



WORKFORCE
STRATEGY
CENTER

678 EAST 22ND STREET
BROOKLYN, NY 11210
T 718 434 8424
F 718 434 4617
workforcestrategy.org

FIVE STEPS TO CAREER PATHWAYS

Successful partnerships among public and private entities formed to organize career pathways establish trusting relationships and clear lines of communication throughout the reform process. At all stages, outreach is conducted to garner support and participation from stakeholders such as jobseekers, businesses, educational institutions, government agencies, and others. The steps for developing and implementing career pathways are described below. Note that the sequence in which these steps are undertaken will vary based upon the local context.

I: GAP ANALYSIS

- Assess labor demand (current and projected)
- Assess labor supply (current and projected)
- Analyze return on potential investments
- Choose a sector of focus
- Scan current service provision
- Identify service provision gaps

II: CAREER PATHWAYS PLANNING

PARTNERSHIP DEVELOPMENT

- Identify potential partners
- Gain partner participation
- Set mission, vision, and goals
- Formalize partner roles and responsibilities

EMPLOYER STRATEGY

- Identify employers
- Determine the framework of an employer partnership
- Map career mobility patterns
- Gain employer partner commitment
- Develop ongoing relationships with employers

PATHWAYS DESIGN

- Illustrate training, education and career mobility
- Incorporate and align the following programmatic components:
 - Recruitment
 - Assessment
 - Training
 - Support services/case management
 - Job development and placement
 - Retention services
- Establish data collection protocols
- Organize data management and reporting procedures among partners
- Develop a sustainability strategy

BUDGET AND FUNDING STRATEGY

- Generate a budget
- Identify potential resources including:
 - Workforce resources
 - Education resources
 - Private (employer, foundations, individual donors)
 - Other (e.g., economic development, youth)
- Leverage available resources
- Plan for fundraising and development

III: IMPLEMENTATION

- Develop curriculum
- Recruit and assess participants
- Deliver training
- Provide support services, case management
- Develop work experience opportunities and jobs
- Continue employer development activities
- Utilize data management system

IV: CONTINUOUS IMPROVEMENT

- Conduct regular in-progress reviews
- Review overall performance
- Evaluate the performance of each partner
- Make operational adjustments based on evaluations
- Optimize scale based upon need for services
- Reevaluate the mission, vision, and goals
- Document lessons learned

V: EXPAND THE PATHWAYS PROCESS

- Apply pathways model to additional populations
- Replicate the pathways process to other sectors of importance to the regional economy