Workforce Training & Education Coordinating Board

History, Purpose, & State Plan for Workforce Development

House Committee on
Labor & Workforce Development

January 16, 2013

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The History

Challenges Faced in 1990:

- Increased Economic Competition
- Growth of Knowledge-Based Industries
- Increased Structural Unemployment
- Changing Demographics of the Workforce
- An Uncoordinated Hodgepodge of Programs
- Lack of Research and Performance Evaluation
- Neglect of Education and Training for Mid-Level Jobs

1990 Governor's Advisory Council on Investment in Human Capital

Recommendation - Replace 4 existing boards and councils with a single coordinating board for workforce development:

- An independent agency, not an advisory board under another agency
- A coordinating board, not a direct service provider
- Lead for performance measurement
- Customers (business and labor) in charge
- Provide information and policy advice to the Governor and Legislature
- Advocate for education and training for mid-level jobs

Workforce Training and Education Coordinating Board

Non-Voting Chair – Cindy Zehnder

Business:
- 3 voting members

Labor:
- 3 voting members

Government:
- Employment Security Department
- Office of Superintendent of Public Instruction
- State Board for Community and Technical Colleges

Non-voting members include local government, Department of Commerce, Department of Social & Health Services, and a representative for customers with barriers.

Core Functions

As directed in state statute (RCW 28C.18.030) for the workforce development system:

- Coordination
- Strategic Planning
- Research and Evaluation
- Policy Analysis and Advice for the Governor and Legislature

Also:

- State Board for the Workforce Investment Act
- State Board for the Carl Perkins Career and Technical Education Act
- License and regulate Private Career Schools
- Research and develop system innovations

Accomplishments

- For Youth:
  - Initial investor and advocate for the Navigation 101 Comprehensive Guidance System
  - Developed the Dropout Prevention and Intervention and Building Bridges Programs
  - Created CareerBridge.wa.gov – web-based career guidance for youth and adults
- For Adults:
  - Research that supported the creation of the Worker Retraining and Training Benefits Programs
  - Research that supported the creation of I-BEST (Integrated Basic Education and Skills Training)
  - Piloted Lifelong Learning Accounts (LiLAs)

Accomplishments (continued)

- For Industry and Economic Development:
  - Initiated state focus on strategic industry clusters
  - Requested legislation codifying Centers of Excellence
  - Initial advocate for state focus on High Demand Programs of Study
  - Pioneered Industry Skill Panels
- For Performance Accountability:
  - Consistent State Core Performance Measures
  - Careerbridge.wa.gov Consumer Reports on Performance
  - Return on Investment Evaluations

What is the Workforce Development System?

Workforce Training and Education Coordinating Board
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Washington Workforce Development Services

The Workforce Training and Education Coordinating Board developed this at-a-glance summary of Washington's key workforce development programs. Get more information online at www.wtb.wa.gov/WorkforceDevelopmentDirectory.asp.

Annual data for participants is 2011-2012. Annual data for funding is 2012-13.

