



Strategic Plan

Michigan Works! Southeast

March 8, 2017

Acknowledgements

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Introduction

The Michigan Works! Southeast Workforce Development Board oversees services in five counties: Hillsdale, Jackson, Lenawee, Livingston, and Washtenaw. Formerly, three separate Michigan Works! agencies served these counties, each with similar programs but varying processes, approaches, and customers. In August of 2015, in response to the implementation of the Workforce Innovation and Opportunity Act (WIOA), the three Michigan Works! agencies consolidated into one regional organization known as Michigan Works! Southeast (MWSE). The merger was legally effective on October 1, 2015. With the merger, a Consortium Board was created composed of two representatives from each of the five counties. Together with the Workforce Development Board, the Consortium Board identified the need to develop a cohesive strategic plan for the organization and the region. This plan was to cover the next three to five years, with a focus on establishing goals and a vision for the organization, as well as expanding the influence of the organization within the geographic area.

The reorganization presented an opportunity for the Board to evaluate workforce development in the region and create a unified strategy with a common mission, vision, values, and objectives to move the region forward. In September 2016, this strategic planning process was initiated to establish a vision, mission, and strategy with input from stakeholders across the five counties. During a five-month period, the process engaged over 300 stakeholders in the planning process to provide input on the direction, strategic issues, and opportunities for Michigan Works! Southeast.

The strategic planning process and resulting strategic plan is described in the following pages. From the input and strategic discussions, the Board established mission, vision, and value statements as well as vision elements, strategic intents, and goals. This plan also contains implementation recommendations and considerations.

Strategic Planning Process

Michigan Works! Southeast Workforce Development Board started their strategic planning process in September 2016 with the intention of developing a workforce strategy that would balance a regional vision with local autonomy, and would also be actionable in nature. A launch call with the Board's Executive Committee initiated the project, and they provided input on the vision and their definition of a successful planning process and strategic plan. The Executive Committee identified the need for all counties, board members, staff, and partners to be on the same page and moving in the same direction towards a common goal.

The initial priorities identified by the Executive Committee include:

- Counties need to come together to identify as one region with common goals, plans, and scorecards in order to be successful.
- The organization needs to create measurable objectives for the region.
- Best practices from each of the counties need to be highlighted and built upon, while at the same time increasing regional coordination.
- Michigan Works! Southeast needs to be viewed as a convener in the region, leading the coordination to provide a broader strategy across county lines.
- The strategic plan needs to be actionable with measurable steps and clearly defined activities.

Community Input sessions

Following the launch call with the Executive Committee, the process engaged additional stakeholders through community input sessions and one-on-one interviews. There were five input sessions, one in each county, and the sessions included a diverse set of participants. Over 60 individuals participated representing economic development, education, health and human services, and various community-based programs. Additionally, one-on-one interviews were conducted with key stakeholders across the region to get more candid and in-depth information on the strengths, challenges, opportunities, and priorities. The five input sessions and one-on-one interviews consisted of standard questions, allowing key themes to emerge in the process.

Strengths: The participants emphasized their focus on collaboration, working together, and a heartfelt desire to elevate the region, county, communities, and individuals. Several people identified local and regional strengths regarding the spirit of collaboration and existing partnerships – noting that the human service networks work particularly well together. Individuals interviewed noted that MWSE is doing a lot well and has a willingness to find a way to do things better in order to help people. People were satisfied

- Strengths**
- Spirit of Collaboration
- Existing Partnerships
- Resources and Assets

overall with the customer service provided by staff. There was consensus that the focus was properly targeted on serving individuals with the greatest need. Participants identified the numerous resources and assets that are available in the region; citing colleges, economic development entities, chambers of commerce, and associations. Participants also noted some of the successful manufacturing and trades programs occurring in the secondary and post-secondary schools.

