

TAP Implementation – Workgroup Updates

Workgroup Staff Leads
Workforce Board



System Integration

Kim Goutam

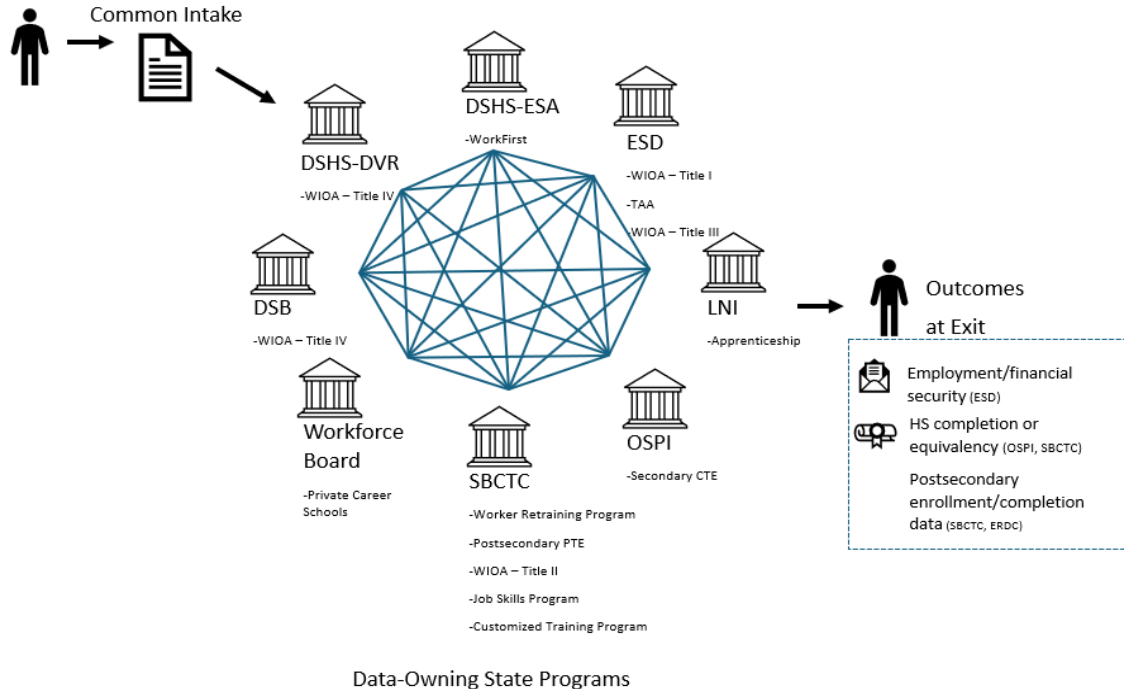
Workforce Board





System Integration

“No Wrong Door” to Washington’s Workforce System



- Centers on the customer experience by breaking down silos
- Greater system collaboration, including data sharing
- Employing a “no-wrong-door” approach to the state workforce system



System Integration

BOARD SPONSORS:

Gary Chandler, Co-Chair

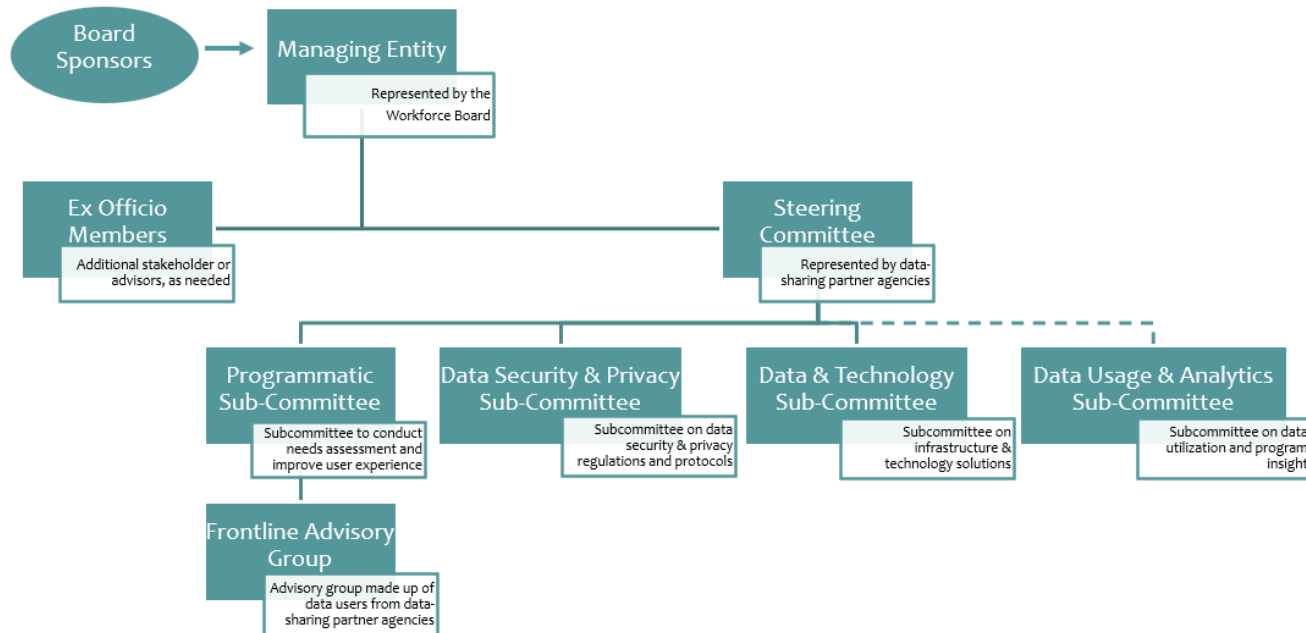
Larry Brown, Co-Chair

Mark Mattke, CEO of Spokane Workforce Council

STAFF LEADS:

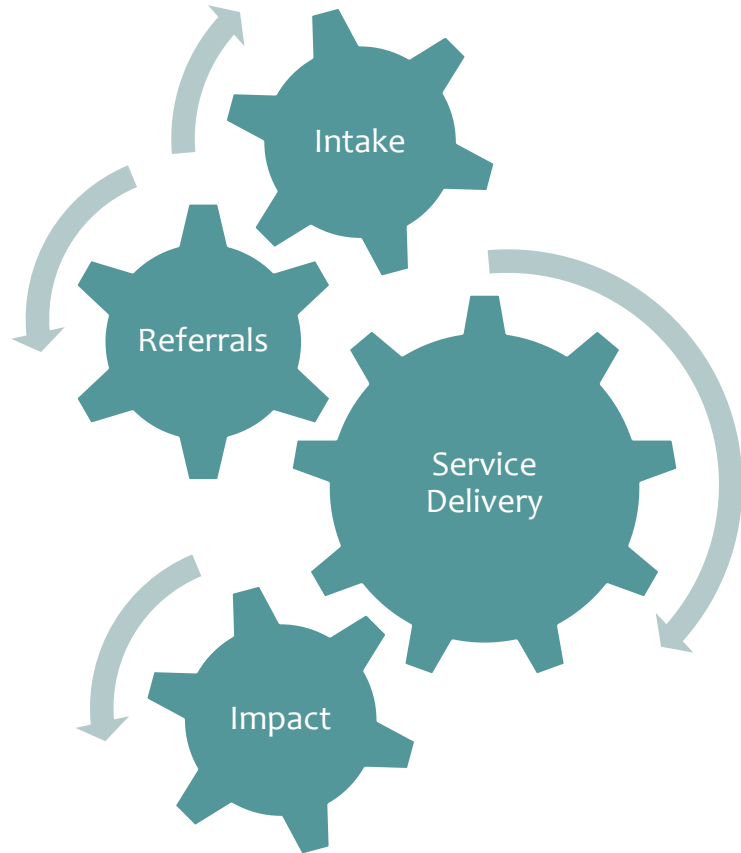
Nova Gattman, Deputy Executive Director

Kim Goutam, Data Integration Manager





System Integration Impact



Jobseekers

- Reduce jobseeker confusion in navigating system
- Reduce redundancies during intake and reduce “intake fatigue”
- Ensure needed services are provided, promoting access—particularly for individuals with significant barriers

