

Washington's 10-Year Strategic Plan for Workforce Development

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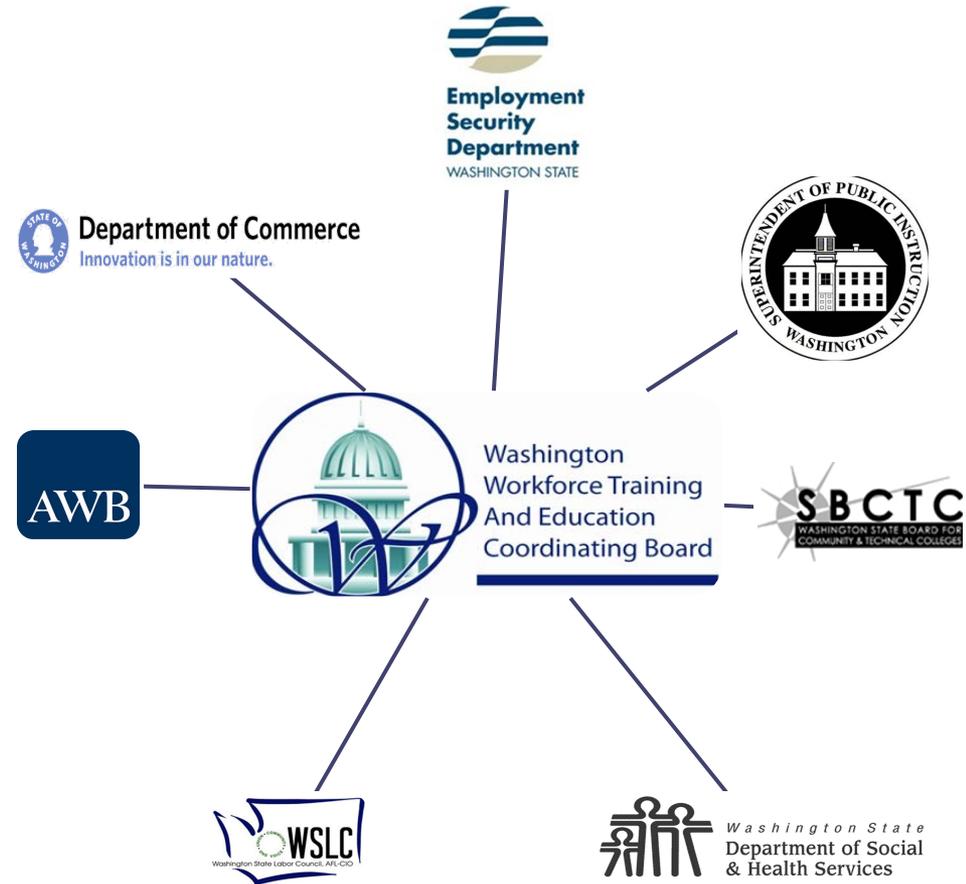
Washington's 10-Year Strategic Plan for Workforce Development

Today's forum will cover...

1. The **state's strategic plan** for workforce development
2. Economic conditions and trends outlook – What are the **impacts?**
3. Workforce Innovation and Opportunity Act (WIOA) and Workforce Investment Act (WIA) – What are the **differences** and how do those affect the state plan?
4. Key **strategic priorities** for Washington's workforce development system

The Workforce Board

- **Central coordinating hub** for WA workforce system.
 - Sets a **strategic vision** for the system.
 - **Measure system performance** through research, analysis.
- **Dual customer focus: Business and Labor** guide the Board
 - 2/3 of seats held by Business and Labor; remaining seats held by major service providers (OSPI, SBCTC, ESD)
 - Advisory members representing STEM community, chief local elected officials, DSHS, and Commerce



The State Strategic Plan for Workforce Development

- Required by state law: 10-year plan, updated every 4 years
 - **Blueprint for workforce development strategies** across the system, looks at system as a whole to align pathways
- The new federal law on workforce development—WIOA—requires a state strategic plan much like WA’s existing plan

Plan Elements

- *Vision and goals*
- *Analysis of economic conditions*
- *Analysis of current workforce and labor market trends*
- *Analysis of education and training activities*
- *Strategies for individuals with barriers to employment (14 subpopulations)*
- *Strategies for supporting critical industry sectors*
- *Career pathway development*

**High Skills
High Wages**

Washington's 10-Year Strategic Plan for Workforce Development



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The State Strategic Plan for Workforce Development

What programs are part of the state's workforce development system?

- Disadvantaged Adult, Youth, and Dislocated Workers
- Basic Education for Adults
- Wagner-Peyser Services
- Vocational Rehabilitation
- Carl Perkins Act
- Temporary Assistance for Needy Families (TANF)*/WorkFirst
- Job Skills Program
- Customized Training Program
- Worker Retraining Program
- Training Benefits Program
- Apprenticeship
- Private Vocational Schools
- Trade Adjustment Act
- Veterans Employment and Training
- Unemployment Insurance Services
- Food Stamp Employment and Training
- Senior Community Services Employment
- Community Development Block Grant
- Community Services Block Grant
- Second Chance Act

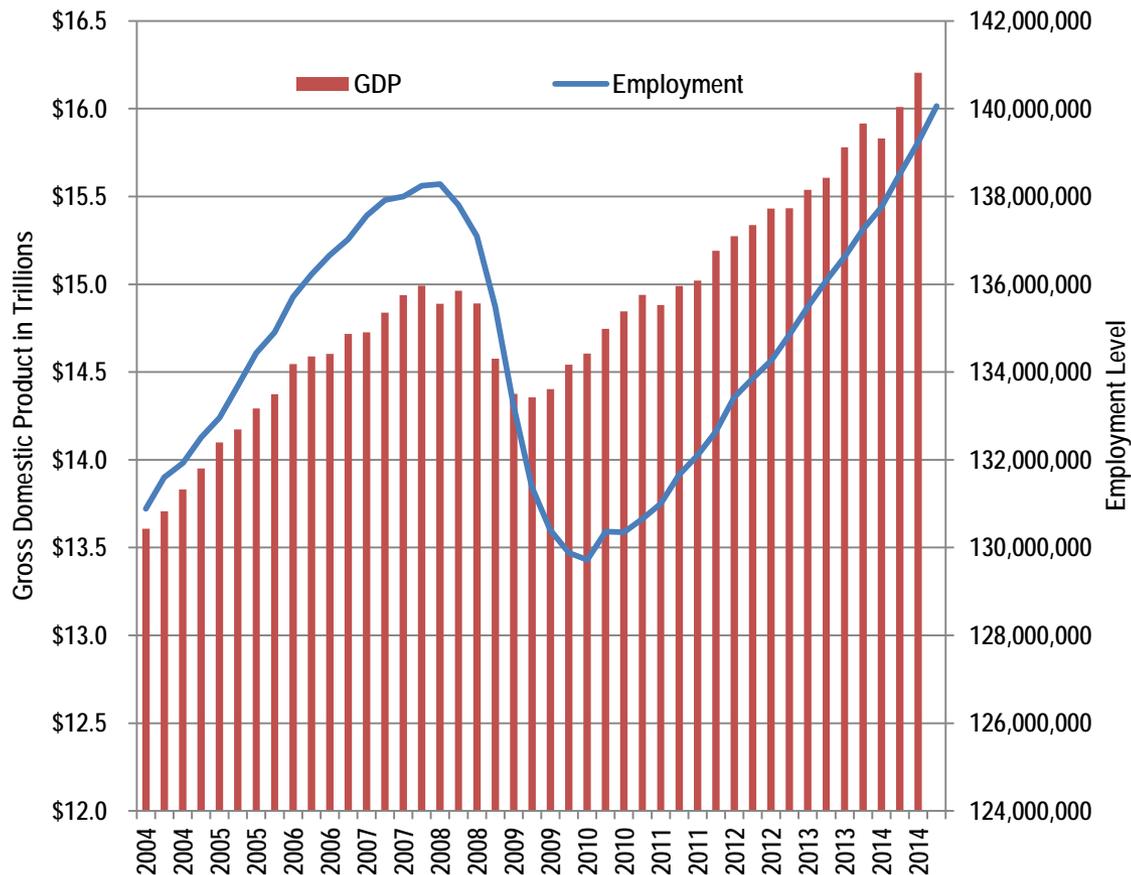
Outlook on Economic Conditions in Washington State

