

**TRANSMITTAL #4**

**MEMORANDUM**

**May 11, 2005**

**TO:** Workforce Development Council

**FROM:** Roger B. Madsen, Director

**SUBJECT:** Goals and Priorities

**ACTION REQUESTED:** Affirm or Revise the Goals and Priorities for the WIA Plan

**BACKGROUND:**

The Workforce Council provides policy direction to the workforce system by establishing goals and objectives and setting priorities. The Workforce Development Council last affirmed its goals and objectives in 1999. In 2004, the Council also adopted the goals and objectives for the Policy Academy. In developing the State WIA Plan, staff utilized these goals and objectives and the priorities set out by the U.S. Department of Labor to articulate priorities for the state's workforce investment system. The national strategic direction set out by the U.S. Department of Labor includes:

- Implementation of a demand driven workforce system;
- System reform to eliminate duplicative administrative costs and to enable increased training investments;
- Enhanced integration of service delivery through One-Stop delivery nationwide;
- A refocusing of the WIA youth investments on youth most in need;
- Improved development and delivery of workforce information;
- Faith-based and community based organizations playing an enhanced role in workforce development;
- Enhanced use of waivers and work-flex provisions in WIA to provide greater flexibility to states and local areas in structuring their workforce investment systems; and
- Implementation of common performance measures across programs.

To a large extent, the goals adopted by the Council are aligned with the national strategic direction articulated by USDOL. Staff wishes to ensure that the Council continues to support these goals and agrees with the priorities set out in the plan. Copies of the Workforce Development Council Goals and objectives, the Goals and Objectives for the Policy Academy and the priorities are attached.

**STAFF RECOMMENDATION:**

Affirm or modify the goals and priorities for inclusion in the final WIA plan to be submitted to the U.S. Department of Labor on May 31<sup>st</sup>.

Staff Recommendation

Contact:	Primary	Cheryl Brush (208) 332-3570, ext. 3312
	Secondary	Jay Engstrom (208) 332-3570, ext. 2121

Attachments

**DIRK KEMPTHORNE**  
GOVERNOR



**Karen McGee**  
Chair

**Steve Ahrens**  
Vice Chair

**WORKFORCE DEVELOPMENT COUNCIL**  
317 W. Main Street  
Boise, ID 83735-0790

**Vision**

Idaho will deliver a highly trained, diverse work force through partnerships among business, labor, education, and government. This integrated workforce development system will meet the productivity needs of a market-driven economy -- improving profitability, increasing global competitiveness, and enhancing Idaho's quality of life.

**MISSION**

The Governor's *Workforce Development Council*, understanding the unique needs of business, education, and labor, will develop policy and provide oversight for an integrated Idaho workforce development system, promoted and implemented within established constraints.

**GOALS**

**GOAL I**      **Assess the needs of business and industry to enhance economic development, based on market sensitivity.**

1. Develop and conduct a statewide assessment of training and employment needs of business and industry.
2. Develop a system for ongoing assessment and evaluation.

**GOAL II**      **Establish a comprehensive workforce development delivery system.**

1. Establish partnerships with business, agencies, and education in the development of a workforce system.
2. Promote a system with a comprehensive menu of quality information services.
  - Develop policy recommendations for a One-Stop Career system.
  - Oversee implementation of the One-Stop Career system.
3. Develop, recommend and support a substate governance structure.
  - Integrate planning, oversight and delivery systems at the state and local levels.
  - Approve initiatives, program plans and grant applications to ensure coordination and minimize duplication.

4. Develop and recommend performance and evaluation methods.
  - Support a system that regularly measures progress toward goals and determines customer satisfaction.
5. Support a coordinated marketing campaign for all users.
  - Develop and implement a statewide marketing/public awareness program.

**GOAL III Support a comprehensive educational system for all students K-16+ that includes rigorous school-based learning and relevant work-based learning.**

1. Promote access for all students to accurate and current information about careers, occupations, and available education and training programs.
  - Promote career information systems for common use throughout the state.
2. Expand opportunities and increase student participation in work-based learning.
  - Promote the development of a wide variety of work-based learning opportunities.
  - Encourage the educational system to recognize and support work-based learning.
  - Broaden the numbers of businesses providing work-based learning opportunities.

**GOAL IV Provide opportunities for and encourage life-long skill development for Idaho's current and transitional workers.**

1. Ensure access to employment and training services for diverse population groups.
  - Identify and eliminate barriers in the workforce development system.
  - Coordinate with representatives of minority populations to identify their needs.
  - Promote English language training to better prepare limited English speaking Idahoans for the workplace.
2. Facilitate transitions to or within the workforce.
  - Encourage businesses to partner with local instructional providers to offer training for current employees.
  - Support welfare reform efforts.
  - Encourage Idahoans in their efforts to attain economic independence and self-sufficiency.
3. Promote and recognize the interdependence of and need for balance between work and family life.
  - Support community services and employment practices that enable applicants to enter the workforce and continue providing quality family life.
4. Promote use of the Workforce Development Training Fund to deliver customized training for new employees, and upgrade training for current workers who are at risk of being permanently laid off.

