MASSACHUSETTS WORKFORCE DEVELOPMENT SYSTEM

MassWorkforce Issuance

Workforce Issuance No. 08-15 ☑ **Policy** ☐ **Information**

To: Chief Elected Officials
Workforce Investment Board Chairs
Workforce Investment Board Directors
Title I Administrators
Career Center Directors
Title I Fiscal Officers
DCS Regional Directors

cc: WIA State Partners

From: Suzanne M. Bump, Secretary
Executive Office of Labor and Workforce Development

Date: May 13, 2008

Subject: **High Performing Workforce Board Certification Instructions**

Purpose: To provide Local Workforce Investment Boards with instructional guidance regarding the submission for High Performing Workforce Board Certification.

Background: The Commonwealth is embarking on an ambitious initiative to aggressively strengthen the capacity of Local Workforce Investment Boards (LWIBs) to address the strategic challenges facing the development of a skilled local workforce. The High Performing Workforce Board (HPWB) Certification is intended to develop a measurable set of statewide standards intended to accelerate the continual improvement of the Massachusetts workforce development system in order to:

- Build capacity of the workforce system
- Close the skills gap
- Enhance the youth pipeline

Toward that end, the Executive Office of Labor and Workforce Development (EOLWD has charged the Department of Workforce Development and the Commonwealth Corporation to develop a set of statewide "high performance" standards by which each local board can be measured with regard to its capacity and effectiveness in addressing local workforce issues from a broad, strategic perspective. In developing these standards, the Commonwealth has invited and welcomed input from the broad spectrum of its workforce development partners, stakeholders and consumers including businesses and local elected officials. Once drafted, the proposed standards were vetted through and approved by the State Workforce Investment Board.

This Policy document provides instruction that will enable each LWIB to meet all standard requirements under the Workforce Investment Act as well as the additional requirements to achieve High Performing Workforce Board Certification.

Policy: It is the policy of the Commonwealth of Massachusetts to implement the High Performing Workforce Board Certification criteria described in this issuance as the first stage in an evolving quality process that recognizes and measures exemplary Massachusetts Workforce Investment Board systems and practices and with the express goal that each local board achieve High Performing Workforce Board Certification by July 1, 2009.

To be considered for certification in the initial round, a local board must submit a complete certification package by close of business on September 10, 2008. Those boards planning to submit in this initial round must submit a Letter of Intent by May 23, 2008 to:

Secretary Suzanne M. Bump
Executive Office of Labor and Workforce Development
One Ashburton Place, Room 2112
Boston, MA 02108

Local boards not ready to submit a certification package for consideration in the initial round will have an opportunity to submit in two subsequent rounds (dates to be determined). To accommodate the High Performing Workforce Board Certification schedule all current local WIA Certifications will be extended through June 30, 2009.

A local WIB must submit a complete certification package that includes all documentation to meet the provisions for both the standard WIA-based requirements (Part I) *and* the Commonwealth's High Performing Workforce Board Certification (Part II). Incomplete packages will be returned without further consideration.

Action Required: Review the contents of this issuance and follow instructions in preparing all submission packages.

Effective: Immediately

Inquiries: Please email all questions to PolicyQA@detma.org. Also, indicate Issuance number and description.

High Performing Workforce Board Certification

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Introduction

The Patrick Administration set forward three major workforce priorities for the Massachusetts public system. First, work to raise the overall capacity of the workforce system to respond to the labor market needs of our economy. Second, close the skill gap that exists between available workers and employers through a strategic use of resources and full engagement of critical business sectors. Third, enhance the youth pipeline by increasing and aligning youth education, training, and employment programs in order to tap this critical source of workers.

A key strategy in raising the overall capacity of the workforce system is to build upon and ensure a strong, innovative, vibrant, and responsive network of Local Workforce Investment Boards (LWIBs) across the state. Toward this goal, the Executive Office of Labor and Workforce Development (EOLWD) has launched an initiative to clearly define expectations and standards for the regional system of Workforce Investment Boards, coupled with expectations for a high quality and performance-oriented state system.