*Trends for Washington's Future
Workforce*

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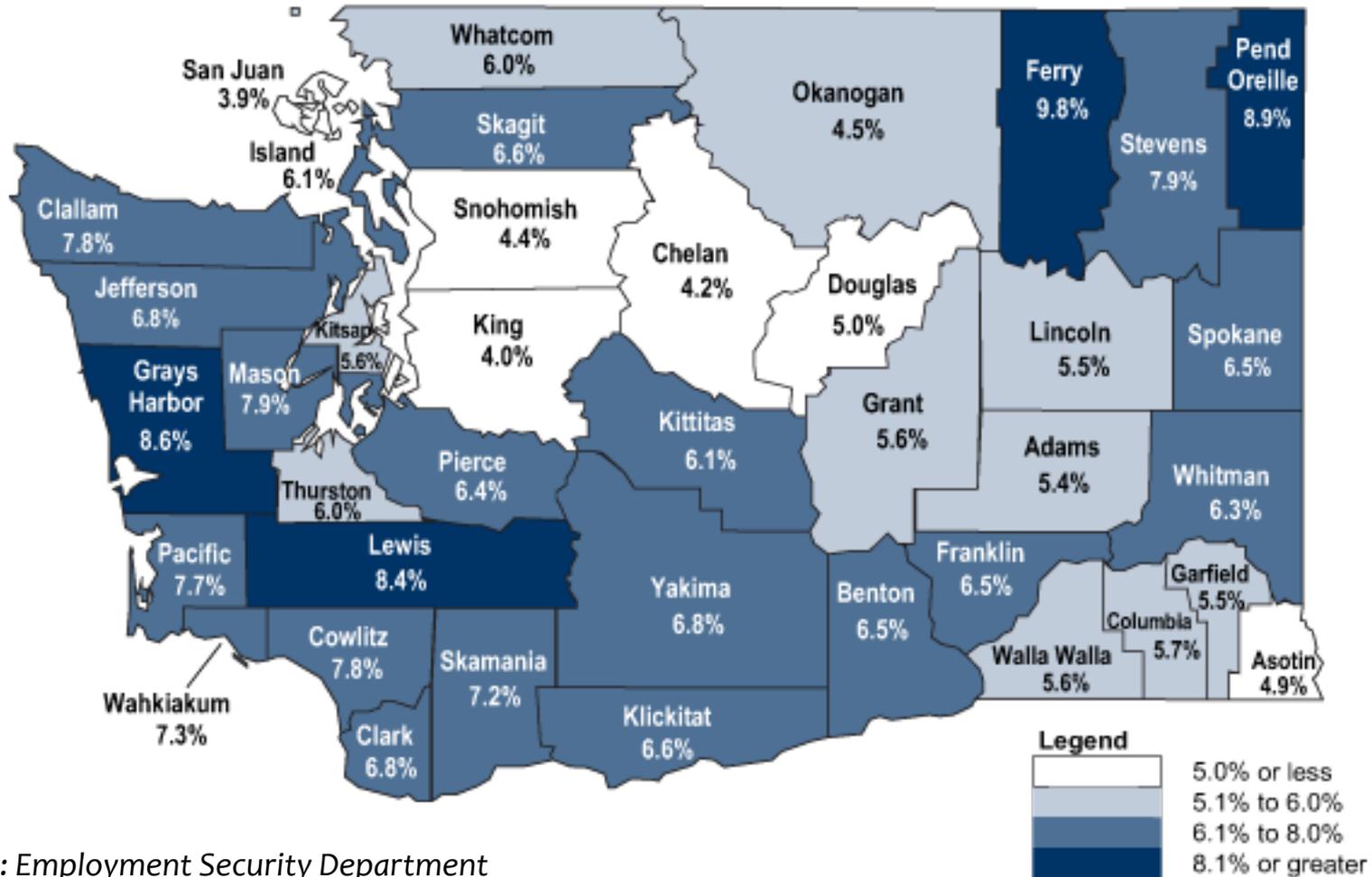


US economic output recovered quicker than employment



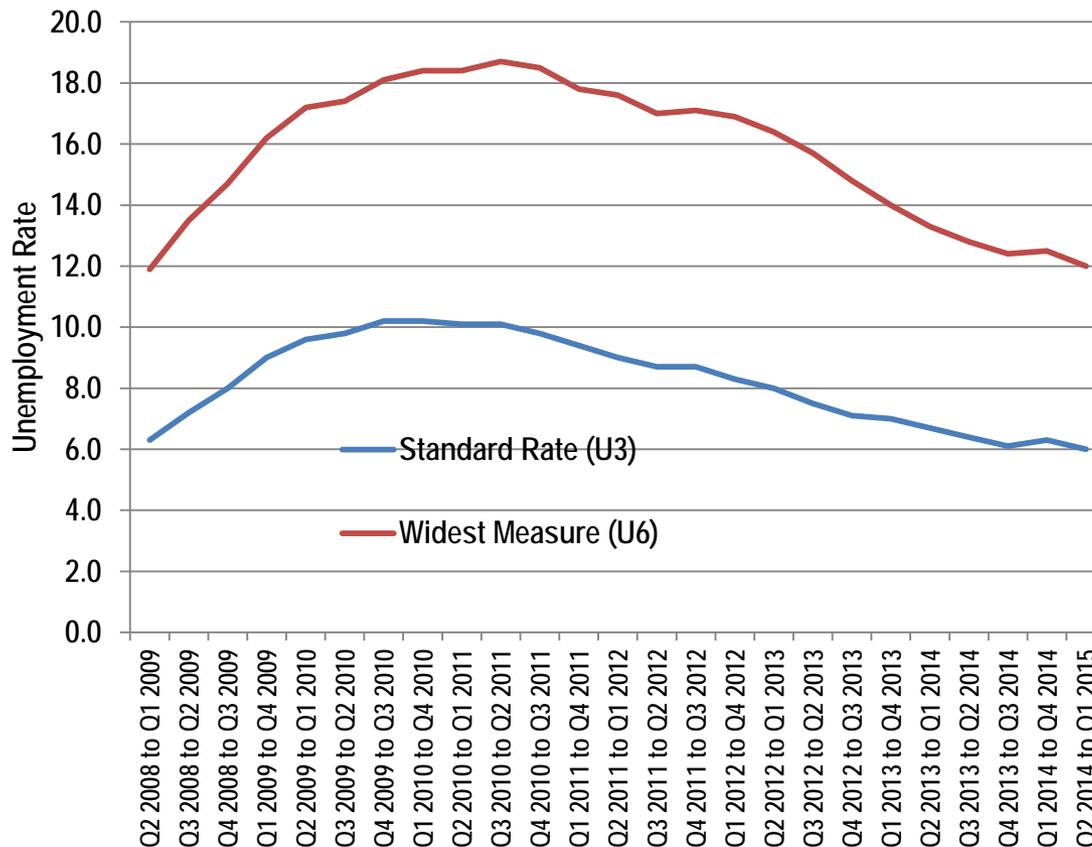
- US economic output recovered more quickly from the Great Recession than did employment
- Unemployment in Washington recently dropped to 5.3 percent as a seasonally-adjusted average—low, but not quite to pre-recession lows

Unemployment rates by Washington county, July 2015 (not seasonally adj.)



