

# Tab 3

# TAP Implementation

**PRESENTER NAME:** Eric Wolf

**BOARD MEETING DATE:** 11/2/2016

**BOARD MEMBER SPONSOR NAME:**

**DISCUSSION TIME ALLOTTED:** 35

<p><b>ISSUE/SITUATION:</b> Be concise- 1 or 2 sentences that get to the heart of the situation, problem or opportunity being addressed.</p>	<p><b>THE ISSUE/OPPORTUNITY IS:</b>  The Board will review the 6 TAP Implementation Committee charters. Each charter outlines the committee's work and its link to TAP's strategic priorities. Charters define the committee scope of work, milestones, outcomes and measures, and the participants' responsibilities.</p>
<p><b>TAP STRATEGIC PRIORITY:</b> Which TAP strategic priority or priorities does this recommendation support? Can you tie to specific goals and objectives in TAP? Briefly describe these connections. If the connection is unclear, describe why this is of consequence to the Workforce Board and/or workforce system.</p>	<p><b>SUPPORTS TAP STRATEGIC PRIORITY:</b>  Committees were designated to address specific elements of the TAP plan. Each charter is expected to define the committee's scope of work and link it to one or more strategic priorities and goals of the TAP plan.  This update provides the Board with the latest committees work toward full implementation of TAP.</p>
<p><b>POTENTIAL IMPACT:</b> Effect on people, businesses, communities. What is better or different from other existing strategies?</p>	<p><b>IT IS SIGNIFICANT BECAUSE:</b>  Throughout TAP implementation the Board will receive updates on committee work and progress on meeting their goals during each Board meeting. The charters will be used as a guide for the Board to measure this progress. Are the committees on track to accomplish their scope of work and to meet their milestone measures? Is there alignment and coordination across the 6 committees? Are the mission and goals of TAP likely to be achieved through this work? The Board will provide strategic guidance and mid-stream adjustments to ensure successful TAP implementation.</p>
<p><b>OPTIMAL NEXT STEPS:</b> What do you really want to happen as a result of this discussion with the Workforce Board?</p>	<p><b>MY IDEAL OUTCOME OF THIS DISCUSSION IS:</b>  Approval of the charters signifies support of the system partners as they move toward plan implementation.</p>
<p><b>BACKGROUND:</b> Short history of how this recommendation came to be. What has been tried, to what result? What evidence exists to</p>	<p><b>RELEVANT BACKGROUND INFORMATION:</b>  The leads for each committee were selected by the Board chair and discussed with the Board in June. Committee leads have been working with their assigned staff to plan for the work of the committees. Three committees have begun meeting with their full committees. Notices about the committee process and participation have</p>

<p>support this recommendation?</p>	<p>been distributed widely to recruit from a broad cross-section of stakeholders. Committee memberships have formed but continue to grow. Much like the TAP planning process, we expect word of mouth to generate more interest as committee work progresses. Information on the committees, their charters, progress and membership can be found on our website at <a href="http://wtb.wa.gov/TAPcommittees.asp">http://wtb.wa.gov/TAPcommittees.asp</a></p> <p>Committee leads and staff support:</p> <ul style="list-style-type: none"> <li>• Accessibility &amp; Barrier Solutions             <ul style="list-style-type: none"> <li>○ Leads: Andres Aguirre; Lou Oma Durand</li> <li>○ Staff Support: Eric Wolf and Mark Adreon</li> </ul> </li> <li>• Defining Integrated Service Delivery             <ul style="list-style-type: none"> <li>○ Lead: Eleni Papadakis</li> <li>○ Staff Support: Terri Colbert</li> </ul> </li> <li>• Common Intake Process/Data Sharing             <ul style="list-style-type: none"> <li>○ Leads: David Stillman; Cindy Wilson</li> <li>○ Staff Support: Jeff Zahir</li> </ul> </li> <li>• Data Sharing &amp; Performance Accountability             <ul style="list-style-type: none"> <li>○ Leads LeeAnn Caylor; Chelsea Orvella; Dave Pavelchek</li> <li>○ Staff Support: TBD</li> </ul> </li> <li>• Business Engagement             <ul style="list-style-type: none"> <li>○ Leads: Dale Peinecke; Perry England</li> <li>○ Staff Support: Dave Wallace</li> </ul> </li> <li>• Professional Development             <ul style="list-style-type: none"> <li>○ Leads: Marty Brown; Kathy DiJulio</li> <li>○ Staff Support: Patrick</li> </ul> </li> </ul> <p>Board meetings will have a standing agenda item for involvement with the implementation process, including policy direction, development, and approval.</p>
<p><b>STAKEHOLDER ENGAGEMENT, PROS AND CONS:</b> Which stakeholders have been engaged in the development of this recommendation? What are the pros and cons of this recommendation? According to whom (which stakeholder groups)? Are there viable alternatives to consider?</p>	<p><b>STAKEHOLDERS HAVE PROVIDED INPUT AND THEY THINK:</b></p> <p><b>The Business Engagement Committee</b> had its first meeting on September 8th. We had 15 members in person and another six called in. In that meeting the group went over the draft charter and assigned roles for revising it. Lindsey Woolsey reported briefly on her report findings and then led a discussion on what we can learn from these findings going further as it relates to business engagement. Lastly, Dale Peinecke led a presentation/discussion on how to more effectively target businesses.</p> <p>We also have a meeting scheduled for November 16th and are in the process of trying to schedule a conference call sometime in October. The burning issues for the committee are to make a determination on which business engagement metrics to recommend for reporting to DOL next year, and whatever assignment likely to come out of the TAP Accelerator Committee.</p> <p><b>The Integrated Service Delivery Model</b> has met 3 times: August 17, September 14, and most recently on October 5. There are 46 individuals on this committee, however not all participates are involved in all meetings. August 17 – the committee discussed the draft charter and the key priorities for the group. September 14 – The first major focus for the committee will be to establish a Navigator system for workforce development clients. To accomplish the components of this work, the committee established five workgroups:</p>

1. Develop a framework that outlines the roles and responsibilities of the navigators.
2. Develop a toolkit for navigators.
3. Develop a toolkit for youth navigators
4. Develop a state-level MOU Framework
5. Develop a recommended Governor's approach for contested MOUs

During the October 5, meeting committee members heard further clarification of the workgroup missions and leads for each were identified. Each workgroup will meet in-between committee meetings. They will provide regular updates during scheduled committee meetings. Their first task will be to develop a workgroup charter.

**Barrier and Accessibility:** has been developing outreach materials for both committee participation, an open house and first meeting gathering, and 12 WDC local "listening tours."

We have presented to the Executive Team of DSHS leadership and administrations to ask for their participation on the committee and to assist with committee members and subject matter experts, when needed, to address the barriers and eventual solutions for the 14 identified barrier communities. Our presentation was well received and the DSHS Director has called for each Administration head to forward an appropriate nominee for the state level committee.

We have done outreach to Tribal partners and have invited them to participate with our state level committee and local advisory groups. They are very much interested and want to be part of this process. We have scheduled a meeting and will ask for a recommended member for the state level committee and will identify local participation options.

We have contacted all 12 WDC CEO's and been referred to the appropriate representative for the leadership of the local advisory groups on barrier removal and access. We have heard from most and have scheduled 5 listening tours to date and will schedule 7 more. Our goal is to have a Co-lead and staff visit each WDC by April of 2017.

We are considering state membership options that would align our committee with the operating agencies and agencies that are fiscally responsible and invested in the success of the TAP program and WorkSource Centers. We will make these proposals to a larger stakeholder group for feedback.

**Professional Development Committee:** The charter for the Professional Development committee is out to members, awaiting comment. The committee will meet on October 19 for committee approval. Staff have reached out to other states for input on their professional development program – specifically to the dean of Southern Illinois State University's PD program. As a result of the October 19<sup>th</sup> meeting the committee has revised the charter and established three "Disappearing Working Groups" DWPs on the following issue areas, Washington Workforce System, WIOA and TAP. The working groups will develop "Cliff Notes" or learning essentials on each of these issue areas. The full PD Committee will review the work of each DWPs on December 6<sup>th</sup>.

