



# Workforce Services Branch



## 2012-2015 Strategic Business Plan

*March 2012*

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## I. Deputy Director's Message

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The 21<sup>st</sup> Century ushered in a decade of world turmoil, technological innovation, and economic challenges not seen since the Great Depression. Within the context of these forces, the private and public sectors have had to reinvent themselves to protect their virtual and physical security while remaining relevant and healthy in a competitive global economy.

This has been especially challenging in the public sector where innovation comes slowly and proof of relevancy remains the largest threat to continued yet declining revenue streams. Despite this, I am reminded of a quote:

***"In the middle of difficulty lies opportunity."  
Albert Einstein***

You, the members of the Workforce Services Branch (WSB) team, have experienced these challenges first hand. You have lived with aging data systems, public criticism, increased workloads, declining resources, security violations, service integration challenges, and changing policy decisions as we were tasked to take on one more initiative.

You also have had to adjust your expectations in the new economy. You have seen the urgency of the situation in the eyes of the customers we serve and in the friends and family members who have come to you for help. You recognize the value of the services we provide and the challenges we face. You know that now is the time for change.

To paraphrase the penguin fable by John Kotter, Professor Emeritus Harvard Business School, in his recent book, *Our Iceberg is Melting*, the situation is urgent; leaders are needed; our actions and communication must match our vision and we must stay the course to create a new future flexible enough to remain relevant.

With this in mind, I am pleased to present the Workforce Services Branch 2012-2015 Strategic Business Plan. The plan was developed by a cross section of WSB leaders who understood the need to develop a plan to guide the integration of the former Workforce Development and Job Service Branches, and set the course for successful implementation. As with any strategic document, it is not final but lays out our vision and mission; articulates our devotion to continuous improvement; our inclusive philosophy; our highest priorities and ongoing opportunities.

I thank the team members and branch staff for your commitment to excellence in public service and your willingness to help us achieve our vision. Working together with our workforce system partners, control agencies, and elected officials, our vision will become our reality.

Our opportunity lies in our ability to use the turbulence of the present to build on and bring closure to the past. Together we can hit the reset button!

A handwritten signature in black ink, appearing to read "W. Petre".

***Deputy Director  
Workforce Services Branch***

***"This iceberg is not who we are. It is only where we now live."  
John Kotter***

## II. Executive Summary

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The Strategic Business Plan provides a map to our future, laying out our aspirations, and challenging each of us to “push the reset button.” While we have the framework which identifies our objectives or ‘what’ we want to achieve, and the strategies or ‘how’ we plan to achieve our objectives, the plan does not set out the specific tactics or activities that we will take to reach our ultimate vision. These details will be published separately in the tactical plan.

Utilizing the SMART approach, the tactical plan will detail activities that are:

**S**pecific  
**M**easurable  
**A**ttainable  
**R**ealistic  
**T**ime Specific

### **Vision**

California’s workforce development system is innovative and integrated, promoting economic growth and advancing shared prosperity for California’s employers and job seekers.

### **Mission**

California’s workforce system supports economic vitality by connecting people, training, and work.

### **Values**

- ≈ We are open and honest in communication with our customers and ourselves.
- ≈ We are customer-focused, seeking input from our customers and being responsive to their needs.
- ≈ We are collaborative and believe in partnerships, both internally and externally, to maximize resources and the delivery of services to our customers.
- ≈ We treat everyone with respect, dignity, and equity.
- ≈ We are stewards of the public trust and administer the programs entrusted to us in an equitable, impartial, and conscientious manner.
- ≈ We are fiscally responsible and accountable for the decisions and expenditures we make.
- ≈ We value our staff and invest in their growth and development.

## Strategic Goals

We recognize that there are many challenges that must be addressed; however, our initial effort focuses on four key areas and their related objectives and strategies:

### 1. Staff Retention and Capacity Building

#### Objective:

Create an organizational culture that fosters staff retention through expanded employee opportunities that build capacity and improve job satisfaction.

#### Strategy:

Provide leadership and development activities for all staff.

### 2. Integration

#### Objective:

Break down barriers to communication and integration and improve efficiency by developing an integrated approach in the delivery of programs and services.