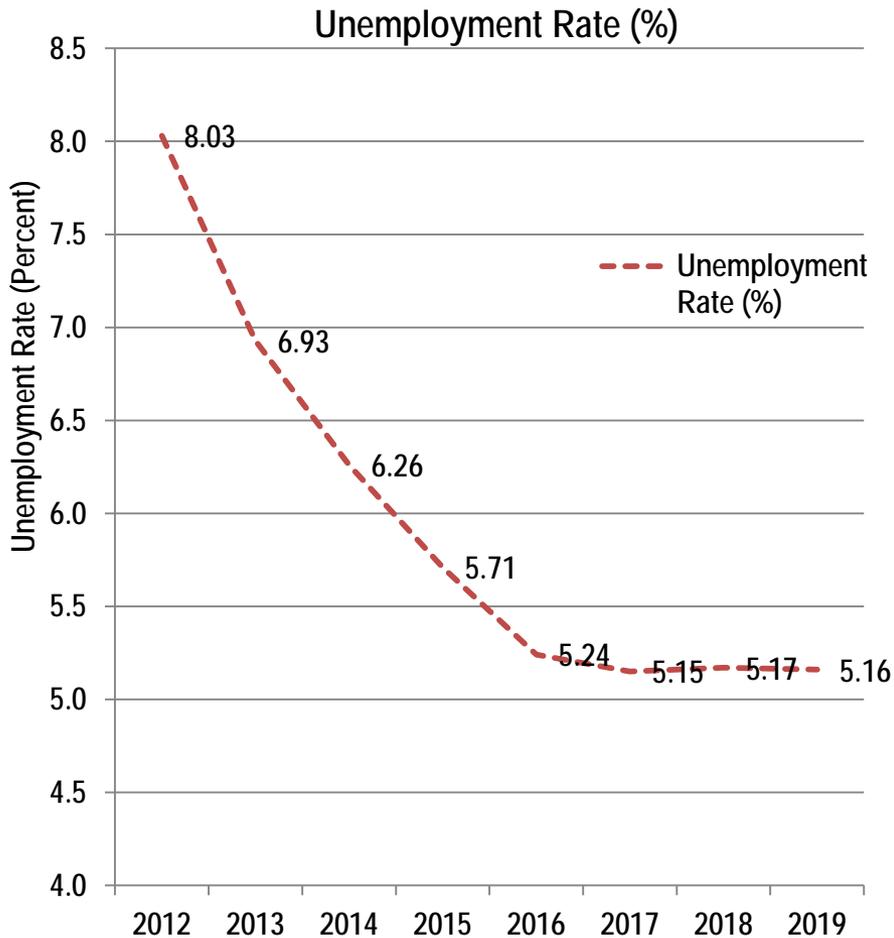
Source: Employment Security Department

The standard unemployment rate doesn't count discouraged and part-time workers



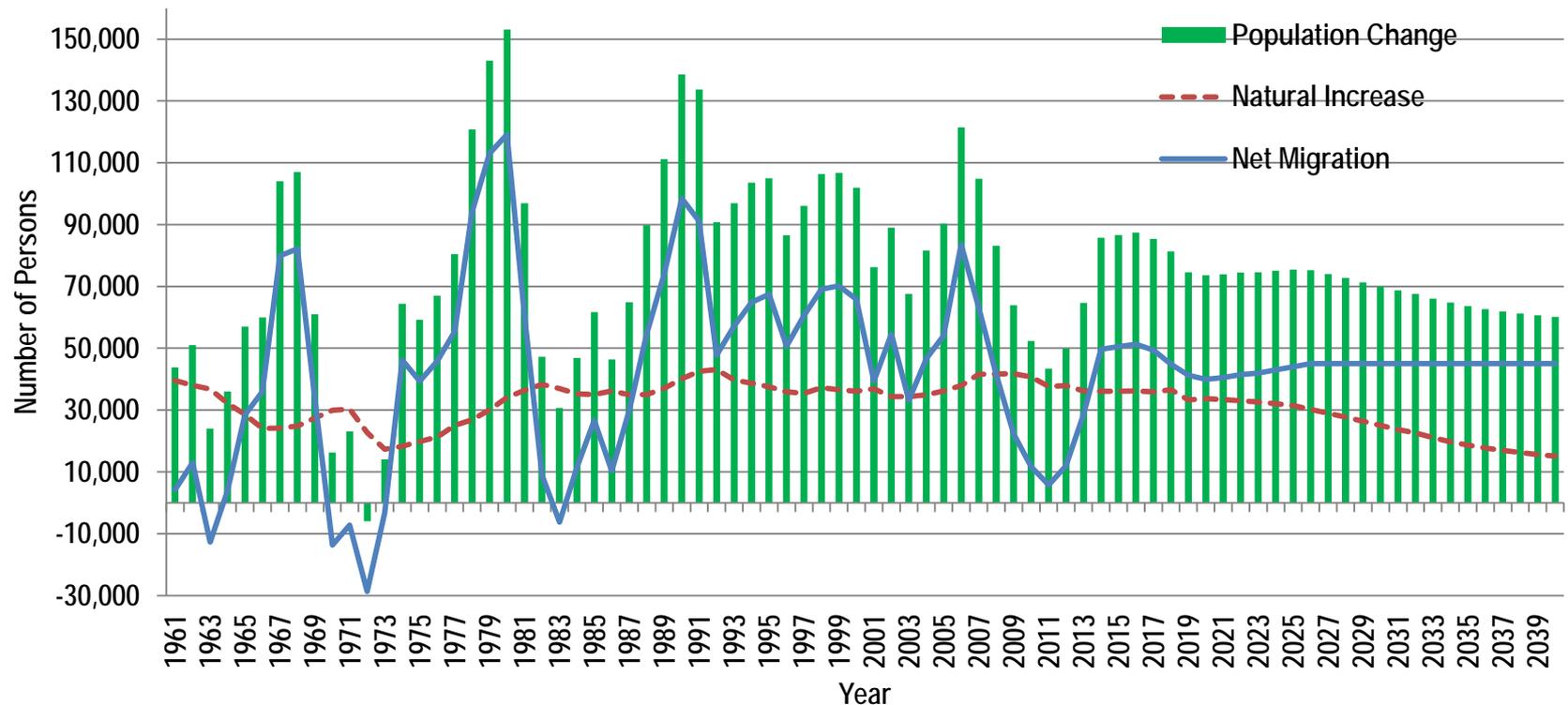
- The widest measure of unemployment (U6) includes:
 - Discouraged workers.
 - Those unable to work for reasons beyond their control.
 - Those working involuntarily part-time.
- U6 was nearly 9 percentage points higher than U3 in early 2011

Forecasted unemployment Washington State, 2012-2019



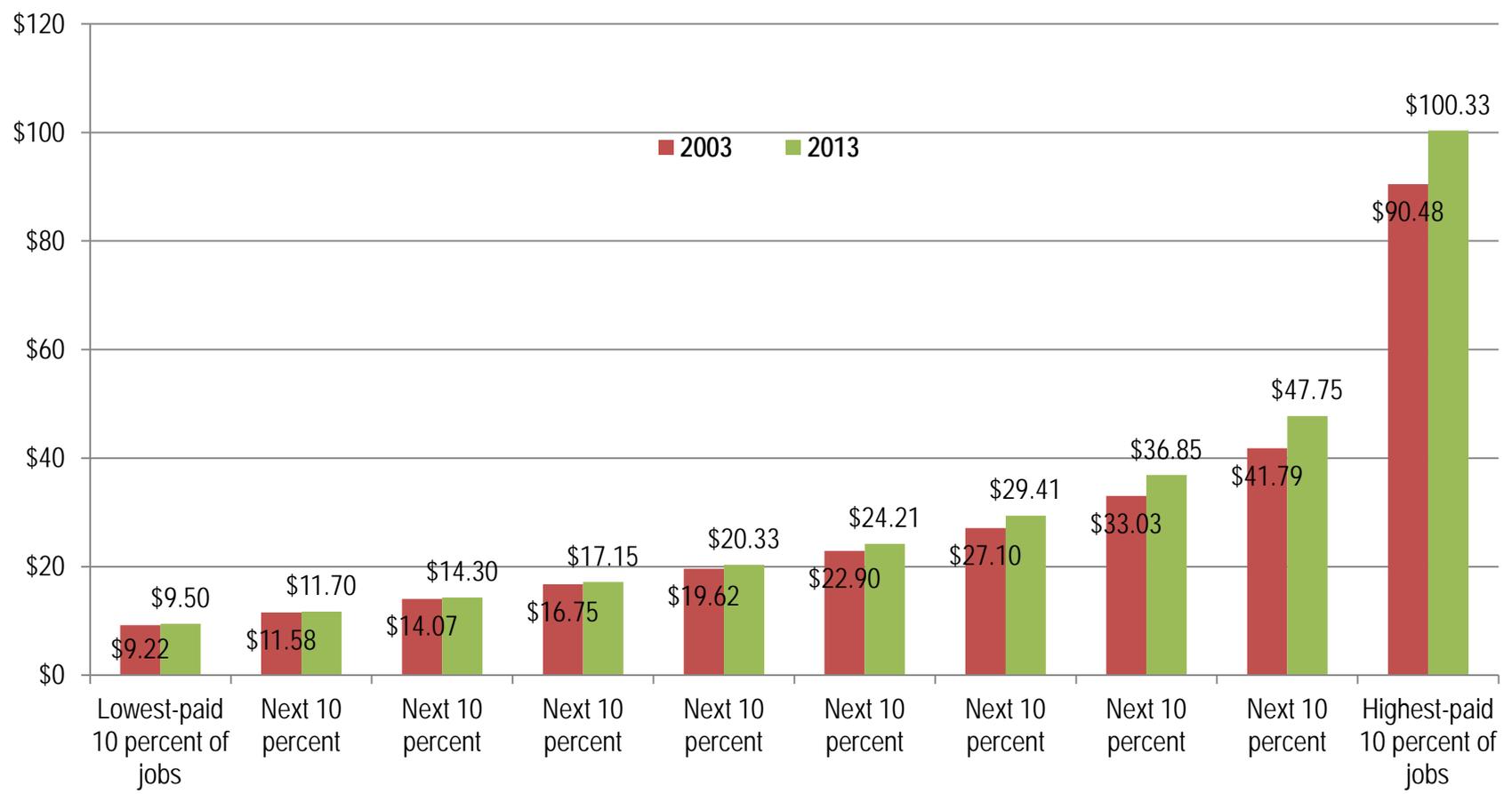
- Projecting moderate growth and decline/plateau in unemployment
- From 2015-2019, employment is projected to grow 1.9% annually
- Global factors, particularly with important trade partners like China, are critical

