

# TAP Implementation status report

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## Background

TAP is Washington state's four-year workforce development plan, [Talent and Prosperity for All](#). We are currently seven months into the implementation period, which officially began in July 2024.

### TAP Priorities and Performance Accountability

There are six workstreams, one for each of the five TAP priority areas and a sixth to monitor Performance Accountability. Workstreams are led by Workforce Board staff and sponsored by a Board member.

	Staff lead	Board sponsor
Credential Transparency	Marina Parr <i>Director of Workforce System Advancement</i>	Jane Hopkins <i>Executive Vice President, SEIU Healthcare</i>
Industry	Emily Persky <i>TAP Implementation &amp; Advocacy Manager</i>	June Altaras <i>System Executive Vice President, MultiCare</i>
Job Quality	Paulette Beadling <i>Career Pathways Policy Associate</i>	Cherika Carter <i>Secretary Treasurer, Washington State Labor Council, AFL-CIO</i>
System	Kim Goutam (data) <i>Manager, Data Integration Initiatives</i> Liz Gallagher (service) <i>Workforce Policy Associate</i>	Gary Chandler and Larry Brown <i>Board Co-Chairs</i> Mark Mattke <i>CEO of Spokane Workforce Council</i>
Youth	Joe Wilcox <i>Career Pathways Manager</i>	Wade Larson <i>Chief Human Resources Officer, Wagstaff Inc.</i>
Performance Accountability	Dave Wallace <i>Director of Research and Data Analysis</i>	Cami Feek <i>Commissioner, Employment Security Department</i>

# Status report

The status report covers events, outputs and outcomes that have happened since the last Board meeting, as well as anything Board members should expect between now and the next meeting. This report includes status updates for:

1. Comprehensive TAP Implementation
2. Credential Transparency
3. Industry
4. Job Quality
5. System
6. Youth
7. Performance Accountability

## Comprehensive TAP Implementation – Emily Persky

Emily Persky, the Workforce Board's new TAP Implementation and Advocacy Manager (TAP manager), joined staff on Jan. 22.

### Outputs and outcomes

**TAP Implementation status report.** This status report is the first iteration of what will be a routine, detailed update for Board members on TAP Implementation. Staff will incorporate feedback from Board members to improve future iterations.

Expected outcomes:

- Transparency about implementation progress between staff, Board members, partners and interested parties.
- More time for Board engagement in TAP work during meetings.
- Teambuilding, collaboration and routines for TAP leads and Board sponsors.

### What to expect between now and March

**Introductions and interviews with Board sponsors.** Over the next two months, the TAP manager will meet with Board sponsors for each TAP priority. Information from these meetings will inform proposals on TAP collaboration, structure and workplans.

## Credential Transparency – Marina Parr

Board sponsor: Jane Hopkins

## Events and meetings

A good cross-section of higher education and workforce development participants attended both the December and January meetings.

### *Dec. 18 Credential Transparency Committee Kick-Off*

Staff lead, Marina Parr, provided an overview of Credential Transparency, including:

- Rise of non-degree pathways.
- Rapid technological change.
- Benefits of reducing bias in hiring.

Marina highlighted the ways Credential Transparency helps different customers and providers:

- Students and workers know what skills, training and education they need to achieve their job goals.
- Employers can more easily find candidates with the right mix of skills.
- Schools, colleges and universities can more clearly demonstrate the value of their programs.

The committee also reviewed, discussed and began refining a draft vision statement.

### *Jan. 23 Credential Transparency Committee Meeting #2.*

Two committee members, Trevor Lane of Washington State University, and Christi Harter of Eastern Washington University, updated the committee on credential pilots resulting from partnerships with their universities. Trevor shared a slide deck for his presentation with more details about his Agri Prospect work.

The group discussed the possibility of doing a pilot project using AI to break down skills and competencies. Marina will gather and share more details at the next committee meeting.

## Outputs and outcomes

The committee discussed and refined a draft vision statement, which will guide the committee's work and policy focus. Members gave feedback at both meetings.

**Draft vision statement.** Our vision is to create a transparent credentialing system that provides reliable, comparable, employer-informed, and up-to-date data on learning pathways for jobseekers and workers across Washington. This system will be easily accessible and navigable, enabling individuals to explore a wide range of education and training options, from traditional degrees to micro-credentials, certifications, and apprenticeships.

**Feedback highlight.** We want stakeholders in Washington's learning and job ecosystems to easily explore and compare credentials in order to make better decisions about learning, advancement, and meaningful careers.

