Future Workforce Now
Reimagining Workforce Policy in the Age of Disruption
State Policy Forum for Action

State Team Facilitation Guides

Purpose: This document is designed to be used by state teams comprised of representatives from governors' offices, workforce development, K-12 education, higher education, union, business, and nonprofit sectors who have an interest in reimagining state workforce policy in response to technological disruption. There are four modules in this guide:

1. Exploring the *Future Workforce Now* Policy Framework & Goal Setting
2. Assessing Readiness in our State for Reimagining Workforce Policy in the Age of Technological Disruption
3. Identifying Gaps and Assets for Policy Change
4. Affirming State Policy Priorities and Committing to Action Steps

Through these modules state teams will identify key issues that they would like to address and will ultimately create an action plan with immediate steps that their team will take to set their state on a path towards a reimagined workforce policy system. It will take just over 4 hours for a team to work through this guide in its entirety.

Each state team should assign a:

1. **Team Leader** to be responsible for leading the group through the facilitation guide, keeping time and ensuring that all team-members have the opportunity to engage in the conversation.
2. **Team Scribe** to be responsible for taking detailed notes throughout the teamtimes and distributing them to the group and to Rachael Stephens by email after the forum.

Day 1: Wednesday, October 16th 5:00 - 5:30pm (30 min)
Exploring the *Future Workforce Now* Policy Framework & Goal Setting
Teams are encouraged to use this opportunity to reflect on the consequences of technological disruptions they are already seeing in their states, and to also begin their goal-setting process for the Forum. States are encouraged to explore key policy pathways of interest to their state by utilizing the *Future Workforce Now* Policy Framework and the event agenda. Teams will be invited to revisit their goals on the final day of the Forum as they commit to future policy actions to be taken when they return to their home states.

Objective: States will depart Day 1 with a strong understanding of the Framework, and how it may be used to explore policy pathways which support their goals for reimagining workforce policy in their home states.

5:00 - 5:10 PM Introductions and Context Setting	***5-10 minutes:*** If necessary, each team member will introduce themselves. Then, reflecting on their own experience and the afternoon plenary sessions, the group will *briefly* discuss key takeaways from the sessions. The group can consider these prompt questions, if desired: ● How have the types of skills demanded in the labor market changed because of technological disruptions? How do you anticipate they will continue to change? ● What new obstacles do today's learners and workers face? Are these the same obstacles that they will face in the future?
5:10 - 5:25 PM Identifying Priorities	***10 minutes:*** Each team member is to review the draft policy framework (at the end of this document) while considering the questions below. Each member of the group will share their responses to the following questions (space provided for notes):. ● The **challenge** in which they feel their state has the most room for growth ● The top three **pathways** that they think their state should prioritize ● Any brief reflections on the framework. <table><tr><td>The challenge(s) with the most room for growth</td></tr><tr><td></td></tr></table>

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<u>Top 3 Priority Pathways</u>
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   2.
   3.

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5-10 minutes: As a group, discuss trends that emerged in the priorities that team members identified and determine 3-5 primary areas of focus that the group can agree upon. Consider the following questions:

- Which **challenge** does it seem our state should focus our goals around?
- Which policy **pathways** came up repeatedly?
- Which **pathways** could benefit most from policy intervention?
- Which priorities is this specific group particularly well positioned to address?

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5:25 - 5:30PM
Establishing Goals for the Forum

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5 minutes: Based on the priorities your group identifies, establish learning objectives for the forum.

Consider the following questions:

- With what policy deliverables would your team like to be able to walk away from the forum? What parts of the agenda do you think will be most helpful in supporting that?
- Are there experts or state leaders at the forum that you feel could serve as an especially good resource for your team?

