

# Sector Strategies: A Typology of Strategies Used in Sector Programs<sup>1</sup>

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The strategies which follow are commonly employed by sector programs across the country. Most programs utilize several strategies, tailored to the particular sector in which they are working or to the length of time they have been involved in a particular sector. The numbered strategies are generic descriptions of the strategies. Below those are specific strategies programs are using to carry them out.

Indicate with an “x” strategies your program is currently using.

\_\_\_ (1) Training

- \_\_\_ Training/Education to help workers enter the target industry
- \_\_\_ Training to upgrade the skills of entry-level workers, low wage incumbent workers in the target industry.
- \_\_\_ Offering VESL training to enable those with limited English to enter job training in the industry
- \_\_\_ Providing workplace literacy training of workers in the target industry
- \_\_\_ Developing customized training for employers in the industry
- \_\_\_ Other (describe)

\_\_\_ (2) Sector Research and Analysis

- \_\_\_ Conducting interviews/studies to better understand the target industry and area employers.
- \_\_\_ Conducting interviews/studies to better understand the target populations and their readiness to enter the target industry
- \_\_\_ Conducting interviews/studies to document the available training/education infrastructure for the target industry
- \_\_\_ Participating with an external researcher/university to carry out research on the labor market or other information on the target industry
- \_\_\_ Conducting interviews/studies to discover new markets or products to assist in developing the sector or industry
- \_\_\_ Conducting other sector-related research (describe)

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<sup>1</sup> Source: National Network of Sector Partners

\_\_\_ (3) Worker Retention

- \_\_\_ Assisting employers in developing counseling or other services to retain current entry level workers
- \_\_\_ Assisting employers develop employee training programs aimed at improving retention.
- \_\_\_ Assisting employers train supervisors to better support entry-level worker retention
- \_\_\_ Assisting employers consider pay, personnel policy, worker supports, and benefits issues designed to motivate workers to retain employment
- \_\_\_ Other worker retention strategies

\_\_\_ (4) Employer Engagement

- \_\_\_ Forming an advisory group of employers in the target industry to guide your program
- \_\_\_ Adding members of the industry to your board of directors
- \_\_\_ Bringing staff from the industry onto your staff
- \_\_\_ Proactively offering to assist employers in the target industry meet financial, workers, and product goals to remain viable and in the community
- \_\_\_ Assisting employers solve problems, improve quality, and initiative new ventures
- \_\_\_ Working with or helping to form an industry association in the target industry
- \_\_\_ Other employer engagement activities (describe)

\_\_\_ (5) Career pathing

- \_\_\_ Working with employers to develop a new job classification to help move workers from one job to another in the industry.
- \_\_\_ Working with employers to develop employer sponsored education, mentoring, or career counseling to assist workers advance
- \_\_\_ Training entry workers to start business in the industry or become owners of cooperative businesses
- \_\_\_ Developing curriculum to build skills or new credentials designed to assist entry or low wage workers advance to next career steps

- \_\_\_ Creating an intermediate credential that will help workers gain some of the skills required for advancement and helping to market those with this credential
- \_\_\_ Instituting programs to introduce workers to a broad array of jobs in an industry and to build generic skills that will help them advance in a number of different next steps.
- \_\_\_ Developing new skill standards to improve the articulation of requirements in the industry
- \_\_\_ Using other career pathing strategies (describe)

\_\_\_ (6) New Worker Recruitment

- \_\_\_ Establishing relationships between employers and sites where low income people can be introduced to the industry to facilitate recruitment
- \_\_\_ Developing new recruitment systems which assess and send forward ready workers
- \_\_\_ Brokering and marketing low income workers to target industries
- \_\_\_ Developing new supportive services packages to facilitate the transportation of and soft skills of potential new workers
- \_\_\_ Serving as a technical assistance provider to human resource personnel to assist them in locating ready workers
- \_\_\_ Prepping potential workers for employer entry tests and interviews and supporting those who don't pass these in building the necessary skills
- \_\_\_ Challenging entry requirements that serve as a barrier to recruitment and can be learned on the job
- \_\_\_ Holding job fairs or promotion campaigns to interest low income people in the target industry
- \_\_\_ Other recruitment-related strategies (describe)

\_\_\_ (7) Organizing

- \_\_\_ Bringing workers in an industry together to identify problems and targets for action to make employers more responsive
- \_\_\_ Supporting the unionization of workers in your target sector
- \_\_\_ Building coalitions of stakeholders concerned about workers or salaries/benefits in the target industry
- \_\_\_ Establishing worker ownership in the target industry

- \_\_\_ Creating a trade association in the industry
- \_\_\_ Using the media to bring attention to opportunities/problems in the industry
- \_\_\_ Organizing a campaign to change the employment training or education systems in an industry
- \_\_\_ Other organizing strategies (describe).
  
- \_\_\_ (8) Enterprise Development
  - \_\_\_ Creating new enterprises which improve jobs, mobility , working conditions, wages, skill development, and benefits of work in a target industry
  - \_\_\_ Discovering and creating new markets to expand an existing but small industry in your community to create new jobs
  - \_\_\_ Teaching business development skills to low income workers as an alternative means of improving status
  - \_\_\_ Other enterprise development strategies (describe)
  
- \_\_\_ (9) Changing “Systems” of the Industry
  - \_\_\_ Changing the level of subsidies which govern payment in the industry
  - \_\_\_ Changing the “queue” through which workers enter the system
  - \_\_\_ Changing the regulations of the industry so that workers are better protected
  - \_\_\_ Changing ownership patterns in the industry
  - \_\_\_ Changing the markets of an industry
  - \_\_\_ Changing the financing and investment patterns in the industry
  - \_\_\_ Changing the pattern of promotion, credentialing, contracting, or purchasing practices in an industry
  - \_\_\_ Changing/improving benefits packages in the industry
  - \_\_\_ Changing succession planning in an industry
  - \_\_\_ Changing the shape of the governance of organizations (inc. CBOs) working in the industry
  - \_\_\_ Other systems change strategies in the industry