LEAD CENTER

www.leadcenter.org

Inclusive Career Pathways Desktop Guide: Information and Resources to Support Inclusive Programs and Services

Inclusive career pathways are programs and approaches designed to support people whose career options have been limited because they lack the academic and/or technical skills necessary to complete the credentialing requirements of many key high-demand and high-growth career opportunities.

Use this *Inclusive Career Pathways Desktop Guide* to locate the information and resources you need to support inclusive practices within the programs and services you are providing as part of your career pathways. **Specifically, this Desktop Guide will lead you to information that covers five key topics:**

1. Partnerships
2. Job accommodations
3. Strategies for job development
4. Resource coordination
5. Employer engagement

In addition to critical information, this Desktop Guide will connect you to organizations from within the public workforce system, the disability community, national organizations, and federal offices. Each entity plays a role in helping career pathways programs to think broadly about inclusion and connect to the tools, training, and technical assistance they need to be as inclusive as possible.

[Note: As this is an electronic document, suggestions for additional resources are welcome. Please contact the LEAD Center at info@leadcenter.org if you would like to highlight an Inclusive Career Pathways resources in this Desktop Guide.]

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Inclusive Career Pathways Information and Resources

1. **Tool: [Alliance for Quality Career Pathways (AQCP) Framework Version 1.0](#)**
    Establishes a common understanding of quality career pathways, a clear set of criteria and indicators for what constitutes a quality state and local/regional career pathway system, as well as metrics to assess participant progress and success. The framework, developed by CLASP, is designed to help career pathway partners continuously improve their systems. It also can serve as a collaborative, comprehensive strategy for policymakers and funders to align and enhance their investments, technical assistance, and guidance for building, scaling, and sustaining career pathway systems.
    What should I look for? The companion tools include: an [executive summary](#), brief overviews for how [funders](#), [leaders](#) involved in or exploring career pathways, and [practitioners](#) can use the framework and self-assessment tools.
    Key Topic: Partnerships, Strategies for Job Development, Resource Coordination, Employer Engagement

2. **Website: [Association for Career and Technical Education](#)** (ACTE)
    Provides information and resources on career and technical education. This site offers professional development opportunities, webinar trainings, fact sheets, and guidance to address policy and advocacy issues.
    Access ACTE to learn:
    -   What state associations do and how to identify the member association for your state.

    What should I look for? [State profiles](#) offer a quick view of state Career and Technical Education (CTE) policies, key contacts and websites, outcomes, funding, delivery and participation, and local program examples.
    Key Topic: Partnerships, Job Accommodations, Resource Coordination, Employer Engagement

3. **Website: [Career Pathways Collection](#)**
    A Workforce GPS collection compiled to help workforce development leaders, practitioners, and policymakers expand state and local career pathways efforts currently underway or being planned. Workforce GPS is funded by the U.S. Department of Labor, Employment and Training Administration (ETA).
    Access the Career Pathways Collection to find:
    -   A [collection of resources](#) to enhance knowledge, skills, and expertise in building effective career pathways systems. Resources are organized under

six tabs: 1) activities, 2) programs, 3) target population, 4) geographic location, 5) industry sectors, and 6) content types.

What should I look for? *Career Pathways Toolkit: An Enhanced Guide and Workbook for System Development* aligns with the new vision, definition, and requirements of the Workforce Innovation and Opportunity Act (WIOA). Each of the six elements of career pathways in the toolkit includes embedded – and writeable – worksheets to help State and local teams with implementation.
Key Topic: Partnerships, Strategies for Job Development, Resource Coordination, Employer Engagement

4. **Tool: Career Pathways Customer Flow**
Provides an overview of the Massachusetts Career Pathways customer flow to highlight the path a customer takes when they are enrolled in services through Vocational Rehabilitation, through the Career Center, and when they are co-enrolled.
What should I look for? The Flow Chart identifies what the customer gets and from which partner. Review this approach for ideas about how to layer key service components with key partners.
Key Topic: Partnerships, Strategies for Job Development, Resource Coordination

