

BUILDING SISKIYOU'S WORKFORCE



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TABLE OF CONTENTS

Acknowledgements	2
Mission	3
Vision	3
Guiding Principles	3
Introduction	4
Siskiyou Occupational Advancement Roadmap	6
Goal 1: Sustainability	6
Goal 2: Exploration	7
Goal 3: Skill Development	8
Goal 4: Experience	9
Goal 5: Recruitment and Hiring	10
Goal 6: Retention	11
Roadmap Work Plan	12
Goal 1: Sustainability	12
Goal 2: Exploration	15
Goal 3: Skill Development	16
Goal 4: Experience	18
Goal 5: Recruitment and Hiring	20
Goal 6: Retention	22

Resources and Data...[SiskiyouWorks.org/resources/](https://www.siskiyouworks.org/resources/)



ACKNOWLEDGEMENTS

The Siskiyou Occupational Advancement Roadmap (SOAR) would not be possible without the efforts and resources of countless participants and organizations♦. At the risk of missing someone crucial, I would like to acknowledge many of the individuals who made SOAR a reality.

The Siskiyou Occupational Advancement Road map was started in 2017, and discussion about the possibilities were happening before that. The founders* went on to serve on the steering committee and in other capacities. We are indebted to the SOAR founders for their foresight and initiative in imagining a bigger future for Siskiyou County.

The SOAR steering committee persevered. Deepest thanks for your contributions, Marie Caldwell* chair, Ann Merkle* secretary, Kermith Walters* treasurer, Bright Nichols-Stock* past vice-chair, Stephen Schoonmaker* past chair, Rhonda Daws, Arielle Halpern, Alex McBride, Bethany Mueller, Craig Thompson and Christina Van Alfen*.

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Finally, this Roadmap could never have become a reality without a generous grant from the Ford Family Foundation.

Tatiana Bredikin
MeetingMastery.com
November 2019

♦ See the Resources and Data at SiskiyouWorks.org for participating organizations representing workforce sectors.

* Founders of the Siskiyou Occupational Advancement Roadmap



Siskiyou Occupational Advancement Roadmap

Mission

The Siskiyou Occupational Advancement Roadmap mission is to co-create, with local employers and workforce and education experts, career and job-readiness strategies that effectively match opportunities with interested students and job seekers.

Vision

The Siskiyou Occupational Advancement Roadmap operates as a powerful resource, helping local employers to advance employee job opportunities. Siskiyou County residents can easily access employment opportunities through a web-based portal that connects students and job seekers to local professionals who facilitate career exploration, job training, work-based learning, and job placement. Siskiyou County recognizes workforce development as a critical infrastructure for economic development. Working-age individuals with stable employment and incomes remain in Siskiyou County using their skills. Businesses thrive and multiply because of Siskiyou County's qualified labor pool.

Guiding Principles

☀ Inclusive ☀ Collaborative ☀ Committed ☀

SOAR's collaborative planning and implementation activities reflect a Collective Impact model (the commitment of a group of members from different sectors to a common agenda to solve a specific problem). Members are committed to SOAR as a countywide culture that continually grows and adapts to support workforce and career improvements for a better quality of life. Diversity, equity, and inclusivity are a critical foundation for the health of any community and for SOAR's power as a catalyst for economic change. The SOAR development team is committed to ensuring every interested member of the community can easily participate.



Introduction

Siskiyou County business and education professionals created the Siskiyou Occupational Advancement Roadmap in 2017 in response to a long-term decline in economic vitality. This decline was due in part to a common problem in rural areas- the migration of working-age residents based on (perceived) better job opportunities elsewhere.

The purpose of the Roadmap is to build a job readiness strategy for Siskiyou County using public/private partnerships, and to clarify employment pathways for students and job seekers by identifying gaps between classroom and job opportunities. SOAR paves the way for a new, collective approach to coordinating and advancing countywide career and workforce activities.

What We Do

SOAR is an ongoing resource that is sometimes confused with a strategic plan. SOAR is different. It is a living entity; a movable trail that the community can follow together to reach common destinations. It offers built-in adaptability allowing community members to effectively take advantage of new opportunities.

SOAR is a living guidepost and tool. SOAR's creators are dedicated to opening communication and building on successful, existing projects that effectively meet the needs of local talent and employers. SOAR's founders include local business owners, economic development specialists, educators, education administrators and students.

The roster of collaborators has grown since 2017 and now demonstrates support from every major local business sector. Collaborators now include residents of all ages and from all walks of life who are interested in building a career in Siskiyou County, or in helping others to achieve success.

Who We Serve

- Employers who need support in hiring qualified talent and in training and retaining skilled employees.
- Educators who need connections with employers so they can co-create learning and hiring opportunities.

SOAR helps create connectivity between the two groups so together they can create a strong, clear corridor to better connect employers with job seekers and students.

Employers and educators can use SOAR's administrative and technical resources to advance projects that increase opportunities for improvement in the local workforce.

SOAR's technical resources include a database of local education and training, employment, and economic development professionals cataloged by their area of expertise, calendars of relevant community meetings, maps of local services and programs with relationship diagrams, and more.

SOAR's administrative resources include grant funding expertise, community survey data, meeting facilitation, networking support, and project management.

SOAR's customers are the community members who use its resources. Local K-14 and adult schools, College of the Siskiyous, college exploration programs, disabled services, veterans services, LGBTQIA advocates, youth program developers, mental health experts, child development specialists, economic development professionals, students, parents, community builders, service clubs, government representatives and many others have joined together to develop SOAR and to eventually use it to advance their respective missions.

