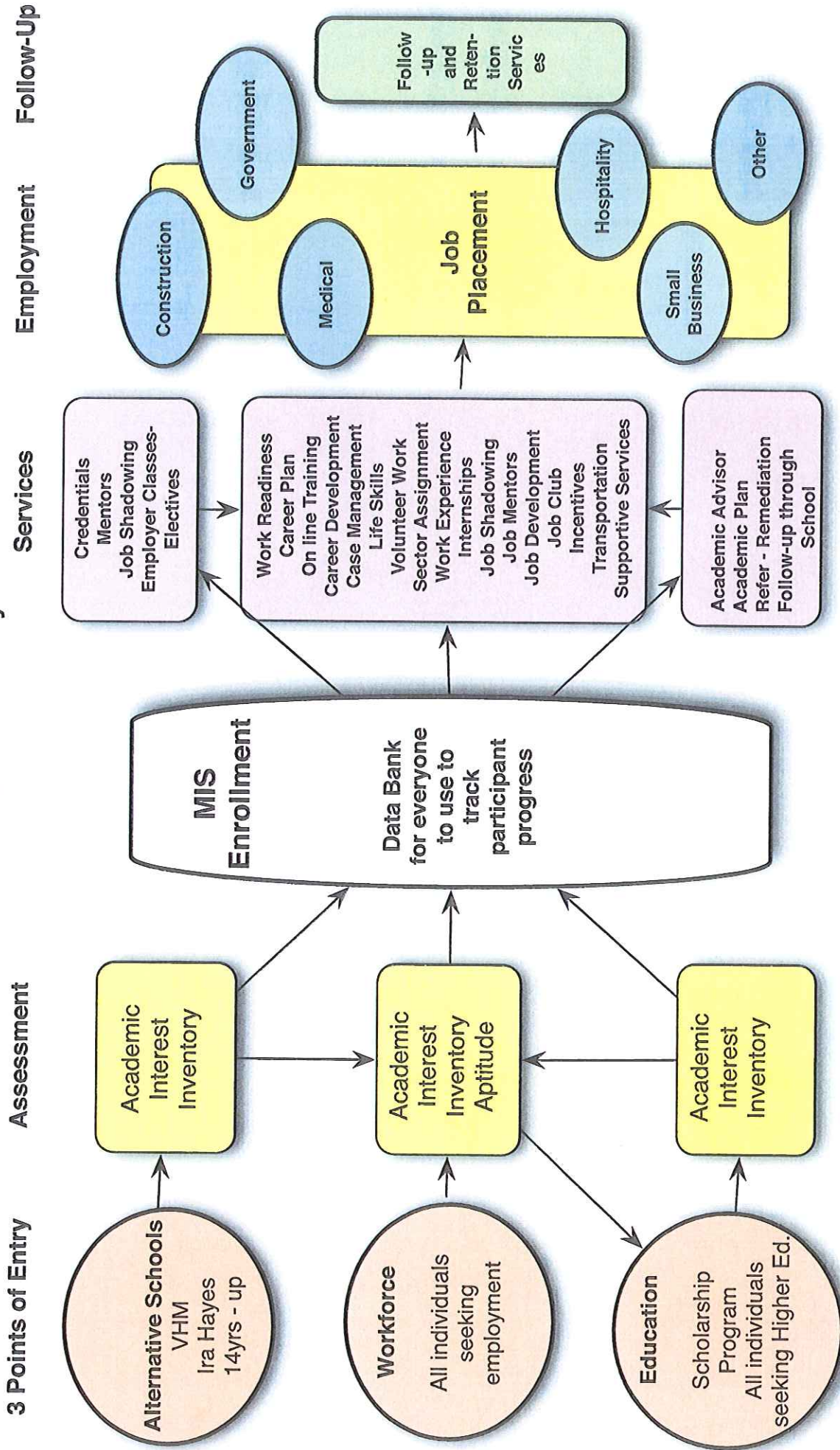
Industry Sector Close-Up Hospitality - Retail-Restaurant-Hotel Cross Industry Training



Career Pathways System

Flow of Services

3 Points of Entry





CAREER PATHWAY ACTION PLAN FOR:

DATE:

KEY ELEMENT:					
Priority Objectives <i>What we will do</i>	Tactics/Activities <i>How we will do it</i>	Lead <i>Who is responsible?</i>	Expected Outcomes <i>What is the result?</i>	Due Date	Progress & Adjustments <i>What have we accomplished?</i>