

New York City Workforce Investment Board CY 2005 Strategic Plan

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January 2005



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- WIB Primary Roles
- Strategic Agenda
- Implementation Plan
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Introduction

The purpose of this strategic plan is to fulfill two objectives:

1. Describe the New York City Workforce Investment Board's (WIB) **role as a leader** in the workforce investment system, and
2. Present the WIB's 2005 **strategic agenda** for addressing the workforce needs of the City's businesses and jobseekers.

This living plan provides a clear but flexible framework for the WIB's activities, and has been developed through a comprehensive process facilitated by the WIB's Strategic Planning Committee.

WIB Mission and Vision

The **mission** of the WIB is to provide leadership in promoting the economic vitality of the City by supporting job growth and ensuring that jobseekers have the education, skills and workforce preparation to meet employer needs.

The WIB's **vision** is of a demand driven workforce investment system that is responsive to the economic development goals of the City, addresses the employment needs of businesses and job seekers, and aligns the work of system partners toward common goals and outcomes.

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Workforce Investment in New York City

*The New York City workforce investment system is comprised of a large **community of stakeholders**. Each plays a vital role in ensuring that employers have access to a prepared workforce and that jobseekers have access to services and resources that will enable them to obtain and keep good jobs. The **WIB acts as a leader** in this community through its ability to both make connections among these stakeholders and leverage Workforce Investment Act (WIA) resources to bolster the overall effectiveness of the system.*

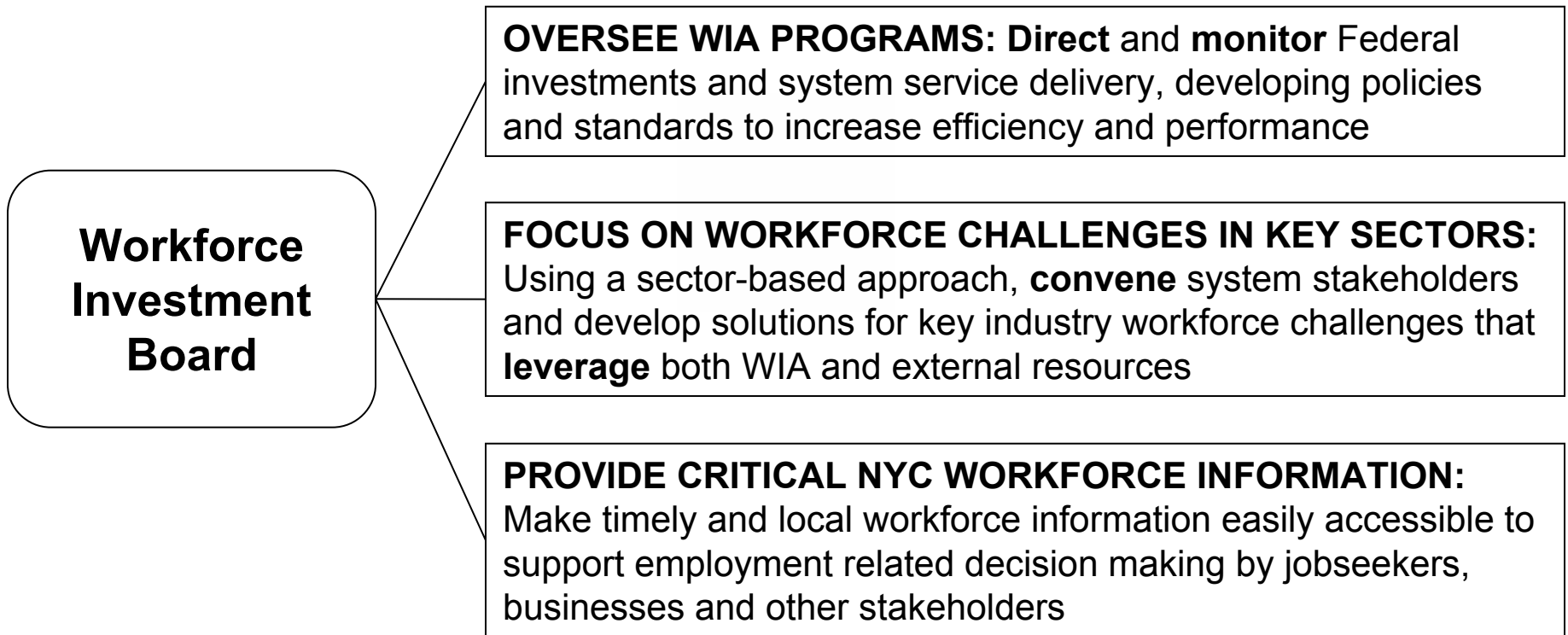
Stakeholders in the New York City workforce investment system

