
High Impact Workforce Development Boards

Exercise

Directions: You will be assigned a Standard Area. Please review the related Criterion, Standard Area, Goal, Definition. Identify a reporter and a scribe for the table. Then select an element under the Criterion to discuss at your table. Discuss possible activities a Local Workforce Development Board could undertake to achieve the elements and how you might go about them. The reporter should be prepared to share a few of the activities identified during the table top discussion.

Standard Area I: Strategic Planning and Implementation

GOAL: WDBs are working strategically.

Definition: A High Impact workforce (HIW) investment board has a strategic plan developed through an inclusive process that aligns with local and regional priorities and is flexible enough to be adjusted to changing needs and economic shifts.

Criterion 1: There is a strategic plan that is goal oriented and goes beyond the scope of Workforce Innovation and Opportunity Act (WIOA) funded activities.

- 1.1 The goals are clearly articulated and strategic.
- 1.2 There is an action plan related to and sufficient to meet the goals that go beyond WIOA metrics including state and local metrics.
- 1.3 There are clear, measurable and broadly agreed upon outcomes/metrics included in the plan.

Criterion 2: The strategic plan emerged from a broadly inclusive process, reflecting the participation of economic development, employer, human service, education and other relevant stakeholders.

- 2.1 The strategic plan was shaped by data from a comprehensive regional labor market analysis.
- 2.2 The strategic plan was guided by public and private sector input (board members and non-board members) from critical sectors of the local area.
- 2.3 The process and resulting strategic plan supports coordination and planning among core programs (WIOA, Wagner-Peyser, Vocational Rehabilitation and Adult Education) at a minimum.

2.4 The strategic plan aligns with strategies of education and training providers in the area including adult education and literacy, Career and Technical Education, and rehabilitation services as well as other relevant stakeholders and the goals of the State Workforce system.

Criterion 3: The strategic plan is an active document; it is part of a continuous improvement process.

3.1 The strategic plan describes timeframes and mechanisms for updating the plan.

3.2 The board periodically seeks input on their strategic plan from non-board member stakeholders.

3.3 The board tracks progress on their strategic plan, makes adjustments accordingly and communicates progress to stakeholder and partners.

3.4 As a means of continuous improvement, the board updates its strategic plan based on stakeholder input, changing economic conditions and developing opportunities and challenges.

Criterion 4: The board has adopted a sector strategy approach to its employer engagement and career pathways efforts.

4.1 Target sectors are identified using the most currently available regional labor market data.

4.2 The sector strategy approach is clearly reflected in goals and actions of the strategic plan and is in alignment with the seven critical factors for sector partnerships.

4.3 Industry partnerships include key sector employers who are driving the initiative forward.

4.4 The board gives clear direction to the career center operator regarding industry sectors to be targeted, including quantified expectations and targeted service and training resources for addressing sector needs and providing job-driven training, one of the key principles of WIOA.

4.5 The board coordinates with education providers, human service partners, and industry associations in the design and delivery of career pathways aligned to skill needs identified through its sector strategy efforts.

4.6 The board engages in a collaborative, demand-driven approach to respond to employers' immediate needs via the local unified business services team in partnership with economic development entities and service providers.

4.7 The board develops linkages with employers to encourage employers using the America's Job Center system and to support local talent development needs.

Standard Area II: Developing and Managing Resources

GOAL: WDBs effectively and efficiently attract and manage their resources.

Definition: A HIW maintains sound fiscal practices and aligns financial resources to the goals identified in its strategic plan.

Criterion 5: The board has reviewed and approved an annual budget with fiscal integrity that aligns with the goals established in its strategic plan.

5.1 There is a process in place for the board to be involved and provide clear direction for developing budget priorities in consultation with the chief elected official.

5.2 The WDB discusses the budget within the context of the strategic plan and makes appropriate adjustments to both budget and strategy as necessary.

5.3 Understandable fiscal reports are provided to the WDB and chief local elected official on a timely and regular basis.

Criterion 6: Resources and assets are coordinated and leveraged from other workforce economic development, human services and educational organizations/agencies.

6.1 The board has completed (or participated in the completion of) and/or updated an audit, asset map or similar plan for its local area and/or planning region (as defined by the state in WIOA implementation) within the last three years to identify existing and emerging revenue resources and infrastructure in the local area that go beyond WIOA formula funds.

6.2 The board gathers information and makes recommendations to ensure resources and assets are deployed adequately to address the needs of youth and individuals with disabilities.

6.3 The board leverages partnerships with employers, educational institutions and other relevant state, regional and local stakeholders to capitalize on funding opportunities.

6.4 All revenue development objectives, regardless of source, are aligned with the board's strategic plan.

Criterion 7: The board promotes the effective use of technology to manage, deliver and maximize the efficient use of its programs.

7.1 The board assesses connections among the intake and case management information systems of the career center partner programs and supports the design and implementation of a single state system to support a comprehensive workforce development system in the local area.

7.2 The board facilitates access to services provided through the career center delivery system, including facilitating the access in remote areas.

7.3 The board identifies strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the career center service delivery system, such as improving digital literacy skills.

7.4 The board leverages resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.

Standard Area III: Managing the Work of the Board

GOAL: WDBs have a strong and engaged board that drives the strategy development and implementation for their local workforce system.

Definition: A HIW represents its community; measures its effectiveness in meeting stated goals; has a process for continuous review and improvement of its performance and the performance of the local workforce system; and shares information about its accomplishments.

Criterion 8: The board is diverse, connected to the community and business driven.

8.1 The board membership is composed of individuals with optimum policy-making or hiring authority and is representative of area employers in target sectors and other community leaders.

8.2 New board members are trained to assure they are aware of their roles, responsibilities and strategic goals and activities of the board, including the expanded functions (e.g. sector partnerships, incumbent worker training and transitional jobs, colocation with partners, infrastructure cost-sharing, pay-for-performance contracting) as outlined in WIOA.

8.3 There are policies and/or procedures in place to encourage and ensure active participation of private sector board members, including bylaws that require: a quorum of business members to hold a meeting; all committee chairs coming from the private sector; and a majority private sector executive committee.

8.4 Non-board members engaged in related strategic work are invited to attend and participate in board meetings.

Criterion 9: The board measures both the board's effectiveness and the effectiveness of the local workforce system in meeting their stated strategic goals.

9.1 The board tracks the progress of strategic board-led initiatives from inception through collection and analysis of outcome data to determine whether it is getting the appropriate return on its investments.

9.2 The board tracks and analyzes customer satisfaction (both jobseekers and employers), and other relevant system measures beyond WIOA required measures.

9.3 The board ensures sufficient number and type of career and training service providers to maximize customer choice.

Criterion 10: The board seeks to continuously improve performance based on federal, state and local measurements and evolutions in the strategic plan.

10.1 The board evaluates the effectiveness of the area's America's Job Center offices in carrying out the goals and metrics identified in the strategic plan.

10.2 The Job Center operator communicates to the board their progress on meeting priority targets for service and training.

10.3 The board takes action to mitigate system weaknesses or poor performance.

10.4 The board actively seeks to improve performance by learning from and investing in proven or promising practices and shares its promising practices with the local, regional, state and national workforce development communities.