**Workforce 3One**

**Transcript of Webinar**

**ACT NOW Series:**

**Governance, Leadership and Building a Strategic Board**

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BRIAN KEATING: Welcome to the "Act Now Series: Governance, Leadership, and Building A Strategic Board." Again, let us know if you need anything and feel free to ask questions or make comments using that chat window at any time today.

In the meantime I'm going to turn things over to Joseph Barela, senior advisor with the Employment and Training Administration, U.S. Department of Labor. Joseph, take it away.

JOE BARELA: Good afternoon, everyone, and thank you for joining us for in yet another one of our series under the ION – Innovation and Opportunity Network – in our Act Now series. I think you're very familiar with the Employment and Training Administration's commitment and intent to make sure that the system has adequate program operating guidance as well as technical assistance to help you in the field implement the WIOA.

Today we're going to talk about governance, leadership, and building a strategic board. Implementing WIOA requires effective leadership and the support of partners in the public and private sectors. Board leaders are working with WIOA stakeholders to implement strategies that align programs and provide high-quality service to employers and the workforce.

During this session we will consider how state and local leaders and can attain program alignment, strengthen operations, and support career pathways, talent development, and sector strategies – what we're calling talent development strategies. Today we'll give a federal perspective on strategic boards; we'll look at governance leadership – we have assembled a very knowledgeable panel that will share their experiences with us at the state and local level; we'll have an opportunity to ask them some questions; and we'll give you an opportunity to ask questions of us and the panel members.

Then we'll talk a little bit about upcoming TA and make sure that people are familiar with the Innovation and Opportunity Network, where you can access basically all things WIOA.

We want to remind people that if you have partners, stakeholders that weren't able to join us on today's live webinar this will be archived in the ION within probably three business days so people can look – listen to the archived webinar and presentation at that time.

Today with me in the office we do have Kathy Tran. Kathy is the deputy administrator with the Employment and Training Administration. She'll go over probably more of what at the federal level and regional office level ETA's doing to support governance, leadership, partnership development for you, and then we'll turn it over to the panel.

But first we'd like to share with you a collection of videos that we've gathered over the spring and early summer of some people in the field that are looking and dealing with the question of strategic governance, leadership, and building strategic board. So if we could roll that video now, please?

MR. KEATING: (Video instructions.)

(Audio break while video plays.)

MR. BARELA: OK. Thank you for watching that. I also want to thank our video panelists who took the time to sit with our cameras and tell us their stories.

I'm going to turn the conference over to Kathy Tran. Kathy?

KATHY TRAN: Great. Thank you so much, Joe. It's a pleasure to be with everybody today on a hot July afternoon, at least hot in D.C.

I thought that video hit on a lot of really key topics around the strategic responsibilities that boards have, both under WIA and how they've been strengthened under WIOA, being really business-led and engaging other businesses; making decisions using data; and identifying and figuring out what are the regions and how to build those partnerships across the regions.

Voices of Experience is a technical assistance initiative that we've launched in the past several weeks where we've gone out, try to identify and capture voices of experience from the state, local and regional levels, and practitioners who are really kind of at the forefront of implementing the WIOA vision.

And we're sharing those voices with you through the Innovation Opportunity Network and we have a couple of good ones we've previewed in previous Act Now Series webinars. So I hope that you have a chance to go onto the ION and check them out.

And also, it's just great that David was with us on the video and is also with us in person, virtually, here today. So that's awesome.

Kind of under WIOA, the vision for governance and leadership can be really simply captured into two points, system builders and regional backbones. We really think those are the two key pieces that state and local boards play; clearly also in making sure that programs are well-administered and managed at both levels, but kind of the strategic roles in terms of being system builders and regional backbones.

Making sure that policies and programs are aligned so that services that our customers across all of our programs – or shared customers – that those services are integrated. This is done through the planning process both at the state and local levels on shared governance and the strategic roles we spoke about a little bit earlier and we've heard about through the video, where boards are conveners, really out there engaging businesses, being at the forefront of career pathways and sector strategies.

Boards as the backbone of talent development strategies are really just making sure that we are meeting the needs of our regional employers; being key players in economic and community development.

You know, I hope you've had a chance already to review the materials that we've had around governance, both the operating guidance that we've issued – TEGL 27-14, which was around the implementation of governance provisions in WIOA. We issued that in mid-April.

We also have a fact sheet on our technical assistance website around governance and leadership key provisions in the law. And we've also had a quickstart action planner, which is a self-assessment tool that you can take by yourself or as a team at the state and local level just to kind of see how you are in both implementing the various provisions around state leadership and governance and also local leadership and governance.

So doing that self-assessment and then having the follow-on conversations with your team to make sure that everybody – you know, what is everybody's idea around where we are and how we can move forward with the implementation.

The key functions for state and local boards can be found both in our operating guidance and also in our fact sheet. Just a quick highlight of some of the different changes under WIOA that affect both state and local boards.

The size of the boards have been reduced, and there is some streamlining of state and local board membership. The One-Stop programs don't all have to be represented on the board; however, we do maintain that they are key partners in service delivery and should be engaged in the conversation and the big vision, thinking, and planning that's happening at the state and local levels.

Boards still have a business majority and play key leadership roles, focusing on the in-demand industries. Vocational rehabilitation, adult education, registered apprenticeship all have required members at the local level.

There's enhanced local control over the mix of services – adding non-core partners – the ability to add non-core partners and the ability to really do some of that partnership. And then clearly there's more flexibility in terms of the services that are being offered at the One-Stop.