- Businesses and Associations
- City and State Economic Development Agencies
- City and State Employment Service Agencies
- City and State Social Service Agencies
- Community Based Organizations

- Educational Institutions
- Foundations
- Jobseekers
- Labor Unions
- Local Development Corporations
- Private Employment Agencies
- Youth Service Providers

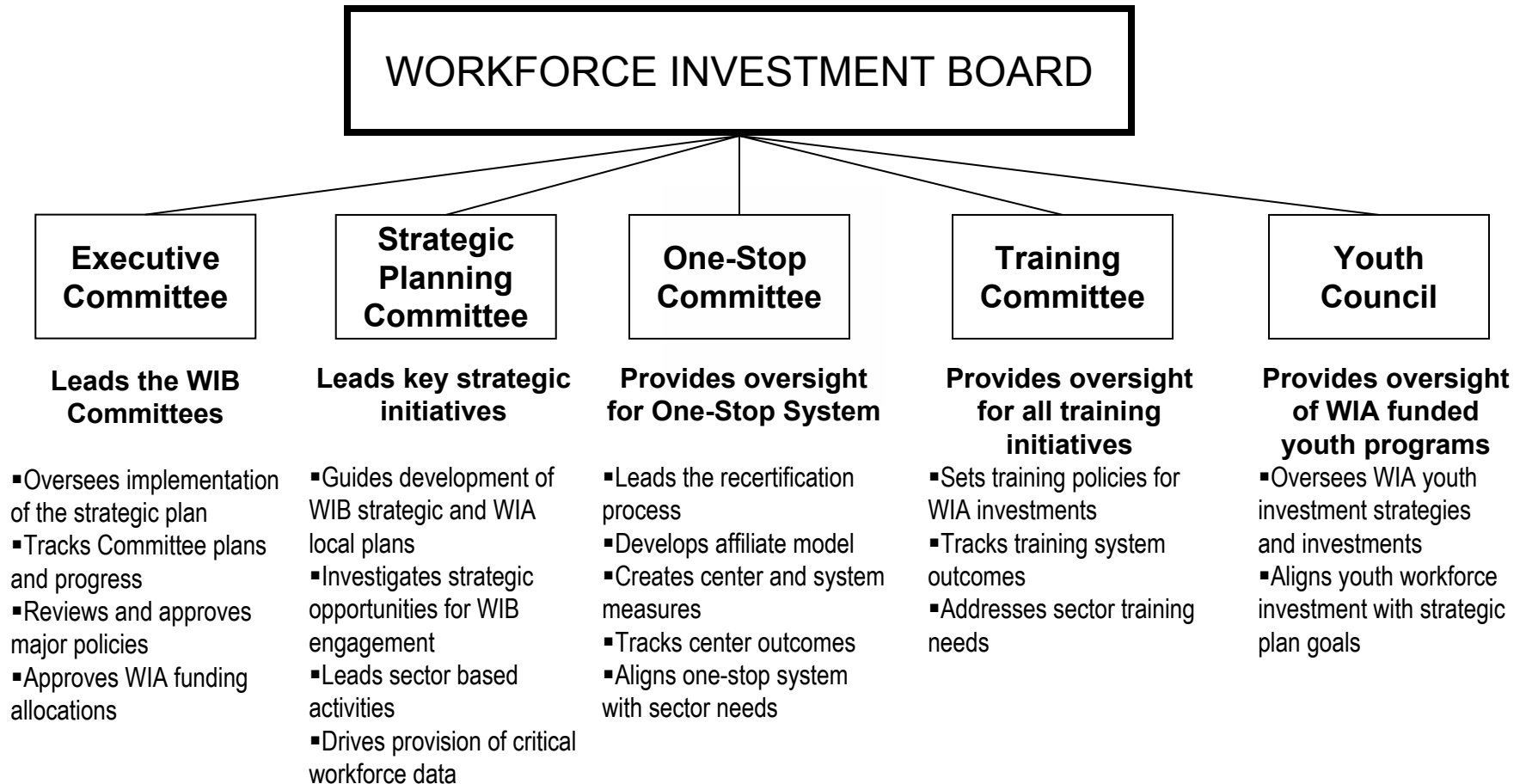
WIB Primary Roles

*High-performing, business-led Boards provide both system oversight and lead broad strategic initiatives that **leverage resources beyond WIA funding**. By organizing its activities through the following three primary roles, the WIB can ensure that it fulfills this responsibility:*



