

March 6, 2018

Asheville, NC

High Impact Board Training



Maher & Maher
Investment Advisors for Talent Development.

Today's Agenda



<i>9:30 am</i>	<i>Registration</i>
10:00 am	Welcome and Focus of the Day
10:15 am	Introductions
10:30 am	Roles and Responsibilities of Boards and Board Members
<i>11:15 am</i>	<i>Break</i>
11:30 am	Strategic vs. Tactical Boards
<i>12:15 pm</i>	<i>Working Lunch</i>
1:00 pm	Development of High Impact Boards
2:00 pm	LMI Issues and Trends
<i>2:45 pm</i>	<i>Break</i>
3:00 pm	System Building and Accountability
3:45 pm	Wrap-Up and Next Steps
<i>4:00 pm</i>	<i>Adjourn</i>

Today's Objectives



- ✓ Review Roles and Responsibilities of Boards
- ✓ Explore Strategic vs. Tactical Boards
- ✓ Discuss High Impact Workforce Development Boards
- ✓ Consider LMI Trends and Issues
- ✓ Focus on System Building & Accountability
- ✓ Questions and Discussion

Today's Presenters



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Vice President, Workforce Innovation
Maher & Maher



Terri Lonowski

Senior Consultant
Maher & Maher

WIOA Expectations...



Common vision...common goals



Educational
Systems



Economic
Development



Workforce
System



Targeted
Growth
Sectors

The Talent Pipeline – Workforce as an asset for regional prosperity

The WIOA Vision TEGL states that the “revitalized workforce system” will be characterized by three critical hallmarks of excellence:

1. The needs of business and workers drive workforce solutions;
2. One-Stop Centers (NCWorks Career Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
3. The workforce system supports strong regional economies and plays an active role in community and workforce development.

Priorities of WIOA

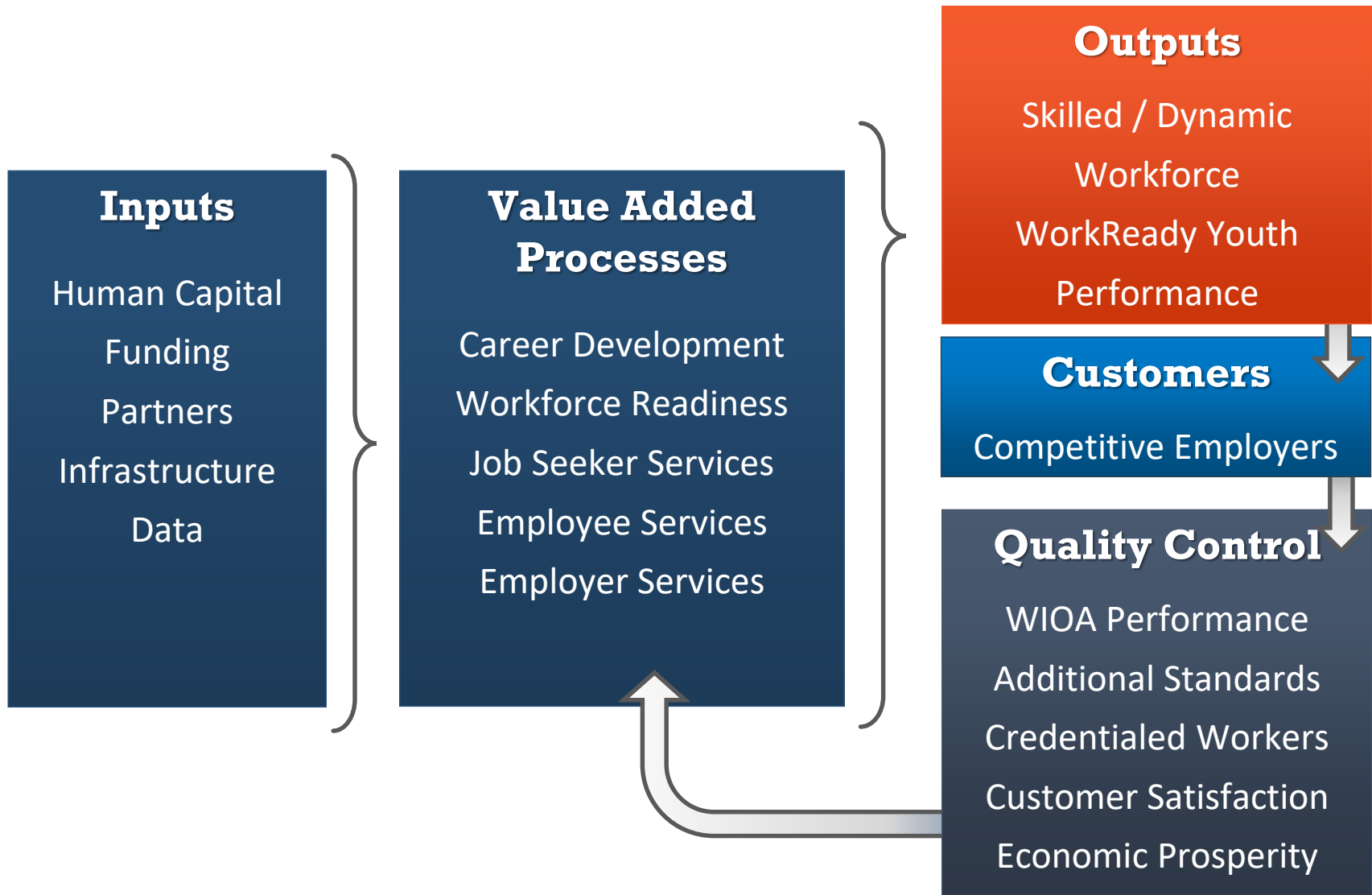


Strategic Boards Key Responsibilities

New Responsibilities:

- ▶ **Focus on continuous improvement of the North Carolina workforce development delivery system**
- ▶ **Support a NCWorks Career Center certification process**
- ▶ **Develop and implement:**
 - ▶ Local Plan & performance measures
 - ▶ Aligned policy to support sector strategies and career pathways
- ▶ **Create an agile system that identifies and responds quickly to the needs of focus industries and populations**
- ▶ **Engage employers**
- ▶ **Develop career pathways**
- ▶ **Strengthen connections between core programs**
- ▶ **Promote proven and promising practices**
- ▶ **Effectively using technology**

System Planning



Your Role as a Board Member

- ▶ Attend Board meetings
- ▶ Review meeting agendas and background material in advance of the meeting to ensure understanding of the agenda items
- ▶ Promote and advance the NCWorks Commission Strategic Plan and/or Local Plans with businesses, labor and community representatives
- ▶ Serve on and actively participate in Board committees, task forces and work groups
- ▶ Be an ambassador for the NCWorks System