Massachusetts has set an aggressive workforce agenda and is looking to local workforce boards to lead regional partnerships to advance this agenda. Through the High Performing Workforce Board (HPWB) Initiative, the strategic leadership and intermediary responsibilities of local workforce investment boards are being encouraged and supported by the Patrick Administration. In this strategic role, each local board, through its business leadership, can enhance its role beyond the limited funding streams it directly controls through the alignment of disparate funding streams and activities, innovative practice and a more robust engagement of employers and regional labor market partnerships under a strategic plan for the region.

Preconditions for Applying

Before submitting an application for the High Performing Workforce Board Initiative, regions must meet four (4) standards. A local board *should not* consider submitting a HPWB application package for review if it is not confident that each of the standards listed below have been met.

1. **The local WIB must meet all standard requirements under the Workforce Investment Act (Part I of the application package). If information is unclear to the reviewer the board will have the opportunity to clarify information related to the application; however if a component is missing or the board membership is not compliant with WIA and/or the Commonwealth's requirements *the application will not be reviewed*.**
2. **At the time of submission of the High Performing Workforce Board application package, any prior disallowed costs must be cleared or a formal resolution plan, approved by the Division of Career Services, must be in place.**
3. **The level of local expenditures and obligations for the prior fiscal year is in compliance with all Workforce Investment Act of 1988 (WIA) requirements** [20 CFR § 667.150(b) and § 667.150(c)]
4. **WIA Title I Performance:**

   Regions that have failed performance measures must have in place an approved corrective action plan, including performance benchmarks and timeframes. Demonstrated programmatic effectiveness of the corrective action activities, considered together with the number and prevalence of performance failures will impact the scoring of the performance criteria of category B. (Reference Question

#13 and High Performing Workforce Board Criteria/Evidence Matrix, B2b & B2e.)

Note: Beginning in May 2008, the Commonwealth will conduct outreach to regions that have performance issues with the potential for negative impact on the Board's ability to attain HPWB status in the first round.

Each region should review performance data from the FY07 Annual Performance Results (MassWorkforce Information Issuance #07-74, issued November 2007) to determine whether there may be performance issues impacting HPWB application. For Round I applicants, additional performance information that will be reviewed will be contained in the FY08 Third Quarter Data (published in May 2008). Round II and Round III applicants should reference FY07 and FY08 Annual Performance Results (FY08 data to be published in November 2008).

Submission Requirements

The Department of Workforce Development (DWD) will certify on behalf of the Governor, that the composition of the LWIB, including the appointment process, complies with the criteria established in Section 117 of the Workforce Investment Act of 1998 and meets all additional requirements of the Governor. DWD will further ensure that workforce investment activities carried out under the board's oversight have enabled the local workforce system to meet established performance measures and to lead a robust effort to address the strategic workforce needs of its region.

High Performing Workforce Board Certification package submission and review will occur over three distinct submission/review rounds beginning on September 10, 2008. The specific dates for subsequent submission rounds will be communicated in separate announcements. A local board may choose any of the three rounds to submit its High Performing Workforce Board Certification package. If a Board submits a certification package in Round 1 but fails to meet the certification standard it may resubmit in either of the remaining rounds. If a board waits to submit its package in Round 2 and fails to meet the certification standard it may resubmit in Round 3. As stated, a board that fails to achieve High Performing Workforce Board Certification in either Round 1 or 2 may reapply in a subsequent round.

*Note***:** *It is the intention of the Commonwealth that all Massachusetts Workforce Investment Boards meet the High Performing Workforce Board Certification standard by July 1, 2009.*

Letter of Intent

Workforce Investment Boards that plan to submit a High Performing Workforce Board Certification package for consideration in the first round (September 10, 2008) are **required to submit a Letter of Intent**, signed by the WIB chair, by May 23**,** 2008**.** The Letter of Intent should be mailed to:

Secretary Suzanne M. Bump
Executive Office of Labor and Workforce Development
One Ashburton Place, Room 2112
Boston. MA 02108

Submission of HPWB Application

HPWB applications for Round I must be received by close of business on September 10, 2008. The application package must include all components listed in the application checklist and any/all other supporting documentation.

