

MINNESOTA



GWDC

GOVERNOR'S WORKFORCE
DEVELOPMENT COUNCIL

GWDC 2006 - 2008 *Strategic Plan*



Background- function and scope of the GWDC

The Governor's Workforce Development Council (GWDC) is the State Workforce Investment Board, established by the Federal Workforce Investment Act (WIA) of 1995 (currently in reauthorization), which replaced the former Job Training Partnership Act (JTPA). The function of the Board is to provide strategic direction and vision for the mission of the workforce system in Minnesota. Its role is further defined in MN SS 116L.665.

GWDC staff and operating expenses are funded through the annual WIA 15% Governor's set-aside funds. Minnesota Department of Employment and Economic Development (DEED) provides office space, human and other agency resources to the GWDC to accomplish its work. Partner agencies on the GWDC provide in-kind contributions of staff time and commitment in supporting the ongoing work of the committees and formulating documents.

Under WIA Legislation and MN statute, the role and function of the GWDC is described in action terms such as *review, examine, provide oversight, evaluate, advise, recommend, sponsor and promote*. Over time, the roles of *convening, facilitating, researching and publishing* have also emerged as responsibilities of the GWDC.

This plan updates a strategic vision established in 1999. The current work plan and committee structure is scheduled to conclude assignments by June 30 of this year. Chair Cyndi Leshner proposed a strategic planning session and council members approved a design presented at the December 22 meeting, for an event to be held January 31 and February 1, 2006. The session purpose was to develop a practical

vision, identify strategic directions and outline a 2-3 year work plan for the GWDC consistent with legislation and priorities established by the Council.

Current Vision

Minnesota: Where employers and skilled workers jointly prosper.

Created in 1999; reaffirmed by GWDC in July 2002

Proposed 2006 Vision

Positioning Minnesota as the leader in global workforce competitiveness.

Planning Focus

The design for planning was a four-step process which included the following:

- Mapping a ***Practical Vision*** for the desired future;
- Analyzing the ***Underlying Contradictions*** or barriers to realization of the vision;
- Setting 2-3 year ***Strategic Directions***, or actions to move toward the vision; and
- Planning ***Implementation*** of the actions to carry out the new directions.

A sub-committee met prior to the event to develop the design for strategic planning and defined the focus question as follows.

- ***How can the GWDC, in the next three years, ensure that the workforce system in Minnesota leads the nation?***

When the larger group convened for planning, discussion further refined the focus question to the following version:

- ***How can the GWDC, in the next three years, create measurable system impact to ensure Minnesota employers and workers are globally competitive?***

Planning Expectations

GWDC members identified expectations and outcomes expected as a result of the planning. Responses included achieving a legacy for workforce development; addressing populations with poverty and accessibility issues; baby boom post-retirement reengagement; public/private collaboration and the expectation that this plan will remain fluid and dynamic as a working document. A complete list of responses is located in the Appendix.

Environmental Scan

Council members assessed the current environment to identify factors and trends that are influencing the workforce development system in Minnesota. Council members discussed key recent accomplishments of the GWDC; internal and external trends that may affect the planning session; and the benefits or advantages of doing the planning now. A complete list of responses is located in the Appendix.

Practical Vision

Using a consensus workshop model, a long range analysis was conducted to identify areas of focus for the practical vision based on the focus question:

How can the GWDC, in the next three years, create measurable system impact to ensure Minnesota employers and workers are globally competitive?

Six areas of focus in the Practical Vision emerged as high priority for GWDC members:

- A. Investment for results**
- B. Strategic Alliances with Business Sectors**
- C. Leading Workforce Development System with Streamlined Service Delivery**
- D. Demand-driven, Flexible, Accessible and Affordable Education**
- E. Inclusive Policies and Practices that Support a Diverse Workforce**
- F. Strategic and Influential Communications and Marketing**

Mapping the desired picture of the future with a *Practical Vision*



Investment for Results represents the recognition that in order to truly be globally competitive, skills and knowledge development- either through technical training or degree-based education- needs to be perceived as an investment rather than an unaffordable cost.

Two related support elements that interfere with many individuals' ability to develop attachments to the workforce were also discussed: accessible, affordable transportation and accessible affordable childcare, and Council members felt these were additional social investments necessary for workforce success.

