

Department of Workforce Services

Three-Year Business Plan



- DWS Divisions:** The Department of Workforce Services consists of four primary units: 1) Office of the Director and Service Unit; 2) Employment Services Division; 3) Vocational Rehabilitation Division; and, 4) Business Training and Outreach Division.
- Vision:** We link human and economic development for Wyoming's future.
- Mission:** Build a workforce to meet the changing demands of Wyoming's diverse businesses, citizens and economy.
- Customers:** Businesses, citizens and the economy.
- Services:** Business services, employment services, training services, and vocational rehabilitation services.
- Documentation:** Each division will develop an annual alignment plan that focuses its projects in the direction of the agency Director and leadership team. The Director and the Deputy Director will ensure that the business plan is followed and documented through each division.
- Leadership Team:** Director
Deputy Director
Administrator and Assistant Administrators for VR division
Administrator and Assistant Administrators for ES division
Administrator and Assistant Administrators for BTO division
Chief Information Officer (CIO)
Chief Fiscal Officer (CFO)
Human Resources Manager
Communications Manager

DWS History:

The Department of Workforce Services (DWS) is the state's newest agency. Legislative and gubernatorial actions during the 2001 and 2002 legislative sessions resulted in the creation of DWS, effective July 1, 2002. The department is focused on delivering comprehensive and effective services that build a workforce to meet the changing demands of Wyoming's diverse businesses, citizens and economy.

The department is a consolidation of workforce programs, as recommended by the Work First Steering Committee in its December 1, 2000 report. DWS services include employment and training programs moved from the Departments of Employment, Family Services, and Health, as well as the Community College Commission.

On March 11, 2003, Governor Dave Freudenthal appointed Kathy Emmons as director of the Department of Workforce Services.

DWS Now:

The Department of Workforce Services is a complex agency with a wide variety of products, services and programs, and an equally complex delivery system that includes 34 offices statewide, two administration locations, an \$80 million biennium budget and 298 employees.

DWS has been a national leader in the provision of individual services, and looks now to refocus our emphasis towards our business customers. The next three years will require the department to continue to focus on its common goals and unified direction.

The following three business goals have emerged as the department's priorities for the next three years. The corresponding division alignment plans identify each division's strategies; all targeted at achieving department goals.

Business Goal #1: Become an agency that has aligned existing services in an innovative manner to impact Wyoming businesses.

Key Strategies

- Develop a service delivery model that integrates all divisions, facilities, outreach offices, communications, training, and cross-education.
- Create a communication system and brand identity that unifies the agency internally and externally.
- Adopt an agency-wide customer service philosophy, culture and training program.
- Reinvent our programs and program policies to serve the agency mission and vision, and Wyoming. Increase emphasis on business services and economic development.

Business Goal #2: Utilize data to support a demand driven organization.

Key Strategies

- Create an IT infrastructure that supports the agency's mission.
- Develop strategies to target resources toward Wyoming's needs (current and projected).
- Create program management systems that support a high level of program and business intelligence.

Business Goal #3: Adopt an "Employer of Choice" philosophy.

Key Strategies

- Commit to a team-based management philosophy.
- Establish and implement an organizational structure that allows for a successful service delivery model.
- Provide role clarification for divisions and individuals throughout the agency.
- Commit to common training across the agency (project management, leadership, customer services), as well as division/program-specific technical training.
- Develop DWS-specific personnel policies and job descriptions that serve the mission and clearly communicate roles and responsibilities.
- Create a training and hiring system that builds a philosophy of innovation, leadership, commitment, passion and teamwork.

- 2) Display booths and racks are properly equipped and tagged "DWS".
- 3) DWS pictures and materials will be visibly displayed.
- 4) Proper use of official letterhead, DWS PowerPoint slide format, folders, message box and press releases.

Develop an "Employer of Choice" Employee Communications Plan including: (ongoing 2005)

- 1) Use intranet to communicate with staff:
- 2) Agency mission and vision as part of all internal communications
- 3) Policy changes, program changes, and messages from the director and administrators
- 4) Employee Bulletin, where employees can post questions and discuss policies, programs, and personnel issues (i.e. leave policy changes, changes to benefits)
- 5) Work with Director, Deputy Director, Administrators and Managers to develop effective internal communications aimed at disseminating the "right messages the right way."

• **Adopt an agency-wide customer service philosophy, culture and training program.**

Customer Service Survey/Management Report (April 30): The Service Unit Management Team will develop a customer service satisfaction survey that addresses the responsiveness, accuracy, presentation, organization, delivery, and policies associated with the delivery of services within the Service Unit. By the end of March 2005, the Service Unit will convene a team from each perspective to develop the strategies surrounding the Customer Satisfaction Survey. This team will address structure, scope, process, and timeliness involved with the survey. This will include determining if each office of the Service Unit will develop their own surveys, or if it will be one survey from the Service Unit as a whole. The Customer Service Survey will be deployed and data will be collected by April 30. This will provide the Service Unit with a baseline of information, and will be used for management and quality improvement purposes. The survey results will be provided to the director by May 30, along with a management plan to effect necessary changes based on the data collected.

Customer Service Training proposal (April 30): The management team, in partnership with the Professional Development Coordinator of the Service Unit, will research customer service training programs and philosophy strategies. A recommendation for an agency-wide customer service training course, and a cost-to-benefit analysis will be provided to the Director by April 30.

