

Local Strategic Plan—Index of Sub-Strategies Union County Workforce Development Board

These Sub-Strategy action items correspond to specific High-Level goals detailed in the Introduction. Additionally, each item is referenced back to the full plan sections as designated by category title and the page number.

Union County Workforce Development Board
Antonio C. Rivera, MSW, Director

Career Pathways / Credential Attainment	American Job Center Integration	Technology	Expanded Access	Employer Engagement	Evaluation / Oversight
---	---------------------------------	------------	-----------------	---------------------	------------------------

Executive Summary Goal Reference->	PAGE	1	2	3	4	5	6
------------------------------------	------	---	---	---	---	---	---

SUMMARY OF GOALS – Section 1 GENERAL OVERVIEW

Goal 1 – Increase Emphasis on Career Pathways / Credential Attainment

- a. Transform job seekers into job candidates and connect them to the labor market through skill-enhancement training.
- b. Begin to examine expanding the stackable credential leading to degrees into the procurement process at both the ITA/ETPL and class-size RFP levels.
- c. Explore practical ways to enhance front-end’s ability to incorporate “Informed Choice Career Coaching” while working closely with job seekers.
- d. Focus training on increasing awareness around the advantages of attaining industry-recognized credentials/degrees.
- e. Strengthen the career pathways approach by further engaging industry, literacy, and experiential learning solutions to fill talent needs.
- f. Prioritize the competitive procurement process for class-sized training and the use of ITA’s for industry-recognized credentials.
- g. Continue to identify existing pre-apprenticeship and registered apprenticeship opportunities for our clients and expand the availability of such opportunities that lead to nationally- recognized industry credentials.

Goal 2 – OS Integration

- h. Continue holding American Job Center partner and AJC staff meetings on a monthly basis.
- i. Increase Coordination of Services by investing more time in staff cross-training.
- j. Broaden the use of Memorandum of Understanding (MOU) to include all American Job Center partnering entities.
- k. Adopt an “Affiliate Partner” status initiative to expand the visibility and reach of the two AJC Centers out into our partner community.

Goal 3. Broadened Use of Technology in Operation & Customer-Facing Processes

- l. Enhance American Job Center/WDB online presence including website redevelopment, and effective use of social media.

<p>m. Adopt a “Less Paper” technology plan within the WDB and American Job Center by establishing a 21st Century document management system.</p> <p>n. Examine adoption of “anywhere” online pre-enrollment and consider other technologies to simplify and expedite the “triage” waiting process and enhance customer service environment, including the use of computer tablets or kiosk station(s).</p> <p>o. Install new System-Wide Client Management System providing essential training along with a rapid implementation time table.</p> <p><u>Goal 4 – Expand Access</u></p> <p>p. Continue to provide additional guidance to career coaches on options for co-enrollment to stretch funding while offering increased diverse educational and occupational services.</p> <p>q. Provide local planning and policy guidance, followed by continued staff training, to OS Career Coaches in order to comply with necessary system adaptations required to expanded services using WIOA provisions for core programs.</p> <p><u>Goal 5 – Employer Activities</u></p> <p>r. Fortify the Union County Workforce Innovation Business Center.</p> <p>s. Expand Business Services Representatives team to facilitate the connections between employers and the American Job Center.</p> <p>t. Further, develop regional Business-2-Business networking events.</p> <p>u. Survey employers to verify their skill and credential requirements.</p> <p>v. Involve employers in Soft Skill presentations where possible.</p> <p>w. Survey availability of existing Registered Apprenticeships and Pre-Apprenticeship Programs accessible to Union County WIOA eligible job seekers. Incorporate these opportunities into our menu of services to our customers.</p> <p><u>Goal 6. Expanded Use of Evaluation Metrics beyond National Performance Standards/ Systematic Oversight</u></p> <p>x. Model for continuous improvement throughout its internal operations and customer-facing processes, guided by a new certification and recertification program</p> <p>y. Examine National Measures down to sub-recipient and vendor levels.</p> <p>z. Measure credential attainment down to sub-recipient and vendor levels.</p> <p>aa. Introduce employer and job-seeker satisfaction surveys.</p> <p>bb. In addition to vendor monitoring, conduct internal monitoring and oversight to ensure that center operator(s) meet certification standards.</p> <p>cc. Begin to collect data on outcomes accounting for a wider assortment of training strategies over varied job seeker “PRE” intervention situations.</p>							
--	--	--	--	--	--	--	--

