

Illinois Workforce Innovation Board Strategic Planning

*Illinois Old State Capitol
Springfield, IL
March 16, 2017*

ETHICS DISCLAIMER

"This presentation reflects my (personal) views of the changes implied by WIOA and the actions a proactive workforce system professional may want to consider in preparing for the new Law. It is not reflective of Federal policy nor, in any way, shaped by any specific knowledge thereof."



Today's Agenda

- 1:00 pm Welcome and Focus of the Strategic Planning Session
- 1:15 pm Strategic Planning Process
- 1:30 pm Board Commitment and Engagement Discussion
- 1:45 pm Scope of the IL Workforce System
- 2:00 pm Exploring the Customer Experience
- 2:20 pm Report Out
- 2:35 pm Visioning Process
- 3:00 pm Setting Guiding Principles
- 3:25 pm Wrap Up and Next Steps
- 3:30 pm Adjourn



Our Objectives for the Day

- Set the framework for the Illinois Vision for Workforce Services
- Provide a foundation for the Illinois Workforce Innovation Board Membership Roles
- Discuss the Illinois Strategic Plan development process
- Examine how the needs of today's (and tomorrow's) economy and the new Law impact on the role of your State Board and System
- Consider how your role as leaders and/or board members may change
- Explore the IL Workforce Development system from the customer perspective
- Provide full board input to guide the IL Strategic Planning process



Workforce Innovation & Opportunity Act (WIOA)

The Workforce Innovation and Opportunity Act (WIOA) was created to provide state and local areas the ability to collaborate across systems in an effort to improve on addressing the employment and skills needs of employees, jobseekers, and employers.

**“The more we know and understand,
the better we can serve”**

Illinois

Vision Statement for Workforce Services

Promote business driven talent solutions that integrate education, workforce and economic development resources across systems to provide businesses, individuals and communities with the opportunity to prosper and contribute to growing the state's economy.

Boards as Activists

Greater Impact on Their Communities

- Engaging the private sector to lead local workforce development efforts and focusing on increased flexibility and accountability of board members
- An improved response to labor market needs by connecting board performance to outcomes that require an understanding of the correlation between training investments and economic return. Changes in WIOA prompt Workforce Development Boards to be increasingly engaged in the business of collaboration, convening and partnership.
- Workforce Boards will have the ability to drive performance, innovation, quality, and alignment through Pay-for-Performance contracts.
- State and Local workforce boards, are charged with more responsibility to be strategic analysts and investors in the labor market. Responsibilities of boards are extended to reviewing statewide and local performance accountability measures.

WIOA's Three Hallmarks Of Excellence

- The needs of businesses and workers drive workforce solutions and local boards are accountable to communities in which they are located
- One-Stop Centers (or American Job Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement
- The workforce system supports strong regional economies and plays an active role in community and workforce development



IL Strategic Planning Process

Vision

Guiding Principles

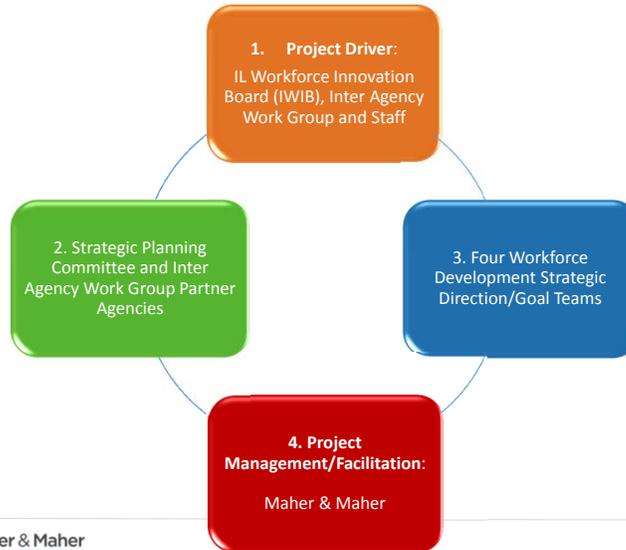
Strategic Directions

Goals

Objectives

Activities

Team Organization



Project Driver

The Project Driver is the Illinois Workforce Innovation Board (IWIB) and the Illinois Inter - Agency Work Group (IWG).

