

# Workforce Development Board Member Engagement Training

November 1, 2023



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# The National Governors Association

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## **Founding**

The May 1908 meeting of President Theodore Roosevelt and governors led to the creation of the National Governors Association.



*Photo: The first meeting of the nation's governors, convened by President Theodore Roosevelt in Washington D.C., 1908.*

## **What We Do**

The National Governors Association (NGA) is the bipartisan organization of the nation's governors. Through NGA, governors identify priority issues and deal with matters of public policy and governance at the state, national and global levels.

The NGA Center for Best Practices is the only research and consulting firm that directly serves governors and helps governors and executive branch leaders develop and implement innovative solutions to public policy challenges. Our Government Relations team ensures that states are a strong voice in Washington, D.C. We also provide management consultative services to both new and incumbent governors, their senior executive staff and trusted advisors.



# The NGA Center for Best Practices

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## **Services:**

- Customized Technical Assistance
- Facilitation & Strategic Planning Support
- Multi-State Consortia and Peer Learning
- Research & Published Reports

## **Program Areas:**

- Behavioral Health
- Children & Families
- Cybersecurity
- Energy
- Environment
- Healthcare Delivery
- Homeland Security
- Infrastructure
- K-12 Education
- Land Management, Agriculture, Wildlife, & Rural
- Postsecondary Education
- Public Health
- Public Safety & Legal Counsels
- **Workforce Development & Economic Policy**



# NGA Center for Best Practices: Services

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Governors'  
Advisors and  
State Executives  
Networks



Multi-State Peer  
Learning Cohorts



Facilitation and  
Strategic  
Planning Support



Research and  
Policy Briefs



Customized  
Technical  
Assistance



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# Capitalizing on Strategic Opportunities for the WIOA System



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# WIOA Strategic Planning

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1. Create, communicate, and execute the state's vision and priorities for workforce development;
2. Directing funding toward those priorities by leveraging authority over funding formulas and Governor's Reserve funds, and collaborating with partner agencies/programs; and
3. Ensure quality service delivery to employers and jobseekers by overseeing system performance and accountability.



[\*How Governors Can Execute Their Vision for Workforce Development \(NGA, 2023\)\*](#)

*The **upcoming WIOA four-year strategic planning process** offers an opportunity to collaborate across business leaders, agencies and community stakeholders to **develop an aligned workforce strategy** that incorporates best/emerging practices and federal programs.*



# Creating, Communicating & Executing the State's Vision and Priorities for Workforce Development

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1

Issue a clear charge to the State Workforce Development Board as a strategic leadership body

2

Appoint a Chairperson and Board Members who will carry out your vision for workforce development

3

Codify your vision and priorities in the State's WIOA Plan

# Issue a Clear Charge to the State Workforce Development Board as a Strategic Body

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- Communicate the core purpose of the state workforce development board and define its strategic and compliance charges;
- Determine what, if any, additional responsibilities the state workforce development board should have that are not already required by WIOA, such as formally surveying employers' needs; and
- Develop a consistent and efficient feedback loop between the Governor and the state workforce development board.



# Appoint a Chairperson and Board Members Who Will Carry Out Your Vision for Workforce Development

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- Appoint a chairperson that represents the industry that is currently, or is projected to be, the most prominent in the state;
- Appoint a chairperson with a track record of successfully engaging in the public policymaking process or with the state workforce development system;
- Ensure the board's makeup reflects the demographic makeup of the state;
- Ensure appointees from the business community reflect the state's industry makeup; and
- Ensure that other voices from various communities, such as community-based organizational partners or labor organizations are well represented.

