

Workforce Training and Education  
Coordinating Board

*INTERIM*

***STRATEGIC PLAN***

**2007-2009**



Workforce Training and Education Coordinating Board  
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## **Our Vision**

Washington's Workforce Training and Education Coordinating Board is an active and effective partnership of labor, business, and government leaders guiding the best workforce development system in the world.

## **Our Mission**

We shape strategies to create and sustain a high skill, high wage economy.

To fulfill this Mission, the Board will:

- Advise the Governor, Legislature, and other policymakers on workforce development policy and innovative practice.
- Promote a seamless workforce development system that anticipates and meets the lifelong learning and employment needs of our current and future workforce.
- Advocate for the training and education needed for success in the 75-80 percent of jobs that do not require a baccalaureate degree.
- Ensure quality and accountability by evaluating results, and supporting high standards and continuous improvement.

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Revised 4/24/06

## **Our Goals**

### **System Building:**

We will achieve meaningful results in building a comprehensive, customer-friendly, and efficient workforce development system.

### **Partnership Building:**

We will achieve meaningful results in bringing together the public and private sectors, as well as state and local partners, to address our state's workforce development needs.

### **Advocacy/Awareness:**

We will spur personal commitment to lifelong learning and public recognition and investment by visible advocacy for a skilled workforce.

### **Policy Innovation:**

We will craft recommendations on innovations in workforce development policies and practices at state and federal levels and foster their implementation.

### **Customer Service:**

We will provide services, products, and information that are valued by our customers.

### **Internal Business Process:**

We will continuously improve the quality and efficiency of our organization.

### **Human Resources:**

We will develop and sustain a work environment that attracts, recognizes, retains, and develops our employees.

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## Goals, Objectives, and Strategies

### GOAL 1 – System Building

*We will achieve meaningful results in building a comprehensive, customer-friendly, and efficient workforce development system.*

**Outcome Measure:** Workforce system partners’ assessment of progress in system building.

**Objective 1A.** Update and Implement *High Skills, High Wages: Washington’s Strategic Plan for Workforce Development*.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
1A-1	Update <i>High Skills, High Wages</i> . <b>S</b>	✓	✓
1A-2	Review operating agencies’ plans for consistency with <i>High Skills, High Wages</i> . <b>S</b>	✓	✓
1A-3	Make recommendations on state operating agencies’ budget and policy requests with regard to consistency with <i>High Skills, High Wages</i> . <b>S</b>	✓	✓
1A-4	Use federal funds to accomplish the goals of <i>High Skills, High Wages</i> . <b>S,F</b>	✓	✓
1A-5	Provide Annual Report to the Legislature on progress on <i>High Skills, High Wages</i> . <b>S</b>	✓	✓

**Objective 1B.** Maintain and improve performance management system for workforce development.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
1B-1	Prepare and disseminate WIA Title 1B quarterly reports. <b>S,F</b>	✓	✓
1B-2	Prepare and disseminate WIA Title 1B annual report. <b>S,F</b>	✓	✓
1B-3	Prepare Carl Perkins annual report (performance section). <b>S,F</b>	✓	✓
1B-4	Compute, analyze, and publish <i>Workforce Training Results 2008</i> . <b>S</b>	✓	✓
1B-5	Negotiate Perkins performance levels with Department of Education. <b>S,F</b>	✓	✓
1B-6	Negotiate WIA Title 1 performance levels with Department of Labor. <b>S,F</b>	✓	✓
1B-7	Set policy for and manage the Eligible Training Provider List performance standards. <b>S,F</b>	✓	✓
1B-8	Measure and set targets for the results of the WorkSource system. <b>S</b>	✓	✓
1B-9	Update regression models that mathematically estimate the effect of economic and demographic changes on the program outcomes. <b>S,F</b>	✓	✓
1B-10	Determine WIA incentive allocations. <b>S,F</b>	✓	✓
1B-11	Measure <i>High Skills, High Wages</i> Performance Measures. <b>S</b>	✓	✓

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	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
1B-12	Conduct special research projects.	✓	✓
1B-13	Incorporate additional programs into the performance management system. <b>S</b>	✓	✓
1B-14	Lead the national Integrated Performance Information project. <b>H</b>	✓	✓
1B-15	Lead new requirements for local performance targets for Perkins Reauthorization.	✓	✓

