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# Strategic Assessment – Philadelphia Workforce System



**CSW**

Corporation for a  
**Skilled Workforce**

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## EXECUTIVE SUMMARY

Talent is a key driver of economic development and prosperity. The Philadelphia workforce investment system represents a \$200 million commitment to growing and enhancing the community's talent base and supporting jobs and quality of life. The system touches over 100,000 people each year, representing a mix of gender, race and ethnicity, age, skill level, and special needs.

To support these jobseekers, the system offers services like skill and literacy assessment, job readiness and awareness, technical training and education, remediation and wrap-around support and, ultimately, access to thousands of employers—many with available jobs.

## ASSESSMENT APPROACH

Because of its central importance to community talent strategies, and given the significant investment and stakes involved, in fall 2010 the Philadelphia Workforce Development Corporation (PWDC) board of directors, comprised of local and state leadership appointed by Mayor Nutter, commissioned an independent assessment of the governance, organization and leadership structures of the Philadelphia workforce system. PWDC contracted with Corporation for a Skilled Workforce (CSW), in partnership with HR Consultants, Inc., to conduct a thorough review of strengths and weaknesses and offer actionable recommendations for improvement.

CSW is a national nonprofit organization with 20 years of experience helping partners re-imagine everything about work and learning for the prosperity of people, firms, and communities. HR Consultants, Inc. is a Pennsylvania-based and certified woman-owned human resource and management consulting firm. It has been assisting organizations and businesses make important workforce-related changes for more than 12 years. Together, our assessment of the system kept in mind the following three objectives for overall system improvement:

- **Achieve alignment and unification of all public workforce programs to increase efficiency, transparency, and accountability.**
- **Assure that the public workforce system is aligned with the city of Philadelphia's economic development and educational strategies.**
- **Assure that the public workforce system is aligned and coordinated with the city of Philadelphia's human and social services strategy.**

In undertaking its charge, CSW spoke with over 90 system stakeholders, including staff from relevant agencies and departments, service-delivery operators, service providers and contractors, community partners, education leaders, employers, and jobseekers. CSW also reviewed dozens of documents, including quarterly and annual reports, customer satisfaction surveys, reports on metrics and performance measurement, budget documents, organizational charts, and numerous other materials. Finally, CSW conducted a thorough benchmarking process, looking to Philadelphia's peers for lessons learned and exemplary practices related to topics like organizational structure, procurement, sector strategies, data and performance measures, and more. The review included six national workforce development systems: Baltimore, Boston, Chicago, Houston, New York City, Pittsburgh, and San Diego. In addition, the review looked at innovative practices implemented in several smaller communities.

## SYSTEM CHALLENGES

Overall, this assessment confirmed challenges in several key areas of the Philadelphia workforce system and unearthed many others. At the same time, it identified areas of tremendous pride and remarkable innovation. Yet, lapses and even failures in other areas detract from and undermine those successes.

It is not unusual for community workforce systems, which are faced with many complex demands, to encounter challenges along the way. The Philadelphia workforce system is among this group, facing structural and programmatic gaps; for example, lack of a comprehensive system structure, duplicative administrative systems, and unclear and/or inconsistent messages related to oversight, governance, and policy direction. These challenges result in many unmet needs and obligations with the system:

- Focusing so much on the volume-placement of low-skilled workers that it fails to understand and meet their fundamental talent needs.
- Suffering from internal competition to place workers in jobs, leaving employers feeling overwhelmed and confused.
- Failing to serve small employers, though they comprise roughly 90 percent of potential Philadelphia job providers.
- Experiencing lapses in the quality of customer service, undermining value provided both to jobseekers and employers.

As a result, the Philadelphia workforce system has lost a level of business and job seeker support, and many employers have turned elsewhere to find workers with needed skills and experience. Others, including jobseekers, lack awareness of what the system has to offer, how to access and otherwise navigate the system, and how they can better prepare, advance and grow in the face of available jobs.

