



Strategic Plan 2002-2005

 *Building a Quality Workforce for Today and Tomorrow* 

Fall 2002

Region Four



Calhoun

Clay

Jackson

Mason

Pleasants

Ritchie

Roane

Wirt

Wood

VISION

A quality skilled workforce that advances the economic development of the region by meeting the needs of employers and job seekers.

MISSION

The Workforce Investment Board Mid-Ohio Valley, using all available resources, provides leadership and oversight to ensure that efficient and effective workforce services are accessible to employers, current employees, job seekers, and other citizens in the region.

CORE VALUES

◇ *Customer-driven* ◇ *Collaboration* ◇ *Accountable* ◇ *Results* ◇
◇ *Stewardship* ◇ *Access* ◇ *Quality* ◇ *Innovation* ◇ *Respect* ◇

LETTER FROM THE WIB MID-OHIO VALLEY

To those we serve:

The Workforce Investment Board of the Mid-Ohio Valley's strategic plan, *Building a Quality Workforce for Today and Tomorrow*, represents the results of our commitment to comprehensive planning as the foundation on how we effectively operate and succeed in achieving a strong economy and skilled workforce in our region, not only **today**, but most importantly for **tomorrow**. Since its inception less than three years ago, the nine-county regional Workforce Investment Board has accomplished many milestones from the complexities of start up to the detailed work of building an effective workforce development system throughout the region.

However, as the initial work of getting organized and meeting the mandates of the federal and state governments came into place, we knew it was important to undertake meaningful strategic planning – Planning that would open up communication on what we did well and what we needed to do to be better; inclusive planning that would result in a roadmap for our work.

As part of our planning process, we offer a new, shared vision to strive toward as we go forward. We have confirmed our mission along with delineating common guiding values that we believe are the underpinnings of our purpose and future success. We think it is important to have shared core values and principles for our daily work from decision making to working with the public we serve.

Beyond listening to our Board members and staff, we have heard from many of our customers and stakeholders. All these 'voices' provided a framework on which we have built this plan. We think it is a balanced plan that broadens our work and ultimately our contribution to economic, workforce, and community development in all parts of the region under our watch. As you will see in reading the plan, the customer is and will always be our top priority.

We are excited about the prospects the plan promises and hope each of you will join us in our quest to be the very best in advancing workforce development in our region.

Sincerely,

WIB Mid-Ohio Valley Strategic Planning Team

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The WIB Mid-Ohio Valley represents the counties as shown the map below.



Note: Separate assessment documents containing the results of the board assessment and returned SWOT assessments were provided to planning team members and are available for review by board members.

ACKNOWLEDGEMENTS

This planning document acknowledges very positively, the foresight and genuine desire of the Workforce Investment Board of the Mid-Ohio Valley to undertake comprehensive strategic planning that will lead to a greater vision and more encompassing goals for the region that would truly build a quality workforce for today and tomorrow. It is hoped this plan and the resulting action over the next few years will live up to the Board's expectations.

Appreciation is extended to those members of the Workforce Investment Board and the administrative staff who participated in one or more of the strategic planning sessions. These individuals were very helpful during the various phases of the planning process including taking action along the way on some of the findings.

Special gratitude is extended to Lisa Gossett, Gina Huffman, and Bill Monterosso for helping complete the assessments with our stakeholders and customers. The coordination and oversight of the planning initiative from the WIB Mid-Ohio Valley perspective was handled by Joyce Okes. We thank her for her good work.

The Center for Entrepreneurial Studies and Development, Inc. (CESD) served to guide the planning effort and finalize the outcomes. Dr. Carl Hadsell and Holly Clark, professional associates at CESD, provided facilitation and technical assistance throughout the project.

BACKGROUND

In Spring 2002, the WIB Mid-Ohio Valley Board engaged the Center for Entrepreneurial Studies and Development, Inc. (CESD) to assist it in strategic planning. This initiative was designed to provide planning for the WIB Mid-Ohio Valley Board itself and look at the overall strategic planning for its work. This included the Board's responsibility with WIA and its commitment to workforce development in the region it serves.

