

REGIONAL SECTOR STRATEGIES AND CAREER PATHWAY MODEL

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Mission & Goal of Regional Workforce Model

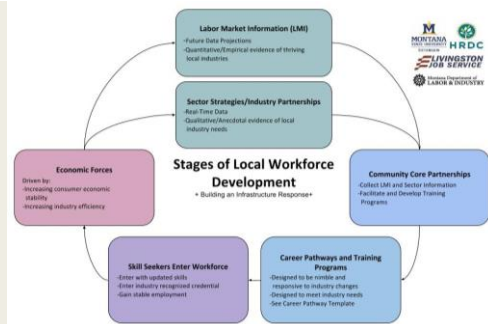
- Wealth distribution and economic stability across urban and rural areas
- Shifts current Montana workforce training paradigm
 - 2 Client focus: *Labor Force, Industry and Businesses*
- Primary emphasis on a skilled workforce as an economic asset and driver
 - *Labor force receives accessible and inclusive training*
 - *Provide labor force support to overcome challenges and connect to higher wage jobs*
 - *Labor Force has opportunity to move into higher skill, higher wage, more stable employment*
- Model addresses Industry and Business
 - *Convening Sector Strategies*
 - *Businesses clearly define workforce needs*
 - *Create efficiency in training programs*
 - *Catalyze and support feedback loop*
 - *Supports creation, attraction and retention of local industry and business*

Why is this important?

- Nimble and responsive
- Trains tomorrow's workforce today
- Creates a climate that attracts and supports businesses
- Builds upon Montana's economic foundation
- Market Montana
 - *Entrepreneurship is a cornerstone to this model*
- Nurture emerging industries and encourages education
- Addresses accessibility of training and education in communities that are historically underserved
 - *60% of Montana's population lives outside of communities that do not have a two- or four-year institution*

Core Characteristics to a Regional Model

- Convened by community core partnerships
 - Open to innovation
 - Trust-based and impact-driven
 - Unbiased and dedicated to a research-based collaborative approach with the mission to improve workforce needs and support industry-lead sector strategies
 - Seeking labor force solutions from businesses
 - Community driven with continuous improvement
- Designed as a structured response that can be replicated, and applied statewide
 - Combination of local and regional needs
 - Provides access to and availability of innovative education and training opportunities
 - Data and needs based, using proven workforce models
 - Increases industry efficiency; reduces waste, reduces turn-over and retraining costs, increases worker productivity and retention



Labor Market Information (LMI)



- Quantitative/Empirical evidence of growing and thriving industries
- Typically historical data helps generate future projections

- Gives industry aggregate data over time (longitudinal industry data)

LIMITATIONS:

- Rural data frequently unavailable
- LMI is slow to reflect short-term industry changes

Sector Strategies and Industry Partnerships



- Qualitative/Anecdotal evidence of local business and industry workforce needs
- Real-time data
- Business and industry partnerships create increasing efficiency to meet shared goals

LIMITATIONS:

- Does not give evidence of past or present conditions
- Cannot give industry aggregate data

Results of Data Collection



- Qualitative and Quantitative data gives a full-picture of business and industry workforce needs
- Output of LMI and Sector Strategies becomes the input to Community Core Partnerships
- Comprehensive approach allows creation of strategic partnerships informed by common need
- Allows for nimble and responsive changes in community training providers
- Businesses and industries are the clients served

Community Core Partnerships



- Critical stakeholders in each sector and industry
- Vested interest in building capacity to fulfill current and future labor needs
- Local Training and Service Providers work together to help eliminate barriers for hard-to-employ clients
- Community Core Partnerships are comprised of both public and private service providers

Career Pathways and Training Programs



- Output of Community Core Partnerships
- Accessible training at every skill level and barrier level
- Pathway allows client flexibility to move between different levels of training opportunities
- Ease in obtaining industry credentials
- Foundation is non-industry specific employability skills (i.e. soft skills)
- Career Pathway Model

Skill Seekers Enter Workforce



- Output of Career Pathways is educated individuals exiting training programs with updated skills and industry credentials
- Skill Seekers find job placement
- Updated skills, credentials and employability skills results in stable employment
- Stable employment decreases industry and business training costs and increases industry efficiency

Economic Forces



- Output of Skill Seekers entering the workforce is increased industry stability
- Skilled workforce attracts new businesses and industry
- Thriving local area industries generate community wealth

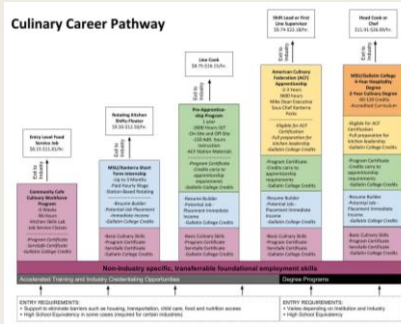
CAREER PATHWAYS AND TRAINING PROGRAMS



Core Features of a Career Pathway

1. Well-Connected and Transparent
 - Community partners such as education providers and local businesses
 - Credentials are recognized across industry
 - Support Services
2. Multiple Entry Points—accessible to both
 - High-Skill, Low-Barrier Individuals
 - Low-Skill, High-Barrier Individuals
3. Multiple Exit Points
 - Individuals can exit career pathway at any training level and enter into workforce

Culinary Career Pathway



An Innovative Training Approach Designed for Rural Communities

- Individualized
 - Meets people where they're at and designed to diminish/eliminate barriers
- Supported in a cohort
 - 6-10 students in a three-month facilitated cohort-driven learning experience
- Personal & Workforce Competency training
 - Work ethic, adaptability, communication, problem-solving, managing conflict
- Accelerated
 - Internships, OJT, Registered Apprenticeships, credential attainment
- Project-based learning
 - Investigate issues across cohort's occupation and industry focus areas
- Flipped classroom
 - Traditional lecture and homework elements of instruction are reversed

Partnership with the SWIB Sector Strategies Sub-Committee

- Connect prevalent leaders in industry and businesses such as: Healthcare, Service and Hospitality, Construction, etc.
- Referring to public and private funding opportunities
- Ongoing communication and updates
- Connecting to education and training resources
- Partnership in piloting model