So I hope that you are able to check out those resources I spoke about earlier that really give the details behind the changes in WIOA.

In general I think that boards really have a chance to be strategic. There's some key strategic opportunities and responsibilities under WIOA, and we're really working hard to help state and local boards be able to embrace those strategic opportunities and also continue on with the programmatic and administrative goals as well.

So I think the next couple of slides give you the links to where the operating guidance is for the governance and board responsibilities, as well as the quickstart action planners, which are the tools I referenced earlier and I hope you have a chance to check them out. Joe?

MR. BARELA: Thanks, Kathy. And I hope you do have an opportunity to visit those links because there's a lot more available that just helps states and local areas as you're looking at this governance and strategic board issue.

At this time we are going to get into the beef of the webinar today and really look at the panelists and get their comments and observations on what they've been doing out in the field as they transition from WIA to WIOA. So I am going to do introductions of our panelists.

We have three professional practitioners with us. First we have David Hollars. David is the executive director of the Centralina Workforce Development Board. In his role he provides the expertise and resources to support the work of the board, partnering with economic development, education, and business; creating innovative strategies to serve jobseekers and employers and investing in the future of the community. David's work with the board affects economic development, workforce development, education, and quality of life. He works closely with the board's management team and policymakers throughout the region to help shape future workforce development plans and also to help maximize their contribution to the region.

David is a native of North Carolina, a 35-year veteran of workforce development, and an active member of his community. David has served as the executive director of the Centralina Workforce Development Board since 1990. David has consistently earned recognition by peers and community leaders.

Next we have Bethany Brinly. Bethany is the deputy secretary of the Kentucky Education and Workforce Development Cabinet. Louisville native Beth Brinly was recently appointed deputy secretary of the education and workforce development cabinet by Governor Steve Beshear. Prior to the appointment, she served as commissioner of Kentucky's Department of Workforce Investment. In her role as workforce investment commissioner, Brinly spent four years overseeing the implementation of the Kentucky Career Center re-branding, including programs such as work ready communities, industry partnerships, high-impact workforce investment boards, sector strategies, and Kentucky Skills Network.

Prior to becoming commissioner Brinly was chief of the Division of Workforce Investment in the Employment and Training Adminstration in the regional office of the U.S. Department of Labor in Philadelphia for more than five years. Brinly has also served in the regional office of the U.S. Department of Education for seven years in several positions, including education program specialist and staff assistant.

Our third panelist is Kristina Payne, executive director of Lane Workforce Partnership. Kristina became the executive director of Lane Workforce Partnership, the local workforce investment board for Lane County, Oregon, in January 2014. Prior to becoming the executive director, Kristina designed, implemented, and managed the workforce delivery system for Lane Workforce Partnership for over 13 years. In recognition of her knowledge and expertise in workforce development Kristina has served in an advisory capacity on both state and national workforce development boards.

I give a very hearty welcome to David, Beth, and Kristina. Thank you for joining us here today. They should be coming up on your screen. Welcome, David, Beth, and Kristina. (Pause.)

MR. KEATING: All right. Sorry about that. Beth, if you could just restart your webcam there, on the left-hand side of your screen.

MR. BARELA: There you go. Welcome, Beth.

To get us started this afternoon I want to ask – and I'll ask the three of you this first question – but David, how do you see WIOA impacting what state and local boards will be doing?

DAVID HOLLARS: I think WIOA is a great opportunity for local boards to again ramp up what they've already been doing – being leaders for dealing with big issues in workforce and talent development within a particular labor force area.

I know in the Centralina workforce development work we took some of the initiatives under WIA and are really ramping it up under WIOA again to be that leader for talent development – working with our chambers of commerce, our community colleges, vocational rehabilitation, all the partners in the community to make sure that employers' needs are met.

Again, we've got the resources. The key thing is how do we keep all that involved and make sure that our employers and our career seekers see us as one system under the workforce brand.

MR. BARELA: Thank you, David. Beth, I'm going to ask you the same question. How do you see WIOA impacting what state and local boards will be doing or are doing?

BETH BRINLY: Thanks. It's great to be with everybody today.

We're thrilled about what WIOA does as far as our state and local boards because I think it really reinforces the direction that the commonwealth has been moving towards, which is really being a customer-centric system, meeting the needs of our business customers and our individual customers in a very effective and cohesive way; really taking all of the, what I would say, back office work and putting it truly in the back office and making the system simple and user-friendly with significant return on investment through partnership among our state and local partners, community partners across the commonwealth.

MR. BARELA: Thank you. We'll hear more of that in a big, I bet.

Kristina, the same question. How do you see WIOA impacting what states and local boards will be doing?

KRISTINA PAYNE: You know, we're looking at this legislation as an opportunity for us to expand a lot of our local initiatives, such as our sector strategy work that we've been doing and our on-the-job training programs.

We've had a lot of success in the areas of sector work. In fact, we recently launched a Lane County sector strategies team made up of 50 business leaders throughout our county, and identified through labor market data that we wanted to focus on the tech sector. As a result of that we have a tech collaborative of over 80 companies in our community, and we have had some huge wins with the tech collaborative.

Some of the things they wanted were things like nonstop flights from Eugene to San Jose; we've been able to land that. Other things were the business-driven curriculum, and we're working on that. High-speed internet in our downtown corridor was a need and we've already launched a pilot and brought that into the downtown.