**Objective 1C.** Facilitate career and educational pathways.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
1C-1	Help to develop local community-school partnerships that plan and implement dropout prevention and retrieval initiatives for “at-risk” youth, including effective after school hours and summer programs. <b>H</b>	✓	✓
1C-2	Help ensure all youth are aware of the link between learning and employment, and their career options including high-wage, high-demand occupations, and non-traditional occupations. <b>H</b>	✓	✓
1C-3	Help to improve communication and collaboration among workforce development youth partners. <b>H</b>	✓	✓
1C-4	Expand career guidance system based on Navigation 101 to assist students to make informed career choices.	✓	✓
1C-5	Update and publish <i>Where Are You Going? A Guide to Careers and Occupations in Washington State</i> .	✓	
1C-6	Help to improve efficiency of student transitions by granting credit for prior learning, developing further statewide agreements for transfer and articulation, and increasing the availability of applied degrees. <b>S, H</b>	✓	✓
1C-7	Help to partner with industries to provide facilities, faculty, and equipment in high-wage, high-demand fields. <b>H</b>	✓	✓
1C-8	Promote the deployment of industry skill standards throughout education and industry.	✓	✓
1C-9	Help highlight and replicate best practices from around the state and nation in career and technical education. <b>H</b>	✓	✓
1C-10	Support the development of competency-based education and training programs, and modular curricula and assessments that are linked to industry skill standards. <b>H</b>	✓	✓
1C-11	Help to increase mentor and work-based learning opportunities for all students, and integrate these opportunities with students’ individual career plans. <b>H</b>	✓	✓

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	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
1C-12	Support the expansion of apprenticeship training in emerging fields and expand preparation programs for apprenticeship in high demand clusters including construction. <b>S,H</b>	✓	✓
1C-13	Coordinate state's involvement in Career Clusters Initiative.	✓	✓
1C-14	Coordinate state's involvement in Work Readiness Credential project.	✓	✓
1C-15	Support outreach activities to veterans to smooth access to educational institutions and facilitate recognition of skills attained in the military. <b>F</b>	✓	✓
1C-16	Support <i>sequence of courses</i> (pathways) required in Perkins Reauthorization. <b>F</b>	✓	✓

**Objective 1D.** Support excellence in WorkSource Career Development Centers.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
1D-1	Help to respond to the needs of business customers and implement coordinated strategies among WorkSource partners. <b>H</b>	✓	✓
1D-2	Help to improve customer service by collecting and using customer feedback, providing electronic services, and sharing information on customer service best practices. <b>H</b>	✓	✓
1D-3	Help to enhance the statewide information system (SKIES) for case management that is shared by WorkSource partners. <b>H</b>	✓	✓
1D-4	Help to maintain and continue to develop systems to track and report core WorkSource services. <b>H</b>	✓	✓
1D-5	Help to find financial resources to sustain the WorkSource delivery system infrastructure. <b>H</b>	✓	✓
1D-6	Help to provide individuals with disabilities with equal opportunities to benefit from WorkSource services. <b>H</b>	✓	✓
1D-7	Help to continue outreach and capacity building activities with partners, including tribes and community-based organizations, to ensure involvement of targeted populations within the WorkSource system. <b>H</b>	✓	✓
1D-8	Encourage diversity among the membership of local Workforce Development Councils and WorkSource staff to reflect the diversity of our communities. <b>H</b>	✓	✓
1D-9	Encourage WorkSource Centers to expand services to key economic sectors in their communities.	✓	✓
1D-10	Establish certification criteria for WorkSource Centers required in WIA Reauthorization. <b>F</b>	✓	✓

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**Objective 1E.** Maintain and disseminate information on workforce development programs.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
1E-1	Maintain the <i>Workforce Development Directory</i> . <b>S</b>	✓	
1E-2	Maintain <a href="http://www.jobtrainingresults.org">www.jobtrainingresults.org</a> . <b>S,F</b>	✓	✓
1E-3	Maintain <a href="http://www.wtb.wa.gov/etp/">www.wtb.wa.gov/etp/</a> . <b>S,F</b>	✓	✓

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## GOAL 2 – Partnership Building

*We will achieve meaningful results in bringing together the public and private sectors, as well as state and local partners, to address our state’s workforce development needs.*

**Outcome Measure:** Key workforce development system partners’ assessment of effectiveness/contribution in partnering with them to meet local and state goals.

