



Detroit's Workforce Development System Redesign

Workforce Development System Redesign

The Mayor’s Workforce Development Board and Detroit Employment Solutions Corporation engaged Accenture, Corporation for a Skilled Workforce, and University of Michigan Poverty Solutions to help inform and develop strategies to improve and redesign Detroit’s current Workforce System.



System Redesign Approach



GOAL SETTING

Identified objectives based on values of reducing poverty and increasing financial stability



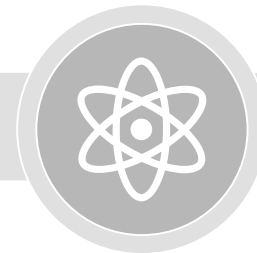
STAKEHOLDER ENGAGEMENT

Conducted stakeholder outreach with key leaders, partners and customers



RESEARCH & ANALYSIS

Analyzed Detroit and national workforce data, identified gaps in current system, and researched best practices



DESIGN LAB

Held two intensive Design Labs with key leaders to develop vision for workforce system



SYSTEM REDESIGN STRATEGY

Set goals and strategies to support new vision
Identified activities to incrementally realize vision, including series of RFPs to be issued.

System Redesign Goals

Job Seekers & Employers



Increase residential employment, improve family financial stability, and reduce poverty rate



Build and support a workforce system that yields the greatest benefits for job seekers and businesses in Detroit

DESC & Partners



Maximize impact and value add of DESC as workforce intermediary



Support learning, continuous improvement and innovation within DESC and among partners

Note: See detailed description of goals in Appendix



Stakeholder Engagement Summary



FOCUS GROUPS

- 11 focus groups
- 118 participants
- Job seekers, employers, stakeholders



STAKEHOLDER SESSIONS

- 5 stakeholder sessions
- 109 participants
- Workforce and community-based organizations, Barriers Committee



INTERVIEWS

- 18 interviews
- Key workforce development leaders



REQUEST FOR INFORMATION

- 100 organizations receiving workforce funding
- 60% response
- Additional surveys distributed to RFI list



SITE VISITS

- 18 leadership site visits to contracted partners
- 6 data collection site visits

50+ engagements sessions, 125+ organizations and stakeholders

Stakeholder Engagement Themes



MAKE IT EASY

New model should eliminate redundancies and guide customers through steps



OUTCOMES OVER OUTPUTS

Better align incentives, accountability and processes to outcomes rather than outputs



FOCUS ON YOUR SWEET SPOT

Each stakeholder should focus on what they do well and partner to fill gaps



MEET THEM WHERE THEY ARE

Bring services to the people where they are



LEVERAGE THE ECOSYSTEM

Build on and scale successful collaborations across stakeholders



INVEST IN TECHNOLOGY

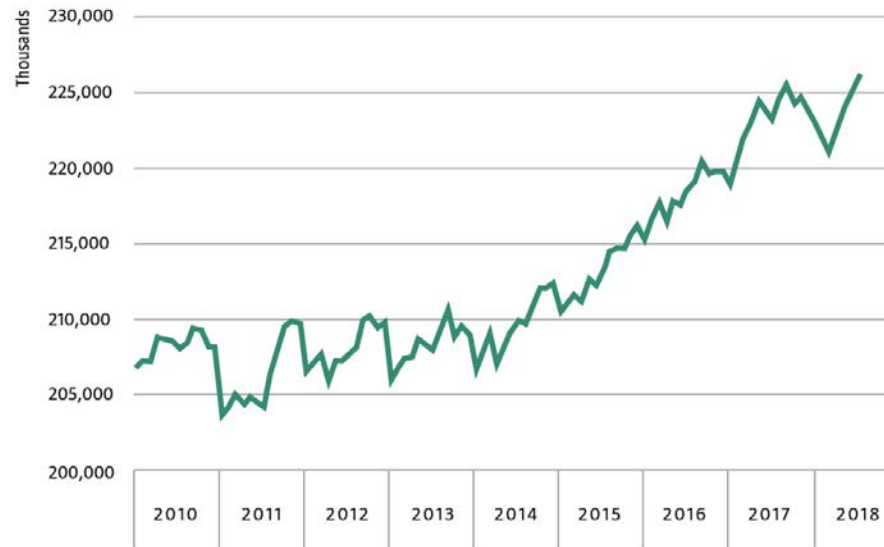
New system should increase access to services and automate flow of information