5. **Tool: Career Pathways Explained: A Multimedia Overview**
Provides an overview of the key features and functions of career pathways and describes the growing support for the career pathway approach that helps individuals with limited skills access and succeed in education and training leading to employment in occupations and industries that are in high demand. Career Pathways Explained was developed by CLASP.
What should I look for? This PowerPoint is customizable to meet a range of training needs.
Key Topic: Partnerships, Strategies for Job Development, Resource Coordination, Employer Engagement

6. **Website: Career Pathways Catalog of Toolkits**
An online directory of free resources available for planning a Career Pathways initiative. This tool is funded by the U.S. Department of Health & Human Services, Administration on Children & Families (ACF).
Access the Career Pathways Catalog of Toolkits to find guidance on:
- Developing a Career Pathways model and work plan.

- Selecting partners and creating shared ownership.
- Analyzing local labor force needs – now and in the future.
- Building statewide support for a Career Pathways initiative.
- Aligning training curricula with student and employer needs.
- Estimating costs and tapping into available funding streams.
- Using data to continuously improve projects.

What should I look for? The Catalog of Toolkits offer the option to filter toolkits by publisher, career pathways target population, intended audience, primary career pathways element addressed, and industry. If you identify or create a toolkit that is not in the catalogue, you can [request](#) that ACF add the toolkit to the catalog.

Key Topic: Partnerships, Strategies for Job Development, Resource Coordination, Employer

7. **Tool: [COABE Journal: The Resource for Adult Education Special Edition](#)**
   The Coalition on Adult Basic Education (COABE) released a special edition of the COABE Journal featuring research and perspectives on career pathways. Featured articles in the journal address the need for adult educators to use Workforce Innovation and Opportunity Act performance measures to tell the story of how adult education impacts the lives of individuals and their communities.

   Access the COABE Journal to:
   - Learn about career pathways demonstrations, such as Transition to College and Careers, a two-year demonstration project that addressed both academic and non-academic barriers to college for adult learners.
   - Hear from career pathways practitioners on lessons learned in implementing career pathways, collaboration, and internal barriers to success.
   - Discover strategies peers are using to increase basic skills.

   What should I look for? Article on career pathways in Chicago, Houston, and Miami that features wraparound support services for adults based on a three-year researcher-practitioner partnership that used survey data from 106 adult education agencies, focus group data, and case studies.

   Key Topic: Partnerships, Resource Coordination, Employer Engagement

8. **Tool: [College and Career Pathway Endorsements—Recommended Technical and Essential Employability Competencies](#)**
   In consultation with state agencies and key industry experts, this paper identifies and proposes technical and professional competencies that students must exhibit to prove they are ready for entry-level employment, college-level coursework, or advanced sector-based training in discrete sector areas. Competencies are organized into two broad categories: essential employability (soft skills) and technical competencies (industry-specific knowledge and skills).
   Access this tool to review technical and professional competencies for the following sectors**:**
   - Manufacturing, Engineering, Technology, and Trades (METT)
   - Finance and Business Services (FBS)
   - Health Sciences and Technology (HST)
   - Information Technology (IT)

   What should I look for? The 10 cross-sector essential employability competencies included in this report and applicable across all sectors – 1) teamwork & conflict resolution, 2) communication, 3) problem solving, 4) decision making, 5) critical thinking, 6) adaptability & flexibility, 7) initiative & self-drive, 8) reliability & accountability, 9) cultural competency, and 10) planning & organizing.
   Key Topic: Partnerships, Resource Coordination, Employer Engagement

9. **Website: [Data and Resources to Inspire a Vision of Employment](#) (DRIVE)**
   Tracks and shares information on state policies, practices, technical assistance initiatives, and outcomes that are focused directly or indirectly on the employment of individuals with disabilities. By visiting this site, State government leaders, policy-makers, disability advocates, and other stakeholders can learn about what is working in the area of disability employment. The DRIVE website is funded by the U.S. Department of Labor, Office of Disability Employment Policy.
   Access DRIVE to:
   - View outcome data across respective Federally-funded systems (education, I/DD adult services, mental health, vocational rehabilitation, workforce investment, and others) at an individual state level as well as the ability to compare data from up to three states at a time;

- Review comprehensive profiles for each individual state with respect to relevant legislation, policies, gubernatorial actions, funding initiatives, pilots, and strategic partnerships going on in each state as it relates to increasing competitive, integrated employment options for individuals with disabilities; and
- Conduct queries to ascertain all policies/actions around a specific topic based on a customized search process.

