CONFLICT OF INTEREST STATEMENT
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Pacific Mountain WDC meetings are open public meetings. If you require special accommodation call 360-704-3568.
### Proposed 2017 Board Meeting Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday, March 23, 2017</td>
<td>Timberland Regional Library Administrative Service Center 415 Tumwater Blvd SW, Tumwater, WA 98501</td>
</tr>
<tr>
<td>Thursday, May 18, 2017</td>
<td>Satsop Business Park 150 Technology Ln, Elma, WA 98541</td>
</tr>
<tr>
<td>Thursday, June 22, 2017</td>
<td>Satsop Business Park 150 Technology Ln, Elma, WA 98541</td>
</tr>
<tr>
<td>Thursday, July 27, 2017</td>
<td>Satsop Business Park 150 Technology Ln, Elma, WA 98541</td>
</tr>
<tr>
<td>Thursday, September 28, 2017</td>
<td>Satsop Business Park 150 Technology Ln, Elma, WA 98541</td>
</tr>
<tr>
<td>Thursday, November 30, 2017*</td>
<td>Satsop Business Park 150 Technology Ln, Elma, WA 98541</td>
</tr>
<tr>
<td>Thursday, December 28, 2017</td>
<td>Year End Celebration 1:30 – 4:00 pm TBD</td>
</tr>
</tbody>
</table>

*5th Thursday of November following Thanksgiving holiday.

---

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### PacMtn WDC Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Business</th>
<th>Representing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duane Evans</td>
<td>Port Blakely Tree Farms</td>
<td>Lewis County, Board Chair</td>
</tr>
<tr>
<td>Jim Larson</td>
<td>Morningside</td>
<td>Regional, Board Vice Chair</td>
</tr>
<tr>
<td>Peter Lahmann</td>
<td>NW Laborers-Employment Training Trust</td>
<td>Regional, Board Treasurer</td>
</tr>
<tr>
<td>Alissa Shay</td>
<td>Port of Grays Harbor</td>
<td>Grays Harbor County</td>
</tr>
<tr>
<td>Dru Garson</td>
<td>Greater Grays Harbor</td>
<td>Grays Harbor County</td>
</tr>
<tr>
<td>Lisa Smith</td>
<td>Edward Jones</td>
<td>Grays Harbor County</td>
</tr>
<tr>
<td>Lee Grose</td>
<td>Ace Hardware</td>
<td>Lewis County</td>
</tr>
<tr>
<td>Lynn Longan</td>
<td>Mason County EDC</td>
<td>Mason County</td>
</tr>
<tr>
<td>Derek Epps</td>
<td>Seattle Shellfish</td>
<td>Mason County</td>
</tr>
<tr>
<td>Bob Hitt</td>
<td>Toad Hall Cranberry Farms</td>
<td>Pacific County</td>
</tr>
<tr>
<td>Tiffany Turner</td>
<td>Adrift Hotel</td>
<td>Pacific County</td>
</tr>
<tr>
<td>Jim Sayce (nominee)</td>
<td>Pacific County EDC</td>
<td>Pacific County</td>
</tr>
<tr>
<td>Mariella Cummings</td>
<td>Results Incorporated</td>
<td>Thurston County</td>
</tr>
<tr>
<td>Michael Cade</td>
<td>Thurston Count y EDC</td>
<td>Thurston County, Specialized Populations Task Force Leader</td>
</tr>
<tr>
<td>Anne Goranson</td>
<td>Employment Security Department</td>
<td>Regional</td>
</tr>
<tr>
<td>Kairie Pierce</td>
<td>WA State Labor Council</td>
<td>Regional, Youth Services Task Force Leader</td>
</tr>
<tr>
<td>Cheryl Heywood</td>
<td>Timberland Regional Library</td>
<td>Regional, One Stop Task Force Leader</td>
</tr>
<tr>
<td>Michelle Andreas</td>
<td>South Puget Sound Community College</td>
<td>Regional</td>
</tr>
<tr>
<td>Dr. Jim Minkler</td>
<td>Grays Harbor College</td>
<td>Regional</td>
</tr>
<tr>
<td>Mike Hickman</td>
<td>Educational School District #113</td>
<td>Regional</td>
</tr>
<tr>
<td>Bob Guenther</td>
<td>Thurston, Lewis, Mason Counties Labor Council</td>
<td>Regional</td>
</tr>
<tr>
<td>Paul Vertrees</td>
<td>Department of Social and Health Services/Dept. of Vocational Rehab</td>
<td>Regional</td>
</tr>
<tr>
<td>Jason Reed (nominee)</td>
<td>Department of Social and Health Services</td>
<td>Regional</td>
</tr>
</tbody>
</table>

