**WorkforceGPS**

**Transcript of Webinar**

**ETA Local Board Governance Training**

**High-impact, Strategic Boards**

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GRACE MCCALL: And welcome to "Northeast Region Governance Training, High-Impact Strategic Boards." So without further ado, I'm going to turn things over to one of our moderators for today. Jennifer, take it away, please.

JENNIFER FRIEDMAN: Thank you, Grace. Good morning, everyone. My name is Jennifer Friedman. I am the director of the Office of State Systems, and I'm so excited to be here today for our second governance training session for the northeast region, high-impact strategic boards.

Today I am joined by my colleague Minnie Holleran who is a federal project officer for the great states of Maine and Delaware.

This is our second session. We began this journey, I will say, in October where we – I was joined by Ronetia Bacon and Annemarie Fasulo and we went over the basics of the governance training, found in the Workforce Innovation and Opportunity Act.

Today we designed this session to talk about high-impact strategic boards and really targeting it for the local board members. And I'm glad to see from the poll that I have a lot of board members, as well as board staff for the local, as well as state staff. So welcome today.

I want to draw your attention to the file share box for a moment before we begin. As Grace mentioned, there are a lot of items there for you to download. As I promised on the first call, if you were on, we were going to be giving you I guess goodie bags, so to speak, for training – for attending the training on each session. And today's goodie bag contains a lot of great items.

First item I'm going to talk about is the action planner. This is actually going to be one of the last things we talk about today, and it's going to help you. It's a tool to help you think about how you can become a high – or how you can continue, if you already are a high-impact strategic board. And Minnie will be going over that at the very end of our presentation. So we have that for you to download.

Also, I have a resources document placed on there, and that is filled with a lot of links to documents. The first one is existing WorkforceGPS resources. Governance training has been – ETA has been conducting governance training since the inception of the Workforce Innovation and Opportunity Act, and we are highlighting some really great tools that are existing on the WorkforceGPS site. And so there's links to those.

Additionally, region – the northeast region has – (inaudible) – technical training funds for our states and locals this year, in Fiscal Year '21, and we've had created three recorded trainings and we have used our TA funds to create. And they are about developing impactful workforce development boards. This training is going to reinforce items we're going to discuss today and also provides conversation on other topics. There's a link to that in a resoce document as well as a link to maintaining strong workforce development board meetings.

Another topic we were asked about a lot, we are going to briefly mention it today, but how do you have impactful workforce board meetings? So there is a link to that recorded training, as well as a link to the workforce development board best practices, looking through some examples across the country and some examples really from even the northeast region from local and state boards. That's also in that recording.

In addition to the recordings, I've actually attached the PowerPoints for all three of those trainings as well.

Finally, there is an invitation to the third series, which we're going to have in December, December 10th. It's geared more to the state boards, but it also talks about opportunities. We're going to – going to focus in on the I today, Innovation, and the O, the opportunities in the Workforce Innovation and Opportunity Act. So that session's in December, and there's a link to that training also in that resource document.

So without further ado, let's talk about our governance training session. So here we are, November 19th, for the high-impact strategic boards. The audience is state workforce leaders, local workforce board members, and staff. As I said before, we met on October 22nd. We did the foundations, and we will continue on on December 10th to do governance opportunities.

We hope you were able to join us for the first one. If not, it is up on WorkforceGPS. You can listen to the recording, and we hope you will be able to join us on December 10th, if it works for your schedule.

Before I actually begin talking to – about the training itself, I want to go over the One Workforce Vision. ETA's One Workforce Vision. As you can see in the slide, we are here today because we are part of the public workforce system, a public workforce system that is funded by the Department of Labor, as well as our federal partners, including Education, Agriculture, Health and Human Services.

All right. Let me – OK. (Inaudible). As you can see from the slide itself, the One Workforce Vision, ETA envisions that all of our investments are part of One Workforce System, and all of our partners align all of our – (inaudible) – together. And it is with this One Workforce System that you and your role as a leader in that system that we're going to talk about together today.

So, Minnie, I'm going to turn it over to you to review the agenda and how we're going to ask the audience to really be a big part of the agenda with us today. I believe we have some questions for them and some input and maybe even a little homework. So, Minnie.

