

## ATTACHMENT G

### Massachusetts High-Performing Workforce Board

#### Criteria and Evidence Matrix

##### Category A: Strategic Planning and Implementation

###### **Criteria: A1**

*A high performing board has developed a strategic vision for the region that demonstrates horizontal and vertical alignment of federal, state and local partners. (e.g. board's strategic plan aligns with other entities' plans).*

###### **A1a. Board developed and follows a formal strategic plan.\***

###### *Evidence Indicators*

- The strategic plan document\*
- Strategic plan is driven by private sector input (board members and non-board members) from critical sectors in region\*
- Strategic plan addresses regional economic issues\*

###### **A1b. Board demonstrates consistent engagement with local elected officials to ensure alignment of interests.\***

###### *Evidence Indicators*

- Strategic plan review process demonstrates participation of the lead/chief elected official\*
- Strategic objectives/initiatives are aligned with the governor's priorities (i.e., building the capacity of the Workforce System, closing the skills gap, and enhancing the youth pipeline)\*
- Content of the WIB/CEO Agreement
- Planning group membership
- Progress review sessions/reports are regularly scheduled/held
- CEO advocates for board leadership role with business groups
- Media reports of meetings with elected representatives
- Minutes of meetings with elected representatives
- Legislative reports

**A1c. Regional economic and workforce entities and institutions are engaged in the strategic planning process\***

***Evidence Indicators***

- Planning group membership
- Strategic plan review process
- Public comment period
- Progress review sessions/reports are regularly scheduled/held

**Criteria: A2**

***A high performing board develops a strategic vision that is evidence-based, addresses local and regional issues, needs of the business community and general workforce, including the area's targeted adult and youth populations (e.g. Veterans, Homeless, Ex-Offenders, Individuals with Disabilities, etc.) and is guided by clearly defined objectives by which the board measures its progress.***

**A2a. The formal labor market analysis informs the strategic vision process\***

***Evidence Indicators***

- Demonstration of labor market analysis using current regional data.\*

**A2b. Community and business input is documented \***

***Evidence Indicators***

- Public forums, focus groups or correspondence from community groups, individual businesses, business organizations, advocacy groups demonstrating engagement in strategic planning process
- Membership from community organizations, individual businesses, business organizations, advocacy groups on strategic planning/review groups on the Board

**A2c. Both broad-based and targeted needs are addressed \***

***Evidence Indicators***

- Labor market analysis is conducted to identify both broad-based and targeted population needs in the strategic plan (e.g. Veterans, Youth, Homeless, Ex-Offenders, Individuals with Disabilities, etc.)\*
- Both broad-based and targeted objectives are Included in the strategic plan to address special/targeted populations.\*

**A2d. Stated objectives for the region are aligned with the strategic vision and documented in the Strategic Plan.\***

***Evidence Indicators***

- Formal tracking mechanisms measure the progress of both broad-based and targeted objectives. \*
- Local policies to guide attainment of objectives are consistent with strategic vision/plan.\*

**Criteria: A3**

***A high performing board communicates to stakeholders and reports on progress of achievement of strategic objectives***

**A3a. Develops and implements a formal information sharing strategy\***

***Evidence Indicators***

- Documented information sharing/public relations plan\*
- Establish a public information staff function/responsibility

**A3b. Utilizes multi-media platform approach to share its vision and report progress\***

***Evidence Indicators***

- Website Info/Data – links to strategic plan and other relevant info/data
- Published community report card (on-line and hard copy)
- Internet blog
- Published studies/white papers
- Generation of news articles
- Use of cable television community access
- Agenda item for community and business organization meetings

**Criteria: A4**

***A high performing board aligns area resource allocation to its strategic objectives.***

**A4a. Resource allocation is specifically addressed in the Strategic Plan \***

***Evidence Indicators***

- Allocation strategies, methodologies or policies are described in plan,\* for example:
  - Documentation of sector-based approaches in the region
  - Description/documentation of Board policies to shift resources to strategic priorities (e.g. policies that guide the set aside for training resources, OSCC services, changes in staffing patterns, training and counseling tools for front-line staff and customers to inform choices on job search and training.)

