

***Workforce Training and Education  
Coordinating Board  
2008-2009 Strategic Plan***



## **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**

The Workforce Training and Education Coordinating Board's mission is to bring business, labor, and the public sector together to shape strategies to best meet the state and local workforce and employer needs of Washington in order to create and sustain a high-skill, high-wage economy.

To fulfill this Mission, Board members, with the support of staff, work together to:

- Advise the Governor, Legislature, and other policymakers on workforce development policy.
- Promote a system of workforce development that responds to the lifelong learning needs of the current and future workforce.
- Advocate for the nonbaccalaureate training and education needs of workers and employers.
- Facilitate innovations in workforce development policy and practices.
- Ensure system quality and accountability by evaluating results and supporting high standards and continuous improvement.

## Goals, Objectives, and Strategies

### GOAL 1 – YOUTH

*Ensure all Washington youth receive the education, training, and support they need for success in postsecondary education and/or work.*

**Objective 1-A. Advocate for, facilitate and promote effective secondary level career and technical education pathways.**

	<b>Policy Strategies: Primary Role</b>	07-08	08-09
<b>1.A.1</b>	Advocate for the full implementation of the Navigation 101 career guidance system.	✓	✓
<b>1.A.2</b>	Develop and advocate for policies that support the expansion of CTE programs of study, including pre-apprenticeship programs.	✓	✓
<b>1.A.3</b>	Develop secondary Perkins policies and requirements that promote access to career and technical education.	✓	✓
<b>1.A.4</b>	Develop and advocate for policies that support the development of course equivalencies.	✓	✓
<b>1.A.5</b>	Prepare youth transition issues for the Board’s participation on the P-20 Education Council.	✓	✓
<b>1.A.6</b>	Develop and advocate for policies and facilitate the development of work-based learning opportunities, including internships, job shadowing, and business mentors.		✓
<b>1.A.7</b>	Develop policies that help to provide youth with disabilities with equal opportunities to benefit from secondary CTE.	✓	✓
<b>1.A.8</b>	Advocate for CTE improvements and expansions in emerging federal legislation.	✓	✓
	<b>Policy Strategies: Assisting Role</b>	07-08	08-09
<b>1.A.9</b>	Support OSPI in advocating for policies that expand access to skills centers.	✓	✓
<b>1.A.10</b>	Advocate for policies that support alternative models for high schools, including career academies, technical high schools, and middle colleges.	✓	✓
	<b>Program Strategies: Primary Role</b>	07-08	08-09
<b>1.A.11</b>	Update and promote <i>Where Are You Going? A Guide to Careers and Occupations in Washington State</i> .	✓	✓
<b>1.A.12</b>	Develop opportunities that provide for additional CTE teacher recruitment and professional development.	✓	✓
<b>1.A.13</b>	Administer the Washington Award for Vocational Excellence (WAVE).	✓	✓
<b>1.A.14</b>	Facilitate development of secondary Perkins technical assessment options and guidelines for accountability measures.	✓	✓
<b>1.A.15</b>	Develop and manage Washington’s Career Bridge website to effectively serve high school student and career guidance programs such as Navigation 101.	✓	✓

	<b>Research Strategies: Primary Role</b>	07-08	08-09
<b>1.A.16</b>	Lead preparation of the youth portion of the Carl Perkins Consolidated Annual Report (CAR) performance section.	✓	✓
<b>1.A.17</b>	Update data needed to produce <i>Secondary CTE Works</i> .		✓
<b>1.A.18</b>	Analyze CTE programs for Youth for <i>Workforce Training Results</i> .	✓	✓
<b>1.A.19</b>	Analyze net impacts of CTE programs for Youth.		✓
	<b>Research Strategies: Assisting Role</b>	07-08	08-09
<b>1.A.20</b>	Assist OSPI in development of CTE performance reporting.	✓	✓
	<b>Communication Strategies: Primary Role</b>	07-08	08-09
<b>1.A.21</b>	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.	✓	✓
<b>1.A.22</b>	Promote the Washington Award for Vocational Excellence.	✓	✓