• **Reinvent our programs and program policies to serve the mission and vision of DWS and Wyoming (increased emphasis on business services and economic development).**

As the Department of Workforce Services moves toward changes in the service delivery model, all offices of the Service Unit will be called upon to provide support to the divisions to make these changes. The Service Unit is committed to assisting in the planning and operational aspects of these changes.

Organizational Structure and Human Resources (December 30, 2005): The HR manager will work with each division to develop and implement a classification and recruitment structure which will focus on the new direction of the agency. Each division has different needs; but new classification structures, job descriptions, and Position Description Questionnaire development will be included to accurately describe each employee's duties, roles and responsibilities within the agency. This project will be completed and implemented by December 31, 2005.

IT Technology (ongoing 2005): The Chief Information Officer and Information Technology staff will assist the staff of all divisions in becoming more mobile in order to deliver our services to Wyoming businesses and individuals through the acquisition of technology tools. All IT staff will

- 2) Assuring IT functions are properly aligned in the most efficient and effective manner;
- 3) Providing information to the new CIO as to all IT functions and activities; and,
- 4) Providing a basis to develop new position descriptions based on current job duties.

Business Goal #2: Utilize data to support a demand-driven organization.

Key Strategies

- **Create an IT infrastructure that supports the agency's mission.**

Infrastructure Change (June '05): The CIO and all IT staff will research and develop a plan for moving from the Department of Employment WAN/LAN infrastructure to a Department of Workforce Services infrastructure. IT staff will consult with Administration & Information technology experts, other department IT groups and outside vendors to determine methods of implementing the most cost-effective, reliable and secure infrastructure. IT will implement a plan to provide a smooth transition between infrastructures, keeping service disruption at a minimum by June 30, 2005.

New Employment Services MIS (per ES project plan): The CIO and the IT application developers will continue to provide technical and developmental support, as required, to assure a smooth transition from the current management information system to the new MIS.

IT Staffing/Training Plan (March 30): Based on the new infrastructure and MIS, the CIO will develop a DWS IT staffing plan and training proposal to the Director by March 30, 2005. As the plan is approved, the CIO will move to the implementation stage.

- **Create program management systems that support a high level of program and business intelligence.**

The Service Unit is committed, in all areas, to increase its usable information, or business intelligence, for unit and agency decision making. The IT staff will assist all divisions in developing applications that allow for the extraction of data in the most user-friendly way possible, as well as provide technical assistance and consultative services on new technologies.

Fiscal Budgeting Process (August 30, 2005): The CFO, in partnership with the Leadership Team, will create a State Biennium Budget that reflects and supports the new organizational structure.

The DWS 2007-2008 Biennium State Budget Request will be completed during 2005. The budget will be developed reflecting the new organizational structure and will be based on department and program needs. The CFO will establish a process that coordinates information from each division, and working with executive and administrative staff to determine their needs.

The budgeting process begins at the end of June 2005 with the receipt of budget instructions and a preliminary budget from the A&I Budget Division. The preliminary budget will need to be reviewed and aligned with DWS priorities and needs.

Upon receipt of the preliminary budget, copies will be given to Director, Deputy Director and division administrators for review. A meeting will be held in late June 2005 to outline the budgeting process and to discuss the priorities of the Leadership Team and divisions. Reviewing the preliminary budget requires that fiscal staff work closely with the HR Manager to insure that positions are properly reflected in the budget. The budget will be developed in a partnership process with the divisions so the agency reflects a unified and well understood budget from the Leadership Team.

on a monthly basis. Team-based projects and decisions will be committed to in 2005.

- **Establish and implement an organizational structure that allows for a successful service delivery system.**

The Leadership Team has developed an organizational structure that allows for the most productive use of resources. This new structure affects all aspects of the Service Unit, but will focus the majority of its time and efforts on the centralization of IT services, the decentralization of fiscal services, and the HR services of reclassifications and job descriptions in 2005. (This strategy is addressed in Business Goal #1).

- **Develop DWS-specific personnel policies and job descriptions that serve the mission and clearly communicate roles and responsibilities.**

Since the inception of DWS, the agency has been operating from Department of Employment personnel policies. In 2005, DWS will create personnel policies that are developed as a team, are clear, are trained to, and are as employee-friendly as possible without violating any rules other ethical standards of the State of Wyoming.

DWS Personnel Policy Development (July-August 2005): The HR Manager will take the lead in forming a committee of employees from each division to develop agency personnel policies. Core policies will be developed and ready for presentation to Leadership Team in July 2005. Final policies will be in place, trained to, and available on the intranet by August 30, 2005.

- **Provide role clarification for divisions and individuals throughout the agency.**

Role Clarification (June 30, 2005): When Fiscal and IT staff are transitioned to the new organizational structure, the administrators, Director, Deputy Director, CIO and CFO will provide new position descriptions to the staff and identify proper classification of these positions. This will allow for all Fiscal and IT staff to know their roles and responsibilities based on the new organizational structure. It is anticipated that this will be completed by the end of June 2005.

- **Create training and hiring system that builds a philosophy of innovation, leadership, commitment, passion and teamwork.**

To become an employer of choice, DWS will need to continue to hire the right people, welcome them to the agency in an organized and professional manner, and provide ongoing operational and skill-enhancement training for our employees. In 2005, the Service Unit will focus on the hiring system and processes, and venture deeper into the development of the training system in 2006.