Applicants will please provide one original and five copies, plus a CD Rom containing the completed application and supporting documents as feasible.

Review Process

Review of Standard WIA-Based Criteria (Part I)

The process for the initial WIA-based phase (Part I) of the certification review will consist of the following steps:

Step 1: Upon submittal, the full High Performing Workforce Board Certification package (Parts I & II) will be reviewed for completeness. If the package is determined to be incomplete, the local Board will be notified and all missing elements of the package must be submitted before the formal review will be initiated.

Step 2: Upon verification that the package is complete, Part I of the submitted certification package will be reviewed by an EOLWD agency team to verify the WIB's adherence to WIA based criteria for certification.

Step 3: The review team will communicate all Part I issues identified through this initial phase of the formal review to the designated WIB representative for clarification and resolution.

Step 4: Upon full clarification and/or resolution of all identified issues resulting from the Part I review, the HPWB application will be moved to Phase II of the review process; i.e. review and scoring of the application submission by a panel of independent reviewers.

NOTE: Each local Workforce Investment Board must first be determined to have met *all WIA-based criteria* of Part I to be considered and approved for High Performing Workforce Board Certification.

Review of High Performing Workforce Board Criteria (Part II)

The process for the High Performing Workforce Board phase (Part II) of the certification review will comprise the following:

Step 5: After verification of both completeness and adherence to the WIA-based criteria of Part I, the High Performing Workforce Board Criteria section of the application package (Part II) will be reviewed by an inter-organizational review panel comprised of high-level representatives of state and non-state entities, both within and outside of the EOLWD umbrella.

The Review Panel will review the Board's full response to the HPWB Criteria portion of the certification package, including all narrative responses and documentary evidence presented for consideration. The review will employ a quantified scoring system, with a maximum achievable score of 200 points. The 200 points will be apportioned across each of the four criteria categories on which the High Performing Workforce Board review will be based. Within each category, each specific question will be weighted against the total point share for that category.

NOTE: A WIB must score a minimum 80% rating for *each of the four criteria categories* to achieve High Performing Workforce Board certification. If a WIB fails to attain the minimum 80% rating for one or more of the high performing criteria categories, High Performing Workforce Board Certification *will not be granted*.

Step 6: On-Site Review (Phase III)

Regions that score 80% on each section of the HPWB application will be requested to host a site visit. The site visit will serve to verify the information submitted in the HPWB application and to provide the local board with an opportunity to demonstrate additional HPWB factors which may not have been evident in the application. Site visit teams will meet with board members and other community leaders, as well as with board staff to confirm the strength and meaningful involvement of the board membership versus strong staff, and to determine how non-board leaders in the community view the work of the board.

It is the goal of EOLWD to complete the entire HPWB review process within a six-week timeframe following submission of the HPWB packages. Therefore, it is anticipated that HPWB Certification will be awarded no later than October 31, 2008.

Part I WIA-Based Requirements

I. Required Assurances

The following sections detail the assurances and documents that are required from each Workforce Investment Area for LWIB Certification in the Commonwealth. This Certification process contains requirements that must be met by each entity designated as the Local Workforce Investment Board for the programs and services provided through the Workforce Investment Act of 1998 and other programs designated by the Commonwealth. *The signatures of the designated Chief Elected Official (CEO) and LWIB chairperson on the signature page of the submission package attest to their agreement with, understanding of, and compliance with all assurances and documents.*

A. Nomination Process for members:

The nomination process assures that all nominations are submitted to the Chief Elected Official in accordance with the WIA Regulations at 20 CFR Section 661.325 that state: *The local Board is appointed by the chief elected official(s) in the local area in accordance with State criteria established under WIA section 117(b), and is certified by the Governor every two years, in accordance with WIA section 117(c)(2).*

All members are representatives that are chief executives or optimum decision-makers within their organizations with hiring authority, and reflect the diversity goal established within each region.

Note: Letters of nomination must be kept on file locally by the LWIB.