# Codify your Vision and Priorities in the WIOA State Plan

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- Set forth a strong narrative in the “State Strategic Vision and Goals” component of the WIOA state plan;
- Align the WIOA state plan with existing priorities and other workforce development programs administered by the state;
- Ensure the WIOA state planning process serves as a tool to improve alignment and coordination with other state or federally funded programs that may require similar state planning, such as programs within housing, health and human services, education and other workforce development programs not funded through WIOA; and
- Empower all relevant stakeholders to provide input for the state plan

# Direct Funding Toward Highest Priorities by Leveraging Authority Over Funding Formulas & Governor's Reserve Fund

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1

Tap the Governor's Reserve to Make Strategic Investments

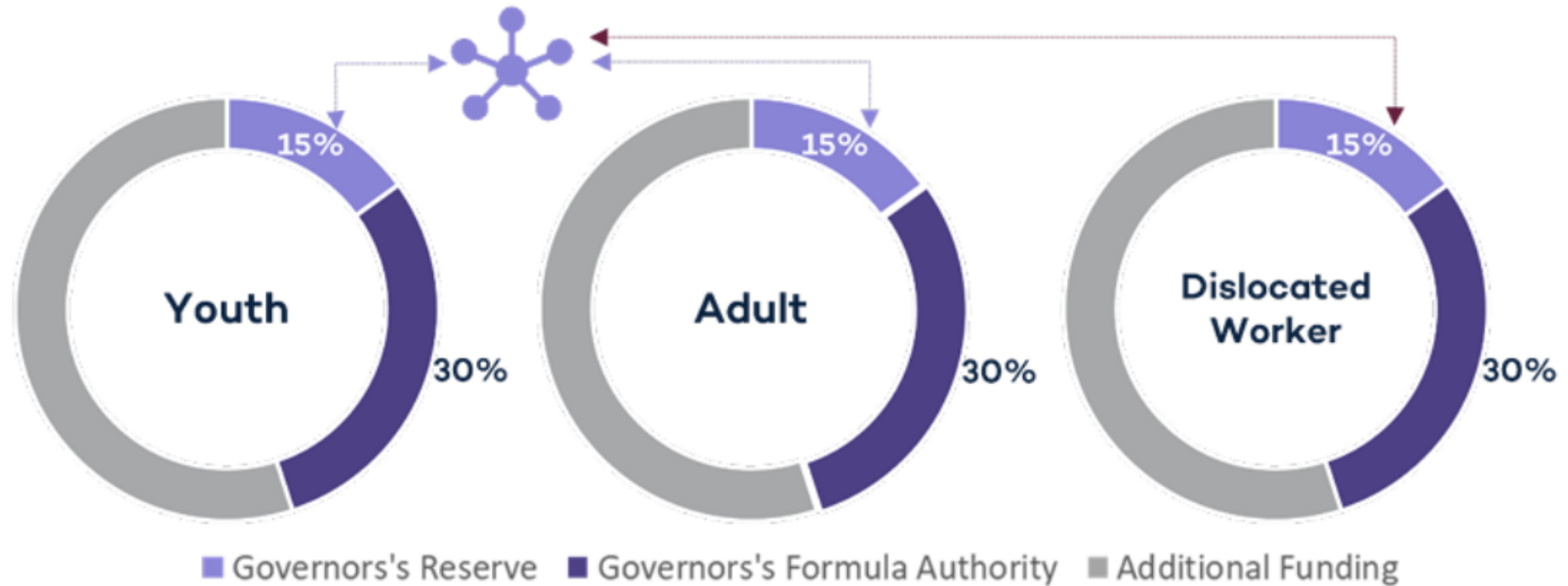
2

Direct Funds Within Title I Programs by Establishing Alternative Funding Formulas

# Title I Funding Flexibility

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**Figure 2 – Governors' Authority Over Title I Program Funding**



Governors have discretion over their state's allotment under Title I programs including 15% in the Governor's Reserve and formula authority over 30% of the funds not reserved. \*Additionally, Governors have discretion to pool Reserve Funds across Title I and expend the funds on allowable statewide workforce investment activities regardless of the source of funding.

# Ensure Quality Service Delivery to Employers and Jobseekers by Overseeing System Performance and Accountability

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1

Establish Performance Metrics and Standards that Align With the Governor's Vision for Workforce Development

2

Ensure Accountability by Creating High Standards for Service Providers

# Establish Performance Metrics and Standards that Align With the Governor's Vision for Workforce Development

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- Set additional metrics that promote systems alignment & align with the Governor's vision for workforce development; and
- Align these metrics with existing performance metrics for other programs

## Metrics to Evaluate System Performance Required by WIOA

- ✓ The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program;
- ✓ The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program;
- ✓ The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program;
- ✓ The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent during participation in or within 1 year after exit from the program;
- ✓ The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment.

