



Vision

The right job for each person, every time.

Mission

We partner to connect employers and job seekers – supporting transitions to new jobs and empowering careers.

We value

- Serving customers
- Empowering people
- Strengthening partnerships
- Acting with integrity
- Anticipating future needs
- Achieving goals

Employment Security Strategic plan (A3) - 2015-16

Sponsor: Commissioner Dale Peinecke

Owners: Executive Leadership Team

	ESD employees	Employers	Employment system	Future job seekers
Goals	ESD employees are valued, empowered and engaged to better serve our customers and can develop their skills and careers	Employers have the skilled, stable work force they need to thrive	Washington’s integrated workforce development system efficiently and effectively connects the unemployment, employment and career needs of employers and job seekers	Individuals have the information, competencies and workplace experience they need to be job-ready when they enter, re-enter or progress in the workforce
Linkage to Governor’s Results WA	Supports <u>Goal 5</u> : Customer Satisfaction & Confidence 1.2	Supports <u>Goal 2</u> : Business Vitality 1.1 & 1.2 and Thriving Washingtonians 2.1 & 2.2, and <u>Goal 1</u> : Increase career and workplace opportunities for students 1.2f & 1.3g		
Success measures <i>*As measured in annual state agency survey</i>	<ul style="list-style-type: none"> • 100 percent of jobs competitively recruited • Increase % of staff who report* they: <ul style="list-style-type: none"> ○ Have opportunities at work to learn & grow from 40% to 60% ○ Feel a spirit of cooperation & teamwork exists in their workgroup from 59% to 75% ○ Receive clear information about changes being made within the agency from 35% to 55% 	<ul style="list-style-type: none"> • Increase # of jobs filled through WorkSource to 128,000 by 2015Q4 (Entered employment) • Increase retention rate of jobs filled through WorkSource to 82% by 2015Q4 (Retention) • Increase # of employers using WorkSource to 5,500 by 2015Q4 	<ul style="list-style-type: none"> • Increase # of job seekers served by WorkSource to 100,000 by 2015Q4 • Increase wage upon re-employment to \$15,896 by 2015Q4 (Wages) • Decrease average duration for those claiming unemployment insurance benefits to 14.5 weeks by 2015Q4 • Increase % of employees who report* customer feedback is used to improve processes to 50% 	
Current state	<p>Strengths</p> <ul style="list-style-type: none"> • Positive impact on customers • Challenging and meaningful work • Diverse group of talented, knowledgeable people <p>Challenges</p> <ul style="list-style-type: none"> • Limited training, IT tools, resources and support to do job • Limited job stability and career development opportunities • Limited leadership development for adaptive, Lean culture • Employees do not feel respected, trusted or accountable • Lack of awareness of agency health and safety initiatives 	<p>Strengths</p> <ul style="list-style-type: none"> • Stable, effective UI system • Relevant labor market information • Employers who use WorkSource like it <p>Challenges</p> <ul style="list-style-type: none"> • Limited employer awareness and use of WorkSource • Ineffective IT system for job-matching • Lack of coordination within agency and with partners in employer relationships 	<p>Strengths</p> <ul style="list-style-type: none"> • Supportive UI system • Well positioned to respond to WIOA opportunities • Devoted, experienced, passionate and skilled staff <p>Challenges</p> <ul style="list-style-type: none"> • Lack of job seekers using WorkSource to meet full range of employer demands • Lack of integration and consistency of WorkSource, UI, Technology and Operations • Inadequate IT systems for staff to support customers 	<p>Strengths</p> <ul style="list-style-type: none"> • Successful pilots and youth programs with partners • Labor market information and tools • Leveraging limited resources <p>Challenges</p> <ul style="list-style-type: none"> • Weak linkages between ESD and other state agencies and training providers • Ability to expand and sustain pilots • Limited opportunities for work experience
Gaps & root causes	<ul style="list-style-type: none"> • Staff reductions have outpaced our ability to implement improvements to support them • More focus on task and process improvement than on behavior, developing leaders and empowering and engaging staff • Staffing strategy does not meet fluctuating workload demands 	<ul style="list-style-type: none"> • Outdated technology that doesn’t meet employer needs • Job seekers with employer-desired skills/experience are not actively recruited • Insufficient marketing and recruitment of employers into the WorkSource system 	<ul style="list-style-type: none"> • Don’t actively recruit a full range of job seekers • Co-enrollment and integration challenges; disjointed processes, use of information technology systems • Limited understanding and awareness between WorkSource and UI operations staff • Information technology systems difficult to use, maintain and modify 	<ul style="list-style-type: none"> • Competition for dollars, attention, credit and recognition clouds ability to see added value in working together • Lack of awareness of related efforts underway in other organizations • Lack of underlying connection between career goals and education • Many employers don’t see value of offering work experience