Detroit Labor Market Findings

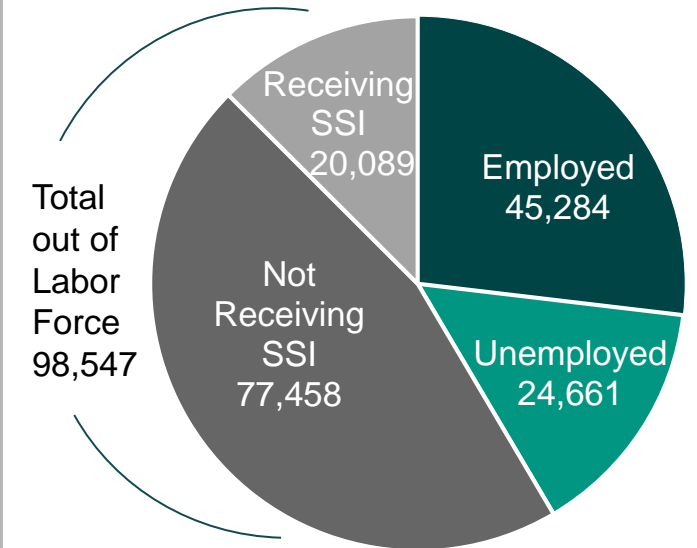
EMPLOYMENT (MAY, 2018)¹

- Total Labor Force: **247,376**
- Employed: **227,894**
- Unemployed: **19,482**
- Unemployment Rate: **7.9%**

EMPLOYED DETROITERS (MARCH, 2018)²



POVERTY (2016)³



Working age Detroiters in poverty: **170,000**³

Detroiters outside of the labor force face high poverty rates and high barriers to employment

Source: ¹ Local Area Unemployment Statistics, Bureau of Labor Statistics, May 2018 ² MWDB Quarterly Progress Report, March 2018, ³ ACS 1-year 2016 estimate



Detroit Labor Market Findings

Certain populations are more likely to be unemployed or in poverty:



YOUTH

25,000 young adults are unemployed and out of school¹; 17,000 are in poverty²



RETURNING CITIZENS

60% of Detroiters with felonies are unemployed³



DISENGAGED WORKERS

38% of working-age Detroiters are not in the labor force; 42% of those out of the labor force have a disability⁴



MOTHERS AND FAMILIES WITH YOUNG CHILDREN

32% of female-headed households are in poverty; 47% of families with children under 5 are poverty⁴

DETROIT RESIDENTS FACE MULTIPLE CHALLENGES:



- Lack of transportation
- Lack of stable childcare
- Foundational skills gaps
- Physical and/or mental health issues
- Other barriers, including lack of stable housing or legal issues

Source: ¹ CSW Primary Research on Workforce Organizations ² IPUMS-USA, University of Minnesota ³ 2016 Michigan Department of Corrections, analyzed by Wayne State University Center for Urban Studies, March 2018 ⁴ ACS 1-year 2016 estimate



Future Workforce System Design Principles

The design principles outlined below were developed to ensure a MWDB and DESC-led workforce system that is customer-centered, cooperative, and inclusive of all key stakeholders who provide services to employers and job seekers.

The Five Design Principles for a Customer-Centered Workforce System

- 1 MEASURES OF SUCCESS**
Clear outcomes aligned to the system's purpose set to measure the success of the interoperability of the workforce system across all stakeholders. Measuring employment, services offered and delivered, staff training and reward, customer convenience, relationship building and adequately meeting supply and demand.
- 2 ACCOUNTABILITY**
Identification of roles, tasks, and expectations set for jobseekers, career centers, and business services in contracts and agreements that support a system that is able to target responsibility for success and failure, deliver results, and achieve overall goals.
- 3 INCENTIVES**
Financial rewards, public recognition, elevated roles, expanded scope, and increased development opportunities provide pathways to increased employer engagement and involvement in the workforce system.
- 4 FLEXIBILITY**
Provide support to achieve the designed system goals and allow for organization's customization of services and operations to address the needs of their customers.
- 5 REPORTING**
Seamless trackability for the career development and service intervention for all stages of the process of addressing the needs of Detroiters.



