


Creating Highly Effective Workforce Boards

Module One: History, Definitions




Developed on behalf of U.S Department of Labor, ETA, by
Social Policy Research Associates


“Learning and Innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow.”

William Pollard

Learning





Innovation




Introductions

- Name
- What you do
- Where you do it
- One thing you expect from the session

Session Overview




Orient board members to:

Workforce development

- History
- Systems Level
- Parts/Players


Board

- 3 Board Roles
- Moving the Board to the next level
- Member contributions




Agenda

Time	Activity
8:30	Welcome and Introductions <ul style="list-style-type: none"> • Welcome • Introductions • A Brief History of the Workforce Development System
10:15	Break <ul style="list-style-type: none"> • Defining the Workforce System • Overview of WIB Roles
12:00 PM	Lunch
1:30	<ul style="list-style-type: none"> • Role of the Board • Moving the Board to the Next Role • Benefits of a Well Functioning Board
3:15	Break <ul style="list-style-type: none"> • Action Planning & Next Steps • Board Member Individual Contributions
5:00 PM	Adjourn




Activity

Take a Stand!

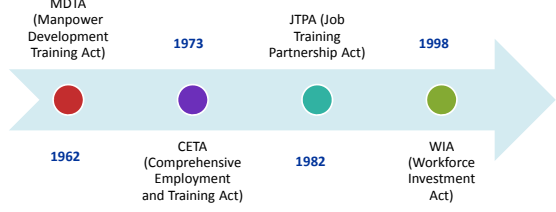


History

- Historical Perspective
- Board Evolution
- System Evolution
- How This Changes Board Roles
- Demand versus Supply Driven



Historical Perspective



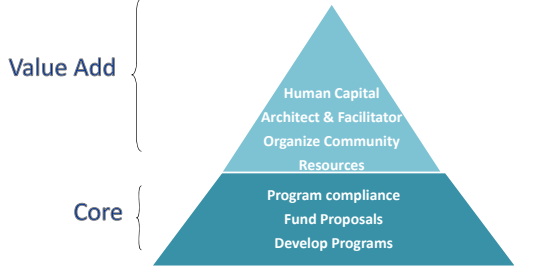
MDTA (Manpower Development Training Act) 1962

