

Workforce Development *is* the Last Mile of Job Creation

Presented by Ron Painter, CEO
National Association of Workforce Boards

About NAWB

- NAWB is the national advocate for Workforce Development Boards and American Job Centers
- Represents 550 Workforce Development Boards (WDBs) and their 12,000+ business members

NAWB's mission is to support its members through a comprehensive program of:

- advocacy,
- training and technical assistance,
- communication, and
- the promotion of strategic partnerships for the advancement of our nation's workforce.

NAWB at Work

Advocacy

- NAWB urges policymakers to make decisions that support millions of Americans who rely on our training to find work
- NAWB advocates for economic job development funding to go to local workforce boards, rather than state governments

Best Practices

- Continued dialogue between WDBs about what works
- AWAKE: A new partnership between NAWB and JFF
 - to organize and report on collective activities of national network of workforce orgs
 - Better understand the efforts, inputs and impact of workforce boards and American Job Centers



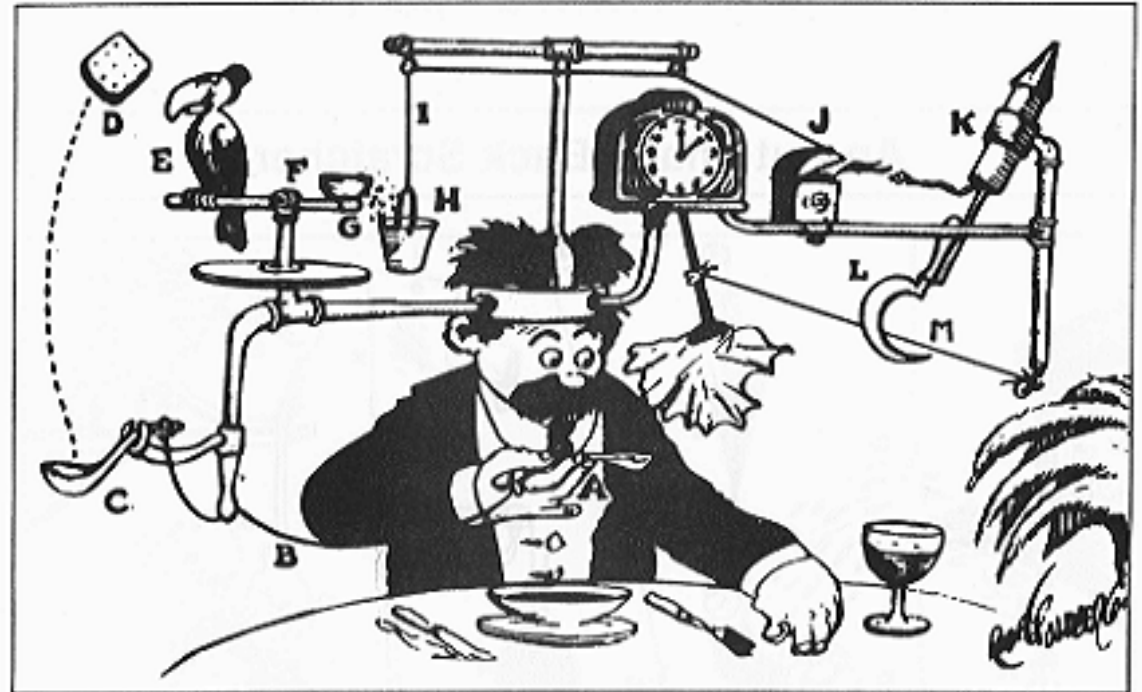
WHY WIOA

A Long Federal History



Isn't There a
Better Way?

Self-Operating Napkin



A large, dark, irregular ink blot with splatters on a white background. The blot is roughly circular but has many jagged, feathered edges. It is surrounded by numerous small, dark ink droplets and splatters of varying sizes, creating a sense of movement and texture. The overall effect is that of a fresh ink splash or a watercolor stain.

The Basics

What are WDB responsibilities?

