

2019

A Call TO Action

FOR
Workforce
Development
Boards



The work **you** do is **vital** to the **success**
of **your** regional **economy**.

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A Call to Action

FOR WORKPLACE DEVELOPMENT BOARDS

Talent is the lifeblood of economic growth, and as the economy continues to create jobs, companies will need more help than ever in finding, training and retaining talent. Businesses across industry sectors continue to report they're having a hard time finding workers with the right skills for their jobs. Your work as part of a Workforce Development Board (WDB) plays a central role in building the talent pipeline for the future.

The Workforce Innovation and Opportunity Act (WIOA), signed into law in 2014, is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

WIOA positions State and Local WDBs as the chief architects of the workforce system and greatly expands the strategic and operational functions of boards to encourage this type of leadership.

The Employment and Training Administration (ETA) challenges State and Local WDBs to continue to shift the thinking from focusing on programmatic issues (e.g. Title I, youth programs) to a focus on building the talent pipeline with a focus on system agility, business engagement, and meaningful connections across partners. We hope you will take full advantage of the new tools and guidelines in WIOA to tackle the important workforce issues all along the talent development continuum.

Your task as a Strategist; as a Convener; as a Manager; and as an Optimizer, is to design a system that provides economic opportunity for everyone who wants to go to work, find a better job, or improve their skills to succeed in the 21st century workforce. This document provides guidance for your board's role under WIOA.

Technical assistance resources related to the roles of State and Local WDBs are available in the [Strategic Boards Toolkit](#). There are relevant links to resources throughout this document to help clarify technical issues and provide background to help inform your decisions.

Expanding Roles, Meeting Challenges, Exploring New Opportunities

Based on the reform principles in WIOA, ETA has developed a vision for the impact of State and Local WDBs in transforming and improving the workforce system and building a sustaining system for board excellence. It outlines four strategic roles that all high-performing boards will play. Working together, board members will ensure that the board has the capacity to perform the functions associated with each of these roles. As you develop and expand your board's membership, you can use this guidance to recruit members who have specific expertise or interest in one or more of these roles.



FIGURE 1 ♦ *Four strategic roles played by all high-performing workforce boards*

1. THE STRATEGIST:

UNDERSTANDING TRENDS, SETTING THE COLLECTIVE VISION

The role of Strategist requires boards to smartly plan for and implement regional talent pipelines, understanding the demand picture (via strong industry sector partnerships) and responding through career pathways systems development. Boards must be aware of trends that will impact businesses and are charged with developing the vision of a nimble and responsive talent delivery system that meets current needs and anticipates future challenges. It's the state and local workforce development boards that set the agenda with a bigger picture of community success in mind. As the Strategist, the board becomes the regional backbone of the workforce system, helping to create a collective vision and coordinating regional organizations to implement it.

Data is the key to understanding the economic, demographic and workforce trends that will determine workforce strategy. Access to current labor market intelligence and other relevant data will help you stay current on issues and make decisions on training policies that prepare a skilled workforce and help industries compete in a changing economy.

What methods might you use to gather data to determine board strategies?



Surveys, polls, social media, customer feedback, focus groups, meetings, demographics of population, commuting patterns, UI rates, education levels, available training programs and providers, etc.

Collecting and sharing workforce data will help many constituencies: students and workers looking for information on occupations and training programs; policymakers who want to make informed decisions;

business leaders who want to understand where to find a skilled workforce; and educators who want to better understand how their graduates are faring after they leave the educational system.

Partnerships with Policymakers

As strategic leaders, WDBs must build strong partnerships with governors and chief elected officials to develop a common vision of the role of workforce development in support of thriving regional economies. Meeting with local and state officials will help you understand the economic, demographic and employment trends that the workforce system needs to prepare for

and successfully confront. This will help you set the agenda with an informed and inclusive vision of community success. When government officials understand more about your role and your mission, they will be able to offer support for your important initiatives, and help you attract talent for your board and partners.

