

# Achieving the Governor's Strategic Vision for Workforce Development

Nevada Governor's Workforce Development Board

April 17, 2024



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# The National Governors Association

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## Founding

The May 1908 meeting of President Theodore Roosevelt and governors led to the creation of the National Governors Association.



*Photo: The first meeting of the nation's governors, convened by President Theodore Roosevelt in Washington D.C., 1908.*

## What We Do

The National Governors Association (NGA) is the bipartisan organization of the nation's governors. Through NGA, governors identify priority issues and deal with matters of public policy and governance at the state, national and global levels.

The NGA Center for Best Practices is the only research and consulting firm that directly serves governors and helps governors and executive branch leaders develop and implement innovative solutions to public policy challenges. Our Government Relations team ensures that states are a strong voice in Washington, D.C. We also provide management consultative services to both new and incumbent governors, their senior executive staff and trusted advisors.



# NGA Center for Best Practices

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## Services:

- Customized Technical Assistance
- Facilitation & Strategic Planning Support
- Multi-State Consortia and Peer Learning
- Research & Published Reports

## Program Areas:

- Behavioral Health
- Children & Families
- Cybersecurity
- Energy
- Environment
- Healthcare Delivery
- Homeland Security
- Infrastructure
- K-12 Education
- Land Management, Agriculture, Wildlife, & Rural
- Postsecondary Education
- Public Health
- Public Safety & Legal Counsels
- **Workforce Development & Economic Policy**



# WIOA Policy Levers Brief

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1. Create, communicate, and execute the state's **vision and priorities** for workforce development;
2. Direct **funding** toward those priorities by leveraging authority over funding formulas and Governor's Reserve funds, and collaborating with partner agencies/programs; and
3. Ensure **quality service delivery** to employers and jobseekers by overseeing system performance and accountability.



*[How Governors Can Execute Their Vision for Workforce Development \(NGA, 2023\)](#)*

# High-Performing State Workforce Board Framework

High-performing state workforce development boards fulfill three key roles:

- **Connector:** set and communicate a **vision** for the entire workforce system;
- **Convener:** model and manage **strategic partnerships** that achieve the vision; and
- **Conductor:** use data and accountability systems to **keep the system accountable**.



*Building a High-Performing State Workforce Board (NGA, 2016)*

# System Strategy and Governance



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# Create, Communicate and Execute the State's Vision and Priorities for Workforce Development

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1

Issue a clear charge to the State Workforce Development Board as a strategic leadership body

2

Appoint a Chairperson and Board Members who will carry out your vision for workforce development

3

Codify your vision and priorities in the State's WIOA Plan

# Issue a Clear Charge to the Board as a Strategic Body

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- Communicate the core purpose of the state workforce development board and define its strategic and compliance charges;
- Determine what, if any, additional responsibilities the state workforce development board should have that are not already required by WIOA, such as formally surveying employers' needs; and
- Develop a consistent and efficient feedback loop between the Governor and the state workforce development board.



# Codify Vision and Priorities in the WIOA State Plan

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- Set forth a strong narrative in the “State Strategic Vision and Goals” component of the WIOA state plan;
- Align the WIOA state plan with existing priorities and other workforce development programs administered by the state;
- Ensure the WIOA state planning process serves as a tool to improve alignment and coordination with other state or federally funded programs that may require similar state planning, such as programs within housing, health and human services, education and other workforce development programs not funded through WIOA; and
- Empower all relevant stakeholders to provide input for the state plan

# Board as a Connector: Set and Communicate a Vision

- Create a strategic vision with shared language
- Identify goals that connect to the strategic vision
- Provide a platform for board members and stakeholders to participate in strategic thinking and decision making
- Align funding opportunities and strategic partnerships with the vision
- Establish focused subcommittees or task forces to develop recommendations
- Champion and promote the workforce system

# What does success look like?

Partners are working toward **shared goals**

**Policy and resource alignment** is improved



# One Minnesota Vision

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- Governor Walz laid out four-year “One Minnesota” vision for workforce development
- WIOA state plan vision and goals are aligned with the One Minnesota vision
- State workforce board convened local boards and other stakeholders for a strategic planning summit
- Local and regional WIOA planning guidance reflects and clearly explains One Minnesota vision to ensure state-local alignment



# Indiana Governor's Workforce Cabinet Legislative Recommendations

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- Employer-led working groups conducted stakeholder engagement
- Recommendations for Governor Holcomb and state legislature aligned with Cabinet's vision and Governor's priorities:
  - Help employers find workers and develop a skilled talent pipeline
  - Remove barriers keeping people out of the labor force
  - Prepare Indiana's future workforce
- Legislative wins included: development of a career navigation network, K-12 Career Scholarship Accounts, increased funding for short term certification programs and employer training grants, in state college retention incentives



GOVERNOR'S  
**WORKFORCE**  
CABINET

# Investments and Partnerships



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# Direct Funding Toward Highest Priorities by Leveraging Authority Over Funding Formulas & Governor's Reserve Fund

