

**Massachusetts Workforce Investment Board
WIOA Steering Committee
Job Seeker & Employer Subcommittee**

**Workforce Development Board (WDB) Certification Workgroup
Meeting Notes: June 9, 2015**

Members in Attendance:

Christine Abramowitz (Regional Employment Board of Hampden County), Gail Brown (Greater Lowell Workforce Board), Christine Cordio (Clinton Public Schools), Maria Kefallinou (Quinsigamond Community College), Louise Meyer (Employment and Training Administration), John Oliveira (MA Commission for the Blind), Joan Phillips (MA Rehabilitation Commission), Nancy Snyder (Commonwealth Corporation), Derek Kalchbrenner (Adult Community Learning Services), Sheila Sullivan-Jardim, (Brockton Area Workforce Investment Board); Department of Career Services: Diane Hurley, Leslie Seifried, Sacha Stadhard

Open Meeting Laws:

All committees, subcommittees, and workgroups of the Massachusetts Workforce Investment Board are considered public bodies and are subject to the Open Meeting Laws. The Workforce Development Board (WDB) Certification Workgroup is subject to the Open Meeting Laws. Meetings of the WDB Certification Workgroup will have conference call access and are open to the public. Meeting announcements and minutes of the WDB Certification Workgroup are posted on the [Massachusetts Workforce Development System](#) website. Members were asked to sign a certificate of receipt of the Open Meeting Law materials.

Overview of Workforce Areas and Workforce Development Boards in Massachusetts:

- Currently there are 16 designated workforce areas in Massachusetts
- WIOA requires that workforce areas be designated
- WIOA was written in a way to ease transition for
- Local areas that want to continue designation as workforce area must send in a request to Department of Career Services and they will be designated
- New areas can send in a letter to the Governor requesting local area designation
- Legislation to renew the State Board under WIOA was recently passed
- WIOA Steering Committee is driving the work of the subcommittees and workgroups to review all of the laws and rules under WIOA to reshape the MA workforce system in collaboration with the workforce system partners to better serve employers and job seekers.
- Unemployment Insurance is co-located in the Career Centers – this was a requirement under WIA – MA has already accomplished this requirement
- WIOA requires states to strengthen state level partnerships that may already be in place and to establish new workforce system partnerships that can be replicated at the local level
- A draft State plan is due to the Governor by November 13, 2015 which will include all of the required workforce development partners
- CEO's are responsible for receiving WIOA funds and holding liability of funds and ensures that services are provided. The CEO and the Board work together to set the policy and priorities for the local area

The Boards lay out the blue print for the region and the strategic plans and to serve employer and job seekers

- Boards have the challenge of helping the Career Centers get job seekers ready to fill the job openings in the local area
- WIOA requires Boards to have 51% business membership and requires less membership from other partners
- At last WDB Certification Workgroup meeting it was noted that current partners of the Boards are appreciated for their participation and membership would be trimmed down due to attrition
- How do we create Boards that bring businesses value?
- 501(c)(3)'s revised articles of Board By-Laws have to be filed with the States to include updated references from WIA to WIOA

Discussion of High Performance Board:

- In 2008, the High Performance Board initiative was established to raise the standards for Boards to be certified. It was a volunteer process for Boards who wished to meet additional Board criteria. The criterion was established by the many workforce partners. The following four standards were established for the High Performance Boards:
 - The Strategic Plan
 - Dashboard/Scorecard
 - Performance Tools
 - Revenue Plan
- Question: Has the board membership matrix already been created or will the WDB Certification Workgroup be charged with the development of the board matrix?
- Answer: The membership board membership matrix has already been developed by DCS. Policy has been written to say that as long as board membership is in place by August 2015 then you will be certified through October 2015 – September 2016.
- New standards must be included in the State Plan which is due in March 2016. Draft of the State Plan is due in November 2015
- The standards were used as criteria to review the board applications for high performance board certification. Applications were reviewed by a panel of partners outside of the workforce system to bring a wide perspective.
- Important to note that the initial high performance standards were not developed in an environment where a State wide plan was being developed

Suggestions for employer engagement and feedback:

- Employer feedback will be key to this process
- Important to use business/employer language so that the public can understand the message
- Integrate effectiveness in working with partner agencies who are part of the unified State plan into the board certification standards
- Local Boards can be used as a vehicle for reaching employers

- Chamber of Commerce and Business Associations
- Mass Workforce Board Associations and the MWIB
- Message to businesses and employers should be streamlined so the information is easy to understand
 - ❖ Possible survey of how the local boards are structured for the transition to WIOA

The group embarked on a brainstorm session of the current standards to determine how they might be enriched