Challenges and Barriers: The challenges identified in the feedback included MWSE not always being part of the conversation when their input or participation was needed. There was a feeling that MWSE was the convener in the past but was not currently serving that role. The participants stressed the need for regular communication with MWSE, the need to know who to contact locally for assistance, and what programs/services were available to jobseekers and businesses. It was also noted that some decisions and policies made at the regional level had a negative and unforeseen consequences on the customers at a granular level. Additionally, some felt that it was sometimes difficult to get an answer from Michigan Works! Southeast; the enrollment process was oftentimes too lengthy and overly complex; and programs and requirements changed often, causing confusion for partners and customers. The participants noted that youth, providers, and schools are many times unaware of programs, services, and policy, particularly the recent changes to out-of-school youth programming that have enormous impact to service delivery.

Several barriers and subsequent community needs were identified across the region. Individuals with disabilities and individuals with criminal histories proved particularly difficult to serve, due to their additional barriers and the associated challenges that often require additional programming and services. A significant need for improved employability skills (or core skills) for job seekers was something frequently stated by participants. They mentioned that in recent years, the push had been for all high school graduates to go to college to earn a four-year degree, which resulted in a lack of training programs for the skilled trades. This was causing a growing need to shift focus back to middle

- Barriers**
- Drug abuse
- Childcare
- Transportation
- Affordable Housing
- Internet Access
- Criminal History
- Employability Skills

skills training, in order to address the lack of skilled workers in the workforce and to offer an alternative to individuals that were not interested in or capable of a four-year degree.

- Opportunities
- Convener
- Community Dashboard
- Communication and Outreach
- Funding Diversification
- Program Enhancement

Opportunities: The participants identified numerous opportunities for MWSE. One of the primary opportunities mentioned is for MWSE to be the convener for the region. Participants offered specific opportunities such as leading local and regional Manufacturing Day activities or events. Additional convener-related topics included the need to integrate workforce, economic development, and education, as well as developing a community dashboard with local level information. Another opportunity identified is for MWSE to build upon their existing communication efforts to inform the community of “who we are and what we do”

as the public needs to know what is available and who to contact to access services. There was a general feeling that MWSE needs to address communication and the organizational structure internally before pushing any external messages outward.

Participants felt that the region needed to be more innovative with funding –it needed to identify how MWSE could blend and leverage other funding streams to provide enhanced service delivery. Several participants noted the barriers that customers face and the need to meet customers “where they were at” for services, by providing clear and easy access. With regard to services and programming, the participants wanted to see more work-based learning opportunities, better career exploration and guidance, more defined career pathways, as well as an emphasis on job readiness or core skills for everyone. Several participants noted it was critical to involve employers in the conversation to identify their needs, in addition to doing more to coordinate business services. Lastly, the participants reinforced the need to keep the voice of the communities strong, and to not allow the local voices to be diluted by those of the greater region. Some expressed concerns at losing the local community inflection as a result of developing a regional level vision.

Stakeholder Surveys

To collect additional input and reach more stakeholders, MWSE released four separate surveys developed for specific stakeholder groups. The groups surveyed included jobseekers, businesses, community partners, and staff. The surveys asked similar questions to those posed during the community input sessions, along with additional details about experiences respondents had with MWSE.

- Jobseeker Survey:** 82 responses
- Business Survey:** 79 responses
- Community Partners Survey:** 36 responses
- Staff survey:** 49 responses

Jobseeker Survey

The jobseeker survey collected 82 responses. Seven questions comprised the jobseeker survey covering topics such as how jobseekers found out about Michigan Works! and how they would prefer to receive job information. A majority of the respondents who were jobseekers (50.6%), found out about Michigan Works! Southeast from the Unemployment Agency. The primary services that people accessed at the job center included connecting to the Pure Michigan Talent Connect website at 57.32%, followed by using the “resource area” at 47.56%, and lastly getting “help with an unemployment claim” at 43.9%. Only a quarter

of the respondents that visited had worked with a career advisor. When asked what challenges they faced, many of the respondents noted a lack of education/training, as well as their age or experience being a barrier. Another significant finding was a general satisfaction with current services received; some stating that “staff helped me to address my needs,” “I am likely to return if I need services,” and “I am happy with the service.”