What should I look for? Under State Profiles you will find the WIOA state plan for each state along with a WIOA profile on items in the state plan that directly support job seekers with disabilities. These sections of the state plan were selected because of their relevance to youth and adults with disabilities. As a reminder, all programs and services under WIOA must be physically and programmatically accessible to individuals with disabilities.

Subscription tool: Identify topics that are important to you and subscribe for email notifications when new information is posted, including state policy updates.

Key Topic: Partnerships, Strategies for Job Development, Resource Coordination

10. **Website: Disability and Employment Community of Practice**
A Workforce GPS one-stop destination for the American Job Center (AJC) network, people with disabilities, and employers. In addition, a resource for all key stakeholders who partner with the workforce system to provide services and programs to people with disabilities and/or others with barriers to employment. Workforce GPS is funded by the U.S. Department of Labor, Employment and Training Administration (ETA).

Access the Disability and Employment Community of Practice to find:
- Resources for American Job Centers (AJCs) to help increase awareness and have tools available to more effectively support the disability population to enter or return to the labor force.
- Resources to help people with disabilities move the job search and career forward.
- Resources for employers to effectively recruit, retain, and advance employment for this special population.

What should I look for? The Playlists: Disability Resources for WIOA Practitioners. Each playlist is a carefully selected set of links to resources such

as toolkits, reports, online courses, and videos on a specific topic related to improving service to individuals with disabilities.
Key Topic: Partnerships, Job Accommodations, Strategies for Job Development, Resource Coordination, Employer Engagement

11. **Webinar Archive and Tools: [Disability Employment Initiative Projects (DEI) and Career Pathways](#)**
Information and resources specifically designed to support access to and the participation of individuals with disabilities in Workforce Innovation and Opportunity Act-funded employment and training services, particularly those related to career pathways. The career pathways approach complements strategies implemented under the DEI by focusing on developing partnerships and collaboration across multiple service delivery systems; blending and braiding of funds to leverage resources; providing flexible opportunities and access to training and employment of persons, including low-income youth and adults with disabilities and other multiple challenges to employment; and creating systemic change. DEI Projects are jointly funded by the U.S. Department of Labor, Employment and Training Administration and Office of Disability Employment Policy.
Access the DEI Projects and Career Pathways and Webinar Series to find:
   - A [two-part webinar series archive](#) that examines how Career Pathways and DEI strategies align at the System and Program Level under WIOA.
   - A [three-part webinar series archive](#) that provides examples of how DEI projects are using DEI intervention strategies to create inclusive career pathways.

What should I look for? [Examples](#) of how DEI has been able to increase access to and outcomes within Career Pathways for job seekers with disabilities utilizing examples culled from the field (local, regional, and state level). A guiding [strategic framework](#) for the field to facilitate increased access to and outcomes within Career Pathways for job seekers with disabilities.
Key Topic: Partnerships, Strategies for Job Development, Resource Coordination, Employer Engagement

12. **Website: [Employer Assistance and Resource Network on Disability Inclusion (EARN)](#)**
A national training and technical assistance center helps employers tap the benefits of disability diversity by creating inclusive workplace cultures. EARN is

funded by the U.S. Department of Labor, Office of Disability Employment Policy.

Access EARN to find:

- Technical assistance on issues related to recruiting, hiring, and promoting individuals with disabilities, including providing linkages to state and local community-based organizations serving job seekers with disabilities.
- Comprehensive consultation on a broad range of disability topics to meet employers' recruitment and hiring goals.
- Access to customized online and in-person training and webinars on a variety of topics relevant to employers.

