



**City of Phoenix Workforce Connection
Youth Programs Strategic Plan Implementation**

Notes from April 6, 2006 Session

Hopes and Fears

<i>Hopes</i>	<i>Fears</i>
<ul style="list-style-type: none"> • Everyone find something to own and integrate with every day work • Rapport with City Biz Development • ID what's important • Become integral part of youth program • Coordinate with adult program • Pam comes soon • Effort gets off the ground • Sustainable • Clearly understand role and responsibility • Focus on task • Organize to improve quality of life for youth • Plan carried to field • Get youth in to 1 stop system • Better feel how I fit in • Stay on task • See rest of plan • Learn what plan is • All come out with something tangible • Reinforce relationship with YIC and COP • Realistic action plan • Role of volunteers in helping implementation • Engage YIC members • Learn about strategic plan and how to move it forward 	<ul style="list-style-type: none"> • Just a few will take ownership and progress slow • Doors won't open and can't get help • Can't find car • Engaging partners...employees especially • Remain stagnant...don't progress • Don't coordinate with adult program • Keep in mind...building a system while preserving who we are as organizations • Too changeable • Don't get clear understanding of roles and responsibilities • Lose steam • Work sits on shelf • Additional work • Divest some work • Understand role differently • Balance work and time • Plan won't get done • All not get something tangible • Obstacles will prevent implementation • Won't have capacity to deliver • Volunteers

Visioning Exercise

Small mixed groups of participants envisioned a utopian future when Phoenix Workforce Connection Youth Programs need no further improvement. The groups were then asked to draw a representation of that future and write a tag line to caption their drawings:

<p>“Wealth”</p>	<p>“Life is Good”</p>
<p>“Everybody’s Happy!”</p>	<p>“Working together to create a quality (emerging) workforce.”</p>

Larger pictures are available for viewing at <http://www.BlackerbyAssoc.com/PWC/>.

Mission Statement Creation

Round 1

City Staff Group:

To provide educational and employment opportunities to disadvantaged youth by matching youth needs with the demands of local businesses by:

- Standard of living (self-sufficiency)
- Education and training

Providers Group:

Whom: Community, Employer, Youth

What: define or create road map to follow for PWC and external partners:

- Work better with external partners
- Reach more
- More connected

YIC/WIB Group:

We exist to enhance program services and to ensure we meet performance measures for youth, to ensure our youth are successful. The youth are our future and they need to be productive citizens.

Round 2

(Mixed Groups)

- We exist to pool our knowledge and resources in order to match up suitable children with education and employment services they need and want with businesses that can benefit from and help them.
- The reason the Implementation Team exists is to provide a collaborative system approach to positive youth development. Why: Investment in youth to help them become contributing members and leaders in the community.
- The Implementation Team exists to implement the Strategic Plan
 - For Whom: Youth, Community, Businesses
 - Why: Improving outcomes for youth by engaging broader community in creating opportunities for youth.

Mission Statement Creation (cont.)

Round 3

(Different Mixed Groups)

- To create a user friendly **network** with our community that promotes positive youth development.
 - Why: help to develop youth to become productive and potential leaders
 - Who: the whole community
- The team exists to build a **collaborative** youth development **system** to prepare a viable and productive emerging workforce.

Expectations of One Another on How Best to Work Together

<i>What City Staff said they expect from Providers</i>	<i>What Providers said they thought the City should expect from them</i>
<ul style="list-style-type: none"> • Work with City to implement and complete action plan • Continuous communication between City and Providers and between frontline staff and Providers. • Meet performance measures • Present network/system (umbrella services) to organizations, employers, and referrals to community: Need a tool to help providers communicate with employers and community organizations • Known talent pool (inventory) in specific industries/occupations • Tell providers about inventory of jobs available for suitable youths • Continuous improvement • One-Stops need checklist to be able to deal with transitional youth and to refer appropriately • Define true work experience for providers to depict to youth 	<ul style="list-style-type: none"> • They want to know what we are doing • Feedback • Responsible responses re: performance • Parent representative on YIC • Internal resources besides PWC • Timely responses: we meet deadlines • Professional representation of PWC • Jumping through hoops • We need to provide them (and they need to understand) an honest assessment of youth and suitability...who we are really serving • Abide by policies and procedures • Be creative • Engage other partners, schools, and individual networks.

Expectations of One Another on How Best to Work Together (cont.)

<i>What Providers said they expect from the City</i>	<i>What City Staff said they thought Providers should expect from them</i>
<ul style="list-style-type: none"> • High-level knowledge of WIA System • Training opportunities – they have improved dramatically • Being full partners in the process • System that is easy to navigate: report, policies, procedures, and VOS • Timely responses: within next business day, at least an acknowledgement of the inquiry – post questions and answers on a website • Reasonable deadlines • Follow procedures and policies – don't change rules in mid-stream • City needs to advocate through YIV and State: VOS, skill attainment, documentation of common measures • More support and integration among Youth and all City Services and CEDD – business services – how to access employer information on VOS (training) – other departments • Firm commitment and understanding that Youth does differ from adult services – what are the differences? • Single point of contact • Need to know about: <ul style="list-style-type: none"> • goals/procedures • common organization goal matrix ...before they are put in place 	<ul style="list-style-type: none"> • One point of contact for employer information for providers (streamlined process for communication) • Support/training • For us to be more knowledgeable (broader knowledge) of WIA • Communicating current issues and trends in employment/training via email and education sessions/career nights • Continuous improvement

Business Clusters

<i>Characterization</i>	<i>Industry</i>
HD	Advanced Manufacturing
C	Aerospace
X	Automotive tech
C, HD	Biotech
X	Construction
C	Finance
HD, O	Health Care
C	High tech
O	Hospitality
O	Retail
C, HD	Software/engineering/high tech
HD	Transportation

Characterization Key:

C = Clusters (from Community & Economic Development Department).

HD = High-Demand industries (from Phoenix Workforce Connection).

O = Other (used by some Providers.)

X = Not on any list.

Process Check

<i>Positives</i>	<i>Needs Improvement</i>
<ul style="list-style-type: none"> • Spunky attitude of facilitators • Talked about real issues and had honesty • Liked moving people around • Inclusive • Good meaty actions added to plan 	<ul style="list-style-type: none"> • Less ambient noise in room...it was hard to hear because of fan • People needed to be here throughout the entire day • If leave early, leave written input • Review materials in detail in advance and come with written comments • Taking off a whole day is difficult

Next Steps

- Updated plan, notes, timeline for project, and vision pictures from session will be posted on www.BlackerbyAssoc.com/PWC/
- There will be a monthly reporting process to begin early May
- YIC Meeting on April 25 for role clarification: providers should also attend.
- All-Hands Provider Meeting on April 26 to finalize the plan
- Mission/Vision Committee of Tim, Dianna, and Robin should finalize mission statement and vision “tag line” for the Implementation Team within the next week.
- Team needs to delineate clearly the differences between Youth and Adult Services, i.e. the needs, etc.

Miscellaneous Comments

Good books to read:

- *Good to Great* by Jim Collins. He has also written a good book about not-for-profits.
- *Execution: The Discipline of Getting Things Done* by Ram Charan and Larry Bossidy.
- *The World is Flat* by Thomas Friedman.

Brokerage Model