#### Strategy:

Review and improve the support provided by the WSB Central Office and the Labor Market Information Division to the WSB Field Divisions, and address significant issues related to barriers to communication and integration, and the lack of knowledge that staff from each WSB Division has about the functions and activities performed by their peer WSB Divisions.

### 3. Communication

#### Objective:

Achieve organizational unity through enhanced and unified communication and teamwork.

#### Strategy:

Ensure timely and consistent two-way communication reflective of the Branch's vision, mission, and goals so that staff and partners understand our collective roles and evolving responsibilities related to the Workforce Investment Act (WIA), Wagner-Peyser Act (WPA), Jobs for Veterans State Grant (JVSA), Trade Adjustment Act (TAA), Unemployment Insurance (UI), and Labor Market Information (LMI) programs.



#### 4. Efficiency

Objective:

Optimize resources by eliminating duplication.

Strategy:

Improve and expand the development of integrated services with all stakeholders.

These objectives and strategies represent the work that we will undertake in the next two years and will be the focus of our tactical plan. Additional objectives, also important to the achievement of our vision, have been identified and will be addressed during subsequent planning periods as time allows (see *Appendix A*).

### III. Workforce Services Branch's Programs and Services

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The WSB, established at the end of 2005, administers one of the largest public workforce systems in the world. Key roles of the system include:

- ≈ Helping businesses find qualified workers
- ≈ Providing workforce information about wages, skill/education requirements, employment trends, and national comparisons
- ≈ Partnering with educational institutions to improve job readiness
- ≈ Delivering training based on labor demands, industry requirements and local needs
- ≈ Assisting employers deal with layoffs

The WSB provides both direct customer services and administrative support for various programs covered under the WIA of 1998, which includes the WPA of 1933. The success of these programs is dependent on strong employer partnerships and a commitment to the seven key principles of WIA which are:

- ≈ Streamlined services
- ≈ Empowered individuals
- ≈ Universal access
- ≈ Increased accountability
- ≈ Strong local board and private sector roles
- ≈ State and local flexibility
- ≈ Improved youth programs

The WIA mandates that a minimum of 19 separate federal employment and training programs be delivered through the One-Stop service delivery system. Of these 19 programs, the WSB operates the WPA, JVS/G, and TAA Programs, and provides system wide LMI while providing administrative oversight for WIA.

Previous to 2005, these programs were housed in two separate branches: Workforce Development Branch (WDB) and Job Services Branch (JSB), making communication, coordination, and integration of workforce services difficult.

As one of eight branches of the Employment Development Department (EDD) (see *Appendix E*), the WSB is comprised of five divisions as follows:

- ≈ Three field divisions provide an array of employment services:
  - ≈ Northern
  - ≈ Los Angeles-Ventura
  - ≈ Southern
- ≈ Two central office divisions supply policy, program, and administrative support for the workforce system as a whole, and the data WIA describes as employment statistics:
  - ≈ Labor Market Information Division (LMID)
  - ≈ Workforce Services Division (WSD)

Working in concert with the Governor's Office, the Labor and Workforce Development Agency (LWDA), and the California Workforce Investment Board, the WSB also administers several statewide workforce preparation programs and initiatives that focus on preparing adults and youth for the labor force and building the state's economy.

The EDD distributes more than \$340 million annually in federal funds to provide training services for adults, dislocated workers, and youth in California. Through the comprehensive One-Stop Career Center system network, job seekers and employers alike receive workforce investment and employment assistance and access to a full range of services pertaining to training, educational activities, employment, and referrals to other appropriate services.

#### **IV. Organizational Environment**

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The LWDA, created in 2002, is the umbrella agency for the following state departments:

- ≈ Employment Development Department
- ≈ California Workforce Investment Board
- ≈ Employment Training Panel
- ≈ Department of Industrial Relations
- ≈ Agricultural Labor Relations Board
- ≈ Unemployment Insurance Appeals Board (proposed to be eliminated in Fiscal Year 2012-13 and its functions to be consolidated with the EDD)

The alignment under the LWDA simplifies, strengthens, and improves the operation and management of programs that protect and provide services to California's workers and employers.