What should I look for? Steps to Success provides practical guidance for small businesses on how to recruit and retain qualified people with disabilities. The steps outline effective strategies for recruiting and retaining qualified people with disabilities, as well as ways business associations can help their members understand the value of disability diversity.

Key Topic: Partnerships, Job Accommodations, Strategies for Job Development, Employer Engagement

13. **Tool: Expanding Apprenticeship for Individuals with Disabilities Resource Library**
This webpage, provided through Workforce GPS, is a go-to resource on strategies and tools to expand apprenticeship programs to be inclusive of people with disabilities. The resources cover a broad range of topics that need to be addressed to ensure the inclusion of job seekers across the spectrum of disability. Workforce GPS is funded by the U.S. Department of Labor, Employment and Training Administration (ETA).

Access the Expanding Apprenticeship for Individuals with Disabilities Resource Library to explore resources on:

- Apprenticeship Programs Targeting People with Disabilities
- Toolkits and Guides
- Outreach and Background Materials
- Research on What Works

What should I look for? Check out the Apprenticeship Works video series for engaging stories of apprentices with and without disabilities and their apprenticeship sponsors. The series highlights apprenticeships in high-growth industries - information technology, healthcare, and marine engineering.

Key Topic: Partnerships, Job Accommodations, Strategies for Job Development, Resource Coordination, and Employer Engagement

14. **Tool: [From the Ground Up: Creating Sustainable Partnerships between Public Housing Authorities and Workforce Investment Boards](#)**
A toolkit that highlights the work of three Public Housing Authorities (PHAs) and Workforce Investment Boards (WIBs) from Boston, MA, Portland, OR, and Milwaukee, WI who have partnered effectively. This toolkit was created by the U.S. Department of Housing and Urban Development, Office of Public and Indian Housing, and the U.S. Department of Labor, Employment and Training Administration.
Access Creating Sustainable Partnerships between PHAs and WIBs to find:
- A quick reference to the resources for frontline staff of both workforce and public housing systems.
- Examples of successful partnerships between PHAs and WIBs in three cities.
- Promising strategies and lessons learned to further support sustainable partnerships.

What should I look for? This toolkit includes sample Memoranda of Understanding (MOUs) and other documents that may help you to better understand how these partnerships were formed.
Key Topic: Job Accommodations

15. **Tool: [Funding Career Pathways and Career Pathway Bridges: A Federal Policy Toolkit for States](#)**
A toolkit developed by CLASP to help states develop, implement, and fund robust career pathways programs that lead to better jobs for low-skilled workers.
What should I look for? The companion tools include an [executive summary](#), brief overviews for how [funders](#), [leaders](#) involved in or exploring career pathways, and [practitioners](#) can use the framework and self-assessment tools.
Key Topic: Partnerships, Strategies for Job Development, Resource Coordination, Employer Engagement

16. **Website: [Job Accommodation Network](#) (JAN)**
The leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues. JAN's trusted consultants offer one-on-one guidance on workplace accommodations, the Americans with Disabilities Act (ADA) and related legislation, and self-employment and

entrepreneurship options for people with disabilities. Assistance is available both over the phone and online. JAN is funded by the Department of Labor, Office of Disability Employment Policy.

Access JAN when you need:

- Answers related to interviewing, hiring and/or accommodating applicants/employees with disabilities.
- Immediate information about the ADA and how it applies to your workplace for applicants/employees with disabilities.
- Information on accommodation options/ideas for applicants/employees with disabilities.

What should I look for? The [A to Z of Disabilities and Accommodations](#) allows you to review JAN materials by disability and by topic, and advise users to contact JAN directly with any question not answered here.

Key Topic: Job Accommodations

17. **Website: [LEAD Center](#)**

A national training and technical assistance center that provides a range of information and resources for workforce professionals seeking to improve the employment or economic advancement outcomes of job seekers with disabilities. The LEAD Center is funded by the U.S. Department of Labor, Office of Disability Employment Policy.