So for us this is just reinforcing that type of work. And as a matter of fact, Fast Company just named Eugene in the top 10 yesterday for emerging tech companies. (Pause.) So we're having problems with my webcam, so you can't tell that I've stopped talking.

MR. BARELA: OK, Kristina. Thank you. I think that was very insightful to the question and also brings to light how broad the scope of work the investments have with WIOA. It leads right into my next question, so I'm going to ask it of you as well.

How we do listen to business and also meet all the WIOA requirements when those are not always in sync?

MS. PAYNE: You know, I think sometimes we get – yes, we need to manage all the regulatory requirements, and that's our job and those are things that we have to be respectful of.

But when we're working with businesses we don't need to put all that jargon in front of them. I think we tend to get a little caught up in those things. There's a lot that we can do with businesses in meeting their needs. We need to manage those expectations. We need to be clear on what we can do and how we can do those things.

And we're an investment board, so even though it's innovation now, but I think through innovative investment there are ways and community partners that we can work with and make sure the money is where and with the organizations that can have the best impact in working with businesses.

MR. BARELA: Thank you. Beth, would you like to take the question? How do we listen to business and also meet all the WIOA requirements when those are not always in sync?

MS. BRINLY: To be perfectly honest, I think much of it truly is in sync. And what our role is, and especially as a strategic board, whether at the state level or at the local level, is to be the connector on those things that we can't personally use the resources of the workforce system to support.

So if there's a need of the business community that comes up through a sector partnership or through our career pathway work, it's our responsibility to be able to be that connector to where those resources or opportunities for collaboration with our education and economic development partners and other community partners can fill the gap.

MR. BARELA: Thank you. David, how do you in Centralina (sic) meet the needs of business while trying to follow the letter of the law?

MR. HOLLARS: Well, I'll tell you first it's Centralina. But that's all right.

In our region we're very much involved with employers and listen to their needs. I think when you talk about worrying about performance standards and WIOA, we know their board, like Kristina said; we will follow them. But if we do everything that we can to meet the needs of employers, listen to what their talent needs are, find the solutions, we won't have to worry about performance standards because we will be making that connection and getting people into employment and satisfying the needs of employers.

It is a key driver. Workforce has become such an integral part of economic development, not only in our region but throughout the country. It's the number one thing economic development looks for as far as technically qualified skilled talent when they're looking – business locating to an area or expanding in an area. So it's our job to meet that need.

And if we do that successfully we will meet every performance standard or measure that's put out either by WIOA or through the state or anyone. Again, getting the right people, the right talent to employers when they need it with the skills they need and making sure that they stay employed, that's our role. As long as we do that, everything else will be satisfied as far as performance measures.

MR. BARELA: Excellent. Thank you.

Beth, this question is for you. How do we communicate with partners – for example, chambers of commerce – that things may be different now?

MS. BRINLY: We've been working on that strategy for a while with the Kentucky Workforce Investment Board and our local workforce board partners. Part of the effort has been to undertake a new brand. We're now known as the Kentucky Career Center System in the commonwealth.

What we have done with a lot of our efforts has been to actually have the Kentucky chamber and local chamber, our Kentucky advanced manufacturing association, and those business-related partnerships both at the state and the regional level actually be the conveners of the conversations to talk about how the system is different and what the opportunities are through WIOA in regard to what we can do for incumbent workers, what we do for work-based learning, what we do around apprenticeship and those sort of things.

So it really is about going to those entities that are the trusted sources of the business community and let them organize that and then let us tell our story through those entities.

MR. BARELA: Thank you. Kristina, how are you communicating to your businesses or your partners that WIOA is different than WIA?

MS. PAYNE: Sure. The way we've been talking about is that we're looking for – we want a smaller board with a greater impact, is what we've been talking about.

You know, we kind of get caught up in the size of our board under WIOA and we pretend to think, then, that everybody's at the table. And the way we're going to be working is that it'll be a smaller board with the expectations that the people on the board will be champions for our initiatives and they'll be connecting with other in the community and bringing them to the table.

So you don't have to be a board member to have an impact on our workforce initiative and to partner with us. We're definitely looking to our board members to really be champions for our initiatives.

MR. BARELA: David, would you like to answer that for Centralina?

MR. HOLLARS: Sure. Thank you. That's exactly the same thing that Beth mentioned.

In North Carolina we've taken under the re-branding of what we call NCWorks. That's a brand we're applying to a lot of our different initiatives, whether it's our career centers or working with career pathways or working with apprenticeship; works with a lot of different services under a larger NCWorks umbrella, which includes not only workforce boards but community colleges and other organizations – apprenticeship, veterans' services, to keep that as a brand so that people see that it's one entity.

Now as far as communicating the change, part of it has been to restructure our NCWorks career centers. The one I'm sitting in today is actually in a renovated facility. It doesn't look like a typical government office. It's very open, very much available and welcoming for the career seekers and employers. That's part of change to that image, from what was something called the unemployment office. We've been trying to get away from that.

In North Carolina the old employment security commission merged with commerce two years ago, so we kind of put that to rest. Unemployment insurance is not done through our centers. So we've gotten a focus on career centers. That's pair of an image and brand change that we're doing in the Centralina region and in North Carolina, and making sure that our chambers and economic development know that we are a valued partner.

We've been working for many years on things; whether it's recruitment for companies to our area, whether it's working with them on providing information, labor market data; meeting current talent needs; developing job fairs with them currently. Those are the type of things we'll continue to do.

So I think they've understood what the workforce board has done, so they'll learn more about how we're changing our NCWorks and our NCWorks career center brand to be much more friendly towards that employer and career seeker.