Washington Career Bridge

January 2013

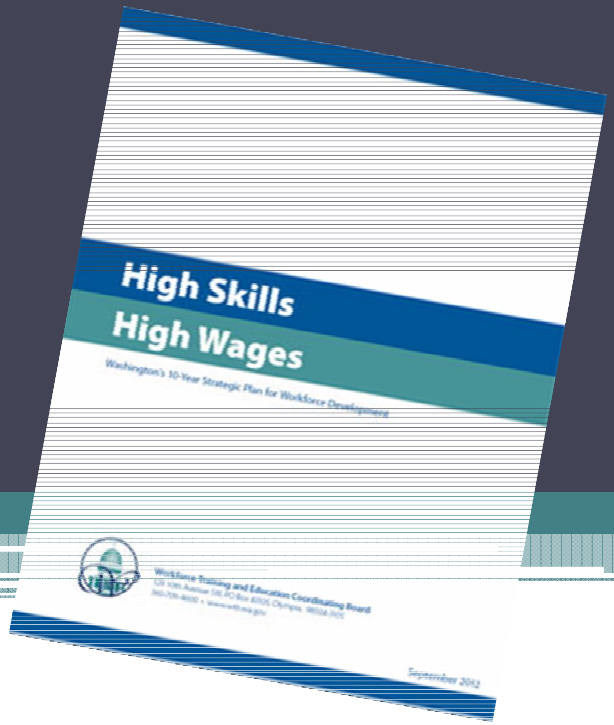
Who is Served?	Low income youth 14 through 21 years old.	Low income job seekers 18 and older.	Dislocated workers.	Foreign trade affected workers.	Individuals with disabilities.	Blind or visually impaired individuals.	Low income adults who are recipients of Temporary Assistance to Needy Families (TANF).				Unemployed and dislocated workers, with a priority given to dislocated workers.	High school graduates or persons 18 years or older, and students younger than 18 with school district permission.	High school students in grades 9 through 12.	Employers and their prospective and existing employees.	Those 18 or older and students younger than 18 with parent or guardian permission.	All legal workers and employers seeking workers.	Those with limited literacy skills or needing English language instruction.	Employers and their prospective and existing employees.		Dislocated workers (state definition).
Services	Employment and Training Services										Occupational Skills Training					Job Search Assistance	Basic Skills Instruction	Employer Matched Training		Income Support
Program	Workforce Investment Act			Trade Adjustment Assistance	Division of Vocational Rehabilitation	Vocational Rehabilitation for the Blind	WorkFirst under TANF				Worker Retraining Program	Postsecondary Professional-Technical Education	Secondary Career and Technical Education	Apprenticeship	Private Career Schools	Wagner-Peyser	Adult Basic Education	Job Skills Program	Customized Training Program	Training Benefits Program
Individuals Served Annually	3,972	4,983	6,786	4,022	14,970	3,001	11,919	2,827	1,588	6,400 people per month	16,601	133,119	303,557	11,832	29,258	341,434	61,093	42 Companies 2,902 Workers	33 Businesses 887 Trainees (since 2006)	2,240
Annual Federal Funds	Youth $16,960,000	Adult $15,738,000	Dislocated Worker $22,716,000	$16,185,000	$44,600,000	$9,377,000	Education & Training $18,134,000	Community Jobs $15,761,000	Job Connection/ Career Jump $6,079,000	Employment Services $16,700,000	$0	$10,923,000	$9,074,000	$0	N/A[4]	$14,677,000	$9,574,000	$0	$0	$0
Annual State Funds	$0	$0	$0	$0	$10,400,000	$2,131,000	$0	$0	$0	$0	$39,759,000	$183,020,000	$384,824,000	$1,559,000[1]	$269,421 (in license fees)[3]	$0	$81,871,000	$2,275,000	$2,331,000	Varies
Administering Agency	Employment Security Department	Employment Security Department	Employment Security Department	Employment Security Department	DSHS / Division of Vocational Rehabilitation	Department of Services for the Blind	DSHS ↓ State Board for Community and Technical Colleges	DSHS ↓ Department of Commerce	DSHS ↓ Department of Commerce	DSHS ↓ Employment Security Department	State Board for Community and Technical Colleges	State Board for Community and Technical Colleges	Office of Superintendent of Public Instruction	Department of Labor & Industries	Workforce Training and Education Coordinating Board	Employment Security Department	State Board for Community and Technical Colleges	State Board for Community and Technical Colleges	State Board for Community and Technical Colleges	Employment Security Department
Providers	Community-based organizations, Education Service Districts, school districts and city/county government through Workforce Development Councils.	WorkSource Center/Affiliate sites, contracted colleges, community-based organizations and local government agencies. Funds administered by 12 regional Workforce Development Councils.		WorkSource Center/ Affiliate sites coordinate the services.	Local DVR units and contractors.	Statewide services through six offices located throughout Washington.	Community and technical colleges, private career schools and community-based organizations.	Private nonprofit contractors.	Local community-based organizations.	WorkSource offices and some Community Services Offices.	Washington's community and technical colleges, and licensed private career schools.	All of Washington's 34 community and technical colleges.	Office of Superintendent of Public Instruction	240 employer/employee sponsored training programs that meet state apprenticeship standards.	290 licensed private career schools and colleges	WorkSource Centers, WorkSource Affiliate sites, and online.	Washington's community and technical colleges, and community-based organizations.	Community and technical colleges, licensed private career schools, universities, and apprenticeship trusts.	Washington's community and technical colleges, and licensed private career schools.	Employment Security Department
Program Results	Employment Rate or Further Education: 56% Annual Earnings: $10,569 Earnings Net Impact: $1,885 ROI: $6 to 1	Employment Rate: 62% Annual Earnings: $23,024 Earnings Net Impact: $4,180 ROI: $8 to 1	Employment Rate: 69% Annual Earnings: $33,870 Earnings Net Impact: $3,320 ROI: $7 to 1	Employment Rate: 79.7% Annual Earnings: $41,616 ROI: N/A[1]	Employment Rate: 43% Annual Earnings: $13,103 Earnings Net Impact: $1,340 ROI: $3 to 1	Employment Rate: 43% Annual Earnings: $23,893 Earnings Net Impact: N/A ROI: N/A[1]	Employment Rate: 38% Annual Earnings: $12,514 Earnings Net Impact: N/A ROI: N/A[1]				Employment Rate: 61% Annual Earnings: $27,583 Earnings Net Impact: $2,750 ROI: $9 to 1	Employment Rate: 63% Annual Earnings: $24,825 Earnings Net Impact: $8,680 ROI: $13 to1	Employment Rate or Further Education: 78% Annual Earnings: $8,151 Earnings Net Impact: $1,980 ROI: $87 to 1[1]	Employment Rate: 65% Annual Earnings: $47,637 Earnings Net Impact: $17,650 ROI: $91 to 1	Employment Rate: 58% Annual Earnings: $20,451 Earnings Net Impact: 2,064 ROI: N/A[4]	Employment Rate: 52 % Annual Earnings: $19,810 ROI: N/A[1]	Employment Rate: 46% Annual Earnings: $16,493 Earnings Net Impact: $830 ROI: No significant positive impact	N/A[5]	N/A[5]	Employment Rate: 49.9% Annual Earnings: $25,196[6] ROI: N/A[1]