MINNIE HOLLERAN: Thank you, Jennifer, and good morning, everyone. I'm Minnie Holleran, and a little bit about our agenda today. Today in our agenda we are going to cover what we have identified as the four key roles for high-impact strategic roles. So this – for high-impact – I'm sorry – strategic boards. These roles include the strategist, the convener, the manager, and the optimizer.

And as part – as Jennifer said, as part of our presentation today, we're going to cover some of the major characteristics of each of these roles, and we're also going to identify some of the targeted actions that each of those roles take.

After we review each of those roles, we are going to allow some time for some peer exchange, and this peer exchange is going to be done through some polling questions where we're going to ask you to share responses with your peers.

Finally, after that peer exchange, we are going to have – Jennifer called it homework. It's called – we are calling it a challenge, and don't be afraid. It's not like the survivor-level challenge where you have to eat beetles or scorpions to advance to the next level. It's really some targeted actions that you as board members could take to make your board a bit more impactful.

So the four strategic roles. Jennifer just talked about the vision of the One Workforce System. How do we coordinate and collaborate effectively among several state and local partners? We think that the board really is a key driver to advance this vision.

We're also talking about it – again, we outline these four strategic roles. There's many roles that the board can – board members can take, but we think by aligning and maximizing these four strategic roles, you will be better – you will better position yourself to be a more impactful board.

And, finally, we want you to – as you recruit to expand your board membership, we really want you to have these specific roles in mind. Later on in the presentation, we're going to talk about sort of customer-centered design. I think you should really look at your board from sort of this talent-centric design. What roles – these are four key roles in looking at recruiting board members. What can they play in your board?

So we're going to start off with the first role is the strategist. And the strategist is really the forward-looking person on the board. This is the person who's sort of peeking through the rearview mirror but really keeping their eyes on the road ahead. So looking at where you currently are but always looking to the future and how you can be better.

So some of the characteristics of the board as a strategist are understanding the demand in the local area. We talk a lot about a demand-driven system, and the key to that is really knowing your data. What does your UI rate say? What do your vacancy rates say? What are your school dropout rates, and how are you using that data to really drive what you do?

We also indicated industry sector partnerships because we believe that industry and playing a role and engaging them in your process really will allow you to be better – to better respond to your business customer.

We also have respond to demand by developing career pathways. As you know, WIOA places an emphasis on the hardest to serve individuals, and we believe that career pathways really does serve as a vehicle to allow individuals to enter/exit at various points, advance, and get better paying jobs.

Also, being aware of trends impacting the business community. I don't know if some of you yesterday, we had a webinar with the assistant secretary and members of the federal reserve work. We were sort of talking about our changing economy where we all – where we have a higher UI rate but we also have millions of job openings and really understanding that current labor market is key to where you are and where you need to go.

And, finally, developing a vision that meets those current and future needs. Again, as a strategist you're looking at where you are but where you need to go. How are you looking at forward-looking insight? What is the vision? What is the goal of your board to meet that challenge?

So these are the – some of the strategic actions that you can take. So one is setting comprehensive big picture agendas. As Jennifer mentioned, she sort of has a goodie bag about having more targeted or more impactful meetings, but really looking at your agenda. How do you go from sort of having an agenda that's really about operation to kind of looking at strategy and being more strategic and not just sort of going over the last meeting minutes but really looking at and scheduling your agenda so that you're really focusing on strategy.

Positioning the board to become the regional backbone of the local workforce system. How are you positioning yourself as a leader in the community? I actually just did a review in Maine, and one of the local areas looked at their performance versus – looked at who they were serving versus the two other local areas in the community and realized that they weren't serving as many people with disability or SNAP customers. And they realized in sort of looking at their other local areas, how did they best position themselves in their community to really serve these targeted populations.

And then it can be convening regional organizations, partners, and other community resources to implement the collective community vision. Again, how are you looking just beyond your board members and looking beyond in the community to community business organizations, – (inaudible) – other entities who are serving many of the same population that you are but having a collective community vision?

So now, we're going to have – we're going to start our polling questions. So the first polling question is, does your board have a vision statement?

