

Workforce Tulsa, Inc.

Community Audit Final Report Attachment

Synopsis

The fundamental reason the Tulsa Workforce Investment Board, Inc. (Tulsa WIB) exists is to be the catalyst for an innovative workforce development system that creates and maintains a globally competitive workforce that supports economic development and self-sufficiency for the citizens of the Tulsa region.

The clear and compelling focal point of our efforts - our Mission - is to create and sustain a formal workforce development system that facilitates assessing goals and abilities of the workforce, identifying the needs of employers, and identifying and coordinating resources, in order to enhance the alignment of workforce development services in the Tulsa region.

Our Vision is a comprehensive, integrated service delivery system that prepares individuals for economic prosperity and positions Tulsa for economic progress.

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 WIB 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. The Tulsa WIB has led four major phases of work intended to increase the quality and responsiveness of the Tulsa region's workforce system. The four phases include:

- Phase I – One-Stop Center “As-Is” Process Mapping with Williams Companies.
- Phase II – Regional Community Audit (Baseline, Sectoral Skills & Assets Inventory.)
- Phase III – WIB Self-Assessment & Strategic Planning.
- Phase IV – One-Stop Center Process Improvement, Chartering & Baldrige Assessment.

The Tulsa WIB's Workforce System Quality Initiative provides a national model of workforce leadership, system collaboration and innovation, and warrants consideration for this national award.

Workforce Tulsa, Inc. Community Audit Final Report Attachment

Criteria Information

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

The Tulsa WIB contracts with a consortium of five agencies to operate six 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, the Tulsa WIB 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 the Tulsa WIB for one-stop process mapping.
- Tulsa WIB’s Research & Quality Task Force organized the project.
- Williams Co. consultants conducted two-day one-stop consortium “as-is” process mapping with 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.

Phase I Results

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

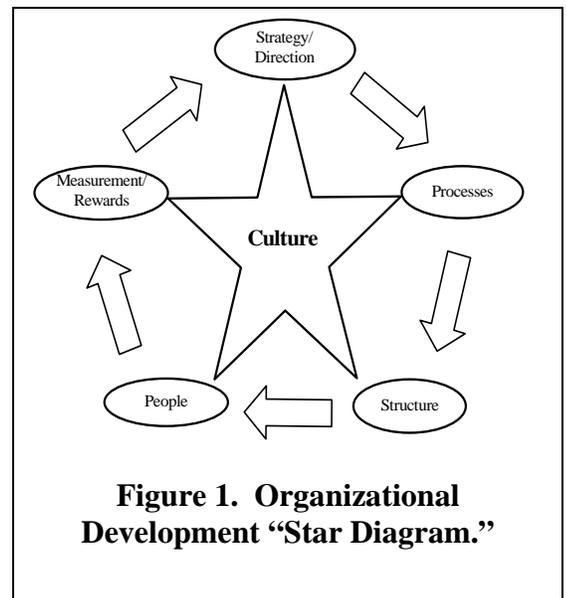


Figure 1. Organizational Development “Star Diagram.”

Workforce Tulsa, Inc. Community Audit Final Report Attachment

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 the Tulsa WIB under the Workforce Investment Act of 1998. The Tulsa WIB is mandated to provide timely and accurate labor market information to the public, including job seekers and employers. In May 2001 the Tulsa WIB was awarded a US Department of Labor Community Audit Grant. Using these funds, the Tulsa WIB 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.

Phase II 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.)
- 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.

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

Workforce Tulsa, Inc. Community Audit Final Report Attachment

Phase III - Tulsa WIB Self-Assessment & Strategic Planning

The Tulsa WIB developed its Strategic Plan over a five-month period beginning in October 2001. The Strategic Plan is the Tulsa WIB's long-term strategy to proactively address the numerous and complex workforce issues in the Tulsa region.

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. The Plan can be found at www.workforcetulsa.com.

Phase III 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
– Stakeholders	– SWOP/T Analysis	– Goals
– Core Values	– Environmental Assumptions	– Objectives
– Purpose	– Competitive Analysis	– Action Plans
– Mission	– Gap Analysis	– Timelines
– Vision		– Responsibilities

Workforce Tulsa, Inc. Community Audit Final Report Attachment

Phase IV – One-Stop Center Process Improvement

The Tulsa WIB, 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:

Phase IV Action Steps

June 2002 and On-going

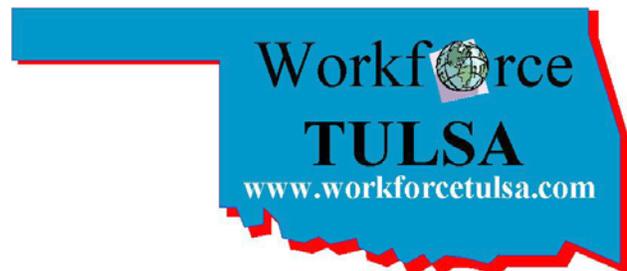
- Implement *Phase II* of One-Stop Center Process Improvement, including:
 - Redesign Customer Intake and In-depth Assessment processes.
 - Fully incorporate State’s Resource Room Model in local one-stop centers.
 - Implement Lean Administration and Value Stream Mapping, including:
 - Lean Administration 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 and pursue Workforce Excellence Network / Baldrige Award.
- Enter into joint venture with Tulsa Metro Chamber to implement employer engagement strategy, Employer Council and SkillsNet electronic system.

Phase IV Future Anticipated Results

- Provide timely and accurate regional labor market information and analysis.
- Enhance regional workforce portal www.workforcetulsa.com.
- Implement the Wadley-Donovan labor market study recommendations.
- Complete education & training inventory and launch system alignment activities.
- Develop and implement one-stop chartering and 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:

Mr. Steve Gilbert, CEO
Tulsa Workforce Investment Board, Inc.
6111 E. Skelly Dr., Suite 100
Tulsa, OK 74135
Phone: (918) 828-5317
Fax: (918) 828-5329
Email: ceo@workforcetulsa.com



###