Your Role in the Strategic Planning Process

- ▷ Vision
- ▷ Structure
- ▷ Ownership
- ▷ Integration of Initiatives
- ▷ Leveraged Investments
 - ▶ Manage resources with the customer in mind
 - ▶ Operate as a system
 - ▶ Braid resources with system partners



Key Operational Strategies to Achieve WIOA Vision

1 Focus on the Customer

- ▶ Use customer-centered design projects to redesign NCWorks Career Centers for job seekers and businesses
- ▶ Provide quality, efficient, and accessible services that meet the unique needs of diverse job seeker populations
- ▶ Provide customized solutions for businesses, organized regionally

Key Operational Strategies to Achieve WIOA Vision

2 Align Programs and Partners

- ▶ Integrate services through better planning, policies and operational procedures
- ▶ Position WDBs to operate strategically
- ▶ Align workforce programs with regional economic development strategies
- ▶ Embrace co-enrollment across workforce system partner

Key Operational Strategies to Achieve WIOA Vision

3 Manage Efficiently & Be Accountable

- ▶ Better measure performance & use info to support continuous improvement
- ▶ Share system process and progress measures with stakeholders and public
- ▶ Use integrated technology platforms and tools
- ▶ Make sound infrastructure decisions and manage grants and costs effectively
- ▶ Integrate data across systems and use it to make decisions

Exercise 1 - Board Roles and Responsibilities



How might we work with other community boards around workforce development to support the regional economy?



How might we develop meaningful and tangible elevator speeches for board members, as ambassadors of the the NCWorks system?



How might we support new and current board members to effectively carry out their role and responsibility?

Any Questions?




BREAK



Strategic vs. Tactical Boards

The WIOA Vision TEGL #19-14 states that the “revitalized workforce system will be characterized by three critical hallmarks of excellence:

- 
- ▶ The needs of business and workers drive workforce solutions;
 - ▶ One-Stop Centers (NCWorks Career Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
 - ▶ The workforce system supports strong regional economies and plays an active role in community and workforce development.”

- ▶ Both Strategic and Tactical Actions are required for a Board to reach necessary outcomes, and to fulfill the promise of WIOA Vision
- ▶ So how do we differentiate between a Strategic and Tactical Action?

Strategic vs. Tactical

Tactical	Strategic	What this Means within a WIOA Context
Asks How?	Asks Why and What?	Not just interested in how individual programs may serve customers, but focuses on the bigger picture of modernizing the workforce system and ensuring it operates as a comprehensive, integrated and streamlined system for all workers and businesses
Reviews Real Time Analytics	Connects Activities to Vision, Mission, and projected future need	Goes beyond simply looking at workforce and occupational data, but uses data to set future goals, create strategic plans, performance improvements, and ensure system excellence
Focuses on current conditions	Focuses on emerging economic trends and labor market patterns	Understands and allocates resources to respond to current workforce skill needs while simultaneously planning for projected future industry needs. Has strong industry sector partnerships in place informing board decisions
Manages processes	Guides system development by defining goals and supporting transformational partnerships	Moves away from managing day to day processes and more toward capacity building, emphasizing lasting connections between core programs and relationships with industry
Determines “success” by reviewing outcomes relative to short-term performance measures	Evaluates system performance using board defined measures and targets that are reflective of local and regionally defined needs	Emphasizes regional planning and alignment with economic development strategy, creation of career pathways, and development of work-based learning for the long-term success of the workforce.

Strategic Boards...

- ▶ Serve as the keeper of a guiding vision, and engages funders, partners, employers, and community members around that vision
- ▶ Are committed to identify employer centric solutions through strategic partnerships and collaborative service
- ▶ Have an effective structure and measurement process including assessing, reporting and seeking to improve program outcomes

WIOA Vision

WIOA drives a vision for more strategic action by Workforce Boards, with particular focus on a unified vision for workforce development shared by all levels of Boards within a state, more extensive collaboration with partners and employers, and expanded accountability and transparency.

In the realm of strategic activities, Boards will want to consider items such as:

- ▶ The impact of common performance measures,
- ▶ New employer measures,
- ▶ Career pathways for adult and youth populations,
- ▶ Sector strategies,
- ▶ The re-envisioning of NCWorks Career Centers
- ▶ Staff capacity building,
- ▶ One Stop/NCWorks Career Centers procurement, cost sharing, and certification, along with many other issues.

Today, we will select the re-envisioning of NCWorks Career Centers as an example category, and walk through the process of delineating and planning for both Strategic and Tactical Action

Exercise 2 – Strategic vs. Tactical Boards



How might we strategically and tactically embrace the Governor's Job Ready priorities through education and workforce programs?



How might we undertake re-envisioning the NCWorks Career Centers in North Carolina through strategic and tactical activities by the local workforce development boards?

Report Out



Examples of Reinventing NCWorks Career Centers

- ▶ Target sectors are identified using the most currently available **state and regional labor market data**.
- ▶ Clearly **reflected in goals and actions of NCWorks Career Centers**.
- ▶ Industry partnerships **include key sector employers** who are driving the initiative forward and are also informing career pathways development and offering work-based learning and supports within NCWorks Career Centers.
- ▶ Gives **clear direction to the NCWorks Career Center operators regarding industry sectors** to be targeted, including quantified expectations and targeted service and training resources.
- ▶ **Coordinates with education providers, human service partners, and industry associations in the design and delivery of career pathways** aligned to skill needs identified sector strategy efforts and complementary work-based learning.
- ▶ **Engages in a collaborative, demand-driven approach** to respond to employers' immediate needs in partnership with economic development entities and service providers.
- ▶ Develops **linkages with employers to encourage employers to use the system** and to support local talent development efforts and NCWorks needs.

