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Strategic Plan 2000

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Workforce development system that is world class

The beginning of the 21st century finds Minnesota facing many challenges. We're moving into an information-based economy from an industry-based economy. We have an unprecedented worker shortage and widening skill gap. Our population is aging. Competition for jobs and workers is worldwide. Today's knowledge workers are moving away to other parts of the country. Workforce development is gaining equal attention with economic development.

The Ventura-Schuck administration has made workforce development a priority. The Governor's "Big Plan", the "Governor's Workforce Development Framework" and "Minnesota World Competitor, the Governor's Workforce Development Plan" all begin to define the issues facing the workforce development system. These plans also give the Minnesota Department of Economic Security (MDES) the responsibility of ensuring a workforce development system that makes Minnesota a world competitor.

This is an expanded role for MDES. Traditionally, we have concentrated on delivering mandated programs. Our scope is now broadened to include leadership for the Minnesota workforce development system. An effective, robust workforce development system is one that acknowledges demands of the market, anticipates economic influences and strives to proactively improve the process of workers moving from job to job.

We will work to engage all players: workers, job seekers, employers, training providers, service vendors, community agencies, and communities of color and faith. We will work to improve the effectiveness of the system by enhancing the contributions of the players. MDES' services will be market-driven.

Minnesota's people, jobs and products will be world competitors through the work of MDES and the workforce development system. Minnesota will be the state of choice for workers and businesses.

Minnesota's Workforce Development System

The Minnesota Workforce Development system is a dynamic, interdependent system of individuals, educators, businesses, government and community or non-profit organizations which is proactive in developing a skilled workforce that is competitive in today's global economy.

Individual - Workforce development is the continuous development of skills, knowledge, and work habits, which are essential for workforce participation and growth in a market-driven economy.

Educator - Workforce development is the continuous development of curricular and delivery methods in current and emerging market-driven knowledge.

Business - Workforce development is the investment in human capital to develop the correct skills to achieve a competitive advantage in a global marketplace.

Government - Workforce development is the policies, regulations, and services that enhance economic growth based on market demands and provides economic, social and political stability to a region, state or nation.

Community or non-profit organizations - Workforce development is the bringing together of financial, educational and/or human resources to promote individual responsibility for lifelong learning and workforce participation in a successful and accessible environment.

Workforce - The workforce includes all the people who are employed and all those who are unemployed and seeking employment.

Workforce Development Strategy Statements

To create the workforce development system that we envision, we will focus on achieving the following eight strategies.

Our Customers

- Minnesota's workforce is robust
- Minnesotans are self-sufficient
- Minnesota's employers drive workforce development

Our Resources

- MDES has strategic relationships
- MDES models workforce development strategies
- Electronic government provides workforce development services to all Minnesotans
- MDES is a wise steward of workforce development resources
- Through leadership, Minnesota's workforce development system is the best in the nation

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VISION

VISION

Minnesota will have a workforce that can compete in a world marketplace

The Minnesota Department of Economic Security will:

- Lead by example in its own workforce development practices
- Have highly skilled staff and innovative leadership
- Be effective stewards of the public's resources
- Continually analyze the effectiveness of the products and services of the workforce development system
- Be a leader in state government
- Provide the most effective workforce development system

Minnesota's workforce development system will:

- Coordinate partnerships of all workforce development-related agencies to provide non-duplicative, seamless, quality government service
- Recognize and use stakeholder input from all levels
- Collaborate with the state legislature to ensure resources are appropriately targeted and efficiently used
- Engage all businesses, job seekers, workers, communities and service providers
- Be market-driven in its delivery of products and services
- Provide multiple levels of service from self-service to intensive service
- Provide the special assistance that targeted groups need to compete in a global marketplace
- Be a national model for workforce development systems
- Be a state leader in electronic delivery of service
- Be a leader in providing wage assistance for disabled and unemployed Minnesotans

Businesses and employers will:

- Have access to a workforce with skills that are currently in demand
- Obtain up-to-date, customized labor market information
- Have effective employment strategies to gain a competitive, global advantage
- Actively engage all types of workers regardless of their barriers
- Invest in the development of their workforce
- Contribute to a statewide skill standards initiative
- Use workforce development resources regularly throughout the state government system
- Serve in key roles to shape workforce development policy and practices for Minnesota

Job seekers and workers will:

- Know how to search for, obtain, and retain appropriate employment
- Make sound decisions regarding their education and lifelong learning choices
- Continually upgrade their work-related skills
- Make effective lifelong career plans
- Have accurate assessments of their skills, knowledge, abilities and interests
- Use workforce development resources regularly throughout the state system
- Establish and maintain a quality standard of living
- Find the resources they need to balance work and life issues
- Be actively engaged in the workforce regardless of their age, skills, disability, race or gender



MISSION

Helping people help themselves achieve economic security

What we do

The Department of Economic Security (MDES) is the state-level point of coordination on all matters relating to workforce development. This includes the role of "honest broker" which is defined as the ability to provide valuable and impartial career information to individuals empowering them to make informed choices about their future.

MDES:

- Coordinates and facilitates the state's workforce development efforts
- Provides leadership, information, products, services, support and fiscal resources for Minnesota's workforce development system
- Facilitates the process of linking individuals and employers
- Gives extra support to those who may need additional attention and resources to be competitive in today's economy

Who we serve

Minnesota's workforce and employers are our customers. They access the services they need at any stage in the employment process.

Minnesota's Workforce:

- Enters into and successfully navigates the world of work
- Has the skills needed to remain competitive and earn livable wages
- Accesses the resources needed to support their families and contribute to their communities

Employers:

- Have a skilled workforce from which to select employees
- Establish effective employment practices
- Access the products and services that enhance their ability to be competitive

What products and services we offer

- *Career Management services, such as:*
Assessment, education and training resources, labor market information, job search and retention, and support for people with special needs
- *Employment Management services, such as:*
Job analysis, seminars, labor market information, job posting and resume search, compliance and other special recruitment and retention services

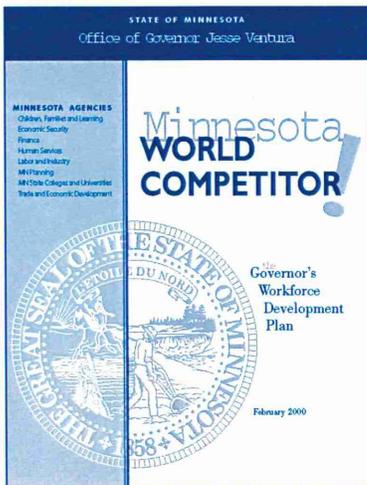
How we make our products and services available

- Statewide network of WorkForce Centers and affiliates
- Various county government centers, technical schools and libraries
- Internet at www.MNWorkForceCenter.org

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VALUES

As the leadership and staff of MDES we value:

Customer Success - Our customers receive the diverse products and services that they need and want to be successful and advance.

Collaboration - We achieve the highest integrity and greatest return on the public investment through innovative partnering and effective use of resources.

Excellence - We practice and reward continuous learning, strategic thinking, process improvement and management by fact.

Professionalism - We support the creative contributions, leadership and diverse expertise of our staff. We stand behind their commitment to the customer and to personal and professional development by encouraging training, new opportunities and risk taking.

1 Minnesota's workforce is robust.

Minnesotans are maximizing their potential in the workforce. They are well-trained and know how to maneuver successfully through the multiple careers and jobs they will have in their work life. New workers are sought out and supported in their efforts to work. When people lose their job, they are able to quickly reenter the workforce.

GOAL

People are prepared for work.

They have marketable work skills and know how to look for work. They access and know how to use career and labor market information.

- Produce consumer reports on training and jobs
- Create excellent labor market information
- Market to specific segments information about jobs, careers and WorkForce Centers
- Provide job seeker seminars
- Provide job seeker training in the use of career management tools and technology
- Offer career planning assessment tools
- Host employer seminars
- Train WorkForce Center staff to be "workforce development brokers"
- Research impact of emerging kinds of work

GOAL

People grow in their careers.