**GOAL V To advance issues related to Idaho's Workforce Development system by providing recommendations and progress reports to the Governor, State Board of Education and policy makers.**

Reaffirmed July 26, 1999

## **The 21<sup>st</sup> Century Workforce Policy Academy**

### **Vision**

The 21<sup>st</sup> Century will be a century of opportunity for individual growth and achievement for those who are prepared. Idaho will have a highly skilled and entrepreneurial workforce that retains and attracts globally competitive businesses. The 21<sup>st</sup> Century workforce system will be demand driven with access to information, training and education services to ensure that all Idahoans have an opportunity for success.

### **Goal#1**

**Idaho will have an adaptive workforce development system that responds to the needs of workers and business**

1. Improve labor market supply-demand information through partnerships with state and education agencies and worker and business intermediaries
  - a. Combine data from multiple agencies to create an integrated supply demand information system
  - b. Develop an outreach system allowing data analysis and input from business boards, associations and other business interests to improve data quality
  - c. Convert data to useful information for curriculum development and strategic planning for government and business
2. Increase responsiveness of the postsecondary system
  - a. Create an integrated system of professional-technical and community colleges to respond to regional demands
  - b. Ensure seamless transition among all levels of education for transferability of credits
  - c. Create performance reports that measure responsiveness to workforce needs
3. Develop a process to identify and deliver education and workforce services to targeted industries
  - a. Define a set of career clusters and supporting tools useful for career exploration, workforce development, education, and economic development in Idaho
  - b. Develop business-education partnerships to expand the quality and capacity for worker preparation and continuing education
  - c. Develop and pilot innovations in the health care and science and technology sectors
4. Ensure access for business and workers to the full array of workforce and education services and supports
  - a. Enhance the One Stop Career system
  - b. Promote collaborative efforts to expand access to the full array of services
5. Ensure lifelong learning opportunities and create strategies that retain productive mature workers and expand technology skills of Idaho's aging workforce

## **Goal #2**

### **Idaho's workforce development, education, and economic development systems will be connected**

1. Create a policy framework that aligns services across multiple agencies and programs
  - a. Define the workforce development system
  - b. Inventory current workforce development programs
  - c. Identify and fill the gaps in services
  - d. Develop measures to test system effectiveness and responsiveness to the business community
2. Develop innovative approaches to creating awareness of Idaho's investments in workforce development
  - a. Market the workforce development system
  - b. Workforce Investment Boards and Chambers of Commerce to promote the workforce system to the business community
  - c. Engage Workforce Investment Boards to connect business and education
  - d. Expand the awareness and use of the Career Information System (CIS)

## **Goal #3**

### **Idaho will support an entrepreneurial workforce**

1. Provide programs informing primary and secondary students about entrepreneurial careers
2. Extend programs to students in higher education