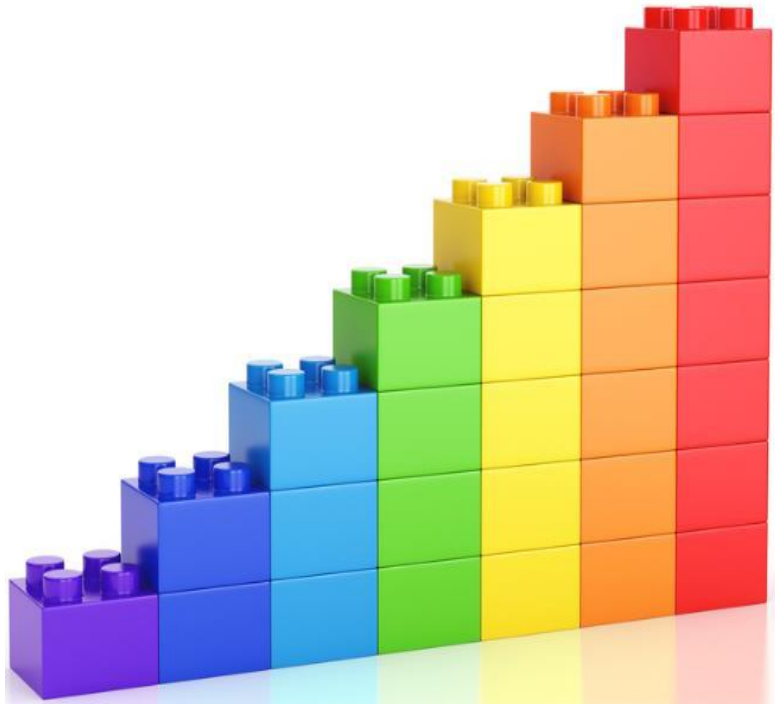
LUNCH



High Impact Workforce Boards



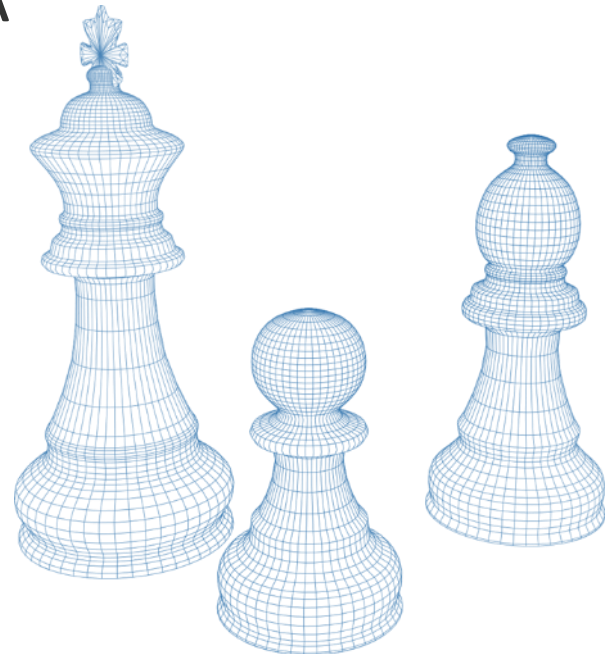
Goals for Workforce Development Boards



- ▷ Work strategically
- ▷ Effectively and efficiently attract and manage resources
- ▷ Have a strong and engaged board that drives the strategy development and implementation for the workforce system

Strategic Planning & Implementation

- ▶ Planning comprehensive and inclusive
- ▶ Aligns with other agency plans
- ▶ Measurable goals beyond WIOA
- ▶ Living document focused on continuous improvement
- ▶ Sectors approach to employer engagement and career pathways development



Developing & Managing Resources



- ▷ Identifies new resources for discretionary projects in alignment with strategic goals
- ▷ Leverages funds and assets of other state agencies and partners
- ▷ Utilizes technology effectively to manage and deliver services efficiently

Managing the Work of the Board

- ▶ Membership is diverse, represents the targeted sectors and business driven
- ▶ Measures its effectiveness and that of the workforce system
- ▶ Focuses on continuous improvement based on federal, and state measurements



Exercise 3 – High Impact Workforce Boards

- ▶ Once assigned a Criterion, review the related Standard Area, Goal, Definition, assigned Criterion and elements under it.
- ▶ Then discuss the elements under the Criterion at your table.
- ▶ What action steps might we take to achieve the elements?



A reporter should be prepared to share a few action steps identified during your discussion.

Report Out



Northern KY High Impact Board

- ▷ Results!
- ▷ Key Performance Indicators
- ▷ Collective Impact
- ▷ Economic Impact (NKU study)

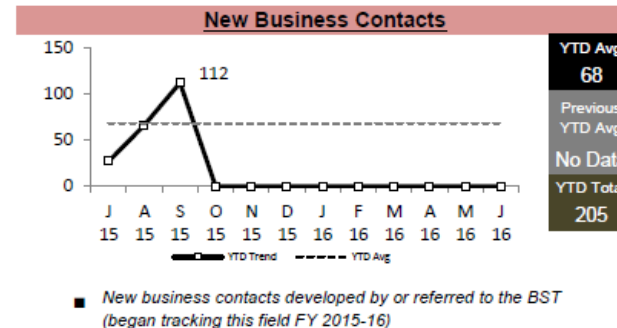
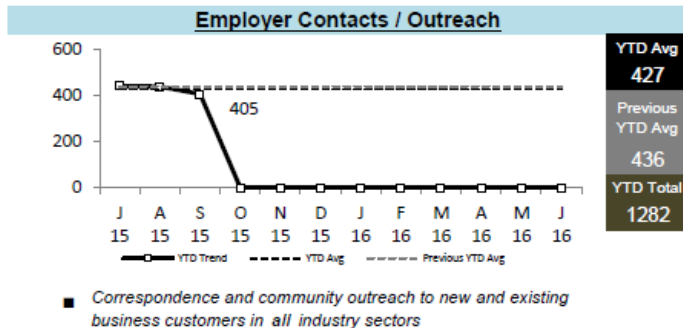
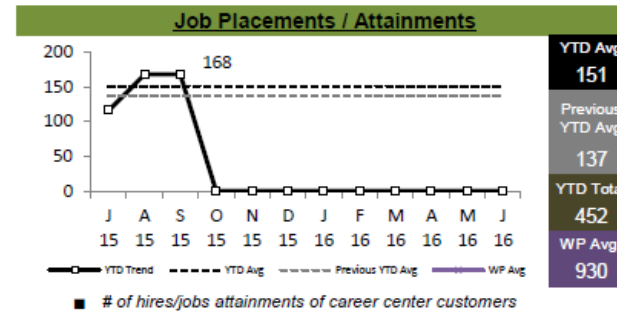
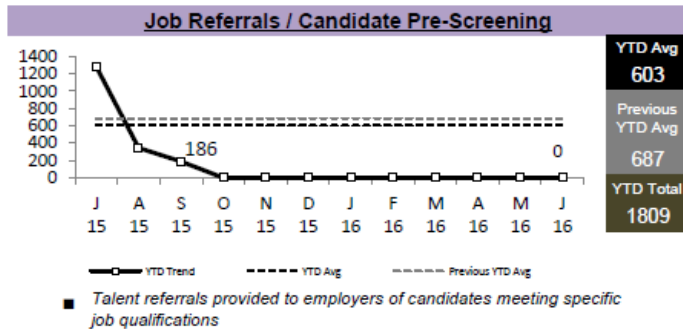
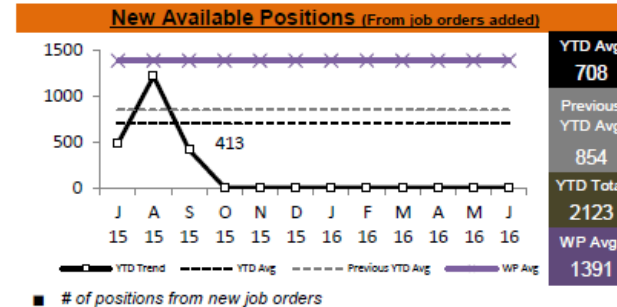
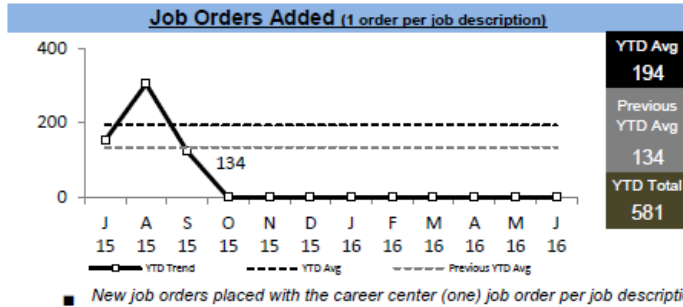


