

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 199  
April 20, 2016**

**WIOA IMPLEMENTATION**

**Background**

On February 24, 2016 the Board approved the new strategic plan for workforce development, *Talent and Prosperity for All (TAP)*. It was forwarded to the Governor for final approval and submitted to the Departments of Labor and Education as the state's plan under the Workforce Innovation and Opportunity Act (WIOA) on April 1. The Governor's approval letter is attached. (Attachment A)

In February the Board began a discussion about its role in the next phase – implementation of the plan, and considered the following questions:

1. Should there be an oversight entity/structure other than the Workforce Board for the implementation of WIOA?  
*The Board asked that the Chair and Steering Committee Co-chairs deliberate and bring a proposal for the Board's consideration at the June meeting.*
2. Should there be a statewide or regional convening, asking the question, "What will it take to effectively implement TAP?"  
*A multi-stakeholder convening was considered favorably, but the final decision should be determined once the Board TAP implementation structure is decided, local plans are approved, and goals and objectives are prioritized.*
3. Should the Board conduct a survey of frontline staff and managers to ask a similar question?  
*Yes. Staff was tasked with quickly surveying the field on the top priorities for the Board's work to direct TAP implementation.*
4. What are the Board priorities for implementation of the plan?  
*This will be determined at the June Board meeting, based on results from the survey and other input, and the structure of TAP implementation and oversight.*

The vision, strategies, and goals outlined in the plan provide a destination, and a general map of how to move forward toward the goals. However, these will only be accomplished through a strong implementation effort. The Board's role in implementation is highlighted in both state and federal statutes. (Attachment B)

Attachment C is an implementation proposal provided for the Board's consideration. The proposal keeps the strategic decision-making, performance and accountability and TAP oversight with the Board. The Board will prioritize cross-agency, TAP implementation work, and will charter committees and ad-hoc work groups as needed, such as those shown on the attachment, identified as the "TAP Implementation Committees." The Board would assign the leads for the

committees, and establish the guiding principles, strategic direction, and key goals and objectives for success. Leads will then work with Board staff and business and labor representatives as the Workforce System Operations Group. The Operations Group ensures that the Board's goals are being met, or if the Board needs to be consulted for mid-course corrections. The Operations Group will also help identify areas for system policy development to be brought before the Board, and will bring reports of progress towards accountability goals to each Board meeting.

Each Board meeting will have dedicated time for the System Operations Group to report to and consult with the Board.

As the Board considers its role moving forward in the implementation process, the structure and purpose of the Interagency Committee may be discussed.

**Board Action:** The Board will discuss the implementation and oversight of the TAP plan. The Board will also consider adoption of a new Interagency Committee structure, role, and leads for workgroup assignments.

**RECOMMENDED MOTION**

**WHEREAS**, The Workforce Training and Education Coordinating Board (Workforce Board) is statutorily designated as the state’s Workforce Board; and

**WHEREAS**, the *Talent and Prosperity for All* plan will entail on-the-ground work to be fully implemented; and

**WHEREAS**, the Workforce Board is responsible for implementation and oversight of the state’s strategic workforce development plan;

**WHEREAS**, the Workforce Board is responsible for performance accountability and on-going evaluation of work performed under the state’s strategic workforce development plan;

**NOW BE IT RESOLVED**, That the Workforce Training and Education Coordinating Board’s implementation of the *Workforce Innovation and Opportunity Act and the Talent and Prosperity For All Plan* be conducted through a new structure that involves all state and local administrative partners in formulating the administrative and programmatic details of TAP implementation, while maintaining the Board’s strategic direction and performance accountability roles.

JAY INSLEE  
Governor



STATE OF WASHINGTON  
OFFICE OF THE GOVERNOR  
P.O. Box 40002 • Olympia, Washington 98504-0002 • (360) 902-4111 • [www.governor.wa.gov](http://www.governor.wa.gov)

March 24, 2016

The Honorable Thomas E. Perez  
Secretary of Labor  
U.S. Department of Labor  
200 Constitution Avenue, NW  
Washington, DC 20210

The Honorable John King  
Secretary of Education  
U.S. Department of Education  
400 Maryland Avenue, SW  
Washington, D.C. 20202

Dear Secretary Perez and Secretary King:

On October 27, 2014, I designated the Workforce Training and Education Coordinating Board as Washington's strategic board responsible for coordinating the implementation of the Workforce Innovation and Opportunity Act (WIOA) in Washington. In developing the first state-level strategic plan for workforce development under WIOA, I challenged the Board and its partners to work together to develop policy recommendations and goals that:

1. Help more people find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations, and
2. Close skill gaps for employers, with a focus on in-demand industry sectors and occupations.

The Board responded by convening a network of workforce development stakeholders in communities across Washington, under the guidance of business and labor leaders representing the perspective of the system's customers. Over a thousand citizens from every corner of Washington participated in committees, task forces and public forums that informed the creation of the goals and strategies within the state's strategic plan: *Talent and Prosperity for All*.

*Talent and Prosperity for All* emphasizes opportunities to streamline services for job-seekers in an integrated and coordinated way, reducing waste and helping people quickly connect to the education and training they need to find their footing on a career pathway. The plan also proposes goals designed to strengthen sector-based partnerships with employers to identify and address skills gaps, and affirms a commitment to eliminating accessibility barriers for all, including communities of color, immigrant and refugee communities, the disabled, older job-seekers, veterans and other vulnerable populations.