DWS Recruitment/Screening/ Interviewing/Hiring/Orientation System (August 30, 2005): HR will develop a hiring system that will include refined processes for recruitment and guidelines for interviewing. A database of interview questions will also be developed. This database will provide questions to choose from that are position-specific as well as behavioral-based, and will be customizable to each division's specific needs. The questions will assist in determining innovation, leadership, commitment, passion and teamwork.

One-Stop hiring and orientation system (November 30, 2005): The Service Unit Management Team will develop a easy-to-use, one-stop New Hire System for DWS. This system will allow the divisions to place one call to the Service Unit to notify them of a new-hire selection and starting date of a new employee. The one-stop system will then ensure that when an employee arrives to work the first day, they will be welcomed with an office space ready to go, computer access and passwords established, an assigned phone number, all necessary supplies, core agency infor-

Business Training & Outreach Division 2005 Alignment Plan

- BTO Programs:** Adult Basic Education (ABE), General Educational Development (GED) Testing, Employment & Training for Self-Sufficiency (ETSS), Senior Community Service Employment Program (SCSEP), Workforce Development Training Fund (WDTF)
- Vision:** We promote economic and educational opportunities for our diverse population.
- Mission:** BTO partners to deliver demand-driven employment, training and educational services to enhance the Wyoming workforce.
- Customers:** BTO's customers are businesses, incumbent workers, older workers, unemployed workers, under-employed workers, individuals in need of literacy, civics and English language skills, individuals in need of high school credentials, BTO contractors and service providers, partner agencies, and other DWS Divisions.
- Services:** BTO works cross-functionally with the other divisions of DWS and provides consulting, data gathering and data dissemination services. BTO administers and brokers and/or funds the following services: 1) employment, 2) education, 3) vocational training, 4) literacy, numeracy and civics training, 5) high school equivalency testing, 6) case management, and 7) transitional services to move individuals to employment and post-secondary education.
- Documentation:** The BTO Administrator, Assistant Administrator and Administrative Assistant will assure each requirement of this plan is documented and all documentation is placed in the 2005 BTO Alignment Plan binder.

Business Goal #1: Become an agency that has aligned customer services in an innovative manner to impact Wyoming businesses.

Key Strategies

- **Develop a service delivery model that integrates all divisions, facilities, outreach offices, communications, training and cross-education.**

Joint Division Alignment Plan: Three projects in this section are also covered in the Joint Alignment Plan submitted cooperatively by the three DWS Division Administrators. They are:

- 1) BTO Field Tour;
- 2) Integration of Adult Basic Education services into ES and/or VR Centers;
and
- 3) Integration of the Senior Community Service Employment Program into ES and/or VR Centers.

Cross-Education: The process of BTO staff cross-education began in 2004 and will be completed by the end of February 2005. Cross education is accomplished through presentations provided by Program Managers during the BTO monthly division meetings.

BTO Field Tour: BTO Administrators and Program Managers will visit DWS Workforce Centers and VR field offices during the year. All other BTO staff (Program Specialists, Administrative

- **Create a communication system and brand identity that unifies the agency internally and externally.**

Communications Protocol: BTO will work with the DWS Communications Manager and will comply with any directives, requirements, protocols or requests issued.

Program Manager Meetings: BTO will implement weekly Program Manager meetings for the purpose of facilitating Division communication. The meetings will serve as the place in which the Administrator and Assistant Administrator will communicate information and directives from the DWS Leadership Team. Other activities for which the weekly meeting provides a forum is information exchange, issue discussion, training, planning, problem solving and peer support. Program Managers are charged with disseminating appropriate information to other division staff on a timely basis.

Division Meetings: BTO will hold monthly division meetings for the purpose of facilitating division communication. Division meetings provide a forum for information exchange, issue discussion, training, planning, problem solving and peer support.

Branding: BTO staff will ensure that:

- 1) all materials are branded with the DWS logo;
- 2) only folders in DWS colors will be used when providing packets and training materials;
- 3) the official DWS PowerPoint slide format will be used for all presentations; and
- 4) the official letterhead will be used for all correspondence.

BTO will comply with any additional branding requirements issued through the Communications Manager.

Program Managers will review contractor materials and provide a report to the Administrator by the end of February 2005. This report will include plans to assure appropriate branding will occur, if it is not already in place.

DWS Website: Program Managers have been charged with assuring that program information on the agency website is useful to the public, and always accurate and timely.

DWS Intranet: Program Managers have been charged with assuring that program information on the agency intranet site is useful to DWS staff, and always accurate and timely.

Communications with Field Operations: The BTO Assistant Administrator will work with the Communications Manager to develop strategies to meet the communication needs identified during the BTO Field Tour. Strategies will be implemented by the end of December 2005.

External Communications: Program Managers will review methods and procedures used to communicate with contractors and provide a report to the Administrator by the end of March 2005. This report will document specific activities already occurring and include plans to enhance communication, if necessary.

Program Marketing: Program Managers will conduct a marketing needs analysis of their program and provide a report to the Administrator by the end of March 2005. This report will document any program-specific activities already being conducted and include plans for additional marketing activities needed.