Accountability and Transparency Example

Northern KY Workforce
Investment Board

Key Performance
Indicators (KPIs)

July 1, 2015 – June 30, 2016



Impact of NKY WIB Employment Outcomes...

By Employment in *All* Sectors

	Employment	Labor Income	Output
Direct	12,000	\$472,521,606	\$1,098,695,536
Indirect	2,575	\$108,494,371	\$288,820,866
Induced	4,098	\$154,493,912	\$436,127,790
Total	18,673	\$735,509,889	\$1,823,644,192

By Employment in *Targeted* Sectors

	Employment	Labor Income	Output
Direct	7,647	\$334,688,215	\$849,332,302
Indirect	2,062	\$87,183,785	\$232,639,629
Induced	2,975	\$112,176,705	\$316,668,293
Total	12,684	\$534,048,705	\$1,398,640,224

Labor Market Issues and Trends

Using Them to Drive the Work of the Board

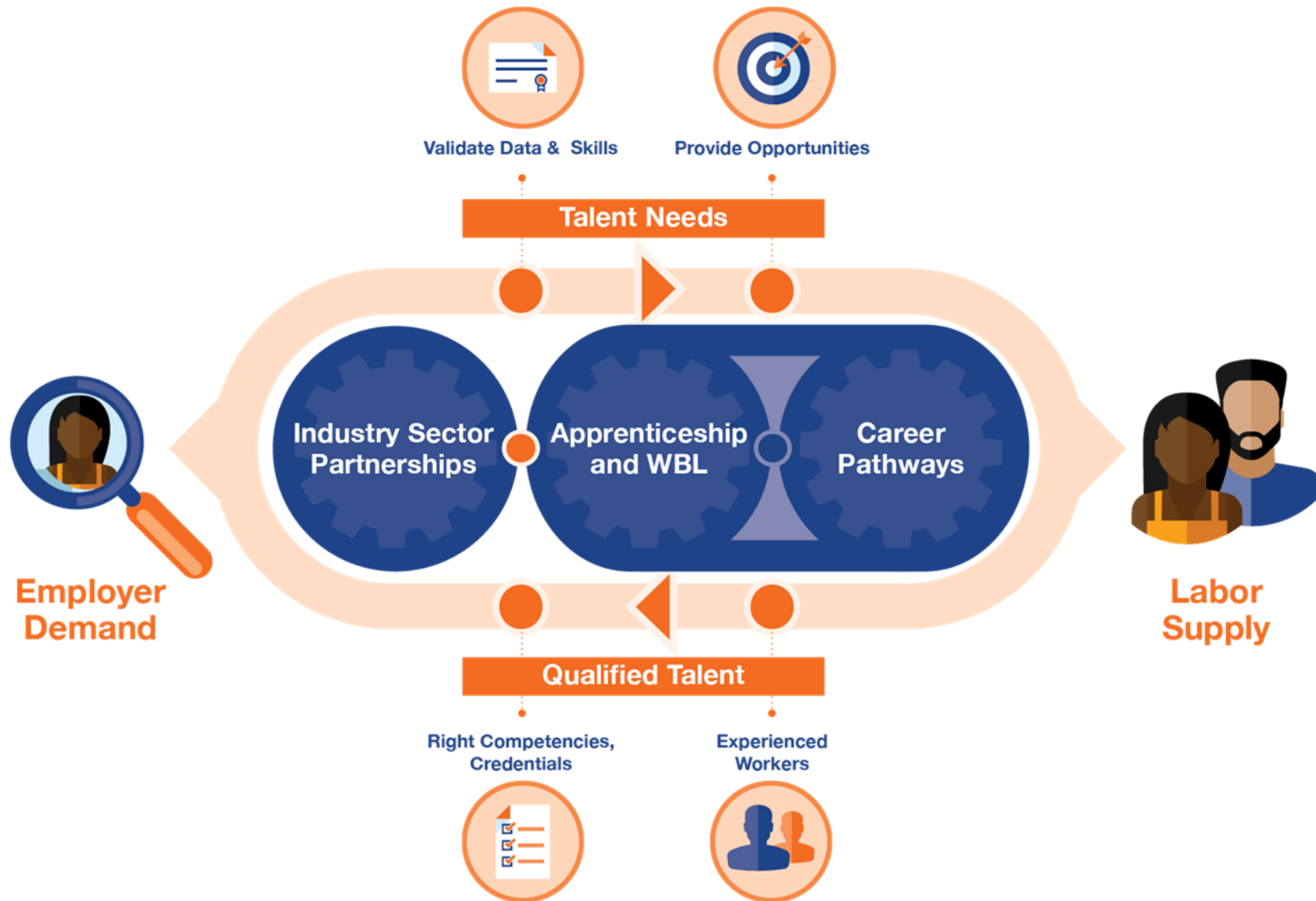


Voices of Experience

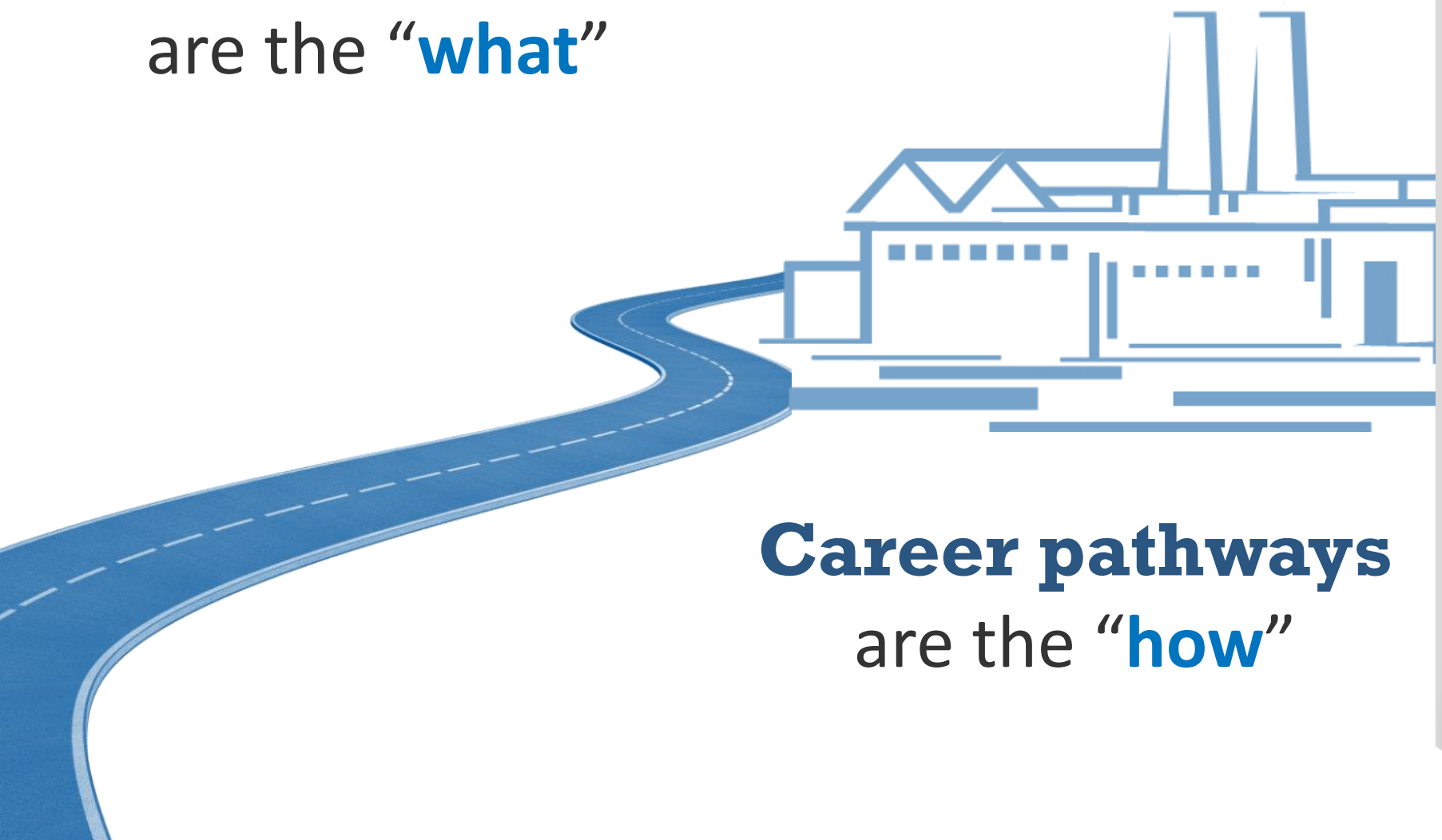
Strategic Local Boards: Building the Talent Pipeline

[Intro music]

From Policy to Practice



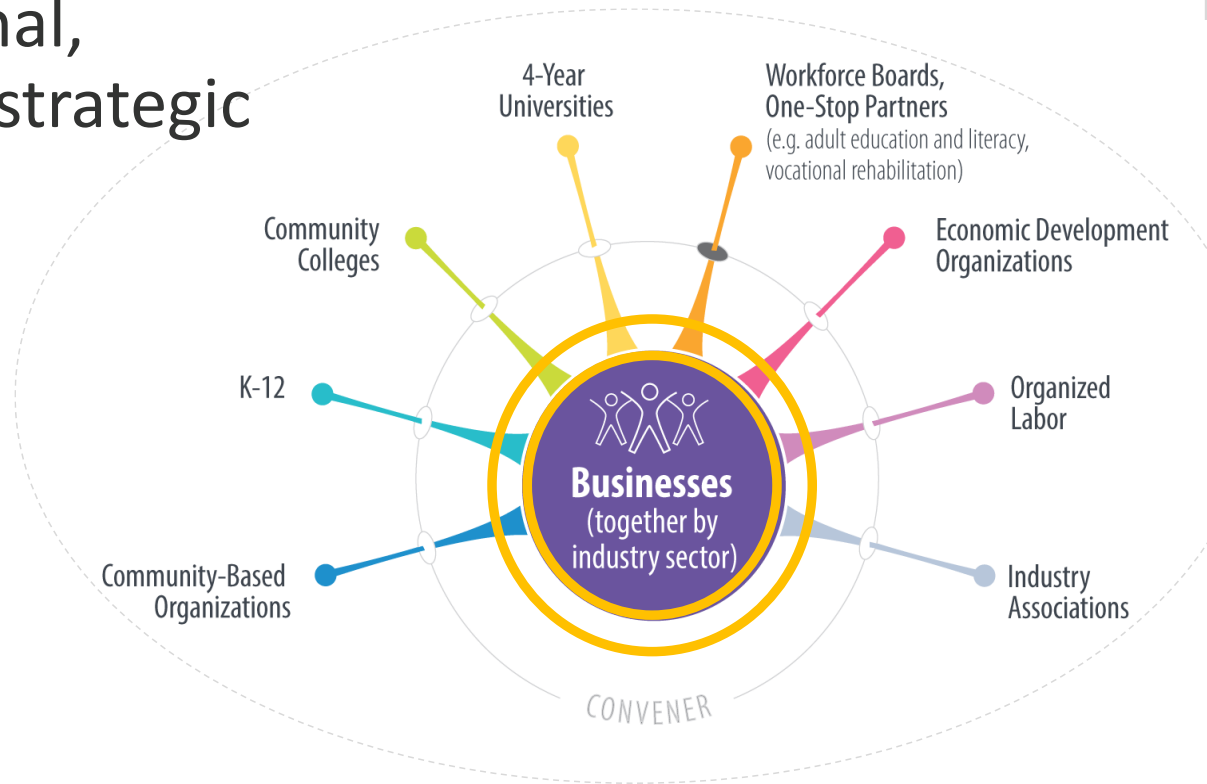
Sector strategies
are the “**what**”



Career pathways
are the “**how**”

What Makes a Great Sector Partnership

- ▶ Puts businesses at the middle
- ▶ Managed by a qualified convener
- ▶ Includes system partners
- ▶ Sustainable
- ▶ Scope is regional, conversations strategic



