Washington State Workforce Plan

Comprehensive Table of Contents/Index

Introduction: Setting the stage for a watershed opportunity to design and implement an integrated and complementary workforce system that effectively serves businesses and workers.

This includes the following themes:

- Opportunity that should not be missed with a heightened sense of urgency.
- Washington's current system played a key role in the design of the federal act.
- Washington's leadership will help local, state, and national economies and communities.
- A plan that is truly usable by businesses, workers, advocates, and service providers.
- A plan that is built on the work of a comprehensive system of boards, committees, subcommittees, task forces, public forums and a writing team that have been active since 2014.
- A plan that systematically builds continuous improvement into state workforce services.

Chapter 1: Washington's Economic Outlook

- Key Trends

Chapter 2: Washington's Demographic Outlook

- Key Trends

Chapter 3: Performance Accountability - Continuous Improvement

- Key Components

Chapter 4: Key Strategic Priorities for Washington State

DRAFT

I. Business Engagement

"We must ensure that we effectively connect our workforce services to all businesses in the state."

Understanding why this is a key priority, including: Just 5 percent of businesses currently use workforce services; business is a vital part of the workforce pipeline; support from business will determine success on many levels.

Understanding what are the key components of successful engagement, that have been identified:

i. Use the language of business and not bureaucratic lingo -- "existing employee vs. incumbent worker".

ii. Create a value proposition so that businesses easily see the return on investment -- recruitment and retention.

iii. Make workforce services easy to understand, clearly outlining: who will do what and where with a single point of contact, when possible, to ensure a streamlined approach to engagement efforts and the subsequent delivery of our services.

iv. Align outreach activities to the business communities so efforts are not duplicated and time is not wasted for businesses and service providers.

v. Develop strategies that support business growth and build an ongoing relationship that develops true partnerships and trust over time. This should include ongoing training and skill development of workforce and targeted services to business needs including services that:

- ✓ Expand opportunities for workers with barriers and lifelong learning support systems.
- ✓ Develop layoff aversion strategies.
- ✓ Develop work-based learning opportunities and experiences for youth and adults.

Examples of success in Business Engagement – *"We must ensure that we effectively connect workforce services to all workers who need them."*

- ❖ Local examples -- State examples -- National models

What are the current gaps in engaging Washington businesses?

What are the comprehensive strategies we need to implement to ensure success?

A. **How should these strategies be achieved?**
B. **Who should be involved in implementing these strategies?**

DRAFT

II. Integrated Service Delivery

"Every worker who needs a job should have a path to gainful employment that is easy to understand and then receive the services they need to be employed."

Understanding why Integrated Service Delivery is a priority, including having a system that produces results for workers, is key in building confidence and trust in our services.

Understanding what are the key components in providing integrated services and their impact, including:

i. Implement a portfolio model vs. a referral model for providing services that include:

a. Improve customer experience and eliminate unnecessary duplication and waste of time.
b. Provide a streamlined intake process that connects customers quickly to relevant services.
c. Provide wraparound support services customized to the individual's needs.
d. Provide ongoing support to help advance the individual in their career, which in turn builds better relationships with service providers and more highly skilled employees for businesses.
e. Focus on reducing barriers and improving outcomes for disadvantaged individuals.

ii. Program staff should serve as "navigators" who connect workers to career pathways. Staff will need training to act as coaches and mentors.

Examples of Integrated Service Delivery

- Local examples -- State examples -- National models

What are the current gaps in providing integrated services to Washington workers?
Identify key areas where integrated services could be enhanced.

What are comprehensive strategies we need to implement to ensure success in providing integrated services to workers? Highlight key strategies for providing integrated services to workers.

A. How should these strategies be achieved?
B. Who should be involved in implementing these strategies?

DRAFT

III. Technology and Access

"Technology has provided us with new tools to support businesses and workers and we must ensure we take advantage of every opportunity to use technology to remove barriers and enhance our services."

Understanding why technology is a priority in the Workforce plan and how it has presented new opportunities to provide easy access to services and remove barriers for workers and businesses.

Understanding what are the key opportunities to effectively use technology, including:

i. Use of technology to improve access to workers and businesses and remove barriers

ii. Develop the opportunity of a paperless one-stop center that promotes:

- ✓ Wireless internet services that allows easy access to system services and training opportunities;
- ✓ Establish "Virtual" one-stops as an alternative to brick-and-mortar centers;

iii. Leverage the use of technology to share data across programs;

iv. Maximize the use of technology to streamline the mapping and provision of services between agencies and programs;

v. Use technology to help workers and businesses navigate services;

vi. Establishing an ongoing Technology Subcommittee to provide ongoing input and modifications that respond quickly to technological opportunities such as LinkedIn, Facebook, Monster, etc.

Examples in the effective use of technology

- ❖ Local examples -- State examples -- National models

What are the current gaps in effective use of technology?
Identify key areas where integrated services could be enhanced.

What are Comprehensive Strategies we need to maximize the use of technology?
Identity key strategies to improve the use of technology to better serve workers, businesses, advocates and service providers.

A. How should these strategies be achieved?
B. Who should be involved in implementing these strategies?

DRAFT

IV. Establishing a Next Generation Performance Accountability System

"If what gets measured gets done, then we need to make sure we are measuring the right things in a way that provides easy feedback and helps us ensure we are making ongoing process improvements."

Understanding why Performance and Accountability are priorities in the plan and to the workforce system. Highlighting the ways that a score card and performance measures help to tell the story about services. This includes how they are adding value, removing waste and providing ongoing improvements that achieve results.

Understanding what a next generation Performance and Accountability system includes:

i. The system is built on the successful history of putting an effective performance and accountability system in place over the last two decades.

ii. Use the measures that are outlined in WIOA to help drive and evaluate if we are meeting our goals.

iii. Look to the overall success of the system, as a whole, as each part plays a different, but pivotal role.

iv. Ensure focus is on those individuals most in need of services, i.e. individuals with barriers.

v. Ensure focus is on businesses and industry sectors that need and want services.

vi. Use technology to establish and maintain a comprehensive Management Information System (MIS) that increases the ability to tell our story, reduce waste, and improve results.

Examples in Next Generation Performance Accountability Systems

- Local examples -- State examples -- National models

What are the current gaps in effective Performance and Accountability? Identify key areas where performance and accountability could be enhanced.

What are comprehensive strategies needed to maximize the use of Performance and Accountability Systems.

A. How should these strategies be achieved?

B. Who should be involved in implementing these strategies?

V. Additional Priorities Highlighted from Public Forums

VI. Final Section Highlighting Contributions of ALL Participants in the Process

DRAFT