## RECOMMENDATIONS

One bright spot to underscore is the universal passion and commitment of workforce system stakeholders to better serve Philadelphia jobseekers and employers. With their insight and input, CSW proposes a series of recommendations to achieve just this, including a re-organized workforce development system characterized by improved vision and leadership, governance and accountability, and a range of delivery enhancements, performance-measurement improvements, and strategies to better align with key system stakeholders.

### Vision and leadership

The success of all subsequent recommendations will require strong vision and leadership from the mayor and the Philadelphia Workforce Investment Board (WIB). This vision should include the workforce system's alignment with economic and community development goals. This message should be referenced frequently and with consistency and should guide the appointment of well-thought-of business leaders to the board, especially the WIB chair. Furthermore, the mayor should serve as a strong and vocal advocate for the city's workforce development interests, leading the charge particularly in state and federal venues.

The Philadelphia WIB, following the mayor’s vision for economic and community revitalization of the city, should take the lead in developing and keeping current the vision, mission, and strategic workforce development plan. The WIB should embrace a role as convener and facilitator of community partners and stakeholders, emphasizing strategic relationships that move areas of common interest, including economic development and education.

### **Governance**

To support a newly articulated vision and mission, CSW recommends creation of a single, new entity that both drives policy and influences its implementation, capacity that has been missing to the detriment of the system as a whole. There are several recommendations to strengthen the Philadelphia Workforce Investment Board to overcome these challenges.

#### ***Workforce Philadelphia, Inc.***

It is important to appoint a strong executive committee comprised of business leaders who serve as WIB committee chairs. This group, joined by additional influential business and community leaders, should serve as the board of directors for a newly-formed entity, Workforce Philadelphia, Inc.<sup>1</sup> WPI will be the product of reorganizing the relationship between the Philadelphia WIB and PWDC.

The Workforce Investment Act discourages fiscal agents for its funds to also operate training programs. In Philadelphia, PWDC currently assumes responsibility for the fiscal agent role and also is a program operator. Meanwhile, the WIB offers policy direction and leadership but cannot effectively influence implementation or adherence to that direction because it lacks the capacity to withhold funds or otherwise ensure accountability. At the same time, it has oversight of PWDC as a program operator but must seek funds from PWDC as fiscal agent. There is an inherent conflict with this structure.

As such, CSW recommends that the newly formed 501(c)3, WPI, assume the role of fiscal agent using the existing Philadelphia WIB’s 501(c)3 status. This approach would ensure establishment of the federally mandated firewall between fiscal agency and training-program delivery and would avoid the lengthy process of establishing a new nonprofit entity. Using the WIB versus PWDC’s nonprofit status minimizes the length of time it would take to conduct necessary and recommended closeout audits<sup>2</sup> and provide greater options and flexibility in recalibrating staffing structures. As the WIB is prohibited from operating WIA-funded programs, the appearance of any conflict would no longer exist.

### ***Youth Council***

Leadership should place the Council for College and Career Success, the Philadelphia youth council, under the auspices of the WIB. In numerous documents the youth council has been described both as a standing and an affiliated committee of the WIB. Regardless, in practice, the youth council should have a strong relationship to the WIB, with representation on the

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<sup>1</sup> WPI is a placeholder name only.

<sup>2</sup> PWDC’s structure is much larger; hence, audit reviews are likely to reveal more negative findings that require more time to resolve, drawing out the transition process.

executive committee. The purpose is to help ensure that this entity, though a known program innovator, adheres to federal performance measures and has a clearly identifiable relationship with the rest of the city's workforce investment system.

### *CareerLink and EARN center management*

Philadelphia should move towards competitively procuring CareerLink center operators. Beyond that, it should move towards joint procurement of the CareerLink and EARN centers, combining management oversight functions at the WIB/WPI level, and moving to co-locate centers at the operational level. Benchmarking revealed that Philadelphia is the only city among its national peers that does not competitively bid service delivery of WIA operations, instead operating under the consortium model. Philadelphia does, however, competitively bid its TANF operations. This approach is preferable because, once again, it allows for greater accountability, transparency, and often quality in system delivery. Integrating the management of the two systems will help eliminate substantial redundancy in administration and enhance service-delivery coordination.

