Iowa Workforce Development Strategic Plan SFY2025

Mission Statement

We power Iowa's possibilities by connecting workers to opportunities and employers to workforce solutions.

Vision Statement

To create, enable, and sustain the most future ready workforce in the nation.

Assessment

This strategic plan describes the future that Iowa Workforce Development (IWD) wants to create. It is a representation of vision; generated to drive organizational change and performance while determining how to allocate resources and measure results. The plan aligns department goals and strategies with the Governor's priorities and customer and stakeholder needs.

IWD desires to be a high-performing organization with characteristics of modeling visionary leadership, valuing employees and partners, managing for innovation and by facts, and a focus on service, results, and creating value.

The implementation of the Strategic Plan considers an analysis of the agency's Strengths, Weaknesses, Opportunities, and Threats.

Strengths

- Highly trained professional staff.
- Historically meets or exceeds operational goals.
- A high ratio of front line to total staffing.
- Excellent working relationships exist with key partners at the local, state and federal levels.
- Focus on program integrity in application of policy and procedures in service to customers, stakeholders, and the citizens of Iowa.
- Business process and emerging technology review and improvement is ongoing and ingrained in the culture.
- Leadership and staff focus on employee health and well-being.
- Managers have an open-door policy and regularly scheduled meetings are held to discuss trends and emerging issues.
- Sound financial, workload and project planning and oversight exist with experienced staff dedicated to these tasks.
- Customer-centric focus.

Weaknesses

- Staff can become content with status quo.
- Continued change is difficult, creating resistance.
- Fiscal uncertainty creates stress that can affect agency and individual performance.
- Human Resources needs are increasing.
- Significant employee turnover drains resources and puts IWD at risk for improper or incomplete new employee development.
- Difficulty recruiting and filling many positions.
- Training progression delayed due to competing initiatives.
- Not all technology applications are utilized to their fullest.

Opportunities

- Demand for services and results is continuous.
- Opportunities exist to advance learning and improve employee engagement and job satisfaction.
- Career development and learning culture activities have commitment from senior leadership.
- Alignment of workforce programs.
- Iowa Office of Apprenticeship (State Apprenticeship Agency).
- Reemployment Case Management program.
- UI Modernization.
- Pending Federal reauthorization of the Workforce Innovation and Opportunity Act (WIOA) will allow for innovation in programming and services to Iowans.

Threats

- Tight funding puts staff and staffing at risk with increased stress and impact on retention.
- Overtime offered as a solution, but stresses staff and considered a "band-aid."
- U.S. Department of Labor (USDOL) performance integrity demands are high.
- Special, unexpected demands for services occur.
- Ongoing challenge of balancing production standards with quality and program integrity.
- Loss of knowledge among staff due to turnover, retirement.
- Ongoing security risks and threats exist.
- Challenges for consistent delivery of services across the state.
- Succession planning and knowledge transfer difficult to accomplish in the midst of constant policy, procedure and technology change.

- Balancing the need to complete increasing administrative requirements with service delivery.
- Reduced Federal funding combined with increased costs to administer programs and provides services to Iowans will create a staffing issue and lead to less services provided.
- Perception of IWD as the Unemployment Office, not the Re-Employment Office.

Strategic Initiatives with Operational Goals and Key Performance Indicators (KPIs)

1) Increase Iowa's labor force participation rate.
   - Governor's Priorities: Preparing the Next-Gen Workforce; Supporting Health and Well-Being