To oversee the planning process and its work, a 'core' planning team was created to determine the overall design of the planning process including how best to conduct internal and external assessments. As the planning process went forward, special planning sessions were held. Individuals from the Board and the administrative operations participated in these meetings. These sessions reviewed assessment results and made recommendations during the process. A final planning session developed the new vision, mission, and guiding principles based on information collected throughout the planning process. Further, this group forged the goals and objectives found in the plan. Strategies to reach the objectives are presented.

The draft plan was presented to the full Board for review and final approval.

A strategic plan should be dynamic and ever monitored to keep it viable. As emerging issues or opportunities surface, there should be a process to update the plan. However, once approved, the plan should be the roadmap that is followed to do what has been earmarked as needed.

Special Note

Each regional Workforce Investment Board in West Virginia is required to provide a formal plan to the state level Governor's Workforce Investment Division. This plan is based, in part, on a series of questions that need to be answered by the local WIB. Therefore, the state plan may take on a different format or content than this strategic plan used by the WIB-MOV.

PLANNING PROCESS

Working with the planning team, CESD and WIB-MOV staff developed an extensive assessment process. The following were the main categories of assessments:

- Workforce Investment Board members
- Local Elected Officials
- Workforce Investment Board staff
- Customers and stakeholders of the system including business, industry, organized labor, education, partner organizations

Using in-person interviews, printed mail in surveys and an Internet survey process, CESD worked with staff from the WIB-MOV to conduct the assessments and compiled the results for review by the planning committee. Although the number of interviews and the total surveys returned were lower than desired, there was ample information to drive the planning process. Further, the individual interviews were most helpful in surfacing the issues and framing the focus areas for the planning team.

Board Operations Assessment

As part of the assessment, a special board operations survey was designed and sent to all board members. This survey was targeted to assess how board members currently felt about what was working well with the board and what areas might need improved related to being more effective. The survey focused on the effectiveness of the board operations including its working relationship with administrative staff.

The results of this survey were reviewed and discussed in one of the planning team sessions. The information was then shared with the board. Some initial changes have already been made. A key outcome of this survey pointed to the on-going requirement of board development and continuous improvement of its operation.

The planning team also noted that some changes in how the board operates will come out of the strategic planning process. The following were general thoughts as to next steps with the board development:

1. Review the present membership on standing committees to ensure all members are interested in serving on those committees.
2. The executive committee should take a look at how to process the actual full board meeting agenda and discussions to ensure all is understood and everyone has the opportunity for feedback both as to reactions and to contributing ideas.
3. Consider having more involvement with committee chairs in giving updates at full board meetings.
4. Ask board members specifically how to improve communication with them.
5. Within the strategic planning goals, incorporate paying attention to having a strong and effective board (e.g., training, membership, and committee structure).

As a follow up to this, information was shared at a board meeting and changes are being made based on recommendations by the board. This will include having more information provided on a monthly basis. More learning through presentations and training will also happen in the future.

Planning Assessments

A series of assessments was completed to collect opinions regarding the Workforce Investment Board work. These assessments were targeted to identify strengths and what areas needed attention. The assessments were also a way to find out what others thought about the mission and future goals that the WIB Mid-Ohio Valley should consider. There was an attempt to complete assessments within all parts of the region.

After collecting and reviewing both internal and external assessments, plus all other background material, the core planning team members collectively developed major themes that surfaced from the data. The following are key themes as voiced by members of planning team and CESD. Key themes are those issues/items that surfaced across the assessments or appeared significant to the overall planning effort. These are not presented in any priority order.

- Overall positive comments about the operations staff and work of WIB-MOV.
- WIB-MOV providing leadership in helping people with training, going to school, finding work.
- WIB-MOV should do more in terms of job creation and employee recruitment; the state needs more high-tech jobs, and people trained in this region could fill those jobs; need good jobs rather than menial ones.
- WIB-MOV could do more to communicate and market their services.
- Overall need to improve the image of the Workforce Investment Board and its work.
- WIB-MOV needs to improve its communication plan with customers, employers, industry, and the community.
- The WIB-MOV should be recognized more as 'the resource' in workforce development and related areas.
- One-stops are not where they need to be.
- Paper work intensive.
- Strong need for internal training of board, staff, one-stops, youth, etc.
- Need to link economic development and workforce development more in the region.
- Not covering all areas needed with current providers or not getting providers to all parts of the region.
- Staffing issues in the field.

