



Building a Strategic Board

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Agenda

WIOA Purpose

Local Workforce Development Board Composition

Local WDB Standing Committees

Member Appointment and Recruitment

Member Engagement

WDB Roles and Responsibilities

Chief Elected Official Roles and Responsibilities

Being Strategic

Workforce Development Boards



Workforce Development Boards are key governance partners in the implementation of the Workforce Innovation and Opportunity Act.

The WDB has both strategic planning responsibilities as well as operational duties for the local workforce area.

WIOA Purpose



Increase access to and opportunities for individuals, particularly those with barriers to employment

Support the alignment of workforce investment, education, and economic development systems

Improve the quality and labor market relevance of workforce investment, education, and economic development

WIOA Purpose



Promote improvement in the structure and delivery of services

Increase the prosperity of workers and employers

Increase the employment retention and earnings of participants, and increase the attainment of recognized postsecondary credentials

Local WDB Composition

Business – Majority

- Businesses with in-demand, high-quality occupations
- Owners, CEOs, COOs, and/or other Executives

Workforce Representatives – 20%

- 2 or more – labor organizations
- 1 or more – joint-labor management/registered apprenticeship
- May include community-based organizations

Local WDB Composition

Education and Training

- Provider of the Adult Basic and Literacy Education (ABLE) program
- Representatives of higher education institutions that provide workforce training
- May include representatives of local education agencies and community-based organizations

Local WDB Composition

Government and Economic Development

- Economic Development entity
- Wagner-Peyser Employment Services
- Vocational Rehabilitation

Others may be appointed to the WDB

- Transportation
- Housing
- Public Assistance
- Philanthropic organizations

WDB Standing Committees

Standing committees are not required, but if you have them

- To be chaired by member of local Board
- May include non-Board Members
- Standing committees that may be designated:
 - One-Stop Operations
 - Youth Services (existing Youth Council may be named)
 - Services to Individuals with Disabilities
 - Others as preferred by local Board

Member Appointment



Chief Elected Officials appoint members of the local Workforce Development Board, in accordance with the Workforce Innovation and Opportunity Act and any criteria established by the Governor and State Workforce Board.

Recruitment Tips



Identify characteristics of a desirable board member:

- Recognized for community leadership
- Able to participate actively
- Skills and talents – leadership, strategic thinking, workforce knowledge, fundraising, political acumen, etc.
- Passion and commitment

Consider geographic and demographic representation

Recruitment Tips



Have a long-range vision of what the Board should look like

Schedule a regular review of Board composition

Be on the lookout for new members who will strengthen the Board when openings occur

Use an application process

Develop potential members through non-voting participation on committees

Member Development



Orientation for New Members

Continuing Education

Clear Expectations/Job Description

Member Engagement



Use their talents and interests

Provide hands-on/first-hand view of workforce services

Mentor/partner with seasoned member

Connect to other leadership groups (e.g., State Workforce Board)

Contact members periodically to check in with them and encourage involvement

Member Engagement

Discourage Personal Agendas:

- Follow board rules and protocols
- Stick to board-approved agendas
- Let members express their issues, then address appropriately (table, move to committee, etc.)
- But don't rush to judge, take time to listen

Disengage when appropriate – have a process for removing inactive members

WDB Roles & Responsibilities



Develop/Submit Regional and Local Plans

Provide strategic and operational oversight

Maximize and improve quality of services, customer satisfaction, and effectiveness of services provided

Assist in achievement of the State's strategic and operational vision and goals

Governor's Vision

Three “cornerstone” goals for the current and future State plan:

- Help more Ohioans compete for quality jobs that pay a living wage and lead to career advancement
- Help Ohio employers find the talent they need to succeed and grow
- Provide effective & efficient job training aligned to high-demand occupations & employer needs resulting in workplace-valued credentials

Governor's Vision

Ten reform principles to be supported in state, regional & local plans:

- Registration at OhioMeansJobs.com
- Common Application
- Co-Enrollment across programs
- Common Case Management System
- Common Performance Metrics
- Common Assessment Strategy
- Job Readiness and Soft-Skill Training
- Career Counseling
- Remediation and High School Equivalency
- A Local/Regional Unified Plan

WDB Roles & Responsibilities

Conduct workforce research and regional labor market analysis

Convene workforce development system stakeholders

Lead efforts to:

- Develop and implement career pathways
- Identify and promote proven and promising initiatives
- Engage a diverse range of employers

Career Pathways

A career pathways model is a sequence of education/training coursework and learning activities.