MR. BARELA: Thanks, David. I'm going to turn a question to our local board executive directors, so Kristina and then David. Can you tell us with how you've dealt with reconstituting your WIA board to be WIOA-compliant and the steps you've taken, and if you are compliant today or plan to be soon?

MS. PAYNE: Sure. I think that goes back to how I answered the previous question as well.

We've followed the guidance and reconstituted the board so that we have a smaller board with a greater impact, is what we've talked about. And it did mean that some of our business partners or community-based organizations might not have a seat on the board.

But what we have re-emphasized over and over is that we are going to continue to work with these organizations, just in different ways. And I think that's gone rather smoothly, and it's because we've built up trusting relationships over the years. We have programs and projects that we work on together. So actions speak louder than words, as there are just a number of different projects that we have boots on the ground, implemented, invested in.

And so with those kind of relationships and trust in place it really wasn't difficult to downsize our board and come up – put it together in alignment with WIOA regulations.

MR. BARELA: Great, Kristina. Thanks for sharing that. David, how about you? How have you reconstituted your WIA board into a WIOA board?

MR. HOLLARS: Well, it's interesting. Kristina talked about going from a large board. Since 1983 we've had a 23-member board, both under JTPA, WIA, and we were looking to continue the same size of the board under WIOA.

We looked at the guidelines; we are adding one more member so we will have 24 members, and that is an adult education and literacy representative. We have transitioned that very successfully. We've already had vocational rehabilitation on our workforce board since 1983; social services since that time. We've had a lot – the groups that were already mandated under WIOA on our board for many years, so it's not a stretch for us. Adult ed and literacy, we worked with them before but not had them as a voice on our board, so we've glad to have that on there. We're very glad to have higher education and those representatives.

As I mentioned to Brian when we were planning this, one thing that puzzled me with WIOA in looking at the boards, they do not require a K-12 representative on the board; which is puzzling to me since career pathways is spoken to so clearly in WIOA legislation and law that you really need to have that K-12 representative on the board. We have continued to have a representative of our local school system on the board, someone who's very active and very involved with career academies and partnerships for career pathways. So we thought that that was important to have on there.

So moving that transition, we've got a couple appointments we made for our local county commissioners first of August, and by the second week of August we should be fully compliant with all WIOA legislation. So it's not been too much of a stretch for us. It's mainly dealing with a lot of retirements from our board, folks who have been on our board for several years. We've got new leadership and new vision and new direction under WIOA, so we've looking forward to it.

MR. BARELA: Thank you, David. Beth, how about your experience at the state? Would you like to share how you've worked with reconstituting your WIA state board to a WIOA state board.

MS. BRINLY: Absolutely. And the thing that we were most excited about under WIOA when it comes to our state and local boards is that the vast majority of members on the boards now are our customers. With the 51 percent business and industry and 20 percent workforce representatives, that 71 percent of the board is really our customers who should be driving some of the strategic investments and support.

What's been difficult is losing a lot of good partners and some of our partner agencies who have been on the board at the cabinet level, are no longer there just based on doing all the math. But we have a significant – probably almost two-thirds of our board is being composed of new members. We maintained our size.

We could go down to 39; we kept it at 42 so that we could keep some of our education partners, just like David's alluded to on the local level. Our Kentucky department of education we thought was a critical partner with us, and so we didn't want to lose them and some others.

So I think that the whole customer-centric side of the board has been an exciting challenge for us. Our board has been appointed. The governor appointed the board right before July 1st. We're having our orientation of our new board members tomorrow and their first state board meeting will be actually in August.

It's been a pretty smooth process. I think the effort really came for us in trying to identify the right workforce representative to serve on the board to make sure that we were representing the interest of our individual customers and the unique needs of some of our targeted populations. But otherwise I think it's gone really smoothly.

MR. BARELA: Excellent. Beth, I'm going to follow up with a question on funding of your board.

And before I do that, I want to remind people that are listening to the webinar today you can always type in a question in your chat feature at any time, and we'll try to get to those questions when we're done with the questions that we're posing to the panelists at this point. So just a reminder, if you have a question that pops up at any time, go ahead and put it in the chat function and we'll try to get to all those if possible today.

Beth, going into – can you tell us a little bit of how you fund the operations of your board?

MS. BRINLY: The state workforce investment board is administratively attached to the Education and Workforce Development Cabinet in the Office of the Secretary. The financial support comes through the Department of Workforce Investment, which is composed of our office of employment and training, the office for the blind and office of vocational rehabilitation, which represents three of the four core partners.

The primary resources to support the board do come out of Title I funding, but there are efforts and initiatives that the board undertakes that impacts not only the funding streams that are in the department, but also our board oversees the Perkins leadership money that's available, and we do collaborative efforts with adult education, our community college system and universities.

So the board's had a very partnership-minded strategic resource alignment agenda since about 2010 and has been pretty aggressive about it and intends to move forward in that tone as well going forward.

MR. BARELA: Great. So would it be fair to say that Title I is resourcing the majority of the cost of the board but you are getting your partners and co-partners to help fund that operation?

MS. BRINLY: It's actually carrying out what's called the Work Smart Kentucky Strategic Plan, which is far more important to the board about how those activities are carried out. Title I does bear the brunt of the cost for the support of the board, but the implementation of the Work Smart Kentucky plan is really a funding effort by all of the partners from the – (inaudible) – postsecondary education, to our community college partners, to our adult ed partners, to our K-12 partners, to the department of workforce investment.