Local Unified Plan

**Career Pathway
Development**

**Negotiation of
Local
Performance**

**Accessibility for
Individuals with
Disabilities**

**Workforce
Research / LMI
Analysis**

**Proven &
Promising
Practices**

**Coordination with
Education
Providers**

**Staff Hiring &
Qualifications**

**Convening /
Brokering /
Leveraging**

Technology

**Selection of
Operators**

Training

**Employer
Engagement**

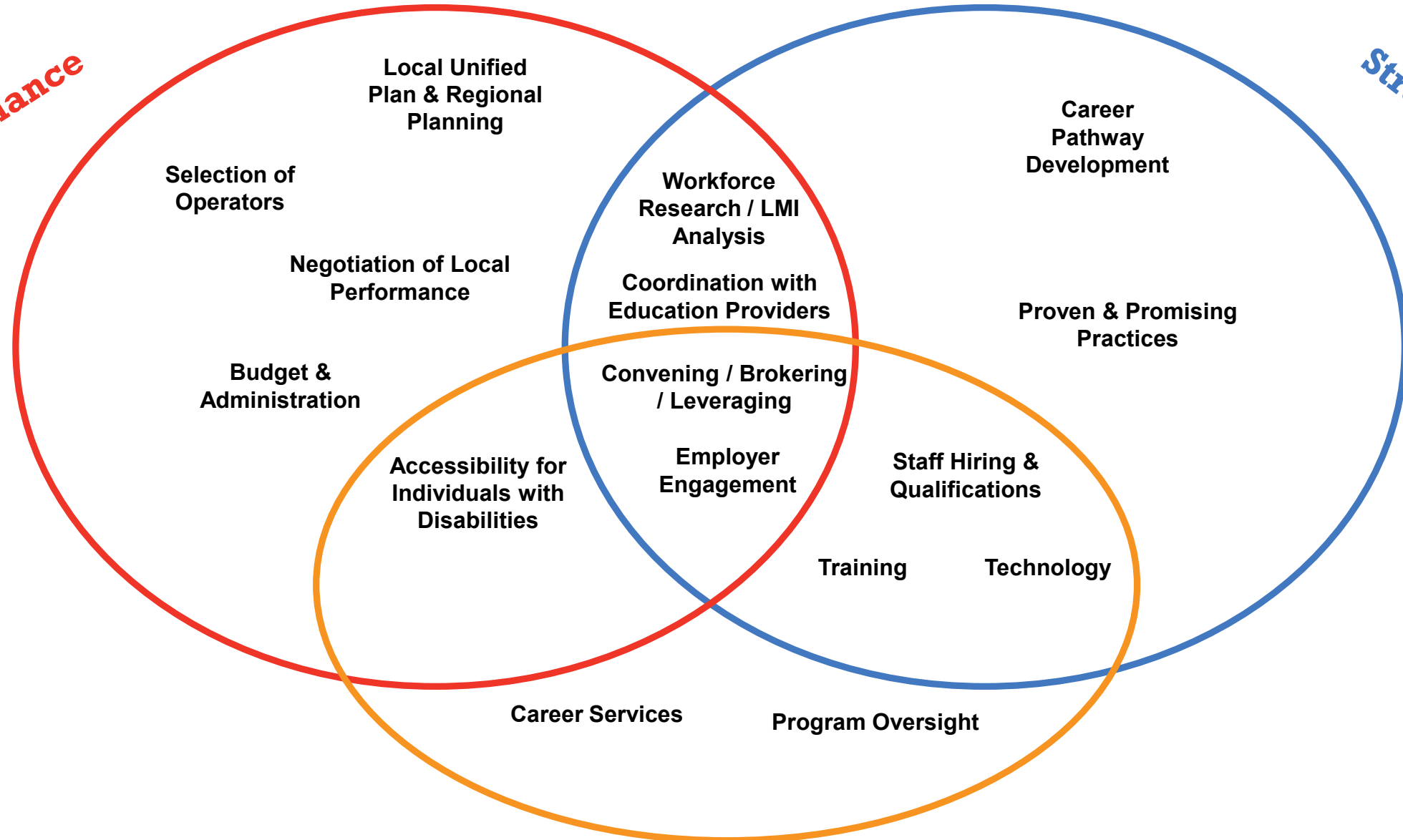
**Program
Oversight**

**Budget &
Administration**

Career Services

Compliance

Strategy



Operations

Workforce Development Boards & Performance

- Since 1998 Federal job training funds have included performance outcomes
- WIOA continues that;
 - Entered employment
 - Wages at placement
 - Retention in the labor force
 - Credentials obtained
 - Employer measure of satisfaction