**The WIOA Common Intake/Data Sharing Implementation Committee** is still formulating its charter but has continued to work along four main threads of interest:

1. Refine and solidify our understanding of where intake ends and program-specific assessment begins.
2. Investigate leveraging the existing intake systems (e.g. Washington Connection) to accommodate a common intake system
3. Collection and analysis of intake instruments, forms and written procedures/regulations for program intakes and triage of customers. This includes scheduling site visits to gain first-hand knowledge of the intake

	<p>processes of all combined-plan agencies and programs.</p> <ol style="list-style-type: none"> <li>4. Coordination with other committees to ensure that we're all sharing and using each other's information and findings.</li> <li>5. This Committee has made extensive use of Basecamp as a means of disseminating information, coordinating and collaborating on documents, schedules and tasks. This is a relatively new technology for most of us and we're still working out bugs but it has provided a relatively easy means of coordination.</li> </ol> <p><b>Performance Accountability &amp; Data Sharing Committee:</b> Committee met Sept Based on input, co-chairs reformulated the organizational structure, and set near term priorities. Charter draft revised to reflect these decisions. Discussion also has identified potential need for central information technology resources to support WIOA implementation.</p> <p>The new structure has two main work groups: Data Sharing and Performance Measurement - and two staff-led work groups: First Year Data Reporting and Eligible Training Program List.</p> <p>Data Sharing group priority tasks:</p> <ol style="list-style-type: none"> <li>1. Communication with other sub-committees that are developing information sharing requirements.</li> <li>2. Inventory data sharing needs: what data, shared with whom, when.</li> <li>3. Current situation assessment: what is currently shared and what are major obstacles to expanded sharing.</li> </ol> <p>Performance Measurement group priority tasks:</p> <ol style="list-style-type: none"> <li>1. Simplify reporting by combining some federal measures with state core measures.</li> <li>2. Develop process and plan for reporting three additional WIOA measures required by the end of the current year.</li> <li>3. Oversight of development of first year combined data reports and issues identified in that process.</li> </ol>
<p><b>FINANCIAL ANALYSIS AND IMPACT:</b>          What will it cost to enact this recommendation? What resources will be used? Are new resources required? How much? Where will existing or new resources come from? Are there savings to be gained from this investment? Over what period? Are there other returns on investment to consider?</p>	<p><b>THE COST AND RESOURCE NEEDS OF THIS RECOMMENDATION ARE:</b></p> <p>Cost of TAP implementation is still to be determined. There is a small pool of WIOA planning funds that can be used to support committee work (about \$380,000). Committees will submit proposals to Board for use of that funding. Additionally, Gov. Inslee has asked the Board to use the Upskill-Backfill approach as an organizing framework to help accelerate TAP implementation. He has provided up to \$3 million to support that work.</p>

<p><b>RECOMMENDATION AND NEXT STEPS:</b> What specific result do you want from the Board? Is this recommendation for discussion or action? If for discussion, will action be required at a later date? What next steps are expected after this discussion?</p>	<p><b>THE RECOMMENDATION AND/OR REQUESTED ACTION IS:</b></p> <p>Staff is requesting the Board review the charters and approve them in their current form with the understanding that the charters are living documents and are expected to be continuously updated.</p>
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**Project Name: TAP Implementation Committee on Business Engagement**

**Sponsor:** Workforce Training and Education Coordinating Board (Workforce Board)

**Project Leader:** Perry England, Dale Peinecke

**MISSION STATEMENT**

To understand, co-ordinate and advocate for substantially improved statewide business engagement to achieve stronger results for our business customers' needs and goals in achieving the TAP Plan. Improved business engagement can lead to closing skills gaps and helping employers hire and further develop the talented workforce they need to grow and prosper. Improved business engagement can also benefit our Washington state economy by taking a more proactive approach to talent development, one that moves away from episodic career transitions to more thoughtful, long-term, proactive approaches to skills development and career pipelines.

**BACKGROUND**

The role of the Workforce Training and Education Coordinating Board (WTECB) is to provide policy recommendations, coordination between partners and advocacy for implementing the state's Talent and Prosperity for All (TAP) workforce development plan. To that end, the Board created an Implementation Committee for Business Engagement to coordinate statewide engagement efforts.

Under the Workforce Innovation and Opportunity Act (WIOA), Local Workforce Development Boards (LWDBs) are required to proactively engage with businesses by developing both a strategic plan and operating plans with other workforce system partners that coordinate business engagement strategies across the workforce system, in support of regional and local economies. LWDBs serve to coordinate and support specific efforts, like sector partnerships. In addition, LWDBs assess business engagement opportunities, coordinate partners to create an aligned approach to business engagement, and create partnerships with effective intermediaries, including not-for-profits. LWDBs will unify the approach of all partners and establish a documented process for business engagement (Refer to TAP Plan pages 31-32).

This Implementation Committee will review the success of business engagement implementation in the field; support the field by removing state-level obstacles identified by local implementers; support the field by providing state-level staff connections, including capacity building grant funding institutions or resources on request; and recommend statewide policies to increase outcomes for employers. The role of the Committee is to be an enabling tool that build capacity in existing organizations; not a doing tool.

The committee will be a standing committee of the Board, until such time as the Board may disband the committee. The committee will determine its frequency of meetings, when in-person or electronic meetings are required/allowed, the agenda for its meetings, and details of its governance.

**Strategic Link with TAP**

Business engagement to create a demand-driven workforce development system which is a cornerstone of Washington's TAP Plan. WorkSource is Washington's publicly-funded workforce development and labor exchange system for employers and job seekers. WorkSource's mission is to connect employers and job seekers – supporting transitions to new jobs and empowering careers. A TAP Plan strategic goal is to increase WorkSource outcomes and relevance for employers and job seekers.

### **Goals Tied to Strategic Priority**

#### **Strategic Priority 2. Increase Business Engagement with a Clearly Defined Workforce**

##### **Value Stream**

Only 8 percent of Washington businesses utilize the public workforce system. This stark fact underscores the limited interaction between businesses and workforce development service providers at all levels. Businesses need simple paths to the workforce system and a better understanding of the benefits, whether it's filling open positions with qualified applicants from WorkSource, shaping training programs to ensure workers have industry-specific skills, or partnering with state high schools, community and technical colleges and higher education. In addition, once businesses and industries are engaged—be it through sector strategies or recruitment services—the workforce system must build and sustain these partnerships. The system's promise to partnering businesses is streamlined and integrated services that are a recognized value and easy for an employer to navigate.

### **Goals Tied to Strategic Priority**

- Identify meaningful metrics to establish a baseline and increase the number of businesses utilizing the workforce system.
- Have at least one sector partnership in development in each workforce region. Use the Sector Partnership Framework or a similar framework to show progress over time.
- Increase resources for work-based learning opportunities, including on-the-job training, pre-apprenticeship and apprenticeship, internships, job shadows, but especially, incumbent worker training.

### **SCOPE OF COMMITTEE WORK**

#### **The scope of the committee will include:**

- Receiving regular field reports from LWDBs regarding specific skill gaps they are working to close for an employer or sector, progress to date, and state-level obstacles, personnel needs, or resource needs that can help them succeed, or succeed more quickly.
- Coordinating action to remove state-level obstacles and/or provide state-level staff connections or resources. For example: facilitating connections to Commerce's sector leads; action if local requests for training funds are not receiving timely responses; following through if local agency partner staff have made budget requests that are being delayed;; or

ensuring that local agency/entity partner staff are effectively collaborating with the LWDB to provide an integrated approach to business engagement.

- Identifying and promoting statewide agency-coordinated initiatives with sectors where a cogent statewide need exists. For example, numerous agencies have approaches to incumbent worker training. Streamlining and expanding a coordinated effort could vastly improve outcomes. Further examples might include statewide industries such as health care, retail, hospitality, restaurants, and placement agencies. Initiatives will be implemented by the appropriate agency(s) – or, in the case of incumbent worker training, could be hinged together to provide a clear and straightforward menu of options for job-seekers and employers.
- Identify and recommend to the WTECB statewide policies, funding, or reform necessary to close skill gaps and/or better serve employers. Examples may include but are not limited to work-based learning, high school and youth-based professional development programs, incumbent worker training, apprenticeship/pre-apprenticeship, and training to close skills gaps identified by employers in skills centers, community and technical colleges, and private institutions

**The scope of the committee will not include:**

- Subsuming the LWDBs role to lead business engagement efforts in their jurisdiction.
- Implementing projects which are the responsibility of LWDBs, implementing agencies, or other partners.