**Objective 1-B Advocate for, facilitate and promote policies and programs that increase the high school graduation rate.**

	<b>Policy Strategies: Primary Role</b>	07-08	08-09
<b>1.B.1</b>	Advocate for a comprehensive dropout prevention and intervention system.	✓	✓
<b>1.B.2</b>	Participate in the Building Bridges state-level work group.	✓	✓
<b>1.B.3</b>	Develop and advocate for policies that promote programs that combine GED completion with occupational skills training.	✓	✓
	<b>Program Strategies: Assisting Role</b>	07-08	08-09
<b>1.B.4</b>	Work with OSPI in implementing the Building Bridges grant program.	✓	✓
<b>1.B.5</b>	Collaborate with the Employment Security Department (ESD) and OSPI to allocate WIA 10 Percent Funds for DPI in coordination with the Building Bridges Program.	✓	
<b>1.B.6</b>	Collaborate with ESD to provide support for Workforce Development Council Youth Councils to foster their success.	✓	✓
	<b>Research Strategies: Primary Role</b>	07-08	08-09
<b>1.B.7</b>	Prepare the youth portion of the WIA Title I-B annual report.	✓	✓
<b>1.B.8</b>	Analyze training programs for <i>Workforce Training Results</i> .	✓	✓
<b>1.B.9</b>	Analyze net impacts of WIA Youth programs.		✓
<b>1.B.10</b>	Prepare Workforce Focus paper on the workforce situation and performance of workforce programs for youth and youth participants in Washington workforce programs.	✓	✓
	<b>Research Strategies: Assisting Role</b>	07-08	08-09
<b>1.B.11</b>	Work with Building Bridges state level work group on evaluation and best practices in dropout prevention and intervention.	✓	✓

	<b>Communication Strategies: Primary Role</b>	07-08	08-09
<b>1.B.12</b>	Raise public awareness of the challenges in serving at-risk youth and dropouts, the consequences of dropping out of high school, and the need for dropout reduction.		✓

**Objective 1-C Advocate for, facilitate and promote policies and programs that reduce the unemployment rate for Youth (including Young Adults roughly defined as 18 to 24 year olds).**

	<b>Policy Strategies: Primary Role</b>	07-08	08-09
<b>1.C.1</b>	Research, develop and advocate policies that prepare youth and young adults for employment, including target populations.		✓
	<b>Program Strategies: Assisting Role</b>	07-08	08-09
<b>1.C.2</b>	Help facilitate partnerships with community-based organizations providing youth with training and support services in the public.		✓
	<b>Research Strategies: Primary Role</b>	07-08	08-09
<b>1.C.3</b>	Establish a baseline of workforce data on Young Adults (roughly defined as 18 to 24 year olds).	✓	✓
	<b>Communications Strategies: Primary Role</b>	07-08	08-09
<b>1.C.4</b>	Raise public awareness concerning unemployment issues faced by young adults.		✓
<b>1.C.5</b>	Market Washington's Career Bridge website to young adult customers.		✓

**GOAL 2 – ADULTS**

*Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.*

**Objective 2-A Advocate for, facilitate and promote increased access to postsecondary workforce education and training programs.**

	<b>Policy Strategies: Primary Role</b>	07-08	08-09
<b>2.A.1</b>	Advocate for policies to increase access to community and technical college postsecondary workforce education and training programs.	✓	✓
<b>2.A.2</b>	Advocate for increased access to apprenticeship training.	✓	✓
<b>2.A.3</b>	Advocate for policies that promote expansion of high employer demand programs of study.	✓	✓
<b>2.A.4</b>	Provide state leadership to ensure student access to private career schools and colleges and engage the schools in policy development.	✓	✓

