



STRATEGIC ACTION PLAN

July 2014 through June 2016

June 2014

Developed by the Northern Virginia Investment Board's Strategic Planning Team

WE HELP NORTHERN VIRGINIA WORK

TABLE OF CONTENTS

The Strategic Planning Process.....	03-04
Organizational Overview	05
Vision, Mission, Values, Customers	
Organizational.....	06
Core Values	
Strategic Priorities and Goals	06-08
Measuring Results	09
Source Information.....	09

THE STRATEGIC PLANNING PROCESS

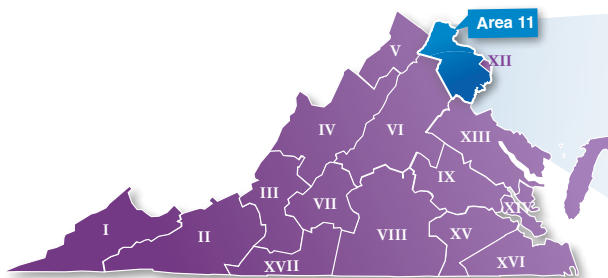
In early 2014, the Northern Virginia Workforce Investment Board (NVWIB) developed a new strategic approach for the next three years. The strategy and plan are designed to provide direction for prioritizing future initiatives and allocating funding and staffing resources. The NVWIB's Strategic Plan assists the board and the staff in focusing their efforts on services relevant to residents, business, and industry.

The NVWIB's region-wide Strategic Plan will guide strategic and operational actions to address current and future workforce needs. It sets direction for the NVWIB and the service delivery system regarding its roles and responsibilities. The NVWIB will use it to help guide decision making. The strategic plan is not a detailed operational plan, nor does it contain specific budget recommendations. Instead, it presents a vision for the future and outlines the NVWIB's role in achieving that future.

To sustain a workforce region that is globally competitive into the future, the plan focuses on three strategic priorities that we believe address the strategic imperatives derived from our analysis of the NVWIB and the region's strengths, weaknesses, opportunities and threats.

- Maintain the viability of the workforce system's financial growth, quality delivery system and relevancy to job seekers and businesses.
- Continue to maintain and improve a quality and innovative workforce.
- Increase business satisfaction and trust through efficient, effective, and accountable workforce services.

Virginia Local Workforce Areas



Northern Virginia Workforce Area #11 and **SkillSource** Center Locations



The NVWIB is one of 15 local Workforce Boards in the Commonwealth of Virginia, serves over 1.9 million residents and thousands of businesses in Fairfax, Loudoun and Prince William counties and the cities of Falls Church, Fairfax, Manassas and Manassas Park. **SkillSource** Centers offer multiple free services to businesses seeking to hire and retain skilled workers, and provides job seekers opportunities to prepare and find jobs that can support themselves and their families.

Strategic Planning Assumptions that Guided the Discussions

An analysis of regional economic and demographic data informed the dialogue during the planning meetings that led to the creation of the strategic priorities captured in this document and helped to frame the following assumptions that drove the discussions:

- The impact of NVWIB needs to be sustained into the future in a variety of ways, including sustaining the focus on service to businesses and employers, being relevant, and growing the delivery system when and where demand makes it relevant to do so.
- The NVWIB needs to increase users of services and build champions through increased awareness and communication with employers.
- The NVWIB wants to enhance their value to business by building training and placement capacity designed to customize training and placement services.

Our analysis leads us to conclude that the NVWIB needs to continue to find ways to listen to all of our customers to ensure we are meeting and exceeding their expectations for the delivery of outstanding workforce and employment training services.

Strategic Imperatives Identified

The analysis of strengths, weaknesses, opportunities and threats led to the identification of strategic imperatives that, if not addressed, may hinder the region's ability to be positioned to thrive into the future. These imperatives are to:

- Close the expectation gap between what businesses' expect and actual delivery of public workforce training services.
- Plan to continue financial solvency, stability, and growth in revenues.
- Continue to create organizational ability and agility to be responsive to customer expectations for efficiency, timeliness, and effectiveness.

This plan and set of strategic priorities, goals and strategies are meant to become the methodology for the organization's operations. If it is successful, this process will not have yielded a plan to be placed on the shelf, but will have served as a catalyst for the process of planning strategically at all times and at all levels throughout the organization. In order to achieve our vision, the plan sets a framework for ongoing re-evaluation of the critical knowledge bases that form the framework of our region, including:

- sensitivity to the future economic environment,
- understanding of the capacity and strategic position of the NVWIB and the region, and
- effective analysis of the implications of policy and service delivery choices.