**SCHEDULE**

<b>MILESTONE</b>	<b>START DATE</b>	<b>FINISH DATE</b>
<b>Adopt Project Charter</b>	September 8th	October 17th
<b>Decide on which 2 measures of employer satisfaction to track</b>	?	?
<b>Define skill gaps in a measurable way.</b>	?	?
<b>Have at least one sector partnership in development in each workforce region</b>	?	?
<b>Build Business Engagement Model</b>	?	?
<b>Define Common Terminology</b>		
<b>Target businesses for engagement to maximize outcomes</b>	?	?
<b>Regular review of local business engagement outcomes by the twelve LWDBs:</b> <ul style="list-style-type: none"> <li>• Review and coordinated action to remove state-level obstacles and/or provide state-level staff connections or resources.</li> </ul>	?	?

<ul style="list-style-type: none"> <li>Identifying and promoting statewide agency-coordinated initiatives with sectors where a cogent statewide need exists.</li> </ul>		
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**OUTCOMES AND MEASURE**

OUTCOMES	MEASURES OF SUCCESS
<b>For Entire Workforce System</b>	
Top Skill Gaps are identified within each WDC	<ul style="list-style-type: none"> <li>Number of specific skill gaps for specific industry sectors identified by LWDBs or by the state</li> <li>Number of those sectors with plan in place for community and the state to close the gap</li> <li>Number that measurably reduced the skill gap</li> <li>Number of individual employers with specific skill gap identified by LWDB and training or other services underway to close the gap</li> </ul>
Create an integrated model for business engagement that defines common terms, common components and their interconnections, and the relationships between key partners that can serve as a benchmark standard for statewide efforts to achieve employer-partners and as a tool to coordinate business engagement.	
Meeting Business workforce needs	
<b>For WorkSource</b>	
Increase number of WorkSourceWA job postings by employers.	Increase number of WorkSourceWA job postings by employers from x to y.
Increase number of employers that are repeat customers of the WorkSourceWA.com job posting feature. [Explanation: Repeat use of WorkSource by employers indicates they are gaining value and therefore willing to invest the time to keep using it].	Increase number of employers that are repeat customers of the WorkSourceWA job posting feature from x to y.
Workers who participate in workforce development sponsored efforts to	Number or percent of participants in skills development programs that are enrolled and placed through

close skills gaps are placed in employment through the WorkSource system.	WorkSource.
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### RELATIONSHIP TO END GOAL

**How does the work of this committee relate to the end goals:**

- **Close skill gaps for employers, with a focus on in-demand industry sectors and occupations.**
- **In closing these employer skill gaps opportunities are being created for job seekers, which can lead to economic self-sufficiency.**

### COMMITTEE MEMBERSHIP ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITY/AUTHORITY
Co-Leads	<ul style="list-style-type: none"> <li>• Facilitate Committee meetings</li> <li>• Work with staff to development agendas and work plans</li> <li>• Represent committee activities to the Workforce Board</li> <li>• Facilitate strategies for committee recommendations</li> <li>• Create and assign leadership for needed taskforces/small groups</li> </ul>
Committee Staff	<ul style="list-style-type: none"> <li>• Assist Lead in development of agenda</li> <li>• Assist in meeting facilitation, as requested</li> <li>• Develop and provide support materials, as appropriate</li> <li>• Represent Committee, as appropriate or requested</li> </ul>
Committee Members	<ul style="list-style-type: none"> <li>• Refine project vision, goals and objectives</li> <li>• Commit to mission and goals</li> <li>• Represent your organization/administration/constituents</li> <li>• Relate information to your organization/administration/constituents</li> <li>• Keep focus on customer outcomes</li> <li>• Advocate for the committee’s mission</li> <li>• Approve charter</li> <li>• Accept and support key project deliverables</li> <li>• Champion adoption of recommendations</li> <li>• Participate fully in Committee activities</li> <li>• Review deliverables as assigned</li> <li>• Make efforts to attend all meetings or keep up with Committee progress</li> <li>• Look for opportunities and initiatives that support the mission</li> <li>• Be open to new ideas</li> </ul>

### CONSTRAINTS AND DEPENDENCIES

It will be critical to work with business to understand their wide spectrum of issues and needs, with a focus on the goals of business, and develop concepts that could assist business in understanding and navigating the varied services available.

**COMMITTEE MEMBERSHIP**

**Executive Lead:** Perry England, Dale Peinecke

**Staff Support:** Dave Wallace

**Admin. Support:** Rebecca Reule, Workforce Board

<b>Committee Members/Subject Matter Experts</b>	
Gary Smith	Northwest WDC
Sasha Nollman	SeaKing WDC
Mark Mattke	Spokane WDC
Ellie Chambers-Grady	Workforce Central
Cass Parker	Workforce Southwest WA
Chelsea Chunn	Workforce Southwest WA
Bob Potter	Olympic Consortium
Sean Murphey	Pacific-Mountain WDC
Kyle Wiese	Thurston Economic Development Council
Leslie Schmitz	Jobs for Washington Graduates Foundation
Naja Hogander	WA Restaurant Assn.
Colleen McAleer	Washington Business Alliance
Beth Thew	Spokane Labor Org
Karen Dove	ANEW
Lynn Carey	Community Youth Services
Mark Ozias	Clallam County
Aline Allonas	Commerce Department
Joshua Berger	Commerce Department
Maura Little	Commerce Department
Molly Onkka	Commerce Department
Radi Simeonova	Commerce Department
Mark Adreon	DSB
Lisa Bennett-Perry	DSHS
Louisa Erickson	DSHS
Eddie Rodriguez	DSHS
Ted Thornton	DSHS
Esther Bennett	DSHS/DVR
Jennifer Peppin	ESD
Marie Bruin	ESD
Will Durden	SBCTC/BEa
Peter Guzman	SBCTC/Workforce Ed

Kelly Richburg	Seattle Jobs Initiative
Meg Ryan	CofE Global Trade & Supply Chain Mgmt., Highline
Mike Brennan	WTB

**GOVERNANCE AND GUIDING PRINCIPLE**

All really does mean All. Economic opportunity for all will drive decision-making.

**Project Name: TAP Implementation Committee on Integrated Service Delivery**

**Sponsor:** Workforce Training and Education Coordinating Board (Workforce Board)

**Project Leader:** Eleni Papadakis

## **MISSION STATEMENT**

Improve the customer experience at one-stops and across the TAP umbrella system, by streamlining service planning towards customer goals, and accelerating the time from intake to meaningful results. The TAP system's goal is to ensure every customer has the education, employability skills, work experience, and credentials needed to move into sustained employment and economic self-sufficiency, and receives the wraparound services needed to pursue his or her career pathway.

## **BACKGROUND**

The Workforce Board was named by the Governor as Washington's State Workforce Development Board under the Workforce Innovation and Opportunity Act of 2014 (WIOA). The Workforce Board's role is to provide policy recommendations and coordination among the Workforce system's 17 partners (20 plus programs and funding streams), evaluate system effectiveness, and to advocate for policy improvements on behalf of the system. The Workforce Board is responsible for convening system partners to fully implement the state's strategic workforce development plan, Talent and Prosperity for All (TAP) within its four strategic priority areas: enhanced business engagement, access and barrier removal, performance accountability, and integrated service delivery. The Board established six implementation committees to bring the voices of the system's multiple stakeholders and partners together to ensure attainment of TAP's goals.

Throughout the TAP planning process, braiding of service resources and making it easier for individuals to navigate available services towards economic self-sufficiency was emphasized as among the most critical components of a high performing system. Many ideas and promising practices were highlighted throughout planning. The four concepts that had broad consensus were:

- Create a common intake process across all programs and fund streams
- Develop an MOU across states and local agencies to standardize, where possible, systemic funding parameters
- Establish a system of articulated career pathways in high demand fields
- Establish a workforce of "navigators" who will work as single point of contact for job-seekers/workers who need to use multiple services in order to meet their goals.

The first concept, because of the amount of technical work required to develop a single intake process, and because it intersected with or affected the work of all other committees, was deemed worthy of its own TAP implementation committee. The Integrated Service Delivery

Implementation Committee will explore the concepts of career pathways, “system navigators” and a statewide resource MOU(s).