14 programs administered by 7 agencies

http://www.wtb.wa.gov/Documents/Matrix2013.pdf

High Skills, High Wages

Washington's 10-Year Strategic Plan
for Workforce Development



Workforce Training and
Education Coordinating Board

Legislative Charge

State Statute RCW 28C.18.060

- Develop and maintain a state comprehensive plan for workforce training and education, including but not limited to, goals, objectives, and priorities for the state training system, and review the state training system for consistency with the state comprehensive plan.

State Statue RCW 28C.18.080

- Every four years …, the board shall submit an update of the ten-year state comprehensive plan … to the governor and the appropriate legislative policy committees. The legislature shall, by concurrent resolution, approve or recommend changes to the … plan and … updates. The plan shall then become the state's workforce training policy unless legislation is enacted to alter the policies set forth in the plan.

The Process

- Environmental Scan (February & March)
  - Examined the Economy, the Workforce, and the Workforce Development System
- Targeted Work Groups of Stakeholders (April – June)
- Public Forums (July – August)
  - Town Hall Style Meetings
  - Locations:
    - Everett
    - Tacoma
    - Spokane
    - Yakima

Environmental Scan

Economy & Workforce

- There are sectors where labor demand will likely remain strong relative to other sectors: Aerospace, Health, IT.
- Boomer retirement will result in demand for skilled workers, even in slow-growing industries and occupations.
- STEM occupations at mid and upper skill levels are likely to be in demand. This includes applied STEM, such as health care, manufacturing, production, installation, maintenance and repair.
- The workforce of the future will increasingly consist of immigrants from other states and nations, racial and ethnic minorities, and older workers.
- We must do a better job in serving under-utilized groups in order to meet employers' needs for skilled workers.

Environmental Scan

Workforce Development System

- Skill Shortages
- Low Educational Attainment Among Minority Groups
- High School Dropout Rates
- Career Readiness, Not Just College Readiness
- Youth Unemployment
- Access to Lifelong Learning for Workers
- Responsiveness to Business Needs

High Skills, High Wages

A plan for Multiple Pathways

Strategic plan officially adopted by the board on Sept. 27

Structured into 3 goals:

1. **Multiple Pathways for Initial Careers**

   6 objectives

2. **Multiple Pathways for Employers and Workers**

   4 objectives

3. **Making Washington's Workforce Development System a Model of Accountability and Efficient Co-Investment**