Access the LEAD Center to learn about:

- Opportunities presented in WIOA to build integrated cross-system collaborations that improve employment and economic outcomes for youth and adult job seekers with disabilities.
- Technical assistance and training available to staff at American Job Centers and their partners on guided group discovery, customized employment, self-guided discovery, and self-employment.
- Information and resources to increase the financial literacy and financial capability of people with disabilities.

What should I look for? [Guided Group Discovery](#) and [Self-Guided Discovery](#) Facilitator Manuals offer alternative assessments for individuals who want to identify their own ideal conditions of employment. The Discovery process assists job seekers in identifying employment that would be a good fit both for them and for an employer.

Key Topic: Partnerships, Job Accommodations, Strategies for Job Development, Resource Coordination

18. **Website: LINCS Community**
Community of practice (COP) for adult education practitioners. This professional learning space brings together adult educators worldwide to work together toward one common goal – providing high-quality, evidence-based learning opportunities to adult students. The LINCS Community is funded by the U.S. Department of Education, Office of Career, Technical, and Adult Education (OCTAE).
Access LINCS to find:
- A space where practitioners can seek help from experts and peers, collaborate, network, share knowledge and resources, participate in special events, and grow professionally.

What should I look for? LINCS Learning Portal is an open access, web-based learning platform that enables learners, instructors, and organizations to access online learning opportunities, including training on Career Pathways and Disabilities and Equitable Outcomes.
Key Topic: Job Accommodations

19. **Website: National Association of State Workforce Agencies (NASWA)**
The national organization representing all 50 state workforce agencies, D.C. and U.S. territories, works to enhance state workforce agencies' ability to accomplish their goals, statutory roles, and responsibilities.
Access NASWA to learn:
- Promising state practices
- State innovation and leadership in workforce development
- Public policy updates

What should I look for?
The WIOA Resource Center hosts a multitude of resources on Career Pathways including briefs on career pathways efforts in multiple states (New York, Colorado, Virginia, Indiana, and Rhode Island).
Key Topic: Partnerships, Strategies for Job Development, Resource Coordination, Employer Engagement

20. **Website: National Association of Workforce Boards (NAWB)**
An association of approximately 550 Workforce Development Boards and their 12,000+ business members focused on ensuring that state and local workforce development and job training programs meet the needs of employers.
Access NAWB to learn:

- What Workforce Boards are doing to meet employers' workforce demands.
- The latest updates on advocacy efforts that impact the public workforce system.

What should I look for? NAWB catalogues information about [workforce initiatives](#) taking place across the country. NAWB identifies sources of funding, builds private/public partnerships, and identifies and supports innovations that advance national efforts in workforce development. Check out the materials on the [Registered Apprenticeship Initiative](#) which include archived webinars on key aspects of apprenticeship and a special report, [*The State of Apprenticeship among Workforce Boards*](#).

Key Topic: Partnerships, Strategies for Job Development, Resource Coordination, Employer Engagement

21. **Website: [National Association of Workforce Development Professionals (NAWDP)](#)**
Works to inform, improve, and support the workforce development field through advocacy, partnerships, and project work.

Access NAWDP to learn:
- Professional credentials for workforce professionals.
- Vendors (products and services) that will help you address your unique professional development, operational, and resource needs.

What should I look for? [Training opportunities](#), including dates for NAWDP's two annual conferences, that highlight best practices from the field and create a unique opportunity for workforce professionals to learn from each other.

Key Topic: Partnerships, Strategies for Job Development, Resource Coordination, Employer Engagement

22. **Website: [National Collaborative on Workforce and Disability for Youth (NCWD/Youth)](#)**
Assists state and local workforce development systems to better serve all youth, including youth with disabilities and other disconnected youth. NCWD/Youth offers a range of technical assistance services to state and local Workforce Investment Boards, youth councils, and other workforce development system youth programs. NCWD/Youth is funded by a grant from the U.S. Department of Labor, Office of Disability Employment Policy.

