

High Performance Workforce Board Scoring Sheet **DRAFT 8/11/08**

Name of Local Workforce Investment Board: _____

Reviewer's name: _____

Date: _____

Each section has several questions that comprise the requested content for the scoring area. The total score is based on a 200 point maximum.

Category A: Strategic Planning and Implementation - 40% of score = maximum 80points

Category B: Measuring Success - 20% of score = maximum 40points

Category C: Managing the Work of the Boards - 25% of score = maximum 50points

Category D: Oversight and Development of Financial Resources - 15% of score = maximum 30points

Within each scoring section, use the "low to high" section for each question based on your reading and analysis of the application. Also list Strengths and Weaknesses for answers as you read. Fill in points for each question, based on the suggested points for each score rating.

Add the points for each question to determine the number of points you would award to a section and enter it below each grid. The final page (Page 11) is a Record of the Total score and the reviewer's signature. This should be faxed or emailed to Arleen Damon (Fax 617 727-1090) or arleen.damon@state.ma.us by **noon on September 25th** to prepare for the Review Team meeting on September 26th.

Please remember that you are seeking the quality of the answer in addition to the thoroughness of the response. An applicant could thoroughly answer the question but the quality of the answer may be poor, for example if the answer does not sound plausible, or it is inconsistent with the problem they are proposing to address.

We have included the Strength and Weakness columns to help you think about the merits of each question and the overall application.

Category A: Strategic Planning and Implementation - 40% of score (maximum 80points; must have minimum of 64 points to pass this section).

<p><i>It is expected that each LWIB has a current strategic plan that drives the policies, services and of the region.</i> QUALITY OF STRATEGIC PLAN (30 of the 80 points for these questions)</p>	Rated Low	Rated Medium	Rated High	Strengths	Weaknesses	Record Points
<p>1. Reviewers will score the content of the strategic plan based upon the following: a) Is there a 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? Does the Strategic Plan identify strategic issues that the area faces and initiatives planned by the Workforce Board as part of the plan to address the identified issues? 10 points</p>	0 to 3	4 to 7	8 to 10			
<p>b) Are there strong connections /linkages between the analysis, vision, goals, objectives and strategies outlined in the document? 10 points</p>	0 to 3	4 to 7	8 to 10			
<p>c) Are there clearly articulated benchmarks for periodic measurement of progress toward objectives? Do those 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? 10 points</p>	0 to 3	4 to 7	8 to 10			
<p>Additional Questions for LWIB?</p>						
<p>Add points from 1a), b), c) 30 Point Maximum</p>						

<p><i>It is expected that each LWIB has a current strategic plan that drives the policies, services and of the region. Review the STRATEGIC PLANNING PROCESS (15 of the 80 points for these questions)</i></p>	Rated Low	Rated Medium	Rated High	Strengths	Weaknesses	Record Points
<p>2. Do they clearly explain how the development of the strategic plan was evidence-based and data driven?</p> <p>a) How would you rate the description of the data gathered and the method of analysis and review?</p> <p>b) Did they clearly describe the key trends or policy implications developed by the Board members based upon the comprehensive analysis of regional labor market and critical workforce populations? Did they cover the key data trends that describe the need to align business needs with labor market supply?</p> <p style="text-align: right;">4 points</p>	0 to 1	2 to 3	4			
<p>3. Was the development of the strategic plan guided by private sector input (board members and non-board members) from critical sectors in the region?</p> <p style="text-align: right;">3 points</p>	0 to 1	2	3			
<p>4. Was the strategic planning process inclusive of all of the key stakeholders?</p> <p style="text-align: right;">3 points</p>	0 to 1	2	3			
<p>5. Do they clearly describe how the allocation of the region's resources (e.g. personnel, financial, educational) support the strategic plan? Is it clear that each partnership is aligned with the Board's strategic objectives?</p> <p style="text-align: right;">3 points</p>	0 to 1	2	3			
<p>6. Is there a clear description of how the Workforce Investment Board communicates progress on the strategic plan to stakeholders?</p> <p style="text-align: right;">2 points</p>	0	1	2			
<p>Additional Questions for LWIB?</p>						

