

## Possible Framework Option for Workforce Performance: Targeted Sectors

### Five-Phase Plan

*Based on Columbia-Willamette Regional Workforce Collaborative model*

#### 1. Targeted Sector Determination

Must meet two of the following three criteria:

- Projected industry growth (not decline) over the next decade
- Meet or exceed local area average wage
- Industry has occupations that demonstrate career ladder advancement

Must meet at least three of the following criteria:

- Local area training programs actively training new or advancing workers for occupations in this industry
- The industry aligns with current or future funding priorities and grants
- Initial industry relationships exist in the local area, including related “anchor” companies or headquarters companies
- Active local association or consortium specifically related to the industry
- Political considerations that prioritize that industry

Performance Measure #1:

Recommend targeted sector(s) based on these criteria.

*Done in first month of the performance period*

#### 2. Identify Sector Areas for Action

Where is sector employment demand?

Must use two of the three following criteria:

- Use occupational projections by industry to determine high-growth occupations
- Use vacancy data to determine in-demand occupations for local area
- Use real-time labor market data (e.g., Help Wanted OnLine) by occupation to determine in-demand occupations for local area

Where is sector labor supply? (must do all three steps)

- Identify the workforce system customers (WorkSource and other targeted populations) with relevant industry experience and credentials; provide numbers
- Identify the local area training programs that supply new workers for targeted sector occupations; provide numbers (if possible)

Conduct Employer Survey (must do this step)

Using methods and questions developed in collaboration with customer satisfaction workforce performance measures, survey employers in targeted sector. Distribute survey through direct relationships, and through industry associations in local area.

- Survey needs to identify industry “pain points”

- Identify needed skills, and ask about in-demand occupations (to support or refute earlier data)

Performance Measure #2:

Based on demand and supply determinations, compile a summary of demand and labor supply for the local area's targeted sector. In addition, detail the local workforce board's investments in the targeted industry, and key findings from employer survey.

*Done by five months into performance period*

3. Convene Targeted Sector Employers

Hold targeted sector forums to engage industry employers, either by online forum, in-person meeting, etc.

Must follow all steps:

- Overview of targeted sector strategy
- Present key findings of demand, supply, and employer survey
- Solicit interactive feedback from employers, and additional anecdotal information shared at forum

Performance Measure #3:

Based on forum, find key industry and organizational leaders. Recruit and confirm participation in targeted sector committee to provide guidance on action to meet sector's needs.

*Committee list done by seven months into performance period*

4. Industry Panel Activity

Panel composition must meet the following criteria:

- Chaired by recognized industry leader
- Staffed by local workforce board
- Panel consists of one-half industry members, with balance distributed across economic development, education, and other relevant stakeholders

Panel holds series of meetings to develop desired outcomes for targeted sector. Outcomes must address key supply, demand, and employer issues through at least three of the following criteria:

- Training programs
- Turnover reduction
- Key workforce populations (e.g., those who've received 1B training investments) into target sector jobs
- Technical education and/or apprenticeship opportunities

Performance Measure #4:

Based on the outcomes criteria, develop summary of 2-3 initiatives for implementation.

*Done by 10 months into performance period*

## 5. Operationalize Targeted Sectors Initiatives

Must complete all steps:

- Translate industry panel desired outcomes into local workforce board staff (or external partner) job duties
- Define initiative steps and timelines for completion
- Define reporting intervals

Performance Measure #5:

Provide detailed strategy plans for each initiative with actions, responsible parties, and timelines for completion.

*Done by 12 months into performance period*

## 6. Implemented Targeted Sector Strategies

Must complete all steps:

- Engage with employers in targeted sector and partner organizations as outlined in initiatives
- Provide industry panel and local workforce board with progress reports at agreed-upon intervals

## 7. Report Outcomes

Must complete all steps:

- Survey targeted sector employers on satisfaction with local workforce efforts to meet needs
- Identify the workforce system customers (WorkSource and other targeted populations) with relevant industry experience and credentials; provide numbers
- Identify the local area training programs that supply new workers for targeted sector occupations; provide numbers (if possible)

Performance Measure #5:

Show demonstrated improvement in targeted sector employer satisfaction with local workforce board efforts to meet needs. Show data with improvements in workforce system participant qualifications and local workforce training to meet targeted sector needs.

*Done by 24 months into performance period*

Determine successes, roadblocks, and other considerations related to targeted sectors that occurred over the performance period, and either continue, change, or start new efforts.