



SER JOBS 

2021 - 2024

Strategic Plan



VISION

Where Opportunity Works!

MISSION

To transform the lives of individuals through education, skill-based training, employment, and long-term financial stability.

VALUES

SERVICE / We choose to serve first, embracing our respective roles and responsibilities within the organization. Service is a force that motivates every member of our organization.

EXCELLENCE / We are committed to pursuing the highest possible standards at every level of the organization. We strive to become the benchmark for our community partners through innovation and initiative. We are committed to being our personal and professional best.

RESPECT / To honor the intrinsic dignity, autonomy, and worth of each person. We treat others the way we would want to be treated. We are considerate and inclusive of each other's diversity, values, and experiences.

TEAM / We work as a team, achieving more collectively than individually. We are a cohesive unit setting aside our personal agendas and working toward our shared mission. We are committed to creating synergy by encouraging each other and working collaboratively.

EXECUTIVE SUMMARY

SERJobs has a long history of providing workforce development and training opportunities, to transform lives and communities. SER was founded in 1965 as a job bank of the League of United Latin American Citizens (LULAC) to assist Hispanic veterans seeking work. Since then, SER has evolved and expanded, providing individuals from low-income communities with life-changing tools and resources, including educational services, skill-based occupational trainings, access to employers and employment opportunities and financial empowerment. Today, SERJobs serves almost 6,000 individuals at its Workforce Opportunity Center located in Harris County and the 13 outlying counties in the Texas Gulf Coast, including Galveston and Fort Bend. The upcoming Workforce Training Center, also located in Harris County, will enable SER to expand its programs and services.

To further ensure the relevance and high-quality of services, in 2021, SERJobs engaged in a strategic planning process. The exploratory process, using the SOAR (Strengths – Opportunities – Aspirations – Results) method, included a group of 5-volunteer board members, along with the senior leadership team of SER who collaborated with an independent consultant, Erin McClarty. The consultant was selected after a thorough vetting process based on her experience and expertise in community planning and communication.

Through discussions, a full board retreat and extensive stakeholder surveys, information was gathered over a 5-month period, resulting in a comprehensive report, complete with findings and recommendations. During this time, SER's mission, vision and values were also assessed. The stakeholder surveys were conducted through a variety of platforms – online, in person, phone interviews, video testimonials, electronic surveys and in person/virtual meetings. Funders, employer partners, current and former staff, SER members (clients) and the Board of Directors (current and former) participated in the surveys.

Some key findings from the surveys are:

- SER's members (clients), actively responded to the survey, referring to their experience as 'unforgettable' due to the engagement of their coach (who did not give up on them). An overwhelming majority through stated that additional support services are needed, including, resources to pay bills while seeking employment.
- "SER needs to develop multiple forms of intentional touchpoints, engagement and re-engagement with members; working and learning alongside populations demeaned and diminished their entire lives, requires more than opportunity alone. It requires multiple attempts, in multiple ways, to redress feelings of inadequacy" – (acquired from 1:1 interviews with key funders).
- 50% of employer partners noted that while SER is on the right track with its job training and programs, a shift to developing stronger skills and trainings would be beneficial.

EXECUTIVE SUMMARY

- The staff surveys revealed that one of the ‘biggest barriers’ in carrying out the mission of the organization, are ‘budget constraints’ and ‘challenges with new policies and management.’
- A noteworthy trend that emerged from the board member survey was to increase strategic communications and community engagement so that SER is not the ‘best kept secret’.

The second major source of findings that guided the development of this Strategic Plan are forecasts prepared by Workforce Solutions, Houston - “by 2030, the total population in the region will reach 9,259,720. The Houston-Galveston area will continue to become more and more diverse, with 31.9% Anglo, 38.1% Hispanic, and 16.6% Black, and 10.6% Asian. The percentage of the workforce over the age of 55 increased from 9.4 percent in 1995 to 22.2 percent in 2020. By 2030, the percentage of the population over the age of 55 is projected to increase to 24.7 percent with more staying active in the workforce every year. By 2028, total employment in the region will grow to 3,729,008 - an increase of 14.2% from 2018. Key industries in the region will continue to include oil and gas exploration and production, construction, manufacturing, health care, education, and business and technical services.”

As a result of this comprehensive process, the Strategic Plan establishes the overarching direction for SERJobs, from 2021-2024, to serve the unemployed and underemployed, while addressing employer needs for a high quality and skilled workforce through key focus areas. This plan also enables SER’s leadership to continually monitor and adapt to emerging trends, including those that are further amplified because of the 2020-2021 pandemic. As such, workforce development, training, and the needs of new/growing ‘high growth, high demand’ industries are evolving. Being strategically positioned to respond to these changing needs will allow SER to be all that it can.