<u>Learning objectives for the forum:</u>

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Day 2 & 3 State Team Time Meeting Locations

For all state team times on Tuesday, October 17th and Wednesday October 18th state teams will meet for their team times in the following rooms:

Location	State Teams					
International Ballroom	Illinois	Washington	Oregon	Kansas	Virginia	Alabama
Regent Room	Idaho	Wyoming	Arkansas	Maine	Colorado	Montana
Gold Room	Nevada	New Jersey	Alaska	Maryland	Vermont	Indiana
State Room	Hawaii	Kentucky	New York	Missouri	Louisiana	Georgia

Day 2: Thursday, October 17th 11:00 - 12:00 PM (60 min)

Assessing Readiness in our State for Reimagining Workforce Policy in the Age of Technological Disruption

States will assess what policies and programs are currently in place to prepare existing and future learners, as well as re-skill existing workers impacted by disruptions. They will also consider how well they are positioned to enact meaningful and timely policy change to address the consequences of technological disruption. Within this discussion, states should consider the different types of infrastructure that they have in place and what may be missing that must be adapted to support an inclusive and continuous, lifelong learning system (i.e. statewide leadership, level of collaboration among key stakeholders, knowledge, data integration, resource allocation, connection with employers, service providers, etc.).

Objective: Based on the priority areas identified in the previous team-time, the group will identify progress that has been made to date and determine how prepared they are to take action to address the needs of workers and learners in their state.

11:00 - 11:50AM Assessing the Status-Quo	***50 minutes:*** *Start by choosing the group's top priority pathway and guide the group through a discussion on assessing current policies and programs your state can build on, and how ready your state is to take action for policy change.* *Consider using some of the questions below as a guide for the discussion. Repeat this process with your top three priority policy pathways, spending roughly 15 minutes total on each of your priority policy pathways. Note that this process may take more time for some pathways and less time for others. Continue onto the group's fourth or fifth priorities if time allows.* Step 1 *(5-10 minutes):* Assessing current policies and programs ● Which of our programs or policies have been successful in developing and preparing the workforce for the future? ● What outcomes are we achieving? What important outcomes are we not achieving? Which populations are being left out? ● Which public and private sector allies exist? ● What financial resources do we already leverage to support these policies and programs? Step 2 *(5-10 minutes):* Assessing readiness for change ● To what extent does developing this ecosystem seem to be a priority for policymakers and other stakeholders? ● Are there untapped sources of funding that may be available to support new policies or programs? If so, what are the barriers to accessing it? ● Are there programs or policies in place that could be scaled or improved upon?
11:50 - 12:00PM Comparing Readiness Across Pathways	***10 minutes:*** Guide the group through the following questions, considering their discussion assessing the status-quo of each pathway: ● To what extent is your state ready to take action in each of the pathways? ● In which of these pathways has your state had the most success to date? ● In which of these pathways do you feel that it is most important that your state take timely action in the near-term? In the long-term?

Identifying Gaps and Assets for Policy Change

Based on the previous assessment of readiness, states will identify and map the specific gaps that must be filled, as well the assets available to build upon, in order to support their workforce through technological disruptions.

Objective: At the end of this session, states will have a better vision of what must be accomplished and resources which may be leveraged in order to achieve their ideal ecosystem for preparing and supporting the future workforce.

3:30 - 3:40PM Sharing Important Take-Aways	*10 minutes:* To ensure that important information is shared across the group, have each member of the group answer the following questions: ● Which breakouts have you attended thus far? ● What was your primary takeaway from each breakout? ● Is there anything else you have learned over the past day that could enhance this group's work?
3:40 - 4:00PM Setting Goals	*20 minutes: Choose the group's top priority pathway and guide the group to answer the following questions. Repeat this process with your top three priority pathways identified on Day 1 spending 5-10 minutes on each.* ● What would this pathway in an ideal system look like in 1 year? In 3? ● What would be the outcomes within this ideal system? ● How would we know if we these outcomes were being achieved?
4:00 - 5:00PM Assessing Gaps and Assets	*60 minutes: Start by choosing the group's top priority pathway and guide the group through a discussion on what assets and challenges exist in addressing your priority policy pathways. Consider using the following questions as a guide for the discussion, spending roughly 20 minutes on each pathway. Repeat this process with your top three priority policy pathways as time allows.* Step 1 (*10 minutes*)*:* Assessing Gaps ● Which populations are currently most underserved in the existing system you seek to address? How do you know? ● What would be the financial cost of getting from our current state to the ideal you have identified? How might that be covered? ● Who would need to be involved who has not been Step 2 *(10 minutes):* Assessing Assets ● What assets can you draw upon to solve that problem, including technology and relationships? ● Which agencies or entities are positioned to support this change? ● What financial resources are available to support this change?