The team effort that went into the creation of *Talent and Prosperity for All* sparked a new level of communication, collaboration and cooperation among our state agencies. As we begin the work of achieving the plan's goals, the Board and its partners reaffirm their commitment to



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working together seamlessly as a team and to sustain the energy, passion, and sense of shared mission cultivated during the process of creating *Talent and Prosperity for All* to implement the goals and strategies in the plan.

After an extensive planning process and review period, I am happy to place my signature on *Talent and Prosperity for All* and embrace a new season of innovation in serving job-seekers and employers across Washington.

Very truly yours,



Jay Inslee  
Governor

## **FEDERAL AND STATE STATUTORY ROLES OF STATE WORKFORCE BOARD**

The Board's duties, assigned by state law can be closely correlated in many respects to the four areas of emphasis in *Talent and Prosperity for All*, and several specific goals under each priority.

State statute designates that the Board provide planning, coordination, evaluation, and policy analysis for the state training system. These include the following bulleted requirements that have been excerpted from RCW 28C.18.060 (Board Duties): (Highlighted items align with statutory requirements under the Workforce Innovation and Opportunity Act.)

- Identify ongoing, strategic education needs and assess the extent to which employment training, CTE, and basic education, rehabilitation services, and public assistance services represent a **consistent, integrated approach to meet such needs**.
- Develop and maintain a **state comprehensive plan** for workforce training and education.
- Provide for **coordination among the different operating agencies** and components of the state training system at the state and regional levels.
- Every two years **administer outcomes evaluations** of the state training system.
- **Provide for effectiveness and efficiency reviews of the state training system.**
- Facilitate transfer of credit policies and agreements between institutions of the state training system; and **encourage articulation agreements for programs encompassing secondary and postsecondary CTE.**
- **Develop policy objectives for P.L. 105-220, or its successor (Workforce Innovation and Opportunity Act), develop coordination criteria for activities under the act with related programs and services provided by state and local education and training agencies; and ensure that entrepreneurial training opportunities are available through programs of each local workforce investment board in the state.**
- Establish and administer programs for **marketing and outreach to businesses** and potential program participants.
- Facilitate the location of **support services** within the state training system.
- Facilitate the development of programs for **school-to-work transition** that combine classroom education and on-the-job training.
- Encourage and assess progress for populations with barriers to employment.
- **Advocate for the state training system and for meeting the needs of employers and the workforce education and training.**

WIOA §101 (d)(1)-(12) outlines the functions of the state workforce board. Roughly half of the functions of the Board were accomplished during the WIOA planning process and are not excerpted below (develop and implement a state plan, identify strategies to improve service, negotiate performance targets, etc.). The functions below outline the Board's ongoing role in implementing of the Act.

- **Developing Strategies for Continuous Improvement of the System**, including Barrier Removal, Career Pathways Alignment, Employer Engagement, Professional Development
- **Identifying best practices** at the local level and disseminating them statewide;
- Developing **policies on integrated service delivery at one-stops**, including objective assessment criteria and policies for allocating infrastructure cost-sharing
- **Developing technological improvements to facilitate access** to, and improve the quality of, services and activities provided through the one-stop delivery system.
- **Developing strategies to align technology and data systems** across one-stop partner programs to enhance service delivery and improve efficiencies in reporting on performance accountability measures. (Includes: design and implementation of common intake, data collection, case management information, and performance accountability measurement and reporting processes)
- **“Other”** strategies

# PROPOSED TALENT AND PROSPERITY FOR ALL IMPLEMENTATION COMMITTEE STRUCTURE

**Workforce Training and Education Coordinating Board**

**WHEN:** Approximately every 6-8 weeks

**WHO:** Board members

**PURPOSE:** The core business of the Workforce Training and Education Coordinating Board (Workforce Board) is to **coordinate policy and planning for the workforce system, evaluate results, and advocate for the workforce system.** Board members will devote a portion of their regular meetings to discuss TAP implementation progress, identify issues that overlap implementation committees to ensure coordination, and steer the implementation process

**Policy Panel**

When the Operations Group identifies a policy issue the Board needs to consider, a panel of the Board Chair and representatives from business and labor will be briefed on the policy and will lead the policy discussion in front of the Board.

**TAP Implementation Committees**

**Accessibility & Barrier Solutions**  
(created by Board Action)

**Professional Development**  
(created by Board Action)

*Defining Integrated Service Delivery/MOUs?*

*Common Intake Process/ Data Sharing?*

*Data Sharing/ Performance Accountability?*

*Business Engagement?*

**Workforce System Operations Group**

**WHEN:** Every 4 weeks

**WHO:** Leadership of each implementation committee, other designees of the Board chair (likely one business and one labor representative). Meeting is coordinated and led by Board staff.

**PURPOSE:** To coordinate which TAP implementation issues or discussions need to be brought before the Board at their next scheduled meeting, and ensures progress is being made towards TAP goals.

The Workforce System Operations Group will deliver a report at each regular Board meeting detailing TAP implementation progress and other projects related to implementation.

**Workforce System Staff Forum**

**WHEN:** Every 2 weeks. Replaces "Tuesday Morning" Plan Writing group.

**WHO:** Policy/program staff in Olympia from partner agencies and other stakeholders.

**PURPOSE:** Coordinate staff support for committee work. Provides a forum to discuss agency/partner initiatives that connect to TAP work.