Strategic Alliances with Business Sectors emphasizes the necessity for strengthening public and private collaboration in workforce development. Sector based initiatives are recognized as a strategic means to approach this at the regional, state and local levels. This approach emphasizes the partnership among economic development, education, and workforce development, with business engagement.

Leading Workforce Development System with Innovative Service Delivery recognizes the challenge of combining continuous improvement and drive toward more efficient and effective services with declining resources. Developing strategic alliances with unconventional partners and developing innovative service delivery methods will be required to keep Minnesota's workforce development system and workers in the lead.

Demand Driven, Flexible, Accessible and Affordable Education underscores the essential alignment between education at any level and the workforce needs in this global economy. It also reflects the understanding that new and innovative models for instruction and delivery are

necessary to meet the growing need for workforce participation and the continuous learning that supports each step in an individual's lifelong progression of jobs and careers. It also calls for innovative strategies to make skills development and education to be financially accessible so that employer demand can be met with a supply of skilled workers.

Inclusive Policies and Practices that Support a Diverse Workforce acknowledges the rapidly increasing diversity in our schools, our communities and our workforce, and that we must consider all populations as important and necessary members of the current and future workforce. Groups include individuals with disabilities, immigrants, returning veterans, post-retirement workers and prisoners reentering society and that public policies and practices should reflect inclusion and integration opportunities.

Strategic and Influential Communications and Marketing is a strategy that reflects the Council's desire to create a clear, focused and strategic message about the GWDC to stakeholders, and to communicate that message through a variety of venues. It is important to utilize the GWDC members to develop a position on relevant policy issues and to share the message effectively, and to keep GWDC members regularly informed about issues and opportunities.

Underlying Contradictions or barriers to the Practical Vision are located in the Appendix.

Strategic Directions	Practical Vision Elements	Proposed Committee
<i>Developing our Brand</i>	Strategic and Influential Marketing	Public Relations Committee
<i>Engage Employers and Respond to their Needs</i>	Refocused Strategic Alliances with Business Sectors	Business and Community Connections Committee
<i>Influence Policy Change</i>	Investment for Results Demand Driven, Flexible and Affordable Education	Education Action Committee (this could an umbrella committee with smaller subgroups)
	Inclusive Policies and Practices that Support a Diverse Workforce	Diversity Action Committee
<i>Create Internal and External System Change</i>	Streamlined Workforce Development System with Innovative Service Delivery	Systems Excellence Committee
		External Affairs Committee/ (Legislative Ad Hoc)
		Executive Committee

Strategic Directions (Overarching Goals): Strategic Directions noted in the first column are the proposed actions to move the GWDC towards implementing the practical vision.

Proposed Committee Structure: Suggested committees align with the direction and priorities identified by the Council members.

Proposed Committee Structure

Public Relations Committee

The role of the Public Relations Committee is to elevate the profile of the GWDC to make it more visible at the national, state and local levels. This includes developing the GWDC's brand and marketing strategy; pursuing the Governor's participation or facilitate listening sessions with legislators; working with other GWDC committees to disseminate reports, or gathering information on potential opportunities for exposure (funding and otherwise) at the national level.

Business and Community Connections Committee

The Business and Community Connections Committee is responsible for strengthening connections between workforce development and economic development through the GWDC. This includes making connections with State and local Chambers of Commerce, promoting sector-based initiatives, encouraging regional capital assessments, and/or convening local-level stakeholders to prioritize and respond to local requests as resources permit.

Education Action Committee-

Mindful of the declining numbers of workforce participants in the current education system, it is imperative the Minnesota makes strategic decisions about education and skills training that reflect the global environment we now live in. The Education Action Committee's charge is to identify barriers or gaps in education systems at all levels that prevent ***demand-driven, flexible educations and affordable, accessible higher education*** and to identify system alignment or investment opportunities that reduce barriers and increase entry and exit at multiple points in an individual's lifetime.

Diversity Action Committee

With the tightening of the workforce already occurring, populations previously underrepresented are being looked to as part of the solution to Minnesota's global workforce competitiveness. The Diversity Action Committee's charge is to research, identify and recommend inclusive policies and practices that reduce barriers and provide terms and accommodations that will accelerate populations such as individuals with disabilities, new immigrants, seniors at near or post-retirement and returning veterans, etc., into the workforce more quickly.