## **Strategic Link with TAP**

**Strategic Priority 1. Customers Receive Integrated Services that Lead to Employment and Careers.** Customers need to be able to find and navigate the workforce development pathway that is best for them. This means Washington’s richly complex system must help customers move beyond program-specific solutions to make informed choices that pull from the full menu of services. Services need to be designed and delivered with customers as the focal point. In addition to acquiring skills, education, and jobs that put them on the path to prosperity, customers should also understand they have continuous access to the workforce development system throughout their working lives. For sustained lifelong success, individuals will reengage in the workforce system throughout their career and lifelong learning journey. The system’s promise is to combine all resources to help each individual learn how to find and keep the right job and receive continued support to advance their careers.

### **Goals Tied to Strategic Priority**

- Increase the number of designated navigators available within the One-Stop system.
- Increase the number of participants, including those with barriers, who have defined career pathways and have gained portable skills, received industry recognized credentials, and/or earned college credits.

## **SCOPE OF COMMITTEE WORK**

The Integrated Services TAP Implementation Committee (Committee) will develop draft policy recommendations for the Workforce Board and/or for cognizant administrative entities in order to institutionalize effective practices towards full service integration and career pathway development, within existing legal bounds and parameters. The Committee will also develop recommendations for statutory reform when warranted. Additionally, to meet a WIOA statutory requirement, the Committee will develop a policy recommendation for the Governor to consider regarding infrastructure cost-sharing negotiations.

The committee will begin its collective work focused the TAP goal of increasing the number of navigators in the system. This will entail, but is not limited to, identifying current workers or occupations that can serve in the navigator role, identifying sustainable resources to support the navigator workforce, developing standards and performance expectations for navigators, creating tools and materials to support the work of navigators, and designing a sustainable professional development system for navigators (both new and in-service).

Creating articulated career pathways in high demand fields will also be a priority of this Committee. However, there is already much work being undertaken across the system, especially in secondary and post-secondary CTE, and in apprenticeship programs. The

Committee will hear periodic progress updates from the organizations involved in that work. The Committee will help develop and/or support policy recommendations that emerge from these efforts.

Sustainable service integration practices cannot be achieved without changing how resources are utilized, especially across funding streams and service agencies. A subcommittee will be established to draft a Memorandum of Understanding (MOU) for the agencies that are system partners. The MOU will describe resource sharing in support of the One Stop Career Center (WorkSource) system.

## SCHEDULE

MILESTONE	START DATE	FINISH DATE
Adopt project charter	August 17, 2016	September 7, 2016
Inventory of potential Navigators	August 18, 2016	September 30, 2016
Resource Analysis to sustain Navigator system	September 2016	December 2016
Professional development analysis	September 2016	December 2016
Draft State Resource MOU is developed	October 2016	November 2016
Governor MOU Arbitration policy is developed	October 2016	January 2017
Career Pathway guidelines are established	November 2016	April 2017
Work with PD Committee to development PD plan with cost, timelines, and initial personnel training (existing navigators) being implemented		July 2017

## OUTCOMES AND MEASURE

OUTCOMES	MEASURES OF SUCCESS
Committee Charter adopted by Committee and approved by Workforce Board	<ul style="list-style-type: none"> <li>Membership signs agreement to support charter</li> </ul>
Complete policy and resource analysis of navigator workforce/system	<ul style="list-style-type: none"> <li>Inventory of potential navigator positions across TAP system</li> <li>Policy recommendations necessary to support navigator system build-out adopted by Workforce Board</li> </ul>
Establish standards for professional navigator role, and recommendations for professional development	<ul style="list-style-type: none"> <li>Navigator Professional development curriculum and sustainable distribution infrastructure is established.</li> <li>Complete professional development plan with cost, timelines, and initial personnel training (existing navigators)</li> </ul>

	being implemented in the field by July 2017.
Identify the resources and training necessary for implementation of a Navigator workforce within the WorkSource system.	<ul style="list-style-type: none"> <li>• WorkSource system increases the number of Navigators who serve clients/customers</li> <li>• The number of Navigators steadily increases to one Navigator for every 120 job-seekers.</li> </ul>
Develop (IFA) policy guidance for the Governor for arbitrating MOUs when local agreement cannot be reached.  (IFA: Infrastructure Funding Allocation)	<ul style="list-style-type: none"> <li>• Guidelines are adopted for Governor or Governor's designee to intercede in the event that One-Stop partner MOUs cannot be negotiated at the local level.</li> </ul>
Establish an MOU among state administrative agencies to support resource braiding and effective integration of services to improve customer outcomes.	<ul style="list-style-type: none"> <li>• Signed MOU among agencies.</li> </ul>
Establish guidelines for Career Pathway articulation between secondary and post-secondary occupational programs.	<ul style="list-style-type: none"> <li>• Guidelines are adopted by Workforce Board and relevant partner agencies.</li> </ul>
More job seekers gain the employment and career progress they need to prosper	<ul style="list-style-type: none"> <li>• The number of WorkSource customers who find jobs increases</li> </ul>
Use Navigators to inform job seekers of viable Career Pathways in their local areas and services.	<ul style="list-style-type: none"> <li>• The number of WorkSource customers who find jobs in targeted industry sectors increases</li> </ul>
Establish Navigators in all WorkSource offices to serve walk-in clientele	<ul style="list-style-type: none"> <li>• The number of repeat job-seeker customers who use WorkSource increases</li> </ul>

## COMMITTEE MEMBERSHIP ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITY/AUTHORITY
Committee Lead	<ul style="list-style-type: none"> <li>• Facilitate Committee meetings</li> <li>• Work with staff to development agendas and workplans</li> <li>• Represent committee activities to the Workforce Board</li> <li>• Facilitate strategies for committee recommendations</li> <li>• Create and assign leadership for needed taskforces/small groups</li> </ul>

Committee Staff	<ul style="list-style-type: none"> <li>• Assist Lead in development of agenda</li> <li>• Assist in meeting facilitation, as requested</li> <li>• Develop and provide support materials, as appropriate</li> <li>• Represent Committee, as appropriate or requested</li> </ul>
Committee Participants	<ul style="list-style-type: none"> <li>• Refine project vision, goals and objectives</li> <li>• Commit to mission and goals</li> <li>• Represent your organization/administration/constituents</li> <li>• Relate information to your organization/administration/constituents</li> <li>• Keep focus on customer outcomes</li> <li>• Advocate for the committee’s mission</li> <li>• Approve charter</li> <li>• Accept and support key project deliverables</li> <li>• Champion adoption of recommendations</li> <li>• Participate fully in Committee activities</li> <li>• Review deliverables as assigned</li> <li>• Make efforts to attend all meetings or keep up with Committee progress</li> <li>• Look for opportunities and initiatives that support the mission</li> <li>• Be open to new ideas</li> </ul>

**CONSTRAINTS AND DEPENDENCIES**

Work must be coordinated with the other five TAP Implementation Committees to ensure consistency and continuity in approach. Work must be in accordance with local strategic plans and the state TAP Plan. Many statutes and regulations govern the work to be undertaken. Committee must understand legal limitations and evaluate where to invest energy in statutory or regulatory reform.

**GOVERNANCE AND GUIDING PRINCIPLE**

All really does mean All. Economic opportunity for all will drive decision-making.

Recommendations from this Committee will be widely circulated and will include both the assenting and dissenting views.

