



STRATEGIC ACTION PLAN
January 2011 through December 2013

*Developed by the Northern Virginia Investment Board's Strategic Planning Team
Prepared by Strumpf Associates: Center for Strategic Change*

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Strategic Planning Team Members:

Dr. David Miles, Workgroup Chair
Chairman and CEO, The Miles-Lehane Group

Chandler Ames
iDirect

Louis Cernak
Northern Virginia Central Labor Council

William Gary
Northern Virginia Community College

Todd House
Micron

Douglas James
Virginia Department of Rehabilitative Services

Catherine Meloy
Goodwill of Greater Washington

Ivy Richards
Fairfax County Economic Development Authority

Bette Sneed
Prince William Public Schools

Janet Samuelson
ServiceSource

Rick Slusher
Virginia Employment Commission

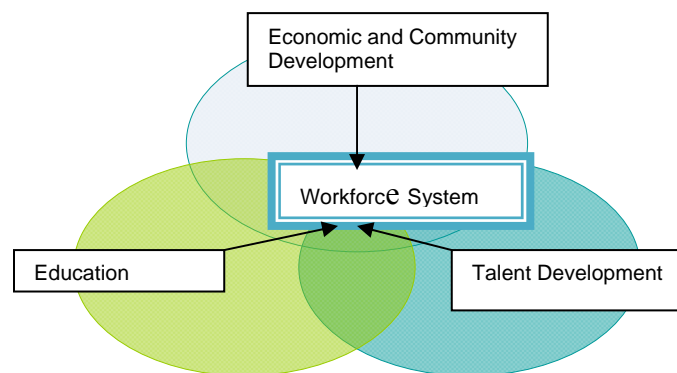
Hector Velez
HireStrategy, Inc.

INTRODUCTION

◆“The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic.”— Peter Drucker

During 2010 and the early part of 2011, the Northern Virginia Workforce Investment Board developed a new strategic approach for the next three years. This strategic long-range plan is not intended as a substitute for an annual program or operating plan. It does not detail all the initiatives, programs, and activities the organization will undertake in the course of serving its customers, nor can it foresee changes to the underlying assumptions on which key strategic choices were based. Instead, the strategic plan identifies what the WIB is not doing today, but must be doing in the future to be successful. This plan is forward thinking and inclusive of stretch goals where work will begin on resource development and implementation, however we do not expect to fully accomplish everything set out in the plan within three years. Consequently, the strategic plan implies change--doing new things or doing more or less of current activities to ensure successful and sustainable outcomes.

During the process used to develop the plan it became clear that there was a strategic imperative to solidify the WIB’s focus on the business customer. It also became clear that the workforce system that is governed by the WIB in the Northern Virginia area is out of alignment with serving the current needs of business and industry in this market due to the rapid changes in the economy. The WIB oversees a workforce development system that is designed for two primary customer groups, business and jobseekers. Nationally, the workforce development system is meant to provide a qualified labor supply driven by the demand. Locally, the WIB has defined the workforce development system as the intersection of three community sectors, where the educational sector (i.e. institutions that provide educational opportunities), the economic development sector, and the talent development sector overlap in a common mission to match supply and demand.



At times our local system has become so focused on meeting the needs of the supply side - the jobseeker - that we pay less attention to determining what business and industry really needs. Our analysis through this planning process led us to the conclusion that we need to strike more of a balance between jobseeker preparedness and meeting employer needs, ensuring that the education and training services we offer are aligned with what business requires in terms of skills and competencies required for growing occupations and jobs. We also want to become a place where businesses receive services designed to help them stay viable in today's economy.

The goals and strategies identified in this plan are meant to equalize our focus to ensure that we attend to:

- ensuring that the workforce development system is focused on understanding industry needs and communicating those needs to jobseekers directly and using business expectations to drive service design,
- ensuring that jobseekers have the skills and competencies required for demand occupations, and
- ensuring that the workforce system provides business solutions that go beyond recruitment and hiring services.

Overall, the plan is designed to move the WIB from a position of review and approval of activities to becoming an active player in developing the approaches for the goals and strategies within the plan.