- Progresses from middle school up to and including credentials, certificates and degrees that support the most skilled positions.
- Indicates the steps on the ladder to move up a specific pathway.
- Provides more streamlined and aligned paths to credential attainment and return to the workforce (better ROI of tax dollars)
- Designed to meet the needs of employers
- Includes the entire potential workforce – emerging, transitional, and current

WDB Roles & Responsibilities

Conduct oversight of the Adult, Dislocated Worker, and Youth Programs

Negotiate and reach agreement on performance measures

Competitively procure provider(s) of youth program services, career services, and the OhioMeansJobs Center operator

WDB Roles & Responsibilities



Negotiate the Memorandum of Understanding

Ensure sufficient number of training providers

Coordinate activities with education and training providers

Develop a budget for the activities of the board

Establish by-laws and monitoring requirements

WDB Roles & Responsibilities

Certify OhioMeansJobs Centers

- Consistent with policies provided by the Governor and State Board, in consultation with Chief Elected Officials
- Focus on effectiveness, accessibility, and improvement
 - Achievement of performance measures
 - Integration of services
 - Meets needs of employers and participants
- Local Boards may adopt additional or higher standards

Chief Elected Official Roles

Appoint local Board members

Request local area designation from State Board and Governor

Serve as grant recipient and retain fiscal liability for use of funds

- May designate an alternative entity to serve as local grant subrecipient; however, CEOs retain liability for misuse of funds

Chief Elected Official Roles

Develop local plan, in partnership with local Board

Conduct oversight for the programs and activities, in partnership with local Board, including use, management and investment of funds

Negotiate performance standards with Governor along with local Board

Agree to One-Stop operators and service providers selected by local Board

Provide approval of local Board's budget for programs and activities

Local Board Staffing



Board may hire director and other staff

Must establish and apply objective qualifications for the position of director

Being Strategic



Workforce Development Boards can be:

- Advocates
- Labor Market Advisors
- Connectors
- Innovators

Being Strategic



Strategically plan and develop policy

Encourage all partners to operate as an aligned system . . . “row in the same direction”

Build a regional system

Link the workforce system to economic development and education systems

Identify critical performance areas and how to measure success

Being Strategic



Identify and forecast the needs of business

Champion a robust menu of business services

Initiate/participate in special projects and grants

Determine which industry sectors to prioritize and assist

Sector Strategies

Sector strategies are regional, industry-focused approaches that:

- Bring together partnerships around specific industries to address needs of both businesses and workers
- Address current and emerging skill gaps
- Better align state programs, education/training curriculum and other resources

Being Strategic

Questions to Consider

- What do board members think are our most critical workforce issues?
- Can we articulate the value the Workforce Development Board adds to the community?
- How do we know when we are successful?

Strategic Planning

Analyze regional economic conditions

Analyze the knowledge and skills required to meet the employment needs of businesses

Analyze the area workforce, including current labor force data, labor market trends, and the educational and skill levels of the workforce

Analyze workforce development resources and capacity, including education and training

Articulate the local board's strategic vision to support regional economic growth and economic self-sufficiency

Describe the local board's strategy to work with core programs and required partners to align resources and activities

Impact Points

Boards can set standards and expectations:

- OMJ Centers
 - Through Certification
- Service Providers and OMJ Center Operators
 - Through RFP requirements
- WDB Director
 - Through Qualifications
- Others?



Resources

Ohio's State Plan:

<http://workforce.ohio.gov/Initiatives/UnifiedStatePlan.aspx>

ODJFS Office of Workforce Development Policies:

http://jfs.ohio.gov/owd/WorkforceProf/policy_info.stm

ODJFS Office of Workforce Development's WIOA Information:

<http://jfs.ohio.gov/owd/WIOA/implementation.stm>

U.S. Department of Labor WIOA Information:

<http://www.doleta.gov/wioa/>



Questions



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Option 3