

**Lower Rio Grande Valley
Workforce Development Board
dba Workforce Solutions**



**STRATEGIC PLANNING PROCESS
SUMMARY and RECOMMENDATIONS
2017**

STRATEGIC PLAN PROCESS FACILITATED BY

The University of Texas
Rio Grande Valley
.....
Nonprofit Resource Center

APRIL, 2017

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Executive Summary

The Workforce Solutions (WFS) Board of Directors and Staff developed the framework for the 2017 strategic plan with assistance from the University of Texas Rio Grande Valley Nonprofit Resource Center (UTRGV NRC). The plan is a roadmap for strategic growth and development in alignment with the organization's formerly established strategic goals. It is a dynamic and fluid tool to support the work of the Board of Directors and Executive Staff. This report summarizes the complete planning process and outlines a series of proposed strategies and activities for consideration and approval by the Board.

The first step in the development of this strategic plan was to craft a process by which the Board, staff, and partners would actively contribute. The process included the following key elements:

- Board and staff surveys were made available online to solicit candid thoughts and ideas.
- Meetings with key leadership were held to review and discuss pertinent documents and material.
- A thorough analysis of the state of WFS present situation — its values, goals, assets, opportunities, customer satisfaction, culture, and employee contentment was conducted.
- An environmental scan helped assess the challenges and opportunities WFS is likely to face over the next five years, and set the context for the choices reflected in this strategic plan.
- The process culminated with a retreat attended by members of the Board of Directors and Executive Staff at South Padre Island, TX in April, 2017.

The complete planning process challenged the Board of Directors and staff to define the organization's strategic direction. It provided the opportunity for data mining and meaningful dialogue between Board Members and staff that resulted in a strategic vision yielding three proposed core values for the Board to consider, six proposed strategies, and twenty-four activities that provide a sound basis for coordinated action for advancing WFS existing strategic goals. The strategies and activities are outlined on page 8 of this report.

Key Strategic Imperatives

1. Understand the needs of the business community to ensure a demand-driven system
2. Prepare a job-ready workforce and foster external partnerships that promote educational and skill attainment
3. Build strategic partnerships to leverage resources for our customer

Strategic Areas of Focus

1. **Assessment:** Assess needs of existing community partners for improved alignment, collaboration, leveraging of resources and impact evaluation
2. **Job Seeker Barriers:** Eliminate job seeker barriers to enhance skill acquisition
3. **Technology:** Improve organizational efficiency through integration of technology
4. **Board Engagement and Development:** Assess Board of Directors' development and capacity building needs to enhance engagement and participation.
5. **Marketing and Promotion:** Increase visibility to improve perceptions of products and services
6. **Board Staff Engagement:** Enhance staff engagement and communication with Board and among

departments

MISSION

To provide job seekers the skills, and business the talent, they need to be successful.

PURPOSE

Purpose Statement

Lead Change - Connect People - Improve Potential
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CORE VALUES

Commitment- Integrity - Innovation

PROPOSED CORE VALUES FOR BOARD CONSIDERATION

Impact - Accountability - Hope

Demographic profile and environmental scan

The average income earnings for citizens in the counties of Hidalgo, Starr, and Willacy has been determined to be at \$35,000 annually, with unemployment standing at an average of 9.0% in the Lower Rio Grande Valley. This area is home to several developing cities, and we are responsible for 10% of the total U.S.-Mexico land trade, that is, over 42 billion dollars per year. Economic relations with Mexican cities such as Matamoros and Reynosa have turned this agricultural area into one of the fastest growing regions in the United States. With the U.S.- Mexico Border only a few miles away, this region has a unique bi-national, bicultural, and bilingual presence.

In the city of McAllen, our very own hub of trade, 31% of citizens live at or below the poverty threshold; currently at \$24,000 for a household of 4. The numbers for the entire region present an even darker picture. According to the US Census Bureau, 444,000 people or 35% of the population live below this threshold, including 46% of children younger than 17. In fact, we live in the region with the highest poverty rate in the state of Texas.

