

Preface

Attached is a toolkit developed by the Florida Department of Economic Opportunity (DEO) to assist Local Workforce Development Boards in developing sector strategies. Local Workforce Development Boards should develop and implement sector strategies by working with partners to address the talent needs of employers in key targeted industries in the local areas. Sector strategies may be defined as “goals, plans of action, policies, and service delivery strategies developed and continuously re-examined by sector partnerships to meet the ongoing and changing needs of employers within that sector.”¹ The goal of sector strategies is to build regional talent pipelines, address skill shortages, and create meaningful “Career Pathways” for a range of workers in specific industry sectors.

In accordance with Section 108(b)(1)(A) & (B), Workforce Innovation and Opportunity Act, “the local plan shall include a description of the strategic planning elements consisting of an analysis of the regional economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations.” Local Workforce Development Boards should work with employers in targeted sectors and other partners to develop and implement sector strategies. The sector strategies should incorporate the key framework elements for high-performing sector strategies. Sector strategies should be mutually beneficial to the employer’s industry and the prospective employers. These elements are attached and discussed in this toolkit.

Local Workforce Development Boards should ensure staff receive training and are knowledgeable about data related to sector strategies for both the local area and any sector partners. Local Workforce Development Boards should conduct an annual assessment of the local area’s sector strategies using the [Sector Strategies Self-Assessment](#). The results of the self-assessment can be used in the local area’s development of new sector strategies and to strengthen the local area’s evaluation of existing sector strategies. The DEO Bureau of Workforce Statistics and Economic Research has several tools available to assist the Local Workforce Development Boards in developing sector strategy approaches that include but are not limited to:

- The [Florida Research and Economic Information Database Application](#) which contains labor market data, charts, publications and other items
- [Local Targeted Occupations List](#)
- [Occupational Employment Statistics and Wages](#)

¹ <https://www.mahernet.com/blog/welcome-to-wioa-easy-intro-to-sector-strategies-sector-partnerships>

Sector Strategy Six-Element Framework

1. Element #1: “Built around great data”

- a. LWDB partners regularly share the data that they collect with one another, meet regularly to analyze data as it pertains to the development and refinement of industry sector strategies, and build consensus on data trends and implications, including how best to implement actions based on the data.
- b. LWDB partners’ data is synthesized, shared, and analyzed regularly with target sector employers for validation and refinement. Employers’ ongoing input on data is used to update and adjust strategies and investments as necessary.
- c. LWDB partners use data and employer input in an ongoing effort to guide service planning and delivery and investments in training and other areas for target sectors and occupations in those sectors. Data is used in this manner to guide strategies, investments, and service delivery for both employer and job seeker/worker customers.
- d. LWDB partners invest in building the capacity of job seeker/worker and employer services staff to understand and use labor market information and other data in their customer interactions and service delivery.

2. Element #2: “Founded on a shared regional vision”

- a. The LWDB has established a shared vision that guides how the system works to implement sector approaches for employers and job seekers/workers in target industries.
- b. LWDB partners, including employers in target industries and workforce development, economic development, and education partners, among other key regional partners, were involved in developing the shared vision.
- c. LWDB partners are working to demonstrate alignment, collaboration, and engagement around shared sector priorities and strategies in support of the established vision.

3. Element #3: “Guided by industry”

- a. In a coordinated fashion, LWDB partners regularly and collaboratively engage with groups of employers in their target industry sectors to understand sector trends, growth opportunities, skill/credential requirements, and hiring and training needs. Employer outreach and engagement activities are coordinated among partners to avoid duplication of efforts and to minimize employer “fatigue.”
- b. The LWDB ensures that industry input guides sector-driven strategies, investments, and service delivery for employers and job seekers/workers.
- c. Target industries’ input on workforce needs and challenges is used by the LWDB and its partners to inform the development and delivery of training for staff serving businesses and job seekers/workers.

4. Element #4: “Lead to strategic alignment”

- a. The LWDB’s strategic plans, strategies, and resource investments reflect a commitment to sector priorities that are shared with employers, economic development, education, and other key partners.
- b. The LWDB seeks the input of partners in developing sector priorities that are reflected in the LWDB’s plans, strategies, and resource investments.