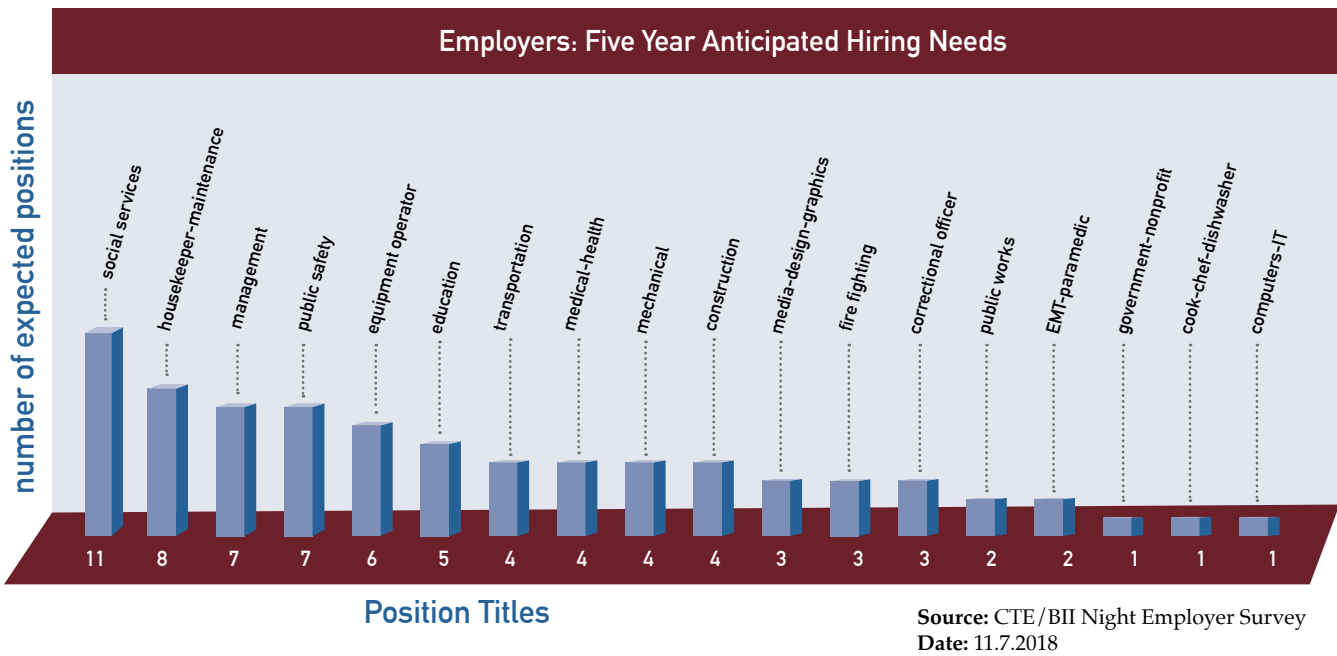


Key Features

- **Accessibility** is especially important for people living in remote communities, people who may have limited English language abilities, and those with disabilities that create challenges in accessing information. SOAR's initiatives will be available in multiple formats to ensure everyone who is interested can access the information.
- **Emphasis on skilled trades** as a desired workforce for rural Siskiyou County. Students and adults who can affordably access education for a highly desired trade locally can benefit from the increased support, while employers in need of skilled workers have greater access to their talents. This is not to the exclusion of promoting a four-year degree as a valid and important career path.



Siskiyou Occupational Advancement Roadmap



GOAL 1: SUSTAINABILITY

Roadmap Viability

The Roadmap features components that create a logistical and financial foundation for SOAR's ongoing stability and future growth.