The programs operated or administered by the WSB fall under the guidance of the Department of Labor-Employment and Training Administration (DOL-ETA), the Department of Labor-Veterans' Employment and Training Services (DOL-VETS), and the Bureau of Labor Statistics (BLS). The WSB's strategic vision, mission, and goals are synergistic with the collaborative relationships maintained and are aligned with the DOL-ETA, DOL-VETS, and BLS missions and reform efforts reflected in the DOL 2011-2016 Strategic Plan.

DOL-ETA Mission Statement:

The Employment and Training Administration, in partnership with states, localities, and community organizations, assists adults and youth in transitioning to good jobs by administering effective, value-added programs that expand opportunities for employment, continuous learning, business competitiveness, and community prosperity.

DOL-VETS Mission Statement:

The Veterans' Employment and Training Services proudly serves veterans and service members. The program provides resources and expertise to assist and prepare veterans to obtain meaningful careers, maximize their employment opportunities, and protect their employment rights.

BLS Mission Statement:

The Bureau of Labor Statistics of the U.S. Department of Labor is the principal federal agency responsible for measuring labor market activity, working conditions, and price changes in the economy. Its mission is to collect, analyze, and disseminate essential economic information to support public and private decision-making. As an independent statistical agency, the BLS serves its diverse user communities by providing products and services that are objective, timely, accurate, and relevant.

LWDA Mission Statement:

The Labor and Workforce Development Agency's mission is to provide leadership to protect and improve the well-being of California's current and future workforce.

EDD Mission Statement:

The Employment Development Department promotes California's economic growth by providing services to keep employers, employees, and job seekers competitive.

CWIB Mission Statement:

The California Workforce Investment Board assists the Governor in setting and guiding policy in the area of workforce development.

## V. California

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### ≈ Economy

California has a large and dynamic economy; presently the world's ninth largest, with a gross state product exceeding \$1.7 trillion in 2010. California alone accounted for a little more than 13 percent of the nation's output in 2010. It is home to the Silicon Valley, Hollywood, and the agriculturally-rich Central Valley. California has a diversified economy with unique natural beauty and is positioned on the economically-vibrant Pacific Rim. Key strengths in the California economy are knowledge-based manufacturing such as advanced electronics, aerospace, and information technology. Also important are international trade, travel and tourism, entertainment, and agricultural production. Moreover, California's culture of innovation and entrepreneurship make the state an important incubator of emerging industries such as biotechnology, clean energy and green technologies, and commercial space exploration.

However, the California economy has also proven to be vulnerable to the booms and busts of recent business cycles. From mid-2007 through the end of 2009, the state experienced its worst economic downturn since World War II. Job losses totaled nearly 1.4 million, the number of unemployed Californians soared to nearly 2.4 million persons, and the unemployment rate peaked at a record high of 12.5 percent. Although the California economy bottomed out in late 2009 and has been expanding steadily since, it is only slowly recovering the jobs that were lost during the recession and unemployment remains high. Most economists predict it may take several additional years for nonfarm employment to return to pre-recession levels. As a result of this modest growth, the unemployment rate is expected to remain at relatively high levels over the next several years, with unemployment declining only gradually during this period. Due to the lingering effects of the recession, states across the nation, as well as the federal government itself, will face significant budget difficulties. Over the short and medium term, states will grapple with constrained tax revenues and reduced federal allocations.

### ≈ Population

California is the most populous state in the country with more than 37 million people comprising more than 12 percent of the national population in 2010. California has experienced continued population growth every year since its inception, and while growth has slowed compared to prior decades, the population increased by 10 percent between the 2000 and 2010 census. A slowdown in immigration may be affecting the state's overall population growth as the state is attracting fewer immigrants than it has in the past. In 2009, California was receiving 17 percent of the immigrants arriving into the United States, down from 31 percent in 1990 according to the Public Policy Institute of California. Looking forward, population is expected to grow at a steady pace.

California has a younger population than the United States overall. California's median age is 35 compared to 37 for the US population. However, California still has a significant number of older workers in the workforce. Prior concerns of a large exodus of baby boomers from the workforce have not been realized thus far. Nevertheless, California's workforce is aging. The number of workers ages 55 and over made up 19 percent of the workforce in 2010, up from 12 percent in 2000.