Numerous people provided positive feedback on their experience and voiced satisfaction, and others identified issues with customer service. Several of the issues and concerns were related to unemployment insurance (UI) benefits and the process to receive benefits. Outside of UI comments, respondents identified opportunities for staff development, improved communication, and service delivery. Two opportunities for staff development that were noted within the survey included the need for more personable customer service and a greater awareness of services offered. Both of these elements need to be addressed to improve the client experience at the Michigan Works! Center. Respondents emphasized this need for training of staff at service provider locations on customer engagement and awareness of services, particularly the available partner programs. Similarly, advertising and the need to better communicate programs and services was also identified.

Business Survey

The business survey elicited 79 responses. The manufacturing sector represented the bulk of the responses. The most prevalent recruitment issues for businesses that were noted centered around workforce skills. 66.67% of respondents cited “Lack of appropriate skilled workforce” as a recruitment issue followed by the responses “Lack of soft skills” and “Competition for skilled workers.” These three recruitment issues were also the same top three retention issues for employers. Employers identified “Lack of interested candidates” as their greatest concern that the workforce system could help address and they foresee a need for technical skills and skilled positions in the next five years. The businesses had a mixed response regarding their overall experience with MWSE; 61.4% said they were satisfied with the services offered, and 62% said they would recommend MWSE to another business. The greatest concerns of businesses focused on candidates coming through the workforce system, whether it was a lack of candidates, or a lack of appropriately skilled candidates. A lack of “soft skills” was also a frequent theme voiced in the responses. Much like the jobseekers, 67% of businesses preferred to receive information via email.

Community Partners Survey

The survey of community partners had nine questions and elicited 36 responses. Of the 36 respondents, 30.6% represented Community Based Organizations. 44.1% of respondents reported both “Partnership with economic development” and “Referral to education and training opportunities” as working well within the workforce system, while “Sector/Industry Partnerships” had only 17.6% report that it was working well. Respondents expressed uncertainty when asked about their confidence that the workforce system was effectively serving youth, or their confidence that agencies shared common goals and aligned strategies; both statements had nearly half (43%) of respondents responding ‘Uncertain’ to these statements. Themes identified in the free response portion of the survey were concentrated around improving the workforce system’s ability to cultivate partnerships and collaborations with employers and other groups, focusing on skills training for jobseekers, and increasing communication.

Staff Survey

There were 49 responses to the staff survey, which asked 11 questions. The survey gave the staff a platform to voice their successes and concerns. Overall, the staff feel that services provided by Michigan Works! Southeast is positive, with some room for improvement. 56% responded that the quality of services was excellent, and 42% responded average for the same statement. The majority of respondents believe that staff work well together, are experienced, and have expertise. Staff identified the need to improve customer service, improve internal communication, and increase effectiveness at marketing their services. Overall, there is a desire for more communication and consistency from leadership. Additionally, the feeling that service delivery could be improved through streamlining processes and forms was common. More effective marketing was also reflected throughout the survey as being a need; staff wanted greater promotion of services within their communities, a social media campaign, and the ability to do more outreach. Staff believe that the top strategic issues that MWSE needs to focus on in the next 3-5 years include staff development, improving services to job seekers and employers, stronger marketing of services, and increasing community outreach.

Board Planning Sessions

An on-site strategic planning session was held with Board members and key staff on November 30, 2017. The day-long session included an overview of the strategic planning process; findings to-date from the community input sessions, one-on-one interviews, and surveys; a review of the mission, vision, and value statements; and an activity to discuss and identify priorities. Following the session, the Board had updated its mission, vision, and value statements and a created a list of priorities for the strategic plan, including some preliminary goals, strategies, and actions.

Following the planning session, the Executive Committee continued the conversation through multiple meetings and conference calls to refine the mission, vision, and value statements of Michigan Works! Southeast. The Executive Committee also identified strategic plan priorities, four vision elements, nine strategic intents, and the corresponding 3-5 Year Goals and Goals for 2017-2018.

