

2020-2024

STRATEGIC PLAN



Introduction

In 2018, Governor Matthew G. Bevin approved *Kentucky Work Ready: An Urgent Call to Action*, a comprehensive plan developed by the Kentucky Workforce Innovation Board to guide the strategic direction of the Commonwealth's workforce system over the next several years. *Kentucky Work Ready* charts the course for the Commonwealth to "create a workforce development system that is value driven for employers, aligns education with industry demands, prepares Kentuckians for the future of work and drives economic development." To realize this vision the plan prioritizes the following goals:

- (1) Actively engaging employers to drive Kentucky's workforce system;
- (2) Aligning and integrating P-12, adult education and post-secondary education to provide lifelong opportunities for Kentuckians that prepares them for the rapidly shifting realities of work in the future;
- (3) Increasing Kentucky's workforce participation by creating opportunities, incenting workforce participation, and removing employment barriers for Kentuckians; and
- (4) Focusing resources on the most effective initiatives and improving the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.

Kentucky Work Ready further identifies several concrete actions to be taken over the next five years and metrics that will be used to measure progress towards accomplishment of these goals.

Recognizing that fulfilling *Kentucky Work Ready's* vision will require sustained commitment and cooperation among several state agencies, the private sector, and federal partners, on January 3, 2019, Governor Bevin created the KentuckyWorks Collaborative ("Collaborative"). Executive Order 2019-011 charges the eighteen (18) members of the Collaborative with working together to implement *Kentucky Work Ready* and ensure that all available resources may be efficiently and effectively aligned and measured in order to improve the Commonwealth's workforce development system.

As the state agency with primary responsibility for the workforce system in the Commonwealth, the Education and Workforce Development Cabinet is an integral member of the Collaborative and is working with the other Collaborative members to achieve the Governor's

vision as set forth in *Kentucky Work Ready*. In addition, beginning in August 2019, the Cabinet convened a series of meetings of its leadership to review programs under its direct supervision and to develop a strategic plan for the next four years that aligns with the objectives set forth in *Kentucky Work Ready*. These programs include individual and employer workforce development services administered under the Workforce Innovation and Opportunity Act ("WIOA") and Wagner-Peyser Act, early childhood and adult education, Registered Apprenticeship, vocational rehabilitation, unemployment insurance, proprietary education, and the Kentucky Center for Statistics. They also include resources to assist in the development of statewide public libraries system, services for deaf and hard of hearing individuals, and environmental education.

The Cabinet's 2020-2024 strategic plan is the result of those efforts. Building on the work already begun to modernize career and technical education infrastructure throughout the state, align and integrate education and workforce programs, and provide financial support for attainment of certificates and credentials in high demand sectors, the Cabinet's strategic plan envisions Kentucky as home to a "world-class workforce where everyone can achieve lifelong career success." The Cabinet has committed itself to pursuing this vision through its mission to developing a dynamic workforce that meets current and future global demand and creating opportunities for continuous educational achievement, training, and career readiness. In service of these ends, the Cabinet will demonstrate a commitment to delivering services under its purview in a flexible and seamless manner that engages customers and effectively connects job supply and demand; aligning education and workforce systems with labor market demands; leveraging new and existing strategic partnerships and innovative communication to engage, support and grow the workforce; and aligning internal and external resources to ensure efficient allocation across programs and initiatives. These goals, and the objectives outlined in the strategic plan, apply the objectives set forth in *Kentucky Work Ready* to the programmatic areas under the Cabinet's administration and oversight, with particular emphasis on improved delivery of operations, continuing alignment of resources towards the demands of the labor market, and creating the environment for lifelong learning and career success.

Vision

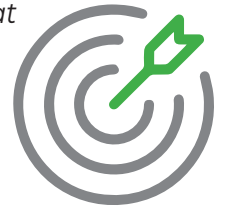
The vision is an aspirational statement about the Cabinet's envisioned future for the Commonwealth that is intended to be ambitious and idealistic.



Kentucky is home to a world-class workforce where everyone can achieve lifelong career success.

Mission

The mission is a defining statement that succinctly describes the purpose of the Cabinet.



To develop a dynamic workforce that meets current and future global demand and to create opportunities for continuous education, training, and career readiness.

4-Year Goals & Objectives

To fulfill the mission and continue to strive towards the vision, the Cabinet will focus on the following four goal areas including objectives that describe how the Cabinet will accomplish the goals over the next four years.

GOAL 1: DELIVERY OF OPERATIONS:

Deliver workforce services in a flexible, seamless manner to engage customers and effectively connect job supply and demand.

Objective 1.1: Ensure all workforce partners work collaboratively to deliver services and agree upon shared workforce outcomes through a statewide Memorandum of Agreement.

Objective 1.2: Modernize and utilize technological platforms to connect agency information systems to improve transparency and to provide consistent case management, performance reporting, and data sharing.

Objective 1.3: Braid internal and external funding to ensure comprehensive support services are available to customers.

GOAL 2: EDUCATION & WORKFORCE ALIGNMENT:

Align education and workforce programs with labor market demands to connect job creators with qualified employees and prepare individuals for productive employment.

Objective 2.1: Align agency resources to support high-demand degree and credential attainment.

Objective 2.2: Develop partnerships and incentives to encourage lifelong learning and career development.

Objective 2.3: Increase post-secondary degree and credential attainment in high demand sectors.

GOAL 3: ENGAGEMENT & OUTREACH:

Leverage new and existing strategic partnerships and innovative communication to engage, support and grow the workforce.

Objective 3.1: Develop a communications plan that promotes education and career services available to job seekers.

Objective 3.2: Implement accessible, digital outreach strategies to promote resources to target populations

Objective 3.3: Develop outreach strategies that promote resources available to employers.

GOAL 4: RESOURCE ALIGNMENT:

Align internal and external resources to ensure efficient allocation across programs and initiatives.

Objective 4.1: Utilize shared data across the Cabinet for decision-making processes and efficiencies.

Objective 4.2: Ensure all funds are used to their greatest advantage.

Objective 4.3: Become a preferred employer within state government.

Core Values

Accountability and Transparency

We are accountable and transparent by accepting responsibility for our actions, being receptive to feedback, and improving the way we communicate by providing timely, relevant, accurate information and data.

Collaboration

We leverage the abilities of our agencies and employees through a collaborative approach to problem-solving and project development.

Continuous Improvement

We commit to a culture that promotes innovation and systematic improvement and ensures the highest levels of organizational efficiency and performance.

Customer Centric

Our customers are shown respect and our agencies work pro-actively on their behalf. The Cabinet and its agencies put its customers at the center of all policies and service delivery decisions.

Integrity

We live up to our commitments and conduct ourselves in a responsible, professional fashion that adheres to the highest standards of public service while demonstrating commitment to the cabinet's mission.