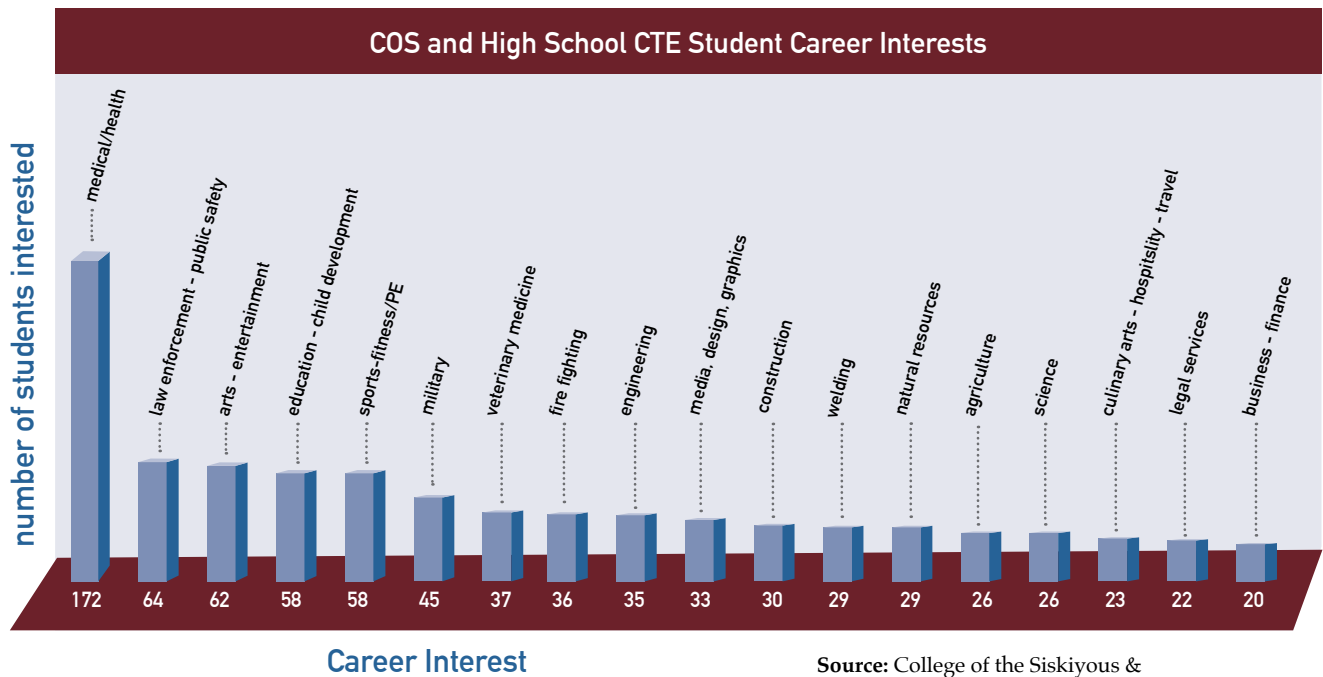
Sustainability Strategies

- 1.1 | SOAR partners maintain an active steering committee that guides and evaluates the effectiveness of initiatives, and continues to ensure SOAR remains a viable, powerful tool for Siskiyou County residents and businesses.
- 1.2 | The steering committee, through a coordinator, facilitates the overall coordination of Roadmap activities, including marketing and outreach, project management and timelines that help supported projects stay on track, web development, data collection and management, and evaluation procedures.
- 1.3 | SOAR partners develop and maintain a web portal, that operates as the primary countywide resource for training and employment services, and helps connect and engage stakeholders.

*Notes on data and charts:

A complete list of relevant data is available in the Data and Resources document at SiskiyouWorks.org/resources, where detailed files of the data collected can be requested.

Future surveys should be distributed broadly to ensure diversity of respondents, and questions should be limited in number and to the most significant subjects to increase response quality.



Source: College of the Siskiyous & Siskiyou County High School CTE Student Surveys
Date: January - June 2019



GOAL 2: EXPLORATION

Career Exploration & Identification
Employers, educators and students can easily access career exploration program information, and effectively connect and collaborate.

Exploration Strategies

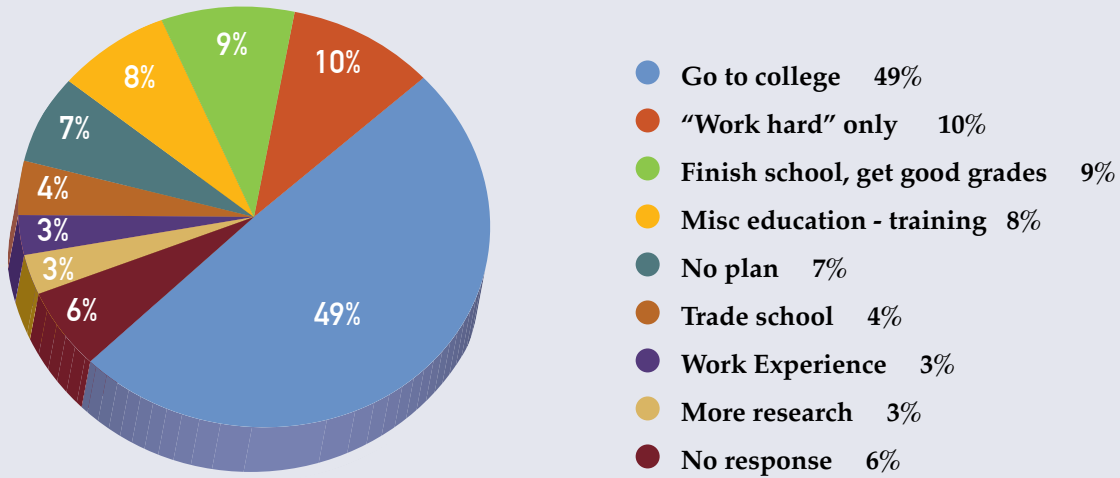
- 2.1 | Establish countywide agreements that describe ideal career exploration and identification outcomes.
- 2.2 | Create and maintain an online career exploration and identification portal that contains career program information, relevant training and skills needed, job openings, pay rates, and other information that can help individuals with career decisions.
- 2.3 | Promote and support local and online career exploration programs.

***Notes on data and charts:**

High school participants were primarily from CTE classes. The majority of Siskiyou County high schools were represented.

College of the Siskiyous participants were graduating from CTE programs.