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PY 15 PacMtn Finances in Review

Bridget Lockling
Director of Finance and Administration
PY 15 PacMtn Finances in Review

Key Messages

• 5\textsuperscript{th} Consecutive Audit passed successfully with no findings!
• Earned revenue increased by over 34% from 5 years ago.
• Diversified funding streams
• Over $2.8 million in funds going directly to support participants in PY15, over $12.5 million in the last 5 years.
• Continued low administration percentage-16%
PY 15 PacMtn Finances in Review

Annual Revenue by Fund

PacMtn Revenues
- ‘Formula’ funds historically majority of appropriations
- Significant increase in Competitive funds due to C2C
- Impact of smaller contributions

Participant Expenses
- Higher Ed and certificate training historically majority of spending
- Continuing emphasis on OJT’s and work-based learning opportunities
- WEX will trend up due to WIOA
Supporting the Workforce Development System

How our funds are used~

Special Impact Projects

Board Driven Projects & Process
⇒ High Impact Community Grants
⇒ Community Outreach Funds
Up Next: Service Delivery – Understanding Performance and Targets

Corinne Daffern
Associate Director of Workforce Services
Service Delivery: Understanding Performance and Targets

Corinne Daffern
Associate Director of Workforce Services
Key Messages

• There are differences and unknowns under WIOA
• Commitments to Performance Accountability and Transparency remain high
• Common Performance Measures align multiple programs
• Challenges and Successes exist in program performance.
PY15 Gearing up for WIOA Success

• WIOA creates single set of common measures across core programs, i.e. Titles in WIOA

• Common Performance Accountability provisions started 7/1/16.

• 1-2 year transition period.
...customer based, data driven, accountable, integrated, and accessible to those who need the information. Measures answer questions:

• Did participants get the skills they needed?
• After leaving the program, were participants employed?
• How much did they earn?
• Were participants and their employers satisfied?
• Was there a good return on investment?
# Our Performance Goals

## Performance Measure

<table>
<thead>
<tr>
<th>Adults</th>
<th>PY 16 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate 2(^{nd}) Qtr</td>
<td>72%</td>
</tr>
<tr>
<td>Employment Rate 4(^{th}) Qtr</td>
<td>72%</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>$6,036</td>
</tr>
<tr>
<td>Credential Attainment w/in 4 quarters</td>
<td>57</td>
</tr>
</tbody>
</table>

## Dislocated Worker

<table>
<thead>
<tr>
<th>Dislocated Worker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate 2(^{nd}) Qtr</td>
</tr>
<tr>
<td>Employment Rate 4(^{th}) Qtr</td>
</tr>
<tr>
<td>Median Earnings</td>
</tr>
<tr>
<td>Credential Attainment w/in 4 quarters</td>
</tr>
</tbody>
</table>

## Youth

<table>
<thead>
<tr>
<th>Youth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate 2(^{nd}) Qtr</td>
</tr>
<tr>
<td>Employment Rate 4(^{th}) Qtr</td>
</tr>
<tr>
<td>Median Earnings</td>
</tr>
<tr>
<td>Credential Attainment w/in 4 quarters</td>
</tr>
</tbody>
</table>
• What about PY15---how did we do?
• How are they determined?
  – State Workforce Board negotiations with Dept. of Labor for Total State Performance
  – From State Measure we get a subset target
• What system is used to gather the data
  – Trauma of Workforce Integrated Technology (WIT)
• How will we build system and contractor/partner accountabilities
Challenges