   Operational Goals and KPIs:
   - Increase the number of Iowans who register in Iowaworks.gov by 30% by the end of SFY26.
     - KPI – Utilize Iowa*WORKS* Mobile Workforce Center to increase the total number of individuals who register in Iowaworks by 10% by the end of SFY25.
     - KPI – Increase the number of individuals with disabilities who register in Iowaworks by 15% by the end of SFY25.
     - KPI – Track the number of social media posts promoting Iowaworks to establish a baseline by the end of SFY25.
   - Increase the number of Veterans and transitioning service members and spouses who register and receive an individualized career service by 15% by the end of SFY26.
     - KPI – Track the outreach to Veterans, transitioning service members and spouses to establish a baseline by the end of SFY25.
     - KPI – Increase the outreach to Veterans, transitioning service members and spouses by 15% by the end of SFY26 (as compared to the baseline established in SFY25).
   - Increase the number of effective job developments by 50% by the end of SFY26. *
     - KPI – Increase the number of individuals with disabilities who participate in job developments by 10% by the end of SFY25.
   - Develop and implement a pilot program to target outreach to individuals who have left the workforce for non-permanent reasons with the goal of bringing them back into the workforce during SFY25.
     - KPI – Track the monthly outreach to increase awareness about Iowa*WORKS* services, Work-Based Learning and training, and employment opportunities that are available to individuals to reenter the workforce in Calhoun, Page, Wayne, Appanoose, Pottawattamie, Clinton and Lee counties during SFY25.

* Note: Effective job developments as mentioned in this Strategic Plan are measured/counted when the participant gains employment. Wagner-Peyser participants are all included in the WIOA performance measures.

2) Improve alignment of Iowa's workforce programs.
   - Governor's Priority: Preparing the Next-Gen Workforce

   Operational Goals and KPIs:
   - Increase co-enrollment with WIOA programs by 30% by the end of SFY26.
     - KPI – Track number of new co-enrollments during SFY25.
     - KPI – Track the number of individuals newly enrolled in each of the core programs during SFY25.
     - KPI – Track monthly technical assistance meetings on the importance of co-enrollment and how to effectively co-enroll during SFY25.
   - Increase the number of Iowans enrolled in SNAP E&T by 50% by the end of SFY26.
     - KPI – Track number of new enrollments during SFY25.
     - KPI – Track where new enrollments are located (by county) to determine where to provide outreach during SFY25.
   - Triple the number of PROMISE JOBS and Title I co-enrollments by the end of SFY26.
     - KPI – Track number of new co-enrollments during SFY25.
     - KPI – Track monthly technical assistance meetings on the importance of co-enrollment and how to effectively co-enroll during SFY25.

3) Use the newly established Iowa Office of Apprenticeship to expand Registered Apprenticeship in Iowa.
   - Governor's Priority: Preparing the Next-Gen Workforce

   Operational Goals and KPIs:
   - Establish the Iowa Office of Apprenticeship during SFY25.
     - KPI – Contact all Registered Apprenticeship programs in Iowa with a menu of support within the first 100 days of establishment of the Iowa Office of Apprenticeship.
     - KPI – During SFY25, work toward ensuring all Registered Apprenticeship programs in Iowa are in compliance.
     - KPI – During SFY25, work toward eliminating Registered Apprenticeship programs that are duplicative.
     - KPI – During SFY25, work toward cleaning up USDOL data/programs.
   - Increase the number of Registered Apprenticeship completers by 20% by the end of SFY26.

- KPI – Increase the number of Registered Apprenticeship completers by 10% by the end of SFY25.

4) Improve individualized assistance to employers throughout the business cycle.
   - Governor's Priority: Preparing the Next-Gen Workforce

Operational Goals and KPIs:
   - Increase the number of employers participating in state and federally funded Work-Based Learning programs by 10% by the end of SFY26.
     - KPI – Track the number of employers participating in state and federally funded Work-Based Learning programs to establish a baseline by the end of SFY25.
     - KPI – Increase the number of employers participating in state and federally funded Work-Based Learning programs by 10% by the end of SFY26 (as compared to the baseline established in SFY25).
   - Increase the number of effective job developments that Business Engagement Consultants participate in by 50% by the end of SFY26.
     - KPI – Increase the number of effective job developments that Business Engagement Consultants participate in by 25% by the end of SFY25.

5) Continue to use the Reemployment Case Management program to get Iowans back to work faster.
   - Governor's Priorities: Preparing the Next-Gen Workforce; Supporting Health and Well-Being

Operational Goal and KPI:
   - Decrease the collective average unemployment insurance benefits duration from 12.3 weeks to 10.0 weeks in Lyon, Sioux, Marshall, Calhoun, Crawford and Tama counties by the end of SFY26. *
     - KPI – Track the number of RESEA sub appointments for Unemployment Insurance claimants in Lyon, Sioux, Marshall, Calhoun, Crawford and Tama counties to establish a baseline by the end of SFY25.
     - KPI – Increase the number of RESEA sub appointments for Unemployment Insurance claimants in Lyon, Sioux, Marshall, Calhoun, Crawford and Tama counties by 5% in each county by the end of SFY26 (as compared to the baseline established in SFY25).