California is known for its diverse population. According to the most recent figures, the population composition by race/ethnicity breaks out as follows: white 41%, Hispanic 39%, Asian 12%, African American 6%, Hawaiian or Pacific Islander 1%, all other 2%. As mentioned above, this diversity is due in part to the large number of immigrants coming into the state. Approximately 27 percent of California's population is foreign born. Additionally, about 20 percent of California residents speak English less than "very well." While a diverse population is often seen as a strength, poor language proficiency can present a challenge in the workplace while fluency in more than one language can be considered an asset.

## **VI. Organizational Policy Drivers**

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Recognizing that the formation of the new branch would not result in systemic improvements, the Branch participated in two major initiatives from late 2007 through 2010:

- Transformational Forums: This initiative was sponsored by DOL in partnership with several states and Local Workforce Investment Areas (LWIAs) to work collaboratively to form strategic partnerships for a competitive workforce.
- Integrated Service Delivery (ISD): This initiative was co-sponsored by the EDD, the CWIB, and the California Workforce Association (CWA) and piloted with 12 LWIAs and implemented the concepts of the common customer, joint responsibility, and shared results.

From these efforts, a number of program improvements, recommendations, and system changes were initiated in order to achieve greater efficiency, consistency of message, stronger working relationships, and ability to prioritize limited resources to the best advantage of our customers. Key efforts are:

1. The California Workforce Services Network (CWSN) - CWSN replaces the Job Training Automation (JTA) and CalJOBS systems with version 12 of the Virtual One-Stop System. The new system, which will be operational by July 2012, will provide a common customer record, improved features, consistency in reporting, and better staff and customer tools.
2. Branding of California's One-Stop Delivery System - Establishes California Career and Business Network as the brand name of our system facilitating customer's (participants, business, economic development) recognition of the local and statewide workforce system.
3. Workforce 411 - Implements a communication and marketing tool for WSB staff and partners alike designed to provide more current information, recognize employee efforts, market success stories, and encourage two-way communication.
4. Enhanced Workforce Intelligence Tools - Expanded geographic information systems (GIS) products to provide localized data for better regional economy studies and expanded engagement with employers, business and industry groups, educational providers, private post-secondary schools, and apprenticeship programs.

5. Participant in ISD Summative Evaluation - Researchers at California State University, Northridge (CSUN) published a 2010 report recommending that the CWIB:
  1. Encourage but not mandate the existing ISD model.
  2. Have all local areas enroll all clients.The report can be found at [www.cwib.ca.gov/resources\\_reports.htm](http://www.cwib.ca.gov/resources_reports.htm).
6. Program Refocus - Starting with California Training Benefits (CTB) and the Veterans' Program, implemented cross-functional teams with internal and external partners to re-engineer and develop new program strategies for improved outcomes and integrated service delivery.
7. Alignment with EDD 2007-2011 Strategic Plan and 2009-2012 Workforce Planning Efforts - Branch leaders are active participants in enterprise efforts and have aligned branch strategies in support of enterprise priorities. The reports can be found at EDD 2007-2011 Strategic Plan and 2009-2012 Workforce Planning Efforts. Appendix E reflects the linkages between the EDD and WSB strategic goals
8. Strategic Plan - Develop the strategic plan and tactical strategies to support the transformation and integration initiatives and align branch programs, policies, and systems in support of the new vision.

## **VII. Major Challenges and Opportunities**

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The WSB is not new to strategic planning and we have used our experience to our advantage. Through analysis of previous plans from the former WDB and JSB, as well as that of the LMID and the EDD, we identified cross-cutting and ongoing issues and their relevancy to our stated vision and mission.

This research was very valuable as it validated our assessment of our Strengths, Weaknesses, Opportunities, and Threats (SWOT). It also pointed out that the most critical steps in successful strategic planning are the development, implementation, and reporting on the tactics, or actions, which must be taken in order to achieve the vision. In short, we must define what success looks like and relentlessly report on our progress in meeting stated goals. The point of strategic planning is not simply to publish the plan but to identify and implement measures that are closely related to our actual performance drivers and set individual goals consistent with our strategic objectives. What we measure will influence the behavior of our employees so we must translate our strategies into measurable parameters.