1973 CETA (Comprehensive Employment and Training Act)

1982 JTPA (Job Training Partnership Act)

1998 WIA (Workforce Investment Act)

Board Evolution



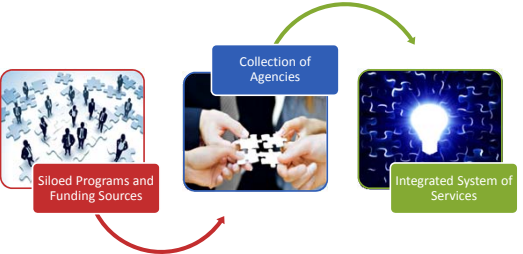
Value Add

- Human Capital Architect & Facilitator
- Organize Community Resources

Core

- Program compliance
- Fund Proposals
- Develop Programs

System Evolution



Siloed Programs and Funding Sources

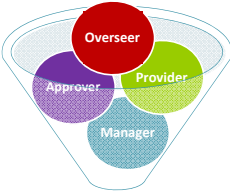
Collection of Agencies

Integrated System of Services

How History Changes Board Roles

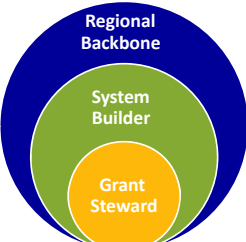
From

Training Programs



To

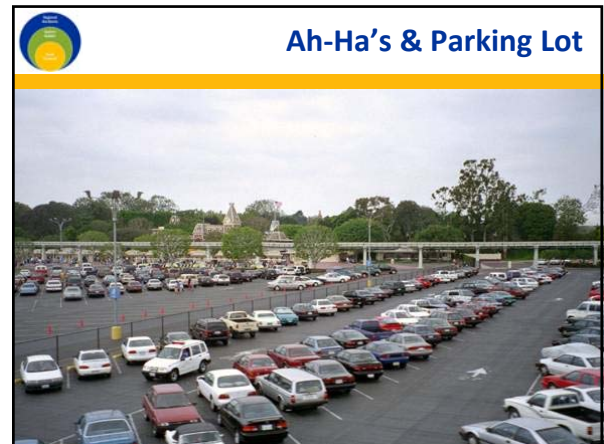
Roles Boards Play



- Grant Steward**
 - Effective structure
 - Grant management
 - Outcomes
- System Builder**
 - Strategic partnerships
 - Collaborative funding/design
 - Greater systems approach
- Regional Backbone**
 - Positioned work that leverages the system towards solutions and community advancement.

Demand versus Supply Focus

Demand Driven	Supply Driven
<ul style="list-style-type: none"> • Based from businesses' perspective • Still do job seeker activities 	<ul style="list-style-type: none"> • Based from job seeker perspective • Still do employer activities



Defining the System

- Management versus leadership
- Legislated governance
- Parts and players
- 4 Levels of activities
- Who is responsible for each

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Definitions

Management 	Leadership
-----------------------	-----------------------

Management versus Leadership

Mindset
Motivation
Perceptions
Lead: PEOPLE

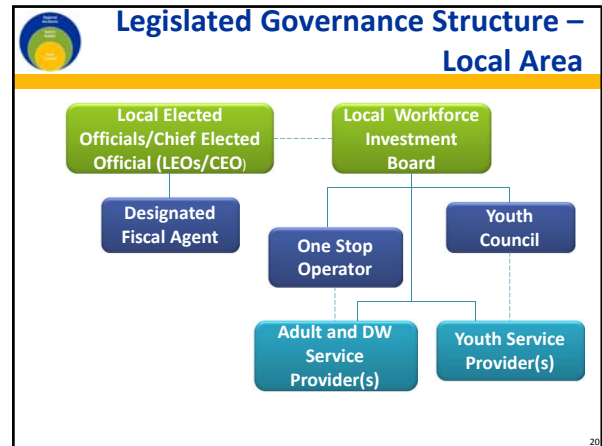
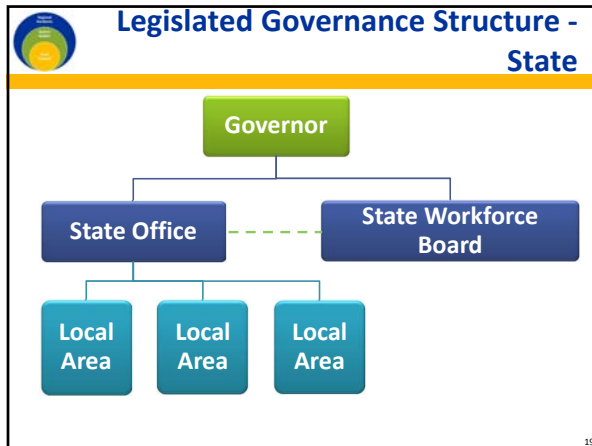
LEADERSHIP

MANAGEMENT

Manage: THINGS

Financial ratios, Inventory, Process flow,
Cash, Information systems, Leadership development





Activity: Key Local Players

- System?
- System Operator?
- Partner?
- Program?
- Centers?
- Center Manager?
- Service Provider?

Workforce Development....System?

A network of mandatory and optional partners, programs, centers and service providers that collectively address the community's workforce development needs

Workforce Development....Operator?

Person, agency or consortium of agencies that coordinate(s) the partners for effective delivery of center services

Workforce Development....Partner?

Funding source/agency that develops a mutually beneficial/working relationship, described within an MOU, to enhance the local workforce development system

Workforce Development ...Program?