Key Themes

Communication and Marketing

With the recent reorganization and the expanded Michigan Works! Southeast five-county region, there is a need for improved communication and more effective marketing of programs and services. Every step in the strategic planning process identified the need for people to “know who we are and what we do.” There is also consensus that MWSE should be a convener for the region and be the entity that community partners, educators, and industry turn to when there are workforce development issues or needs. The business community should come to MWSE first when they have a need for workers or training. For MWSE to become the first stop in their search for services, there needs to be a strong message that is common across the region. All staff and board members should be able to communicate what the Michigan Works! services are, and to share success stories in their networks and communities. Overall, there is a need for a more robust communication strategy that provides a common message and specific tactics that enable MWSE to reach and inform a broader audience of the availability of MWSE programs and services.

Employer Engagement and Economic Development Alignment

Numerous groups in the region are reaching out to employers with a common message, and as a result employers are experiencing fatigue in managing the multiple engagements. Efforts to better coordinate the employer outreach among MWSE and its partners need to be made. Additionally, MWSE needs to assess employer needs, build on available data, develop relationships, and gain trust in order to offer value to employers. The region emphasized the need to reach more employers, provide more in-depth services, and more effectively anticipate and respond to employer needs. Additionally, the region has various economic development resources such as the Greater Ann Arbor Region (GAAR), which need to be identified and leveraged to achieve greater impact from limited resources. Additionally, economic development plans should be reviewed to identify opportunities for alignment.

Service Delivery

A key theme throughout the strategic planning process was the need to improve service delivery and customer service. Additionally, stakeholders noted the need to better support at-risk populations. The at-risk populations identified included out-of-school youth, individuals with criminal histories or drug abuse, individuals with disabilities, and English language learners. The conversation focused on identifying and reaching those with the greatest need and most significant barriers in each county; delivering new and existing programs that result in greater success; and providing more consistent follow-up supports. Stakeholders identified the need to streamline processes for jobseekers and businesses so services are easy to use, less cumbersome, and more customer-centric.

Data Driven Decision Making

It was noted that through all activities and strategies, there needs to be an emphasis on data driven decision making. There is a need to identify and establish baseline data and uniform measures so results may be reviewed on a regular basis to identify successes and areas for opportunity. Data should be used to determine priorities, programming, and service delivery.

Staff and Board Development

Another theme from the strategic planning process, is the need for increased staff and board development. Staff need professional development in order to do their jobs effectively and have the greatest impact on customers. Additionally, staff need professional development to succeed in their role as board members and to lead the organization and accomplish what is set out in their mission and vision.

The Strategic Plan

After assimilating and analyzing the qualitative and quantitative data that was provided by the Board, staff, and numerous stakeholders, the process to refine the main elements of the Strategic Plan ensued. The first step was to define the Board's Mission, Vision, and Value Statements so that they would serve as a foundation and function as guiding principles for creating aligned goals and strategies. The mission statement defines why the Board exists and the work it carries out, while the vision statement describes the results of the Board's efforts if it were successful in carrying out its mission and implementing its strategic plan. The value statements guide the Board's priorities in how it intends to conduct business. Following is the strategic plan for Michigan Works! Southeast with the strategic plan objectives, vision elements, strategic intents, 3-5 year goals, and 2017-2018 goals.

This strategic plan is a living document and intended to serve as a guide for the future, but is not a rigid set of instructions to follow precisely. A strategic plan should evolve alongside the organization with updates to goals and further development of strategies and action steps to keep the plan in-line with the newly proposed mission and vision for success.

Mission

Our mission is to develop today's workforce and tomorrow's economy by engaging employers, jobseekers, and partners.

Vision

Our vision is a community that fosters and sustains a strong, diverse economy where people can live, work, and prosper.

Michigan Works! Southeast Values:

Partnerships: We convene partners strategically to better meet needs, leverage resources, and more efficiently deliver workforce services to the community.

Responsiveness to Employer Needs: We promote a demand-driven system that anticipates and responds to employer needs.

Service with Respect: We serve jobseekers with integrity and dignity by delivering services with respect for cultural diversity, fairness, and differences of opinion.

Education: We value the importance of the education continuum of Pre-K, K-12, postsecondary, and lifelong learning, leading to the development of a sustainable workforce.

Innovative Leadership: We foster innovation to maximize the economic impact of workforce funding and resources.