This plan and set of strategic 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 world, including:

- sensitivity to the future economic environment,
- understanding of the capacity and strategic position of the organization, and
- effective analysis of the ethical implications of policy and program choices.

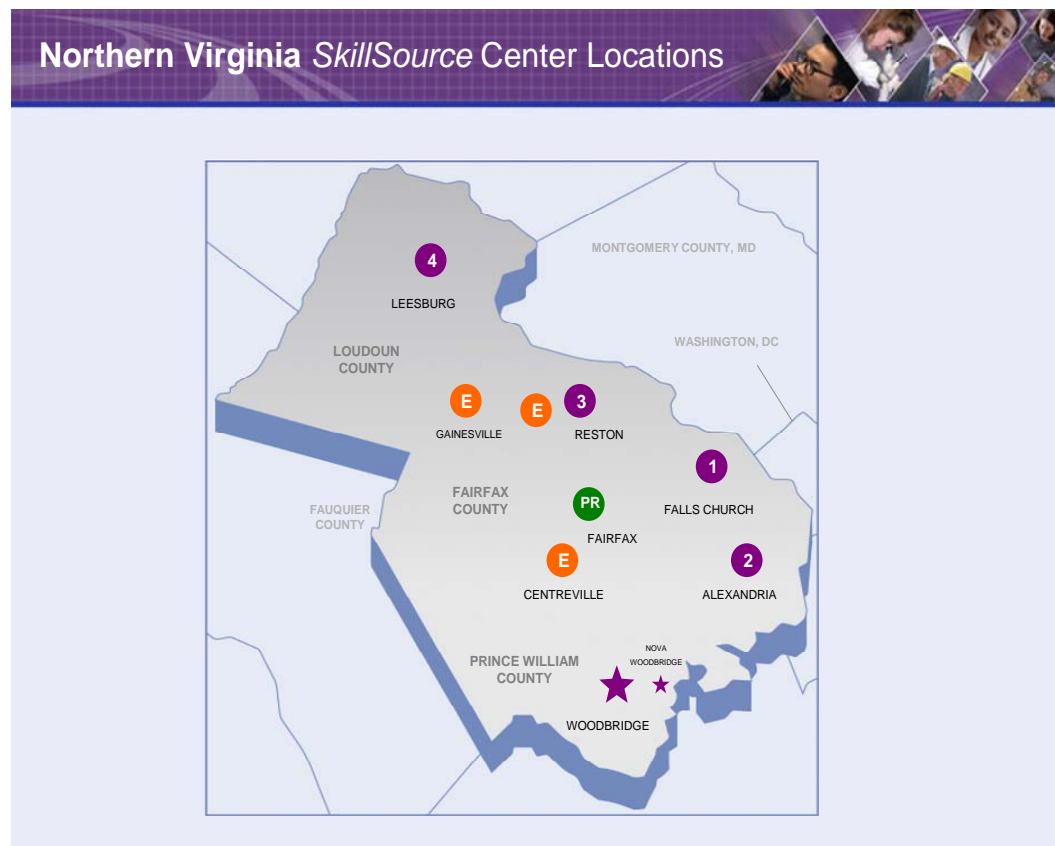
The quality of the WIB is measured by the quality of its delivery system, staff, and facilities. These are – and always will be – the primary areas where qualitative growth and development are essential. The Northern Virginia WIB's strategic long-range plan represents a compass the organization will use to guide its work over the next three years. Each year of its life, the plan will be updated based on experience or new circumstances or as new opportunities or challenges emerge. It is our hope that this plan captures the new environment expected to exist in a rapidly evolving world.

LOCAL DATA SNAPSHOTS

The Workforce Investment Board conducted an environmental scan by analyzing strategic challenges through the lens of the current state of demographics, education and economic issues. From these challenges evolved the strategic goals that set our direction over the next three years. Below are data “snapshots” the team used to identify trends and challenges.