WDB's Perfectly Situated as Sector Partnership *Conveners*

- ▶ The entity best positioned to see **the 'whole' pipeline picture**
- ▶ **Lead labor market analysis** for identification of in-demand sectors, skill gaps, programs
- ▶ Understand **community assets**
- ▶ **Led by business**
- ▶ Mission is to **coordinate & align regional services**
- ▶ **Access to funding**, ability to leverage resources

Sector Partnerships Can Expand The Business Relationship

Transactional relationship → Transformational relationship

Fill job orders → **Training provided across occupations, skill levels** (often employer-paid)

Place job candidates → **Career pathways**, worker retention, advancement w/company/industry

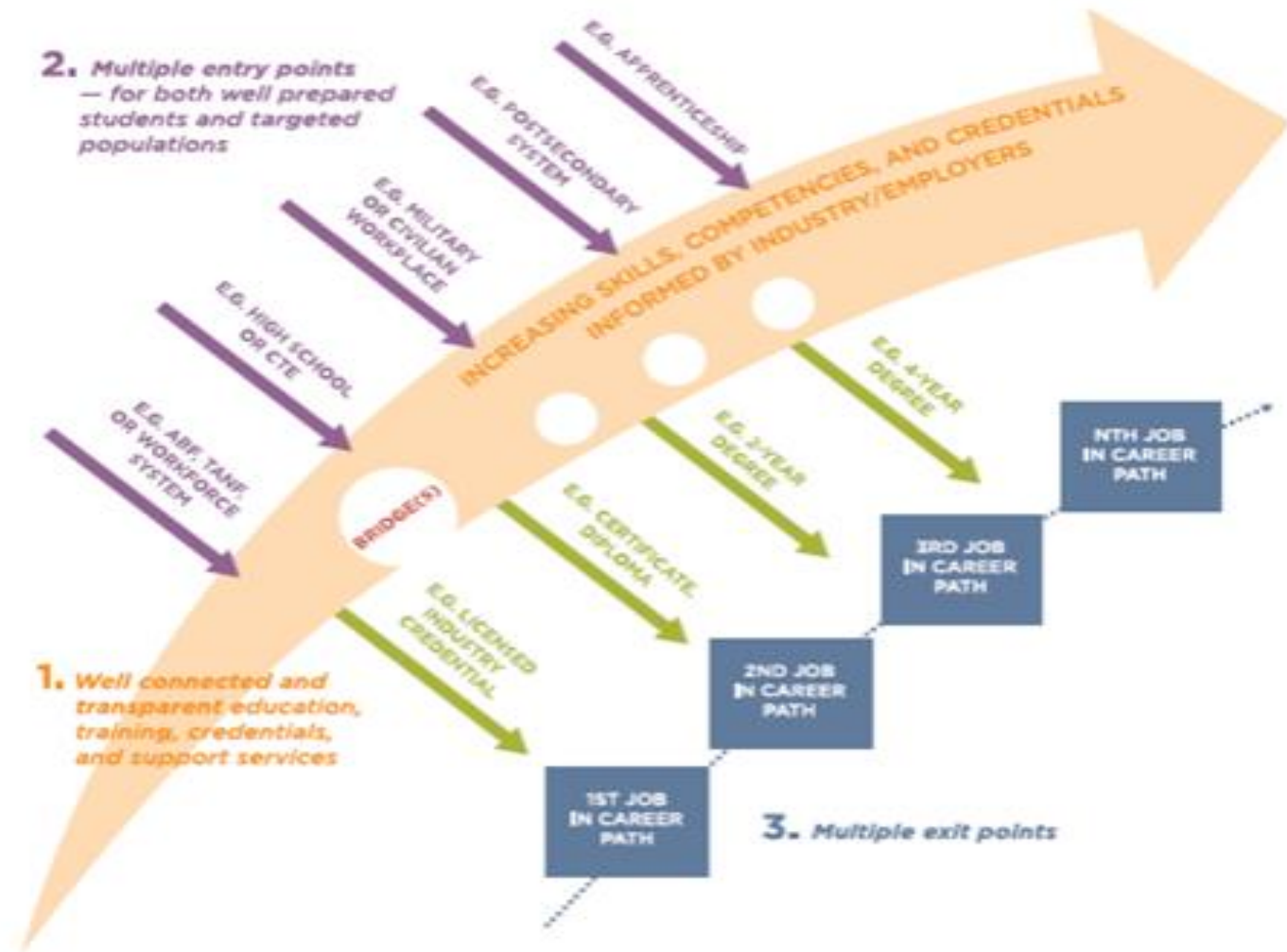
Services loosely informed by employer needs thru survey, one-off engagement → **Education/training designed in partnership** w/employers

One-to-one relationship → One-to-many (sector strategies)



Employer roles
as a result of
sector partnerships

Career Pathways Approach



What are career pathways?

Integrated education, skills, and credential attainment sequences that:

- ▶ Align to skill needs of targeted sectors and are employer-driven
- ▶ Articulate the full range of pre-K-12, adult education, and post-secondary education assets: No “dead ends,” multiple on- and off-ramps
- ▶ Embed “stackable” industry-recognized credentials
- ▶ Make work a central context for learning
- ▶ Accelerate educational and career advancement through assessment of prior learning, integrated “basic” education and technical training, and other strategies
- ▶ Provide supports at transition points

Next Generation Business Engagement Work

World Class Sector Partnerships



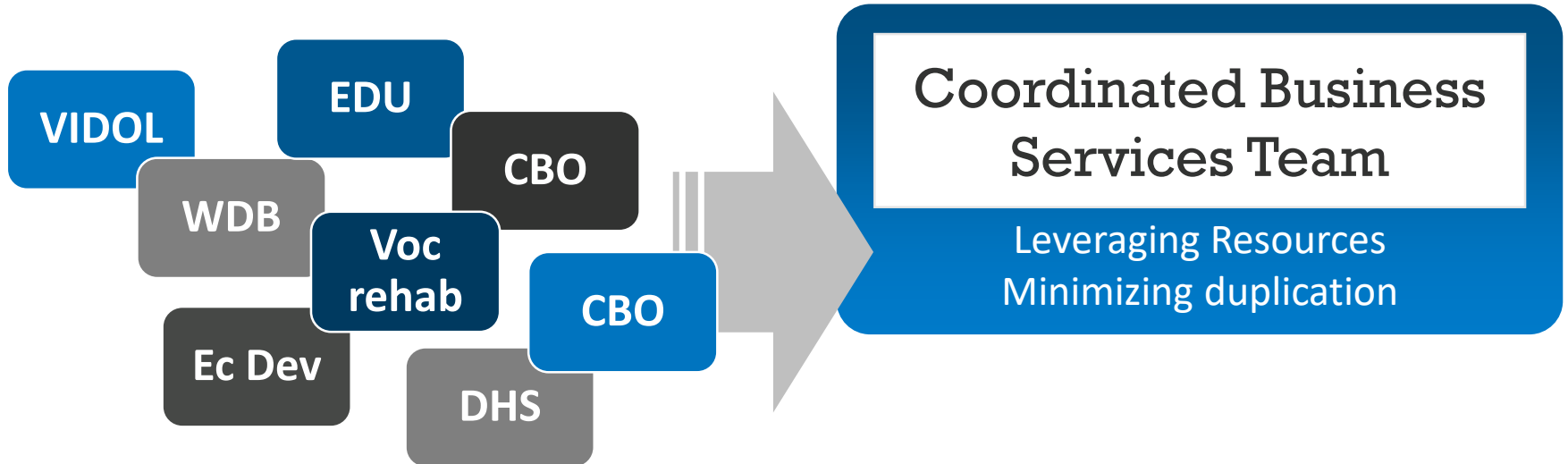
How Does this Support Business Engagement?