- Need to 'brand' better through signage, logo.
- WIB-MOV does not have its arms around labor market information and future job trends/potential.
- Need to have some focus on high paying jobs and growing these types of positions and a workforce with the skills to fill them.
- Improve and develop processes that are less cumbersome with fewer forms/less paperwork.
- Work on job development and creation.
- Provide more training opportunities and more money to the programs.
- Improve the One-Stop network - specifically in terms of reaching out to rural communities.
- Increase the opportunity to collaborate and partner with existing organizations in the region and possible others.
- Greater accountability with checks and balances in place.

Planning Work

The planning participants used the themes and previous planning work to review the vision and mission. In addition, there was interest in establishing some guiding principles. Changes were made to the vision so it reflects more about the workforce than the workforce system itself. The mission is close to the previous one in place.

The assessments were used to provide a foundation on which to develop the goals most needing addressed.

VISION, MISSION, AND GUIDING VALUES

WIB-MOV's Vision

A vision is what an organization desires to be. The vision represents the ultimate goal it sets its sights on, even though it may not yet be fully met. The following new vision captures the focus WIB Mid-Ohio Valley has for its future.

VISION

A quality skilled workforce that advances the economic development of the region by meeting the needs of employers and job seekers.

WIB-MOV's Mission

The mission is the day-to-day purpose of the organization and what it does to help reach its vision. The WIB Mid-Ohio Valley mission is rooted in the purpose of the organization and its programs and services.

MISSION

The Workforce Investment Board Mid-Ohio Valley, using all available resources, provides leadership and oversight to ensure that efficient and effective workforce services are accessible to employers, current employees, job seekers, and other citizens in the region.

WIB-MOV's Guiding Principles

The Workforce Investment Board Mid-Ohio Valley and those that carry out the board's work embrace the following guiding principles as an integral part of how they work together and conduct business.

We will...

- ★ hold ourselves answerable to our guiding principles and act with integrity in our words and deeds.
- ★ always show professional, equitable, and respectful treatment to everyone we serve.
- ★ remain flexible, be open to new possibilities, and continually improve.
- ★ have extraordinary customer focus and the highest quality services in all we do.
- ★ be innovate; collaborate and seek partnership opportunities that are mutually beneficial.
- ★ be proactive to make a true difference and not business as usual.
- ★ be good stewards of the funding given and available for our work.
- ★ ensure universal access to all eligible products and services.
- ★ be excellent listeners.
- ★ improve the quality of life through lifelong learning and employment of people we serve.
- ★ focus on doing more than simple 'onesie-twosie'.
- ★ stand accountable for what we decide, how we perform, and the results we show.

Core Values

Based on the guiding principles some core values were generated. These are:

- ◇ Customer-driven ◇ Collaboration ◇ Accountable ◇ Results ◇
 Stewardship ◇ Access ◇ Quality ◇ Innovation ◇ Respect

WIB MID-OHIO VALLEY OVERARCHING GOALS

WIB-MOV's strategic planning process discovered many areas on which to focus initiatives to change current practices and create new opportunities to fulfill its mission and reach its vision. As recommendations to consider, the specific results range from small detailed process improvements to broader, more global thinking related to what the overall work of WIB Mid-Ohio Valley should be in the future.

In the end, the results led to nine 'overarching' or major goals on which to focus efforts going forward. These are presented, without priority, in the box below. Although some goals will require greater attention and more strategies, each is important and needs to be an integral part of the overall WIB Mid-Ohio Valley's work.

Overarching Goals 2002-2005

- Permeate a customer-driven culture throughout all aspects of the workforce delivery system.
- Be a strong and high performing Workforce Investment Board organization and operation.
- Deploy effective marketing strategies that enhance the positive image and value of the Workforce Development Board and its work.
- Develop an effective and efficient coordinated workforce development delivery system that maximize resources through partnering and collaboration.
- Build a fully integrated, region wide workforce development system that continually expands capacity, ensures universal access, and provides comparable, equitable services regardless of point of service.
- Be the recognized expert source for current and accurate regional labor market information and analysis.
- Be leaders in innovative, proactive programs and services that build and enhance a quality skilled workforce across the entire region and that are responsive to labor market data and employer needs.
- Be a catalyst for focusing on the retention of current jobs, new job opportunities, and the replacement of existing jobs as needed.
- Develop appropriate performance metrics and ensure accountability throughout the region's workforce investment system.