The following criteria have been met in the appointment of all new members:

1. **Business candidates must:**
    - Be nominated by local business membership organizations and/or business trade associations;
    - Reflect the industrial composition and geographic region of the communities in which businesses are concentrated; and
    - Represent businesses with employment opportunities that reflect the employment opportunities in the local area.

Note: Self-employed business owners with employees are eligible to serve on the LWIB as a business member provided they reflect employment opportunities in the local area.

Business membership organizations that have a membership base that is diverse in nature with a focus that is primarily oriented toward more generic civic activities within a community may not serve as "business representatives" on the LWIB. Such organizations may assist the CEO in identifying nominees as business representatives on the LWIB from among its members.

2. **Education representatives must**:
   - Be nominated by regional or local educational agencies, institutions, or organizations representing such local entities. Nominations for the local providers representing Adult Education and Literacy (WIA Title II) must be made by the Massachusetts Department of Education.
   - Include a representative from a community college where one exists.

Note: Subsequent to the appointment of *required* educational representatives the CEO may appoint "for-profit" training providers under this category. Such entities do not qualify as "business representatives."

3. **Labor representatives** must be nominated by local labor federations (or if no employees are represented by such labor organizations, other representatives of employees).

4. **Direct appointments include:**
   - Community based organizations (CBOs) include those representing individuals with disabilities and veterans for a local area in which there is such an organization.
   - Economic development may include private economic development entities.
   - One-Stop Career Center partners are entities that carry out activities at the local level and other partners from state/regional agencies (with no local grant recipient). One-Stop Career Center required partners may represent more than one funding stream and are also required to sign an MOU.
   - Other agencies include other members representing appropriate entities at the discretion of the CEO.

B. Terms of appointments:

The term of appointment for the business members of the board must be constructed in such a way that not all appointments expire in the same calendar year.

C. Membership requirements:

The Local Workforce Investment Board assures compliance with the following membership requirements:

- Local Workforce Investment Board members appointed by the Chief Elected Official as required under the Workforce Investment Act shall constitute the official voting membership of the Board.
- At least 51% of the members of the LWIB will be appointed from businesses which are representative of the primary employers in the region as described in Section 1A.
- The local board chairperson shall be elected from among the business representatives on the board. *(WIA sec. 117(b)(5).) Section 117(b)(2)(A) of the Workforce Investment Act).*
- The balance of the membership shall represent education, economic development, organized labor, community based agencies, and the One-Stop Career Center partners as described in Section 1B.

- A minimum of four voting members of the LWIB must also serve on the Youth Council.

Note: Any program or activity, that may have multiple grant recipients, administrative entities or organizations responsible for administering its funds in the local area that is a required partner in the One-Stop system, is entitled to **one seat** on the LWIB.

D. Membership vacancies:
All membership vacancies or changes in membership must be filled within 90 calendar days with the exception that all vacancies of One-Stop Career Center partner organizations must be filled within 60 calendar days. Following any membership changes a revised membership matrix must be promptly submitted to the Division of Career Services, Charles F. Hurley Building, 19 Staniford Street, first floor, Boston, MA 02114 to the attention of Lisa Caissie.

E. Additional assurances:

1. The LWIB will develop a fair and impartial review process, which incorporates in its by-laws a conflict of interest statement that is in compliance with the Commonwealth of Massachusetts conflict of interest laws (MGL Chapter 268A and B). This statement will ensure that no LWIB member may participate in discussions or vote on proposals in which the member has a financial or other interest as described in the statement. A signed Conflict of Interest Statement for each member must be kept on file.

2. The LWIB ensures that it will conduct business in an open manner as required under Section 117(e) of the Workforce Investment Act and consistent with the Massachusetts Open Meeting Laws http://www.mass.gov/legis/laws/mgl/39-23a.htm.

3. The LWIB assures that current policies and procedures in place for the local workforce investment area for complaint resolution are consistent with WIA regulations and the Commonwealth's procedural guidance as defined in WIA Communication Policy # 05-89 Unified Workforce Investment System Complaint Process.