IWIB – Inter Agency Work Group are responsible for:

- Validating the forming vision and keeping it current/updating, as appropriate
- Providing input to/validating the guiding principles
- Ultimately approving the Plan

Working with the facilitators (Maher & Maher), IWIB – IWG staff will:

- Provide continuous direction to the process and to the facilitators
- Expedite communications between each element of the project team
- Convene the Strategic Planning Team & Inter Agency Work Group members
- Provide logistical support for all meetings
- Approve all materials going to the Board

Strategic Planning Committee & Inter Agency Work Group Partner Agencies

IWIB - IWG staff will prepare a roster of individuals serving on the Strategic Planning Committee. A discussion will occur to determine whether additional representation should be include:



- Employers engaged in the State's list of industries targeted for talent pipeline development
- State-level partners representing economic development, CTE, K-12 education, community colleges and other important stakeholders
- Regional/local-level representatives of the key groups above
- Workforce system customers

The Strategic Planning Committee will dive deeply in an overview of WIOA vision and strategic priorities and IL policy recommendations. It will then review and refine the strategic directions and goals outlined in the IL Combined State Plan. Strategic Planning Committee members and/or their designees will then be divided into the teams discussed below.



Strategic Plan Team/Goal Teams

- Once the vision and guiding principles of the IWIB is set regarding the “desired state” at the Strategic Planning Session Board Retreat in mid-March, four strategic direction/goal teams will be established.
- The focus of responsibilities can therefore be represented as follows. It is important to note that IWIB and Maher staff will work together at all stages to ensure that all content and presentations are of high quality:

IWIB – IWG	Steering Team as a Whole	Strategic Direction / Goal Teams
Vision	Strategic Directions	Objectives
Guiding Principles	Goals	Activities



Project Facilitators

- Maher staff will facilitate all formal meetings of the Strategic Planning Committee and Inter Agency Work Group and offer support to Strategic Plan Goal Teams, using a combination of onsite and virtual facilitation.
- Both IWIB - IWG senior staff and Goal Team Chairs/Co-chairs will be intimately involved in agenda setting and onsite facilitation, especially where Maher staff is participating virtually.
- Ultimately, Maher is responsible for the success of all meetings as the process moves forward.

Phase 1 – Now through May

(ETA Sponsored)

Vision

Guiding Principles

Strategic Directions

Phase 2 – June through September (Illinois Sponsored)

Goals

Objectives

Activities

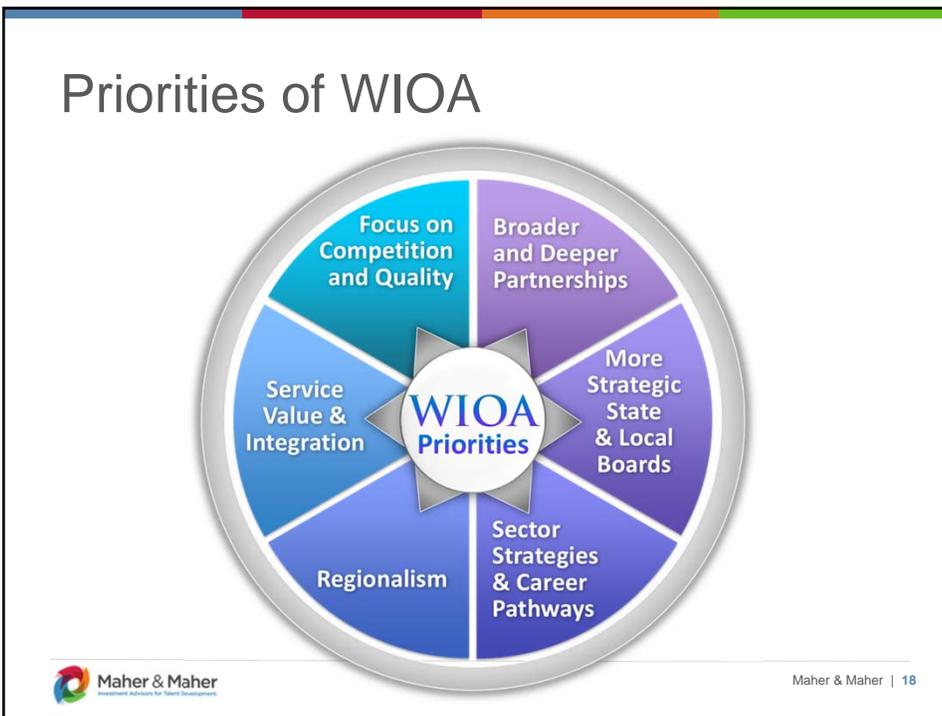
Framework for Strategic Plan Work



Common vision...common goals



Priorities of WIOA



Strategic Boards

Key Responsibilities:

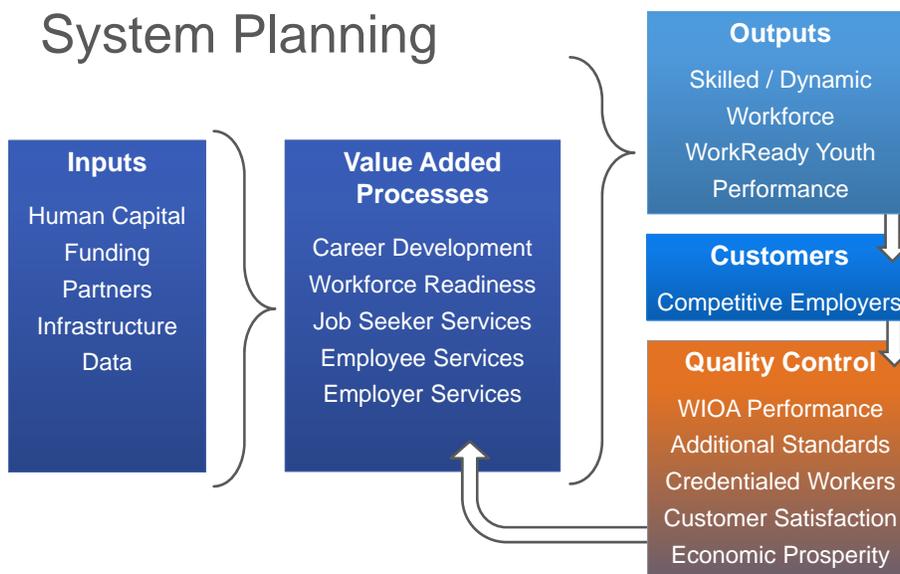
- Focus on continuous improvement of the Illinois workforce development delivery system
- Develop an Illinois One-Stop certification process
- Develop and implement:
 - State Plan & performance measures
 - Aligned policy to support sector strategies and career pathways

New Responsibilities:

- Create an agile system that identifies and responds quickly to the needs of focus industries and populations
- Engage employers
- Develop career pathways
- Strengthen connections between core programs
- Promote proven and promising practices
- Effectively use technology



System Planning



Your Role in the Strategic Planning Process

- Vision
- Structure
- Ownership
- Integration of initiatives
- Leveraged investments
 - Manage resources with the customer in mind
 - Operate as a system
 - Braid resources with system partners



Questions & Discussion



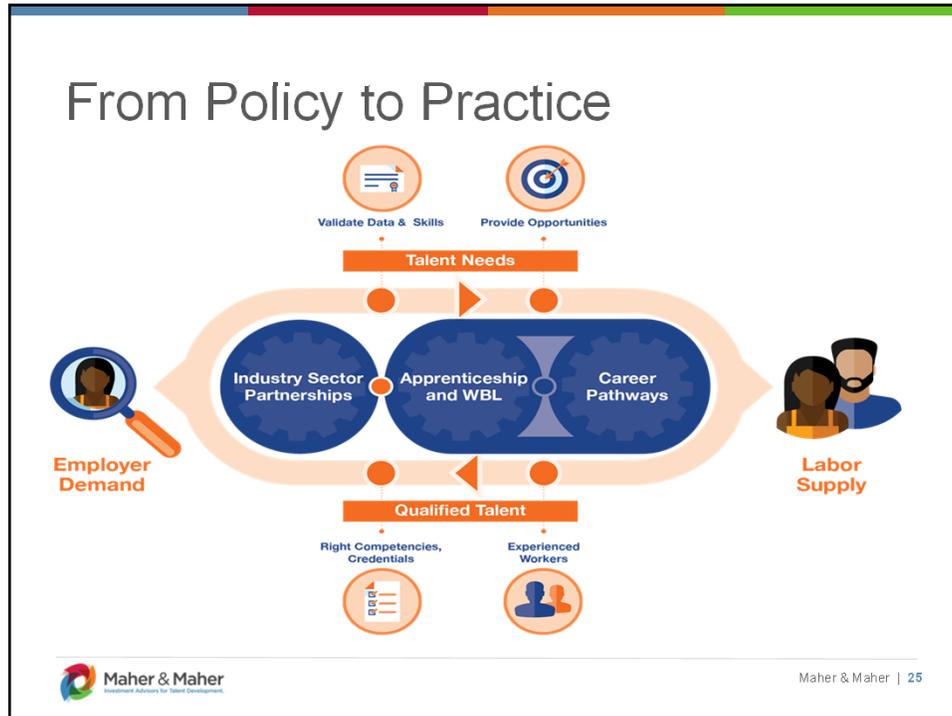
Illinois High Impact Workforce Board Exercise

What do we want to put in place in the next 1-3 years as a result of our efforts as a Workforce Board within the following three focus areas?