Local Strategic Plan—Index of Sub-Strategies Union County Workforce Development Board

These Sub-Strategy action items correspond to specific High-Level goals detailed in the Introduction. Additionally, each item is referenced back to the full plan sections as designated by category title and the page number.

Union County Workforce Development Board
Antonio C. Rivera, MSW, Director

		Career Pathways / Credential Attainment	American Job Center Integration	Technology	Expanded Access	Employer Engagement	Evaluation / Oversight
EXECUTIVE SUMMARY GOAL REFERENCE->	PAGE	1	2	3	4	5	6
I. STRATEGIC PLANNING ELEMENTS							
SS-1	Further, enhance existing partnerships with the business and education specifically addressing the educational and skill requirements for those defined in WIOA as hard to serve populations.						
SS-2	Continue to engage employers, industry leaders, and public officials broaden the training and service alignment with additional regional key Industries/Sectors.						
II. CURRENT WORKFORCE DEVELOPMENT SYSTEMS							
SS-3	Consider the adoption of computer refresher courses of not only older workers but all customers below sufficient proficiency.						
SS-4	Consider More incentives like increased level of wages and/or stipends						
SS-5	Looking into expanding Soft Skill Training into the Plainfield area.						
SS-6	Staff Cross Training to increase full understanding of processes and services. Develop a strategy around community awareness opportunities						
SS-7	Staff Cross Training to increase full understanding of processes and services.						
SS-8	Increased coordination of services with Veterans Service Centers.						
SS-9	Voucher Program to be issued directly to the location						
SS-10	Begin strategy to increase Soft Skill Training to this population						
SS-11	Increase outreach to community organizations to develop new sites.						
SS-12	Begin to expand job-seeker options for skill attainment to not only include traditional classroom education but also to encourage apprenticeship participation. Including front-line training and the institution of apprenticeship/pre-apprenticeship options.						
SS-13	Create a new WDB subcommittee, "Employer Activities Committee." This new committee will serve as the WDB's arm to fulfill policy guidance and oversight over employer-related partner activities.						
SS-14	Development of a Post Enrollment Follow-up system between Higher Ed and the American Job Center.						
SS-15	Expand Staff Cross Training in include TAA managers and front-line workers.						

Local Strategic Plan—Index of Sub-Strategies Union County Workforce Development Board

These Sub-Strategy action items correspond to specific High-Level goals detailed in the Introduction. Additionally, each item is referenced back to the full plan sections as designated by category title and the page number.

Union County Workforce Development Board
Antonio C. Rivera, MSW, Director

		Career Pathways / Credential Attainment	American Job Center Integration	Technology	Expanded Access	Employer Engagement	Evaluation / Oversight	
Executive Summary Goal Reference->		PAGE	1	2	3	4	5	6
III.	WDB AND CORE PROGRAMS							
SS-16	Planning - Provide local planning, policy guidance, followed by Staff training, to OS Career Coaches in order to comply with necessary system adaptations required to expanded services using WIOA provisions for core programs.							
SS-17	WDB will Endeavor to strengthen the career pathways approach by further engaging industry, literacy, and experiential learning solutions to fill talent needs; and results-driven partnerships focused on the high-quality, employer-centered collaborations.							
SS-18	Support and Expand, more broadly, the State’s Talent Development Strategy by aligning resources through planning and service coordination; development of community alliances and employment networks linking American Job Centers, community partners, and job seekers.							
SS-19	Invest in advanced training for career coaches at the American Job Center to be better equipped to help job seekers with information to select career training that provides industry-recognized credentials.							
SS-20	Prioritize the competitive procurement process for Class-sized Training and the use of Iota’s for industry-recognized credentials.							
IV.	EMPLOYER ENGAGEMENT & AGENCY LINKAGES							
SS-21	The fortification of the Union County Workforce Innovation Business Center, a recent self-contained workforce training hub located on the Union County College campus. (Aligned with <u>Goal 5-Employer Engagement</u>)							
SS-22	The improvement of the quality of service and training at the American Job Centers in Elizabeth and Plainfield. (Aligned with <u>Goal 2-One Stop Integration</u> aligned with <u>Goal 4-Expanded Access</u>)							
SS-23	The expansion of a Business Services Representatives team to facilitate the connections between employers and the One-Stop Career Center and the Workforce Innovation Business							
SS-24	Advance apprenticeships throughout the region							
SS-25	Create a new WDB subcommittee, “Employer Activities Committee.”							

