

Key Organizational Customers
<i>Customers purchase products and services and/or are end users.</i>
Business Job Seekers Incumbent and Employed Workers
Products & Services
Current products and services that are designed, developed, and produced, by the organization (not by specific processes)
<p><b>Core Services</b> (important feature: swipecard system and ability to provide immediate feedback on services)</p> <ol style="list-style-type: none"> <li>1. Orientation to services</li> <li>2. Skills assessment</li> <li>3. Job search and placement assistance</li> <li>4. LMI</li> <li>5. Access to job search equipment (telephones, fax machines, copier, scanners, and computers) adjustable tables and software for customers with special needs</li> <li>6. A communication system for deaf and hard of hearing customers (TTY Relay Service)</li> <li>7. Access to eligibility for intensive and training services</li> <li>8. Information on availability of supportive services such as assistance with transportation, childcare, multiagency referrals, performance and program cost of service providers</li> <li>9. Filing unemployment insurance claims</li> </ol>
<p><b>Intensive Services</b></p> <ol style="list-style-type: none"> <li>1. Comprehensive and specialized career assessment</li> <li>2. Individual and group counseling</li> <li>3. Career planning and development of an Individual Employment Plan (IEP)</li> <li>4. Case management</li> <li>5. Intensive job placement assistance</li> <li>6. Supportive services</li> </ol>
<p><b>Training Services:</b></p> <ol style="list-style-type: none"> <li>1. Information about the local job market</li> <li>2. Occupational assessments</li> <li>3. Eligible Training Provider List (ETPL) training</li> <li>4. Supportive services (transportation, childcare, reimbursement payments for tools, uniforms, Department of Motor Vehicle printouts, physicals, inoculations, tests, application fees, and books)</li> <li>5. Internships</li> <li>6. Paid work experience</li> <li>7. Contracted training</li> </ol>
<p><b>Business Services:</b></p> <ol style="list-style-type: none"> <li>1. Employee recruitment, screening, and placement assistance</li> <li>2. Information on Employer Tax Credits</li> <li>3. Enterprise Zone Vouchers</li> <li>4. Rapid Response (lay off) assistance</li> <li>5. Information incentives for providing On-the-Job Training (OJT)</li> <li>6. Referral to community resources</li> <li>7. Additional training services</li> <li>8. Executive Pulse</li> <li>9. Skill Assessment</li> <li>10. Internships</li> <li>11. Incumbent worker training</li> </ol>

**Customer Requirements**

Employers/Business	Job Seekers / Employed Worker
1. User friendly processes	1. User friendly processes
2. Accurate information	2. Accurate information
3. Accurate screening of job candidates	3. Timely response/service
4. Qualified candidate referrals	4. Courteous staff
5. Continuous communication	5. Current and viable job leads
6. Candidates prepared for the work environment	6. Staff's undivided attention while being served
7. Timely response	7. Knowledgeable staff
8. Professionalism	8. Professionalism
9. Clean, Welcoming environment	9. Clean and welcoming work environment
10. Bilingual / biliterate	10. Ethical behavior
11. Knowledgeable staff	11. Bilingual/biliterate
12. Ethical behavior	

Regulators

*Organizations or individuals that oversee the organization and its processes to ensure regulatory compliance or constituency accountability.*

Key Regulators		
CA EDD / Workforce Services Branch	US DOL	Department of Workforce Investment
Merced County BOS <ul style="list-style-type: none"> <li>• Auditor</li> <li>• Administrative Services</li> </ul>	WIB	Fire Department (Merced, Los Banos)

Suppliers

*Agencies that provide products and/or services (inputs) to processes which the organization uses to generate products and services to customers. Suppliers provide products & services under a financial agreement as opposed to partners which provide them under non-financial verbal or written agreements.*

Key Suppliers	
Educational institutions	Partners with cost sharing agreements
Employer: (OJT, jobs, work experience)	Technology Suppliers: VOS, Pesco, Workkeys, Connectory, Executive Pulse, WIN Solutions, Plato, Prove It
State Fund	