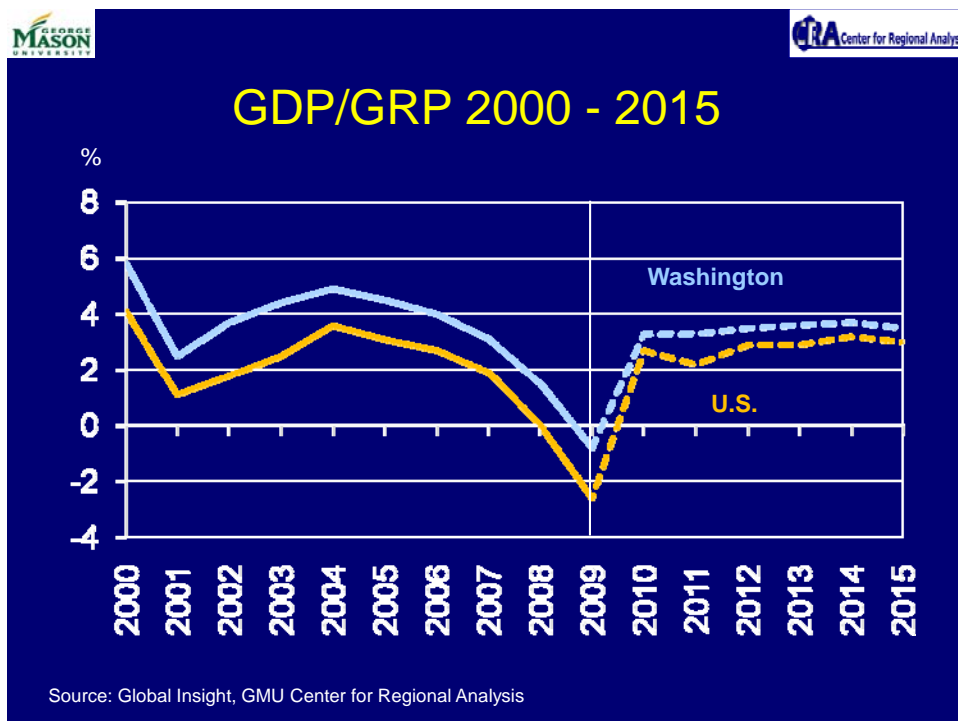
The Service Area and Delivery Locations

Northern Virginia (NoVA) is a region in the U.S. state of Virginia consisting of Arlington, **Fairfax**, Fauquier, **Loudoun**, **Prince William**, and Stafford counties and the independent cities of Alexandria, **Falls Church**, **Fairfax**, **Manassas**, and **Manassas Park**. Together with Washington, D.C. and parts of Maryland and West Virginia, it makes up the Baltimore-Washington Metropolitan Area, the fourth-largest metropolitan area in the country. The Northern Virginia Workforce Investment Board provides governance to the areas in bold.



About the Region's Demographics, Economy, and Industry

- In 2009, Virginia current-dollar GDP was \$408.4 billion and ranked 9th in the United States. In 1999, Virginia GDP was \$243.9 billion and ranked 13th in the United States. In 2009, Virginia real GDP grew 0.2 percent; the 2008-2009 national change was - 2.1 percent. The 1999-2009 average annual growth rate for Virginia real GDP was 2.7 percent; the average annual growth rate for the nation was 1.8 percent.
- In 2009 Virginia had a per capita personal income (PCPI) of \$44,129. This PCPI ranked 7th in the United States and was 111 percent of the national average, \$39,626. The 2009 PCPI reflected a decrease of 1.4 percent from 2008. The 2008-2009 national change was -2.6 percent. In 1999 the PCPI of Virginia was \$29,617 and ranked 13th in the United States. The 1999-2009 average annual growth rate of PCPI was 4.1 percent. The average annual growth rate for the nation was 3.4 percent. In 2009 Virginia had a total personal income (TPI) of \$347,849,874. This TPI ranked 9th in the United States. In 1999 the TPI of Virginia was \$207,326,101* and ranked 13th in the United States.¹