   2 objectives

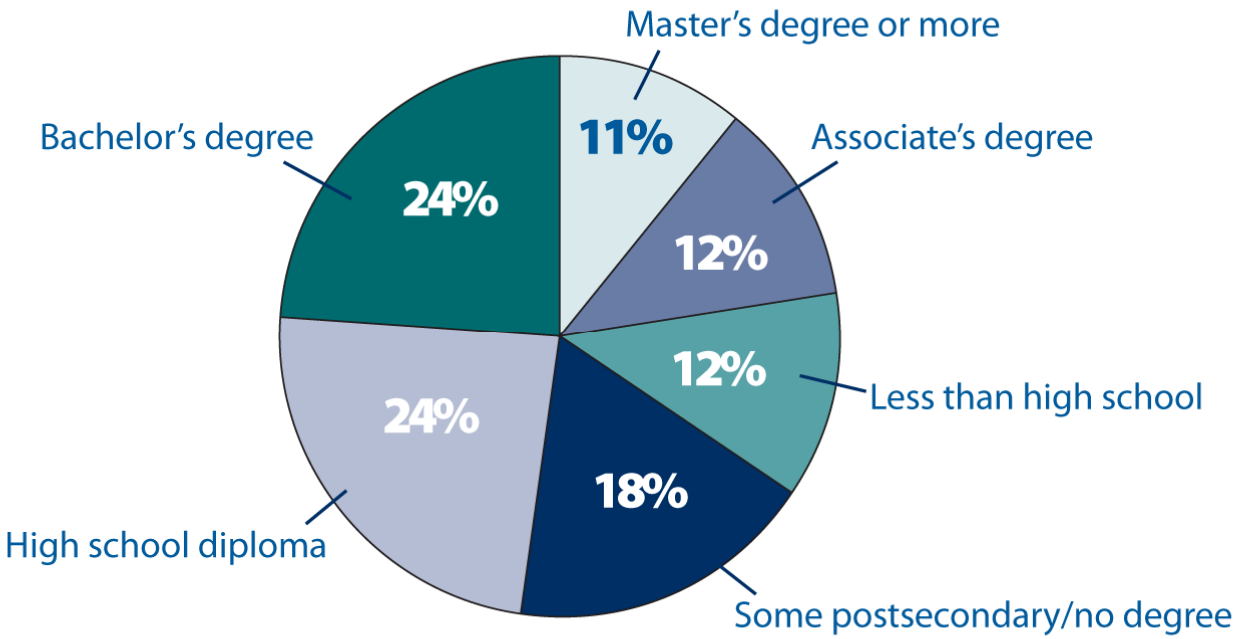
Multiple Pathways for First Careers

Objective 1: Improve availability of quality career guidance for students in middle school, high school, and postsecondary

- Enhance Career Guidance for Students
- Partner with employers to help students explore careers and workplaces

Multiple Pathways for First Careers

Percent of jobs nationwide by education requirement in 2020



Source: Georgetown University Report , Five Ways That Pay Along the Way to the B.A., 2012

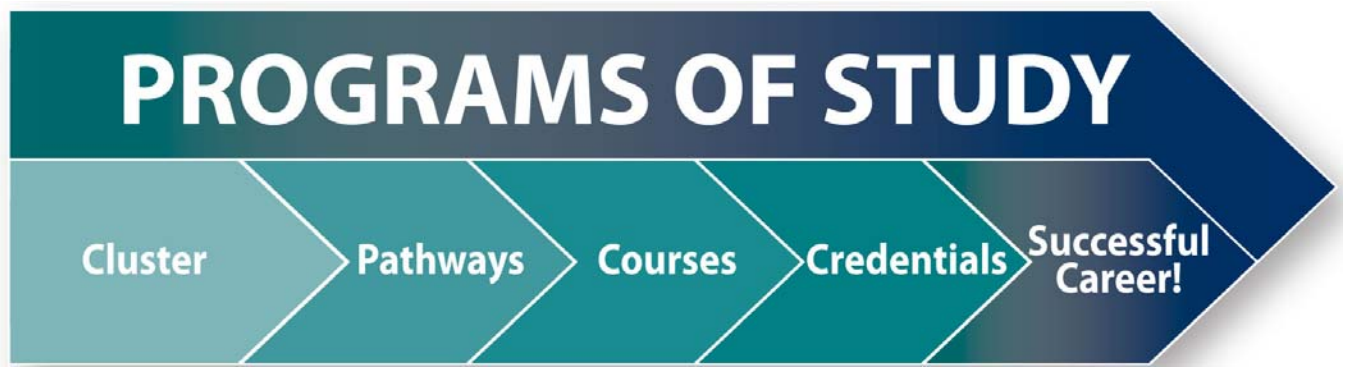
Multiple Pathways for First Careers

Objective 2: Identify, assess, and certify skills for successful careers

- Increase workplace and life skills development for students
- Increase use of industry based skill-standards assessments and credentials