Net In-migration coincides with economic growth



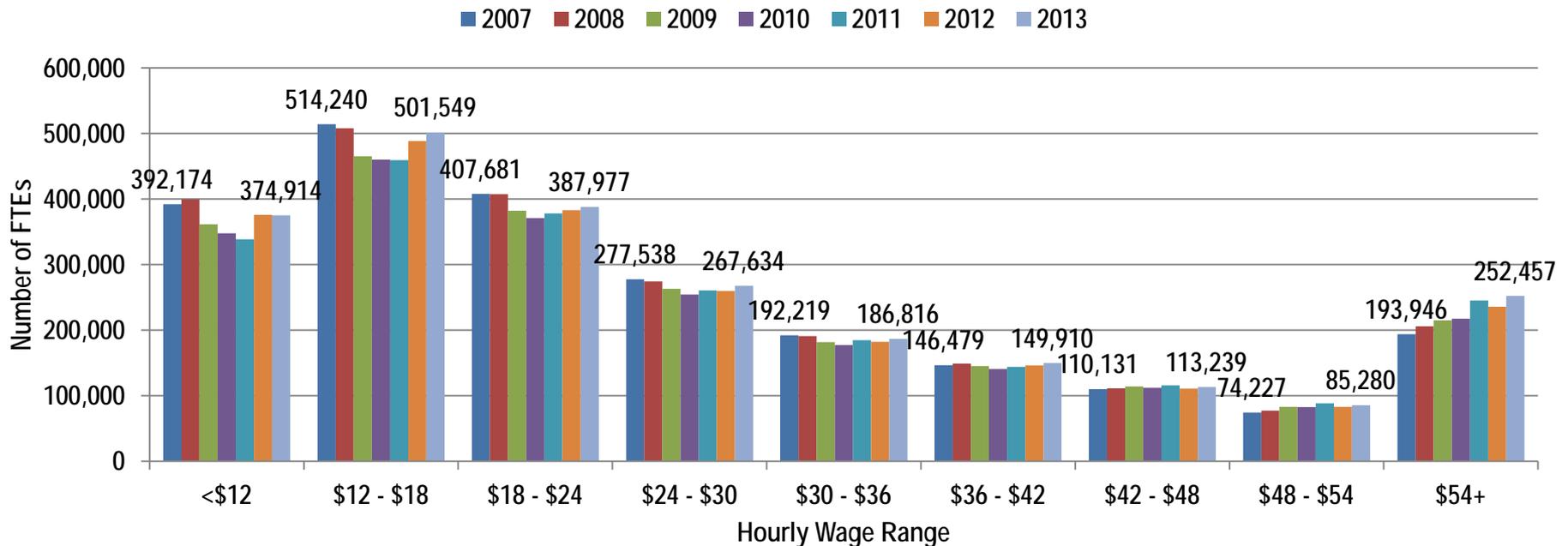
- Population growth attributed to in-migration, both from other states and countries
- In-migrants tend to have higher educational attainment
 - But: Large in-migration population of migrant and seasonal farmworkers

Growth in hourly wages fastest at the top end (adj. for inflation)



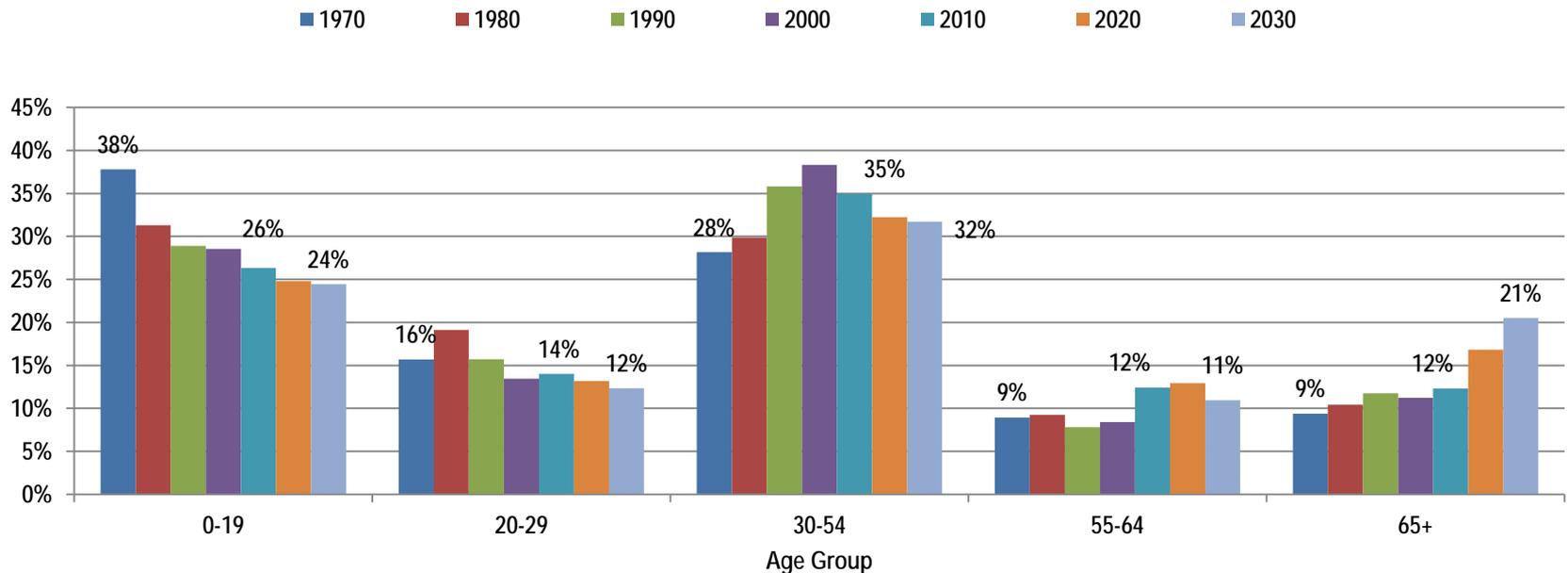
Source: Employment Security Department

Highest Wage Group the only one consistently growing in Washington



- “Hollowing-out” of middle income earners continues
- Those earning \$12-\$18 per hour are the biggest group and have grown in the post-recession period

Washington Population by Age Group (1970-2030 *projected*)



- Older age cohorts are expected to increase
- Younger and middle age cohorts have declined and are forecasted to decline further

Let's Take A Poll!

What is the unemployment rate for those who have not completed a high school-level certification?