5. Element #5: “Transform how services are delivered”

- a. To the extent feasible given local conditions, LWDB business and job seeker/worker services and service delivery are designed and organized to reflect a focus on sector priorities and are relevant to the identified workforce needs of employers in target sectors.
- b. Relevant LWDB staff is trained and have the skill set and industry knowledge to provide services to business and job seeker/worker customers that address the identified workforce needs of employers in target sectors.

6. Element #6: “Are measured, improved, and sustained”

- a. The LWDB has established measures (qualitative and/or quantitative) for tracking the impact of its sector strategy efforts. The LWDB uses information from the measures, as well as employer and job seeker/worker feedback, to shape program design, relationship-building, strategic planning, and other aspects of its sector strategy efforts.
- b. The LWDB has a plan in place for supporting the sustainability of its sector strategy efforts.

WIOA Sector Strategies Resource Links

Resource		Agency/Program	URL or Link
1.	Final Report on Task #3, Recommendations for Career Center Certification Standards Related to Sector Strategies	CareerSource Florida	http://www.floridajobs.org/docs/default-source/office-of-workforce-services/csf-ss-phase-2-task-3-certiftn-stds-recs-final-rpt_20180411.pdf?sfvrsn=2
2.	Sector Strategies	Code of Federal Regulations (CFR) Title 20 CFR 678.435	https://www.govregs.com/regulations/title20_chapterV_part678_subpartB_section678.435
3.	Florida Research and Economic Information Database Application	Florida Department of Economic Opportunity	https://freida.labormarketinfo.com/vosnet/guesttype.aspx?1=1
4.	Bureau of Labor Statistics	United States Department of Labor	Occupational Employment Statistics and Wages
5.	Bureau of Workforce Statistics	Department of Economic Opportunity	Local Targeted Occupations List
6.	Sector Strategies & Economic Data Analysis	Maher & Maher	https://www.mahernet.com/blog/category/sector-strategies-economic-data-analysis
7.	Using Sector Strategies and Industry Focus Groups to Support Local Businesses	Workforce GPS	https://ion.workforcegps.org/resources/2015/09/18/16/09/Sector_Strategies_and-Industry_Focus_Groups <i>Note: This resource includes multiple documents.</i>
8.	When Career Pathways and Sector Strategies Collide: The Road Gets Better	Workforce GPS	https://www.workforcegps.org/events/2016/04/19/13/25/When_Career_Pathways_and_Sector_Strategies_Collide- The_Road_Gets_Better
9.	Sector Partnership Policy 50-State Scan	National Skills Coalition	https://www.nationalskillscoalition.org/resources/publications/file/Sector-Partnership-Scan-1.pdf
10.	Skills in the States: Sector Partnership Policy Toolkit	National Skills Coalition	https://www.nationalskillscoalition.org/resources/publications/file/Final-Sector-Partnership-Policy-Toolkit-1.pdf
11.	Promoting the Adoption of Sector Strategies by Workforce Development Boards Under the Workforce Innovation and Opportunity Act	RMC: Ray Marshall Center for the Study of Human Resources	https://raymarshallcenter.org/files/2017/05/Sector_Strategy_Final_Report_March_2017.pdf
12.	Job Market and Labor Force, Sector Strategies	Urban Wire	https://www.urban.org/urban-wire/supporting-sector-strategies-through-collaboration-between-state-workforce-and-economic-development

13.	Qualities of a High Impact Board	2017 Workforce Development Symposium	https://www.scworks.org/media/Conference/SC_Symposium_Maher_Strategic_Board-Training_%2020170202.pdf
14.	Innovate Workforce Development	Arkansas Workforce Development Board	https://www.dws.arkansas.gov/wp-content/uploads/2018/03/Sector_Strategies_Mark_McManus.pdf
15.	Sector Strategies/Career Pathways PowerPoint	Arizona Gila River Indian Community Employment & Training/TERO Department	http://www.ncai.org/ptg/workforce_development_gric_11.pdf