Multiple Pathways for First Careers

Objective 3: Expand Programs of Study that bring together a sequence of career focused courses that start in high school and extend through college



- Expand the use of Programs of Study
- Improve the transfer of credits in a student's Program of Study

Multiple Pathways for First Careers

Objective 4: Increase Work-Integrated Learning

- Increase the number and types of workplace experiences for students and out-of-school youth
- Bring more work experiences into the classroom by engaging employers and workers

Multiple Pathways for First Careers

Objective 5: Improve student access and retention

One in four 9th graders do not complete high school on time.
Washington's graduation rate ranks 32nd among the states.

- Expand high school dropout Prevention and Retrieval Program
- Increase non-traditional opportunities to obtain postsecondary certificates and degrees
- Provide wrap-around and new models of support and employment services including services for diverse populations with multiple barriers to education and training

Multiple Pathways for First Careers

Objective 6: Job search and placement for people into first careers

- Help students locate and land jobs

In 2012, 17 percent of Washingtonians 16 – 24 years of age were unemployed and looking for work.

Multiple Pathways for Employers and Workers

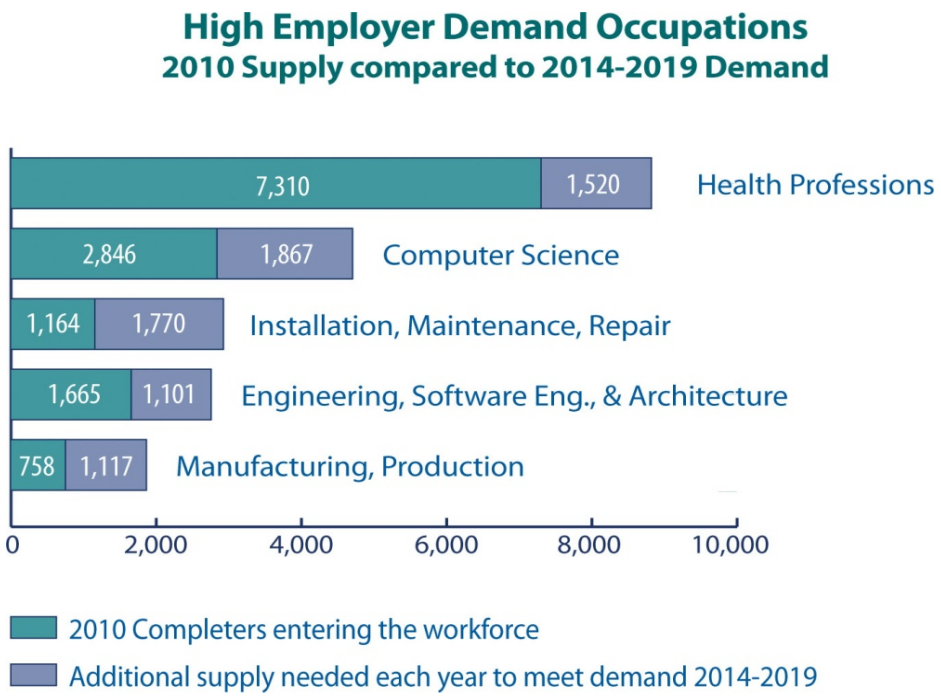
Objective 1: Increase employer engagement with the workforce development system

- Improve outreach to employers
- Engage employers in identifying skill standards and develop training programs that meet those standards
- Increase industry involvement in Work-Integrated Learning
- Increase employer investment in workforce training

Multiple Pathways for Employers and Workers

Objective 2: Promote economic development by connecting workforce development with job creation and growth