Fostering Innovation

More than ever, WDBs are tasked with identifying great practices and fostering truly innovative solutions. From technological solutions (e.g. to integrate data platforms across agencies) to program solutions, such as developing career pathways for sectors; identifying the hard to serve populations within the community; and how best to streamline operations and service delivery. WDBs can spearhead the implementation of innovative solutions.

The Department believes that the public workforce system functions at its best when the State Board exercises strong leadership and builds solid working relationships with Local WDBs to achieve effective implementation of WIOA and the State's goals. The nature of this relationship will determine the extent to which the State, regions, and local areas are successful in building talent pipelines. This requires strong coordination on multiple fronts:

- ✓ **Nominating Quality Board Members:** Local WDBs may assist the State Board by (1) nominating individuals for membership on the State Board, (2) advising the State Board on policy formulation, and (3) providing local and regional perspectives on the identification of regions.

How State and Local WDBs Align and Work Together to Maximize Impact

State Workforce Development Board



Local Strategy Setting and Service Delivery

FIGURE 2 ♦ *The continuum aligns policy and planning vertically from state to local levels and back again*

- ✓ **Negotiating Performance Standards:** The State applies the objective statistical adjustment model in negotiating levels of performance for each local area. Negotiated performance levels may differ from historic levels based on each local area's service design and strategic plan. They might decide to focus services on hard to serve populations, populations with significant barriers to employment, or to implement co-enrollment strategies with other partner programs (e.g., Temporary Assistance to Needy Families (TANF)).
- ✓ **Enhancing Collaboration:** State WDBs advise and assist the Governor in establishing policies and procedures that facilitate and strengthen partnership and collaboration among local areas. State and Local WDBs can work together to support regional collaboration within economic development areas and ensure that career pathways, sector strategies, and expansion of apprenticeship and other earn-and-learn approaches address the needs of business.
- ✓ **Promoting Innovative Policies:** State and Local WDBs can work together to champion policy changes that support innovation in the partners' common shared vision for the system.
- ✓ **Testing New Models:** Local WDBs can challenge and empower American Job Centers to test new models of service delivery that accelerate innovation. They can encourage ideas that bring workforce development and education together to meet the most pressing community and labor market challenges. WIOA encourages increased innovation and creativity in the public workforce system but does not prescribe how it is accomplished. That leaves plenty of room for new ideas, but Local WDBs need the full support of the State Board as they create and test new models.

Sector Strategies and Career Pathways: The Foundation for Talent Pipelines Strategies

Sector strategies and career pathways are key foundational system strategies led by Boards. ETA has developed comprehensive resources, including a Career Pathways Toolkit. For more information, look for the link to the toolkit in the resources section of this guide, as well as WorkforceGPS

- ◆ [ION Focus Area – System Alignment](#)

State and Local Board Functions are Both Strategic and Operational

As a Strategist and a Manager, State and Local boards must tackle both strategic and tactical roles and responsibilities. Below are a few key roles and responsibilities. For more information on State and Local Board Functions, please refer to the [Appendix](#).

Strategic Roles

- ◆ Create an agile system that identifies and responds quickly to the needs of focus industries and populations
- ◆ Identify regions and local areas
- ◆ Define sector partnerships
- ◆ Develop career pathways between industries and sectors
- ◆ Strengthen connections between core programs
- ◆ Promote proven and promising practices
- ◆ Effective use technology to streamline systems and processes

Key Tactical Responsibilities

- ◆ Develop and implement state/local plan and performance measures
 - ◆ Develop and align policies with partners and programs
 - ◆ Develop a One-Stop certification process
 - ◆ Coordinate on an infrastructure cost sharing agreement with partners
 - ◆ Procure service providers
 - ◆ Assess Eligible Training Providers and Programs
 - ◆ Develop a data collection database or management information system
-

2. THE CONVENER:

BRING PARTNERS TOGETHER, ALIGN SERVICES AND VISION

The role of Convener requires boards to build and nurture strong local partnerships with community organizations, including business, education, one-stop partners, and economic development. Implied in the Convener role is the premise that the WDB is not the only entity responsible for building a world class workforce system. The power lies in being able to set the vision and convene the right partners together to broker a more comprehensive set of solutions for business and job seeker customers.

