



Benchmarks of Success For Maryland's Workforce System

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WIOA

- Putting Innovation and Opportunity into Maryland's Workforce System
- TEGL 19-14: "WIOA... presents an extraordinary opportunity to improve job and career options for our nation's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. It supports the development of strong, vibrant regional economies where businesses thrive and people want to live and work."



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State Workforce Plan

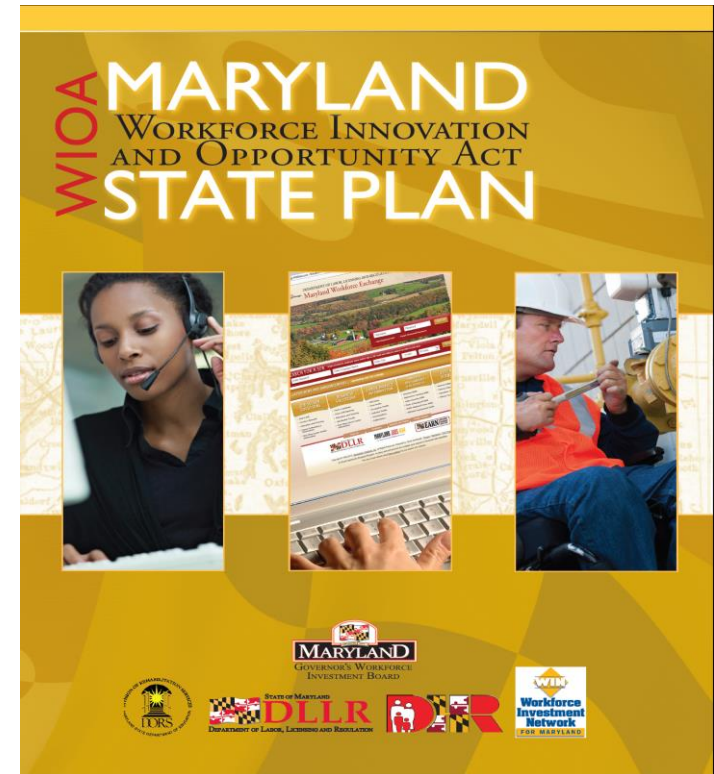
- Governor Hogan directed Maryland's workforce agencies to compile a Combined State Workforce Plan:
 - Department of Labor, Licensing and Regulation
 - Department of Human Resources
 - Maryland State Department of Education
- The State's workforce plan represents the first time in Maryland's history that the workforce development activities of three State agencies is produced in one document.
- The Governor's Workforce Development Board reviewed and approved the plan on February 11, 2016, and it was finally approved by federal funders on October 1, 2016.

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State Workforce Plan

- The State Plan represents an opportunity to critically analyze services which are currently provided, and find ways to effectively provide services to customers
- Emphasizes customer service, government efficiency, and how Maryland can meet the needs of businesses and *all* of the State's jobseekers.
- Focus is on how the system can approach a need
- Greater focus placed on business-driven strategies



WIOA Common Measures

ADULT MEASURES	YOUTH MEASURES
Entered Employment	Placement in Employment or Education
Employment Retention	Attainment of a Degree or Certificate
Average Earnings	Literacy and Numeracy Gains

Simply put, the WIOA Common Measures focus on:

- Does the customer have a job?
- Did they keep the job?
- How much money are they making?

But does this really measure the success of the workforce system?



WIOA Common Measures

From the Maryland's State Combined Plan --

Maryland continues to recognize the importance of performance accountability metrics to accurately assess the WIOA system's overall effectiveness. Therefore, Maryland's WIOA Partners are committed to exploring the establishment of cross cutting measures that focus on the quality of customer service for jobseekers and businesses, which could potentially supplement or replace the WIOA measures specified by law.

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Placing People Before Performance

Placing people before performance means that Maryland's workforce system is dedicated to focusing its efforts on those who need our assistance the most...

This strategy does not mean that Maryland is going to forsake all performance measures. Rather, it requires a change in focus from numbers and figures on a page to people who walk through the doors of any one of Maryland's American Job Centers, local Department of Social Services offices, or other local career centers. It means that Maryland's workforce system is dedicated to improving the lives of Marylanders.

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National Recognition



“Maryland’s plan describes how sector partnerships supported by EARN will be used to help identify workforce needs, create career pathways for adult education students and others...and validate industry-recognized credentials.”

State’s Combined State Plan “illustrat[es] a deep commitment to serving those who face the most significant barriers to employment.”



Maryland’s Plan “clearly describes implementation of priority of service, as required” under WIOA.



Benchmarks of Success

- Started with Maryland's participation in the Systems to Family Stability National Policy Academy through the US Department of Health and Human Services' Office of Family Assistance.
- Maryland's team wanted to utilize this 18 month initiative to develop clear strategic goals and measurable benchmarks to define the State Workforce System's success.
- Once formulated, the benchmark document was shared with over 900 stakeholders during a two week public comment period.
- Comments were reviewed and additional, intensive technical assistance was provided through the continued support of HHS.
- Framework built as a leadership tool to guide strategic conversations


Benchmarks of Success

Five goals organized around an overall vision to:

Increase the earning capacity of Marylanders by maximizing access to employment, skills and credentialing, life management skills, and supportive services.



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 **MARYLAND**
GOVERNMENT'S WORKFORCE
DEVELOPMENT BOARD

 **DLR**
DEPARTMENT OF LABOR, LICENSING AND REGULATION

MARYLAND WORKFORCE
ASSOCIATION



Benchmarks of Success

Strategic Goal 1: Increase earning capacity of Marylanders by maximizing access to employment

Strategic Goal 2: Increase earning capacity of Marylanders by maximizing access to and use of skills and credentialing

Strategic Goal 3: Increase earning capacity of Marylanders by maximizing access to and use of life management skills

Strategic Goal 4: Increase earning capacity of Marylanders by eliminating barriers to employment through the use of supportive services

Strategic Goal 5: Strengthen and enhance the effectiveness and efficiency of the workforce system

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Benchmarks of Success

- Utilizing benchmarks will drive conversation regarding resource allocations and how the system can improve
- It pushes the system toward difficult conversations
- The benchmarks intentionally set a high bar for the system

Next Steps include:

- The formulation of reference guide to include common definitions
- Guidance on how to use the guide as a leadership tool
- Establishment of data collection methods
- Creation of data dashboards to measure success
- Collection of baseline data



Benchmarks Timetable

Implementation Timetable	
Timeframe	Action
August – October 2016	Departments of Labor, Human Resources, and Education held a public comment period to vet the benchmarks of success for Maryland's WIOA system with experts from across the State.
December 2016 – June 2017	<ul style="list-style-type: none"> Finalize the benchmarks of success for the Maryland WIOA system Make the benchmarks actionable, the State is working to define variables, determine appropriate data sources, identify benchmarks that are not yet measurable, etc. to be used for measuring the success of Maryland's workforce system
January – December 2018	Collect baseline data (as available) for all 12 local workforce areas to determine benchmark percentages and timeframes
January 1, 2019 – December 31, 2019	Measure Maryland's workforce system's success with complete benchmarks (i.e. Baseline data collection is complete and x% and y% will be defined)



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