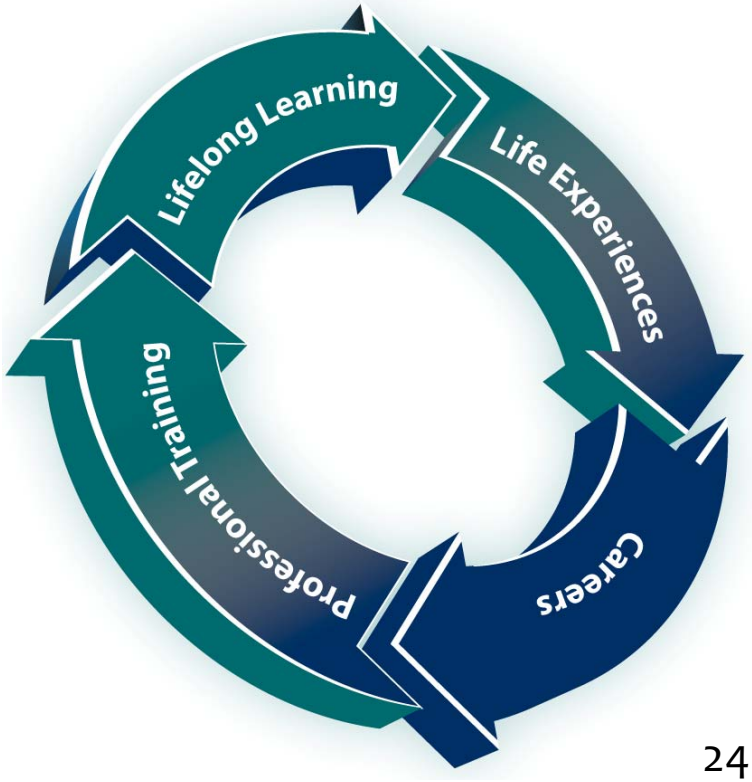
- Provide and market business services to employers
- Invest in strategic economic opportunities
- Encourage and support entrepreneurship



Multiple Pathways for Employers and Workers

Objective 3: Expand and support learning opportunities for workers at all stages of their education or career paths

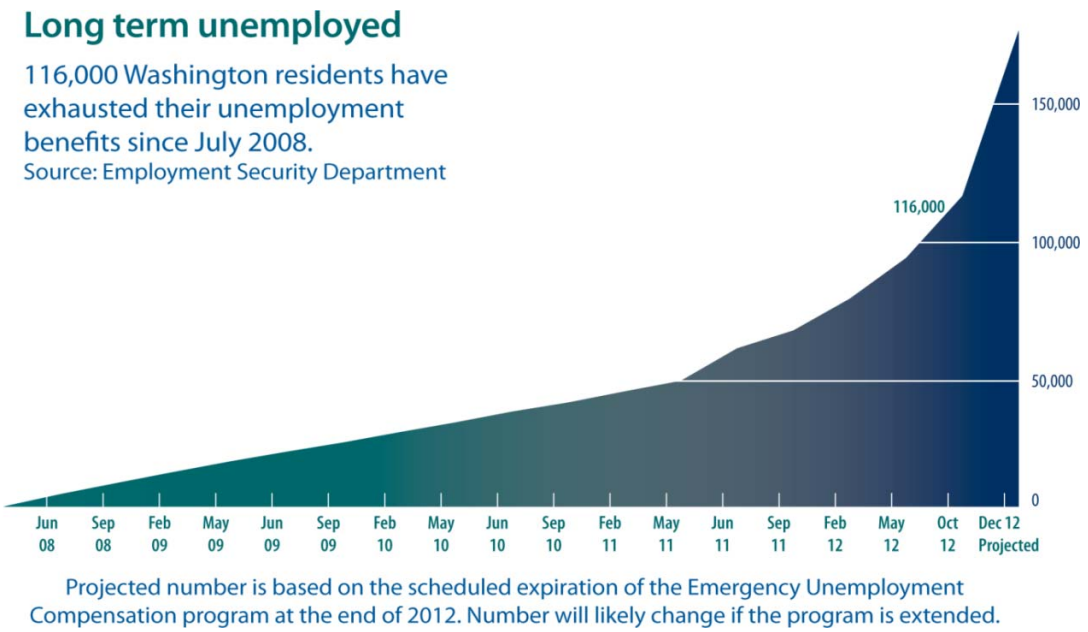
- Offer greater career and education guidance for adults
- Increase the accessibility of training programs for adult workers and reduce the time it takes to complete training
- Improve training for adult workers with barriers to advancement



Multiple Pathways for Employers and Workers

Objective 4: Improve job search and placement services for unemployed and underemployed workers

- Improve the quality and speed of job matching and referrals between job seekers and employers with job openings
- Make job search and placement assistance more widely known and available



Washington's Workforce Development System is a Model of Accountability and Efficient Co-Investment