2015 Activities		Scope	Schedule	Resources
ESD employees <i>Sponsor: Ron Marshall</i>	1.1: Roll out engagement training to all staff and implement coordinated divisional engagement plans (Ron Marshall)			
	1.2: Develop and implement approach to increase % of jobs competitively recruited (Ron Marshall)			
	1.3 Develop and implement plan to improve opportunities at work for staff to learn and grow (Lisa Marsh)			
Employers <i>Sponsor: Cynthia Forland</i>	2.1 Promote UI and WorkSource services designed to meet employers' needs and strengthen relationships with employers (Janelle Guthrie)			
	2.2 Promote and market labor market tools and information to employers (Cynthia Forland)			
	2.3 Implement integrated IT solutions valuable to employers (Renee Linder)			
	2.4 Link statewide and local sector strategies to ensure workforce development supports employer needs (Tim Probst)			
Employment system <i>Sponsor: Lisa Marsh</i>	3.1 Support local WorkSource innovations, improve information-sharing, transfer successes to other areas (Sandy Miller)			
	3.2 Improve quality and timeliness of UI claims services (Susan Hettinger)			
	3.3 Collaborate on facilities and IT strategies, including lease decisions and cost-sharing (CFO)			
	3.4 Improve quality, capability & alignment of UI and WorkSource (Susan Hettinger)			
	3.5 Complete the UI tax information technology system (Brenda Westfall)			
	3.6 Obtain appropriation and replace UI benefits system (Neil Gorrell)			
	3.7 Implement job match program management system (Sandy Miller)			
	3.8 Actively partner in WIOA implementation to close skill gaps and increase employment (Tim Probst)			
	3.9 Enhance the services, processes, infrastructure and systems that support direct service delivery and system integrity (Lisa Marsh)			
Future job seekers <i>Sponsor: Tim Probst</i>	4.1 Promote use of labor market tools and information to identify and close skill gaps (Tim Probst)			
	4.2 Link military transition and WorkSource data and services (Sandy Miller)			
	4.3 Provide a platform for people coming from the educational system to find a career (Tim Probst)			
	4.4 Prepare high school students for education/training that leads to jobs; bring work relevance to learning through effective interaction between students, parents, teachers / Youth Works (Tim Probst)			
	4.5 Collect and assess information about work experience (Tim Probst)			
Risks to implementing the ESD A3		Mitigation		
Lack of buy-in and support from partners, staff and other stakeholders		<ul style="list-style-type: none"> Develop division-level A3s Create and implement effective ongoing communication plan with partners, staff and other stakeholders 		
Competing priorities for available resources		<ul style="list-style-type: none"> Use ELT governance structure to prioritize action plans and ensure we have sufficient staff and other resources to implement the plans Create and implement effective ongoing communication plan with staff and partners 		
Insufficient funding, staff, and outside resources to execute strategy		<ul style="list-style-type: none"> Increase revenue (aligned with A3) and apply Lean principles to engage staff and partners to eliminate non-value-added activities and optimize value-added activities 		
Inability to fund and launch technology at the rate required to support the strategy		<ul style="list-style-type: none"> Mature the IT governance process, implement project server to track IT projects and provide training to enhance IT staff skills and abilities 		

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