OBJECTIVES AND STRATEGIES WITHIN GOALS

Within each major goal, specific objectives are defined. For every objective, one or more strategies are developed that will lead to reaching the objective and ultimately addressing the targeted goal. The majority of strategies are rooted in assessment data. Some strategies will address more than one goal, and in some cases the placement of a strategy could be under more than one goal.

CUSTOMER FOCUS

Goal 1: Permeate a customer-driven culture throughout all aspects of the workforce delivery system.

Rationale/Background

From treating every customer with respect and in a professional way to making sure all services offered meet the customer needs, the WIB-MOV desires a strong focus on the customer. There is greater need to identify WIB-MOV's customers and ensure the appropriate customer services principles and practices are in place for all of them. Customers include employers, employees (current and potential), labor, service providers, youth, communities, etc. Customer services feedback can be a logical place to gather and respond to changing and emerging customer needs.

Objectives

- a) All staff working within the workforce development system are highly trained in effective customer services principles and practices.
- b) All customer services processes and customer interface points operate at the highest quality level and are effective and efficient.
- c) A professional look and feel in both atmosphere and personalities exists throughout the system.
- d) Policy and processes clearly and accurately reflect a 'business voice'.
- e) High customer satisfaction ratings across all customer segments (employers, job seekers, current employees, service providers, etc.).

Strategies

1. Design and deliver standard, effective customer service training programs to all workforce system employees or volunteers. (a, c, e)
2. Identify and improve key customer services processes and customer interface points. (b, d)

3. Identify and deploy best practices in customer service principles and practices found in business and industry. (a, b, c, d, e)
4. Continue to define customer requirements in all areas of the system and incorporate into process improvements. (a, b, e)
5. Design and administer comprehensive customer satisfaction and experience feedback processes throughout the system that track service performance and capture areas for improvement. (a, b, c, e)
6. Create a customers advisory panel to provide on-going feedback on processes and levels of customer satisfaction, and to serve as a forum for 'testing' new programs or service ideas. (b, d, e)
7. Design and implement an effective Internet site that is useful, fast, customer friendly, and easily navigated. (b, c)

BOARD DEVELOPMENT

Goal 2: Be a strong and high performing Workforce Investment Board organization and operation.

Rationale/Background

An effective workforce development system can be best built and sustained by having an effective board overseeing the design and implementation. Assessment results, especially those completed by board members, pointed to the need to strengthen aspects of the Board itself. There was also focus on strengthening the infrastructure and operation of the system from the Board's perspective. The total workforce development system will be enriched and leveraged most effectively by an engaged and high performing board.

Objectives

- a) The structure and operations of the Workforce Investment Board are aligned with and support the strategic plan goals and annual action plan.
- b) A well-developed board that has the interest, knowledge, and commitment to meet WIB-MOV's vision and mission.
- c) All board members are actively engaged in board work.
- d) A diverse business, industry, partner and labor balanced board membership that fully reflects the region's economy, workforce and locations.

Strategies

1. Keep all board members well-informed through current and accurate status updates and formal report processes. (b, c)
2. Develop ways to present the abundance of information that helps board members make sense of it and use it in their decision making. (b, d)
3. Implement a committee structure that enhances board operations and fosters interest in specific work with the board. (a, c, d)
4. Have board members involved in activities based on expertise, interest and experience. (b, c)
5. Enhance the workforce and economic development knowledge and experience of board members. (b, c)
6. Develop an effective board member recruitment process that includes a meaningful orientation process. (a, b, c, d)
7. Develop the best process for the Board and all local elected officials to work together to advance the workforce investment system in the region. (a, c, d)

8. Structure and staff the WIB-MOV organization based on reaching the goals in the strategic plan. (a)
9. Ensure the operations (including individual work plans and budget allocations of WIB-MOV) support the strategic plan, and incorporate addressing the annual action plan. (a)
10. Ensure all WIB-MOV staff are skilled in the appropriate areas needed (e.g., youth, rapid response, assessments) for high performance throughout the system.