Wow. It's looking pretty good. And we say that because, again, as a strategist, you're sort of forward thinking. So a vision statement is sort of really to describe the future state of your organization, and that is a long-term goal. So OK. So 98 percent of boards have a vision statement. I love that.

So the next question is, are you using the WIOA state plan to inform your local state plan?

As we know, most states completed their state plan, which is really the blueprint for how your state's workforce system is going to look like. OK. So everyone is using – OK. You guys are doing really good. 100 percent. Jennifer, they are deserving of those goodie bags that you have planned.

OK. I'm trying to look at my Power- – OK. The next one. The next polling question is, how much time does your board devote to strategic planning?

I was – Jennifer and I were actually at a new board meeting in Virgin Islands last February, and the new board chair, Mike Hardy, who's fantastic, one of the things he said in the first retreat was, I need all of you to devote a certain amount of time every week to the board, which I thought was really telling because I think his point was we need to focus on strategy. And if you're not willing to devote the time to do this, then you may not need to be here. So I thought that was a great board meeting and the chair sort of having an expectation that the board spend time on strategic planning.

So we have 64 percent. That's great. Oh, I'm 64 percent said 10 percent of the board time. So that's maybe a challenge we'll have to work on moving forward.

MS. FRIEDMAN: Minnie, I thought you also told me about an article you read the other day in the Harvard Business Journal about board meetings and how much time folks spend on strategy. I thought that was an interesting point also. I don't remember the percentages, but maybe you want to share that.

MS. HOLLERAN: Actually, the Harvard Business Journal – and since I'm in Boston and bias, obviously, if Harvard says it, it has to be true. But the Business Journal actually said that most impactful boards or strategic boards spend – I think it was eight days extra over the course of the year devoted specifically to strategic planning.

OK. So, Jennifer, I think you're next.

MS. FRIEDMAN: I thought you were going to give them a challenge, Minnie.

MS. HOLLERAN: Oh, I'm sorry. I'm sorry. The challenge. OK. So it appears that most of you had a vision statement, but one of the challenges, if you don't have a vision statement, you should create one. And if you have one, maybe you want to tweak it and maybe you want to expand on it or change it altogether.

And then we also – like I said, go to baby steps. The other challenge is to increase the time the board spends on strategic planning by 10 percent. Maybe when you're outlining sort of your annual plan, you devote some of your meetings or have a retreat so you can devote some of that extra time on strategic planning.

Thank you for that reminder, Jennifer. I think it is now you.

MS. FRIEDMAN: Yes. Thank you. And thank you, Minnie, for starting our conversation and discussing the important role that strategy plays. You also gave a little foreshadowing to the other roles. So that was great.

So what's next after a board has its vision, which you apparently all do, and a strategy for moving forward? Sharing it. And how does the board share it? By bringing people together, in other words, convening. So we're going to talk about the convener role.

The role of the 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 a premise that the workforce development board is not the only entity responsible for building a world-class workforce system.

The power lies in being able to set the vision, as we just discussed, and convene the right partners together to broker a more comprehensive set of solutions for business and jobseeker customers, our dual customers in the Workforce Innovation and Opportunity Act.

Boards as conveners. Under the Workforce Innovation and Opportunity Act, workforce development boards convene, collaborate, and host local community conversations that help board members understand the complexity of their local and regional markets and make decisions about how to align workforce resources.

Local workforce development boards have a variety of ways to engage partners, including 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. Especially today, taking advantage of technology, including social media, to gather a wide range of inputs from various groups or the public at large.

So here we have boards as conveners. You build and nurture strong local partnerships. You recognize that you aren't the only one. We talked about the One Workforce Vision and how we involve those partners and all invested in. You guys, as part of that One Workforce Vision, and not one partner can do it by themselves.

Your strength-wise in your ability to take your vision and convene the right partners. Your board is – as board members, you bring your strength, your partners, everyone behind you. It's not just you as a board member. It's who you can bring to the table as well.

And you develop and maintain strong workforce development board meetings. Once again pointing to the goodie bags we talked about, there is a great session about having those great board meetings. And just my last thing I'm going to emphasize. In order to have a conversation going forward of any of these ideas, boards must ensure that they convene themselves in a regular and meaningful way.