Siskiyou High School Students Plans to Achieve Careers



Source: Siskiyou High School Student Surveys
Date: January - March 2019



GOAL 3: SKILL DEVELOPMENT

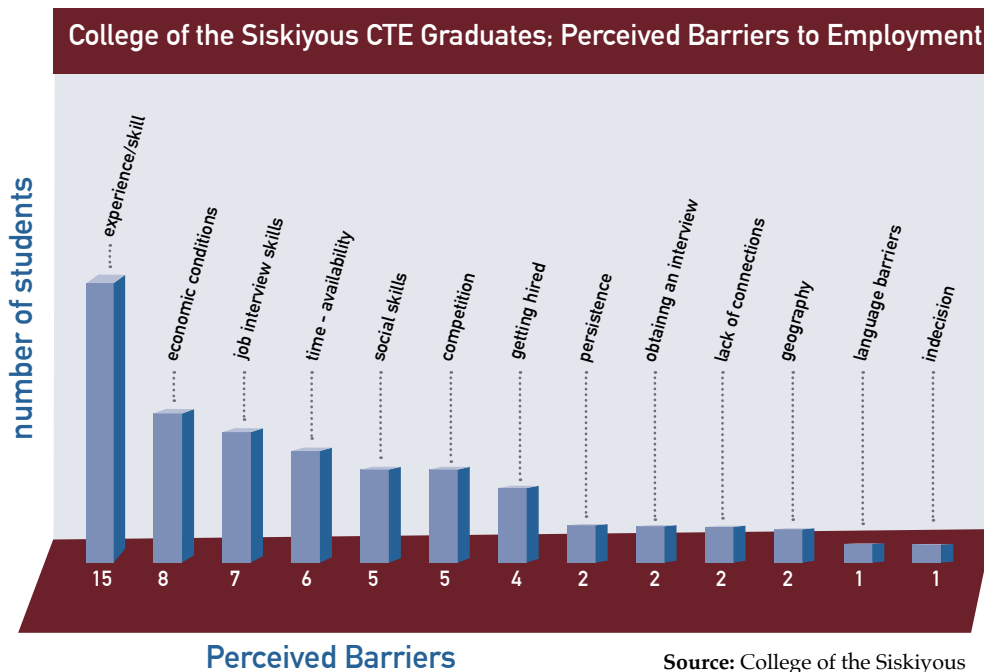
Education and Training in Technical and Life Skills

Local schools and other learning institutions facilitate countywide opportunities for work-based learning and career technical education.

Students and job seekers can easily access career, technical, and life skills development tools.

Skill Development Strategies

- 3.1 | Develop a process to align K-14 Career Technical Education (CTE) programs with local employment needs.
- 3.2 | Create and promote an online database with resources that address local employer- and student-identified needs.
- 3.3 | Promote Siskiyou County Career Technical Education (CTE) programs to students and adult learners.



Source: College of the Siskiyous
CTE Graduate Surveys
Date: June 2019



GOAL 4: EXPERIENCE

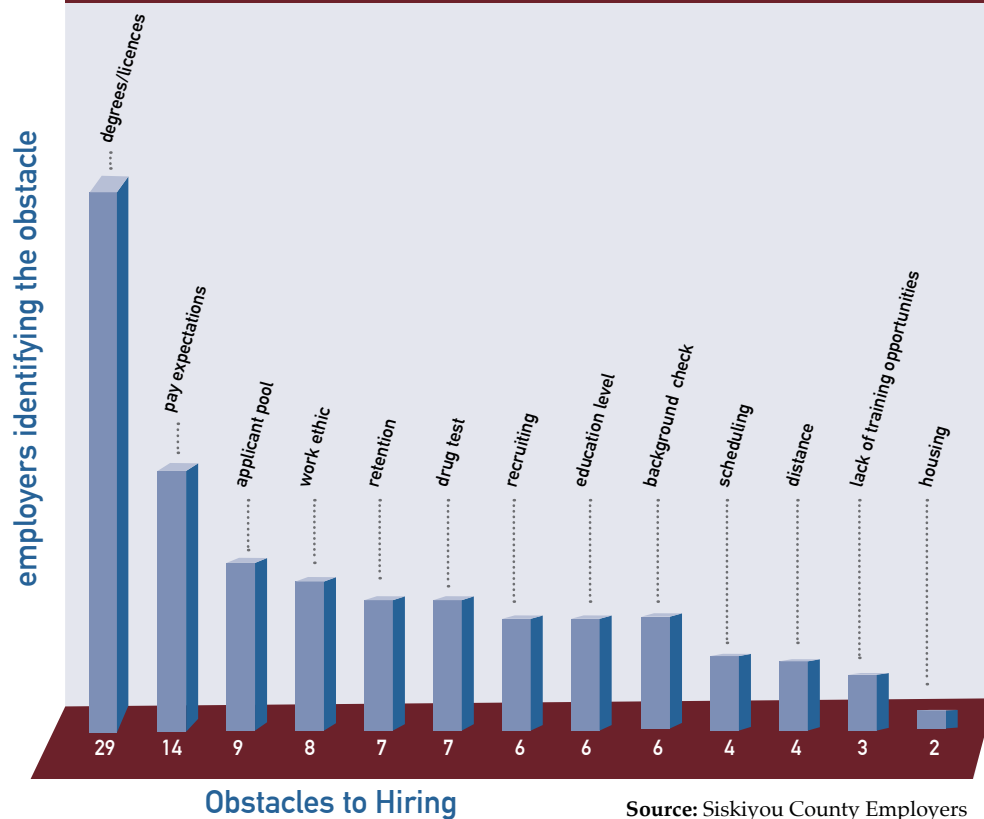
Work-based Learning for K-14 and Adult Education Program Students

Employers and educators collaborate to provide students with real-world experience in a field of interest, and in the workforce.

Experience Strategies

- 4.1 | Build and maintain relationships with work-based learning partners.
- 4.2 | Develop and maintain a web portal and mobile app to efficiently connect employers, educators, and students interested in work experience, including a directory of work-based learning partners.
- 4.3 | Develop and market student placement procedures that enable employers to offer work-based learning activities.