MARKETING/IMAGE

Goal 3: Deploy effective marketing strategies that enhance the positive image and value of the Workforce Development Board and its work.

Rationale/Background

The WIB-MOV is relatively new and is just now fully developing its planning and operations. There is need, based on assessment information and the practical experience of the board and staff, to do a better job of positioning the WIB-MOV in the region. This can be done both to increase its presence in serving the workforce development needs as well as 'branding' itself as a primary and expert resource for workforce issues and information in the region. It is important that the communities the WIB-MOV serves are aware of what it does and how it advances the workforce.

Work in this area should focus on 'internal marketing' as well. That is, ensuring all staff within the system readily advance a positive image in words and deeds regarding WIB-MOV and its work.

Objectives

- a) The Workforce Investment Board and its work is known and highly valued.
- b) The WIB-MOV is recognized ('branded') as the premier organization for workforce development in the region.
- c) Employees, customers, and stakeholders of the workforce development system know their respective roles and responsibilities.

Strategies

- 1. Provide the region with a comprehensive vision of a workforce investment system, including focuses on economy, education, training, labor, workforce development, and related goals. (a, b)
- 2. Work on developing the WIB-MOV image (brand) based on the outcomes of the strategic plan and other experiences. (b)
- 3. Clearly delineate the roles and responsibilities of the individuals working within the WIB-MOV workforce development system as to their education and continual upgrading of overall skills. (b, c)
- 4. Develop a marketing and public relations plan that enhances awareness of workforce development issues for businesses, customers, providers and the community. (a, b)
- 5. Develop ways to project WIB-MOV's positive results and accomplishments to the region's citizens. (a)

LEVERAGE RESOURCES

Goal 4: Develop an effective and efficient coordinated workforce development delivery system that maximizes resources through partnering and collaboration.

Rationale/Background

With a strong focus on developing a customer driven workforce system that meets the needs of employers and job seekers, the WIB-MOV must maximize resources and be as effective as possible in partnering with others to leverage funding and services. The WIB-MOV must go beyond traditional WIA funding sources to make gains in workforce development for the region. The guiding principle to be innovative means finding new resources or extending the use of present resources in an efficient and effective way. There are a myriad of organizations, including employers themselves, involved in some facet of workforce development. WIB-MOV must identify all potential opportunities to work with others to advance the total workforce development system. WIB-MOV must foster and encourage employer investment in the system.

Objectives

- a) On-going collaborative activities are coordinated through regular communication with partner organizations and other workforce development groups.
- b) Reduction in duplication of services or activities in the total workforce development system in the region.
- c) New collaborative and partnering initiatives that are innovative, capacity building, and that maximize resources are implemented.
- d) New initiatives with other organizations that provide programs and services that assist with workforce development are developed and in place.
- e) Technology is successfully deployed for effective communication and improved processes.

Strategies

1. Eliminate redundant or obsolete workforce development programs and activities. (b, c)
2. Look for opportunities to consolidate or merge programs or workforce activities that reduce costs and improve effectiveness. (a, b, c)
3. Explore different grant and other funding opportunities that will enhance the workforce system or advance the skilled workforce in the region. (c)

4. Establish a workforce development system where partners regularly communicate and activities are well coordinated. (a, c)
5. Identify areas of common delivery and move to reduce duplication of services. (a, b, c)
6. Work with existing organization such as adult basic education and literacy programs in support of related on-going workforce development initiatives. (a, b, c, d)
7. Continue to work with both public and higher education to advance effective workforce development throughout the region. (a, b, c, d)
8. Be an active participant in regional and state organizations and work groups where representation will be beneficial to WIB-MOV. (a, c, d)
9. Work collaboratively with organized labor in the region to ensure the workforce development system encompasses existing labor training programs and related initiatives. (a, b, c, d)
10. Continue to develop through active operations and growth of youth advising committees and youth leadership committees, effective youth programs throughout the regions that lead to rewarding experiences and real job potential for youth. (a, c, d)
11. Continually seek ways to use technology to leverage resources, improve efficiency, and enhance customer services. (a, b, e)

BUILDING THE SYSTEM

Goal 5: Build a fully integrated, region wide workforce development system that continually expands capacity, ensures universal access, and provides comparable, equitable services regardless of point of service.