External Affairs/Legislative Ad Hoc Committee(s)

This committee can be the group that provides follow-up and advocacy to implement policy recommendations that emerge from GWDC. Ad hoc committees will be formed as topics or needs emerge from other committees, meet long enough to formulate appropriate action or response, and then re-convene as additional items require action.

Systems Excellence Committee

The Systems Excellence Committee is a standing committee charged with: creating the bi-annual workforce center plan and reviewing and adopting statewide performance measures for the workforce center system.

Executive Committee

The Executive Committee is responsible for establishing the vision, goals and performance measures for the GWDC (Board review/evaluation) and for overseeing development of the GWDC advisory reports to the Governor.

Preliminary

GWDC Work Plan 2006-2008 with consideration for the role and function of the GWDC:

***Convene and Facilitate; *Provide Oversight, Review; *Initiate, Support and Promote;**

***Research and Publish.** Individual committees determine their own agendas. Staff activities support committees and lead independent projects not tied to committees, but to the overall goals of the GWDC.

Committee	Activities Currently Underway	Activity Beginning July 1, 2006¹
Full Council	Approve GWDC Strategic Plan and Work Plan	
Executive Committee	Approve GWDC Strategic Plan and Work Plan	Establish performance measures and evaluation process for GWDC Provide guidance on Advisory to Governor
Public Relations Committee	Fall Development Conference	GWDC Brand Communication Plan
Business and Community Connections Committee		MN Skills Sector Development
Education Action Committee		MHEC Education to Workforce Policy Roundtable
Diversity Action Committee		Pathways to Employment Grant
Systems Excellence Committee		2007 Workforce Center Strategic Plan Develop Integrated Performance Indicators
External Affairs Committee /(Legislative Ad Hoc)		Provide advocacy for implementations that emerge from Advisory to Governor. Pursue legislative changes as recommendations emerge
Staff	2006 Advisory to Governor Joyce Foundation Grant Opportunity WIA Incentive Grant management NGA Policy Academy for Advancing Sector Based Initiatives NGA Summer Meeting 2006 Establish new committees; develop rosters, logistics, agendas, time tables Local Plan Financial Review: cost/benefit analysis	GWDC Member Development: Joint GWDC & MJSP meeting; Research Career Readiness Certificates; Inventory of Employment and Training Programs WIA State Plan GWDC Member Orientation / Manual Promote System Alignment

¹ Based on suggestions for specific actions identified during strategic planning. (See Appendix) While an activity may be suggested to be conducted by a specific committee, it is noted that several committees may be involved with different aspects of a specific activity or project.

Appendix

Planning Expectations

The facilitators led the group in a conversation to identify the hopes and expectations of the event. GWDC members provided responses, which included:

- Hope to cross boundaries to overcome our differences and achieve a legacy
- Address populations with poverty and accessibility issues
- Address baby boom generations-shift towards new areas of usefulness and contribution
- Articulate issues we can influence- not just broad ideas- things to implement
- Public/private sectors moving forward in a cooperative way
- A working document that stays alive

Environmental Scan

Members then assessed the current environment to identify factors and trends that are influencing the workforce development system in Minnesota.

What are key recent accomplishments of the GWDC?

- Workforce Center Business Plan was developed in 2004, presented to the Legislature in 2005, and is currently in implementation
- Inventory and Review of workforce programs was developed
- GWDC experienced a significant leadership transition
- Established good collaboration and partnerships with DEED
- Produced comprehensive Advisory to the Governor

What are the internal or external trends that will affect this planning session?

- A focus on pipeline issues- taking a longitudinal look at workforce supply and demand
- Closer linkages and relationships with University of MN and Minnesota State Colleges and Universities
- Good statewide representation (metro and greater MN) at the table
- Proactive vision and planning-recognizing evolution takes time
- Recognize state agencies need to be actively involved to overcome barriers
- Declining funding resources
- Greater awareness of the need for inclusiveness of specific populations- new immigrants, retiring Baby Boomers, veterans, those with disabilities, etc.
- Need to take on hard issues to create systemic changes
- WIA Reauthorization
- Declining availability of skilled workers- technical and professional
- Smaller numbers of youth in workforce pipeline

What are the benefits or advantages of doing this planning now?