4. The Chief Elected Official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under Sections 128 and 133, unless the Chief Elected Official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability. (WIA, Section 117 (d) (3)(B)(i)(I))

5. The designated Chief Elected Official serves as the local grant recipient for a local area and may designate an entity to serve as a local grant sub-recipient for such funds, or as a local fiscal agent. Such designation shall not relieve the Chief Elected Official or the Governor of the liability for any misuse of grant funds as described in sub clause (I). (WIA, Section 117 (d)(3)(B)(i)(II))

6. The local grant recipient or an entity designated as the fiscal agent shall disburse such funds for workforce investment activities at the direction of the local board, pursuant to the requirements of WIA, if the direction does not violate a provision of this Act. The local grant recipient or fiscal agent shall disburse the funds immediately on receiving such direction from the local board. (WIA, Section 117 (d)(3)(B)(i)(III))

7. The LWIB will enter into a formal agreement with the Chief Elected Official clearly detailing the partnership between the two entities for the governance, review and oversight of Local Workforce Investment Activities (Agreement Template provided).

8. Consistent with Section 118 of WIA, each local board in partnership with the Chief Elected Official for the local area involved shall develop and submit an annual plan to the Governor. (WIA, Section 117 (d)(1))

9. The LWIB, LWIB staff and any organization that directly provides staff to the LWIB may not provide WIA services (including Wagner-Peyser) in the local workforce investment area, i.e., core, intensive, or training, or participate in the management or operations of the local One Stop Career Center

10. Consistent with section 121(d) of WIA, the local board, with agreement of the Chief Elected Official shall designate or certify one-stop operators as described in section 121(d)(2)(A); and may terminate for cause the eligibility of such operators. (WIA, Section 117 (d)(2)(A)(i & ii))

11. The local board shall develop a budget for the purpose of carrying out the duties of the local board under WIA subject to the approval of the Chief Elected Official." (WIA, Section 117 (d)(3)(A))

12. The local board, in partnership with the Chief Elected Official, shall conduct oversight with respect to local programs of youth activities authorized under Section 129 of WIA, local employment and training activities authorized under Section 134, and the one stop delivery system in the local area. (WIA, Section 117 (d)(4))

13. The local board, the Chief Elected Official, and the Governor shall negotiate and reach agreement on local performance measures as described in Section 136 of WIA. (WIA, Section 117 (d)(5))

14. There shall be established, as a subgroup within each local board, a youth council appointed by the local board, in cooperation with the Chief Elected Official for the area. (WIA, Section 117 (h)(1))

15. The local board shall assist the Governor in developing the statewide employment statistics system described in Section 15(e) of the Wagner-Peyser Act. (WIA, Section 117 (d)(6))

16. The LWIB/Fiscal Agent will utilize a procurement process that maximizes open and free competition. Procurement standards as delineated at 2 CFR, Part 215 (*Uniform Administrative Requirements for Grants and Agreements With*

Institutions of Higher Education, Hospitals and Other Non-Profit Organizations), MGL Chapter 30b and 29 CFR 95.40-48 must be followed as appropriate. The LWIB/Fiscal Agent must be aware of organizational conflicts of interest or other practices that may reduce competition. Written procurement procedures demonstrating compliance with WIA Section 117 (d)(2)(B, C and D) of the Workforce Investment Act of 1998 covering the solicitation and award of contracts for goods and services and records sufficient to adequately document each procurement must be maintained.

17. The Board assures that it and the local one-stop career center operator will carry out all activities relevant to the provision of each program covered under the annual plan in accordance with all Federal/State policies and procedures. The Board further assures that a schedule for the monitoring of the Board and local one-stop career center activities will be developed and agreed upon in concert with the Division of Career Services (DCS).

18. The Board assures that no funds provided through the Workforce Investment Act of 1998 and other programs as designated by the Commonwealth and listed in the Letter of Intent shall be used for, political activity, lobbying (29CFR 93/PL 101-121,319/31USC1352) or propaganda purposes. Compliance with the Hatch Act is also applicable where required.