### *Delivery enhancement*

Recalibrating the Philadelphia workforce development system creates opportunities to make other critical improvements. Based on input from employers, CSW extends numerous recommendations to support a more strategic approach to business services and a deliberate commitment to continuous improvement.

### *Business services*

Creation of a business services center or unit within WPI could engage other business service providers in offering a "no wrong door" approach to helping firms, regardless of subject matter. This will help to eliminate the sense among employers that the system is competing against itself to place jobseekers with firms rather than fully understanding and directly addressing their unique needs. The workforce system also should adopt an approach to help service-delivery centers be more strategic about firms they are targeting, for example, based on industry sectors or type of firm, such as service delivery or production. The purpose is to avoid duplicating effort and overlooking some firms entirely.

The workforce system also should better target the needs of small employers and entrepreneurs that, counting firms with fewer than nine employees and the self-employed, account for 91 percent of Philadelphia jobs. This includes establishing a city-wide team of experts that specialize in small business/entrepreneur needs and that collaborate to provide and refer an array of services to firms. It also includes ensuring that the workforce development staff that support small firms are properly trained to do so.

In the spirit of business services, the recommendations encourage a more strategic relationship between workforce and economic development. The focus here is aligning strategy and vision; mapping services; cross-training staff to promote each other's offerings and make better referrals; and ensuring regular base touches among key staff to follow-up on collaborative employer commitments, identify and track trends, and share employer feedback.

### *Continuous improvement*

The Philadelphia workforce system, if it hopes to offer greater value to businesses and jobseekers, must make a strong commitment to continuous improvement. As part of this overall strategy, the report calls for the integration of LEAN-like thinking and practices in core operations, including service delivery and oversight.

At each service-delivery center there should be appropriate staff training and establishment of “comprehensive services teams” charged with supporting the roll out and sustainability of continuous improvement efforts. Even adoption of simple processes, like standardized forms that capture staff ideas for enhancing products and services or offering staff incentives, can go a long way to improve overall performance. To ensure a high degree of buy in and support, CSW urges creation of a continuous improvement team that reports to the Philadelphia WIB’s CFO and COO, with access to the CEO. There also should be a related committee incorporated into the WIB leadership structure. Research indicates that companies with excellent customer service, driven by continuous improvement, outperform their competition 81 percent of the time.

### *Customer communications*

To help manage communications within centers and ensure accountability for messaging, the report suggests charging a single staff person, or a small group of staff, at each center to manage communication. These individuals should work collaboratively across centers to develop policies, strategies, and tools that each center uses, addressing communications breakdowns within and across the Philadelphia workforce development system.

External communications are important but should be undertaken in the future with specific goals and metrics in mind. It also is important to consider how center layout and design help individuals find information and services: visual value-stream maps, for example, can help center visitors understand, based on their needs, where to start their line of inquiry, what services are available, and next steps to consider.

### *Data, metrics, and research*

There is an important adage that notes, “you can’t change what you don’t measure.” This philosophy, combined with growing expectations of transparency, underscore the need for the city’s performance data to be easy to access and understand.

The recommendations call for creating a single, balanced scorecard that aggregates key performance measures for the CareerLink, EARN, youth, and other major system components, promoting a real sense of workforce system alignment and making it easier to compare centers and data changes. The scorecard should integrate community-wide measures and data, for example, labor market trends on employment and industry sectors, to help understand the external context in which the system operates. There also is a need to add and strengthen certain performance measures.

Meanwhile, research revealed tremendous inconsistencies and gaps in collecting customer satisfaction data, one of the required federal performance measures. In this case, the EARN

system is a leader, having procured an independent third party to collect the information using valid statistical methods. There should be a similar process for CareerLink centers, both for jobseekers and employers, with the goal of collecting more accurate and actionable data.