- ✓ Focus on the Customer
- ✓ Align Programs and Partners
- ✓ Manage Efficiently and Effectively



Report Out



Key Operational Strategies to Achieve WIOA Vision

Focus on the Customer	<ul style="list-style-type: none"> Use customer centered design projects to redesign AJCs for job seekers and businesses Provide quality, efficient, and accessible services that meet the unique needs of diverse job seeker populations Provide customized solutions for businesses, organized regionally
Align Programs and Partners	<ul style="list-style-type: none"> Integrate services through better planning, policies and operational procedures Position WDBs to operate strategically Align workforce programs with regional economic development strategies Embrace co-enrollment across workforce system partner
Manage Efficiently & Be Accountable	<ul style="list-style-type: none"> Better measure performance and use information to support continuous improvement Share system process and progress measures with stakeholders and public Use integrated technology platforms and tools Make sound infrastructure decisions and manage grants and costs effectively Integrate data across systems and use it to make decisions


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Discussion

- Based on what we just discussed, what things have we been doing well as a board?
- What things should we do differently when operating as board going forward?
- Are you willing to make the commitment to be an engaged board member?
- Are we collectively, as a board, willing to make the changes envisioned in the Law?



Scope of the IL Workforce Development System



IWIB Federal Mandated Responsibilities

1. Planning

- Development, Implementation, and modification of State Plan
- Review of statewide policies and statewide programs
- Designate Regions and Local Areas

2. Align funds & Systems

- Development of allocation formulas for the distribution of funds
- Develop strategies for aligning technology and data systems
- Guide alignment of Policy to support service integration

3. Administrative tasks

- Oversee Policy For Appointment, Certification, and Decertification of Local Boards
- Provide Guidance on MOU and One-stop Certification
- Provide Guidance on Continuous Improvement of the One-stop Delivery System
- Oversee Policy on Eligible Training Providers and Training Programs

4. Program Oversight

- Lead the Development of Performance Measures
- Dissemination Of Best Practices
- Provide guidance on career pathway strategies
- Provide guidance on industry or sector partnerships



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State, Regional, and Local Plans

State Plan:

- Outlines the vision and strategies for the State’s Workforce System
- Designates the Regional Planning Regions (Economic Development Regions)

Regional Plan: Coordinates

- Regional service strategies
- Regional sector initiatives / Ecosystems
- Analysis of regional labor market data
- Administrative costs
- Coordination with regional economic development

Local Plan:

- Aligns to regional plan and implement regional strategies locally
- Focuses on how services will be delivered



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Common Performance Accountability

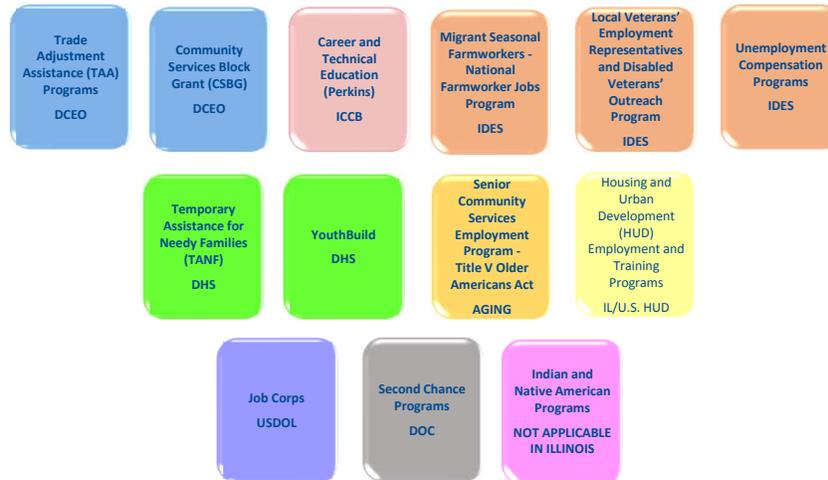
- Core programs and other authorized programs are required to report on the new primary indicators
- WIOA adds new common performance indicators to measure the effectiveness of core programs providing services to employers
- Secretaries of Labor and Education must define these indicators



