

JOBS & OPPORTUNITY



STRATEGY GUIDE

HOW TO USE THE GUIDE

- A. Start with your definition of workforce equity
- B. Next, think about (3-5) general outcomes that would indicate that your region is making progress to achieve workforce equity, as you have defined it (for example, closing racial gaps in wages or employment).
- C. Select specific indicators from the report that could be used to track progress on those goals. Which datapoints will be your baseline and evidence? What are the benchmarks you want to set? (Some strategies may be a couple of steps removed from the measurable data – for example, building political will around a key issue as a necessary precursor to policy/systems change.)
- D. Then, using your factor analysis/root cause analysis or other process, and your working group's insights on the drivers of inequities shown in those indicators, brainstorm strategies that would move the needle.
- E. For each strategy you identify, evaluate its feasibility and impact. In addition to the workforce needs and equity gaps identified in the data, consider: your collaborative's focus and priorities, local funder interests, existing political environment/political will, policy barriers, costs, and the scale of potential impact.
- F. After evaluating your strategy ideas, select those that you want to include in the report and write a brief description of each, including your insights (if any) on the time horizon and action steps to implementation.

IT'S ALL ABOUT THE STRATEGY!

NOTE: After you have finalized your strategy choices, check the box in column A to indicate which strategies you want to include in your report.

01

WHAT'S THE APPROACH?

In a few words, describe your approach. E.g., "Expand apprenticeships" or "Increase/improve workforce housing stock" or "Increase access to affordable childcare."

02

STATE YOUR GOAL

Is this action intended to improve the quality of jobs? Increase workforce readiness in a particular industry? Remove barriers to opportunity? Something else?

DEFINING WORKFORCE EQUITY

Your group's definition of workforce equity should be your North Star in evaluating and prioritizing key strategies. This is less about coming up with a fully exhaustive description of what workforce equity means, and more about establishing your point of reference for the results you want to achieve.



DIGGING INTO THE DATA

The next step is to decide what metrics matter to you.

03

INDICATORS

Which indicator(s) in your report would signal that you are making progress toward this goal? For example: (1) If your goal is to close racial gaps in employment, you might use joblessness, educational attainment, and racial/ethnic representation in key industries as indicators to track progress toward population-level results.

04

POPULATION

Who is the target population for this strategy, and at what scale? Who and how many will benefit, and how will that contribute to advancing workforce equity according to your definition? The population could be all working people 25-64, or women of color with children, or Black workers ages 25-35. Use the indicator data to help identify these targets. Then think about the scale: how many of those within your target population could benefit?

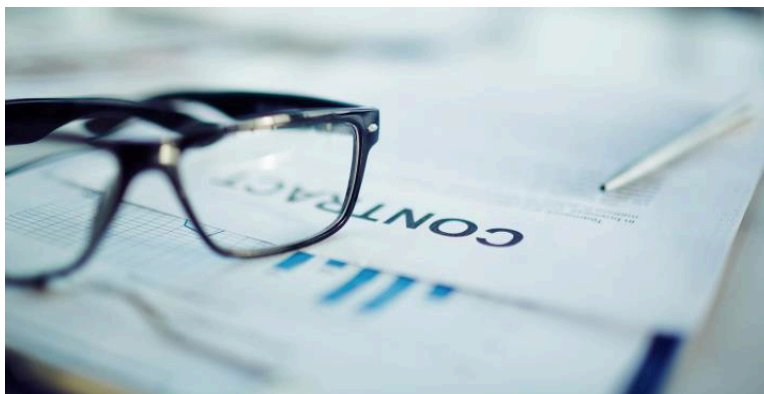
05

CONTRIBUTING FACTORS/ROOT CAUSES

How will your strategy affect the outcomes reflected in your chosen indicators? What are the root causes/ systems and structures that will change? (Bullet points or short answers are fine.)

STRATEGY CONSIDERATIONS

Encourage the group to consider starting by selecting just the top three or four important metrics consistent with your workforce equity definition.



STAKEHOLDER ENGAGEMENT

Who do you need to take action on this strategy? Think broadly about sectors but also specifically about the organizations/people, if any, who might be ready/first to engage.

06

BARRIERS

Are there state or local policies in place that would restrict the use or impact of this strategy? Does it entail multi-sector collaboration that would require a longer timeline for relationship and coalition building?

07

COSTS

What resources, financial or otherwise, will be required to activate this strategy? What resources are already available that could be directed toward this effort?

08

EXISTING WORK

Does this strategy build on existing programs/ campaigns/ other work in the region?

STRATEGY CONSIDERATIONS

- Leveraging reports in your communities: Who can move the strategies forward?
- Design with co-investment in mind.
- Strategies that can deliver action-oriented plans vs. aspirational goals



EVALUATE

Looking at the costs, scale, feasibility, and required actors for this strategy, is it a good option to prioritize? If so, complete columns M-O in your workbook.

09

STRATEGY DESCRIPTION

(100-200 words) Describe the solution you want to recommend and how it will contribute to desired outcomes. Which of the necessary building blocks are already in place? What barriers do you anticipate? Who can own/participate in this solution?

10

TIME HORIZON

How long would take to see results? Do you need to plan for a pilot program, additional research, etc.?

11

NEXT STEPS/TRACKING PROGRESS

(50-100 words) Outline broadly the action steps required to move this strategy forward. How will you track progress along the way, and at what points in time?

FROM STRATEGY TO ACTIONABLE PLANS

An aspiration alone is not a strategy, and a strategy alone is not a plan. A plan is comprised of actions, assignments, and timelines. Plans are actionable, and ask (or answer): *what, how, who, and when.*