19. The LWIB assures that it will focus its efforts on meeting the needs of local employers in both the state and local workforce systems. The LWIB assures that it will provide that connecting, brokering and coaching activities will occur that support these efforts. (WIA, Section 117 (d)(8)

20. The LWIB assures that linkages have been made by the LWIB with area employers and economic development agencies in order to ensure a well-coordinated and non-duplicative workforce investment system in the region.

II. Standard WIA-Based Criteria

A. Membership

The Commonwealth is committed to strengthening the local boards and ensuring that business representation is reflective of emerging and primary employment opportunities within the region as outlined in the Workforce Investment Act.

The definition of “business” candidates requires that members in that category provide employment opportunities in the local area. As new appointments are made to the LWIB in the “business” category, self-employed individuals with no employees, individuals who are no longer employed in positions with optimal policymaking or hiring authority within their organizations, and individuals who have retired and have also relinquished or forfeited policymaking and hiring authority with their businesses may no longer be appointed as representatives of the business sector. Current “business” members who do not, or who no longer meet the requirements may complete their current terms. However, if they do not meet the qualifications for “business” membership when their terms expire they may not be appointed for a new term as “business” members.

- Business membership organizations or business trade organizations comprised of members representing specific industry sectors or occupational areas or whose primary focus relates to the employment, training and growth of businesses within the region will continue to be considered as business representatives on the LWIBs.

- Business membership organizations which have a membership base that is diverse in nature and whose focus is primarily oriented toward more generic civic activities within a community may no longer serve as “business representatives” on the LWIB. Such organizations may assist the CEO in identifying nominees as business representatives on the LWIB from among its members. These individuals and/or organizations may also continue as LWIB members if appointed in another required category if appropriate or in the “other” category at the discretion of the CEO.

- For profit training providers will no longer qualify as “business” representatives. After the required educational representatives are appointed these entities may be appointed under that provision, or any others that might be appropriate.

B. CEO/LWIB Agreement

The governance and oversight of the local workforce system is designed to be a partnership between the designated Chief Elected Official(s) in the region and the LWIB. Each of the parties has specific statutory and regulatory functional roles that are described in the Act. These functional roles and responsibilities are required to be formalized through a written agreement between the CEO and the LWIB. For local convenience and to assure a standard of consistency across the full workforce investment system, the CEO/LWIB agreement should be consistent with the attached template, provided as Attachment C. *Please note: written responses are required for all template items.*

C. By-Laws

The LWIB must submit its current by-laws. The by-laws must have been voted upon and officially adopted by the membership in advance of the date of submission of the High Performing Workforce Board Certification Package. A copy of the minutes of the board meeting at which the by-laws were voted on and adopted should be attached.

D. Charts

1. The LWIB Membership Matrix (Attachment B) requires entry of each member's name and title, organization he/she represents, the local city or town in which the member's organization is located and the start and end date of the individual's membership term.

2. For "business" members, the LWIB Matrix also requires an entry for the type of business the member represents, as well as the number of employees in the member's company (the total should reflect only the number of employees for locations located within the local workforce investment area). For "business" members who are from business membership organization or business trade associations that qualify the individual for board membership as a "business" representative, the Matrix should indicate the total number of its member organizations that are located within the local workforce investment area.

3. The Youth Council Membership Matrix (Attachment B) requires entry of each member's name and title (title not required for designated "Parent" or "Youth Representative"), the organization or agency represented by the member, the city or town in which the member's organization or agency is located (for designated "Parent" and "Youth Representative" the city/town of residence should be noted), and the start and end date of the individual's membership term.

4. Organizational Charts

   The submission package must include two (2) organizational charts:

   - an organizational chart of the board, identifying its committee / sub-committee structure; and

   - an organizational chart of the area's workforce development system governance structure.

E. 501 (c)(3) Status

The board must include as part of its High Performing WIB Certification package a statement articulating its current status with respect to Section 501 (c)(3) of the Internal Revenue Code for non-profit organizations. Incorporation under Section 501 (c)(3) expands the board's capacity to seek additional sources of funding from private resources.

Part II High Performing Workforce Board Criteria

The executive director and the membership of the Workforce Board should review the questions below to evaluate the Board's current capacity to describe and submit evidence for the questions. Applicants must submit evidence that fully demonstrates how the workforce investment board meets the criteria in each of the categories.