Frontline Staff

- Coordinate processes, like eligibility determinations and referrals
- Effective bundling and coordination of services
- Save administrative time

Program Administrators

- Address experienced reporting challenges
- Empower agencies with relevant information to make meaningful and continuous cycles of improvement



System Integration

Retreat takeaways:

- Strong governance, ensuring representation of right programs from the state and local levels
- Create an environmental scan to understand intersections with other integrating efforts
- Understand customer profiles and reflecting experience through customer journey maps
- Create a unified workforce system agenda/plan/communications for combined advocacy
- Agree on system integration performance metrics that are clear and elevating
- Reporting disparities in stakeholders and needs across state, federal, and other partners
- Reevaluate interpretations on limits and barriers on data sharing and service delivery/silos

Next Steps:

- System priority meeting with Board Sponsors and Staff Leads, followed by full workgroup meeting to define Year 1 priorities and set accountability measures for this strategic priority.



DATA INTEGRATION PROJECT UPDATES



Project History

2016: Formation of *Common Intake Committee*

2018: Third-party research study on recommendations for state workforce service integration

2021: NGA WIN funding for intake tools supporting dislocated workers

2023: Policymakers funded hiring of Data Integration Manager to carry out feasibility study and enact data governance body



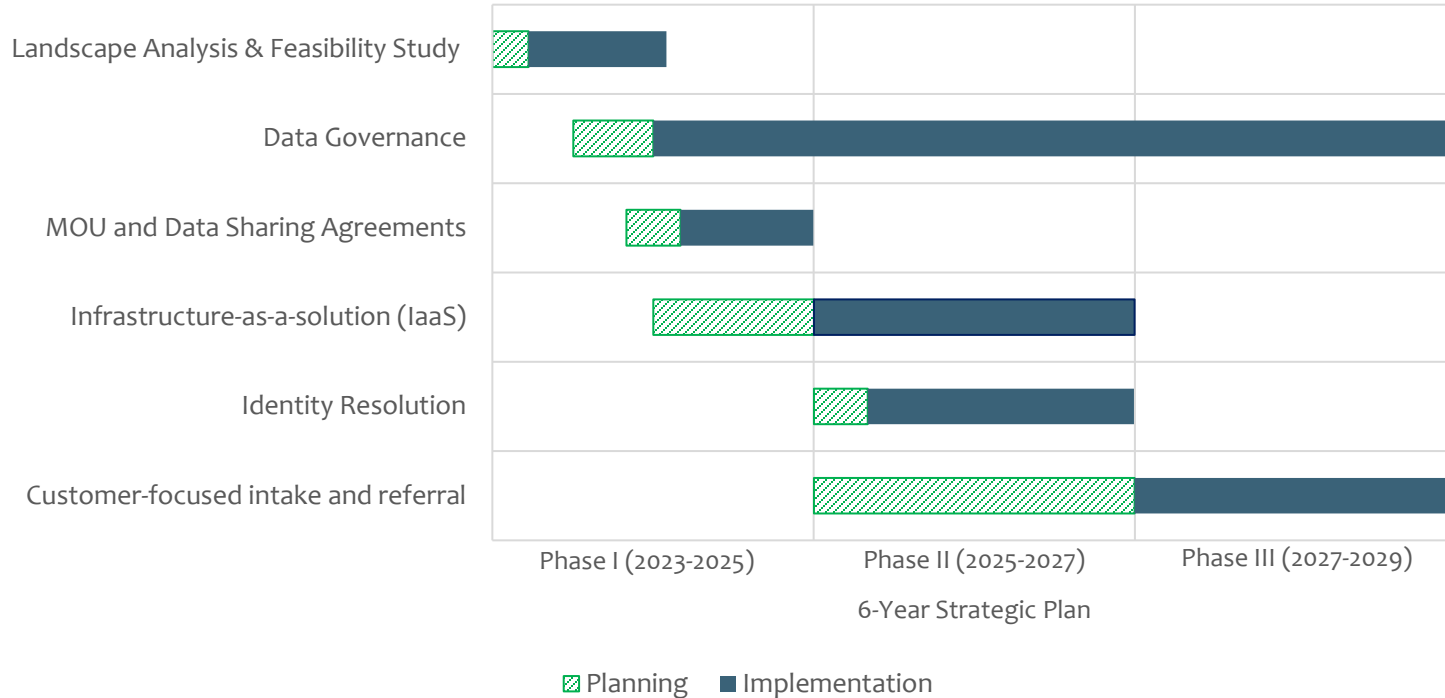
2018: Establishing the *Integrated Services Delivery* workgroup