## Workforce Investment Priorities

- 1. Eliminate Duplicative Administrative Systems and Maximize Opportunities for Training.** Governor Kempthorne plans to move toward creation of a single workforce area when regulations permit. In the interim, the Governor will name two workforce areas within the state designed to function as a single state area. Throughout this document, the reference to a single state area will be maintained. As the six regional areas are consolidated into a new single statewide area structure, the state will reduce overhead costs from 14 percent to less than 3 percent, a reduction of more than \$1.3 million now spent to support the six-region structure. This efficiency maximizes the available money directed to training and services to business and job seekers in the face of the severe federal budget cuts experienced by the state in the last four years. The State has set a goal of spending 50% of WIA Adult and Dislocated Worker local funds for direct training and support of businesses and participants.
- 2. Continue Transformation into a Demand-Driven System.** The new statewide structure will enhance efforts to transform the system into a demand-driven system by further integrating economic development activities into the one stop system. The 24 Commerce and Labor offices across the state will serve as the state's One Stop Centers and will incorporate the full range of economic and community development services in their offerings. The priority for 2005 will be to ensure that all 24 offices have the training and support necessary to become full service business centers. This will build upon efforts started in 2003 to identify opportunities to better serve businesses that culminated in the funding of four incumbent worker/customized training projects in the health care and construction industries. These projects will continue in the first year of the plan and new projects will be identified as funding permits. The State is also embarking on a project identified in the Policy Academy process to organize education, employment and economic development services into career clusters. Business Industry Committees have already been formed in the health care and construction industries and will provide input to these "clusters". These and other critical activities have been chronicled in a monograph that is soon to be published. The monograph documents the extensive training for staff of one stop partner agencies, models that support the view of business as the primary customer and the comprehensive integration of employment, education and economic development services.
- 3. Enhance Integration of the One Stop System.** The One Stop system will be enhanced by expanding the number of *IdahoWorks* One Stop Centers from six to twenty-four, broadening the reach to Idaho's citizens and business customers in our urban and rural areas. As indicated above, the focus in year one will be on building the capacity of these centers to offer economic and community development services. During 2005, the Governor's Workforce Development Council will also negotiate new MOUs with One Stop Partner organizations with the goal of expanding their participation in the One Stop system in PY 06 to more fully integrate the wide range of services available at the centers.
- 4. Refocus Youth Investments.** The statewide delivery structure also affords an opportunity for the Workforce Development Council, working in concert with the Governor's Coordinating Council for Families and Children, to redesign youth programs, taking fuller advantage of opportunities for leveraging funds among organizations serving youth. During PY'2005, the State will, to the extent possible, honor the commitments made by the six local boards. At the same time, the Workforce Development Council will partner with the Governor's Coordinating Council for Families and Children in a strategic planning process designed to identify gaps and prioritize services to those youth who demonstrate the greatest need.
- 5. Implement Reporting for Common Measures and Strengthen Accountability.** The Workforce Development Council will continue efforts initiated under the Policy Academy to develop common measures across programs. While the agencies will meet federally required reporting of new common measures, the Council will also explore the model known as the Integrated Performance Information or IPI which was developed by states as an option for system measures. During PY'05, the State will also integrate systems to track the Trade Adjustment Assistance Program with the WIA data system. Finally, the new statewide structure will strengthen administrative oversight and accountability processes. Administrative deficiencies have resulted in substantial disallowed costs in Idaho's largest Workforce Investment Area. The new strengthened administrative structure will assist Idaho in avoiding future disallowed costs and thus will further enable the redirection of funds from service provider and administration to direct participant training and support.

6. **Improve Workforce Information.** Under the direction of the Council, two primary improvement activities are planned for workforce information. The first is the organization of workforce occupations and skills into career clusters for use in economic development, workforce development and education. The second is improved projections for supply-demand information by working with multiple state and business organizations in critical industries, those that exhibit higher than average wage and job growth potential. Each of these will improve program planning, guide curriculum development and assist individuals and businesses in their labor market decision-making.
7. **Assure a quality pre-K-16 plus system of education and training.** Idaho will focus on building better early learning opportunities, achieving standards in K-12, improving the transition between K-12 and postsecondary education and improving responsiveness and accountability in the postsecondary system. While Idaho enjoys a better than average high school graduation rate, too few students enter and complete postsecondary education. Two “high school reform” initiatives are underway to streamline transition between high school and postsecondary education, and a second project will introduce improvements through the implementation of career clusters. Recommendations by the Governor’s 2020 Task Force and the Policy Academy to create an integrated system of community and technical colleges to increase access and improve responsiveness are being implemented through creation of a community college in the state’s largest population center. The Council will also explore options for expanding business-education partnerships to support greater opportunities for work-based learning and attainment of skills recognized in the workplace.
8. **Promote Flexible Workplaces.** The Workforce Development Council will partner with the Governor’s Coordinating Council for Families and Children to promote flexible workplaces in an effort to support families of young children and those with elder care responsibilities. Workplace sensitivity to the needs of families is key to the retention of experienced workers to meet the skill demands of our growing businesses.
9. **Ensure Lifelong Learning and Work Opportunities.** The U.S. Census Bureau’s latest projections place Idaho’s population growth at 52% through 2030 (the sixth fastest growing state) with the major contributor to that growth being older individuals. Idaho’s aging population base is increasingly important in maintaining an adequate labor force. The Workforce Development Council will explore strategies (a) to help business retain and recruit productive, aging employees and (b) expand the technological skills of Idaho’s aging workforce.
10. **Create an Entrepreneurial Workforce.** The state will build on opportunities to create an entrepreneurial workforce and an environment that supports business growth and expansion. Idaho will support entrepreneurial development, provide programs informing primary and secondary students about entrepreneurial careers, and extend programs to students in higher education. A combination of tax credits and training incentives will be used to incent business formation and expansion. The State’s Workforce Development Training Fund will be enhanced to encourage higher wage jobs and WIA funds will be used, where appropriate for customized and incumbent worker training to support job creation and increased earnings for participants in high wage, high skill jobs.
11. **Expand Awareness.** The Workforce Development Council identified the need to create system awareness and adopted the *IdahoWorks* logo to develop a common brand for the system. The 21<sup>st</sup> Century Workforce Policy Academy also identified a need to promote the importance of building a quality workforce, engage business in building the workforce and to promote opportunities available through the education, employment and economic development system. This will be a focus of marketing efforts to ensure that business and individual customers, including customers of faith based organizations, are aware and can take advantage of the wide range of services to support the labor market.