- Create the most value and highest impact for system
- Approaching shared problems from multiple perspectives to create a strategic plan
- Validation that issues faced in one organization are also present in other organizations- finding commonality
- Competition in the global economy – we need to stay competitive
- World is moving fast- we need to put forth an agenda
- We need to know where our money is going in developing our workforce

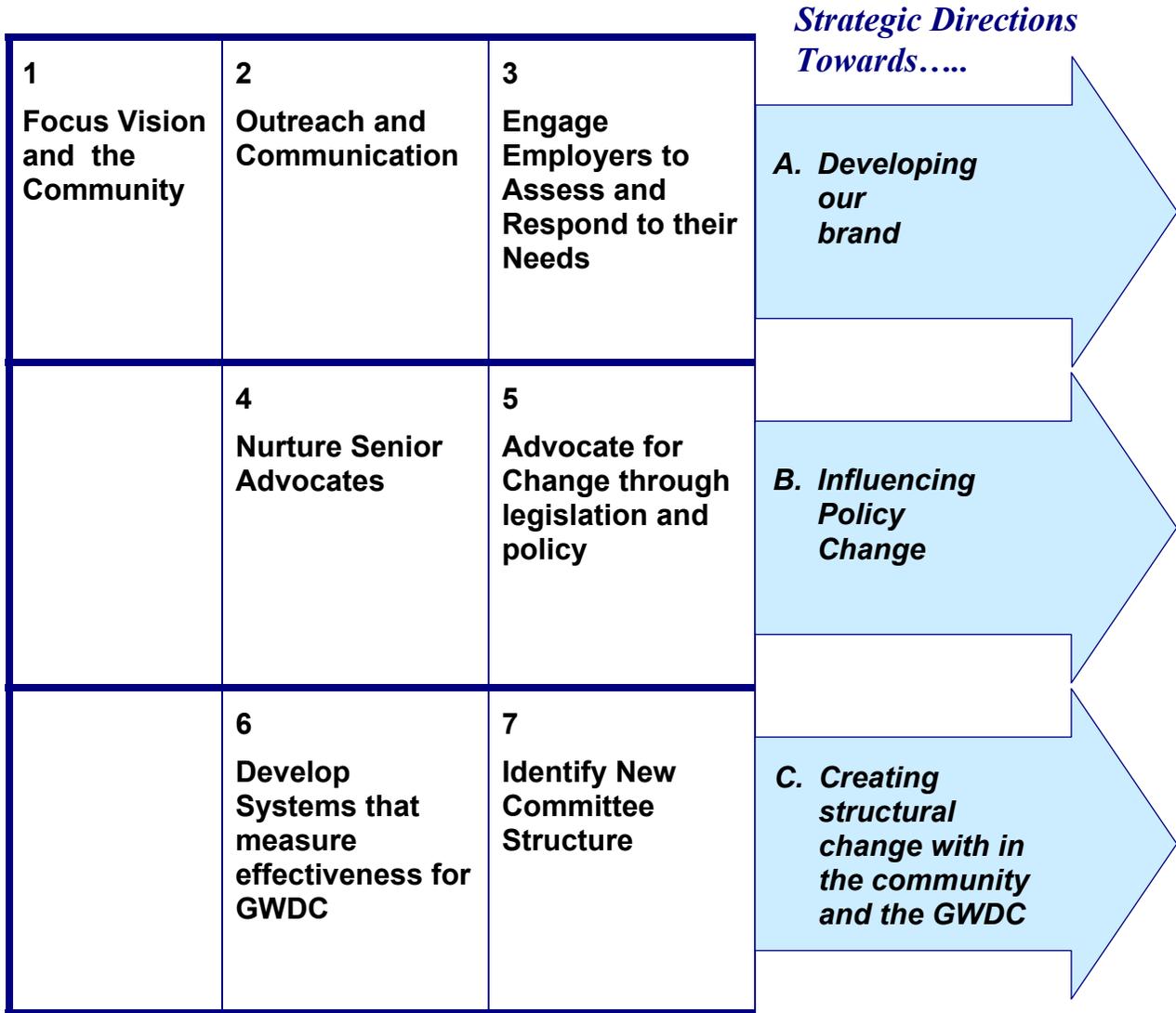
What Do We Want To See In Place In The Next 3 Years As A Result Of Our Actions?