Key Partners

*Key agencies or individuals who are working in concert with the organization to achieve a common goal or to improve performance. Typically, partnerships are formal arrangements for a special aim or purpose, such as to achieve a strategic objective or to deliver a specific product or service.*

Key Partners	
Merced Adult School	Merced County Office of Education / ROP
Merced College	EDD
Department of Rehabilitation	Central Valley Opportunity Center
Community Action Partnership	Army National Guard
Job Corps	Commerce Aviation
Economic Development	SCORE
Human Services Agency	Housing Authority
Remedy Temp	

Other Stakeholders (we would like to pursue partnerships)	
UC Merced	Lao Family
Faith Based Organizations	CBO's
Starbucks	Ticket to Work (SSA)
Wellness Center	Other Temp Agencies
Vista	State Parole
AARP	

Competitors

Organizations that can gain any share of the organization's market, specifically the target market. Organizations which produce similar products and services but pose no threat to the organization are also identified and competitive roles are noted.

Key Competitors
Temporary Placement Agencies
Online Career Search Websites
Other LWIAs Human Services Agency
Public library

Workforce Key Requirements
<ol style="list-style-type: none"> <li>1. Empowerment</li> <li>2. Support for innovative ideas</li> <li>3. Meeting training needs</li> <li>4. Recognition</li> <li>5. Engagement</li> </ol>

<p><b>Vision:</b></p> <p><i>To deliver a skilled, competitive workforce that ensures a diverse and prosperous economy.</i></p>
<p><b>Mission:</b></p> <p><i>Worknet responds to the needs of our business community and jobseekers to enhance our community's quality of life.</i></p>

Core Values	
<ul style="list-style-type: none"> <li>☺ Integrity</li> <li>☺ Ethical Behavior</li> <li>☺ Teamwork</li> <li>☺ Partnership</li> </ul>	<ul style="list-style-type: none"> <li>☺ Customer Service</li> <li>☺ Growth</li> <li>☺ Results</li> <li>☺ Compassion</li> </ul>

<i>Principle Success Factors</i>	
<p><b>1. Customer Focus:</b> We are committed to continual listening and learning about our customers to identify their needs, preferences, expectations and requirements. Listening and learning approaches include strategies for building and maintaining strong relationships with our customers to ensure that information is captured from those who would otherwise leave our centers without expressing dissatisfaction. Our listening and learning methods include systematic strategies for gathering, analyzing, and using data to anticipate customer needs and respond accordingly.</p> <p><b>2. Excellent Performance:</b> We achieve our competitive edge through excellence in operational, administrative, and financial performance. We are not satisfied with merely meeting performance standards. Instead, we strive to exceed requirements and achieve levels of excellence.</p> <p><b>3. Accountability:</b> In order to ensure that we are recognized by our community as a critical agent to the local quality of life, we not only need to achieve excellent performance, but we must be accountable for the public dollars used to achieve our mission. To this end, we continue building our relationships with our key stakeholders through our public responsibility and citizenship efforts as delineated in our Balanced Scorecard. Furthermore, we are committed to openly sharing our performance results, including audit results, thus demonstrating our transparency.</p>	<p><b>4. Performance Excellence:</b> We have pledged our commitment to continuous improvement and have adopted the principles and core values of the Malcolm Baldrige National Quality Award Criteria. The Criteria are internationally recognized as the hallmark for performance excellence and guide our efforts to continuously improve our programs, services, and overall health of our organization.</p> <p><b>5. Employee Focus:</b> We recognize that we cannot achieve principle success factors 1-4 without fully qualified management and Staff. As such, we are fully committed to the development, satisfaction, and well-being of our Staff. Strategies include reward and recognition practices to promote motivation, empowerment, innovation, cooperation and communication across work units, and excellent performance. Our team-based approach to work design is an integral strategy for achieving this key success factor.</p>