During the workshop, Frank Almaraz, WFS CEO presented a detailed report on the most current demographic profile and environmental scan for the organization to the Board Members in attendance. An environmental scan is a process for discovering and documenting facts and trends in the operating environment of an organization, which are likely to affect the organization in its future work. These findings are used to orient strategic planning participants on the context in which the organization's mission is carried out. The 2017 environmental scan revealed several noteworthy items:

Workforce Innovation and Opportunity Act

On July 22, 2014, the Workforce Innovation and Opportunity Act (WIOA) was signed into law, reauthorizing WIA for six years, from 2015 through 2020. WIOA is landmark legislation that is designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers. This law is a United States public law that consolidates job training programs under the Workforce Investment Act of 1998 (WIA) into a single funding stream. The significance of this law is that WFS organization will now be responsible for nineteen (19) measures of performance. This is an increase from the ten (10) measures of performance for which the WFS has been responsible. A comparison of the performance measures is detailed in Appendix A.

Budget Cuts

The president's proposed budget for the Department of Labor includes a cut of \$2.5 Billion, or 20.7%.

Trend Analysis

The following trends were identified during an exercise in which the participants discussed the current issues that may impact the Workforce Solutions work in this area. The trends were identified in the areas of Natural Environment, and the Economic, Social, and Technological segments of the macro-environment in which the organization operates.

ENVIRONMENTAL TRENDS	ECONOMIC TRENDS
<ul style="list-style-type: none"> • Limited water resources • More stringent E.P.A Regulation (DC) • Potential Pandemic issues (Zika virus) • Establishment of Space-X facility in the Rio Grande Valley • Job creation due to the natural environment: <ul style="list-style-type: none"> ○ Wind Farms ○ Natural Gas ○ Solar Energy ○ Hunting, Fishing ○ Ecotourism (birding centers) 	<ul style="list-style-type: none"> • Potential jobs in the energy sector • New immigration laws • Mexican peso devaluation, retail tourism, Mexico security issues • Retail brick and mortar stores are being replaced by online commerce • Budget cuts for services • Potential renegotiation of NAFTA Trade Agreement • Business border tax uncertainty • Healthcare issues: lack of insured population • Stagnant wages • Low cost of living • Encourage creation of new business – political elected officials/local govt. • Economic development – local and national (larger scale) • Youth workforce is an asset if provided with workforce training to attain skills
SOCIAL TRENDS	TECHNOLOGY TRENDS
<ul style="list-style-type: none"> • Limited access to technology (Wi-Fi) • Technology generational gap • Workers forced to delay retirement • Multi-generational households • Single parent families • High poverty rate in the region • Low literacy rate & education level • Lack of job skills among the hardest to serve population • Negative & untrue stigma about the Rio Grande Valley • Lack of diverse job opportunities • Lack of diversity (dominate Hispanic) • Bilingual workforce • High crime rate in certain areas • Need to connect with youth (early & often) to increase workforce knowledge • Fewer farm labor jobs in the RGV • Labor force resistance to leveraging technology 	<ul style="list-style-type: none"> • Need for employees with more advanced technical skills, even for entry-level jobs • Continuous change in technology always a need to re-train • Our community is far behind on access • Digital divide • Number of entry level jobs is due to technology advances • Technology dilutes customer interaction • Generational disconnect • Technology needs to be customized by sector • In some instances, increases satisfaction and access • Technology can increase workload • Employees feel like they are always on the clock, always connected • Telecommuting may be an option for workers

Key Findings

Organizational Strengths

The Workforce Solutions' key strengths include the organization's demonstrated ability to provide high quality, necessary services, which help job seekers to be trained and connect with employers in the community. The Board of Directors is engaged, and board staff and contractor are committed to a culture of service and performance. There was discussion that illustrated a high level of knowledge and teamwork between the contractor and staff. There is significant effort being devoted to effective implementation of performance measures. Moreover, the services and programs offered are constantly monitored for quality by an independent third party. Additional strengths identified as instrumental in the current organizational success include:

- Strong community partnerships
- Qualified, knowledgeable, skilled staff
- Effective board leadership
- Ethical/ compliant board and staff
- Data rich environment
- Training that aligns with jobs
- Industry Taskforce
- Effective Follow-up systems
- Accountability
- Pride
- Continuous environmental scan
- Effective job forecasting
- Good relationship with community colleges and public schools
- Foresight to identify trends and needs
- Ability to access grants
- Experienced and effective contractor
- Access to labor market information
- Faith in leadership

Organizational Challenges

The challenges created by the new performance measures and proposed budget cuts were discussed as key to considerations. There is concern on how to maintain WFS' ability to serve certain segments of the population in spite of cultural and socio-economic barriers. There is a perceived need for improved communication practices and use of technology. Issues with the employment program were mentioned, including tracking, matching people to jobs, training, and finding more opportunities for the hardest to serve population. There was a call for the need to provide the Board of Directors with a deeper understanding of the legislation changes and their impact on the organization. Additionally, there was discussion calling for greater visibility in the community to remove the stigma associated with services offered. More celebrations of success were also recommended. Additional challenges identified included:

- Budget limitations
- Regulation restrictions - complicated for business partners
- Inadequate use of social media
- Understanding of what WFS does
- Duplication of services
- Sustaining relationships with Industry
- Opportunities/time for engagement
- Communication between Board and Executive Director
- Under-qualified job seekers
- Stigma related to unemployment
- Limited human resources
- Business community needs assessment
- Inability to meet high demand
- Client language and other barriers
- Low entry level wages
- Intra-agency communication
- Unmet employee training needs

- Effective information sharing
- Understanding strategic role of board

Strategic Plan Recommendations and Proposed Strategies and Activities

The WFS strategic plan recommendations and proposed initiatives provide an institutional response to the preceding key findings from the research and analysis. Six strategic areas of focus are provided along with a number of corresponding proposed initiatives that evolved from the planning process. These recommendations describe what WFS might further accomplish over time to favorably advance the organization’s following three Key Strategic Imperatives:

1. Understand the needs of the business community to ensure a demand-driven system
2. Prepare a job-ready workforce and foster external partnerships that promote educational and skill attainment
3. Build strategic partnerships to leverage resources for our customers

Proposed Strategies and Activities

Strategic Area of Focus – Assessment

Strategy	Recommended Activities
Assess needs of existing community partners for improved alignment, collaboration, leveraging of resources and impact evaluation	<ol style="list-style-type: none"> Conduct needs assessments to identify community partner needs and inform appropriate alignment of services Assess and measure impacts, outcomes and true benefits of existing partnerships to determine appropriate scope and nature of existing partner relationships Conduct an inventory of workforce related programs/services to avoid potential duplication of services Determine level of community partners’ knowledge and understanding of WFS products, services, regulations, etc. Develop a plan of action based on findings from items a-d

Strategic Area of Focus – Jobseeker Barriers

Strategy	Recommended initiatives
Eliminate job seeker barriers to enhance skill acquisition	<ol style="list-style-type: none"> Create plan to effectively address language barriers Strengthen referral process to help manage/eliminate job seeker personal, emotional and physical barriers Measure outcome of items a-b

Strategic Area of Focus – Technology

Strategy	Recommended Initiatives
Improve organizational efficiency through enhanced	<ol style="list-style-type: none"> Conduct a comprehensive technology audit to determine organizational technology enhancement needs for both

integration of technology	<p>service delivery and organizational management</p> <p>b. Create and implement a technology enhancement plan</p> <p>c. Evaluate efficiency gains of enhanced technology</p> <p>d. Implement technology into board meetings</p>
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Strategic Area of Focus - Board Engagement and Development