Workforce programs may be geared toward specific types of job seekers, e.g. young parents or broader groups such as people who have been laid off



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Workforce Development.... Center?

The comprehensive physical location



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Workforce Development.... Center

- Is *not the same as*...
- Is *not owned by*...

the WIA Office or Programs
IT BELONGS TO ALL PARTNERS!



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Workforce Development ...Center Manager?


The person, agency, group responsible for the daily operations of the Center



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Workforce Development....Service Provider?


Agency that provides the core intensive and/or training services for the designated funding source



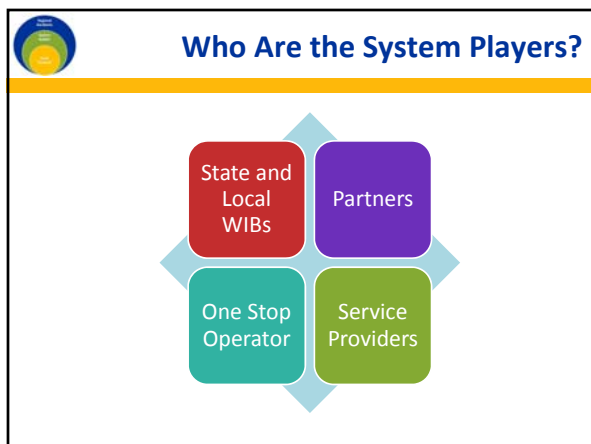
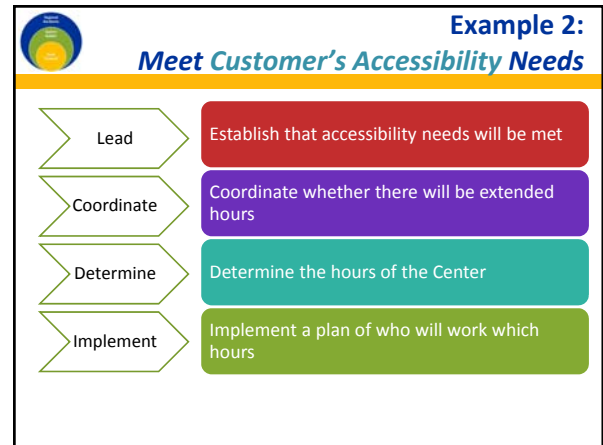
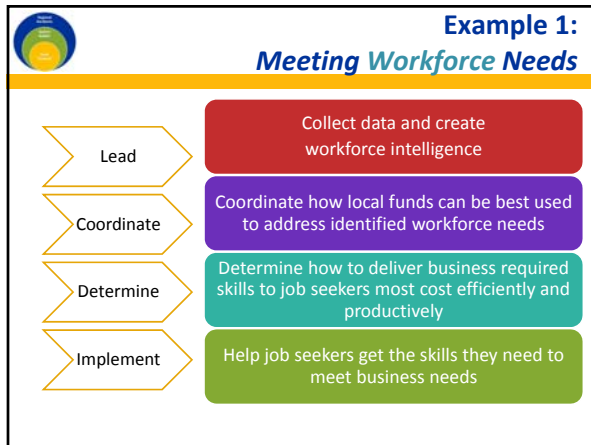
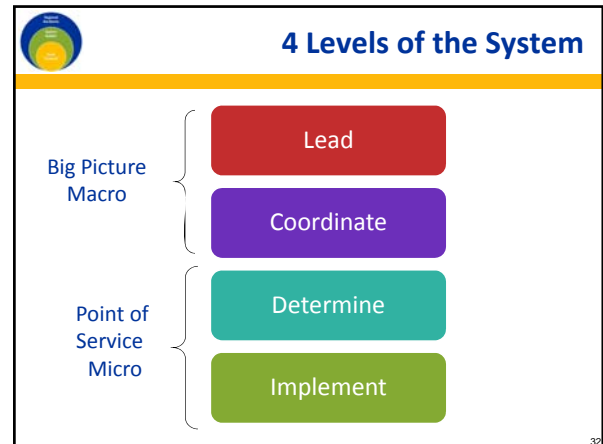
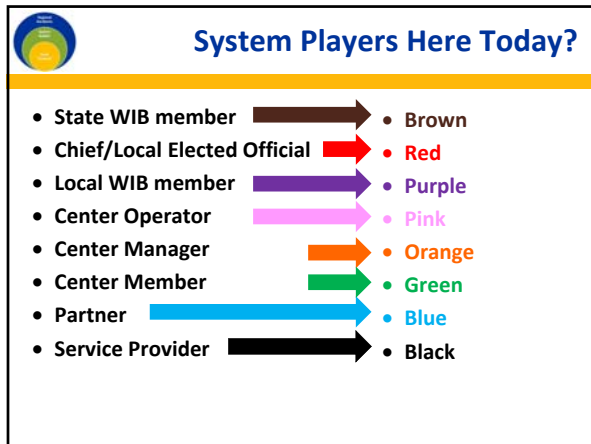
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Workforce Development....