**Objective 2A.** Support business and labor leadership for the workforce development system.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
2A-1	Enable statewide business and labor organizations’ leadership for the workforce development system.	✓	✓
2A-2	Work with business, labor, and trade associations to help them meet their workforce needs.	✓	✓

**Objective 2B.** Provide state leadership and support to Workforce Development Councils and Chief Local Elected Officials.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
2B-1	Assist Workforce Development Councils in updating their strategic plans in alignment with <i>High Skills, High Wages</i> . <b>S</b>	✓	✓
2B-2	Assist Workforce Development Councils as they implement their local strategic plans.	✓	✓
2B-3	In collaboration with the Employment Security Department, provide assistance and resources for successful implementation of Workforce Investment Act amendments.	✓	✓
2B-4	Facilitate opportunities for meaningful Workforce Development Council and Local Elected Official engagement on workforce development issues with the Workforce Board and other state level agencies.	✓	✓
2B-5	Negotiate local performance targets for WIA Title 1B. <b>S,F</b>		✓
2B-6	Negotiate local performance targets for WorkSource. <b>H</b>		✓
2B-7	Facilitate recertification of local councils. <b>S,F</b>	✓	
2B-8	In collaboration with the Employment Security Department, provide assistance and support to foster successful Workforce Development Council Youth Councils as they improve outcomes for at risk youth.	✓	✓
2B-9	Systematically identify and promote resources that can add value to state and local workforce system development efforts.	✓	✓
2B-10	Provide Workforce Development Councils with local area information from Workforce Board research.	✓	✓
2B-11	Encourage diversity among the membership of local Workforce Development Councils. <b>H</b>	✓	✓

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**Objective 2C.** Coordinate workforce development with economic development.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
2C-1	Create and enhance industry skill panels, especially in high-demand economic clusters such as health care and information technology. <b>H</b>	✓	✓
2C-2	Support targeting of workforce development in high-demand economic clusters. <b>S,H</b>	✓	✓
2C-3	Increase publicly supported customized incumbent worker training, and provide incentives to both employers and employees for this type of training. <b>H</b>	✓	✓
2C-4	Help support the provision of high quality labor market information that enables programs to respond to changes in the labor market and informs students and customers about current career opportunities, especially in high-demand clusters such as health care and information technology. <b>H</b>	✓	✓
2C-5	Support 12 health care skill panels through technical assistance, and aggregate field information for the Health Care Personnel Shortage Task Force.	✓	✓

**Objective 2D.** Provide state leadership and support to private career schools.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
2D-1	Administer the Private Career School Act in a manner that promotes private-public partnerships. <b>S</b>	✓	✓
2D-2	Engage the Private Vocational School Advisory Committee to ensure private career school involvement in the workforce development system. <b>S</b>	✓	✓

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### GOAL 3 – Advocacy/Awareness

*We will spur personal commitment to lifelong learning and public recognition and investment by visible advocacy for a skilled workforce.*

**Outcome Measure:** Increase the number of young people who enroll in postsecondary vocational-technical education programs.

**Objective 3A.** Increase public awareness regarding the benefits and initiatives of the workforce development system.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
3A-1	Update the Secondary Gap Analysis (Supply, Demand and Results) and promote its findings. <b>S</b>		✓
3A-2	Update the Postsecondary Gap Analysis (Supply, Demand and Results) and promote its findings. <b>S</b>		✓
3A-3	Help to expand partnerships with industries to market their career opportunities to youth and their parents. <b>S,H</b>	✓	✓
3A-4	Implement agency marketing plan to advocate for a skilled workforce. <b>S</b>	✓	✓
3A-5	Promote the benefits of career and technical education in helping young people meet higher standards and expectations in high school and in preparing them for careers and further education.	✓	✓
3A-6	Administer and promote the Washington Award for Vocational Excellence. <b>S</b>	✓	✓
3A-7	Conduct the employer survey and promote its findings. <b>S</b>	✓	
3A-8	Host conference for workforce development leaders to promote innovation and “best practices,” facilitate engagement in federal and state policy development, and foster partnerships.		✓
3A-9	Continue to raise public awareness of the high school drop out rate, its consequences, and effective methods of reduction.	✓	✓
3A-10	Promote the expansion of Navigation 101 as a model for effective student planning and career preparation.	✓	✓

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## GOAL 4 – Policy Innovation

*We will craft recommendations on innovations in workforce development policies and practices at state and federal levels and foster their implementation.*