### **SWOT Analysis Findings:**

Strengths – Our reorganization reflects our commitment to a strong workforce system, to transformation, and to integrated service delivery. We have strong business processes that ensure our responsiveness and foster good internal and external partnerships. We seek staff, partner, and customer feedback to enhance communication, to re-engineer our programs, and in the formation of policy. We are successful project leaders with strong analytical and leadership skills. We recognize that our staff are our most important asset and embrace our responsibility to develop the leaders of tomorrow. We know that in the spirit of continuous improvement we must remain flexible and not just accept, but seek change.



Weaknesses – We are a large organization and continue to struggle with supporting our dual roles of local program operator and State WIA Administrator. Our systems are outdated and we have limited use of Web 2.0 tools. Budgetary constraints hamper our ability to recruit new staff and to maintain adequate staffing levels. Despite our reorganization, staff has limited understanding of the work beyond their own desk and has not moved beyond the culture of siloed organizations. We do not consistently produce or use reports to our strategic advantage. Although CWSN will be introduced in July of 2012, the state does not mandate the use of one data system to WIA partners. The potential for reporting in multiple data systems will still exist and can continue to hinder the state's ability to capture all of its performance achievements.

Opportunities – We are committed to better communication and collaboration with staff at all levels of the organization. We are making use of additional tools like GIS, iMacros, SharePoint, and WebEx to both inform and exchange ideas. We have begun to explore telework opportunities as an incentive, recruitment, and retention strategy. We are investing in staff training and seek their perspective so that we can examine our systems and traditions more critically; and do an effective job of recruiting tomorrow's workforce professionals. With the implementation of the CWSN, we will have a 21<sup>st</sup> century tool that provides a single client record and critical information that can drive state policy, allow us to tell our story, impact resource distribution, enhance partnerships, and improve customer satisfaction.

Threats – A negative perception of government employment and national and statewide budget woes may lead to decreased funding and continued hiring constraints. In paradox, the demand for our programs and services is increasing, while WSB workforce is aging and experiencing high attrition. We face issues with retention, loss of institutional memory, and inability to recruit. The use of multiple systems at the local level has resulted in duplication of effort, loss of data, and decreased efficiency. Our existing legacy systems are fragile and we must rely on system work-arounds pending the implementation of CSWN. Lack of a state vision and conforming policies on workforce issues may lead to continued duplication of effort and decreased satisfaction with the workforce system.

## **VIII. WSB 2012-2015 Statement of Strategic Goals and Objectives**

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The EDD Survey and Applied Research Section conducted a survey of senior leadership team members to determine the four highest-rated objectives from a list of eleven. The WSB will be focusing on these four objectives over the next 12 to 36 months; however, as goals are attained, as time allows, and as results dictate, we will begin to work on other strategies identified by the strategic team workgroups.

### **Strategic Goal 1: Staffing for the Future**

#### **Objective 1: Staff Retention and Capacity Building**

*The WSB will create an organizational culture that fosters staff retention through expanded employee opportunities that build capacity and improve job satisfaction.*

Our initial strategy will focus on providing leadership and development activities for all staff.

## Background

A 2010 survey revealed that only 28 percent of our managers are under 40; 70 percent are over 50; only 4 supervisors are under 30, and our overall attrition rate exceeds 10 percent per year. We also face record unemployment rates, reductions in program funding, an ongoing hiring freeze, and increased workloads. Despite and because of these factors, we must position ourselves to make the best use of our human capital resources in order to meet our mandates.

We rely upon a highly competent and diverse workforce to achieve our goals and meet current and future Department needs. We cannot address our retention and capacity issues without also beginning to address knowledge retention and recruitment issues. In doing so, we are expanding opportunities for internships, rotational and special assignments, and are identifying job functions that are appropriate for telework. Utilizing the SMART system, we will identify measurable outcomes associated with this objective.