They access career and labor market information. They continually update current skills and acquire new skills. They know how to successfully maneuver through their many job and career changes.

- Produce labor market information (LMI) geared to incumbent workers
- Create career management products and services
- Stage outreach campaign about upgrading skills and jobs
- Provide employer seminars on topics such as retention and career ladders
- Collect data on the feasibility of portable benefits
- Support just-in-time and virtual learning opportunities
- Train staff in career management services

GOAL

People reenter the workforce.

Temporary lapses in employment are common in today's economy. People out of work find the support they need to deal with their issues so that their lapse in employment is short. They have the skills, information and support to be able to reenter the workforce at least at the level where they left.

- Outreach to those receiving or about to exhaust wage assistance benefits
- Provide special services to those who are no longer competitive or able to perform in their previous occupation
- Provide training on reentry to work and issue resolution
- Study Unemployment Insurance (UI) applicants who file repeated claims to determine how to strengthen their attachment to the workforce
- Facilitate access to retraining network
- Provide job seeker seminars such as LMI and job seeking skills targeted to long-term employed
- Provide access to quick skill upgrade classes
- Provide self-analysis tools regarding basic computer skills
- Create networking opportunities
- Provide change/grief management seminars
- Train staff in intervention techniques and long-term employed issues

- INDICATORS**
- Labor force participation rate increases
 - Average weekly wage rises
 - Educational attainment goes up
 - Percent of employment in high-skilled occupations increases
 - Duration of unemployment claims goes down

GOAL

New workers are sought after and supported.

New workers are recruited on an ongoing basis and they know how to thrive in Minnesota's workforce. Their community, whether it's a cultural center, neighborhood center, disability group, prison, school or a community of faith, will be integrally connected to the workforce development system. The business community is aware of diverse cultural issues and the value that new workers add to the workforce.

- Target marketing to disenfranchised segments of workers
- Establish community workforce development networks
- Provide employer seminars about new worker issues and benefits
- Train staff on the new workers and their issues
- Create segment-specific products and services
- Produce a public awareness campaign on the need for workers
- Outreach to various communities

GOAL

Products and services are market-driven.

Products and services are determined by market demand. They are evaluated regularly to determine their effectiveness and market share and repositioned appropriately. Products and services are developed for the universal self-access customer with alternative products created for special populations. New product development is timely.

- Assess market position of all products and services
- Establish cross-functional product development team
- Review products and services for universal customer and electronic access
- Increase accessibility to all products and services
- Create a cohesive and comprehensive marketing plan that builds awareness of employers and job seekers
- Determine "value" and/or cost of products and services
- Explore income generation opportunities with products and services
- Look for grants and other external opportunities

2

Minnesotans are self-sufficient.

Self-sufficiency is determined individually. Every Minnesotan is able to contribute to the workforce, in his or her own way. People with barriers to employment find help in overcoming those barriers so that they live independently and contribute to the best of their ability.

GOAL

MFIP is temporary support.

Minnesota Family Investment Program (MFIP) recipients know how to access the support that they need to quickly move to self-sufficiency. They learn how to work through their issues and they know how to look for work. They know how to use the workforce development system. The business community is aware of their issues and see the value they add to their workforce.

- Provide needs assessment tools in WorkForce Center Resource Areas
- Provide job seeker seminars such as job seeking, job keeping skills and problem solving
- Outreach/marketing of WorkForce Center products and services
- Provide employer seminars on incentives for hiring welfare recipients
- Establish mutually beneficial relations with counties and welfare providers
- Train staff on the issues of welfare recipients
- Institutionalize non-custodial dad program

objectives

INDICATORS

- Poverty rate goes down
- Numbers of new entrants and re-entrants to MFIP decreases
- Employment of people with disabilities increases
- Duration of MFIP claims is shortened

GOAL

People with disabilities work to their ability.

People with disabilities have many desirable abilities that are needed in the workforce. People with disabilities know of workforce development services. They have marketable skills and know how to look for and retain work. They have access to the support services they need to work and live as independently as possible. The business community is aware of their issues and know the value they add to their workforce.