Local Strategic Plan—Index of Sub-Strategies Union County Workforce Development Board These Sub-Strategy action items correspond to specific High-Level goals detailed in the Introduction. Additionally, each item is referenced back to the full plan sections as designated by category title and the page number. Union County Workforce Development Board Antonio C. Rivera, MSW, Director		Career Pathways / Credential Attainment	American Job Center Integration	Technology	Expanded Access	Employer Engagement	Evaluation / Oversight
		1	2	3	4	5	6
V.	WORKFORCE AND ECONOMIC DEVELOPMENT						
SS-26	Continue to support the growth of the health care and TLD sectors and expand efforts in other target industries.						
SS-27	Improve connections with New Jersey’s talent networks.						
SS-28	Dedicate staff to support sector-focused efforts and targeted job seekers.						
SS-29	Ensure sector training provides contextualized basic skills and ESL training for workers who need these skills.						
SS-30	Establish long-term goals for industry-focused economic and workforce development.						
VI.	AMERICAN JOB CENTER CENTERS – SYSTEM FEATURES						
SS-31	Overarching Strategy: Union County will examine and expand its integration of programs to leverage available resources, e.g., integrating WIAO Title II adult basic education into WorkFirst New Jersey approved activities.						
SS-32	The American Job Center System will pursue a model for continuous improvement throughout its internal operations and customer-facing processes, guided by a new certification and recertification program.						
SS-33	Relevant to the process of engaging training providers, the Board will work with the American Job Center to ensure full compliance with WIOA and better alignment between customer needs, selected training opportunities, and preferred career pathways.						
SS-34	In order to ensure full compliance and a higher level of review, the Workforce Board will provide necessary internal monitoring and oversight to ensure that center operator(s) meet certification standards (either at the time of certification or during monitoring). In reaction to findings, the Board will be empowered to require the operator to make improvements.						
VII.	SOFT SKILLS / EMPLOYABILITY SKILLS PROGRAM						
SS-35	Based on the warm reception and excellent results experienced in this new endeavor, the Board intends to expand the use of Soft Skill training, and develop a Spanish version.						
VIII.	RAPID-RESPONSE COORDINATION						