• Defining measurable skills gains and employer effectiveness
• Lack of technical assistance
• New, untested, or undeveloped state/local performance reporting

Opportunities

• Integration to avoid duplication
• Innovation in programming
• Partners aligning for better service
Up Next: Data Dashboards
PacMtn Data Dashboards

Cheryl Fambles
Chief Executive Officer
Unemployment Rate
PacMtn WDA

Jan-10 12.4%

change from last month
-0.1%

change from a year ago
0.1%

Nov 2016 6.5%

PY 2015

Source: PWWDC analysis of Washington Employment Security Department data
Monthly Initial Claims Jan 2005- Dec 2016
Pac Mtn WDA

PMWDC analysis from Washington State Employment Security UI claim counts - claims adjusted to represent unique claimants
Mean Annual Wage
Pac Mtn WDA

Source: PMWDX analysis of Quarterly Census of Employment and Wages data - Bureau of Labor Statistics
# More Data in More Places More Often

## Draft Publication Schedule

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Newsletter</th>
<th>County Reports</th>
<th>Website</th>
<th>Sector Reports/Snapshots</th>
<th>Year in Review</th>
<th>Annual Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publication date</td>
<td>Quarterly</td>
<td>Quarterly</td>
<td>Quarterly</td>
<td>Annual</td>
<td>Annual (Calendar Year)</td>
<td>Annual (Program Year)</td>
</tr>
<tr>
<td>2nd Monday of quarter</td>
<td>3rd Monday of quarter</td>
<td>2nd Monday of month</td>
<td>Ongoing</td>
<td>March</td>
<td>Sept</td>
<td></td>
</tr>
</tbody>
</table>

## Indicators

- **Total Employment**
- **Unemployment Rate**
- **Initial Unemployment Claims**
- **Supply-Demand**
- **Average Wage**
- **Sector and Subsector Employment**
- **Sector and Subsector Unemployment Rate**
- **Sector Supply-Demand**
- **Occupational Supply-Demand**
- **Occupational Wages**
- **Sector Business Revenues**
- **Number of Establishments**
- **Top Employers**
- **Some special data unique to sector**
- **Economic indicators, operational data, financial data**
~ Break Until 10:20 am ~

Followed By: Becoming a Highly Effective Workforce Board - Roles, Responsibilities, Opportunities & Best Practices
Presented by Agnes Balassa, WDC Board Development Consultant
Becoming a Highly Effective Workforce Board

Roles, Responsibilities, Opportunities and Best Practices
Life Cycle (Boards are Like Organisms)

Vision | Norming | Change | Dissolution

Foundation | Expansion | Stabilization | Breakdown

Institutional structures in place
What you told us...

What I like best about being a PacMtn Board Member is...

- We put people to work and improve their lives.
- The opportunity to broaden the help and outreach to our local communities.
- A chance to help rural community youth prepare for jobs.
- Being part of a group that focuses on the individual and business employment and training/retraining needs to grow stronger communities.
- The feeling of giving back to the communities in which my company operates along with the knowledge I'm associated with an organization dedicated to helping individuals find a better life and purpose. Looking to assist in providing workforce solutions for our region that is benefiting employers and job seekers.
- Getting to know the other board members and their desire to find solutions to employment issues.
- Partnerships
- Networking within the community and learning more about system needs.
- The exposure to learn about workforce trends and issues and be a part of workforce development.
- I am in the loop and hear about the programs firsthand.
What you told us...

What is the most important function of PacMtn WDC and of the PacMtn Board?