Please Note: The letters and numbers referenced in parentheses relate to the High Performing Workforce Board Criteria-Evidence Matrix (Attachment G). The attached matrix is a reference tool to provide Workforce Investment Boards with examples of measurable evidence for each criterion point. In addition, it outlines evidence that must be addressed or is required for each question or section. **Certain points of evidence are required and are indicated by an asterisk in the Matrix.**

All questions should be answered (and numbered) in the order in which they appear; since this is a WORD document, it can also be used as a template.

Category A: Strategic Planning and Implementation [80 Points]

Major Product for Category A: Strategic Plan. Attach a copy of your region's strategic plan. The foundation for the High Performing Workforce Board initiative is the development and use of a regional strategic plan to guide the work of the Board. Effective strategic plans and processes contain key characteristics that are inherent in the HPWB criteria.

Note: If the response to any of the following questions is clearly articulated in your strategic plan, you may opt to reference the location (cite page number(s) and line(s) where the reviewer can identify the response to the particular question).

QUALITY OF STRATEGIC PLAN (30 of the 80 points for this question)

1. Reviewers will score the content of the strategic plan based upon the following:

   - Strong analysis of environmental trends based on labor market information, demographics, economic and social conditions, education and training needs and other trends related to the local workforce development system. Identification of strategic issues that the area faces and initiatives planned by the Workforce Board as part of the plan to address the identified issues.
   - Strength of connection and linkages between the analysis, vision, goals, objectives and strategies outlined in the document.
   - Clearly articulated benchmarks for periodic measurement of progress toward objectives. The benchmarks identify specific measures and time frames that provide the board, local stakeholders and customers with a mechanism for monitoring progress on the implementation of the strategic plan.

STRATEGIC PLANNING PROCESS (15 of the 80 points for this question)

2. How was the development of the strategic plan evidence-based and data driven?
   a. Please include a description of the data gathered and the method of analysis and review (A2a and A2c)

   b. Please describe the key trends or policy implications identified by the Board members based upon the comprehensive analysis of regional labor market and critical workforce populations. What are the key data trends that describe the need to align business needs with labor market supply? (A2a and A2c)

3. How was the development of the strategic plan guided by private sector input (board members and non-board members) from critical sectors in the region? (A1a)

4. How was the strategic planning process inclusive of all of the key stakeholders? (A1b; A1c; A2b; A4b; A5)

5. How does the allocation of the region's resources (e.g. personnel, financial, educational) support the strategic plan to ensure that each partnership is aligned with the Board's strategic objectives? (A4)

6. How does the Workforce Investment Board communicate progress on the strategic plan to stakeholders? (A3)

ALIGNMENT (10 of the 80 points for this question)

7. How is the strategic plan aligned with the vision and priorities of regional economic development partners? What strategies in the strategic plan support regional economic priorities in the region? (A1a; A1b; A1c)

8. How is the strategic plan aligned with the workforce priorities established by Governor Patrick, which were built on input from the state and regional workforce system? List the strategies in the strategic plan that support the Administration's priorities for (A1b)?
   - *Building the Capacity of the Workforce System*
   - *Closing the Skills Gap*
   - *Enhancing the Youth Pipeline*

REGIONAL TARGET GOALS (25 of the 80 points for this question)

9. Identify the specific policies, objectives and service strategies developed for your region to meet the needs of key workforce populations (individuals with disabilities, ex-offenders, TANF populations etc.). (A2a; A2c)

10. What are the strategic objectives, policies and service strategies that address the youth population in the region? (A2c)
    a. As a result of these objectives and policies, what strategies and partnerships have resulted in employment opportunities for youth in your region?
    b. Describe target goals (number of youth etc.) to increase youth employment in the region set by the Board**.** How will the region implement new strategies to achieve these goals.

