

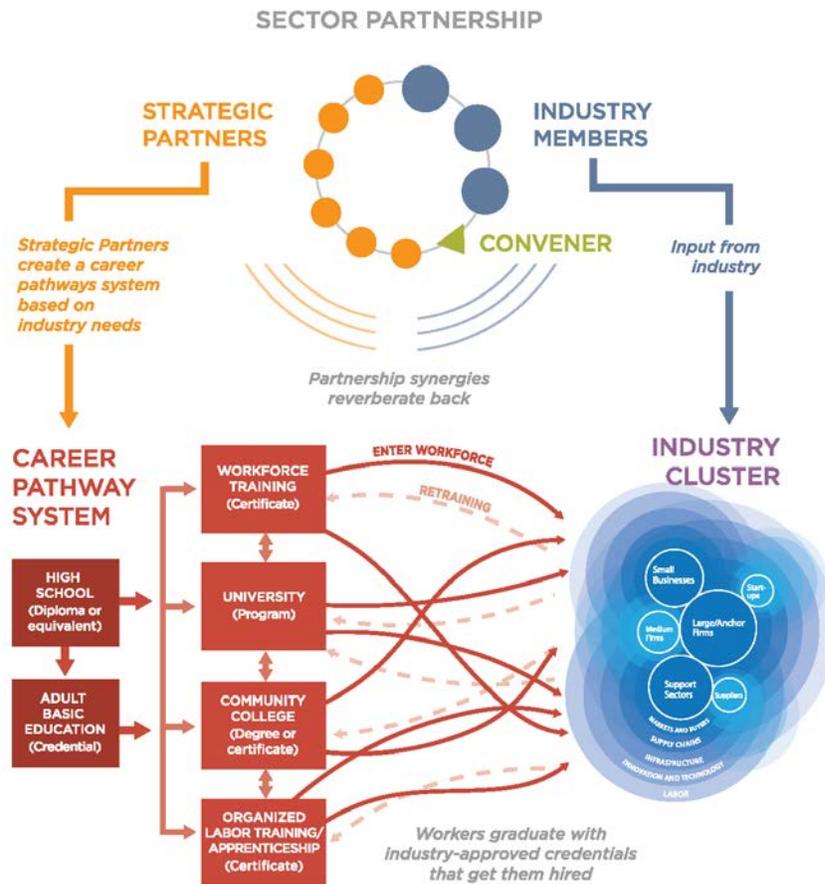
8. Programs and Service Delivery

A description of how the local board and partners will make available programs and services.

g. How the local board will facilitate the development of career pathways.

The Pima County WIB has an active history of supporting and convening sector partnerships that have spurred the development of career pathways within manufacturing, logistics and supply chain management, and healthcare.

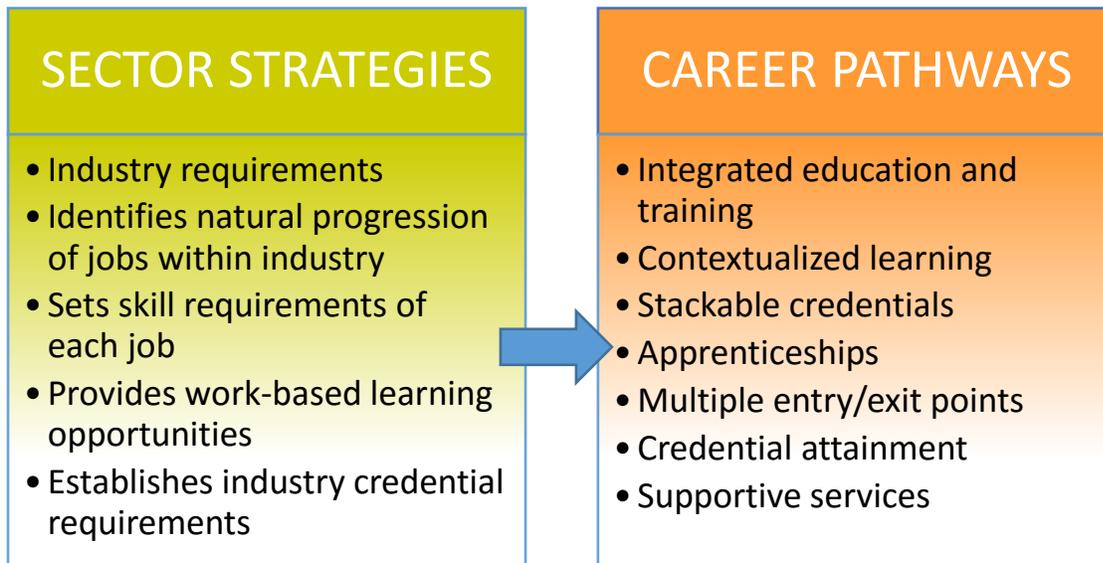
As the diagram below shows, sector partnerships create an ecosystem in which strategic partners can work together to create new pathways, or improve existing ones, based on industry needs.



Groves, Garrett and Woolsley, Lindsey. *State Sector Strategies Coming of Age: Implications for State Policy Makers*. National Governors Association, January 2013.

As complementary approaches, the sector partnership defines industry demand for skills, while the career pathway provides educational options that assure an appropriate talent pool to support business retention, expansion and attraction.