Weighted Averages

<table>
<thead>
<tr>
<th>Function</th>
<th>High Priority</th>
<th>Medium Priority</th>
<th>Low Priority</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assuring that businesses have an appropriately skilled workforce to meet their needs.</td>
<td>3.17</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assuring that job seekers are able to meet their employment goals.</td>
<td>2.67</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complying with the expectations of the Workforce Innovation and Opportunity Act.</td>
<td>3.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finding innovative answers to current and future workforce challenges.</td>
<td>3.62</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Providing the coordination to most effectively leverage resources in the community to address workforce challenges.</td>
<td>2.75</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Brain Storm

• Based on your experience with other boards
• What makes for an effective board?
• Are there any best/good practices that PacMtn could consider implementing?
Becoming a Highly Effective Workforce Board

The Technical Stuff
WIOA: PacMtn’s Primary Resource

Requires Local Elected Officials (Consortium) to appoint
A “Workforce Development Board” to
• Carry out 13 required functions.
• Manage Title I funding on behalf of the consortium.
• Competitively procure Title I workforce services in the region.

PacMtn fulfills these requirements...

...but WIOA doesn’t clarify the responsibility of PacMtn’s Board versus the responsibility of the CEO and staff.
The flow chart shows how resources flow through the Local Workforce Development Region.

WIOA creates the relationship between the Consortium and PacMtn.
The chart shows the roles of the Consortium and the PacMtn Board, and the PacMtn Committees and CEO.
How does it all work?

**LEO Consortium**
- AUTHORIZING
  - Applies for Local Area Designation/Assumes Fiduciary Liability for Area
  - Selects Grant Recipient & Administrative Agent (PacMtn)
  - Appoints members to PacMtn Board
  - Approves PacMtn Strategic Plan
  - Approves PacMtn Budget
  - Reviews PacMtn Performance & Audits
  - Approves operator/service provider

**STRATEGIC & OPERATIONAL (501c3)**
- Receives & Manages WIOA Funding
- Oversees WorkSource
- Selects One-Stop Operator/Service Provider(s)
- Conducts 13 WIOA Required Functions
- Creates Strategic Plan
- Manages Operations
- Convenes Partnerships/Engages Employers/Brokers
- Workforce Services
- Manages Performance Outcomes
- Manages Compliance/Monitoring

**Agreement**
- $$$$, Direction, Oversight

**Board**
- STRATEGIC
  - Committees and Task Forces
  - ADVISORY
  - Chief Executive
  - OPERATIONAL
  - Staff
  - OPERATIONAL

**American Job Centers**
- Core Partners – Contracted Service Providers, ESD, DVR, Adult Ed. – and community partners
- Provide Services to Job Seekers & Businesses
- Perform to Program Requirements

**Contracted Youth Programs**
- Provide Services to Participants
- Perform to Program Requirements

**Are these the responsibility of the CEO or the Board?**
Becoming a Highly Effective Workforce Board

Policy Governance: How local organizations clarify the difference between and the expectations of the Board and the CEO
Common Board Operation Problems (not specific to PacMtn)

• Frustration with board decision-making process
• Uncertainty, inconsistency of board role
• Discussions that lead to nowhere or philosophical differences among board members
• Lack of the right information or too much of the wrong information
• Preoccupation with minute/operation details
• Board members directing staff
• Poor CEO performance, and at worst, unethical/questionable activities
• Insular attitude – no accountability for public trust
Policy Governance = Good Stewardship

Board Responsibilities

- Define the “end”
  - What good will the community (“owners”) receive from PacMtn’s efforts?
  - “Owners” = workers, businesses and local elected officials, etc.

- Use resources (knowledge, connections, energy, etc.) to support and promote PacMtn’s efforts to achieve the “end”

- Focus on long-term sustainability and impact of PacMtn on behalf of “owners” not as a “customer”
  - Approach board decisions without conflicts of interest, represent community
  - Be invested in the organization and its success

- “Humane and powerful delegation”
  - Set clear expectations for organizational performance, in advance.
  - Delegate operational authority to the CEO, in writing.

- Evaluate and monitor to assure outcomes are measured and achieved
Policy Governance – clarifies the roles

Stakeholders/Community ("OWNERS")
Identify the needs

Board
On behalf of the "OWNERS", defines organizational "ENDS" & delegates responsibility for "ENDS" to organization

PacMtn
CEO: the board’s only employee, runs the corporation
Organizes resources and systems to achieve the "ENDS"
How policy governance works

Board functions at arm’s length from the operational organization. Board is big picture, future-oriented and acts as a single entity.