Siskiyou County Employers: Obstacles to Hiring (2019)



Source: Siskiyou County Employers at CTE/BII Night survey
Date: 11/7/2018



GOAL 5: RECRUITMENT AND HIRING

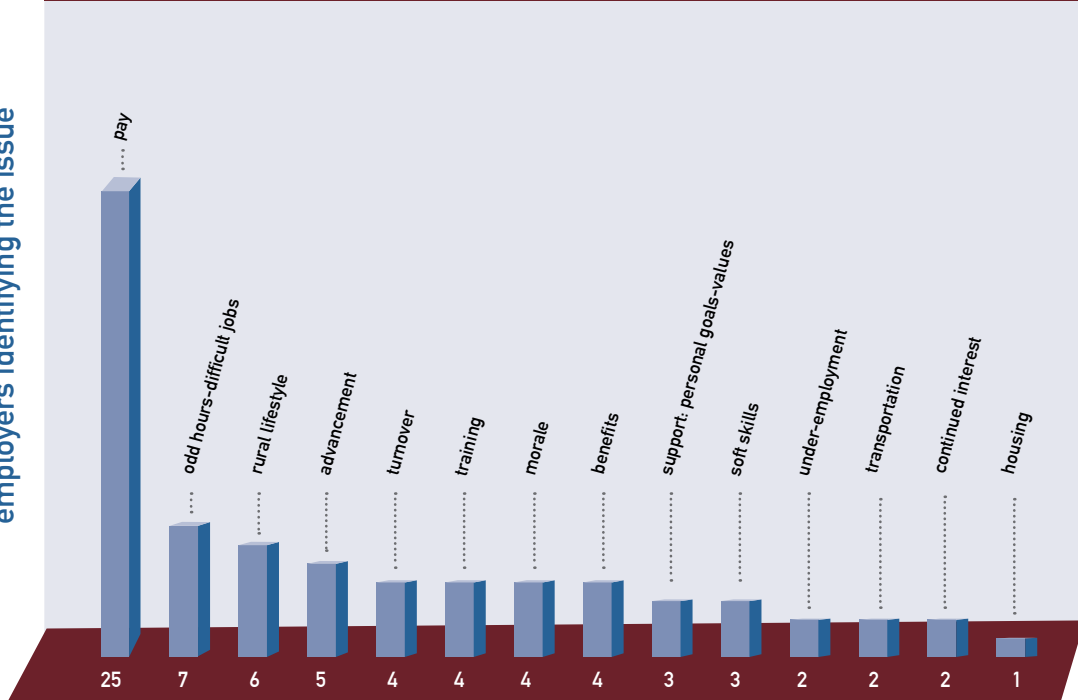
Work-based Training for Employees
Placement, recruitment and hiring concurrent with skill-building, together create a solid pathway to permanent employment.

Job Placement, Recruitment, Hiring Strategies

- 5.1 | Conduct systematic outreach and support to increase and maintain partner employers who provide work-based training, and can simultaneously benefit from an improved local hiring pool.
- 5.2 | Conduct ongoing community engagement activities, such as job fairs, that build and nurture relationships among employers and prospective employees.
- 5.3 | Build a location-based employment and training web portal to connect employers offering positions and work-based training with job-seekers. Include specific aspects of local industries, such as typical pay rates, and how to obtain the required training.

Siskiyou County Employers: Obstacles to Employee Retention (2019)

employers identifying the issue



Obstacles to Employee Retention

Source: Siskiyou County
Employers at CTE/BII
Night survey
Date: 11/7/2018



GOAL 6: RETENTION

Employee Development

Educators and SOAR liaisons will support in-house training to promote employee advancement in both position and wage earning potential.

Retention Strategies

- 6.1 | Community partners identify and address universally-lacking life skills as a powerful retention strategy. Educators work closely with employers to develop functional workforce readiness certificates that address skill requirements for training and advancement.
- 6.2 | Employers and educators collaborate to create effective in-house training strategies and leverage other local and web-based training resources.
- 6.3 | Partners collectively develop a local and online education and training resources database within the web portal to provide employees with access to tools to succeed and advance in their careers.

Roadmap Workplan

GOAL 1:
SUSTAINABILITY
Roadmap Viability

The Roadmap features components that create a logistical and financial foundation for SOAR’s ongoing efficacy and future growth.

Sustainability Strategies	Objectives	Responsibility	Metric	Year	Start	Complete
1.1 SOAR partners maintain an active volunteer steering committee that guides and evaluates the effectiveness of initiatives, and continues to ensure that SOAR remains a viable, powerful tool for Siskiyou County residents and businesses.						
1.1.1	Original SOAR steering committee members operate as the implementation steering committee.	Steering committee chair	Annual meeting schedule	1	Jan 2020	Dec 2020
1.1.2	Establish bylaws and working procedures for the ongoing steering committee.	Steering committee secretary	Adopted bylaws	1	Jan 2020	Dec 2020
1.1.3	Annually evaluate Roadmap objectives and amend as needed.	Steering committee chair	Updated Roadmap	2-5	Fall 2021	Fall 2024
1.1.4	Create and implement a comprehensive long-term funding plan that involves building relationships with regional and national foundations, government agencies, and other sources of financial support.	Coordinator with steering committee	Funding plan	2-5	Aug 2021	Dec 2024
1.1.5	Operate as a liaison to major countywide career initiatives like the Five-County initiative, North State Together and its Siskiyou County member organization, Cradle to Career.	Coordinator w/steering committee chair	Meeting schedule	2-5	Aug 2021	Dec 2024