- Outreach/marketing to disabled community about work and WorkForce Center services.
- Provide assessment tools to meet service needs
- Create products and referral network for people with disabilities who do not meet order of service
- Provide job seeker seminars such as barrier removal and problem solving
- Provide independent living services as a step to self-sufficiency
- Provide employer seminars about employment issues and benefits of people with disabilities
- Train staff on disability issues
- Remove regulatory and legal barriers to employment
- Provide technology to level the accessibility playing field

objectives

GOAL

People work as long as they want.

Older workers' skills and abilities are a valuable component of a robust workforce. Older workers know of workforce development services. They have marketable skills and abilities and know how to look for and retain work. Those that need it have access to the support services they need to live as independently as possible. The business community is aware of their issues and see the value they add to their workforce.

- Outreach to engage retired workers in the workforce
- Study concept of entry and exit jobs (cycle through different kinds of jobs in one's work life)
- Find network of support for needy older workers
- Partner with associations to legitimize service and coordinate outreach
- Provide targeted products and services
- Provide employer seminars about issues and benefits of older workers
- Train staff on older worker issues

objectives

3 Minnesota's employers drive workforce development.

Workforce development is about the interchange between employers, their workers and job seekers. Employers enhance their competitive position by utilizing the Minnesota WorkForce Center System. They access current employment information to make their employment practices competitive. Minnesota employers incorporate workforce development into their business practices.

GOAL

WorkForce Centers are the first-stop for employers.

Employers promote their job openings and search for candidates through the WorkForce Center System. They have access to the most comprehensive and diverse pool of candidates in the state. Most employers do their recruiting online.

- Create a system wide employer marketing plan
- Promote Minnesota's Job Bank to employers in a statewide marketing blitz
- Provide training on use of Minnesota's Job Bank
- Promote America's Career Kit
- Train staff on customer service and system wide employer services
- Hold regularly scheduled employer focus groups to get input on products and services
- Engage local Workforce Investment Boards (WIBs) in employer outreach
- Collaborate with other groups, such as the Chambers of Commerce on employer surveys
- Consolidate employer groups into single employer workforce advisory board

GOAL

Employers use employment-related information.

Employers access WorkForce Center services to help them hire and retain people with special needs. They access the information they need at any stage of the employment process. Tax and regulatory information is easy to use. Employers have access to up-to-date human resource information.

- Develop new products and services with employer input
- Hold seminars on employment-related issues
- Provide training on employing specific segments of workers such as minorities, immigrants, people with disabilities, youth and older workers
- Ensure thoroughness of employer information on MDES website
- Make Human Resource publications available through website
- Promote other WorkForce Center recruitment services, such as Alien Labor Certification, Rehabilitation Services, tax credits and bonding
- Market employer information services
- Ensure marketing material is current and employer-focused
- Ensure business transactions are available online
- Coordinate with other agencies to make electronic business transactions seamless

INDICATORS

- Number of jobs in Minnesota's Job Bank increases
- Number of employer accounts increases
- Employer awareness of WorkForce Centers increases
- Use of tax credits increases
- An employer marketing plan exists
- Coordination between state agencies on workforce development issues exists

GOAL

Workforce development practices are used by Minnesota employers.

Employers understand the importance of investing in their human capital. Their Human Resource practices are competitive. They work with the workforce development system to identify future skill needs.

- Coordinate workforce development employer services with other state agencies
- Co-sponsor workforce development conference
- Co-market job analysis, skill assessment and gap training with MNSCU
- Engage employers in Welfare-to-Work, School-to-Work, and Workforce Investment Board activities
- Leverage employer support as legislative advocate
- Promote use of educational tax credit
- Collaborate with HR groups on workforce development issues
- Celebrate employer's workforce development best practices on MDES website

4

MDES has strategic relationships.

The Governor's office, legislature, other agencies, and citizen and business groups are crucial partners in Minnesota's workforce development system. We seek out and nurture relationships that enhance the credibility and visibility of the agency and the workforce development system. Our relationships are mutually beneficial.