Rationale/Background

The WIB-MOV is the region organization entrusted to design and implement the workforce investment system for the region it serves. The system must be designed and operated to meet the requirements of a variety of customers from youth to senior citizens. From those needing basic reading skills to the recent dislocated worker, the system must be responsive and accessible for those in the region who rely on WIB-MOV's programs and services. From developing one-stop centers to ensuring literacy issues are addressed, the total system encompasses a variety of processes. From assessment results and experience there are a myriad of opportunities to work on expanding and improving the system. The state places certain expectations on the region as do the customers. The system requirements span not only addressing the needs of job seekers, but working with those threatened with layoffs, employers looking to replace workers, etc.

Objectives

- a) A well-built regional delivery system infrastructure that balances wise use of resources with appropriate access to customers is in place.
- b) All designated delivery sites, comprehensive affiliates, or access points are up and running with appropriate space, equipment, materials, and trained staff and are known to the customers.
- c) Consistency and uniform delivery of products and services exists in all sites supported in the region.
- d) Through technology and other strategies, sites are built that are modern, customer friendly, and are accessible by every potential customer.
- e) The system operates and performs in alignment with and supports the goals of the West Virginia state-wide efforts.
- f) A workforce system that addresses and serves the needs of youth to adults.
- g) Equitable distribution of youth programs and services throughout WIB-MOV's region.

Strategies

1. Develop a high performing one-stop system that meets the needs of employers and job seekers, involving all mandatory one-stop partners and additional interested parties throughout the region. (a, b, c, d, e)

2. Improve the system so as to match the right skilled people to the right job. (b, c)
3. Increase the number of employers who access and use the one-stop system within the region. (b, d, e)
4. Partner with economic development offices throughout the region to work towards bringing employers in with larger numbers of jobs with good wages. (b, c, e)
5. Ensure customers can easily access information and services from the system at strategic points throughout the region. (a, c, d, f, g)
6. Develop standards and uniform practices for all WIB-MOV related customer services locations. (b, c, f, g)
7. Benchmark other regions and other states to learn of effective models and processes related to fully integrated systems. (a, b, d)
8. Implement the MACC and related systems throughout the region. (a, b, c, d, e)
9. Ensure customer satisfaction surveys are conducted and results are used in all areas where customers receive products or services. (b, c, d, e, f)
10. Ensure an effective youth program is operated for both in-school and out-of-school youth. (a, e, f, g)
11. Develop and implement for all employees and partners targeted training and ways to increase knowledge/skills related to the roles and responsibilities in key areas of the system (youth programming, one-stops, rapid response, service providers, etc.). (b, c, e, f)

LABOR MARKET INFORMATION

Goal 6: Be the recognized expert source for current and accurate regional labor market information and analysis.

Rationale/Background

Having an accurate and up-to-date picture of the region's workforce needs for today as well as tomorrow is a critical role for the WIB-MOV. Being a valued participant in the region's economic development requires being seen as an expert resource related to labor market information. This includes going beyond just data reporting to perform meaningful analysis that assists others in identifying training needs and understanding how to prepare for future job demand trends, both increasing ones and those forecasted to decrease.

Objectives

- a) The most current and accurate regional labor market information is easily accessible by all customers and stakeholders.
- b) Be the first source accessed for labor market data and job trends for the region.
- c) Demand occupations are determined for the region and used in WIB-MOV decision making for programs and services.

Strategies

- 1. Develop working relationships with economists, state officials, and other experts to obtain, understand, and respond to trends and changes in the economy and labor market. (a, b)
- 2. Share labor market information with stakeholders such as economic development, service providers, etc. (a, b, c)
- 3. Develop effective ways to present labor market information so that it is understandable and easy to find and use. (a, b, c)
- 4. Contract services to obtain accurate and timely labor market information. (a, b)
- 5. Work with the Labor Market Information Work Group formed by the Governor's Workforce Investment Division to ensure the region's labor market information requirements are incorporated in their work. (a, b, c)

INNOVATIVE PROGRAMS

Goal 7: Be leaders in innovate, proactive programs and services that build and enhance a quality skilled workforce across the entire region and that are responsive to labor market data and employer needs.