Local Strategic Plan—Index of Sub-Strategies Union County Workforce Development Board These Sub-Strategy action items correspond to specific High-Level goals detailed in the Introduction. Additionally, each item is referenced back to the full plan sections as designated by category title and the page number. Union County Workforce Development Board Antonio C. Rivera, MSW, Director			Career Pathways / Credential Attainment	American Job Center Integration	Technology	Expanded Access	Employer Engagement	Evaluation / Oversight
		PAGE	1	2	3	4	5	6
XIX.	YOUTH ACTIVITIES							
SS-36	Adopt the WIOA legislation’s increased flexibility in eligibility, especially in serving youth considering that 14 diverse populations were recognized and designated under WIOA as face challenges and barriers in obtaining employment and living-wage jobs that lead to self-sufficiency and economic prosperity.							
SS-37	Look to co-enrollment to stretch funding while offering increased diverse Educational and occupational services.							
SS-38	Provide local planning, policy guidance, followed by staff training, to AJC Career Coaches in order to comply with necessary system adaptations required to expanded services using WIOA provisions for core programs.							
X.	EDUCATION AND WORKFORCE DEVELOPMENT							
SS-39	Enhance educational coordination to better address individuals in obtaining new skills and employment. We will continue to stretch our funding and leverage the funding of our Educational Partners.							
XI.	SUPPORTIVE SERVICE							
SS-40	Considering the success of the Workforce System in addressing its customers’ training and employment needs, the System will increase its outreach efforts with state and regional agencies to resolve obstacles faced by its trainees around transportation, housing, and child care.							
SS-41	Establish an AFFILIATE partner program to increase the visibility of AJC across the county and enable job seekers and employers to recognize and participate in the American Job Center system through the work of partner agencies							
XII.	EMPLOYMENT SERVICES UNDER THE WAGNER-PEYSER							
XIII.	COORDINATION OF ADULT EDUCATION / LITERACY							
SS-42	Strengthen connections between adult education, postsecondary education, and workforce will be strengthened including expanded use of stackable credentials with co-enrollment with WIOA Title I programs.							
SS-43	Continue providing literature, guidance, and training to the Literacy Consortium staff and Committee to further progress in integrating all workforce programs, especially Title I and Title II.							
SS-44	The WDB will look to establishing specific policies regarding the sharing of testing resources and the implementation of system-wide assessment.							

Local Strategic Plan—Index of Sub-Strategies Union County Workforce Development Board These Sub-Strategy action items correspond to specific High-Level goals detailed in the Introduction. Additionally, each item is referenced back to the full plan sections as designated by category title and the page number. Union County Workforce Development Board Antonio C. Rivera, MSW, Director		Career Pathways / Credential Attainment	American Job Center Integration	Technology	Expanded Access	Employer Engagement	Evaluation / Oversight
SS-45	To accelerate the achievement of diplomas and credentials through increasing capacity and coordination.						
XIV.	COOPERATIVE AGREEMENT						
XV.	DISBURSAL OF GRANT FUNDS						
XVI.	AMERICAN JOB CENTER SELECTION PROCESS						
XVII.	PERFORMANCE MEASURES						
SS-46	Implement a model for continuous improvement throughout its internal operations and customer-facing processes, guided by a new certification and recertification program.						
SS-47	Examine National Measures down to Vendor Level.						
SS-48	Measure credential attainment down to Vendor Level.						
SS-49	Introduce Employer, Job Seeker Satisfaction Surveys.						
SS-50	In addition to vendor monitoring, conduct internal monitoring and oversight to ensure that center operator) meet certification standards.						
SS-51	Begin to adopt/promote job-training approaches that are based on evidence of effectiveness and to continue expanding the evidence base for what works.						
XVIII.	BOARD MEMBERSHIP						
XIX.	STAFF AND PARTNER TRAINING						
SS-52	Make an adequate investment in professional development and timely, pertinent training for American Job Center staff, vendors, and community agencies.						
XX.	TRAINING ACCOUNTS / INDUSTRY CREDENTIALS						
SS-53	Develop Improved Systems for Utilizing ITA's and Tracking Vendor Performance and Measure Effectiveness						
XXI.	OPEN PLANNING PROCESS						
XXII.	TECHNOLOGY AND INFORMATION MANAGEMENT						
SS-54	Significantly improve the American Job Center's online presence.						
SS-55	Determine how to incorporate online technology and a computer-enabled management information system across key nodes in the American Job Center operational processes						

Local Strategic Plan—Index of Sub-Strategies Union County Workforce Development Board

These Sub-Strategy action items correspond to specific High-Level goals detailed in the Introduction. Additionally, each item is referenced back to the full plan sections as designated by category title and the page number.

Union County Workforce Development Board
Antonio C. Rivera, MSW, Director

		Career Pathways / Credential Attainment	American Job Center Integration	Technology	Expanded Access	Employer Engagement	Evaluation / Oversight
SS-56	Procure cloud-based client management system that will connect the entire Union County Workforce Network include: AJC Career Coaches, AJC Managers, and AJC Partner Organizations.						
SS-57	Procure necessary Software/Equipment to adopt/promote evidence based effectiveness data collection (See 32f above).						
XXIII.	PRIORITY OF SERVICE						