Affirming State Policy Priorities and Committing to Action Steps

States will discuss and identify policy options that they are most interested in pursuing and will commit to action steps as well as a target timeline for pursuing and implementing this change. As states consider areas they will target, they are encouraged to consider the gaps that they have identified earlier in the forum and consider the assets that they have to build upon in their states.

Objective: Groups will leave this session with a set of clearly defined, actionable and measurable next steps that they can take when they return to their state.

| 11:00 AM - 12:05 PM
Action Planning | *65 minutes: Start by choosing the group's top priority pathway and guide the group through a discussion that answers the following questions. Repeat this process with your top two priority pathway if time allows.*

Step 1 (*5-10 minutes*): Review the gaps that your group identified in the last session and consider the following questions:
● Are there any policy options that have been shared throughout the forum that could help to fill any of these gaps?
● What other policy options might help to fill these gaps?
● How can the assets identified in the previous session be leveraged to fill those gaps?
Step 2 (*20-30 minutes*): Considering preferred policy options and opportunities to leverage assets, guide your group to brainstorm concrete actions that need to take place in order to move towards achieving your team's ideal system. Your group should create a list of action steps they can commit to.
● What steps can be taken within the next six months to move towards filling these gaps?
● What steps can be taken over the next year to move towards filling these gaps?
Step 3 (*10-15 minutes*): Once your group has a set of action items, consider the following questions in relation to each action item in order to create a system of accountability for their action plan:
● Are these steps measurable?
● What information is needed in order to take these steps?
● When should each step be completed by?
● Who should be responsible for each step?
Step 4 (*10 minutes*): Reflection
● If properly executed, how close to your ideal system would this action plan get you? If you see it falling short, what can you change about your action plan to get closer to that ideal vision? |

12:05 - 12:15PM Preparing to Share Progress and Action Steps	**10 minutes:** The group should spend a few minutes preparing for the cross-state sharing that will take place in the next session, by preparing responses to the following questions:
	- What are the key points that should be shared? Please share the policy pathways of focus that your team identified, and 2 to 3 key action steps you are committed to taking when your team returns home on each of these pathways. - Have the Team Scribe complete the final worksheet for this team time, identifying policy pathway priorities and key action steps your team agreed to, and submit those to a project partner staff member prior to departure.

Future Workforce Now Vision: Partner with states to reimagine workforce policy in the age of technology disruptions.

Identified Challenges

Pathways to Success

Outcome

BUILD THE INCLUSIVE SYSTEMS AND INFRASTRUCTURE FOR CONTINUOUS LIFELONG LEARNING

- Craft a strategic statewide vision including leaders across sectors
- Develop innovative, sustainable financing approaches
- Integrate actionable, high-quality data
- Develop transparent, meaningful credentials

DEVELOP A TECH-READY WORKFORCE THAT STAYS AHEAD OF THE CURVE

- Promote innovative K-12 and post-secondary teaching and learning models
- Engage employers with demand-driven training, navigation, and communications
- Develop quality assessment systems for education and training programs

SUPPORT INDIVIDUAL PATHWAYS TO CONTINUOUS LIFELONG LEARNING & HIGH-QUALITY EMPLOYMENT

- Provide time and opportunity to learn and acquire credentials
- Promote use of high-quality labor market information
- Finance the individual learner throughout their lifetime
- Provide wraparound supports

States possess the leadership, integrated systems and infrastructure, quality data, learning models, accountability measures and resources they need to ensure that *every* learner and worker has *equitable access* to education, training and supports necessary to succeed in the workforce of the future.

State and local government, employers, trade associations, K-12, universities and colleges, service providers & workers