CSW applauds the capacity and quality of labor market and other research within the WIB and encourages keeping this capacity intact. The report suggests ways to more broadly disseminate the information and identify strategies to ensure it informs decisions throughout the workforce development system.

### **Alignment with education**

The Philadelphia WIB must continue to prioritize a strong relationship with area higher education institutions, viewing them as agile partners in meeting employer and jobseeker needs. Ensuring that education and workforce development leaders populate each others' boards is important to cultivating strong relationships and foundations for future collaboration.

One immediate area to target for growing stronger ties involves sector strategies/industry partnerships. The Life Science Career Alliance and the Green Job Readiness Partnership are great examples of WIB leadership and collaboration with academic, private industry, community-based and other partners, to address talent needs. WPI should maintain a commitment for staffing and redouble efforts to sustain these initiatives, including the exploration of creative models to achieve funding support. Career pipelines developed under such efforts help students and workers understand steps they can take in their education and training—anywhere along the path from K-12 to adulthood—to excel in certain emerging career fields. General career awareness is another important goal and could leverage WIB strengths in research and reporting.

### **Credentialing and assessment**

An additional opportunity for partnership with education relates to WorkKeys assessment, a national system for measuring, communicating and improving skills required for workplace success. WorkKeys allows quantitative assessment of skills specific to an occupation in both individual persons and in actual jobs. The Philadelphia WIB, which has been piloting such assessments, could lead efforts to encourage area academic institutions to incorporate WorkKeys test results into decisions for college acceptance: the assessment has been correlated to ACT and other standard scores. The WorkKeys process also can determine if certain curriculum meets local industry standards.

Credentialing is yet another important area of alignment between workforce development and education. It is both feasible and desirable for the two systems to pursue more (and quicker) ways for jobseekers to receive the college credits, certificates, and other credentials on which employers place so much demand.

### **Human and social services**

In becoming a more employer-driven system, Philadelphia must not overlook that, as demographic shift ensues, it must be able to leverage the full depth of the available labor pool. People with disabilities, ex-offenders, veterans, non-native English speakers, and those with

literacy and other challenges will benefit from greater alignment between the public workforce system and human and social services.

Integration of the CareerLink and EARN centers will ensure more seamless support for those on public assistance and special populations, as will continuous improvement efforts. CSW suggests adopting staffing improvements recommended in previous sections to free up time and resources to address populations that have not received enough past attention or support.

When it comes to addressing literacy, the city of Philadelphia is making great strides, with programs like Excel Philadelphia and the Literacy Impact Pilot Program facilitating enhanced and expanded contextualized literacy programs that align with industry needs. The WIB should work more deliberately with the literacy community to ensure that, within the service-delivery centers, assessments are properly implemented and proper referrals to training and other support services are taking place. It also is important to expand on literacy-related metrics identified in the workforce system's balanced scorecard and ensure proper representation of these stakeholders on the Workforce Investment Board.

To help ease the transition of jobseekers, who have been involved with the criminal justice system, the recommendations encourage aligning education and training programs with the community's sector strategies and industry partnerships. The goal should be to help ex-offenders participate in the emerging economy, just like any other jobseeker. There also is need for greater awareness and transparency of programs available to help ex-offenders and the formation of strategic partnerships, including human services and education, to provide a holistic approach to re-entry.

As the workforce system expands its approach to small business and entrepreneurship, it should do so especially with an eye towards how this career option might be particularly applicable to special populations. There are an array of federal funding programs to support entrepreneurship-relating training and other support for these individuals, and the workforce system could help coordinate and align these efforts at the local level.

## CONCLUSION

The goal of this report is to provide actionable ideas grounded in context and backed with sound rationale. CSW urges the Philadelphia workforce system, with strong leadership from the mayor and Philadelphia Workforce Investment Board, to move forward as many of the recommendations as possible. In doing so, Philadelphia can achieve the vision of having a best-in-class, workforce development system known for meeting both employer and jobseeker needs and driving a talent agenda that supports community jobs and prosperity.