**A4b. Resource allocation is representative of the broad base of organizations and institutions aligned to meet the strategic objectives\***

***Evidence Indicators***

- Resource contributors are specifically identified in the strategic plan for stated objectives\*
- Responsibilities of resource providers are clearly defined in formal agreement documents (i.e., MOUs, ISAs, etc.)
- Level of resource contribution by contributor organizations are documented in initiative planning process (including development of dedicated budgets) and utilization of resources is tracked for all initiatives and projects
- Resource allocation efforts extend beyond the scope of the One-Stop Career Center system through the brokering of broad-based partnerships

**A4c. Resource allocation targets the needs of the region's high priority populations identified through strategic planning process (e.g. Veterans, Youth, Homeless, Ex-Offenders, Individuals with Disabilities, etc.) resulting in services for the population(s).\***

***Evidence Indicators***

- Representatives of/advocates for target populations participate in strategic planning process
- Representatives of/advocates for target populations participate on committees/task force for the development of specific strategic initiatives
- The Board develops service strategies within the OSCC system resources or outside funding to address service needs.
- The board brokers partnerships and strategic alliances that address the needs of special populations with intensive barriers to workforce participation

**Criteria: A5**

*A high performing board seeks out and builds collaborations with business/industry, economic development, education and other key partners to align labor force supply with business demand*

**A5a. Brokering of educational and other community resources to establish relevant education and training programs to meet business demand\******Evidence Indicators***

- A High Performing Board will be evaluated on the number and quality of business-driven partnerships<sup>1</sup> formed in collaboration with the Board to address skill alignment needs for critical sectors in the region as reflected in the strategic plan.\*
- A High Performing Board will be evaluated on the strategies in place to increase the number of businesses served.\*
- Documentation that education/training programs address area skill needs in the region
- Evidence that the board has leveraged federal, state, local and private funding resources to address/meet local needs
- Documentation that education/training programs are accessible.
- Documentation that education/training program providers/developers solicit input from the full range of workforce development, economic development and business entities in the community

**A5b. The board tracks the progress and results of local collaborations\******Evidence Indicators***

- Interim progress reports (covers programmatic and fiscal)
- Outcome reports [including specific Return on Investment (ROI)]
- Attestations/Testimonials from collaboration customers

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<sup>1</sup> These partnerships would primarily focus on partnerships between business, education (secondary, vocational and post-secondary) institutions, and workforce intermediaries to solve skill needs in a region. Other key organizations included as appropriate (economic development organizations, organized labor, community-based organizations)

## Category B. Measuring Success

### Criteria: B1

*A high performing board implements a documented process to measure its success as a board (distinct from the performance of the local service delivery system as a whole).*

#### **B1a. Assesses board impact\***

##### *Evidence Indicators*

- Documentation of board-led process/system improvements.\*
- Citation of annual Return on Investment (ROI)\*
- Examples of board-led initiatives to address specific local challenges (i.e., reduction of local skill gaps)
- Citation of board-led community capacity-building efforts
- Results of regional strategies in Strategic Plan

#### **B1b. Measures the board's growth\***

##### *Evidence Indicators*

- Provides examples of new initiatives and objectives undertaken in current vs. prior fiscal year.\*

#### **B1c. Assesses board relevance to the community \***

##### *Evidence Indicators*

- Board issues are listed on the mayor's vision agenda \*
- Board presence on chamber of commerce agenda.
- Board media coverage
- Board representation in local community planning/economic development initiatives
- Testimonials from community organizations

#### **B1d. Assesses relevance of the board to the members\***

##### *Evidence Indicators*

- Consistent attendance of members at scheduled board meetings\*
- Consistent participation of board members on committees and task forces\*

**Criteria: B2**

*A high performing board evaluates and acts to improve and elevate the performance of the regional service delivery system, including the region's One-Stop Career Centers and Youth Providers.*