2.A.5	Develop policies to improve access for incumbent workers to postsecondary education and training such as: - Lifelong Learning Accounts (LiLAs). - Worksite distance learning.		✓
2.A.6	Develop Perkins policies that promote access to postsecondary career and technical education, including programs of study.	✓	✓
2.A.7	Develop policies for a website portal that contains comprehensive information on Washington’s postsecondary education and training programs, financial aid, and other information.	✓	✓
2.A.8	Explore changes to the Private Vocational Schools Act that promote customer protection and quality education.	✓	✓
2.A.9	Set performance standards for the Eligible Training Provider List.		✓
	<b>Policy Strategies: Assisting Role</b>	07-08	08-09
2.A.10	Assist other agencies and workforce partners in developing policies to increase student access to postsecondary education and training programs through work groups, meetings, RFP reviews, and other initiatives.	✓	✓
	<b>Program Strategies: Primary Role</b>	07-08	08-09
2.A.11	Administer the Private Vocational School Act in a manner that promotes consumer protection.	✓	✓
2.A.12	Develop and manage Washington’s Career Bridge website and make consumer reports on education and training program performance available.	✓	✓
2.A.13	Design and implement the LiLA initiative project with CAEL and the Pacific Mountain Workforce Development Council (WDC).		✓
2.A.14	Administer the WAVE program so that adult students gain more access to postsecondary education and training.	✓	✓
2.A.15	Convene collaborative professional development opportunities for postsecondary Perkins implementers.		✓
	<b>Research Strategies: Primary Role</b>	07-08	08-09
2.A.16	Analyze Adult Training programs (CTC Job Prep, Apprenticeship, Private Career Schools, Worker Retraining Program, WIA Dislocated Worker Program) for <i>Workforce Training Results</i> .	✓	✓
2.A.17	Analyze net impacts of Adult Training programs (CTC Job Prep, Apprenticeship, Private Career Schools Worker Retraining Program, WIA Dislocated Worker Program).		✓
2.A.18	Analyze the gap between the supply of qualified workers and the demand for qualified workers: Postsecondary Gap Analysis, including breakdowns by major occupational groups.	✓	✓
2.A.19	Maintain the Eligible Training Provider List by collecting data and conducting the performance results analysis.	✓	✓
2.A.20	Design and implement ways to streamline data reporting from schools and associated data entry, for the Veterans, Private Vocational Schools, and Eligible Training Provider system.		✓

	<b>Communication Strategies: Primary Role</b>	07-08	08-09
<b>2.A.21</b>	Raise public awareness of Washington’s Career Bridge website to adult populations.		✓
<b>2.A.22</b>	Communicate the need for greater access for youth and adults to postsecondary workforce education and training education, especially high demand fields.		✓

**Objective 2-B Advocate for, facilitate and promote improved retention and success in postsecondary workforce education and training programs.**

	<b>Policy Strategies: Primary Role</b>	07-08	08-09
<b>2.B.1</b>	Advocate for improved transfer and articulation policies, and granting credit for prior learning.	✓	✓
<b>2.B.2</b>	Promote work-based learning opportunities, including internships, job shadowing, and business mentors.		✓
<b>2.B.3</b>	Develop Perkins policies that promote retention and success in postsecondary career and technical education.	✓	✓
	<b>Policy Strategies: Assisting Role</b>	07-08	08-09
<b>2.B.4</b>	Assist other agencies and workforce partners in developing policies to increase student retention and success in postsecondary education and training programs.	✓	✓
	<b>Program Strategies: Primary Role</b>	07-08	08-09
<b>2.B.5</b>	Provide technical assistance in the development and implementation of “programs of study.”	✓	✓
	<b>Research Strategies: Primary Role</b>	07-08	08-09
<b>2.B.6</b>	Lead preparation of the adult portion of the Carl Perkins Consolidated Annual Report (CAR) performance section.	✓	✓
<b>2.B.7</b>	Facilitate development of postsecondary Perkins technical assessment options and guidelines for accountability measures.	✓	✓
<b>2.B.8</b>	Develop Perkins reporting capabilities including non-traditional education policies and procedures for postsecondary workforce education with SBCTC.	✓	

**Objective 2-C Advocate for, facilitate and promote career advancement and self-sufficiency for adults with barriers to education and training, and employment success.**