So talk about convening actions. We can move this on.

Workforce development boards should be 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 they serve. Workforce development boards can engage the business communities through providing business services and as a partner in sector strategies, apprenticeships, and work-based learning.

Also, hosting summits around 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 businesses about what is happening in the marketplace and how they are dealing with recruitment and retention issues.

Additionally, bringing your participants in, the customers that you serve, also is a great way to convene educators, community agencies, and foundations and also the business to understand what the customers – the participants are seeing as part of this – (inaudible). Having both those dual customers come in to talk and bring community members together is a great way to have impactful board conversations and then have impactful board actions.

The Workforce Innovation and Opportunity Act provides that local workforce development boards are to act as the lead conveners of workforce development activities and strategies consistent with the vision and goals outlined in the state and also the local plan. However, a board's convening role does not start and stop with the formal WIOA planning process.

These convening opportunities with businesses and partners in the community should be activity the workforce development boards engage in regularly. Don't stop at the planning process. Take it from the plan and run with it.

So now, we're going to hear a little bit from you about the board's role as a convener. And as we presented in the previous slides, one way the board serves as a convener is develop and maintain strong workforce development board meetings. So I'm going to ask you a little bit more about your board meetings.

How engaged are the board members in informing and developing the board's meeting agenda? Does the staff do it, or do the board members?

OK. So we have a bunch of mixed results here. I'll let it go for another minute. I think you guys can see what's going to be coming after this poll about one of the challenges we're going to have in a second.

So we're going to go now to some peer feedback. So this is a new screen we're going to ask you to do. So in – we're going to pull up the screen, and we're going to actually ask you, who are the non-board members that are part of your standing committee? Are they CBOs, Chamber of Commerce representatives, et cetera? Who do you have as your non-board members as part of your standing committees?

So this is the peer feedback one. We have a special screen up there. You can just type in. We'll give you a few minutes to type in.

OK. I'm seeing we're getting a lot of great information. We have chambers, local education agencies, community-based organizations, businesses, employers in education, local high schools, employers. Great.

We have another peer feedback question I'm going to ask, and that is if you have any idea on how you would change your board meetings, if you – can you share one idea, if you want to change your board meetings, what that would look like.

We have meet bi-monthly rather than quarterly. Meet more. More interaction and strategic discussion. And you are here to gather some information on how to change it. Less reporting and more interaction. Great.

MS. HOLLERAN: Which this ties great into our sort of strategic discussion, making your agendas more strategic and not just sort of report-outs, which are important. Operations are important, but strategy is equally important.

MS. FRIEDMAN: More interaction difficult with Zoom meetings.

So I want to point everyone, again, to make sure you download the PowerPoint we have about – and also the conversation of – take the conversation about sharing – we have shared on there on the file share about having really strategic board meetings and more engaging board meetings. That will really address some of the peer feedback you've given and some of the things that you're looking for.

So quickly, some of the ideas that we've heard about how you make more engaging board meetings, some of the things you talked about, actually sending information out either a YouTube clip or recorded session yourself or even a podcast before the board meeting with some of the background information so everyone comes quickly engaged in the forum before the meeting so that way you can have your conversations be more strategic at the board time that you have. They have not just the packet ahead of time but maybe different ways to present the packet.

So those are some ideas that you will hear in that – in the file share information. So that's great. Thank you for that.

So now, after today's session and after you follow up with other information we've given you, we're going to give you a challenge to think about. Have board members create the agenda items. Ask at least three different board members per meeting to contribute to your board agenda. And then reviewing your standing committee and determine if the non-board members represent your two customers, jobseeker and businesses, and if you should have an additional individual on your standing committees.

So that's some of the challenges we're going to think about, and we're going to tie all these challenges together, as we said, in the action planner later on in our session.

So, Minnie, I'm going to move it on to you to talk about our next role.

MS. HOLLERAN: Thank you, Jennifer. Our next role – I'm sorry. I think I missed this slide.

The next role is the manager, and so from my perspective, the manager's the person who really creates the environment where everyone thrives. And in looking back on strategy, the manager I often think is somebody who has to be forward thinking. Their job is to manage the day-to-day and the resources, but they also want to take it to the next level. So I think you'd want a manager probably/entrepreneur role on your board.