So that's probably more their focus for resource alignment is in carrying out the workforce board's strategic plan.

MR. BARELA: Great. Thank you. David and Kristina, would you like to share a little bit of how your local boards are resourced?

MR. HOLLARS: I'll let Kristina go ahead and go first.

MS. PAYNE: Well, our primary resources are from the Workforce Investment Act, adult dislocated worker, and youth funding. We also have some foundation funds. We have a project that we do with AARP. That's a training program for individuals aged 50-plus. We've done that in partnership with a group of banks and credit unions and developed training specific for those companies. The individuals then go through training and are placed with them.

And then we also have state funds, general funds that have matched our on-the-job training dollars and have assisted us in launching our sector initiatives as well.

MR. HOLLARS: From the Centralina Workforce Development Board, our primary funding is through Workforce Innovation Opportunity Act. But we do have opportunities since we're 501(c)(3) nonprofit to leverage foundation funds, as Kristina mentioned.

We also have established our allied health regional skills partnership, which has been in business since 2007. Now it's a membership-driven organization we're members of both from the education, community organizations, and definitely from employers are now paying in annual dues to keep that organization running, which – (inaudible) – to really influence a lot of things in the allied health sector in our region in making sure that we have the talented folks out there.

We're always on the lookout for additional resources. We've leveraged funding from the North Carolina Department of Commerce for our incumbent worker program and also for specialized OJT as needed. But again, we're looking where the need is, and if we can't deliver it ourselves, we're going to have to coordinate and find the resource within our community to make that happen.

I think that's the key role of local workforce development boards. We don't have to be the funders of everything, but we can be the convener and bringing the folks together and coming up with a solution. And whether it's employer or another type of community organization that has an issue, they want to see the workforce system working together. I think there's enough credit to go around and enough resources that we can make that happen.

But it's the local workforce board's job to make that happen and, again, to be the good listener, convener, facilitator, and then follow up to make sure the solution is delivered to the satisfaction of that individual.

MR. BARELA: Excellent. Thank you, David.

Beth, I'm going to ask the next question to you. How does WIOA offer new opportunities to address the challenges of individuals with barriers to employment, including person with disabilities, public assistance recipients, and the re-entry population?

MS. BRINLY: Well, I think it just strengthens the partnership opportunities that are available there. For example, in Title IV it speaks directly to youth transition activities and placing youth in a competitive, integrated employment opportunity.

So for us, that reinforced the work that we've been doing both at the state and regional level in regard to our Kentucky Skills Network, which is a business service strategy that is a cohesive brand that represents our economic development folks, our workforce development folks, our community college folks, and our labor cabinet folks both at the state and local level that are working directly with businesses to create a solution. That's a perfect example of that effort.

Another would be the work that we're doing in regard to our sector strategies and the idea that we're creating multiple pathways in order to move targeted populations into sectors and career pathways to pay a family-sustaining wage.

So it reinforced our Accelerate Opportunity Kentucky initiative, which is an effort to do integrated basic skills development at the same time as technical skills through a partnership between adult education, the community college, and the workforce system where there's supplemental instruction and team teaching going on in the classroom between the adult ed provider and the community college person with a success coach and a career coach that are provided through the community college environment and the workforce system that are really dedicated to the success of those individuals who are struggling and need a certain set of supports to get over the hurdle of what I call confidence that they can be successful in the education environment.

And so we're seeing great results from initiatives like that. A lot of our success in regards to re-entry has been about moving our career center services into the prison community and really focusing on re-entry plans as folks are moving to move out of the prison system. So a lot of that particular effort in the commonwealth is taking a look also at doing some specific Title projects around that.

We're partnering on our work-based learning strategy, which is important, across all of the titles. So what we're looking at is actually creating a state-level work-based learning support structure for our employer community with regional structure as well. That effort (is ?) to keep us focused on making the system simple for our individual and employer customers, and making sure that the standards for work-based learning are the same whether it's what's being offered through the career and technical education system or whether that work-based opportunity is being made available through one of our Title I subcontractors or whether it's through our Title IV transition activities with youth.

I just think that there are a lot of great opportunities to remove targeted population labels and really integrate folks through sector strategies and career pathways and make sure that we're creating the talent pipeline the employer community needs to stay and grow and to attract companies into Kentucky as well.

MR. BARELA: Thank you. Kristina, would you like to take the same question but at the local level? How is your board looking at how WIOA is offering new opportunities to address the challenges of individuals with barriers to employment?

MS. PAYNE: Sure. And I'll also talk about –when we talked about board size, I should kind of circle back.

We started, our board and the WIA, with 32 members and it'll be 24, so that puts it in the perspective for people. There was a time that we had a 50-member board, but that was years ago. So we've been working on a more manageable size for years, so when I say more manageable, that puts it in a perspective to give those numbers.

When we talk about serving special populations, again I go back to having champions on the board. We have voc rehab on the board; they've been on our board for a number of years. We have a low-income housing program; United Way; other community-based organizations. We will be looking to them as champions and working with individuals with barriers and making sure that we're a partner.

I really appreciate what David had to say about it's not always about our funds, but the fact that we bring people together and we lead those conversations and we make those connections and can bridge the resources or identify what resources we can bring into the community to address those issues, I think as boards that we're charged with that type of leadership; that we can be that backbone organization that can support and bring together different community-based organizations and assist them in identifying how to self-address the issues that are being met by people in our community.

MR. BARELA: Thank you, Kristina. David, would you like to answer that or we can move on?