	<b>Policy Strategies: Primary Role</b>	07-08	08-09
<b>2.C.1</b>	Develop policies to increase the numbers of under-skilled adults who access postsecondary workforce education and training.	✓	✓

2.C.2	Develop and advocate policies for employment and training services for adults with disabilities.		✓
2.C.3	Advocate for the expansion of I-BEST programs.	✓	✓
2.C.4	Advocate policies that reduce barriers to entry and completion in postsecondary workforce education and training programs such as financial aid and support services.	✓	✓
	<b>Policy Strategies: Assisting Role</b>	07-08	08-09
2.C.5	Assist in developing policies for expanding the use of the Food Stamp Employment and Training (FSET) program.		✓
2.C.6	Assist other agencies and partners in developing policies to improve postsecondary education and training and employment outcomes for adults with barriers.	✓	✓
	<b>Program Strategies: Primary Role</b>	07-08	08-09
2.C.7	Administer the approval of education and training programs for veterans.	✓	✓
2.C.8	Oversee the Opportunity Partnership pilots.	✓	✓
	<b>Program Strategies: Assisting Role</b>	07-08	08-09
2.C.9	Provide information on the Career Bridge website to assist individuals with barriers to education and training.		✓
	<b>Research Strategies: Primary Role</b>	07-08	08-09
2.C.10	Prepare the Adult portions of the WIA Title I-B annual report.	✓	✓
2.C.11	Analyze Training programs for adults with barriers to employment and training (Vocational Rehabilitation, Services for the Blind, Adult Education, WorkFirst, WIA Adult).	✓	✓
2.C.12	Analyze net impacts of Adult Training programs (Vocational Rehabilitation, Services for the Blind, Adult Education WorkFirst, WIA Adult).		✓
2.C.13	Perform the ongoing survey of the satisfaction of participants with WIA services, including Labor Exchange services and make the results available to Workforce Boards.	✓	✓
2.C.14	Prepare Workforce Focus papers on the workforce situation and performance of workforce programs for targeted adult populations.	✓	✓
	<b>Research Strategies: Primary Role</b>	07-08	08-09
2.C.15	Prepare report on workforce training programs for veterans.		✓
2.C.16	Prepare report on changes in characteristics of workers trained by JTPA and WIA over time to determine if hard-to-serve populations still have as much opportunity to receive training as in the past.		✓
2.C.17	Evaluate the Opportunity Partnership program pilots.		✓

	<b>Communication Strategies: Primary Role</b>	07-08	08-09
<b>2.C.18</b>	Communicate the needs and benefits of postsecondary education and training for adults with barriers.		✓

**Objective 2-D Improve services and results for customers in workforce development programs by integrating services.**

	<b>Policy Strategies: Primary Role</b>	07-08	08-09
<b>2.D.1</b>	Develop policies to eliminate or reduce barriers identified in the adult workforce development programs as outlined in the Compact.	✓	✓
<b>2.D.2</b>	Convene a work group of stakeholders to align eligibility criteria for dislocated worker programs.		✓
	<b>Policy Strategies: Assisting Role</b>	07-08	08-09
<b>2.D.3</b>	Assist ESD and WDCs to improve customer service in WorkSource Career Development Centers.	✓	✓
<b>2.D.4</b>	Assist state agencies to address tasks in WA Works regarding integration.		✓
<b>2.D.5</b>	Assist in researching and developing policies for the P-20 Education Council.	✓	✓
	<b>Research Strategies: Assisting Role</b>	07-08	08-09
<b>2.D.6</b>	Support ESD’s WEOC system in setting targets and monitoring the results of the WorkSource system, including re-examining the relationship with ESD’s measurements to determine how the measurement scheme can be simplified.	✓	✓
<b>2.D.7</b>	Assist ESD and WDCs to enhance management information system integration including WISPR development activities.	✓	✓
<b>2.D.8</b>	Assist WWA to enhance documentation of WorkSource Membership System self-service activities and data reporting.	✓	

**GOAL 3 – INDUSTRY**

*Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need to enable the citizens and businesses of Washington state to prosper in a globally competitive marketplace.*