Performance Requirements

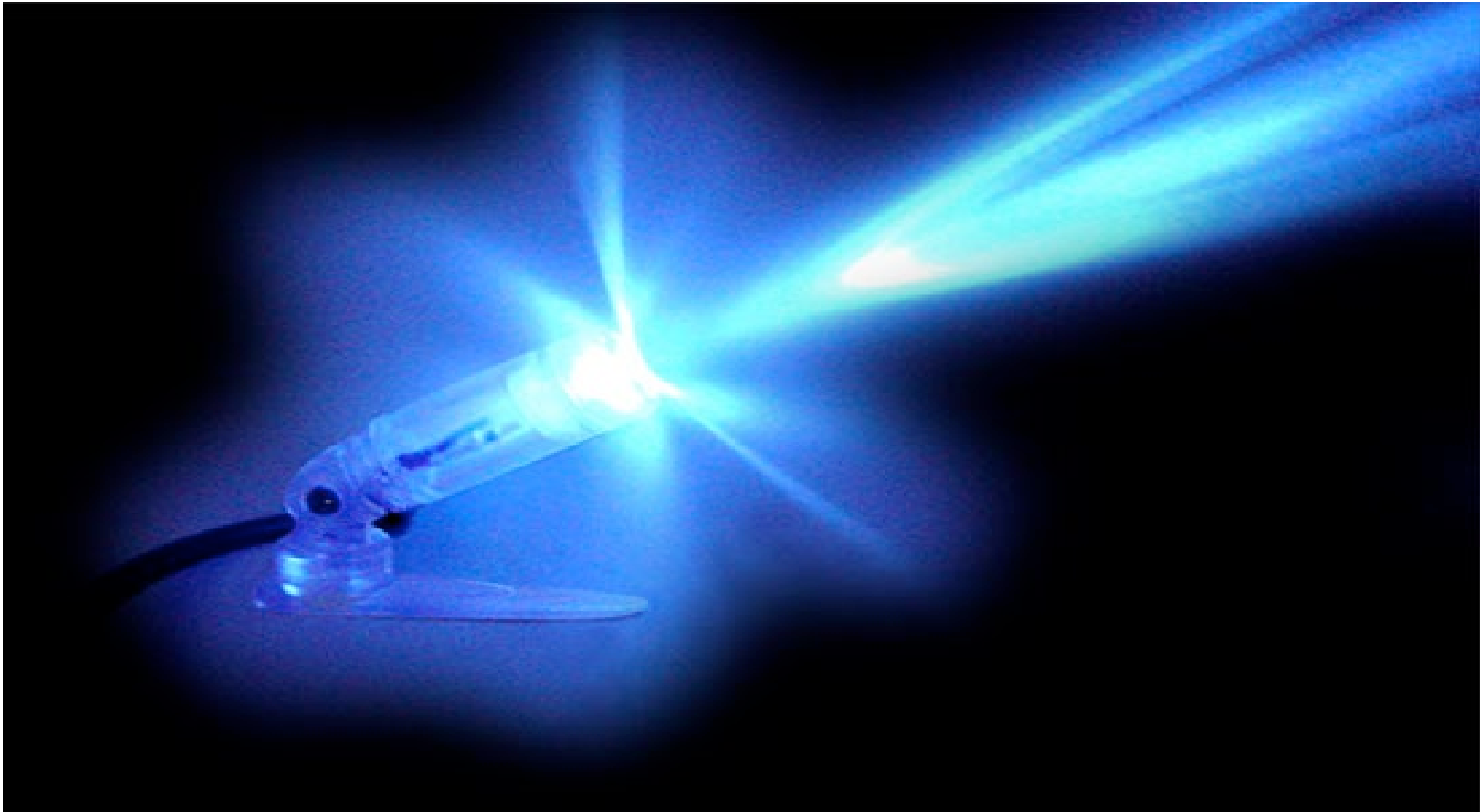
Performance Measure		WIA	WIOA
Adult and Dislocated Worker Measures	Entry into unsubsidized employment (Entered Employment)	Measured in Q1 after exit.	Measured in Q2 after exit. (Additional 1 quarter lag in reporting)
	Retention in unsubsidized employment (Employment Retention)	Measured in Q2 and Q3 after exit.	Measured in Q4 after exit. (Additional 1 quarter lag in reporting)
	Earnings change after entry into unsubsidized employment (Average Earnings)	Measured as average, in Q2 and Q3 after exit.	Measured as median earnings in Q2 after exit only. Median is defined as the numerical value that separates the higher half from the lower half of earnings.
	Credential rate	None	New measure: Percentage of participants who obtain a recognized post-secondary credential or diploma during participation or within 1 year after program exit.
	In Program Skills Gain	None	New measure: Percentage of participants in education leading to credential or employment during program year, achieving measurable gains. Measured in real time.
Employer Measure	Indicators of effectiveness in serving employers	None	New measure: One or more employer measures to be implemented before commencement of Year 2.