### **Core Competencies**

*Core competencies are an organization's areas of greatest expertise; those strategically important capabilities that provide an advantage in the marketplace or service environment. Core competencies frequently are challenging for competitors or suppliers and partners to imitate, and they provide a sustainable competitive advantage. Core competencies may involve technology expertise, unique service offerings, a marketplace niche, or a particular business acumen (e.g., business acquisitions).*

1. **Vouchering for Enterprise Zones:** Worknet provides this service to its business community to access tax credits. This is a revenue generating services for Worknet.
2. **Internet Job Search:** Provide online job search and applications at numerous web sites.
3. **Skills Assessment:** An unmatched assessment system is offered through Worknet with state of the art technology to accurately measure job seeker aptitudes and skill levels including over 800 Tests in *Prove It*, which measures typing, clerical, and Microsoft Office skills; and *Work Keys*, which measures work related applied math, reading, and locating information.
4. **Basic Skills:** Computer labs, software to improve reading, math, other basic skills and to prepare for GED.
5. **Rapid Response:** Comprehensive lay off assistance services to the business customer as well as transitioning services for the affected employees. Rapid Response services include technical assistance to the employer for a smooth reduction in force as well as orientations to workforce development services available to the employees.
6. **Business Services:** A variety of human resource services are offered including mass recruitment and screening of job candidates, job fairs, and job matching services.
7. **Career Workshops:** A series of workshops are offered at ERCs including: career exploration, resume preparation, interviewing techniques, conducting computer job searches, and accessing financial aid for education and training.
8. **Grant Administration:** Grant administration includes the design and delivery of programs and services to meet customer needs, meet contractual requirements, and demonstrate accountability for the grant funds.
9. **Training & Internships:** Brokering of training and internships by providing a full array of career planning services and establishing relationships with employers and training providers.

**KEY CHANGES**

Changes affecting our products/services and /or how we operate:

Types of Changes	Organizational Impact
Technology: On-line job applications; training; work keys; resumes; social networking websites: craigslist, face book, etc; use of jump drives and cell phones	Computer labs are full; maxed out computers and staff; need more staff with knowledge on how to pull documents off jump drives
Economy: recession (people laid off cannot afford to pay bills)	Max out lab/staff resources; need more money to maintain Depletion of resources (financial, facility, mental)
Labor Market: business loss (17-20%)	More demand on services and partners
Customer Base: Incumbent workers, displaced senior citizens, ex felons, employed workers, veterans	Need for more compassion, skills training, cultural competency, generational competency Serving the "new customer"
Partners: job corp, Army National Guard, probation, state parole	More services, resources
Regulatory: JTA /WIA Transition: performance measures to common measures	Accountability, outcomes, performance measures
Organizational: Budget cuts / downsizing	Less staff more clients; running on fumes
Funding Unpredictable: up and down ARRA: spend now quick – transparency	Expansion and contraction of staff
Facilities: no more Livingston office or WTW, no more bilingual services	Livingston customers having to come to Merced/Max out systems and staff

**POTENTIAL RISKS**

Types of Changes	Organizational Impact
<b>Financial:</b> Changes Temp Funding Spend quickly, wisely	Organizational impact with performance measures which may not be met. Reduced funding in future Lay-offs.
<b>Societal:</b> High UI Homeless Increase Welfare Increase violence Increase crime Foreclosures Mentally depressed STRESS	Increased barriers and challenges, unable to meet needs of customers, unable to meet measures/goals  Homeless use centers as refuge because they have nowhere else to go
<b>Regulatory:</b> Increased rules and monitoring	Transparency, accountability, increase demands, new monitoring methods and reports
<b>Legislation:</b> ARRA Reauthorization in two years	New funding streams, new policy and procedures, increased demands, increased funding leads to increase in monitoring, more contracts for services
<b>Economy:</b> Uncertainty Depressed Housing collapse High UI Lack of spending Business closures	Limited Jobs, no wage gain, not enough supply/demand for services
<b>Safety:</b> Increased crime Increased violence/stress	Potential violence/problems in one-stop Security issues Increases staff training (conflict resolution)
<b>Staff:</b> Increase in staff Untrained staff Staff development partnerships	Work performance may be impacted; morale may decrease; training needs increased; increase stress; lack of space, equipment and computers
<b>Environmental:</b> Focus on green technology and jobs	Programmatic risk: unsure if jobs will be available at the end of training