**Objective 3-A Guide the workforce development system to better match Industry’s needs.**

	<b>Policy Strategies: Primary Role</b>	07-08	08-09
<b>3.A.1</b>	Advocate for meeting industry needs by expanding capacity in mid-level workforce education and training programs especially in high demand fields.	✓	✓
<b>3.A.2</b>	Advocate for policies that improve workforce system access and responsiveness to industry needs.	✓	✓

	<b>Policy Strategies: Primary Role</b>	07-08	08-09
3.A.3	Advocate for policies, convene and support the state Health Care Personnel Shortage Taskforce.	✓	✓
3.A.4	Advocate funding to establish and sustain Skill Panels in key economic clusters.	✓	✓
3.A.5	Advocate for policies to improve work readiness skills for program participants.	✓	✓
	<b>Policy Strategies: Assisting Role</b>	07-08	08-09
3.A.6	Assist SBCTC to advocate for the establishment of Centers of Excellence in key industry clusters.	✓	✓
	<b>Program Strategies: Primary Role</b>	07-08	08-09
3.A.7	Manage Skill Panel contracts, including the provision of technical assistance, in key industry clusters.	✓	✓
3.A.8	Coordinate the state's Cluster Academy Initiative.	✓	
3.A.9	Seek resources to facilitate the establishment of workplace learning opportunities.	✓	✓
3.A.10	Establish a toolbox of work-ready assessments used by business and program providers.	✓	✓
	<b>Research Strategies: Primary Role</b>	07-08	08-09
3.A.11	Perform the biennial <i>Survey of Employer Needs and Practices</i> and provide results by region and industry.	✓	✓
3.A.12	Perform the biennial <i>Survey of Employer Satisfaction</i> with the trainees of Washington state workforce programs, producing performance measures for workforce programs and publicizing employer satisfaction levels.	✓	✓
3.A.13	Perform the on-going survey of the satisfaction of employers with WIA services, including Labor Exchange services and make the results available to Workforce Boards.	✓	✓
3.A.14	Measures skill gaps including measures in key industry clusters.	✓	✓
3.A.15	Evaluate Industry Skill Panel impacts on employers and workers along with quality and sustainability of Skill Panel partnerships.	✓	
3.A.16	Prepare research results necessary to support the Health Care Task Force's planning activities and its annual report to the Legislature.	✓	✓
3.A.17	Prepare report on the employment and earnings results of Washington Incumbent Worker programs.	✓	
3.A.18	Prepare a study of Worksite Digital Learning consistent with the requirements of SB 6295.		✓
	<b>Research Strategies: Assisting Role</b>	07-08	08-09
3.A.19	Assist Skill Panels with research design and data collection regarding the impacts.	✓	✓
3.A.20	Assist ESD and CTED with definitions of terms and labor market research to analyze the current labor market and projected growth in green jobs, skill requirements, wages and benefits and training requirements, as required by HB 2815.	✓	✓

	<b>Communication Strategies: Primary Role</b>	07-08	08-09
<b>3.A.21</b>	Publicize information on employer needs, training practices, and customer satisfaction with workforce programs.	✓	✓
<b>3.A.22</b>	Advocate efforts that reduce the gap in the supply of workforce training, including new programs, especially in high demand clusters.	✓	✓

