10 Takeaways from 7 Innovation Projects in 7 States



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Background

- Workforce Innovation Fund
 - Funded by the U.S. Department of Labor, 2012-2019
 - Three tiers of evidence for the projects
 - Rigorous evaluations



The Projects

Rhode Island: On-Ramps to Career Pathways Island **Ohio:** Business Resource Networks Oregon/Washington: HousingWorks Washington **Oregon:** Rethinking Job Search Oregon **Kansas:** Workforce Innovation Project Kansas Virginia: Virginia Financial Success Network Virginia **Connecticut:** Manufacturing Pipeline Initiative Connecticut

1 Leverage Existing Partnerships

- Characteristics of successful partnerships:
 - Open
 - Active
 - Responsive
 - Shared vision
 - Mutual benefits
 - Shared risks

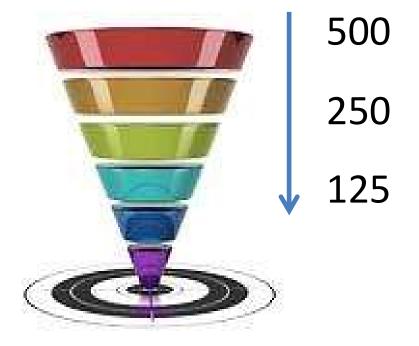






2 Accurately Estimate Demand

- Under promise and over deliver
- Plan for uptake and attrition
- Consider the implications for your resources
- Use your existing data
- Pilot test





3 Obtain Buy-In from Staff

- Gather staff input in program design
- Seek feedback on service delivery
- Review policies
- Keep staff informed of progress toward goals
- Celebrate successes (no matter how small)









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4 Build On What You Have

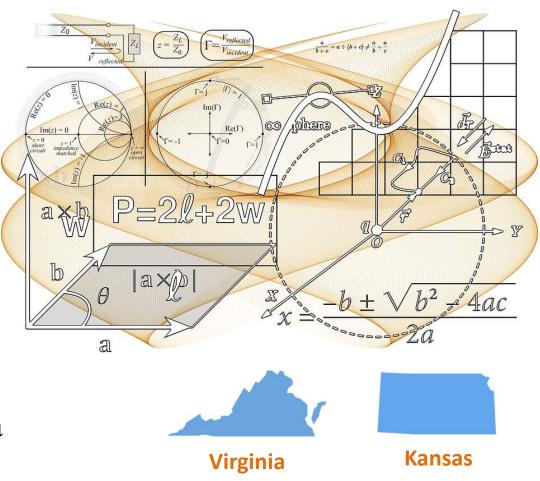
- Innovation is not always something totally new
- Successful innovations build on existing services/approaches





5 Anticipate Complexity

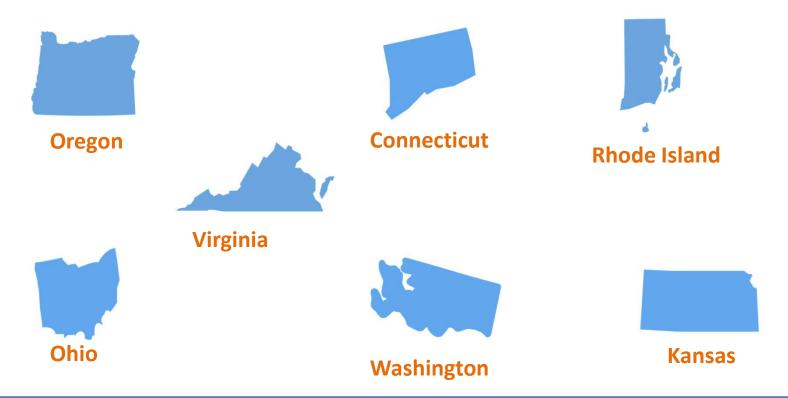
- Multiple levels of:
 - Policies
 - Procedures
 - Authority
 - Organizational cultures
 - Regulations
 - Budgetary requirements
 - Technology and data systems



6

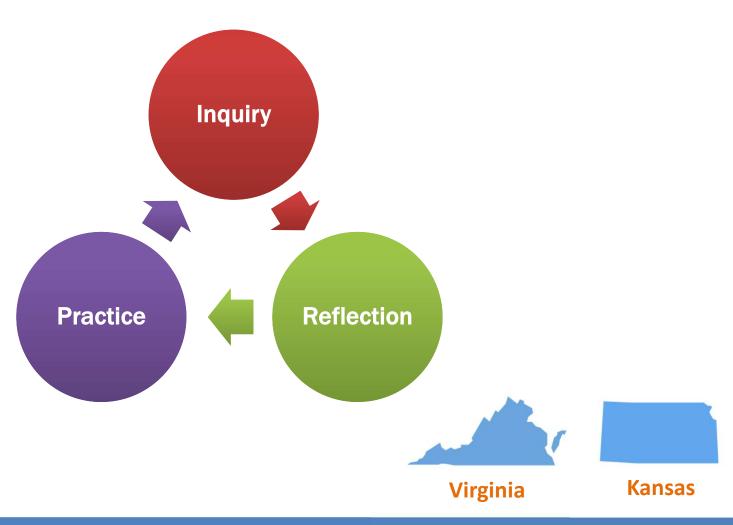
Data Quality

 Good data are essential for managing innovation





Practice Evaluative Thinking



Incremental Change

- Transformative change is the sum of many steps
- Success
 - ■Goal setting
 - Targeting achievable gains
 - Focus





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Communication!

- Consistency
- Vertical and horizontal
- Multiple modes
- In-person









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Collaboration Not Competition

- Attend to the mutual interest
- Recognize limitations
- Identifycommonchallenges
- Communicate



Additional Resources

MWA Presentation, 2019: 7 Innovations in 7 States

www.publicpolicy.com

www.SkillsCommons.org

https://clear.dol.gov

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