Continuous Improvement and Accountability: We evaluate services and programs based on meeting or exceeding customer satisfaction, tracking performance to core metrics, and implementing continuous improvement processes to ensure a sound return-on-investment of taxpayer dollars.

Strategic Plan Objectives:

- Seamlessly align and partner with economic development, education, and community organizations
- Effectively communicate Michigan Works! Southeast's role and services to the community
- Promote, advocate for, and develop the workforce development system
- Foster lifelong learning and career development by helping individuals be successful in higher education, earn credentials, and enjoy career satisfaction in high skill, high demand, high wage jobs
- Provide every willing individual, regardless of age, ability, or preparedness, access to sustainable employment

Vision Element 1: Establish MWSE as the local leader in workforce development so that partners come to us first when there are workforce issues.		
Strategic Intent	3-5 Year Goals	2017-2018 Goals
<p>Strategic Intent 1.1 Develop partner engagements that advance the WDB's mission and vision, and can address critical workforce needs of the region's employers</p>	<ul style="list-style-type: none"> • Establish seamless alignment with Economic Development, Education and Community partners • Ensure MWSE anticipates and responds to regional needs and changes resulting in more business participation, more job placements, expanded labor pool, and additional resources 	<ul style="list-style-type: none"> • Align 2017 workforce initiatives with economic development plans within the region through communication, collaboration, and networking to increase participation of employers • Develop and implement a process for collecting real-time and projected data from sources to anticipate and respond to employer needs
<p>Strategic Intent 1.2 Effectively promote Michigan Works! Southeast's role and services to the community</p>	<ul style="list-style-type: none"> • Ensure the awareness of Michigan Works! Southeast brand, programs, and services results in new enrollments, new business partnerships, and increased placements 	<ul style="list-style-type: none"> • Procure a vendor to develop and implement a communication and marketing strategy
<p>Strategic Intent 1.3 Identify and advocate for needed community resources and infrastructure improvements to prepare all jobseekers for employment opportunities in the region</p>	<ul style="list-style-type: none"> • Implement processes to ensure MWSE anticipates and responds to regional needs and changes resulting in more business participation and additional resources 	<ul style="list-style-type: none"> • Increase participation with community partners to meet 2017 gaps • Engage appropriate community leaders to respond to and anticipate needs • Train Board members so they can effectively advocate for system improvements

Vision Element 2:

Cultivate employer relationships by active outreach and quality, consistent, data-driven services.

Strategic Intent	3-5 Year Goals	2017-2018 Goals
<p>Strategic Intent 2.1 Understand, develop, communicate, and demonstrate the MWSE value proposition to engage local employers and manage their talent pipeline resulting in more qualified applicants, lower turnover, and increased placements</p>	<ul style="list-style-type: none"> • Develop education and training programs that meet current and future needs of employers and increase the number of individuals with industry recognized credentials in critical areas • Utilize employer input to establish and identify success factors for jobseekers to ensure work readiness and career satisfaction 	<ul style="list-style-type: none"> • Conduct regional assessments of employer needs and service gaps to determine future direction of services by EOY 2017 • Implement Talent Pipeline Management process during 2018

Vision Element 3:

Leverage internal and external resources to ensure consistent, high-quality services are made available to all customers.

Strategic Intent	3-5 Year Goals	2017-2018 Goals
<p>Strategic Intent 3.1 Deliver high quality workforce services through a combination of innovative and evidence-based approaches that are customer-focused and provide the supports necessary to ensure customer success</p>	<ul style="list-style-type: none"> • Oversee outreach to ensure at-risk populations are being served; by 2020 the region will have reduced unemployment of targeted groups • Ensure that all referred jobseekers are job ready per employer standards • MWSE meets or exceeds all State and Federal mandated performance metrics and fiscal metrics for the period covered by the Strategic Plan 	<ul style="list-style-type: none"> • Engage local employers to assist with ensuring success of job-seekers within at risk population • Ensure accountability by achieving all federal, state and local performance metrics

Vision Element 4:

Foster board and staff development to leverage innovation and maximize the economic impact of workforce funding and resources.