State and Local WDBs Align Strategies Across all Key Stakeholders.

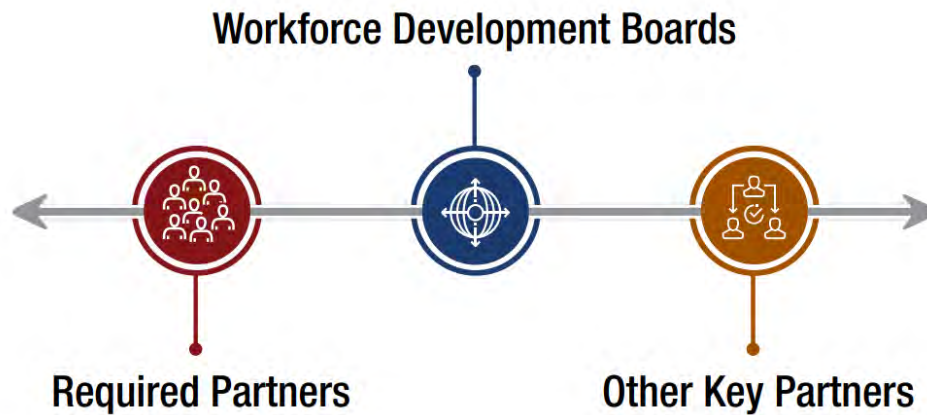


FIGURE 3 ♦ *This continuum aligns planning, services, and messaging across WDBs with the communities, including core one-stop partners, community-based organizations, businesses, and other stakeholders.*

The Department envisions collaborative and consensus-driven WDBs that increase civic engagement around key issues. Under WIOA, WDBs convene, collaborate, and host statewide and community conversations that help board members understand the complexity of their regional markets and make decisions about how to align workforce resources.

State and Local WDBs have a variety of ways to engage partners:

- ♦ expanding the use of standing committees;
- ♦ establishing ad hoc committees to address issues and find solutions;
- ♦ convening groups to resolve workforce related issues that don't require Board leadership; and
- ♦ taking advantage of technology including social media, to gather a wide range of input from specific groups or the public at large.

Developing Comprehensive Plans

States align programs and promote integrated services through a Unified or Combined State Plan and bring partners together in a system with aligned goals and shared governance. Every State brings together core programs (Adult, Dislocated Worker and Youth, Wagner-Peyser, Adult Education and Vocational Rehabilitation), One-Stop partner programs, and other stakeholders to create a single strategic Unified or Combined State Plan. States govern the core programs as one system, assessing needs and aligning them with service strategies to ensure the workforce system meets employment and skill needs of all workers and business customers. Local WDBs develop regional and local plans in order to optimize coordination and to integrate service delivery to support the State's vision and goals.

WDBs may accomplish this by maintaining solid working relationships with a variety of economic and business associations, educational institutions, and community stakeholders. WDBs should have strong partnerships and maintain affiliations with entities that support the public workforce system and provide guidance, technical assistance, performance improvement and other issue-specific expertise, as well as coaching upon request.

While working from a comprehensive plan, local WDBs must also be ready to develop systems and procedures that quickly and nimbly adapt to the volatility of regional labor markets. WDBs can strengthen their relationships with traditional partners by engaging them in new ways that draw upon their knowledge and expertise in serving customers.

Engaging Business and Community Partners

The Department envisions WDBs as high-performance entities that are recognized as the experts in workforce development and engage a wide-range of stakeholders to increase the prosperity of business and communities.

