

Sustaining Career Pathways System Development Efforts

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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

Kurt Lewin - 1947

Unfreeze

Prepare to move away from the status quo

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy
4. Communicate the change vision

Transition

Devise strategies and take actions to change from the current condition

5. Empower broad-based action
6. Generate short-term wins
7. Consolidate gains and make more change

Refreeze

Implement changes based on performance expectations and organizational culture

8. Anchor new approaches in the culture

John Kotter - 1995



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	6
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

Prepared for
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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

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