**SWOT ANALYSIS**

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Strong leadership team</li> <li>2. Strong partnerships / relationships</li> <li>3. Knowledgeable staff</li> <li>4. Shared resources</li> <li>5. Community support</li> <li>6. Safe environment</li> <li>7. Good building/resources</li> <li>8. County-wide access</li> <li>9. Variety of services available</li> <li>10. Great customer service</li> <li>11. Meeting customer needs</li> </ol>	<ol style="list-style-type: none"> <li>1. Bilingual services limited to Spanish and Hmong</li> <li>2. Eligibility portfolio not user friendly</li> <li>3. Lack of referrals to other agencies</li> <li>4. Absence of co-located partners who provide services</li> <li>5. Sharing of information across partners and agencies.</li> <li>6. Challenge in continuous staff training and development: generational competency, keeping up with technology, cultural competency, learn new organizational systems and operations, cross trainings, ability to learn another proficient language</li> <li>7. The need to continuously make immediate corrections to system as needed</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Partnerships with: FBO's, Parole Board/Probation (both state and federal), UC Merced, Wellness Center, Vista, VITA, Healthy House (has diverse language capability for every language spoken in the community), Deaf and Hard of Hearing</li> </ol>	<ol style="list-style-type: none"> <li>1. County budget reductions (days)</li> <li>2. Lack of jobs</li> <li>3. Business closures</li> <li>4. Business downsizing</li> <li>5. ARRA: Ending in 2 years, impacts staffing and services</li> <li>6. Not able to meet customer expectations for services</li> <li>7. Dealing with high stress levels</li> </ol>

**Strategic Challenges**

*The term "strategic challenges" refers to those pressures that exert a decisive influence on an organization's likelihood of future success. These challenges frequently are driven by an organization's future competitive position relative to other providers of similar products or services. While not exclusively so, strategic challenges generally are externally driven. However, in responding to externally driven strategic challenges, an organization may face internal strategic challenges.*

*External strategic challenges may relate to customer or market needs or expectations; product, service, or technological changes; or financial, societal, and other risks or needs. Internal strategic challenges may relate to an organization's capabilities or its human and other resources.*

**External:**

1. Unemployment rates
2. Business Closure
3. Technological advancements (software case management programs)
4. Funding uncertainty
5. Political climate and high expectations for immediate results .
6. Serving the "new customer" which holds the typical barriers to employment and now include new barriers including loss of homes, multiple family/people dwellings which change the emotional and financial strengths of individual

**Internal:**

1. Keeping up with technological changes
2. Not all partners are providing services
3. Training staff on new technology and serving the "new customer"
4. "Anticipation" of high expectations related to performance

**Strategic Advantages**

The term “strategic advantages” refers to those marketplace benefits that exert a decisive influence on an organization’s likelihood of future success. These advantages frequently are sources of an organization’s current and future competitive success relative to other providers of similar products and services. Strategic advantages generally arise from either or both of two sources: (1) core competencies, through building and expanding on an organization’s internal capabilities, and (2) strategically important external resources, which are shaped and leveraged through key external relationships and partnerships.

When an organization realizes both sources of strategic advantage, it can amplify its unique internal capabilities by capitalizing on complementary capabilities in other organizations.

**Strategic Advantages:**

1. Effective job placement/sourcing
2. Partnerships in the community
3. Service packages that create a “one-stop”
4. Reputation and history of service, including knowledgeable and compassionate staff
5. Ability to effectively serve a diverse population
6. Effective grant writing which generate funds for developing specialized and innovative programs

## Strategic Objectives

The term “strategic objectives” refers to an organization’s articulated aims or responses to address major change or improvement, competitiveness or social issues, and business advantages. Strategic objectives generally are focused both externally and internally and relate to significant customer, market, product, service, or technological opportunities and challenges (strategic challenges). Broadly stated, they are what an organization must achieve to remain or become competitive and ensure long-term sustainability. Strategic objectives set an organization’s longer-term directions and guide resource allocations and redistributions.