## RECOMMENDATION SUMMARY TABLES

Vision and Leadership	
<b>The Role of the Mayor</b>	
<b>OUTCOME</b>	<b>THE PUBLIC WORKFORCE SYSTEM IS ALIGNED AND ACCOUNTABLE TO THE MAYOR</b>
<b>Strategies</b>	<p>The mayor articulates a clear vision for the workforce system, especially as it relates to economic and community development in the city.</p> <p>The mayor appoints well thought of business leaders to the Workforce Investment Board, especially the WIB chair.</p> <p>The mayor appoints a senior member of his staff as a liaison to the CEO of WPI and to serve on the WIB.</p>
<b>The Role of the Board</b>	
<b>OUTCOME</b>	<b>THE WORKFORCE INVESTMENT BOARD IS CHIEF WORKFORCE CONVENER AND FACILITATOR</b>
<b>Strategies</b>	<p>The Workforce Investment Board creates a strategic vision and mission for the workforce system that aligns with the mayor, economic development, community development, and education.</p> <ul style="list-style-type: none"> <li>• Incorporate these elements into the WIB’s strategic plan, five-year plan, and other guiding documents and performance measures.</li> <li>• Engage economic development, education, and others in strategic work groups to explore how their efforts align with workforce development.</li> </ul> <p>The Workforce Investment Board convenes and facilitates partners and stakeholders in the workforce development arena.</p> <ul style="list-style-type: none"> <li>• The WIB creates strategies with economic development, education, and other partner groups, with a focus on working toward the commonly held vision created above.</li> </ul>

## Workforce Investment Board & Philadelphia Workforce Development Corporation

### OUTCOME

A SINGLE, ALIGNED ORGANIZATION THAT INCLUDES POLICY SETTING AND FISCAL AGENCY FUNCTIONS

### Strategies

Merge the current WIB Inc. and PWDC Inc . organizations.

- Move the fiscal agent responsibilities to a new 501(c)(3) as soon as possible.
- Modify the local WIA plan to state that a new corporation will be formed by merging PWDC and PWIB.
- Create a task force/ad hoc committee of the board to guide merger activity, in concert with the CEO.
- Secure legal counsel to guide the process.

Appoint one CEO / executive director to lead the newly merged organization.

- Develop and approve a new organizational structure that includes functional lines of authority and approximate number of staff/staff positions.
- Develop and post position descriptions for remaining positions.

Create one executive (corporate) board to direct the organization.

- Appoint board of directors of new organization.
- Amend/draw up new bylaws for the new organization to reflect the new responsibilities and fiscal agent role (needs legal review).

## Delivery Enhancement

### Employer Outreach

**OUTCOME** EMPLOYERS ARE MORE AWARE AND FIND GREATER VALUE IN WORKFORCE DEVELOPMENT SERVICES FOR BUSINESSES.

**Strategies**

Conduct more personal, one-on-one contact with firms.

- Coordinate the integration of workforce relevant content into already existing economic development site visits.
- Develop internal workforce development capacity to conduct site visits with more firms.

Affiliate with other service providers upon which businesses already rely heavily, including chambers, industry associations, etc.

- Offer trainings, materials, and other resources to raise partners' awareness of available workforce development services.
- Coordinate with these partners around awareness and outreach to firms.
- Create a mutual referral process with these partners, ensuring follow-up and quality service.

Develop a greater variety of and better quality marketing tools, ensuring business input.

### Employer Service Alignment

**OUTCOME** THERE IS GREATER COLLABORATION AND COORDINATION AROUND BUSINESS SERVICES.

**Strategies**

Create a business services center within Workforce Philadelphia, Inc. with trained employer engagement specialists.

- A strong WIB employer services committee provides insight around vision, mission, and goals.
- Identify and train staff from across the One-Stop centers who have expertise in business services and can coordinate efforts through the business services center, as well as a leader to coordinate activities across the center.
- Encourage specialization in each of the centers around a particular sector or business type.
- Identify and share target employers across staff to avoid duplicating efforts.
- Establish follow-up protocols both with employers and among staff so that firms do not slip through cracks and staff are familiar with each others' work.
- Raise awareness of the center among all workforce development staff, including CareerLink and EARN Centers, to ensure proper business referrals and support.