2022: Legislature awards funds to identify model interagency governance structure



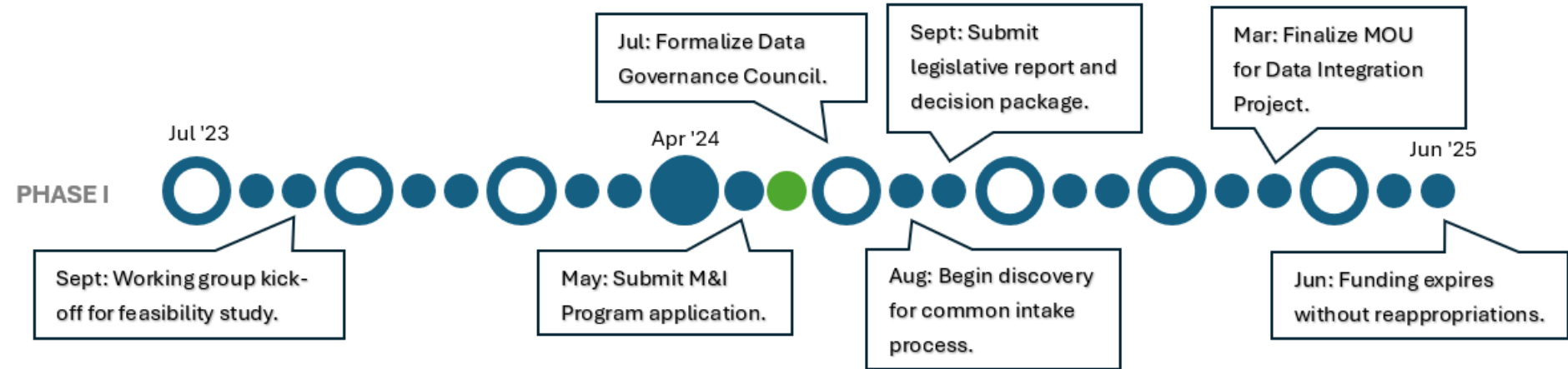
Project Approach: Milestones and Deliverables

Workforce Data Integration Roadmap





Progress and Upcoming Priorities



Enterprise IT Strategic Plan 2023-2025

Connected Government, Stronger Communities, Better Washington

Goal #1

Create a Government Experience that Leaves No Community Behind

Goal Statement: Through a connected government that emphasizes service delivery and the experience of those we serve, we can achieve equitable outcomes across our communities.



Goal #3

Innovative Technology Solutions Create a Better Washington

Goal Statement: Prioritize solutions emphasizing access, technology, and innovation to address systemic societal challenges and align our decision-making for those we serve.



Goal #2

Better Data, Better Decisions, Better Government, Better Washington

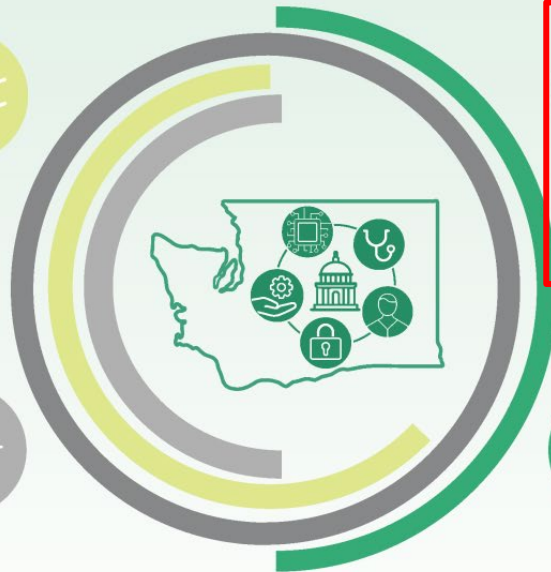
Goal Statement: Use data and insights to improve the experience of those we serve, prioritize service improvements, drive strategic decisions, and improve transparency.