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1

Tap the Governor's Reserve to  
Make Strategic Investments

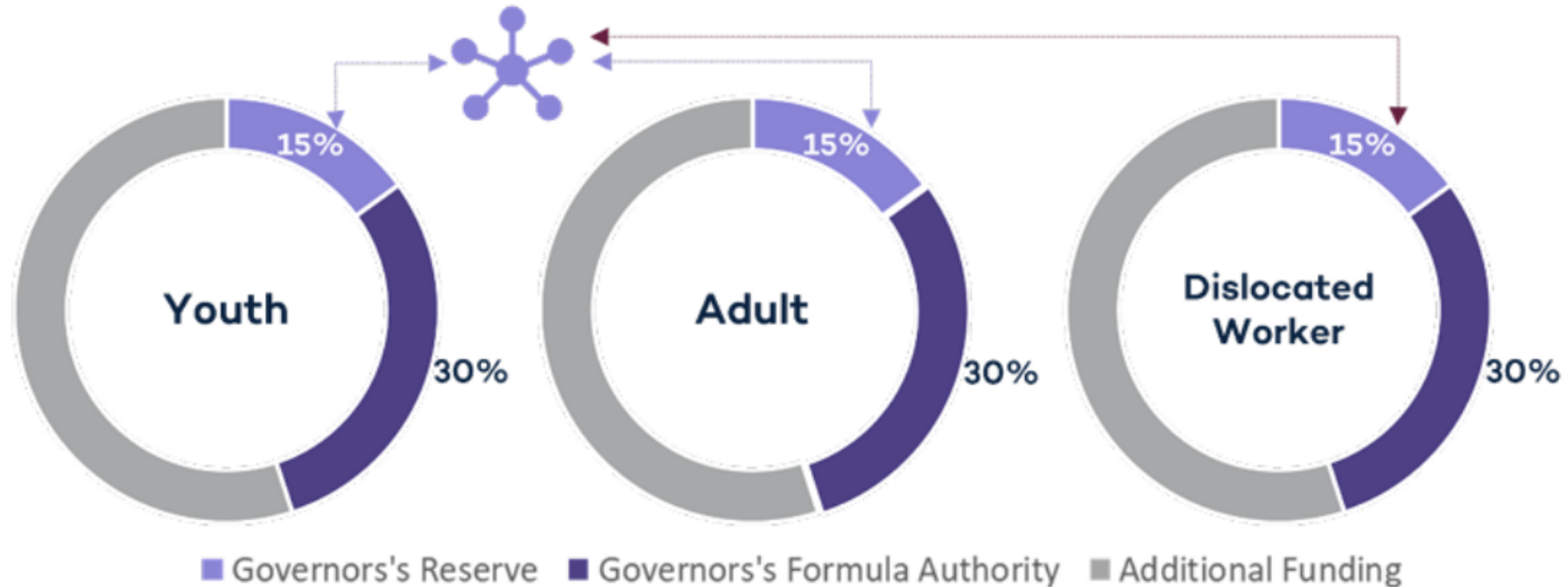
2

Direct Funds Within Title I  
Programs by Establishing  
Alternative Funding Formulas



# WIOA Title I Funding Flexibility

**Figure 2 – Governors' Authority Over Title I Program Funding**



Governors have discretion over their state's allotment under Title I programs including 15% in the Governor's Reserve and formula authority over 30% of the funds not reserved. \*Additionally, Governors have discretion to pool Reserve Funds across Title I and expend the funds on allowable statewide workforce investment activities regardless of the source of funding.

# Career Connect Washington

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- Established in 2017 using Governor's Reserve funding
- Pilots to expand youth apprenticeships, internships, and career connected learning experiences in STEM and other high-demand fields, with a focus on low-income, rural, and youth of color
- State legislature established a permanent Career Connect Washington system in 2019 using state dollars and an additional \$4 million in set-aside funds
- Served 16,000 young people to date



# Board as a Convener: Model & Manage Strategic Partnerships

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- Routinely convene and engage system stakeholders and strategic partners
- Manage coordination and alignment across workforce development, education, human services, labor and commerce, community and advocacy organizations, and private and philanthropic partners
- Define clear roles and responsibilities for system partners
- Seek regular, specific feedback from the state's priority and emerging industries
- Partner with state and regional economic developers
- Create mechanisms for effective partnership with local workforce areas and elected officials

# Local Boards as Partners

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High-performing state workforce development boards are successful **because** they engage their local boards as partners in each of their 3 key roles

- **Connector:** Local boards help develop the system-wide vision and goals
- **Convener:** Local boards mirror, support and inform the state-level model of developing and managing strategic partnerships
- **Conductor:** Data and feedback from local boards is necessary for an accountable and high-performing system



# What does success look like?

Business needs are met

Workers' needs are met

Policy and program development is driven through the state and local board activity



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# State and Local Roles in Planning Sector Partnerships