WDBs can build sector-based, regional, and “cross-discipline” teams and exploit the increased flexibility under WIOA to engage business. WDBs can engage the business community through providing business services and as a partner in sector strategies, apprenticeships, and work-based learning. Business is willing to invest in the workforce development system, particularly when it understands the relationship between growing a business and taking advantage of world-class workforce development services. Working with businesses directly gives WDBs information about industry needs and challenges, allowing them the opportunity to develop additional services uniquely designed to solve issues and build sector strategies.

Hosting summits around specific sector and talent pipeline issues is a way to bring business together with other partners and raise awareness and understanding of the workforce programs and systems. Educators, community agencies, foundations, and other partners benefit when they hear directly from business about what is happening in the marketplace and how they are dealing with recruitment and retention issues. For example, work-based learning and registered apprenticeships opportunities allow business to set training goals and benefit from partnership with the public workforce system. Hosting a business summit would provide the community with

a venue to discuss common talent pipeline issues and solutions, which can lead to discussions on the benefits and value of work-based learning and apprenticeships.

Outcomes that bring a strong return on investment for business will result in positive word of mouth among industry associations and business leaders. Success brings more opportunities for innovative programs that help companies grow their own talent and lower the cost of recruiting and turnover.

Looking at Traditional and Non-traditional Partnerships

WDBs can also reach out to non-traditional partners that can contribute to human resource development. Partnerships are essential to tackle critical tasks that would not otherwise be undertaken or accomplished. The Board can also expand its reach by connecting with organizations that have an interest in talent development but are not often engaged as partners by the public system. These may include:

- ◆ Public and private and research organizations, such as universities and colleges
- ◆ Organizations that support entrepreneurship
- ◆ Philanthropic organizations
- ◆ Financial institutions
- ◆ Business and industry associations

Within both local areas and State-designated regions, WIOA provides that the Local WDBs are to act as the lead conveners of workforce development activities and strategies, consistent with the vision and goals outlined in the Unified or Combined State Plan. However, a Board's convening role does not start and stop with the formal WIOA planning process or at board meetings. These convening opportunities with business and partners in the community should be an activity that WDBs orchestrate regularly.

3. THE MANAGER:

DESIGN AND MANAGE CUSTOMER-CENTERED SERVICE DELIVERY

The role of Manager requires the Board to make sure the system—including American Job Centers—are responding to local and regional workforce needs, by putting our customers' needs at the center of service delivery, processes and customer flow. The Board is tasked with oversight of the entire workforce system, ensuring that it runs efficiently, and that funding is managed responsibly.

Designing and Operating a Customer-Centered System

In developing State and local plans, WDBs establish both a strategic long-range vision and operational goals for the workforce development system. The plan outlines the ways in which the Board and staff work together to design a customer-centered system where the needs of

business and workers drive workforce solution and deliver state-of-the-art services for all customers through the American Job Center network, including those with barriers to employment.

Previously, WDBs often focused on aligning staff and resources to deliver services most efficiently. WIOA encourages WDBs to employ the principles of customer-centered design, which places the emphasis on customer experience. It requires WDB staff to listen carefully to customer feedback and incorporate what they learn into a policy framework around service delivery and design. This approach to design ensures that any improvements implemented actually improve the system for our customers.

For instance, instead of providing just one instruction at a time for registration for services (“next, we’ll need you to take this assessment”), providing a roadmap of the whole process at once so a participant can see what’s coming next and how long the overall process may take. It also means proving the “why” along with the “what” so customers understand the underlying reasons for taking the next steps and feel included in the decision-making process.

WDBs are uniquely qualified to develop a strategy that engages business because of the diversity of employer groups represented on each State or Local Board, including representatives of Registered Apprenticeship programs. One of the most important strengths of the workforce system is its private sector representation. These members play a key role in helping the board understand the needs of their industries and making connections with other business leaders in the community. The information the board gathers will help identify what business needs to grow, and in developing additional services, address these needs. By continuing to listen to the needs of the business community, WDBs can improve existing modes of service delivery and establish industry and sector partnerships to provide a skilled workforce, particularly for those industries projected to grow or that have significant replacement needs.

