PACIFIC MOUNTAIN WORKFORCE DEVELOPMENT
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Board Leadership 101

Retreat: February 2025

Grays Harbor, Lewis, Mason, Pacific and Thurston Counties

Session Purpose

- Revisit key WIOA principles
- Discuss the role & responsibilities of the Local Workforce Development Boards (LWDB)
- Outline and discuss expectations for board members in governance and oversight

WIOA Refresh

- Workforce Innovation and Opportunity Act (WIOA) was Enacted in 2014 as a "workforce modernization" effort
- Key areas of focus
  - Demand Driven
  - Business Engagement
  - Regional Collaboration
- For Job Seekers, aims to improve access to
  - Quality Jobs
  - Education & Training
  - Career Advancement

WIOA Core Programs

- Title I-B: Adult, Dislocated Worker and Youth Programs
- Title II: Adult Education and Literacy
- Title II: Wagner-Peyser Employment Security
- Title IV: Vocational Rehabilitation

Structure of the Public Workforce System

- **U.S. Department of Labor** (DOL) oversees WIOA implementation
- **State Workforce Development Board** sets policy and workforce strategies
- LWDBs implement workforce initiatives through One-Stop/American Job Centers (**WorkSource**)
- **One-Stop Partners** include Employment Security Department, education providers, and community organizations

Structure of the Public Workforce System

- Each county receives WIOA Title 1-B funds based upon a formula
- WA – 12 WDA, PacMtn has an interlocal agreement to work collaboratively across Grays Harbor, Lewis, Mason, Pacific and Thurston counties
- The state distributes funds, negotiates related performance with the LWDB

Governance vs -B Program Operations

- **Governance**: Strategic Leadership & Oversight
- **Program Operations**: Approves and Monitors Title 1-B Providers

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Governance

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Role of the LWDB

- Strategic Leadership & Oversight
  - Develops and implements a Local Workforce Plan aligned with state and federal priorities*
  - High-level partnership & policy Development *
  - Establishes sector strategies that align with the region's high-growth industries*
  - Ensures WorkSource centers provide high-quality, customer-focused services*

Local Workforce Plan

- **18-month process** with strong community input
- **Outcomes:**
  - **Objective 1: Credentialing & Training** – Increase employer and job seeker participation in industry-recognized credential opportunities that enhance economic success. This includes expanding access to measurable skill gains, career pathways, and business engagement in credentialing programs
  - **Objective 2: Job Quality** – Develop and implement a regional Quality Jobs framework that strengthens community awareness, connects job seekers to high-road employers, and ensures equitable access to high-quality employment opportunities
  - **Objective 3: System Integration & Delivery** – Strengthen regional workforce system participation by fostering strategic partnerships that integrate services, data, accountability, and resources to improve customer access and workforce outcomes

High-level partnership & policy Development

- **Engages with state and local policymakers** to advocate for workforce funding, regulatory improvements, and policy alignment with industry needs.
- **Develops strategic partnerships** with employers, education institutions, labor organizations, and economic development agencies to strengthen regional workforce initiatives.
- **Ensures workforce policies support equitable access** to training, career pathways, and employment opportunities across diverse populations.
- **Collaborates with industry leaders** to shape sector strategies that address skills gaps and align training programs with in-demand jobs.
- **Influences workforce system policies** by setting local priorities, approving funding strategies, and ensuring compliance with WIOA regulations.

Establish Sector Strategies

- 2012 Cluster study identified 6 sectors that drives our local economy
- Key aspects of our strategy that informed One WorkForce
  - Integrated, demand-driven workforce system
    - Title I-B and similar investments are strategically aligned with employer needs, ensuring workforce training is informed by industry demand
  - Focus on credentialing, job quality and system efficiencies
    - Prioritizing occupational or skill development to maximized economic impact
    - Reduce duplication of services, leverage full resources available in partner network (increases investment fund)
  - Employer partnerships
    - Sector Strategies, quality jobs initiatives

WorkSource System Oversight

- The **PacMtn Workforce Development Board** provides **strategic oversight** of the **One-Stop system** by empowering **Core and Required Partners** to collaboratively design and implement a **career services strategy** that meets the needs of both job seekers and employers.

WorkSource System Oversight

- The **Board grants autonomy** to system partners to **develop and refine career service delivery models**, ensuring that strategies are **responsive to regional workforce needs**.
- Once developed, the **Board reviews, approves, and formalizes** the strategy through the **Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA)**, codifying **partner roles, service integration, and resource commitments**.
- The **Board holds partners accountable** through **performance oversight**, ensuring alignment with **WIOA common measures** (employment outcomes, earnings, credential attainment, etc.) and **customer satisfaction metrics**.
- **Continuous improvement is driven by data**, with the Board using **system performance reports, partner feedback, and customer experience insights** to monitor effectiveness and make strategic adjustments.

WorkSource System Reporting

- Purpose
  - Ensures **accountability, transparency, & continuous improvement** in workforce services
- Key Areas of reporting
  - Performance Metrics, outcomes, operational effectiveness, Service Delivery, Fiscal and Infrastructure, and Compliance

WorkSource System Reporting

- Common Measures
  - Median Wage*
  - 2nd Quarter Retention*
  - 4th Quarter Retention*
  - Credential Attainment
  - Measurable Skill Gain
  - Effectiveness in Serving Employers (employer satisfaction & workforce retention)
- What makes them Common?
  - Core Partners (Title 1, Title II, Title III, and Title IV) share median wage and 2nd/4th quarter Retention.
  - These are the measures that unite us and ensures accountability, consistency, and continuous improvement across the workforce system

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Program Operations

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Program Operation

- Direct service delivery within the One-Stop system
  - Training, career coaching, & job placement
- Employer Services
  - Hire, train, and retain skilled workforce
- Performance-driven approach
- Reports to the Board & OSO

Direct Service Delivery (Title 1-b)

- Priority of Service
- Training and Career Services
- Work-Based Learning
- Measurable Skill Gain & Credentialing
- Support Services
- Placement, Follow-Up & Retention

Employer Services

- Business Engagement
  - Sector Strategies, Labor Market Information, Customized Recruitment & Hiring Support
- Work-Based Learning & Training
  - OJT, Incumbent Worker Training, Registered Apprenticeships, Customized Training
- Layoff Aversion & Rapid Response
  - Early intervention, RR Services, Trade Adjustment
- Hiring Incentives & Support Services
  - WOTC, Federal Bonding, Accessibility & Accommodations

Performance-Driven Approach

- A **performance-driven approach** in WIOA Title I-B programming ensures that workforce investments lead to **measurable outcomes**, aligning services with **employment success, skill development, and business needs**. The **Board and service providers** use data and performance metrics to **evaluate effectiveness, drive continuous improvement, and maximize impact.**

Reports to the Board & OSO

- Reporting to the Board
  - Employment rate, earnings, credential attainment, measurable skill gains
  - Effectiveness in serving employers and meeting WIOA standards
  - Budget utilization and cost effectiveness
  - Alignment of training investments to market needs
  - Provide continuous improvement insights

Reports to the Board & OSO

- Reporting to the OSO
  - Operational Service Coordination
    - Seamless integration, co-enrollment and cross-referrals with partners
  - Customer Flow & Service Delivery Performance
    - Efficiency and effectives, customer satisfaction, accessibility
  - Workforce Partner Collaboration
    - Best practices, challenges, alignment to One Workforce

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Questions?

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