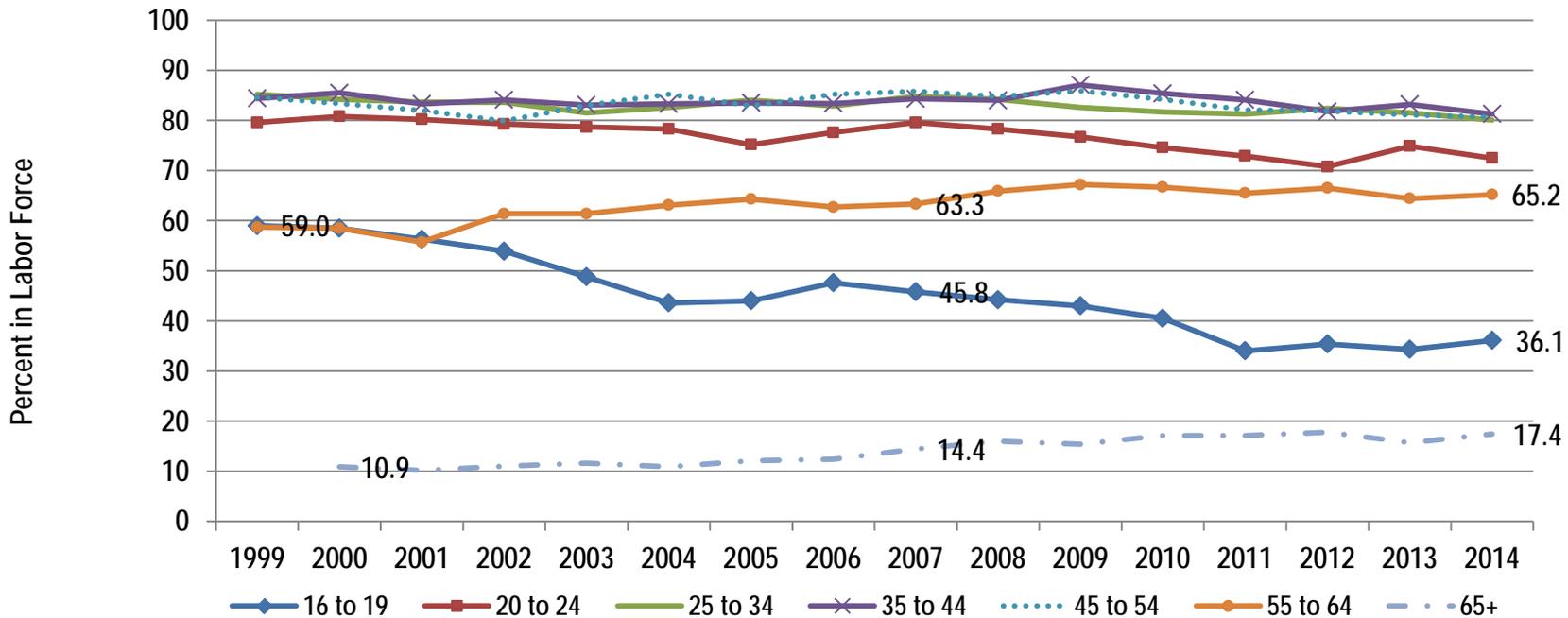
- A. 61%
- B. 49.5%
- C. 23%
- D. 13.5%
- E. 8%

Educational Attainment and Labor force outcomes

Highest level of Educational Attainment	Labor Force Participation Rate	Unemployment Rate
Less than high school graduate	64.1%	13.5%
High school graduate	73.1%	10.0%
Some college or associate's degree	77.3%	8.0%
Bachelor's degree or higher	84.8%	4.2%

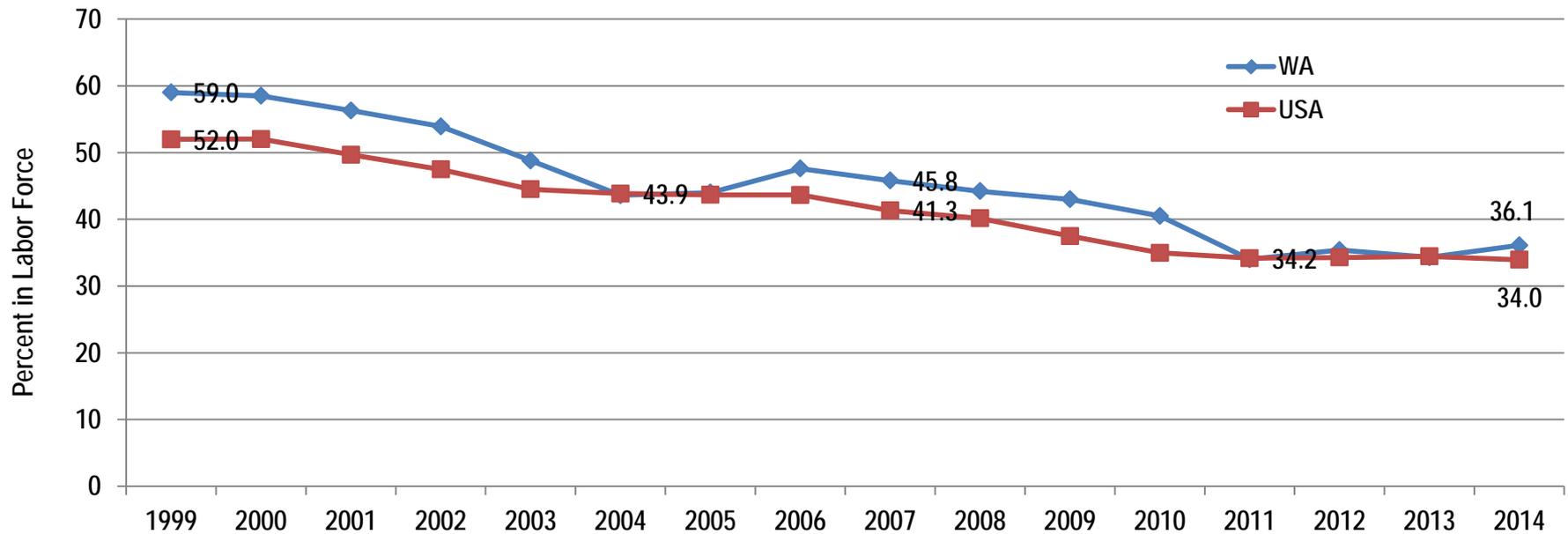
Source: U.S. Census Bureau, American Community Survey, Average 2011-2013

Labor force participation rates falling for younger workers



- The recovery has left many groups behind – particularly youth
- Washington’s workforce grows older, more female, and increasingly diverse

Washington mirrors national trends on youth labor participation (16-19 year olds)



- Until 2011, Washington youth generally had higher labor force participation
- However, both state and nation are trending down

The State Strategic Plan

*The Future of Workforce Development in
Washington State*

**Workforce Training and
Education Coordinating Board**



Let's Take A Poll!

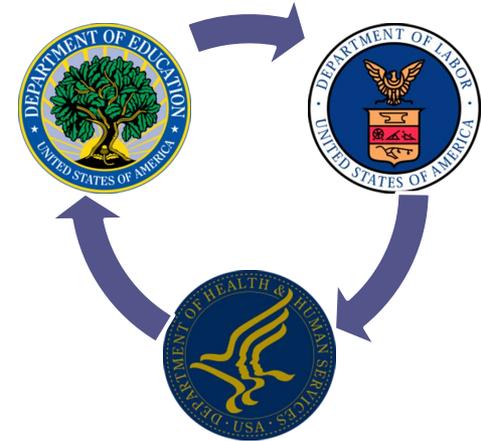
What does WIOA stand for?

- A. Workforce Investment and Opportunity Act
- B. Washington Innovation and Optimal Action
- C. Why Invest Our Assets
- D. Workforce Innovation and Opportunity Act
- E. Washington's Investments for Opportunity Act

The Workforce Innovation and Opportunity Act (WIOA)

WIOA Goals

- To improve the quality of the workforce;
- Increase economic self-sufficiency;
- Reduce welfare dependency;
- Meet employer skill requirements; and
- Enhance the productivity and competitiveness of the nation.



Governor Inslee's Charges to the Workforce Board

1. Help more people find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations.
2. Close skill gaps for employers, with a focus on in-demand industry sectors and occupations.
3. Work together as a single, seamless team to make this happen.



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Let's Take A Poll!

How many specific sub-populations are identified as priority populations by WIOA?