State and Local WDBs as Stewards of Federal and non-Federal Funds.

State and Local WDBs are expected to be good stewards of the funds entrusted to them on behalf of the American people. This fiduciary responsibility requires paying careful attention to important measures of success for programs and grants. WDBs must ensure that good management practices and controls are in place for the proper expenditure of funds and verifying program outcomes. In this capacity, WDBs are responsible for:

- ◆ Establishing and maintaining foundational documents, such as Memoranda of Understanding, Joint Powers Agreements, Charters, or other legally binding documents that outline basic operational structure and governance procedures;
- ◆ Budgeting, including setting up proper fiscal controls and auditing procedures for the Board and its sub-recipients;
- ◆ Assessing, reporting, and seeking to improve program outcomes; and
- ◆ Contracting for One-Stop operators and service providers (Local WDBs).

Good stewardship consists of more than just managing the Board's current funding. Effective Boards are also looking for ways to expand opportunities for investment from other sources. Funding from non-government sources such as foundations, industry associations and research universities give Boards the ability to experiment with innovative ideas and serve populations not directly tied to WIOA programs.

Private industry may also invest in the workforce system once they see that partnership may help solve specific workforce challenges. For instance, programs that are proven to shorten claimants' time on Unemployment Insurance can impact the State's Unemployment Insurance (UI) Trust Fund and save employers thousands of dollars in UI tax. Companies for which UI Tax is a significant issue (such as staffing agencies) may be open to funding programs that help workers return to work faster, earn more, and stay on the job longer.

Hiring and Inspiring Talented Members

Under WIOA, State and Local WDBs may also hire staff. Additionally, it authorizes Local WDBs to establish standing committees to assist the Local Board in carrying out its responsibilities. The Department encourages the use of standing committees to expand opportunities for stakeholders to participate in Board decision-making, particularly for representatives of organizations that are not formal members of the board or that may no longer sit on the Local Board but continue to have expertise and a stake in the success of board decisions. Such committees also expand the capacity of the board in meeting required functions and must be chaired by a member of the local board. (WIOA sec. 107(f) and 20 CFR 679.400; 20 CFR 679.360)

Investments in system capacity building and professional development of board members and staff is integral when introducing transformational thinking, or when reinforcing existing principles. The good news is that the Board does not need to play all the key roles at once. Effective onboarding and continuous learning are keys to the Board's success. Individual members may bring specific talent or passion for some roles or projects; it's important to help board members acquire knowledge of and exposure to other roles or functions in order to contribute at the highest level. Standing committees or groups convened around special projects, grants, or initiatives can offer members the chance to focus on one role or a specific group of functions at a time, allowing them to build expertise and confidence as they gain experience.

Strong boards are diverse in many ways, including industry experience, background, and approach to solving complex problems. Diversity in Board

composition is a source of strength as members draw on personal, experiences, current industry affiliation, and creative approaches to solving problems in service to the entire decision-

making body. Finding, developing and retaining talented and engaged board members is one of the most important responsibilities of Board leadership.

4. THE OPTIMIZER:

USE DATA TO DRIVE DECISIONS, CONTINUOUS IMPROVEMENT

The role of Optimizer requires boards to continuously monitor performance and adjust the system in anticipation of the trends or in response to them. Boards as Strategists use data to examine macroeconomic trends, looking for patterns that will impact the workforce system and ensure outcomes. Data should come from many sources for a comprehensive analysis. This may include feedback from businesses, along with reviewing economic trends; labor market data; program performance outcomes; workforce and educational indicators; and other information relevant to the community.