- Northern Virginia was characterized in a Forbes.Com article as “Innovation Central.” The area was described as a healthy mix of technology, business, universities, research, green initiatives and proximity to the federal government keep it rock-steady in any economic conditions. The region is poised, wired and fully equipped to meet increasing worldwide demand for innovative solutions.²
- Virginia Governor Bob McDonnell described Northern Virginia as “the economic engine of the state” during a January 2010 Northern Virginia Technology Council address. The federal government is a major employer in Northern Virginia, which is home to numerous government agencies. Government contracting is an important part of the region's economy. Northern Virginia's data centers currently carry more than 50% of the nation's Internet

¹ According to the US Bureau of Economic Analysis

² “Northern Virginia Innovating Technology’s Future” Susan H. Burnell; ForbesCustom.Com

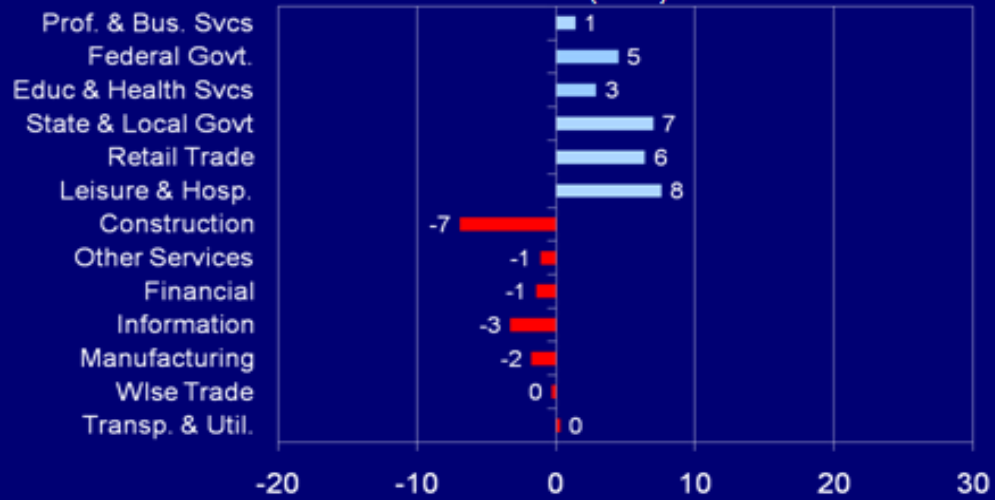
traffic, and by 2012 Dominion Power expects that 10% of all electricity it sends to Northern Virginia will be used by the region's data centers alone³

 								
Employment Change by Sub-state Region (000s)								
	2007	2008	2009	2010	2011	2012	2013	2014
D.C.	5.3	10.1	-0.7	6.2	7.2	6.7	7.2	7.3
Sub. MD	4.8	-1.4	-26.7	9.3	9.7	11.1	13.3	14.7
No. VA	13.2	4.4	-24.5	16.7	20.4	26.5	28.3	29.9
REGION	23.3	12.9	-51.9	32.2	37.3	44.3	48.8	51.9
Average Annual Change 1990-2008 = 37,000								
Source: BLS, GMU Center for Regional Analysis, 2009-2014 based on 2010 Benchmark data from BLS								

³ [Virginia's new governor keeps focus on jobs and technology; Best East Coast Cities for Defense Jobs; Industry dynamics in the Washington, DC, area: has a second job core emerged?; The CoStar Office Market Watch](#); Garber, Kent (March 24, 2009). ["The Internet's Hidden Energy Hogs: Data Servers"](#). *U.S. News & World Report*. <http://www.usnews.com/articles/news/energy/2009/03/24/the-internets-hidden-energy-hogs-data-servers.html>. Retrieved 2007-03-25; [Unemployment state by state](#); Clabaugh, Jeff (October 26, 2008). ["Northern Virginia still creating jobs"](#). Washington Business Journal. <http://www.bizjournals.com/washington/stories/2008/11/10/daily73.html>. Retrieved 2008-11-14.; McCaffrey, Scott (October 26, 2008). ["Arlington Jobs Picture Still Best in Virginia"](#). Sun Gazette Newspapers. <http://www.sungazette.net/articles/2008/10/26/arlington/news/nw877.txt>. Retrieved 2008-11-14.