A. Investment FOR Results	<ul style="list-style-type: none"> • Training systems funded adequately • Education viewed as an investment rather than a cost • P-14 free • Invest in career / tech education • Identify solutions for transportation and daycare
B. Simplified and Streamlined WF Development System	<ul style="list-style-type: none"> • Consolidate WF Development Programs • Simplify system and use resources more efficiently • Align ELL with Post-Secondary • Eliminate conflict of interest in Employment Training programs • Real integration “not words” of state systems • More nimble response to business
C. Align with Education System to Provide Demand-Driven, Flexible and Affordable Education	<ul style="list-style-type: none"> • Funded education for the World of Work (tech skills) P-12 • System changes to meet employer needs • ‘Entrepreneurialism’ and Innovation embedded across STEM curricula (K-WF) • Reformed and institutionalized skill development education that supports voc. training/ development after 12th grade • Multiple training options for workers • All inclusive state-wide (career exposure) Mentoring Day • Skyrocketing High School graduation rates • “Education” needs to encompass demand for advanced degrees (for competitiveness in some sectors)
D. Inclusive Policies and Practices that Cover a Diverse Work Force	<ul style="list-style-type: none"> • Inclusion PWD – from footnote to front page • Use all workers – people with disabilities, aging, etc. • Club 24 seniors in WF • New immigrants in WF, i.e. highest contribution level • New ways of engaging poor and disenfranchised populations • Encourage traditional under-employed • Meeting needs of employers by utilizing underserved populations • Global Model for inclusiveness of all under-represented populations, e.g. low skilled adults, older workers, women with disabilities
E. Refocused Strategic Alliances with Business Sectors	<ul style="list-style-type: none"> • Sector strategies (councils) • MN seen by federal agents and foundations for strategic partnerships and alliances • Equal Partnership with all WF Sector entities • Business understanding and actively fulfilling its role in WF Development • Identify best practices in worker/employer relations • There is a state economic dev plan • Together create optimum WF with referral services for small and medium businesses • Public/Private coop in WF Dev
F. Innovative Service Delivery	<ul style="list-style-type: none"> • Center for Workforce Innovation (new ideas, leaders developed) • Planning at all levels facilitates local responsiveness • Local Econ Development incentives for business tied to WR initiative in promoting Econ Expansion and prosperity for local and state economy
G. Strategic and Influential Marketing	<ul style="list-style-type: none"> • GWDC – respected, recognized, Accepted • Market WF to business prospects via Economic. Development • GWDC – continuity of positions filled on Disability Council

Underlying Contradictions: What is blocking us from realizing our Vision?