**B2a. Creates a culture of continuous improvement for regional service delivery system\******Evidence Indicators***

- Implements a chartering process for One-Stop Career Centers and procurement process for youth programs that embed continuous improvement requirements within expected performance parameters\*
- One-Stop Career Centers are chartered for a set term of years in which performance improvements are expected\*
- Board policy requires each local One-Stop Career Center and youth programs to establish a formal continuous improvement process and align continuous improvement efforts to the region's strategic objectives.\*

**B2b. Challenges the system to exceed expectations \******Evidence Indicators***

- The board establishes and manages to local performance measures for the local One-Stop Career Center system set by the Board, in addition to the performance measures established to meet WIA requirements\*
- Board analysis/report of job seeker use of the local workforce development system (population demographics, service types, service outcomes, etc)\*
- The board establishes and manages to a minimum of three (3) local goals in addition to those required by the state

**B2c. Advocates for increased business utilization of the local system\******Evidence Indicators***

- Board analysis/report of business use of the local workforce development system (job fair participation, job listings, recruitments, business partnerships with educational /training institutions for skill training curriculum development, etc.)\*
- Board set strategies to increase the quality of business services in the region.
- Board set strategies to increase the number of businesses using the OSCCs and other relevant business resources (Workforce Training Fund, Tax Credits, etc).
- Board members actively engage in marketing OSCC use to local businesses/business organizations

**B2d. The board continually measures actual area performance against goal\***

***Evidence Indicators***

- Periodic performance tracking reports for each goal discussed with Board members\*
- Relevant minutes of board/sub-committee meetings
- Formalized summaries of performance review

**B2e. The board acts decisively to effectively improve weak performance\***

***Evidence Indicators***

- Documentation of relevant policies and procedures\*
- There exist no outstanding compliance issues\*
- Copies of mitigation plans (includes formal corrective action plans, if warranted)\*
- Progress reports\*
- Documentation of board-arranged training and/or technical assistance
- Relevant minutes of board/sub-committee meetings

**Criteria: B3**

***A high performing board organizes and tracks progress on regional initiatives in support of Strategic Plan.***

**B3a. Quantitative and qualitative progress is made in addressing the region's workforce challenges and initiatives within the framework of the board's strategic plan \***

***Evidence Indicators***

- Progress reports on initiatives that have been implemented to address specific workforce challenges/issues (e.g. skill gaps, language barriers, drop out rates, transportation/commuting issues, etc.). \*
- Data on initiatives (# of workers with skill sets for X industry, increase in employment for ex-offenders, increase in ESOL skills for X companies etc)\*
- Media success stories indicating board leadership
- Documentation of community recognition of board's leadership role



## C. Managing the Work of the Board

### Criteria: C1

*A high performing board creates and implements an internal process of continuous quality improvement.*

#### C1a. The board operates within a culture of continuous improvement for Board operations\*

##### *Evidence Indicators*

- Board identifies continuous improvement strategies to guide the work of the Board\*.
- Continuous improvement responsibility is incorporated within by-laws
- Continuous improvement efforts are a standard agenda item

#### C1b. The board establishes and measures organizational progress against operational benchmarks

### Criteria: C2

*A high performing board operates as a functioning business entity*

#### C2a. The board develops and follows a formal operating plan\*

##### *Evidence Indicators*

- Include board budget \*
- Documented operating procedures (including oversight of career center and youth oversight functionality)\*
- Board staffing is sufficient to carry out and meet strategic objectives\*
- The board is incorporated as a non-profit 501(c)(3) corporation

#### C2b. The board assesses compliance with its operating plan \*

##### *Evidence Indicators*

- Management reports
- Standard Agenda item

**Criteria: C3**

***A high performing board operationalizes functional responsibilities with respect to services for local businesses in alignment with the local infrastructure.***

**C3a. The board, working with the OSCC, supports promotional strategies for business services, including the Workforce Training Fund \***