Strategy	Recommended Initiatives
Assess Board of Directors' development and capacity building needs to enhance engagement and participation	<p>a. Create a board development plan to include a multi-tier approach conducive to meeting the needs of both new and tenured members</p> <p>b. Assess effectiveness of existing Board by-laws and governing rules and determine need for updates, i.e., meeting frequency, etc.</p> <p>c. Enhance opportunities to provide board access to information</p> <p>d. Create systems/processes for board to pose questions and comments during and outside of board meetings</p> <p>e. Create opportunities for idea sharing and increased board/board and board/staff engagement, i.e., increased sub-committee work and participation</p>

Strategic Area of Focus –Marketing and Promotion

Strategy	Recommended Initiatives
Increase WFS visibility to improve perceptions of products and services	<p>a. Re-assess marketing and promotion strategies</p> <p>b. Re-assess marketing plan to include maximizing social media</p> <p>c. Measure and document change in perception of key constituency groups upon implementation of strategy and marketing plan</p>

Strategic Area of Focus – Board Staff Engagement

Strategy	Recommended Initiatives
Enhance staff engagement and communication among departments	<p>a. Assess employee training needs</p> <p>b. Create employee development plan based on assessment</p> <p>c. Review current intra-agency communication strategies, identify gaps and develop action plan for improved communication</p> <p>d. Develop a plan for increasing employee recognition and celebrations of key accomplishments</p>

Conclusion

By creating this framework to support the 2017 strategic plan, the WFS Board of Directors has shown its recognition that ongoing assessment and planning is key to its future success. The challenge is always to keep the momentum going to ensure continuous improvement. Continual review and revision of strategic planning elements, including the mission and vision statements, is a vital component of the strategic planning process. The Board and the Board Staff must continue to offer opportunities for dialogue with employees, customers, partners and other stakeholders, in order to ensure that their needs and concerns are being addressed. In addition, as new strategies and activities are implemented in response to this initial planning process, new challenges and threats will develop that must also be considered.

This plan aims to be comprehensive, addressing both practical needs at the local department level, and overarching planning needs at the Board level. As a result, the proposed strategies and activities are extensive and complex. It is essential that the leadership commitment exhibited to date continue, and that managers and staff be provided with the support and guidance necessary to bring this plan to fruition.

This summary report should be viewed as the first step in a long-term process. The development of a formal system to allow for periodic review of the plan and the collection of feedback is necessary to ensure continued effective management of the WFS.

Appendix A

BOARD CALENDAR YEAR (BCY) 2016 CONTRACTED MEASURES COMPARISON

BCY 2016	BCY 2017	SAME MEASURE
1) Claimant Reemployment within 10 weeks	1) Claimant Reemployment Within 10 wks.	Yes
2) # of Employer Receiving Workforce Assistance	2) # of Workforce Receiving Workforce Assistance	Yes
3) Choices Full Work Rate	3) Choices Full Work Rate	Yes
4) Avg. # of Children Served Per Day	4) Average # of Children Served Per Day	Yes
5) Staff Guided Entered Employment		No longer
6) At Risk Employment Retention		No longer
7) Total Job Seekers Educational Achievement		No longer
8) WIA/WIOA Youth Placement in Employment/Education		No longer
9) WIA/WIOA Youth Literacy/Numeracy Gains		No longer
	5) Employed Qtr. 2-Post Exit- Adult	New
	6) Employed Qtr. 2 Post Exit- DW	New
	7) Employed Qtr. 4 Post Exit- Adult	New
	8) Employed Qtr. 4 Post Exit- DW	New
	9) Credential Rate- Adult	New
	10) Credential Rate- DW	New
	11) Credential Rate- Youth	New
	12) Credential Rate- All Participants	New
	13) Median Earnings Qr 2 Post Exit- Adult	New
	14) Median Earnings Q2 Post Exit- DW	New
	15) Median Earning Qtr. 2 Post Exit- All Participants	New
	16) Employed/Enrolled Qtr. 2 Post Exit- Youth	New
	17) Employed/Enrolled Qtr. 2 Post Exit- All Participants	New
	18) Employed/Enrolled -Qtr. 4 Post Exit - Youth	New
	19) Employed/Enrolled Qtr. 2-Qtr 4	New

Appendix B

Surveys Results

In order to accurately discern the current operational effectiveness and the overall functioning of the WFS, its board of directors contracted the University of Texas Rio Grande Valley (UTRGV) Nonprofit Resource Center (NRC) to facilitate the 2017 strategic planning process. Over the course of several weeks, the NRC conducted a series of surveys with members of the board of directors, executives, and key personnel in preparation for this report and for a strategic planning board retreat, which took place in April.