Sustainability Strategies	Objectives	Responsibility	Metric	Year	Start	Complete
1.2 The steering committee, through a coordinator, facilitates the overall coordination of Roadmap activities, including marketing and outreach, project management and timelines that help supported projects stay on track, web development, data collection and management, and evaluation procedures.						
1.2.1	Enlist and retain a coordinator and establish systems to oversee coordination of the Roadmap to ensure outreach, follow-through, measurement and success of SOAR initiatives. The coordinator facilitates ongoing collaboration among partners, markets the programs, and maintains and grows the web portal.	Lead educational agency (SCOÉ*) in partnership w/ steering committee	Coordinator is hired	1	Jan 2020	Dec 2020
1.2.2	Recruit employers, educators, and students to fill open positions on the permanent steering committee.	Coordinator, steering w/ committee support	Fully operational steering committee	1.5	Jan 2020	Apr 2021
1.2.3	Create a work group that accomplishes career exploration objectives and helps establish countywide agreements.	Coordinator with steering committee support	Annual meeting schedule	1.5	Jan 2020	June 2021
1.2.4	Create a work group that accomplishes skill development objectives and helps establish countywide agreements.	Coordinator with steering committee support	Annual meeting schedule	1.5	Jan 2020	June 2021
1.2.5	Create a work group that accomplishes experience objectives and helps establish countywide agreements.	Coordinator w/ steering committee support	Annual meeting schedule	1.5	Jan 2020	June 2021
1.2.6	Create a work group that accomplishes recruitment and hiring objectives and helps establish countywide agreements.	Coordinator with steering committee support	Annual meeting schedule	1.5	Jan 2020	June 2021
1.2.7	Create a work group that accomplishes retention objectives.	Coordinator with steering committee support	Annual meeting schedule	1.5	Jan 2020	June 2021
1.2.8	Conduct and analyze annual community surveys to uncover and respond to trends in career choices, employer needs, and to help catalog and market new resources.	Coordinator w/ steering committee support	Update the work plan based on findings	2-5	Jan 2020	Annually in Fall
1.2.9	Create and maintain a print and social media outreach plan, such as Facebook, LinkedIn, Twitter, Instagram and YouTube for ongoing outreach.	Coordinator	Social media outreach plan	1	Feb 2020	April 2020

* Siskiyou County Office of Education

Sustainability Strategies	Objectives	Responsibility	Metric	Year	Start	Complete
1.3 SOAR partners develop and maintain a web portal, that operates as the primary countywide resource for training and employment services, and helps connect and engage stakeholders.						
1.3.1	Determine content to include in the online portal, presentation of data to users, and priorities for the portals implementation. Engage employers, job seekers, students and educators to inform the content and design including making it easy to market, find and use. Include easily-tracked usage statistics.	Coordinator w/steering committee support	Online portal content and design	2	Jan 2021	Sept 2021

GOAL 2: EXPLORATION

Career Exploration and Identification

Employers, educators, and students can easily access career exploration program information, and effectively connect and collaborate.

Career Exploration & Identification Strategies	Objectives	Responsibility	Metric	Year	Start	Complete
2.1 Establish countywide agreements that describe ideal career exploration and identification outcomes.						
2.1.1	Provide continuous reviews and updates for career and team resources and countywide agreements.	Exploration team chair w/ coordinator	Annual reviews and updates	July 2021	June 2024	2-5
2.2 Create and maintain an online career exploration and identification portal that contains career program information, relevant training and skills needed, job openings, pay rates, and other information that can help with career decisions.						
2.2.1	Assess and catalog current career exploration options, and location of these programs across the county.	Exploration team chair	Resource document	Jan 2021	Fall 2021	2
2.2.2	Select and integrate effective exploration elements as appropriate into the online portal.	Coordinator	Elements in online portal	Jan 2021	Dec 2021	2
2.3 Promote and support local and online career exploration programs.						
2.3.1	Maintain a countywide team to develop and promote K-14 career exploration programs.	Exploration team chair w/ coordinator	Annual meeting schedule and minutes	July 2020	June 2024	1-5
2.3.2	Develop a middle school career identification program including assessments, values and lifestyle identification. The program promotes technical and life skills that meet specific needs of each community.	Exploration workgroup chair and K-14 partners	Programs established and events held	June 2021	June 2022	2-3
2.3.3	Create a 10-year career planning template including an education plan component. Plans include career identification and pathways, local and online resources, and progress evaluation strategies.	Exploration team chair w/K-14 partners	10-year career plan	June 2022	June 2023	3-4

GOAL 3: SKILL DEVELOPMENT

Education and Training in Technical and Life Skills

Local schools and other learning institutions facilitate countywide opportunities for work-based learning and career technical education. Students and job seekers can easily access career, technical, and life skills development tools.

Skill Development Strategies	Objectives	Responsibility	Metric	Year	Start	Complete
3.1 Develop a process to align K-14 Career Technical Education (CTE) programs with local employment needs.						
3.1.1	Co-develop and implement procedures to continuously align K-14 Career Technical Education (CTE) programs with local employment needs and industry standards.	K-14 District teams in partnership with SCOE	Career Pathway maps	2	Aug 2021	Dec 2021
3.1.2	Develop a plan to collect and analyze recent county-wide and regional economic and educational data and use it to make program decisions.	K-14 CTE advisory groups' leads	Career Pathway courses	2	Aug 2021	Dec 2021
3.1.3	Convert the California Careers Pathway Trust (CCPT) CTE program grant infrastructure into a model that supports countywide CTE initiatives.	K-14 CTE advisory groups' leads	Model	4	Jan 2023	Dec 2023
3.1.4	Collaborate with the adult school consortium and local training and economic development agencies for access to their processes. Include this information in the online portal.	K-14 CTE advisory groups' leads	In online portal	5	Jan 2024	Dec 2024
3.1.5	Create a regular forum for employers and educators to come together to vision and plan. The annual Business and Industry night, SOAR and educators attending local industry groups for feedback, as well as quarterly career pathway advisory meetings. Place all agendas and minutes in the online portal resource section.	K-14 CTE advisory groups' leads	CTE Advisory agendas, minutes, BII night	2-5	Aug 2021	Dec 2024
3.1.6	Create and implement a community engagement plan to foster and strengthen partner relationships.	Coordinator w/ K-14 advisory groups' leads	Engagement plan	4	Aug 2023	Dec 2023
3.1.7	Increase collaboration among SOAR partners, College of the Siskiyous Workforce Readiness Certificate program, and noncredit ACT National Career Readiness Certificate.	Coordinator w/ skill development chair	Online portal, partner listing	3	Aug 2022	Dec 2022
3.1.8	Develop a plan to provide leadership, team-building, and mentorship support with a focus on generating passion and enthusiasm by emphasizing life skills as the key to a successful career. (Also in Retention strategies.)	Coordinator/ skill development workgroup	Leadership Plan	5	Aug 2024	Dec 2024