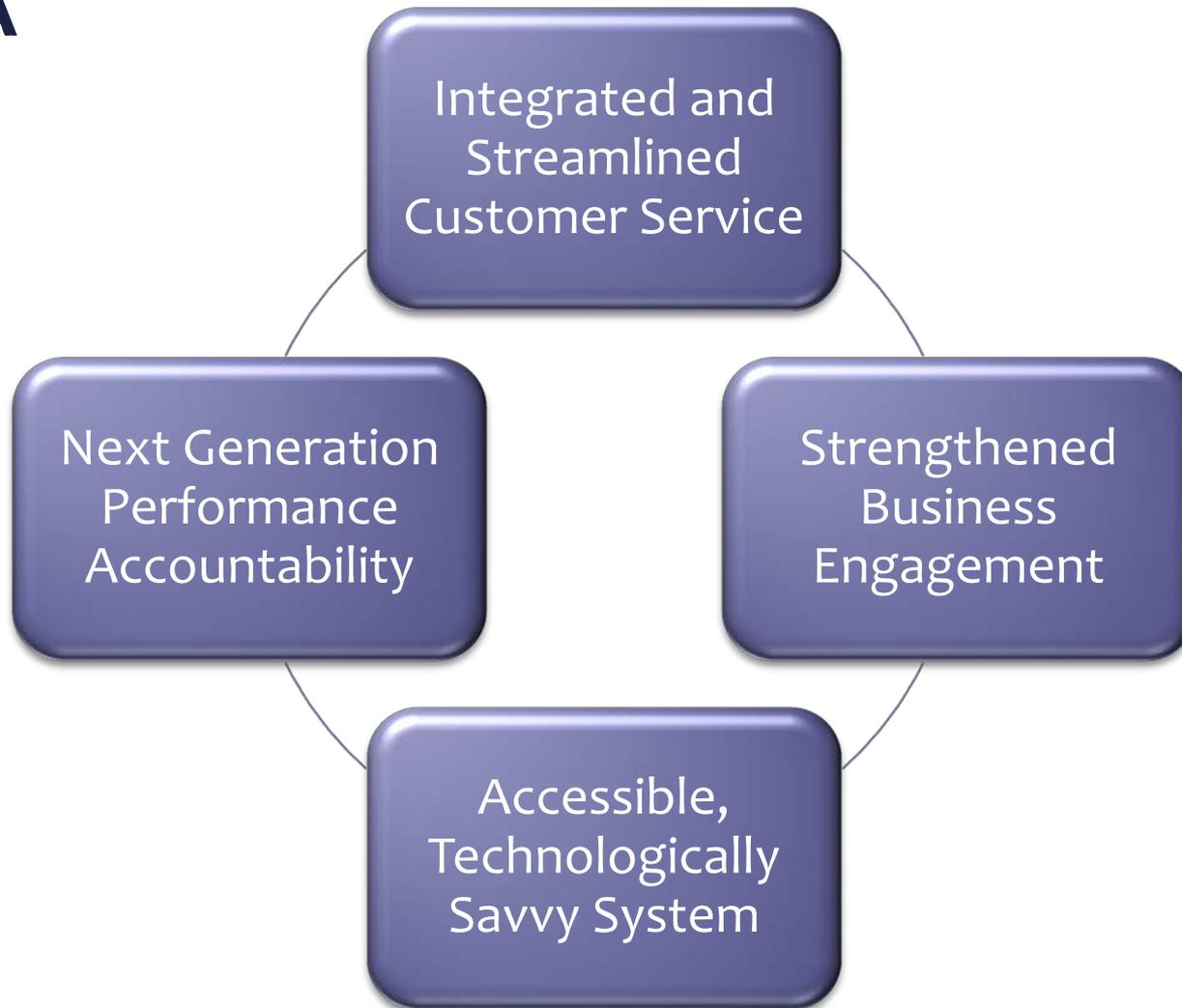
- A. 4
- B. 9
- C. 14
- D. 17
- E. 22

Priority Populations

<i>Displaced Homemakers</i>	<i>Youth in/Formerly in Foster Care</i>
<i>Low-Income Individuals</i>	<i>English Language Learners</i>
<i>Native Americans, Alaska Natives, Hawaiians</i>	<i>Migrant/Seasonal Farmworkers</i>
<i>Individuals with Disabilities</i>	<i>Individuals within 2 Years of Exhausted TANF Eligibility</i>
<i>Older Individuals</i>	<i>Single Parents/Pregnant Women</i>
<i>Ex-Offenders</i>	<i>Long-Term Unemployed</i>
<i>Homeless Individuals</i>	<i>Veterans</i>
<i>“Other Groups”</i>	

- WIOA spells out 14 priority subpopulations—and a 15th “catch-all” category for other populations designated by the Governor.
- The Workforce Board and system partners have interpreted Governor Inslee’s charge as a call to improve access among ***all priority populations***.

Washington's Key Strategic Priorities for WIOA



Streamlining the Customer Experience

Using Integrated Service Delivery to Help Customers—Job-Seekers and Businesses—Navigate the Workforce Development System

**Workforce Training and
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The State Strategic Plan and Integrated Service Delivery

What can we do to help customers find their pathway to economic self-sufficiency, and how can we most effectively leverage the system's existing resources to help them achieve their goals?

“Work together as a single, seamless team...”

Governor Inslee



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WIOA on Integrated Service Delivery

- **WIOA: A single umbrella** for job training programs
 - **Blending and braiding** of program expertise and resources

- **Eliminating the WIA sequence of services**, allowing customers to access the right programs quickly

- All mandatory one-stop partners contribute to **shared infrastructure costs**, cash and/or in-kind



Required One-Stop Partners

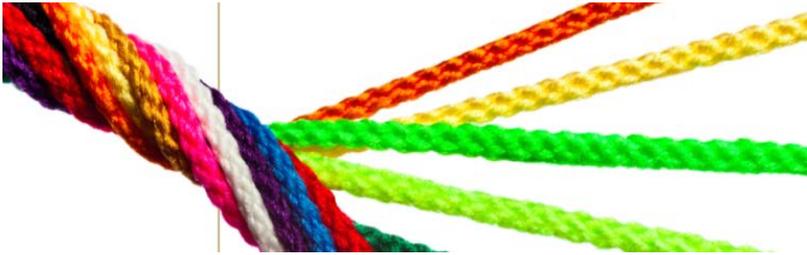
WIOA “Core” Partners

- Disadvantaged Adults, Youth, and Dislocated Workers
- Basic Education for Adults
- Wagner-Peyser Act
- Vocational Rehabilitation

Other One-Stop Partners

- TANF
- Postsecondary Carl Perkins Act Programs
- Trade Adjustment Act
- Veterans Employment and Training
- Unemployment Insurance Services
- Food Stamp Employment & Training
- Senior Community Services Employment
- Community Development Block Grant
- Community Services Block Grant
- Second Chance Act

Integrated Service Delivery Strategies



- Creating an **efficient, non-duplicative** intake process
- A staff culture of “**navigators**” connecting **customers to a career pathway**:
 - Emphasizing the **coaching and mentoring** roles of staff
 - Encouraging a broader array of **wrap-around support services**, customized to the specific needs of customers
 - Continue as a navigator post-placement, strengthening the bond between the business and system and helping the job seeker stay on their pathway to economic self-sufficiency
- Designing and adopting **professional development for staff** on the “**front-line**” and in management

Integrated Service Delivery Strategies and the State Plan

- *What successful strategies are in place today?*
- *Where are there gaps or opportunities to excel in the future?*
 - *What other strategies should we consider?*

Business Engagement

*Improving and Refining Business
Engagement to Build Long-Term, Sustained
Partnerships*

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Let's Take A Poll!

What percent of businesses are engaged in WA's Workforce Development System?

- A. 3%
- B. 5%
- C. 8.5%
- D. 11%
- E. 18.25%

The State Strategic Plan and Business Engagement

What can we do to engage businesses *as partners* in our workforce development system to produce a better-trained workforce directly responsive to their skill needs?

“Close skill gaps for employers, with a focus on in-demand industry sectors and occupations.”

WIOA Implementation Charge to the Workforce Board



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WIOA on Business Engagement

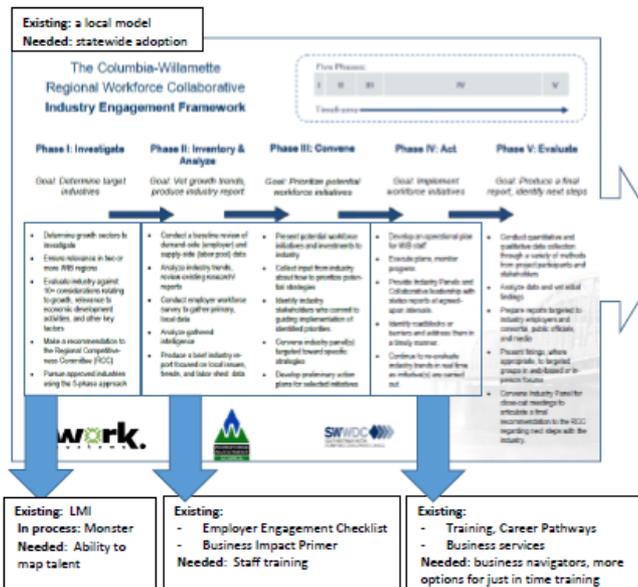
- WIOA Section 197(d)(4) EMPLOYER ENGAGEMENT- Local Boards *shall lead* efforts to engage with a diverse range of employers and with entities in the region.
- New focus on employer-led/employer engaged workforce development strategies, including:
 - Sector strategies
 - On-the job-training
 - Incumbent worker training
 - Apprenticeship
 - Business Services



Business Engagement Strategies

A possible model for Employer Engagement...

