

WIOA Big Picture Questions

The Workforce Board and its WIOA Steering Committee should consider how to bring the dialogue on WIOA back to the strategic level. Efforts are underway across the 12 WDCs and within state operating agencies to plan for WIOA and to institute administrative requirements to receive WIOA funds. ***How can the Workforce Board ensure that all these efforts are coordinated and aligned and moving towards the “Big WIOA” vision?***

- Using Governor’s letter, WIOA and state statutes as starting place, clearly describe the vision for the “Next Generation” Workforce development System. (Developing vision is assigned to David Stillman’s task force on unified vs. combined plan)
- What does coordination and alignment look like? What do these terms really mean? Establish a set of expectations and protocols for accountability, from:
 - Steering Committee and Subcommittees
 - Core program agencies
 - Partner agencies
 - WDCS, especially re: planning
 - Mandatory One-Stop partners
 - WSLC and AWB
 - Governor
- Planning guidance: State and local WIOA planning must be coordinated and in alignment. At March Board meeting, a set of guiding principles and general directions for planning were adopted (appended to this document). Are they enough to ensure that all boats are rowing in the same direction, towards the same lode star?
 - Might make sense to have a core programs planning committee (state agencies and WDCs, business and labor).
 - The improvement of One-Stop Career Centers must be at the center of state and local plans. There are about a dozen required OSCC partners. Board needs to answer the question about whether or what the standard or baseline structure is for OSCCs across the state. What can a jobseeker or business expect from any OSCC? What is the expectation for mandatory OSCC partners and there state operating agencies?
- What does “Integrated Service Delivery” mean? Part of the vision? How we will recognize it for:
 - One Stop Career Centers
 - All other parts of the system
- Market the vision: Excitement for and confidence in the potential of WIOA is waning. CTCs, OSPI, WDC council chairs and members, others saying that without new funds or clear direction to agencies to use funds differently, WIOA system will be no different than WIA. Need all stakeholders to engage in the exploration and discovery phase, but must provide the motivation to participate.
- High performing local workforce development councils: The 12 WDCs and newly identified workforce regions will be the focal point for how services are provided and perform. WIOA provides some parameters for local boards, but does not define what a highly effective WIOA

board will look like, or how it will perform. Does the Board want to consider an initiative to create a network of “high performing local workforce boards”?

- What does “high performing” mean?
- Are there voices that should be added to the WDC table, beyond statutory requirements?
- Are there particular elements of governance that should be embedded in all boards (I.e., budgetary decisions should be considered and approved by full board, each board should have a data and performance oversight committee)
- Is there a measurable set of expectations that should be imposed, different than the WIOA measures? (I.e., leveraging of funds to expand or improve service delivery. Effective sector partnership programs)
- What is the role of the state Workforce Board in such an initiative?
- Should there be more formal linkages between the state and local workforce boards?
- Improvement of the One-Stop Career Center System (WorkSource and youth services) is a primary responsibility of the state workforce board. (Mark Mattke’s task force is tackling many issues on this topic). Critical questions must be answered before local and state planning go too much further:
 - Will WDCs be allowed to operate OSCCs and other direct services?
 - Will ESD be able to bid to operate OSCCs and other direct services?
 - What type of firewalls will be established to ensure a fair and open competitive procurement process? What role will the state Workforce Board play?
 - In the event that WDCs and ESD operate OSCCs or provide direct services, what type of monitoring and oversight system will be created to ensure objectivity? Will state Workforce Board play a role?
- State WIOA policy adoption: State workforce Board is required to establish policies that support alignment and integration of the core WIOA programs, and any combined programs as appropriate. The Board must also review the policies of core operating agencies to ensure alignment with “Big WIOA”. This does not have to occur before the state plan is submitted, but a process for policy review and adoption will need to be identified in the plan.
- Clarify role(s) and lines of authority of the state Workforce Board to system and governor. Many new responsibilities added by WIOA. New ability to strengthen authority over system:
 - Monitoring and oversight
 - Performance accountability and evaluation
 - Policy-making
 - Fund distribution
 - Relationship with CLEOs
 - Consumer protection and reporting
 - Labor market information system
 - Sector strategy
 - Technology Improvement Planning

State-Local Planning Direction, Core Values and Guiding Principles

Governor Inslee has directed all Washington workforce development system partners to work together towards 3 interdependent and fundamental goals:

- Help more people find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations.
- Close skill gaps for employers, with a focus on in-demand industry sectors and occupations.
- Work together as a single, seamless team to make this happen.

Additionally, Governor Inslee asks that through the planning process, system partners at the state and local levels:

- Explore fully the benefits of a combined plan versus a unified plan, including an analysis of any current barriers to accomplishing a combined plan.
- Conduct an examination of integrating the Temporary Assistance for Needy Families (TANF) program into the workforce system, including recommendations for serving the TANF clients with significant barriers to employment.
- Provide data-driven evaluation and recommendations for identifying planning regions in consultation with chief local elected officials, local workforce development boards and stakeholders, including our partners in the workforce systems in Idaho and Oregon.
- Provide recommendations for elevating the strategic role of both state and local workforce boards to focus on the goals above and for changing service delivery as needed to improve outcomes.

While the governor's direction sets the stage for the planning process, the Workforce Board has developed a set of core values and guiding principles designed to ensure coordination and alignment between state and local planning. The optimal result is a single state plan that reflects the needs of all communities across the state, and the best thinking about how to meet those needs.

1. Provide an open and inclusive planning process that engages a wide range of stakeholders, including but not limited to employers, labor organizations, education and training providers, economic development agencies, community and subpopulation advocates, and community service providers.
2. Focus on improving performance outcomes. Demonstrate an understanding of the current level of performance in critical areas of service delivery. Describe the logic model, including available evidence about past success, and identify lead actors in moving the needle towards performance improvement.

3. Create a system that is responsive to both employers and jobseekers, and describe how responsiveness will be assessed.
4. Describe education and career pathways that will be enhanced or made newly available to help more individuals achieve economic self-sufficiency, and help more employers find the skilled workers they need.
5. Recommend strategies and tactics to improve access for underserved populations.
6. Improve efficiency and effectiveness through regional planning. Potential planning regions for the governor's consideration will be identified by the Workforce Board through a consultative process with Chief Local Elected officials and WDCs. The parameters for identifying planning regions will include both qualitative and quantitative data and information, for both in-state and cross-state regions.