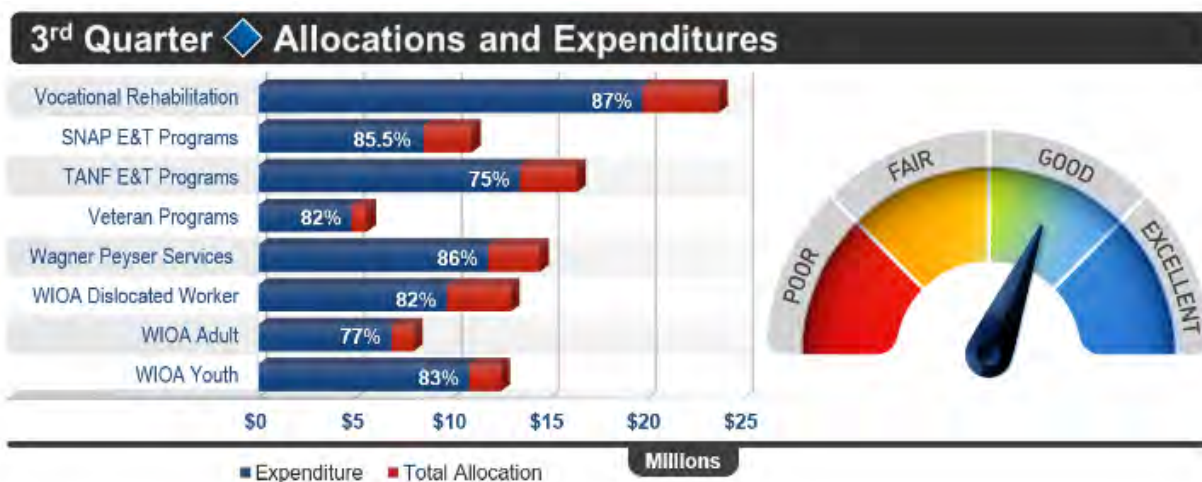


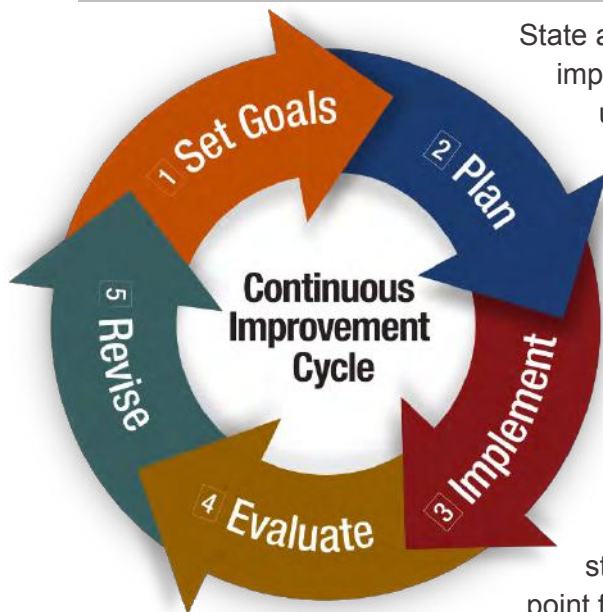
FIGURE 4 ♦ *Workforce Development Boards use data to plan and make strategic decisions on economic expansion and training needs within a sector or throughout their community. An easy way to communicate data is through visuals, such as a dashboard. The dashboard above depicts and rates the overall health of all funding streams by reviewing the total allocations and expenditure levels.*

WDBs use data to drive strategic planning and operational efficiency; data-driven decisions can ensure that workforce, educational, and economic development strategies are based on accurate assessments of regional labor markets and can inform improvements to customer experiences. State and Local WDBs can work together to maintain a data collection system and conduct analyses to identify business needs for talent. It's also critical to understand which industries and occupations anticipate growth or transitions and determine to what extent the talent pool meets business requirements. The one-stop system and partner agencies have

program performance measures that evaluate the success of programs individually, as well as those delivered on an integrated basis. These measures provide an initial and common understanding for national performance results. As an optimizer, the WDBs role is to determine the most appropriate measures that allow for transformational and sustainable change for your state and regions, including ways to position and attract additional investments into the workforce system and community, being aware that no single organization has the resources to solve all issues for all industries. WDBs may leverage public investment with commitments from industry, labor, public and community partners to implement new ideas and strategies.