Rationale/Background

A cornerstone of the WIB-MOV's work is in ensuring the development and delivery of highly effective and beneficial educational programs. Be it with providers engaged by the WIB-MOV or other service providers, the WIB-MOV must seek the best programs that offer outcomes and advance a quality skilled workforce.

Through WIA funding, as well as other sources of revenues and in-kind support, the WIB-MOV must develop or facilitate the implementation of training and education programs and services that address the labor market needs of the region.

Objectives

- a) Quality training and education programs serve all parts of the region.
- b) All programs and services are inventoried and compared to labor market information in the region to ensure offerings are on target.
- c) The programs and services of service providers are at acceptable quality levels.
- d) Increased funding from all sources for innovative and needed programs.
- e) Existing training programs are expanded or new ones implemented to meet increased hiring demands and anticipated new job growth.
- f) WIB-MOV recognized as a best practices organization for youth programs and services.

Strategies

1. Seek grants that will provide resources and work plans for innovative programs, especially ones not covered in WIA funding. (a, b, c)
2. Look for programs that target underserved or special populations. (a, d)
3. Identify innovative ways to do programs and workforce development activities in rural areas. (a, d, e)
4. Develop a process that identifies on a regular basis, new programs and services needed across the region and for all potential customers. (a, b, c, d)
5. Complete appropriate training and educational assessments that provide insights into the quality and effectiveness of the programs. (a, b)

6. Enhance youth programs and services through targeted innovative initiatives that offer additional youth experiences, and tap new funding sources. (d, e, f)

JOBS FOCUS

Goal 8: Be a catalyst for focusing on the retention of current jobs, new job opportunities, and the replacement of existing jobs as needed.

Rationale/Background

As a leader in building a regional wide workforce development system and in implementing a major delivery system to support it, the WIB-MOV must be directly involved in all aspects of the workforce, not just new jobs or training certain populations. There are ample opportunities for the WIB-MOV to be a strong player in the vitality of the current workforce as well as the future one. **Bring existing business, industry, and labor together to develop specific strategies in this area.**

Objectives

- a) Increased job growth in the region with a focus on high-paying skilled jobs.
- b) Effective programs are in place for dislocated workers, incumbent workers, and other segments of the workforce.
- c) Programs and services are matched to types of jobs preferred for recruitment in the region.
- d) WIB-MOV is a valued partner in business and industry retention programs.

Strategies

1. Identify target industries and occupations within the region to assist in the development of the workforce. (a, b, c, d)
2. Identify and support critical occupations and industries in the region related to workforce needs. (a, b, c)
3. Provide educational programs and communications that provide adults and youth with information about the present and future availability of regional career opportunities with long-term potential for growth and good pay and benefits. (a, c, d)
4. Work with experts in fields that assist in linking customers to appropriate contacts, OJTs, occupations explanations, etc. (c, d)
5. Implement communication and training strategies that enhance the individual's ability to manage their own career. (a, b)
6. Strengthen regional work-related supports to promote employment retention and advancements. (d)
7. **Coordinate and conduct regular planning sessions and related conferences with existing business, industry, and labor to develop specific strategies on how best to reach this goal. (a, b, c, d)**

8. Look into linking WIB-MOV youth activities with programs that focus on shaping the skills of future job (demand occupations) in the region. (c, d)

PERFORMANCE ACCOUNTABILITY

Goal 9: Develop appropriate performance metrics and ensure accountability throughout the region's workforce investment system.

Rationale/Background

At the federal and state level, performance outcome measurement is an integral part of the WIA and associated workforce development system. Being held responsible for the use of funds entrusted to the WIB-MOV is a natural expectation of those we serve. Often limited resources means making tough decisions; the WIB-MOV should be held accountable for its actions.