## Goals

The term “goals” refers to a future condition or performance level that one intends to attain. Goals can be both short- and longer-term. Goals are ends that guide actions. Quantitative goals, frequently referred to as “targets,” include a numerical point or range. Targets might be projections based on comparative or competitive data. The term “stretch goals” refers to desired major, discontinuous (non-incremental) or “breakthrough” improvements, usually in areas most critical to your organization’s future success.

Goals can serve many purposes, including

- clarifying strategic objectives and action plans to indicate how you will measure success
- fostering teamwork by focusing on a common end
- encouraging “out-of-the-box” thinking to achieve a stretch goal
- providing a basis for measuring and accelerating progress

## Action Plans

The term “action plans” refers to specific actions that respond to short- and longer-term strategic objectives. Action plans include details of resource commitments and time horizons for accomplishment. Action plan development represents the critical stage in planning when strategic objectives and goals are made specific so that effective, organization-wide understanding and deployment are possible.

In the Criteria, deployment of action plans includes creating aligned measures for all departments and work units. Deployment also might require specialized training for some employees or recruitment of personnel.

An example of a strategic objective for a supplier in a highly competitive industry might be to develop and maintain a price leadership position. Action plans could entail designing efficient processes and creating an accounting system that tracks activity-level costs, aligned for the organization as a whole. Deployment requirements might include work unit and team training in setting priorities based on costs and benefits. Organizational-level analysis and review likely would emphasize productivity growth, cost control, and quality.

2009-2011 STRATEGIC GOALS

Goals	Objectives	Measures	Target Year 1 09-10	Target Year 2 10-11	Target Year 3 11-12	Strategic Challenges / Advantages		
1. To be number one in providing workforce development services	1.1 Provide trained qualified people to employers	1.1.1 # placed	1.1.1 A 75%, DW 79%	1.1.1 A 75%, DW 79%	1.1.1 A 75%, DW79%	SC: E1, E2, E5, I1, I4, E6		
		1.1.2 Retention rate	1.1.2 A 78.5%; DW 84%	1.1.2 A 78.5%; DW 84%	1.1.2 A 78.5%; DW 84%			
		1.1.3 Average wage	1.1.3 A \$13,300 DW \$14,000	1.1.3 A \$13,300 DW \$14,000	1.1.3 A \$13,300 DW \$14,000			
	1.2 Provide access to training with remedial and upgrade services as needed	1.1.4 % aligned to Work Keys	1.1.4 100%	1.1.4 100%	1.1.4 100%			
		1.2.1 Positive Customer Satisfaction rate	1.2.1 90%	1.2.1 90%	1.2.1 90%			
		1.2.2 All signed contracts out of OTA (compare with other areas)	1.2.2 100%	1.2.2 100%	1.2.2 100%			
	1.3 Maintain successful partnerships that help customers obtain and maintain employment	1.2.3 Performance measure met	1.2.3 100%	1.2.3 100%	1.2.3 100%			
		1.3.1 % grants awarded with partners	1.3.1 50%	1.3.1 50%	1.3.1 50%			
		1.3.2 Performance measures met	1.3.2 100%	1.3.2 100%	1.3.2 100%			
		1.3.3 Positive customer satisfaction rate	1.3.3 90%	1.3.3 90%	1.3.3 90%			
		1.3.4 % attending leadership meetings	1.3.4 80%	1.3.4 90%	1.3.4 100%			
	1.3.5 % partner concerns resolved	1.3.5 100%	1.3.5 100%	1.3.5 100%				
	2 To increase the number of partners and their engagement in daily one-stop business	2.1 Conduct focus group meeting to determine reasons for non-participation	2.1.1 Develop partnerships with agencies listed in "other stakeholders"	2.1.1 2 per year	2.1.1 2 per year		2.1.1 2 per year	SC: E4, I2, I3, E6
			2.2.1 Increase partner participation in WLT meetings	2.2.1 New partners participate 80% of meetings	2.2.1 80%		2.2.1 80%	
		2.2 Use focus group results to determine needs and requirements of partners to increase participation	2.2.2 Increase hours at One-Stops	2.2.2 Increase 10%	2.2.2 Increase 10%		2.2.2 Increase 10%	
3 Provide a safe working environment for staff	3.1 Review safety procedures currently in place	3.1.1 All staff sign-off on Safety Plan	3.1.1 100%	3.1.1 100%	3.1.1 100%	I4, I3, E6		
		3.2.1 Quarterly safety tests	3.2.1 4/year	3.2.1 4/year	3.2.1 4/year			
	3.2 Create quarterly safety scenarios to test effectiveness of safety plan; evaluate and repair areas of concern	3.2.2 All areas of concerns addressed	3.2.2 100%	3.2.2 100%	3.2.2 100%			