Skill Development Strategies	Objectives	Responsibility	Metric	Year	Start	Complete
3.1.9	Support partners and coordinate the development of functional workforce readiness certificates that address employee-based challenges in retaining employees who have life skills needs.	Coordinator with skill development team chair	Online portal, resources	5	Aug 2024	Dec 2024
3.2 Create and promote an online database with resources that address local employer and student identified needs.						
3.2.1	Create and promote an online, interactive map of sites and locations that offer programs meeting local workforce needs and also indicates priority training areas by sector and by location.	Coordinator with work group chair	Online portal, resources	2-5	Aug 2020	Dec 2024
3.2.2	Create and maintain a database of employers in the online portal , including details of their capacities and needs.	Coordinator with work group chair	Online portal, resources	2-5	Aug 2020	Dec 2024
3.2.3	Include a comprehensive database of training opportunities and resources, including local, virtual (online) and contract education resources to meet employers needs.	Coordinator with work group chair	Online portal, resources	2-5	Aug 2020	Dec 2024
3.3 Promote Siskiyou County Career Technical Education (CTE) programs to students and adult learners.						
3.3.1	Develop a marketing plan and utilize the strategies to publisize videos, career pathway maps, and needs assessments available at local school sites, advertising the opportunities offered to both youth and adults for career training.	CTE teachers at school sites	Marketing Plan	3	Aug 2022	Dec 2022
3.3.2	Market to potential job seekers, local life skills programs that meet the needs of employers, through the marketing plan.	Coordinator with adult ed director and COS non-credit director	Marketing Plan	4	Aug 2023	Dec 2023
3.3.3	Develop a plan to connect agencies that serve high-risk populations, such as justice-involved youth, to develop and co-promote appropriate resources.	Coordinator with foster youth/ alternative youth county coordinator	Outreach plan to include high risk youth	3-5	Aug 2022	Dec 2024

GOAL 4: EXPERIENCE

Work-based Learning for K-14 and Adult Education Program Students

Employers and educators collaborate to provide students with real-world experience in a field of interest, and in the workforce.

Experience Strategies	Objectives	Responsibility	Metric	Year	Start	Complete
4.1 Build and maintain relationships with work-based learning partners.						
4.1.1	Identify and promote programs that provide students with the opportunity to earn credit for work experience, such as dual enrollment, and high school and college credit.	Coordinator, K-14 partners	CTE pathway maps, course options	1-2	July 2020	Dec 2021
4.1.2	Promote or create volunteer mentor programs to align career path mentors with job seekers.	Coordinator, K-14 partners	Online portal	3	July 2022	Dec 2022
4.1.3	Promote the benefits of work-based learning programs to employers.	Coordinator, K-14 partners	Marketing Plan	2-5	July 2021	Dec 2024
4.1.4	Market to, recruit and engage businesses poised to offer work-based learning opportunities through collaboration, advocacy and personal contact.	Coordinator, K-14 partners, industry partners	Marketing Plan	1-2	July 2020	Dec 2021
4.2 Develop and maintain a web portal and mobile app to efficiently connect employers, educators, and students interested in work experience, including a directory of work-based learning partners.						
4.2.1	Identify and catalog site-based learning locations and organizations that are poised to partner.	Coordinator	Online portal	2-5	July 2021	Dec 2024
4.2.2	Build, maintain, and promote a centralized onsite learning experience web portal to connect employers who are offering learning opportunities with students.	Coordinator	Online portal	2-5	July 2021	Dec 2024

Experience Strategies	Objectives	Responsibility	Metric	Year	Start	Complete
4.3 Develop and market student placement procedures that enable employers to offer work-based learning activities.						
4.3.1	Simplify and standardize student work-based learning requirements across employers. Create the criteria and processes for student eligibility and placement in site-based opportunities. Develop policies and procedures for placement. Provide employers with the information and resources to ensure labor law compliance with respect to student learners.	Coordinator w/K-14 partners, industry partners	Work-based Learning plan	1-5	July 2020	Dec 2024
4.3.2	Research best practices of other site-based learning experience websites for possible local implementation.	Coordinator w/K-14 partners, industry partners	Work-based Learning plan	1-5	July 2020	Dec 2024
4.3.3	Identify the roles partner businesses could play, such as trade exposure talks and tours, and job shadowing, as well as the process to connect them with classes and students.	Coordinator w/K-14 partners, industry partners	Work-based Learning plan	1-5	July 2020	Dec 2024
4.3.4	Identify the means, processes and requirements that allow for, and increase opportunities for paid student-learners and site-based training.	Coordinator w/K-14 partners, industry partners	Work-based Learning plan	1-5	July 2020	Dec 2024
4.3.5	Create a resource/student coordinator/manager role for student-learner site-based employers and students.	Coordinator w/K-14 partners, industry partners	Work-based Learning plan	1-5	July 2020	Dec 2024
4.3.6	Market work-based learning opportunities to prospective employers, employees and students.	Coordinator w/K-14 partners, industry partners	Work-based Learning plan	1-5	July 2020	Dec 2024

GOAL 5: RECRUITMENT and HIRING

Work-based Training for Job-seekers

Placement, recruitment and hiring concurrent with skill-building, together create a solid pathway to permanent employment.

