MO 782 7803

## Designing Local Skills Strategies

Edited by
Francesca Froy, Sylvain Giguère
and Andrea-Rosalinde Hofer

B 367911



## Table of Contents

Executive Summary	15
Part I	
International Overview	
Chapter 1. Local Strategies for Developing Workforce Skills.  Why tackle skills at the local level?.  Three aspects of developing a balanced local skills strategy.  Two examples of balanced strategies: Shanghai and Michigan.  Obstacles to a balanced approach.  Conclusions and recommendations.  Notes.  Bibliography	23 26 29 43 44 51 53
Chapter 2. Addressing the Loss of Skills to International Migration  The problems and opportunities posed by migration  Local strategies for the management of migration processes.  Conclusions and recommendations  Notes  Bibliography	57 59 61 80 85
Part II	
Case Studies	
Introduction Skills strategies in Shanghai Attraction and retention of talent Upgrading the skills of the current labour force Integrating hard-to-reach groups into the skills development system Implementation and allocation of tasks to different stakeholders Conclusion. Notes Bibliography	91 92 99 104 107 112 116 119 121
Annex 3.A1. Shanghai Data Summary	123

DESIGNING LOCAL SKILLS STRATEGIES - © OECD 2009

Chapter 4. Michigan Regional Skills Alliances: A Statewide Initiative	
to Address Local Workforce Needs	129
Introduction	130
Profile of Michigan's economy	131
Development of the Michigan regional skills alliance initiative	134
Overview of the 13 selected MiRSAs	137
Governance issues	143
Outcomes and value added	146
Conclusions	148
Notes	152
Chapter 5. The Choctaw Tribe of Mississippi: Managing Skills	
for Workforce Transformation	155
Introduction	156
The context: rapid economic change	156
Designing effective strategies	158
The implementation framework	163
Performance management and evaluation tools	168
Collaboration and regional co-operation	168
Impact	169
Conclusions	171
Notes	172
Bibliography	173
Chapter 6. Addressing Skills Shortfalls in Mackay, Australia	175
Introduction	176
The national context	177
The State of Queensland and the skills plan	182
The Mackay Region	186
Strategies for tackling skills shortages and skills strategies in Mackay .	193
Conclusions	208
Notes	210
Bibliography	211
Annex 6.A1. The Australian Skills Context: Background Information	213
Chapter 7. From Crane to Torso: Local Skill Strategies in the City	
of Malmö	219
Introduction	220
The key axes of the strategy	224
Impacts: the changing local context	229
Conclusions	236
Bibliography	238

Chapter 8. New York City Career Pathways: Skills Strategies	
for Low-paid Immigrants	239
Introduction	240
Assessing the local context	240
The focus of the study	244
Designing effective career pathways	247
The pathway development process	254
Future plans	265
Conclusions	266
Notes	269
Bibliography	270
Annex 8.A1. Overview of the Cuny Career Pathway Programmes	273
Glossary	275