- System
- System Operator
- Partner
- Program
- One Stop Center
- One Stop Center Manager
- Service Provider




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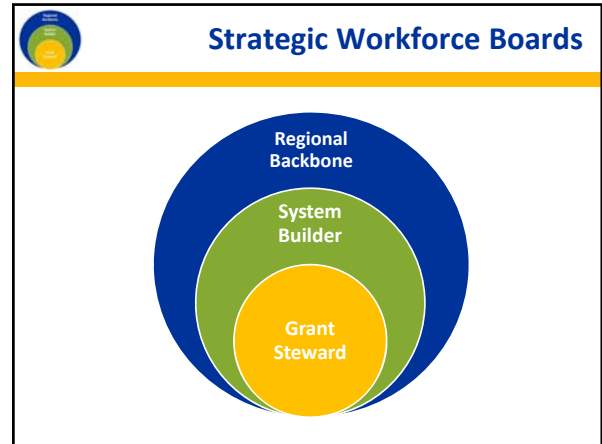


Creating Highly Effective Workforce Boards

Module Two: Board Roles



Developed on behalf of U.S Department of Labor, ETA, by
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Part One: Grant Steward Role

Structure

- Dedicate sufficient resources
- Maintain open processes
- Establish & maintain operational & governance procedures
- Maintain standards of ethical conduct
- Ensure appropriate onboarding

Grant management

- Approve annual budget
- Approve fiscal controls & auditing procedures
- Ensure compliance


Outcomes

- Assess effectiveness
- Advance the public interest
- Seek feedback for improvement

Grant Steward Task Examples

Task Examples

- Develop appropriate plans
- Provide oversight
- Negotiate performance measures
- Assist the Governor to develop employment statistics system
- Determine an effective manner to staff the board
- Promote continuous improvement



U.S. DEPARTMENT OF LABOR
ETA
STRATEGIC WORKFORCE BOARD ROLES
The National & State Workforce Boards

Grant Steward: Develops and maintains the board's structure, ensures the board has sufficient resources, and oversees the board's operations. The Grant Steward also ensures the board's compliance with applicable laws and regulations.

System Builder: Develops and maintains the board's operational procedures, policies, and standards. The System Builder also ensures the board's compliance with applicable laws and regulations.

Regional Backbone: Provides oversight and support to the board, and ensures the board's compliance with applicable laws and regulations.