- **Adopt an agency-wide customer service philosophy, culture and training program.**

Customer Service Study: Program Managers will review all programs to assure a customer service philosophy exists in each program. Service to both internal and external customers will

workers and employers can find information related to the initiative. Workforce Centers will also need to provide job matching, career counseling, information, and referral services to older workers.

The SCSEP Program Manager will take the lead in educating all DWS staff about the workforce issues relating to the Governor's initiative, and serve as a resource to all department staff. The SCSEP Program Manager will develop a plan to provide training to all DWS staff for presentation to the Leadership Team in February 2005. The SCSEP Program Manager will implement the approved plan, which is projected for completion by the end of May 2005.

Gender Wage Disparity: The Office of the Governor has put an emphasis on the issue of wage disparity by using the rate of gender wage disparity to measure the effectiveness of state efforts to provide "a diverse economy that provides a livable income and ensures wage equality." The ETSS program allots funds to two projects that provide training and case management for women to enter positions or professions considered non-traditional or typically held by males. These programs are the Central Wyoming College Information Technology Support Training, and Our Families Our Future, which provides training in the construction industry.

The ETSS Program Manager will lead in educating DWS staff on the issue of gender wage disparity by developing information for distribution. The ETSS Program Manager will research best practices and analyze them for use by DWS. The ETSS Program Manager will develop a plan for gathering and disseminating gender wage disparity information by the end of February 2005.

Business Services: Program Managers will review programs to identify the services currently being provided to businesses. Strategies will be developed to: 1) begin providing additional services to businesses, as needed; 2) provide additional services to businesses; and/or 3) enhance services currently being provided to businesses.

A report will be provided to the Administrator by July 2005. The report will document any program-specific services already being provided and will include plans for the inclusion of additional services or service enhancements.

Impact on Economy: Program Managers will develop a plan to study the impact of BTO programs on Wyoming's economy. The impact will relate to the goals of the Governor's strategic plan, DWS, and/or the program. The plan may include:

- 1) locating the findings for any research already completed by another entity;
- 2) commissioning research; and/or
- 3) program staff conducting the research.

The plan will be provided to the Administrator by the end of June 2005. All research projects will be completed and findings will be reported by the end of November 2005.

Workforce Development Tool: The Workforce Development Training Fund (WDTF) will open a new program July 1, 2005 that will issue Pre-Hire Training Grants on a demand-driven basis. The program is a true economic development tool for Wyoming because it is designed to develop an industry-specific workforce pool for a business, group of businesses, or an industry committed to expanding or locating to Wyoming during a shortage of skilled workers.

Grant applications will be required to show proof of the need for trained workers, as well as a strong business partnership demonstrated by a business's involvement in the project planning and application process. The grant must be prepared jointly with a local Workforce Center, economic development entity, training entity and the business or industry in need. The grant application process will be demand-driven, with applications being continuously accepted rather

infrastructure solution that will accommodate many of these projects. For example, the purchase and installation of a machine to house the WDTF database could also house the SCSEP and ETSS databases until the agency infrastructure is determined. This machine could also enable us to begin work on the ABE web-based database.

Tier One – The Tier One projects are:

SCSEP – Be able to get a copy of the raw data before it is sent to the federal officials on a monthly basis.

SCSEP – Develop reports for management information purposes.

WDTF – Convert the database storage backend to the SQL server. The SQL server is a more robust storage platform and will allow us to eventually create web-based applications.

ABE – Create a web-based ABE database and import the old data. We should use the SQL server as a storage backend because it is a more robust storage platform.

All Programs – Assure data is adequately backed up.

Tier Two – The Tier Two projects are listed below. These projects will be completed as time permits. We believe most of these projects can be completed in 2005. IT staff will work with the BTO Administrator to prioritize these projects as work can begin.

SCSEP – Determine a long-term storage location for the data.

WDTF – The database application was written in Access 2000. The database application code needs to be debugged so it will run in Access 2002.

WDTF – Need for a higher speed link between Cheyenne and Casper to allow staff to work more efficiently.

ETSS – The database application was written in Access 2000. The database application code needs to be debugged so it will run in Access 2002.

ETSS – The database storage backend needs to be converted to the SQL server. The SQL server is a more robust storage platform and will allow us to eventually create web-based applications.

ETSS – We would eventually like to have a list serve for this program.

GED – We would eventually like to have a list serve for this program.

GED – Need to develop web-based, online training.

All Programs – Secure remote access to the DWS network. This will allow for full-scale demonstrations of databases regardless of location and all Program Managers to effectively administer programs while away from the office.

BTO Fiscal Needs: BTO is committed to working with the DWS Chief Financial Officer to assure that program budget information is accurate and useful to BTO staff for program management purposes. The BTO Administrator, Assistant Administrator and Accountant will work with the agency CFO to assure that:

- 1) working to develop DWS Business Consultants that will cooperatively work with and be collocated, whenever possible, with the Wyoming Business Council, Business Resource Center, economic development entities, and/or University of Wyoming business partnership entities in each of the six ES regions;
- 2) molding services provided in the ES and VR Centers from a *social services* to a *business services* model;
- 3) developing tools and strategies to assist businesses with reduction of employee turnover, advanced applicant pre-hire screening, and in-depth assessment of training needs.

- **Provide role clarification for divisions and individuals throughout the division.**

The DWS Business Plan and BTO Alignment Plan provide detailed role clarification information for divisions and staff members throughout the division. BTO will ensure all division staff have an opportunity to read, understand and participate in these plans.