**Objective 3-B Coordinate workforce development with economic development.**

	<b>Policy Strategies: Primary Role</b>	07-08	08-09
<b>3.B.1</b>	Develop and advocate policies for common definitions among Workforce and Economic Development.	✓	✓
<b>3.B.2</b>	Develop and advocate policies to coordinate workforce and economic development at the state and regional level.	✓	✓
<b>3.B.3</b>	Align planning efforts of the Workforce Board with the Economic Development Council.	✓	✓
<b>3.B.4</b>	Develop workforce strategies that support state, regional and local efforts to retain, expand and recruit business in Washington.	✓	✓
<b>3.B.5</b>	Convene industry-focused work groups on emerging issues.		✓
	<b>Policy Strategies: Assisting Role</b>	07-08	08-09
<b>3.B.6</b>	Assist partner agencies in advocating for policies that meet industry needs.	✓	✓
	<b>Program Strategies: Primary Role</b>	07-08	08-09
<b>3.B.7</b>	Provide technical assistance to support workforce and economic development.	✓	✓
<b>3.B.8</b>	Coordinate with CTED, SBCTC, and ESD grant processes whenever appropriate.	✓	✓
<b>3.B.9</b>	Administer the High Skills, High Wages Strategic Fund.	✓	✓
	<b>Program Strategies: Assisting Role</b>	07-08	08-09
<b>3.B.9</b>	Convene a working group to examine small businesses workforce training needs.		✓
<b>3.B.10</b>	Assist key industry clusters to meet their workforce needs.	✓	✓
	<b>Research Strategies: Primary Role</b>	07-08	08-09
<b>3.B.11</b>	Coordinate research activities of workforce and economic development agencies.	✓	✓
<b>3.B.12</b>	Lead a workgroup to specify the process and criteria to identify industry clusters, and which clusters are strategic.	✓	✓

## GOAL 4 – RESEARCH INFRASTRUCTURE FUNCTIONS

### Objective 4-A Maintain and improve performance management system for workforce development.

	<b>Research Strategies: Primary Role</b>	07-08	08-09
4.A.1	Measure or obtain results of <i>High Skills, High Wages</i> Performance Measures on at least an annual basis.	✓	✓
4.A.2	Negotiate Perkins performance levels with Department of Education.	✓	✓
4.A.3	Negotiate WIA Title I performance levels with Department of Labor.	✓	✓
4.A.4	Negotiate local performance targets for WIA Title I-B.	✓	✓
4.A.5	Update regression models that mathematically estimate the effect of economic and demographic changes on the program outcomes for WIA and for ETP analysis.	✓	✓
4.A.6	Determine WIA incentive allocations.	✓	✓
4.A.7	Update Workforce Development GMAP Measures.	✓	✓
4.A.8	Prepare and Submit WIA Title 1B quarterly and annual reports.	✓	✓
4.A.9	Following the reauthorization of WIA, lead partners in a full scale review of the state core measures.	✓	✓
4.A.10	Prepare local area information by workforce area from Workforce Board research.	✓	✓
4.A.11	Lead efforts to establish common definitions and data on certificates awarded and obtained throughout workforce programs.	✓	✓
4.A.12	Assist with the preparation of <i>High Skills, High Wages</i> through calculation of performance measures and statistics embedded in that plan and through updating chapters on Tomorrow's Economy and Tomorrow's Workforce.	✓	✓
4.A.13	Locate data, collect information, and locate publications useful to advancing agency goals and developing agency initiatives.	✓	✓
	<b>Research Strategies: Assisting Role</b>	07-08	08-09
4.A.14	Help to enhance the statewide information system (SKIES) for case management that is shared by WorkSource partners, including preparations for WISPR.	✓	✓
4.A.15	Support the P-20 Council and OFM Educational Data Center programs through participation on advisory groups.	✓	✓
	<b>Communications Strategy: Primary Role</b>	07-08	08-09
4.A.16	Distribute and market value of agency research products.	✓	✓
4.A.17	Distribute performance targets and results for WIA and Carl Perkins.	✓	✓

**GOAL 5 – LEADERSHIP AND OPERATIONS**

**Objective 5-A Engage business, labor and public partners in the on-going continuous improvement of the state's workforce development system.**