<p>A. Absence of belief in “working together as serving the greater good”</p>	<ul style="list-style-type: none"> • Keep trying the same solutions — need to innovate • “Turf Protection” • Unwilling to drop poor performers — drains resources — limits ability to fulfill missions • Providers lobbying for survival blocks consolidation of services and limits efficiency • Employers fearful with new populations • Culture of blame — misunderstanding motives • Challenge is not new ideas, but letting go of old ideas • Excessive influence by special interest groups • Independent data systems often work at cross purposes (mixed messages) • Fear of change/ impact prevents innovative alternatives • Power & turf issues block cooperation and limit designing an efficient system • Silo-ed approaches to inclusion reduces effectiveness • Services delivered through soloed organizations
<p>B. GWDC needs to Embrace a Dynamic Vision of How the State’s Workforce Development System Must Change NOW</p>	<ul style="list-style-type: none"> • Strategic and influential marketing is an undefined macro issues • Lack of clear vision and measurable results • Lack of public consensus re: a Vision • Discomfort about public council spending tax payer funds • No real sense of urgency • Vision of purpose of GWDC and its role — conflicting & unrealistic views & goals block productivity • Education — inconsistent goals for the long-term blocks desired outcomes because the system needs to perfect strategies • Need narrow, clear strategies, our focus is too broad/ less is more • Need common agreement of issues — not moving in same direction
<p>C. Rigid & Outdated Systems Lack the Ability to Adapt to a Dynamic Environment</p>	<ul style="list-style-type: none"> • Conflict of open & closed systems inhibits growth • Legislative change needed for Club 24 — blocks phased retirement • Federal complications blocks innovation and implementation • Reward structure does not incent • Confusing and fragmented workforce development system • Absence of internal/external networking (using the influence of each other) • Fragmented funding/outcomes causes lack of alignment and prevents comprehensive service • Structural inability for organizations to work together • Credit system needs to be refocused — it blocks flexibility and innovation of ER needs
<p>D. Inadequate Connection Among Business, Econ Dev’t & Education Sectors Leads to Missed Opportunities, Fragmented Responses and Misapplications that Block Progress</p>	<ul style="list-style-type: none"> • Limited business involvement blocks time & resource investments & inhibits knowledge of employer demands • Need to join Economic Development i.e.: sector strategies to increase alignment • Need employer driven business / teacher alliances — blocks true alignment • Lack of understanding of education & industry requirements to make wise career choices • Rush to success without long term planning
<p>E. No Owner or Mechanism for Promoting Intrinsic Partnerships</p>	<ul style="list-style-type: none"> • Lack of knowledge and understanding caused by stereotypes and fear • Education / training viewed as cost versus investment • Not understanding or sharing what successful partnerships require • Unrealistic top-down direction blocks change and success
<p>F. No GWDC Communication Plan Prevents Having a Unified Message</p>	<ul style="list-style-type: none"> • Having no elevator speech inhibits our readiness to do marketing • The value of branding is not understood and therefore limits its support • Undefined communication plan or strategy prevents having a clear message

What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?



Strategic Directions, including brainstormed ideas under each 'strategy' arena:

A. Developing Our Brand

1 Focus the Vision and Community around it

- Passion Team
- Focus vision to specific range of most urgent needs
- Develop marketing plan (including branding)
- Create and market clear WFD vision statement which incorporates Econ Dev and articulate to business groups, education and WFD entities
- Establish communication committee, plan and strategy
- Distill vision message and create marketing plan (DEED or GWDC implementation)
- Renew Vision
- Meet business sectors, econ dev professionals where they are (meetings/conf)

2. Outreach and Communication

- Pursue /create action plans at Fall Econ Dev Conference
- GWDC take leadership role in convening and facilitating partnership growth
- Engage and influence legislature to convey value \$
- Sponsor summit on strategic Partnership Development
- Convene a summit of Education leaders, business leaders, GWDC and legislators to discuss WF needs and Vision

3. Engage Employers to Assess and Respond to their Needs

- Establish a WF roundtable group that has reps from business, education, GWDC, Government to meet regularly to give feedback and recommendations
- Attend WIB meeting or other stakeholders to understand partner's work

Towards...

B. Influencing Policy Change

1. Nurture Senior Advocates

- Pursue the Governor's interest and participation
- Facilitate listening session for governor and agency heads

2. Advocate for Change thru legislation and policy

- Recommend to Governor, Innovation Fund for break thru collaborations
- Advocate for policy change beyond system limitations
- Create incentive system: specifically in public sector
- Club 24 legislation
- State agencies identify legislative or rule change that embrace cooperation and remove impediments to partnering

C. Creating Structural Change within the Community and the GWDC

1. Develop Systems that measure effectiveness for GWDC

- Develop integrated performance indicators for Minnesota
- Review inventory of E and T programs and recommend consolidation of programs to Legislature
- Measure effectiveness vs. efficiency

2. Identify New Committee Structure

- Develop sector councils/strategies
- Create and support pilots for new service delivery strategy
- Identify New Committees to address topics

Brainstorm Of First Year Accomplishments

Strategic Direction: A. Developing Our Brand		
Current Reality	Year One Accomplishments	2 Year Success Indicators
<ul style="list-style-type: none"> • Under-publicized • Businesses don't know who we are 	<ul style="list-style-type: none"> • Marketing plan developed • Sectors identified per region • Governor has visited us • Complete this strategic plan • Clarify the Business Plan and the Vision 	<ul style="list-style-type: none"> • Sector strategies implemented across the State • Partnering in State and Local Chambers across the state • Legislators know who we are • GWDC recognized and invited to participate in Sector Dialogues • GWDC recognized for role as a leader in promoting WF issues
Team members: Peggy Ann, Don G, Jim, Michael M, LaDonna B, Brenda N		