Align strategy and vision and vision between economic and workforce development, mapping services, and cross-training staff to promote each other's services and ensure better referrals, follow-up, trend tracking, and feedback sharing.

## Small Business & Entrepreneurship

**OUTCOME** SPECIALIZED SERVICES TO SMALL FIRMS, THE COMMUNITY'S MAJORITY EMPLOYER BASE.

- Strategies** Within the newly created business services center, identify 1-2 qualified staff to specialize in serving small firms.
- Engage with and consider convening various other small, business-oriented partners, for example, SBDC, economic development, academia, community-based organizations, as part of a Philadelphia entrepreneurship team that shares information on available resources, and develops a referral and support system for firms.
  - Offer proper training services to staff engaged in small business services.
  - Develop protocols to identify potential entrepreneurs coming through the workforce development system and refer them to the small business specialists in the business services center.

## Screening & Recruitment

**OUTCOME** BETTER PRECISION IN MEETING FIRMS' TALENT NEEDS.

- Strategies** Engage business stakeholders and the employer services committee in reviewing and improving processes used to recruit and screen potential staff.
- Explore assessment tools and workforce readiness credentials as a way to better identify work readiness among potential jobseekers.
- Appoint a business-led task force.
  - Explore demand/need for such credentialing, merits of various systems, resources needed to implement, outreach and other strategies needed to get sufficient employer participation (share in a report).
- Make online courses available to employers, explaining services available to them and also to address frequently identified training needs.
- Get employer input as to types of courses and resources they would use most.
  - Identify whether existing online training/tools might be available. Partner to create resources, where needed.
  - Broadly share this information through employer and stakeholder engagement efforts.

## Continuous Improvement

**OUTCOME** CONTINUOUS IMPROVEMENT STRATEGIES BECOME PART OF THE SYSTEM-WIDE CULTURE.

**Strategies**

Embrace LEAN-like thinking and practices into core operations, including CareerLink and EARN Centers, as well as the WIB.

- Incorporate a continuous improvement commitment into request for proposals and contracts for center operations.
- Procure a LEAN consultant to support continuous improvement integration into service delivery and WIB operations.

Implement a system-wide continuous improvement team that reports to WIB’s CFO and COO and with access as needed to the CEO.

Create an oversight and continuous improvement committee as part of the WIB leadership structure and a system-wide director of quality assurance and continuous improvement.

Engage staff throughout the workforce delivery system in all aspects of the continuous improvement process.

- Conduct system-wide training.
- Develop center-based comprehensive services teams.
- Develop ways of receiving ideas and feedback from staff.
- Provide incentives to encourage staff to participate in and embrace continuous improvement efforts.

Reflect continuous improvement commitments in various performance measurement and other data collection efforts.

## Communications

**OUTCOME** OUTREACH AND ENGAGEMENT WITH CUSTOMERS IS EFFECTIVE AND CLEAR.

**Strategies**

Within and across centers, formalize communications processes, including the identification of point persons and call logs to compare customer questions, feedback, and response.

Develop versions of value-stream maps to help customers find and understand services and processes.

Diversify communications, integrating social media and other current techniques; set clear metrics and goals for external efforts.

## Data, Metrics & Research

### Performance Measurement

**OUTCOME** PERFORMANCE DATA ARE TRANSPARENT, EASY TO FIND AND INTERPRET, AND ALIGNED ACROSS THE WORKFORCE SYSTEM.

**Strategies** Establish a single, system-wide performance measure scorecard and, wherever possible, gather and report comparable measurements and indicators, preferably in similar ways.

Incorporate labor market information and other data to provide context to metrics and make all data easily accessible/findable.

Continue to revise and improve metrics over time.