MR. HOLLARS: Sure. I'll be glad to answer that.

I don't like the term "special population" because I think every individual is special; every individual on this earth has certain talents and skills. It's the job of our career centers and staff to find out what those talents and skills are and match them to what employers need right now.

But we've made the effort to again, as Kristina pointed out, we've got representatives from VR and social services and other organizations on our board. But the key thing is how do we make sure we're making that impact on the local level. Are those individuals, those agencies that represent those "special population," are they involved with your management teams at your local career center?

Are they involved in bringing individuals to the center? Are they aware of all their staff? Are every one of their staff members aware of all the services that are available to their customers? How do we make sure that that bridge goes well and that you have that connection?

And in our region we've developed a localized career assessment tool called Centronic Career Headlight, and it's been very successful in exposing individuals who are Work First clients of social services, vocational rehabilitation clients, other groups who may not always come in the career center to opportunities for career pathways and what we've got.

And again, it talks about what we have available in our region and also gives a quick, easy assessment to find out where their needs are, and we can then start directing them towards services in our career centers. So I think it's evolved not only from the board level but making sure it's done at the local individual county level or within your career center. That outreach and those individuals need to be as familiar with the career center staff and they are with their own staff and their own organization, and realize those resources are there to help get their customers, their talent back into the labor force and available for employers who need that right now.

45:03

MR. BARELA: Thank you, David. Kristina, I'm going to go back to you with a question in regards to standing committees that WIOA allows or mentions. How have you dealt with standing committees on your board?

MS. PAYNE: So we are at the place where we're going to be bringing our board together, bringing a consultant to do some strategic planning with us. And as we move through our goals and our strategies, we will be building from that what – the types of standing committees that we want to have in place, utilizing our business for champions around these initiatives.

And so really building off a model that we started under WIA last year around one of the initiatives that we wanted to do is become a work-ready community, as identified by ACT. And we created a standing committee around that.

And we have been certified through the utilization of the National Career Readiness certificate as a work-ready community. We're the largest county in Oregon to become a work-ready community and so we know that that model works in moving things forward.

And not having just a committee that is constantly in place that's meeting, but to give our board members something to do, something that they can focus on and see that there is – there are goals, there are achievements to be addressed and things that they want to benchmark that they want to hit. And let them see it through to success.

MR. BARELA: Thank you. David?

MR. HOLLARS: Well, I'm just trying to think about what the – again, kind of the things that you were looking for in that question.

MR. BARELA: In deciding how moving forward under WIOA your board will address the mention of standing committees.

MR. HOLLARS: Yeah. And we kind of tackled that under WIA too. We've rewritten our bylaws and they're going to be approved next month. We will have only two standing committees – our executive committee, which consists of our chair, a vice-chair; and then also we will have what we will now be calling our next gen council.

We've moved from kind of the youth council to – and actually, we (ran ?) our youth and adult services under WIA as next gen, or the next generation of talent. So we're looking at that again to be a talent supply for our employers for the future.

Our board moved a couple of years ago to the idea of using focus teams whenever there was a key thing. I think Kristina mentioned about work-ready communities. We've done similar things – (audio break) – that. We've done that for things that deal with measurement.

So we try to have those as quick focus teams that really are going to be dealing with a certain issue; they've got a limited amount of time to deal with that. They bring in both board members and non-board members and have that taken care of.

Again, that was what our private sector business leaders on the board said we do need to have. They said we don't need to have committees just for the sake of having committees, but we need to have them to work with whatever comes up, whether it's through legislation, through changes in the economy, through changes with the mandate by the state. We need to be able to move quickly, develop focus teams, deal with the issue, solve it, move on, disband.

MR. BARELA: Thank you, David. I think there's some good opportunity there to look at how we're responsive to our businesses and our jobseekers as boards realign to address the standing committees.

We are going to take one more question to all three panelists that we have in the office. And then we are going to open up questions to our webinar participants. So if you haven't typed in your question, we encourage you to do so and we'll spend some time taking some questions from the field.

So the final question is – and I'll ask Beth first – how do you let business lead board meetings? What are conversations typical that keep their attention?

MS. BRINLY: Well, first of all I think it's really important for folks to understand how the community workforce investment board has structured its work over the last years and expect to maintain it.

It's similar to what you've heard from Kristina and David, from the standpoint of each of our strategic action items that is in our strategic plan has a board champion. And that board champion decides the level of engagement that they need or want, whether they just want regular updates in (sports ?) or whether they are going to be a real driver of that initiative.

We have a project manager from somewhere within the Kentucky Career Center organizational structure. And we intentionally make sure that it's not just the folks who are the leaders in high level positions in the department, but also folks that we view as future leaders in the system. And then we have steering committees that are comprised of board members and the appropriate stakeholder groups to deal with those specific strategic action items.

And so what will typically happen for the board in its efforts is that that project champion will pick a few of the strategic action items that have had significant momentum in the last quarter, if you will. They'll present the information with staff support. Our executive committee, which is all business people, actually drives the agenda as far as who serves on our executive committee for the state workforce investment board.

Our policy for local boards, both at the – as well as what we do at the state level – if we don't have a quorum of business and workforce representatives, then we don't have a quorum to conduct business.

And so of all of that, those are pretty key drivers. We make sure that our committees, whichever ones are in place, whether it's those specific strategic action items or a taskforce that might need to be put in place, are driven by those project champions, as opposed to being stack-driven, if you will, as far as vision and direction. And I think all of those things lead to a very engaged board and keep people at the table because they're vested.

