



WORKFORCE OUTCOME

STEWARDSHIP GIT/WORKFORCE ACTION TEAM

CHESAPEAKE BAY WATERSHED AGREEMENT OUTCOME LANGUAGE

PROPOSED DRAFT OUTCOME LANGUAGE: Increase the ability of all watershed residents to understand, participate in, and succeed in environmental career pathways to close gaps in achieving Bay Program outcomes.

EXISTING 2014 OUTCOME LANGUAGE: N/A - this is a new outcome.

PROPOSED TARGET <i>metrics to be determined, baseline assessments needed</i>	New Target / Update of Existing Target	Date estimate for target being developed
Understanding: By 2040, action team* activities will inform and lead to an increase in the implementation of strategies that help job seekers to become aware of and understand environmental careers and the pathways to them.	New Target	March 2026
Participating: By 2040, [X] post-secondary institutions will offer programs providing industry-recognized credentials that support <i>Agreement</i> outcomes	New Target	March 2026
Succeeding: By 2040, action team* activities will inform and lead to an increase in the hiring and retention of workers trained in fields necessary to support <i>Agreement</i> outcomes.	New Target	March 2026

*Pending guidance regarding establishing a new workgroup

SUPPORTING INFORMATION

Rationale and context for proposed draft outcome language: Multiple partners and stakeholders have identified gaps in workforce as a barrier to achieving certain outcomes in the *Watershed Agreement*, and agreed to create a new outcome to address this need. The action team considered what is within the control of the Program and what value the partnership provides. To constrain the scope to a manageable and relevant body of work, the team will focus on workforce needs related directly to achieving *Agreement* outcomes.

The action team recognizes workforce development for environmental careers is a multifaceted challenge that involves, but is not limited to, the following aspects:

- PK-12 and Career and Technical Education
- Internships, fellowships, and apprenticeships
- Seasonal positions
- Standardized Occupational Codes and other data sets
- Employee retention rates
- High variety of job types (restoration, grant management, academic research, monitoring, policy writing, education, volunteer management, and many more)

To address these aspects, the team determined that the outcome should seek to “increase the ability of all watershed residents to understand, participate in, and succeed in environmental career pathways,” meaning:

- “Understand” – In order to increase the appeal and desire to pursue an environmental career path, watershed residents must first be able to identify what types of careers are available and sought after in the market, *and* what qualifications they require. This is a multi-step process, detailed below:
 - Build on the information collected on the landscape of professional training related to green/environmental jobs in the 2024 GIT-funded project, [Workforce Landscape Analysis](#).
 - Work with the professionals in various environmental fields (structured to match the *Agreement* outcomes) to identify the jobs needed to aid implementation of the outcomes, and skills or preparation necessary.
 - Connect training providers and the hiring employers (private, public, academic) to ensure that they are communicating and aligning the training to potential jobs available.
 - Inform training providers to increase their offerings to match work needed to assist with implementation as above.
- “Participate in” – Once residents have decided that they are interested in pursuing an environmental career, there must be quality education, training, apprenticeship, and early career opportunities for them to get a foot in the door. Additionally, if a resident wishes to transition their mid- or late-career aspirations to an environmental field, opportunities to do so must be understandable to non-environmental professionals.
- “Succeed in” – The workforce action team recognizes the need to better align educational, training, apprenticeship, and early career opportunities with the skills and knowledge needed for individuals to succeed throughout their career trajectory. Workers need full-time, year-round employment that sustains families and offers opportunities for advancement. Employee retention is a key challenge to address to close employment gaps in the environmental field and facilitate outcome implementation.

Topics/challenges for Management Board guidance (Optional):

1. How will the work of this Outcome be operationalized? Will a Workforce Workgroup be created?
2. Some agencies and other partners who need to be involved in workforce development have not traditionally been engaged in the Chesapeake Bay Program’s work to date. The Workforce Action Team will need assistance to understand the process to identify potential new workgroup and Management Board members from agencies such as State Departments of Labor and/or State Departments of Education.

Methodology for data collection and tracking of each Target (Optional): Because this is a new outcome, the action team will need to do initial work to understand the current baseline before finalizing targets.

Potential Indicators:

- Number of industry-recognized certification programs available at post-secondary institutions
- Participation in internships, apprenticeships, and other training programs
- Retention rates, duration of tenure at Program agencies
- Percentage of training program graduates employed in related jobs within six months
- Percentage of people who meet a certain level of understanding on what environmental workforce options exist to them

Potential activities may include career mapping tools, convening employers and training providers, gap analysis per outcome, and more.

Links to documentation that provide Target justification/context and/or rationale (Optional):

- [Workforce Two-Pager](#)
- [Workforce Landscape Analysis \(2024\)](#)