### Customer Satisfaction

**OUTCOME** THERE IS GREATER COLLABORATION AND COORDINATION AROUND BUSINESS SERVICES.

**Strategies** Customer satisfaction assessment for all employer and jobseeker clients should be competitively bid, both for CareerLink and EARN Centers. Data should be tracked and recorded over time to support trend analysis.

Incentives should be offered to encourage survey response, and more effort must be taken to ensure confidential employer participation, including phone and mail-based surveys.

Collected data should account for performance measures but also take into account overall system improvement.

### Labor Market Information & Research

**OUTCOME** EXPERTISE IN LABOR MARKET INFORMATION GROWS AND IS SHARED MORE BROADLY.

**Strategies** The Philadelphia WIB should continue to fund and incorporate quality labor market information into the strategic planning and development of the workforce development system.

All labor market information, common measures, and other newly established performance measures should be tracked and reported regularly as part of a system-wide continuous improvement and performance measurement effort.

# Alignment with Education

## Leadership Alignment

**OUTCOME** WORKFORCE DEVELOPMENT AND EDUCATION LEADERS ARE INFORMED OF EACH OTHERS' POLICY AND WORK.

**Strategies** Prioritize a strong relationship with area colleges, cultivating integration at board leadership levels but also at the implementation level.

- Ensure appropriate information flow from senior staff who attend board meetings to managing staff and relevant others.
- Encourage targeted network development among staff.

Engage education as a key partner in a shared regional vision and strategy around economic and workforce development.

## Industry Partnerships & Career Pipelines

**OUTCOME** WORKFORCE AND ECONOMIC DEVELOPMENT WORK WITH BUSINESS AND EDUCATION TO PREPARE TALENT IN EMERGING FIELDS.

**Strategies** Keep a strong focus on industry partnerships tied to emerging industries, including a commitment to staffing of existing efforts. Leverage relationships with the educational community to ways to make existing partnerships more systemic and sustainable and support development of new ones.

- Continue to convene industry partners and other stakeholders.
- Align funding and effort around related talent development, including articulated training efforts and industry-relevant credentials.

Support general career awareness through broad dissemination of labor market information and materials that make the information useful and accessible to multiple groups.

## WorkKeys Assessment & Credentialing

**OUTCOME** EDUCATION STANDARDS ALIGN WITH WORK READINESS AND OTHER CREDENTIALS THAT EMPLOYERS RECOGNIZE AND VALUE.

**Strategies** Work with higher education to implement WorkKeys.

- Explore WorkKeys adoption/integration as a proxy for ACT and other college entrance exams.
- Encourage curriculum profiling using WorkKeys to ensure programs meet industry needs/standards.

Work with academic institutions to closely examine workforce-funded education and training programs to determine the possibility offering portable, college-relevant credentials.

# Human & Social Services

## General Service Improvements

**OUTCOME** SPECIAL POPULATIONS RECEIVE BETTER, MORE TARGETED SERVICE.

**Strategies** Take advantage of efficiencies achieved through EARN/CareerLink alignment and continuous improvement to better target needs of at-risk and other special populations.

- Reduce wait time between services with better focused staffing patterns.
- Encourage immediate declaration of services during Center orientation to avoid turning away potential clients.

Increase access to computer services and ensure centers appropriately address special needs clients.

## Literacy

**OUTCOME** THE LITERACY COMMUNITY AND LITERACY SERVICES ARE BETTER INTEGRATED INTO AND DELIVERED THROUGH THE WORKFORCE SYSTEM.

**Strategies** Work with the literacy community to ensure that literacy assessments are properly implemented and proper referrals to training and other support services take place.

Expand on literacy-related metrics identified in the workforce system's balanced scorecard.

Ensure proper representation of literacy and other human and social services stakeholders on the WIB.

## Offender Re-entry

**OUTCOME** EX-OFFENDERS ARE PREPARED TO PARTICIPATE IN THE EMERGING ECONOMY AND DO SO WITH ALIGNED PARTNER SUPPORT.

**Strategies** Align education and training programs for offenders with the community's broader sector strategies and industry partnerships.