	<p>3.3 Identify and utilize employee skills and innovation (task: categorize skills and skill levels of staff; id skill sets outside of basic job descriptions and utilize to assist others with customer service)</p> <p>3.4 Provide opportunity for staff to share training in-house and/or within the community</p> <p>3.5 Provide constructive feedback (360) doesn't kill the spirit of learning and creativity</p>	<p>3.3.1 All staff surveyed and identification of skills through inventory</p> <p>3.4.1 All staff that receive training, provide training to other staff and/or community/partner</p> <p>3.5.1 Increase satisfaction from staff and customers (via survey tools)</p>	<p>3.3.1 100%</p> <p>3.4.1 100%</p> <p>3.5.1 80%</p>	<p>3.3.1 100%</p> <p>3.4.1 100%</p> <p>3.5.1 90%</p>	<p>3.3.1 100%</p> <p>3.4.1 100%</p> <p>3.5.1 100%</p>	
<p><b>4 Identify and design innovative services specific to the needs of the "New Customer"</b></p>	<p>4.1 Develop referral process for mental health, family and marriage counseling</p> <p>4.2 Refer to credit, financial, or debt reduction counseling</p> <p>4.3 Provide housing information referrals (i.e. mortgage modification loans, first time home buyers, section 8 housing, subsidized housing, information on temporary shelters</p> <p>4.4 Food pantries, hot meal centers list for referrals</p> <p>4.5 Clothing centers referral list</p> <p>4.6 Provide transportation information and assistance</p> <p>4.7 Identify providers who will "donate" services (a) free health screening; (b) free haircuts</p> <p>4.8 Connect with child care providers and referrals (i.e County Office of Education and Community Action Partnership – CAP)</p> <p>4.9 Financial Aid information to include PELL, CTB</p> <p>4.10 Utility discounts and services (i.e. CAP for PGE</p> <p>4.11 Promote EITC through VITA</p> <p>4.12 Senior Services referrals</p>	<p>4.1.1 % referrals completions</p> <p>4.1.2 EER</p> <p>4.1.3 Retention rate or EE</p>	<p>4.1.1 100%</p> <p>4.1.2 A 75%, DW 79%</p> <p>4.1.3 A 78.5%; DW 84%</p>	<p>4.1.1 100%</p> <p>4.1.2 A 75%, DW 79%</p> <p>4.1.3 A 78.5%; DW 84%</p>	<p>4.1.1 100%</p> <p>4.1.2 A 75%, DW 79%</p> <p>4.1.3 A 78.5%; DW 84%</p>	E6, I3, E5

	4.13 Network of Care –resource information					
5. Sustain funding levels	5.1 Maintain WIA formula funding by meeting performance standards 5.2 Pursue grant funding	5.1.1 % placed in green jobs 5.1.2 90% of current formula funding maintained 5.2.1 Receive % of WIA formula allocation in grant funding	5.1.1 2% 5.1.2 90% 5.2.1 5%	5.1.1 5% 5.1.2 90% 5.2.1 5%	5.1.1 5% 5.1.2 90% 5.2.1 5%	E4, I4