

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 141  
SEPTEMBER 24, 2009**

**WORKFORCE SYSTEM REVIEW**

In correspondence dated August 11, 2009, Governor Gregoire directed Karen Lee, Commissioner, Employment Security Department, and Charlie Earl, Executive Director, State Board for Community and Technical Colleges, in collaboration with Eleni Papadakis, Executive Director, Workforce Training and Education Coordinating Board, to conduct a review of the state's workforce development system. The review will build upon prior efforts for improvement and provide recommendations for further improvement. The review is to be completed by December 1, 2009. This meeting will provide an opportunity for sharing initial thoughts on the stakeholder involvement plan and other aspects of the review.

The Governor's letter and correspondence to Workforce Development Council Board Chairs and Executive Directors are included in this tab.

**Board Action Required:** None. For discussion only.

CHRISTINE O. GREGOIRE  
Governor



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August 11, 2009

**TO:** Karen Lee, Commissioner, Employment Security Department (ESD)  
Charlie Earl, Executive Director, State Board for Community and Technical  
Colleges (SBCTC)

**FROM:** Christine O. Gregoire, Governor 

**SUBJECT:** Workforce Development System Review

With the amount of federal dollars given to us for workforce training, I want to make sure that our workforce development system continues to respond as efficiently and effectively as possible to the immediate and long term needs of our citizens and employers. The 2007 *Washington Works* report provided a solid list of recommendations for system improvements, and I am pleased that we have been successful in implementing some of them. We are often recognized as a national leader and in order to stay ahead of the curve, we need to emphasize continuous improvement.

To that end, I am asking the two of you, in collaboration with Eleni Papadakis from the Workforce Board and appropriate workforce stakeholders, to conduct a review of our workforce development system that builds upon prior efforts for improvement and provide recommendations that will enhance the state's workforce training and services, creating a truly single system that is uniformly supported by business and labor. The Obama Administration and the U.S. Department of Labor are establishing a new set of priorities and I believe we must seize this review as an opportunity to revisit where we are now and re-position the system.

Let me be clear – the intent is not to recreate the wheel or dismantle healthy, functioning structures, but rather to look at clarifying roles and responsibilities of critical parts of our system such as the ESD, Workforce Board, Workforce Development Councils, and the SBCTC. We need to determine the changes and steps necessary to better serve Washingtonians across our entire system and ensure we're focused on providing them with the direct training and services they need.

While the review is being conducted, I am appointing a member of my senior staff, Marty Brown, to serve as interim chair of the Workforce Board, and I will appoint a permanent chair once the review is finished. I expect to have a final report from you no later than December 1, 2009.

I look forward to hearing your suggestions for improvements and am confident that they will yield the most robust, responsive, and resourceful workforce development system in the world.

cc: Eleni Papadakis, Executive Director  
Workforce Training and Education Coordinating Board





## STATE OF WASHINGTON

September 1, 2009

To: Workforce Development Board Chairs  
Workforce Development Council Executive Directors

From: Karen Lee, Commissioner, Employment Security Department (ESD)   
Charlie Earl, Executive Director, State Board for Community and Technical Colleges (SBCTC)   
Eleni Papadakis, Executive Director, Workforce Training and Education Coordinating Board (WTECB) 

Subject: Workforce Development System Review

As you know, Governor Gregoire directed Charlie Earl, Executive Director of the State Board for Community & Technical Colleges, and Karen Lee, Commissioner of the Employment Security Department, to conduct a review of the workforce development system. This review will be conducted in collaboration with Eleni Papadakis, Executive Director of the Workforce Training and Education Coordinating Board.

The Governor's charge was clear: do not "recreate the wheel or dismantle healthy, functioning structures, but rather to look at clarifying roles and responsibilities of critical parts of our system such as the ESD, Workforce Board, Workforce Development Councils, and the SBCTC." The review is to be completed by December 1, 2009.

Significant work has already been done to examine the system and plan for the future. We intend to incorporate that work; however, we recognize new priorities driven by the Obama Administration, the current economic climate, and the goal of continuous improvement demand that we update that work. Now is the time to reposition the system to meet the future needs of Washingtonians.

The best way to identify opportunities for improvement is to rely on the experience of system practitioners and leaders. To that end, we invite you to participate in conversations to inform our work. We intend to gather suggestions and feedback of interested stakeholders and One-Stop partners to incorporate in the final report. We will endeavor to coordinate with already scheduled meetings to maximize the number of participants we can include within this very ambitious schedule.

We look forward to engaging each of you in this review.

cc: Marty Brown, Chair  
Workforce Training and Education Coordinating Board