Board Member Survey

BOARD ESTABLISHMENT AND OPERATIONS

Question	Strongly agree	Agree	Disagree	Strongly disagree	Don't Know/Not Sure
The board has a nomination process that identifies and recruits effective board members.	43%	50%	0%	7%	0%
Board membership reflects the diversity of the communities workforce solutions serves.	43%	50%	0%	0%	7%
The board currently has a sufficient range of expertise and experience to make it an effective governing body.	43%	57%	0%	0%	0%
New board members are provided a comprehensive orientation.	57%	43%	0%	0%	0%
The board evaluates its work annually to improve systems and processes.	36%	50%	7%	0%	7%
Board education opportunities are adequate to improve board skills and knowledge.	43%	43%	14%	0%	0%
The board operates consistent with the Workforce Solutions by-laws.	64%	36%	0%	0%	0%
Workforce Solutions' commitment to equity and inclusion is reflected in the board's activities and behavior.	71%	29%	0%	0%	0%
Board members are actively involved.	43%	43%	7%	0%	7%
Board members respect rules of confidentiality.	71%	29%	0%	0%	0%

Opportunities are created for board members to participate fully in the governance work of the board.	64%	36%	0%	0%	0%
The ED is evaluated consistently as stipulated in policy.	71%	29%	0%	0%	0%
The board focuses its attention on long-term strategic and policy issues rather than operational matters.	57%	43%	0%	0%	0%
Board members speak with one voice following discussions and decisions at board meetings.	64%	29%	0%	0%	7%

COMMUNICATION AND DECISION-MAKING

Question	Strongly agree	Agree	Disagree	Strongly disagree	Don't Know/Not Sure
There are timely and open lines of communication between the board and the executive director.	64%	21%	14%	0%	0%
The board's decision-making process is transparent.	57%	43%	0%	0%	0%
Board members support and encourage others on the board to participate fully.	57%	36%	0%	0%	7%
Board members are comfortable raising and addressing issues where differences of opinion or conflict occur.	50%	50%	0%	0%	0%
Board meetings are conducted efficiently and effectively.	64%	36%	0%	0%	0%
Board discussion is focused on major issues with fair, open, respectful and thorough deliberation.	43%	57%	0%	0%	0%

TRUSTEESHIP

Question	Strongly agree	Agree	Disagree	Strongly disagree	Don't Know/Not Sure
Board members receive sufficient information about Workforce Solutions activities, services and programs to arrive at responsible decisions.	57%	29%	14%	0%	0%
The board ensures the proposed budget is financially responsible and furthers the achievement of the mission.	64%	36%	0%	0%	0%
I am clear about my role and my responsibilities as a board member of workforce solutions.	71%	29%	0%	0%	0%

LEADERSHIP

Question	Strongly agree	Agree	Disagree	Strongly disagree	Don't Know/Not Sure
The current mission reflects the role and activities of the organization.	57%	43%	0%	0%	0%
The board makes decisions that are consistent with the Workforce Solution's mission & values.	64%	36%	0%	0%	0%
The board is committed to ongoing learning and improvement.	64%	36%	0%	0%	0%
The board regularly assesses the effectiveness of relations with key external constituent groups.	57%	36%	0%	0%	7%

BOARD MEMBER'S EXPERIENCE

Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know/Not Sure
As a board member, I feel my skills and experience are well used.	43%	57%	0%	0%	0%
I feel my voice is heard and valued.	43%	57%	0%	0%	0%
I find the experience of being a Workforce Solutions board member satisfying and rewarding.	50%	50%	0%	0%	0%
I attend board meetings regularly.	54%	36%	0%	0%	0%
I feel informed and prepared to fully participate at the board meetings.	64%	36%	0%	0%	0%
The materials and information provided ahead of time for the board meetings are useful.	71%	29%	0%	0%	0%

OVERALL BOARD FUNCTIONING.