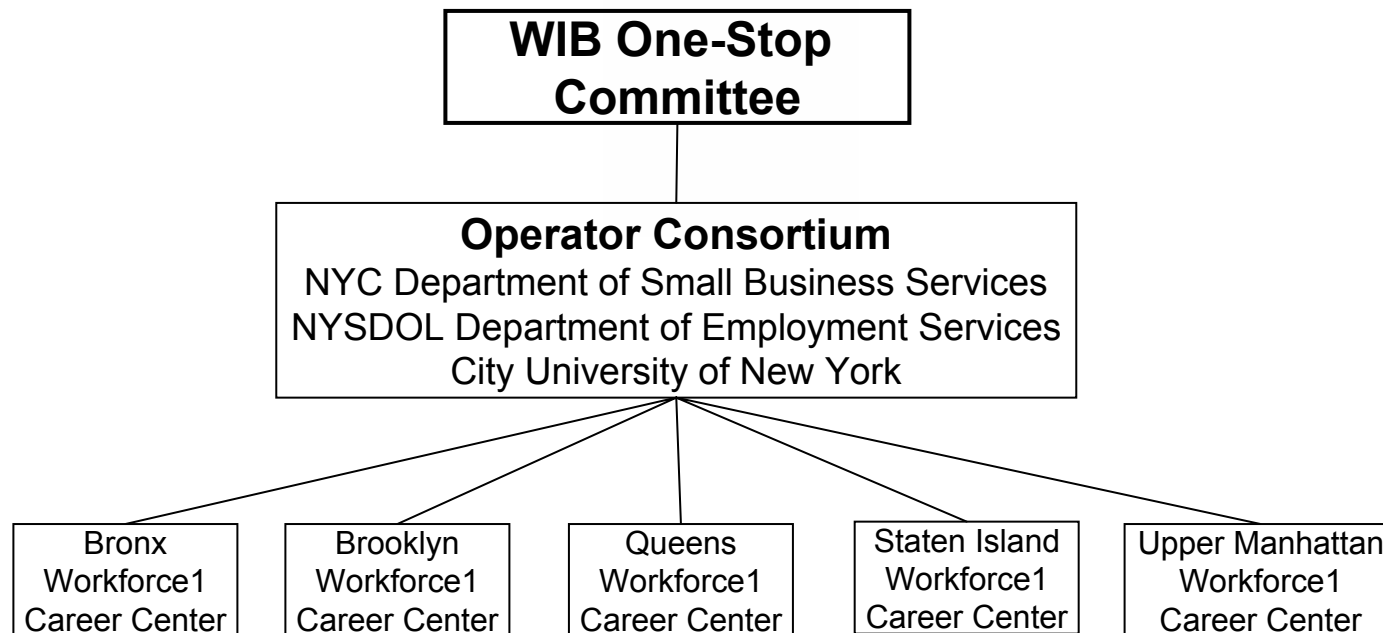
WIB Committee Roles

*The Board operates through a **strong Committee structure**, where each Committee is engaged in at least one of the primary roles of the WIB.*



One-Stop System Oversight

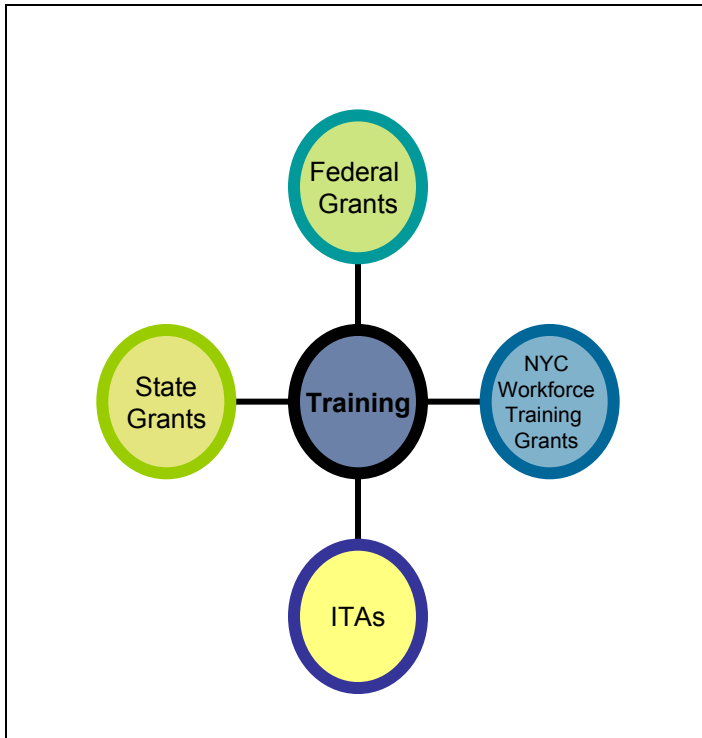
*The New York City **Department of Small Business Services (SBS)** is the WIA fiscal agent and the WIA adult and dislocated worker fund manager. Led by SBS, the **Operator Consortium** is responsible for managing the operations of the Workforce1 Career Centers which provide a range of employment services focused on placing individuals in jobs. The **One-Stop Committee** oversees the Operator Consortium and One-Stop system, and the Business Solutions Centers co-located in the Career Centers.*



