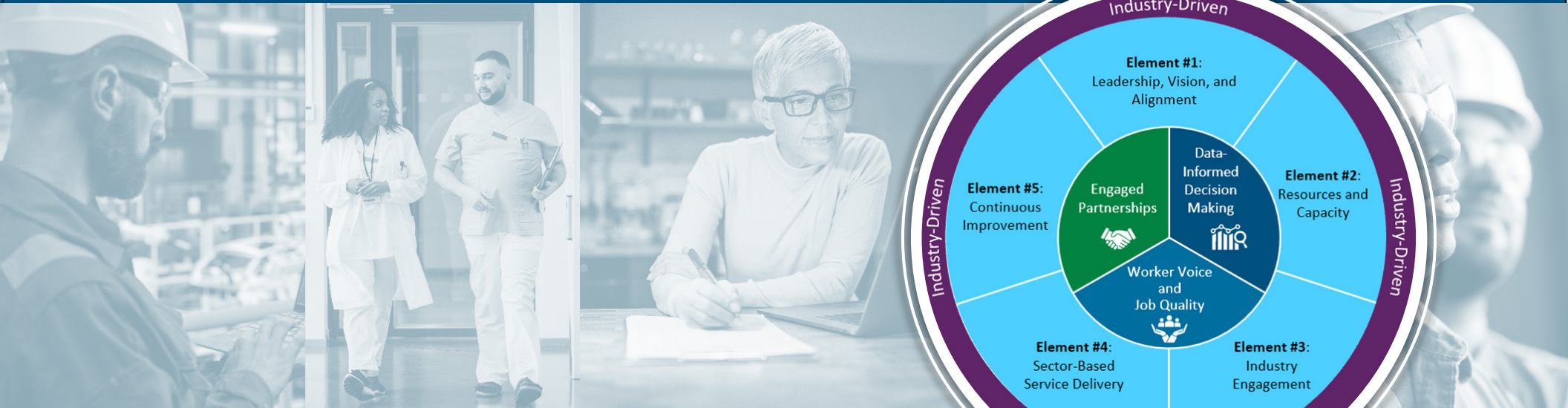


U.S. Department of Labor Sector Strategies Self-Assessment & Action Planning Tool



Regional Sector Strategy Team:

ETA Sector Strategies Self-Assessment & Action Planning Tool

Background

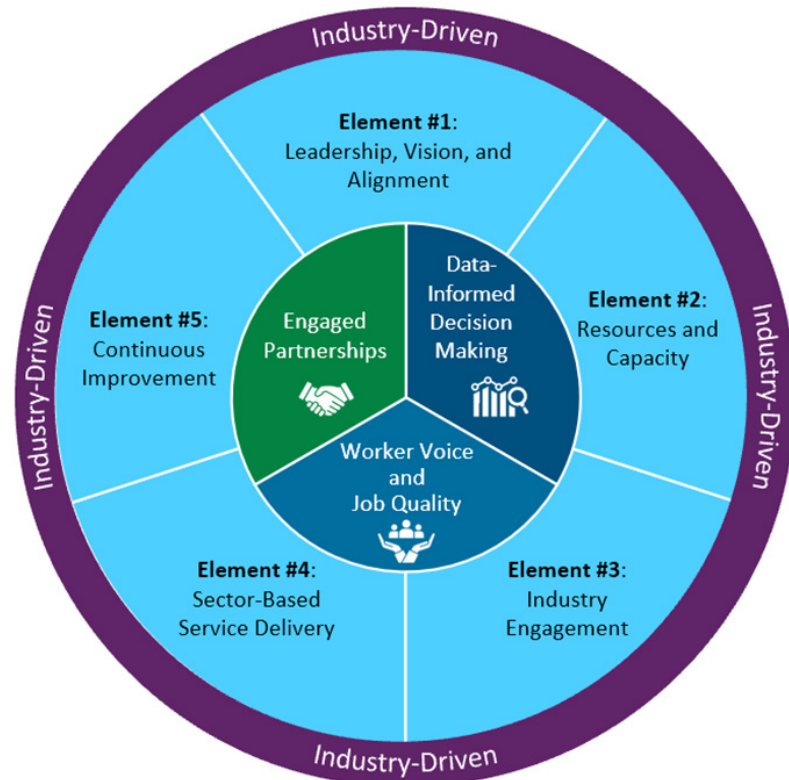
The Sector Strategies Framework

The U.S. Department of Labor's Employment and Training Administration (ETA) developed the updated [Sector Strategies Framework](#) to advance knowledge and support the development, scaling, and sustainability of sector strategies. Through the Framework, ETA seeks to harness what has been learned since the advent of sector strategies work, provide support to address common barriers, and build knowledge and practice in new areas of emphasis. ETA envisions that the public workforce system and its partners will pursue and expand sector strategies work to address industries' talent needs, support workers' economic mobility, and ensure thriving communities.

The Sector Strategies Implementation Guide

ETA developed the [Sector Strategies Implementation Guide](#) as a companion resource to the Sector Strategies Framework. The Guide, organized by phase of sector partnership and sector strategy work, includes adaptable approaches and activities practitioners can pursue to implement and sustain the core components and key elements outlined in the Sector Strategies Framework.

Figure 1: Sector Strategies Framework



The Sector Strategies Self-Assessment & Action Planning Tool

Purpose

ETA developed this Sector Strategies Self-Assessment and Action Planning Tool as a companion resource to the [Implementation Guide](#). The first part of the Tool is a self-assessment, which sector partners can use to rate the status of their efforts in relation to the Framework's three crosscutting core components and the phases of work discussed in the Guide, as follows:

Framework Core Components

- Engaged Partnerships
- Data-Informed Decision Making
- Worker Voice and Job Quality

Guide Phases of Work

- Launch
- Design
- Implement
- Sustain (includes the Ongoing Sustainability and Scaling Loop)

The second part of the Tool includes structured exercises for sector partners to complete to help them translate self-assessment takeaways into concrete and focused plans for action moving forward, with a focus on addressing high-priority gaps, weaknesses, and challenges for continued progress. These exercises include completion of an urgency/importance matrix and subsequent development of a detailed action plan based on self-assessment and matrix analysis results.

Guidance for Completing Tool Exercises

Partners may wish to complete all assessment and planning exercises together as a team, dedicating the appropriate time for completion and discussion, which can surface important points of convergence and divergence in the moment and foster valuable discussion. Alternatively, partners may wish to complete the exercises individually and then convene for discussion, also dedicating the appropriate time for the conversations. This approach may be more feasible when it is challenging to coordinate multiple partners' time and/or when partners would prefer time on their own to reflect and respond.

However, partnerships choose to approach the assessment and planning exercises, completing them thoughtfully and dedicating ample time to engage in honest discussion about their responses and ideas, including areas of divergence, is critical. Partners will then be well-positioned to come to consensus and chart and commit to their prioritized and shared next steps together.

Part One: Evaluating – Self-Assessment

For each of the indicators in the tool, select a rating from 1-5 that corresponds to your assessment of the current status of your partnership's work. The indicator rating scale is as follows:

1. Have not begun
2. In initial stages
3. Implementing but not yet at outcomes
4. Making good strides and completing key milestones
5. Major strength

To help you prioritize and action plan after the self-assessment, take time to make comments where you have ratings of 1 or 2. In addition, it will be helpful to provide summary comments at the end of any section where the average rating is 1 or 2.