BTO staff will be held accountable for all requirements detailed in this plan and documentation will be provided in staff performance appraisals. BTO management is responsible for ensuring performance appraisals are completed in a timely manner.

- **Commit to common training across the division (project management, leadership, customer services), as well as division/program-specific technical training.**

BTO is committed to staff training and development and will cooperate with common training across the agency, as well as division and program-specific technical training for staff.

- **Develop DWS-specific personnel policies and job descriptions that serve the mission and clearly communicate roles and responsibilities.**

BTO is committed to participating in the development of specific personnel policies and job descriptions that serve the department's mission and clearly communicate staff roles and responsibilities. The following are the known BTO human resource tasks that will be completed in 2005: 1) reclassification of the SCSEP Program Manager, 2) reclassification of one of the WDTF Program Specialists, and 3) examination of the classification of the BTO Accountant to ensure the classification is correct.

- **Create a training and hiring system that builds a philosophy of innovation, leadership, commitment, passion and teamwork.**

The questions used when interviewing prospective employees for positions in BTO reflect a commitment to hiring individuals that will adopt a philosophy of innovation, leadership, commitment, passion and teamwork.

BTO contracted with Laramie County Community College (LCCC) in 2004 to provide training to Division staff in the following courses:

- 1) Making Effective Decisions;
- 2) Optimizing Team Performance;
- 3) Investing In Your Learning;
- 4) Building Trust; and
- 5) Being a Leader: Everyone's Role.

The BTO Administrator will work with LCCC to develop a strategy to assure the key concepts provided in the training are being practiced by staff. A retreat or refresher session will be held before the end of May 2005.

Employment Services Division

2005 Alignment Plan

- ES Programs:** Wagner/Peyser (WP), Workforce Investment Act (WIA), Veterans Employment & Training (VETS), Trade Assistance Act (TAA), Work Opportunity Tax Credit (WOTC), Migrant Seasonal Farm Worker (MSFW), Foreign Labor Certification (FLC), TANF/POWER, Food Stamp E&T, Serious and Violent offender program, Equal Opportunity (EO), and Federal Bonding.
- Vision:** We link human and economic development for Wyoming's future.
- Mission:** Build a workforce to meet the changing demands of Wyoming's diverse businesses, citizens and economy.
- Customers:** 1) Businesses; 2) Incumbent workers; 3) Older workers; 4) Unemployed workers; 5) Under-employed workers; 6) Individuals in need of basic skills and occupational skills; 7) Individuals in need of high school credentials; 8) Service providers/vendors; 9) Partner agencies, ES and VR; and other DWS Divisions; and 10) Wyoming communities.
- Services:** ES works cross-functionally with the other divisions of DWS and provides direct program service delivery, consulting, data gathering and data dissemination services. ES administers, brokers and/or funds the following services: 1) business services; 2) employment; 3) basic educational skills training; 4) vocational/occupational training; 5) case management; and 6) transitional services to move individuals to employment and post-secondary education.
- Documentation:** The ES Administrator, Assistant Administrators and Executive Assistant will ensure each requirement of this plan is documented and all documentation is placed in the 2005 ES Alignment Plan binder.
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Business Goal #1: Become an agency that has aligned customer services in an innovative manner to impact Wyoming businesses.

Key Strategies

- Reinvent our programs and program policies to serve the mission and vision of DWS and Wyoming (increased emphasis on business services and economic development).

ES programs have traditionally focused on the job seeker as its primary customer. The result of this focus has left business and economic development as its secondary focus. ES must reinvent its program focus and delivery system to build a workforce to meet the changing demands of Wyoming's businesses, citizens and economy. The reinvented programs will increase emphasis on business services and economic development.

Input will be gathered and used from two primary groups: external and internal. The projected input phase will be completed by March 31, 2005.

- 1) External group: brainstorm, collect ideas and concepts. This group will be made up of

Training: Following the development of the new service delivery model, the development of position descriptions/structure and the acquisition of products, training will be provided to staff to ensure the success of the new SDM.

The ES Division will evaluate and coordinate with the U.S. Department of Labor's Bureau of Apprenticeship and Training to develop training and professional development plans for the Business Services position(s) based on the apprenticeship model. The ES Division will work closely with the Office of the Director's Human Resources Trainer to ensure an apprenticeship model is developed and followed.

The Business Services Group will develop a training plan in conjunction with developing the new service delivery model. The training plan will be completed by May 31, 2005. The costs associated with training for the new service delivery model will be incorporated into next year's budget. As projects present themselves to model and train to the new service delivery model, the Administrator, Program Consultants and local Workforce Center staff will work these projects utilizing the new service delivery model.

Implementation & Evaluation: July 1, 2005 is the projected date to begin the implementation of the new service delivery model. An implementation plan will be developed in conjunction with the new service delivery model development.

As projects present themselves, the ES division will model the new service delivery system throughout the year. The Administrator, Program Consultants and local Workforce Center staff will work these projects utilizing the new service model.

Evaluation of the new service delivery model will begin immediately after implementation.

A formal report to the Director will be presented after one full quarter of the new model has been implemented.

A service delivery model that integrates all divisions, facilities, outreach, communications, training and cross education will be developed.