## COMMITTEE MEMBERSHIP

**Executive Lead:** Eleni Papdakakis, Executive Director, Workforce Board

**Staff Support:** Terri Colbert, Federal Program Administrator, Workforce Board

**Admin. Support:** Rebecca Reule, Workforce Board

Committee Members/Subject Matter Experts	
Aaron Korngiebel	North Seattle Community College
Beth Blanchard	Seattle King County WDC
Beth Thew	Spokane Labor Organization
Bill Messenger	Washington State Labor Council
Brian Horst	DSHS
Britta Echtle	DSHS (Aging & Long-term)
Chelsea Chunn	Workforce Southwest WA
Clif Leach	DSHS
Corinne Daffern	Pacific Mountain WDC
Darlene Snider	Walla Walla Community College
Dave Perreira	ESD 113
Dawn Karber	Spokane Area WDC
Diane Smith	Grays Harbor College
Don Kay	DSHS/DVR
Elise Rowe	ESD
Elizabeth Court	Olympic WDC
Ellen Nolan	DSHS
Erin Frasier	SBCTC/Workforce Education
Freda Cogger	United Way, Pierce County
Gary Smith	Northwest WDC
Jage Curl	CSD/DSHS
Jason Scales	Tacoma Community House
Jessica Clayton	Spokane Area WDC
John Kim	Seattle Jobs Initiative
Jon Kerr	SBCTC/BEaA
Karen Dove	Apprenticeship (ANew)
Kathleen Harvey	DSHS - JJRA
Kelly Richburg	Seattle Jobs Initiative
Lisa Bennett-Perry	DSHS
Louisa Erickson	DSHS
Margaret Hinson	Jewish Federation of Seattle
Marie Bruin	ESD
Marissa Cahill	Northwest WDC
Mark Dillon	DSHS

Mark Mattke	Spokane Area WDC
Mary Ellen Laird	Workforce Central
Matt Bench	ESD
Michael MacKillop	DSB
Peggy Lewis	DSHS
Rich Coleman	ESD
Tarimah Thomas	DSHS
Tom Berry	DSHS
Tony Hanson	Commerce

**Project Name: TAP Implementation Committee on Barrier and Accessibility Solutions (BASC)**

**Sponsor: Workforce Training and Education Coordinating Board (Workforce Board)**

**Project Leader: LouOma Durand, DSB; Teesha Kirschbaum, WA State Rehabilitation Council**

## **MISSION STATEMENT**

The mission of the **Barrier and Access Solution Committee (BASC)** is to support an accessible and usable workforce system for all.

Our work focuses on identifying barriers to access for jobseekers and employers in the workforce system; developing and supporting access solutions for the 14 Workforce Innovation and Opportunity Act (WIOA) populations facing barriers to employment; and identifying strategies and resources to achieve equal access for all.

## **BACKGROUND**

The Workforce Training and Education Coordinating Board (Workforce Board) was named by the Governor as Washington's State Workforce Development Board under the Workforce Innovation and Opportunity Act (WIOA) of 2014. The Workforce Board's role is to provide policy recommendations and coordination among the Workforce system's 17 partners (20 plus programs and funding streams), evaluate system effectiveness, and to advocate for policy improvements on behalf of the system. The Workforce Board is responsible for convening system partners to fully implement the state's strategic workforce development plan, Talent and Prosperity for All (TAP) within its four strategic priority areas: enhanced business engagement, access and barrier removal, performance accountability, and integrated service delivery. The Board established six implementation committees to bring the voices of the system's multiple stakeholders and partners together to ensure attainment of TAP's goals.

WIOA reenacts and strengthens the non-discrimination requirements of the Workforce Investment Act's Section 188 and requires the one-stop career centers to provide physical and programmatic accessibility to individuals with disabilities. WIOA allows local area boards to establish standing committees to work on issues specifically faced by individuals with disabilities, including Section 188 and Americans with Disabilities Act (ADA) compliance, ensuring equal access to all services and appropriate staff training on providing accommodations and finding employment opportunities for individuals with disabilities.

## **Strategic Link with TAP**

Although WIOA only specifically calls out standing committees focusing on access issues for people with disabilities, the Workforce Board has embraced a more expansive goal of improving access for all jobseekers and employers. This requires identifying and removing a wide variety of barriers to access, including; economic barriers, geographic barriers, physical barriers, and mental and behavioral health barriers. The Workforce Board achieved consensus that a standing committee of the Board should be charged to develop strategies for improving accessibility for

all throughout the state workforce system, informed by local advisory committees assessing barrier issues at the ground-level. In August 2015, the state Workforce Board adopted a recommendation from the state's WIOA Implementation Steering Committee that the Board convene a formal standing committee to tackle ongoing systemic accessibility issues.

The state Barrier and Accessibility Solutions Committee (BASC) was subsequently charged by the Workforce Board to implement TAP goals related to accessibility, to help build consensus on strategies to make systemic improvement to the system, informed by local advisory committees that assess accessibility issues at the ground-level, improve the service experience for populations with barriers and to help local area boards prioritize projects and track progress towards improved customer service for those populations. This committee will additionally serve as a forum for sharing best practices and strategies to improve access and as an advocate for resources and policy development that will improve services for all populations with barriers.

### **TAP Goals Tied to Strategic Priority**

- Implement universal wireless Internet access in high-traffic areas of all comprehensive one-stop (WorkSource) centers in Washington by 2020.
- Establish the state-level advisory committee on accessibility and barrier solutions and ensure the designation of local advisory committees during the first two years of the plan. By the fourth year of the plan, ensure that the state-level advisory committee has received multiple years of progress reports on barrier removal projects at the local level from each local area.
- Identify and encourage local pilot programs that use technology as a means of facilitating and improving an integrated service delivery for customers, including programs that are designed to improve access to the system.

### **SCOPE OF COMMITTEE WORK**

The BASC will work in an ongoing collaborative committee forum, with operating agencies, community based organizations, local Workforce Development Councils (WDCs) advisory committees and public stakeholders. We will accomplish our work by:

- Drafting recommendations for strategies and solutions for the 14 communities facing barriers to employment;
- Bringing forward draft recommendations to the Workforce Board for their input and consideration;
- Once approved by the Workforce Board, the BASC will develop implementation strategies, as needed.
- The BASC will engage appropriate stakeholders into the implementation process.
- Assessing whether the solution works to solve a barrier to the system.

Recommendations could include:

- Policy changes;

- Strategic system changes;
- Strategies for process or procedures;
- Technology or human resource solution;
- Resource development;
- Appropriate statutory reforms.

The BASC is committed to working in collaboration and partnership with the local WDC advisory committees and welcomes feedback early and often.

We will accomplish this by:

- Valuing two-way communication to identify barriers in the system as well as best practice solutions;
- Providing appropriate technical support and resource development to ensure local WDCs can achieve their local goals;
- Partnering to ensure efficacy of recommended barrier solutions.

## **SCHEDULE**

Work of this Committee for the first year is expected to include:

1. BASC committee leadership will complete a listening tour at local advisory committee meetings to learn about local efforts and needs.
2. Establishing formal voting members to identify barrier removal priorities; and
3. Begin reviewing local WDC plan information on barrier removal efforts to inform BASC priorities and projects.

<b>MILESTONE</b>	<b>START DATE</b>	<b>FINISH DATE</b>
Adopt project charter	August 2016	September 7, 2016
Contact Local WDCs to set up BASC committee leadership “listening tour” visits; establish listening tour schedule and send confirmation letters	August 2016	September 30, 2016
Forward voting membership roster recommendations to the Workforce Board chair	September 2016	October 1, 2016
Convene BASC for first meeting	Late October 2016	
BASC Leadership Listening Tours	October 2016	February 1, 2017
Establish One-Year Work Plan with timelines for local barrier removal progress reports	February 2017	March 2017

## OUTCOMES AND MEASURES

OUTCOMES	MEASURES OF SUCCESS
Committee Charter adopted by Committee and approved by Workforce Board.	<ul style="list-style-type: none"> <li>Membership signs agreement to support charter.</li> </ul>
Organize formal listening tours to solidify partnership between state and local barrier removal efforts.	<ul style="list-style-type: none"> <li>BASC leadership will attend 12 local advisory committee meetings. Establish protocols for annual communication of barrier removal efforts to state BASC.</li> </ul>

## COMMITTEE MEMBERSHIP ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITY/AUTHORITY
<b>Co-Chairs</b>	<ul style="list-style-type: none"> <li>Facilitate BASC committee meetings.</li> <li>Work with staff to create agendas and work plans.</li> <li>Represent committee activities and draft recommendations to the workforce board.</li> <li>Facilitate strategies for committee recommendations to community partners and stakeholders.</li> <li>Create and assign leadership for needed taskforce.</li> </ul>
<b>Committee Staff</b> <ul style="list-style-type: none"> <li>Part of executive team</li> </ul>	<ul style="list-style-type: none"> <li>Assist Co-Chairs in developing agenda.</li> <li>Assist in facilitating meetings, as requested.</li> <li>Develop and provide support materials, as appropriate.</li> <li>Speak on behalf of committee, with approval by co-chairs.</li> </ul>
<b>15 Voting Members</b> <ul style="list-style-type: none"> <li>Six for Operating Agencies.</li> <li>Nine for Community or State agencies representing the interest of Community with Barriers</li> </ul>	<ul style="list-style-type: none"> <li>Represent WIOA operating agencies interests or represent the interests of identified barrier communities.</li> <li>Provide subject matter expertise on targeted communities, as needed.</li> <li>Present committee recommendations to decision makers for resource or operational approval.</li> <li>Provide statewide perspective on barrier and</li> </ul>