This plan captures the new environment expected to exist in a rapidly changing region. We will continuously assesses our purpose, promote and reward innovation and improvement, foster employee development, and use effective methods and technologies to produce significant positive results and lasting benefits for our region. We are committed to making this investment in our collective future.

ORGANIZATIONAL OVERVIEW

VISION, MISSION AND VALUES

VISION:	We envision a vibrant business and workforce region that is globally competitive.
MISSION:	To facilitate and enhance the employability of individuals seeking employment and employer access to a qualified workforce
VALUE PROPOSITION:	We are consultative in meeting businesses needs by creating a flow of ready and prepared potential workers; helping businesses envision and implement alternative workplace environments that enhance the ability of workers to be more effective in the workplace; and providing resources to support skill development for future and current workers.
TAG LINE:	We Help Northern Virginia Work.
CUSTOMERS:	Our primary external customers are business and industry and job seekers (emerging, transitional, and incumbent)
ROLE:	<p>The NVWIB will play several roles in furtherance of our vision and mission:</p> <ul style="list-style-type: none">• We seek to catalyze change in the community to build effective partnerships.• We will act as an intermediary/broker between key stakeholders to ensure mutually beneficial relationships and outcomes.• We will strategically invest in program innovation.

April 2014

Average Dislocated Worker Salary at Placement
\$55,598

April 2014

Dislocated Job Seekers Cases
534

VS
Adult Job Seekers Cases
293

ORGANIZATIONAL CORE VALUES

Our Common Values:

We believe in the following shared principles, beliefs and priorities....

INNOVATION. We believe in embracing on-going innovation, creativity, and change for achieving continuous improvement and growth.

INTEGRITY. We believe in living our values every minute of every day. We believe in doing the right thing right the first time for our customers and always honoring our commitments.

STEWARDSHIP. We believe in our role as stewards of the public trust and take seriously our responsibility for fiscal management of the public tax dollars.

LEARNING. We believe learning and growth is what matters. For our community, for our employees, and for our organization.

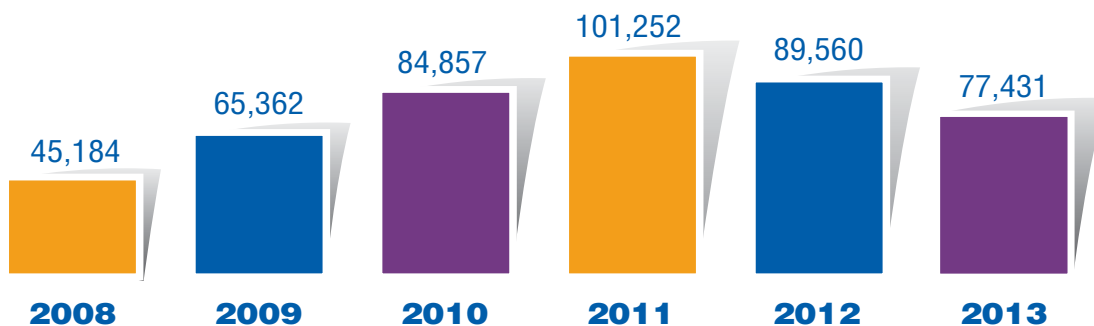
RESULTS. We believe that results are essential to our success. Results are obtained by focusing on customer expectations, by providing a return on investment, and by ensuring future growth.

STRATEGIC PRIORITIES AND GOALS

STRATEGIC PRIORITIES for 2014 thru 2016

- Maintain the viability of the Northern Virginia Workforce System's financial growth, quality delivery system and relevancy to job seekers and businesses.
- Continue to maintain and improve a quality and innovative regional workforce.
- Increase business satisfaction and trust through efficient, effective, and accountable workforce services.

Northern Virginia *SkillSource* Centers Adult Job Seeker Visits* 2008 - 2013



Total job seeker visits increased 71% between 2008 and 2013.

