Effective, best-in-class workforce development professionals value . . .	
Asset-Based Coaching	➢ Workforce development professionals strive to have a collaborative, accountable partnership with participants, focused on using their strengths to achieve their goals and vision for their life. ➢ Workforce development professionals recognize that all job seekers have strengths and the capacity to learn, grow and change. ➢ Workforce development professionals assist job seekers to identify their current strengths, use them in the job search and employment process, as well as build other strengths needed for long-term employment.
Collaboration	➢ Workforce development professionals understand the power that comes from working jointly with other organizations, coalitions and systems, and actively seek to expand their networks to spur the development of new ideas and connections in order to generate more opportunities for jobs seekers and employers.
Commitment to Job Quality & Labor Market Justice	➢ Workforce development professionals understand that not all jobs are created equal and therefore strive to both develop and prioritize relationships with employers that offer quality, "high road" employment opportunities. ➢ Workforce development professionals seek to understand the myriad ways the labor market perpetuates inequity and inequality (e.g. wage theft, wage stagnation, unfair scheduling practices, employee misclassification, discrimination, etc.) and advocate for improvements with employers and policies.
Commitment to Quality Services	➢ Workforce development professionals strive to provide the highest level of responsive, respectful customer service to their job seekers and employers, recognizing this is the core of their work.
Continuous Learning	➢ Workforce development professionals take responsibility for keeping up-to-date on current research and technology, identifying and pursuing areas for development and training that will enhance individual job performance and organizational effectiveness, and being aware of, reflecting on and adapting to ongoing organizational changes as well as trends in the field.
Cultural Competency	➢ Workforce development professionals understand the ways power, privilege and oppression operate with respect to race, ethnicity, national origin, color, sex, sexual orientation, gender, gender identity, age, marital status, political belief, religion, socioeconomic status, military status, and mental or physical disability.

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	➢ Workforce development professionals consistently value and respect diverse identities and perspectives. ➢ When working with job seekers, employers, coworkers, and other stakeholders, workforce development professionals demonstrate empathy, sensitivity, and emotional self-control, particularly around issues of difference. ➢ Workforce development professionals understand that becoming culturally competent is a journey and they seek out opportunities to both increase their awareness and understanding, and develop and practice new skills.
Racial Equity	➢ Workforce development professionals recognize that systemic, institutional and individual racism create disparities in the way people of color fare in the labor market. ➢ Workforce development professionals work to eliminate or reduce the differential impact that policies, practices, attitudes and cultural messages have on people of color.
Trauma-Informed Care	➢ Workforce development professionals recognize and appropriately respond to the trauma experienced and defined by their clients, including trauma from a specific event or incident, microaggressions, institutional racism, discrimination, and oppression. ➢ Workforce development professionals use trauma-informed care principles to respond to the impact of trauma on their clients, including creating safety, providing choice, responding with empathy, highlighting strengths and resilience, providing clear and consistent information, and making decisions collaboratively. ➢ Workforce development professionals strive to use trauma-informed care both in their individual, coaching relationships as well as in their organization's culture and policies. ➢ Workforce development professionals are aware of their own personal vulnerability, such as the potential for retraumatization, burnout, secondary or vicarious trauma, and compassion fatigue, and take steps to mitigate these effects.
Self-Care	➢ Workforce development professionals understand the importance of and regularly engage in self-care activities. ➢ Workforce development professionals understand that engaging in proper self-care (i.e. tending to one's own needs first) allows them to more appropriately and effectively tend to others.

	Tier 1 Competencies (Broad Buckets)	Tier 2 Competencies (Specific Strategies)	Tier 3 Competencies (Personal Qualities/Skills)
Workforce Development Core Competencies	An understanding of the **workforce development system**, including:	➢ Public funding streams that support workforce development ➢ Commonly used and best practice workforce development program models ➢ How workforce development intersects with other, related "systems" such as the homeless response or adult education system ➢ How you and your organization fit into the local workforce development system ➢ How workforce development fits into the current political and economic climate ➢ The role workforce development professionals play in advocating for field and system improvements	• Ability to do basic research • Comfort with computers/technology (e.g. database systems; internet browsing; social media; survey tools; etc.) • Understanding of evaluation basics • Effective verbal and written communication skills • Ability to network and cultivate relationships with diverse stakeholders/groups of people • Ability to set and act on short and long term goals • Client service orientation, including being: o Attentive/active listener o Courteous o Patient o Empathic o Friendly o Responsive o Resourceful o Caring • Ability to competently use motivational interviewing techniques • Ability to use a holistic approach with clients/see them
	A commitment to **collaboration**, including:	➢ Regular networking to increase connections for yourself and your job seekers ➢ Working across "silos" by knowing and partnering with a diverse landscape of stakeholders including: o Internal partners at your organization and in your community o Other workforce development agencies that provide complementary services o Individuals and organizations in other related "systems" ➢ Participating in formal partnerships and coalitions	
	The ability to regularly use **data** to improve programming, including:	➢ Understanding and using labor market information to improve job seeker outcomes and influence program design ➢ Creating regular time with colleagues to reflect on data trends and discuss program improvement ➢ Building a trusting work environment that supports innovation ➢ Staying up-to-date on best practices in workforce development (i.e. new program models, strategies, etc.) ➢ Collecting and using data from multiple sources (i.e. job seekers, employers, staff, partners, etc.)	

Effective, best-in-class workforce development professionals possess . . .

	The ability to effectively **assess, prepare, and connect job seekers** to employment, including:	➢ Engaging in strategic job seeker recruitment ➢ Using a strengths-based approach to assess job seeker skills, interests and needs ➢ Planning with job seekers' for both their short-term (survival job) and long-term (career pathways) goals ➢ Providing coaching to job seekers using the above workforce development values ➢ Providing and/or connecting job seekers to necessary "work readiness" training ➢ Providing and/or connecting job seekers to desired hard skill training opportunities ➢ Providing and/or connecting job seekers to supportive services as well as communities of support ➢ Ensuring "goodness of fit" when placing job seekers in employment ➢ Delivering retention activities to keep job seekers engaged in programming and employed ➢ Understanding and adjusting services based on job seeker population (e.g. job seekers with disabilities, experiencing homelessness, veterans, youth, criminal records, etc.)	as part of larger systems • Ability to have difficult conversations • Ability to suspend judgment and check biases • Ability to handle multiple and competing priorities/possess good time management and prioritization skills • Organizational skills • Creative problem solving skills • Adaptability/flexibility • Confidence/Assertiveness • Openness to feedback • Outgoing nature • Attention to detail • Self-direction • Passion for social justice • Professional presentation
	The ability to build strong, quality **employer relationships**, including:	➢ Developing a deep understanding of business and industry needs and how to stay up-to-date on trends ➢ Strategically identifying and maintain a diverse portfolio of employer partners using quality job criteria and sector-based strategies, which meet varied job seeker needs ➢ Engaging new employer partners with a persuasive, service-based pitch ➢ Providing exceptional customer services to maintain and deepen employer relationships ➢ Understanding individual employer needs and workplace culture to ensure successful job seeker referrals ➢ Advocating with employers on behalf of job seekers and engaging in honest communication about challenges in the partnership when needed ➢ Soliciting and regularly using employer feedback to improve services	