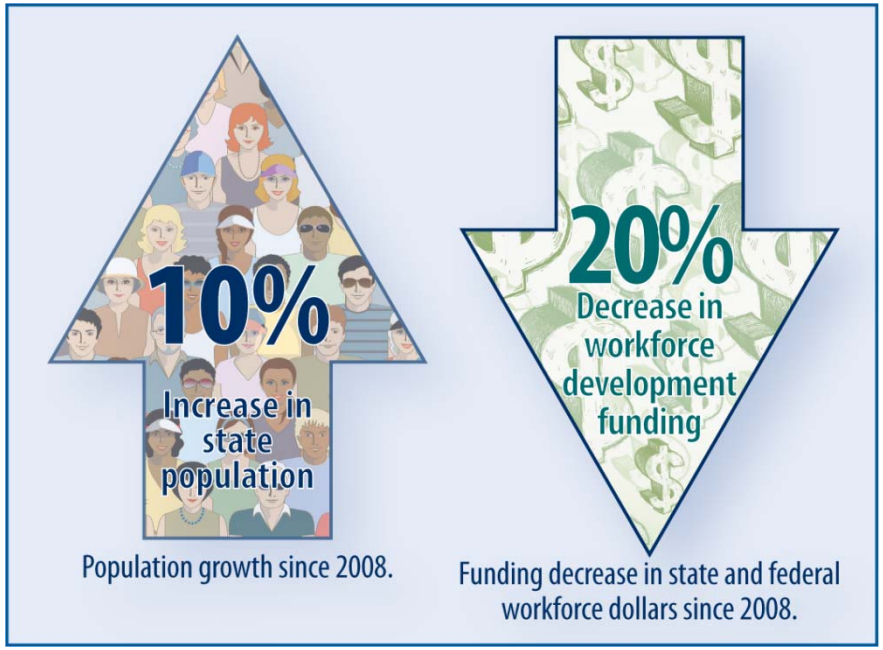
Objective 1: Strengthen performance accountability across all workforce development partners by focusing on employment and earnings outcomes

- The Workforce Board will lead a full scale review in collaboration with all workforce partners to reconsider core measures for Washington's workforce system
- Reduce administrative burdens and improve performance outcomes through a focus on outcome rather than input measures
- Develop a unified plan for multiple federal workforce development programs

Washington's Workforce Development System is a Model of Accountability and Efficient Co-Investment

Objective 2: Establish cost-effective co-investment models, across government funding streams and across the tri-partite spectrum (employer, worker, and government)

- Reduce barriers to sharing or splitting funding across funding streams
- Establish cost-sharing practices and policies that stretch public dollars to serve the largest number of participants and attain the highest performance outcome levels



Workforce System Performance

Desired Outcomes

- Employment:
  - Washington's workforce finds employment opportunities.
- Earnings:
  - Washington's workforce achieves a family-wage standard of living from earned income.
- Skills:
  - Washington's workforce possesses the skills and abilities required in the workplace.
- Customer Satisfaction:
  - Workforce development participants and their employers are satisfied with workforce development services and results.

Workforce System Performance

Core Measures

- Employment or Further Education
  - **Programs Serving Adults:** The percentage of former participants with employment recorded in UI and other administrative records during the third quarter after leaving the program.
  - **Programs Serving Youth:** The percentage of former participants with employment or further education as recorded in UI, student, and other administrative records during the third quarter after leaving the program.

Workforce System Performance

Core Measures (Continued)

- Earnings
  - Median annualized earnings of former participants with employment recorded in UI and other administrative records during the third quarter after leaving the program, measured only among the former participants not enrolled in further education during the quarter.
- Skills
  - Percentage or number of program participants leaving the program who achieved appropriate skill gains or were awarded the relevant educational or skill credential based on administrative records.

Workforce System Performance

Core Measures (Continued)

- Customer Satisfaction
  - **Former Participant Satisfaction:** Percentage of former participants who report satisfaction with the program as evidenced by survey responses.
  - **Employer Satisfaction with Former Program Participants:** The percentage of former participants with employment or further education as recorded in UI, student, and other administrative records during the third quarter after leaving the program.
- Return on Investment
  - **Taxpayer Return on Investment:** The net impact on tax revenue and social welfare payments compared to the cost of the services.
  - **Participant Return on Investment:** The net impact on participant earnings and employer provided benefits compared to the cost of the services.

Questions?

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