



## ORGANIZATIONAL OVERVIEW: VISION, MISSION, AND VALUES

**Vision:** Economic development, education, and the system of talent development are aligned both locally and regionally to sustain a vibrant economy in the County.

**Mission:** WorkSource Montgomery helps businesses succeed through workforce services by:

- Meeting the talent attraction, development, and retention needs of strategic industries
- Meeting the needs of the underemployed and unemployed
- Developing career pathways that lead to sustainable wage jobs and support a thriving mission.

**Value Proposition:** We are consultative in meeting employer needs and enhancing the customer experience through innovation, knowledge, quality, professionalism, and being forward looking.

### **Customers:**

- Our **primary external customers** are business and industry.
- Our **secondary external customers** are job seekers (emerging, transitional, and incumbent)
- Our workforce partners, economic development partners, and staff are our **internal customers**

### **Organizational Core Values:**

We believe in and are passionate about the following shared principles, beliefs, and priorities:

**LEADERSHIP.** We will have the courage to lead from the front and shape the future. We believe in our role as stewards of the public trust and the future of the people we serve.

**CHANGE.** We believe in bringing to bear all relevant talents and resources to provide opportunities for our customers to succeed and thrive, one person and one business at a time.

**SERVICE EXCELLENCE.** We will give the best and world class service and achieve excellence each passing day.

**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.

**OPERATING PRINCIPLES:** The following principles define the way WorkSource Montgomery operates:

- We will continuously ensure that our strategies meet changing needs and expectations of our customers and the marketplace.
- We will ensure access for all and attend to the diverse needs of our customers in all aspects of our service delivery.
- We will be regional as well as local in our perspective in problem-solving and decision-making.
- We will use the principle of data-driven and fact-based decision-making in the operational end of all systems and processes.
- We will conduct ongoing evaluation to provide data to continuously assess the outcomes and appropriateness of programs and delivery systems for which we will hold ourselves accountable.
  - We will stretch our reach through strategic alliances built within the community on all workforce development initiatives.

***Core Competencies:***

WorkSource Montgomery requires the following core competencies to strive toward its goals and drive positive action in key initiative areas:

- Expertise at aligning and collaborating between key governance structures important to the economic vitality of Montgomery County
- Excellent internal and external communication
- Expertise at collaborating and developing partnerships
- Ability to maximize the use of technology both for internal efficiency (e.g. use to manage) and to enhance customers' and partners' interface with the organization.

## STRATEGIC GOALS and INITIATIVES

The following goals and initiatives serve to focus the work of WorkSource Montgomery in accomplishing the priorities set forth in the county's WIOA Local Plan.

**Strategic Goal 1:** WorkSource Montgomery will convene and act as an intermediary to meet the talent needs of Montgomery County employers.

### **Key Initiatives:**

- A. Conduct a communication and engagement campaign for each targeted industry sector, to educate employers about WSM role, value-add, and services and engage them more fully as partners.
  - Maintain, analyze, and widely disseminate current data about Industry and cluster trends, job forecasts and demographic and population trends.
  - Engage employers in helping to define high priority skills for current demand and demand of the future, refine and communicate career pathways, strengthen, and target education and training, and mitigate significant barriers to employment
  - Create data-driven Industry briefs for high growth, high demand and/or high wage targeted Industries that align with Montgomery County's economic priorities.
  - Implement a Business Solutions program that provides an array of talent development services and supports in rapid response to employer demand.
  - Communicate employers' success stories, current activities, resources, and opportunities for strategic partnership and sustainable engagement.
  - Utilize data- dashboards, multi-media, and special events to enhance communication about the Montgomery County Workforce supply and demand.
  
- B. Create programs that uniquely strengthen talent pools with industry-defined qualified candidates.
  - Convening employers, CBOs, and education service providers to identify innovative ways to work together to build job skills, attract talent, and facilitate talent-employer matches that stick
  - Scanning for innovative approaches from other communities and sectors including but not limited to creative apprenticeships, on-the job training, and career navigation
  - Pursue grants, foundation, and corporate resources to support new career pathways
  - Create and facilitate industry training/placement partnerships to meet unique demands in the sector.

**Strategic Goal 2:** WorkSource Montgomery will facilitate programs and processes to ensure Montgomery County's diverse career seekers will have access to high quality and aligned skill building and career development programs.

**Key Initiatives:**

- A. Implement customer focused strategies addressing the holistic career seeker.
  - Utilize shared case management and integrated service delivery with our partners to serve all career seekers (adult, youth, and priority of service demographics)
  - Implement a triage methodology to enhance rapid supports and career counseling services
  - Document and align current resources and mitigate obstacles to success
  - Improved access through "pop-up" Job Centers and virtually workshops and resources
  
- B. Unify and target quality education and training services.
  - Capacity-building interventions that provide high quality services in high priority areas of need
  - Communicate high priority industry identified knowledge and skills to educators and trainer to ensure relevant talent development.
  - Enhance entrepreneurial opportunities through key partnerships, focused education, and incubator/accelerator strategies.
  - Collect and analyze critical metrics regarding service quality and supply-demand gaps and strengths by industry sector and targeted population to determine systemic return on investment (ROI) and inform continuous improvement.

**Strategic Goal 3:** WorkSource Montgomery will catalyze change in the community to build an effective talent development system.

**Key Initiatives:**

- A. Assess and drive continuous improvement of the Job Center's capacity and performance.
  - strengthen alignment of services and staff skills with employer needs
  - strengthen connections and collaborations with CBOs and employers
  
  - Establish strong policies and procedures in compliance with Federal, State, and Local regulations
  
- B. Develop and implement an advocacy strategy toward on workforce development issues at the local, state, and national levelers supporting policy and regulatory reform.
  - Mitigate significant barriers to attracting, retaining, and matching top talent with high priority jobs
  - Identify and close key gaps in services

- Communicate new policies or impactful events to key stakeholders and implement coordinated, strategic, and systemic advocacy responses (Hike on the hill, NAWB, County Council engagement etc.)
- C. Assess and improve Board structure and operations
  - maximize efficiency and effectiveness in carrying out board functions – setting direction and structure, governance, and oversight, supporting resource development and diversification, and communicating with and representing the interests of key segments of the community
  - mobilize board members and other key community members in helping to implement key initiatives in this plan
- D. Develop and implement a resource diversification strategy, including finalizing general goals, specific targets, and action plans.
  - Increase unrestricted funds
  - Develop fee for services activities
  - Expand corporation foundation funding
  - Enhance strategic partnerships/shared resources
  - Enhance resource leverage (i.e., as some of WSM’s clients are supported by multiple programs that are connected to the One-Stop)
  - Create and implement Infrastructure/cost sharing agreements
- E. Assess and continuously improve multi-platform communication infrastructure and activities.
  - Sharing of information between partners about available services
  - Communication campaigns focused on employers, job seekers, and the community at large
  - Efficient job matches between employers and job seekers
- F. Assess and continuously improve data and quality assurance infrastructure and activities.
  - Identify assets, gaps (in service quantity and quality), promising models (from Montgomery County and other counties/regions/states), and priorities (priority populations and targeted industry sectors)
  - Support continuous improvement activities across the WSM partner community to close high priority gaps