### **Strategic Goal 2: Organizational Unity**

#### **Objective 2: Integration**

*The WSB will improve communications by breaking down barriers to communication and integration and improving efficiency by developing an integrated approach in the delivery of programs and services.*

Our initial strategy will focus on improving the support provided by the WSB-CO and the LMID to the WSB Field Divisions, and addressing significant issues related to barriers to communications and integration, and the lack of knowledge that staff from each WSB Division has about the functions and activities performed by their peer WSB Divisions.

## Background

The consolidation of the WDB and JSB realigned both the field and central office organizations resulting in a more streamlined organization and bringing together programs that were linked by a common customer. While the new management structure resulted in some immediate cost savings and efficiencies, as anticipated, the consolidation was more of a collocation than integration of programs, policies, and systems.

Our identification of systemic changes necessary to achieve full integration was enhanced through our experiences in the Transformational Forums, Integrated Service Delivery and Strategic Plan initiatives.

We recognize that the organizational structure, or form, must follow the functions associated with an integrated system. We must examine the roles and responsibilities of various program and organizational units to ensure that staff has the broad program knowledge and skills necessary to support our integrated service strategy and that we have allocated our limited resources in accordance



with our program mandates. Our programs, policies, and systems must link in a continuous cycle that supports our vision, mission, goals, and performance targets.

We have taken steps to address this issue through expanded internship opportunities, special assignments, *Workforce 411* newsletter, implementation of SharePoint 2010, e-tools sponsored by the LMID, online manuals, new training modules; and access to webinars, LinkedIn, and other forms of social media. Utilizing the SMART system, we will identify measurable outcomes associated with this objective.

### **Strategic Goal 3: Communication**

#### **Objective 3: Communication**

*The WSB will achieve organizational unity through enhanced and unified communications and teamwork.*

Our initial strategy will ensure timely and consistent two-way communication reflective of the Branch's vision, mission, and goals so that staff and partners understand our collective roles and evolving responsibilities related to Workforce Investment Act (WIA), Wagner-Peyser Act (WPA), Veterans, Trade Adjustment Act (TAA), Unemployment Insurance (UI), and labor market information (LMI) programs.

#### **Background**

Prior to the branch consolidation, separate communication systems were used to disseminate policy and guidance in support of the WIA, WPA, Veterans, TAA, and LMI programs. While UI is not administered by the WSB, efforts continue to coordinate communications on dual system customers like the California Training Benefits (CTB) recipients.

Despite the fact that these programs served common customers, cross-communication was hampered by separate administrative structures and a siloed approach to service delivery. Not only was this inefficient but it sometimes resulted in conflicting policies and priorities that hindered customer service and limited our effectiveness.

Going forward, we plan to coordinate our communication so that we speak with one voice and deliver a consistent message to our partners and customers. The WSB will continue to improve our communication through improved technology, the use of cross-functional/organizational teams, and layered communication strategies that echo our vision, mission, and goals. We will encourage and support the existing ISD model and the enrollment of all customers so that we can leverage resources and improve customer outcomes. Utilizing the SMART system, we will identify measurable outcomes associated with this objective.

## Strategic Goal 4: Efficiency

### Objective 4: Efficiency

*The WSB will optimize all resources by eliminating duplication.*

Our initial strategy will focus on improving and expanding the development of integrated services with all stakeholders.

#### Background

As with any large organization, a number of issues impact our efficiency. A few of the issues faced include conflicting program mandates, staffing challenges, outdated and duplicate operating systems, program silos, mid-course funding changes, and lack of state mandates specific to efficiency issues. As an efficiency measure, the WSB will focus on integrated service delivery because it provides the biggest return on investment for the system and the customers we serve.

The WSB common customers come with multiple characteristics, such as:

- ≈ Job seeker
- ≈ Dislocated worker
- ≈ Trade affected worker
- ≈ Veteran
- ≈ Unemployment insurance recipient

Organizational cultures have programmed us to think of these individuals as customers of a particular program; e.g., WIA, WPA, TAA; or as members of a group of customers; e.g., universal, adult, or dislocated. In fact, they are all participants faced with various challenges to obtaining self-sustaining employment.

The piloting of integrated service delivery in the Learning Labs allowed us to see the inefficiency of program silos and allowed the system as a whole to benefit from best practices identified during the pilot. We also saw the inefficiency of duplicate data systems as there was no single customer record forcing our customers to register in multiple systems.