Goal #4

Transform how we work. Best Workforce Ever.

Goal Statement: Attract and retain technology talent, advance our agencies' skill sets, instill an innovation culture, and establish new and agile processes and practices to achieve our future vision.



Our Pillars Digital trust | Shared governance | Equitable outcomes | Service excellence

Our Values Human-centered | Inclusive ideas | Courageous innovation | Accessibility | Nimble | Community + connectivity



Next Steps

Category	Targeted Date	Next Steps
TAP Legislative Agenda	Jun 2024	Request for inclusion as shared legislative agenda.
System Integration Full Work Group Kick-Off	Jul 2024	Contact kim.goutam@wtb.wa.gov if interested in participating.
Data Governance Council	Jul 2024	Stand up subcommittees of subject-matter experts. Near full state partner commitments; target to discuss commitment with remaining agency in the next 1-2 weeks.

Industry

Andrew Lenderman
Workforce Board





Industry: Urgent Hiring Needs

Washington employers face urgent hiring needs today.

Industry Advisory Committee will focus on clear employer input during TAP implementation process:

- Workforce needs are critical, and employers continue to face challenges hiring and retaining staff
- This hinders the ability of employers to expand and grow
- Washington's future economic health, quality of life depends on a strong workforce

- **Workforce Board sponsor:** June Altaras, System Executive Vice President and Chief Nurse Executive at MultiCare
- **Workforce Board staff:** Executive Director Eleni Papadakis and Communications Manager Andrew Lenderman



Industry – A Strong Response

- For now, Industry Advisory Committee includes major trade associations that represent a wide range of Washington employers, including:
 - Construction and building trades
 - Manufacturing
 - Retail
 - Hospitality
 - Healthcare
 - Maritime
 - Technology
 - Film and media
 - And more



Industry Goals and Objectives

- **Overall Goal: Create a more responsive menu of services for employers and industry**
 - Year 1 Goals: Identify major challenges, opportunities, including federal infrastructure
- **Top priority: Listen and learn**
 - Year 2 Goals: Take action. Launch pilot projects and advocate for policy changes. E.g., More business liaisons, incumbent worker training, marketing
 - Year 3 Goals: Increase employer participation in workforce system
 - Year 4 Goals: Expand on success, plan for next TAP Plan.

- **Major takeaways from May retreat:**
 - Focus on employer-identified needs
 - System and industry dialogue, stronger connection
 - Clear goals and deliverables
- **Legislative:**
 - More funding for Economic Security for All, Job Skills Program, WAVE scholarship
 - More incumbent worker training beyond Job Skills Program

Youth

Joe Wilcox

Workforce Board





Youth: Help Them Find Their Way

Improve opportunities for young people, especially those furthest from opportunity, to transition to an economically successful adulthood.

- **Increase youth awareness of worker support services and programs.**
 - Connect youth to resources equipping them with knowledge and tools to enter successful, fulfilling careers.
- **Broaden access to and shorten time required to achieve credentials.**
 - Help more youth gain industry-recognized credentials and begin career pathways to economic stability early in their working lives.
 - Shorten transition from high school to career – makes youth competitive for quality jobs, decreases relatively high unemployment.



Youth: Work Group and Leads

Board Sponsor	Wade Larson
Co-Leaders	Lyn Love – Workforce SW, Lisa Wheeler - DSB, Joe Wilcox – Workforce Board
Work Group Participants	
Russell Scott	DOC
Genevieve Howard	SBCTC
Carly Seagren	DSHS
Nicole Hanson	ESD
Becky Wallace	OSPI
Rathi Sudhakara	WSAC
Andrew Clemons	Career Connect Washington

If we are successful over the next four years, we will:

- Help young people transition to economically successful adulthood
- Better understand barriers in attaining postsecondary credentials
- Better connect youth with worker support services and programs
- Increase participation, particularly marginalized populations
- Identify and utilize metrics to measure and better understand outcomes
- Increase youth enrollment in postsecondary education/training and attainment of credentials.