Strategic Plan

- A scoring matrix was developed to determine whether a Board passed an element
- The three strategic plans that scored well and posted to the Workforce Development System website are:
 - Metro North
 - North Shore
 - Hampden County
- Christine noted that Hampden's strategic plan has been updated. Hampden's updated strategic plan will be posted on the Workforce Development System website
- The elements of the strategic plan were discussed
- We want to know how the Boards are partnering with all workforce partners
- How does this fit in with the timeline of regional planning?
- WIB's that work with other regions are encouraged. WIOA designates that planning regions are designated. Designations have to be in place when the State Plan is submitted.
- Regional partnerships are already happening across the State's based on industry clusters or industry sectors
- All workgroups need to cross pollinate. A challenge under WIOA is that Career Centers must be procured. A system of services must be procured. New entities will be allowed to bid as Career Centers. The Career Center Standards and Procurement committee is working on procurement standards and process as well as Career Center certification standards process.
- Planning regions have to be identified by the time the State plan is submitted in March
- Newly reconstituted MWIB has been paired down and only one person is representing Western MA
- The time span of a strategic plan should be considered as a lot of changes can happen in a short period of time
- Vocational Rehabilitation is a mandated partner and has specific planning requirements under WIOA
- Planning needs to be done collaboratively and not in silos – partners need to work seamlessly
- Question: What is the value that Vocation Rehabilitation can bring to this process?
- Answer: WIOA strengthens services to individuals with disabilities. Under WIOA one of the required Board functions is to increase services to increase accessibility for individuals with disabilities by assessing physical and programmatic accessibility. The Boards need to ensure a certain level of services to individuals with disabilities. There may need to be a uniform tool developed to ensure that Boards are increasing services to individuals with disabilities.
- What does the collaboration between the Career Centers and Vocational Rehabilitation look like?
- What is the high level strategic objective for Vocational Rehabilitation?
- WIOA requires co-location of partners
- State partners should lead by example so that the local level can follow suite

- Goal is for local level partners to deliver services based on agreements at the state level

Dashboard/Scorecard and Performance Tools

Diane distributed example of Dashboard/Scorecard and Performance Tools for the group to review.

- The tools for the boards are used to show at a high level what the regions are accomplishing
- The regions all have a dashboard or a scorecard
- The scorecards/dashboards vary from region to region
- The scorecards can be used in different ways and are used to track progress in specific initiative
- Performance Tools are operational dashboards/scorecards are more strategic
- Scorecards are used to measure goals and accomplishments set in the strategic plan
- Performance Tools are used to report performance to Department of Labor and the state
- ABE has continuous improvement plan that does not always reflect the performance goals
- How can we interweave the operation reporting requirements into the dashboard/scorecard?
- Dashboard/scorecard was developed so Board could demonstrate that they had a tool for oversight
- The tool used should be a one-pager or streamlined so that employers can see their return on investment
- Dashboard should also measure how well we are working with partners. Narrative could be used to communicate information on the scorecard
 - ❖ Possible template can be sent out with the minutes that people can that people can fill out and explain what they use and the value
- Broad guidelines for the dashboard/ scorecards are:
 - Measure of how the region is achieving results based on the strategic plan
 - Industry measures, employer measures
 - How it communicates information to the Board and to public
 - Value added to the region
- We need to come up with a way to tell the story of our collective system
- There should be a snap shot of the workforce system
 - ❖ Should a subset of the WDB Certification Workgroup develop a template for a standardized tool that may not been part of certification standards but communicates what the group thinks is important and has value?
- Diane noted that a meeting with the CEO's and WIB chairs has been scheduled for June 19th. The meeting audience has been broadened to include WIB Directors, Career Center Directors and Operational Managers. Initial intent of the meeting was to discuss the designation of the regional areas.
- Partners should also be included in the meeting on June 19th. It is important for all the partners to hear the same message from the governor.

Revenue Plan

- Examines the needs of the region and it demonstrates what the current resources are and identifies the gaps and calls for a plan to fill the gap

- A revenue plan over four years is a good forecasting tool. The revenue plan gives the Boards a realistic picture of what can be accomplished with the available resources. It also gives the Board goals to reach for in terms of bringing in additional revenues.
- Some Boards leverage more resources than others
 - ❖ Will send members of the group Section B of the certification policy that asks the questions relative to the revenue plan
- Main idea is to have the Boards think about strategies for leveraging additional resources
- When we put out the language in the revenue plan we should be cognizant of what Board member contributions can be
- Operational objectives should be included in the revenue plan
- How do we reflect the revenue plan so that it is broadened to talk about fundraising?
- It was suggested that there should be a connection between the strategic plan and the revenue plan

Considerations for Future Meetings:

- What are the responsibilities of the Board for Convening, Brokering, and Leveraging?
- Do we want to set a time limit on the strategic plan - do we want to require that the strategic plan address specific issues?
- We may or may not want to keep all 4 elements - dashboards combined with performance tools or performance tools eliminated from particular certification
- What are certification standards that we feel are important to set as a criterion that the board is rating on for their certification

Two pieces of certification that may need to be revised:

- CEO agreements - a template was created under WIA
 - ❖ Possible revision of the template
- Boards have their own by-laws but DCS could provide examples or set standards, i.e. measurement for quality meetings
 - ❖ Brainstorm ways for Boards to help strengthen the board by-laws

Next Steps:

After notes are sent out feedback is welcomed to inform future meetings. The goal of the group should be for members to speak to the certification standards and why they are good for strong Boards in Massachusetts.

Next meeting will be a conference call on Tuesday, June 23rd from 1:00 pm – 3:00 pm at the Hurley Building