

ELEMENT ONE - BUILD CROSS-AGENCY PARTNERSHIPS AND CLARIFY ROLES

A cross-agency leadership team clarifies the roles and responsibilities of each partner and gains high level support from political leaders for an integrated career pathways system.

Key Element Components:

- Engage cross-agency partners and employers.
- Establish a shared vision, mission, and set of goals.
- Define the roles and responsibilities of all partners.
- Develop a work plan and/or Memorandum of Understanding for the partnership.

ELEMENT TWO - IDENTIFY INDUSTRY SECTORS AND ENGAGE EMPLOYERS

Sectors and industries are selected and are partners and co-investors in the development of career pathways systems.

Key Element Components:

- Conduct labor market analysis to target high demand and growing industries.
- Survey and engage key industry leaders from targeted industries and sector partnerships.
- Clarify the role of employers in the development and operation of programs.
- Identify existing training systems within industry as well as the natural progression and/or mobility (career ladders/lattices).
- Identify the skill competencies and associated training needs.
- Sustain and expand business partnerships

**ELEMENT THREE - DESIGN EDUCATION
AND TRAINING PROGRAMS**

Career pathways programs provide a clear sequence of education courses and credentials that meet the skill needs of high-demand industries.

Key Element Components:

- Identify and engage education and training partners.
- Identify target populations, entry points, and recruitment strategies.
- Review, develop, or modify competency models with employers and develop and validate career ladders/lattices.
- Develop or modify programs to ensure they meet industry recognized and/or postsecondary credentials.
- Analyze the state and regional education and training resource and response capability.
- Research and promote work-based learning opportunities within business and industry.
- Develop integrated, accelerated, contextualized learning strategies.
- Provide flexible delivery methods.
- Provide career services, case management, and comprehensive supportive services.
- Provide employment assistance and retention services.

**ELEMENT FOUR- IDENTIFY FUNDING NEEDS
AND SOURCES**

Necessary resources are raised and/or leveraged to develop, operate, and sustain the career pathways system and programs.

Key Element Components:

- Identify the costs associated with system and program development and operations.
- Identify sources of funding available from partner agencies and related public and private resources and secure funding.
- Develop long-term sustainability plan with state or local partners.

**ELEMENT FIVE - ALIGN POLICIES
AND PROGRAMS**

State and local policies and administrative reforms have been revised to align with implementation of a career pathways system.

Key Element Components:

- Identify state and local policies necessary to implement career pathways systems.
- Identify and pursue needed reforms in state and local policy.
- Implement statutory and administrative procedures to facilitate cross-agency collaboration.

**ELEMENT SIX - MEASURE SYSTEM CHANGE
AND PERFORMANCE**

Appropriate measures and evaluation methods are in place to support continuous improvement of the career pathways system.

Key Element Components:

- Define desired system, program, and participant outcomes.
- Identify the data needed to measure system, program, and participant outcomes.
- Implement a process to collect, store, track, share, and analyze data.
- Design and implement a plan for reporting system and program outcomes.