Future Workforce System Features



IMPROVED ACCESS

Location of Career Centers designed to make it easier to receive services



CONSISTENT, HIGH QUALITY SERVICES

High standards for customer experience and quality of services



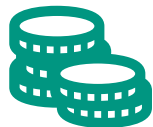
TECHNOLOGY ENABLED

Less paperwork and more opportunities to connect online



CAREER PATHWAYS & PLACEMENT

Increased focus on building foundational and occupational skills and development of industry employer partnerships



FINANCIAL STABILITY

Strengthened financial capability and holistic support services

CURRENT STATUS

Services

- Review of national career center and youth best practices under way

Technology

- Information Management & Technology assessment in process

Career Pathways

- New Business Services model transition in process

Career Center RFP to be released December, 2018

Technology Solutions RFP to be released Fall, 2018

Job Development and Placement RFP released June, 2018



System Redesign Timeline

In addition to changes underway, the MWDB and DESC will be implementing several changes in the coming months to complete this redesign. Below are some of the critical next steps:



Information Management and Technology Upgrades

April 2018 – May 2019

Enable DESC and its partners to better manage daily work, administer Individual Training Accounts, track services and outcomes, and monitor and manage performance.



Refinement of Industry Engagement/Business Services

June 2018 – October 2018

Develop industry-wide workforce strategies, increase employer use of workforce tools, and improve connections between job seekers and employers.



Launch Pilot Projects

July 2018 – June 2019

Develop **pilot projects** that test various features of the new model. Implement new practices with current contracted partners that support flexibility, incentivize performance, establish mutual accountability measures and create a customer-centered culture.



Release Request for Proposals for Career Centers

December 2018

Allow ample time for proposal development and a planning period for selected respondents. DESC requested and received approval from the State of Michigan Talent Investment Agency to extend contracts with the current One-Stop Career Services provider through June 2019.



APPENDIX

Detailed System Redesign Goals

1. Increase residential employment, improve family financial stability, and reduce poverty rate

- Increase earnings and earning potential of working families
- Assist working families in managing income, expenses and debt
- Help families connect to wraparound services that support financial stability

2. Build and support a workforce system that yields the greatest benefits for job seekers and businesses in Detroit

- Fund training and service providers with strongest capacity to deliver evidence-based and innovative workforce programs
- Incentivize integration of critical services and collaboration across providers
- Ensure that mix of training and services removes barriers to work and equips underemployed/ out of work Detroiters with needed skills, while connecting to and driving economic growth
- Better reach and serve disengaged workers
- Improve quality of services: customer-centered program design with professional career navigation/advising support
- Increase access to and engagement in programs through a strategic mix of physical locations and technology enabled services
- Promote a system that identifies and values skills and competencies of Detroiters

3. Maximize impact and value add of DESC as workforce intermediary

- Achieve operational excellence through improved processes and outcomes
- Ensure investment and programmatic decisions are data-driven
- Assess and promote assets of partners in providing services

