

### Background & purpose

Education, workforce, and economic development professionals across the nation are working with employers to create a robust talent pipeline utilizing career pathways. This document builds on a literature review of the collective experience and a series of collaborative conversations with professionals from Wisconsin's Department of Workforce Development (DWD), Workforce Development Boards, Wisconsin Technical College System (WTCS), Wisconsin Department of Public Instruction (DPI), and Wisconsin's Economic Development Corporation (WEDC).

It intends to offer guidance to practitioners about career pathway strategies they can use to meet employers' need for skilled employees. We recognize that many of the strategies are already being used, but partner agencies may not think about or utilize them as part of a career pathway system. They also may not have clarified which agency in their network can lead and deliver the strategy. We encourage practitioners to use this guidance in communication, relationship-building, and strategy development with each other and with Wisconsin employers.

### Framing questions

- *How can career pathways improve the talent pipeline for Wisconsin employers?*
- *How can career pathways be a solution for hiring and promoting employees?*

### Working assumptions

- Wisconsin is experiencing a labor shortage that is predicted to impact economic growth through at least 2020. The Wisconsin Department of Workforce Development (DWD) projections indicate a shortage of workers will directly affect Wisconsin's job growth. An estimated gap of 46,000 potential jobs is forecasted in the state by 2022.
- Wisconsin faces an aging population, a diversifying population and an exponentially changing economy. An "all hands on deck" strategy to address the future is critical.
- Hiring expectations of some employers have not changed to reflect the challenges of the current labor market.
- Change in industry is constant. Career pathways are designed to enable education and training organizations to more quickly adapt to keep up with changes and to produce better outcomes for students.
- Everyone benefits when employers are involved in career pathways design and delivery.
- Employers aren't utilizing career pathways in widespread or systematic ways.
- Career pathways can benefit and enhance emerging and existing employer-sector partnerships. Tools and resources are available to engage employers in utilizing career pathways for their talent pipeline.
- Partners will encourage employers to utilize the resources of the Job Centers, the Workforce Investment & Opportunity (WIOA) Act Title I-B, II, III, IV programs, apprenticeship programs, veterans' services, high schools, and technical colleges to meet their human resource needs.

## System Partners Worksheet

| Human Resource (HR) Practice                                       | Strategies & Action Steps to advance talent pipelines utilizing career pathways  | Who has this information and does this? |
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| DEVELOP AND/OR UPDATE JOB DESCRIPTION FOR NEW OR EXISTING POSITION | <ol style="list-style-type: none"> <li>1. <b>Engage in conversations with employers and business/industry associations about demand for new/emerging or existing occupations.</b> <ul style="list-style-type: none"> <li>➤ Share labor market information with employers to potentially guide position design and development including skill and wage progression and KSAs (knowledge, skills, and abilities).</li> <li>➤ Engage in conversations with employers, industry associations, and organizations such as the local chapter of the Society for Human Resource Management (SHRM), about the level of education and training required for new or existing positions. Discuss the possibility of considering lower level credentials, prior work experience, or non-credit education and training as applicable toward requirements for a position.</li> </ul> </li> <li>2. <b>Discuss with employers the stackable credentials available for specific occupations and how these credentials could be applied toward meeting requirements for job opportunities.</b> <ul style="list-style-type: none"> <li>➤ Show employers and industry associations examples of career pathway roadmaps for their or related industries. Ask them how the roadmaps reflect their needs, what could be enhanced or improved to reflect their existing and future labor market needs. <a href="http://www.wicareerpathways.org">www.wicareerpathways.org</a>,</li> <li>➤ Make presentations to business and industry groups on career pathway roadmaps, stackable credentials, and program successes and outcomes by region and/or industry to increase awareness and solicit input for continuous improvement.</li> </ul> </li> </ol> |   |

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| RECRUIT A POOL OF APPLICANTS FOR OPEN POSITIONS | <ol style="list-style-type: none"> <li>3. <b>Explore with employers opportunities for high school &amp; technical college students and un/under-employed workers to be exposed to the occupations and industry through work-based learning in order to be considered for new and/or existing positions now or in the future.</b> <ul style="list-style-type: none"> <li>➤ Identify opportunities and facilitate participation in job shadows, trial /temporary positions, internships (paid or unpaid), youth and registered apprenticeships, co-op education, field trips, etc. for these populations.</li> <li>➤ Inform employers how to post information about their business and occupations they employ on <a href="#">Inspire Wisconsin</a>. Encourage employers to use the Inspire website.</li> <li>➤ Inform employers about how to inform and engage students in work-based learning opportunities by using Inspire Wisconsin.</li> </ul> </li> <li>4. <b>Encourage employers to utilize a “train and promote from within” strategy and to backfill positions with career pathway participants with appropriate level qualifications.</b> <ul style="list-style-type: none"> <li>➤ Explore alternatives to upskill entry-level workers. Consider including behavioral intervention strategies. <a href="http://www.seattlejobsinitiative.com/wp-content/uploads/SJI_BehaviorEconomics_vFinal.pdf">http://www.seattlejobsinitiative.com/wp-content/uploads/SJI_BehaviorEconomics_vFinal.pdf</a></li> </ul> </li> <li>5. <b>Share success metrics/outcomes of career pathways completers (both qualitative and quantitative) with employers to raise profile of education and training organizations as sources for recruitment.</b></li> <li>6. <b>Collaborate with employers/industry associations to connect with non-traditional recruiting sources including multi-cultural organizations, corrections, regional youth centers, etc.</b> <ul style="list-style-type: none"> <li>➤ Encourage employers to take advantage of the retention services offered by the Job Center.</li> </ul> </li> <li>7. <b>Recruit career pathways alumni employed in regional workplaces to facilitate informational interviews, provide feedback based on on-the-job experience, and brief partners about changing job requirements to benefit and support other students and completers.</b></li> <li>8. <b>Engage in conversations with local organizations such as SHRM and industry associations about the skill requirements and anticipated demand for new and existing occupations including skill advancement for existing frontline employees.</b></li> <li>9. <b>Set up multiple opportunities for employers to meet students attending relevant courses at local high schools and technical college or in dual enrollment courses at high schools.</b></li> </ol> |   |