11. Identify the specific policies, objectives and service strategies developed to meet the talent needs of employers in the region? (A2c) As part of your response, please address the following areas:
    a. List the number, purpose and quality of business-driven partnerships[1] formed in collaboration with the Board to address skill alignment needs for critical sectors in the region (articulated in the strategic plan) (A5a; A5b). List the key organizations included in each partnership (business, educational, economic development organizations, organized labor, community-based organizations, etc.).
    b. Describe the strategies that are in place to increase the number of businesses served in the region, including the use of One-Stop Career Centers (A5a)

Category B: Measuring Success [40 Points]

Major Product for Category B: A Performance Management Plan or information on documented performance management processes in response to the questions below.

Performance Management: A High Performing Workforce Board continually and methodically measures and analyzes its own organizational success. The Workforce Board may submit a Performance Management Plan if this already exists. Alternatively, the region can provide *information* on performance management strategies and practices for the region through the questions below. The Performance Management Plan <u>or</u> responses to questions should explain:

12. How does the board assess/measure its own impact, growth and relevance to the both the community at large and to its own members in particular? (B1a; B1b; B1c; B1d; B3a; B3b)

13. What Continuous Quality Improvement practices has the board implemented for the region's OSCC(s) and youth program? (B2a; B2b; B2c; B2d; B2e)

14. What is the process followed by the board to analyze customer use of the area's service delivery system and its performance, with emphasis on business customers? (B1c; B2c)

15. What policies and practices have been implemented by the Board to improve overall performance, or address actual or potential performance issues? What policies and practices have been implemented by the Board to improve WIA performance and/or other regional measures designed by the Board? (B1a, B2d, B2e, B3b)

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[1] 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)

16. What is the formal process that is in place by which the performance of the Workforce Board's executive director is evaluated by the board?

Category C: Managing the Work of the Board [50 Points]

Major Product for Category C: The Board's Operating Plan or information on board management and operations that delineates business planning, budgeting and procedures. Include the Board's budget and budget narrative. (C2)

A High Performing Workforce Board will systematically organize and formally plan how it manages the work and business of the board. The Board may submit an Operating Plan if this already exists. The Operating Plan or information provided will describe how the board operationalizes its functional responsibilities and measures its progress against established goals.

17. Describe and provide evidence of the methods used by the Workforce Investment Board to assess compliance with its business plan. (C2b)

18. Describe the Continuous Quality Improvement practices the Board implemented for itself as an organization. (C1a)

19. Identify and describe the specific Workforce Investment Board functions that support the service delivery infrastructure to better serve business and workers, including the promotion of key services like the Workforce Training Fund. (C3a)

20. How does the makeup of the board membership (type of organization and level of decision making authority within the organization) align with strategic objectives for the region?
    a. How do the Board Chair, Executive Director and Chief Elected Official work to assure the alignment of Board membership with the strategic objectives of the Board? (C4a; C4b)
    b. Describe the role and level of engagement of the board members in the process for recruiting new members to assure the continued relevance and viability of the Board? (B1d; C4c)

21. What policies and procedures did the Board adopt to encourage and ensure active participation of Board members in Board activities? (B1c; B1d; C4d)
    a. Attach evidence that demonstrates active member participation.

Category D: Oversight & Development of Financial Resources [30 Points]

Major Component of the Application: A Revenue Plan or information on strategies and practices to bring resources into the region.

A High Performing Workforce Board develops and implements a fiscal strategy that looks beyond limited federal and state funding allocations to assure a level of revenues and fiscal resources sufficient to meet the actual workforce needs of the local area. A High Performing Workforce Board will submit a Revenue Plan or revenue/fiscal-related information that describes:

22. How do the region's revenue goals align with local strategic objectives. (D1a; D1b; D2a)

23. Describe how existing financial resources (grants) are aligned with targeted industries or occupations in the region. (D1b)

24. Describe the Board's system(s) to organize and track existing regional financial resources**.** (D2b)

25. Describe the specific strategies to increase or leverage resources for strategic objectives. (D2a; D2b)

26. Describe the specific measures established by the Board to assess progress in achieving its revenue generation goals. (D2a)

27. Describe the basic **"**Return on Investment" measures, procedures or methods established by the Board to assess and communicate the value of the region's invested resources. (D3a)