***Evidence Indicators***

- Recruits businesses representing sectors with critical skill shortages
- Website information
- Informational sessions
- Technical Assistance sessions
- Distribution of promotional materials (hard copy and/or electronic)
- Media coverage of board's role
- Promotional strategy is a standard agenda item (board/sub-committee level)

**C3b. The board follows a formal application review process aligned with the schedule established with the Division of Career Services**

***Evidence Indicators***

- Review responsibilities are incorporated in by-laws
- Review responsibilities are standard agenda item (board/sub-committee level)
- Review comments submitted to DCS on schedule

**C3c. The board brokers relationships with training vendors and prospective WTF applicants toward submission of a grant application**

***Evidence Indicators***

- Meeting Minutes
- Media coverage of board's role
- Testimonials from collaborating partners

**Criteria: C4**

***A high performing board actively generates membership commitment to the work of the board***

**C4a. The board's membership is aligned to strategic objectives\***

***Evidence Indicators***

- Language in LWIB/CEO Agreement
- Language in By-laws
- Recruitment process
- Member orientation materials
- Explanation as to how term limits are used to align membership with strategic objectives.

**C4b. The appropriate level of people comprise the membership (CEO – Optimum Decision Maker)\***

***Evidence Indicators***

- Letters to nominating entity re: include membership criteria specifications
- Membership matrix

**C4c. The board members take ownership of recruiting process\***

***Evidence Indicators***

- Language in LWIB/CEO Agreement
- Recruiting process is a standard responsibility of a specified sub-committee

**C4d. Active participation of members \***

***Evidence Indicators***

- Attendance rates (business and non-business members)
- Participation rates on subcommittees meeting minutes
- Quarterly meetings

## Category D. Fiscal Oversight and Resource Development

### Criteria: D1

*A high performing board aligns and manages financial resources (public, private, foundation, etc.) to the strategic plan*

#### **D1a. The board has mapped the region's resource infrastructure in a manner to align with its strategic objectives \***

##### *Evidence Indicators*

- The board has completed a comprehensive asset mapping document.
- Roles of local resource contributors is clearly correlated to the board's objectives

#### **D1b. Investments are aligned to state and local goals identified in Strategic Plan\***

##### *Evidence Indicators*

- Financial reports documenting the allocation and expenditure of funds in support of specified goals/initiatives (e.g., job creation, family self-sufficiency, skill development, career ladders, skills-gap mitigation, etc.)
- Citation of board-initiated grant awards received by local entities/partnerships to address issues directly aligned to the board's strategic plan
- The board's budget/budget narrative\*

#### **D1c. Financial resources are focused on targeted industry sectors and occupations identified in Strategic Plan\***

##### *Evidence Indicators*

- Specific budgets for sector initiatives
- Budget Narrative
- Annual investment report

### Criteria: D2

*A high performing board develops and follows a revenue plan*

#### **D2a. Written revenue plan includes goals and progress measures aligned to the strategic plan \***

##### *Evidence Indicators*

- Description of strategies to increase or leverage resources for strategic objectives and progress measures to assess revenue generation (Comparison of revenue plan to strategic plan, which may include resources in Board budget or tracking of other resources brought into the region through partnerships)\*
- Revenue tracking report that includes resources in Board budget or tracking of other resources brought into the region through partnerships.\*
- Annual report
- Fee for service policies

**D2b. The board generates/leverages funds in addition to the annual federal and state allotment\***

***Evidence Indicators***

- Citations of grant awards, private donations, and/or non-WIA sources to meet strategic objectives\*
- Board budget identifies all fund sources\*
- Local annual operating plan budget identifies all fund sources, not just WIA
- Tracking reports for funds generated through “fee for service”
- Financial documentation for “leveraged” partnerships

**Criteria: D3**

***A high performing board measures the return on investment (ROI) of strategies, services and investments***

**D3a. ROI is measured against tangible indicators and methodology \***

***Evidence Indicators***

- Documentation of indicators\*
- Documentation of methodology\*

**D3b. The board reports ROI to community and stakeholders**

***Evidence Indicators***

- Meeting minutes
- Annual report
- Citation in media reports