The WSB has taken steps to address this issue by supporting the findings from the ISD Summative Evaluation, in the design and planned implementation of the California Workforce Services Network (CWSN) and in support of branding the California One-Stop Delivery System. Utilizing the SMART criteria, we will identify measurable outcomes associated with this objective.

While there are many changes under way, we are very proud of our programs and accomplishments and take time to celebrate the work of WSB staff during this difficult economy.

## **IX. Appendices**

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- A. Complete Listing of Strategic Plan Objectives and Strategies
- B. WSB Programs and Services – State Fiscal Year 2009-2010
- C. Linkage Between EDD and WSB Strategic Goals
- D. Workforce Investment Act Required Partners
- E. Workforce Services Branch Organizational Structure

## Appendix A

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### Complete Listing of Strategic Plan Objectives and Strategies

#### STAFFING TEAM ACTION PLAN

##### **Staff Retention and Capacity Building:**

###### Objective:

Create an organizational culture that fosters staff retention through expanded employee opportunities that build capacity and improve job satisfaction.

###### Strategy:

Provide leadership and development activities for all staff.

##### **Knowledge Retention:**

###### Objective:

To create an environment for current leaders to share their institutionalized knowledge with future leaders and establish the foundation for such.

###### Strategy:

Create opportunities for mentoring and job shadowing; and provide resources for knowledge retention dedicated to the collection, cataloging, and management of knowledge.

##### **Recruitment:**

###### Objective:

Develop an effective recruitment plan that will establish the WSB as a career choice and provide a pool of qualified candidates with the necessary skills to meet our current and future workforce needs.

###### Strategy:

Market WSB career opportunities to attract and retain qualified applicants; evaluate and continuously improve internal staffing processes to better serve the people of California.

#### ORGANIZATIONAL UNITY TEAM ACTION PLAN

##### **Communication:**

###### Objective:

Achieve organizational unity through enhanced and unified communications and teamwork.

**Strategy:**

Ensure timely and consistent two-way communications reflective of the Branch's vision, mission, and goals so that staff and partners understand our collective roles and evolving responsibilities related to WIA, WPA, Veterans, TAA, UI, and LMI.

**Integration:****Objective:**

Break down barriers to communications and integration and improve efficiency by developing an integrated approach in delivery of programs and services.

**Strategy:**

Review and improve the support provided by the WSB-CO Division and the LMID to the WSB Field Divisions, and address significant issues related to barriers to communications and integration, and the lack of knowledge that staff from each WSB Division has about the functions and activities performed by their peer WSB Divisions.

**NEW AND LEVERAGED RESOURCES TEAM ACTION PLAN****Funding:****Objective:**

Seek and obtain new funding in order to increase our resources.

**Strategy:**

Change the budget authority process to build in blanket authority to accept grant funds.

**Partnerships:****Objective:**

Build, strengthen, and expand partnerships.

**Strategy:**

Identify and market our products and services that add value to other organizations.

**Efficiency:****Objective:**

Optimize all resources by eliminating duplication.

**Strategy:**

Improve and expand the development of integrated services with all stakeholders.

## **SERVICE DELIVERY TEAM ACTION PLAN**

### **Access:**

#### Objective:

Improve access to our programs and services.

#### Strategy:

Remove barriers where they exist.

### **Matching:**

#### Objective:

Improve the connection between employers and job seekers.

#### Strategy:

Obtain more complete information about employer needs, skills sets, training needs, benefits offered, and industry culture and match this information with best job candidate.

### **Marketing:**

#### Objective:

Increase awareness of our services.

#### Strategy:

Develop marketing campaign for both general name recognition and ongoing services.