CROSS-CUTTING CORE COMPONENTS OF SECTOR STRATEGIES



Engaged Partnerships

Indicator	Status Rating	Notes on Gaps, Weaknesses, and Challenges
1 = Have not begun 2 = In initial stages 3 = Implementing 4 = Making good strides 5 = Major strength		
1. Our partners represent the needs and perspectives of the targeted industry and the workers, learners, job seekers, and communities we serve.		
2. All critical regional partners are at the table in the partnership.		
3. Our employer partners represent the diversity of industry subsectors and employer sizes.		
4. We cultivate and maintain trusting relationships among all our partners.		
5. All of our partners have committed resources and capacity to achieving our shared goals.		
6. All of our partners are actively involved in the creation and implementation of solutions.		
7. We work to ensure shared value for all of our partners.		
8. All of our partners understand their roles and responsibilities.		
Average Rating for Engaged Partnerships:	Total Score: ____ / 8 (the number of indicators) = ____ Average	
Comments: If the average rating for this section is a 1 or 2, provide comments on the gaps, weaknesses, or challenges that are contributing to the lower rating. These comments will provide the foundation for focused action planning.		



Data-Informed Decision Making

Indicator	Status Rating	Notes on Gaps, Weaknesses, and Challenges
1 = Have not begun 2 = In initial stages 3 = Implementing 4 = Making good strides 5 = Major strength		
1. We utilize a diverse array of data sources consistently throughout all cycles of our partnership's work.		
2. We have the organizational capacity and necessary skills across our partners to analyze data effectively.		
3. We regularly use data to identify trends, challenges, and opportunities within the industry sector.		
4. We provide regular opportunities for employer partners to validate existing labor market information (LMI) and supplement it with industry intelligence.		
5. We have adequate and actionable data on worker demographics, interests, and needs.		
6. We have quality data on training and education programs and completions and on learner and worker skill and credential attainment.		
Average Rating for Engaged Partnerships:	Total Score: ____ / 6 (the number of indicators) = ____ Average	
Comments: If the average rating for this section is a 1 or 2, provide comments on the gaps, weaknesses, or challenges that are contributing to the lower rating. These comments will provide the foundation for focused action planning.		



Worker Voice and Job Quality

Indicator	Status Rating	Notes on Gaps, Weaknesses, and Challenges
1 = Have not begun 2 = In initial stages 3 = Implementing 4 = Making good strides 5 = Major strength		
1. Workers and learners are represented in our sector partnership governance structures, such as committees or advisory boards.		
2. We give worker representatives meaningful opportunities to contribute to decision-making processes and create comfortable opportunities for them to do so.		
3. We regularly collect, analyze, and utilize direct feedback from individuals working in the targeted industry, learners, and job seekers.		
4. We are inclusive in our outreach to and engagement with partners that serve historically marginalized, underrepresented, and underserved workers to obtain diverse worker and learner perspectives.		
5. We have established clear job quality guidelines for our targeted industry and occupations and ensure that these guidelines are aligned with the needs and expectations of both workers and employers.		
Average Rating for Engaged Partnerships:	Total Score: ____ / 5 (the number of indicators) = ____ Average	
Comments: If the average rating for this section is a 1 or 2, provide comments on the gaps, weaknesses, or challenges that are contributing to the lower rating. These comments will provide the foundation for focused action planning.		

SECTOR STRATEGIES PHASES OF WORK

LAUNCH Phase

Indicator	Status Rating	Notes on Gaps, Weaknesses, and Challenges
1 = Have not begun 2 = In initial stages 3 = Implementing 4 = Making good strides 5 = Major strength		
1. We have identified and convened engaged and diverse regional leaders to establish an effective sector partnership.		
2. We have the organizational and leadership buy-in required of a strong sector partnership.		
3. Our partners are aligned around our partnership's shared vision, mission, values, and goals.		
4. The organization or other entity that serves as our partnership's intermediary/convenor is well-poised, with sufficient staff capacity and resources, to play this role.		
5. We have determined the criteria we use to identify and prioritize industry sectors for focus.		
6. We have defined our geographic scope, and it generally aligns with our regional labor market.		
7. We are intentional about including diverse voices in our sector partnership.		
8. We have a regular meeting cadence, and we have the necessary capacity to facilitate the sector partnership.		
Average Rating for Engaged Partnerships:	Total Score: ____ / 8 (the number of indicators) = ____ Average	
Comments: If the average rating for this section is a 1 or 2, provide comments on the gaps, weaknesses, or challenges that are contributing to the lower rating. These comments will provide the foundation for focused action planning.		