Foundational “Core” Programs



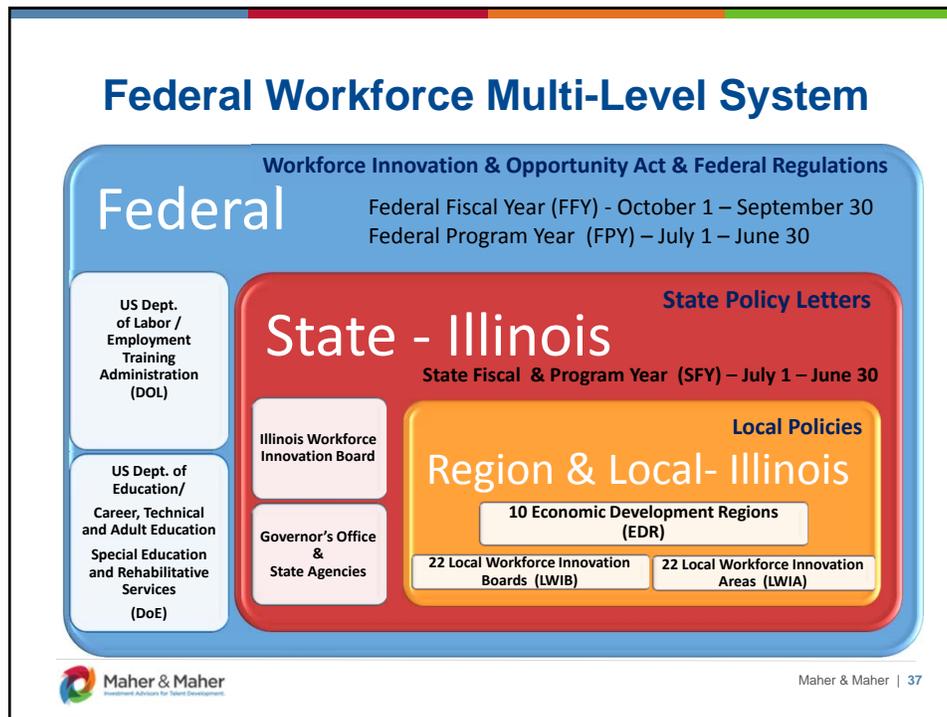
Federal Required Partners & Programs in Local One-Stops



Illinois Local Workforce Innovation Areas

- The Workforce Innovation and Opportunity Act requires the Governor to identify and organize local workforce boards and core program partners into regional planning areas to:
 - engage in joint planning,
 - integrate service delivery,
 - share administrative costs, and
 - enter into regional coordination efforts with economic development agencies operating in the same region.
- The ten regions are based on the analysis of statewide commuting patterns surrounding major and minor metropolitan centers.





Exploring the Customer Experience

- Business Customer
- Individual Customer
- Opportunity Youth Customer

WE ❤️ customers

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Business Customer...

Ron

Owns a small automotive parts firm. Business demand has declined and expanded as the auto industry has nationally. Currently, he needs to upskill his workforce to address advances in technology as well as hire new employees to keep pace with production demand of his customers.

What Next?



Individual Customer...

Evelyn

56 years old, single & unemployed. She has an AS in culinary arts & 30 yrs. experience including bartender, waitress, shift manager, general manager, catering manager, food representative in both hotel & restaurant environments. Evelyn has alcohol issues, as well as hearing loss.

What Next?



Opportunity Youth Customer...

Juan

He always wanted to be a mechanic and does not speak English very well. He moved here from Mexico and he was always an excellent student. Reading and writing in English is a challenge. He learns best through doing and has a desire to own his own business.

What Next?



Activity



- Spend 5 minutes brainstorming:
 - What services you would like to receive if you were that customer?
 - How would you like to be treated as that customer?
- Once you have rotated among all three experiences, please stay at the final location and spend five minutes identifying themes and priorities based on all the input.
 - Someone from the group will be asked to report out.



Report Out

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Investment Advisors for Talent Development

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Visioning Process

Promote business driven talent solutions that integrate education, workforce and economic development resources across systems to provide businesses, individuals and communities with the opportunity to prosper and contribute to growing the state's economy.



A Vision Should Be...