Strategic Direction: B. Influencing Policy Change		
Current Reality	Year One Accomplishments	2 Year Success Indicators
<ul style="list-style-type: none"> • March meeting set up with staff and chairs to review Investment Advisory • No lobby effort after submitting policy advisories • Testimony has happened re: health care legislation • No recent legislation drafted • Legislation IS tracked • There is some 'unawareness' of legislation 	<ul style="list-style-type: none"> • GWDC Open House for the Governor, committee chairs, key legislators • Governor gives feedback on Investment Advisory • New Investment Advisory • Investment Advisory Review 	<ul style="list-style-type: none"> • Implementation of policy initiatives • Governor leads meetings • Investment Advisory specifically implemented
Team Members: Rollie, Sandra P, Terry S, Brenda J, Renee		

Strategic Direction: C. Creating Structural Change Within The Community and The GWDC		
Current Reality	Year One Accomplishments	2 Year Success Indicators
<ul style="list-style-type: none"> • Committee structure divided, sub-populations vs. sectors • Committee structure supports Investment Advisory • The cycle is coming to an end • Performance Measure Indicators are provided by program • Measures promote silos, not premised on collaboration 	<ul style="list-style-type: none"> • Decision: Committee changes • ID committee structure 	<ul style="list-style-type: none"> • Established uniform indicators of success • Plan how to identify common performance indicators • Identify committees correctly to produce desired results
Team Members: Dan S, Rod, Laura, Pradeep, Inez		

Planning Participants:

Many thanks and appreciation to the following members for their commitment of time and expertise to this planning session.

<p><i>GWDC Members:</i></p> <p>Peggy Ann Anderholm Laura Beeth LaDonna Boyd Kathy Carney Don Gerdesmeier Rod Haworth Jim Johnson Brenda Johnson Matt Kramer Pradeep Kotamraju Cyndi Leshner, Chair Rollie Morud Michael Murphy Mary Nichols Sandra Peterson Rhonda Sivarajah Terry Smith Inez Wildwood</p>	<p><i>Staff attending:</i></p> <p>Brenda Norman Renee Raduenz Koryn Zewers Beverly Friendt</p> <p><i>Facilitated by</i></p> <p>Linda Alton and Cheryl Kartes, The Institute of Cultural Affairs, 612-281-6556, www.ica-mn.org</p>
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ICA's Participatory Strategic Planning:

The Participatory Strategic Planning Process consists of four steps:

- Mapping out the **PRACTICAL VISION** – the practical picture of the desired future
- Analyzing the **UNDERLYING CONTRADICTIONS** – the underlying obstacles or issues preventing realization of the vision
- Setting the **STRATEGIC DIRECTIONS** – the proposed actions to deal with the contradictions and move towards the vision
- Drawing up the **IMPLEMENTATION TIMELINE** – the substantial actions required to carry out the new directions

The general structure of the Participatory Strategic Planning process is as follows:

- Developing our Practical Vision
The practical vision of the organization is held in part by all of its members. Consequently, the breadth of a group's vision is hidden from each member individually until it is called forth and objectified in the workshop setting. This segment will be the time to express our fondest hopes and dreams for the organization.
- Discerning the Obstacles
Upon the development of a practical vision, the real obstacles facing the organization will become apparent. As the group considers the entire range of issues to be faced in the pursuit of its vision, the root causes of obstacles can be uncovered and objectified for sober consideration.
- Identifying the Strategic Directions
In this section, people are asked to think strategically. They will be asked to describe actions that will deal with the obstacles and enable the realization of the vision. The actions will be combined into action arenas that will achieve economy of effort with high impact results.
- Planning the Implementation of the Strategic Directions
The effective implementation of any plan depends upon clarifying directions, aligning resources, designating leadership roles and responsibilities and building team trust and support. This is the time for putting together a detailed plan with the particulars laid out in a calendar, forming working groups, setting meeting times and creating clear goals for teams. The objective of this session is to layout essential coordination details to ensure the implementation of the strategic plan.

More information may be found at www.ica-usa.org.