

ETA Sector Strategies Technical Assistance Initiative
Self-Assessment (FOR STATES)
Pilot Tool



Sector Strategies Self-Assessment (State Level)
How effective is your state's sector strategy approach?

ABOUT THIS TOOL

This self-assessment tool is designed to help state workforce organizations, state workforce development boards, and other state-level collaboratives determine how well their state is implementing full-scale sector strategies today and where they should prioritize future enhancements.

State workforce board and related workforce agencies have an important role to play in sector partnerships, namely in creating the right policy and practice conditions for sector partnerships to develop and sustain at local and regional levels. While state workforce organizations may deploy different tactics to seed sector partnerships, each organization must have the right set of organizational “capabilities” to pull it off effectively.

The 14-question assessment is organized along six broad capability areas:

- **SHARED VISION & GOALS:** *Does your state have a shared vision, across key agencies, of sector strategies that focuses on serving and positively impacting the state's economy and jobseekers?*
- **INDUSTRY DATA AND ANALYSIS TOOLS:** *Is your state providing rigorous labor market data and effective tools to help local and regional sector partnerships make informed decisions about target sectors and education and training investments?*
- **TRAINING & CAPACITY BUILDING:** *Does your state provide technical assistance to local and regional areas to expand their capacity to build quality sector partnerships?*
- **AWARENESS & INDUSTRY OUTREACH:** *Does your state effectively promote the value of sector partnerships and actively recruit industry champions to participate?*

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- **ADMINISTRATIVE & LEGISLATIVE POLICY:** *Does your state have the necessary policies and funding mechanisms in place that help establish, sustain, and/or scale local sector partnerships?*
- **PERFORMANCE MEASUREMENT:** *How well is your state measuring sector strategy success?*

The capability areas, as described in the assessment, should be viewed as aspirational. They represent the capabilities that a state/organization that is interested in launching or advancing a full-scale sector strategy should seek to attain. It is rare that a state/organization would excel in all areas.

HOW TO TAKE THE ASSESSMENT

It is recommended that multiple individuals from the same state/organization take the assessment and come together to discuss findings. Upon completion of the assessment, consider the following questions:

- What areas represent our strengths? Why?
- What areas represent learning opportunities?
- Is there important sector-related work that we are not doing? If so, what?
- Do we have different points of view within our organization about our self-assessment scoring? What can we learn from the different perspectives?
- What are our priorities for the next year?

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Before taking the assessment please answer the following question:

Most state have many different initiatives that are related to good sector strategy efforts (e.g. STEM initiatives, career pathway initiatives, statewide industry network efforts, career readiness initiatives). Please list the 2 or 3 that you feel are the most visible and reflect the sector partnership definitions described above. If you are launching a new sector strategy initiative, please include that:

CAPABILITIES OF A HIGH-PERFORMING SECTOR APPROACH (STATE LEVEL)		IF YOU THINK YOUR STATE RATES AS A “5” YOU CONSIDER IT TO HAVE THE FOLLOWING IN PLACE	RATING (circle one) 1=Not at all 2=Making progress but long way to go 3=Have some of this, sometimes 4=Yes, in place now 5=Not only in place, but we’re excelling					
SHARED VISION & GOALS <i>Does your state have a shared vision, across key agencies, of sector strategies that focuses on serving and positively impacting the state’s economy and jobseekers?</i>								
1. State leadership commitment & alignment	<ul style="list-style-type: none"> Public commitment from state leadership (e.g. Governor, state workforce board, workforce commissioner) prioritizing industry relationships for the purposes of aligning the workforce system to industry needs A common vision adopted/adapted by key state agencies recognizing sector partnerships as the preferred approach for identifying and solving business’ workforce needs A strategic state-level written plan that sets goals for how the state’s talent development system will drive industry growth through sector partnerships Key state agencies (e.g. economic development, workforce development) share the same or similar target sector/clusters 	<table style="margin: 0 auto; border: none;"> <tr> <td style="padding: 0 10px;">1</td> <td style="padding: 0 10px;">2</td> <td style="padding: 0 10px;">3</td> <td style="padding: 0 10px;">4</td> <td style="padding: 0 10px;">5</td> </tr> </table> <p style="margin-top: 10px;"><i>Describe rating briefly:</i></p>		1	2	3	4	5
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2. Clear state guidance on how to operationalize sector partnerships	<ul style="list-style-type: none"> • Clear guidance that translates the state's vision and goals for sector strategies into steps that regional/local areas should take to build sector partnerships • Documented suggested roles and responsibilities for regional players (e.g. WDBs, community colleges) typically engaged in sector partnerships • Performance indicators for regional/local areas that outline qualities of "high-performing" sector partnerships 	1 2 3 4 5 <i>Describe rating briefly:</i>
3. Staff leadership and organizational structure	<ul style="list-style-type: none"> • Staff member(s), at state level, with explicit function (and experience) to effectively support sector partnerships statewide • Staff with credibility/relationships to work with industry and across state agencies and systems (e.g. community college, workforce) to support partnerships statewide 	1 2 3 4 5 <i>Describe rating briefly:</i>
INDUSTRY DATA AND ANALYSIS TOOLS		
<i>Is your state providing rigorous labor market data and effective tools to help local and regional sector partnerships make informed decisions about target sectors and education and training investments?</i>		
4. Promotes understanding of regional industry sector(s) through use of rigorous labor market data and workforce planning information tools	<ul style="list-style-type: none"> • Easy-to-use and customizable tools that draw on a mix of economic, labor market, and industry data sources to help regional/local stakeholders identify their <i>target industries</i> for sector partnerships • Easy-to-use and customizable tools to help regional/local areas drill down into <i>critical occupations and skill needs</i>, aligned to the target sectors 	1 2 3 4 5 <i>Describe rating briefly:</i>

