



VISION

MISSION

VALUES

CORE  
COMPETENCIES

# Strategic Plan - Update 2022

West Michigan Works! is an employer-recognized model of high-quality service that convenes an aligned network of partners, cultivates a skilled workforce, and meets the needs of employers.

To lead workforce development strategy and resource alignment in West Michigan by understanding the talent needs of employers and employment needs of jobseekers and connecting them to solutions.



Convening & connecting • Outreach & communication  
Career coaching and assessment • Employment & retention  
Gathering & disseminating information

# GOALS

**A** Foster widespread networks to collaboratively address workforce needs in the region.

**B** Expand the local pipeline of work-ready talent to meet the needs of the workforce and of West Michigan employers.

**C** Enhance capacity and increase resources by leveraging strengths, successes, and networks.

**D** Improve engagement across the organization through strategic initiatives, professional development, and a solutions-driven culture.

**E** Enable a culture that honors the worth and dignity of all people, where staff and customers have equitable access to opportunities.

## CUSTOMER-FOCUSED STRATEGIES

1. Engage local talent, especially area youth, by providing work-based experiences that build occupational awareness and career pathways in the local economy.	●	●		●	●
2. Increase connections with diverse talent through expanded partnerships and outreach efforts.	●	●			●
3. Expand employability skills training services to new, targeted audiences across the region.		●	●		●
4. Establish and expand services that provide solutions for retention of employees at West Michigan employers.	●		●		●

## SYSTEM-FOCUSED STRATEGIES

5. Advocate for systems and resources that lessen barriers to success for employers and underserved communities in West Michigan.	●	●			●
6. Facilitate career pathways for the region's key industries in partnership with industry councils and postsecondary institutions.	●		●		
7. Enhance the positive reputation of West Michigan Works! through brand association with workforce resources and opportunities.	●		●		●

## CAPACITY-BUILDING STRATEGIES

8. Develop mechanisms that enable the organization to capitalize on successful initiatives and pursue different sources of funding.			●	●	
9. Develop robust systems for professional development in support of a culture that emphasizes staff diversity and inclusion, training, and empowerment.				●	●
10. Improve communication among staff departments in support of a culture that prioritizes team-based approaches and solutions-driven strategies.				●	●

## ACCOUNTABILITY STRATEGIES

11. Engage board members in ongoing continuous improvement through subcommittees and workgroups that reinforce strategic priorities.	●			●	●
12. Conduct annual reviews of service delivery models and execution to ensure equity, consistency, and quality at all West Michigan Works! Service Centers.	●			●	●