Grant Steward Task Examples

Task Examples	State	Local	Required by Law
Develop appropriate plans	X		X
Provide oversight	X	X	X
Negotiate performance measures	X	X	X
Assist the Governor to develop employment statistics system	X	X	X
Staff the Board effectively	X	X	
Promote continuous improvement	X	X	

Grant Steward Task Examples

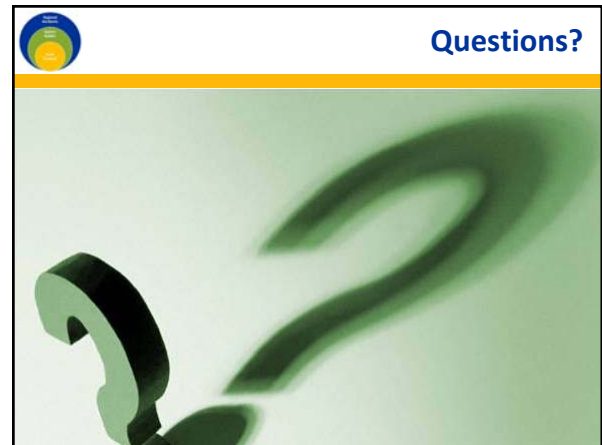
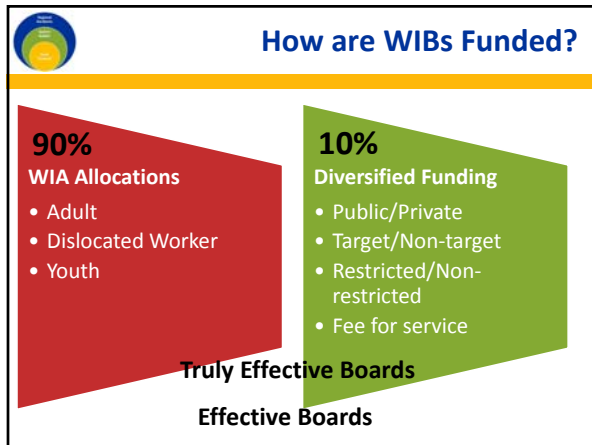
Task Examples	State	Local	Required by Law
Ensure there are no conflicts of interest	X	X	X
Maintain/improve open processes	X	X	X
Maintain/improve founding documents	X	X	X
Maintain/improve operational procedures and policies	X	X	X
Maintain/improve MOUs with partners	X	X	X
Prepare/share annual report	X	X	X
Develop and approve WIA/WIB budgets	X	X	X

Grant Steward Task Examples (State Only)

Task Examples	State	Local	Required by Law
Designate local areas	X		X
Develop allocation formula	X		X
Develop state performance measures	X		X
Develop statewide employment statistics system	X		X
Develop incentive policy	X		X
Build capacity and provide TA	X		
Conduct research/demonstration programs	X		

Grant Steward Task Examples (Local Only)

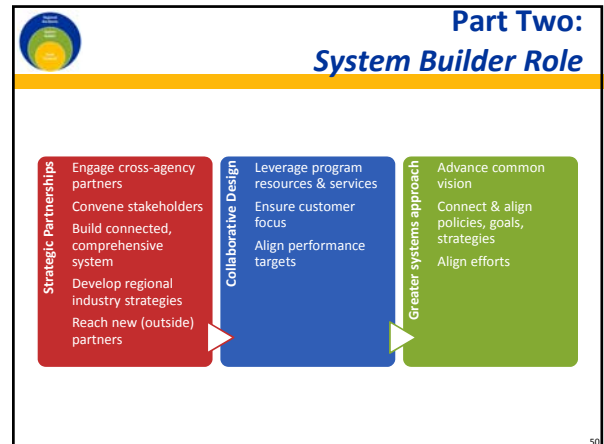
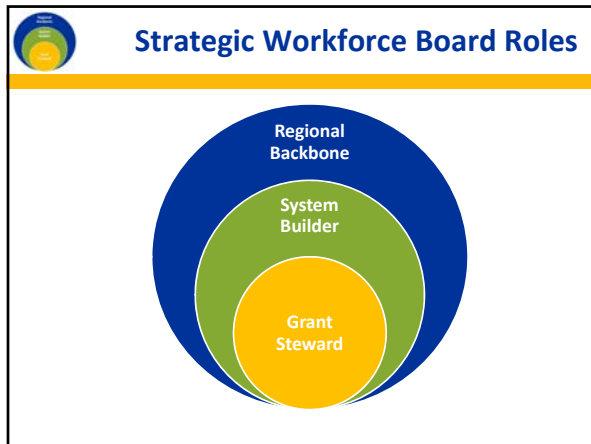
Task Examples	State	Local	Required by Law
Select American Job Center Operator(s)		X	X
Select Service Providers		X	X
Maintain/improve MOUs with partners		X	X
Charter/evaluate American Job Centers		X	



Activity: Where is Your Board?