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5. Supports regional/local areas in collaborating regionally to use data to make informed decisions	<ul style="list-style-type: none"> State guidance that promotes and facilitates regional "teams" (of community colleges, economic development, workforce development) using similar/the same labor market data to reach joint decisions on identifying key targets and workforce needs Clear and regionalized data with enough details to allow regional teams to analyze the region's current investments and quickly address education/training gaps 	<p>1 2 3 4 5</p> <p><i>Describe rating briefly:</i></p>
TRAINING AND CAPACITY BUILDING		
<i>Does your state provide technical assistance to local and regional areas to expand their capacity to build quality sector partnerships?</i>		
6. State technical assistance guidance and metrics	<ul style="list-style-type: none"> Clear performance indicators for regional/local areas that outline qualities of "high-performing" sector partnerships A state inventory of models of sector partnership success and other tools that regional/local areas can use to adapt best practices Centralized place (e.g. website or database) that promotes sector partnerships, success models, other TA Access to an up-to-date inventory of education/ workforce programs across the state relevant to critical target industries 	<p>1 2 3 4 5</p> <p><i>Describe rating briefly:</i></p>

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7. Vehicles and/or forums to bring together regional/local partnership leaders	<ul style="list-style-type: none"> • Regular opportunities (through statewide Sector Academies, summits, or institutes) to convene regional/local partnerships to provide sector-based technical assistance and facilitate networking and sharing across partnerships 	1 2 3 4 5 <i>Describe rating briefly:</i>
8. Internal capacity to provide local area technical assistance	<ul style="list-style-type: none"> • State staff with ability to work with regional/local partnerships to quickly identify opportunities and facilitate solutions. Includes staff with deep knowledge of issues that often arise during sector partnership work, including, but not limited to: <ul style="list-style-type: none"> ○ customized training or certification programming ○ business outreach ○ hiring services, retention programs ○ use of LMI ○ higher education credit-attainment initiatives ○ work-based learning models ○ career pathways ○ economic development 	1 2 3 4 5 <i>Describe rating briefly:</i>
AWARENESS & INDUSTRY OUTREACH		
<i>Does your state effectively promote the value of sector partnerships and actively recruit industry champions to participate?</i>		
9. Plays active role in "building the buzz" about the value of sector partnerships as a means to continuously secure buy-in	<ul style="list-style-type: none"> • Marketing material and website explaining existing sector partnerships and ways to get engaged • Press contacts to help get sector partnership success stories out 	1 2 3 4 5 <i>Describe rating briefly:</i>

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10. Partnerships with wide array of industry associations that support the training and possible placement of workers in targeted sectors	<ul style="list-style-type: none"> State staff with strong relationships with state economic development, state chamber of commerce, and other industry associations. Ability to tap these relationships to make key connections to employers of influence Close relationships with smaller number of business "champions" who, at a state level, can encourage wider industry engagement Specific vehicles for soliciting ongoing feedback from industry partners at a state level 	1 2 3 4 5 <i>Describe rating briefly:</i>
ADMINISTRATIVE & LEGISLATIVE POLICY		
<i>Does your state have the necessary policies and funding mechanisms in place that help establish, sustain, and/or scale local sector partnerships?</i>		
11. Administrative policy(ies) in place that supports strong regional/local sector partnerships	<ul style="list-style-type: none"> Administrative policy across key state agencies that supports sector partnerships (e.g. sector partnership concepts are explicitly built into agency's policy goals; embedded as part of state workforce-related grant opportunities) 	1 2 3 4 5 <i>Describe rating briefly:</i>
12. Legislative policy(ies) in place that support sector partnerships	<ul style="list-style-type: none"> Policies that invest federal or state funding to support local sector partnerships Policies that support sector partnerships through the provision of technical assistance or programmatic work Close relationships with state legislative sources that might lead to the creation of long-term policy adjustments supporting sector initiatives 	1 2 3 4 5 <i>Describe rating briefly:</i>

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13. Willingness to be innovative in finding resources to support sector partnerships	<ul style="list-style-type: none"> Staff dedicated to/process for assisting local areas find funding to support partnerships State and federal sources of funding mapped for locals to use Repurposed funding streams to support partnerships. Includes deep understanding of existing and new funding sources (e.g. grants, foundation support, program funds, discretionary funds, industry support). 	1 2 3 4 5 <i>Describe rating briefly:</i>
PERFORMANCE MEASUREMENT		
<i>How well is your state measuring sector strategy success?</i>		
14. Has a common dashboard of success indicators	<ul style="list-style-type: none"> A common agreed-upon dashboard of success indicators (i.e. consensus around sector partnership "outcomes") for each sector partnerships Aggregate common Return on Investment (ROI) metrics Process in place for collecting, analyzing data and using metrics to make future sectors-related policy and program adjustments Organization's board, executive committee, or program committee reviews metrics as part of their duties 	1 2 3 4 5 <i>Describe rating briefly:</i>