* Note: In conjunction with this goal, IWD will work to identify a "true" average duration that does not include people who do not participate in the Reemployment Case Management program.

6) Expand Work-Based Learning across the state.
   - Governor's Priority: Preparing the Next-Gen Workforce

   Operational Goal and KPIs:
   - IWD will launch a campaign to encourage/assist every school district with little to no in-depth high school Work-Based Learning to commit to providing access to at least two Work-Based Learning options as defined by SF2411 by the end of SFY25.
     - o KPI – The number of school districts with little to no high school in-depth Work-Based Learning at the beginning of SFY25 that commit to providing access to at least two Work-Based Learning options by the end of SFY25 (implementing no later than the 2025-26 school year). An estimated 120 districts fit this description.
     - o KPI – The number of meetings held with high schools with little to no Work-Based Learning and/or potential employer partners to seek their commitment to starting or expanding Work-Based Learning opportunities by the end of SFY25.

7) Improve service to Iowans by always operating with a customer-centric focus.
   - Governor's Priority: Holding Government Accountable

   Operational Goals and KPIs:
   - Reduce average call center wait times to 15 minutes or less each month across the agency by the end of SFY25.
     - o KPI – Monthly tracking of call center wait times across the agency during SFY25.
   - Reduce the number of customer complaints by 5% by the end of SFY26.
     - o KPI – Track the number of customer complaints in American Job Centers to establish a baseline by the end of SFY25.
     - o KPI – Provide monthly customer service training to all American Job Center team members to reduce the number of customer complaints by 5% by the end of SFY26 (as compared to the baseline established in SFY25).

8) Reduce the average length of time between Vocational Rehabilitation customer job readiness and Vocational Rehabilitation customer employment.
   - Governor's Priorities: Preparing the Next-Gen Workforce; Supporting Health and Well-Being

   Operational Goals and KPIs:

- Utilize the Core 4 pilot project to expand job search, job seeking skills, and job retention by the end of SFY26.
  - KPI – Track job retention rates of Core 4 pilot participants to establish a baseline by the end of SFY25.
- Vocational Rehabilitation Services Area Offices with a job club program will assist job candidates with intensive services for job placement during SFY25.
  - KPI – In Area Offices with a job club program, job candidates meet weekly with Vocational Rehabilitation Services staff.
- Utilize the Individual Placement and Support program to rapidly place eligible job candidates into employment during SFY25.
  - KPI – Rapid job search for competitive job: Initial employment assessment and first face-to-face employer contact by the client or the employment specialist about a competitive job.
- Increase job placement in the final semester for job candidates in a training program during SFY25.
  - KPI – Placement in an occupation that matches the job candidate's degree program.
  - KPI – Monthly meetings with job candidates for job placement opportunities occur in their final semester of the training program.

9) The Disability Determination Services Division will aim to be the premier producer in disability adjudication services in the nation.
   - Governor's Priorities: Holding Government Accountable; Supporting Health and Well-Being

   Operational Goals and KPIs:
   - Meet or exceed all Social Security Administration goals related to processing time, accuracy, clearances, and aged cases by the end of SFY25.
     - KPI – Initial claims accuracy of 95%.
     - KPI – Initial claims processing time 100 days.
     - KPI – Clear 100% of budgeted Continuing Disability reviews.
     - KPI – Clear 100% of 180 day or older cases pending at start of the Federal FY by the end of Federal FY25.
   - Increase case assistance to Louisiana (associated user) by 15% by the end of SFY25.
     - KPI – Monthly tracking of case transfer and associated user assistance.
   - Embrace change and manage the change process, especially with medical language analysis tool and increase usage by 15% by the end of SFY25.
     - KPI – Monthly tracking of usage of the medical language analysis tool.