- Review Grant Steward tasks in your "Strategic Workforce Board" handout.
- Discuss with your colleagues areas of strength or challenge in this role.
- Write a few "Strengths" on blue stickies w/ WIB initial.
- Write a few challenges/ needs on yellow stickies w/ WIB initial.
- Post on "Grant Steward" area of the wall chart.



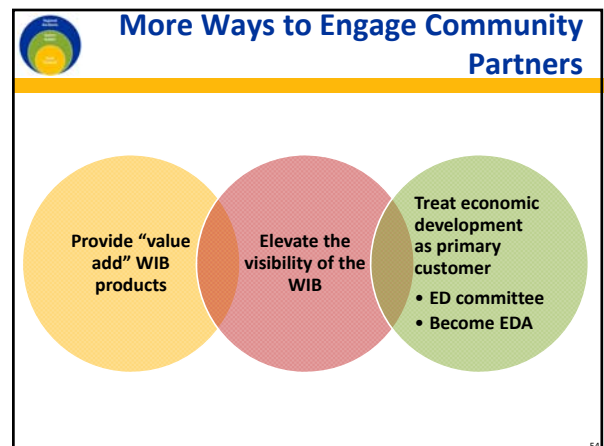


System Builder Task Examples

Task Examples	State	Local	Required by Law
Convene stakeholders	X	X	
Advance common system vision	X	X	
Advance common system goals	X	X	
Connect/align performance measures	X	X	
Connect/align education, workforce and economic development	X	X	X
Ensure system integration	X	X	

System Builder Task Examples

Task Examples	State	Local	Required by Law
Leverage program resources/services	X	X	
Build system capacity	X	X	
Develop regional industry strategies	X	X	
Develop regional industry partnerships	X	X	



System Builder in Action

California North State NoRTEC Regional Community Development Strategy

- Cultivating Economic Growth, Job Creation and Career Pathways
- Serving Counties of: Butte, Del Norte, Lassen, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Tehama, and Trinity

