

STEP 1: Identify demand - select an occupation to target for program development.

1. Develop a profile of the population you want to serve.
2. Identify some occupations that might match your population's profile.
3. Determine whether there are regional vacancies for any of those occupations.
4. Select a target occupation for further exploration - talk with employers about their vacancies and specific entry requirements and work conditions.
5. Revisit and confirm that the occupation's requirements match your target population's profile.
6. Repeat until you have a match.

When STEP 1 is complete, you should have identified a target occupation that:

- has skill and work requirements that are potential matches with the needs and characteristics of your population and are attainable within a reasonable training period
- has sufficient demand (now and for the next two to three years) in your region to make it worthwhile to develop program capacity
- has no requirements that will present an insurmountable barrier for your population
- has future upward mobility or career pathway potential.

NOTES

STEP 2: Assess regional training and placement capacity for the target occupation.

Answer this question: Is there any other organization in the region that is already successfully preparing and placing your population in your target occupation?

IF YES



Develop a referral relationship. Determine why your population is not currently getting access to the program and develop a strategy to address this issue.

IF NO



Proceed with program development.

NOTES

STEP 3: Recruit business partners.

Answer this question: Can you identify decision makers at a minimum of three local businesses who:

- are having difficulty filling vacancies in your target occupation
- collectively have more than sufficient vacancies in the target occupation to make it worthwhile to develop a program
- are willing to share information about hiring requirements and how they recruit, train and advance workers
- are aware that they have workforce needs that they cannot meet with their current sourcing strategies
- are willing to partner with you to develop program design, play a role in program delivery, and hire or find jobs for program graduates?

IF YES



Proceed with program development.

IF NO



Identify a different occupation.

STEP 4: Recruit all other necessary partners. Inventory your own capacity and the capacity of other organizations in your region. Seek to develop a partnership whose members, collectively, have:

- familiarity with technical, soft skill and work readiness requirements of the target occupation
- expertise in providing technical skills training for your target occupation
- expertise in providing basic education (literacy, numeracy, ESOL, HiSET, technology literacy) contextualized to your target sector or occupation
- cultural competence and relationships with your target population
- expertise in providing work readiness services to your target population
- capacity to provide credentials and other certifications required for employment in your target occupation
- capacity to provide career coaching, case management and post-placement services contextualized to your target sector and occupation
- capacity to provide directly or provide access to support services (child care, transportation, housing, etc.)
- capacity to design and conduct recruitment and screening for interest, abilities and other requirements of the target occupation
- expertise in developing and coordinating competency-based subsidized work experience
- expertise in job development and job placement
- successful history of providing fiscal and project management for public and philanthropic funded initiatives
- a participant-level database or expertise in using relational databases for program management and reporting functions

NOTES

STEP 5: Develop a shared program development work plan and MOA among all of your sector program partners.

- Articulate a shared goal, which includes a commitment to preparing, placing and supporting the target population in the target occupation.
- Include timelines and resource requirements.
- Articulate the decision making process and the role each partner will play in program development.
- Identify the resources each partner organization will commit to the program development effort and the individuals who have the authority to represent each partner organization.

NOTES

STEP 6: Design the program.

1. Include all of these elements:

- Recruitment and screening (essential)
- Case management and career coaching (essential)
- Support services (essential)
- Contextualized work readiness (essential)
- Contextualized literacy, numeracy, English language proficiency (depends on population needs)
- Competency-based technical skills development (essential)
- Credential or certificate preparation (depends on occupation requirements)
- Competency-based work experience (depends on population needs)
- Job development and job placement (essential)
- Post placement support (depends on population needs)
- Delivery schedule, including time of day, hours per day, number of days per week, number of weeks, number of cycles in a year, ideal number of participants in a cycle (essential)

2. Assess your draft of each component against the following questions:

- Is it relevant to my target occupation requirements?
- Is it relevant and responsive to my target population characteristics/needs?
- How will I know if this component is successful?

3. Develop a project staffing plan and a project budget

- Identify the cost and other resources required to carry out each program component.
- Identify the role each member of the partnership will play in each program component.
- Identify the commitment requirements and resource requirements for each member of the partnership.
- Update your MOA.
- Develop a strategy for providing services that cannot or should not be provided by a member of the partnership.