Recruitment and Hiring Strategies	Objectives	Responsibility	Metric	Year	Start	Complete
5.1 Conduct systematic outreach and support to increase and maintain partner employers who provide work-based training, and can simultaneously benefit from an improved local hiring pool.						
5.1.1	Develop policies and procedures for work-based training placement (e.g. handbook, essential job duties, and responsibilities).	Coordinator w/ industry partners	Policies and procedures	3	July 2022	Dec 2022
5.1.2	Provide employers with resources about grants, tax incentives and other programs that incentivize employers offering work-based training.	Coordinator w/ industry partners	Online portal	2-5	July 2021	Dec 2024
5.1.3	Encourage work-based training by giving employers means, processes and requirements that allow for and increase funding opportunities to subsidize wages and workers compensation for the on-boarding and training period.	Coordinator w/ industry partners, recruitment work group	Event schedule, training schedule	3	July 2022	Dec 2022
5.1.4	Provide personal connection, performing regular check-in and follow-up with potential trainers and trainees from initial screening of prospective employees through the work-based training process to full employment.	Coordinator with K-14 partners, industry partners	Contact log	2-5	July 2021	Dec 2024
5.2 Conduct ongoing community engagement activities, such as job fairs, that build and nurture relationships among employers and prospective employees.						
5.2.1	Maintain SOAR Google Community Calendar of partners' and career and workforce events, and connect workgroups to appropriate events.	Coordinator	Calendar	2-3	July 2021	Dec 2022
5.2.2	Participate in and support local job fairs.	Coordinator, Industry partners	Event Schedule	2-5	July 2021	Dec 2024

Recruitment and Hiring Strategies	Objectives	Responsibility	Metric	Year	Start	Complete
5.3 Build a location-based employment and training web portal to connect employers offering positions and work-based training with job-seekers, and including specific aspects of local industries, such as typical pay rates, and how to obtain the required training.						
5.3.1	Research and identify best practices in other job search websites and determine what to include in this web portal.	Coordinator	Best practices report	3	July 2022	Dec 2022
5.3.2	Identify, catalog, and promote local industries that suffer from a limited pool of experienced applicants and employees.	Coordinator	Online portal	4	July 2023	Dec 2023
5.3.3	Create and maintain an online resource that acts as a conduit between employer work-based training opportunities, job openings, and prospective employees.	Coordinator	Online portal	4-5	July 2023	Dec 2024

GOAL 6: RETENTION

Employee Development

Educators and SOAR liaisons will facilitate in-house training to promote employee advancement in both position and wage earning potential.

Retention Strategies	Objectives	Responsibility	Metric	Year	Start	Complete
6.1 Community partners identify and address universally-lacking life skills as a powerful retention strategy. Educators work closely with employers to develop functional workforce readiness certificates that address skill requirements for training and advancement.						
6.1.1	Collaborate with partners to create a plan to catalog key retention issues, such as wages and childcare, and support wider efforts to address these.	Retention workgroup chair w/ coordinator	Catalog	4	July 2023	Dec 2023
6.1.2	Map life skills programs and create an inventory of the skills they are teaching.	Retention workgroup chair w/ coordinator	Map and inventory	5	July 2024	Dec 2024
6.1.3	Catalog curriculum offered at local college and other providers, and promote classes that employers' indicate staff need.	Retention workgroup chair w/ coordinator and K-14 partners	Course Catalog	5	July 2024	Dec 2024
6.1.4	Locate education partners and facilities meetings where the school/educators meets with employers to review employers needs, or identifies life skills that employees are specifically lacking.	Retention workgroup chair w/ coordinator	Map	4	July 2023	Dec 2023
6.1.5	Develop a plan to provide leadership, team-building, and mentorship support with a focus on generating passion and enthusiasm by emphasizing life skills as the key to successful retention. (Also included in Skill Development strategies.)	Coordinator w/ non-profit partners	Leadership Plan	4-5	July 2023	Dec 2024
6.2 Employers and educators collaborate to create effective in-house training strategies and leverage other local and web-based training resources.						
6.2.1	Create a map of technical skill development options available to industry partners.	Coordinator w/ K-14 partners	Map	3	July 2022	Dec 2022
6.2.2	Create service agreements with non-credit, adult school, and College of the Siskiyou instructors and programs to serve industry partners training needs.	K-14 partners, industry partners	Service Agreements	4	July 2023	Dec 2023

6.3 | Partners collectively develop a local and online education and training resources database within the web portal to provide employees with access to tools to succeed and advance in their careers.

6.3.1	Develop career and workforce resources web portal components including technical, management and leadership skills, and COS workforce readiness resources.	Coordinator	Online portal	3	July 2022	Dec 2022
6.3.2	Market the portal to employers who can use it to strengthen skills in their current workforce.	Coordinator	Marketing Plan	5	July 2024	Dec 2024
6.3.3	Market the portal to employees to build skills to grow in their current positions and prepare for the next level.	Coordinator	Marketing Plan	5	July 2024	Dec 2024

BUILDING SISKIYOU'S WORKFORCE