System Builder in Action: NoRTEC Partners

NoRTEC Outcomes

System Builder in Action: San Diego School-to-Career Youth Council

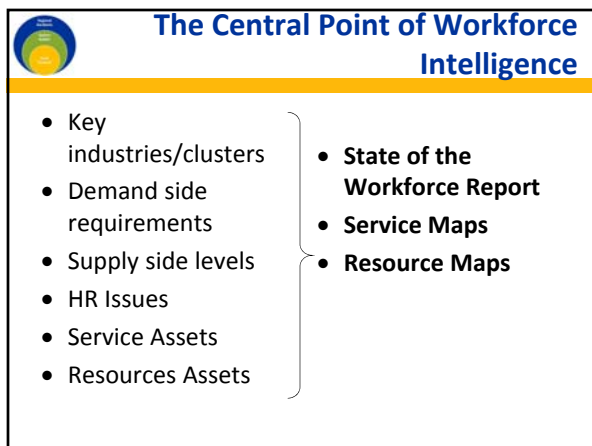
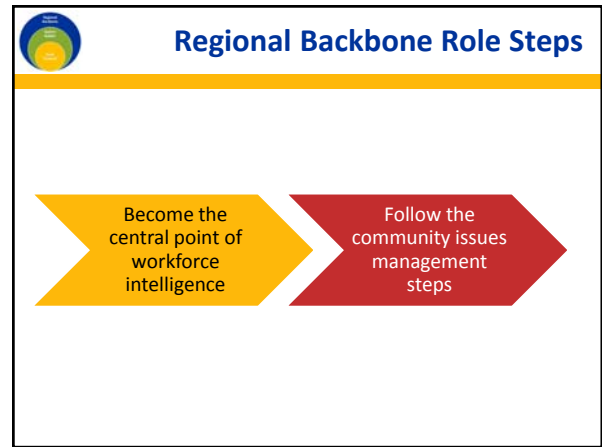
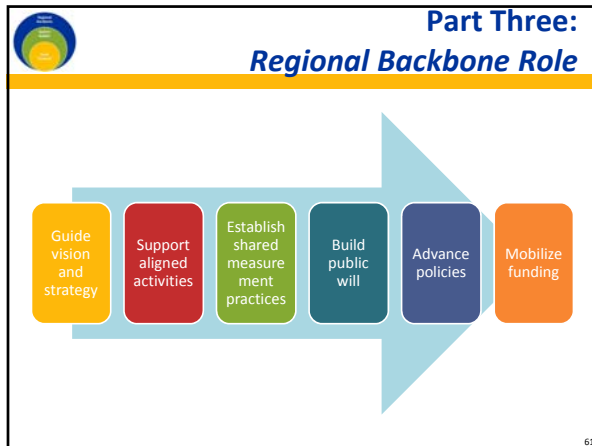
- Programs that encourage science literacy and professional development


SAN DIEGO WORKFORCE PARTNERSHIP

Activity: Where is Your Board?

- Review System Builder tasks in your "Strategic Workforce Board" handout.
- Discuss with your colleagues areas of strength or challenge in this role.
- Write a few "Strengths" on **blue** stickies w/ WIB initial.
- Write a few challenges/ needs on **yellow** stickies w/ WIB initial.
- Post on "System Builder" area of the wall chart.


Strategic Workforce Board Roles






Regional Backbone in Action: Jefferson County, CO: "Add One"

- Joining the National Effort
- www.iustaddone.net



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Regional Backbone in Action: Graduate Philadelphia


- A partnership for progress
- Workforce development, economic development, and higher education partners collaborate to increase the number of adults with college degrees in the Greater Philadelphia region.

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"Leadership is enrolling others in possibility."
- Ben Zander






Ah-Ha's & Parking Lot

Activity: Board Roles Round Robin

- Get into groups and stand by a station
- Don't cheat! Use your memory.
- Write as many examples of Board Role tasks or elements on left side of the paper (7 min.)
- Rotate clockwise.
- Review list of tasks/elements written by the other group and assign Board Roles to each on right side of paper (7 min.)
- Select 2 or 3 favorites.
- Group discussion

Creating Highly Effective Workforce Boards Module Three: Moving Boards to the Next Level

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Moving your Board to the Next Role

Board Internal Structure Management

Board Internal Structure Management

Teamwork is **not coming** together

It's **working** together!

Manage Board Infrastructure

- Work on the “process” (how you do your work) as well as the “content”
- Don't concentrate so much on the work that you forget about the Board itself!

Activities to Manage Board Infrastructure

- Get the right membership
- Develop the membership
- Engage others in key decisions
- Approach work using continuous improvement
- Have empowered chief executive and staff

More Ways to Manage Board Infrastructure

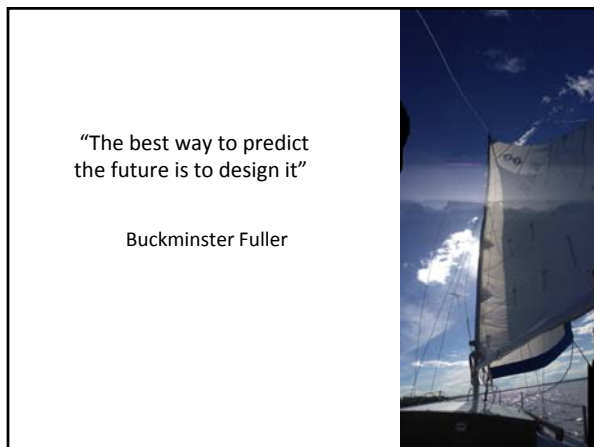
- Develop a Board strategic plan
- Establish Board goals
- Organize work around strategic plan
- Form community issues committees
- Involve other key community players
- Change meeting structure