KEY FOCUS AREAS



SUSTAINABLE IMPACT

GOAL 1 / SERJobs will impact the Houston region by serving individuals through high quality programs and services that eliminate barriers, leading to employment and long-term financial stability.

HIGHLIGHTS

- Develop clear guidelines for service delivery and implementation of all programs and services
- Create alignment between services – Navigation, Coaching (career and financial), Training and Employment
- Establish strong partnerships with funders, employers and community organizations while leveraging available resources
- Ongoing assessment and improvement of service models that will ensure fulfillment of contractual obligations.
- Service Goals:
 - At least 8,000 participants will be served each year (WOC & WTC)
 - A minimum of 4,000 individuals will be navigated each year
 - At least 3,000 members will receive career coaching services
 - 2,500 individuals will be trained (occupational skills training)
 - A minimum of 750 will receive financial coaching/education
 - Job placement services will be provided to at least 1,500

MEASURES / Program Dashboards, Contractual Reports, Member Evaluations, Contract Audits
CORRESPONDING OBJECTIVES (from Ops Plan) / Program Goals 1-7; Training Goals 1-7, Strategic Partnerships Goals 1-5

GOAL 2 / SERJobs will support and respond to employer needs in and around Houston, by providing pipelines of qualified and job-ready individuals.

HIGHLIGHTS

- Create a benefit-based membership for Employer Partners
- Engage employer partners to participate on this membership program
- Assess employer needs and design services, with employer input, to meet employer needs and demands
- Develop strong partnerships and enhance employer engagement
- Diversify access to high growth/high demand industries

MEASURES / Member partnerships/MOU's, Earned Revenue model
CORRESPONDING OBJECTIVES (from Ops Plan) / Strategic Partnerships Goals 1-5

SUSTAINABLE RESOURCES

GOAL 1 / SERJobs will maximize the use of available resources, while identifying and leveraging new opportunities to meet organizational gaps and needs.

HIGHLIGHTS

- Increase and diversify sources of funding
- Enhance marketing and communication efforts to include member impact stories, partnerships, organizational and program data, and organizational wins
- Develop alumni network to increase alumni engagement
- Formalize Volunteer program and engagement
- Maintain and further strengthen the financial health of the organization
- Establish sound fiscal policies and processes
- Review and manage vendor agreements to ensure cost effective measures are in place
- Evaluate and scale (as needed) existing commitments, including contracts, programs and ventures (social enterprise)

MEASURES / Fundraising dashboard, Marketing and Communication dashboard, Policies and Procedures

CORRESPONDING OBJECTIVES (from Ops Plan) / Advancement Strategic Objectives, Philanthropic, Marketing Communications

GOAL 2 / SERJobs will manage existing partnerships and proactively identify new collaborations in alignment with mission and vision.

HIGHLIGHTS

- Fulfill (and exceed) contractual obligations, fiscal and service delivery
- Identify and commit to new opportunities that are financially viable and in alignment with organizational mission and vision
- Maintain accountability and strong collaboration with partners

MEASURES / Salesforce Fundraising dashboard, Marketing and Communication dashboard, Policies and Procedures

CORRESPONDING OBJECTIVES (from Ops Plan) / Strategic Partnerships 1-5 and Advancement Strategic Partner

SUSTAINABLE TEAMS

GOAL / SERJobs will attract and retain skilled, qualified and dedicated talent, including employees, board members and volunteers.

HIGHLIGHTS

Employee Focus

- Create and maintain consistent policies and procedures, including an attractive benefits program and incentives to attract a competitive pool of talent
- Develop a comprehensive employee engagement and staff retention program
- Maintain a safe and healthy environment (including building and facilities)
- Enhance professional development opportunities – SER-University
- Streamline processes and accessibility to systems

Board Focus

- Assess the purpose, functions and viability of board(s) and its committees
- Equip the board(s) with individuals who represent SER's service areas and have the skill sets required to strengthen the growth of the organization
- Develop and streamline board governance to include needs aligned with the organizational strategic plan
- Maximize and leverage board engagement

MEASURES / Updated Handbook, Policies and Procedures, SOP's, Evaluations, Dashboards, By-Laws, Board Self-Evaluation, Committee Reports

CORRESPONDING OBJECTIVES (from Ops Plan) / Building and Facilities 1-3, Human Resources 1-4, Accounting 1-10, IT – 1-10