Economic development and numerous demography partners, such as the Bureau of Labor Statistics, Census Bureau and many others, can be very helpful in data collection and analysis of workforce indicators. They often have staff expertise and software that can produce reports on key issues such as educational attainment, income, and worker migration, and commuting patterns. In some regions, WDBs and economic development organizations jointly fund the software and share usage. This allows WDBs to base decisions about talent development approaches on current and sophisticated analyses. Timely and accurate workforce intelligence provides the critical information necessary for periodic assessment of the public workforce system and should serve as a basis for the State's continuous improvement program.

Optimizing Systems: Motivating staff to constantly seek ways to improve performance



State and Local WDBs, recognizing the critical role continuous improvement plays in the transformation of the system under WIOA, promote its application throughout the workforce system, and infuse this concept in internal operations and the culture of the State's workforce system at large.

Continuous improvement requires the board to consider the "big picture" view of what is happening in the State's system currently and what should be done to achieve the commitments outlined in the State Plan. The process of developing the State Plan allows WDBs to assess the overall effectiveness of the workforce investment system in relation to its strategic vision and goals. Writing the plan is the starting point for setting system wide goals for continuous

improvement. The State Plan formally advises the system and the public of these goals, and the modification required at the end of two years reports to the public on how the State achieved these goals. In responding to the priorities set out under WIOA, States can target business engagement, alignment of services, and services to individuals with barriers.

Continuous improvement typically involves the following: (1) articulating specific goals, including meeting federal common measures; State goals; and Board-driven performance measures

based on local goals, (2) developing a plan, with defined roles, actions, and timelines (3) implementing the goals defined in the plan, (4) evaluating how the system is doing in achieving the identified goals, and (5) developing a revised plan, based upon the evaluation; the process continues with the revised plan, repeating steps one through five.

Continuous improvement of the local system is driven by internal data, coming from within the system itself. Measures of program inputs, outcomes such as skill attainment and completion rates, customer awareness and satisfaction measures, and market penetration can all contribute to the Board's knowledge of how effective the system is and where improvements might be made. The Board may also monitor cost and efficiency measures that address goals for using resources in a cost-efficient and cost-effective way, including allocation of staff resources. Boards may also consider equity of access measures that address goals for serving relevant customer subpopulations, such as minority groups, veterans, individuals with disabilities, older workers, or particular types of businesses.

The Board should place a strong emphasis on data-driven decisions and encourage staff to learn about and employ proven measurement and improvement systems such as dashboards or scorecards.

The Board can play a key role in making performance improvement an important part of the WDB's culture by encouraging discussion, asking about key improvements and outcomes, and stressing the importance of communication up and down the organization on these issues. Staff members at all levels of the organization should understand key performance indicators and how their individual contribution plays a role in achieving performance.

IN SUMMARY

Under the legislation and regulations, WDBs have a tremendous opportunity to move toward excellence and innovation while bearing in mind the required functions of State and Local WDBs. Strong boards manage all four roles: Strategist, Convener, Manager, and Optimizer, by creating a culture where members trust and challenge one another and engage directly with senior managers on critical issues. Keep in mind, there are many roles and functions that the board plays, and many of the day-to-day functions are not necessarily addressed in this guidance.

Interested in What High-Impact Boards Do?
Learn more in the [Strategic Boards Toolkit](#) and [High Impact Boards](#) resources.

Envision Your Board Role



This guidance is designed to help you and your Board think deeply about your roles and take a new look at the important work you do to build tomorrow's talent today. We welcome your feedback.

Inquiries

Questions regarding this guidance should be directed to your State and/or Local Board staff or you may contact your Employment and Training Administration [regional office](#) for any inquiries or feedback.