Performance Requirements

Performance Measure		WIA	WIOA
Youth Measures	Placement in Employment, Education, or Training	Measured in Q1 after exit.	Measured in Q2 after exit. (Additional 1 quarter lag in reporting)
	Retention in Employment, Education, or Training	None	New measure: Percentage of participants in education, training, or unsubsidized employment; measured in Q4 after exit.
	Earnings after entry into unsubsidized employment	None	New measure: Median earnings of participants in unsubsidized employment during Q2 after exit.
	Credential rate	Attainment of a Degree or Certificate – Rate of youth participants who obtain a diploma, GED, or certificate by the end of the Q3 after exit/	Percentage of participants who obtain a recognized credential or secondary diploma during participation or within 1 year after program exit.
	Literacy and Numeracy Gains	Literacy and Numeracy Gain – Rate of youth participants who increase one or more educational functioning levels during first year in program.	Eliminates measure
	In Program Skills Gain	None	New measure: Percentage of participants in education leading to credential or employment during program year, achieving measurable gains. Measured in real time.



Why Business-led?



Guiding Principles

Guiding Principles...

describe the organization's beliefs and philosophy pertaining to quality assurance and performance improvement

- Principles should guide what the organization does, why it does it, and how

Who is our customer?

How are we doing with them?
e.g. Exceeding expectations?
Do we know?

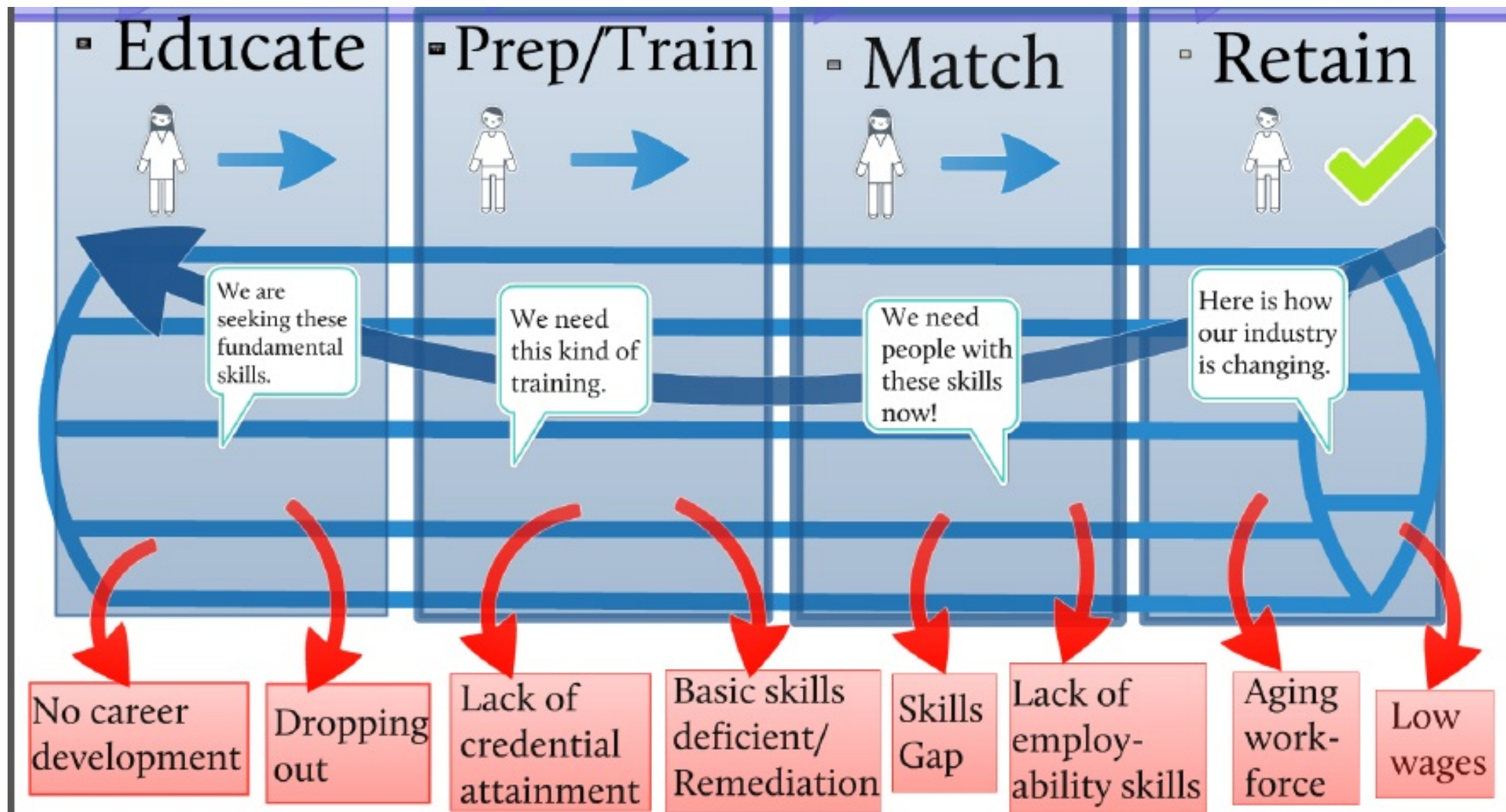
What is changing/ what are the pressures in their world?