INDICATORS

- Percent of MDES legislative positions or initiatives passed by the Legislature increases
- Strategic legislative agenda prior to the legislative session exists
- The workforce development cabinet continues
- Key citizen relationships exist

GOAL

The Governor's support for workforce development is leveraged.

Together, the Governor's office and MDES create an efficient and responsive Minnesota workforce development system for the citizens and businesses of Minnesota. We alert each other to critical issues and we support each other's agenda.

objectives

- Develop legislative initiatives in conjunction with the Governor's office
- Build stronger relationships with the Department of Finance
- Actively engage in the Governor's meetings with the Deputy Commissioners and Communication Directors
- Work together with the Governor's office to anticipate problems and eliminate surprises
- Highlight workforce development issues and special populations in the Governor's tours
- Advise Governor's office of high-level concerns of special population groups

GOAL

Legislative agenda is well planned.

Our work with the legislature is deliberate and well thought out. We work to anticipate the issues and needs of the legislature. Relationships with key members of the legislature are developed and strengthened. We are a leader in legislative relations among state agencies.

objectives

- Plan strategic initiatives at the Executive level
- Prioritize legislative initiatives by their support of our vision and mission
- Coordinate initiatives with the Governor's agenda
- Prepare an annual report to showcase the accomplishments of the agency and the workforce development system
- Seek out and groom relationships with key legislators and committees
- Promote effective working relationships between the Governor's office and state agencies on legislative processes and initiatives

GOAL

Relationships with other state agencies enhance the workforce development system.

Our interactive relationships are focused on accomplishing the vision and goals of the Big Plan. Strategic relationships help support each other's vision. The Governor's Workforce Development Council (GWDC) provides structure and focus to state agencies on key policy issues.

objectives

- Continue interdepartmental committee work such as the workforce development mini-cabinet
- Remove barriers where competitive, adversarial relations exist
- Actively engage other agencies in the workforce development system
- Support the work of the GWDC
- Improve communication loop among agencies

GOAL

Relationships with key citizen and business groups are critical.

Through the local workforce councils, MDES is committed to developing important relationships that are mutually beneficial. Relationships enhance our visibility and credibility, and gain legislative and community confidence in us. They also help to engage specific communities in the workforce development system.

objectives

- Target key citizen and business groups for relationship building
- Leverage citizen groups to engage their members in the workforce development system
- Have citizen groups develop material that promotes their community
- Help advocacy groups partner rather than compete with Agency's goals and objectives
- Contribute to the work of key business and policy groups such as the Citizen's League and the Minnesota Business Partnership

5 MDES models workforce development practices.

Staff is a valuable resource in which we invest. They understand their role and contributions to the agency. Their skills are current. Communication among all levels of the organization is dynamic and effective. Morale is high.

INDICATORS

- Spending on staff skill development increases
- Employee survey scores on staff perception of morale and communication improve

GOAL

Staff has the skills they need to be competitive.

Staff has the program, technical and people skills to be successful. They know what marketable skills are and they are supported in attaining them.

objectives

- Perform job and skill analysis
- Promote gap training
- Institute benchmark/threshold skills attainment
- Study the feasibility of credentialing
- Develop career ladders and succession planning
- Involve more people in project opportunities
- Simplify operational processes to allow for greater flexibility
- Develop mentoring program
- Promote opportunities for lifelong learning

GOAL

Leadership helps staff see the big picture.

Staff understands the department's vision, mission, values and strategic direction. They know how their work contributes to the department's success. People trust, respect and enjoy their work environment.

objectives

- Conduct annual employee satisfaction survey
- Hold regularly scheduled staff meetings
- Provide timely information from leadership about organization, issues and directions
- Delineate the roles and responsibilities of the state and the local areas
- Support the use of Performance Development Communication Model (PDCM)
- Create employee suggestion process
- Train supervisory staff in mentoring and coaching skills
- Celebrate staff in an employee recognition program
- Develop and maintain quality improvement teams

6 Electronic government provides workforce development services to all Minnesotans.

Technology gives us the opportunity to achieve a much larger market share than our traditional service delivery methods. Every Minnesota worker, job seeker and employer will have access to workforce development products and services. MDES will leverage technology to reach this market while maintaining our traditional customer base.