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| HIRING EMPLOYEES                        | <p><b>10. Engage employers and industry-business association representatives in classroom activities and curriculum development about interviewing, resume writing, company culture and processes.</b></p> <p><b>11. Provide the employer and employees with retention coaching, support services, and coordinate mentorship for new employees.</b></p> <p><b>12. Encourage employers to include information during the hiring process about their company's continuing education, employee development, and promotion practices.</b></p>   |   |
| CONDUCT NEW HIRE ORIENTATION & TRAINING | <p><b>13. Encourage employers to include information about career paths and how to participate in continuing education and employee development processes.</b></p> <ul style="list-style-type: none"> <li>➤ Encourage employers to provide, or partner to provide, mentorship opportunities for new hires as well as on-site retention, coaching, and support services.</li> <li>➤ Encourage employers to share information about career pathways in new hire orientation and training and/or be available to participate in new hire orientation and training to increase awareness of career pathways and lifelong learning opportunities to upgrade skills.</li> </ul> <p><b>14. Collaborate with employers to identify opportunities to develop training for existing workers to be cross-trained in related functions to increase their value and retention in the workplace.</b></p> <p><b>15. Clarify expectations and build in support for exhibiting desired employability skills for new hires. Consider including behavioral economic interventions strategies in new hire orientations:</b> <a href="http://www.seattlejobsinitiative.com/wp-content/uploads/SJI_BehaviorEconomics_vFinal.pdf">http://www.seattlejobsinitiative.com/wp-content/uploads/SJI_BehaviorEconomics_vFinal.pdf</a></p> |   |

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| TRAINING AND DEVELOPMENT PLANNING | <p><b>16. Engage employers and/or industry associations in curriculum design, enhancement, and participation in classroom &amp; on-the-job instruction.</b></p> <ul style="list-style-type: none"> <li>➤ Increase employer awareness and use of career pathways through mapping the knowledge, skills, and abilities (KSAs)/competencies for new or existing job descriptions and helping them understand how this drives the content of courses, certificates, and degrees.</li> <li>➤ Invite industry employers to meet with curriculum designers to contextualize curriculum based on competencies required for new and existing positions including learning outcomes or homework assignments related to solving problems and addressing issues of regional employers.</li> <li>➤ Invite employers to participate in sector partnerships and/or technical college employer advisory committees.</li> <li>➤ Invite employers to speak to classes, cohorts, and certificate and degree completers about industry trends, future labor market needs, and technological advances including challenges facing the industry.</li> <li>➤ Explore with employers and career pathway alumni what combination of education, training and work experience has been successful with new and existing positions.</li> <li>➤ Provide students/completers with just-in-time information on transferable skills and relevant industry terminology and trends to contribute to successful interviews for students/completers.</li> </ul> <p><b>17. Share information about Worker Training grants that may be available to train their workforce.</b> <a href="http://www.wisconsinfastforward.com/">http://www.wisconsinfastforward.com/</a><br/> <a href="http://mywtcs.wtcsystem.edu/grants/general-purpose-revenue-(gpr)">http://mywtcs.wtcsystem.edu/grants/general-purpose-revenue-(gpr)</a></p> |   |

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| UPGRADE SKILLS OF CURRENT WORKERS | <p><b>18. Encourage employers to provide or partner to provide mentorship opportunities; job advancement coaching, planning and training; cross training opportunities; and retention services on site and through Job Centers.</b></p> <p><b>19. Engage in conversations with employers on high school and technical college employer advisory committees about needs and skills gaps to continually improve curriculum and offer new or enhanced training, certificates, or stackable credentials.</b></p> <p><b>20. Partner with employers, business/industry associations, or SHRM chapters to design and conduct career exploration and skill advancement opportunities for current workers.</b></p> <p><b>21. Partner with employers, business/ industry associations, or organizations such as SHRM chapters to encourage providing just-in-time new or enhanced education and training for current workers and facilitate easy access to education by providing tuition assistance, onsite education, and job rotation, etc.</b></p> <p><b>22. Connect technical college employer advisory committees with WIOA industry sector partnerships or other regional economic development sector/industry partnerships.</b><br/> <a href="http://www.wvda.org/industry-partnerships.html">http://www.wvda.org/industry-partnerships.html</a></p> <p><b>23. Partner with business/industry associations and organizations such as SHRM and local workforce investment boards to promote career pathway strategies with employers.</b></p> <ul style="list-style-type: none"> <li>➤ Provide promising practices or training for skills upgrading education and training as well as promotion processes as part of an employer’s career pathway strategy.</li> <li>➤ Provide promising practices and/or training on succession planning including opportunities to see examples from other businesses.</li> <li>➤ Make presentations to increase employers’ awareness of how they can benefit from and establish employee development and retention coaching processes within their companies.</li> </ul> |   |

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