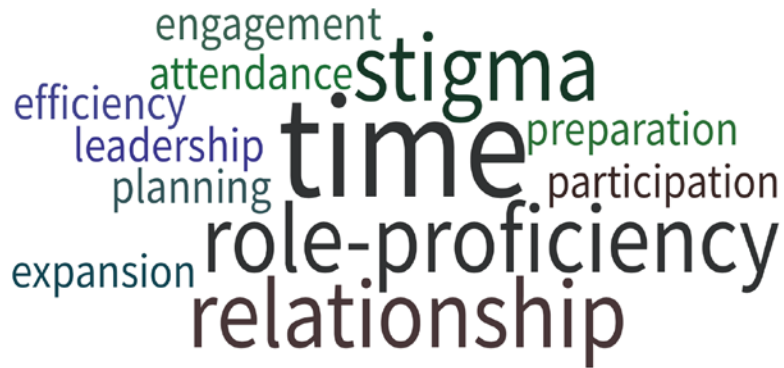
Question	Strongly agree	Agree	Disagree	Strongly disagree	Don't Know/Not Sure
Board members share a strong commitment to Workforce Solutions.	79%	21%	0%	0%	0%
Overall, the board has been effective in accomplishing its goals and achieving results.	64%	36%	0%	0%	0%
The board conducts itself in an ethical and professional manner.	79%	21%	0%	0%	0%
Board members have good working relationships with one another.	71%	21%	0%	0%	7%
The board celebrates its accomplishments and successes.	71%	14%	7%	0%	7%

ABOUT THE BOARD.

Question: What are the board's strengths?



Question: What are the board's challenges?



Employee Survey

ME AND THE ORGANIZATION

Question	Strongly agree	Agree	Disagree	Strongly disagree	Don't Know/Not Sure
I like the kind of work I do at workforce solutions.	76%	24%	0%	0%	0%
My work gives me a feeling of accomplishment.	60%	40%	0%	0%	0%
I have the resources, tools, materials and information I need to do my job effectively.	40%	48%	12%	0%	0%
I am generally able to balance my work and personal life.	40%	52%	0%	8%	0%
I have authority to make important decisions that affect my job in supporting clients.	28%	52%	20%	0%	0%
I am encouraged to suggest innovative ideas on the job.	40%	48%	12%	0%	0%
I receive the recognition I deserve for my work contributions.	20%	56%	20%	4%	0%
I am fairly paid for the job I perform.	32%	48%	20%	0%	0%
I receive adequate training to do my job.	36%	48%	16%	0%	0%
I am aware of promotional opportunities and feel I have a possibility for advancement, if I am qualified.	28%	40%	16%	16%	0%
I am committed to working at workforce solutions for the foreseeable future.	44%	52%	4%	0%	0%
I am proud to work for workforce solutions.	64%	32%	4%	0%	0%

I am optimistic about the long-term success of workforce	48%	44%	8%	0%	0%
I have a clear understanding of our workforce solutions business objectives.	40%	52%	8%	0%	0%
I believe that WFS overall is headed in the right direction.	32%	60%	8%	0%	0%
I would want to be a client at workforce solutions.	24%	52%	12%	4%	8%
If I become aware of a fraud, theft, abuse or other illegal or unethical action, I know who to report the situation to in workforce solutions.	76%	24%	0%	0%	0%
If I become aware of a fraud, theft, abuse or other illegal or unethical action, I will report the situation to the appropriate director.	84%	16%	0%	0%	0%