So the board as managers. The board is responsible for managing a customer-centered service delivery, and, in a nutshell, when we talk about customer-centric services, what we're really saying is it's about realizing that what you're creating is really not about what you think it should be. It's really about what somebody else, the customer, needs and looking at this kind of design. It's a way to ensure that you're anticipating the customer's needs based on the understanding of their journey and designing a service delivery strategy to meet them where they are.

As you know, several years ago we had a big initiative of this, and I think a lot of you participated on it and came up with different strategies in your local areas.

The next one is leverage private sector board representation. So as you know, under WIA it was deliberate in that it required the majority of the board members to be business representatives. And this really is a mechanism to increase the voice of employers in determining where and how federal dollars should be spent in workforce development. So in having a board – having a business majority really affords business leaders a variety of opportunities to ensure that workforce development is really aligned to their needs – to their specific needs.

And third, conducting oversight of the entire workforce system. The manager really has to ensure that good management practices and controls are in place, so the proper expenditure of funds and verifying program outcomes. So a lot of the capacity of the manager is sort of establishing some of those foundational documents of MOUs, charters, conflicts of interest, also budgeting, assessing, reporting – assessing and reporting and really helping to improve program outcomes.

So management actions. So that's designing and operating a customer-centered system by establishing a strategic vision and operational goals. And I remember, as I said, when we had this initiative, that customer-centered design could be – you can implement simple cost-effective measures.

I know that I went to one local area where they actually put circular tables around rather than having sort of a line of chairs. They wanted to sort of get away from that DMV look and really have circular tables because they had a small space. The flow was better, but circular tables really encouraged interaction. There were some local areas that changed just the position of their receptionist area as sort of a cost-effective measure, but it really changed the flow of the – when the customer came in.

And we did actually have some – so the next one is ensuring that staff listen to customer feedback and incorporate that. I know there were some local areas during this customer-centered design that actually paid youth to be sort of these secret shoppers, to go into their One-Stop system, and then they had the youth come back to their board meeting to really discuss what their experience was and what the board and the local area and the One-Stops could do to really be more responsive to youth and their needs.

And third, ensuring the responsible stewardship of funds. High-impact boards are always looking for ways – opportunities and investments from other sources. So Jennifer asked, what are the other partners as part – that take part in your standing committees, because funding from non-governmental sources such as foundations, industry associations, research universities really give boards the ability to experiment with innovative ideas and also serve populations that are not necessarily tied to WIA but really are those hardest to serve.

So we are now going to move on to our first polling question. As I said, the manager really is looking at managing resources, and one of those is using – how do you use technology effectively or are you using technology effectively? And I think that this is really opportune during this time of COVID where we're actually – you're sort of not looking at service delivery but you're actually looking at digital delivery and how you're doing that more effectively.

And it looks like 90 – most of you are using technology and utilizing technology effectively. So that's a great sign. And I'm sure that will constantly be evolving in our new normal.

So we'll move on to our next polling question. I'm sorry. That next polling question is, have you leveraged funds and assets of other state agencies and partners?

OK. Every – most people said yes. I know we talk about doing more with less because sometimes there is less in allocations, but really we like to encourage how do you do more with leverage? And it appears that most of you are leveraging other funds and assets for your system. So that's great to know.

OK. We'll move on to the challenge. Oh, I'm sorry. Peer feedback. Share one cust- – and so this is where we want your peer exchange. Share one customer-centered design strategy that you have implemented. And if you haven't done so, there's always an opportunity to do so.

So we have virtual job fairs, drive-through job fairs. I did see that actually in Maine when I did a review. Participating ADA compliance self-checking kiosk for career centers. Great. An e-learning site with virtual workshops. Set up a help line for recruitment events. Looking to buy Chrome and hotspots for customers. App feature on – so these are really good ideas. Thank you very much for sharing those.

So now, the challenge. So the first challenge is to invite your customers, whether they're jobseekers and business to your board meetings for feedback sessions. Like I said, the example I used having youth come in to share what their experience as a customer, coming to share their experiences.