MR. BARELA: That's excellent, Beth. Thank you. David, would you like to take that question? How do you let business lead your board meetings? And what are the conversations typical that keep their attention? Or that you're planning on.

MR. HOLLARS: Well, we do that. The key thing we have to do as staff and as workforce professionals is shut up and just let the board do their work. Business leaders have a very much of a passion – at least the ones that serve our board – for what's going on in their community.

They're very involved in how they can meet their needs, not only their business but their particular sector that they're dealing with. But they're also very connected to our communities and I think that's the key thing. I was at a career and technical education conference earlier today and we had several employers that were speaking about how much it means to them to give back to the community.

So we let the business leaders lead the discussion. And again, that may take it off in directions we're not comfortable with, but that's our role. We've got to deal with it. They may press back and say we're not delivering the kind of customers they need, the kind of talent they need. And that's difficult to hear from a board member that we as a system are not supplying their needs as an employer, but also as a board member.

So we have to be – have a tough enough skin to deal with that and be cognizant of the fact that, again, they have a knowledge of what's going on. We need to glean from that and then take a step back and say, let's work together as a workforce partner and as a system to come up with a solution. But have them to bring those ideas to the table.

And they may bring some solutions too, that may be in the form of – whether it's apprenticeship, on-the-job training, or maybe it's just simply, here, we're going to open up our business to have more work-based opportunities for both adults and for youth (involved ?) in that.

So I think, again, that's what we've got to do is be quiet, listen, be cognizant of the fact that they do have a lot of knowledge to bring to the table, and then move ahead with – help working with them designing solutions.

MR. BARELA: Thank you. Kristina, would you like to take a stab at this question or –

MS. PAYNE: Yeah. I think I would be repeating a lot of what Beth and David just said. I wholeheartedly agree with everything that they've said. Yes, shut up and listen to your board members. Let them be leaders; that's what they've come to the table for. They are leaders in our community. They have things that they're passionate about around workforce. Make sure that those things are on the table and things that they can hold the reins to and lead the way.

And I just – I would be repeating everything they both said if I rambled on. And I just support both their messages.

MR. BARELA: Thank you. Kristina, I'm going to stay with you and we have a question coming is, how many board staff do you have in Lane County? And then what are their roles?

MS. PAYNE: So there's eight of us. There's myself, the executive director. I have a director of finance, an accountant, a director of workforce investment, a senior project manager, project manager, an executive office manager and a part-time office assistant.

MR. BARELA: Thank you. David, do you want to take that question?

MR. HOLLARS: Sure. Be glad to. Within Centralina Workforce Development Board – if you're not familiar with our area, we have seven counties outside of Charlotte, even though our office is in the great state of – (inaudible) – we deal with seven counties and close to a million people within that area, both rural as well as somewhat suburban.

We have six staff members. Myself as the executive director. I have a services manager who handles a lot of things with our contracts and with monitoring. We have a youth specialist who will now be our next gen specialist, keyed on youth issues and youth talent and coordinating services with youth, not only for WIOA but other groups within our region.

I have a business services coordinator who coordinates all our business services from the board, as well as coordinating those that are done through our North Carolina Works – NCWorks – Career Centers. I have a person who is an assistant who handles a lot of things with – not only with board setup, with meetings, but also coordinating things with our training provider list and working with local providers of training within our community.

And I also have a communications specialist, who is key role in putting out our award-winning e-newsletters, (who has ?) our workforce headlines, doing press releases, shooting videos, updating our website, doing our Facebook, Twitter and LinkedIn feeds to keep everyone, again, connected within our workforce system, apprised of everything we're doing at the workforce board, as well as using that as a platform for feedback from individuals in our community.

MR. BARELA: Thank you, David. And Beth, do you want to tell us how – at the state level, what is your staff structure and what are their roles?

MS. BRINLY: So there are two staff that work directly for the workforce investment board; one's the executive director and the other is the executive assistant.

Then the Department of Workforce Investment, as we talked about, really serves as the staff to carry out the work of the board from the project management standpoint. So we have well over 25 staff in the Department of Workforce Investment that are private managers for the WORKSmart Kentucky Strategic Plan action items.

So a thin board – staff at the state level, but a very broad reach as far as staff resources to the board to carry out their work and their vision.

MR. BARELA: Thanks, Beth. And we are on our final question to our panelists, so I'm going to stay with that. Beth, can you tell us, moving forward with WIOA, how will your board be more strategic under WIOA? What specifically will be different from the past?

MS. BRINLY: I think that's a little difficult from the standpoint of we're having our board orientation tomorrow and so we'll – as our leadership and structure are put in place, we're going to see some differences in perspective.

I think the philosophy and approach that we have taken – which is that the board sets the game plan and the Department of Workforce Investment and our partners carry out that game plan – won't change one bit whatsoever. We have fought very hard to be a strategic board. We've set really high standards, such as – and we've already taken a look at the local board expectations. And we have a high-impact WIB certification process for our local boards, and so we've already WIOA'd those standards and so we'll be working on rolling those out.

Actually, we saw the law as a real affirmation of the Kentucky Workforce Board's vision. And we've changed the name to Kentucky Workforce Innovation Board so that we could keep the same initials but since the change.

So really, I don't see a change in how strategic our board is going to be. I think it's staying the course, to be perfectly honest.

MR. BARELA: Thank you. So your work was started and will continue. So – Kristina, how about you? What could you tell our participants today? How is your board going to move to be more strategic under WIOA? And specifically, how is it going to look different than the past?