- Existing: Federal Policy - WIOA Section 197(d)(4) EMPLOYER ENGAGEMENT - Local Boards *shall lead* efforts to engage with a diverse range of employers and with entities in the region
- Needed:
 - o State policy support and define employer engagement expectations
 - o Resources to implement robust employer engagement



Existing: Sample Oregon rubric for tracking/reporting
Needed: Adoption of a Washington rubric via state plan

Target by Quarter Progress Report

Local Workforce Board Year	Q1	Q2	Q3	Q4	Year Total
2015					
2016					
2017					
2018					
2019					
2020					
2021					
2022					
2023					
2024					
2025					

Notes: A red circle highlights a 'Quarter when goal must be completed' in the 2015 Q4 column. A red arrow points to a '2015' label on the left side of the table.

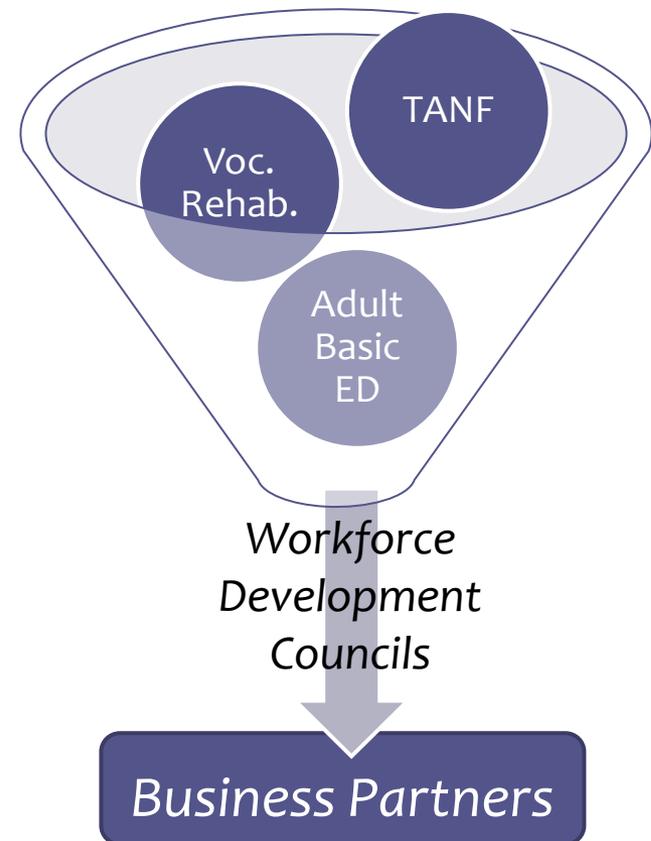
Suggested answer:

- Build on current local business engagement efforts to create a model framework that....

- ✓ Aligns across sector strategies, career pathways, etc.
- ✓ Creates greater consistency and shared expectations
- ✓ Recognizes the leadership role required of WDCs in WIOA
- ✓ Provides a vehicle for tracking, training and continuous improvement
- ✓ Fits together the many pieces of the business engagement puzzle—to build a sustained partnership to meet evolving needs

Business Engagement Strategies

- Map and analyze **points of contact** with businesses
- **Single points of contact** for system, focused through workforce development councils
- **Develop work-based learning opportunities** aligned with industry skills needs



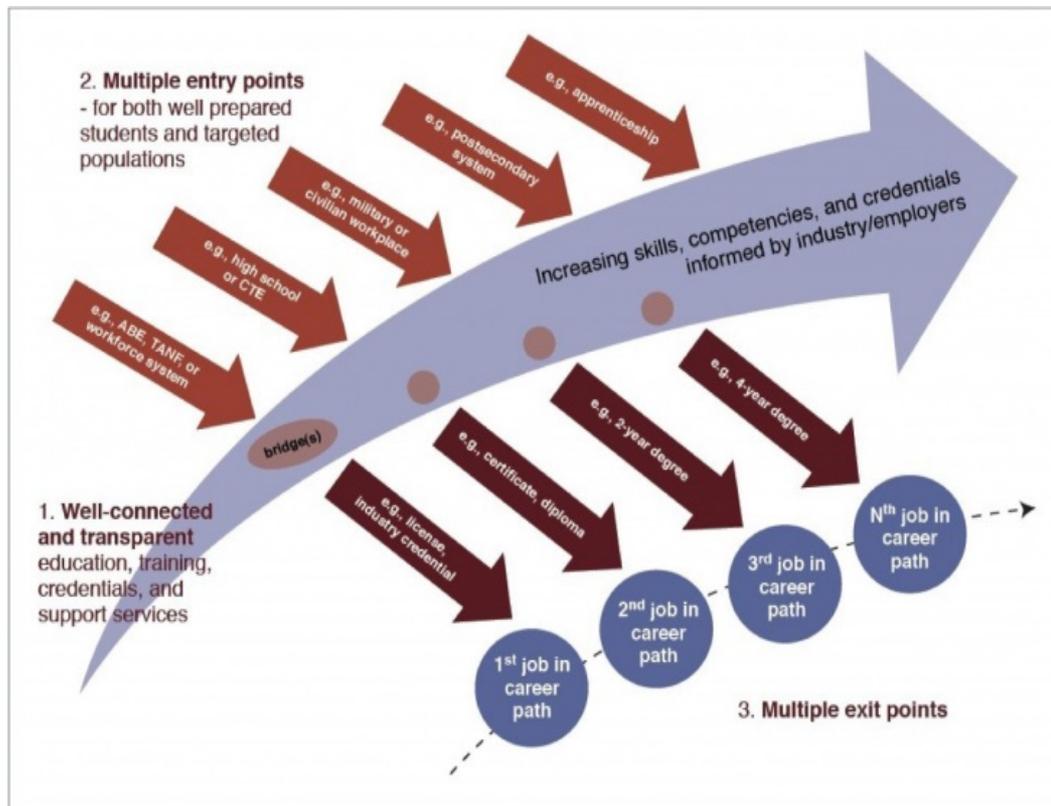
Business Engagement Strategies



- Incumbent worker training funds for **business growth strategies**
 - Upskill-backfill strategies
- Use **standardized terms** and speak the language of business
- Emphasize **returns on investment and value proposition**
 - Cost of hiring/retention
 - Productivity
 - Quality of match

Business Engagement Strategies

- Developed a **consensus definition of career pathways** agreed upon by all system stakeholders



The **career pathway approach** connects progressive levels of education, training, counseling, support services, employment experiences, and credentials in a way that optimizes continuous progress towards the education and career goals of individuals of all ages, abilities, and needs.

This approach:

- helps individuals earn marketable credentials;
- prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships;
- engages individuals in further education and employment; and
- helps individuals achieve sustained economic success.

Career pathways deeply engage employers and help meet their workforce needs; they also help the state and its communities strengthen their workforces and economies.

Business Engagement Strategies for the State Strategic Plan

- *What successful strategies are in place today?*
- *Where are there gaps or opportunities to excel in the future?*
 - *What other strategies should we consider?*

Accessibility and Technology

*Leveraging Technology and Other Tools to
Improve Access for All*

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The State Strategic Plan and Accessibility

What strategies can we employ to ensure equal physical and programmatic access to the workforce development system for all, and how can technology specifically help us achieve this goal?

“Help more people find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations.”