Strategic Intent	3-5 Year Goals	2017-2018 Goals
<p>Strategic Intent 4.1 Develop staff to ensure successful outcomes for jobseekers and employers</p>	<ul style="list-style-type: none"> Develop and implement a strategy for staff professional development that aligns MWSE values and core competencies 	<ul style="list-style-type: none"> Define critical core competencies and align 2017 training plans to support those competencies
<p>Strategic Intent 4.2 Develop board members so they can contribute to the MWSE mission</p>	<ul style="list-style-type: none"> Identify priorities and expectations of board members and implement professional development opportunities that inform, educate, and develop board members 	<ul style="list-style-type: none"> Establish meeting protocols and processes to ensure that members are engaged and able to fully participate in board and committee meetings Establish committee and assign board members to drive the strategic plan
<p>Strategic Intent 4.3 Align staff and leadership to ensure effective delivery of services</p>	<ul style="list-style-type: none"> Leadership team alignment and accountability processes effectively implemented on annual basis 	<ul style="list-style-type: none"> Execute and track balanced scorecards for each core team leader Analyze 360-degree leadership survey results to measure improvement in targeted areas based on previous year's results
<p>Strategic Intent 4.4 Ensure staff and board members have the information needed to be successful in their roles and fulfill the MWSE mission</p>	<ul style="list-style-type: none"> Provide adequate communication protocol to ensure staff and board members have the information needed to be successful in their roles 	<ul style="list-style-type: none"> Create and implement internal communication plan to provide clear, consistent communication to staff ensuring awareness and understanding of policies, procedures, operations

Implementation Elements

A strong implementation framework is key to ensuring that the strategic plan does not just sit on a shelf, but guides the work of the Michigan Works! Southeast Board. This strategic plan contains four vision elements with nine accompanying strategic intents. The vision elements and strategic intents are described in more detail above. The strategic intents include corresponding goals that contribute to success. Following are implementation considerations for MWSE.

Implementation Steps

1. **Prioritize Actions**
2. **Establish Subcommittees**
3. **Identify Champions**
4. **Establish Timelines**
5. **Identify Resources**
6. **Clarify Outcomes**
7. **Continuously Monitor**

Prioritize Actions: The first step of implementation is identifying current activities that contribute to the plan and prioritizing the next steps for action. Some level of work toward the strategic intents and goals may already be happening, and identifying these activities will help to determine a place to start and where coordination can or should take place going forward. Although each of the strategic intents and goals is important, it is necessary to prioritize what will come first.

While there are four vision elements and nine strategic intents, not all will need to be acted upon right away. The Board should focus on a few at a time until they are completed or they have built momentum and are seeing progress. After prioritizing, the Board should consider developing an annual action plan to clearly define and focus the Board's work for each year. Annual action plans contain detail on the individual tasks to be completed, timelines, milestones, responsible parties, and resources needed.

Establish Subcommittees: The Board could utilize four subcommittees to focus on each of the vision elements in the strategic plan and to catalyze its implementation. Many of the implementation activities involve staff action, however, board members will provide leadership, make decisions based on data and progress, and engage their network when beneficial. Additionally, the Board could extend their reach by including non-board members to serve on some of the committees. This will allow more community leaders and subject matter experts to be involved in the implementation of specific tasks. Additionally, this helps to re-engage individuals who may have participated in the surveys, input sessions, and other planning activities and who may have expressed an interest in being involved. Including additional community members in subcommittees cultivates buy-in for the plan, encourages greater participation in the work of Michigan Works! Southeast, and allows community members to see how their input and participation is driving the region forward.

Identify Champions: A critical step in successful implementation involves assigning responsibility to an individual who serves as a champion for the vision element or strategic intent. This individual is primarily responsible for completion of the task, though portions of the task may ultimately be delegated to another individual or shared by a subcommittee. Assigning responsibility aids in task follow-through and internal accountability, with a shared understanding of exactly what needs to be accomplished.

