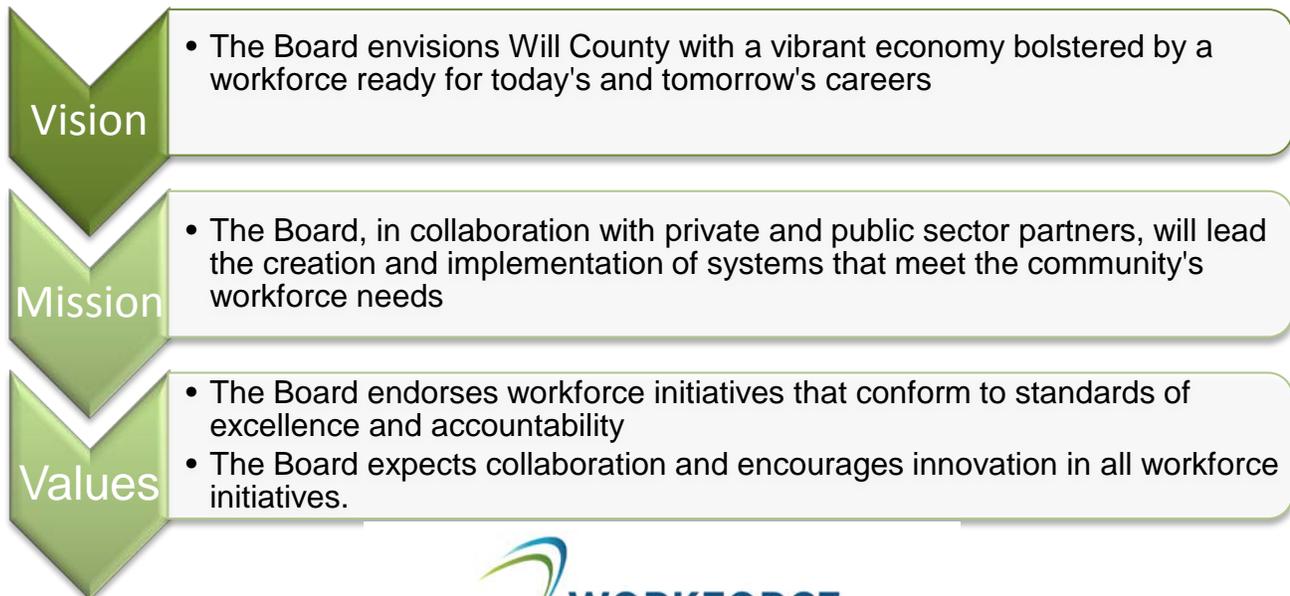


WORKFORCE INVESTMENT BOARD OF WILL COUNTY STRATEGIC PLAN 2016-2017

The **Workforce Investment Board of Will County**, authorized by law to provide policy direction and oversight for the federal workforce-related investments in the County, is committed to making a substantive contribution to the community's economic vitality. The Board recognizes that the investment of federal resources best serves the area when it is integrated into local strategies for economic and workforce development. Consequently, the Board's members have agreed upon the following Agenda to guide its deliberations and decisions in the next two years. This document presents the broad strategic outlines of the Board's initiatives.

For more information on the Workforce Innovation and Opportunity Act go to:
<http://www.doleta.gov/wioa/>



Note: Throughout these pages, the Board references both the community's workforce development as well as its workforce investment system. For clarity purposes, "workforce development" refers to all the public and private initiatives that directly and indirectly prepare people for their work lives, their jobs and careers (public and private elementary and secondary education, post-secondary education, public and private training organizations, employee recruitment, etc.). "Workforce investment" refers to those federal-state financed organizations and programs specifically referenced in the Workforce Innovation and Opportunity Act.

The Board's Strategic Goals



GOAL #1

The Board will take a leadership role in the community's workforce development.

Will County's future economic and workforce development depend on the interest and involvement of a wide range of individuals and organizations. The Board will take a leadership role in ensuring that these diverse groups are informed about the economic situation of the County and engaged in initiatives designed to address workforce development issues. It is critical that the Board address the key industries and occupations in Will County. This focus will ensure that limited financial resources are targeted on those initiatives that can provide the strongest return on investment.

GOAL #2

The Board will set policy direction for the Workforce System of Will County to ensure successful service delivery to employers and residents.

The Board will ensure that the Workforce System of Will County meets the community's labor market needs. Key to the success of a delivery system is accountability and collaboration of the partners in the system. The Board will make certain that the Workforce System partners collaborate in organizing and operating the Workforce System to ensure a fully integrated operation. In addition, the Board will hold the partners accountable for the successful administrative and service delivery performance. This will include continuous improvement activities. The Board will formulate standards and reports of performance relevant to Will County's needs.

GOAL #3

The Board will provide policy guidance and oversight to the Workforce Innovation and Opportunity Act programs funded in Will County.

The Board will provide policy direction for the Workforce Innovation and Opportunity Act programs to make sure that there is alignment between the WIOA programs and the needs of the County. This oversight will include ensuring the fiscal integrity of the funds being allocated and spent through the Workforce Innovation and Opportunity Act. In order to make certain that there is high quality and efficient service to customers of the programs, the Board will oversee and manage the performance and continuous improvement of the program.