**Outcome Measure:** K-12 policies are adopted that promote career pathways for youth.

**Outcome Measure:** Number of students that complete postsecondary vocational-technical education programs.

**Objective 4A.** Develop recommendations and influence state and federal policies to advance the four goals in *High Skills, High Wages*.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
4A-1	Develop and advocate policies that promote career pathways for youth. <b>S</b>	✓	✓
4A-2	Develop and advocate policies that reduce the gap in the supply of postsecondary vocational training, including new programs, increased student enrollments, and worker retraining, especially in high demand clusters. <b>S,H</b>	✓	✓
4A-3	Develop and advocate policies to coordinate workforce and economic development initiatives and programs.	✓	✓
4A-4	Develop and advocate policies that serve incumbent and dislocated workers, including a coherent, flexible, and accessible dislocated worker strategy. <b>S,H</b>	✓	✓
4A-5	Develop and advocate policies for wage progression, including and especially programs with demonstrated success, increased training opportunities and financial incentives for training. <b>S,H</b>	✓	✓
4A-6	Continue developing accountability and program improvement mechanisms for increasing employment and earnings for target populations. <b>H</b>	✓	✓
4A-7	Develop and advocate policies that promote workforce system integration. <b>H</b>	✓	✓
4A-8	Join partner agencies in fulfilling the requirements of Senate Joint Memorial 8014 on employment and training services for disabled persons. <b>S</b>	✓	✓
4A-9	Convene work groups on emerging issues.	✓	✓
4A-10	Convene Health Care Personnel Shortage Task Force and report progress on implementing its plan, <i>Crisis or Opportunity?</i>	✓	✓
4A-11	Develop and advocate policies on emerging federal issues. <b>S</b>	✓	✓
4A-12	Develop and advocate policies that support secondary and postsecondary workforce education recommendations from Washington Learns.	✓	✓
4A-13	Develop and advocate policies that support recommendations from the Workforce Development System Study. <b>S</b>	✓	✓
4A-14	Develop and advocate policies that support recommendations from the Skills Centers Study. <b>S</b>	✓	✓

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**Objective 4B.** Advise the Governor and Legislature on implementation of new federal workforce development policies.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
4B-1	Advise the Governor and the Legislature on integrating the amendments to the reauthorized Workforce Investment Act into the state’s workforce development system. <b>F,S</b>	✓	✓
4B-2	Advise the Governor and the Legislature on integrating the amendments to the reauthorized Carl Perkins Act into the state’s workforce development system. <b>F,S</b>	✓	✓

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## GOAL 5 – Customer Service

*We will provide services, products, and information that are valued by our customers.*

**Outcome Measure:** Results from customer satisfaction surveys.

**Objective 5A.** Understand customer requirements and expectations in order to improve products and services.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
5A-1	Implement meaningful customer involvement and feedback for the Eligible Training Provider List and other agency processes.	✓	✓
5A-2	Make improvements in products and services as identified through customer feedback.	✓	✓
5A-3	Strengthen customer awareness and consumer protection activities in the Private Vocational Schools Act and Veterans' approval programs.	✓	✓

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**GOAL 6 – Internal Business Process/Financial**

*We will continuously improve the quality and efficiency of our organization.*

**Outcome Measure:** Score on agency annual self-assessment.

**Objective 6A.** Improve categories on the agency self-assessment.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
6A-1	Conduct annual agency self-assessment using Baldrige criteria and develop and implement quality action plan.	✓	✓
6A-2	Identify and implement opportunities for streamlining agency business processes.	✓	✓
6A-3	Regularly update Balanced Scorecard measures and review results.	✓	✓
6A-4	Implement Government Management Accountability and Performance (GMAP): Identify performance measures; regularly review results; use results to identify improvements; and implement improvements.	✓	✓
6A-5	Implement improvements to the agency publication process.	✓	✓

**Objective 6B.** Align agency resources with priorities of the Board.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
6B-1	Use the Workforce Board annual retreat to establish key annual priorities.	✓	✓
6B-2	Use Performance Agreements and Performance Development Plans to identify individual work assignments, to recognize accomplishments, and to effect employee development.	✓	✓

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**GOAL 7 – Human Resources**

*We will develop and sustain a work environment that attracts, recognizes, retains, and develops our employees.*

**Outcome Measure:** Score on annual employee survey.

**Objective 7A.** Ensure that staff have the information, training, and tools needed to do their jobs well and to develop their career potential.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
7A-1	Identify opportunities to enhance staff professional development.	✓	✓
7A-2	Support annual All Staff Institute.	✓	✓
7A-3	Implement Collective Bargaining provisions; Performance and Development Plan activities; Position Description and Classification activities; and improved Performance Measurement efforts.	✓	✓

**Objective 7B.** Continue to improve employee satisfaction.

	<b>Strategies</b>	<b>07-08</b>	<b>08-09</b>
7B-1	Identify and act on opportunities to improve employee satisfaction.	✓	✓
7B-2	Ensure that the workplace environment is clean, safe, and efficient.	✓	✓
7B-3	Implement recommendations from the Employee Satisfaction Audit	✓	✓

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