Establish Timelines: To be effective, each action step should have a deadline. Finding the balance between ambitious deadlines and realistic expectations is very important to support an individual's ability to accomplish an action step. Too much time to complete a task can cause implementation to lose steam, while too little time assigned to a task can cause missed deadlines and derail the process moving forward. Consider what the impact will be if there is no action on a particular task and the impact it could have on

other tasks. It is important to remember that certain action steps can be ongoing. Although a task may be ongoing it could have multiple deadlines or updates, and it should be monitored to keep on schedule.

Identify Resources: Some action steps may require resources to complete. Most commonly, these resources include the expertise of specific individuals, financing for activities, or simply staff time devoted to the task. Detailing the resources needed for each action step further clarifies the task and is helpful in planning to ensure it is completed within an assigned timeline.

Clarify Outcomes: The outcome and impact of each action step should be linked directly back to the overarching strategy. If each action step has a clear answer to “why are we completing this step” and “how does this align to the overall strategy”, the action step will have an outcome by design. Articulating the desired outcome for each step can help provide clarity for the detailed action description, person responsible, and resources needed.

Continuously Monitor: The Board should revisit the contents of the strategic plan, at least annually. The vision elements will likely stay the same, however, the strategic intents and goals may need to be revised as the environment changes and progress occurs. The Board will continuously track progress and provide updates at board meetings as well as review the strategic intents regularly to ensure they are appropriate and relevant.

In order to stay on task and on time, it is also important to consider possible problems that could stall progress. Possible problems will be unique to each task and could stem from issues such as a lack of resources, lack of follow-through, or lack of buy-in from stakeholders. Focusing on continuous improvement and proactively addressing problems can strengthen the timeline, outcomes, and individual action steps.

No matter how proactive the Board and Champions may be throughout implementation, however, there will always be unexpected issues that emerge and may require an adjustment to the implementation plan. This should be expected and the plan should be monitored to determine if new actions are appropriate or if timelines and responsible parties need to be shifted.

Subcommittees

Four board subcommittees are recommended to align with the strategic plan objectives and vision elements outlined in this plan.

Executive Committee

The Executive Committee will monitor strategic plan implementation, including progress tracking and annually reviewing the strategies and metrics for relevance. The Executive Committee will also have a focus vision element 4 through staff-centered strategies, including professional development and internal career pathway opportunities. Additionally, the Executive Committee will lead and coordinate board member development.

Youth Committee

The Youth Committee will provide direction and oversight of the WIOA youth program for MWSE. The Committee will assist with planning, identifying providers, and other youth related activities.

Compliance, Finance, and Oversight Committee

The Compliance, Finance, and Oversight Committee will be responsible for continued financial and administrative oversight of MWSE. The Committee will ensure the Board and MWSE are meeting requirements and obligations.

Strategic Partnerships

The Strategic Partnerships committee will focus on leading vision element 1 to be the local leader

in workforce development by convening partners to gain a better picture of the local workforce development system and workforce needs. This subcommittee will concentrate efforts on partnership engagement, promoting MWSE programs and services, and identifying and advocating for community resources.

Employer Engagement

The Employer Engagement subcommittee priority will be vision element 2 and will work on strategic intents related to strengthening MWSE relationships with local employers. This committee will focus strongly on the services that are currently available for individual employers and how MWSE can expand the reach and continue to build the quality of those services that are offered to employers through a value proposition.

Service Delivery

The Service Delivery subcommittee will focus on vision element 3 and the customer-centric services and supports provided to customers; monitoring the quality of those services and seeking solutions for improvement. The committee will concentrate on strategic intents to targeting out-of-school youth, individuals with criminal histories or histories of drug abuse, individuals with disabilities, and other at-risk individuals with barriers to employment.

Implementation Example:

Champion: Strategic Partnerships Subcommittee

Vision Element 1:
 Establish MWSE as the local leader in workforce development so that partners come to us first when there are workforce issues.

- Strategic Intent:**
- 1.1 Develop partner engagements that advance the WDB’s mission and vision, and can address critical workforce needs of the region’s employers
 - 1.2 Effectively promote Michigan Works! Southeast’s role and services to the community
 - 1.3 Identify and advocate for needed community resources and infrastructure improvements to prepare all jobseekers for employment opportunities in the region

Metrics:

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2017-2018 Goals	Action Steps	Timeline	Status