Add points from 2a)&b), 3,4,5,& 6 15 Point Maximum						
<i>It is expected that each LWIB has a current strategic plan that drives the policies, services and of the region. ALIGNMENT (10 of the 80 points for these questions)</i>	Rated Low	Rated Medium	Rated High	Strengths	Weaknesses	Record Points
<p>7.Do they clearly articulate how the strategic plan is aligned with the vision and priorities of regional economic development partners? Do they clearly describe strategies in the strategic plan that supports regional economic priorities in the region?</p> <p style="text-align: right;">5 points</p>	0 to 1	2 to 3	4 to 5			
<p>8.Do they clearly articulate how the strategic plan is aligned with the workforce priorities established by Governor Patrick, which were built on input from the state and regional workforce system? Is it clear that the strategies in the strategic plan support the Administration’s priorities for?</p> <ul style="list-style-type: none"> a. <i>Building the Capacity of the Workforce System</i> b. <i>Closing the Skills Gap</i> c. <i>Enhancing the Youth Pipeline</i> <p style="text-align: right;">5 points</p>	0 to 1	2 to 3	4 to 5			
Additional Questions for LWIB?						

Add points from 7 &8 10 Point Maximum						
<i>It is expected that each LWIB has a current strategic plan that drives the policies, services and of the region.</i> REGIONAL TARGET GOALS (25 of the 80 points for these questions)	Rated Low	Rated Medium	Rated High	Strengths	Weaknesses	Record Points
<p>9. How well do they describe 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.)?</p> <p style="text-align: right;">5 points</p>	0 to 1	2 to 3	4 to 5			
<p>10. Do they clearly articulate the strategic objectives, policies and service strategies that address the youth population in the region?</p> <p>a) Have they described what strategies and partnerships have resulted in employment opportunities for youth in your region because of these objectives and policies?</p> <p>b) Do they clearly articulate 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?</p> <p style="text-align: right;">10 points</p>	0 to 3	4 to 7	8 to 10			
<p>11. Do they clearly articulate specific policies, objectives and service strategies developed to meet the talent needs of employers in the region?</p>						

<p><u>Does the response, address the following areas:</u></p> <p>a) The number, purpose and quality of business-driven partnerships¹ formed in collaboration with the Board to address skill alignment needs for critical sectors in the region (articulated in the strategic plan). List the key organizations included in each partnership (business, educational, economic development organizations, organized labor, community-based organizations, etc.)?</p> <p>b) Can you clearly understand the strategies that are in place to increase the number of businesses served in the region, including the use of One-Stop Career Centers</p> <p style="text-align: right;">10 points</p>	0 to 3	4 to 7	8 to 10			
Additional Questions for LWIB?						
Add points from 9, 10 & 11	25 Point Maximum					

TOTAL Score for questions 1 through 11 (Maximum 80 Points) _____

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)

Category B: Measuring Success - 20% of score (maximum 40points; must have minimum of 32 points to pass this section).

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 or responses to questions should explain:

<i>It is expected that a High Performing Workforce Board continually and methodically measures and analyzes its own organizational success.</i>	Rated Low	Rated Medium	Rated High	Strengths	Weaknesses	Points
12. Is there a clear description of how the board assess/measure its own impact, growth and relevance to the both the community at large and to its own members in particular? 10 points	0 to 3	4 to 7	8 to 10			
13. Is there a description of Continuous Quality Improvement practices the board has implemented for the region's OSCC(s) and youth program? 8 points	0 to 2	3 to 6	7 to 8			
14. Is there a clear description of 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? 10 points	0 to 3	4 to 7	8 to 10			
15. Does the Board have clear policies and practices to improve overall performance, or address actual or potential performance issues? Do they articulate policies and practices the Board has implemented to improve WIA performance and/or other regional measures designed by the Board? 10 points	0 to 3	4 to 7	8 to 10			
Additional Questions for LWIB?						
Add points from 12, 13, 14, & 15 40 Point Maximum						

TOTAL Score for questions 12 through 15 (Maximum 40 Points) _____

Category C: Managing the Work of the Boards – 25% of score (maximum 50points; must have minimum of 40 points to pass this section).