### **WSB Programs and Services – State Fiscal Year 2010-2011**

- Provided no fee employment services to California jobseekers and employers utilizing the CalJOBS automated system and through direct staff assistance at nearly 200 One-Stop Career Centers and Workforce Services Offices throughout the state.
- Posted more than 1.3 million job openings and received more than 7 million accesses in CalJOBS.
- Mentored 2679 at-risk youth to stay in school through the Youth Employment Opportunity Program (YEOP).
- Conducted 11 “Honor a Hero, Hire a Vet” Job Fairs serving 3209 veterans.
- Conducted 690 Transition Assistance Program (TAP) classes for 25,189 transitioning service members.
- Provided more than 100,000 Re-Employment and Eligibility Assessments for targeted Unemployment Insurance Recipients.
- Provided outreach and employment programs for almost 44,000 Migrant and Seasonal Farm Workers.
- Gave back to our communities by conducting and/or participating in annual farm workers’ breakfast, community health and resource fairs, food distribution programs, and veterans’ stand down events.
- Allocated and monitored \$343 million in Workforce Investment Act (WIA) formula funds to California’s 49 Local Workforce Investment Areas (LWIAs).
- Allocated and monitored \$31.6 million in WIA Dislocated Worker 25 percent funds to 52 organizations and LWIAs for targeted initiatives.
- Allocated and monitored \$25.7 million in WIA Governor’s discretionary 15 percent funds to 54 organizations and LWIAs for targeted initiatives.
- Awarded and monitored \$6 million to 13 organizations to provide individualized services to help 1,200 veterans move quickly from military life into high-wage jobs and civilian careers.
- Awarded \$4.8 million to 10 organizations to expand education, job training, and placement programs for at-risk youth as part of the California Gang Reduction Intervention and Prevention initiative.

- Awarded \$5.4 million to 10 organizations to provide job training to unemployed, underemployed, and incumbent workers for careers in California's emerging green economy.
- Issued 64,085 Work Opportunity Tax Credits (WOTC) that provided a hiring incentive of up to \$9,000 per eligible worker.
- Developed 2794 Trade Adjustment Act Contracts providing more than \$14 million dollars for training.
- Produced each month, in partnership with the U.S. Bureau of Labor Statistics, more than 2,500 state and sub-state estimates of nonagricultural employment by industry.
- Produced, in partnership with the U.S. Department of Agriculture, monthly estimates of agricultural employment for the state and sub-state regions.
- Produced, in partnership with the U.S. Bureau of Labor Statistics, monthly estimates of civilian labor force, employment, unemployment, and unemployment rate for the state, metropolitan areas, counties, and sub-county areas.
- Produced, in partnership with the U.S. Bureau of Labor Statistics, universe counts of employment and wages by industry; assigned employer industry codes; and identified employer locations of more than 1.3 million establishments in California.
- Produced, in partnership with the Bureau of Labor Statistics, monthly estimates and descriptions of mass layoffs by industry in California.
- Conducted the Green Economy Survey to establish a baseline of employment, business practices, and occupations that characterize California's movement toward a reduced carbon economy.
- Produced online guides for career exploration and skills transference, information on skills needed for demand occupations, and projections of industry and occupational employment.



## Appendix C

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### Linkage Between EDD and WSB Strategic Goals

	EDD Strategic Goals				
WSB Strategic Goals	Improve Access Through Technology and Partnership	Integrated Approach	Improve Business Processes	Staff Capacity	Program Integrity
Staff Retention & Capacity Building				X	
Program Integration	X	X	X		X
Communication		X			
Efficiency	X	X	X		

## Appendix D

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### Workforce Investment Act Required Partners

- ≈ Title 1 of WIA:
  - Adults
  - Dislocated Workers
  - Youth
  - Job Corps
  - Native American Programs
  - Migrant and Seasonal Farmworker Programs
  - Veterans Workforce Programs
  - Wagner-Peyser Act/Employment Services
- ≈ Adult Education and Literacy
- ≈ Vocational Rehabilitation
- ≈ Welfare-to-Work Programs
- ≈ Title V of Older Americans Act
- ≈ Postsecondary Vocational Education (Carl D. Perkins)
- ≈ Trade Adjustment Assistance
- ≈ NAFTA Transitional Assistance
- ≈ Local Veterans' Employment Representatives and Disabled Veterans Outreach Programs
- ≈ Community Services Block Grant
- ≈ HUD-Employment and Training
- ≈ Unemployment Insurance

*Reference: WIA Section 121(b) (1) and 20 CFR 662.200*

**Workforce Services Branch Organizational Structure**