Technology is used to make products and services more accessible.

INDICATORS

- Percent of workforce development services available electronically increases
- Percent of workforce development transactions conducted electronically increases

GOAL

MDES contributes to the state enterprise-wide integrated network.

People can access workforce development and government services in their community and online. People will use the WorkForce Center System's significant statewide infrastructure that is in place.

- Integrate current infrastructure with state and local structures
- Work with other agencies to establish standards and guidelines for e-government development, use and security
- Contribute to statewide employer and job seeker web access points
- Expand WorkForce Center capacity to accommodate community access to workforce development and community resources
- Provide community seminars on how to use online tools and services
- Work to establish unified common registry
- Provide for and train on adaptive technology

objectives

GOAL

Excellent products and services are provided electronically.

MDES sets the example for e-government. Customer expectations to transact business online are met. Products and services are repackaged to optimize online delivery. An array of electronic access is available to accommodate varying needs and abilities of customers. Traditional service delivery is still available. Existing service delivery structures are leveraged to expand access points. Opportunities are capitalized on where they make good business sense.

- Examine processes to accommodate electronic delivery
- Ensure accessibility of electronic products and services
- Deliver outreach and awareness campaigns
- Teach customers how to use new technologies and new services
- Enter into agreements with other access providers (schools, libraries)
- Train staff to support electronic service delivery
- Target electronic service delivery to specific populations
- Provide support beyond the normal business day
- Target products and services for employers

objectives

GOAL

E-business is fundamental in our service delivery strategy.

The scope of our e-business is determined and multiple delivery methods are specified. A transition plan is in place that includes plans for long-range support.

- Commit to short-term and long-term e-business plan
- Define multiple delivery options including the Internet, phones, and interactive voice response
- Establish e-business budget and development coordinator
- Capitalize on our clicks and bricks potential

objectives

GOAL

We support our technology.

Resources are committed to ongoing development and support of our technology so that it stays current. Technology in the WorkForce Centers and the community is supported in innovative ways. We have the capacity to develop, maintain and support our technology.

- Factor maintenance costs into development
- Support technology that interfaces with the technology of our customers, including those with accessibility issues
- Create the capacity to support and partner with others to support technology
- Establish asset management life cycle strategies
- Leverage community technology resources whenever possible

objectives

7 MDES is a wise steward of workforce development resources.

Fiscal resources are used wisely with an eye to the future of the workforce development enterprise. Wherever possible, resources are leveraged across the enterprise. Budgets are business-like with an accountability to the bottom line.

INDICATORS

- Funds received per year from new sources increases
- Strategic budgetary plans for agency and WorkForce Centers exist
- Budgetary accountability exists

GOAL

There is a common understanding of fiscal resources.

It is understood what the enterprise, program and product dollars are. Processes are in place to maximize efficiency.

- Establish parameters of fiscal resources
- Explore alternate funding streams (Legislature, grants, fee-for-service, gifts, donations, revenue-generating positions)
- Use cost benefit analysis to determine effectiveness and value of products and services
- Reduce costs
- Improve grant acquisition and management process
- Maintain relationships with foundations and donors

objectives

GOAL

WorkForce Centers have fiscal operation guidelines.

There is a realistic understanding of how much it costs to operate a WorkForce Center and how many can be supported with limited resources.

- Design efficient delivery of universal customer services
- Explore feasibility of franchising WorkForce Centers
- Refine WorkForce Center budgeting process
- Expand community funding for ongoing operation of WorkForce Centers and affiliate sites

objectives

GOAL

Internal budgeting processes have integrity.

The department has processes in place to ensure that budgets are controllable, efficient and have accountability measures.