Improve awareness and transparency of programs available to help ex-offenders through asset mapping and outreach.

Form strategic partnerships, including human services and education, to provide a holistic, aligned approach to re-entry.

- Engage partners.
- Raise awareness of mutual efforts.
- Develop referral processes and protocols complete with follow-up.

## Entrepreneurship

### OUTCOME

**EX-OFFENDERS HAVE ALTERNATIVES TO TRADITIONAL EMPLOYMENT.**

### Strategies

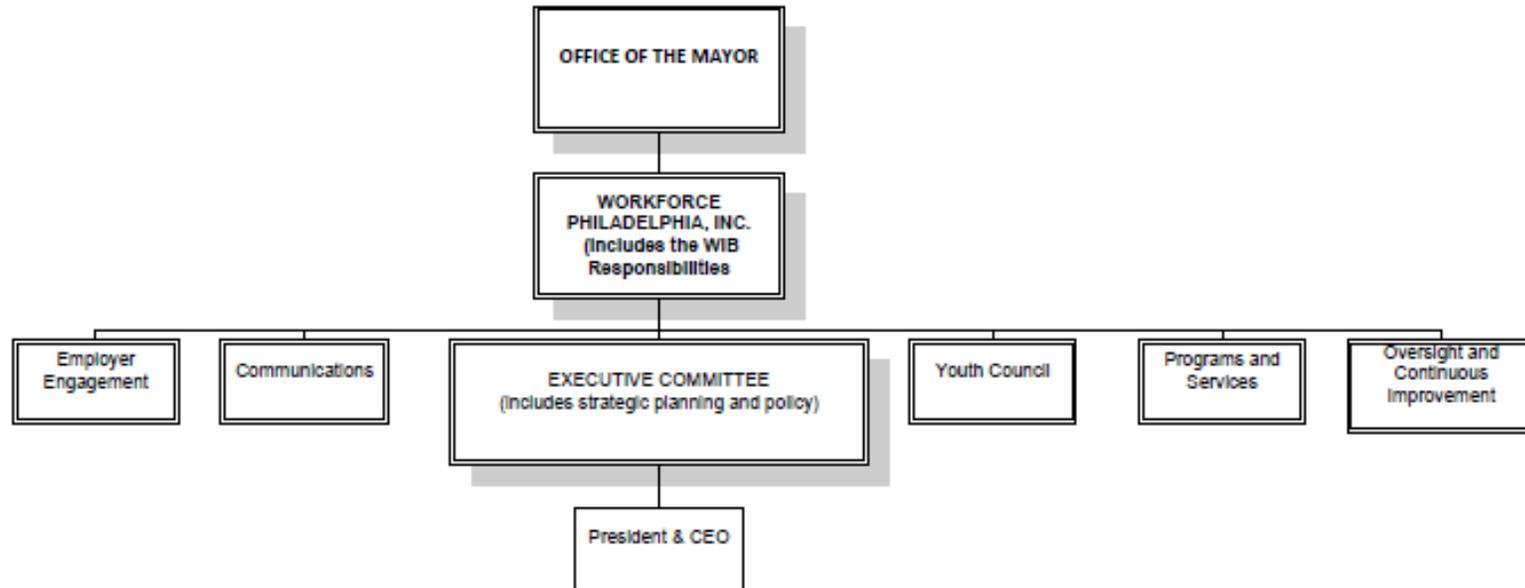
Align efforts and funding streams associated with federal programs that support entrepreneurship.

- Map resources available through different federal channels, including TANF, labor, Economic Development Administration, Housing & Urban Development, etc.
- Engage representative stakeholders from these and other areas to explore better ways to support ex-offender and other special-population entrepreneurs.

Connect entrepreneurship efforts targeting these populations to broader financial literacy and asset-building efforts in the community.

ORGANIZATIONAL CHARTS

PROPOSED GOVERNANCE STRUCTURE FOR THE PHILADELPHIA WORKFORCE BOARD



Proposed Organizational Structure for the New Workforce Philadelphia, Inc.