**Numbers include multiple visits by individual job seekers.*

STRATEGIC GOALS and OBJECTIVES

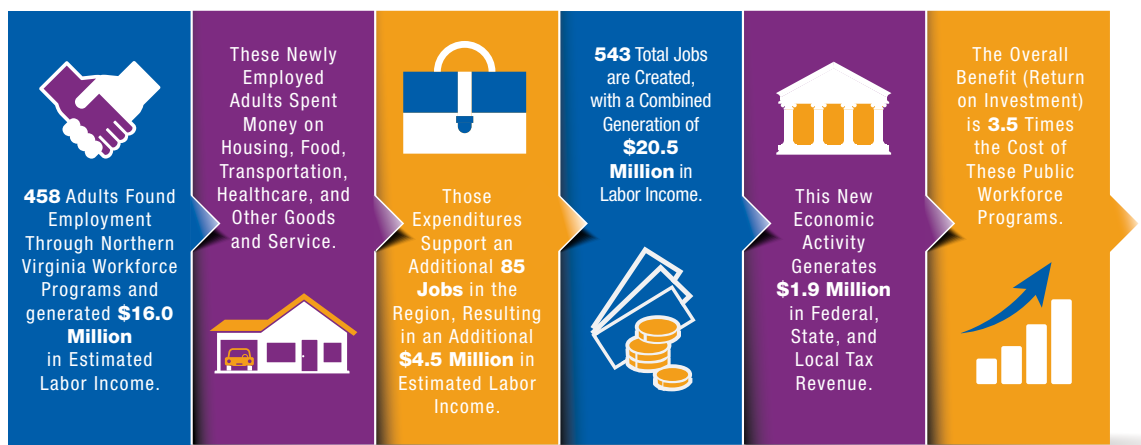
The following goals and objectives support the NVWIB in accomplishing the priorities set for the next three years.

Strategic Goal 1: Ensure that the NVWIB's impact is sustainable over the long term.

Key Objectives:

- Maintain and increase capacity to attract non-WIA formula funding resources.
- Continue to develop an entrepreneurship strategy that works both as an enterprise to train job seekers in a specified occupation/industry and generates income for the NVWIB.
- Continue commitment to quality standards and a certification process.
- Create champions by leveraging training providers, Board members, Center partners and staff; solicit endorsements and post on social media.
- Create a consistent message (i.e. elevator speech).
- Continue to produce return on investment Return on Investment (ROI) study annually.

SkillSource FY 2013 Economic Impact Study Highlights Positive Public Workforce Services Return on Investment



The Study estimated a return-on-investment 3.5 times greater than public costs, when comparing Northern Virginia Workforce System's public program costs with economic benefits associated with employment outcomes. It indicated \$16 million in estimated labor income. The diagram summarizes Study highlights and reflects the method by which public workforce programs and services support continued growth of the regional economy.

Strategic Goal 2: Build and support a comprehensive system of training and placement matched to the ongoing needs of employers, business and industry in the region.

Key Objectives:

- Build on the NVWIB's capacity to conduct job placement services and become a resource to organizations for which placement is not a core competency by becoming their outsourced provider.
- Build capacity to enhance NVWIB's business value by customizing training and placement services and ensuring a customized labor pool.
- Align services to those high demand industries that have chosen to work through the NVWIB.
- Enhance opportunities to deliver wage subsidies through programs such as on the job training (OJT).
- Ensure skill development strategies are customized for different populations, such as offenders, veterans, long term unemployed, dropouts, people with disabilities, and that appropriate supports are in place for these populations.
- Regularly conduct business focus groups (possibly by industry sector) to continuously assess their needs.
- Convene economic developers to establish a strategy that includes NVWIB services as part of what is offered to help businesses sustain or grow their workforce.
- Conduct HR Director outreach at specified companies to build ambassadors and introduce NVWIB benefits and services.

Strategic Goal 3: Continue to build awareness and enhance communication with employers.

Key Objectives:

- Manage personalized relationships with businesses that help to develop customized services for businesses through the Employer Solutions Team.
- Market NVWIB's capacity to provide custom training and placements that meets specific business and industry needs.
- Expand the NVWIB's digital footprint through more on-line presence and communication. Link to newsletter, articles, and endorsements to sites such as the Northern Virginia Technology Council, local Chambers of Commerce, and Human Resource organizations such as SHRM and the HR Leadership Forum.
- Maximize and leverage the employer board members by developing them as ambassadors.
- Provide NVWIB members business cards that identify them as a NVWIB Board Member.
- Inventory services currently offered to business and identify gaps.

71,000
FY14 Projected Job Seeker Visits

MEASURING RESULTS

The NVWIB will measure strategy progress and outcomes by the following metrics:

1. Customer satisfaction increases and is sustained (measured for both job seekers and employers)
2. The number of employers using services for the first time through the **SkillSource** Centers increases.
3. The number of repeat business customers increases.
4. Employer placement rates increase.
5. Revenue from non-WIA formula sources is sustained and increases.

Source information includes:

George Mason University Regional Analysis Economic Outlook 2012-2018, 12/9/2013, <http://cra.gmu.edu>

George Mason University Future of Virginia Economy Depends on Workforce Development, 7/17/2013, <http://cra.gmu.edu>

Virginia Employment Commission – Northern Virginia Community Profile, last updated 1/3/2014, www.vec.virginia.gov



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