- **Board** – sets the strategic direction, delegates authority to the CEO and evaluates outcomes in writing (policy)
- **Executive Committee** - interprets policy with the CEO
- **CEO** – implements policy, directs staff activity, manages organization and reports outcomes to the board
- **Staff** – implements activities as directed by the CEO
## Managing the work...

<table>
<thead>
<tr>
<th>Board Responsibilities</th>
<th>Board Roles (from John Carver)</th>
<th>How to document</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define &amp; Communicate Ends (Vision/Goals)</td>
<td>• Determine the strategic direction of the organization</td>
<td>• Strategic Plan + Ends Policy</td>
</tr>
<tr>
<td>Humane and Powerful Delegation</td>
<td>• Hire CEO</td>
<td>• CEO Job Description</td>
</tr>
<tr>
<td></td>
<td>• Assure legal and ethical behavior and accountability</td>
<td>• Executive Limitations Policy</td>
</tr>
<tr>
<td></td>
<td>• Assure effective organizational planning</td>
<td>• Ends Policy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Budget &amp; Fiscal Reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Committees/task force charters</td>
</tr>
<tr>
<td>Evaluate and Monitor</td>
<td>• Support CEO and evaluate performance</td>
<td>• Annual CEO performance review</td>
</tr>
<tr>
<td></td>
<td>• Maintain oversight of programs and services</td>
<td>• Annual Ends Policy results review</td>
</tr>
<tr>
<td>Support and promote organization</td>
<td>• Enhance public image</td>
<td>• Influence mapping</td>
</tr>
<tr>
<td></td>
<td>• Assure availability of resources and protection of assets</td>
<td>• Budget &amp; Fiscal Reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Other?</td>
</tr>
<tr>
<td>Grow!</td>
<td>• Build governance capacity and evaluate the board’s own performance</td>
<td>• Annual evaluation and plan</td>
</tr>
</tbody>
</table>
Policies

• Sample Policies for CEO
  • Clearly state what the CEO may not do (e.g. obligate funds over X amount, treat employees in an inappropriate manner)/CEO written code of conduct
  • Clarifies expectations for CEO communication with the board
  • Lists performance expectations for CEO and organization (Ends)

• Sample Policies for the board
  • Conflict of interest
  • Bylaws
  • Codes of conduct/operating principles/job descriptions

PacMtn already has many of these in place...
Roles along a continuum...

Internal vs. External

Strategic vs. Operational

- **Shared**: Organizational operations, Staff Management
- **CEO**: Fiscal Management, Strategic planning, Promoting the Organization
- **Board**: Defining the “Ends”, Humane Delegation

- **Shared**
- **CEO**
- **Board**
- **External**

18
Board members should set expectations for deployment of resources to achieve Board’s goals/vision, while CEO should manage administrative requirements of organization and report on progress...

Board members should engage in the administrative details of how PacMtn is run.

Board members should be connectors finding ways to bring more resources, partners, influencers, potential board members and opportunities to PacMtn.

Board members should act as “boosters” promoting the work of and enhancing the reputation of PacMtn in the community.

Board members should seek more opportunities to lead activities on behalf of PacMtn.

Board members should stay at the 30,000-foot level, focusing on the big workforce trends and issues, rather than the details.

What you told us...

Which of these statements most closely reflect your view of the role PacMtn Board Members should play? (check all that apply)
Board Member Expectations (from the orientation)

In addition to adhering to a conflict of interest policy, board members agree in writing to the following:

♦ Be updated on existing & current workforce concerns & PacMtn activities
♦ Attend 75% of scheduled Board & assigned committee meetings
♦ Actively participate in at least one standing committee
♦ Assist in carrying out fiduciary responsibilities
♦ Act as ambassador of the workforce system in community & business groups
♦ Utilize business & partner resources of the local WorkSource
Board Member Expectations (continued)

- Be prepared for Board meetings
- Build relationships that contribute to effective decision making with other Board members
- Act & vote on behalf of the long term interests of regional employers, labor force, & the community - not on the interest of a single constituency (OWNERS)
- Understand & observe the roles of the WDC, Board staff, the One-Stop operator, service providers & the Chief Elected Officials
- Focus on policy elements, not operational & staff level details
Brain Storm

• Are there additional “policies” you would like to see PacMtn put in place?