The next one is conduct asset mapping to determine resources available in the local areas and how to best deploy them in each AJC.

I was just at a review, and I think there was a local area who literally had a spreadsheet of all workforce resources and really looking at how they could leverage those. So the asset mapping challenge is really about understanding what your resources are and how you can leverage them accordingly.

So I think we will now move on to – thank you for your feedback again. Now, we will move on to Jennifer.

MS. FRIEDMAN: Thank you, Minnie. And I'm actually going to take a customer service design challenge myself and addressing the customer needs. I'm going to do my best to slow down. So, Amy, hopefully I will meet your challenge.

So we just talked about the roles of the strategist, the manager, the – and the convener. Now, the last role, as you see on the slide, is that of the optimizer.

The role of the optimizer requires boards to continuously monitor performance and adjust the system in anticipation of the trends or response to them. And this year has showed us more than ever how important it is to adjust to the trends that are before us. This is how boards use data to drive decisions and striving for continuous improvement.

As an optimizer, the workforce development board's role is to determine the most appropriate measures that allow for transformational and sustainable change for your local area and region, including ways to position and attract additional investments, as Minnie just discussed, into the workforce system and community, being aware that no single organization has resources to solve all issues for all industries, as we mentioned before.

Workforce development boards may leverage public investments with commitments from industry, labor, public, and community partners to implement new ideas and strategies.

Boards as optimizers. Continuous improvement of a local system is driven by internal data coming from within the system itself. Measures of program inputs and outcomes, such as skills attainment and completion rates, customer awareness – and by that I mean business and participants – and satisfaction measures for both business and participants, and market penetration can all contribute to the board's knowledge of how effective a system is and where improvements might be made.

The board may also monitor cost and efficiency measures, address goals for using resources in cost-efficient and cost-effective ways, including the allocation of staff resources. Boards may also consider equity of assets measures and direct goals for serving relevant customer sub-populations, such as minority groups, veterans, individuals with disabilities, older workers, or particular types of businesses.

Optimizing systems. This is a chart everyone has seen before about continuous improvement cycle. So let's go through it for a moment.

Continuous improvement typically involves the following. One, setting or articulating the goals, including meeting federal measures, state measures, but more importantly, board measures, board-driven performance measures based on local goals that you organize and design yourself. You don't have to stop with the state or federal measures. You can create your own.

Developing a plan with defined roles, actions, and timelines. Implementing the goals defined in the plan for evaluating how the system is doing in achieving the identified goals. And, five, developing a revised plan based on evaluation. The process then continues all over again, and you start with number one and go through five. It's a repeating continuous improvement cycle.

Thinking about boards and optimizing actions. Local boards should place strong emphasis on data-driven decisions and encourage staff to learn about and utilize measures in a proven system such as dashboards or scorecards.

The board can and should play a key role in making performance improvement an important part of the workforce development board's culture by encouraging discussion and asking about key improvements and outcomes and stressing the importance of communication up and down the ladder in the organization of all these issues.

Staff members at all levels of the organization should understand key performance indicators and how their own individual contribution plays a role in achieving performance.

Now, time to hear from you again. So here we have a polling question. Do you use data other than the WIOA performance indicators to drive your decisions?

So it looks like we have the majority of individuals saying, yes. They use data other than the WIOA data, which is great because in the next peer feedback, I'm going to ask you, what data do you use other than WIOA performance data? Please share with your peers.

I'm going to leave this screen up for a second when everyone's answering to think about the other data people use. We have demographic and job growth, job EQ, labor market data, service surveys, Chamber of Commerce economic development data, market penetration, business information. Regionally you have also UI data due to pandemic. Unemployment again. Food traffic, volume of participants served, customer satisfaction, demand occupations.

Thank you for sharing because it's going to think about how maybe your peers think about the challenges. The next slide is you need to think about creating a metric to measure your success other than WIOA performance indicators.

And a bonus challenge we put in here, the additional metrics align with your existing or newly created vision statement.

So for those that answered in the beginning that they don't have a vision statement and they're going to take up our challenge in creating a vision statement, think about how you're going to measure the success of that vision statement. So then create and tie your metrics to both.