STEP 7: Develop your data collection and analysis capacity.

FIRST: Identify program quality and success measures. Consider the data you will need to assess the effectiveness of each element of your program including:

- candidate recruitment methods (consider measures such as the relevance of the candidate pool to your screening criteria, the % of your candidate pool that you accept into the program)
- candidate screening methods (consider participant attendance, the program completion rate of enrollees and the placement rate of enrollees)
- case management and career coaching (consider participant attendance, the program completion rate of enrollees, the placement rate of enrollees and participant feedback)
- literacy, numeracy, English-language proficiency skill building (consider competency-based assessment data and participant feedback)
- technical skills instruction (consider competency-based assessment data and participant feedback)
- work readiness skill building (consider competency-based assessment data and participant feedback)
- work experience (consider competency-based assessment data and participant feedback)
- job development and job placement (consider measures such as enrollment to placement rate, # and % of placements in the target occupation, average placement wage, employer-provided benefits, average weekly hours of employment and employment retention)
- post-placement support (consider measures such as employment retention, employment advancement, wage progression and participant feedback)

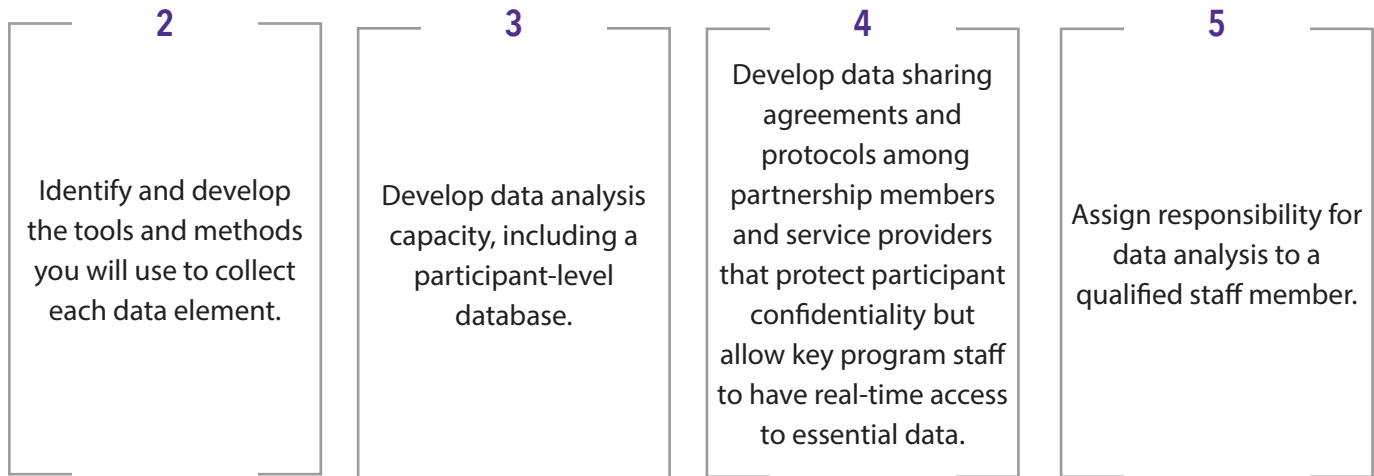
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STEP 7: Develop your data collection and analysis capacity, continued...

6-7

THEN:



IMPLEMENT, ASSESS & ADJUST PHASE - STEPS 8-10

8-10

STEP 8: Test the program.

For the first cycle, build in a weekly or bi-weekly review process, examining all relevant data to identify the need for immediate program adjustments.

STEP 9: Assess and redesign the program.

NOTES

- Build in sufficient time between the first and second cycle to allow for program redesign before beginning recruitment and screening activities.
- Convene all relevant program staff and partnership members to analyze data and identify the need for program redesign.
- Redesign the program as needed.

STEP 10: Test the program again.

NOTES

- Continue to conduct frequent program review sessions during program implementation.
- After every cycle, convene all relevant staff and partners to review program data and identify the need for program redesign.
- Redesign the program as needed.