Training Investment Oversight

*The **Training Committee** oversees an array of Federally funded training products and services which enable jobseekers to obtain the skills they need to get and keep good jobs. The Committee is also responsible for the promotion of Federal funds to help leverage other resources to help City employers train incumbent workers.*

WIA-Funded Training



Sample Targeted Initiatives

ATLANTIC TERMINAL PROJECT

Initiative: Partnership with the NYC Sales and Service Training Partnership and the National Retail Federation (NRF) to provide employer-designed assessments and training

Result: 80%+ return to second round interviews, Ongoing placements in managerial and non-managerial positions

NYC SECTORS INITIATIVE

Initiative: A unique collaboration between SBS and the NYC Funders Group to fund innovative sector employment programs.

Result: Three-month planning grants awarded to SUNY Downstate Medical Center and Metropolitan Jewish Council to develop health care industry programs.

Youth Investment Oversight

*The New York City **Department of Youth and Community Development** administers all WIA funded youth employment services. According to WIA, the **Youth Council** is responsible for recommending and coordinating youth policies and programs.*

The **purpose** of the Youth Council is to strengthen the capacity of education, youth development and training programs to provide high quality services that impart the life skills and workforce skills necessary for career related and civic success in New York City. The Youth Council promotes a network that increases communication, coordination and collaboration, and encourages support for this effort.

Focus on Workforce Challenges in Key Sectors

*The WIB will pursue a **sector-based approach** as the organizing method for its efforts to identify and address key workforce issues.*

Rationale

- A demand driven system investigates and develops solutions to meet the needs of employers and jobseekers
- Leverages unique WIB role as convener and workforce information provider
- Allows for targeted use of resources
- Creates structured and repeatable engagement model
- Does not restrict flexibility in pursuit of opportunities outside of target industries

Engagement Model (1 Year timeframe)

1. **Strategic Planning Committee** selects target industry
2. Captures quantitative economic/ workforce data and researches best practices
3. Assesses industry landscape and players
4. Holds convening activities with employers and stakeholders
5. Identifies workforce needs on which WIB can make a measurable impact
6. Develops specific initiatives and informs broad strategy

Focus on Workforce Challenges in Key Sectors

*The Strategic Planning Committee is in the process of engaging with the **healthcare/ biotechnology** and **hospitality/ tourism** sectors. Following the adoption of the strategic plan, the Committee will select from a range of potential activities to connect with and meet the needs of employers.*

Phasing

- ✓ Initial industries selected
 - Healthcare and Biotechnology (2nd largest sector by employment; high, steady growth)
 - Tourism and Hospitality (4th largest sector by employment; long term growth)
- ✓ Background research completed and two industry roundtables convened
- ➔ Identify workforce needs on which the WIB can make a measurable impact
- ➔ Develop and launch targeted initiatives
- ➔ Assess results of strategy and target new sector

Potential Activities

- Develop a resource map of healthcare initiatives and career ladders
- Collect sector-based employer surveys
- Co-sponsor sector summits with EDC
- Develop joint training initiative in target sector with CUNY
- Initiate joint sector research with EDC
- Partner with existing sector initiatives
- Partner with unions to create career ladder opportunities in target sectors
- Sponsor workforce development employer awards
- Assess current ESL training needs and available programs
- Support State Work Readiness Credential Program

Provide Critical NYC Workforce Information

*In order to fulfill its role as a provider of critical New York City workforce data to the workforce investment community, the WIB will need to develop its ability to **aggregate** and **disseminate** this critical information in a user-friendly manner.*

Rationale

- Comprehensive local labor market information (LMI) and economic data are the foundation for good decision making in a high-performing workforce investment system.
- A user-friendly, single point of access to this information in NYC is currently unavailable.
- Given significant interest in this information, a prominent role in its collection and distribution would help market and promote the WIB and NYC workforce investment system.