ES is committed to integrating BTO and VR programs and services. As financial resources continue to be difficult to access, it is essential that programs examine and implement integrated delivery. Further, as Wyoming's population continues to age, the three divisions must determine methods of integrating programs and services to leverage resources.

Joint Division Plan: The ES Administrator met with the Administrators of the BTO and VR divisions on December 3, 2004, to develop a joint plan for 2005 to address this key strategy. The joint priorities for 2005 are:

- 1) Team Building and Trust Development;
- 2) Data Sharing;
- 3) Division Field Tours;
- 4) Manager Meetings; and
- 5) Physical Facilities and Collocation.

Team Building & Trust Development: Team building and trust development among the ES Regional Managers and VR Area Consultants has been addressed. By March 2005, arrangements will be made to bring these individuals together for training that will address these issues.

ES Field Tour: ES Administrator, Assistant Administrators and Program Consultants will visit DWS field offices during 2005. The purpose of this tour will be to:

- 3) Adaptable for new data capture and extraction items;
- 4) Provide data in a user friendly format for business and job seeker customers;
- 5) Provide data as required by funding sources; and
- 6) Cost effective.

The Employment Services Management Information System (ESMIS) Group has been formed to provide input from within the division. This group is made up of staff from all levels of the division, to include an Assistant Administrator, Program Consultants, Regional Managers and local Workforce Center staff. This group **will be responsible for providing input on MIS needs from the division perspective.**

An external group will provide input into the selection of a vendor/contractor and the MIS needs of businesses, partners, and job seekers regarding ease of use.

- **Develop strategies to target resources towards Wyoming's needs (current and projected).**

ES is committed to being a demand-driven division within the department. A group, comprised of ES division representatives from all levels of the division, will be formed to research best practices and data sources and make recommendations to the Administrator for implementation. In order to achieve this strategy by June 30, 2005, the ES division will target and rank resources by:

- 1) developing a business level of service model that will fold into the current service delivery model;
- 2) using program data and develop strategies that will ensure resources are targeted to Wyoming's needs;
- 3) using results of the Wadley-Donovan workforce study to drive use of resource decisions; and
- 4) targeting training resources to specific business needs driven by data.

- **Create an IT infrastructure that supports the agency's mission.**

Business Goal #3: Adopt an "Employer of Choice" philosophy.

Key Strategies

- **Create an organizational structure that allows for a successful service delivery system.**

In November 2004, the DWS Leadership Team, which includes the ES Administrator, participated in the development of the structure of the agency. Implementation of the new structure will begin in early 2005.

ES Division's organizational structure aligns with its service delivery system. By reclassifying current positions that reflect the new direction of the agency, the ES Division will allow each Assistant Administrator to manage the reinventing of programs and the service delivery model, and institute a management information system that will provide adequate program and fiscal data to be more demand and data-driven.

This step involves restructuring to three Assistant Administrators:

- 1) Assistant Administrator for Data Development and Reporting;
- 2) Assistant Administrator for Fiscal Operations; and
- 3) Assistant Administrator for Business Operations.

- **Provide role clarification for divisions and individuals throughout the agency.**

ES will focus recruitment and screening methodologies to the new service delivery model in order to meet its human resource needs.

ES will work with the HR Manager to jointly develop questions to be used when interviewing prospective employees, reflecting a commitment to hiring individuals who will build a philosophy of innovation, leadership, commitment, passion and teamwork.

Employment Services Project Timeline 2005 Alignment Plan

Target Date

Goal

Jan. 3, 2005	Present ES Division committee recommendations to the Office of Director
Jan. 30	Establish external & internal committees
Jan. 30	Research program delivery model best practices and products
Jan. 30	Establish Targeting committee
Jan. 30	Determine specific MIS requirements; Develop and release Request for Proposal
Feb. 28	Receive, review, and evaluate proposals; select vendor/contractor to complete MIS
March 30	Finalize MIS contract with vendor/contractor
March 1	Hire Assist. Admin. – Business Operations
April 1	Develop MIS requirements with vendor
April 30	Develop best-practice service delivery model
April 30	Determine business services suite to include products and tools
April 30	Develop and classify Business Services job descriptions (PDQ's)
May 31	Identify training needs and develop training plan
May 31	Begin testing phase of MIS and make needed adjustments
May 31	Develop best-practice service delivery model
June 30	Implement resource targeting strategies
June 30	Develop marketing strategies
June 30	Deliver products, policies and training to local office staff
July 1	Implement reinvented service delivery model
Aug. 30	ES job descriptions reclassified
Sept. 30	ES field tours completed
Oct. 30, 2005	Implement MIS
Feb. 1, 2006	Review and analyze new business services, targeting resources, and MIS using data. Develop strategies for second year of three-year business plan and present to Office of Director

will be a new full-time office for DVR. With the support of ES and BTO, the expectation is that this will become a model that can then be used as a best practice for future planning. A full-time VR presence in Kemmerer will enhance services to all departmental customers in Lincoln and Sublette counties.

DVR is committed to integrating ES and BTO programs and services. As financial resources continue to dwindle these programs will need to work together to provide services to our customers. Also, as Wyoming's population continues to age, the department must determine methods of integrating programs and services to leverage resources for this group.

- **Create a communication system and brand identity that unifies the agency internally and externally.**

Branding: DVR staff will use all materials branded with the DWS logo to include: folders used during training or educational events with other agencies and the general public; the official DWS PowerPoint slide format for all presentations; and the official letterhead used in all correspondence.

