

Tulsa Workforce Investment Board, Inc.

Workforce System Quality Initiative

Introduction

There is overwhelming evidence that the quality of the workforce is critical to a positive regional business climate. Economic development, as well as education and training professionals and their respective agencies continue to be challenged by prospective business expansions and relocations to ensure an adequate supply of highly skilled talent.

There is a wide range of public policy as well as strategic business considerations influencing a company's ability to recruit and retain a qualified workforce. The region that successfully engages the business community to creatively address these challenges will create its future competitive advantage. Workforce development is, indeed, the defining economic issue for the Tulsa region.

The Tulsa Workforce Investment Board, Inc. (Workforce Tulsa) works directly with employers across the industry spectrum to develop a complete picture of labor market dynamics, and proactive solutions to address these complex challenges.

To date, Workforce Tulsa has led four major phases of work intended to increase the quality and responsiveness of the Tulsa region's workforce system. Workforce Tulsa's Workforce System Quality Initiative is summarized as follows:

Phase I – One-Stop Center “As-Is” Process Mapping

Workforce Tulsa contracts with a consortium of five agencies to operate seven one-stop centers in the four county labor market area. In addition to the five-agency consortium, the one-stop system memorandum of understanding (MOU)

includes eleven additional agency and community partners.

In July 2001, Workforce Tulsa requested that the five one-stop consortium partners undertake process-mapping activities to document the job seeker and employer services delivered in the one-stop centers.

Phase I Action Steps

July-August 2001

- Williams Companies, headquartered in Tulsa, provided four process improvement consultants to Workforce Tulsa for one-stop process mapping.
- Organized project through Tulsa WIB's Research & Quality Task Force.
- Conducted two-day one-stop consortium “as-is” process mapping with Williams Co. consultants and one-stop front-line agency staff, including:
 - City of Tulsa (Workforce Investment Act Title I Service Provider)
 - Oklahoma Employment Security Commission (Employment Service & Veteran's Programs)
 - Department of Human Services
 - Central Career & Technology Center
 - Rogers State University (Education Opportunities Center)

September 2001

- Revised and completed five “as-is” process maps for the one-stop centers.
- Brainstormed the desired “to-be” one-stop system critical success factors with consortium leadership team.

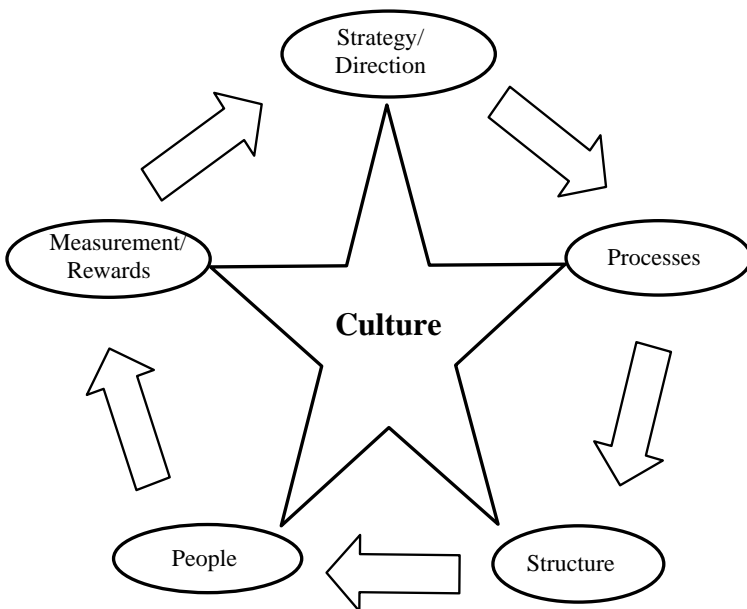
Results

- Complete “as-is” process maps for Tulsa's one-stop centers, including:
 - Customer Intake
 - In-depth Assessment
 - Agency (Program) Customer Services
 - Case Management

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- Employer Outreach
- Consortium leadership team realized the need to align “to-be” process re-design with Tulsa WIB’s strategic vision, consistent with the “Star Diagram” introduced by the Williams Co. consultants as a framework for organizational development. (Figure 1.)
- Tulsa WIB realized the five agencies are co-located with little integration of services (operating in silos).
- Recognized great need and opportunity for process improvement and program integration, to provide higher quality and effective employer and job seeker services.

Figure 1. Organizational Development “Star Diagram.”



Phase II – Regional Community Audit

The ability to understand the dynamics of the local labor market is key to carrying out the duties and responsibilities of Workforce Tulsa under the Workforce Investment Act of 1998. Workforce Tulsa is mandated to provide timely and accurate labor market

information to the public, including job seekers and employers.