Activity: Benefits of Highly Effective Boards

- Get in groups
- List the benefits of a highly effective board to
 - Member/Board
 - Businesses
 - Community
- Group with the most benefits in 2 minutes wins a prize!




Ah-Ha's & Parking Lot



“The best way to predict the future is to design it”


Buckminster Fuller



Creating Highly Effective Workforce Boards

Module Four: Integration


Developed on behalf of U.S Department of Labor, ETA, by Social Policy Research Associates



Activity: Community Initiative Challenge



\$500K prize for best community initiative with demonstrable collective impact!

- Select a community workforce development issue to address.
- Use the *Board Action Planning Tool* to track planning.
- Choose a measure(s) that will show progress.
- Write a one sentence newscast headline about your community impact project five years from now.



Board Action Planning

- Use the results of
 - Roles activities review
 - Community Initiative Challenge
- Create next steps for your Board
- Report out three highlights

Creating Highly Effective Workforce Boards

Module Five: Board Member Contributions

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Workforce Board Leader Contributions

(1) Understand & Communicate Data

WFL leaders share data/knowledge, understand labor market issues and trends in region and in key sectors, and use this intelligence to guide WFL work and engage public, private, non-profit, and civic partners in solving community problems.

Please indicate whether you are prepared to make a significant contribution, limited contribution, or no contribution at this time, as we advance the work of the board in each of the areas below.

	Significant Contribution	Limited Contribution	No contribution at this time
1. Improving labor market intelligence in my community – sharing my knowledge of industry workforce needs, for example, or helping to develop a system of labor market data used in my state or community.	1	2	3
2. Understanding my community's labor market – key sectors, employment and training challenges, skill gaps, demographic trends, and how it all works.	1	2	3
3. Evaluating the performance of existing workforce development programs or contractors in my state or community.	1	2	3

- Individuals complete handout
- All mark answers with a dot on wall charts
- Review completed charts and analyze results
- Debrief

Example of Completed Wall Chart

(1) Understand & Communicate Data

WFL leaders share data/knowledge, understand labor market issues and trends in region and in key sectors, and use this intelligence to guide WFL work and engage public, private, non-profit, and civic partners in solving community problems.

Please indicate whether you are prepared to make a significant contribution, limited contribution, or no contribution at this time, as we advance the work of the board in each of the areas below.

	Significant Contribution	Limited Contribution	No contribution at this time
1. Improving labor market intelligence in my community – sharing my knowledge of industry workforce needs, for example, or helping to develop a system of labor market data used in my state or community.	1	2	3
2. Understanding my community's labor market – key sectors, employment and training challenges, skill gaps, demographic trends, and how it all works.	1	2	3
3. Evaluating the performance of existing workforce development programs or contractors in my state or community.	1	2	3

Group Analysis Prompts

- In what areas do we have members willing to make significant and limited levels of contribution?
- In what areas are we lacking any interest in contribution?
- What might we do to boost contribution in areas that are lacking?
- What areas are priorities for us as we move forward with our work?

Q & A/Review Expectations

- Did we cover all of your expectations?
- What additional questions do you have?

Evaluation and Debrief

Please complete the evaluation form so that we can improve!

The evaluation form includes a table for rating various aspects of the training and a section for comments and feedback.



“Never doubt that a small group
of thoughtful, committed citizens
can change the world.

Indeed, it is the
only thing that ever has.”

Margaret Mead

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