The next diagram (adapted from the U.S. Department of Labor’s Career Pathways Toolkit) illustrates how design elements of career pathways are driven by industry input about the movement of employees through progressively higher-skilled occupations, and the specific competencies and standards required for each occupation.



In its self-assessment, the Pima County WIB identified 14 existing career pathways:

- | | | |
|-----------------------|-----------------------------|---|
| 1. Behavioral Health | 6. Nursing and Patient care | 11. Bioscience/biotechnology |
| 2. Dental support | 7. Surgical support | 12. Aviation Technology |
| 3. Health Information | 8. Welding | 13. Electrical Apprenticeship |
| 4. Medical Laboratory | 9. Machining | 14. Electrical and Gas Utility Technician |
| 5. Medical support | 10. Logistics | |

In each one of these programs, local sector partnerships have provided leadership at some stage in the career pathway development.

This includes scenarios in which workforce system educational and/or workforce partners began working to develop, improve and articulate a career pathway, which then subsequently became the focus of a sector partnership which is now working to align it with industry needs.

Each one of these career pathways in Pima County offers financial and case management support through the ARIZONA@WORK Pima County One-Stop public workforce system and outreach to engage target populations.

WIOA Title IB formula funds, the Health Profession Opportunities Grant (HPOG), and the Youth CareerConnect (YCC) Grant have all been key resources in these efforts.

All of the above career pathways at Pima Community College (PCC) offer stackable credentials developed or adapted based on industry input and standards to promote advancement and employment, and some of them also offer opportunities to attain industrial certifications and credit-based degrees/certificates simultaneously. The stacked credentials facilitate participants leaving and re-entering the pathway to work, with each component of education or training resulting in a credential that increases earning power.

In many cases, the career pathway offers embedded work-based learning opportunities, such as internships or clinical rotations.

Each of the 14 career pathways features a linkage with secondary education, allowing training participants opportunities to complete a high-school diploma, High School Equivalency (HSE) or GED, or address basic-skill gaps that may be a barrier even for people who have a diploma.

In some cases, this linkage is provided through a high-school Career Technical Education (CTE) program offered through the Pima County Joint Technical Education District (JTED) and various local high schools.

In the case of behavioral health and welding, PCC Adult Education for College and Career has collaborated with PCC CTE programs to offer Integrated Basic Education and Skill Training (IBEST) programs in which two instructors teach academic and technical skills simultaneously.

In the case of the HPOG health professional pathways, college readiness classes offer contextualized, accelerated instruction in order to prepare students specifically for health occupational coursework.

Two more career pathways begin at the post-secondary level, but have the other career-pathway features of industry sector leadership, workforce system support and stackable credentials.

A national utility industry partnership, Center for Energy Workforce Development, led the creation of Get Into Energy in partnership with Arizona utility companies and a consortium of community colleges.

In the construction field, consortiums of union and non-union employers have created registered apprenticeships that offer the opportunity to work at increasing pay rates tied to skill gains and earn certificates toward a journeyman-level electrician.

In order to facilitate continued development of career pathways, in response to needs defined by sector partnerships, the Pima County WIB will continue its linkages with, and participation in, the following sector partnerships as described in Section 7.b.:

1. Southern Arizona Manufacturing Partners (SAMP)
2. Southern Arizona Logistics Education Organization (SALEO)
3. Tucson Healthcare Industry Sector Partnership
4. Arizona Sun Corridor Get into Energy Consortium
5. Innovation Frontier Southwest (IFS)

View CFA's video announcing *Pathways to Prosperity* at <http://webcms.pima.gov/cms/One.aspx?portalId=169&pageId=256745>.

The WIB will also continue its participation in the Pathways to Prosperity Initiative being led by the Center for the Future of Arizona (CFA) in partnership with the Harvard Graduate School of Education and Jobs for the Future. CFA works with educators and employers to build a system of grades 9-14+ pathways that combine high school and community college, resulting in students earning technical certificates and degrees in industry areas of critical importance to workforce and economic development in Arizona. CFA initially seeks to develop pathways in the Phoenix and Tucson labor market regions, and will build on the work of SAMP and YCC to broaden the pathways in manufacturing and bioscience.

The WIB will use the following practices to support career pathway development:

1. Advocate for training programs that form components of career pathways in conjunction with a sector partnership to be submitted for inclusion on the Eligible Training Provider List (ETPL). Give priority for approval on the ETPL to such programs so that they may be supported with WIOA-funded Individual Training Accounts (ITA)
2. Include career pathways as a rating framework in competitive Pima County Request for Proposal (RFP) processes (when applicable). For example, programs could receive points for incorporating design elements of a career pathway, such as integration of industry-recognized credentials, basic education and support services.
3. Continue investment in career pathways as a central priority for program development activities, including grant-seeking, partnerships and resource leveraging.
4. Dedicate the Performance and Accountability Committee to researching potential barriers to career pathways. These could include:
 - a. Regulatory barriers, such as eligibility criteria.

- b. Administrative barriers, such as program exit triggered by entry into employment.
- c. Data management barriers that may inhibit data collection and evaluation of participants' progress through career pathways.
- d. Performance disincentives, such as employment measures that might be impacted by keeping employed participants active or re-enrolling the same participant for the next level of training.
- e. Financial disincentives, such as higher cost of training the same participant through multiple levels of education and training.