Job Change by Sector Sep 2009 – Sep 2010 Northern Virginia

Total 15,000

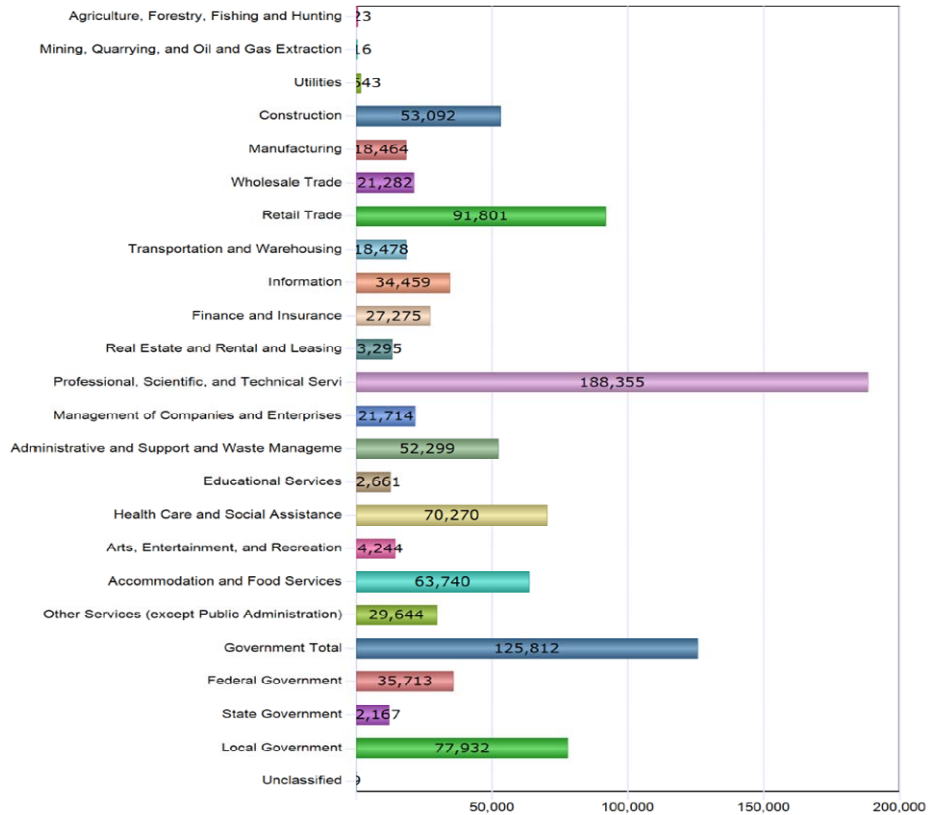


Source: BLS March 2010 Benchmark, GMU Center for Regional Analysis

Northern Virginia Employment by Industry



Employment by Industry



Total: 859,575

Note: Asterisk (*) indicates non-disclosable data.

Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2009.

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.

CUSTOMERS: Our *primary external customers* are business and industry and job seekers (emerging, transitional, and incumbent)

ROLE: The WIB will play several roles in furtherance of our vision and mission:

- We endeavor 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.

**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 GOALS

Goal One: Support and help to build and prepare a skilled and competitive workforce for Northern Virginia business and industry

Key Strategies:

- 1.1 Identify current skill levels among the labor supply.
- 1.2 Identify skill demand by aggregating primary and secondary data to measure the demand for occupations and skill-sets by regional employers.
- 1.3 Support training of the labor market for skill gaps by developing and delivering employer demand driven occupational skill-based training.
- 1.4 Promote contextual learning applications to teachers and students.
- 1.5 Promote systems that validate skill attainment and credentialing.
- 1.6 Support and promote incumbent worker training that aligns with business and industry demand and results in skill attainment and a credential for the learner.
- 1.7 Support and promote skill credentialing to meet technology demands of business and industry.

Goal Two: Increase effectiveness in service delivery to the long-term unemployed and to jobseekers with multiple needs.