DESIGN Phase

Indicator	Status Rating	Notes on Gaps, Weaknesses, and Challenges
1 = Have not begun 2 = In initial stages 3 = Implementing 4 = Making good strides 5 = Major strength		
1. We obtain the necessary data to determine our occupational focus areas within the sector, and we validate that data with our employer partners.		
2. We identify and prioritize occupations based on their criticality to the industry.		
3. We use a range of data to understand the skills, interests, and needs of learners and workers.		
4. We have methods in place to ensure that our priority occupations meet the definition of “good jobs” with sustainable wages and career pathways.		
5. We have a deep understanding of the job requirements for our identified occupations of focus.		
6. We regularly provide time and space for employer partners to discuss common pain points, critical roles, emerging occupations, and talent management challenges.		
7. We regularly provide time and space for workers and learners to share their interests, challenges, and needs.		
8. We have identified existing and potential talent pools with input from both employers and worker-serving organizations.		
Average Rating for Engaged Partnerships:	Total Score: ____ / 8 (the number of indicators) = ____ Average	
Comments: If the average rating for this section is a 1 or 2, provide comments on the gaps, weaknesses, or challenges that are contributing to the lower rating. These comments will provide the foundation for focused action planning.		

IMPLEMENT Phase

Indicator	Status Rating	Notes on Gaps, Weaknesses, and Challenges
1 = Have not begun 2 = In initial stages 3 = Implementing 4 = Making good strides 5 = Major strength		
1. We have a shared document that outlines implementation strategies, timelines, and responsible parties.		
2. We have established common measures of success, adopted across partners, to measure progress on our sector strategy initiatives.		
3. Employers, industry organizations, and workers provided input to shape the strategies we are implementing.		
4. We use a committee or workgroup structure to ensure complex tasks are completed.		
5. We have established and are tracking key activities, milestones, and leading and lagging indicators to monitor progress, successes, and failures on our approaches and delivery systems.		
6. The metrics we use focus on addressing pain points and opportunities for various audiences, e.g., employers, learners, workers, etc.		
7. We are actively capturing successes, challenges, and lessons learned to reflect on and use in a continuous improvement process.		
Average Rating for Engaged Partnerships:	Total Score: _____ / 7 (the number of indicators) = _____ Average	
Comments: If the average rating for this section is a 1 or 2, provide comments on the gaps, weaknesses, or challenges that are contributing to the lower rating. These comments will provide the foundation for focused action planning.		

SUSTAIN Phase: Main

Indicator	Status Rating	Notes on Gaps, Weaknesses, and Challenges
1 = Have not begun 2 = In initial stages 3 = Implementing 4 = Making good strides 5 = Major strength		
1. We have established and use regular, effective feedback loops to identify changes in employers' or workers' needs.		
2. We have established clear goals and metrics that are transparent and available to all partners and constituents, which we use to measure the progress of our sector partnership and strategies.		
3. We have established methodologies and timelines to examine data from feedback and metrics to identify successes and areas for improvement.		
4. We have processes in place that we use to identify and address service gaps and opportunities to improve outcomes for workers.		
Sustain Phase: Ongoing Sustainability and Scaling Loop		
5. We regularly conduct reviews of our sector partnership's processes and strategies for effectiveness and impact.		
6. We have mechanisms in place to identify, document, and respond to both successes and challenges.		
7. We have established criteria that we use for evaluating the effectiveness of our strategies.		
8. We have processes in place to consider when and how we should expand our focus to ensure alignment for industry/occupational relevance and worker needs.		
9. We have strategies in place for scaling successful practices and solutions within our sector partnership.		
Average Rating for Engaged Partnerships:	Total Score: ____ / 7 (the number of indicators) = ____ Average	
Comments: If the average rating for this section is a 1 or 2, provide comments on the gaps, weaknesses, or challenges that are contributing to the lower rating. These comments will provide the foundation for focused action planning.		

