

## ***Six Seismic System Shifts!***

### **What You Can Do Right Now to Get Ready for the Big Changes Ahead**

New Administrations always usher in new policy thrusts. While the future is never certain, there are always telltale signs on the horizon. Wise workforce organizations and leaders make strategic hunches about the emerging shifts and begin today to position for success tomorrow.

Here are six likely workforce system transformational shifts: Are you, your staff, your Board, and your Centers ready for the seismic shifts ahead?

### ***Seismic System Shift One:***

#### **Envision a “Good Jobs for All” Workforce System**

##### ***Seismic Shifts:***

- The 1990’s mantra that “all jobs are good jobs” implemented through a “work first” service paradigm is being replaced with the goal of helping individuals get training to find good jobs with middle-class, family-supporting wages
- The first USDOL WIA Reform principle is “Universal Access with Focus on Serving the Most in Need”
- Look for big changes in TANF Reauthorization next year with an increased emphasis on education and training, not just work participation rates

##### ***Implications:***

- All center staff must value both training and jobs and be organized to help customers easily access and achieve both

##### ***Right Now:***

- ✓ Initiate organizational culture change
- ✓ Begin to break the “jobs” and “training” program silos and develop methods to ensure Center customers have a concurrent connection to both sets of services

***Seismic System Shift Two:***

**Redefine Unemployment Insurance As a Time to Skill-Up,  
Not Just for Work Search**

***Seismic Shifts:***

- President Obama says the goal is to “change unemployment from ‘wait and see’ to a chance for our workers to train and seek the next opportunity”
- “Integrated and Accessible Workforce Programs” for dislocated and laid off workers is a key USDOL goal for WIA reform

***Implications:***

- “Reemployment Services” are redefined
- Claimant reemployment becomes both a WIA and Wagner-Peyser responsibility
- The new Trade Act serves as the model for the emerging reinvention and the potential framework for the new WIA Dislocated Worker Program

***Right Now:***

- ✓ Integrate Unemployment Insurance, Wagner-Peyser, WIA Dislocated Worker, Trade Act, and Pell Grant resources for value-added Reemployment Services
- ✓ Move to concurrent job search and training service delivery models ASAP

***Seismic System Shift Three:***

**Increase the Number of Center Customers  
Converting to Training Services**

***Seismic Shifts:***

- The 1990’s legacy “sequence of service” strategy will finally be eliminated
- Training becomes a “preferred” Center customer path
- WIA reauthorization likely to mandate a minimum expenditure percentage for training
- ARRA reporting includes the numbers in training, not just expenditures
- USDOL says that “One-Stop Access to Consolidated Services” for career pathways is a key WIA Reform principle

## **Implications:**

- More customers will receive staff-assisted services
- Not everyone will start in the “self-service” resource room
- Training emphasized at all steps of the Center customer flow
- Center staff promotes (and not just offers) training

## **Right Now:**

- ✓ Streamline training access and entry and discard the old rigid sequence of service
- ✓ Make “core” a gateway to training and not a final destination
- ✓ Increase the number trained by bundling and tapping all training resources and not just relying on WIA

## **Seismic System Shift Four:**

### **Invigorate Workforce and Education Partnerships to Create an Ever-Upward Career Pathway**

#### **Seismic Shifts:**

- Implement a system where adults move easily between the labor market and further education and training over a lifetime to advance in their careers
- WIA reauthorization will likely look at the connectivity between Titles I and II (Workforce System and Adult Education)
- “Strategic Partnership with Educational Institutions” is a key USDOL Reform Principle

#### **Implications:**

- Significant expansion of training options and methods, including: non-semester based; concurrent basic skills and occupational training; classroom learning with an on-the-job learning components; cyber-learning; completion on mastery; and, stackable credentials
- Increasing the quantity and quality of training and skill development opportunities offered and available is an important prelude to increasing the number of customers enrolling in training and skill development
- Center staff no longer focus on traditional “case” “management” roles and become career coaches with continuous customer engagement

***Right Now:***

- ✓ Tap the WIA ARRA contracted training option to create new, responsive training
- ✓ Build enhanced, seamless partnerships with Community Colleges, Vocational Education, and Adult Education
- ✓ Expand apprenticeship and on-the-job training opportunities
- ✓ Eliminate and alleviate needless bureaucratic paperwork and non-value added staff activities to make room for quality career counseling

***Seismic System Shift Five:***

**Redesign and Repurpose Business and Employer Services**

***Seismic Shifts:***

- Define “demand-driven “as a workforce improvement strategy to serve dual customers
- Move to regional sectoral responsiveness and not just retail employer services and labor exchange
- Merge sectoral talent pipelines with career pathway services
- Target industries nationally, including green, health, broadband, and manufacturing

***Implications:***

- The collection and application of workforce intelligence to service design and delivery is a key function for business services staff
- All employer services are connected to Center customers and move beyond just listing jobs and making referrals
- Skill development and skill verification are value-added services for both customer sets

***Right Now:***

- ✓ Define the roles and contributions of all programs, program services, and program partners within an integrated sectoral career pathway system
- ✓ Initiate chronicling of regional green industries as a prelude to targeting, building relationships, developing workforce intelligence, and planning sectoral career pathways
- ✓ Convene your employer/business services team to plan for new roles and develop success metrics that respond to the emerging shifts

## ***Seismic System Shift Six:*** **Prepare to Meet New Performance Expectations**

### ***Seismic Shifts:***

- Move beyond the common measures to align with transformation
- USDOL includes “Performance Measures to Reward Interim and Longer Term Outcomes” as a key WIA Reform principle
- USDOL says these measures should “account for all those served and specifically encourage the system to serve the most in need”
- Wage outcomes are emphasized
- Return of the credentialing measure
- A new efficiency measure that bundles expenditures, quantity served, services received, and outcomes attained
- Metrics value inputs, not just outcomes: number of customers in training; types of customers served, including claimants, public assistance recipients, and disconnected older youth

### ***Implications:***

- Achieving performance through value-added service delivery, not “performance standards management”
- It is unlikely the new expected results will be achieved with the same service delivery strategies and transformational redesign will be needed

### ***Right Now:***

- ✓ Collect and display data using the emerging metrics to determine the baseline for improvement
- ✓ Initiate Center service delivery redesign to serve more and train more
- ✓ Begin to increase the number of customers dual-enrolled across programs in an integrated service environment
- ✓ Get ready to procure/contract with service providers to meet new definitions of success