	<p>access solutions.</p> <ul style="list-style-type: none"> <li>• Explore and develop statewide and local resource solutions, as appropriate, for recommendation to the Board.</li> <li>• Participate in committee meetings, taskforce and committee work plan activities.</li> <li>• Exercise voting rights. One vote per seat.</li> </ul>
<p><b>Non-Voting Members</b></p> <ul style="list-style-type: none"> <li>• Meetings and topic discussions are open to all who want to attend.</li> <li>• Stakeholder participation is valued and encouraged.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively participate in meeting discussions and activities.</li> <li>• Participate in assigned taskforces and subcommittees.</li> <li>• Represent constituency issues.</li> <li>• Communicate committee work to targeted or represented communities.</li> <li>• Communicate committee work to stakeholders for input and feedback.</li> </ul>

**CONSTRAINTS AND DEPENDENCIES**

Work must be coordinated with the other five TAP Implementation Committees to ensure consistency and continuity in approach. Work must be in accordance with local strategic plans and the state TAP Plan. The committee must understand legal limitations and evaluate where to invest energy in statutory or regulatory reform. The success of this systemic effort is dependent on a concerted communication between the state BASC and local barrier removal representatives to ensure that the state committee is receiving accurate and timely information to identify barrier removal priorities.

**COMMITTEE MEMBERSHIP**

**Executive Lead:**

- LouOma Durand, Director, Department of Services for the Blind
- Teesha Kirschbaum, Executive Director, Washington State Rehabilitation Council

**Staff Support:**

- Mark Adreon, Program and Partnership Specialist, Department of Services for the Blind
- Eric Wolf, Workforce Program and Policy Associate, Workforce Board

**Admin. Support:**

- Juanita MacNaughton, Administrative Assistant, DSHS-Economic Services Administration

**Committee Members/Subject Matter Experts**

*Per the Board’s adopted recommendation, the BASC will be seated with 15 voting members that can advance committee recommendations to the Board, but **all meetings are open for all to participate.** The voting members of the BASC will be approved at a future date by the Workforce Board and will likely consist of many people who have already volunteered to represent their stakeholders at BASC meetings.*

**COMMITTEE VOLUNTEERS**

- LouOma Durand, Department of Services for the Blind
- Teesha Kirschbaum, Washington State Rehabilitation Council
- Mark Adreon, Department of Services for the Blind
- Eric Wolf, Workforce Training and Education Coordinating Board
- Marie Bruin, Employment Security Department
- Chelsea Chunn, Workforce Southwest Washington WDC
- Nina Davenport, DSHS – Agency on Aging and Disabilities
- Sonja Dearmore, DSHS
- Louisa Erickson, DSHS- Economic Services Administration
- Troy Goracke, SBCTC – BEdA
- Joe Holliday, SBCTC – Student Services
- Deborah Howell, Workforce Central (Tacoma/Pierce Cnty.) WDC
- Elizabeth Iaukea, Washington State Library System/Microsoft Imagine Academy
- Dawn Karber, Spokane Area WDC
- Kelly Lindseth, Employment Security Department
- Louisa Mora, Opportunities Industrialization Center (OIC)
- Dave Perreira, Educational Service District 113
- Bob Potter, Olympic Consortium WDC
- Michael Richardson, Northwest ADA Center
- Marcelle Wellington, Seattle-King County WDC

**GOVERNANCE AND GUIDING PRINCIPLES**

Core Guiding Principles

- Access for All
- User equity for programs and services
- Opportunity and Innovation

Core Governance Principles:

- Co-chairs facilitate meeting agenda will only vote to break a tie.
- Co-Chairs have the ability to call for a discussion and ask for a motion.
- Simple “Roberts Rules” used for motion, second, and votes.
- Voting decisions based on number of voting seats present.
- All individuals attending meetings are encouraged to participate in discussions.
- Meetings should model accessibility.

***Governance in Depth.*** The structure, membership, and roles of the BASC were set by the Workforce Board in their August 2015 recommendation to form the committee.

- (1) **Purpose:** The state BASC shall provide a forum for sharing best practices and developing statewide guidance on improving accessibility throughout the workforce development system, advocate for resources to make recommended systemic changes, and to assist local WDCs in recruiting effective members to local board advisory groups on access. The state BASC shall have the ability to report to the Board at regularly scheduled meetings and to advise the Board on issues related to access for populations with barriers at one-stop centers and will advise the full Board on strategies to improve accessibility and generate better outcomes among populations with barriers.
- (2) **Consultation on Planning:** The state BASC shall be consulted in the development of the state technology plan for workforce development and any elements of the state strategic plan(s) for workforce development that address accessibility issues.
- (3) **Membership of State Committee:** The state Board chair shall designate the BASC chair and members of the committee. Members of the state BASC should have a statewide footprint and be able to bring resources and solutions to the table. They could include of experts in access issues for populations with barriers, drawn from agency and system partners.

The same recommendation of the Board set out the establishment of local WDC advisory groups on accessibility, and detailed their reporting responsibilities to the BASC:

- (1) **Establishing/Designating Local Advisory Groups:** Each WDC may establish a local committee modeled after the state BASC, or will designate another advisory group that informs the local board on issues related to access in the workforce development system and at one-stop centers, including but not limited to accessibility issues for people with disabilities. The advisory group utilizes data gathered by the WDCs on populations with barriers and will make recommendations on how to improve services, collaborate with key stakeholders to recommend solutions to remove access barriers in the system, and develop universal access solutions for all. (*Note: Local WDCs were to discuss the formation or designation of a local advisory group on accessibility in their local strategic plans.*)

- (2) **Required Membership on Advisory Committees:** Each WDC may establish procedures for designating an advisory group chair, as well as the length of term of service for advisory group members, if appropriate. The advisory group should consist of representatives of community and agency partner programs that serve people with potential access barriers, reflecting the broad spectrum of local communities served by the WDC. The communities should include, but are not limited to:
- a. People with physical disabilities;
  - b. People with sensory disabilities (blind and low-vision, deaf and hard of hearing);
  - c. People with behavior or mental health disabilities;
  - d. People with cognitive disabilities;
  - e. Economically disadvantaged communities;
  - f. English Language Acquisition (ELA) or bilingual communities;
  - g. Disadvantaged youth;
  - h. Long-term unemployed;
  - i. Community college disability specialists; and
  - j. A representative from a certified one-stop in the local area.

The listed communities above will serve as a guideline for recruiting members to local advisory groups. Local areas are not required to have an advisory group that always includes representation from each listed community. To the extent local areas have difficulty identifying and recruiting advocates for any of the listed communities, the state BASC shall assist local areas in recruiting representatives from those communities.

- (3) **Recruiting Members to Local Advisory Groups:** In the event a local WDC has difficulty recruiting advisory group members from communities listed in Section 2(2), the local WDC may request assistance from the state BASC in identifying and recruiting potential members.
- (4) **Reports to Boards:** The advisory group should have the ability to report to the WDC at regularly scheduled meetings of the local Board and to advise the Board on issues related to access for populations with barriers.
- (5) **Annual Barrier Report and Progress Update:** The advisory group will produce an annual report to their WDC Board outlining and discussing:
- a. Issues, accomplishments, and deliverables as they relate to the WDC's local strategic plan;
  - b. Concerns and challenges faced by populations with access barriers, as seen from the advisory group's perspective;
  - c. A work-plan containing recommendations for improving accessibility in the coming year; and
  - d. A progress report on recommendations for improving accessibility that have been previously issued by the advisory group.

Each local advisory group will submit their report on an annual basis to the state BASC, on a timeline yet to be designated. The state BASC shall examine the advisory groups' reports and

incorporate the findings and strategies into the ongoing development of statewide strategies to improve access.

