

MASSACHUSETTS WORKFORCE DEVELOPMENT SYSTEM

# Mass Workforce Issuance

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☐ Policy

☒ Information

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**To:** Chief Elected Officials  
Workforce Development Chairs  
Workforce Development Directors  
Title I Administrators  
Career Center Directors  
Title I Fiscal Officers  
DCS Operations Managers

**cc:** WIOA State Partners

**From:** Alice Sweeney, Director  
Department of Career Services

**Date:** January 5, 2017

**Subject:** **Career Pathways Toolkit – An Enhanced Guide and Workbook for System Development**

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**Purpose:** To notify Local Workforce Development Boards, One-Stop Career Center Operators and other local workforce partners of the Department of Labor (DOL), Employment and Training Administration (ETA) Training and Employment Notice ([TEN](#)) No. 25-16, to announce the availability of a technical assistance resource, the [Career Pathways Toolkit – An Enhanced Guide and Workbook for System Development](#), for States, locals, tribal entities, and competitive grantees developing career pathways systems.

**Background:** Improving the skills, knowledge, and credentials of American workers is critical to economic stability, growth, and global competitiveness. The Workforce Innovation and Opportunity Act (WIOA) requires States and localities to collaborate with adult education, postsecondary education, and other partners to establish career pathways that make it easier for all Americans to attain the skills and credentials needed for jobs in their regional economy.

Career pathways systems offer an effective approach to the development of a skilled workforce by increasing the number of workers in the US who gain

industry-recognized and academic credentials necessary to work in jobs that are in-demand. Career pathways systems transform the role of businesses from a customer to a partner and co-leader in the development of the workforce.

The [\*Career Pathways Toolkit – A Guide for System Development\*](#), released in the fall of 2015, updates the original 2011 *Career Pathways Toolkit: Six Key Elements for Success* by incorporating the new guiding legislation, WIOA, as well as reflects the substantial gains in knowledge and experience since the release of the 2011 Toolkit. The 2015 release maintains the original framework and resources for states and local partners to develop, implement, and sustain career pathways systems and programs.

The Department is now releasing the 2016 version in eight distinct modules. This enhanced edition continues to feature the Six Key Elements of Career Pathways, but presents each element as a separate module and embeds helpful, writeable worksheets into the element and components they support:

- Introduction
- Element 1: Build Cross Agency Partnerships and Clarify Roles
- Element 2: Identify Industry Sectors and Engage Employers
- Element 3: Design Education and Training Programs
- Element 4: Identify Funding Needs and Sources
- Element 5: Align Policies and Programs
- Element 6: Measure System Change and Performance
- References, Bibliography and Glossary of Terms

**Action**

**Requested:** States, local and tribal entities, and competitive grantees are encouraged to use these resources to support their career pathways initiatives and to share this TEN with workforce investment system partners, including employers, community colleges, adult basic education providers, human services, economic development and community-based organizations and workforce intermediaries. Also please visit the [Workforce GPS Career Pathways Community of Practice](#) to learn more about implementing career pathways in alignment with the vision of WIOA.