Key Strategies:

- 2.1 Research and benchmark best practices in job development, career coaching, and job placement for the long term unemployed.
- 2.2 Evaluate the current delivery system against the best practices and identify opportunities to improve.
- 2.3 Provide ongoing training and coaching to staff to increase their competencies in meeting these 'new' jobseekers needs based on the best practice research.
- 2.4 Increase connections to post secondary institutions that provide education and training to ensure alignment to current and future knowledge and skill needs through the development of career pathways.
- 2.5 Enhance the system of career awareness, career exploration and career choice to assist jobseekers gain knowledge of labor market options.
- 2.6 Use technology to its fullest extent to reduce redundancies and to increase efficiency.

Goal Three: In support of goals one and two, we will align the WIB's service delivery system to meet industry needs and to enhance the WIB's image and visibility.

Key Strategies:

- 3.1 Evaluate the current industry sector approach to ensure targets are in current and future economic growth sectors.
- 3.2 Strengthen employer engagement through industry alliances⁴ in the targeted industries.
- 3.3 Maintain and grow the market share of businesses accessing SkillSource services.
- 3.4 Leverage the development of career ladders to move entry level workers to more skilled levels.
- 3.5 Define brand equity for the WIB and continue to foster a public image and to increase public awareness.
- 3.6 Create a strategic marketing and communication plan to raise awareness of the usefulness and quality of the existing network of workforce services.
- 3.7 Define the WIB's core products and services and create a system for continuous improvement based on customer expectations.

⁴ An industry alliance is a strategic partnership convened by the WIB between business, education, and economic development.

NVWIB OPERATING PRINCIPLES

The following principles define the way the WIB operates with regard to the goals and strategies identified. The core processes employed by the organization to accomplish the goals will operate in the following fashion.

- We seek to collaborate and to build strategic alliances around all of the goals, strategies and tasks we are engaged in.
- We will continuously ensure our strategies meet changing needs and expectations of our customers and the market place.
- We deliver service excellence through all our products, processes and services.
- Strategies developed will be embedded in research and best practice information to become a knowledge-rich learning organization.
- Continuous Quality Process Improvement strategies are used to ensure our strategies meet changing expectations of our customers and the market place.
- The CQI principle of data-driven decision-making is used in the operational end of all systems and processes.
- Strategies are used to strengthen organizational effectiveness, to build capacity, and to foster a positive public image.

DESIRED OUTCOMES OF THE STRATEGIC ACTION PLAN

As a result of Goals 1, 2, 3 at the end of three years the WIB will:

MEASURE: Increase and sustain customer satisfaction.

Indicator: X% of each customer group reports being satisfied with the WIBs services.

Data Collection

Method: Annual customer satisfaction survey with each customer group

MEASURE: Increase organizational capacity (e.g., trained staff, aligned to strategy; IT solutions; Data repository)

Indicator: X% of staff has been trained and competencies increase.

Indicator: Organization assessment has identified that strategy is aligned to operations.

Data Collection

Method: Staff assessments and tracking system; organizational evaluation results.

MEASURE: Increase the supply of workers for each of the **X** targeted industries

Indicator: The number of individuals being trained for each industry increases by **X%**.

Data Collection

Method: Tracking system of # of individuals by industry in training

MEASURE: Increase the number of strategic alliances

Indicator: Track the number of new strategic alliances with employers, educational institutions, faith-based institutions, and economic development entities.

Data Collection

Method: Tracking system.

MEASURE: Increase the number of new businesses (in all industries) provided a service.

Indicator: The number of new businesses using the services increases by **X%**.

Data Collection

Method: Track the number of businesses provided any service⁵ through the WIBs delivery system, one-stop centers.

MEASURE: Increase recognition of the WIB's leadership role around workforce issues.

Indicator: The WIB is recognized for providing leadership around workforce issues by making X number of presentations

Data Collection

Method: Track the number of speaking engagements by key staff to chambers of commerce and other business groups promoting SSG services (the "value proposition") and key staff presentations at high-visibility state and national conferences.

⁵ Business services are defined through the common definitions developed as part of strategy 3.3.