Major Project for Category C: Submit the Board’s Annual plan or information on board management and operations that delineate business planning, budgeting and procedures. Include the Board’s budget.

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 annual plan if this already exists. The annual plan or information provided will describe how the board operationalizes its functional responsibilities and measures its progress against established goals.

<i>It is expected that a High Performing Workforce Board will systematically organize and formally plan how it manages the work and business of the board.</i>	Rated Low	Rated Medium	Rated High	Strengths	Weaknesses	Points
16. Does the application clearly describe and provide evidence of the methods used by the Workforce Investment Board to assess compliance with its business plan. 10 points	0 to 3	4 to 7	8 to 10			
17. Does the Board describe the Continuous Quality Improvement they have implemented for itself as an organization? 8 points	0 to 2	3 to 6	7 to 8			
18. Does the application identify and clearly describe how the Workforce Investment Board supports the service delivery infrastructure to better serve business and workers, including the promotion of key services like the Workforce Training Fund?						

	0 to 3	4 to 6	7 to 9			
9 points	Rated Low	Rated Medium	Rated High			
<i>It is expected that a High Performing Workforce Board will systematically organize and formally plan how it manages the work and business of the board.</i>				Strengths	Weaknesses	Points
<p>19. Does the application clearly describe how 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?</p> <p><u>Does the response, address the following areas:</u></p> <p>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?</p> <p>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?</p> <p>12 points</p>	0 to 4	5 to 8	9 to 12			
<p>20. Do they clearly describe policies and procedures the Board adopted to encourage and ensure active participation of Board members in Board activities?</p> <p>a. Attach evidence that demonstrates active member participation.</p> <p>9 points</p>	0 to 3	4 to 6	7 to 9			
<p>21. Do they clearly describe the Board’s formal process that is in place for evaluating the performance of the Workforce Board’s executive director?</p> <p>3 points</p>	0	1	2 to 3			
Additional Questions for LWIB?						
Add points from 16,17,18,19, 20& 21 50 Point Maximum						

TOTAL Score for questions 16 through 21 (Maximum 50 Points) _____

Category D: Oversight and Development of Financial Resources - 15% of score (maximum 30points; must have minimum of 24 points to pass this section).

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:

<i>It is expected that a High Performing Workforce Board will develop and implement a fiscal strategy that looks beyond limited federal and state funding allocations.</i>	Rated Low	Rated Medium	Rated High	Strengths	Weaknesses	Points
22. Do they clearly describe how the region’s revenue goals align with local strategic objectives? 5 points	0 to 1	2 to 3	4 to 5			
23. Do they clearly describe how <u>existing</u> financial resources (grants) are aligned with targeted industries or occupations in the region? 5 points	0 to 1	2 to 3	4 to 5			
24. Do they clearly describe the Board’s system(s) to organize and track existing regional financial resources? 5 points	0 to 1	2 to 3	4 to 5			
26. Do they clearly describe the specific strategies to increase or leverage resources for strategic objectives? 5 points	0 to 1	2 to 3	4 to 5			
27. Do they clearly describe the specific measures established by the Board to assess progress in achieving its revenue generation goals? 5 points	0 to 1	2 to 3	4 to 5			
28. Do they 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? 5 points	0 to 1	2 to 3	4 to 5			
Additional Questions for LWIB?						

Add points from 22,23,24,25,26,27& 28	30 Point Maximum						
---------------------------------------	------------------	--	--	--	--	--	--

TOTAL Score for questions 22 through 28 (Maximum 30 Points)

High Performing Workforce Board Application Total Page

Category A: Strategic Planning and Implementation	points from 1 through 11	80 Point Maximum	
Category B: Measuring Success	points from 12, 13, 14, & 15	40 Point Maximum	
Category C: Managing the Work of the Boards	points from 16,17,18,19,22,& 21	50 Point Maximum	
Category D: Oversight and Development of Financial Resources	points from 22,23,24,25,26,27& 28	30 Point Maximum	
TOTAL Points		200 Point Maximum	

Signature of reviewer

Date