4. Support learning, continuous improvement and innovation within DESC and among partners



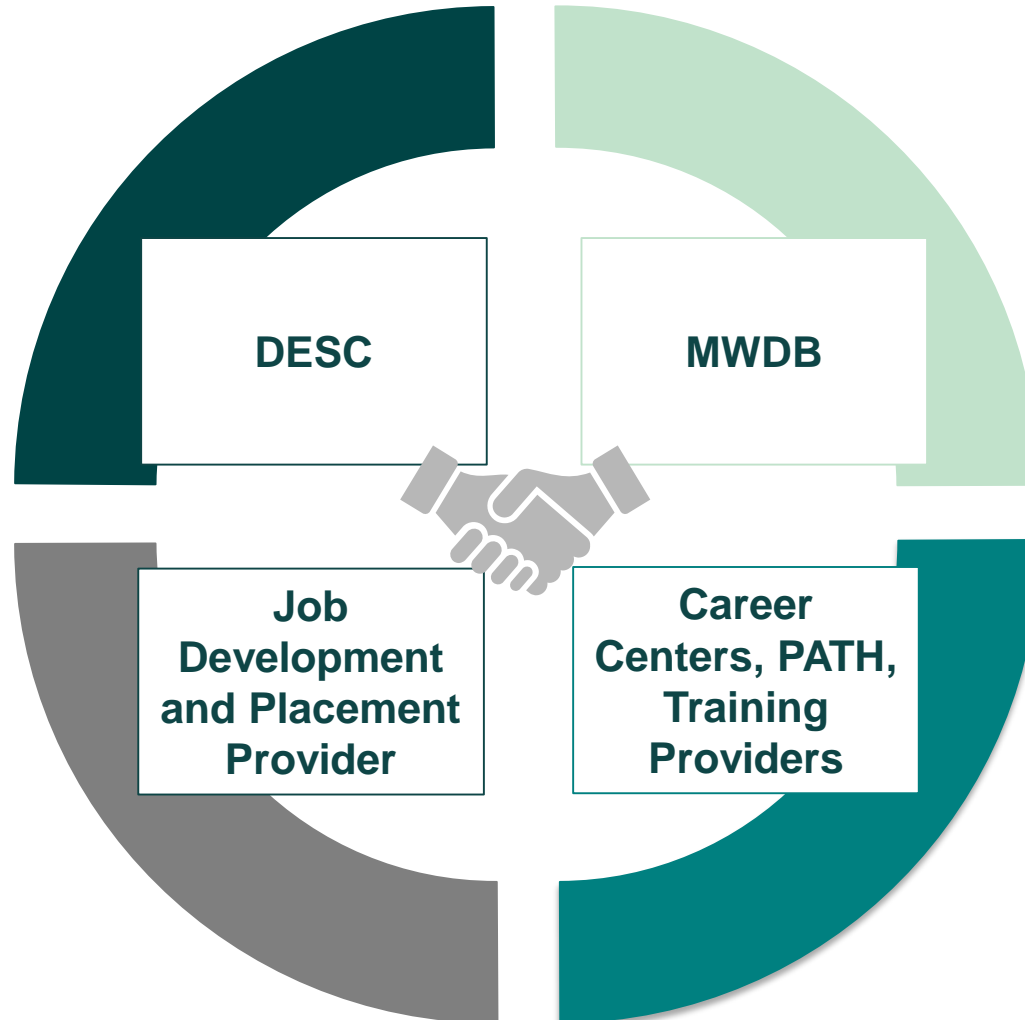
Redesigned Business Services Model

Business Services

- Promote & manage work-based learning/hiring incentives
- Coordinate employer outreach across system
- Manage Job Development & Placement provider

Job Development and Placement

- Identify immediate job opportunities
- Connect job seekers to employment opportunities
- Collect and share data on employer needs/hiring trends



Industry Engagement

- C-Suite / Industry-wide engagement
- Develop innovative career pathway strategies
- Connect employers to DESC & job developers

Assessment, Coaching, Barrier Removal, Training

- Assessment of job seeker interests/experience/ skills
- Career planning & coaching
- Work readiness and occupational training
- Barrier removal (support services)
- Identify job candidates
- Maintain existing employer relationships

Technology-Enabled Solutions

FUTURE STATE:

Implement technology-enabled solutions for job matching

- Ability to filter by job requirements
- Job matching that ranks opportunities based on skills

Expand use of technology in outreach, intake and training (call center, web-based services and registration)

Seamless referral process

TECHNOLOGY-ENABLED SERVICE ENHANCEMENT OPPORTUNITIES

- Deliver technology-based services accessible to all individuals
- Increase customers' digital literacy
- Support technology-enabled learning
- Develop integrated data systems for case management and business services
- Serve customers virtually
- Online services include job search tools, virtual center orientations, and career assessments. Integrated social media into job search services



WIMDES Assessment launched June, 2018
Technology Solutions RFP to be released Fall, 2018

DESC Partner Site Visits: Summary of Findings

DESC leadership conducted site visits with contracted partners to collect feedback on DESC's role and the programs it oversees.