OK. Well, thank you for that. And, Minnie, I'm going to turn it back to you to talk about the action planner, which is how everyone can meet our challenges that we've put down.

Before you begin, Minnie, I will also say, in thinking about the action planner, which Minnie will go through in a second, we have provided some – and I'm going to mention again – in our file share some technical assistance training for you. If you can think of any other technical assistance you might need, please put that in the chat today as well, and we can move forward to think about how we can develop those items and deliver those for you.

So, Minnie, the action planner.

MS. HOLLERAN: Thank you, Jennifer. So the action planner, now that you've shared some of your peer feedback, some of the great things you're doing, the action planner is really an opportunity to put these good ideas as well as the challenges that we presented to you into practice.

I think oftentimes we have these forms where we sort of share these good ideas and they sort of just stay – we share them at the meeting. They're great, and then we go about doing our day-to-day and we sort of forget about these ideas. So the action planner, sort of having this living document that's going to help you focus, and it's really – Jennifer just talked about the optimizer.

So with the theme of continuous improvement, that's really the goal of this action planner is to continually improve and focus the operation of your workforce development board to become more impactful.

So the action planner, as you see here, sort of identifies ten different – in some cases, some very specific content like strategic partnerships but also different tasks like creating and implementing career pathways. Again, we talked about going back to our One Workforce theme is, how do you coordinate and align all of these issues so that you're in a position – not only are you an impactful board but you're creating the best opportunities for your constituency.

So I have a question, Jennifer. Are we going to send the actual action planner after this as part of the tools?

MS. FRIEDMAN: It's actually there for them to download. It's in the file share itself. So it's one of the – I believe it's one of the first items in here. It's – action planner is in there right now, and you can download it. If anyone can't download it for whatever reason right now, let us know, and we will – I can send it to you. You can just e-mail. Our e-mail is on the next slide, I guess. So you can contact either Minnie or I, and we can send it to you as well.

MS. HOLLERAN: So I think that's all we have. Again, I want to – Jennifer, I'll let you close, but I want to thank everyone for their engagement and sharing their ideas. Again, the idea of the peer exchange is that you learn best from each other and sharing those ideas. So thank you.

MS. FRIEDMAN: Yeah. Thank you, everybody. We – hopefully, this will help guide the conversations at your local workforce development board meetings and thinking about some further actions they can take.

And so one of our ideas that our team members have had is that in – kind of focusing on the WIOA of – WIO of WIOA. Last session was the workforce information – (inaudible) – act overview. So that was the W. Today we're talking about innovations. Next one – next month will be opportunities, and then the A would be action.

So we were thinking of following up with the public we serve with this and say, hey, what actions have you taken in January and February – or January or February timeframe and really having a session where it's just you guys talking and kind of giving peer feedback or peer exchanging of what you've learned.

So we hope you take up our challenges and make an action planner and we can hear back from you about what you've done. So that might be something we're going to be outreaching. So that's something to think about in – what action you take and whether or not you'd be willing to present with us in January, February timeframe about what's going on, what you've learned, what you've done from these sessions. So that will be something we are looking forward to doing.

So let's see. There's a couple questions coming through. Let me see if I can get to them. Sorry.

Could someone provide us with a – thank you for providing that Harvard Business article. I was going to try to get that for you guys, but I see that someone already got that.

We have a question about, "Any ideas on engaging our chief elected officials? They are the ones that appoint the board members."

That would be a great – (inaudible) – think about as a peer exchange how do people do that. I would say do you invite them to the board meetings? Think about also how you can do engagement like do presentations. Have your businesses make a presentation. Have your participants possibly make your presentations to the CEOs. Those are their constituents; right? Having your board members that are appointed by the CEOs, they may or may not have a relationship. How can they use them to help get that conversation in?

MS. HOLLERAN: Can I say –

MS. FRIEDMAN: Go ahead, Minnie.

MS. HOLLERAN: Yes. I wanted to say we talk a lot about data, and people shared a lot of sort of the metrics, the outside of WIOA what's the data telling you. I think you could engage your chief elected officials by really letting them know what the data says regarding your UI rates, as I said earlier, your vacancy rates, the school dropout rates, the number of TANF participants. What is all that data saying about the constituency? And I would imagine maybe using that as a way to engage your CEOs.