The BASC may inquire about the progress local WDCs have made to establish a local advisory group pursuant to Section 2 above, and whether the local WDC would like additional assistance from the state BASC in recruiting members to their local advisory group that represent communities listed in “Required Membership of Advisory Committees” above.

## TAP Implementation Committee on Professional Development –DRAFT Charter

**Project Name: TAP Implementation Committee on Professional Development**  
**Sponsor: Workforce Training and Education Coordinating Board (Workforce Board)**  
**Project Leader: Marty Brown, SBCTC; Kathy DiJulio, WWA**

### MISSION STATEMENT

*The Professional Development Committee will identify the professional development needs of the workforce system staff, emphasizing best practices and evidence based practices, in order to equip them in supporting the goals and strategies of the TAP and WIOA plans, with a focus on using the existing resources within the workforce system to increase skills and knowledge that result in stronger partnerships and linkages for the benefit of our joint customers.*

### BACKGROUND

The Workforce Board was named by the Governor as Washington’s State Workforce Development Board under the Workforce Innovation and Opportunity Act of 2014 (WIOA). The Workforce Board’s role is to provide policy recommendations and coordination among the Workforce system’s 17 partners (20 plus programs and funding streams), evaluate system effectiveness, and to advocate for policy improvements on behalf of the system. The Workforce Board is responsible for convening system partners to fully implement the state’s strategic workforce development plan, Talent and Prosperity for All (TAP) within its four strategic priority areas: enhanced business engagement, access and barrier removal, performance accountability, and integrated service delivery. The Board established six implementation committees to bring the voices of the system’s multiple stakeholders and partners together to ensure attainment of TAP’s goals.

During the TAP planning process, the need for a group to coordinate the workforce system’s professional development strategy and plan became apparent. A task force was charged by the TAP Steering Committee to review online trainings currently used in the system and identify desired elements of a professional development plan for managerial and front-line staff. Following the completion and adoption of the TAP plan, the Board recognized the ongoing need for professional development and charged a committee for that specific purpose.

The Professional Development TAP Committee recognizes the importance of developing the system’s ability to partner and collaborate at the most effective level as an important outcome of future professional development activities.

### Strategic Link with TAP

Widespread professional development on TAP’s goals and four strategic priority areas—integrated service delivery, accessibility for all, business engagement, and performance accountability—will be essential to seizing WIOA’s transformational mandate.

### **TAP Goals Tied to Strategic Priority**

The Business Engagement chapter of TAP contains one goal explicitly tied to professional development:

Train at least 30 percent of the workforce system’s staff on the implementation of sector partnerships. **SCOPE OF COMMITTEE WORK**

The TAP Implementation Committee on Professional Development will work with system stakeholders to integrate existing professional development strategies that they currently have and will add to them as needed to support the implementation of TAP’s goals.

The Professional Development Task Force in the TAP planning process recommended the following considerations for any adopted professional development strategies, for both “management” and “front-line” level staff throughout the workforce system:

#### **Key Elements for ALL Professional Development Training**

- Designed to help more people obtain training and find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations
- Leads to closing skill gaps for employers, with a focus on in-demand industry sectors
- Provides an understanding of the state’s workforce system, WIOA and TAP
- Develops an understanding of career paths for clients
- Is accessible and flexible
- Is face-to-face and/or on-line/web-based
- Uses on the job training, train the trainer and other means
- May be a replication of local successes and promising practices and evidence based practices
- Is aligned with the four state TAP goals: integrated service delivery, accessibility for all, business engagement, and performance accountability
- Sustainable within and throughout programs and program budgets

#### **Outcomes for Professional Development Designed for Management-Level Staff**

- Clear understanding of the state’s workforce system, WIOA and TAP requirements and four strategic goals and the impact on the core programs;
- Understanding of how to build effective partnerships between and among all core programs;
- Clear understanding of outcomes and accountability for all core programs.

**(KEY QUESTIONS: HOW DO WE MEASURE “CLEAR UNDERSTANDING OR UNDERSTANDING”? DO WE HAVE ON LINE “TESTS” OR ASSESSMENTS OR DO WE ADOPT NATIONAL CERTIFICATES?)**

#### **Outcomes for Professional Development Designed for Front-line, One Stops and Partnering Agency Staff**

- Understanding of the state’s workforce system, WIOA and TAP requirements and the impact on the core programs
- Increase the system’s ability to help people get training, find jobs and move up.
- Lead to specific skill sets or credentials

**(KEY QUESTIONS: HOW DO WE MEASURE “CLEAR UNDERSTANDING OR UNDERSTANDING”? DO WE HAVE ON LINE “TESTS” OR ASSESSMENTS OR DO WE ADOPT NATIONAL CERTIFICATES? HOW DO WE IDENTIFY STAFF NEEDING THE TRAINING?)**

The elements and outcomes above were proposed by the Steering Committee’s task force on professional development and will inform this committee’s work. The committee will rely on the expertise of partners from across the workforce system to produce a professional development strategy that is useful for the entire system.

**SCHEDULE**

<b>MILESTONE</b>	<b>START DATE</b>	<b>FINISH DATE</b>
Convene Committee for first meetings	September 2016	October 2016
Develop possible introduction/presentation for statewide TAP implementation convening	December 2016	June 2017

**OUTCOMES AND MEASURES**

<b>OUTCOMES</b>	<b>MEASURES OF SUCCESS</b>
Committee Charter adopted by Committee and approved by Workforce Board	<ul style="list-style-type: none"> <li>• Membership signs agreement to support charter</li> </ul>
Desired Outcomes for Professional Development for Management-Level Staff	<ul style="list-style-type: none"> <li>• Clear understanding of the state’s workforce system, WIOA and TAP requirements and the impact on the core programs;</li> <li>• Understanding of how to build effective partnerships between and among all core programs;</li> <li>• Clear understanding of outcomes and accountability for all core programs.</li> </ul>
Desired Outcomes for Professional Development for Front-line, One-Stops and Partnering Agency Staff	<ul style="list-style-type: none"> <li>• Increase the system’s ability to help people get training, find jobs and move up.</li> <li>• Lead to specific skill sets or credentials</li> </ul>

**COMMITTEE MEMBERSHIP ROLES AND RESPONSIBILITIES**

<b>ROLE</b>	<b>RESPONSIBILITY/AUTHORITY</b>
<b>Co-Chairs</b>	<ul style="list-style-type: none"> <li>• Facilitate committee meetings.</li> <li>• Work with staff to create agendas and work plans.</li> <li>• Represent committee activities and draft recommendations to the Workforce Board.</li> <li>• Facilitate strategies for committee recommendations to community partners and stakeholders.</li> </ul>

	<ul style="list-style-type: none"> <li>• Create and assign leadership for needed taskforce.</li> </ul>
<b>Committee Staff</b> <ul style="list-style-type: none"> <li>• Part of executive team</li> </ul>	<ul style="list-style-type: none"> <li>• Assist Co-Chairs in developing agenda.</li> <li>• Assist in facilitating meetings, as requested.</li> <li>• Develop and provide support materials, as appropriate.</li> <li>• Speak on behalf of committee, with approval by co-chairs</li> </ul>
<b>Membership</b> <ul style="list-style-type: none"> <li>• Meetings and topic discussions are open to all who want to attend.</li> <li>• Stakeholder participation is valued and encouraged.</li> </ul>	<ul style="list-style-type: none"> <li>• Represent WIOA operating or partner agency interests, or the interests of other system stakeholders.</li> <li>• Provide subject matter expertise, as needed.</li> <li>• Present committee recommendations to decision makers for resource or operational approval.</li> <li>• Participate in committee meetings, taskforce and committee work plan activities.</li> <li>• Actively participate in meeting discussions and activities.</li> <li>• Participate in assigned taskforce and subcommittees.</li> <li>• Represent constituency issues.</li> <li>• Communicate committee work to stakeholders for input and feedback.</li> </ul>

## CONSTRAINTS AND DEPENDENCIES

Work must be coordinated with the other five state Implementation Committees to ensure consistency and continuity in approach. Work must be in accordance with local strategic plans and the state TAP Plan.