Committee Responsibilities

EXECUTIVE COMMITTEE

- Ensure effective and efficient Board meetings (including proper utilization of Board Staff) and Board committee structure.
- Recruit and orient new Board members; provide continuing education to existing Board members.
- Approve and manage the annual WIOA budget.
- Manage performance measures for WIOA fiscal oversight, training providers, and subcontractors.
- Report fiscal and programmatic results to meet federal and state requirements.
- Recommend alliances to promote workforce and economic development in Will County.
- Provide guidance on action plan activities to accomplish the Board's strategic agenda.

COMMUNICATIONS COMMITTEE

- Develop and implement communications/marketing plan designed to promote the Workforce Investment Board, its programs, and activities.
- Create and distribute targeted materials for elected officials, employers, community leaders, and the general public.
- Schedule and conduct regular meetings with local, State, and Federal elected officials.
- Recommend initiatives to enhance visibility and perception about the Will County Workforce System.

SYSTEM AND TRENDS COMMITTEE

- Recommend policy regarding the design, development and implementation of a seamless workforce system that responds to economic development needs.
- Enhance and manage performance measurements for the Workforce System.
- Manage participation and results in key workforce development system initiatives.
- Analyze current and projected economic and demographic trends and issues impacting workforce development.
- Recommend workforce development initiatives in response to economic and demographic trends and issues.

YOUTH COUNCIL

- Recommend policy regarding the design, development and implementation of youth workforce development initiatives.
- Recommend and guide a comprehensive community workforce development system targeted to youth.
- Select and manage performance results of youth service providers.

Industry Sector Strategy

The Workforce Investment Board of Will County has long been implementing programs and initiatives based on industry sector analysis. Focusing on industry sectors has provided the Workforce Investment Board with a targeted approach to program development and a strong connection to economic development activities in the County. In 2016 the sector focus will be significantly increased both in job seeker and employer activities.

Sector strategies are considered highly responsive to industry demand when compared to traditional job-matching and training services because they are:

- Problem-oriented, not program-oriented;
- Address needs interdependently, not independently; and
- Work with industries collectively, not as individual firms.

Sector initiatives meet the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of workers. By meeting the needs of regional industry on behalf of a region's jobseekers and workers, sector initiatives strengthen a region's overall economic vitality. Sector initiatives:

- ✓ Address the needs of employers by focusing intensively on the workforce needs of a specific industry sector over a sustained period, often concentrating on a specific occupation or set of occupations within that industry;
- ✓ Address the needs of workers by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or increasing middle-class jobs;
- ✓ Bolster regional economic competitiveness by engaging economic development experts in workforce issues and aligning education, economic, and workforce development planning;
- ✓ Engage a broader array of key stakeholders through partnerships organized by workforce intermediaries; and
- ✓ Promote systemic change that achieves ongoing benefits for the industry, workers, and community.

The Workforce Investment Board did an analysis of key industries that are workforce drivers in the County. Based on the analysis, the following will be the key industry sectors for the next two year:

- Finance/Insurance
- Healthcare
- Information Technology (Industry/Occupation hybrid)
- Manufacturing
- Professional/Scientific/Technical Services
- Transportation/Logistics (including Wholesale Trade)

**Executive Committee
ACTION PLAN
2016-2017**

**Strategic Goal #1- Take a leadership role in the
community's workforce development**

1. Enhance External Relations for the Workforce System of Will County
 - a. Host annual workforce event for key stakeholders; provide forum for discussion of economic situation of Will County (joint role with Communications Committee).
 - b. Identify funding opportunities; expand regional partnerships and initiatives.

2. Manage Board Working Arrangements
 - a. Assess staffing needs and expectations. Conduct Annual Executive Director's performance review.
 - b. Develop Board membership composition objectives. Recruit private sector Board members to meet composition objectives.
 - c. Conduct formal annual strategic review of goals and performance.

**Strategic Goal #2 – Set policy direction for Workforce System of Will County
to assure successful service delivery to employers and residents**

1. Enhance Workforce System of Will County
 - a. Conduct annual meetings with Directors/Presidents of Workforce System Partner Organizations.

**Strategic Goal #3 – Provide policy guidance and oversight to the Workforce
Innovation and Opportunity Act programs funded in Will County**

1. Perform WIOA Fiscal Oversight
 - a. Conduct financial analysis of WIOA.
 - b. Provide oversight for WIOA budgeting and expense management .

2. Conduct oversight of WIOA performance emphasizing service delivery and outcome analysis
 - a. Provide oversight for federal and local performance outcomes (tools: service analysis, resource room outcome ROI, Performance Measures, WIOA scorecard).

