

MWCA Strategic Plan

Summary Document

Reviewed 2012

Businesses and job seekers expect faster, better, more cost effective customized public services. It will be important to diversify modes of service delivery to reach diverse customer needs.

- Support electronic/online systems.
- Develop an ever-increasing suite of online, self-service tools.
- Develop a virtual one-stop available on any web access.
- Maintain strategically located physical space for those who need face-to-face assistance.
- Ensure high value-add and cost effective in-person services.
- Explore the use of technology for personal assistance (e.g. using webcams, internet-based connections).
- Develop new mechanisms to communicate with the techno-savvy public and transmit information at a low cost (podcasts, wikis, etc).
- Increase alignment in vocational advising with information available/provided to WIBs.
- Provide leadership on local service delivery model.
- Direct resources to local areas to design and deliver ongoing customer centered job seeker and career planning services.
 - Align resources accordingly.
 - Align program measures accordingly.
- Revise policy to focus on the quality, variety and number of service access points.
- Devolve increasing authority and decision-making to the local level so they can customize designs to meet local demands.
- Devolve increasing resources to local level so programs can be designed to meet local demands.
- Develop strategic alliances to effectively align resources toward common goals.
- Create explicit business propositions outlining resource expectations from partners- shared risk and shared reward.
- Create mechanisms for staff across all partners and at all levels of the system to develop the skills they need to function at a high level in their envisioned roles, and certify a mastery of those skills.
- Ensure MnSCU placement services are integrated/connected to WorkForce system.
- Dedicate discretionary dollars to support locally-led training efforts incorporating locally determined outcomes, career development and networking for staff.

Industry and business community needs will determine the relevant geography and strategic alliances that are required.

- Establish strategic alliances with other workforce areas, and partner with other systems to meet industry needs.
- Develop common service policies, practices and delivery points in region to meet industry needs.
- Establish communication with relevant agencies.
- Develop policy and distribute discretionary funds to local WIBs in ways that recognize unique regional needs and permit flexibility in responding to those needs.
- Recognize regional borders are fluid based on sectors, industries, labor markets and other relevant factors.
- Where federal or state government entities expect regional strategies, resources should be provided to local WIBs to conduct regional activities
- Prioritize and focus strategies and resources toward high opportunity occupations and high-growth industries as identified by local WIBs.
- Maximize all available workforce development resources and capture more of the public and private funds available, so as to serve and meet the needs of employers and jobseekers.

The creation of new companies, business retention and expansion, and the growth of jobs will continue to be essential ingredients of Minnesota's success.

- Promote entrepreneurship as a career option through training and information regarding access to capital; system recognizes this as a positive performance outcome.
- Assist in the development of skill alliances to meet the common needs of employers, and create career ladders that span multiple companies.
- Support job growth through incentives like wage subsidies or other programs that encourage local business to hire additional employees.
- Ensure potential entrepreneurs can be connected with helpful training, business plan development, support and capital.
- Develop collaborations and relationships with businesses that have a need for public services.
- Coordinate and oversee resources and staff to reach out to businesses in local communities/regions.
- Create stronger integration between workforce development and economic development at the state and local levels.
- Ensure businesses receiving state economic development assistance are aware of/listing jobs with the public workforce system.

Minnesota faces long-term shortages that will make it imperative to ensure that the talent pool that employers draw from includes every job seeker. That includes refugees and immigrants; individuals with disabilities; youth; veterans; older workers seeking phased retirement or retirement jobs; individuals from different cultures; public assistance recipients; displaced homemakers; ex-offenders; homeless; migrant workers seeking a stable location; those experiencing underemployment and those who experience racial employment disparities.

- Help all job seeker customers to meet a level of basic literacy and essential skills that enable them to qualify for work that pays self-sufficient wages and allows them to engage in future skill building opportunities; tools will be needed to help workers to increase those essential skills.
- Assist companies in hiring, accommodating, and maximizing the value of a diverse workforce, and educate business about the changing and emerging labor pool.
- Assist companies in identifying the skills they need through job profiling or job/task analysis; staff will act as translators to communicate these skill needs to all education systems.
- Staff will be facilitators that help employers and job seekers negotiate the full array of tools on the market, using every tool possible, including temporary agencies and other job banks, to link employers and job seekers.
- Ensure supportive services and resources are aligned to support jobseekers and low-wage workers.
- Define the basic literacy level skills every Minnesotan should have and identify tools for remediation.
- Support sector-based strategies that can create career pathways for everyone, including those who are at the margins of the workforce.
- Engage partners who are continually forming strategic alliances with other service providers (public, private, non-profit) to leverage resources and align efforts.
- Ensure resource, policy alignment, and coordination among state agencies including the Department of Human Services, Department of Education, U of M, MnSCU, and DEED.
- Successful workers will be those who are more career mobile, and focus on the continual development of their skills.
- Staff will become skill portfolio developers, assisting customers in acquiring and documenting transferrable, portable skills.
- Encourage employers to invest in skill advancement of new and incumbent workers.
- Identify and promote transferrable, portable skills and certifications.
- Education must respond to the need for portable skills and credentials.
- Ensure resources are available to train new, incumbent and dislocated workers.
- Ensure that supports are in place so that people can obtain new skills- resources like family care, work-life balance, transportation, e-learning, etc.

In a knowledge economy, the skills and knowledge needed to succeed in good jobs will continue to both increase and change. Ongoing learning will become increasingly central to success. Knowledge workers are/will be in high demand.

- Staff will be knowledge brokers, providing access to relevant, high quality labor market and career planning information.
- Staff will be lifelong learning champions who see client contact as an opportunity to empower people and encourage skill development, including digital literacy skills.
- Customers will be able to obtain skill and knowledge assessments that are relevant to the current and future economy
- Staff will be service brokers to identify the right mix of available resources that support jobseekers.
- Work with employers and educational institutions to excel at projecting future knowledge and skill requirements for diverse occupations and industries.
- Provide access to high quality information including planning information from higher education.
- Align education system with skill and knowledge requirements- and realign regularly to meet changing needs.
- Increase public belief that lifelong learning matters; a campaign to engage the public in thinking through this question will likely be important.

The workforce system will need new and unified metrics and accountability that align with the strategic intent contained in the agreed upon vision.

- Operate from a perspective of fiscal transparency and shared accountability for systemic results, for employers and jobseekers.
- Work to continuously improve the outcomes of customers.
- Provide funding for working learners to access lifelong learning opportunities.
- Align current individual partner metrics into an integrated system of metrics and accountability.
- Change current procedures to maximize direct allocations to local boards and minimize RFP processes.
- Provide data and financial assistance, but delegate responsibility and decision making to the local level, holding WIBs and providers accountable for resource allocation and for fostering relationships to address local and regional needs.