Objectives

- a) A recognized and valued delivery system of accountability, reporting outcomes, and continuous quality improvement that exceeds stakeholder and customer expectations is in place.
- b) Be in full compliance of all Federal and State requirements related to WIA and other programs with WIB-MOV's scope of work.
- c) Personal accountability for all involved in WIB-MOV activities is increased.
- d) Clear performance goals for system and staff are established and monitored.

Strategies

1. Develop an index measurement of workforce readiness in all parts of the region. (a, b)
2. Establish a meaningful and effective performance measurement system including effective tracking and reporting processes. (a, b, c, d)
3. Perform monthly, or at least quarterly, reviews of providers, technical assistance, etc. (a, b, c, d)
4. Continue to use Malcolm Baldrige as the quality framework to measure performance. (a)
5. Ensure the WIB-MOV's guiding principles and core values are known and practiced in all areas of the organization and the delivery of products and services. (a, c)

NEXT STEPS

The following are considered possible important next steps for WIB Mid-Ohio Valley's planning process.

Communication Plan

Once this strategic plan is finalized, the WIB Mid-Ohio Valley leadership should develop a communication process to fully integrate the new vision, mission, and guiding principles into its work and communication vehicles (e.g., web site, newsletter, annual reports). Further, the overarching goals need to be presented to a wider audience.

As part of the overall strategies, information from the strategic plan should be incorporated into external communication and work as appropriate.

Action Plan

WIB Mid-Ohio Valley's leadership will fashion an action table from the strategic plan that delegates the specific action to be taken related to each strategy, who is responsible, and when it should be completed. The detailed action plan can then become the document monitored and updated as work is completed, as the status of an action changes, or as new actions become necessary based on emerging requirements or opportunities.

While the strategic plan is a multi-year plan, the action plan can be developed and deployed on an annual basis. That is, what are the priority actions related to the plan's strategies that should be accomplished in the next year.

Action plans should align to the budget process or allocation of funds. Further, staff working in the system should be required to align work plans and individual goals to the WIB-MOV's strategic plan.

APPENDIX A

WIB-MOV ASSESSMENT SUMMARY

Following are the bullet points pulled together as part of the internal and external assessment process. Full results are in supplemental material available under separate cover.

- Indicates a recurring theme – response is found several times, as an answer to several questions

Current Strengths

- Staff members/administration
 - are dedicated
 - are helpful
 - are professional
 - are accessible
 - are enthusiastic
 - are well organized
 - show concern
 - are positive
 - are willing to adapt
 - are quick to return phone calls/emails, etc.
 - are receptive to service provider input/ suggestions
 - Board members are active, show insight, and are enthusiastic
 - WIB-MOV is helping to send people to school who would not typically be able to afford school

Development Needs

- WIB-MOV is too concerned with the numbers enrolled in the *Hit the Ground Running* class; not everyone should be forced to take that class.
- WIB-MOV should do more in terms of job creation and employee recruitment; the state needs more high-tech jobs and people trained in this region could fill those jobs; need good jobs rather than menial ones.
- WIB-MOV could do more to market their services.

Customer Requirements

- WIB-MOV needs to improve its communication plan.
 - maintain constant communication with employers, industry, and the community
 - perhaps send out a newsletter
 - do more marketing/advertising
 - have caseworkers travel to schools
 - have employment counselors/on-the-job training managers follow up with their clients

Future Trends

- Improve communication of WIB-MOV's services.
- Provide flexible training.
- Develop processes that are less cumbersome with fewer forms/less paperwork.
- Please continue to train people even though there may not be jobs to support those trained right away so that people are ready to enter the workforce when the time comes.

High Priority Goals/Opportunities

- Develop a marketing/communication plan.
 - talk to mayors, commissioners, and other stakeholders
- Work on job development and creation.
 - Provide more training opportunities and more money to the programs.
 - Improve the one-stop network - specifically in terms of reaching out to rural communities.
 - Partner with agencies that are already attempting to service rural areas.

Other Comments

- Improve communication with other agencies.
- Be flexible.
- Applause goes out to the WIB-MOV staff and all those involved that are helping to make workforce investment programs workable and user friendly; those involved with WIB-MOV are helpful, responsive, and cooperative.
- Need to have checks and balances in place, otherwise, not everyone will receive an equal opportunity from all of the services provided.