WIOA Steering Committee: *Demand Driven Systems*

Key Question: *How can we foster a demand-driven system through our grant-making, service delivery models, staffing and professional development, performance metrics and culture?*

	What are the critical elements of a "demand-driven" system?	*What Looks Different?* *Goal for Change…*	WIOA Strategy
System Culture	**Workforce professionals and leaders expect to spend significant time recruiting business leaders** (versus job seekers), discussing needs and utilizing business intel to drive system. **System is framed by business needs** and business buy into using system. **System addresses array of job seekers** and produces job placement outcomes in the context of hiring demand. **Culture of the professional environment** and leaders is focused on job placement (not just job preparation). **Expectation of consistent quality** services *statewide*. (Not just "my center".)	*Businesses and job seekers using "system" at high levels. "Optimize" usage.* *Customer satisfaction (CSI) as driver of quality.* *Staff focus is on business / job seeker matching (not just job preparation), industry hiring needs and increasing placement outcomes.*	WIOA Steering Committee: - Develop "demand driven" principles (this document) to change the system culture (and impact policy, operations, staffing qualities etc) as a "baseline" across system partners - Develop statewide expectation for staff to focus on business / job seeker matching (not just job preparation), industry hiring needs and increasing placement outcomes. Job Seeker & Business Workgroup: - Define "optimization" of system by business and job seekers (*e.g. high volume versus quality of service?*) - Policy / Operational Leaders rethink structure and service flow based on "demand driven" principles - Define baseline CSI process (See performance metrics)

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Gathering data and business intelligence	**Workforce Boards gather business intelligence and communicate to staff across partners/ systems:** • **Use HWOL to identify industry needs** and to inform business outreach • **Industry Panels/business focus groups** • **Businesses articulate career pathways.** Partners map out how system structure is conducive to following pathway. • **Structure system to share, follow-up, and respond to business intel/feedback with staff and job seekers** *(e.g. Training on hiring requirement for Penn national through discussion with WIB, OSCC, Colleges etc that was used to train front line staff in recruitment process)* • **Leverage engaged businesses to market public system to their peers** (WIBs, career centers, voc rehab, ABE, regional partnerships)	• *Workforce and education partners understand regional business trends, use the information to development policy and programs, and see workforce investment boards as critical source for information and convener of business.* • *Career pathways in a region are clear – from entry-level to high skilled. Low-skilled individuals can see 1st step on the pathway.*	Job Seeker & Business Workgroup • ==Design a process (through WIBs) to embed business hiring information across workforce partners.== Structure system to share, follow-up, and respond to business intel/feedback with staff and job seekers (e.g. Training on hiring requirement for Penn national through discussion with WIB, OSCC, Colleges etc that was used to train front line staff in recruitment process) • ==Design state policy (regional planning?) to ensure each region has a clearly defined set of career pathways== that are critical to the region. Shared across partners (TANF, ABE etc) • ==Define and design statewide policy to promote expectations on use of labor market information,== industry panels, business outreach, BSR intel in regional service design (WIB and OSCC standards)

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Service Delivery Models/ Partnerships	• **Regional hiring demand drives service design.** Information on hiring trends is the first and primary reference point to design priorities and service structure for workforce. • **Established, diverse group of partners (wide net) work on industry demand** – create regional preferred "supply chain networks" for regional business (US Chamber). • **Implement "private sector-like" tools to setup and review service delivery models.** (Data analysis, CQI, performance review, etc)	• *Increase direct hiring by businesses from individuals from the "system" – Career Centers, Colleges, ABE, VR etc* • *Regular use of "business based" models like apprenticeship and expand to non-traditional industries, internships, OJTs, Sector Models etc.*	Job Seeker & Business Workgroup • **Incorporate a statewide set of "demand driven" principles** (this document) in statewide policy, operations, staffing qualities etc as a "baseline" across system partners. • **Outline statewide policy/practices** to support "universal access" and increase business engagement / increase job placement for high-need job seekers. • **Identify and promote models that increase job placement for customers with "barriers"** that are designed on the requirements of an industry/ pathway for that population. • **Create a statewide strategy to increase use of "business based" models** like "talent pipelines", apprenticeship, internships, and other models for mainstream service delivery.

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Staffing & Professional Development	**Ongoing professional development for staff on how to engage and work with businesses** on talent pipelines with particular focus on staff working directly with businesses (e.g. Business Service Reps) **Job descriptions for all staff prioritize business engagement, job matching and models.**	*Shift in duties for staff who typically work only with job seekers and use of technology to increase efficiency.* *Business Service Representatives in Career Centers driving front line of WIOA implementation.* *Creation and support for statewide professional development for staff. (ABE has SABES, nothing formal for WIBs/OSCCs)* *Skills to work with business* *Training on how to work with job seekers who are not fitting "high demand" jobs – due to lack of skill or interest. Career Centers need to work with personal career interests i.e. "flower arranger"*	Job Seeker & Business Workgroup ==**Identify required shifts in job responsibilities**== / descriptions for WIB staff, Wagner Peyser, WIOA paid staff etc. to ensure Career Center has capacity to engage and work with business. **Layout framework for statewide professional development.** - Identify training needs - Identify training resources

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Performance Metrics	• **Embed customer service into culture.** • **CSI** (customer service indexing) demonstrating standardized customer satisfaction for job seekers and businesses. • **Increasing credentials for job seekers** (industry need). • **Metrics that measure business services** / demand, including apprenticeships and learn-while-earn models	*Customer service (CSI) is part of performance metrics* *CSI (customer service indexing) demonstrating standardized customers.* *Increase and measure credentials for job seekers (industry need)* *New metrics for business support.*	Job Seeker & Business Workgroup (Performance Sub-Group): • **Develop baseline for CSI (customer service indexing) metrics.** • **Increase and measure credentials for job seekers (industry need)** • **New metrics for business outcomes**.
Grant Making or Funding	• **Resource development is industry-driven.** • **Tapping funding to fit the "need" in the region** (versus structuring programs after funding opportunity) • **Dedicated grant writers** (state and regional capacity), including resource sharing of staff who are available. • **Company partners (on WIBs or otherwise) demonstrating pursuit of resources** or grant offered by the company.	*Funding resources better aligned to support talent development, training needs, and support services for job seekers with barriers.*	WIOA Steering Committee: • **Design state policy on infrastructure funding /** responsibilities and opportunities across system partners • **Design regional process to negotiate infrastructure funding** / responsibilities and opportunities across system partners in region. Job Seeker & Business Workgroup • **Create WIB standards & accountability framework** to incentivize demand-driven funding growth • **Determine how to analyze, track business "results" from grant resources.** (New hires, upgrades

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			for incumbent workers, support for regional talent pipeline in critical pathways etc).

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