Access NCWD to learn:

- Workforce strategies proven to positively impact employment outcomes for youth.
- Innovations being tested with youth.
- Strategies for cross-system collaboration.
- Competencies needed for the professional development of staff serving youth.

What should I look for? [Innovation briefs](#) on innovative strategies being implemented in workforce development programs that serve youth with disabilities, either as a target population or as part of other youth populations. These briefs offer insight into activities taking place in select workforce areas, the impact, and lessons learned.

Key Topic: Partnerships, Strategies for Job Development, Resource Coordination

23. **Website: [Partnership on Employment & Accessible Technology](#) (PEAT)**
Offers a central hub of online resources and opportunities for collaboration to employers and Information Technology (IT) companies interested in adopting accessible technology as part of everyday business practices. PEAT is funded by the U.S. Department of Labor, Office of Disability Employment Policy.

Access PEAT to find:
- A central hub for accessible technology-related tools and resources, including accessibility of online job applications and other eRecruiting technologies.
- To join a speaker series showcasing organizations and individuals whose work is advancing accessible technology in the workplace.
- Access to a simple tool to help assess your technology accessibility practices and find tools to help improve them.

What should I look for? [TalentWorks](#), a free online tool for employers and human resources professionals that helps them ensure their online job applications and other e-recruiting technologies are accessible to job seekers with disabilities.

Key Topic: Partnerships, Job Accommodations

24. **Tool: [Promising Practices in Achieving Universal Access and Equal Opportunity: A Section 188 Disability Reference Guide](#)**
Jointly developed by the U.S. Department of Labor (DOL) with support and assistance from ODEP's LEAD Technical Assistance Center at the National

Disability Institute (NDI), this Guide provides updated information and examples to help American Job Centers meet the nondiscrimination and accessibility requirements for individuals with disabilities in Section 188 of the Workforce Innovation and Opportunity Act. It serves as a practical resource for improving and promoting equal opportunity and access to services for job seekers with and without disabilities in the workforce system. This guide does not create new legal requirements or change current legal requirements; promising practices do not preclude states and recipients from devising alternative approaches; and adoption of promising practices will not guarantee compliance.

Access the Section 188 Guide to:

- Explore a wide range of strategies and promising practices in diversified areas of disability and accessibility that have been collected nationwide from State/local workforce systems and partners that directly correlate with meeting the nondiscrimination, equal opportunity, and universal access requirements of Section 188 regulations.
- Learn a wide range of approaches that State/local workforce partners have implemented to expand physical and programmatic accessibility, including effective communication.

What should I look for? The Reference Guide is a free resource in which you can identify a topic of interest and research promising practices that have been implemented in that area. Topics are far-ranging such as marketing and outreach, effective collaboration, staff training approaches, and strategies that prohibit discrimination of individuals with disabilities. The Guide also outlines the roles and responsibilities of Equal Opportunity Officers on the State and local levels, including how to collaborate and coordinate efforts around accessibility and disability.

Key Topic: Job Accommodations**,** Partnerships, Strategies for Job Development, Resource Coordination

25. **Website: [Workforce Innovation Technical Assistance Center](#) (WINTAC)**
A national training and technical assistance center that provides resources and information for State Vocational Rehabilitation Agencies (SVRAs) and their partners on aligning their services with new requirements under the Workforce Innovation and Opportunity Act. WINTAC is funded by the Department of Education, Rehabilitation Services Administration.

Access WINTAC to find training and technical assistance:

- In five topic areas related to changes made by WIOA: pre-employment transition services, Section 511 requirements, competitive integrated employment, integration of VR into the workforce development system, and transition to the common performance accountability system.
- To help develop the skills and processes needed to meet the requirements of WIOA.

What should I look for? The Career Pathways Community of Practice is a free opportunity to learn from SVRAs that are building, or have already built, their Career Pathways programs and services.

Key Topic: Partnerships, Strategies for Job Development, Resource Coordination, Employer Engagement