	<b>Leadership and Operations Strategies</b>	07-08	08-09
<b>5.A.1</b>	Update and promote <i>High Skills, High Wages</i> .	✓	✓
<b>5.A.2</b>	Review operating agencies’ plans for consistency with <i>High Skills, High Wages</i> .	✓	✓
<b>5.A.3</b>	Make recommendations on state operating agencies’ budget and policy requests with regard to consistency with <i>High Skills, High Wages</i> .	✓	✓
<b>5.A.4</b>	Advise the Governor and Legislature on emerging state and federal policy issues such as the reauthorization of WIA.	✓	✓
<b>5.A.5</b>	Provide Annual Report to the Legislature on progress on <i>High Skills, High Wages</i> .	✓	✓
<b>5.A.6</b>	Use the IC to develop and implement policies for the Board.	✓	✓
<b>5.A.7</b>	Assist the statewide business and labor organizations in providing leadership for the workforce development system.	✓	✓
<b>5.A.8</b>	Assist WDCs in updating their strategic plans in alignment with <i>High Skills, High Wages</i> .	✓	✓
<b>5.A.9</b>	Facilitate opportunities for local partners to engage on workforce development issues with the Workforce Board.	✓	✓
<b>5.A.10</b>	Facilitate recertification of local councils.	✓	✓
<b>5.A.11</b>	Produce an inventory of workforce development programs.	✓	
<b>5.A.12</b>	Produce a “Workforce Tracking Matrix” that shows workforce development program funding, services, and results.	✓	✓
<b>5.A.13</b>	Advocate for workforce issues on the P-20 Education Council.	✓	✓
<b>5.A.14</b>	Advocate for workforce issues on the Economic Development Commission.	✓	✓
<b>5.A.15</b>	Host conference for workforce development leaders to promote innovation and “best practices,” facilitate engagement in federal and state policy development, and foster partnerships.	✓	
<b>5.A.16</b>	Develop and maintain the Washington State Compact for Workforce Development.	✓	✓
<b>5.A.17</b>	Develop and implement a communications and marketing plan that supports the Workforce Board’s initiatives.	✓	✓
<b>5.A.18</b>	Engage in the national dialogue on workforce development issues.	✓	✓

**Objective 5-B Align agency resources with priorities of the Board.**

	<b>Leadership and Operations Strategies</b>	07-08	08-09
<b>5.B.1</b>	Use the Workforce Board retreat to establish key annual priorities.	✓	✓
<b>5.B.2</b>	Seek diversified resources for the Board's priorities.	✓	✓
<b>5.B.3</b>	Use federal and state resources to accomplish agency goals.	✓	✓
<b>5.B.4</b>	Optimize the agency organizational structure.	✓	✓

**Objective 5-C Continue to improve the quality of agency operations.**

	<b>Leadership and Operations Strategies</b>	07-08	08-09
<b>5.C.1</b>	Conduct annual agency self-assessment using Baldrige criteria and develop and implement quality action plan.	✓	✓
<b>5.C.2</b>	Identify and implement opportunities for streamlining and improving agency business processes.	✓	✓
<b>5.C.3</b>	Identify performance measures, including GMAP measures; regularly review results; use results to identify improvements; and implement improvements.	✓	✓
<b>5.C.4</b>	Maintain the agency's technology capability and the physical plant.	✓	✓
<b>5.C.5</b>	Submit Washington State Quality Award application.		✓
<b>5.C.6</b>	Make improvements in products and services as identified through customer feedback.	✓	✓
<b>5.C.7</b>	Develop staff Performance Development Plans and performance agreements that identify individual work assignments, establish performance standards, recognize accomplishments, and promote employee development.	✓	✓
<b>5.C.8</b>	Promote collaboration and sharing of information among research, program, and policy staff.	✓	✓
<b>5.C.9</b>	Implement Collective Bargaining provisions.	✓	✓
<b>5.C.10</b>	Review and prioritize agency policies for updating and clarification.	✓	✓

**Objective 5-D Make the Workforce Board an attractive and satisfying place to work.**

	<b>Leadership and Operations Strategies</b>	07-08	08-09
<b>5.D.1</b>	Identify and act on opportunities to improve employee satisfaction.	✓	✓
<b>5.D.2</b>	Ensure that the workplace environment is clean, safe, and efficient.	✓	✓
<b>5.D.3</b>	Implement recommendations from the Employee Satisfaction Audit.	✓	✓
<b>5.D.4</b>	Support and encourage community building among employees including employee celebration fund activities.	✓	✓
<b>5.D.5</b>	Explore providing externship opportunities for employees.	✓	✓