This brand identity and unification will ensure that clients/consumers are aware of the relationship between divisions. It will also promote internal unification of the agency.

Meetings: There will be at least two statewide meetings during the year to include ES Regional Managers and VR Area Managers. These meetings will provide an opportunity for cross-education, training and discussion of issues. The first meeting will be held in March 2005. Prior to the second meeting, the appropriate Assistant Administrators will meet to plan the meeting and develop the agenda with input from the ES Regional Managers and VR Area Managers. Consideration will be given to including BTO contract staff in these mandatory meetings.

ES Regional Managers and VR Area Managers will meet on a monthly basis, to address ongoing regional needs. A summary of these meetings will be provided to the appropriate Division Administrator.

- **Adopt an agency wide customer service philosophy, culture and training program.**

The Business Leadership Network (BLN) is made up of employers, DVR staff, and employees of the local BLN. The purpose of this organization is to help individuals with disabilities find employment, but it is not limited to individuals with disabilities.

ES staff members should be invited to Business Leadership Network (BLN) career fairs and meetings to evaluate how BLNs can be more involved with Workforce Center operations.

- **Reinvent our programs and program policies to serve the mission and vision of DWS and Wyoming (increased emphasis on business services and economic development).**

Small Business Development Program: DVR staff will start using DVR's Small Business Development Fund to maximize services for clients who want to open small businesses.

Currently, the computer program needs to be upgraded so as to fill the fiscal needs of this program. The projected completion date is June 30, 2005.

The intent of this program is to reach individuals with disabilities who want to remain in their communities. Employment is limited in some of these smaller communities, so self-employment is a good option. This program is a statewide initiative, so all small business plans will be considered.

or failure of the program.

By maintaining a high standard for all employees, we hope to provide consistent, quality services to our customers. Therefore, it is important to incorporate staff into all facets of the decision-making process.

Key Strategies

- **Commit to a team based management philosophy.**

Futures Group: The Futures Group was originally developed so that the division had individuals ready to move into management positions. In a sense, that mission was accomplished when three members were promoted to area manager positions. However, after some discussion, we recognize the need to continue with the Futures Group.

While upward mobility is limited, the division still needs leaders within the counselor group. We intend to use the Futures Group as mentors for new counselors. They will also represent the division at college career fairs in the region. Their purpose will be to sell DWS and DVR to those who are graduating or looking for some direction after they graduate. They will also provide important input during managers meetings.

- **Focus on staff retention efforts**

The Assistant Administrator for Field Services has utilized a survey designed to facilitate staff feedback regarding staff job satisfaction and retention. This information will be used as a baseline. A follow-up survey will be completed by September 2005. We will involve the management team and the Futures Group in reviewing the results of these surveys. This, and other feedback, will be used to make changes within the division to address job satisfaction issues, and increase employee retention and satisfaction.

Staff will also be given the opportunity to speak directly to the DVR Administrator during our statewide in-services. This voluntary meeting is between the Administrator and field staff only; no management staff will be involved. It is expected that they will provide feedback on the "State of the Division." This information will be provided to the Director in written form. This information will also be shared with the other divisions in the department.

The "White Hat Tour" will continue with a new format. The Administrator will visit all DVR offices to assess staff morale, answer questions, discuss issues etc., and will have a list of questions that all administrators will ask during their tours. The purpose is to use this information so that we can better serve our customers. After the tours are completed, administrators will compare results and report to department director. The "White Hat Tour" will be completed by October 2005.

We will foster an environment of open communication, trust and respect by maintaining personal contact with all district offices. The VR Administrator and Assistant Administrators visit VR offices regularly, encouraging staff to provide administration with feedback.

- **Establish and implement an organizational structure that allows for a successful service delivery system.**

The new organizational structure includes decentralized fiscal operations, with the DVR Fiscal staff remaining permanently assigned to DVR. The DVR Assistant Administrator for Fiscal Services will provide support to the CFO, as well as the rest of the DWS Fiscal team.

2005 Joint Alignment Plan

Employment Services Division Vocational Rehabilitation Division Business Training & Outreach Division

Submitted by: Administrators of the Employment Services, Vocational Rehabilitation and Business Training & Outreach Divisions

Business Goal #1: Become an agency that has aligned customer services in an innovative manner to impact Wyoming businesses.

Team Building & Trust Development: The need for training in team building and trust development for ES Regional Managers and VR Area Consultants has been identified. Arrangements will be made to have Laramie County Community College (LCCC) provide two courses entitled, "Optimizing Team Performance" and "Building Trust." This training will be completed before the end of March 2005.

The Division Administrators and appropriate Assistant Administrators will attend the training. We will ask the Training Unit to provide logistical support for this training. Glenna Campagnaro will consult with LCCC to ensure agency training needs are met.

Division Administrator Meetings: In addition to the weekly DWS Leadership Team meetings, the Division Administrators will meet at least once every quarter to facilitate communication, exchange information, discuss issues, plan, solve problems and review the progress of this plan.

Statewide Manager Meetings: There will be at least two statewide meetings during the year to include ES Regional Managers and VR Area Consultants. These meetings will provide an opportunity for cross education, training and discussion of issues. The first meeting will be held in March (see Team Building & Trust Development above). Prior to the second meeting, the appropriate Assistant Administrators will meet to plan the meeting and develop the agenda with input from the ES Regional Managers and VR Area Consultants. Consideration will be given to including BTO contract staff in these mandatory meetings.