Feedback on DESC Service System

- Need more physical access points to reach jobseekers
- Desire stronger partnerships with One-Stop Service Centers that result in better access to job leads, occupational training and timely feedback
- Need to reduce administrative barriers to services
- PATH providers reported benefits to working collaboratively to fill job orders
- Want to maintain ability to **directly** engage employers to meet job placement goals

Feedback on DESC Role

- Desire support from DESC/MWDB in convening larger employers and mapping out immediate jobs and career pathways
- Encourage DESC to regularly convene contracted partners to share MWDB and DESC vision & strategy, provide policy updates and facilitate peer support
- Expand funder-grantee relationship to partnership based on mutual respect and recognition for the critical role and value of each entity.
- Improve RFP process to allow for more response time and feedback on decisions.



Request for Information: Summary of Findings

The MOWD and DESC issued a Request for Information (RFI) to organizations receiving public or private workforce funding, in order to identify the assets and challenges of local workforce organizations and to solicit feedback on design ideas.

Overview

- Gathered key insights into jobseeker demographics and capacity of providers
- Assisted in prioritizing design ideas, including barrier removal services

Key Findings

- Strong desire to increase the number of access points
- Important to include financial stability as goal for the system re-design, not just employment
- Given the number of working poor in Detroit, consider additional ways to serve this group
- Prioritize foundational skill development and occupational training, with greater integration
- Continue to address transportation issues at the policy and program levels
- Focus on closing gaps in employment and financial outcomes for different groups, like women with children
- Better understand employment and labor force participation gaps for Detroiters ages 45-64

100
RECIPIENTS

60%
RESPONSE
RATE

48
QUESTIONS

Stakeholder Representation

The following stakeholders were engaged through the planning process. This is not an exhaustive list.

Job Seekers

- Detroit at Work Career Center Customers
 - Northwest Activity Center
 - Southwest Detroit Center
 - Samaritan Center
- Matrix Customers
- Crossroads Customers
- PATH Customers

Additional participants from affiliated programs and neighborhoods

Employers and Labor Unions

- Comfort & Care
- Henry Ford Village
- People Ready
- Henry Ford Health System
- Jani-King (Ford Field)
- Detroit Manufacturing Systems
- MOGO
- CVS Health
- Shift Transit
- Henry Ford College
- Penske Corporation
- Strategic Staffing Solutions
- DTE Energy
- DMC Health System
- Ascension Health
- Northeast Guidance Center
- Great Lakes Water Authority
- HMSA
- Presbyterian Villages of Michigan
- Michigan Department of Health and Human Services
- Development Centers
- State of Michigan
- IBEW Local 58
- Laborer's Local 1191
- OE Local 324

Detroit Workforce Leaders

- DESC Staff & Board
- Mayor's Office of Workforce Development
- Mayor's Workforce Development Board
- MI Talent Investment Agency
- Detroit LISC
- Corporation for a Skilled Workforce
- Detroit Regional Workforce Fund/United Way for Southeastern Michigan
- Workforce Intelligence Network

Stakeholder Representation (Cont'd)

The following stakeholders were engaged through the planning process. This is not an exhaustive list.