• Are there expectations you would put into a “policy” to better clarify the roles of board members
  • Regarding fiscal management and strategic planning?
  • Regarding promoting the organization (serving as boosters and connectors)?

• Are there any best/good practices from other boards that PacMtn could consider implementing?
Case Study

- Fred is a member of the PacMtn Board of Directors. Fred has a close friendship with his neighbor Sue, the principal of a local high school. One day over coffee, Sue mentions that she is concerned that students at the high school don’t know enough about the job opportunities that are available to them. There aren’t enough dollars in the school’s budget to expand career counselling services. What should Fred do?
Case Study

• Mary is the President of the local community college and also a member of the PacMtn Board. During a meeting, she learns that PacMtn has received a grant and will need to procure for the development of coursework to train veterans in new skills to become employed. Mary’s college has created coursework for veterans. Mary feels her college would be the best vendor to provide these services. What should Mary do?
Case Study

• John is a member of the PacMtn Board and the owner of a local business that makes medical devices. His company needs to implement some new technologies to keep up with the competition, and staff will need to be trained to operate the new technologies. John remembers hearing that WIOA resources can be used to train incumbent workers. What should he do?
Case Study

• Jill, a member of the PacMtn Board, is the Board Chair of another non-profit that works with people in poverty in the PacMtn region. Jill helped form the other non-profit and remains strongly committed to its success. She was appointed to PacMtn’s board because of her work with the other non-profit. She sees some of the work that PacMtn is doing as duplicative of the non-profit she helped found. Recently, the other non-profit lost a major source of funding due to state budget cuts. What should Jill do?
Case Study

• Liz was recently appointed to PacMtn because of her community connections and her easy access to decision makers/movers and shakers in the region. Liz has been spreading the work about the great work PacMtn does. Friends at the local Chambers of Commerce are now interested in working more closely with PacMtn as the result of Liz’s efforts. Liz is excited and wants to move quickly to capitalize on the opportunity. She knows the CEO and staff at PacMtn are busy and worries they might not be available on her timeline. What should she do?
Case Study Debrief

What was your case study and what did your group recommend?

To think about over lunch:
Are your current board member expectations/policies sufficiently clear to address the situations in the case studies?
Becoming a Highly Effective Workforce Board

Putting Theory into Practice
Expectations for our work together

• Based on the case studies, would you modify the board member expectations or other policies?
  • Create a joint list of expectations
  • List any policies that need to be put in place

• Re-visioning America’s Job Center WorkSource Network
Brain Storm: Using our new/expanded understanding of roles and expectations

Re-visioning America’s Job Center WorkSource Network

• What is the role of the board and individual board members?
• What is the board’s responsibility?
• What are the outcomes (ends) the board wishes to achieve?
• What are the risks and how will we deal with those?
• What are the opportunities for the community (owners) and the organization (PacMtn)?

BREAK!
Discuss and Debrief (vision/define the Ends)

(20 min)

• What is your common vision for the network?
  • What is clear?
  • What is undecided/needs more discussion?
  • What do you want to know from the community (owners)?
  • What do you need to know from Cheryl/staff?
Discuss and Debrief (ambassadors/boosters/connectors) (20 min)

• What is your role in working with the community to develop the new vision and plan?
  • How will you engage?
  • How will the organization engage?
  • What do you need to be as effective in your role?
  • What is your responsibility to the organization/board?
  • How will you act with one voice?
Discuss and Debrief (evaluate/monitor)
(20 min)

• How will you know what progress is being made?
Review

• Summarize outcomes
• Review next steps
• Confirm commitments

• Evaluate today’s retreat
  • 1-2 “take aways”
  • What worked/what didn’t?
  • Does anything more need to be done re:
    • The roles of board member?
    • The role of the CEO?
Thank You!