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## State Workforce Board

Describe sector partnerships in WIOA state plan

Support local sector partnerships with Governor's reserve funds

Provide technical assistance to local boards

Conducts employer outreach and models effective partnerships

## Local Workforce Boards

Use WIOA adult or dislocated worker funds for sector partnerships

Develop, convene, or implement sector partnerships

Adapts state framework and integrates sector partnership as a core practice

Leads local partners in centering employer needs

## State and Local Partners

Drive interagency collaboration

Provide data and performance tracking

Share best practices between sector partnerships

Use lessons learned to inform state policy

# Colorado Sector Partnership Network

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- Network coordinated by the state workforce board
- 850+ employers engaged in 28 sector partnerships across 12 regions
- Vision for state career pathways to be informed and developed by sector partnerships
- High performing sector partnerships criteria used to guide local sector partnership development:
  - Collective approach to industry current and future challenges
  - Impact measures that indicate value to systems and communities
  - Grows and maintains industry leadership
  - Industry engages in all priorities as full partners
  - Support partners have a coordinated approach
  - Communication strategy to inform stakeholders
  - Sustainable plan for leadership and funding



Colorado Workforce  
Development Council





# California Breaking Barriers to Employment Initiative

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- Grants to local collaborative partnerships to provide barrier-reduction services for participants in existing training programs
- Administered by state workforce board
- Statewide stakeholder engagement process with local board association to ensure successful design and implementation
- 26 local board <> CBO partnerships funded
- Target populations for the grants are aligned with WIOA employment barriers



# Performance and Accountability



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# Ensure Quality Service Delivery to Employers and Jobseekers by Overseeing System Performance and Accountability

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1

Establish Performance Metrics  
and Standards that Align With  
the Governor's Vision for  
Workforce Development

2

Ensure Accountability by  
Creating High Standards for  
Service Providers

# Establish Performance Metrics and Standards that Align with the Governor's Vision for Workforce Development

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- Set additional metrics that promote systems alignment and align with the Governor's vision for workforce development; and
- Align these metrics with existing performance metrics for other programs

## **Metrics to Evaluate System Performance Required by WIOA**

- ✓ The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program;
- ✓ The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program;
- ✓ The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program;
- ✓ The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent during participation in or within 1 year after exit from the program;
- ✓ The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment.

# Ensure Accountability by Creating High Standards for Training Providers

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- Ensure that training providers admitted to the ETPL can deliver outcomes that align with the Governor's vision for workforce development;
- Ensure ETPL requirements result in the funding of high quality programs while still allowing for innovative programs to participate;
- Establish standards that detail what would merit a training provider having its ETPL status revoked;
- Ensure providers admitted to the ETPL are well-positioned to serve individuals with barriers to employment; and
- Give priority to providers that offer postsecondary credentials.

# Alabama Committee on Credentialing and Career Pathways

- Public-private entity tasked with non-degree credential quality assurance
- Annual review of in-demand occupations with corresponding competency models, career pathways, and credentials of value
- Employer data guides which programs are added to the ETPL and informs training providers on in-demand credentials



# Board as a Conductor: Keep the System Accountable

- Conduct data analysis to identify gaps in partner coordination, service delivery to target populations, alignment with industry and occupational demand, etc.
- Create and track benchmarks for success as a system and as a board
- Leverage feedback from both jobseeker and business customers for continuous system improvement
- Make data accessible and actionable for decision making
- Evaluate and assess policies and programs



# What does success look like?




**WIOA compliance**  
objectives are met

**Data on performance** and  
user feedback support  
continuous improvement



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# Kentucky Work Ready Strategic Plan and Metrics

EMPLOYERS: HOW THE COMMONWEALTH WILL MEASURE PROGRESS <i>(** indicates a new measure proposed by KWIB)</i>		
 <b>Metric</b> <i>(What we will measure)</i>	 <b>Analytical Value</b> <i>(What the metric tells us)</i>	 <b>Data Source</b> <i>(Where the data comes from)</i>
Employer Penetration Rate	Measures the extent to which employers are engaging with existing workforce development programs across the Commonwealth	Cabinet for Economic Development and Education and Workforce Cabinet, in partnership with local WIBs
Business Retention and Expansion (BRE) Employer Feedback (by Regional and Local Workforce Areas)	Tracks employer satisfaction, engagement, local workforce and hiring needs, and emerging skills gaps via an annual BRE survey administered locally	Cabinet for Economic Development BRE survey
Availability of Work-Based Learning Opportunities  (including number of Apprenticeships, Licensures, and Employer-Driven Work-Based Learning Programs)	Indicates overall level of employer investment in work-based learning and credentials	Kentucky Department of Education, KCTCS, Council on Post-Secondary Education, Labor Cabinet and Public Protection Cabinet, and KCEWS



# Questions?

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[nga.org/bestpractices/workforce-development-economic-policy](https://nga.org/bestpractices/workforce-development-economic-policy)



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