Funders

- The W.K. Kellogg Foundation
- United Way for SE Michigan
- Detroit LISC
- McGregor Fund
- JPMorgan Chase
- Skillman Foundation
- Ballmer Group
- DTE Energy
- JPMorgan Chase

Training Providers

- Henry Ford Community College
- Career Essentials Learning Center
- Detroit Training Center
- DSDT/Astute Artistry
- Emerging Industries Training Institute
- Excelling
- EZ Truck Driving School
- Incite Focus
- International Trucking School
- MedCerts
- New Horizons Learning Center
- Phlebotomy Express
- Anbeyond Truck
- Greater Horizons
- Suburban Truck Driving Training School
- Global Information Technology
- WCCCD
- Midwest Careers Institute
- DPSCD CTE and Adult Education
- Irving's Professional

Workforce and Community Organizations

- Focus: HOPE
- SER Metro Detroit
- Ross Innovative Employment Solutions
- Operation Able
- Winning Futures
- Goodwill
- Build Institute
- Dominican Literacy Center
- Eastside Community Network
- Mercy Education Project
- Payne Pulliman School
- SWES
- JVS
- ACCESS
- Resource Network
- DCC
- Midwest Careers
- Matrix Human Services
- Coalition on Temporary Shelters
- St Vincent Sara Fisher Center
- PW Empowerment School
- Reading Works
- My Start Now
- Forgotten Harvest
- Gleaners Community Food Bank
- NSO
- Alternatives for Girls
- Detroit Rescue Mission Ministries
- YMCA
- Michigan DHHS
- Urban Neighborhood Initiatives
- Jackets for Jobs
- Development Centers



Request for Information Respondents

The following stakeholders responded to the Request for Information (RFI) which was issued by DESC to those organizations receiving public or private funds for workforce and training services

60%
**RESPONSE
RATE**

48
QUESTIONS

- Build Institute
- Suburban Truck Driver Training School
- Mercy Education Project
- Pro-Literacy Detroit
- Matrix Human Services
- Incite Focus
- EcoWorks
- New Prospect Learning Lab
- Winning Futures
- Osborn Neighborhood Alliance
- Development Centers
- United Way for Southeastern Michigan
- Wayne County Community College District
- Detroit Training Center
- Reading Works Detroit
- Detroit Public Schools Community District
- Midwest Careers Institute
- Michigan HRDI
- Detroit Job Corps Center
- The Guidance Center
- Restaurant Opportunities Center of Michigan
- Black Family Development
- Neighborhood Service Organization- Youth Link
- Abbott & Associates Financial Services, LLC.
- Computer Networking Center
- The Resource Network
- Urban Neighborhood Initiatives
- YMCA of Metro Detroit
- Aress Academy
- Jackets For Jobs
- Career Health Studies Institute
- Dominican Literacy Center
- Operation ABLE of Michigan
- Connect Detroit
- Greater Horizon Training Institute
- Wayne Metropolitan Community Action Agency
- Big Brothers Big Sisters of Metropolitan Detroit
- Central Detroit Christian CDC
- Detroit Rescue Mission Ministries



Data Sources

In addition to collecting data through the stakeholder engagement effort, quantitative data from the following entities was pooled together to provide a comprehensive view of the Detroit Labor Market.

This information was used to create a baseline of understanding for the participants of the Design Labs in order to inform holistic decisions.



Acknowledgements

- The Mayor's Workforce Development Board (MWDB) and its committee charged with overseeing DESC and One-Stop operations helped to shape the goals and scope of the system redesign effort, including the RFI
- Accenture implemented the stakeholder engagement process, created reports that described the customer experience and synthesized a wide range of data, facilitated Design Labs, and produced an implementation plan.
- Corporation for a Skilled Workforce provided consulting support to the Mayor's Office of Workforce Development, the MWDB and DESC over the past three years, produced a two-part report that shaped our foundational understanding of the Detroit labor market, identified national best practices from the workforce field, and helped to create, administer and analyze the Request for Information.
- The W.K. Kellogg Foundation and JPMorgan Chase have significantly invested in building our capacity to define and pursue a strategic focus.
- United Way for Southeastern Michigan and the Detroit Regional Workforce Fund teamed with Accenture to coordinate several of the stakeholder focus groups and continue to contribute resources to our redesign effort.
- DESC partnered with the McGregor Fund and the Workforce Intelligence Network (WIN) to conduct site visits with DESC contracted partners and focus groups with front-line staff.
- Generous philanthropic, public and corporate support has enabled us to continue to serve the community and develop and pilot new ideas that have all informed system re-design.