Communications Committee
ACTION PLAN
2016-2017

Strategic Goal #1- Leadership in the Community's Workforce Development

1. Enhance external relations for the Workforce System of Will County.
 - a. Identify target audiences and subgroups: i.e. Legislators/Elected Officials, Businesses, Job Seekers, and others.
 - b. Develop a communication/outreach plan for the Workforce Investment Board targeting each audience/subgroup with specific activities.
 - c. Create Workforce Investment Board marketing/outreach materials.
 - d. Conduct annual meetings with State and Federal Legislators.
 - e. Host annual workforce event for key stakeholders; provide forum for discussion of economic situation of Will County.
2. Meet the community's workforce needs.
 - a. Quarterly Economic Update (Joint role with System and Trends Committee)
 - i. Review and revise content of Economic Update.
 - ii. Review Economic Update distribution list.

Strategic Goal #2 – Set policy direction for Workforce System of Will County to assure successful service delivery to employers and residents

1. Enhance the Workforce System of Will County
 - a. Create Board member recruitment and orientation materials.
 - b. Develop a Workforce Blueprint for Will County that outlines the specific initiatives that will be the focus for all workforce activities in the County.
 - c. Evaluate and modify success story collection and distribution; public awareness plan; include focus groups, interviews, exit surveys to collect perception/satisfaction data and suggestions for program improvement.
2. Enhance service delivery to employers.
 - a. Develop a plan for outreach to employers about available services and programs (Joint role with Employer Services workgroup).
 - b. Create and implement an employer satisfaction tool and review of services (feedback loop for employer services).

**System and Trends Committee
ACTION PLAN
2016-2017**

Strategic Goal #1- Leadership in the Community's Workforce Development

1. Meet Community Workforce Needs
 - c. Quarterly Economic Update (Joint Role with Communications Committee)
 - i. Review and revise content of current Economic Update.
 - ii. Prepare and distribute Economic Update on a quarterly basis.
 - d. Analysis of key industry sectors
 - i. Identify 4-6 major sectors for detailed analysis.
 - ii. Analyze secondary data on selected sectors.
 - iii. Bring in industry experts for each selected sector to discuss analysis and explore workforce needs/issues.
 - iv. Create Industry snapshots for each selected sector. Include occupational detail and wages.
 - v. Develop menu of programs and services available for each sector.
 - e. Labor Force Analysis
 - i. Analyze commuting patterns of Will County labor force and external labor force.
 - ii. Develop labor force analysis for each key industry sector.
 - f. Career Certified program
 - i. Conduct review of current program outcomes.
 - ii. Develop a core group of employers to utilize the WorkKeys NCRC (National Career Readiness Certificate) by offering free job profiling to 6-8 employers.

Strategic Goal #2 – Set policy direction for Workforce System of Will County to assure successful service delivery to employers and residents

1. Enhance the Workforce System of Will County
 - a. Annual Service Analysis Report
 - i. Review uses and revise content.
 - b. Annual Career Scholarship Report
 - i. Review uses and revise content.
 - c. Quarterly review of Workforce Center customer usage.
 - d. Workforce Center customer satisfaction results review.
 - e. Develop core partner metrics and reporting.

**System and Trends Committee
ACTION PLAN
2016-2017**

2. Enhance Business Service Delivery
 - a. Review of employer activity with Workforce Services Division of Will County.
 - b. Employer satisfaction and review of services (feedback loop of satisfaction from employers).
 - i. Develop employer satisfaction tool.

Strategic Goal #3 – Provide policy guidance and oversight to the Workforce Innovation and Opportunity Act programs funded in Will County

1. Enhance oversight of WIOA performance emphasizing service delivery and outcome analysis.
 - c. Review performance measures bi-annually and compare to National/State outcomes.
 - d. Certification and Re-certification of training providers.
2. Strengthen accountability of Workforce System of Will County
 - a. Develop outcome information (job/increased wages) on resource room customers.
 - b. Utilize current ROI mechanism to compare performance year over year.

**Youth Council
ACTION PLAN
2016-2017**

Strategic Goal #1- Leadership in the Community's Workforce Development

1. Meet Community Workforce Needs
 - a. Develop a career awareness initiative for out-of-school youth/High School seniors/Connect to Your Future participants – i.e. career skills day on Manufacturing @ JJC or Wilco, Careers in Energy event.
 - b. Partner with JJC on WorkKeys to develop plan to move Will County towards designation as a "Work Ready Community."
 - c. Update the State of the Youth report in 2016.
 - d. Plan and implement annual Youth Provider Summit for 2016.
 - e. Investigate "Willfinduhelp.org" to determine status. Ensure that YouthFutures information is included in this system.

Strategic Goal #2 – Set policy direction for Workforce System of Will County to assure successful service delivery to employers and residents

1. Enhance the Workforce System of Will County
 - a. Develop a plan to increase recruitment for WIOA youth programs.
 - b. Expand career exploration and post-secondary training components of WIOA youth programs.
 - c. Expand success story system. Include focus groups, interviews, and exit surveys to obtain perception/satisfaction data and suggestions for program improvements (Joint role with Communications Committee).

Strategic Goal #3 – Provide policy guidance and oversight to the Workforce Innovation and Opportunity Act programs funded in Will County

1. Enhance oversight of WIOA performance emphasizing service delivery and outcome analysis.
 - a. Monitor and evaluate youth contractors and overall youth program performance.