WORKGROUP

Question	Strongly agree	Agree	Disagree	Strongly disagree	Don't Know/Not Sure
There are enough people on my team to handle the existing workload.	32%	36%	24%	4%	4%
Employees are encouraged to exchange job ideas with each other.	36%	60%	4%	0%	0%
The people on my team maintain high performance standards.	60%	36%	4%	0%	0%
My team meets deadlines and achieves goals.	56%	36%	8%	0%	0%
There is cooperation to work as a team and get the job done.	52%	44%	4%	0%	0%
My team communicates frequently and effectively.	40%	48%	12%	0%	0%

SUPERVISOR & THE LEADERSHIP

Question	Strongly agree	Agree	Disagree	Strongly disagree	Don't Know/Not Sure
My supervisor provides a strong commitment to quality excellence and client service.	60%	32%	4%	0%	4%
My supervisor shows a genuine interest in the employees.	44%	48%	0%	4%	4%
My supervisor is actively involved in my department.	52%	36%	4%	4%	4%

My supervisor is fair and consistent in applying the rules to all employees.	56%	32%	8%	0%	4%
My supervisor keeps me informed about matters that affect me.	48%	40%	8%	0%	4%
My supervisor provides performance feedback that is timely, fair and useful to me.	44%	44%	0%	8%	4%
Performance appraisals and discussions are used to encourage employee development to help them build on strengths.	36%	44%	8%	8%	4%
Information I receive from my supervisor is straightforward and honest.	48%	40%	0%	8%	4%
Information provided by the senior leadership team is straightforward and honest.	32%	56%	12%	0%	0%
People who make decisions that affect me seem to know what is going on at my level.	32%	40%	16%	8%	4%
Overall, I believe the leaders at workforce solutions are making the right decisions for the success of the organization.	32%	60%	8%	0%	0%

THE ORGANIZATION

Question	Strongly agree	Agree	Disagree	Strongly disagree	Don't Know/Not Sure
Workforce solutions provides products and services that meet or exceed client expectations.	28%	64%	4%	0%	4%
Workforce solutions encourages positive change and new ways of doing things.	28%	52%	20%	0%	0%
The benefits programs provided by workforce solutions are satisfactory and meet my expectations.	36%	60%	0%	4%	0%
Workforce solutions is committed to the growth of individual employees.	24%	52%	24%	0%	0%
Communication between departments/workgroups occurs on a regular and effective basis.	12%	64%	24%	0%	0%
Overall communication to employees is effective.	16%	60%	20%	0%	4%
A sincere effort is made to get the opinions of staff at workforce solutions.	20%	68%	12%	0%	0%
People are treated with respect in workforce solutions,	40%	56%	4%	0%	0%

regardless of level or position.

People with diverse backgrounds are treated with respect at workforce solutions.

36%	60%	0%	0%	4%
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Employee Challenges:



Appendix B

National Business Research Institute

Additionally, the NRC had access to the results of the ongoing client survey created and managed by the National Business Research Institute. The most current results showed the following results:

Workforce Solutions ongoing survey – February 2017:

A) **Customer Care** overall performance 93%

Strengths: Communication – Customer loyalty - Customer service

B) **Employer Care** overall performance 82%

Strengths: Helpful in evaluating employer needs – Friendly – Would recommend

C) **Child care** overall performance 69%

Will continue to use – favorable overall opinion

Additionally, Workforce Solutions Lower Rio was the recipient of the Circle of Excellence Award for 2016 in the categories of Employer Care and Customer Care. This is due to the excellent ratings given to the organization by employers and job seekers. Opportunities for improvement were found on the Child Care Category, where performance was measured at 69% of effectiveness.

Appendix C

Workforce Solutions History at-a-glance and Milestones

One of the activities that took place during the retreat was the creation of a timeline by the retreat participants. This exercise allowed us to have a visual representation of the evolution process that this organization has undergone since its inception. It also provided participants with an insight of the impact that this organization has had and continues to have on the Lower Rio Grande Valley