One Message, One Voice



Why a Coordinated Business Services?

A more coordinated regional business services team—that supports the service providers—help the workforce system transition from transactional, one-off employer engagement efforts to deeper and more sustained employer partnerships



Exercise 4 – LMI Issues and Trends



How might we use data intelligence to assess our region's talent management and community needs?



How might we encourage businesses to provide work-based learning opportunities?



How might we support the alignment of sector strategies and career pathways in our region?

BREAK



System Building and Accountability



Who Said That?!

- ▷ Silos
- ▷ Complicated
- ▷ Disorganized
- ▷ Run-around
- ▷ “We’re under one roof but we don’t know what’s in the house”
- ▷ Do more with less
- ▷ Too many processes
- ▷ Duplication everywhere



Why? Key Benefits

To organization:

- ▶ Improves coordination and alignment among partners
- ▶ Reduces duplication and realizes efficiencies
- ▶ Expands capacity in resource-short environments
- ▶ Brings additional staff strengths and expertise to customers
- ▶ Increases flexibility in service planning
- ▶ Improves program impacts and outcomes
- ▶ Supports scalability, sustainability, and new investment

To customer:

- ▶ Improves system accessibility, transparency, and ease of use
- ▶ Offers more creative/diverse service delivery options
- ▶ Brings additional staff expertise and assistance to customer needs
- ▶ Improves customer experience and value
- ▶ Improves customer outcomes/results



Customer Needs & Goals

Strategies

Funding Streams

Services and Support



Positive Customer Experience & Outcomes

Thinking in Resource Networks

Making the shift:

- ▶ **Resource-constraint model:** Customers are “owned” and served by an individual agency or program
- ▶ **Resource-opportunity model:** Customers are “owned” and served by a networked system of resources and services
- ▶ **Partnering and resource-braiding:**
Not just the “right thing to do,” but an opportunity to increase program and customer outcomes
 - ▶ Creating more success stories



How does a team based organization improve Center operations and service delivery?

- ▶ Aligns Center partners around a shared vision and shared goals;
- ▶ Provides customers an intuitive, service-driven experience based on their needs –not “bureaucratic” needs;
- ▶ Enhances communication and knowledge exchange among programs/partners;
- ▶ Reduces duplication in service delivery; and
- ▶ Enhances resource leveraging and use.

Integrated Service Delivery IS...

- ▶ The organization of Center staff across agencies, programs, and funding streams on teams based on common customer functions
- ▶ E.g., welcome/reception, assessment, career coaching, business services, etc.



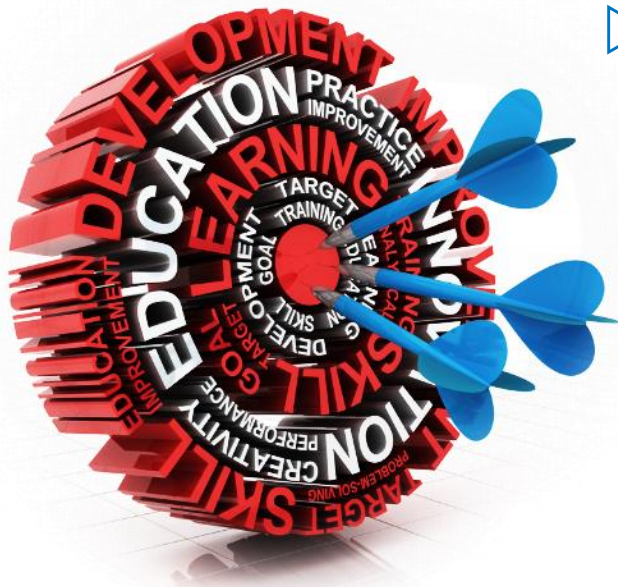
Critical Success Factors

- ▶ A primary focus on the customer, not on the program or funding stream!
- ▶ Program requirements, funding, and performance measures are “back-office” concerns.
- ▶ Willingness and support at all levels of partner organizations to work creatively across program/funding stream “silos.”
- ▶ Robust training and cross-training for management and staff.
- ▶ Strong relationships and communication among agency managers, Center managers, functional team supervisors, and staff.



Common Performance Accountability

- ▶ Common performance indicators ensure that federal investments in employment and training programs are evidence-based, data-driven, and accountable to participants and taxpayers.



- ▶ Core programs and other authorized programs are required to report on the new primary indicators.

Primary Indicators of Performance

- ▷ Employment Rate 2nd Quarter after Exit
 - ▶ Education/Employment for youth
- ▷ Employment Rate 4th Quarter after Exit
 - ▶ Education/Employment for youth
- ▷ Median Earnings in the 2nd Quarter after Exit
- ▷ Credential Attainment Rate
- ▷ Measurable Skill Gains
- ▷ Effectiveness in Serving Employers

Measures Outside of WIOA



- ▷ High growth industries/occupations
- ▷ Return On Investment
- ▷ North Carolina priorities
- ▷ Employer measure – define satisfaction

Transparency

- ▶ Performance reports for states, local areas, and eligible training providers are made publicly available.
- ▶ States, localities, and eligible training providers will report performance data using common templates provided by the Departments of Education and Labor.
- ▶ Eligible training providers are required to provide data on performance outcomes for all students in a training program.



Exercise 5 - System Building and Accountability



How might we enhance integrated service delivery as a board?



How might we establish additional meaningful performance measures for our region?