# Ensure Accountability by Creating High Standards for Training Providers

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- Ensure that training providers admitted to the ETPL can deliver outcomes that align with the Governor's vision for workforce development;
- Ensure ETPL requirements result in the funding of high quality programs while still allowing for innovative programs to participate;
- Establish standards that detail what would merit a training provider having its ETPL status revoked;
- Ensure providers admitted to the ETPL are well-positioned to serve individuals with barriers to employment; and
- Give priority to providers that offer postsecondary credentials.



# Capitalizing on Strategic Opportunities for the WIOA System



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# NGA's High-Performing State Workforce Board Framework

High-performing state workforce development boards fulfill three key roles:

- **Connector:** set and communicate a **vision** for the entire workforce system;
- **Convener:** model and manage **strategic partnerships** that achieve the vision; and
- **Conductor:** use data and accountability systems to **keep the system accountable**.



# NGA's High-Performing State Workforce Board Framework

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## Expected Outcomes:

- **Business needs** are met
- **Workers' needs** are met
- **Policy and program development** is driven through the state and local board activity
- **Policy and resource alignment** is improved
- **WIOA compliance** objectives are met
- **Data on performance** and user feedback support continuous improvements



# Role of State Workforce Development Boards

## ***Connector: Set and Communicate A Vision***

- Connect funding opportunities, strategic partnerships, and business and worker needs.
- Create a strategic vision through a shared language.
- Identify goals that connect to the strategic vision.
- Provide a voice and platform for individual members to participate in strategic thinking and the decision-making process.
- Setup and establish focused subcommittees or task forces around critical needs to develop recommendations.
- Consider an equity-based agenda for inclusive economic growth.
- Champion and promote the workforce system.

# Role of State Workforce Development Boards

## *Convener: Model and Manage Strategic Partnerships*

- Convene and routinely engage system stakeholders and strategic partners.
- Manage coordination and alignment across the federally-funded workforce system, education, human services, labor and commerce, community and advocacy organizations, and private and philanthropic partners.
- Seek constant feedback from industries and businesses with the greatest demand and quality employment opportunities.
- Develop investment strategies with state and regional economic development.
- Create mechanisms for effective partnership with local workforce areas and elected officials.

# Role of State Workforce Development Boards

## ***Conductor: Keep the System Accountable***

- Conduct data analysis and develop system solutions to identify gaps and opportunity across regions, industries, and demographic groups.
- Engage voices of business and job seeker users to identify tactics for continued performance improvement.
- Make data actionable to inform the decision-making process.
- Evaluate and assess policies and programs to drive continuous improvement.
- Move from compliance to strategic thinking and doing.
- Create benchmarks for success as a system and as a Board.

# Local and State Boards as Partners

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High-performing state workforce development boards are successful **because** they engage their local boards as partners in each of their 3 key roles

- **Connector:** Local boards help develop the system-wide vision and goals
- **Convener:** Local boards mirror, support and inform the state-level model of developing and managing strategic partnerships
- **Conductor:** Data and feedback from local boards is necessary for an accountable and high-performing system





# State and Local Roles in Planning Sector Partnerships

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## State Workforce Board

Describe sector partnerships in WIOA state plan

Support local sector partnerships with Governor's reserve funds

Provide technical assistance to local boards

Conducts employer outreach and models effect partnerships

## Local Workforce Boards

Use WIOA adult or dislocated worker funds for sector partnerships

Develop, convene, or implement sector partnerships

Adapts state framework and integrates sector partnership as a core practice

Leads local partners in centering employer needs

## State and Local Partners

Drive interagency collaboration

Provide data and performance tracking

Share best practices between sector partnerships

Use lessons learned to inform state policy

# Q&A, Discussion



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# Full-Group Discussion: Defining Success

- Which policy levers offered by WIOA should the WDC consider exploring in the short- and long-term?
- Should the WDC and local workforce development boards consider setting additional performance metrics for the WIOA system?
- How can the WDC and local workforce development boards better collaborate?

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