Part Two: Action Planning – Urgent/Important Matrix and Action Plan

In this section of the tool, partners will first come together to discuss their assessment results, examining both strengths and opportunity areas. Pay special attention to any section that had a 1 or 2 as your average score. Look at the individual indicators within those sections to see where you scored lower and to begin to create an action plan focused on those areas. If you scored a three or above on any area, decide together which areas you'd like to prioritize and work on.

Urgent/Important Matrix

As you begin to consider your concrete steps for action, use the urgent/important matrix as a tool for reflecting on the long-term outcomes of larger projects and daily tasks and homing in on what will be most impactful, rather than just most productive. This matrix will help you create and prioritize the strategies, action steps, and timelines in your action plan.

In the matrix, both larger projects and day-to-day tasks are arranged in one of these four quadrants:

- Urgent and important tasks/projects to be completed immediately
- Not urgent and important tasks/projects to be scheduled
- Urgent and unimportant tasks/projects to be delegated to someone else
- Not urgent and unimportant tasks/projects to be eliminated or significantly deprioritized

A generic example of an urgent/important matrix is provided below on pages 13 and 14 (adapted from: [todoist, https://todoist.com/productivity-methods/eisenhower-matrix](https://todoist.com/productivity-methods/eisenhower-matrix)).

Action Plan

Following completion of the urgent/important matrix, complete the [action plan template](#) below (see page 15), prioritizing development of concrete action steps for addressing gaps, weaknesses, challenges, and opportunities surfaced through the self-assessment.

Example entries are provided in the first row of the LAUNCH Phase portion of the action template.

IMPORTANT

URGENT

Do Now!



These items:

- Are time sensitive with clear deadlines
- Require **your** attention
- Have consequences if not completed
- Need to be completed asap

NOT URGENT

Schedule



These items:

- Are not time sensitive with no set deadline
- Require **your** attention
- Bring you closer to your goals
- Need to have time carved out to do them

NOT IMPORTANT

Delegate



These items:

- Are time sensitive with deadlines
- **Someone else** can do them
- “Busy work” that has to be done but doesn’t bring you closer to your goals
- Should be handed off to someone else to complete

Delete



These items:

- Are not time sensitive
- Are not important to anyone
- Distract you from important work
- Should be removed from you list

		URGENT	NOT URGENT
IMPORTANT	Do Now!	 Distribute press packet announcing partnership and its initial accomplishments	Schedule  Schedule partnership's first strategic planning retreat
	NOT IMPORTANT	Delegate  Respond to potential interest emails from non-core partners	Delete  Reorganize the color-coding system of archived documents from previous years' meetings

Action Plan Template*

LAUNCH Phase					
Goal	Strategy	Action Steps	Timeline	Lead Owner(s)	Success Measures
<i>What is our guiding objective? Think Smart, Measurable, Actionable, Relevant, and Time-Oriented.</i>	<i>What is our overall approach to accomplish our objective?</i>	<i>What steps will we take to accomplish our strategy?</i>	<i>How long will it take us to complete our identified action steps?</i>	<i>Who is responsible for completing our action steps?</i>	<i>How will we know if we have been successful? What does success look like?</i>
Build buy-in from regional employers for the sector strategy approach	Gather a group of employer champions to discuss strategy and determine structure	• Identify influential and engaged employers • Create outreach materials that highlight benefit of sector strategy approach • Initiate contact with employer champions • Organize initial meeting	• 1 week • 2 weeks • 3 weeks • 4 weeks	• Business Development Team • Convener communications team • Convener staff • Convener facilitator	• Number of employer champions recruited • Diversity of employer champions • Quality of discussion • Identified next steps from meeting
DESIGN Phase					
Goal	Strategy	Action Steps	Timeline	Lead Owner(s)	Success Measures

IMPLEMENT Phase					
Goal	Strategy	Action Steps	Timeline	Lead Owner(s)	Success Measures
SUSTAIN Phase					
Goal	Strategy	Action Steps	Timeline	Lead Owner(s)	Success Measures

*For a more detailed action planning template, please see the [Implementation for Impact Planning](#) template.