

#### NCPN

# Sustaining Career Pathways System Development Efforts

Debbie Mills, Director National Career Pathways Network

Steve Klein, Center Director RTI International





## Why Change?



## TRADITION

JUST BECAUSE YOU'VE ALWAYS DONE IT THAT WAY DOESN'T MEAN IT'S NOT INCREDIBLY STUPID.



#### Overview

- Models of System Change (5 minutes)
- Principles for Sustaining Career Pathways (5 minutes)
- How to Use this Paper (5 minutes)
- Shared Challenges (5 minutes)
- Shared Solutions (10 minutes)
- Strategies for Sustaining System Transformation (15 minutes)

## Models of Systems Change

Implement changes based on performance

expectations and organizational culture

#### 1. Establish a sense of urgency Unfreeze 2. Create a guiding coalition Prepare to move away from the status quo John Kotter 3. Develop a vision and strategy 4. Communicate the change vision Empower broad-based action Transition Generate short-term wins Devise strategies and take actions to change 7. Consolidate gains and make more change from the current condition Refreeze 8. Anchor new approaches in the culture

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## Principles for Sustaining Career Pathways

- Craft and build consensus on a compelling vision
- Engage partners and stakeholders in the change process
- Adopt new behaviors, practices, and processes.



## Why Principles Matter: Vision

#### Craft and build consensus on a compelling vision

- A comprehensive career pathways system is easier to describe than implement
- Terminology matters; anticipate a systems Tower of Babel
- Initial focus may be on what agencies expect to lose vs.
   what may be gained
- Anxiety will manifest itself as issues of turf



## Why Principles Matter: Engagement

#### Engage partners and stakeholders in the change process

- Systems are about people and relationships
- People often only see their own contribution to the system
- Not all programs are interconnected
- Success must be owned and championed



## Why Principles Matter: Adoption

#### Adopt new behaviors, practices, and processes

- People are used to ephemeral initiatives
- Systemic change doesn't occur in isolation
- What you say is as important as what you do
- Build evaluation into the system

## How to use this paper

#### Organized around three principles

I. Craft a Compelling Vision to Build Support for Change	6
Envision Sustainability	
Establish Management Structures and Supports	7
Build a Common Understanding	8
Communicate the Vision	9
Checklist	10

## How to use this paper

#### Designed for user interaction

#### **Understanding Employers Needs**



Link to Hampden County
Employer Survey

Employers are the lifeblood of a region. To ensure that career pathways development meets regional needs, the Hampden County REB (MA) developed a 10-page, 30-question survey that digs into details around jobs, recruitment, and innovation in advanced manufacturing. This survey is being used to identify needs so future education and workforce investments can be tailored to the region. The surveys are an efficient, sustainable way to gather accurate information and employer input into regional education and workforce programming.

## How to use this paper

#### Includes tools for guided inquiry

#### Checklist

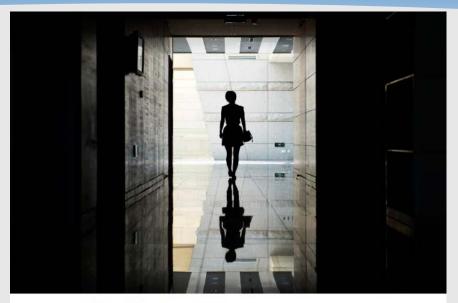
- Do partners meet on a regular basis to share their career pathways work, network new opportunities, and consider ways to expand their collaborations?
- Has information been provided to potential pathways participants to outline the various education and training opportunities and long-term benefits of the career pathways system?
- Are employers an active and critical part of the career pathways planning team?
- Do employers understand the return on investment for participation in a career pathways system?
- ✓ Is there an ongoing analysis of skills sets and workforce projections?



## How to use this paper: Examples

#### Interactive paper

- Hyperlinks to state and local tools
- Checklist at end of paper
- Career pathway resources



#### A Tool for Sustaining Career Pathways Efforts

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Steve Klein, RTI International Laura Rasmussen Foster, RTI International Debbie Mills, Consultant Richard Maher, Maher & Maher

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RTI International 3040 E. Cornwallis Road Research Triangle Park, NC 27709-2194





## Activity: Shared Challenges

#### Form a group of 5 people

- Identify the top 3 challenges you have encountered in sustaining a career pathways system
- Identify which of the three principles to which they relate
- Write each on a separate yellow sticky note
- At the end of 5 minutes, pass them to the next group

## Activity: Shared Solutions

#### Within your group

- Review the challenges identified by the other group and write each on one page of your poster paper
- Pick one and identify strategies you might use or recommend to address the identified challenge
- Write the top five strategies you identified for the challenge on the poster paper
- If you have time, start on the next challenge

## Networking Discussion

Each group will have 2 minutes to share the three challenges they received and describe their...

- proposed solutions
- personal experience implementing any of the solutions they proposed

## Next Steps

Integrate sustainability into your pathways by...

- Considering how to integrate checklist ideas offered within paper into your strategic planning
- Reviewing resources (e.g., this paper; Career Pathways toolkit) for examples
- Networking with others in the room for resources, ideas, and support

#### **Contact Information**

Debbie Mills, NCPN

dmills@cord.org

217.260.1865

Steve Klein, RTI International

sklein@rti.org

503.428.5671