- Establish budgets for all operations including products, projects and programs
- Establish budget accountability measures
- Explore contracting for services within the department (program to program)
- Establish long-range income forecasts
- Budget for long-range solutions
- Align budget with strategic plan

objectives

8 Through leadership, Minnesota's workforce development system is the best in the nation

Thinking out-of-the-box to create the most complete system is the norm. Our focus is on providing the best possible workforce development system, not protecting our programs. Continuous process improvement happens at both the micro and macro level. Best practices are sought and rewarded.

INDICATORS

- Customer satisfaction of services increases
- Product and service evaluation exists
- Continuous improvement processes are used
- Best practices are promoted
- Workforce development institute is explored

GOAL

The workforce development system is comprehensive.

New and missing products and services are continually sought to provide the most thorough array of work life tools. Best of brand products and services are used. Service delivery vehicles are responsive to customer demand. Ineffective programs, products and services are dropped.

- Use customer input to design and deliver products and services
- Establish quality base-lines for all products and services
- Establish spin-off plan for products and services that don't fit
- Seek out additional services to be offered through the workforce development system (assessment test center, financial planning)
- Host vendor fair to recruit new providers and products
- Engage in environmental scan for new products and opportunities

objectives

GOAL

Process improvement is constant.

The continuous improvement process is integrated into the workforce development system. Measures and outcomes are attached to all our products and services as well as the system. Longevity of products and services is dependent on their effectiveness.

- Renew continuous improvement commitment
- Establish measures and outcomes for all products and services
- Expand and automate customer satisfaction process
- Create feedback loops to ensure product improvement

objectives

GOAL

Best practices are celebrated.

Employers and individuals continually create new innovations in workforce development. We seek out and reward these pioneers in workforce development. We share their best practices.

- Seek out best practices of job seekers, workers, employers and providers
- Promote the best of ideas and innovations
- Host an annual award event to promote best practices
- Create awareness of and enthusiasm for workforce development

objectives

GOAL

Workforce development issues are studied.

At the macro level, we engage in workforce development process improvement. Access to and use of the system is studied to ensure that no group is left out. Economic indicators are studied to anticipate changes in the economy. Changes to products and services are planned accordingly.

- Explore the feasibility of a workforce development institute in conjunction with the Universities of Minnesota and/or St. Thomas
- Work with community groups to study effectiveness of services relative to their needs
- Examine impact of decline in low-skill/high-wage jobs

objectives

Strategic Plan 2000

ACTIONS and TIMELINES

1. Review strategic plan with the Governor's Office April 2000
2. Publish Department strategic plan on the web April 2000
3. Roll plan out to WorkForce Center staff May 2000
4. Share strategic plan with the Governor's WorkForce
Development Council June 2000
5. Update and integrate branch plans
with Department strategic plan July 2000
6. Implement the Workforce Investment Act July 2000
7. Unveil new WorkForce Center website and
self-service system July 2000
8. Submit legislative budget requests in accordance
with the Governor's Workforce Development Strategies.....September 2000
9. Submit preliminary legislative policy initiativesSeptember 2000
10. Final drafts of legislative initiatives December 2000
11. Introduce bills January 2001
12. Update Department report and Strategic Plan May 2001
13. Institute performance measures of the
WorkForce Center service delivery system July 2001

MDES WILL HAVE FULFILLED ITS STRATEGIC PLAN GOALS WHEN:

- Labor force participation rate increases
- Average weekly wage rises
- Educational attainment goes up
- Percent of employment in high-skilled occupations increases
- Duration of unemployment claims goes down
- Poverty rate goes down
- Numbers of new entrants and re-entrants to MFIP decreases
- Employment of people with disabilities increases
- Duration of MFIP claims is shortened
- Number of jobs in Minnesota's Job Bank increases
- Number of employer accounts increases
- Employer awareness of Workforce Centers increases
- Use of tax credits increases
- An employer marketing plan exists
- Coordination between state agencies on workforce development issues exists



"Through these efforts, Minnesota will provide an environment where employers are committed to developing their workforce, employees take a personal responsibility for enhancing their skills and careers, and the government supports these activities through selective and strategic investment."