## COMMITTEE MEMBERSHIP

### Executive Lead:

- Marty Brown, Executive Director, State Board for Community and Technical Colleges
- Kathy di Julio, Executive Director, Washington Workforce Association

### Staff Support:

- Patrick Woods, Operations Director, Workforce Training and Education Coordinating Board

### Administrative Support:

- Rebecca Reule

#### **Committee Members/Subject Matter Experts**

- Kathy di Julio, Washington Workforce Association
- Marty Brown, SBCTC
- Eric Wolf, Workforce Training and Education Coordinating Board
- Amy Anderson or AWB designee
- Jeanne Bennett, Workforce Southwest Washington WDC
- Marie Bruin, Employment Security Department
- Louisa Erickson, DSHS – Economic Services Administration
- Dot Fallihee, Seattle-King County WDC
- Cheryl Fambles, Pacific Mountain WDC
- Kathy Goebel, SBCTC – Workforce Education
- Caitlyn Jekel, Washington State Labor Council
- Dawn Karber, Spokane Area WDC
- Michael MacKillop, Department of Services for the Blind
- Jennie Weber, Employment Security Department
- Cindy Wilson, SBCTC – BEdA
- Esther Bennett, DSHS
- Jessica Cato, WDC Spokane+
- Molly Onkka, Department of Commerce
- Tami Gillespie, ESD

#### **GOVERNANCE AND GUIDING PRINCIPLES**

##### Core Governance Principles:

1. Co-Chairs facilitate discussion and may ask for motions.
2. All individuals attending meetings are encouraged to participate in discussions.
3. Simple “Roberts Rules” used for motions, and votes.
4. Meetings should model accessibility.

#### **IMMEDIATE OUTCOMES:**

- **DEVELOP SEPARATE “CLIFF NOTES” ON THE STATE’S WORKFORCE SYSTEM, WIOA LAW AND THE TAP PLAN INCLUDING INFORMATION ON “WHO ARE THE PARTNERS AND WHAT DO THEY DO? (DISAPPEARING TASK FORCES ESTABLISHED – 10/19)**
- **SURVEY AGENCIES AND WDC’S ON TRAINING NEEDS**
- **DETERMINE FEASIBILITY OF METHODS FOR TRAINING**

**Project Name: TAP Committee on Performance Accountability & Data Sharing**  
**Sponsor: Workforce Training and Education Coordinating Board (Workforce Board)**  
**Project Leader: Lee Anne Caylor, Dave Pavelchek, Chelsea Orvella**

## **MISSION STATEMENT**

To assess what is both necessary to meet state and federal reporting requirements and possible to enhance data and evaluation across programs, regions and populations served.

## **BACKGROUND**

Key features of the Workforce Innovation and Opportunity Act that call for dramatically different approaches to services and accountability include:

- Application of one set of accountability metrics to every federal workforce program under WIOA,
- Requirement for states to create a single strategic plan for training, employment services, adult education & vocational rehabilitation,
- Better alignment of workforce areas, labor markets and economic development regions, and
- Stronger evaluation and data reporting.

### **Strategic Link with TAP**

This committee will lead the creation of an implementation plan for Next Generation Performance Accountability initiatives outlined in *Talent and Prosperity for All (TAP)*, developing the criteria and framework for a comprehensive workforce system assessment methodology which is consistent with Workforce Innovation and Opportunity Act (WIOA) section 116 requirements.

### **Goals Tied to Strategic Priority**

## **SCOPE OF COMMITTEE WORK**

IN SCOPE: The numbered list below represents four (4) work groups created under this charter, and their high level charge in order to complete this committee's mission.

1. Data Sharing
  - a. Consider avoiding duplication of state core and federal measures
  - b. Provide ad hoc analysis and support for the potential adoption of additional performance indicators (per 20 CFR Part 677.165)
2. Coordination and overall development of needed data sharing for program operations (e.g. co-enrollment, integrated service delivery - ISD) and state and federal reporting

- a. Review legal considerations and data policy (i.e. who can share what, when and with who)
- b. Identify data sharing needs (i.e. who needs what and when)
- c. Serve as the data sharing resource for all TAP implementation committees
3. Mandated federal reporting
  - a. First year, short-term reporting (i.e. quarterly Joint PIRL)
  - b. Annual performance report
  - c. Combined state plan (section 116 updates)
  - d. Additional federal reports (e.g. RSA 911, DOL PIRL, NRS/SBCTC)
  - e. Meeting full federal reporting requirements in subsequent years (e.g. Perkins, skill gains)
4. Eligible training provider system
  - a. Address ETPL revisions and expansion
5. Performance targets and target setting as required
  - a. Negotiations at the federal-state level(including federal statistical adjustment modeling) and the state-local level
  - b. Dashboards (e.g. access to performance reports for state and regional areas)
  - c. Consider impact of final federal regulations on performance targets and negotiations at the regional level for titles II and IV

**OUT OF SCOPE:**

- Information technology (IT) infrastructure and systems design
- Evaluation and research activities

**SCHEDULE**

<b>MILESTONE</b>	<b>STATE DATE</b>	<b>FINISH DATE</b>
Adopt project charter	August 26, 2016	September 7, 2016
Appoint task force members	August 29, 2016	September 9, 2016
Task forces meet and scope charters	September 12, 2016	September 23, 2016

**OUTCOMES AND MEASURE**

<b>OUTCOMES</b>	<b>MEASURES OF SUCCESS</b>
Committee Charter adopted by Committee and approved by Workforce Board	Membership signs agreement to support charter
Task forces adopt individual charters and approved by full committee	Task force participants sign agreement to support charter
Timely submission of Joint PIRL due	Acceptance of first Joint PIRL submission

11.15.16	
Updated ETPL Standards	ETPL standards updated and approved
Updated reporting processes for current and future federal WIOA reporting requirements	Mapping of process for WIOA federal reporting
Recommendation re: consolidation of CORE and WIOA reporting	Recommendation submitted to Workforce Board for consideration
Method to measure skill gain	Skill gain measures developed with cross partner input and approval
Recommend business requirements for IT management of cross-partner reporting and data sharing	List of business requirements for IT project management
Regional and cross-program approach to performance target setting	A target setting system that accounts for regional and program input with performance dashboards for state and regional areas
Forward plan for enhanced analysis of the system, beyond the WIOA required and optional programs	Proposal developed and adopted into the state plan

**RELATIONSHIP TO END GOAL**

- How does the work of this committee relate to the end 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.**

**COMMITTEE MEMBERSHIP ROLES AND RESPONSIBILITIES**

<b>ROLE</b>	<b>RESPONSIBILITY/AUTHORITY</b>
Co-Leads	•
Committee Staff	
Committee Members (Voting)	<ul style="list-style-type: none"> <li>• Commits to the mission</li> <li>• Focuses at the strategic level</li> <li>• Serves as liaison between task forces and full WTB board</li> <li>• Approves task force charters</li> </ul> Seeks to provide necessary resources for task forces to

	be successful
Committee Members (Non-voting)	<ul style="list-style-type: none"> <li>• Define scope of work for task force in the form of a charter with timelines and milestones; approves draft charter</li> <li>• Commit to mission and charge from full committee</li> <li>• Focus is at the operational, detail level</li> <li>• Represent your organization/administration</li> <li>• Bring information back to your organization</li> <li>• Advocate for the group’s mission</li> <li>• Attends, participates and contributes during meetings</li> <li>• Timely follow-up on assignments</li> </ul>

**CONSTRAINTS AND DEPENDENCIES**

<ul style="list-style-type: none"> <li>• Committee and task force members have the authority to commit their organization’s support</li> </ul>	<ul style="list-style-type: none"> <li>• Timely federal guidance</li> </ul>
	<ul style="list-style-type: none"> <li>• Focused project management role</li> </ul>

## COMMITTEE MEMBERSHIP

**Executive Lead:**

**Staff Support:**

**Admin. Support:** Rebecca Reule

Committee Members/Subject Matter Experts	
Cynthia Forland Craig Clark Amy Gimlin Percy Lagdan Bryan Pannell Scott Toscano Tom Berry, Patrick Dymond Alex Kosmides Carmen McKenzie Tim Robison, Rod Van Alyne Andrew Clemons Marissa Cahill Melissa Ford Shah Lou Sager, Tarimah Thomas	

## GOVERNANCE AND GUIDING PRINCIPLE

Task forces convene to accomplish their assigned scope of work. Task forces are charged with scoping, setting timelines and making recommendations to the full committee regarding their scope of work. The full committee reviews and passes forward approved recommendations to the full Workforce (WTB) Board for consideration.