



# Strategic Plan Progress

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# Strategic Plan - Update 2024

## VISION

Empowering West Michigan through an innovative and inclusive workforce system that supports, connects, and sustains skilled talent, thriving businesses, and trusted partners.

## MISSION

Leading workforce development strategy and resource alignment in West Michigan by understanding the talent needs of employers and employment needs of job seekers and connecting them to solutions.

## BELIEF

With access to support, resources, and opportunity, individuals can unlock their potential and businesses can succeed.

## VALUES



## CORE COMPETENCIES

CONVENING & CONNECTING • OUTREACH & COMMUNICATION • EMPLOYMENT & RETENTION  
CAREER COACHING & ASSESSMENT • 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 opportunity youth with experiences that build occupational awareness and prepare them for career pathways within the local economy.	●	●		●	●
2. Connect with overlooked talent pools through partnership networks and strategic 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. Maintain career pathways mapping for the region's key industries and serve as the primary resource for pathways information across the region.	●		●		
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.	●			●	●

# Customer-Focused Strategy 1

Engage local talent, especially area youth, by providing work-based experiences that build occupational awareness and career pathways in the local economy.

- MiCareer Quest
- MiCareer Launch
- Work Experience Programs (Youth)
- Work Experience Programs (PATH)
- On-the-Job Training (OJT), Going Pro Talent Fund (GPTF), Incumbent Worker Training (IWT)
- Industry Talent Council, Career Exploration Events, Career Carnival

# Customer-Focused Strategy 2

Increase connections with diverse talent through expanded partnerships and outreach efforts

- Ascend Partnership Engagement
- Community Outreach
- Talent Development Instructors (TDI)/Resource Navigator
- Community Based Events
- Partnerships for Career Pathways with Community Based Organizations (CBOs)
- Hybrid/Virtual Services
- Special Populations Initiatives

# Customer-Focused Strategy 3

Expand employability skills training services to new, targeted audiences across the region.

- WorkReady
- One-on-one evidence-based coaching
- Retention Solutions Network
- Career Point development and expansion

# Customer-Focused Strategy 4

Establish and expand services that provide solutions for retention of employees at West Michigan employers.

- Retention Solutions Network – expansion; connections with Industry Talent Councils
- Work-Based Trainings (On-the-job training (OJT), Incumbent Worker Training (IWT), Work Experience Program (WEP), Going Pro Talent Fund (GPTF)
- HireReach

# System-Focused Strategy 5

Advocate for systems and resources that lessen barriers to success for employers and underserved communities in West Michigan.

- Legislative Advocacy / Testimonials / Service Center Tours
- WMW Intermediary Services for Registered Apprenticeships
- Business Solutions Professional model
- Industry Talent Councils
- Early Childcare Development talent pipeline project
- Community conversations
- Diverse funding sources
- Resource Navigator outreach



# System-Focused Strategy 6

Facilitate career pathways for the region's key industries in partnership with industry councils and postsecondary institutions

- Elevate
- CareerPoint Workshops
- Career & Education Advisory Council (CEAC)
- Industry Talent Council
- Hot Jobs Report
- Career Pathways Guides (completed)

# System-Focused Strategy 7

Enhance the positive reputation of West Michigan Works! through brand association with workforce resources and opportunities

- Staff serve as ambassadors
- Partnership activities
- Marketing & outreach activities
- National connections, presentations & consulting

# Capacity Building Strategy 8

Develop mechanisms that enable the organization to capitalize on successful initiatives and pursue different sources of funding

- Strategic Workforce Solutions
- Industry Talent Councils
- National connections, presentation & consulting

# Capacity Building Strategy 9

Develop robust systems for professional development in support of a culture that emphasizes staff diversity and inclusion, training, and empowerment

- Learning Management System
- Our Community Listens
- DE&I staff workgroup
- Strategic Plan / Solutions Driven sessions

# Capacity Building Strategy 10

Improve communication among staff departments in support of a culture that prioritizes team-based approaches and solutions-driven strategies.

- All staff & Managers retreat
- Managers Call
- Ask Anything - All Staff
- SharePoint roll out
- LaunchPad integration of services

# Accountability Strategy 11

Engage board members in ongoing continuous improvement through subcommittees and workgroups that reinforce strategic priorities.

- Solutions-Driven Committee
- Career & Education Advisory Council (CEAC)
- Legislative Committee
- Ad-Hoc Committees (ex.: Essential Service Awards Committee)

# Accountability Strategy 12

Conduct annual reviews of service delivery models and execution to ensure equity, consistency, and quality at all West Michigan Works! Service Centers

- Annual reviews of subcontract vs. direct delivery
- Quality Assurance reviews
- Employer Satisfaction Survey
- Talent Satisfaction Survey

# Feedback, questions, discussion



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