## What to expect between now and early March

The committee will continue refining its vision statement, and staff will send a “save the date” for the committee’s March meeting. For more details, see the Credential Transparency spotlight.

## Industry – Emily Persky

Board sponsor: June Altaras

### Events and meetings

*RESCHEDULING Jan. 29 Industry advisory committee’s kick-off meeting*

Unfortunately, staff had to cancel the Industry Advisory Committee (IAC) meeting due to illness. Staff are working to reschedule the kick-off and follow-up meetings between March and June.

## What to expect between now and the next Board meeting

**Industry workgroup and advisory committee’s meeting plans and draft agendas.** Emily Persky is the new staff lead for the Industry priority. Thank you to Andrew Lenderman who served as the interim lead and recruited about 20 IAC members. Emily is working with Board sponsor June Altaras, and Workforce Board leaders to finalize meeting plans for the IAC and Industry workgroup. The meeting plans will include agendas and activities and explain how these groups interact to advance progress on the Industry priority.

## Job Quality – Paulette Beadling

Board sponsor: Cherika Carter

### Events and meetings

*Job Quality Workgroup: Monthly discussion/work session meetings*

The workgroup has been meeting once a month since June 2024. Since the last Board meeting on Nov. 7, the workgroup has met four times: Nov. 20, Dec. 11, Jan. 8, and Feb. 12.

Attendance included representatives of Washington State Labor Council, Workforce Southwest Washington, SeaKing Workforce Development Council, Department of Commerce, Employment Security Department, Department of Social and Health Services, and the Washington Workforce Association.

### Discussion topics and results

- A year-one timeline for the group’s work.
- An understanding of national and regional work on job quality frameworks.

- The need for a Job Quality survey, in English and Spanish.
- Creation of a survey in English and Spanish.
- Distribution approaches and objectives.
- Identification of the study's key audiences (workers and job seekers in WA).
- Creation and distribution of promotional materials for workgroup members to help increase survey participation across demographic groups.
- Please note Board Member [Cherika Carter's video message here](#).

## Outputs

**Survey.** As of Feb. 6, there are 921 survey responses for analysis.

**Promotional materials.** Staff and workgroup members collaborated to produce and share:

- Email, newsletter and social media templates.
- Printed flyer.
- Social media content.

## What to expect between now and the next Board meeting

The workgroup and the Board's data team will continue their work examining survey data for patterns, trends and insights from the responses. The summarized survey data will be shared with the Board once this process is complete.

The workgroup will meet again on March 12, when it will continue to analyze disaggregated survey results. Members will begin to discuss how the survey and other data will inform the framework.

## System Integration – Kim Goutam and Liz Gallagher

Board sponsors: Gary Chandler, Larry Brown, Mark Mattke

## Events and meetings

### *Monthly System Integration Workgroup Meetings*

The System Integration Workgroup met on Dec. 2, Jan. 6, and Feb. 3 to discuss strategies, barriers, and partnerships to support a coordinated pre-screen for a workforce system.

Members of the workgroup include representatives from Department of Commerce, Department of Corrections (DOC), Department of Labor and Industries (LNI), Department of Services for the Blind (DSB), Division of Vocational Rehabilitation (DVR), Economic Services Administration (ESA), Employment Security Department (ESD), State Board for Community and Technical Colleges (SBCTC), and the Workforce Board.

### *Integrated Service Delivery Meetings*

The following meetings support the ongoing efforts of Integrated Service Delivery Landscape Analysis:

**Division of Vocational Rehabilitation** Landscape Analysis was reviewed with program-oriented workgroup members. Division and ancillary programs were explored alongside discussions of philosophical differences and potential barriers. Initial discussions around cross-training started.

### *"No Wrong Door" Data Integration Project Meetings*

## Outputs

**Coordinated Pre-Screen Specifications.** WaTech gave a demonstration of its Resident Portal, a secure and user-friendly portal for people to easily find and access state services. The project will need a list of required job seeker information and documentation to build a pre-screen form for the state workforce system.

**Draft MOU template for the Data Integration Project.** UPenn's Actionable Intelligence for Social Policy (AISP) has drafted a memorandum of understanding (MOU) to represent the scope of work for the Data Integration Project. The project lead is reviewing the draft and will share it with the Data Governance Council for review and feedback.

**Organizational Change Management (OCM) analysis for the Data Integration Project.** Anthro-Tech, Inc. presented a situational and stakeholder OCM analysis. Anthro-Tech will prepare a set of recommendations to strengthen interagency collaboration and partnership in a summative report at the end of the fiscal year.

