DRAFT – September 9, 2016
BENCHMARKS OF SUCCESS for MARYLAND'S WORKFORCE SYSTEM

As Maryland seeks to strengthen and enhance its workforce system through implementation of the Workforce Innovation and Opportunity Act (WIOA) State Plan, success requires a commitment to innovation, collaboration, and a true systems approach among the State's many workforce partners. In order to guide the WIOA Partners in this work, this document sets forth a clear future vision of the systems' goals, and measureable achievements that help define success and lay the core foundation of this new system. In keeping with Maryland's commitment to place "people before performance," these goals and corresponding benchmarks are focused around a central vision of increasing the earning capacity of Marylanders by maximizing access to employment, skills and credentialing, life management skills, and supportive services.

These goals and benchmarks present a framework for service delivery that will lead to improved outcomes for Maryland jobseekers who need the system's assistance the most. The 5 strategic goals and 12 benchmarks outlined in this document intentionally set a high bar and are meant to be used as a leadership tool, guiding strategic conversations and defining a set of achievements for the workforce system to commit to and strive toward in our collective work to improve the lives of Marylanders.

This document will be presented for public comment to ensure feedback from all WIOA Stakeholders. At the completion of this comment period, the WIOA Performance Workgroup, comprised of seasoned performance and data management professionals, will be charged with the evaluation, refinement, benchmark definitions, goals and timelines.

Maryland's Vision:

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

STRATEGIC GOALS	BENCHMARK	
Strategic Goal 1: **Increase earning capacity of Marylanders by maximizing access to employment.**	**1. Increase the % of participants who obtain employment at a living wage* from X% to Y% by date** **living wage will be defined for each local area by DLLR using this tool:* *http://livingwage.mit.edu/states/24/locations*	
		Increase the % of **TANF recipients** who obtain employment at a living wage* from X% to Y% by date
		Increase the % of **Foster Care Youth** who obtain employment at a living wage* from X% to Y% by date
		Increase the % of **DORS participants** who obtain employment at a living wage* from X% to Y% by date
	2. Increase the median wage of participants by X% to Y% by date	
		Increase the % of **TANF recipients** whose median wages increase from X% to Y% by date
		Increase the % of **Foster Care Youth** whose median wages increase from X% to Y% by date
		Increase the % of **DORS participants** whose median wages increase from X% to Y% by date
	3. Increase the % of participants who earn at least a living wage* for 4 consecutive quarters from X% to Y% by date	
		Increase the % of **TANF recipients** who earn at least a living wage* for 4 consecutive quarters from X% to Y% by date
		Increase the % of **Foster Care Youth** who earn at least a living wage* for 4 consecutive quarters from X% to Y% by date
		Increase the % of **DORS participants** who earn at least a living wage* for 4 consecutive quarters from X% to Y% by date
	4. Increase the number of businesses that are formally engaged in the workforce system by X% by date	

Strategic Goal 2: **Increase earning capacity of Marylanders by maximizing access to and use of skills and credentialing.**	**5. Increase the % of participants who obtain an industry recognized credential from X% to Y% by date**	
		Increase the % of **TANF recipients** who obtain an industry recognized credential from X% to Y% by date.
		Increase the % of **Foster Care Youth** who obtain an industry recognized credential from X% to Y% by date.
		Increase the % of **DORS participants** who obtain an industry recognized credential from X% to Y% by date.
	6. Increase the % of participants who obtain adult education from X% to Y% by date. This will be defined.	
		Increase the % of **TANF recipients** who obtain adult education from X% to Y% by date.
		Increase the % of **Foster Care Youth** who obtain adult education from X% to Y% by date.
		Increase the % of **DORS participants** who obtain adult education from X% to Y% by date.
	7. Increase the % of participants who complete occupational skills training from X% to Y% by date	
		Increase the % of **TANF recipients** who obtain occupational skills training from X% to Y% by date.
		Increase the % of **Foster Care Youth** who obtain occupational skills training from X% to Y% by date.
		Increase the % of **DORS participants** who obtain occupational skills training from X% to Y% by date.
	8. Increase % of current or former foster youth that are job ready by date	
Strategic Goal 3: **Increase earning capacity of Marylanders by maximizing access to and use of life management skills.**	**9. Increase the % of participants who have mastered life management skills from X% to Y% by date**	
		Increase the % of participants' who become **financially literate** from X% to Y% by date
		Increase the % of participants who are able to demonstrate **professional behavior** from X% to Y% by date
		Increase the % of participants who are able to demonstrate appropriate **communication skills** in the workplace from X% to Y% by date
		Increase the % of participants who are able to **set appropriate goals** from X% to Y% by date

Strategic Goal 4: **Increase earning capacity of Marylanders by maximizing access to and use of supportive services.**	**10. Increase the % of participants who successfully address barriers to employment from X% to Y% by date**	
		Increase the % of participants who successfully address **child care** as a barrier to employment from X% to Y% by date
		Increase the % of participants who successfully address **transportation** as a barrier to employment from X% to Y% by date
		Increase the % of participants who successfully address **substance use** as a barrier to employment from X% to Y% by date
		Increase the % of participants who successfully address **behavioral health issues** as a barrier to employment from X% to Y% by date
		Increase the % of participants who successfully address **housing issues** as a barrier to employment from X% to Y% by date
		Increase the % of participants who successfully address **child support issues** as a barrier to employment from X% to Y% by date
		Increase the % of participants who successfully address **criminal background issues** as a barrier to employment from X% to Y% by date
		Increase the % of participants who **understand the impact of work** on their benefits from X% to Y% by date
		Increase the % of participants who successfully address **domestic violence issues** as a barrier to employment from X% to Y% by date

Strategic Goal 5: **Strengthen and enhance the effectiveness and efficiency of the workforce system.**	**11. Create and implement common tools and processes by date.**	
		Create and implement a common comprehensive **employment readiness assessment**
		Create and implement a common **case management tool**
		Create and implement a common **professional development system**
	12. Complete partnership development and work by date.	
		Establish a **local implementation team** in each of the State's 12 local workforce areas.
		Increase # of **community partners** engaged in the workforce system by date
		Increase % of **co-located partners** by date
		Establish and **clarify roles** for each member of the workforce system by date.