Key Stakeholders

- Workforce / Economic Development Decision Makers
- Employers / Jobseekers
- Education / Welfare Planners
- Career Counselors / Teachers
- Economists / Policy Makers
- Elected Officials
- Media

Sample Information to Disseminate

- Employment mobility and recruiting trends
- Employment costs (pay and benefits)
- Occupation demand by industry and required skills/qualifications
- Educational, skills, and training level of workforce
- Gap between skill set of labor force and skill needs of local economy
- Changes in demographic composition, education levels, and skills required of labor force
- Barriers to career ladders or lattices

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Oversee WIA Programs

1. Drive One-Stop quality and alignment
2. Strengthen the training system
3. Promote education, life skills development and youth employment

Focus on Workforce Challenges in Key Sectors

4. Initiate targeted sector based activities

Provide Critical NYC Workforce Information

5. Become local hub of workforce information

- Implementation Plan
- Appendix: Strategic Planning Process Overview

Strategy 1: Drive One-Stop Quality & Alignment

Responsible: One-Stop Committee

Charge from Board:

- ❖ Recertify One-Stop System in line with State requirements
 - *Create standards and system design expectations*
 - Focus on building the New York City workforce investment system through:*
 - *Affiliate strategy*
 - *Strong partnerships with shared expectations*
 - *Infrastructure standards*
 - *Marketing*
 - *Center management expectations*
 - *Center alignment with sector-based activities*
 - *System measures*
 - *Build regular oversight cadence and supporting information system*

Strategy 2: Strengthen the Training System

Responsible: Training Committee

Charge from Board:

- ❖ Develop and oversee modifications to WIA training policies
 - *Individual training account policies*
 - *Customized training and on the job training policies*
- ❖ Review training performance
 - *Training provider performance review*
 - *Workforce1 Career Center training performance review*
- ❖ Assess and map other workforce training in key industry sectors
 - *Training funded by the City or other system stakeholders*
 - *Investigate pre-apprenticeship programs*

Strategy 3: Promote Education, Life Skills Development and Youth Employment

Responsible: Youth Council

Mission: The purpose of the Youth Council is to strengthen the capacity of education, youth development and training programs to provide high quality services that impart the life skills and workforce skills necessary for career related and civic success in New York City. The Youth Council promotes a network that increases communication, coordination and collaboration, and encourages support for this effort.

Charge from Board:

- ❖ Assist in connecting NYC youth to careers in key industries, utilizing output from WIB sector based activities

Strategy 4: Initiate Targeted Sector Based Activities

Responsible: Strategic Planning Committee

Charge from Board:

- ❖ Engage the healthcare/biotechnology and hospitality/tourism sectors for initial focus
 - *Capture background workforce/economic data*
 - *Assess overall industry landscape and key stakeholders*
 - *Hold convening activities with employers and stakeholders*
 - *Identify WIB actionable workforce needs*
 - *Select partnering arrangements based on mapping*
 - *Develop workforce initiatives with key partners to address broad-based issues*

Strategy 5: Become Local Hub of Workforce Information

Responsible: Strategic Planning Committee

Charge from Board:

- ❖ Research options for creating an information clearinghouse for NYC workforce information
 - *Identify what organizations are currently collecting and disseminating workforce information and potential partnership opportunities*
 - *Identify current and potential users and uses of this information and how to make information “user friendly”*
 - *Identify required resources to establish information system and potential implementation plan*
 - *Ensure information dissemination process is organized specifically to address unique needs of targeted stakeholders/industries*

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Implementation Plan

- ❖ Each Committee will align its work with the direction in the strategic plan to carry out its key priorities for 2005, and develop a detailed action plan during Q1 detailing specific steps, resource requirements, anticipated results and timeframe
- ❖ A business plan will be developed during Q1 2005 that aligns all of the Committee action plans

Appendix: WIB Strategic Planning Process

Facilitated by the Strategic Planning Committee, the WIB has undergone a comprehensive strategic planning process to identify key priorities for the promotion of the workforce investment system.



Key Activities

- ✓ Gather initial WIB member feedback
- ✓ Develop strategic planning process framework
- ✓ Hire strategic planning consultant

- ✓ Research national best practices
- ✓ Request interviews with every WIB member
- ✓ Hold planning session with SBS, EDC and WIB staff
- ✓ Convene Industry Roundtables
- ✓ Production of Industry Briefs
- ✓ Production of Industry Matrix
- ✓ Capture input from Staten Island Retreat

- ✓ Develop draft Plan
- ✓ Present Plan to WIB Committee Chairs
- ✓ Circulate Plan to full Board prior to Dec. mtg.
- ✓ Present Plan to full Board for approval at Dec. mtg.

- ➔ Develop WIB Committee Action Plans to operationalize Plan

Timeline

June 2004

July – October 2004

Nov. – Dec. 2004

Jan. – March 2005