MS. FRIEDMAN: That's a great point, Minnie. There's a comment here about sometimes workforce development member is appointed and do not find out for a month. I don't know if that's saying that the staff members don't find out for a month or other workforce development board members don't find out for a month.

So I don't quite know how to answer that, but I do have some – I think it was when we were in New York last year talking to the Newark, New York local board met as a meeting. We talked about having – it was mixers with the board members after board meetings, and it wasn't a – it was social but it was to get the board members – the different committees would stand by with a sign with their committee members, their committee assignments. And the new board members would come, and they would – as a way to informally explain what each of these committees were about and also highlight some of the work and also to try to get new board members to join some of the committees.

So I don't know if that was one of the ways you're talking about. Now, I see some more information about it is a CLEO appoints. Then the workforce development board directors not know for a while.

I would have that conversation with your workforce board chair. How do you have an open conversation with that? Does your chair know that the new members have been appointed? And maybe have to get back with your chair when new members are appointed. Is there any way that you can do quick introductions and a have standard procedure where, once the new appointments come in, there's an introduction with the new executive director within two weeks so that there's some kind of onboarding process or thinking about your onboarding process that may work?

Does anyone else sharing in the chat have an idea of how you can get engagement with new – when the CLEO appoints a new workforce development board member.

MS. HOLLERAN: Jennifer, this is Minnie. I think also maybe having sort of a clear process in place. We talked about sort of the manager putting together processes. Maybe having a clear process of when someone is nominated and appointed, they are immediate – there's a process in place that immediately says the chair knows and the chair is going to send out an e-mail to all the board members. So maybe relooking at your process and making sure, one, you have one but that everyone understands it and is following it.

MS. FRIEDMAN: One of the things we did when we were in New York when we worked with the New York State staff and we came out and talked to the local board directors was a how might – we called it a how might we session. And we talked about what makes a really good board member.

And sometimes you work and you try to get those big names in your town or your city, and they are great and they have great – they have great political backings, political to small – (inaudible) – political backing that they have. They probably have a lot of connections, but sometimes they don't have a lot of time for your board members and for your board meetings itself. And we're talking about having impactful board meetings.

So thinking about having a how might we session with your board chair and maybe having that conversation with some of your CLEO staff, like what really makes a good board member and talk about having a conversation about someone who has time, someone who has experience, someone who does have those connections but can actually devote to the board – time to the board is really important.

Minnie talked about earlier when we were in the Virgin Islands and the new board chair said, I want you to devote a certain amount of time to these board – to board activities. If people can't do that, are they really the best for the board. And I know it's not your job to appoint it. It's the CLEO's. But maybe having those conversations through your board chair might be a way to also go about and saying that we need board members who can be engaged, who have the time and the willingness to do it.

OK. So I want to thank you again for your time. I want to point everyone to our conversation we had last session also about the roles and responsibilities, and we can go into that a little bit more about the CEO versus the workforce development board. There are certain functions the workforce development board, the law, as consultation with the CEO and the board members itself.

The CEO does appoint the board members. They also – but they do not appoint the staff to the board, and that's another role – (inaudible) – before. And so I will just appoint everyone and I'll send that back out to that conversation we had last time, talking about the roles and responsibilities. But it does – it is a responsibility of CEOs to appoint the board – members to the board.

OK. Well, I want to thank everyone again for all your time today. As Grace said, this will be available for the member – the meetings and notes and all the information and the recording will be available shortly on WorkforceGPS.

If you cannot download the file share items, please contact either Minnie or myself. We will make sure you get those materials.

If you want the materials from the last session we had which actually talked about the roles and responsibilities of all the – in the Workforce Innovation Act of all the state board members and local board members, the CEOs, the governor, if you want the matrix which we handed out last time too which actually shows you who's responsible for what items, we can send that information to you as well.

Otherwise, thank you. Minnie, any other thoughts?

MS. HOLLERAN: No. Just thank everyone again, and hope everyone has a great holiday next week.

MS. FRIEDMAN: Everyone please stay safe. Thank you.

(END)