What does that mean for our business?

How?

The Tools of “How”

- Workforce Development Boards
 - Business-led
 - Memorandums & Understandings with Local Elected Officials
 - Labor – Education – Economic Development - Community seats
- American Job Centers
- Strategic Tools
 - Work based learning (OJT, Incumbent Worker, Apprenticeship)
 - Career Pathways





Strategy

What are we aiming for?

Four Characteristics

- 1) Effective
- 2) Efficient
- 3) Access
- 4) Equity

Thinking about the Future (Put on your Green Hat)

What happened: (describe a major event in your business/region)	
Daily Life	
Systems	
Values	

New Science? New Tech	
Conflict/competition?	
New ideas or values?	
Chance?	

Thinking about the Future

The idea here: What are signals of change?

	Emerging Technology	Potential Policy Issues	New Concepts
Social			
Technological			
Economic			
Environmental			
Political			

Thinking about the Future

Mapping the Road Ahead

	Trends	Emerging Issues	Emerging Issue	Emerging Issue
Local System				
Broader				

Metrics Beyond Performance

What gets measured gets done

Board Metrics: What Matters?

Biz engagement – Benton Harbor

Data – Pittsburgh/San Diego

Sector Work – Chicago's Retail Center

Coalminers to Coding – Hazard County, KY

Platform-2-Employment – Bridgeport, CT

Homeless?

Gazelle Industries?

Economic Development support?



Board Metrics: What Matters?



What if every person who didn't finish college had the resources to come back and earn a degree?

Philadelphia

Spokane

Albuquerque

Kansas City

St. Louis

Cleveland

Greensboro

Spring Hill, TN

San Antonio

Memphis

Jacksonville



Strategy

Board Metrics: What Matters?

Federal performance, yes, but is that all?

- Outcomes

- Increased revenue that can increase impact?
- Living wages?
- Collaboration success?
- Less duplication in program services?



Board Metrics: What Matters?

Federal performance, yes, but is that all?

- Business engagement outcomes
 - More businesses using the system
 - The “right” businesses using the system
 - Higher wage sectors?
 - More people entering the labor market



Guiding Questions

What type of management report does staff produce for the Board?

- Labor market information
- One-stop activity (NOT random, but indicative of trend setting)

What is important for the Board to track in regard to the community?

- Regional indicators

The background features a series of concentric circles in light gray, some solid and some dashed, creating a ripple effect. A large, solid green oval is positioned in the center-right of the frame. A thick, dark gray curved line sweeps from the bottom left towards the green oval.

What Next?