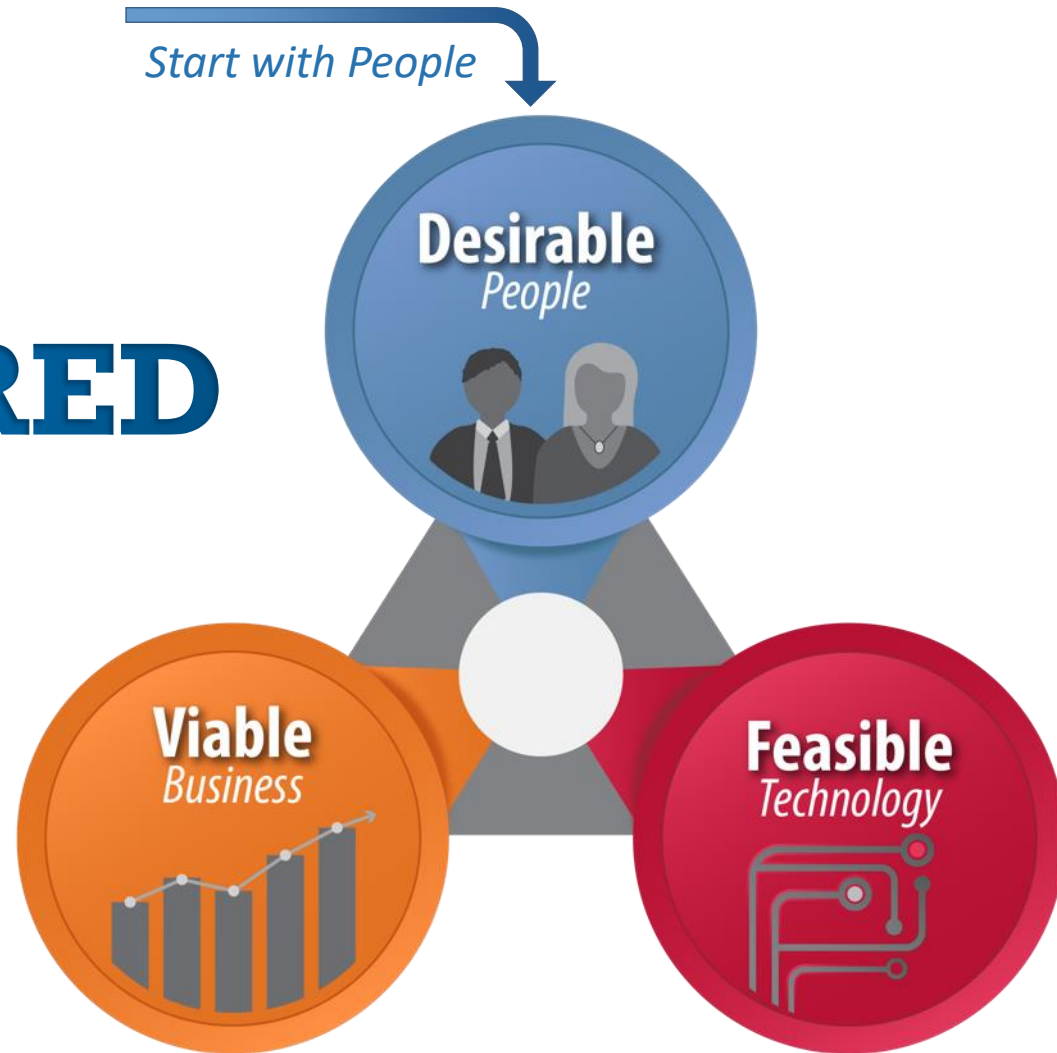


How might we evaluate our success, focus on continuous improvement and share results with the community?

Wrap-Up and Next Steps



USING HUMAN CENTERED DESIGN



What is Human-Centered Design?

A collaborative, discovery-based journey.



Get inspired by the people you're serving.

Start by listening to people to get new ideas about how to design for them.



Identify patterns and surprising insights to inspire new opportunities for design.



Brainstorm new ways to serve your customers.

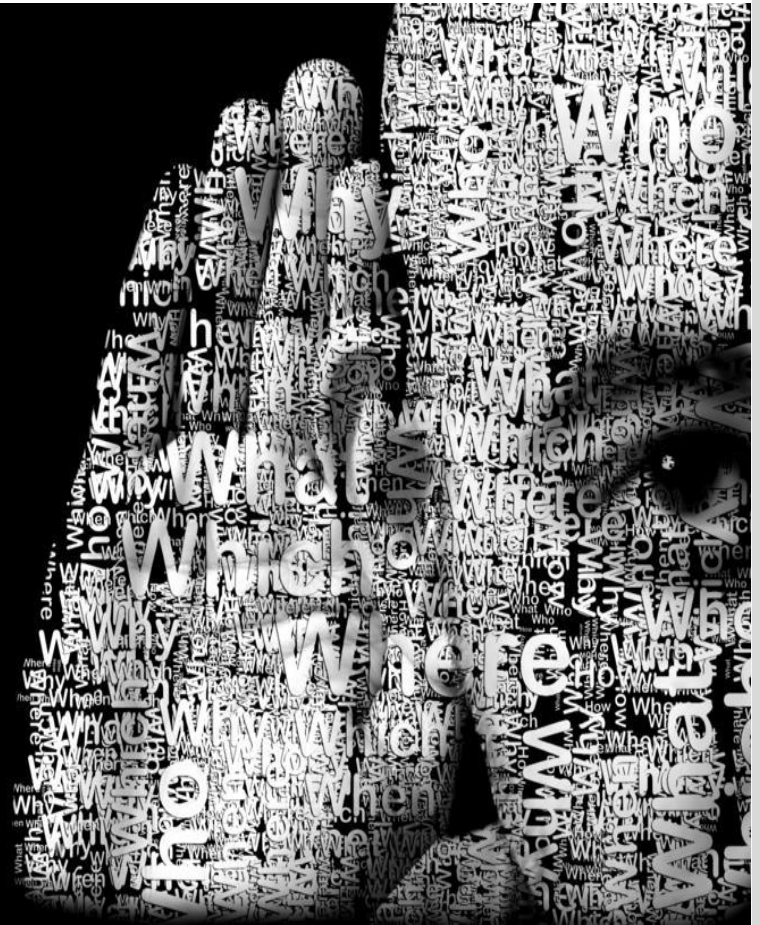


Try out your ideas and get feedback from customers – so you can revise your prototypes and get more feedback.



Try out a pilot program and experiment with ways to implement your new ideas.

***Look beyond
what people
say, to
understand
what they
believe.***



***Use empathy and emotion
to develop better services***



Summary

- ✓ Today, we began to think about a future, somewhat different than the present...
- ✓ We took an objective look at how we continue to progress under WIOA...
- ✓ We set the foundation to advance a strategic agenda and move forward!
- ✓ Thank you for your engagement!

Any Questions?



Contact Us:

thank you



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Thank You!



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Maher & Maher is a specialized change management and talent-development consulting firm focused on advancing the collaboration between workforce, education and economic development.