MS. PAYNE: Well, this is kind of tough as well. We've been very strategic – (inaudible) – even under WIA. This really reinforces the type of work that we've been doing. Our sector initiatives, the way we've launched them, we've always relied on good labor market data.

I think we're fortunate in the state of Oregon; we have really good labor market data. If anyone wanted to see the type of data that we have, there's a web – we have a site called QualityInfo.org. We can drill down county-by-county and really get good information on the type of industries, the projected job openings, the skills that are needed, the type of training that's needed for those skill sets.

So we've always been very strategic and had a lot of good data as we did our planning in moving forward. And so we really feel like this new law basically recognizes that type of work as a best practice and wants to continue this type of work and push it forward.

I think there'll be a lot of opportunities for other states to replicate some of these things that are going on. And we'll have opportunities to look at other states and see what kinds of things that we can bring to further enhance the type of work that we're doing as well.

MR. BARELA: Thank you, Kristina. And David, you're going to have the last word on this question. Talk about strategy and how your board specifically is going to look at being more strategic under WIOA.

MR. HOLLARS: Well, I think we started that under WIA of being strategic. And we moved that way really over the last 10 years to look at the bigger picture. I hate the term "programs." We don't run programs; we provide solutions. That's part of our job, whether it's us or working in partnership with other organizations.

I think it puts us locally as a workforce board in a bigger role than we even had in the past, and really puts the spotlight on us to really be the coordinator of those services and deliver those services through all our workforce partners.

I think it gives an opportunity under the WIOA law for us to, again, take a bigger role with our career centers. We've invested a lot more resources, time. We're now managing several of the centers and actually working in partnership with the Department of Commerce at the state level for staffing the centers.

So we're making our system better strategically, because that's what our employers are – and customers have told us (what we ?) want to do. So I think with the new membership on the board – again, we had six members to rotate off our board on June. That took over 50 years of experience – combined experience – among those six board members.

So it's a difficult transition. We're going to have new people coming on, but new ideas bring a lot of new initiatives and I think we're all looking forward to how to make that happen. And again, to be the best supplier of talent solutions for employers in our region.

MR. BARELA: David, thank you. And a big round of applause to all three of you, David Hollars from Centralina Workforce Development Board; Beth Brinly from Kentucky Education and Workforce Development Cabinet; and Kristina Payne, executive director with the Lane Workforce Partnership in Eugene, Oregon. Thank the three of you very much for your sharing your expertise with us today.

We weren't able to get to a lot of the questions and we will send those and share those with our panelists and get those posted with the archived webinar. So those of you who asked questions, we will try to get those answers to many of those and posted as soon as possible and it's archived.

I am going to turn it over to Kathy Tran so she can bring us to a close today.

MS. TRAN: Great. Thank you so much, Joe. And again, I just want to echo Joe's appreciation for our panelists, David, Beth and Kristina. It was just really great to hear their concrete examples of how you are moving forward with making the changes to your boards and being the strategic kind of visionaries within your state and local areas. So thank you so much.

I hope that it was helpful for everybody else on today's webinar to hear some of those very concrete examples.

So I just want to share with you – we mentioned a little bit earlier the Innovation and Opportunity Network. It is our technical assistance virtual platform for WIOA. We are working in partnership with the Departments of Education and other federal agencies to make sure that we're all connected through the ION.

It's really a virtual community right now, but I think that we want to make sure that you all feel part of it and feel comfortable sharing your questions and your good resources through the ION with each other. So it's hopefully to help really support a lot of the peer-to-peer conversations that we're seeing today.

MR. BARELA: If I could just interject, Kathy, real quick. The blue bubble on your screen share, "share innovation and successes," at the end of the week you will be able to go onto the ION – Innovation and Opportunity Network – and upload your documents that you would like to share. So we had a lot of questions come in on organization, staff job descriptions and roles, and many – your bylaws for your board or your standing committee structure.

So we encourage you to visit the ION and, if you're available, to upload those documents and share with the workforce community. And that way, people can see the good things that are happening across the country.

So again, by Friday that feature will be available on Workforce3One, WIOA and the ION community of practice.

MS. TRAN: Thanks, Joe. I just want to make sure that everybody has the website. I noticed it wasn't on our slide so I'll make sure we do that in the future. But it's wioa.workforce3one.org. So it's through Workforce3One, which is what you guys and everybody logged in to to participate in today's webinar. But it's under the community of practice listings of ION.

So the next slide is about – a graphic that shows kind of our thinking about the technical assistance between now and 2017, really pulling together lots of different types of webinars, peer-to-peer sharing, coaching strategies and other things, so that hopefully we will be able to support implementation of WIOA beyond the final rule, knowing that there will be lots of good questions and conversations that need to be had.

So join us for this great ride and we hope to connect with you in future webinars. Which actually, we have the next one planned already. On July 29th we'll have a webinar on customer-centered service delivery, customer-centered design, at 12:00 noon Eastern Time. And I hope that you'll be able to join us there.

I do want to say, earlier I gave the website of wioa.workforce3one.org; you can also reach us at ion.workforce3one.org, leads to each other also.

MR. BARELA: Excellent. Thank you. And again, thank you to our panelists. And thank you all for taking time out of your day to make sure that the public workforce system has the adequate technical assistance, information and knowledge to be the best that we can be as we implement the Workforce Innovation and Opportunity Act.

Thank you and good afternoon.

(END)