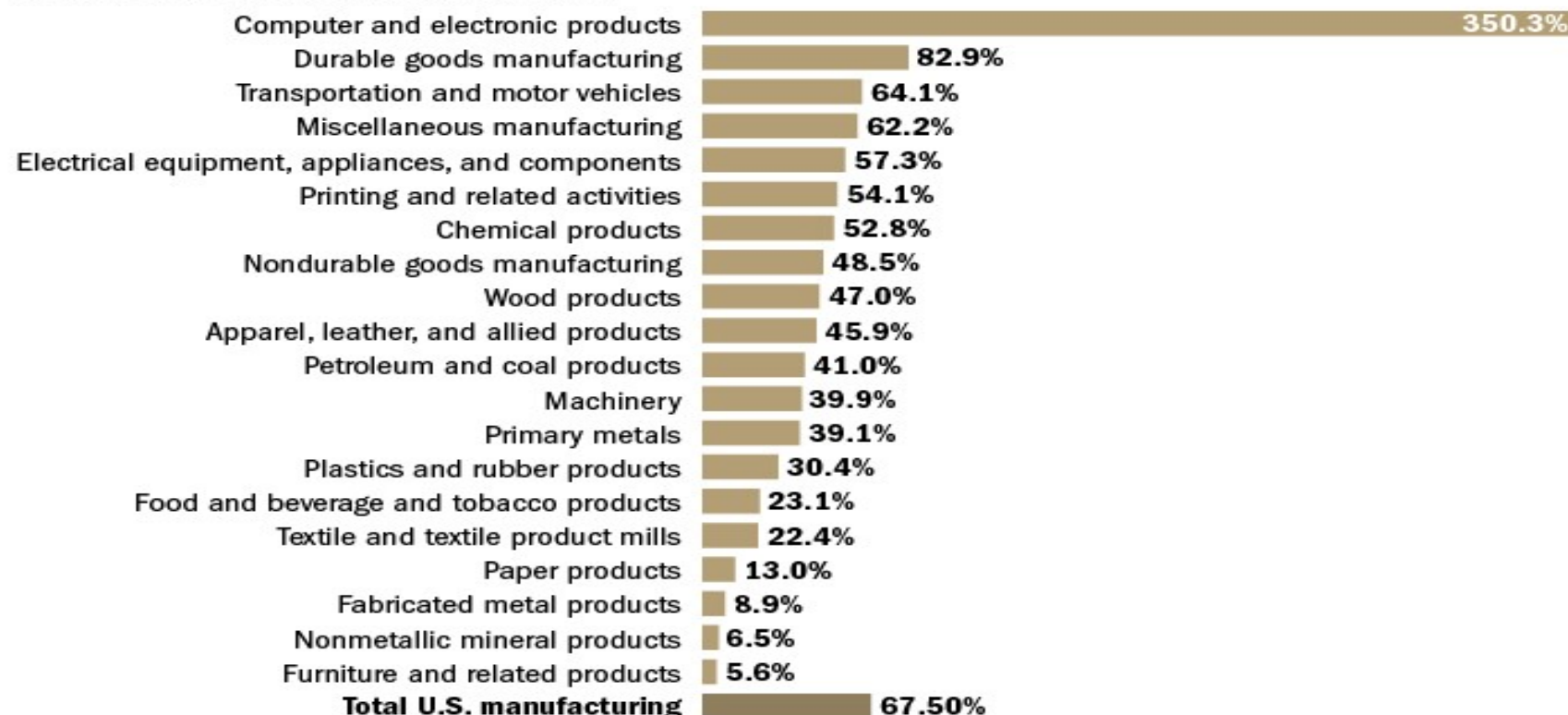
BECAUSE WORKFORCE INVESTMENT WORKS

Hello Chris. I
know you are
human and
you are
nearby...

More production, fewer manufacturing jobs?

As U.S. manufacturers have used technology to become more productive and efficient in the 21st century, about 8.2 million manufacturing jobs have disappeared, according to estimates from one Ball State University study. Researchers found it now requires far fewer workers to make the same amount of products as it did in 2000.

TECH MAKES WORKERS MORE PRODUCTIVE



TOTAL UNFILLED U.S. MANUFACTURING JOBS DUE TO PRODUCTIVITY

Of the total **20.3 million** total potential U.S. manufacturing jobs (at 2000 productivity levels), **40.3 percent** are unfilled due to productivity.



More Info in Workforce Development?



Interviews with public and private sector leaders in workforce development, education, business and economic development on key workforce issues and investment strategies to help America compete globally.

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