Year 1: Establish partnerships across Workforce System

- ✓ Establish a leadership work group with Workforce Board Sponsor
- ✓ Link to other workgroups focused on improving youth outcomes, such as Career Connect Washington
 - Conduct an environmental scan of existing efforts
 - Gather feedback from youth through survey
 - Identify most pressing barriers
 - Identify most relevant metrics for evaluating outcome performance
 - Set goals for the remaining three years of the plan

Year 1: Select Retreat Feedback

- Identify ways to engage youth earlier (before they disengage) and expose them to careers/skills/opportunities
- Work together to develop youth career development pathways in 5 industries
- Work with L&I to highlight their role as partner to business and labor rather than primarily enforcement
- Change attitudes, behaviors, and approaches to CTE pathways – focus on postsecondary opportunities
- Capture perspective/ voice of youth

Credential Transparency

Marina Parr
Workforce Board





Credential Transparency

Credential transparency is a range of things

- Naming specific skills/training inside a degree or certificate
- Creating a common language that describes credentials, so they're readily understood and compared.
- Tech aspect: Linked, open data that uses the Credential Transparency Description Language (CTDL)
 - Enables timely information about credentials to co-exist on multiple platforms—with changes to one site updated to another site in real time.

Board Sponsor: Jane Hopkins, Exec. VP of SEIU Healthcare
Yolanda King-Lowe, Secretary-Treasurer of SEIU Healthcare (proxy)

Staff Lead: Marina Parr



Credential Transparency (continued)

We seek to improve equitable access, mobility, and long-term economic success by:

- Creating a common definition of credentials that centers learners
- Exploring and enhancing skill-based hiring
- Tapping into technological advancements, such as digital wallets, to enable secure access to learning and employment records
- Connecting to linked, open data that enables information to instantly move between different platforms, through frequent, real-time updates—making data more reliable and credible



Credential Transparency (Continued)

If we are successful over the next four years, we will:

- Have made progress on agreeing to a common language/taxonomy to describe and compare credentials
- Include more details about what's inside a credential through additional fields on our state's credential registry, [CareerBridge.wa.gov](https://www.careerbridge.wa.gov)
- Begin testing pilot projects for credentials connected to key occupations/industries that can be brought to scale



Credential Transparency (Continued)

First Year Goals

- Relaunch and expand the Credential Transparency Advisory Committee
- Gather stakeholders to hold conversations on credential transparency
- Establish a regular cycle of meetings and collaboration across the workforce system
- Forge agreements on common concepts
- Establish a common vision



Board Retreat ideas

- Find common definitions
- Shorten training pathways based on prior knowledge
- Ability to capture data through a racial justice lens
- Data sharing discussions and agreements

Job Quality

Paulette Beadling
Workforce Board





Job Quality

- Underpins each of the other strategic priorities
- Commitment among partners to define, measure, support and promote quality jobs with:
 - Employers
 - Workers
 - Jobseekers
 - Community-Based Organizations
 - Economic Developers
 - Advocates
 - State and Local Public Sectors



What is a job quality framework and why is it important?

- Job quality frameworks typically include key components such as
 - Recruitment and hiring
 - Benefits
 - Diversity, equity, inclusion, and accessibility
 - Empowerment and representation
 - Job security, working conditions
 - Organizational culture
 - Pay
 - Skills and career advancement
- Metrics align with each component so that job quality is measurable
- Benefits workers, employers and the economy
- Attract and retain a skilled workforce



Washington's Job Quality Framework

- A job quality framework to inform the state's workforce development system will be formally defined in year one TAP workgroup activities
- U.S. Department of Labor and U.S. Department of Commerce Good Jobs Principles will be used as a guiding light to speed the early stages of this priority

Recruitment and Hiring	Benefits
DEIA	Empowerment and Representation
Organizational Culture	Pay
Skills and Career Advancement	Job Security and Working Conditions

Workgroup Composition

Sponsor: Cherika Carter, Secretary Treasurer of the Washington State Labor Council, AFL-CIO

Co-chairs:

- Darcy Hoffman, Director of Business Services, Workforce Southwest Washington
- Paulette Beadling, Career Pathways Policy Associate, Workforce Board

Members:

- Anne Goranson, Strategic Initiatives Manager, ESD
- Tessa McClellan, Director of Industry Strategies, Workforce Development Council of Seattle-King County
- Jeannine Chandler, DVR Business Relations Manager, DSHS
- Kairie Pierce, Workforce Innovation Sector Lead, Dept. Of Commerce
- Abby Taft, Industry Project Manager, Workforce Development Council of Seattle-King County
- Marie Kurose, CEO, Workforce Development Council of Seattle-King County
- Miriam Halliday, CEO, Workforce Southwest Washington
- Emanuel Flores, Workforce Development Director, Washington State Labor Council, AFL-CIO



Long-Term Goals

- Increase awareness of what makes a quality job, increase access to quality jobs and increase the number of quality jobs available in the state
- Identify implementation strategies to close economic disparities for populations in the workforce development system

Potential strategies:

- Training/upskilling programs tailored to needs of marginalized communities
- Employment benefits accessibility policy
- Industry partnerships
- Registered apprenticeships and other career pathways
- Sector strategies
- Regional strategies



Workgroup had their first meeting and determined year one goals taking into consideration retreat takeaways:

- Develop and deploy a statewide survey (includes creation of survey goals and intended audience list/distribution plan)
- Inclusive approach, involving a diverse group of stakeholders
- Survey feedback leads to determining components for Washington's statewide job quality framework
- Metrics for each component
- Benchmarks or standards for each metric to provide a basis for comparison
- Policy initiatives, investments for year two

Performance Accountability

Dave Wallace

Workforce Board





Performance Accountability Priority

- Critical to have meaningful data and metrics to holistically examine outcomes by key demographics
- Current evaluation system is largely limited to single program impact on jobseekers and businesses despite many customers accessing multiple programs
- Solution: Establish cross-system performance metrics and evaluations to obtain insights to improve user experience and effective resource allocation



Performance Accountability Membership

- Board Sponsor: Cami Feek
- Co-Chairs: Olga Kondratjeva (ESD) & Dave Wallace (WTB)
- Group Participants: Luci Bench (Olympic WDC), Will Durden (SBCTC), Peter Guzman (LNI), Louisa Erickson (DSHS), Kelli Anderson (DSB), Pablo Villareal (DVR), Lance Krull (DSHS/EMAPS), Gary Kamimura (ESD), Ismaila Maidadi (ESD), Marie Davis (Commerce)



Performance Accountability Goals

Use System-Wide Evaluations to:

- Close economic disparities for marginalized populations.
- Provide comprehensive support for individuals with barriers to employment.
- Further system-wide performance and accountability.



Performance Accountability Retreat Issues (1/2)

- Mapping of resources & where info comes/goes
- Federal Waiver, Federal exceptions for data integration
- Need to elevate understanding of, focus on, and resourcing of evaluations
- Qualitative survey with more informative questions
- Reaching ideal level of data disaggregation for all partners
- Overcoming barriers to data collection for legislatively mandated collection



Performance Accountability Retreat Issues (2/2)

- Commitment to evaluate all workforce programs
- Dedicated funding for evaluations
- Breakout info: gender, county, single/couple parents
- Holding system partners accountable
- Better cross-system representation - not just the usual suspects
- Increasing investment and advancement in data collecting

Recommendations brought up at the retreat:

- Increase data sharing agreements with partners (ESD, SBCTC, DSHS, and ERD) to increase customer targeted outreach and storytelling (ABE, TANF, WIOA, SNAP)
- Identify/create metrics for measuring TAP plan progress and success
- Determine baseline outcome metrics /benchmarks for all priorities
- Get baseline of intake fatigue
- Targeted universalism

Recommendations brought up at the retreat (cont.):

- Integration of existing promising practices identified and start to scale those up
- Data collection on what already is working
- Use an Equity Lens
- Develop assessment focusing on DEI ladders of opportunity
- Qualitative research



Sign up for TAP news and updates

Sign up for TAP news and updates on our Strategic Priorities

- This signup is also located on our board meeting page:
 - <https://wtb.wa.gov/workforce-board/board-meetings-agendas>



QUESTIONS?

wtb.wa.gov

(360) 709-4600