Local Manager Meetings: ES Regional Managers and VR Area Consultants will be required to meet with each other, at the local level, to address ongoing regional needs. A summary report of these meetings will be provided to the appropriate Division Administrator.

Cross-Education: Organized opportunities for staff to participate in cross education will be provided to administrative office program staff from the three divisions. Appropriate Assistant Administrators from the three divisions will jointly develop the plan to accomplish cross education of this group by the end of May 2005, and this project will be completed by the end of December 2005. Staff awareness of the need to share information regarding opportunities for client services will be emphasized in this cross-training efforts.

Physical Facilities: A three-year physical facilities plan, including collocation plans, will be prepared and submitted to the Director by the end of April 2005.

Collocation: The Division Administrators will work toward collocation of ES and VR field offices in locations where collocation is feasible. These offices will be discussed as their leases come up for renewal. The following offices have leases due for renewal on June 30, 2005: 1) Afton; 2) Diamondville/Kemmerer; 3) Gillette; 4) Laramie; 5) Riverton; and 6) Torrington. The Gillette

as part of the DWS Leadership Team, to advance the DWS Business Plan. This includes support for:

- 1) decentralizing fiscal operations;
- 2) centralizing IT operations;
- 3) committing to common training across the agency;
- 4) developing personnel policies and job descriptions; and
- 5) creating a training and hiring system that builds a philosophy of innovation, leadership, commitment, passion and teamwork.

Division Administrators will work to create business services and a business-focused direction for the agency. These efforts will primarily take place at the division level in 2005.

Each of the three divisions is planning field office tours in 2005. These tours will each concentrate on division-specific issues, so trying to conduct a joint tour would be counter-productive. Each division is committed, however, to gathering information during these tours that will provide a basis for determining how the Divisions can relate to and support each other. Input will also be provided for the agendas of all three tours by the Administrators of the other Divisions.

Once these tours are completed, the Division Administrators will meet to analyze the information and build a plan for the following year that will more clearly tie Division operations together. A report will be provided to the Director about the tours, the findings and the resulting plan by the end of December 2005.

Joint Division Project Timeline 2005 Joint Alignment Plan

<u>Target Date</u>	<u>Goal</u>
January	Agenda and plan for first statewide Manager meeting developed
February	Information Exchange project lead identified
March	Team building and trust development training for ES Regional Managers and VR Area Consultants
March	First quarter Division Administrator meeting completed
April	Project lead for data sharing project identified
April	Physical facilities report submitted
May	Plan for cross education of administrative program staff completed
June	Second quarter Division Administrator meeting completed
September	Third quarter Division Administrator meeting completed
September	Agenda and plan for second statewide Manager meeting developed
December	Fourth quarter Division Administrator meeting completed
December	Second statewide Manager meeting completed
December	Cross-education completed for state program staff
December	Report to Director on Field Office Tours
December	Report provided to Director on integration accomplishments made in 2005
December	Joint integration plan for 2006 developed and submitted

Brand Identity: It's good business

Establishing "brand identity" with the Wyoming public will help the Department of Workforce Services succeed

In 2003, the Department of Workforce Services began a partnership with Barnhart CMI, a public relations and marketing firm, to create the new image of DWS. The professionals of Barnhart, along with staff of the DWS Office of the Director, developed internal as well as external marketing materials. The goal of these products was to establish a "brand identity" for the Department of Workforce Services.

Brand identity is not just a color scheme or logo. Brand identity is the consumers' overall perception of a business and the products and/or services it provides. It encompasses every characteristic a consumer uses to choose between similar products or services: quality, accessibility, efficiency, cost, etc. It creates awareness among consumers by linking visual identifiers with products and services, as well as the provider's reputation.

For example, when consumers see a Ford symbol certain common words come to mind – "Quality is job one," American-made, trucks, etc. The name Microsoft means high-tech, user-friendly, quality software. Mercedes conjures up the idea of a pricey, German-made luxury automobile. These companies have established brand identity. Consumers recognize their logos, and with this recognition come certain expectations the consumer has established in their mind for that company and its products/services.

Brand identity is the indicator of a company's success in marketing its products or services. It translates, ultimately, into the company's bottom line. Although the Department of Workforce Services is a government entity, with no share holders or quarterly profit reports, its function is to provide services to Wyoming's public, and its success or failure does impact the state's

economy. That is our bottom line.

Like any other service-providing entity, non-profit or for-profit, DWS needs to establish its identity with the Wyoming labor force and businesses to operate successfully. The only way this can be done is for every office and every employee of the department to relay our "brand identity" with consistency and continuity. Examples include using standardized templates for letters, PowerPoint presentations, reports, etc., as well as adhering to the policies established for use of the DWS logo and colors. The ability to clearly articulate our mission and vision is also critical to the branding process.

Templates and logos use guidelines, contact information for the Communications Manager, who can assist with any questions regarding branding and marketing will all be housed on the DWS intranet site.

It is the responsibility of every employee of the Department of Workforce Services to utilize the correct and up to date marketing materials to establish the department's "brand identity." The Communications Manager will provide support by answering questions and providing guidance and access to materials. For more information, refer to the DWS intranet at <http://dwsintranet.state.wy.us/> .