WIOA Implementation Charge to the Workforce Board



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WIOA on Accessibility

- Strengthens **the non-discrimination requirements** of WIA's Section 188 and other applicable provisions of the Americans with Disabilities Act

- **Requires career centers to provide equal physical and programmatic accessibility** to individuals with disabilities

- Encourages local boards to establish **standing committees for working on issues for individuals with disabilities**,
 - ensuring **programmatic and physical accessibility**
 - **appropriate staff training**

Accessibility Strategies using Technology



WORKSource

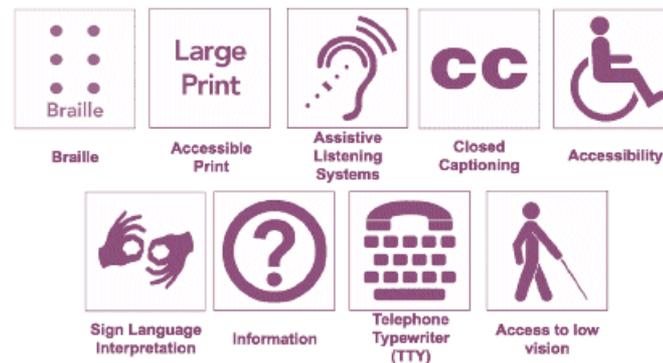
powered by



- Encouraging **access to wireless Internet** and **paperless one-stops centers**
- **Virtual service delivery** as a way of meeting the needs of participants who have mobility and transportation difficulties, rural customers
- Recommended customizations to the new state labor exchange system, WorksourceWA.com, to **help match people with disabilities to federal contractors**

Accessibility Strategies – Systemic Barrier Removal

- The state Workforce Board is forming a standing **Advisory Committee on Barrier Solutions**
- Local areas will **annually assess accessibility of their one-stops**, provide a report to the state advisory group on the progress of accessibility improvement projects
 - Local advisory groups with broad cross-section of representation barrier communities



DVR
Division
of Vocational
Rehabilitation



Washington State
DEPARTMENT OF SERVICES FOR THE BLIND

Technology and Access Strategies for the State Strategic Plan

- *What successful strategies are in place today?*
- *Where are there gaps or opportunities to excel in the future?*
 - *What other strategies should we consider?*

Next-Generation Performance Accountability

*Aligning Performance Measures Across Core
Programs to Drive a Process of Data-
Informed Continuous Improvement*

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The State Strategic Plan and Performance Accountability

How can we measure performance and outcomes in ways that measure progress in achieving our goals of streamlined customer service, universal access, and improved business engagement?

“WIOA requires us to develop a system where data drives our decision making.”

WIOA Implementation Charge to the Workforce Board

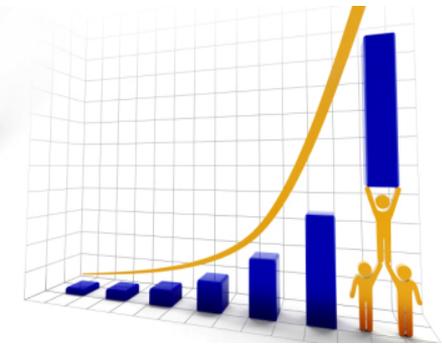


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WIOA on Next-Generation Performance Accountability

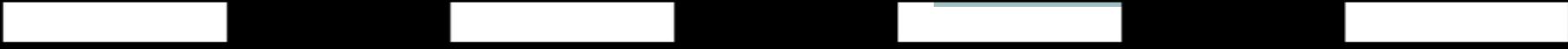
- Updates federal workforce performance measures
 - Waiting on federal guidance on setting performance indicators
 - **Measure(s) of effectiveness serving businesses/employers** to be developed at federal level
 - Four measures of **post-program participant outcomes** in employment and further educational progress
 - One measure of **ongoing progress in education or training** during participation



Performance Accountability Strategies

- Waiting for federal guidance on measuring business engagement. Examples:
 - Durability of placements
 - Repeat business
 - Business-impact specific measures
- Using common accountability measures allows for **demographic comparisons across “silo-ed” programs**
 - Common exit
 - Focus on effectiveness among target populations – dashboard to assess performance across system





WIOA Success

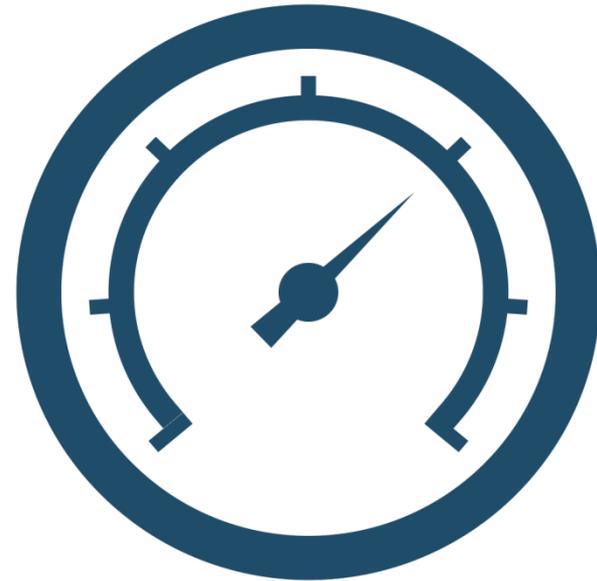
**Credential
Attainment**



Earnings



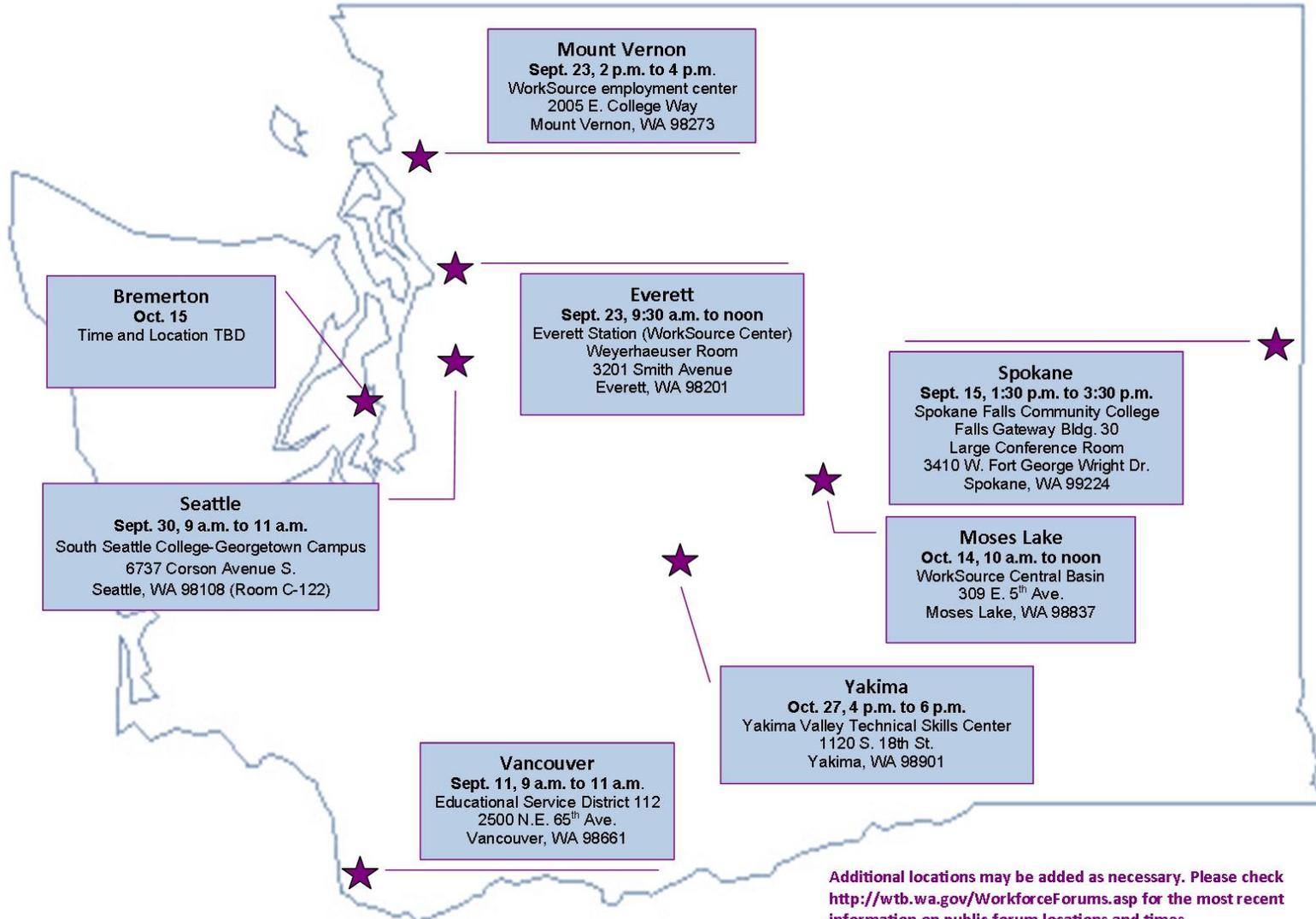
Employment



Performance Accountability Strategies for the State Strategic Plan

- *What successful strategies are in place today?*
- *Where are there gaps or opportunities to excel in the future?*
 - *What other strategies should we consider?*

State Workforce Plan Public Forums



Additional locations may be added as necessary. Please check <http://wtb.wa.gov/WorkforceForums.asp> for the most recent information on public forum locations and times.

Additional WIOA Information

For additional information go to:

[Www.wtb.wa.gov/WIOA.asp](http://www.wtb.wa.gov/WIOA.asp)

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