A **vision statement** is sometimes called a picture of your organization in the future; it is your inspiration and the framework for your strategic planning

- **Inspiring.** To all that will be involved in implementing it.
- **Strategically sound.** That is, we actually have a decent shot at making it happen.
- **Documented.** You really need to write your vision down to make it work.
- **Communicated.** Not only do you have to document your vision but if you want it to be effective, you actually have to tell people about it too.

WIOA Vision



The WIOA Vision TEGL states that the “revitalized workforce system” will be characterized by three critical hallmarks of excellence:

1. The needs of business and workers drive workforce solutions;
2. One-Stop Centers (or American Job Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
3. The workforce system supports strong regional economies and plays an active role in community and workforce development.

Reimagining the Vision

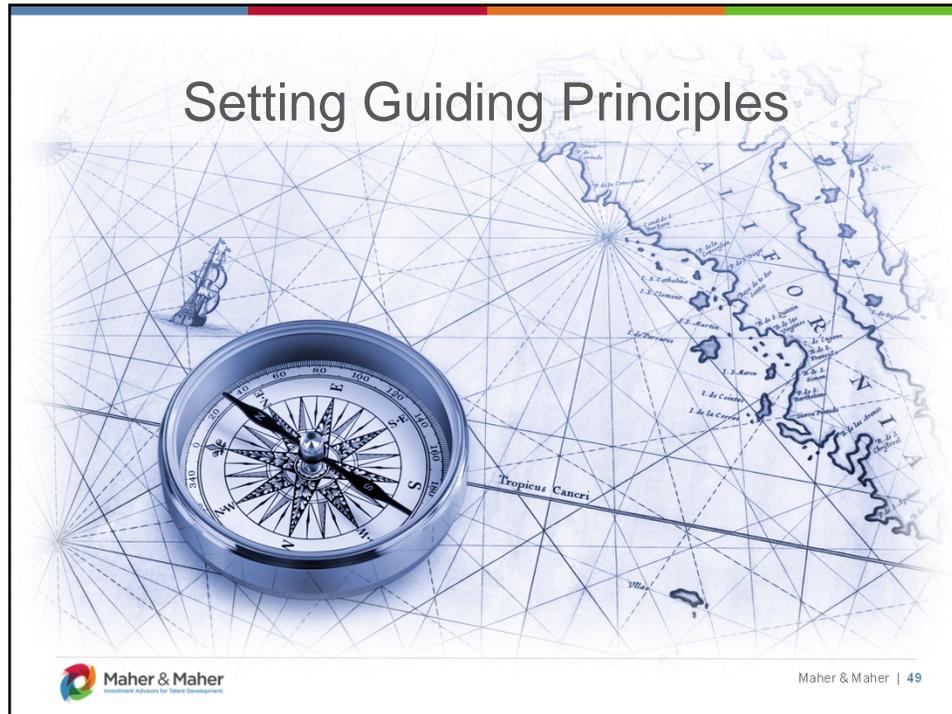
What we have learned so far...

- What do we want to put in place in the next 1- 3 years as a result of our efforts as a Workforce Board?
- What are the most important attributes and benefits of a great workforce development system?



Crafting Our NEW Vision Statement





Why Guiding Principles...



Guiding Principles describe the organization's beliefs and philosophy pertaining to quality assurance and performance improvement. The principles should guide what the organization does, why it does it and how.

Examples:

- Exceed customer expectations.
- Our organization makes decisions based on data, which includes the input and experience of staff, customers, service providers, partner agencies and other stakeholders.

Brainstorm Guiding Principles

- What values are most important to you as you transform the IL Workforce Development System?
- How will you interact with your stakeholders (think about individual and business customers, opportunity youth, employees, vendors, the communities you work in and with and partner agencies)?
- How can you balance your commitment to an integrated One-Stop system with financial common sense?
- What barriers or obstacles are standing in the way of achieving our vision?



Questions & Discussion



Summary



- ✓ Today, we began to think about a future somewhat different than the present...
- ✓ We took an objective look at where we want to go under WIOA...
- ✓ We set the foundation in order to create a strategic action plan and move forward!
- ✓ The Steering Team and the Strategic Plan Team/Goal Teams will use this input in the next phase of the strategic planning process and bring it back to the board for review and consideration.

About Us



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Maher & Maher is a specialized change management and talent-development consulting firm focused on advancing the collaboration between workforce, education and economic development.

Contact Us:



thank you



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