**Data warehousing.** In the Enterprise Data Platform, Resource Data, Inc. has completed prototypes for data ingestion, transformation, normalization, and warehousing pipelines.

## Outcomes

**Data integration partnerships.** State partnerships increase awareness of and investment in the workforce system. The Data Integration Project has established a partnership with WaTech's Resident Portal that will involve WaTech developing a prototype of a coordinated pre-screen for the state workforce system. State partnerships increase resourcing and building on existing state technology promotes long-term stability.

## What to expect between now and the next Board meeting

**Local advisory groups.** The System Integration Workgroup will discuss how to incorporate local advisory groups that represent the voices of frontline staff and customers.

**Data-matching pilot.** With Innovation and Modernization (IM) Program funding for FY25-26, the Data Integration Project is piloting a software solution for data matching. We are currently testing the model and will share validation test results with the Data Governance Council.

**Adjusting the data integration project plan.** The project team will adjust the “No wrong door” scope of work to only include things that can be done with existing resources, as proposed budgets for the upcoming biennium have not included this work for funding. The effort will have continued support from our WaTech partners (Enterprise Data Platform and Resident Portal).

**Cross-Training across agencies.** The Integrated Service Delivery breakout group will continue discussing how to enhance interagency cross-training efforts.

## Youth – Joe Wilcox

Board sponsor: Wade Larson

### Events and meetings

The Youth workgroup has been meeting monthly since August 2024. Since the last Board meeting on November 7, the workgroup has met on November 19 and January 21. Attendance includes Board sponsor Wade Larson, staff lead Joe Wilcox, and representatives of State Board for Community and Technical Colleges, Department of Corrections, Department of Labor & Industries, Employment Security Department, Department of Children, Youth and Families, Department of Services for the Blind, Washington Student Achievement Council, Department of Social and Health Services, and Workforce SouthWest Washington.

#### *November 19 Youth workgroup meeting*

The November meeting included presentations on dual credit from Liz Dehlbom from the Washington State Education Research and Data Center and Genevieve Howard from the State Board for Community and Technical Colleges. Presentations focused on a dual enrollment overview and the Dual Credit Work Group’s activities, along with postsecondary perspectives on dual credit programs. These presentations provided context and examples for the Youth strategic priority of broadening access to and shortening the time required to achieve credentials.

#### Presentations and discussion topics

- Dual credit, work-based learning, apprenticeships and postsecondary opportunities.
- Identifying barriers and challenges faced by youth.
- Alignment of youth programs across agencies.
- Exploring ways to engage youth earlier (before they disengage with education and workforce systems) and expose them to careers/skills/ postsecondary opportunities.
- Challenges of changing attitudes, behaviors, and approaches to CTE pathways for students and parents.

#### *January 21 Youth workgroup meeting*

The January meeting included presentations on youth support services from Lisa Wheeler (Department of Services for the Blind) and Nicole Hanson (Employment Security Department).



These presentations gave context and examples for the Youth strategic priority to increase youth awareness of workforce services and programs.

### Presentations and discussion topics

- Re-employment transition services and opportunities for students with disabilities.
- WIOA title 1-B and related youth support programs.
- Other examples of best practices for programs serving youth.
- Strategies for assisting vulnerable populations.
- Alignment of youth programs across agencies and potential for cross-training front line staff.
- No wrong door approaches.
- Strategies to include youth voice and perspective in the work group.

### Outputs

**In progress: Youth support services catalog.** Added five programs to the catalog, which is a landscape review of youth support service programs.

**In progress: Youth credential attainment catalog.** Added six dual credit programs to the catalog, which is a landscape review of youth workforce and education programs that shorten the time needed to acquire a postsecondary credential.

### What to expect between now and March

The workgroup has a meeting scheduled for March 17.

## Performance Accountability – Dave Wallace

Board sponsor: Cami Feek

### Events and meetings

#### *January 7 Performance Accountability and Evaluations Work Group*

Attendance included the co-chair, Olga Kondratjeva, as well as representatives from ESD, Local Workforce Development Boards, DSHS, DSB, and SBCTC. Paulette Beadling and her co-chair presented on Job Quality and connections between our two work groups. Staff shared updates on meetings with other TAP groups and led a discussion on how the group would define success each year over the next four years. Olga reported on findings from the group's Whiteboard exercise in the previous meeting.

### **What to expect between now and the next Board meeting**

Staff will create a template for a group inventory of the work each of our agencies does, along with intended or required outcomes and associated data. The group will use this inventory to identify gaps.