In May 2001 Workforce Tulsa was awarded a US Department of Labor Community Audit Grant. Using these funds, Workforce Tulsa launched the following action steps:

Phase II Action Steps

January 2002 – July 2002

- **10 County Regional Statistical profile and GIS maps** for 15 employment centers /commute zones using secondary data for Tulsa, Creek, Osage, Pawnee, Rogers, Muskogee, Wagoner, Washington, Okmulgee and Mayes Counties surrounding Tulsa.
- **Survey of 3,500 employers** (with 10+ employees) for primary data, ratings and opinions on supply, demand, training, salary cost, HR practices, use of temporary employees/agencies, recruiting methods, union relationships, non-English speaking issues, relocation of talent, etc.
- **Survey of 10,000 households** to document and profile hidden labor reserves, including underemployment, and to identify “employers of choice.”
- **Inventory of over 200 of the region’s workforce, education and training assets** and services (training resource base), including employer utilization and quality ratings.

Results

- Completed Labor Market Supply & Demand Study with Tulsa Metro Chamber, with over \$130,000 contributed by both public and private sectors.
- Completed inventory of the Tulsa region’s workforce, education and training assets, programs and services.
- Launched two industry sector skills audits (IT/telecom and manufacturing sectors.)

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- Designed and launched Tulsa’s regional workforce Internet portal at www.workforcetulsa.com, providing a variety of economic and labor market information, analysis and best practices.

Phase III - Tulsa WIB Self-Assessment & Strategic Planning

Workforce Tulsa developed its Strategic Plan over a five-month period beginning in October 2001. The Strategic Plan is Workforce Tulsa's long-term strategy to proactively address the numerous and complex workforce issues in the Tulsa region. The entire plan can be found at www.workforcetulsa.com.

Phase III Action Steps

October 2001

- Assembled best-practice research binders.
- Launched joint WIB Strategic Planning Committee, including Strategic Planning Task Force and Research & Quality Task Force members.
- Dr. Leo Presley, State WIB’s strategic consultant, joined Williams Co. consultants as subject matter expert facilitator.

November 2001

- Committee drafted Visionary Framework.
- Developed customized version of WIB self-assessment tool, originally published by the National Association of Workforce Boards (NAWB).

December 2001- January 2002

- Drafted Workforce System Current Reality Framework & Strategic Framework.
- Articulated Strategic Goals.
- Presented Draft Strategic Plan to full WIB.

February 2002 - June 2002

- Developed objectives, action steps, timelines and responsibilities through WIB’s working committees and taskforces.
- Full WIB approved Strategic Plan.

Results

- Completed WIB self-assessment and identified top twelve critical few priorities.
- Developed and implemented Strategic Planning Framework (Figure 2.)
- Completed Regional Workforce Strategic Plan, including purpose, vision, mission, goals, objectives and action steps.
- Aligned critical few priorities with three strategic goals.
- Reorganized WIB’s organizational structure around four key committees to execute Strategic Plan.

Figure 2. Strategic Planning Framework

Visionary Framework	Current Reality Framework	Strategic Framework
<ul style="list-style-type: none"> • Stakeholders • Core Values • Purpose • Mission • Vision 	<ul style="list-style-type: none"> • SWOP/T Analysis • Environmental Assumptions • Competitive Analysis • Gap Analysis 	<ul style="list-style-type: none"> • Goals • Objectives • Action Plans

Phase IV – One-Stop Center Process Improvement

Workforce Tulsa and the one-stop consortium and other agency partners will continue our quality improvement journey by implementing the following action steps beginning in June 2002 and beyond:

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Phase IV Action Steps

June 2002 and On-going

- Implement *Phase II* of One-Stop Center Process Improvement, including:
 - Redesign Customer Intake & In-depth Assessment processes.
 - Fully incorporate State’s Resource Room Model in local one-stop centers.
 - Implement Lean Administration & Value Stream Mapping, including:
 - Lean Administration Techniques Training w/Simulation
 - Value Stream Mapping Workshops
 - Team Facilitator/Leader Training
 - Continuous Improvement (Process Redesign) Projects
 - Conduct additional quality improvement training for one-stops.
 - Launch Baldrige at one-stops & pursue Workforce Excellence Network /Baldrige Award.

Future Anticipated Results

- Provide timely and accurate regional labor market information & analysis.
- Enhance regional workforce portal www.workforcetulsa.com.
- Implement the Wadley-Donovan labor market study recommendations.
- Complete education & training inventory & launch system alignment activities.
- Develop & implement one-stop chartering & accountability model.
- Implement Family Economic Self-Sufficiency Standard.
- Implement sectoral strategies through the Employer Council and Tulsa Metro Chamber.
- Develop and implement Marketing Plan.

For additional information contact:

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The Tulsa Region’s Workforce

Portal www.workforcetulsa.com

- **Labor market information** for Tulsa and the surrounding 10-County region.
- Timely & accurate **economic & demographic data**.
- Reports, analysis & workforce, education and training **best practices**.
- **Rich website content** for:
 - Employers
 - Job Seekers
 - Educators
 - Economic Developers
 - Government
 - The Public

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