RESOURCES

- ◆ [Workforce Innovation and Opportunity Act of 2014](#) – Access to WIOA Law of 2014
- ◆ [Federal Register](#) – Access to the Preamble and Final Rules of WIOA
- ◆ [ETA Advisories](#) – Access to the most current Training & Employment Guidance Letters and Notices, along with Unemployment Insurance Program Letters
- ◆ [WorkforceGPS](#) - An interactive online communication and learning technical assistance platform designed to communicate with and build the capacity of the public workforce investment system
- ◆ [WorkforceGPS - Innovation and Opportunity Network \(ION\)](#) - Designed to help you find the resources you need to successfully implement the vision of the Workforce Innovation and Opportunity Act (WIOA)
- ◆ [ION -WIOA Focus Areas](#) - Quickly find all the latest WIOA Implementation Training Resources in 11 focus areas, as identified by ETA
- ◆ [Quick Start Action Plan \(QSAP\)](#) - Self-assessments that help organizations look for ways to transform the system by identifying areas of strength and challenge
- ◆ [Strategic Boards Toolkit](#) - This toolkit is intended to assist WDBs in becoming more strategic and effective and equip them with the knowledge and tools needed to become key players in growing and sustaining regional economies.
- ◆ [Career Pathways Toolkit](#) - To create a career pathways system that works effectively for program participants and employers, many organizations, agencies, and businesses work together to align their systems and services in pursuit of a shared mission.

Appendix: Specific Functions of the Board

State Workforce Development Board *(20 CFR 679.130)*

- ◆ Development and implementation of a comprehensive 4-year Unified or Combined State Plan
- ◆ Review of statewide policies, programs, performance measures, and recommendations on actions to align workforce development programs and services and support a streamlined one-stop delivery system
- ◆ Identification and dissemination of promising practices for programs, partners, and systems
- ◆ Development of objective criteria and procedures for the Local WDBs to use in evaluating the effectiveness, physical and programmatic accessibility, and continuous improvement of American Job Centers.
- ◆ Establishment of guidance for the implementation and continuous improvement of the workforce development system. For example:
 - developing career pathways within industries and sectors
 - defining sector partnerships identifying regions and local areas
 - engaging and understanding business needs
 - identification and removal of system barriers for customers
 - improving outreach and customer access
 - addressing coordination and alignment of partners, stakeholders, state and local areas
 - providing technical assistance
 - developing a shared case management information system
- ◆ Improvement in access and quality of services for all one-stop programs and customers using technology such as:
 - common intake
 - data collection
 - case management information
 - report processes
- ◆ Development of allocation formulas for the distribution of funds to local areas
- ◆ Development of statewide workforce and labor market information systems
- ◆ Streamline and align the workforce development programs and services through review and analysis of statewide policies, programs, and recommendations.

Local Workforce Development Board *(20 CFR 679.370)*

- ◆ Conduct research and regional labor market analysis that will help to define and guide the board's vision and objectives
- ◆ Develop a 4-year local/regional plan and annual reports
- ◆ Promote and advance the State Board Strategic Plan and/or Regional/Local Plans with Chief Elected Officials, businesses, labor and community representatives. Be an ambassador for the workforce development system
- ◆ Negotiate and agree upon local performance indicators with the CLEO and the Governor.
- ◆ Negotiate with chief elected official(s) and required One-Stop partners on the methods for funding One-Stop infrastructure costs
- ◆ Lead efforts to engage with a diverse range of employers and other entities in the region to meet the demands of business and the vision of WIOA
- ◆ Implement and leverage support for workforce activities by convening local workforce development stakeholders and expertise in committees or summits
- ◆ Develop and implement sector strategy and career pathway models, in partnership with business and education partners and programs
- ◆ Conduct oversight of WIOA formula programs and entire one-stop delivery system in the local area. This includes the appropriate use and management of funds to maximize performance outcomes.
- ◆ Certify all American Job Centers in the local area
- ◆ Select and evaluate providers: Youth services, education and training services, One-stop operators, etc.)
- ◆ Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system
- ◆ Promote and share proven promising practices and strategies for meeting the needs of business, workers, and job seekers